

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.

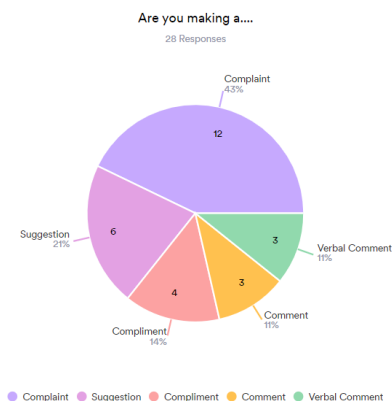
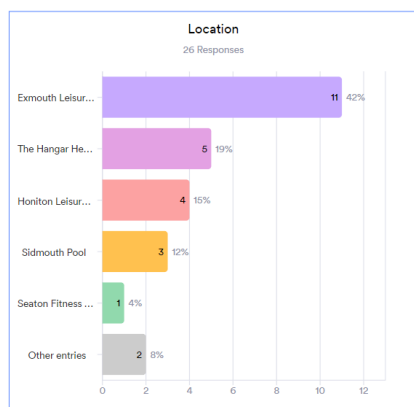


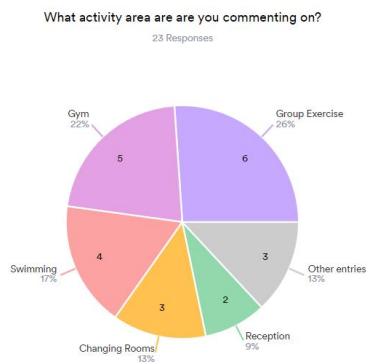
Customer Engagement

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.

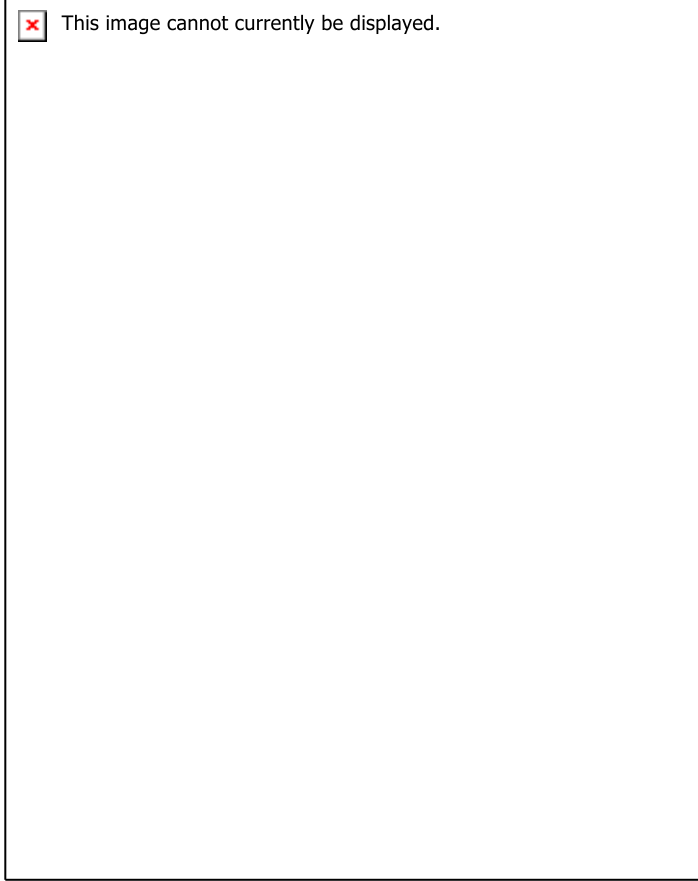
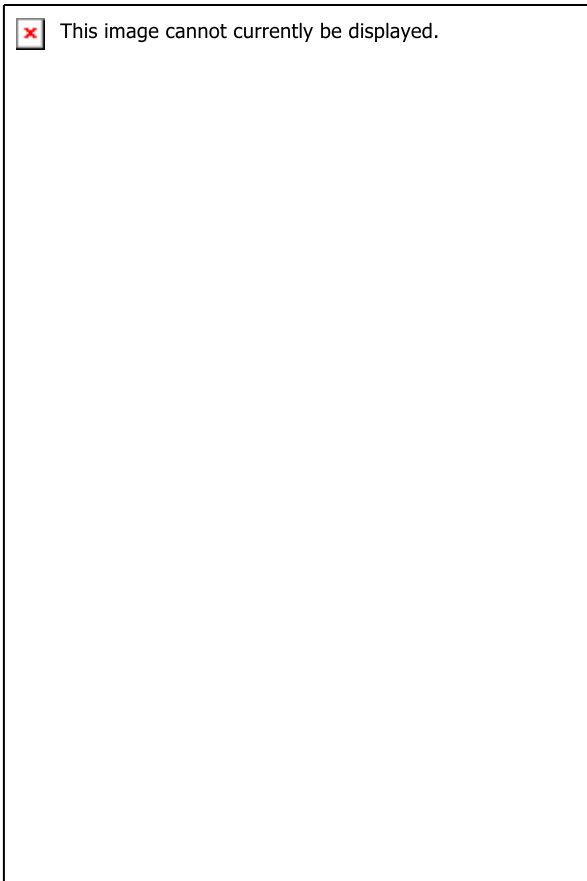
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Email

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