

Agenda for LED Monitoring Forum Tuesday, 11th April, 2023, 6.00 pm

Members of LED Monitoring Forum

Councillors: P Arnott, D Bickley, A Dent, B De Saram, S Hawkins (Chair), P Hayward, N Hookway, G Jung, J Loudoun, J Rowland

Venue: Online via Zoom app

Contact: Sarah James;

01395 519978 Email: sjames@eastdevon.gov.uk

(or group number 01395 517546)

Thursday, 30 March 2023; republished 5 April 2023



East Devon District Council
Blackdown House
Border Road
Heathpark Industrial Estate
Honiton
EX14 1EJ

DX 48808 HONITON

Tel: 01404 515616

www.eastdevon.gov.uk

1 Public Speaking

Information on [public speaking is available online](#)

2 Minutes of the previous meeting held on 17 January 2023 (Pages 3 - 7)

3 Apologies

4 Declarations of interest

Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)

5 Matters of urgency

6 Confidential/exempt item(s)

To agree any items to be dealt with after the public (including the Press) have been excluded. There is one item which officers recommend should be dealt with in this way.

7 Presentation from Exmouth Stroke Survivors Club

8 LED Facilities and Activities Update (Pages 8 - 12)

9 LED Community Engagement Report (Pages 13 - 16)

10 LED KPI Dashboard February 2023 (Page 17)

11 Options to reduce energy consumption at EDDC swimming pools (Pages 18 - 28)

12 LED's Trading Subsidiary (Page 29)

13 Update on Leisure Strategy delivery plan (Pages 30 - 34)

14 Update on EDDC's Playing Pitch Strategy (Pages 35 - 37)

- 15 Government funds to support public swimming pools (Page 38)
- 16 Property and FM Approach to Capital Works at LED Managed Dual Use Properties (Pages 39 - 42)

Part B

- 17 LED Leisure Contract Budget 2023-24 (Page 43)

Members of the public exercising their right to speak during Public Speaking will be recorded.

[Decision making and equalities](#)

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL**Minutes of the meeting of LED Monitoring Forum held at Online via Zoom app on 17 January 2023****Attendance list at end of document**

The meeting started at 6.00 pm and ended at 8.22 pm

26 Public Speaking

The Chair began by welcoming the new LED Director of Leisure, who introduced himself and outlined his background.

Cllr Paul Millar made a verbal statement of thanks and recognition, explaining that this would be his final meeting as a serving Councillor.

A question was then read out on behalf of Mr Andrew Tyerman. Mr Tyerman stated that the EDDC Public Health Strategic Plan 2019-23 highlights a 15.5 year life expectancy gap for Exmouth residents between the least well off and their more affluent neighbours, and noted that the first remedy in the strategy to tackle this inequality is physical activity. He sought to understand how the Council and LED work together to ensure an increased LED membership cost did not exclude older people from participating in physical activity and asked if a discounted off-peak membership rate had been considered for over 65s.

The LED CEO responded that discounted rates are targeted towards people on low income such as those on pension credit, universal credit and other means-tested benefits; an approach reinforced in the Leisure Strategy. It was appropriate to target support towards the least well-off rather than the over-65s indiscriminately, many of whom in East Devon are reasonably well off.

The Chair agreed that the Council's priority was to focus its finite resources towards supporting people on low income, to make a positive difference.

27 Minutes of the previous meeting held on 18 October 2022

Minutes of the previous meeting were agreed as a true and accurate record.

28 Declarations of interest

Cllr A Dent: Minutes 31 – 35: Affects Non-Registerable Interest: Member of LED Community Leisure as a service user.

Cllr P Millar: Minutes 31 – 35: Affects Non-Registerable Interest: Member of LED Community Leisure as a service user.

29 Matters of urgency

There were no matters of urgency.

30 Confidential/exempt item(s)

There was one item to be considered in private section (minute 35 refers).

31 **LED Facilities and Activities Update**

The LED CEO introduced the update report which summarises the activities going on, and invited questions.

Discussion and clarification included the following points:

- The workforce is currently stable and LED works hard to retain its staff but there are ongoing problems recruiting at an operational level, particularly with lifeguards due to competition for those roles within the district..
- LED now uses electricity that is 100% generated from renewable sources; an energy consultant also monitors the market on a daily basis to track energy prices and, where appropriate, to lock in on daily rates for weeks or months at a time, when prices drop.
- Significant savings could be made from improvements to the pool plant and from the installation of air source heat pumps; the new Director of Leisure is keen to work with the Assistant Director Place, Assets & Commercialisation to progress this promptly.

32 **LED Community Engagement Report**

The LED CEO introduced this report which outlines the work of the LED Community Engagement team, with people of all ages. The Council has secured funding from the UK Shared Prosperity Fund to be used for outreach community engagement work, and this extra funding will help the team to deliver outreach to harder to reach groups.

Clarification and discussion included the following points:

- The Community Engagement Team work with a lot of health groups and Cllr Rowland will provide contact details to the LED CEO for the Re:store Axe Valley CIC as he believes there is a lot of synergy between the work they are trying to achieve and what can be done through LED.
- A Member commented on the support that LED have given for the Exmouth Stroke Survivor Club; this has included some equipment, and the Member asked how the equipment is being used and if the group needed more. The LED CEO will look into this further to bring more information to the next meeting.
- It is intended that the Community Engagement Team will deliver a presentation to Forum members in the summer, following the May 2023 elections, to outline what they do and answer detailed questions.

33 **LED KPI Dashboard November and December 2022**

The KPIs evidenced a gradual improvement to approximately 80-85% of pre-Covid levels by November 2022, followed by a traditional decline in December. The LED CEO commented that anecdotally, the December drop off appears more severe than for the same month in pre-Covid years, and the January KPIs will be an interesting indicator of what can be expected for this calendar year. From April, it is intended to start comparing KPIs year on year.

A Member asked that the Forum has sight of the December 2019 KPI Dashboard for the purposes of comparison against the data pre-Covid.

34 **Exmouth Pavilion report**

The Assistant Director Place, Assets & Commercialisation introduced the first of two reports, which considered the Exmouth Pavilion from an assets and placemaking perspective. A second report prepared by the LED CEO detailed the issues around Exmouth Pavilion from an LED perspective. The Forum were asked to consider both reports together.

The first report outlined a baseline summary of issues facing the Pavilion, with a series of high level options for the Forum to consider. The Assistant Director Place, Assets & Commercialisation remarked that decisions would need to consider wider implications of the Cultural Strategy and the objectives of the Council, and factor in LED. The Pavilion was also of relevance to the placemaking work for Exmouth and the consultation undertaken in the summer 2022.

The LED CEO ran through the second report, commenting that the Pavilion was a thriving facility pre-Covid but was devastated by the pandemic, and is beginning to recover, with a good number of shows and activities booked. The building is an aged facility however, and the roof badly leaks; water runs down the walls of the changing rooms and staff put buckets down, but shows might have to be cancelled as the changing rooms are not fit for purpose. The issue is around what the Council can afford to invest to get the building into a usable condition for the public, given that it will be some years before any replacement facility can be built.

In discussion at length, the following points were made:

- Members recognised the financial challenges but expressed agreement that Exmouth must continue to have a theatre; the Pavilion is an important operating centre for culture and for the general well being of Exmouth residents.
- Members agreed that the current situation is untenable and a decision concerning repairs to the roof was needed urgently.
- One Member expressed that careful thought should be given to spending £400k on replacing the roof of the Pavilion if it is to be demolished in 5 – 10 years' time, stating that this would be a gross misuse of taxpayers' money.
- It was accepted that in the event that a decision is taken to build a new theatre, this could take a minimum of 5-7 years and possibly up to 10 years, so an interim solution is needed. Officers could be asked to come up with a proposal aimed only at the short term of 5-7 years.
- Some Members suggested the Ocean Suite at Ocean might be a suitable interim venue as an alternative to the Pavilion building; the LED CEO felt this would not be appropriate; the top floor of Ocean has a low ceiling and small stage with a seating capacity of 200 and would therefore be suitable only for small entertainment. The Pavilion has a capacity of 550 since tiered seating was purchased.
- Some Members expressed a view that the theatre is currently in the wrong place and should be relocated to a different area with more parking and ability to attract more footfall. One Member argued however that the Pavilion is a top tourist attraction that should not be moved; other seaside resorts have their theatre near to the seafront, and he felt this is where the theatre for Exmouth should be.
- Members were in agreement that the placemaking exercise consultants should be involved, to see if they can propose an appropriate way forward.
- It was confirmed by the Assistant Director Place, Assets & Commercialisation that a stock condition survey is in place which includes a rolling programme over 5 years.

In a vote, Forum Members approved the following recommendations.

RECOMMENDED to Cabinet:

1. Not to dismiss any option at this stage.

2. That the placemaking consultant for Exmouth (to be appointed) be asked to consider within wider work the options put forward in this report for the Pavillion, initially determining alignment against the themes, characteristics and terms of reference agreed by Cabinet.
3. That repairs to the roof of Exmouth Pavilion take place as a matter of urgency.
4. An urgent report be brought to Cabinet outlining works needed to the Pavilion over the next 5 - 7 years noting the Forum's request that support is given to undertaking urgent repair works to the roof.

The meeting then went into private session.

35 **LED Budget Report 2023/24**

The Assistant Director Countryside & Leisure introduced this item which dealt with a request from LED to provide a budget allocation of £1.498m for its 2023/24 service fee, noting that £1.372m is currently included in the Draft Revenue and Capital Budget 2023/24.

The LED CEO explained that the reasons for requiring the additional funding for this year were down to the significantly increased costs of energy, the knock-on effect on cost of living, and the knock-on cost on wage demands.

Forum members took account of a number of points in considering LED's budget allocation request, including:

- A recent Local Government Association report suggested that 40% of council areas were at risk of losing their leisure centres or seeing reduced services before 30 March 2023, with the leisure industry facing some very challenging times
- Despite multiple and considerable attempts made through meetings with local MPs and letters written directly to Government throughout the two year period of Covid19 to recover LED's lost income that mirrored the arrangements made separately for local authority run 'in house' leisure services from Government, this Council has still not received a response from Government, and this is putting acute pressure on the Council's budgets.
- There is a need to better understand the financial detail behind LED's request for a higher level of support and the decisions being made by LED's board to find significant savings in their operations. Section 7.5.3 of the Leisure Strategy provides a pathway to do this, recommending a review of the current arrangements with a clearly laid out business plan from LED for the remainder of its contract period that provides a negotiated annual management fee, as opposed to a 5-yearly agreement, with detailed annual profit and loss information per site, along with what has been allocated to each site from the annual fee. This information will provide greater transparency and help the Forum to make more informed decisions.
- LED will be working closely with the Assistant Director Place, Assets & Commercialisation to significantly reduce costs via energy reduction measures (e.g. installation of air source heat pumps, and photovoltaic panels on the roofs of swimming pools) and by seeking to amend dual-use agreements.

Following discussion at length, Members voted in favour of the following recommendation.

RECOMMENDED to Cabinet:

That Cabinet recommends to Council to agree the original budget figure that has been put into the accounts but to ask officers to work closely with LED to better understand the extra request, so that the LED Monitoring Forum can consider that at a later date.

Attendance List

Councillors present:

P Arnott
A Dent
B De Saram
S Hawkins (Chair)
N Hookway
G Jung
P Millar (Vice-Chair)
J Rowland

Councillors also present (for some or all the meeting)

K Bloxham
S Gazzard
V Johns
M Rixson
E Rylance

Representatives of LED Community Leisure in attendance:

Karen Best, Director of Finance
Peter Gilpin, CEO
Richard Purchase, Chairman of LED Board
Alan Waistell, Director of Leisure

Officers in attendance:

Andrew Hopkins, Communications Consultant
Sarah James, Democratic Services Officer
Debbie Meakin, Democratic Services Officer
Tim Child, Assistant Director Place, Assets & Commercialisation
Charles Plowden, Assistant Director Countryside and Leisure
Simon Davey, Director of Finance
John Golding, Director of Housing, Health and Environment
Gerry Mills, Project Manager Place & Prosperity (Exmouth)

Councillor apologies:

D Bickley
P Hayward
J Loudoun

Chair

Date:

Report to: LED Monitoring Forum
 Subject: Facilities and Activities Update – February 2023
 From: Alan Waistell, Director of Leisure, LED Community Leisure
 Date: March 2023



Operational Delivery

February was a steady month seeing 438 new joiners across the group, with a healthy net gain of +112. Leaver's total was 328 in February which was below our target for leavers - 468 (5% of club live), 230 active members and 98 non-active members giving the company a strong attrition rate of 3.46%. We ended February with a Club Live of 9,467, the target was 9,416.

Attrition held steady during January, with an average across the sites of 3.79% for the month. Attrition varied by site, many sites with a material membership base maintaining an attrition rate between 3% - 5%, with exceptional performance by Seaton Fitness Centre at 3.74%.

4,389 calls were answered by the Customer Engagement Team in February. This equates to 87.7% of the 5,005 incoming calls. 2,116 outbound calls were made by the Customer Engagement Team. These calls covered waiting lists, Gymsales prospective & new member calls and retention calls.

At Exmouth Tennis Centre Ollie Sharpe passed his Level 4 Senior Performance Coach Qualification. This took him over a year to complete and had to put a huge amount of effort into this course. Not everyone passes this qualification, so we are very proud of his achievement.

On Sunday 12th Feb, Team Exmouth played North Devon in the Men's Tennis Premier League Match and won 4-0, taking us to the FINALS of the Men's Premier League Tournament! Our Team has been put together by the coaches at Exmouth Tennis Centre, and they have played incredibly well at this tournament. It's been great seeing them in action at our home matches, with plenty of our members coming along to support.

Health & Fitness

1,269 indoor classes (including 60 virtual) were offered in February with 15,166 visits up 1,133 on Feb 2023, higher during peak times with 606 taking part in a virtual class. The strikes system has been being put back on due to customer feedback across the group from 1st March 2023.

The gyms had 16,150 visits, up 3,138 on February 2022. They continue to be very busy especially Exmouth with the trends moving towards customers using strength and conditioning areas. We currently have 6 team members finishing their PT qualification which will help support income. Strength & Balance sessions funded by the NHS across LED are now full, with a growing waiting list. The teams continue to support members with long term health conditions and by developing new Pulse Plus sessions. The new gym journey was rolled out in January 2023.

Swimming had 21,005 visits on a par with February 2022, Swim School is now at 2,500 participants which is a slight drop but will increase as we move through March. 170 private lessons delivered, and 25 schools supported each week. Funsplash continues to be popular with 1,500 attendances in February. All sites took part in the STA vs BHF 'Swim to the Beat' campaign, where we swam over 200 miles in total and raised £322 for the British Heart Foundation. Katy Yardley, LED Aquatic Lead, said: "It was great to see so many people getting involved, having fun and surprising themselves with how far they could swim."

6 LED team members are currently halfway through their Level 1/2 Swim Teacher qualification funded through the CIMSPA Retrain program. We have also taken on 1 newly qualified L2 teacher at ELC and 5 new aquatic helpers. Plans are in place to extend Sunday opening hours at Exmouth pool, which will hopefully allow us to expand our swim school a little more.



LED supported Big Swim Day, a national campaign to support swimming pools. Simon Jupp, MP, attended and promised to lobby the Chancellor over the crisis facing the leisure sector. Jeremy Hunt did subsequently reference East Devon in his budget speech when he announced a £63million fund for public swimming pools, including £40m for decarbonisation projects (see energy report).

Sidmouth Pool has completed its Water Wellbeing accreditation with Swim England which was reported last month and below is a picture with Steve Reid and Rowena Bosworth who have driven this with Katy Yardley.

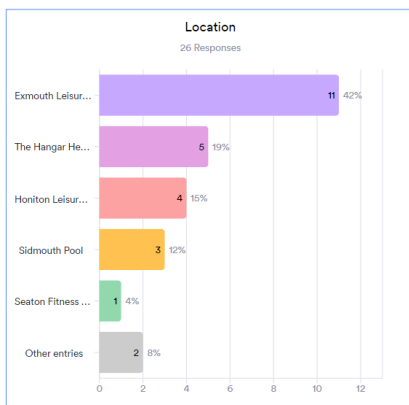


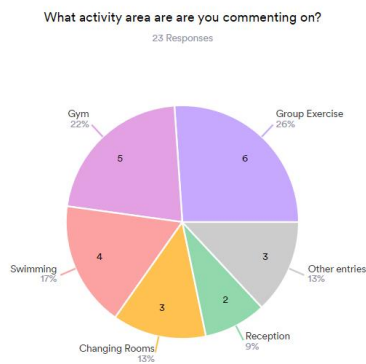
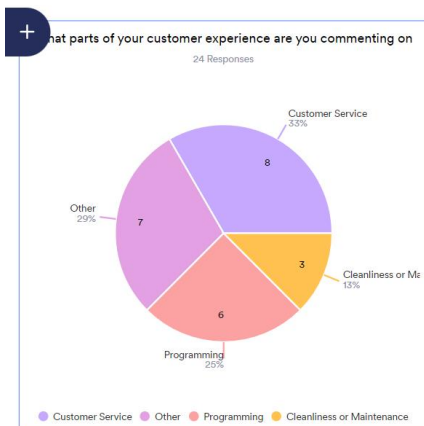
Customer Engagement

TRP, a member interaction software system, is going well with the team using it to engage with members to support them on their fitness journey. As a group in February 2023, we interacted with 53.9% of high-risk users with an effectiveness of 78.8%. We aim for <30% of our gym users being high risk and in February this was 27.2%.

Customer Feedback / Service

The feedback is essential for us to improve as a business, and we are using the data to help develop our programs. We continue to drive more verbal comments to help us develop the programming for our members. The team are working on improving the system to help support the member experience and this will be rolled out over the next 3 months.





The key measure for our customer satisfaction is through NPS (Net Promoter Score), the results from February were 49 from relationship surveys, but a score of 55 for all other surveys, well above the industry benchmark of >35.

There were 167 surveys returned out of 1,013 sent out with 64.4% of those being promoters (16% return, historically we have achieved 14%-15%) The team continue to monitor and respond to the feedback to help improve the customer experience.

Projects Update

Energy Reduction - Server Heat Re-circulation Project

LED were approached by Swim England (governing body for swimming in England) to potentially act as a pilot for a scheme whereby heat from 3rd party IT server units (stored in Exmouth Leisure Centre plant room) is re-circulated into the pool heating system, thus reducing the requirement on gas to maintain pool heat (c.1 degree per hour pool heat can decrease if not maintained). An initial survey has been carried out by the contractor and LED that has shown positive results; a full suite of data has been collated and reviewed. A contractual agreement is now in place between LED and Deep Green Energy (install / technical partner). This project requires no LED capital outlay and the potential to provide FOC heat back into system, thus reducing gas consumption.

Update: system now commissioned and has been featured on both national and regional TV and radio channels – BBC, ITV, GBTV – as well as being reported in national newspapers.

Marketing and Communications

LED's Six Nations Challenge

LED's Six Nations Challenge was all about incentivizing new members to keeping going after a busy January whilst offering the chance to win prizes to our loyal long-standing members too. The challenge started on Saturday 4th February and took place across all LED sites.


Social Media highlights


Member achievements: Sharing our member success stories.


Community Outreach: Highlighting the fantastic work of our community outreach team.


What our members say: Sharing positive NPS feedback


Valentines' day: In February we decided to treat a selection of members across LED to a £50 voucher for a Valentine's Day meal at Ocean.

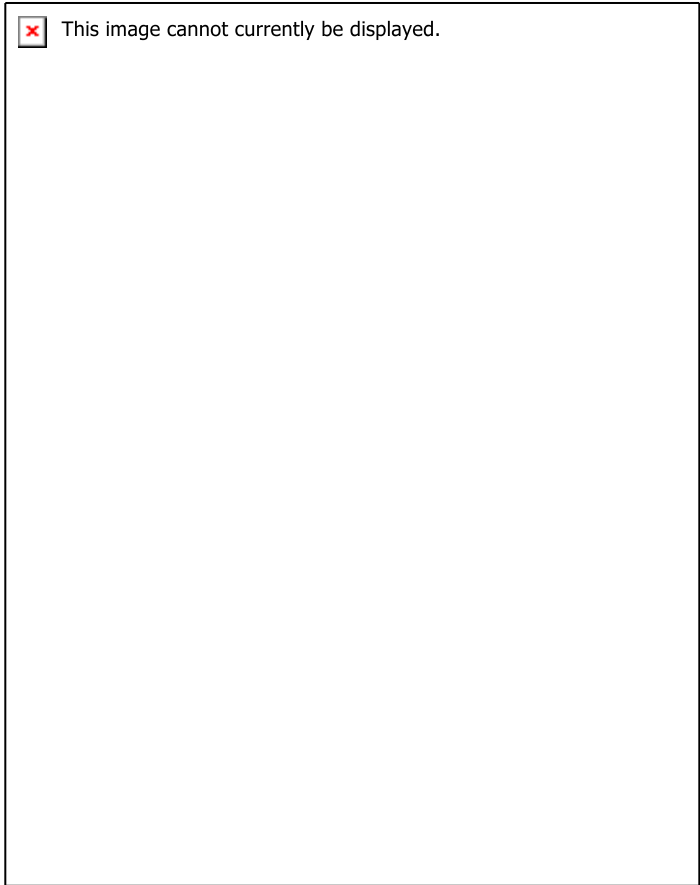
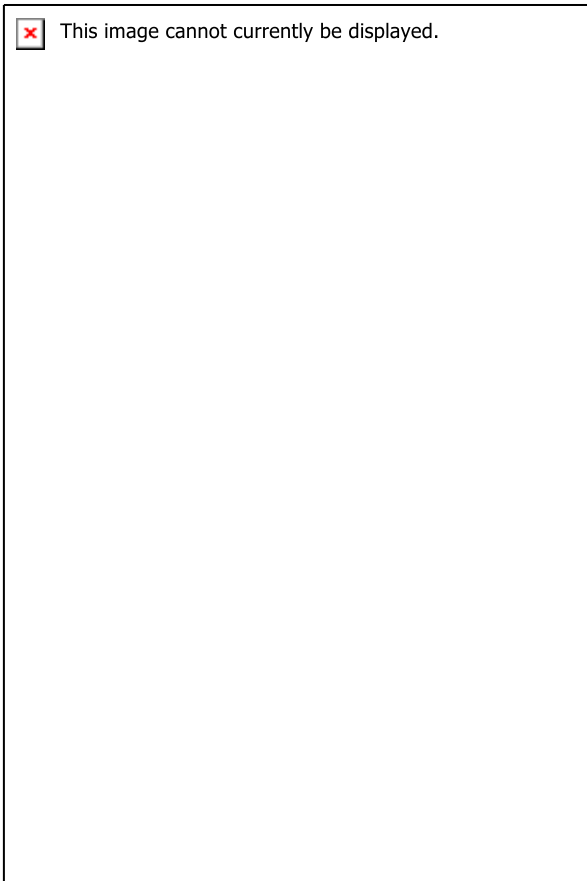
 This image cannot currently be displayed.

 This image cannot currently be displayed.

 This image cannot currently be displayed.

 This image cannot currently be displayed.

 This image cannot currently be displayed.



Email

Due to the sheer volume of project updates and membership changes across the business we decided to move to one monthly newsletter style email alongside the automated email journey.

The automated email journey was launched to improve engagement with new members during the first 90 days of their membership. The journey signposts members who regularly attend to try a selection of our popular activities (the gym journey, InBody, Nutrition with LED etc) and encouraging them to engage with our team members to feel a valued part of the LED community. The journey also prompts members who do not regularly attend to reach out to a member of the team for support, to bring a buddy etc.

Since the automated email journey launched in September the average length of stay of new joiners has risen from 7.0 months to 8.1 months. Whilst it is difficult to decipher the impact of the automated email journey on this increase, I am confident that this improved customer journey has achieved the goal of engaging members early in their membership whilst rescuing some members from dropping off too.

Summary

Another positive month with memberships across most of the sites. There was a positive end to the month and the whole of the team are focussed on the numbers needed to end the year. LED have had some great presence through media and local papers with the focus being on utility issues, swimming in general and the need for awareness of what effects utility rises have with major use sites such as swimming pools.

Utility and green initiatives have been a particular focus in February as we grow into understanding our green future. Good positive communication with EDDC and external reviews have taken place looking at the future of the swimming pools and what is needed to help alleviate utility costs going forward. Exmouth Leisure Centre has now finished the Deep Green install, as mentioned above, and we should see the positive effects of this in the coming months.

Alan Waistell, Director of Leisure

Report to: EDDC / LED Monitoring Forum, April 2023

Subject: LED Community Engagement

From: Andrew Dare, Lottie Edwards, Jane Nicholls –Community Engagement

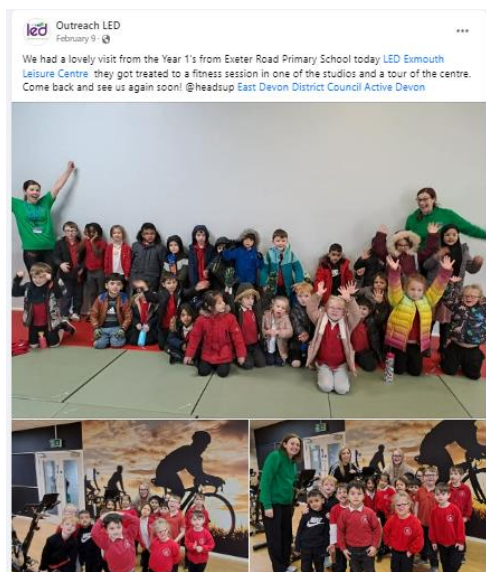
Date: April 2023

Cranbrook

- We continue to have a presence on the Move More Group meetings and Whatsapp group.
- Sessions have started at St Martin’s Primary School with great success and have been running on a weekly basis since February with 24 children –we hope to start an additional session with the school starting in May.
- A Yoga/wellbeing started at the Cranbrook Education Campus in January for Year 11 students running every 2 weeks to fit with the students’ timetable. We are hoping that these sessions will help them to focus and equip them with them with various techniques in the preparation for exam pressure.
- We are linking with a local mum’s group to support Mums and Buggy training.

Ongoing Projects

- We delivered a free Easter Wreath making workshop in partnership with Kate Hind the Environment Officer for Devon County Council. The plan was the attendees would take part in a wellbeing walk to the Geoneedle to collect materials to be added to the Wreaths. Sadly, the weather was too bad for the walk; however, the wreath session still went ahead. We were using the Easter session as a pilot for the Christmas Wreath making session which will take place in December.



Work continues the Active Kindness project, seeking to embed volunteers into the Wellness Hub and to bolster our current Walk Leader volunteer base to bring the programme back to full capacity.

- February saw the start of a new Walking Football session at Ottery Leisure Centre, which currently has 12 attending weekly. We also funded an additional Walking Football session at Honiton Leisure Centre, this session is seeing 10 participants attend weekly.
- As a result of attending the WEB Health Matters Event Lottie and Jane are both now part of 2 working parties. Lottie, WEB Loneliness & Isolation working party, and Jane, Young Peoples Mental Health.
- We continue to attend the Connecting Actively to Nature (CAN) meeting as we prepare for some new projects. Swim to the Sea will be starting again in May to support 16 over 55s to build their confidence when swimming in the sea with the support of an Open Water coach and a beach lifeguard.
- The schools work continues with Littleham, and Exeter Road Primary Schools in Exmouth.
 - We are now working with the Year 3 and 4 children at Littleham Primary School, Exmouth alongside 'Heads up' the mental health charity to provide children that would not normally benefit from additional physical activity with some fun fitness sessions with our LED Community instructor. We also started in February to provide some yoga/wellbeing sessions for the Year 6 students in the build up to their sats exams for them to gain some techniques to help them in preparation for their exams.
 - We continue to work with 24 children from Year 1 and 2 at Exeter Road to ensure they gain a positive introduction into physical activity at an early age alongside Heads Up the mental health coach. In January we also began to work with a further 12 children from Year 3 helping them to build the wider benefits of resilience through their engagement with physical activity sessions. We are also providing 28 children from Year 5 with yoga/wellbeing session that we deliver with support on site at the leisure centre this gives the children the opportunity to experience a session within a studio at the centre and helps to build their future engagement with the centre.
 - In January we started with 2 new schools Honiton Primary working with 12 Year 3 students alongside Heads Up and we also started with Broadhembury Primary working with 34 children alongside their Health and Wellbeing Lead. At both schools we have been providing fun fitness activities to engage with the children offering them a positive experience of physical activity.
- Axminster Dementia group started in January and an instructor will be visiting their session once a month to provide them with some basic mobility exercises.
- A new parent and toddler sessions started in Axminster in February. They offer a fitness session that parents can bring they're under 5s along to, therefore eliminating any barriers to participation. The sessions are initially subsidised to ensure access to all and offer an opportunity at the end of the session to have coffee and chat with other parents
- Continued support of the Exmouth Stroke Survivor Club in Littleham. Funded seated exercise classes and nutrition advice with our community instructor Hayzel are provided, additional equipment provided, including bands, weights, mats. Hayzel is working with the group on a site

visit to ELC to show them the Wellness HUB. Their members are still attending a weekly swim session.

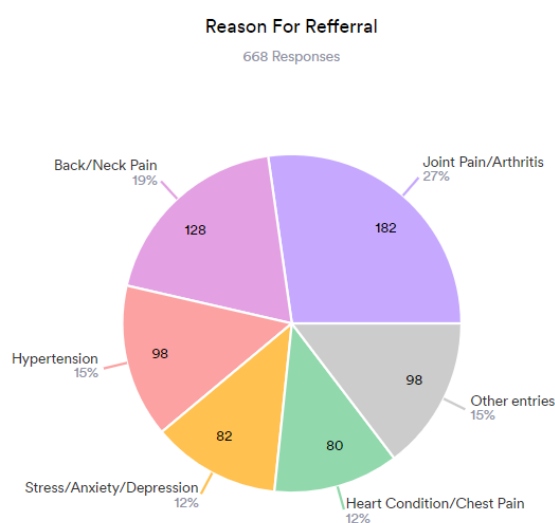
- Wellbeing Walks continue to be popular with over 100 attendees participating every week across the areas.

Planning

- We have funded a Leadership in Running Fitness course for our instructor Rachel, enabling us to deliver couch 2 5k sessions from The Hanger.
- Additional evening Summer Wellbeing Walks.
- Weight Neutral programme working with Nutriri.
- CAN Routes project working with Double Elephant.
- In discussions with AONB on projects to coincide with their 60-year celebration.
- Walk Leader Training planned in May.
- Attendance of a WEB volunteer recruitment event in partnership with Active Devon and Seachange in May
- New schools work – Possible work with Brixington Exmouth and we are supporting Cranbrook Education Campus to utilise the facilities at Honiton.
- Honiton Community College – liaising with PE department to create a new session starting after Easter.
- The Kings School - working with Pupil Premium lead to create some sessions for students to engage with them, ensuring they gain a positive experience of physical activity. Also working with the school's game lead looking ways of linking the weekly sessions we run in schools to the games sessions at the end of school year.
- Health/MOT checks – continuing to liaise with Coleridge Medical Centre a couple to link the centre with the community nurse targeting 35–50-year-old age group.
- Liaising with Action East Devon – to look at working alongside The Kings School work.
- Continuing to hold an open conversation with Devon Learning to look at possibility of running family activity sessions in Littleham Primary School alongside their family Healthy Eating/cooking project with also possible work in Axminster.
- Continuing to work in partnership with Les Mills, working with schools to help engage the children in regular exercise through a digital virtual platform. LED are upskilling the teachers to become activators to support the children with anew fun innovative way to exercise.
- Preparation for swim to sea sessions has begun- there will be 3 separate sessions 2 for primary school and an over 55's session run with support from the CAN project – these will start in May.
- An application has been submitted to Sport England to support the physical activity sessions alongside Heads Up delivered in Primary Schools in Axminster, Seaton and Honiton

LED In Centre

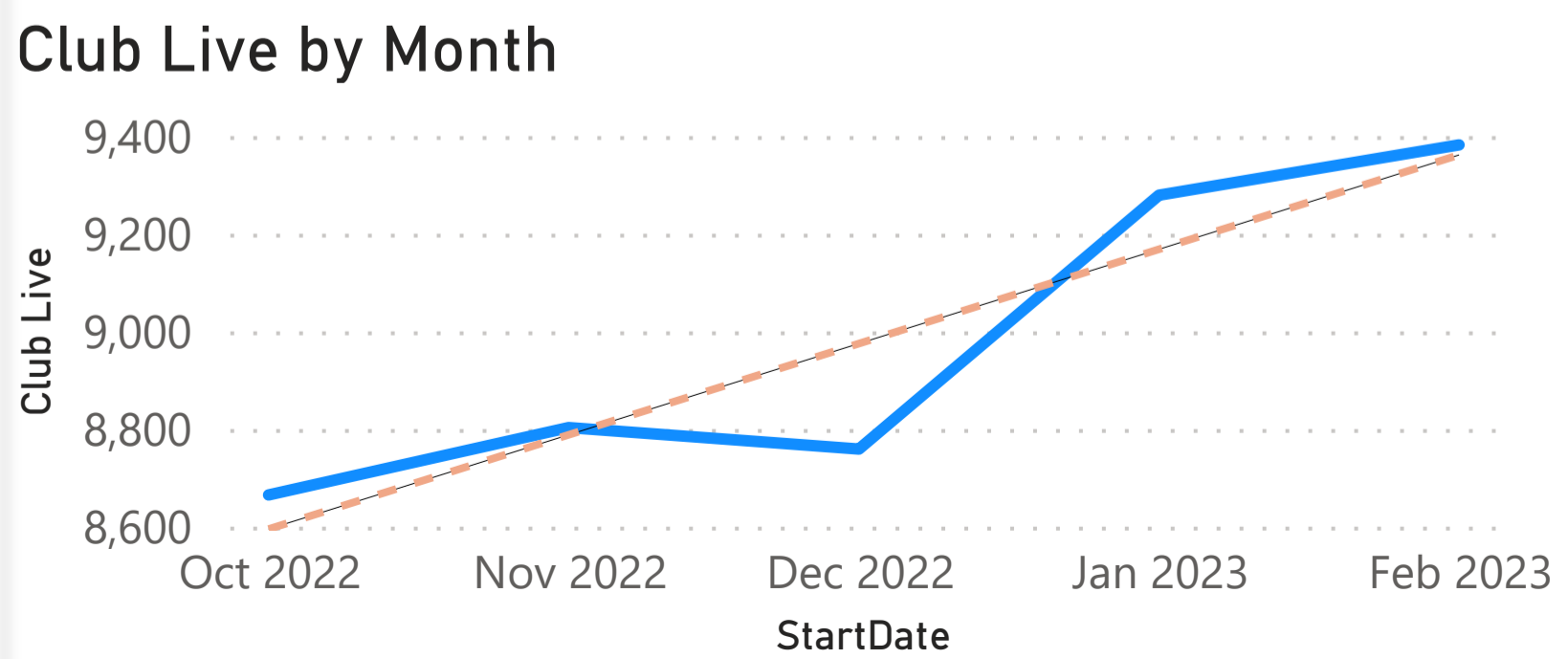
- Launch in March across LED is the Gym Quiet Hour. This will make the experience more comfortable for members with autism, high levels of social anxiety and those who prefer working out in a quieter environment.
- Good Boost, which is a digital platform, run by an activator to support people with Long Term Health Conditions is now live across all 3 pools and recommended by Swim England.
- The teams continue to support the community with health programs such as GP Referral, Good Boost, Strength & Balance, Gentle Circuits, Cancer Rehab, Cardiac Rehab and Escape Pain.
- LED are supporting local Charity Hospiscare in 2023 as part of their 40 club. Lottie and Andrew are running the Great West Run as part of this.
- Health Referrals are improving, and numbers are starting to increase especially from the new social prescribers (Mental Health). See below some data from December 2022 – Feb 2023. We had a 62% completion rate of the 12-week course with 28% of those joining to a membership. Joint pain is still the number one reason for referral on to the scheme with 27%.



Health Referral Referrals Dec 2022 – Feb 23	100
All activities Health Referral Participation Dec 2022 – Feb 23	1296
Gym Health Referral Participation Dec 2022 – Feb 23	791

Axminster Leisure/The Han...	Broadclyst Leisure Centre	Colyton Leisure Centre	Exmouth Leisure Centre	Exmouth Tennis Centre	Honiton Leisure Centre	Ottery Leisure Centre	Seaton Fitness Centre	Sidmouth Leisure Centre	Sidmouth Swimming Pool
------------------------------	---------------------------	------------------------	------------------------	-----------------------	------------------------	-----------------------	-----------------------	-------------------------	------------------------

	Actual	% Change Monthly
Club Live	9,382	1.11%
Joiners	427	-48.37%
Leavers	326	-6.86%
Memberships	£292.62K	0.01K%
Yield	£31.15	-0.04%



Swimming	Gym	Group Exercise	Sports
21,091	16,014	13,306	15,833
-5.12%	-9.23%	-9.51%	-13.59%

Total Attendances

% Change since last month

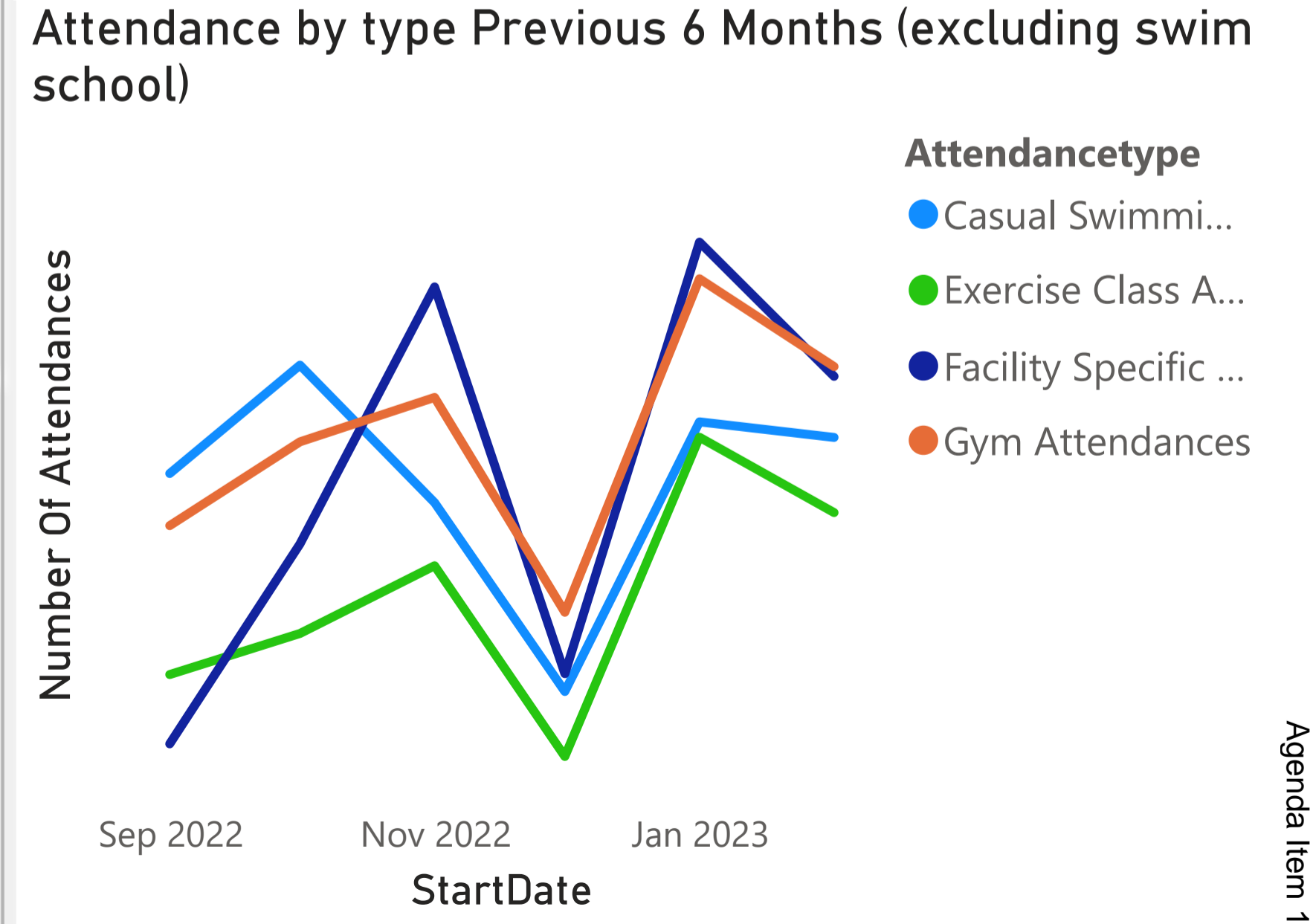
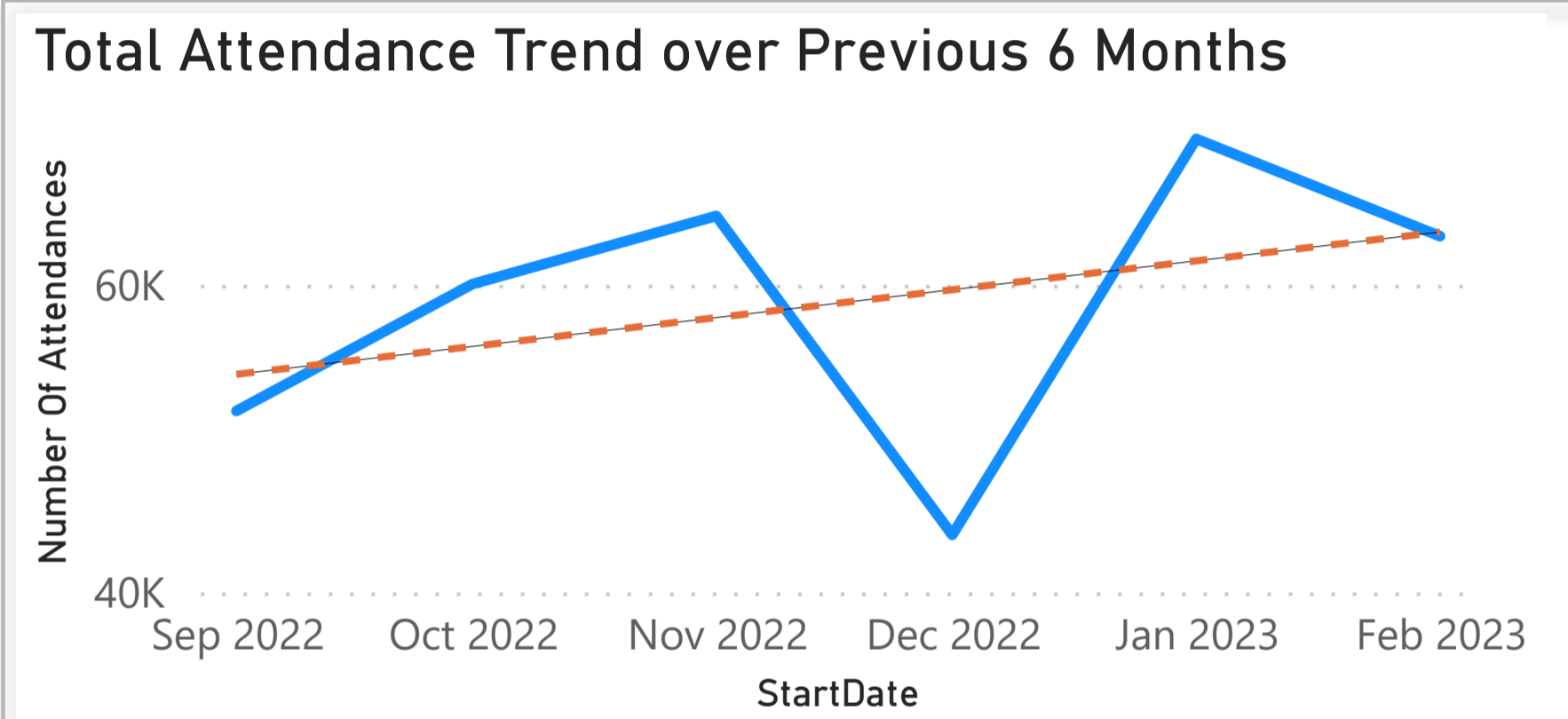
NPS Score

42.00

35

Sites Below Target

- Ottery Leisure Centre: -100
- Exmouth Tennis Centre: 0
- Seaton Fitness Centre: 0
- Sidmouth Leisure Centre: 0
- Exmouth Leisure Centre: 33



LED Community Leisure Ltd
and
East Devon District Council

**Options to Reduce Energy Consumption
at East Devon Swimming Pools
Initial Feasibility Study 2023**

Background

The objective is to develop and agree a medium to long term vision for the leisure centres within the LED Leisure Management Contract and the Flamingo Pool in Axminster, which sits outside this agreement. Swimming pools are large energy consumers; EDDC are the landlords of the three public pools in Exmouth, Honiton and Sidmouth and see the need for them to be as carbon neutral as possible before the target date of 2040.

LED Community Leisure (LED), who operate EDDC's 3 pools as well as the district's other community leisure centres, are currently experiencing a significantly increased financial burden from energy prices, which have had to be passed on to the Council. This is not expecting to get any better in the next 24 months, due mainly to factors outside of their control to manage the costs incurred.

LED and EDDC should work together on looking at the principles of change and what is involved with this process. This paper will focus on current energy savings schemes / equipment, and which site / sites would be best suited to which principal change.

Three key points:

- a. A clear view of the potential of the pools in terms of demand and revenue.
- b. A costed plan for phased investment which is justifiable in business terms.
- c. A model for future operational management. This requires expert advice tailored to the specific circumstances of EDDC and the Leisure Strategy.

ADDITIONAL RESEARCH DATA

To date there are 6 main drivers to Leisure Centre energy / equipment provision. This report will look at these main drivers and associated issues of each where possible.

1: **Hybrid Heat pumps.**

Hybrid pumps are very much in their infancy and not yet ready for the public market let alone the commercial market. This form of heating would use the existing pipe lines for gas supply and run a gas and heat pump in unison. The principal idea of the Hybrid pump is for businesses that are looking to lower carbon heating systems or to reduce energy bills if a standard heat pump installation is not suitable. With this option you would still be dependent on gas but not as much, and capital outlay and payback period would be substantial compared to others.

Conclusion: Not an option at present

2: **Ground Source Heat pumps / Bore holes.**

GSHPs, whether they be placed in a mass off land or via bore holes, are an option for some facilities. The principle of a GSHP is this system is efficient and effective if the land and permission to bore very large and long holes into the earth is granted. To be considered before considering GSHP:

- Access to the ground and whether you choose trenches or a borehole to lay the ground loop
- The brand, model and size required for the size of the facilities
- How much heat is required

Whilst GSHPs are one of the most efficient they are also the most expensive to install.

Conclusion: Not a viable option due to land unavailability outside all the sites?

3: **Air Source Heat Pumps**

Technology and the latent demand for ASHPs particularly over the past 3 years, has made this a very viable option for public and community facilities. Many local authorities have installed ASHPs in their public facilities and this has proven to have achieved energy efficiencies. Whilst ASHPs are very cost-effective against other equipment, the initial investment in them is very high. Installing ASHPs into buildings that are gas reliant is quite a large job with many changes to the plant and its management systems. Once installed they are efficient, and savings can become apparent very quickly. Not every building can apply ASHP to the structure of the plant etc and this will always be a deterrent. Further down this document is the explanation to how this system works and the theory behind its workings.

Conclusion: Viable option for most facilities

4: **Photo Voltaic (PV) or solar panels**

PV panels, like ASHPs, are the recommended change to any aging or new build facility. After 2025 any new build may require PV from the offset of planning. PV is relatively cheap compared to ASHPs and GSHPs but what we must not forget is PV only creates heat in sunny conditions. PV should therefore be installed on roof space that faces predominantly south. For PV to generate large amounts of energy and become effective, very large surface areas are required. Looking at the 4 pools in question only Exmouth Leisure Centre has enough roof space to make it a viable option, although the initial investigation indicates that the centre would still require another heating option as well as PV due mainly to the energy needed to run the site.

Conclusion: Viable option for Exmouth LC (and potentially Ocean and Pavilion)?

5: **Combined heat and power (CHP)**

Combined heat and power (CHP), also known as cogeneration, is:

The concurrent production of electricity or mechanical power and useful thermal energy (heating and/or cooling) from a single source of energy. A type of distributed generation, which, unlike central station generation, is located at or near the point of consumption. It comprises of a suite of technologies that can use a variety of fuels to generate electricity or power at the point of use, allowing the heat that would normally be lost in the power generation process to be recovered to provide needed heating and/or cooling.

CHP technology can be deployed quickly, cost-effectively, and with few geographic limitations. CHP can use a variety of fuels, both fossil- and renewable-based. It has been employed for many years, mostly in industrial, large commercial, and institutional applications. CHP may not be widely

recognized outside industrial, commercial, institutional, and utility circles, but it has quietly been providing highly efficient electricity. It is reasonable to expect CHP applications to operate at 65-75% efficiency, a large improvement over the national average of about 50% for these services when separately provided. Most of the LED sites could apply CHP as their power source but an independent survey would be needed to advise which and the viability.

Conclusion: Possibility but would need expert guidance given the respective sites set ups and plant room needs.

6: ASHP and Gas boilers / MIX

As EDDC are looking to becoming carbon neutral by 2040, the existing gas and electrical heating of its sites will need to be phased out over the next 17 years. Electricity is becoming very expensive, and gas has always been much cheaper and continues to outweigh the cost of electricity by around 60%. In the conclusion and additional report this option would be favourable. As recommended at the start of the report focussing on the 3 EDDC swimming pool sites with large energy use is a must.

Conclusion: An option for some sites

Development and scope for change

Supporting information:	Energy saving trust
Utility Review source:	Nottingham /Energy Partnership
Author:	Alan Waistell
Due Date:	February 2023

The prime part of this project is **evaluating the current energy** use of the centres. For this reason I would like to go through an evaluation of energy options before focussing on the prime objectives.

Utility Evaluation of the EDDC / LED Contract

Different energy sources are measured in different units: litres, therms, BTU, kWh, units, cubic metres and many more. This makes it very difficult to compare the actual costs for powering a heating system between different energy sources and their efficiencies when balanced against each other.

For this reason, standardised units and costs are needed. I have applied these calculations for the main fuel types. In making these calculations, sources of data and assumptions have been used, which have been referenced. I have taken Nottingham energy partnership (NEP) samples on energy costs per unit as, who knows what the cost of units will be in the **next 12 months**. This helps to form **a base line figure** on each form of heat source.

A heat pump can be used to extract far more energy from the heat source (the air, the ground or a body of water) than it consumes. Heat pumps are measured according to their coefficient of performance or COP (sometimes CP or COP) and typically produce a COP of 2.5-3.5. That means a heat pump using **1 kWh of electrical energy can deliver say 3.0 KWH of heat**, making it competitive in the right circumstance with fossil fuel sources. The average energy gains over the year are often described as the Seasonal Performance Factor (SPF).

Energy Cost Comparison – FEB 2022

Fuel	Fuel price (p per unit)	Unit	Pence per kWh (after boiler efficiency)	Energy content (kWh per unit)	KgCO2e per kWh*
Electricity Standard Rate ¹	38.94	kWh	38.94 (100%)	1	0.231
Electricity Online Rate ¹	38.41	kWh	38.41 (100%)	1	0.231
Mains Gas Standard Rate ²	11.51	kWh	12.79 (90%)	1	0.215
Mains Gas Online Rate ²	11.06	kWh	12.29 (90%)	1	0.215
Kerosene ³	97.49	Litre	11.08 (90%)	9.8	0.298
Gas oil ⁴	121.26	Litre	13.34 (90%)	10.4	0.316
**LPG ⁵	N/A	Litre	N/A (90%)	6.66	0.240
Butane ⁶	191.20	Litre	29.34 (90%)	7.97	0.247
Propane ⁷	135.57	Litre	22.69 (90%)	7.07	0.239
Seasoned Wood (Logs) ⁸	35.86	Kg	10.04 (85%)	4.20	0.028
Pellets (Bagged) ⁹	62.37	Kg	14.44 (90%)	4.80	0.053
Pellets (Blown Bulk) ¹⁰	53.80	Kg	12.45 (85%)	4.80	0.053
Smokeless fuel ¹¹	60.87	Kg	12.11 (75%)	8.51	0.398
Coal ¹²	64.60	Kg	10.83 (75%)	6.20	0.398
GSHP ¹³	38.94	kWh	11.13 (350%)	1	0.083
ASHP ¹⁴	38.41	kWh	14.23 (270%)	1	0.108

As you will see from the figures in the table, the most efficient / cost effective systems are still gas boilers and air source heat pumps. What the council need to establish is the timelines to when they are to go greener or carbon neutral.

These factors will have a pinnacle part on what can be achieved in the 3 timelines.

Utility Costs overview:

Electricity at this present moment in time is 3 times more expensive than mains gas. No one can predict if this is going to change given the current economic climate. Air source heat pumps are as efficient as mains gas.

Replacing an ageing gas boiler at 20 years plus would save utility costs but very little. New boilers in plant rooms would incur potential savings of circa 10% - 20% against the already established older units. These are not combination boilers and are straight gas provision boilers, therefore a work-horse system not a combination system. You could not put combination boilers in the plant room as the pool requires heat all of the time not when called for like a combination boiler.

Efficiencies do not necessarily translate into financial savings. A new boiler would incur less maintenance as long as it is serviced as needed, therefore direct savings rather than predicted savings. What is needed is the cost of maintaining a boiler against the cost of maintaining ASHPs.

ASHP/ GSHP / CHP are a greener way of producing energy but the initial installation costs against an already established plant room set up for mains gas, would make it an expensive option initially unless seen as a long-term solution. There are other factors needed before a decision for each site is made. Predominantly the insulation of the sites, costs associated with removing plant for the ASHP works and what changes are needed to the plant room and building pipework to entertain ASHPs if this is the option.

Comparisons of current and predicted energy costs:

- *With current trends and looking at leisure centres across the UK, it is estimated that a combined increase of electricity and gas is currently sitting at 270% in 2022. LED has had to reforecast many times as the prices change weekly, and we no longer have a contract. To date, against budget, we are tens of thousands overspent. The utility broker we use and have done for many years, has estimated that the increase will slow down but we are still to budget an 11.7% increase over the coming 12 months.*

For evaluation purposes:

On average across the UK, electricity costs have risen circa **200 – 300%** across the leisure sector. On average gas prices have risen circa **100%** across the leisure sector.

Conclusion / Observations

EDDC and LED have the community and its needs close to their hearts. Due to the ongoing conflict in Ukraine, there is no light at the end of the tunnel at present. Local government and local authorities are in a tough place financially and this is not expected to improve any time soon.

Leisure as a sector is also in a very precarious position with capped bills coming to an end in April 2023. As a partnership we can help soften the blow financially but there is considerable capital investment needed for any of the options to come to fruition. On average, if ASHPs are the way forward, they currently range from £100k per building to £300k depending on the KWS needed to manage the site. The existing gas supply can be adjusted just to manage the hot water element of the building's needs, and over the next 18 years there may be a solution to turn these off and maybe manage via either a new ASHP or add on. A mix of gas and ASHPs would enable the sites to achieve the best results and help maintain continuity when it comes to heat requirements at peak times. A mix will also help with future bills as gas at present is considerably cheaper than electricity, and in some sites ASHP would not incur any savings but cost more than the current set up, as at Sidmouth Pool. Whilst we appreciate there is a need to improve the carbon footprint what needs to be addressed is at what cost. It may be that removing gas from some sites and introducing electricity powered equipment only, would increase costs?

This initial paper gives the reader an idea of what we have, what we can do and how. At present to my knowledge there is not a system that can do all of what is needed, but there are systems that can help substantially with energy consumption. I have attached a further report that has been devised via site visits in March 2023 by two external experts. This report was based on what was found at sites, what can be achieved at site and their professional opinions on the options. Both contractors have very extensive knowledge of mechanical and plant maintenance, with one of the contractors being one of the biggest suppliers of pumps and ASHPs in the UK.

This is the first step in reducing EDDC's and LED's carbon footprint at the leisure centres. There are many factors that need to be considered but I would hope this report gives some insight to the options and provide the Council's consultants with a 'starter for ten'.

The Government's recent announcement of a £63million fund for public swimming pools, of which £40million is for 'decarbonisation' projects (and for which EDDC qualifies), may be an opportunity to bid for any viable short-term capital (and revenue) projects, although a longer-term replacement strategy will be needed for some sites, such as Sidmouth Pool.

As mentioned in the Facilities and Activities report, we have also just commissioned the Deep Green heat transfer system at Exmouth Leisure Centre, although the reduction in heating costs that this will bring has yet to be evaluated.

Neither has any evaluation been undertaken of the 'dual use' school sites leisure facilities as these should be the primary responsibility of the respective schools or academies and reviewed as part of the respective management agreements that are now underway.

Alan Waistell

Director of Leisure

28th March 2023

Exmouth Leisure Centre

Boiler only

ASHP pool & boiler AHU/DHW

ASHP only

page 25

- Dedicated room for ASHP (238kW estimated)
- New boilers needed due to age (less kW due to no pool)
- Better BMS required
- Consultant recommended for design
- Electrical supply may require upgrade
- DHW recovery has issues with longer recovery times
- System runs at 75°C so ASHP-only not viable.



Sidmouth Swimming Pool

Boiler only

ASHP pool & boiler AHU/DHW

ASHP only

page 26

- Electrical infrastructure needs upgrading to make ASHP viable
- Dedicated room required for ASHP
- Boilers are new; with ASHP pool boiler becomes oversized, better to use money to upgrade electrics
- BMS suitable to integrate at a later date.
- Consider lowering temperature to 70°C to make future Hybrid viable.



Honiton Swimming pool

Boiler only

ASHP & Boiler hybrid

ASHP only

page 27

- Keep existing boilers - life left and efficient
- integrate ASHP for the whole system due to separate DHW
- BMS to be checked if it can integrate
- System to be run at 70°C to make ASHP worthwhile
- Too high temperatures and lack of space for ASHP only
- Running costs likely too high to go net zero
- Existing Calorex to be checked
- Consultant likely required.



Flamingo pool

Boiler only

ASHP pool & boiler AHU/DHW6

ASHP only

page 28

- New boilers would be more efficient - current boilers are 25+ years old
- Better BMS required
- Replacement or servicing of CALOREX required
- No room to locate ASHP
- Focus should be on running costs (gas still #1 currently)
- Electrical infrastructure required

Flamingo Pool



Report to: LED Monitoring Forum, April 2023
Subject: LED Enterprises Ltd
From: Peter Gilpin, CEO, LED Community Leisure
Date: April 2023

The intention of this report is to provide an explanation of the trading and financial relationship between LED Community Leisure Ltd and its trading subsidiary, LED Enterprises Ltd.

LED Community Leisure (LED) is a not-for-profit Community Benefit Society with charitable status, often described as a Leisure Trust. As such it is governed by the Financial Conduct Authority (FCA) with registration number 30029R and charity registration number EW03089. As such, LED is exempt from charging VAT on its 'charitable' activities, which include all recognised sporting, health and fitness and cultural activities, including memberships, ten-pin bowling at Ocean and theatre shows at Exmouth Pavilion.

Being VAT exempt allows LED to retain all the income and not have to give 20% to HMRC (or the prevailing VAT charge) and the Trust is also exempt from mandatory National Non-Domestic Rates (NNDR), both of which are beneficial in significantly reducing the operating costs of the Leisure Management Contract.

These charitable activities are all reported through the parent trust, LED, in its Annual Report, which is audited by Francis Clark LLP and filed with the FCA.

LED's 'non-charitable' activities, which include food and beverage (F&B) income at all sites and the soft play zone at Ocean, cannot be reported directly through LED and must be accounted for through a trading subsidiary, as they exceed the turnover threshold determined by the Charity Commission and the FCA. These activities are subject to a VAT charge.

LED Enterprises Ltd has therefore been set up as a trading subsidiary to adhere to these regulations and must meet its own costs (staffing, goods, VAT etc) from the income received. Although it is a limited company, and not charitable, it cannot distribute profits or dividends to any person or organisation other than the parent Trust, LED. These profits are externally audited by Francis Clark, 'gifted' to LED at the end of each trading year and reported in the Trust's Annual Report.

Outside of the EDDC / LED Leisure Management Contract, LED Enterprises oversees the trading activities of Ocean and its ancillary activities on Queen's Drive, Exmouth, and the catering services at Exeter Airport. As both facilities are recharged a proportion of LED's central overhead costs they also help reduce these charges to the EDDC leisure facilities, as well as contributing their trading surpluses to the parent Trust to help ensure its sustainability.

Peter Gilpin, CEO

28th March 2023

Key Actions	Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress <small>(Click on cell to show drop down list arrow)</small>	Comments
1 Facilities that meet the current and future sporting and leisure needs of East Devon residents.						
a)	1	2022/23	EDDC Asset Management Team	Internal EDDC officer time	Not started	This requires a budget to help resource a programme of review.
b)	2	2026/27	EDDC Asset Management Team	Internal EDDC officer time. External property consultants? Cost to be quoted every 5 years, but likely to be in excess of £100k depending on extent of investigation.	Not started	This requires a budget to help resource a programme of review.
c)	3	2022/23	EDDC Asset Management Team	Internal EDDC officer time. External property consultants? New Leisure Local facility circa £8m (as of May 2022).	In progress	EDDC Property Services team have assessed the condition of the sports hall (roof in particular) and are preparing an improvement plan
d)	1	2023/24	EDDC Planning Team EDDC Leisure Team Devon County Council Exeter City Council Local Delivery Pilot Relevant schools and sports clubs NGBs	Internal EDDC officer time. External consultants for Cranbrook business case – circa £50k.	In progress	EDDC's New Community team have commissioned an outline scoping document for a potential new swimming pool and leisure facility for Cranbrook. This has indicative costings and will be part of the ongoing discussions and masterplanning work linked to the town centre development scheme.

page 30

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
e)	As part of 1(d) above, EDDC and LED to further investigate options for moving existing Health and Fitness provision out of existing dual use sites to (1) improve daytime access to those who would benefit the most, (2) improve the size and scope of the offer to the public, and (3) improve the financial viability for both EDDC and LED. As a priority, EDDC and LED should engage with Cloakham Lawn Sports Club to review options for relocating existing Health and Fitness provision from Axminster LC to the Sports Club site which would enable extended community access.	1	2022/23	EDDC Planning Team EDDC Leisure Team LED Devon County Council Relevant Schools and sports clubs.	Internal EDDC officer time - leisure, legal, asset management Devon County Council Relevant Schools External leisure consultants?- circa £2,500k.	In progress	Progress being made with the opening of the Cloakham Lawn site (Hangar gym) to overcome the issues of safeguarding at Axe Vale school so ensuring the local community have full daytime use of a multi purpose gym facility.
f)	The refurbishment of Colyton ATP to be undertaken as a priority during Summer 2022 and for Exmouth ATP to be completed by Autumn 2023 and for these works to be reflected in the Council's capital strategy.	1	2023/24	EDDC Asset Management Team EDDC Leisure Team LED Colyton Grammar School	Internal EDDC officer time LED External contractors	Completed	Successfully completed with a full refurbishment of the ATP and floodlights ahead of schedule. Completed October 2022.
g)	EDDC to seek pre-app advice from the Planning Authority regarding the provision of floodlights at Sidmouth LC ATP to improve utilisation of the facility and the financial viability of the overall site. Further consultation to be undertaken, scheme to be costed and planning application progressed subject to advice received.	2	2023/24	EDDC Planning Local Town Cllrs Leisure Team LED	Internal EDDC officer time LED External contractors	Not started	
h)	EDDC to renegotiate all existing dual use facility agreements, in favour of the Council to increase access and value for the East Devon Community. Daytime access is the priority to achieve. Following re-negotiation daytime programmes to be developed focussing on older people.	1	2024/25	EDDC Legal Services EDDC Leisure Team LED Devon County Council Schools and Board of Governors	Internal EDDC officer time LED External contractors Internal EDDC officer time - leisure, legal*, asset management Devon County Council Relevant Schools External leisure consultants? Circa £5k *Additional dedicated legal resources required	In progress	Good progress is being made with this priority being led by LED and Estates team. Colyton GS has a new agreement in place; active discussions have now started with Axe Vale Community College, Kings School, Honiton Community College, Sidmouth College and Clyst Vale Community College. Discussions on future use, lease agreements and public access implications are all on the agenda.

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress <small>(Click on cell to show drop down list arrow)</small>	Comments
i)	EDDC and LED to review indoor and outdoor tennis court programmes of use districtwide with a view to improving utilisation of courts and income generation, allowing reinvestment of monies into ongoing court refurbishment. Consideration to be given to extending Clubspark roll out for ease of booking and provision of balanced programme of casual use, coaching, outdoor exercise classes etc. plus its revenue benefits.	3	2024/25	EDDC Leisure Team LED LTA	Internal EDDC officer time LED External contractors	Not started	
j)	EDDC will seek where possible to improve disability access within existing sites and ensure that all new leisure facility provision complies with The Equalities Act 2010.	2	2023/24	EDDC Asset Management Team LED	Internal EDDC officer time LED External disability consultants	Not started	
2 EDDC priorities are aligned to and compliment Outreach Health and Wellbeing.							
a)	EDDC to appoint an officer to be responsible for: 1. co-ordinating the delivery of health and wellbeing across the district; 2. developing a coordinated and integrated health and wellbeing programme across Council departments, LED and third sector partners based on leisure strategy, public health, Active Devon outcomes etc to ensure there is no duplication of resources; 3. represent EDDC at partner meetings; 4. provide a point of contact for physical activity in EDDC who can signpost community or partner queries; 5. monitoring and reviewing this programme on a periodic basis; 6. promoting health and wellbeing districtwide; 7. a contact point for LED who drives what they deliver over and above their core service of facility management.	2	2023/24	EDDC Leisure Team	Appoint of Health and Wellbeing Officer on p/t or f/t basis. Circa £25k-£30k p/a?	In progress	Being delivered through the UK SPF leisure enabler programme over 3 years. Bringing access to physical activities to all of east devon's communities. This will be reported through the LED Monitoring Forum to evidence progress reports.
b)	Development of a coordinated and integrated health and wellbeing programme across Council departments, LED and third sector partners based on leisure strategy, public health, Active Devon outcomes etc.	2	2023/24	EDDC Health and Wellbeing Officer	EDDC Health and Wellbeing Officer	Not started	
c)	EDDC to update contract agreement with LED to reflect the Leisure Strategy and the health and wellbeing outcomes on which the leisure operator should focus. The contract agreement should incorporate clear Health and Wellbeing KPI's aligned to Public Health and Active Devon outcomes, against which the operator will be measured.	2	2022/23	EDDC Leisure Team	Internal EDDC officer time LED	Not started	

page 32

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
3 Effective partnerships delivering a sustainable community sport and leisure offer.							
a)	EDDC to work with Active Devon based on the alignment between the two strategies. Regular meetings to be established between Active Devon, EDDC and LED to develop a co-ordinated approach to delivery of key outcomes.	3	2023/24	EDDC Leisure team	Appointment of new Health & Wellbeing Officer as above.	Not started	
b)	EDDC to engage with the Local Delivery Pilot to develop a partnership approach and forward plan for new indoor leisure facility provision in Cranbrook	2	2022/23	EDDC to engage with the Local Delivery Pilot to develop a partnership approach and forward plan for new indoor leisure facility provision in Cranbrook.	Internal EDDC officer time External Consultants for Cranbrook Business Case – circa £50k External capital funding – possibly £1.5-£2m? (New Sport England Places Fund from April 2023)	In progress	LED are part of the Move More Cranbrook group that is identifying opportunities for local residents to participate and engage in physical activities in the town.
c)	Work in partnership with Devon County Council to map and promote existing and new cycle and walking routes district wide and the benefits of active travel.	2	2024/25	EDDC Green Infrastructure Project Manager New EDDC Health and Wellbeing Officer Marketing / Communications Team Devon CC	Appointment of new Health and Wellbeing Officer as above	Not started	
4 Harnessing the value of the great outdoors.							
a)	EDDC new Health and Wellbeing Programme (2 (2) above) to incorporate informal and organised activities based on using the great outdoors to encourage increased levels of participation in physical activity e.g. healthy walks and cycle rides, sea/wild water swimming, community allotments, conservation volunteering activities, orienteering, Parkrun, Couch to 5K. To be delivered in partnership with Council departments, LED, and other third sector organisations.	2	2023/24	EDDC Leisure team	Appointment of new Health & Wellbeing Officer	Not started	

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
5 Review of the existing leisure management contract.							
a)	EDDC to renegotiate and possibly extend the terms of the existing contract with LED. As a minimum, the following principles should be incorporated: <ul style="list-style-type: none"> • LED to submit business plan through to end of contract period which will present year 1 baseline breakdown of all income and expenditure (Profit and Loss Account) for each site including the health and wellbeing programme. • The business plan will provide the equivalent information for each year through to the end of the contract period, showing the management fee payable by the Council to the operator, increased by RPI annually. • The business plan will clearly show the management fee payment allocated to each site P and L account. • This management fee will replace the existing 5 year fixed service fee. • In re-basing the contract, EDDC should consider the introduction of: (1) a utility benchmarking procedure to be applied at a frequency to be determined. Whilst the utility tariff rate should be shared between Council and LED, the risk associated with increased energy consumption should remain the responsibility of the operator. (2) Pandemic cover, ensuring that LED will be in a 'no better, no worse' financial position, but any payments will not be unrestricted and will follow an 'open book' policy. 	1	2022/23	EDDC Leisure Team LED	Internal EDDC officer time External consultants - circa £5k	In progress	EDDC has started to discuss with LED the framework for its annual management fee agreement for 2024/25 with the necessity to identify savings and renegotiating the dual use sites arrangements. The impacts of the cost of living and energy prices are still impacting on the overall running costs of all the leisure sites and is requiring a higher level of support from EDDC's budget. EDDC Finance Director & Assistant Director - Countryside & Leisure have set up regular operational meetings with LED's CEO to begin to pull together the terms for a new agreement. The LED Forum will provide oversight through its meetings to ensure there is agreement on the proposed management fee.
b)	Any revised contract should clearly set out EDDC's key principles and outcomes for sport, health and physical activity and establish key performance indicators (KPIs) against which the contractor will be monitored e.g. participation targets for under-represented groups, levels/frequency of participation measured against Sport England Active Lives annual data returns, East Devon Public Health priorities etc.	1	2022/23	EDDC Leisure Team	Internal EDDC officer time External consultants	Not started	

Progress report on production of the East Devon – Playing Pitch Strategy

By - Matt Dickins – Planning Policy Manager – East Devon District Council

April 2023

Introduction

The Planning Policy team at the Council is leading on production of the new Playing Pitch Strategy (PPS) for East Devon and on completion it will supersede the former PPS that dates back to 2015 [Open Space - Playing Pitch Strategy - East Devon](#).

The PPS is concerned with sports that are played outside, as opposed to sports and activities that are played indoors. Indoor sports have been addressed through the Councils Built Facilities Strategy. Though of course there are cross-overs between indoor and outdoor sporting activities, some sports are played (and training takes place) both indoors and outdoors.

The PPS is being produced in very close collaboration with Sport England and sport governing bodies and as drafted at present is specifically concentrating on the sports of, and the pitches/courts used, for:

- Cricket;
- Football;
- Hockey;
- Rugby Union; and
- Tennis

Though reference will be made to other outdoor sports (with some possible potential to further broaden the scope of the strategy).

Timing issues and delays in PPS production

Sport England advise that PPSs should be regularly reviewed and work had started on this PPS a while back. But the pandemic put PPS production on hold and it was then seen as sensible to wait for completion of the Council Leisure Strategy before making substantive progress on the PPS. Local plan production also took on a priority importance in 2022.

The PPS work is now, however, progressing with a projected completion in summer 2023.

Methodology and process for PPS production

The production of the PPS is closely following a step-by-step guidance document produced by Sport England in collaboration with sport governing bodies [pps-guidance-october-2013-updated.pdf \(d1h1m5892gtr7.cloudfront.net\)](https://www.cloudfront.net/d1h1m5892gtr7cloudfront.net/pps-guidance-october-2013-updated.pdf)

This guidance sets out a series of stages for PPS production;

STAGE A – Prepare and tailor the approach

1. Prepare and tailor the approach

STAGE B – Gather information and views on the supply of and demand for provision

2. Gather supply information
3. Gather demand information

STAGE C – Assess the supply and demand information and views

4. Understand the situation at individual sites
5. Develop the current and future picture of provision
6. Identify the key findings and issues

STAGE D – Develop the strategy

7. Develop the recommendations and action plan
8. Write and adopt the strategy

STAGE E – Deliver the strategy and keep it robust and up to date

9. Apply and deliver the strategy
10. Keep the strategy robust and up to date

Meetings have been held with sports governing bodies and substantive progress has been made in respect of Stage A and B. Through close working with sport governing bodies we hold detailed information on sports clubs, the teams they support and the sites and pitches they play at across East Devon. This information has been cross referenced to computer mapping records of sites and pitches that we have compiled with work undertaken on assessing levels of match play at these sites/pitches.

We have completed (through external commission) a non-technical assessment of pitch quality and this assessment work has helped inform the capacity of pitches to accommodate match play and training. Early work has been undertaken on assessing the degree to which pitches are running at, under or over capacity in respect of use being made. There has, therefore, been a body of evidence compiled in respect of Stage C, though more needs to be done and a critical element of future work will be engagement, specifically through sport governing bodies, with clubs and pitch owners/managers to test the robustness of findings.

It is relevant to highlight that the pitches and courts that form part of the assessment are those used by clubs and teams that have open membership policies/practices and/or that are available and accessible for community use. This includes pitches and courts that are in the ownership and/or management of public, private, voluntary, charitable or any other

sectors. Included in the PPS are some school pitches, where some degree of public access may exist, though many schools do not make their pitches available for community use.

Work and completion of Stages D and E will follow on later this year, though in a very real sense Stage E is ongoing.

Outputs from Stage D of the work, following the Sport England guidance and as set out in the previous PPS, will highlight three core themes:

1. **Protect** – which is very much geared around protecting and not losing existing pitches and the capacity they offer to support sports use;
2. **Enhance** – which is geared around improving the quality of and access to existing pitches; and
3. **Provide** – which is concerned with the provision of new pitches.

‘Ownership’ of the PPS

To be effective it is important that the PPS has wide ranging ownership. We would look to have final ‘sign-off’ from Sport England and the sport’s governing bodies and would also wish to see sports clubs and teams and site and pitch operators happy with content. We will also take the PPS to committee of East Devon District Council for formal endorsement or approval.

The PPS is being produced by the Planning Policy Team at the Council and Sport England highlight the need for a PPS to support local plans. In this respect The ‘Protect’ and ‘Provide’ themes of the PPS are very much part of the role and work of the planning service at the Council. However, the ‘Enhance’ theme is much more cross-cutting across council services, especially so in respect of pitches and courts that are owned and/or managed by the Council. Therefore to be most effective and relevant ‘ownership’ of the PPS across a wide range of Council services would be desirable.

Government Fund to Support Public Swimming Pools (report from Peter Gilpin & Charlie Plowden)

As part of the Spring Budget the Chancellor, Jeremy Hunt, announced a £63million support fund for public swimming pools. It will be distributed by Sport England.

Whilst full details have yet to be announced by the Department of Culture, Media and Sport (DCMS), Charlie Plowden, Assistant Director – Countryside & Leisure attended a South West Councils Leisure Providers meeting on 21st March that had the leisure lead from the LGA to provide initial understandings of the new funding. Peter Gilpin (CEO, LED Leisure) also attended a Community Leisure UK meeting on the 31st March at which Emma Bernstein (Sport England Director) explained how she anticipates the eligibility criteria will be determined, and the funding will be distributed, following initial discussions with the DCMS.

Although the DCMS had yet to sign off the business case and application and assessment process, the following are likely to be the key criteria:

- The fund consists of £23m for revenue support and £40m for decarbonisation of public swimming pools (capital projects).
- Applications must be made by local authorities and outsourced arrangements with leisure trusts (such as LED) are eligible. Funding will not be available for private sector operators.
- The £23m of revenue support will not stretch far between the 800+ eligible public pools so will be targeted towards those in areas of social deprivation; it will not be evenly distributed.
- There will be an application process for the £23m that will likely be based upon the Moving Communities data and criteria that applied to the National Leisure Recovery Fund during the pandemic, which means that EDDC's pools are unlikely to be in the highest priority group.
- The timescale for funding applications for the £23m revenue funding is likely to be mid-May and to be claimed in 2023-24 financial year.
- The £40m fund for decarbonisation capital projects is likely to open in July, and be awarded over a 2-year period, as the nature of these projects will require a longer proposal and delivery timescale. Even so, there is concern in the public leisure sector that the low-carbon energy industry will not be able to cope with the demand and this relatively short-term timescale.

Conclusion: In the light of the preceding reports on the 'energy options' available to the Council's 3 swimming pools (agenda items 10 and 11) that EDDC officers commission an external consultant's review of the options, with a view to determining any short-term decarbonisation solutions that may be eligible and applicable for the forthcoming capital funding opportunity in July.

Further, that the consultants help determine a longer-term energy strategy for the 3 pools that considers the current heating arrangements and lifecycle of boilers, etc, with a view to achieving the most carbon-neutral and cost-effective solution within the Council's carbon-neutral timescale (including offsetting).

Flamingo Pool could be included within the above review(s) and be supported with advice and any application to the Swimming Pool Support Fund on the basis that the Flamingo Pool Charity cover their own resulting costs through their own funds or additional grants.

Property Services have an approved budget towards consultancy costs in 2023-24 which will be required to help EDDC develop its energy strategy for the swimming pools, which represent a significant proportion of both the Council's energy costs (through LED) and carbon footprint.

Report to: LED Monitoring Forum



Date of Meeting 11th April 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Property and FM Team Approach to Capital Works at LED Managed Dual Use Properties

Report summary:

This report summarises the Corporate Property and FM Team approach to capital works at LED managed dual use properties within the context of impending management agreements negotiations.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the Forum acknowledges the approach and supports it.

Reason for recommendation:

- a) To ensure Members of the Forum are informed on the approach and understand its rationale.
- b) Ensure capital maintenance works are delivered as planned and as needed to ensure continuity in service and manage possible reputational damage arising from disruptions to service delivery.
- c) To mitigate increases in maintenance and capital costs.

Officer: Jorge Pineda-Langford – Principal Building Surveyor / Team Lead JPineda-Langford@eastdevon.gov.uk 01395 571633

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities

Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

If choosing High or Medium level outline the equality considerations here, which should include any particular adverse impact on people with protected characteristics and actions to mitigate these. Link to an equalities impact assessment form using the [equalities form template](#).

Climate change Low Impact

Risk: Low Risk; Click here to enter text on risk considerations relating to your report.

Links to background information N/A

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
 - A greener East Devon
 - A resilient economy
-

Report in full

- 1.1 East Devon District Council has allocated capital funding for works at LED managed sites. The funding allocated is to deliver larger maintenance projects required to ensure buildings are kept in good condition and to ensure the continuity of the services delivered from the buildings.
- 1.2 Largely, property related capital funding requests are condition related/justified and are duly scrutinised via the Capital Allocation Panel, the Asset Management Forum, the LED Monitoring Forum, and Cabinet. Eventually approved by Council.
- 1.3 At LED managed dual use sites, maintenance cost are shared between the users; usually a 60/40 % split based on each party's share of the use of the facilities.
- 1.4 EDDC's contribution, usually 60% of the costs, reflected the share of the use of the facilities at the time the management agreements were established. However, whilst in recent years the share of the usage has changed, the schools having a greater share, the share of the costs have remained unchanged.
- 1.5 As a result the Estates Team have now opened negotiations on the management agreements to ensure EDDC's contribution toward the maintenance costs reflects the current share of the use. The negotiations will also address other management arrangements closely related to the split of maintenance costs, such as responsibility for arranging and managing the maintenance operations.
- 1.6 The impending new management agreements renegotiations have meant that some of the larger agreed capital projects at dual use sites have been put on hold.
- 1.7 Accepting that a more favourable renegotiation of the share of the costs will mean EDDC's contribution towards the maintenance costs will reduce; there are other considerations against putting the work on hold until the new agreements are in place.
- 1.8 The main consideration is that the work still needs to be done and holding or deferring the works may lead to further deterioration of the facilities and service disruptions.

- 1.9 In addition, service disruptions, due to lack of action, may lead to negative press and reputational damage.
- 1.10 Furthermore, whilst the management agreement renegotiations are expected to be concluded by September 2024, there is no guarantee that they will be completed and implemented by then, which means projects might be on hold for longer than anticipated therefore increasing the risk of disruptions to services and reputational damage.
- 1.11 Consideration should also be given to project costs increasing with inflation and therefore offsetting the expected savings arising from the adjusted share of the maintenance cost.
- 1.12 In addition to capital project cost considerations, maintenance costs will likely increase as the longer the work is on hold the more temporary work will need to be done to control and mitigate the issues.
- 1.13 Based on the above considerations it is concluded that there will be little benefit holding or deferring already approved capital work at dual use sites whilst waiting for current management agreements with lower cost contributions to be negotiated.
- 1.14 It is therefore the intention to progress capital works that have been on hold at dual use sites unless the new management agreement negotiations are well advanced and likely to be implemented in the short term.

Financial implications:

There are no new financial implication arising from the report.

Legal implications:

There is no direct comment to be made, Legal Services will assist as necessary.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted