



Fusion Annual Review Presentation

West Devon Borough Council

Period : January to December 2023

Annual Review

Agenda

- Sport England update
- Fusion overview
- 2023 Highlights
- Participation
- Customer satisfaction – Net Promoter Score
- Memberships
- Swimming lessons
- Maintenance and repairs
- Sport and Community Development
- Marketing & Social Media
- Staff, Learning and Development
- Current challenges
- Looking forward to 2024

Annual Review

Sport England update – The rising cost of living and its impact on sport and physical activity, 2023.

- The latest Sport England Active Lives Survey (November 2021 - November 2022) found that 63.1% of adults met the recommended 150 minutes of weekly physical activity, returning to pre-pandemic levels and above baseline (2015-16).
- Active Lives Children and Young People Survey (academic year 2021-22) shows a return to pre-pandemic activity levels with 47.2% of children active, following increases compared to 12 months prior.
- Inequalities persist however, across gender, ethnicity, income, and location for children and young people and adults.
- In response to cost of living increases, people are substituting paid activities with free alternatives, such as walking or cycling for short trips or home-based activities as well as those who are cancelling gym and sports memberships.
- Formal club participation for adults reduced during the pandemic and has not fully recovered, with club memberships down 2% compared to pre-pandemic levels and recent data from Activity Check-In (August 2023).
- sustainable solutions are needed to support community groups and sports clubs amid economic challenges including member cancellations and lack of affordable facility access.
- Facility providers are grappling with rising fixed costs and reduced income due to increased energy prices and the overall cost of running their businesses, prompting them to cut sessions and raise fees.

Annual Review

Sport England update – The rising cost of living and its impact on sport and physical activity, 2023.

- Facility providers are also struggling, with 82% in a CIMSPA survey citing high energy costs were having a negative impact on their business. Utility costs, especially for energy-intensive activities like swimming, are a significant concern for facility operators.
- In August 2023 10% of people said they had stopped doing pay as you go activities and 8% of consumers had cancelled gym memberships in response to cost of living increases (Activity Check-In. Wave 7. August 2023).
- the rising cost of living is pressuring sports and leisure facilities, impacting both providers and participants. Facility closures, membership cancellations, and affordability concerns are genuine issues, particularly in London and rural areas.
- England's post-COVID sports and recreation workforce is recovering, but disparities persist, and the volunteer workforce has declined. Paid workers struggle with job security. Retention challenges remain, posing long-term sustainability concerns.
- The increased cost of living has entrenched behavioral changes, unlikely to reverse until household finances improve.
- People from the most deprived areas and from lower socioeconomic backgrounds are more likely to say their levels of physical activity have been negatively affected by cost of living increases. Club activities are nearing pre-Covid levels, but cost pressures, especially from rising energy prices, affect club finances, which in turn, is making access less affordable for some.
- Paid staff, especially those with low wages or in casual positions, are leaving for better opportunities elsewhere.

Annual Review

Fusion Overview

- Mutually agreed with HMRC and Charities commission to extend the trading year in 2023 to 15 months to align with Local Authority trading year, 1st April-31st March
- This has delayed the posting of 2023 Fusion accounts
- Fusion in negotiation with all Local Authority partners about the financial sustainability of the leisure contracts and leases in response to the cost of living crisis, utility cost increases and National Minimum Wage increases
- Cost increases cannot be directly passed onto customers through admission charges because of % increase
- 2023 trading year mirrors the slower than expected growth being reported Nationally by Sport England
- CBILs loan being restructured to match trading performance
- Fusion recently submitted a long term business strategy to SHWD Council for consideration
- Including proposals for solar energy investment and Totnes Leisure Centre capital investment
- Long term leisure service provision in Devon looks bright!

Annual Review

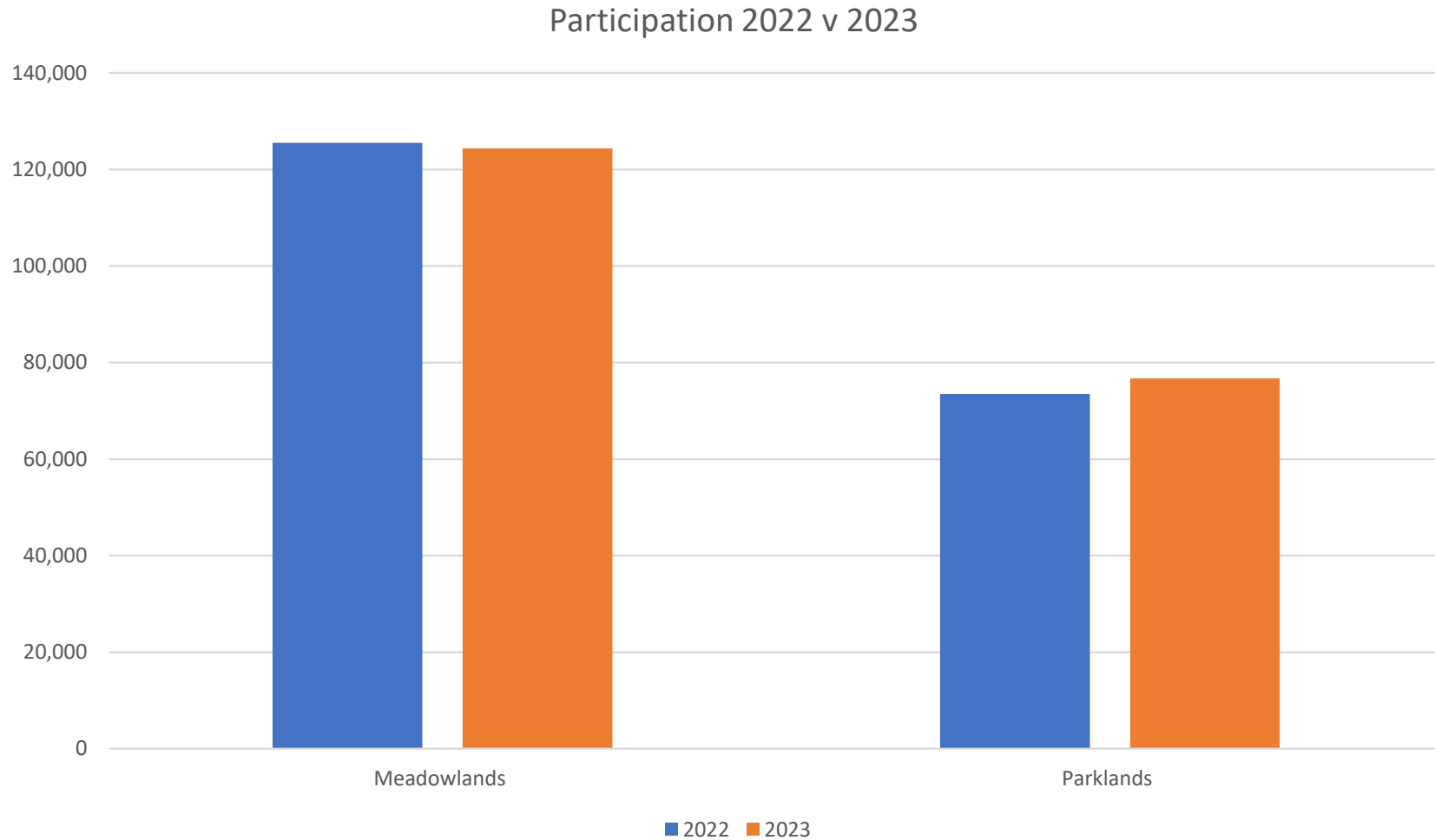
2023 Highlights

- Children in Care scheme developed in partnership between Fusion and the Council
- Café launched in Meadowlands. Parklands to follow in February 2024
- New room hire available Parklands encouraging new business opportunities
- Wet and Wild swimming pool sessions returned to Meadowlands
- Staff internally promoted into new Management roles and enrolled on management training courses to ensure continuity

Annual Review

Participation West Devon 198,959 2022 v 201,067 2023

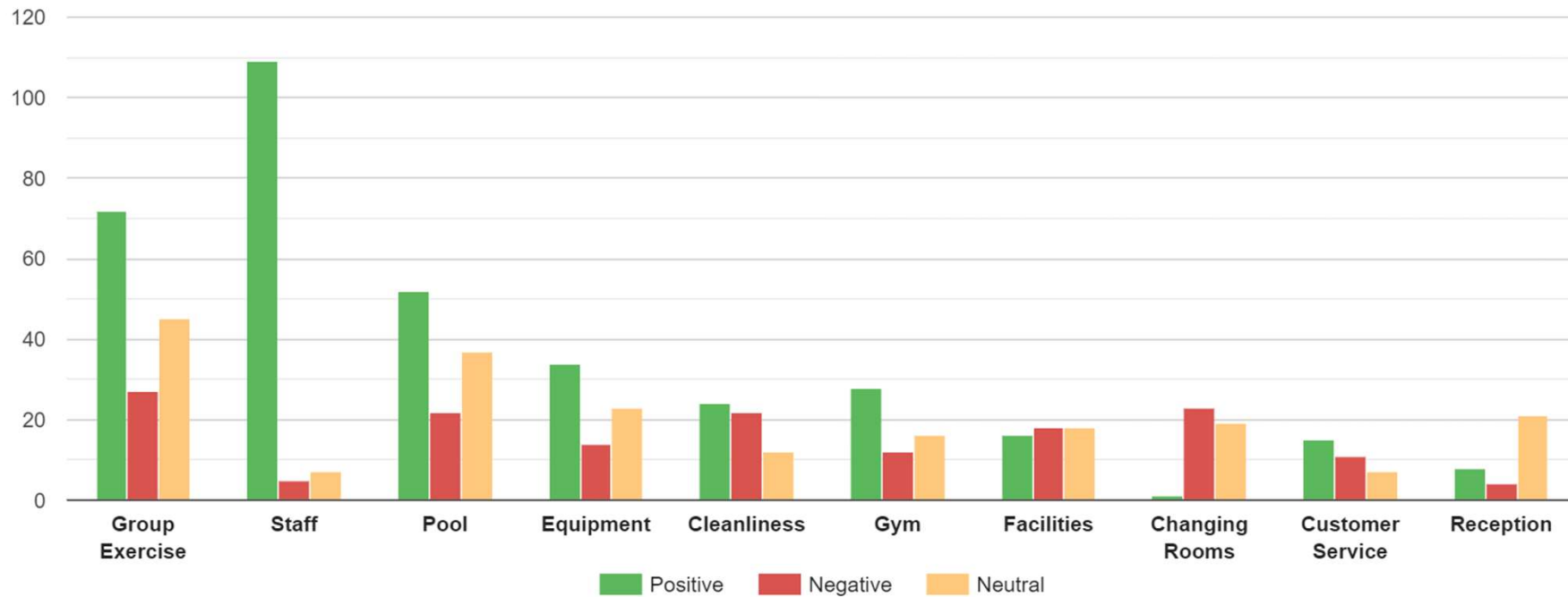
NB Meadowlands Pool closure for 4 weeks in 2023 due to roof repairs



Annual Review

Customer satisfaction – NPS

West Devon



	Score	Percentage Detractors	Percentage Passives	Percentage Promoters
Meadowlands Leisure Pool	20	24.1	31.9	44
Okehampton Leisure Centre	31	21.6	25.7	52.8

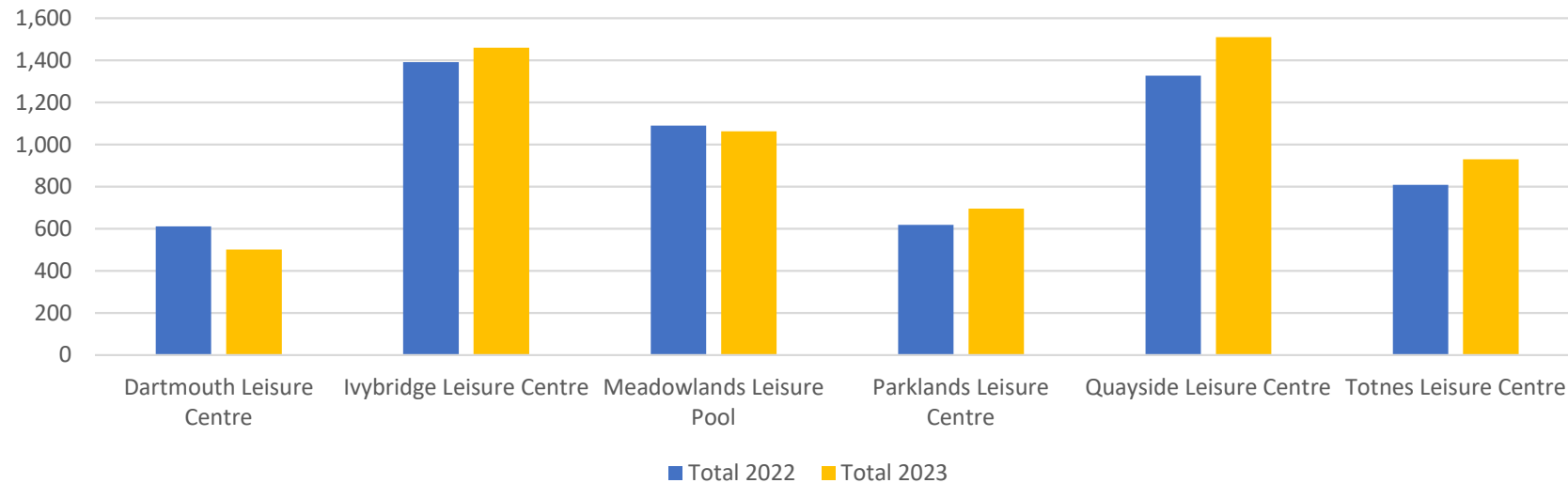
Annual Review

Memberships

5,849 in 2022 v 6,165 in 2023

Site	Annual	Paid In Full	Pay Monthly	Total 2023	Concession	Concession %
Dartmouth Leisure Centre	27	6	469	502	74	15%
Ivybridge Leisure Centre	135	52	1,274	1,461	285	20%
Meadowlands Leisure Centre	37	21	1,006	1,064	226	21%
Parklands Leisure Centre	14	14	668	696	165	24%
Quayside Leisure Centre	78	51	1,382	1,511	153	10%
Totnes Leisure Centre	41	19	871	931	120	13%
Total	332	163	5,670	6,165	1,023	17%

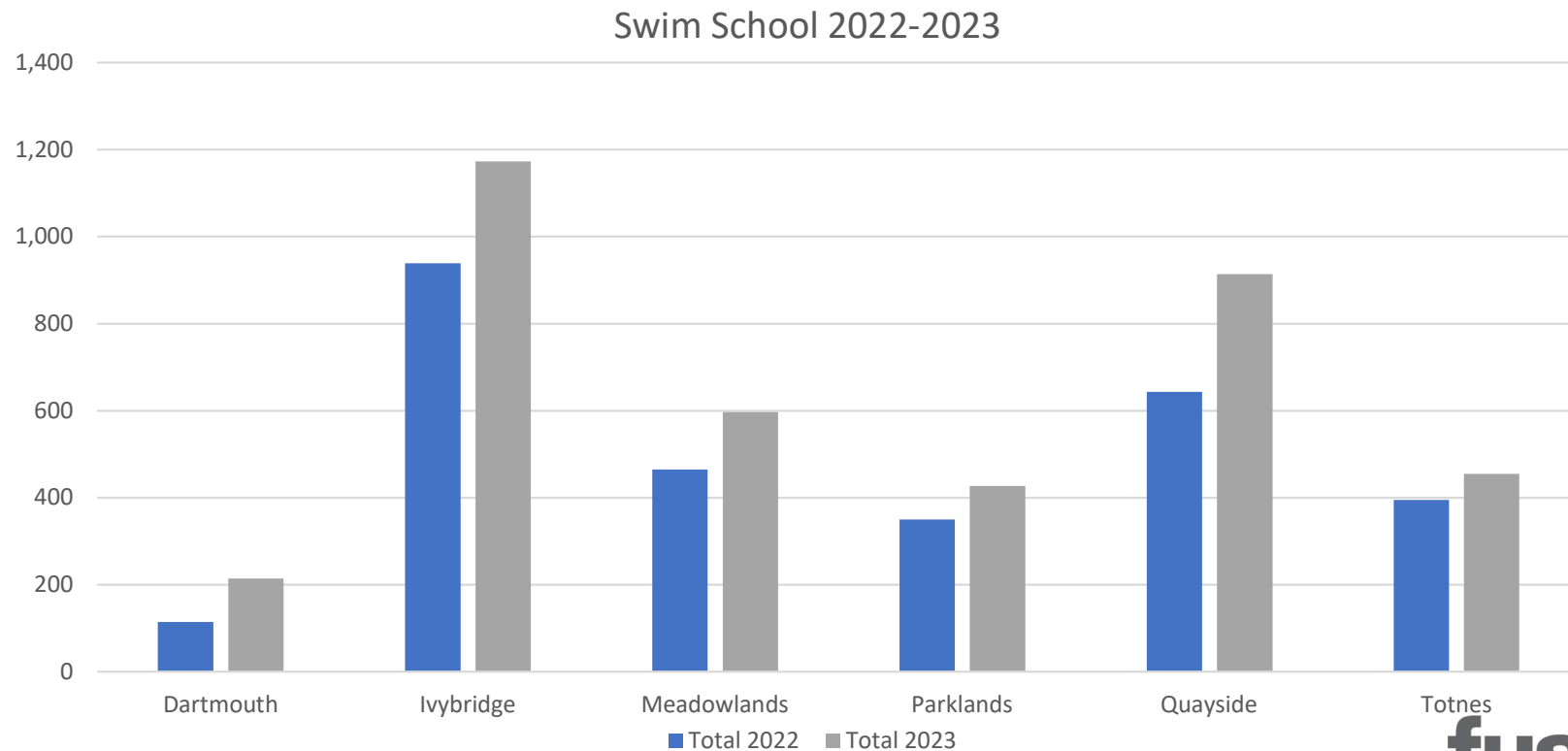
Total Membership Sales 2022 verses 2023



Annual Review

Swimming lessons

Site	Total 2022	Total 2023
Dartmouth	114	214
Ivybridge	939	1,173
Meadowlands	465	597
Parklands	350	427
Quayside	643	914
Totnes	395	455
Total	2,906	3,780



Annual Review

Maintenance and Repairs

- 1 FTE Maintenance Supervisor dedicated to the contract
- £186,442 spent on Planned Preventative Maintenance (PPM) in 2023
- £809,611 spent on Premises costs that include gas, electricity and water costs
- Repairs to Meadowlands roof dome and Air Handling Unit.
- New room for Hire provided at Parklands
- New cafe safely installed at Meadowlands and Parklands prepared for new business in 2024
- Parklands lights replaced with LED upgrade
- LED lighting replacement strategy in operation in all centres
- Statutory compliance at 100%
- SHWD Building & Facilities Officer visits conducted monthly
- SHWD Building & Facilities Officer report completed on each site in 2023

Annual Review

Sport and Community Development

West Devon



OCRA support Fusion in West Devon in the development of plans and delivery of outcomes in respect of sports and activity development in the Borough.

- Throughout 2023 OCRA have recorded over 38,000 attendances at a variety of activities within the partnership.
- Weekly junior gymnastics, trampolining, badminton, and basketball at Parklands Leisure Centre.
- Weekly walking netball, walking football, just play football, social Hockey for men and women and a memory café at the Pavilion in the Park.
- Curriculum lessons, after school clubs, festivals and competitions across West Devon. Neon Run celebration event for inactive girls. Launched home educated group at Pavilion
- OCRA have delivered HAF activities for those who receive free school meals during the school holidays alongside their Sport & Arts days at Parklands Leisure Centre, trampoline, gymnastics and football camps.
- 2023 saw OCRA's popular Sports and Fitness Festival in July join with the town and hamlet celebrations of the 400yr anniversary of the charter of Okehampton seeing 900 people attend with family fun activities and sporting competitions as well as taster sessions promoting local activities and clubs for the whole family.
- Secured funding to deliver woodland therapy for veterans to include bush craft for a second year and funding for warm spaces.

Annual Review

Sport and Community Development

West Devon

- Exercise on Referral / Cardiac Rehabilitation - 425 referrals across the 6 leisure centres. Of these 83% have started the programme. Of those (who started in the first 9 months), 45% have completed the 12-week programme and 74% went on after 12 weeks to stay exercising with Fusion. The pilot community EOR programme in Okehampton funded by the PCN starts in January at the College Gymnasium.
- Sporting Academy (previously FANS) - New Sporting Academy website launched for talented athletes to access centres to assist with their training needs. 37 on the membership at the end of 2023.
- SEND Swimming Lessons - £5,000 secured from DCC to support 1-2-1 swimming lessons for SEND children. To date 21 children have started lessons. 3 Teachers attend training courses.
- Libraries Partnership - In partnership with the 6 libraires in South Hams and West Devon we offered a free child swim with a paying adult to all those who complete the Summer reading challenge via the library. This year the national challenge had a sporty theme and is linking to the Youth Sport Trust.
- Funding – £11,482 secured (including £18,27.50 from Parkinsons UK to deliver a project of seated exercise and walking in 2024.)



Annual Review

Marketing and Social Media – West Devon

- The Fusion Lifestyle app underwent a refresh in 2023 – feedback has since been positive.
- We ran a couple of Community Days in 2023...
 - In September, Meadowlands took part in a Sportaneous day, opening their doors to the community offering a range of fun activities.
 - In October, Parklands took part in a Sportaneous day, opening their doors to the community offering a range of fun activities.
- Launched Spring campaign at the start of May which included the 10 days for £10 offers. Promotion allowed customers to purchase a 10 days pass for just £10, giving them unlimited access to the pool, group exercise classes and soft play.
- Continuation of Swim School promotion throughout the year.
- Launched 'Father Figures' competition in June, giving customers to opportunity to celebrate and nominate their father figure to win a prize – an annual family membership.
- Launched Lionesses competition, giving local communities the chance to nominate a local girl's football team to be the winner of £500 prize which could be used to support the team in any which way they chose.
- Free pass continued throughout the year.
- Print materials were created including Youth Nights poster, roller disco poster and bouncy fun material.
- Flyers were sent to site throughout the year including a SHWD Swim School flyer.
- A new product, Gym Rebels, was launched – giving those aged 10 – 15 years the opportunity to become a Gym Rebel and enjoy 'gym life' from an early age, helping promote a healthy lifestyle.
- A mail drop was done in December for Ivybridge Leisure Centre, promoting the centre and everything it has to offer – this had a reach of over 15,000 households.
- Some of the campaigns throughout the year were...
 - Time for...
 - 10 days for £10
 - Get back

Stats

- Mobile app users continue to grow in usage – now sitting at 13,471
- Social followers continue to grow – now sitting at 6496 on Facebook and 1232 in Instagram.

Annual Review

Staff, Learning and Development

Fusion employ a total of 283 across South Hams and West Devon

South Hams	West Devon	Central Work Bank
Quayside 29	Meadowlands 24	145
Totnes 24	Parklands 14	
Dartmouth 13		
Ivybridge 34		
Total 100	Total 38	

Fusion NVQ learners:

4 Level 3 Learners,
1 Level 6 learner,
1 Level 7 learner.

Annual Review

Current challenges

- Cost of living crisis and impact on casual use, memberships, clubs and hirers
- National Minimum Wage increases, almost £1 (12%) per staff/hour added to costs from 1st April 2024 which cannot be passed onto customers
- Utility & supplier cost increases
- Recruitment – National shortages of Lifeguards, Swimming Instructors and Leisure Managers
- Leisure no longer widely viewed as a career path due to National Minimum Wage
- Rural Transport reductions
- Car Parking fees at leisure centres seen by community users as a deterrent to admission
- Traditional agreements now outdated – Parklands, Quayside dual use agreements
- Growth of Junior Gym is now more regulated
- Growth of Exercise Referrals has not been as effective as we anticipated
- Schools have reduced budgets to hire pools and sports halls
- Aging plant rooms facing greater demand with larger participation levels

Quarterly Review

Looking forward to 2024

- Government to determine the Swimming Pool Support Fund round 2 funding, January 2024
- Launch of the Parklands café, February 2024
- Improved customer interactions in the gyms, February 2024
- Meet the Manager sessions and customer engagement events at all sites, monthly 2024
- Negotiate new dual use agreements with Kingsbridge College and Okehampton College, June 2024
- Increased investment in changing rooms and cleanliness standards, 2024
- Improved marketing outreach in wider communities
- Spontaneous community events in each centre, 3 times a year
- Solar panel investment, 2024
- Improved link with Promise School, Okehampton, September 2024
- Car park fee discussion with SHWD Council, July 2024
- Affordable price increase, April 2024



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