

**Agenda for consultative meeting of the LED
Monitoring Forum
Tuesday, 1st March, 2022, 9.30 am**



Members of LED Monitoring Forum

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

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Venue: Online via zoom app

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519978

(or group number 01395 517546)

21 February 2022; reissued 23 February 2022

**Important - this meeting will be conducted online and recorded by Zoom only.
Please do not attend Blackdown House.**

Members are asked to follow the [Protocol for Remote Meetings](#)

This meeting is being recorded by EDDC for subsequent publication on the Council's website and will be streamed live to the Council's Youtube Channel at
<https://www.youtube.com/channel/UCmNHQruge3LVl4hcgRnbwBw>

Public speakers are now required to register to speak – for more information please use the following link: <https://eastdevon.gov.uk/council-and-democracy/have-your-say-at-meetings/all-other-public-meetings/#article-content>

Between 8th December 2021 to 11th May 2022, the Council has delegated much of the decision making to officers. Any officer decisions arising from recommendations from this consultative meeting will be published on the webpage for this meeting in due course. All meetings held can be found via the [Browse Meetings](#) webpage.

1 Public Speaking

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

2 Minutes of the previous meeting held on 25 January 2022 (Pages 3 - 6)

3 Apologies

4 Declaration 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 are **four** items which officers recommend should be dealt with in this way.

Part A

- 7 Update on Leisure Strategy (Page 7)
- 8 LED Dashboard January 2022 (Page 8)
- 9 LED Facilities and Activities (Pages 9 - 12)
- 10 Capital Bids Update Report (Pages 13 - 15)

Part B

- 11 LED Management Fee 2022-23 (Pages 16 - 19)
- 12 Exmouth Pavilion Financial Report (Page 20)
- 13 LED price menu (Pages 21 - 22)
- 14 Passport to Leisure scheme (Page 23)

[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 25 January 2022

Attendance list at end of document

The meeting started at 6.00 pm and ended at 7.31 pm

93 Public Speaking

There were no members of the public registered to speak.

94 Minutes of the previous meeting held on 23 November 2021

Minutes of the previous meeting held on 23 November 2021 were noted as a true and accurate record.

95 Declaration of interest

Cllr P Arnott: Minutes 98 – 102; Personal Interest: Member of LED Community Leisure.
Cllr A Dent: Minutes 98 – 102; Personal Interest: Member of LED Community Leisure.
Cllr P Millar: Minutes 98 – 102; Personal Interest: Member of LED Community Leisure.

96 Matters of urgency

There were no matters of urgency.

97 Confidential/exempt item(s)

There was one item to be considered in private session.

98 Update on Leisure Strategy

Liz Taylor of Strategic Leisure provided a verbal update on the Leisure Strategy, including the following:

- Site audits were completed in November 2021 for all indoor sports facilities included within the scope of work for the Leisure Strategy and for artificial turf pitches, often located adjacent to indoor provision within the district. It had not been possible to gain access to a small number of leisure facilities including, for security reasons, the Commando Training Centre Royal Marines (CTCRM) at Lympstone;
- Stakeholder consultation was ongoing, exploring leisure needs and what is good and bad within the district. Conversations had also taken place with Planning teams in neighbouring authorities with a view to understanding their facilities and future development plans which could impact East Devon District Council (EDDC) decisions going forward;
- Sports club and school surveys had gone out and the closing date for these was 15th February. A community survey would follow shortly but this tended to be skewed in terms of the demographic of people who completed them, with a particularly high response rate from the retired population. Depending on response rate, they might ask some schools to push the survey out to students, to get a more representative sample of responses;
- A supply and demand analysis was being completed, exploring the quality of facilities and whether they met current demand, as well as looking at future demand for those facilities.

This would give an indication of the level of future provision needed to cater for population growth.

Ms Taylor invited questions.

In discussion, the following points were made:

- Responding to a question about timescales, Ms Taylor indicated that there had been some delays for a number of reasons but she anticipated the report would be completed towards end May/early June 2022;
- A Member sought to better understand the factors taken into account in assessing the impact on the facility planning model of leisure facilities provided by neighbouring authorities. Ms Taylor explained that the model looked specifically at sports halls, swimming pools and indoor bowls, considering exported and imported demand by calculating the proportion of people going out of the district to undertake leisure activities and those coming in from neighbouring authorities, and assessing the balance of these factors;
- Conversation took place around the anticipated challenges of converting recommendations arising from the report into infrastructure on the ground, given financial constraints. The Strategic Lead Finance commented that Strategic Leisure were fully aware of constraints on local authority funding and, as part of their remit, would deliver recommendations for leisure provision that they and EDDC could work on together;
- A Member asked whether common themes had emerged from Strategic Leisure's conversations with other local authorities. Ms Taylor responded that every local authority was in a slightly different place, and shared that two neighbouring authorities in another county had worked collaboratively to jointly finance a new leisure facility for the benefit of the residents of both boroughs, as an example of what could be achieved;
- A Member commented that he could try to assist Strategic Leisure in approaching CTCRM for access, but questioned the relevance of assessing their leisure facilities given they were not available to the outside community. Ms Taylor expressed thanks for the offer and said it was her understanding that the facilities were available for hire by sports clubs and associations but, for security reasons, it was usually necessary to have a sponsor to gain access;
- In respect to the community survey, a Member commented on the importance of gathering the views of the working-age population as well as students and the retired, in order to form a valid evidence-base for the strategy. Ms Taylor remarked that the working age group were difficult to contact, and success was often dependent on participation via social media. Ideas for engaging with this group included via schools' electronic newsletters, or asking large employers in the district to circulate the survey link, if EDDC could provide Ms Taylor with the contacts;
- In clarification, Ms Taylor stated that Active Devon had helped in drafting the questions for the community survey with a view to understanding people's leisure habits and where they participate in leisure; it was hoped this would capture leisure activities which are not part of a formally constituted club, such as keep fit, yoga etc taking place in church or community halls.

99 **LED Dashboard December 2021**

The Forum received and noted key details of the performance of LED Community Leisure for December 2021, including an outline of the net promoter score.

100 **LED Facilities and Activities December 2021**

The Director of Delivery of LED Community Leisure ran through the content of the Facilities and Activities Report which had been circulated to the Forum in advance of the meeting, and highlighted the following points:

- December was traditionally a quiet month for the leisure sector but the government's 'Plan B' Covid restrictions had had a significant compounding effect, with Exmouth Pavilion badly affected;
- January had started positively; LED memberships had dropped below the target of 8,000 members in December but had now recovered and signs were encouraging;
- Staff took a good break over the festive period, which was important for the welfare of the team.

Discussion of the report included:

- A Member observed that the figures showed a slowing of growth in the pre-pandemic period and asked if this was the beginning of a plateau. The Director of Delivery responded that 2019 had been a record year for Exmouth Pavilion financially, even if attendance did not match that. It was hit hard by the pandemic but the manager had forward-booked some shows and it was hoped that 2022 would be a good year;
- Responding to a question about memberships, the Director of Delivery explained some work had been done in January 2021 on the pricing strategy and creating different membership options. Membership numbers had followed national trends, and were moving in the right direction. The challenge was in retaining new members through March and beyond, by looking after them well and ensuring the right programmes and activities were in place;
- The Forum would like greater clarity on the financial position with Exmouth Pavilion and agreed that a report should come to next meeting outlining the operational and capital costs of the facility.

101 **England Covid Impact Report Jan 2022**

The Forum received and noted the Covid impact report January 2022.

The consultative meeting then went into private session.

102 **LED CEO's January 2022 Report**

A report prepared by LED Community Leisure CEO Peter Gilpin had been circulated in advance. Mr Gilpin ran through the key points, commenting on the challenges arising from increased costs, particularly significantly increased utility costs, and outlining a number of measures that it might be necessary to take depending on the financial subsidy that is agreed.

Mr Gilpin went on to summarise the services that LED provide, over and above their contractual obligations, to support health and well being in the community and to make their facilities accessible to populations who might otherwise be unable to afford leisure, such as those on means tested benefits.

Members discussed the report at length, asking direct questions and acknowledging the challenges and potential implications arising from them. They considered the support that EDDC had contributed and could offer going forward, and the capital funding necessary to address identified health and safety issues.

Following the discussion, Members asked for a report to come to the next Forum meeting detailing i) the LED price menu; and ii) the cost to LED of the Passport to Leisure subsidy, the effectiveness of the scheme and the number of Passport to Leisure members.

Attendance List

Councillors present:

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

LED Community Leisure representatives:

Peter Gilpin, CEO
Bridgette Jones, Director of Finance
Jamie Bryant, Director of Delivery
Richard Purchase, Chairman of LED Board

Strategic Leisure representatives:

Liz Taylor

Officers in attendance:

Sarah Helman, Democratic Services Officer
Debbie Meakin, Democratic Services Officer
Tim Child, Service Lead - Place, Assets & Commercialisation
Simon Davey, Strategic Lead Finance
John Golding, Strategic Lead Housing, Health and Environment
Charles Plowden, Service Lead Countryside and Leisure

Councillor apologies:

P Hayward
J Rowland

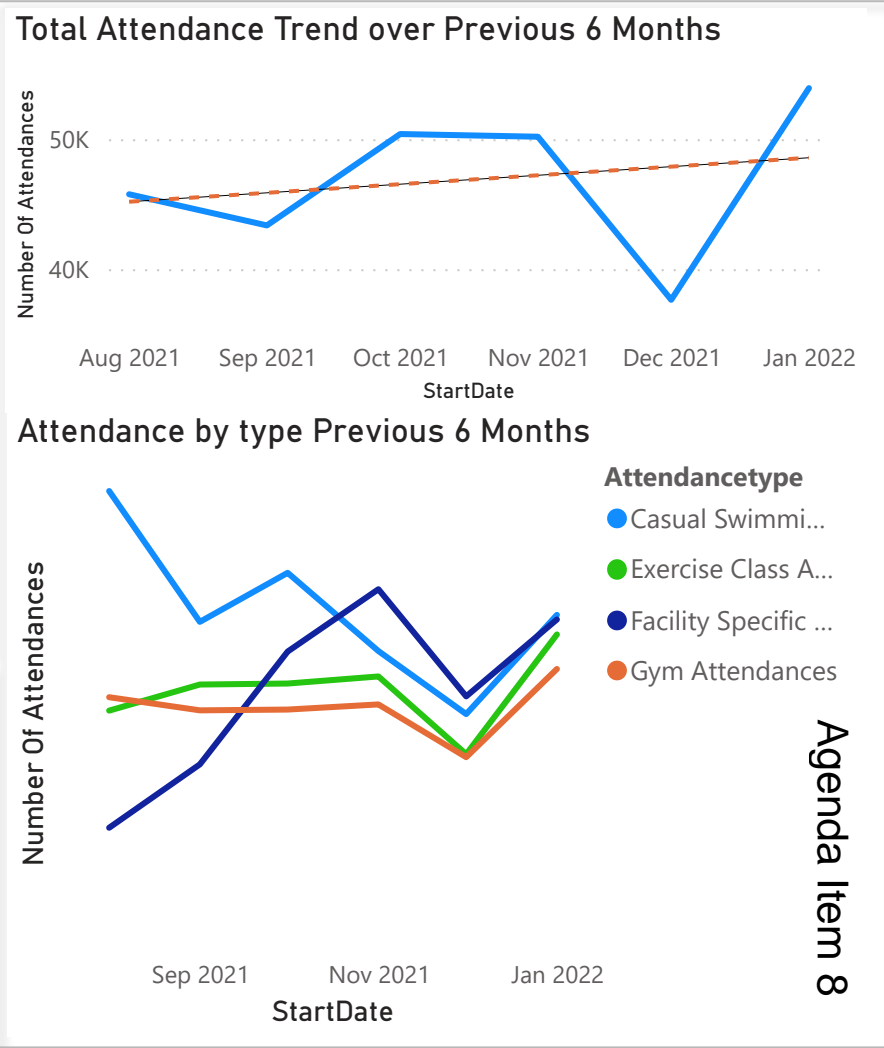
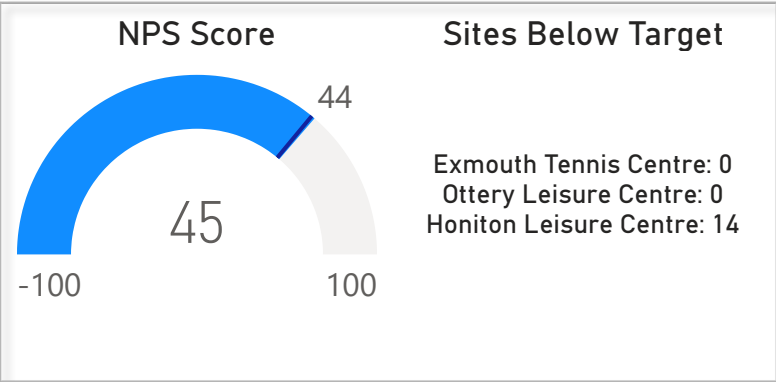
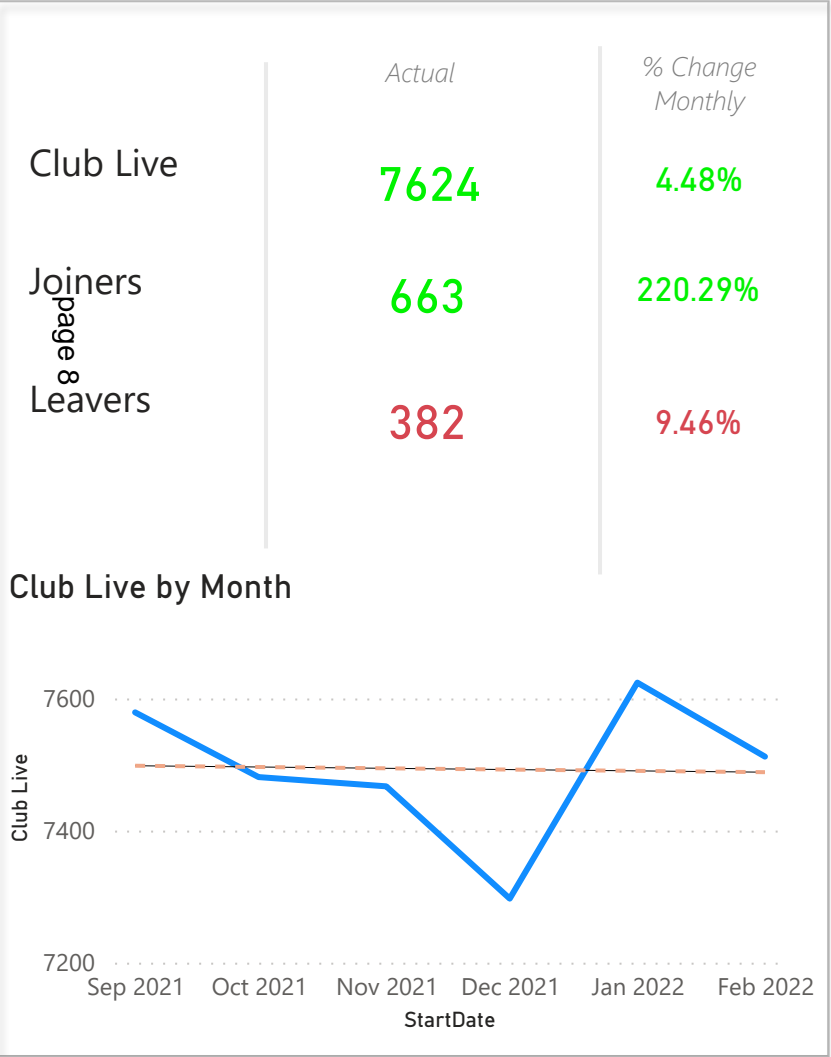
Chair:

Date:

Progress To Date

- **Site quality audits – all written up**
- **Stakeholder consultation complete** – meetings held with EDDC officers, LED, key clubs, schools/colleges, Active Devon, Health & Wellbeing Boards/CCGs, organisations representing key target groups, neighbouring authorities, towns/parish councils
- **Community, sports club and school surveys** – sports club and school surveys have gone out. To date 67 club responses and 11 from schools.
- Community survey also live. Closing date 11th March 2022
- **Supply and Demand Analysis** – sports hall and swimming pool analysis completed; rest of facility analysis to follow

Axminster Leisure Centre	Broadclyst Leisure Centre	Colyton Leisure Centre	Exmouth Leisure Centre	Exmouth Tennis Centre	Honiton Leisure Centre	Ottery Leisure Centre	Sidmouth Leisure Centre	Sidmouth Swimming Pool
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Report to: LED Monitoring Forum – Report for January 2022

Subject: Facilities and Activities Update

From: Jamie Bryant, Director of Delivery, LED Community Leisure

Date: 17th February 2022

Re-opening Progress

COVID continued to have an effect across the Leisure Contract during January, albeit with a reducing number of colleagues across the business either testing positive or having to self-isolate. Some team members were unwell, whilst others were asymptomatic.

At the time of writing there are 3 team members off as a result of COVID.

Patronage and customer usage significantly increased as expected due to the drive for a healthy start to the New Year for many residents, despite the remaining uncertainty around COVID restrictions. This can be seen on the KPI dashboard.

Customers and team members are still strongly encouraged to follow COVID measures, albeit it is now personal preference. Strong communications and management plans remain in place to support all sites should COVID issues arise again. Only a very small number of customer comments reference COVID measures in place at sites.

Resourcing across the contract continues to improve, with full strength duty management teams now in place across the key leisure sites, albeit some internal movement and promotions have resulted in a short-term resource challenge at the Pavilion in Exmouth.

The new General Manager for Exmouth Leisure Centre has now started and is currently undergoing his induction to the business. He has joined from Premier Inn where he previously managed several hotels in the Exmouth and Exeter area.

Swimming lessons across all 3 pools continue to operate with around 2,200 children learning to swim every week. A comprehensive programme is currently underway to develop a new cohort of swimming teachers to support the growing programme.

Memberships grew throughout 2021, to 75% of pre-pandemic levels by the end of December 2021. Membership dropped in March 2020 from just under 10,000 to around 1,500, so a steady growth back over the last 18 months has been realised. A membership pricing review in early 2021, a change to the people structure that delivers membership growth, and a focused marketing approach all supported this. LED is targeting a return to 85% of pre-pandemic levels by the end of 2022/23. January saw a positive movement in the total membership number, with over 700 people joining an LED facility to start their health and fitness journey. A further pricing review is now taking place across all membership and price options.

Membership attrition continues to be higher than previous years, running at around 5% month on month. January saw attrition vary by site ranging from 3.5% through to 8%.

Community Engagement & Health Initiatives

The following represents a summary of the recent 'outreach' work undertaken by LED:

- Developed a new Link with the Dorset Social Prescribing Team to drive GP Referrals into Seaton and Axminster.
- Built new exercise pathway with the first response physio across East Devon in January 2022 and rolled out across LED sites.
- Building further links with NHS community physio team at Exmouth with new NHS Community physio Lou Saunders.
- We are supporting Exmouth Pride at Exmouth Leisure Centre with a swim and class offer.
- Delivering fun activity sessions to Littleham Primary school in Exmouth. We have been working with a Mental Health Coach to deliver physical activity sessions alongside their sessions to Years 1 and 2 to engage with children that might not have the opportunity to visit a leisure centre and have been highlighted by the school to be in need of these sessions.
- Delivering physical activity sessions to a group of Year 11 students at Honiton Community College that are disengaged from PE sessions, offering them a different way to be physically active. We are working with the school to see how we engage with the students at the leisure centre, so the activity then becomes a lifelong habit for them.
- Working to develop sessions with Exmouth Community College; further updates will follow.
- Launch of new look 'Walking for Health' programme to 'Ramblers Wellbeing Walks'. Moving volunteers and walks across to new systems, alongside training to deliver to new Walk Leaders.
- Linked Axminster Leisure Centre and England Netball together to affiliate and deliver a Walking Netball session as part of their activity programme.
- New Parent and Toddler session starting at Honiton Leisure Centre for ages 2-5
- Blooming fit Pre and Postnatal sessions starting at Honiton Leisure Centre in the next 2/3 months with a plan to roll this out to Exmouth and Seaton.

We continue to offer the refugee resettlement support with accessing leisure facilities in Exmouth, the leisure side of this has had limited use but families have been keen to take up the use of soft play and bowling at Ocean. We have recently made a link with the cricket club who are offering a free open day at Exmouth Leisure Centre in the half term holiday, looking at getting both male, females and teenage girls into cricket. This is a sport that Afghanistan is very passionate about and we hope to see a good uptake at the open day.

Group Exercise

918 indoor classes (including 60 virtual) were offered in January with an average 60% uptake and 14,337 visits, considerably higher during peaktimes. Across all sites we launched new timetables with Exmouth expanding its offering to its members to include Body Attack and had a great launch on site and launches of new outdoor circuits at Ottery, among a few. Each week the team push out a 'Members class of the week' to help drive attendance, and this is helping to support the underperforming classes. Honiton Virtual System is up and running, with good steady numbers.

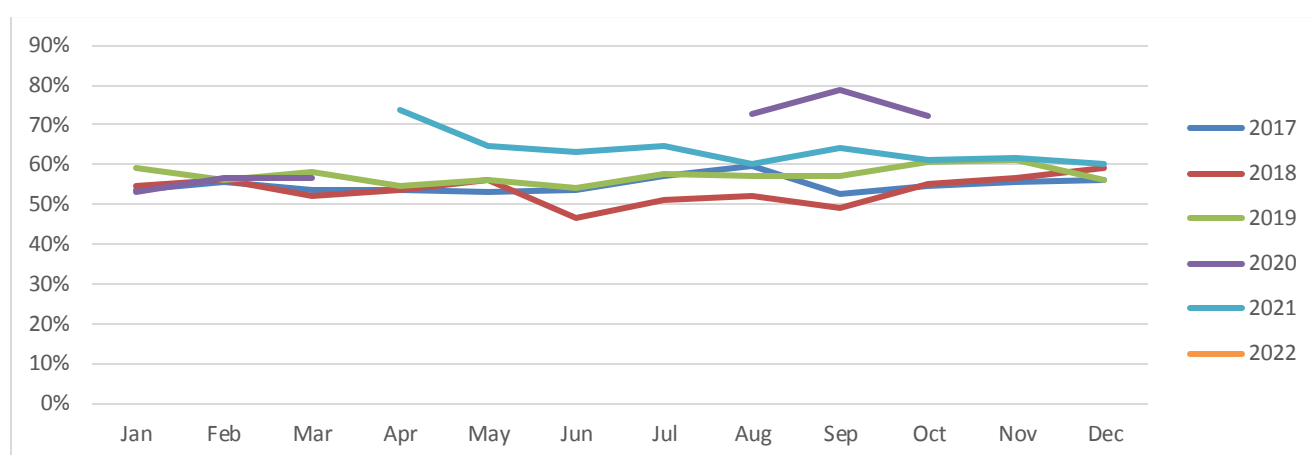
New spinning bikes have been purchased for Exmouth Leisure Centre to help improve the experience for members, with a further small fitness development planned to create an improved strength and conditioning space.

The gym had 14,567 visits in January; we continue to offer a hybrid model of booking or turning up, but this is constantly being reviewed. 'Get Active Gym' has developed its offering to allow 11years+ to come into our sites with a supervised adult, and is seeing this being used more regularly.

We continue to offer challenges to our members along with monthly recipes, myths and 'Muscle of the Month'. We are supporting the 'Bring a Buddy' campaign and regularly push comms on all our products, including driving Personal Training across the group. In the next 3 months we will be reviewing our Gym Journey to help support members, as their behaviours have changed due to COVID, and developing 4 bespoke 12-week packages for customers to purchase to support them.

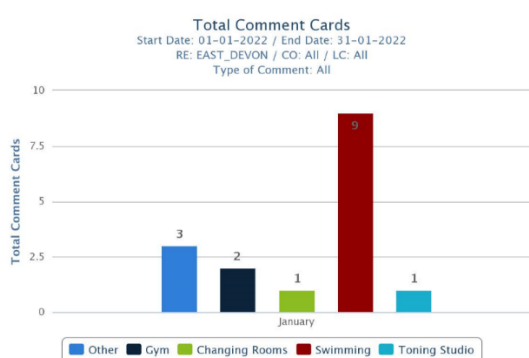
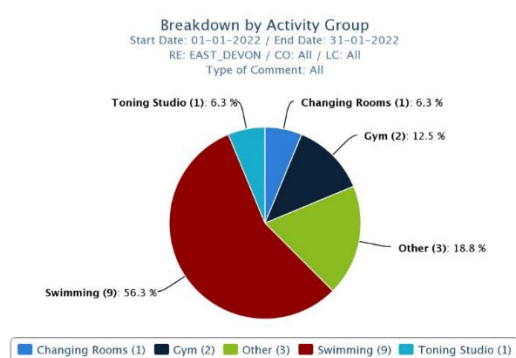
A New Year Coaching Plan was launched with 75 people taking up the offer. The guided 21-day plan has been a great success with the participants seeing some great results physically and mentally.

TRP (a member interaction software system) is going well with the team using this system to engage with members to support them on their fitness journey. As a group in January 2022, we interacted with 60.7% of high-risk users with an effectiveness of 83.2%. We aim for <30% of our gym users being high risk and in January this was 35.6% so slightly higher but normally January is higher with people dropping off in December.



Customer Feedback / Service

During January we recorded 16 comments in total 13 complaints, 1 Compliment and 2 suggestions



The key measure for our customer satisfaction is through NPS (Net Promoter Score), the results from January were 50 from relational surveys sent out, and a score of 46 for all other surveys (the industry benchmark is a score above 44). We used the NPS survey at Sidmouth Swim School with a score of 68 and some great feedback to help us develop the programme. The main swimming complaints relate to the pool changing rooms at Honiton and Sidmouth.

There were 177 surveys returned out of 1216 sent out (15% return, historically we have achieved 14%-15%). Really great positive feedback from customers about the teams, very helpful feedback about potential membership options and development of classes. As above, ongoing negative feedback about Honiton Pool Changing rooms was received along with negative comments and feedback about the Sidmouth Pool changing experience. Both sets of changing rooms are undergoing investment to improve the customer experience and will be relaunching them in the next few months. The team continue to monitor and respond to the feedback to help improve the customer experience.

January saw 3 'mystery shop' visits carried out, at Exmouth Leisure centre, Exmouth Tennis Centre and Honiton Sports Centre. These ranged from online enquiry through to full reports from online enquiry through to the tour in centre. The average score being over 88%. Lots of positives were taken from this following some recent disappointing results, with all being shared with the teams and used as learning outcomes.

Facilities

There were 7 recorded incidents / accidents in January, with the majority being sporting activity and slips, trips and falls in wet areas.

There were no reportable (RIDDOR) incidents in January.

There was 1 'near miss' in January, a sports hall door at Broadclyst came away from its hinges and fell to the ground. No one was injured as such it is reported as a near miss.

Projects Update

The refurbishment project for Honiton Swimming Pool changing rooms suffered a mid-programme delay due to some challenges with the contractor's procurement chain, this has resulted in a 2-week delay to completion. The project is now due to complete on Friday 4th March. Honiton Pool has had to close for an agreed 2-day period due to electrical works required to support the development. Overall, the project has run well so far with no incidents of note to report and a good contractor / client (EDDC) / operator (LED) relationship.

A small project to refresh the changing rooms and locker area at Sidmouth Pool has been agreed and will commence on site in February following significant negative customer feedback. This will be funded from the National Leisure Recovery Fund at no cost to EDDC. Works will last for up to 10 weeks and will be delivered out of hours to minimise customer disruption.

Summary

A really positive January by the operational teams, really nice to see lots of new faces and some returning faces into the centres. The team in the most part was able to get some time off and re-charge, ready to go into the last couple of months of the financial year with a renewed vigour to continue to drive more residents of East Devon to become physically and mentally active.

Jamie Bryant, Director of Delivery, LED

Report to: LED Monitoring Forum

Date of Meeting 1st March 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Capital bids summary on properties occupied by LED

Report summary:

This report summarises the capital bids that were proposed for consideration by the Budget Setting and Capital Bid Allocation Panel, the Panel's recommendations and the rationale for its recommendations.

Some capital bids were not approved and a recommendation was made that these be referred to the LED Monitoring Forum for further consideration.

One of the three referred capital bids has already been considered and recommended by Cabinet and two are still to be furthered considered for funding by this Forum.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Forum

- a) Notes the capital bids approved and recommended to Council.
- b) Considers the proposals referred by the Budget Setting and Capital Bid Allocation Panel and recommends whether the projects should be funded.
- c) Notes that the proposal for the light refurbishment of changing rooms at Sidmouth Swimming Pool has already been recommended for funding from the approved National Leisure Recovery Fund by Cabinet. LED have now commenced these works.

Reason for recommendation:

To ensure Members of the Forum understand the rationale for the capital bids that were approved by the Budget Setting and Capital Bid Allocation Panel and provide a recommendation on whether the additional 1 no. bid should be supported.

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

Tim Child, Service Lead – Place, Assets & Commercialisation tchild@eastdevon.gov.uk 01395 571692

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

Climate change Low Impact

Risk: Low Risk

Links to background information [Appendix A](#); [Appendix B](#)

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 The Budget Setting and Capital Bid Allocation Panel met on 2nd December 2021 to consider capital bid proposals to recommend to Council for funding.
- 1.2 12 no. LED related capital bids with a total estimated value of £3.1M were proposed for consideration. 7 no. proposals were fully recommended for funding, 2 were partially recommended and 3 were referred to the LED Monitoring Forum for further consideration (one being the Sidmouth pool changing rooms refurbishment).
- 1.3 The total value of works to be recommended for approval by the Council is approximately £2.2M.

Each proposal was priority rated as following:

1. Health and Safety (Health and safety and statutory issues)
2. Urgent Condition (Condition issues that may lead to closure of facility)
3. Condition (Condition issues that may lead to considerable disruption)
4. Improvements (Improvement works, not condition related)
5. Climate Change (Improvement works with energy saving potential)

- 1.4 Where proposals addressed more than one priority, the main priority was listed first followed by the lesser one/s.
- 1.5 Other considerations which influenced the debate were as follows:
 - Estimated external contributions
 - Estimated revenue savings and beneficiary of savings
 - Leisure Strategy Review
- 1.6 Officers and the Panel were acutely aware of not only the scale of the bids relating to buildings occupied by LED, but also the Leisure Strategy Review. The works that were recommended for approval related to those that were either:

- a) Health & Safety
- b) Urgent Condition
- c) Climate change – one bid that was recommended for approval only in part.

- 1.7 Those bids that related to Condition or Improvements were referred to the Forum as following:
- Refurbishment of catering areas at Exmouth Pavilion. LED and EDDC Officers have subsequently agreed not to proceed at this time with this proposal but to review at a later date.
 - Installation of pool water treatment energy management systems at the three LED managed swimming pool sites.
 - Light refurbishment of changing rooms at Sidmouth Swimming Pool (now already approved through Cabinet).
- 1.8 Due to the urgency expressed by LED in respect to the light refurbishment of changing rooms at Sidmouth Swimming Pool, a report was submitted to Cabinet on 02/02/2022 and a recommendation given for Officers to use £40K of the approved National Leisure Recovery Fund to fund the work.
- 1.9 Members of the Forum are invited to consider the proposal for the installation of pool energy management systems at the three LED managed swimming pool sites in the context of the ever increasing utility costs, the considerable energy / CO2 savings it is estimated to provide, the Council's "A greener East Devon" priority, its wider Climate Change Strategy and Action Plan and its Carbon Reduction Budget, still to be fully committed.
- 1.10 The detail needed for reaching a recommendation is contained within appendices B and will be further elaborated on by Officers and LED.
- 1.11 As background papers, you will see
- Appendix A - List of LED related capital bids including details, priority rating and whether or not approved in full, in part or referred to the LED Forum.
 - Appendix B. Initial Project Proposal Document for the installation of pool water treatment energy management systems at the three LED managed swimming pool sites – Rejected by the Panel.
- 1.12 Please note that in Appendix B, Initial Project Proposal Document for the installation of pool water treatment energy management systems at the three LED managed swimming pool sites, a £25K 'shared use' contribution was originally estimated. This was an error, no external contribution is expected for this proposal.

Financial implications:

If members consider the Swimming Pool Management System should be included in the capital programme this will need a request to Cabinet and Council for a capital budget in 2022/23 of £62,500.

Legal implications:

There are no legal implications requiring comment at this time.

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

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