

**Agenda for Leisure Strategy Delivery Forum
(formerly LED Monitoring Forum)
Tuesday, 25th June, 2024, 6.00 pm**



Members of Leisure Strategy Delivery Forum (formerly LED Monitoring Forum)

Councillors: P Arnott, V Bonetta, M Hall, S Hawkins (Chair),
P Hayward, N Hookway (Vice-Chair), J Loudoun, S Smith,
A Toye, J Whibley

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Venue: online via Zoom app

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(or group number 01395 517546)

Monday, 17 June 2024

- 1 Apologies
- 2 Minutes of the previous meeting held on 9 April 2024 (Pages 3 - 6)
- 3 Declarations of interest
Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)
- 4 Public Speaking
Information on [public speaking is available online](#)
- 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 are no items which officers recommend should be dealt with in this way.
- 7 LED Facilities and Activities report May/June 2024 (Pages 7 - 9)
- 8 LED KPI Dashboard May 2024 (Page 10)

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

[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL**Minutes of the meeting of Leisure Strategy Delivery Forum (formerly LED Monitoring Forum) held at Online via Zoom app on 9 April 2024****Attendance list at end of document**

The meeting started at 10.00 am and ended at 11.11 am

40 Minutes of the previous meeting held on 16 January 2024

The minutes of the previous meeting held on 16 January 2024 were noted as a true and accurate record.

41 Declarations of interest

There were none.

42 Public Speaking

No members of the public had registered to speak at the meeting.

43 Matters of urgency

There were no matters of urgency.

44 Confidential/exempt item(s)

There was one item to be considered in private session (minute 49 refers).

45 LED Facilities and Activities report April 2024

The LED Facilities and Activities report for April 2024 was received and noted.

Discussion and clarification included the following points:

- The number of memberships is growing, and numbers were back up to pre-Covid levels.
- The report set out that there were 24,285 visits to the swimming pools in February 2024. It was understood that this included junior swim activities and swim school, whereas the numbers on the KPI Dashboard related only to people using the pools on a pay-as-you-go basis.
- LED currently employ approximately 700 staff equating to around 300 full-time equivalent employees. Staff numbers have grown since the pandemic.
- The LED CEO provided an explanation of the trading and financial relationship between LED Community Leisure and its trading subsidiary, LED Enterprises Ltd, details of which had been set out previously in a report to this Forum on 11 April 2023.

46 LED KPI Dashboard March 2023 - April 2024

The Forum received and noted key details of the performance of LED Community Leisure for the period March 2023 – April 2024.

47 Leisure and Playing Pitch Requirements

The Chair welcomed Rachel Fowler and Liz Taylor, from Strategic Leisure.

Liz Taylor introduced this report which referred to a background paper considered by Cabinet on 27th March 2024 outlining significant challenges in meeting deadlines, demands and funding requests arising from Leisure Strategy Action Plan, the Playing Pitch Strategy 2024 and other programmes and assessments associated with the Council's leisure work programme.

Cabinet had formally considered the recommendations in the 27th March 2024 report and approved the appointment of Strategic Leisure to carry out a high-level options appraisal of the Leisure & Built Facilities Strategy 2021-2031 with an Implementation Plan, and possible options for delivery to inform decisions on the affordability of the Council's current and future leisure provision.

The Forum was asked to note the report and to oversee and steer the options appraisal work led by Strategic Leisure.

Liz Taylor outlined how Strategic Leisure intended to carry out the options appraisal, this being by way of a series of six workshops spaced 3-4 weeks apart, at the end of which a summary report would be produced reflecting the review, the options discussed and suggested next steps. It was proposed to start the process from the end of April 2024.

Discussion and clarification included the following points:

- Members will be invited to the workshops along with guests, where appropriate.
- The appraisal will be a challenging process requiring members to make difficult decisions about the leisure services they feel the district needs and how this can be facilitated within the confines of the available finance.
- It is not irregular to appoint external consultants such as Strategic Leisure to carry out work of this nature. They are independent and impartial and very well connected nationally with other local authorities facing similar difficult decisions about their leisure provision, and therefore bring a level of expertise which this Council does not have access to in-house.
- Strategic Leisure are familiar with this Council and its leisure provision, having previously been commissioned to facilitate the development of the Leisure Strategy.
- Part of the purpose of the workshops is to help members to understand how different factors interlink, where this may not be obvious. For example, the condition and number of facilities, and the catchment areas they have are inextricably linked to their sustainability, since a smaller catchment area means that fewer people will use a facility and it will therefore be more difficult to generate income. A benchmarking exercise might also be appropriate to understand where East Devon's leisure charges sit, in a wider context.
- The cost for appointing Strategic Leisure for the options appraisal is relatively low, and within the cost allowed for running the Council's leisure facilities for the year.

48 **Cranbrook Leisure Centre**

The Assistant Director – Growth, Development and Prosperity introduced this report and asked the Forum to note the outcome of the Cranbrook town centre community consultation carried out in late 2023 and the progression of the Cranbrook town centre masterplan, and to note the establishment of a project for a Cranbrook Leisure Centre.

Discussion and clarification included the following points:

- The project initiation document is currently being prepared which will confirm membership of the project team and set out the relationship with Sports England, the Sports England local delivery pilots, the local community and the town council.

- The Forum will receive six-monthly updates on this project.

RESOLVED

1. To note the outcome of the Cranbrook town centre community consultation and the progression of the Cranbrook town masterplan.
2. To note the establishment of a project for a Cranbrook Leisure Centre.

The meeting then went into private session.

49 **LED Service Management Fee 2024/25**

The Finance Director introduced this report which set out a final management fee request received from LED and a draft Service Level Agreement framework to be used for the 2025-26 and 2026-27 financial years, for the Forum's consideration.

Discussion and clarification included the following points:

- The additional request for £25,000 to support the work of the outreach service would enable LED to subsidise the up-front costs of setting up new groups with a view to changing behaviours and fostering a long-term love of physical activity. As an example, the funding could cover hall hire, instructor costs, training, equipment and upskilling members of the community, meaning that LED could deliver new groups at only a nominal cost to the user where passing on full costs at the outset would constitute a barrier to participation.
- The benefits of LED's outreach work align with the county council's priorities in social care and community inclusion and have the effect of covering some gaps in NHS services. It was recognised that by funding the outreach work, this Council is plugging a hole which arguably should be plugged by other agencies with a larger overall budget. However, the work also aligns with this Council's Public Health Strategy and delivery of outcomes set out in its Leisure Strategy and it was therefore considered appropriate and good value for money to support the spend.
- It was noted that the new Service Level Agreement framework does not come into effect until 2025 and if appropriate and necessary, it can be amended in the interim, following outcomes of the options appraisal being led by Strategic Leisure.

RECOMMENDED to Cabinet

1. The request from LED to provide a budget allocation of £1,603,162 for the 2024/25 management service fee which includes £53,350 for its outreach payment.
2. To consider the additional request for a further £25,000 to support the work of the outreach service.
3. To agree the new Service Level Agreement framework to be used for the 2025/26 and 2026/27 financial years subject to final agreement and sign off from the Director of Governance and Licensing and Monitoring Officer.

Attendance List

Councillors present:

P Arnott

M Hall

S Hawkins (Chair)

N Hookway (Vice-Chair)

J Loudoun

A Toye

Councillors also present (for some or all the meeting)

I Barlow
C Brown
G Jung
J Brown
R Collins
R Jefferies
M Rixson

Representatives of LED Community Leisure in attendance:

Karen Best, LED Finance Director
Janette Cass, Pavilion Manager
Andrew Dare, LED Fitness and Wellbeing Manager
Lottie Edwards, LED Community Engagement Manager
Peter Gilpin, LED CEO
Richard Purchase, Chairman of LED Board
Matt Wright, LED Director of Delivery

Representatives of Strategic Leisure in attendance:

Rachel Fowler
Liz Taylor

Officers in attendance:

Sarah Jenkins, Democratic Services Officer
Sarah James, Democratic Services Officer
Andrew Wood, Assistant Director Growth Development and Prosperity
Simon Davey, Director of Finance
Tracy Hendren, Director of Housing, Health and Environment

Councillor apologies:

P Hayward
S Smith

Chair

Date:

Report to: Leisure Strategy Delivery Forum
Subject: Facilities and Activities Update
From: Delivery Team
Date: May/June 2024



Operational Delivery

Over the past two months, our leisure teams have been bustling with activity. We've achieved 822 sales and 764 leavers, resulting in a club live community of 10,379 members by the end of May.

In early 2024 we saw the rebranding of our app and the launch of our new website. These digital enhancements will provide a more flexible booking system and an improved overall experience for our valued members.

Group exercise in May we had 1,459 monthly indoor sessions including virtual, attended by 14,624. Additionally, 536 participants engaged in virtual classes. A new Hyrox class has started at The Hangar and a Tai Chi class at Honiton and the teams are developing programs every quarter to support our customer base.

The gyms were busy in May, with a total of 19,521 visits. The gym teams delivered 211 Personal Training sessions and 238 appointments. The health referral program is thriving with the team developing a self-referral model along with a referral process for the EDDC housing team, total of 1,480 people participated in a health-related session in May.



The swimming pools saw a significant influx of visitors, with 22,792 visits in May 2024. The Swim School program has 2,765 participants our highest ever, and there were 229 private swim lessons with the pools supporting 24 schools. Sidmouth Junior Aquathlon took place on Saturday 1st June and we filled all 40 spaces. We've had great feedback and lots of people interested in more events, so I'm busy planning an Exmouth and Honiton race next.

The team has set up and delivered their first swim-to-sea project to help support children and adults to become more confident swimming in the sea. Follow the link to see the paper report: [Swim to the sea project](#)

Customer Engagement

LED achieved an overall NPS of 58 in May with a benchmark of 43. Ongoing feedback helps us develop and drive the customer experience.

Health & Safety

We had 16 accidents or incidents in May with 2 being RIDDOR reportable. The Leisure Team is working on continuing the high standards of practice across the group with quarterly H&S committee meetings to review systems and processes. We are looking into a roadmap to move over to a digital H&S compliance system to help drive efficiency and best practices across the group.

Project Update

Teams are all working to continually improve the aesthetic of the sites through decoration and updated branding.

Working with EDDC new lights have been installed in the Honiton Leisure Centre gym to improve the environmental conditions for users. We have also completed air conditioning works at The Hangar just in time for the sun to come out.

Self-Access model is live at Axminster Leisure Centre to support the local community clubs out of hours.

We are in advanced conversations with Deep Green regarding a significant increase in the scope of their server heat dump project at Exmouth Leisure Centre. We are also gaging appetite from Deep Green for increasing the scope of this project to cover the two other wetside centres within the district.

We have had to temporarily suspend other capital projects pending the outcome of reviews.

Community Projects Update

The community team remain very busy and are continuing our commitment to deliver school sessions at Sidmouth and Honiton Community College, Cranbrook Education Campus, and several primary schools including Littleham, Exeter Road, Brixington, and St. Mary's.

Some of the projects we have supported in the last two months:

- Due to our existing strong partner links with Public Health Devon, we have been awarded funding to work on a new 6-month pilot project to deliver their NHS health checks out in the community, targeting businesses. We are currently in the early phase of scoping and planning with delivery starting in September. These checks will be carried out by our Community Team.
- We have supported an Enrichment day at Littleham Primary where we provided fun activities for the children to try all day and encourage them to get moving!
- We have supported AgeUK to set up a new Walking Tennis program in Sidmouth and Exmouth.
- We worked with Gittisham Hill House, a residential home to provide some taster sessions at the home and provided them with a visit to their local leisure to encourage them to feel comfortable with the health referral programs that are offered.
- We are supporting Active Devon with a mapping exercise to identify which external sports clubs work with LED to ensure they feel supported to provide the safest sessions they can for children.
- We have been working on a Sport England bid that will support the Littleham school's sessions next year.
- We are working to develop a volunteer gymnastics program to support the growth of this activity.

- Live To Row project, this unique initiative funded by EDDC through the UKSPF has allowed us to assist Olivia, a skilled physiotherapist and rowing coach, in her mission to encourage working mothers to embrace physical activity for their overall wellbeing.
- Working with Move More Cranbrook to support and volunteer at the upcoming Cranbrook Colour run
- Working in partnership with Restore Seaton and AONB on a dementia-targeted nature event at the Seaton Wetlands. We have invited the local dementia groups in Seaton and surrounding areas to attend a Wetland Wander. The group will take a tram ride to the wetlands and have a guided walk and information nature talk.
- Additional free volunteer-led summer walks started in May. These walks are evening walks that sit outside of our main program. The main program continues to be popular and of huge value to the community.
- Working with Honiton Carers to support and train volunteers for their Walk and Chat group.



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	The Hangar
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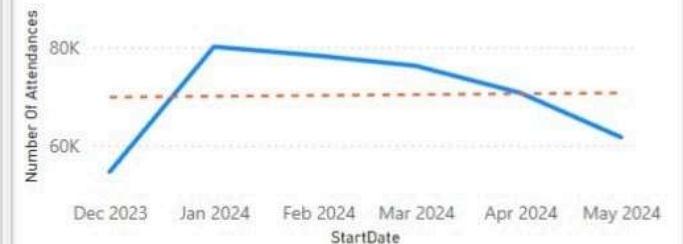
	Actual	% Change Monthly
Club Live	10,301	0.28%
Joiners	391	-6.24%
Leavers	344	-36.18%
Memberships	£341.92K	0.00K%
Yield	£33.33	-0.36%

Swimming	Gym	Group Exercise	Sports
22,792	19,508	14,619	8,585
-7.86%	-5.08%	-7.43%	-21.30%

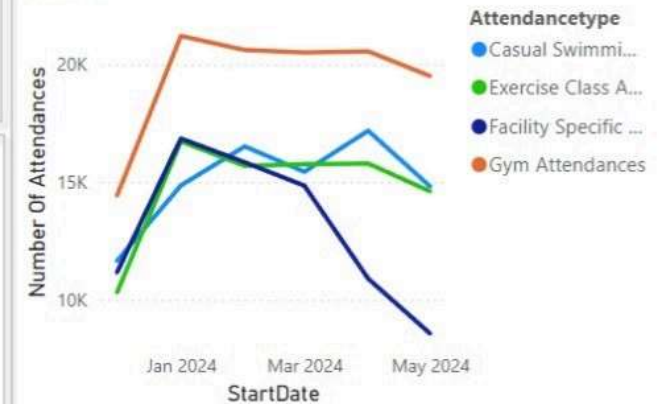
Total Attendances

% Change since last month

Total Attendance Trend over Previous 6 Months



Attendance by type Previous 6 Months (excluding swim school)



Club Live by Month



NPS Score



Sites

Ottery Leisure Centre: 0
 Seaton Fitness Centre: 0
 Sidmouth Leisure Centre: 0
 Exmouth Leisure Centre: 42