

ANNUAL SERVICE PLAN

CLIENT:

London Borough Lambeth

PERIOD:

From

Apr-17

To

Mar-18

Signed Off by LBC

Greg Knight / Lesley Amber

Signed Off Date

SUBMITTED BY:

Mark Munday

Signed Off Date

Divisional Business Manager

INTRODUCTION

INTRODUCTION TO THE ANNUAL SERVICE PLAN:

Fusion commenced management of Brockwell Lido in December 2003 when the redevelopment works began at the Lido.

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of LBL and Brockwell Lido Steering Group (BLSG) 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:

- * liaison with LBL and BLSG 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:

- * 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 satisfaction, health and safety, FM, 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:

- * November 2016: Presentation of draft Annual Service Plan to LBL and BLSG;
- * January 2017: Agreement of Annual Service Plan.

The planned process for the communication of the key principles of the Annual Service Plan is as follows:

- * January 2017: communication to LBL and BLSG;
- * February 2017: communication to Fusion management team and staff;
- * March 2017: communication to customers and key stakeholders.

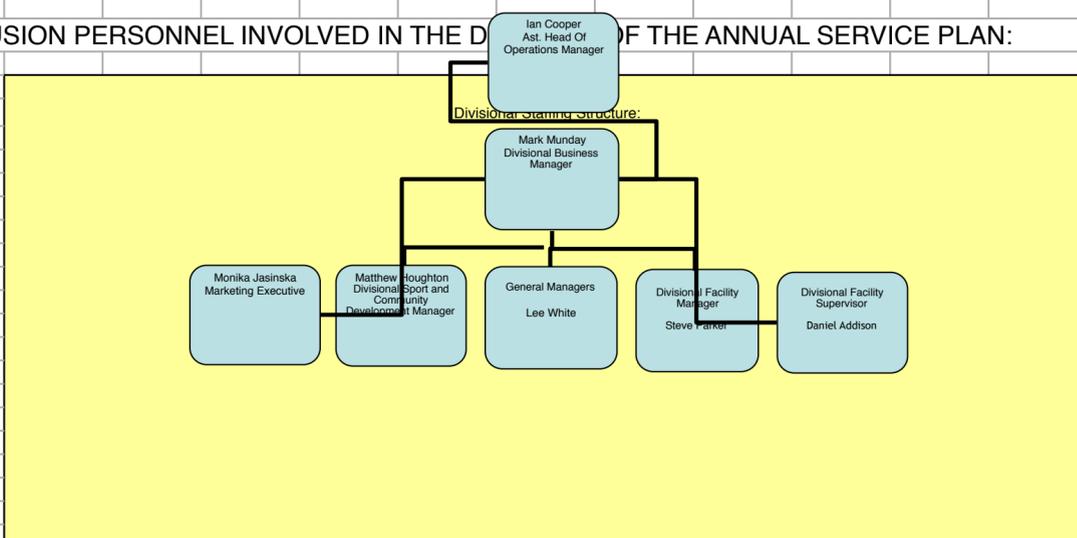
REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

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 LBL;
- * monthly meetings between key representatives of Fusion and LBL;
- * formal review of progress to date on the 2016/17 on a quarterly basis with LBL and BLSG.

KEY FUSION PERSONNEL INVOLVED IN THE DEVELOPMENT 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:

- Fusion's corporate objectives as reflected in the company's 5-year Business Plan and 2017 Business Plan;
- the analysis of contract performance to date;
- the commitments and intentions set out in Fusion's BAFO tender submission;
- 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.

LBL CORPORATE OBJECTIVES:

The Annual Service Plan is also influenced by London Borough of Lambeth Council's broader corporate objectives. The relevant objectives are incorporated into the Corporate Plan 2017-2018 and those objectives with specific relevance to the leisure facilities are as summarised below:

- Protecting resident priorities - to protect and enhance the services that matter the most to Lambeth's residents and customers; LBL1
- Transforming the council - to reshape our business and make essential savings through the Step Change Lambeth; LBL2
- Reforming public services - to successfully navigate the changing public service landscape, maximising the opportunities and benefits for Lambeth's residents and customers; LBL3
- Empowering communities - Creating a fair society that enables people to have power to take decisions as well as come together to deliver solutions for themselves and their local community; LBL4
- Competing as a place - to reshape Lambeth as a place, taking advantage of new freedoms and incentives; realising our vision for 2040 of being an Enterprising City that punches above its weight. LBL5

Further, the Council Sports Strategy which seeks to achieve the following core objectives:

- To reduce the levels of physical inactivity in the Lambeth population LBL6
- Increasing the amount of people taking part in regular sport. LBL7

FUSION CORPORATE OBJECTIVES:

Fusion's corporate vision is "to be the 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 "Customer First", "Make things happen" and "Be the best".

Fusion's five-year and annual corporate business plans reflect this vision and these core values and incorporate four strategic strands as follows: "Stability and Growth", "Customer First", "Efficiency and Effectiveness" and "New Business", as well as financial targets.

The specific targets specifically established for 2017 are as follows:

- to ensure that customer satisfaction "good"/"excellent" ratings exceed 95%;
- to deliver measurable improvements in like-for-like National Benchmarking Survey results;
- to deliver a 2% year-on-year increase in like-for-like general participation;
- to deliver a 2% year-on-year increase in like-for-like participation by target groups;
- to ensure 100% compliance with Fusion 360 inspection regimes and to deliver an average score of at least 95% on Fusion 360 inspection scores;
- to ensure 100% compliance with health and safety audit regimes and to deliver an average score of at least 90% on relevant audit scores;
- to deliver a 2% year-on-year reduction on like-for-like energy consumption.

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:

- participation levels (40%) are generally lower than that of the wider population (46%)
- 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 10.6 million 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;

Lambeth-specific Context:
General Population Census:

- Particularly young, ethnically diverse population. The young population are in their early 20s - mid 30s age range. This corresponds in a high number of under 10s in the area. The ethnic profile is generally young urban professionals, who tend to be of all ethnic backgrounds but who are predominately white.

Users over 50:

- recognised that this is a significant market, with potential users aged over 50 in the wider catchment for the leisure facilities;
- current penetration/participation rates are relatively low (based on NBS reports, "Silver" memberships and 60+ free swimmers);

Users under 16:

- current penetration/participation rates are relatively low

Users from BME groups:

- relatively large BME population (%) in facility catchment areas, compared with Great Britain average of 8.1%. It's a population group currently under represented.
- increased diversity in recent years, through influx of people from new EU countries;
- people of Black and African ethnic origin are at particular risk of unemployment;

SWOT ANALYSIS:

Strengths:

- variety and geographical spread of facilities within portfolio;
- implementation of IMS, including financial management systems;
- delivery of consistent increases in memberships;
- higher than industry average performance in respect of customer satisfaction (cf. NBS surveys);
- perceived improvements in cleaning standards;
- development of meeting, reporting and monitoring regimes with the Council;
- delivery and implementation of refreshed branding and joint style guide for leisure facilities;
- Long Term contracts (7-25 years)
- Long term investment in facilities
- Developed management structure

Opportunities:

- delivery of major facility developments;
- delivery of cultural change within management and staffing teams;
- implementation of CRM policies and procedures;
- positive impact of delivery of lifecycle/substantive works;
- positive impact of ISO14001 accreditation process;
- positive impact of Quest accreditation process;
- B2B Market economy
- additional partnership working between Fusion and the Council;
- Environmental/Sustainability agenda.

Weaknesses:

- age and condition of some facilities);
- high and variable staff costs (as a percentage of income);
- experience/understanding of GMs and teams in respect of financial management;
- Consistency of programme
- weak historical financial performance (cf. NBS surveys);
- mixed access and usage performance (cf. NBS surveys);
- consistency of application of customer care processes;
- consistency of compliance with health and safety policies and procedures;
- consistency of compliance with F360 policies and procedures;

Threats:

- response of competition to major facility developments;
- challenge of delivering significant increases in income and participation;
- change management issues.

Brockwell Lido Objectives from the Community Service Agreement between Fusion Lifestyle and London Borough of Lambeth

see Community Service Agreement Schedule 2 for Core Outcomes

Objective 1

To ensure the long-term sustainability of the Facility as, inter alia, a large open-air swimming pool accessible to and in harmony with the local community.

Objective 2

To make full use of the pool and buildings by providing a range of leisure, health related and creative activities suitable for people of all cultural backgrounds, ages and lifestyles

Objective 3

To involve users and the local community actively in evaluating service, ensuring that the programme meets local needs and planning future developments through representation in the management structure.

Objective 4

- 1 To safeguard and develop the unique ambience of the Lido as a place where people may come, as to a beach, to relax, socialise, lounge and enjoy the Facilities.
- 2 To create a welcoming ambience in which users of the Facility feel welcome to linger before or after an activity and to provide suitable environment, ambience and space for each of the scheduled classes, programmes and activities
- 3 To create an ambience that reflects the comment from a user survey: "the lido is an oasis in the city"
- 4 To ensure staff recruitment and training address the specific challenges of operating an outdoor pool within Brockwell Park and maintaining a welcoming and safe environment for users from diverse age groups, abilities, ethnic groups and lifestyles.

Objective 5

To ensure that all activities and developments are appropriate for a Facility of this nature and in compliance with the permitted use of the Facility in accordance with the Lease.

Objective 6

To ensure there is widespread awareness of the Facility and the activities it offers amongst all members of the local community and further a field and that such awareness generates a positive image and perception of the facility.

CUSTOMER SATISFACTION / AMBIENCE						
CS1	To improve GES customer satisfaction (PTUWYT and feedback) with the leisure facilities. Traget 95%					Links with strategic objectives
Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager	LBC1,LBC3 Fus 4, Fus 5
1	Meet with BLU representative on a monthly basis	Monthly		Meeting held monthly	GM	Priority 6
2	To attend BLSC meetings on a quarterly basis.	Quarterly - Mar, Jun, Sept, Dec		Full attendance of GM and/or senior management at BLSC meetings	GM	Brockwell Objective 3, Priority 6
3	Maintain class instructors on fixed hour contracts to maintain continuity and reliability	Ongoing		100% classes run	GM	Priority 4
4	Whole pool to be opened all year around	Ongoing		Whole pool open all year around	GM	Priority 7
5	Twice a week the whole pool will be open with no lanes at the following times: Friday 3:30pm - 4:30pm & Sunday 2pm - 4pm.	June - September		No lanes during the time decided	GM	Priority 7
6	During June, July & August the pool will remain open until 7pm on a Saturday & Sunday.	June - September		Whole pool open subject to review	GM	Priority 7
7	During peak season look to offer timed sessions & an all day ticket to enable more people to enjoy the use of the lido. The introduction of timed sessions is to be subject to a rolling annual review as part of the SDP process as pricing of timed sessions is subject to consultation and formal approval by BLSC as part of SDP process.	June - September		Agree sessions	GM	Priority 7
8	External marketing to be displayed along the queue area during peak summer months to ensure that all customers attending the Lido understand the rules / access of the Lido. Once capacity is reached this is to be communicated to those customers queuing that we operate a 1 in 1 out admission system.	June - September		Positive marketing to be implemented	GM	Priority 7
9	Commit to providing like for like class cover when instructors are on leave.	Ongoing		Maintain standards	GM	Priority 7
10	Communicate all class cover in the centre a week in advance so customers are fully aware of any changes at reception & outside studios	Ongoing		Weekly communications	GM	Priority 7
11	In the event of last minute class changes (instructor or type of class) which are not like for like changes, all customers booked are to be contacted to be informed.	Ongoing			GM	Priority 7
12	Quarterly meet the manager drop in meetings to be held at reception so customers can speak to the GM & other managers to discuss their experiences - all feedback to be logged on case management	Quarterly - Mar, Jun, Sept, Dec		Quartley	GM	Priority 7
13	Review online feedback system to simplify it for people that just want to leave a comment.	Ongoing		Simplified process to be introduced	GM	Priority 1
14	New PTUWYT case management system and KPIs to be in place. Customer feedback to be acknowledged within 48 hours and fully responded to within 7 days.	Ongoing		Met/Not Met	GM	Priority 1
CS2	To deliver the appropriate ambience throughout the site					Links with strategic objectives
Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager	LBC1, LBC3 Fus 6
1	Control the volume on the sound system for the gym and studios, ensuring programming is monitored regarding loud and quiet classes	Monthly		No complaints to be received regarding volume of music	GM / TL	Brockwell Objective 4. 1,2,3; Priority 4
2	No music to be played into wet side changing rooms	Ongoing		Met / Not met	GM	Priority 7
3	Photos of events to be displayed on notice boards, social media	Monthly		Met / Not Met	GM	Brockwell Objective 4; Priority 6
4	Display the up and coming events on notice boards, social media	Monthly		Met / Not Met	GM	Priority 6
5	Music in the gym to be assessed to ensure customer satisfaction - no music session suspended in Feb 2014 due to demand, implement if required	Ongoing		Met / Not met	GM	Priority 7

FACILITY MANAGEMENT

Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager	Links with strategic objectives
FM1 To maximise energy efficiency and reduce carbon emissions by 2% per annum						
Links with strategic objectives						
Fus 14						
1	Measure and monitor environmental inputs and outputs and achieve set targets as dictated in the aspects matrix	Ongoing		Framework in place.	DFMgr (with GMs)	Priority 9
2	To maintain our current ISO14001 accreditation in Lambeth.	Ongoing		Accreditation maintained	DFM (with EMgr)	Priority 9
3	Consider implementation of solar panels	Ongoing		Panels installed	EMgr (with GMs)	Priority 9
4	Review of project refit and implement commercially sound initiatives to help improve the overall environmental performance of the centre.	Ongoing		Panels installed	EMgr (with GMs)	Priority 9
FM2 To reduce general refuse by 15% and to further increase recycling waste by 15%						
Links with strategic objectives						
Fus 15						
1	Continue to improve internal recycling in order to ensure that internal and external recycling bins are used correctly. Label bins so users understand what goes in them	Ongoing		Internal / External bins in place according to procedure	EMgr (with GMs)	Priority 8
2	Place external bins in the queue to reduce scattered litter from customers queuing	Peak summer season		Met/Not met	GM	Priority 9, LCCP ref - Changes they want to see
3	Liaise with Parks manager regarding the design of external bins to ensure they are in keeping with the surroundings	May		Met/Not met	GM	Priority 9
4	Work in partnership with Herne Hill Waste Collective to recycle and support local initiative - commencing December 2016	01/12/2016 - Ongoing				
FM3 To ensure that high standards of cleaning is achieved at all times						
Links with strategic objectives						
Fus 15						
1	To review cleaning on a weekly and monthly basis internal and external areas of the lido	Monthly		Cleaning schedules reviewed and revised.	DFMgr (with GMs)	Priority 8
2	Ensure satisfactory levels of cleanliness are maintained. Immediate action to be taken upon notification	Monthly		PTUWUT forms and user survey comments	GM	Priority 8
3	Cleaning hours to be increased over the Summer holidays	Monthly		Met / Not Met	GM	Priority 8
4	Clean pool base and scum lines weekly	Weekly		Met / Not met	GM	Priority 7
5	Formalise algae management plan for 2017 to limit algae through peak season	Mar-17		Met/Not met	GM	Priority 7, LCCP ref- changes they want to see
6	Regularly review the lifeguard matrix to ensure specific cleaning tasks are actioned when specified	Monthly		Met/Not met	GM	Priority 7, LCCP
7	Regularly review the dry side cleaning matrix to ensure specific cleaning tasks are actioned when specified	Monthly		Met/Not met	GM	Priority 7, LCCP
8	To review deep cleaning schedule and ensure is carried out within specified time frames	Monthly		Met/Not met	GM	Priority 7
9	Review cleaning matrix and customer feedback to ensure the health suite cleanliness expectation is maintained throughout the day.	Monthly		Met/Not met	GM	Priority 7
10	Ensure the hydrotherapy pool is scrubbed and cleaned once a week	Weekly		Met/Not met	GM	Priority 7
FM4 To ensure that high standards of repair and maintenance are achieved at all times						
Links with strategic objectives						
1	Ensure consistency of reporting and communicating equipment failures to customers is maintained (cf. "Out of Order" signage).	Ongoing		System maintained.	GM	Priority 6
2	Weekly conf call with maintenance team to update on key facility issues	Weekly		Met/Not Met	GM	Priority 1
3	Monthly meeting with maintenance team to walk the site and plan proactive maintenance	Monthly		Met/Not Met	GM	Priority 1
4	Weekly review of reactive maintenance jobs to take place between Ops Manager, GM & Maintenance technician	Monthly		Met/Not Met	GM	Priority 1
5	Ops Managers to complete 2 thorough F360 walks of the building highlighting any facility issues that require repair, with reports being highlighted to GM	twice daily		Met/Not Met	GM	Priority 1
6	Ensure that the external sauna is set up on F360 and maintenance is conducted accordingly. External sauna to be closed during the summer months - decision made at BLU AGM.	Ongoing		Met/Not Met	GM	Priority 1
7	Turnstiles to wet and dry sides to be maintained so that swipecards work and accurate statistics can be collected.	Ongoing		Met/Not Met	GM	Priority 5
FM5 To increase customer satisfaction by maintenance of equipment						
Links with strategic objectives						
1	Continue to monitor down time of equipment and report issues to Life fitness, Trixter, powerplate, Concept2 to ensure repair within contract timescale	Ongoing		Equipment monitored	GM	Objective 1; Priority 1
2	Encourage customers to report faulty equipment to staff	Ongoing		Comments monitored	GM	Objective 1; Priority 1
3	Gym staff to complete daily, weekly equipment checks including screens on cardio equipment, also to include all gym & studio mats and studio equipment.	Ongoing		Met/Not met	GM	Objective 1; Priority 1
4	Improve customer communication with regards to equipment that is faulty by ensuring signage is up to date, correct with details of fault and expected repair time	Ongoing		Met/Not met	GM	Objective 1; Priority 1
FM6 Achieve regular opening hours for the spa and health suite and ensure users respect rules of use						
Links with strategic objectives						
1	Ensure spa is fully operational, any issues to be reported back to BLSG (including a BLU representative) monthly. All closures to be recorded to develop review patterns of closures or potential issues	Monthly		Monitored at quarterly meetings	GM	Objective 1; Priority 2
2	Monitor use of the spa to ensure appropriate use, regular presence from staff in this area to ensure standards are maintained for all users in this communal area.	Daily		Monitor PTUWYT / User survey comments	GM	Priority 3
3	Regularly review matrix to ensure health suite operational and cleaning standards are maintained	Daily		Monitor PTUWYT / User survey comments	GM	Priority 3
FM7 To improve the management of the Pool						
Links with strategic objectives						
1	Pool to be open as scheduled (except in adverse weather defined as electric storms, heavy rain or fog compromising lifeguard visibility combined with robust weather forecast predicting continuation or worsening of weather)	Monthly		No unscheduled closures unless due to adverse weather	GM	Objective 1; Priority 7
2	Use weather reports to plan ahead for pool opening and publicise to maximise demand.	Monthly		Met / Not Met	GM	Priority 7
3	Private hires to be booked ensuring that peak times are not affected	Quarterly		Monitored at quarterly meetings	GM	Priority 7
4	All staff at Lido to receive training for open air pools - Hot weather training & cold weather training before the beginning of each season	Monthly		Monthly NPLQ training attended	GM	Priority 7
5	Communicate changes to pool opening times using website, social media, notice boards	As required		Monitored at quarterly meetings	GM	Priority 7
6	Continue to drive traffic towards social media as pool opening times are advertised for the month / day / week in order to improve communication of pool opening	Ongoing		Met / Not Met	GM	Priority 7
7	Review programme quarterly. Programme the hire of lanes by private clubs to ensure there are enough lanes for public.	Quarterly		Monitored at quarterly meetings	GM	Priority 7
8	Formalise algae management plan for 2017 to limit algae through peak season	Mar-17		Met/Not met	GM	Priority 7, LCCP ref- changes they want to see
9	Continue to have the lido open full pool, 7 days a week for all seasons	November		Met / Not Met	GM	Priority 7
10	Proactive daily review of F360 to ensure pool standards are high, plant rooms fully functioning and daily plant room checks are being completed & documented for the GM to	Daily		Met / Not Met	GM/Ops team	Priority 7
FM8 Establish controlled parking and ensure effective management						
Links with strategic objectives						
1	Maintain car parking system	Ongoing		Met / Not Met	GM	Priority 5
2	GM to meet regularly with Car Park operators to ensure smooth running of area	Monthly		Monitor PTUWUT responses/User group feedback on operation of car park operators	GM	Priority 5
3	No abuse of the disabled bays - management of the bays if abused	Monthly		Met / Not Met	GM/Car park operator	Priority 5
4	Maintain outdoor lighting by Lido and car park within Fusion's remit	Ongoing		Met / Not Met	GM	Priority 9

COMMUNICATION

C1 To improve communication with users							Links with strategic objectives
Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager		
1	User survey to be completed in preparation for AGM	July	N/A	Met / Not met	GM	Priority 1, 4, 5, 6, 7	
2	Communicate cancelled events or programmed activities to all users via websites, internal signage and call to inform of changes	Ongoing	Ongoing	Met / Not met	GM	Priority 6	
C2 To improve communication with Local Community							Links with strategic objectives
Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager		
1	Use herne hill community notice boards to inform of community events, Brockwell Park notice boards and Herne Hill Forum website.	Ongoing	Ongoing	Met / Not met	GM	Priority 6, LCCP ref - Equality objectives	
2	Ensure information on opening hours, and events appear on Fusion, Blu and Herne Hill websites and in the reception foyer, as well as social media (including Twitter)	Ongoing	Ongoing	Met / Not met	GM	Priority 6, LCCP ref - Equality objectives	
3	Leaflet the local area for events and promotions	Ongoing	Ongoing	Met / Not met	GM	Priority 6	
4	Non user survey to be carried out in 2017	June	N/A	Met / Not met		Priority 1, 4, 5, 6, 7, LCCP ref - Equality	
C3 To improve communication with Lido Staff and stakeholders							Links with strategic objectives
Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager		
1	Ensure staff are well briefed in events, classes and prices, concessionary schemes and centre re-development works being undertaken.	Ongoing	Ongoing	PTUWYT comments and user survey comments	GM	Priority 6	
2	Ensure staff are briefed in details regarding the new car parking system so they are able to deal with any queries that may arise.	January	Ongoing	Success of system - Customer feedback	GM	FM8	
3	Daily huddles with staff to ensure they are aware of key information for that day & weekly department meetings to ensure staff knowledge for communication is improved	January	Ongoing	Success of system - Customer feedback	GM	FM8	
4	New staff to be briefed on the history and heritage of the Lido and it's status as a Tier 1 site.	Ongoing	Ongoing	All new staff briefed.	GM	Priority 6	

MARKETING

Target Group:	General Participation - All user groups women, disabled, BME, older persons, children, young adults					
Objective:	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated					
Action Ref.	Action	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	To maintain the agreed approach to PR communications in respect of launches and refurbished facilities in Lambeth.	Specifically targeted groups, eg women's only sessions, or disability splash sessions.	Press releases	Ongoing	1 PR story given to media per month and recorded on monthly report.	Marketing Executive
2	To maintain measurable KPIs of general awareness of the Lambeth leisure facilities. (KPIs of membership increase, website usage and usage of Herne hill forum and BLU websites)	Disabled gym sessions	KPI report, monthly	Monthly	Usage per month recorded in monthly report. 10% usage growth seen per month	Marketing Executive
3	To continue the ongoing indicative programme of general PR communications across the Lambeth contract, with a specific aim of increasing awareness of the facilities.	Specifically targeted groups, eg women's only sessions, or disability splash sessions.	Press releases, centre team to provide story to ME for delivery	Ongoing	PR approach ongoing implementation. 1 PR story within the media per quarter recorded and recorded on quarterly report.	Marketing Executive/GM
4	To continue quarterly meeting with key representatives of LBC Communications and Branding team and agree a programme of joint working.	Agenda, and key points for meetings to take place.	Attendance request sent out with agenda	Quarterly	Quarterly meeting held	Marketing Executive

FINANCIAL

FINANCE TO ADD IN BUDGET DETAILS WHEN CONFIRMED

F1 To ensure that pricing structures and levels for Brockwell Lido is appropriate						Links with strategic objectives
Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager	
1	Monitor and report number of members leaving which cite cost as the reason for leaving	Quarterly	Ongoing	Monitor quarterly	GM	Brockwell Objective 1; Priority 5
2	Compare attrition in 2014, 2015, 2016 and reduce by 1%	Quarterly	Ongoing	Monitor quarterly	GM	Priority 1
3	Consider relevant memberships and attendance when planning for 2018	January	N/A	Pricing structure agreed	GM	Priority 5
4	Complete a pricing comparison with competitors prior to price increase	Mar-17	N/A	Met / Not met	GM	Priority 5
F2 To ensure patterns of use determine programme planning						Links with strategic objectives
Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager	
1	Record and monitor hourly usage for the pool	Quarterly	Ongoing	Monitor quarterly and utilise for 2018 SDP planning	GM	Priority 7
2	Monitor and record times and day when studio space is available	Ongoing	Ongoing	Monitor quarterly	GM	Priority 4
3	BLSG to review attrition levels, attendance and patterns of use when planning the SDP for 2018	Dec-17	N/A	statistics on attendance will be more accurate and will be considered when planning for 2018	GM	Priority 5
4	Record and present annual and summer season ticket sales, voucher sales in BLSG Q4 review usage to BLSG in Q2 review	Dec		statistics on attendance will be more accurate and will be considered when planning for 2018	GM	Priority 5
5	Record and present summer season swim usgae to BLSG in Q4 review	Dec		statistics on attendance will be more accurate and will be considered when planning for 2018	GM	Priority 5
6	Record and present on annual and winter season ticket sales to BLSG in Q2 review	May/Jun		statistics on attendance will be more accurate and will be considered when planning for 2018	GM	Priority 5
7	Record and present winter season usage to BLSG in Q2 review	May/Jun		statistics on attendance will be more accurate and will be considered when planning for 2018	GM	Priority 5
F3 To ensure that pricing structures and levels for Brockwell Lido is appropriate						Links with strategic objectives
Action Ref.	Action	Timescale		Target / KPI	Lead Manager	Fus 1
1	Deliver the contractual CPI% uplift based on month of Sept CPI to core prices	Jan-17		Met / Not met	GM	

SPORTS AND COMMUNITY DEVELOPMENT and PARTICIPATION

Target Group:	Sports partnerships, groups, development teams and Lambeth council sport development team						
Objective:	To develop positive and proactive partnerships with key local stakeholders and support sports partnerships on a local level						
Action Ref.	Action	Progress	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	To continue to work and communicate with relevant representatives of the Council's sports development team and to agree appropriately compatible objectives and action plan for 2017/18		Agree date for meeting	Action plans	Apr-17	2 meetings held per quarter and objectives/action plan agreed. Outcomes recorded within monthly report.	DSCDMgr
2	Ensure regular updates of events across the borough, and easy access to event calendar		Research events	Develop event calendar for each centre	Jan 2017- Dec 2017	events list published on webpages for centres and audited monthly.	DSCDMgr

Target Group:	Key Events and Activities						
Objective:	To develop positive and proactive partnerships with key local sports clubs						
Action Ref.	Action	Progress	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	Deliver Modern Movement event		Meet with Moses and organise the times and date (May bank Holiday weekend)	Moses to arrange the stall, Lido to arrange the marketing	TBC		DSCDMgr with GM
2	Deliver cinema events in - July, Aug and Sept.		Meet with George to discuss next years screenings	Nomad to advertise and Lido to promote to members	TBC		DSCDMgr with GM
3	Support local and national days eg National womens day		Calendar of dates	Offer or activities around the specific dates	Jan 2017- Dec 2017		DSCDMgr with GM
4	Retain Macmillan All Out Swim event each year		2 day event in Oct (2 lanes available to regular swimmers)	Work in partnership with Macmillan	Oct-17		DSCDMgr with GM
5	Deliver 2 x sunset sunrise swims from May-Sept. With a view to running with no lanes		Set date for the event	WOM deliver	May-Sept		DSCDMgr with GM
6	Aim to grow Fun Palace event, review 2016 event.		Set date for the event	Work alongside Fun Palace organisers	Oct-17		DSCDMgr with GM
7	To run cold water swimming gala in Feb 17		Set date for the event	WOM deliver	Feb-17		DSCDMgr with GM
8	Run swimathon event		Set date for the event	WOM deliver	Apr-17		DSCDMgr with GM
9	Engage a charity for the annual jump in event in December to continue to make the event we attended		Set date for the event	Work in partnership with CRISIS	Dec-17		DSCDMgr with GM
10	Aqualathon		Set date for the event	Work in partnership with Windrush	Jun-17		DSCDMgr with GM
11	Annual Races to take place		Set date for the event	Work in partnership with Stramline swims	Jul-17		DSCDMgr with GM
12	Rookie Lifeguard course to run in summer on Sunday morning		Set date for the event	IA to organise and deliver	Jul-Aug		DSCDMgr with GM
13	A list of events for the coming year are to be displayed in reception		Display list and keep up to date	GM to review monthly	Ongoing		DSCDMgr with GM
14	Lane free sessions to be promoted		Centre team to make ME aware	ME to build into marketing schedule, update website and social media.	Ongoing		DSCDMgr/ME with GM
15	Deliver central and peripheral 80th anniversary celebration events.		Agree events and set dates	Consult with BLSC	Apr-17		DSCDMgr with GM
16	Christmas Day Swim		Promote	ME to promote	Oct, Nov, Dec 17		DSCDMgr with GM

Target Group:	General participation: all users						
Objective:	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users						
Action Ref.	Action	Progress	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	Increase the number of schools attending for Art & Swim sessions		Invitations with new art & swim session packs developed to be sent out in Jan 2017	Invitations sent out	Apr-17	Increased participation	DSCDMgr with GM
2	To continue promoting the FANS FACS scheme		Fans and Fac's application forms available from DSCMgr	Application form, t&c's, membership card issued.	all year	Scheme implemented and communicated on a monthly basis. Uptake numbers recorded within monthly report.	DSCDMgr with GM

Target Group:	Socio-economic groups 6 & 7						
Objective:	To increase participation for low economy groups						
Action Ref.	Action	Progress	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	To review attendance of low income concessionary membership 2016 and set target for 2017.		Introduce active sessions that allow the use of the pool and gym at discounted rates	Implement sessions	Mar-17	Plan implemented and figures recored within monthly report. Target of 10 people per session. Monitor usage in BLSC quarterly meetings.	DSCDMgr (with GMs)
2	All school swimmers to be issued with a free swim voucher upon attendance to come swimming in the summer		Implement voucher	Vouchers to be issued to schools and team to be trained	Jun, Jul, Aug	Vouchers received from reception	DSCDMgr (with GMs)
3	Maintain and build on the social housing usage scheme enabling reduced prices at specific times. Look at whether reward cards can be issued to local social housing residents (under review). Report on usage numbers in BLSC 1/4ly meetings.	Ongoing	Increase attendance at sessions by 10% from last year.	Met / Not met	GM	Priority 5, SCD & P Social economic groups 6 & 7	GM
4	Discuss whether low income users and social housing residents can be offered the same deal.		Discuss at BLSC meeting	Discuss and agree appropriate offering.	April, May, Jun	Priority 5, SCD & P Social economic groups 6 & 7	GM

Target Group:	Disabled						
Objective:	To deliver a 5% year-on-year increase in participation by disabled users						
Action Ref.	Action	Progress	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	To identify further potential partners who can support the development of activities and increase in participation for disabled people.		To develop a specific joint initiative re increased disabled usage with at least one identified stakeholder.	To include consideration of International Day for Disabled People	May-17	Partners identified.Joint initiatives identified.Joint initiatives implemented and reported within monthly report.	DSCDMgr (with GMs)

Target Group:	Over 60's						
Objective:	To deliver a 5% year-on-year increase in participation by users aged over 60						
Action Ref.	Action	Progress	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	To develop a specific joint initiative re increasing 60+ participation with at least one identified stakeholder.		To implement the agreed joint initiative re increasing 60+ participation. Working with age uk Lambeth	Posters, emails, SMS, group meetings	Sep-17	Joint initiatives agreed each quarter and usage numbers treported within quarterly report.	DSCD Manager

Target Group:	Under 16's						
Objective:	To deliver a 5% year-on-year increase in participation by under 16's						
Action Ref.	Action	Progress	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	To identify further potential partners who can support the development of activities and increase participation by people aged under 16.		Investigate for studio activities & pool activities to encourage under 16's	Provide posters, flyers and marketing support activities	May-17	1 new partner identified per quarter and identified within quarterly report.	DSCDMgr (with GM)
2	Aim to deliver a holiday camp which are targeted at low income families, to help working parents.		Promote and take bookings		Dec-17	450 children to attend	DSCDMgr (with GM)
3	To implement the policies and procedures of Fusion's aquatic product, including, school swimming, Swimathon & Splashpath.		Implement procedures		Apr-17	Policies and procedures implemented	GM
4	To work with Whippersnappers to ensure that their usage is recorded through MRM in terms of ethnicity and age of clients using booking forms		Ensure reception are recording usage		May-17	Usage recorded through MRM	GM
5	Implement youth weight lifting sessions for both male and females, as well as develop a strong youth weightlifting club following the initial funded sessions		Liase with governing body and Lambeth sport development team.	Provide posters, flyers and marketing support activities	Jun-17	Usage recorded through MRM	DSCDMgr (with GM)

Target Group:	BME						
Objective:	To deliver a 5% year-on-year increase in participation by users from BME groups						
Action Ref.	Action	Progress	Activity	Method of delivery	Timescale / Deadlines	Target or KPI measurement	Lead Manager
1	To identify potential partners who can support the development of activities and increase participation by people from BME backgrounds.		Contact community leaders, youth workers, council housing teams, sport development teams, schools, street dance companies etc	To implement the agreed joint initiative for increasing BME use.	Jun-17	Partners identified.Joint initiatives identified.Joint initiatives implemented and reported within monthly report. Percentage increase of 5% gained on BME participation from previous year	DSCDMgr (with GM)

HEALTH AND SAFETY

HS1	To ensure 100% compliance with Fusion H&S policies and procedures					Links with strategic objectives
Action Ref.	Action	Timescale	Progress	Target / KPI	Lead Manager	Fus 11
1	To facilitate one formal audit by Fusion Divisional Facilities Manager.	Mar-17		Audit undertaken	DFMgr (with GMs)	
2	To implement the action plan re H&S compliance.	Mar-17		Action plan implemented.	DFMgr (with GMs)	
3	Update the H&S action plan monthly and complete all outstanding actions to timescale	Monthly		Audit undertaken	DFMgr (with GMs)	
4	Ensure minimum requirements for lifeguards are met at all times to provide the advertised programme.	Ongoing		Met/Not Met	GM	
5	Fusion to always rota a member of the fitness team on the gym floor at all times during open hours.	Ongoing		Met/Not Met	GM	

FACILITY DEVELOPMENTS

FD1	To successfully deliver the facility redevelopment of				Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	LBC2 ,LBC3
1	Continue with investment sub group meetings to establish which works to progress. Capital investments to be subject to consultation at planning stage.	Apr-17	Met / Not Met	GM	Priority 1, Objective 1
2	Progress agreed works for final sign off	Various	Met / Not Met	DBM/FM	Priority 1, Objective 1
3	Listed status of building to be respected in all changes made to building	Ongoing	Met / Not Met	DBM/FM	Priority 1, Objective 1
4	Fusion to review and consult with users on opening hours of both the pool and gym	Ongoing	Met / Not Met	GM	Priority 5

PARTNERSHIP DEVELOPMENT					
PD1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements				Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To fully agree the dates, agendas and required attendees for all client, user group-contractor meetings in 2017/18	Apr-17	All details agreed.	DBMgr	
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	November 2016 and ongoing	100% compliance.	DBMgr	
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	November 2016 and ongoing	100% compliance.	DBMgr	
4	To fully agree the format, content and timing of all reporting arrangements for 2017	November 2016	All details agreed.	DBMgr	
5	To ensure 100% compliance with agreed reporting arrangements.		100% compliance.	DBMgr	
6	To agree final Annual Service Plan for 2017/18 and prepare for implementation.	Jan-17	Final Annual Service Plan agreed and implementation preparation underway.	DBMgr	
PD2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Lambeth				Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	Fus 16
1	To liaise with LBC to agree a specific list of potential opportunities to be considered and agree appropriate course of action.		List identified and course of action agreed.	DBMgr	
2	To implement agreed course of action in respect of additional opportunities.		Course of action implemented.	DBMgr	
PD3	To optimise the development of the partnership between Fusion and LBC.				Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	Fus 16
1	To establish formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council		Processes established.	DBMgr	
	to include regular meetings between mutual representatives in respect of marketing/communications, technical issues, equality and diversity, HR etc.				
2	To implement agreed formal processes		Processes implemented	DBMgr	

Definitions/Abbreviations				
DBM	Divisional Business Manager			
GM	General Manager			
Emgr	Environmental Manager			
DFMgr	Divisional Facilities Manager			
DMMgr	Divisional Marketing Manager			
DSCDMgr	Divisional Sports and Community Development Manager			
Q1	April-June			
Q2	July-September			
Q3	October-December			
Q4	January-March			
Summer Season	April-September			
Winter Season	October-March			

MARKET 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:

- Fusion's corporate objectives as reflected in the company's 5-year Business Plan and 2017 Business Plan;
 - the analysis of contract performance to date;
 - the commitments and intentions set out in Fusion's BAFO tender submission;
- 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 analysis for the current service.

CUSTOMER 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:

- participation levels (40%) are generally lower than that of the wider population (46%)
- 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;

Lambeth-specific Context:
General Population Census:

- Particularly young, ethnically diverse population. The young population are in their early 20s - mid 30s age range. This corresponds in a high number of under 10s in the area. The ethnic profile is generally young urban professionals.

Users over 50:

- recognised that this is a significant market, with potential users aged over 50 in the wider catchment for the leisure facilities;
- current penetration/participation rates are relatively low (based on NBS reports, "Silver" memberships and 60+ free swimmers);

Users under 16:

- current penetration/participation rates are relatively low

Users from BME groups:

- relatively large BME population (%) in facility catchment areas, compared with Great Britain average of 8.1%. It's a population group currently under represented.
- increased diversity in recent years, through influx of people from new EU countries;
- people of Black and African ethnic origin are at particular risk of unemployment;

MARKET SHARE

Our industry...

- 2013 Market value UK Fitness Industry £3.8 Billion, +1% on previous 12 months (Spa tourism £1.4bill / Music £3.6bill / British tourism £85bill)
- Since start of recession in 2008: +4% market value / +2% members base / +1.7% facilities
- 5.2% forecast value growth of UK fitness industry in 2011 (HCHB 2011)
- Top 10 private sector a m'ship down 6% yr on yr (FIA State of the UK Fitness Industry 2011)
- Memberships numbers grew 0.3%

COMPETITIVE ACTIVITY

Our competitors...

- Our competitive set is outperforming top 5 LMCs by 18,000 members (FIA State of UK Fitness Industry Report 2011)
- Consolidation & growth of existing - 8 major private chains opened 50 - 150 clubs over last 12 months
- Budget sector - 58 Budget clubs with average 3,137 members (double av facility)
- Product development - not much new yr on yr

PRODUCT ANALYSIS

- Programming – first choice content / optimum capacity / pre promo
- Choice : Shape according to segment, or customer type...
- Under 16 / The 'young' old (60+?) / Women / Low income / BME / Disabled
- -The "fit" "healthy in mind" "inactive"
- Articulate value – every time
- Link to lifestyle – holistic connection of centres to customers lifestyle
- Partnerships for growth

PRICING POLICY

- Public sector trust prices: +£2.52, LMCs +94p in last 12 months.
- Public sector dry side +62p inc on m'ships, wet side +£1 FIA State of UK Fitness Industry Report
- Private sector facilities memberships 22% cheaper yr on yr (budget), FIA State of UK Fitness Industry Report 2011
- Av private sector price: £39 – 51 (masks top and bottom end).
- Av budget membership £17.08 FIA State of UK Fitness Industry Report 2011
- Yr on yr prices static at Fitness First, Nuffield, GLL, Virgin, SLM. Only Harpers / Esporta showing slight reduction Pricing Straw Poll, Fusion 2011

Research continuously shows lowering price alone impacts a small % of the population HCHC 2011

PROMOTION ANALYSIS

- Re-invigoration of our digital platform leading to
 - More targeted approach
 - Expedient response to situations
 - Cost effective routes to market
- Olympic themed activity to talk to target user groups
 - Disabled
 - BME
 - Women
 - Over 60
 - Low Income
 - Under 16