

**Agenda for Leisure Strategy Delivery Forum
(formerly LED Monitoring Forum)
Monday, 11th November, 2024, 5.30 pm**



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

Councillors: P Arnott, K Bloxham, M Goodman, S Hawkins
(Chair), P Hayward, N Hookway, J Loudoun, S Smith, A Toye,
J Whibley

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(or group number 01395 517546)

Friday, 1 November 2024; reissued 5 November 2024

- 1 Apologies
- 2 Minutes of the previous meeting held on 25 June 2024 (Pages 3 - 4)
- 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 is one item which officers recommend should be dealt with in this way.
- 7 LED Facilities and Activities report August - October 2024 (Pages 5 - 8)
- 8 LED School Reflection report 2023-2024 (Pages 9 - 19)
- 9 LED KPI Dashboard August-September 2024 (Page 20)
- 10 Property and FM Team Update on activity at LED occupied sites along with proposals for 2025/26 capital bids (Pages 21 - 40)

Part B

- 11 Outcome of Leisure Workshops

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 Leisure Strategy Delivery Forum (formerly LED Monitoring Forum) held at online via Zoom app on 25 June 2024

Attendance list at end of document

The meeting started at 6.02 pm and ended at 6.18 pm

1 Minutes of the previous meeting held on 9 April 2024

After the roll call was completed, it was apparent that the meeting was inquorate. It was agreed that as there were no decisions to be made, it would be acceptable for the meeting to continue on an informal basis.

The Chair welcomed the new LED CEO, Olly Swayne, to the Forum.

Approval of the previous meeting's minutes was deferred to the next meeting.

2 Declarations of interest

There were none.

3 Public Speaking

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

4 Matters of urgency

There were no matters of urgency.

5 Confidential/exempt item(s)

There were no confidential/exempt items.

6 LED Facilities and Activities report May/June 2024

The LED Director of Delivery presented this report which provided an update on the activities of LED including operational delivery, customer engagement, facilities projects, health and safety, and community projects.

Discussion and clarification included the following points:

- With regard to the number of visits to swimming pools, it is possible to report on the number of repeat visits by individual members; however, LED do not hold the data to report on repeat visits by casual users.
- In response to a member's question, it was clarified that the NPS which LED has achieved for the EDDC leisure facilities is 50, as detailed in the KPI Dashboard (minute 7 refers). The overall NPS of 58 which is set out in the Facilities and Activities report relates to the wider LED Leisure group.

The Chair thanked the LED Director of Delivery for the report and observed that it had been a positive quarter for LED.

7 **LED KPI Dashboard May 2024**

The Forum received and noted key details of the performance of LED Community Leisure for May 2024.

Discussion and clarification included the following points:

- Whilst NPS surveys were sent out, the Dashboard indicates that no responses were received for three leisure centres.
- The Chair will liaise with the LED CEO and Director of Delivery to consider how the KPIs can be reported going forward in a way which benchmarks performance against the same period in previous years, to make the data which this Forum receives more meaningful.

Attendance List

Councillors present:

S Hawkins (Chair)

N Hookway (Vice-Chair)

A Toye

J Whibley (joined the meeting at 6.13pm)

Councillors also present (for some or all the meeting)

I Barlow

K Bloxham

P Fernley

R Jefferies

G Jung

T Olive

M Rixson

Officers in attendance:

Tim Child, Assistant Director Place, Assets & Commercialisation

Simon Davey, Director of Finance

Tracy Hendren, Chief Executive

Charles Plowden, Assistant Director Countryside and Leisure

Sarah James, Democratic Services Officer

Sarah Jenkins, Democratic Services Officer

Councillor apologies:

P Arnott

M Hall

J Loudoun

Chair

Date:

Report to: Leisure Strategy Delivery Forum
Subject: Facilities and Activities Update
From: Delivery Team
Date: August-October 2024



Operational Delivery

Over the past three months, the teams have been busy working on developing the customer experience for our members, supporting the community to help them feel better and get more out of life. The summer period is always difficult for the leisure business as people move outside to exercise, children are on holiday and therefore membership numbers decline. This seasonal decline has been mitigated by running a hugely successful membership promotion campaign throughout September and the start of October. In the last two months we have achieved 1,274 sales, with a membership net gain of 431 – this is a new record club live figure with the group now sitting at 10,618 as of 30/10.

The teams have been working hard on improving the aesthetics of our buildings using recently formulated action plans. This includes deep cleaning, redecoration, minor repairs, and updated branding to ensure a good level of consistency throughout the leisure estate.

We were busy over the summer holidays with the addition of a number of new activities including gymnastics, and fun splash to help drive footfall. All 3 outdoor facilities (Phear Park, Coburg, and Seafield) saw growth over the summer. We opened a bit earlier this year and saw a little uptake in usage so will look at this for next year.

During the Euros (Football) and the Olympics, the centres developed multiple challenges to drive members to attend more times with various prizes to be won. We had a total of 750 members engage with these challenges.

Group exercise classes in August and September were attended by 24,815 participants. Our teams are always monitoring group exercise performance and adapting timetables along with introducing new classes based on customer feedback and industry trends.



The gyms were busy in August and September, with a total of 38,614 visits. The health referral program is thriving with the team developing a self-referral model along with a referral process for the EDDC housing team. A total of 2,882 people participated in a health-related session in August and September.

The swimming pools saw a significant influx of visitors, with 46,737 visits in August and September and figures are looking positive so far for October. The Swim School program peaked at 2,765 participants our highest ever, and there were 234 private swim lessons with the pools supporting 24 schools. We completed a finals school swim gala for

East Devon schools just before the summer break with 60 children attending. Honiton and Exmouth Junior

Aquathlons saw 76 children attending, the series has been very successful with plans to roll this out again in 2025.

Customer Engagement

LED achieved an overall NPS of 81 in August and 47 in September against an industry benchmark of 41. August's score was one of the highest months we've ever achieved and although September's wasn't where we would like it to be comments were primarily centred around the following:

- Parking issues at Honiton Leisure Centre which we unfortunately we have no control over.
- The gym at Exmouth Leisure Centre being busy (This will hopefully be alleviated by the works taking place next month and this has been communicated to these 'detractors' who raised this issue).
- The works taking place at the Exmouth Tennis Centre which are now completed.
- Struggling to book into certain Aquafit classes at Sidmouth – we are working to try and increase the number of classes offered however this is limited by an already busy timetable – we are somewhat victims of our own success with this one as the centre is busy and performing well!

Ongoing feedback helps us develop and drive the customer experience. A daily shift report has been introduced to help support day-to-day feedback to improve the customer experience and ensure a direct line of communication between the centres and our support services.

We are also delighted to share that the Hangar Health and Fitness has just been announced as having won the Club of the Year at the annual member experience awards. Across all categories, this is the operator and site who have achieved the highest Net Promoter Score for the year. The centre's leadership team will be travelling to Solihull next month to collect the award at this prestigious event.

Health & Safety

We had 57 accidents or incidents in Q2 with just 1 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 whilst reviewing our accident, incident, and reporting procedures. We have recently commissioned a full external fire risk assessment review of the estate with the final facility to be completed this week. A new H&S compliance system will be introduced later in the year to support the movement to a digital approach.

Project Update

Floor Upgrades

- **Sidmouth and Broadclyst:** New floors were completed over the summer and look amazing. Thank you, EDDC! Teams have adjusted programs to continue delivering the best service despite the space being temporarily out of action. Some challenges relating to doors but all resolved now.

Exmouth Tennis Centre

- **Roof Replacement:** The project is now complete. This obviously impacted on court space during the holidays but memberships were frozen, and programs reduced to suit the available courts. Classes, courses, and summer holiday camps were run at Phear Park whenever possible.

Axminster Leisure Centre

- **Self-Access Model:** The indoor sportshall self-access model has gone live, driving increased attendance and improving accessibility.

Exmouth Leisure Centre

- **New Gates:** Recently installed gates have received great feedback from members and increased usage across all areas. These not only speed up the 'signing-in' process but also allow our front of house teams more time to have conversations with customers without generating a large queue.
- **Gym and Centre Upgrades:** Implementation date set for 11th November 2024. The gym will be completely revamped to enhance the customer experience, including new equipment to support training. There has been a customer feedback centric approach to the design and equipment mix to ensure we are providing what people want whilst creating more functional space to meet the demands of the ever-growing membership base.
- **Coburg Sidmouth Hard Courts Upgrade:** The Lawn Tennis Association has proposed upgrading the hard courts with fresh paint and installing ClubSpark. This proposal is awaiting EDDC sign-off to take advantage of the grant, which will significantly improve court management.

Community Projects Update

The community team remains very busy continuing to build powerful collaborations with local organisations, and voluntary groups to support the well-being of the community.

- LED volunteered at the Cranbrook Colour Run event. We provided the warm-up for the races and helped to give out the finisher's medals and bags.
- We have delivered walk leader training to Honiton Carers Group. 9 volunteers attended and they led their 1st Walk and Chat event on the 23rd August with 23 attendees.
- Working with LED's gymnastic lead to offer volunteering opportunities to local college students in our Exmouth and Sidmouth centres. The volunteers will support our sessions and enable us to open new sessions to the community. A training day was held on the 21st August with new volunteers starting in September.
- We delivered a free 4-week Swim to the Sea project for Littleham Primary School and Exeter Road Primary School.
- Continued delivery of our school's physical activity and wellbeing project throughout the district – **see separate report.**
- Working with Active Devon's new safeguarding lead to connect with local clubs so they feel supported and confident with their sessions. A drop-in event is planned for local clubs at Honiton Leisure Centre in November.
- Attended the Littleham Together Stakeholder event organised by Dee Ryan from EDDC Community Development Team
- A new Healthy Families leaflet has been put together, printed and is available online, click the link to see more: [LED New Healthy Families Leaflet](#)
- The community team has attended networking events and meetings, including Eastern Devon Healthy Ageing Partnership, Eastern Devon Dementia Alliance, Engage and Connect school enrichment days, Community Leisure UK & the Richmond Group, and Community Leisure UK volunteering special interest group.
- We were successful in a bid to Move More Cranbrook to expand our school's wellbeing project to reach more students across both of the Cranbrook schools.
- Continued support of our volunteers to deliver the Wellbeing Walk program across the district.
- LED Community Instructor continues to deliver weekly physical activity sessions to the Exmouth Stroke Survivors Club.

We have launched a new web page feature with helpful links, tips, and guidance across various categories, and will be a handy resource for our team and customers to support their health and wellbeing.

- Being Active at Home
- Being Active Outdoors
- Health & Wellbeing
- Health Referral

[New LED Community Webpage](#)



We have commissioned an up-to-date Social Value report from 4-Global who are the industry leaders in social value analysis and run Sport England's Moving Communities activity data tracking. We were hoping to have this available to attach to this report however they are still working hard to finalise the results. We have been provided assurance that this will be available for the Leisure Strategy Delivery Forum so we can highlight some of the salient points at the forum if time allows.



LED's Schools Project in East Devon – Reflection on 2023/24

We are celebrating another amazing year supporting our local schools through our community work! The end of term is a chance for us to reflect on the great year we've had working with both Primary and Secondary schools.

The community team work with some amazing instructors and partners, and we are very proud of what we have achieved and the progress all participants have made in the time we have been working with them. We are very thankful to several teachers that have supported and embraced the sessions that we offer from the caring pastoral teams, PE leads, TAs and Heads at the schools we have worked with as well as the wider partners.

Our aim has always been to...

- To offer young people that may be disadvantaged or identified with significant need the chance to gain a positive experience with physical activity.
- Work to improve a young person's general health and wellbeing by building self-esteem, resilience and confidence through our activities.
- And ultimately a lifelong love of physical activity and the benefits it can bring!



What we do...

The Active Communities Co-ordinator works with the schools and the instructors to identify and create a program of fun fitness activities specifically to meet the needs of the school/young people that we are working with. We offer an early intervention that can help to support the young person's mental and physical health. We work to eliminate barriers and support young people to have a positive experience with physical activity.

The core principles of the school's project will always be for the young people to have fun in a safe space where they feel comfortable. The instructors build a relationship with the young people and, by doing this we achieve the best possible results. Instructors are experienced and able to adapt the sessions on a weekly basis according to the needs of the young people.

As part of some of the sessions we are supported by Heads Up - the mental health charity based in Exmouth. We utilise various techniques on the sessions to support a young person's mental and physical health not just by providing physical activity but using messaging alongside the sessions that indicate to the young people how physical activity can support their wellbeing, by doing this we help to build their wider social and emotional skills.



The below is used by our colleagues in mental health when they are working with our sessions and the young people to help explain the relationship between physical and mental health.

How Exercise Improves Emotional Regulation



We have offered lots of exciting activities to the young people this year to show them ways they can get their bodies moving whilst enjoying themselves, offering them that positive experience with physical activity. We have offered the young people a wide variety of activities such as, challenge and team building activities, fitness focused sessions, relaxation and above all fun! The project is made unique by not just providing the activity, but getting to know the young people and teachers and supporting them to understand the relationship between physical and mental health and what benefits it can have to their everyday life.

Sessions last between 30-45minutes led by a qualified instructor alongside a member of the teaching team and sometimes the support of a mental health coach depending on need. We ask the school to provide these sessions additional to PE as they are part of the wider gain to the child's social and emotional wellbeing.

Our project has been successful as we pride ourselves on joint working with other agencies. We have a relatively unique relationship working with the mental health charity, Heads Up where we are able to support each other in the common goal of supporting the young person to influence a positive change for their future. The young person receives the best service possible by us working in collaboration not only with Heads Up but the school and other organisations.





At the end of term, we provide participation certificates to encourage the young people, and vouchers that can be used at the LED centres during their school holidays, we also use incentive reward cards with the secondary age and reward stickers with the primary. We sometimes provide a leisure centre visit for the group, as some young people have never visited the centre and this then helps to alleviate any barriers and help them to become more comfortable with visiting the leisure centre in the future.

What we have achieved....

We have worked with 9 primary schools and 5 senior schools this year for varying time frames depending on the need and availability at the schools, from Year 1's (5-6 year olds) to Year 11's (15-16 year olds). We have provided fun fitness games, that have included some firm favourites such as duck duck goose, head shoulders knees and toes, lots of cones and hoop games, yoga, body balance, glow dodgeball as well as swim projects to name just a few!

- Provided fun packed physical activity sessions for young people lead by them.
- Young people have felt supported not just for the activity but for the wider benefits of general wellbeing that activities can bring.
- Young people have been able to understand their mental and physical health gaining skills that have been built over the school year and learning ways to manage their physical and mental health.
- Our LED instructors have been supported by teachers, mental health coaches, other partners and the wider community when setting up these activities
- Sessions have allowed the young person to enjoy and achieve individually as well as learning the wider skills of working as part of a team.
- The young person has significantly improved their engagement and perception of taking part in physical activity sessions.

The following indicates the number of sessions and attendance this school year:

| | No of schools worked with | No of sessions delivered | No of different children attending |
|----------------------------|---------------------------|--------------------------|-------------------------------------|
| Autumn Term Sept - Dec | 14 | 174 | 898 (2 large 1 day events included) |
| Spring Term Jan - April | 11 | 182 | 373 (1 day event included) |
| Summer Term April -July | 9 | 115 | 159 |



We have gathered photographic evidence of our sessions along with feedback from the young people as well as the teaching teams and personal feedback from our instructors, heres what they said.....

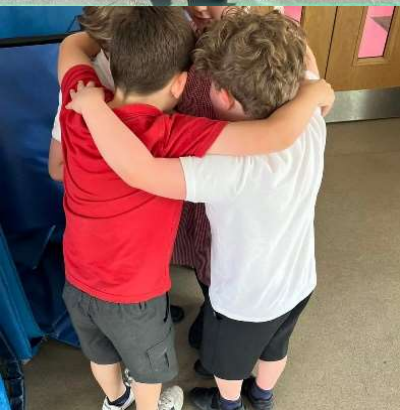
Exeter Road Primary – Sept 2023 – June 2024 Years 3-6

We have received some lovely feedback from Gemma Sperry at Exeter Road...

'The LED and Heads Up weekly sessions at Exeter Road Primary have been truly wonderful. Throughout the year, the children have shown remarkable development both physically and mentally. These sessions have been instrumental in fostering perseverance among our students, helping them to grow stronger, more resilient, and more confident in their abilities. The positive impact on their overall well-being is evident, and we are immensely proud of the progress they have made.

For example, some children who initially couldn't jump or didn't dare to try are now confident and willing to have a go. All the children love the fun activities and the sense of achievement that comes with them.

We have been incredibly fortunate to have the best instructor, Laura, and organiser, Jane, who have worked closely with us to help children who normally wouldn't receive extra assistance. Their dedication and support have been instrumental in fostering perseverance among our students, helping them to grow stronger, more resilient, and more confident in their abilities. We are hugely thankful for their support and the positive impact they've made on our school community'.



Littleham Primary – Sept 2023 – June 2024 Years 3-6

We've had some direct quotes from the children at Littleham Primary (Speech bubbles)

'I was really nervous about my SATs cos some of the questions were really tricky. I wanted to give up but I remembered the breathing that Tabby taught me in yoga and it helped me relax and carry on.'

'Sometimes there's lots of shouting in my house and I get worried. My yoga stretches help me to switch off from all the noise.'

'I love learning yoga. I have been teaching my family all the different poses and now we do it together at home. We're both getting better at it.'

'sometimes when I workout with Tabby and Sharon, my heart beats really fast. Then I know that it's really good for me.'

'when I do exercise with tabby it releases chemicals that make me feel better'

'when I first started working with Tabby, I had fun but I wasn't very good. My friends were much better than me but every week I get better, so 'When I'm really angry, if I run really fast around the playground, my anger starts to disappear and I feel better'





St Martins Primary Cranbrook – Sept 2023 – June 2024 Yr 1,3,5 and 6

We've had some feedback from our Heads up Colleagues....

The Cranbrook sessions were a success this year with a number of students showing signs of the sessions being of real benefit to them.

One child in particular - K really struggled with the sessions initially. He had a limited attention span and struggled to get on board with any instruction at all. This continued for the first few sessions, however he began starting to listen and participate. As a result of this he was made student of the week. After this session there was a noticeable change all round. He was super engaged in the sessions, always trying his best and helping his classmates out. The teaching assistant commented on this also. He feedback that he was really enjoying the sessions and began acknowledging the things he was doing well, whereas prior to that he would only comment on things he felt were not going so well. He was able to participate in a game where we said something nice about another person and thought of something really kind to say about another classmate.

And from the teacher...

We have had the pleasure of having LED come and work with some of our children to offer them physical activity sessions with mental health support from Head's up. We would like this to continue for as long as possible as we have seen the benefit on the children from previous sessions.



St Marys, Axminster Oct 2023 – July 2024 Yr 5 and 3

We have a built a strong relationship with the pastoral teacher at St Marys and received this lovely thank you from her...

'I just wanted to drop you a line just to say a massive thank you, not only from myself and the children but the entire St Mary's Team. We truly appreciate all of you time and hard work - the children have had a blast and a difference has definitely been made'.



Sidmouth Primary – Swimming Year 1 and 3

We worked with a small group of children that have autism and struggle to engage in larger groups where in particular noise is overwhelming. We carefully considered their needs by working with the SEND lead at the school and helped to eliminate barriers for them to be able to provide a small group (max of 3 a session at a time) a session in the pool at a quieter time, with a swim teacher that had empathy with their needs. We also considered the changing facilities by providing photos of each area of the centre so they became familiar before arriving. We provided 3 blocks of 6 weeks swimming lessons for them so that they became, water confident, and built their confidence in a safe and controlled environment.

We worked closely with the school to identify young people that would not normally get this opportunity, these lessons were provided weekly free of





charge to the children to eliminate any financial burden to the family again eliminating another barrier to participation for this valuable life skill.

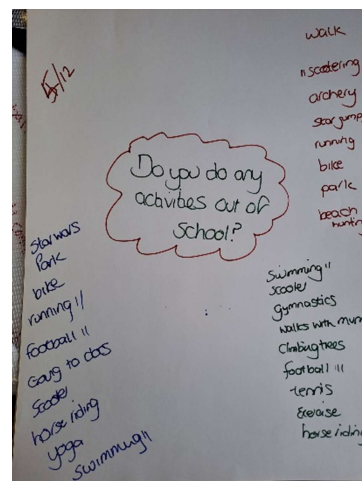
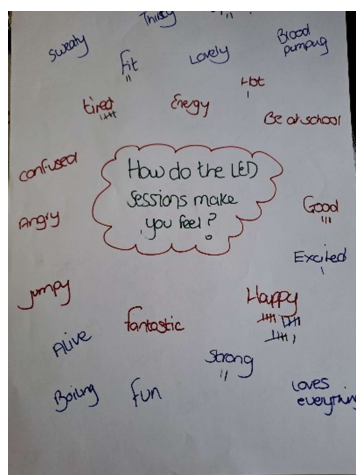
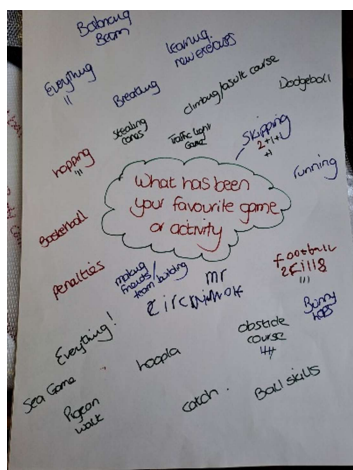
I am pleased to report the teacher had this feed back ..

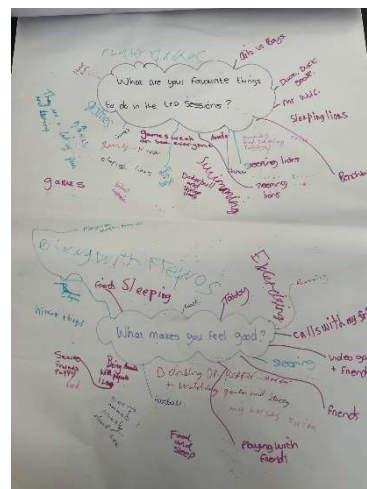
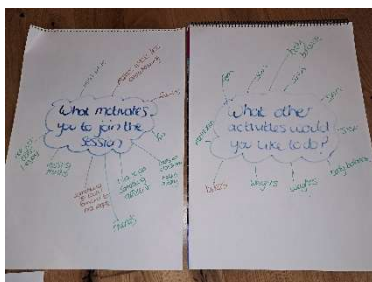
'confidence has gone from strength to strength. Sometimes they would just about put a toe in the water and now they are in the water, moving around and even went as far as allowing the swim teacher to release her hold on him. The sessions have been extremely positive. Also the wider skills have developed in changing and dressing independently.'



We have been able to measure the young people's perception of the sessions by asking them for 1 word on how the sessions make them feel, these were the common words that came out of all of our sessions.

relaxed energised confused lovely
excited calm better sweaty
angry fit tired motivated
joyful jumpy strong alive fun
blood mood boiling
happy good energetic
fantastic perfect pumping





We offered 32 young people from Year 6 at Exeter Road and Littleham Primary that don't normally get the opportunity to experience the benefits of open water swimming a chance to experience 4 sessions with an Open Water Coach in a safe and controlled manner where we have been able to support and offer them life long skills to be able to enjoy swimming in the sea.

- Provided the young people with the skills needed to be safe in the open water.
- Provided the young people with the opportunity to gain confidence in the water.
- The young people have gained a wider knowledge about the safety elements of swimming in the sea.
- We have provided equipment which enabled them to participate as well as being able for them to continue to swim in the sea on a more regular basis.

Living so close to the sea, it is a great experience for the children to learn about the currents, as well as how and where to swim safely in. Despite living so close to the sea, many of our children do not go to the beach with their families and are therefore unaware of how dangerous the sea can be. This activity has had a life long impact on all the children involved and is invaluable.



We have also worked with 5 Secondary Schools in the East Devon area. With a number of the senior schools, we held an initial meeting with the teaching teams followed by a small consultation activity with the young people. This helped to identify and engage with the young people about what activities they would like to do and then the instructors were able to facilitate this to ensure they have the best possible engagement from the young people.

Exmouth Community College – Summer term 2024 – 6 weeks

After an initial meeting the school provided a group of students and a space for the sessions to work in, this was a challenging group with a no of students with significant need. Our LED instructor was supported by Heads up on these sessions, where they were adaptable and resilient to deal with the variety of student need. The feedback on the last session was positive from the students as they would like to use the leisure centre and therefore were offered guest passes to use in the summer holidays. Our amazing instructors worked hard to achieve this result but what a great success from a challenging group!



Millwater – Special Education School

We worked with a teacher from the school to identify the best method to work with 10 students from Millwater. We provided 3 positive sessions that included our instructors providing a basic circuits session at the school so that students became familiar with our instructors initially, then a visit to the leisure centre for a tour of the facility so that they became comfortable with the surroundings and were able to ask questions, and then finally a session in the spinning studio and fitness studio which was a major hit! One student that had not engaged prior, managed a whole session on the spinning bike, the teacher was so surprised at this positive outcome. With the expertise of the instructors, we were able to adapt exercises particularly to meet the needs of this specialised group. It was important that the students learnt about the leisure facility as, guided by the teacher we were told that for most of the students leisure activities will become a significant part of their main daily routine in later life.



Positive feedback from the teacher....

'Just wanted to say a MASSIVE thank you for today. You and Laura did a good job in organising appropriate activities and really engaging the students: both studio bikes and the fitness circuit. The engagement and activity levels in the studio cycling was so good that I really want to arrange a series of sessions like that in the future. So thank you once again, and I look forward to further developing what you and Laura have started.'



Cranbrook Education Campus -Year 8 girls – Sept 2023 – July 2024

This was a group of girls that were disengaged from their normal PE lessons and had a number of challenging behaviours, Pastoral Team reported that they have never seen the girls so engaged in physical activity – all 9 girls have very individual needs going on at home and in school. They have missed out on PHSE lessons during covid and don't understand their bodies and how they work – body image at this stage is a major factor for them



Sidmouth College- Oct 2023 -April 2024 – Year 9-11 girls

A number of fitness sessions were provided for this group of girls that ranged from body balance to spinning. It was reported from the Pastoral Lead, 'there is a wider friendship being built between the age groups out of the session which teachers have reported would not have happened before. Positive experiences happening with lots of team building and engagement from those that clearly would not have engaged before. Telling others that they are going to LED sessions and proud of it. Spinning/yoga session seems to be most popular. The LED group has been a hugely valuable resource for us in school. We have had young people (mainly girls) attend who have not engaged with much or any physical activity in a while, so it has been great to see our young people explore movement and enjoy it with barriers, such as changing, removed. The main outcome for us is seeing friendships bloom and increased confidence in our young people. We have some students who massively struggle with school based anxiety, but knowing that they have this group every Tuesday has encouraged them to come to school on these days.

Tabby has been a ray of sunshine, she is always upbeat and passionate in our group sessions and Jane has been extremely supportive. It has been such a positive experience, I know staff have enjoyed it too 😊

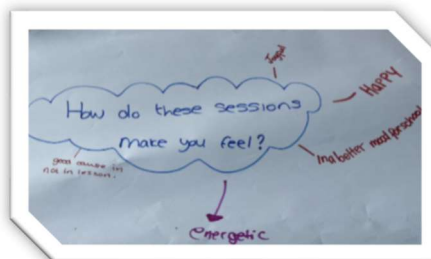
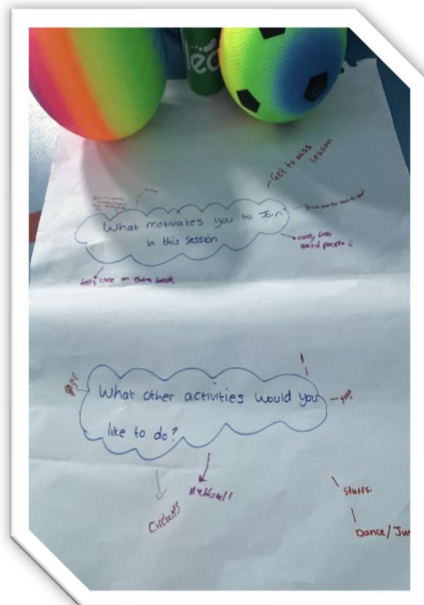
Honiton Community College Year 9 Girls Nov 2023 -May 2024

We received this feedback from the Inclusion Team... 'The weekly sessions were really beneficial to the girls who all had various wellbeing struggles. It was a smaller session which they looked forward to – really enhanced their social skills and helped build their confidence. In particular, being able to access the gym at the leisure centre was a unique experience for some'

Instructor feedback -I have felt the girl's confidence grow massively over the weeks. Especially being able to enjoy the activities in each session in a relaxed space, getting competitive between the teams and having fun which was great to see. Gym sessions have felt a bit trickier to keep them motivated and have a productive session as they were less engaged.

I am very happy with the progress I have seen from them and hopefully they have enjoyed it enough to do some exercise outside of school!

The feedback was also positive from the girls. They love the fact they get out of lesson time but equally really enjoy the different activities each week and liked the dancing tasks. They were asked if we were to do this again next year would they want to join, and they were all a resounding yes! High praise indeed!





The Kings, Ottery – Year 9 Girls

Following on from our positive sessions with the school last year they asked if we would return to work with another identified group.

'The last six weeks have been a positive intervention for the girls involved. The range of activities covered alongside Connie's leadership (and music!) has kept the girls committed and engaged to the programme throughout. It has improved their confidence to feel more able to participate in both PE lessons and out of school fitness activities.

One of the students had recently been completely disengaged from PE lessons. The same student experienced a complete 'meltdown' resulting her locking herself in a toilet. It took Mum coming into school for her to come out and then she went home. However, she returned to school that afternoon so she could take part in the EmpowerHER programme/LED session. This felt like significant progress!

Teacher involvement was extremely valuable with this disengaged group, our instructor in just 6 weeks managed to offer these girls such a positive experience and wanting more!



Moving forwards....

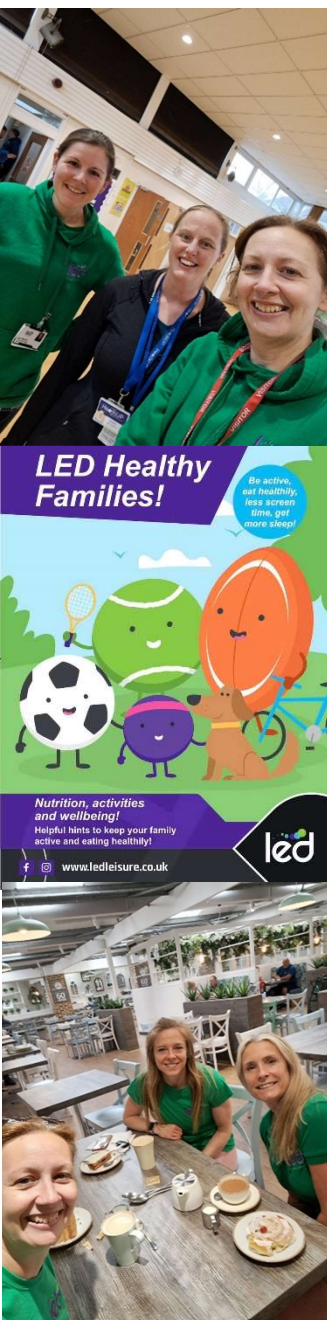
Because of the additional pressures on curriculum and budgets at schools which has meant there are less staff to go round. We have found that it valuable to ensure the school from the start understand that the project is not just about the activity and is not to replace PE but an opportunity for the students to engage in activity and can show them the wider benefits to their physical and mental wellbeing that being active can bring.

With the support of our amazing instructors we have been very lucky to have built a strong relationship with a no of the schools with incredibly supportive teachers that were able to embrace these unique sessions that we offer and see the wider benefits that can be achieved to the young people. We have been able to build a positive relationship with both the young people, teachers and partners that we work with to achieve the best outcome for all by communicating and working together, we will continue next year to build on this!



Wider schools work....

We are committed to supporting the wider community events in the schools, recently we supported Kings School, Ottery at their Engage and Connect event, talking to families about what we have on offer through our schools project as well as through the local leisure centre.



Littleham Primary Enrichment day

We offered fun physical activity sessions alongside Heads up providing for all year groups as part of celebrating the school becoming an academy and celebrating what an amazing community school they have! It was great to see some familiar faces and some new ones!

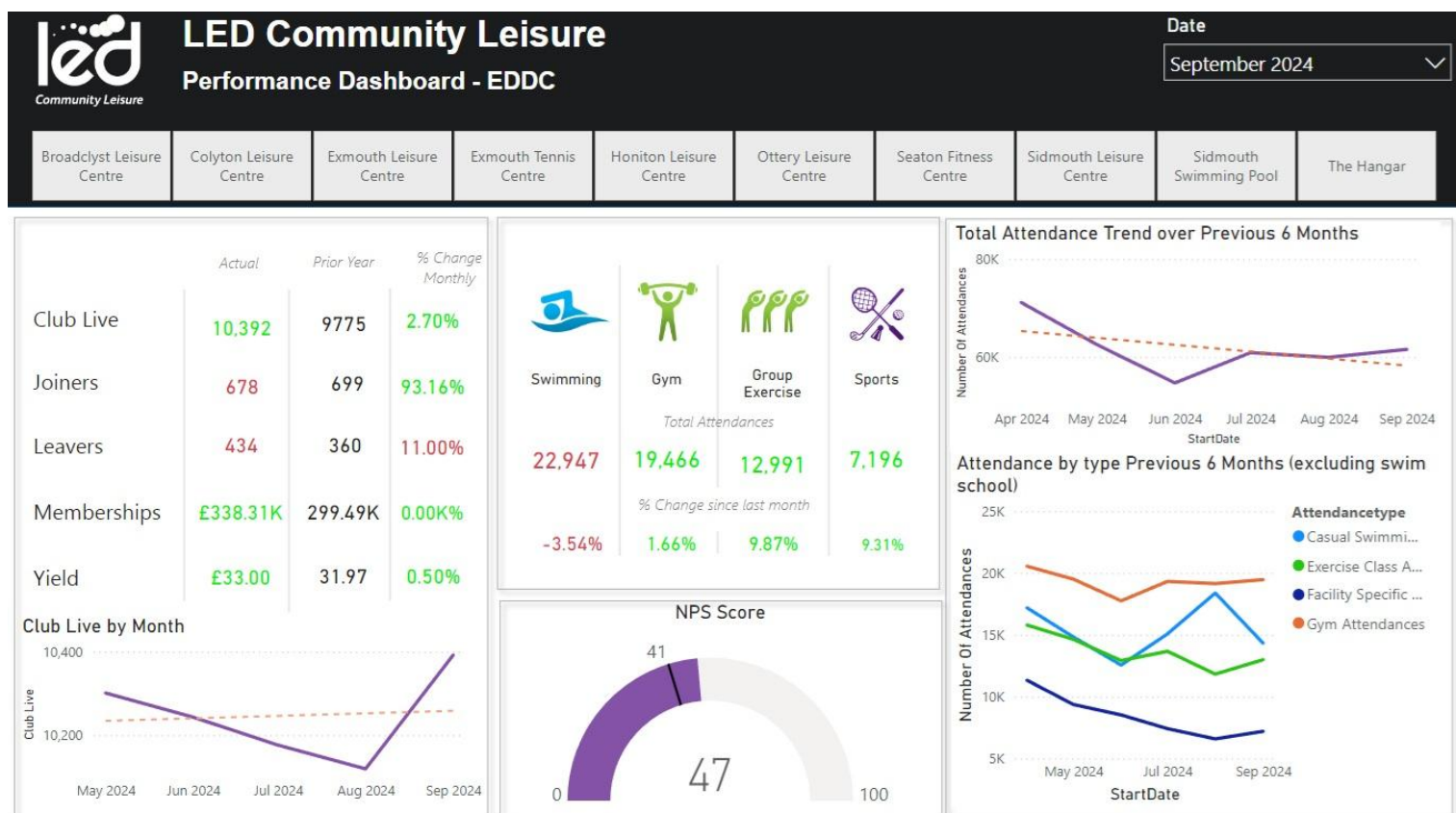
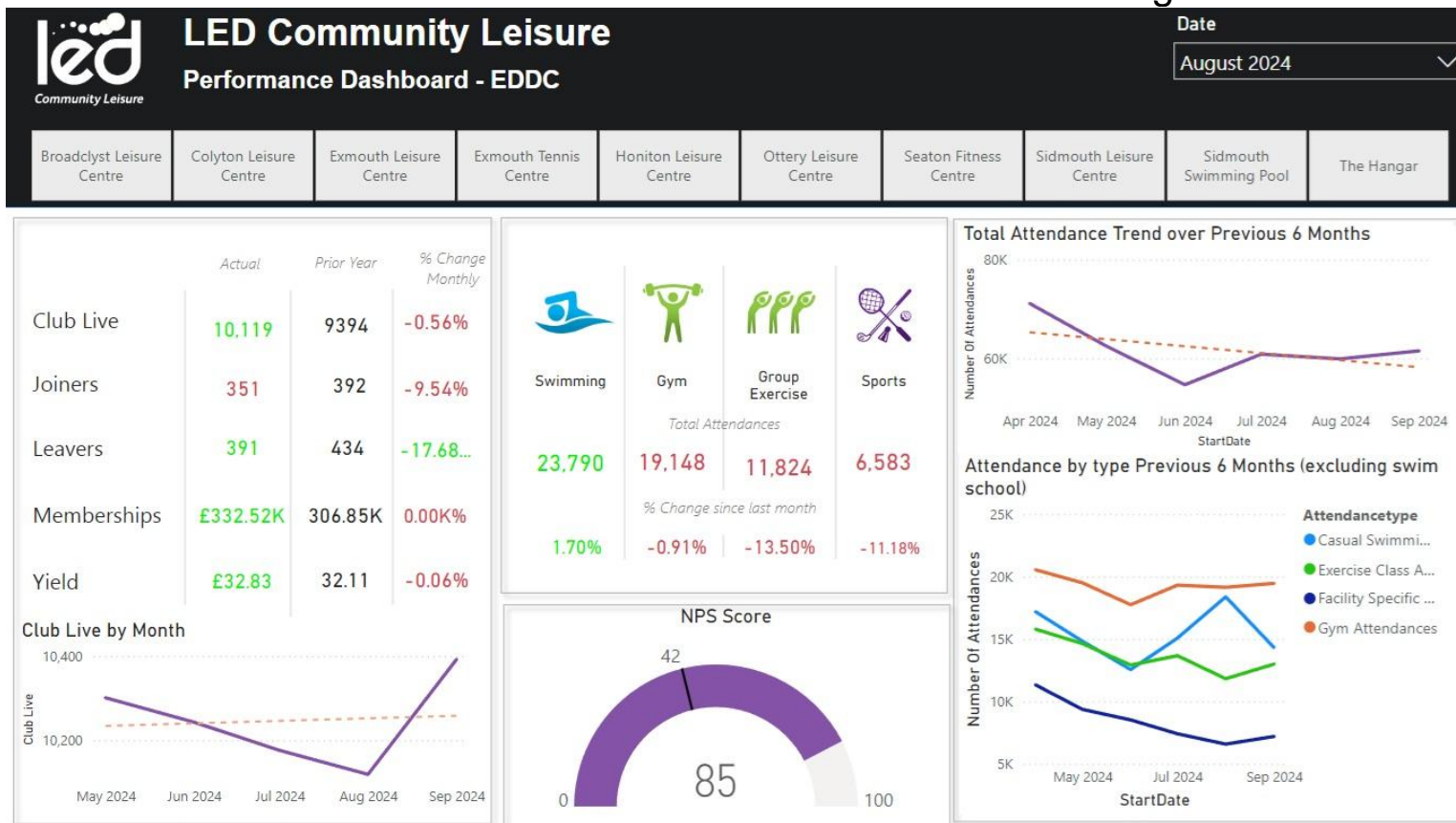
WEB Board- Woodbury, Exmouth and Budleigh

As part of the work, we do with children and young people in the area we are part of this group who meet once a quarter. This enables us to build wider partnerships as well as be aware of the services that are being offered to the young people. As part of the boards goals this year a Health and Wellbeing Fayre was run at Exmouth Community College to engage with both primary and senior schools in the area – we provided information on the sessions that we run as outreach, information on the local centre as well as a challenge activity on the day for the young people to get involved with to start wider conversations.

This year we have also worked hard to put together a 'healthy families' leaflet, it is colourful and vibrant, which makes it attractive to adults and children. The key messages are about keeping fit and eating healthy and has a range of fun activities and challenges online, as well as some healthy recipes. It has been delivered to several schools and community settings as well as being accessible online. It is also unique as we worked with 6 students from Littleham Primary to create a voice over of the leaflet, so it is accessible to all!

As part of our community work, we will also continue to offer schools in East Devon the opportunity to gain access to Born to Move an online platform to physical activity sessions free to schools.

We have received some amazing feedback from the schools and have felt privileged to be part of the young people's journey to enjoying physical activity! There has been a number of unique stories with individuals as well as groups achieving, we are looking forward to encouraging all the young people next year to achieve even more! We are now having tea and cake and starting planning for next year. We look forward to continuing to work with schools in September and have some new and exciting activities to try out!



Report to: LED Monitoring Forum

Date of Meeting: 11th November 2024

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Property and FM Team Update on activity at LED occupied sites along with proposals for 2025/26 capital bids

Report summary:

This report summarises the Property and FM Team activities since last reported and future activities at LED occupied sites.

The report also includes an update on the already approved capital projects and lists the capital project proposals submitted to Executive Leadership Team (ELT); and to Budget Setting and Capital Allocation Panel (BSCAP) for the 2025/26 budget allocation.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Forum

- a) Note the contents of this report.
- b) Note the 2025/26 capital bid proposals submitted to ELT and BSCAP, section 6.

Reason for recommendation:

- a) To ensure Members of the Forum are informed of the Property and FM activities that have taken place during the report period, or are planned to take place over the next few months.

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

Tim Child, Assistant Director – 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

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 Introduction

- 1.1 The Property and FM Team continues to support and fulfil the Council's responsibilities at LED managed properties and provides periodic reports to this Forum, the latest being June 2023.
- 1.2 This report covers the period from November 2023 to September 2024.
- 1.3 Members should note that a stock condition survey of all LED managed properties has been commissioned and will provide evidence of current condition and future capital investment requirements. The work is expected to be completed end of October 2024 and findings and recommendations will be reported in due course.

2 Planned Preventive Maintenance and Compliance.

- 2.1 Planned preventive maintenance and compliance help create safer, more efficient, and cost-effective buildings that comply with regulations and provide a positive experience for occupants.

2.2 A summary of planned preventive maintenance (PPM) and compliance works undertaken is shown in the table below.

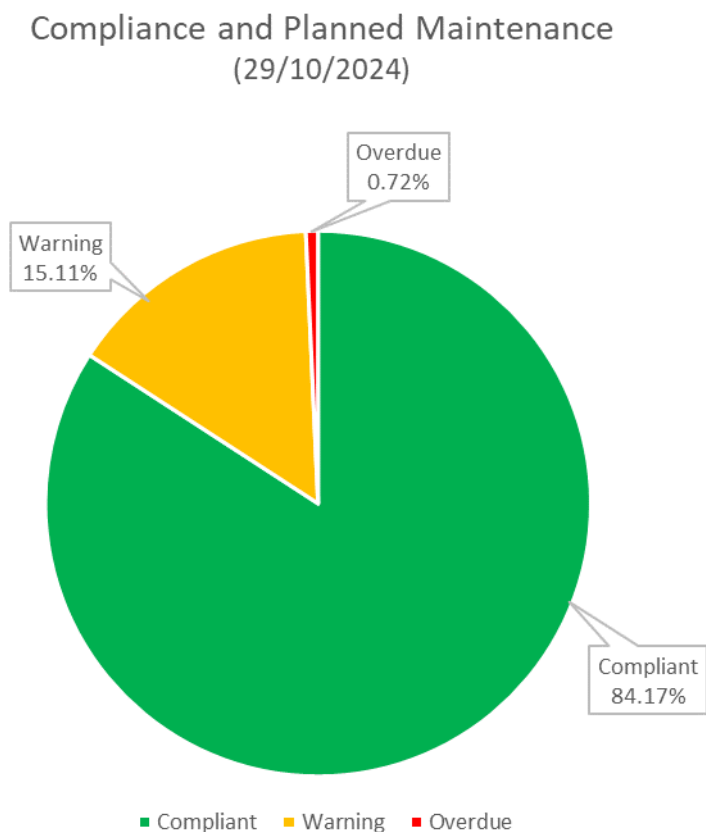
| Location | PPM And Compliance Works (November 2023 – September 2024) |
|----------------------------------|---|
| Axminster Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Emergency lighting system • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Thermostatic mixing valves (showers etc.). |
| Broadclyst Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Emergency lighting system • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Lighting conductor. |
| Colyton Leisure Centre | <ul style="list-style-type: none"> • Emergency lighting system. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Lighting conductor. • Thermostatic mixing valves (showers etc.). |
| Exmouth East Devon Tennis Centre | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Emergency lighting system. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Lighting conductor. • Mansafe harnesses. • Thermostatic mixing valves (showers etc.). |
| Exmouth Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Electrical Inspection Condition Report – yearly. • Emergency lighting system. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Lifts (biannually). • Pool Calorex systems. • Pool plant maintenance. • Pumping stations. • Thermostatic mixing valves (showers etc.). |
| Exmouth Ocean | <ul style="list-style-type: none"> • Doors and shutters. |
| Exmouth Pavilion | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Electrical Inspection Condition Report – 3 years. • Emergency lighting system. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. |

| Location | PPM And Compliance Works (November 2023 – September 2024) |
|-------------------------------|---|
| | <ul style="list-style-type: none"> • Roller shutter door. • Stage equipment inspection. • Thermostatic mixing valves (showers etc.). |
| Honiton Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Emergency lighting system. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance • Thermostatic mixing valves (showers etc.). |
| Honiton Swimming Pool | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Electrical Inspection Condition Report – yearly. • Emergency lighting system. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Lifts (biannually). • Pool Calorex systems. • Pool plant maintenance. • Pumping stations. |
| Ottery St Mary Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Emergency lighting system. • Fire alarm system. • Heating and ventilation maintenance. • Lighting conductor. • Oil fired boilers. • Thermostatic mixing valves (showers etc.). |
| Sidmouth Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Ductwork. • Emergency lighting system. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Thermostatic mixing valves (showers etc.). |
| Sidmouth Swimming Pool | <ul style="list-style-type: none"> • Automatic doors • Ductwork. • Electrical Inspection Condition Report – yearly. • Emergency lighting system. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Lighting conductor. • Pool plant maintenance. • Thermostatic mixing valves (showers etc.). |

2.3 A summary of planned preventive maintenance (PPM) and compliance works planned between October 2024 and January 2025 is shown in the table below.

| Location | PPM and Compliance Works (October 2024 – January 2025) |
|----------------------------------|---|
| Axminster Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Gas fired boilers. • Heating and ventilation maintenance. |
| Broadclyst Leisure Centre | <ul style="list-style-type: none"> • Heating and ventilation maintenance. |
| Exmouth East Devon Tennis Centre | <ul style="list-style-type: none"> • Automatic doors. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. |
| Exmouth Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Heating and ventilation maintenance. • Lifts (biannually). • Pool Calorex systems. • Pool plant maintenance. |
| Exmouth Pavilion | <ul style="list-style-type: none"> • Heating and ventilation maintenance. |
| Honiton Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Heating and ventilation maintenance. |
| Honiton Swimming Pool | <ul style="list-style-type: none"> • Electrical Inspection Condition Report – yearly. • Heating and ventilation maintenance. • Lifts (biannually). • Pool Calorex systems. • Pool plant maintenance. |
| Ottery St Mary Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Electrical Inspection Condition Report – 3 years. • Emergency lighting system. • Heating and ventilation maintenance. |
| Sidmouth Leisure Centre | <ul style="list-style-type: none"> • Automatic doors. • Heating and ventilation maintenance. |
| Sidmouth Swimming Pool | <ul style="list-style-type: none"> • Automatic doors. • Electrical Inspection Condition Report – yearly. • Fire alarm system. • Gas fired boilers. • Heating and ventilation maintenance. • Pool plant maintenance. |

2.4 The status of compliance and PPM work is shown below.



- Compliant: More than 30 days to due date
- Warning: Within 30 days to due date and 13 days past due date
- Overdue: More than 14 days past due date
- Key Performance Indicator: Overdue figure must not exceed 10%

Overdue and warning figures include work that may have already been undertaken but paperwork/certification is still to be issued/received.

At the time of the last report (21/06/2023) compliance figures were as following: Compliant 81.06%, Warning 9.85% and Overdue 9.09%. There has been considerable improvement in the compliance position since the previous report.

2.5 Other planned works not listed above, completed over the last few months, and planned or ongoing over the next few months.

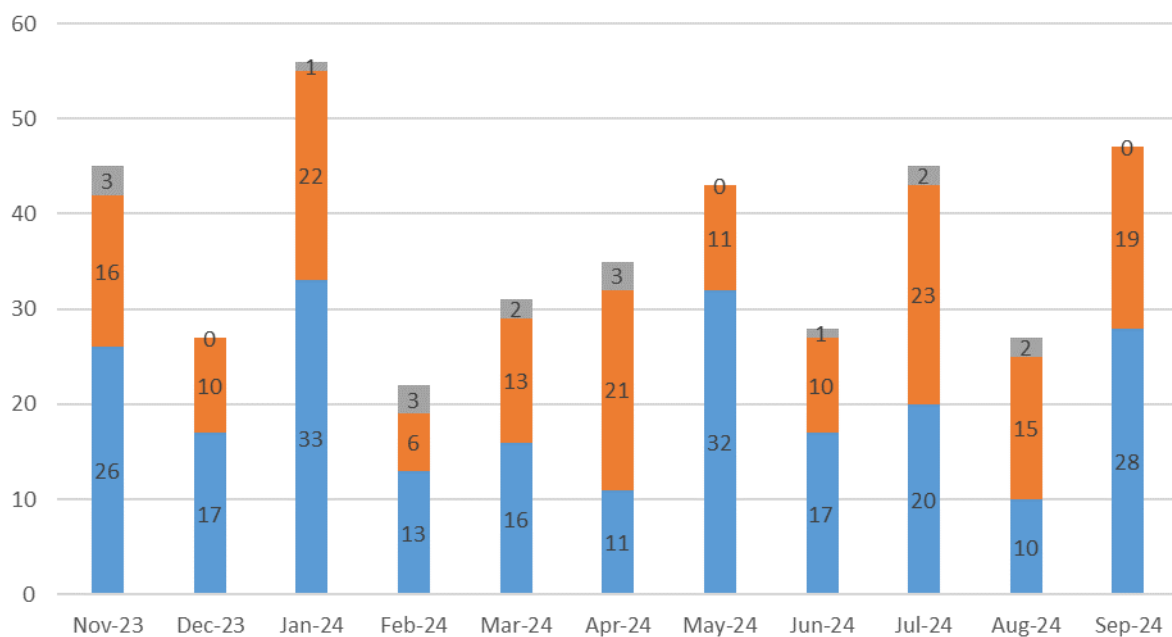
| Location | Planned Works | Status |
|---|---|-------------------|
| Axminster Leisure Centre | Repair works to external fire escape. | Completed. |
| Broadclyst Leisure Centre | Repair works to damaged bollard. | Completed. |
| Colyton Leisure Centre | Repair works to roof. | Completed. |
| Colyton Leisure Centre | Lighting repairs in sports hall. | Completed. |
| Exmouth Leisure Centre | EICR remedial works. | Completed. |
| Exmouth Leisure Centre | Pool circulation pumps refurbishment. | Ordered, ongoing. |
| Exmouth Ocean | Roof repair works following storm damage. | Completed. |
| Exmouth Ocean | Gutter re-lining works. | Completed. |
| Exmouth Ocean | Large terrace concrete slabs - temporary works. | Completed. |
| Exmouth Ocean | Small terrace concrete slabs - repair works. | Completed. |
| Exmouth Ocean | Doors and windows repairs. | Completed. |
| Exmouth Ocean | Terrace door replacement. | Completed. |
| Exmouth Ocean | Investigations to various water ingresses. | Ordered, ongoing. |
| Exmouth Pavilion | EICR remedials. | Ordered, ongoing. |
| Honiton Leisure Centre | Replacement of LED lighting in gym. | Completed. |
| Honiton Leisure Centre | Installation of snorkel vents. | Completed. |
| Honiton swimming pool | Repair works to vandalised roof. | Completed. |
| Honiton swimming pool. | Replacement of reception and viewing area light fittings. | Completed. |
| Honiton swimming pool. | Emergency lighting remedials. | Completed. |
| Seaton Seafeld Gardens Tennis Pavilion | Replacement of lighting | Ordered, ongoing. |
| Sidmouth Leisure Centre | Works to remove asbestos floor tiles & replace with vinyl flooring. | Completed. |
| Sidmouth Swimming Pool | Replacement of store doors. | Completed. |
| Sidmouth Swimming Pool | Repairs to flat roof over reception area. | Completed. |
| Sidmouth, Honiton, Exmouth swimming pools | Remedial underwater H&S works & balance tanks cleaned. | Completed. |

3 Reactive Maintenance

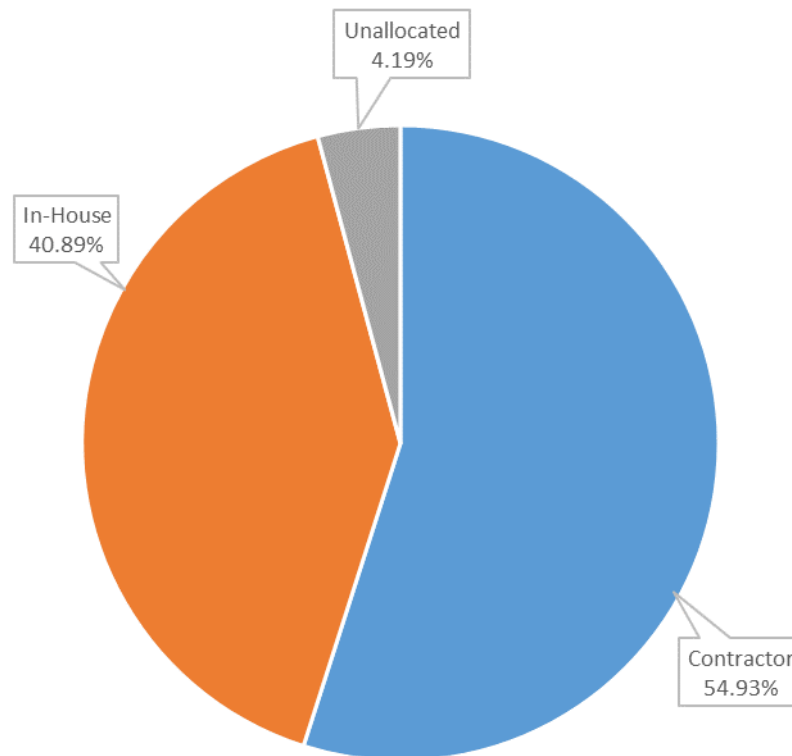
3.1 A summary of reactive jobs by property and allocation is shown in the table and charts below.

| Month | Reactive Repair Cases | | | |
|------------------------|-----------------------|---------------|--------------|----------------|
| | Contractor | In-House | Unallocated | Totals |
| Nov-23 | 26 | 16 | 3 | 45 |
| Dec-23 | 17 | 10 | 0 | 27 |
| Jan-24 | 33 | 22 | 1 | 56 |
| Feb-24 | 13 | 6 | 3 | 22 |
| Mar-24 | 16 | 13 | 2 | 31 |
| Apr-24 | 11 | 21 | 3 | 35 |
| May-24 | 32 | 11 | 0 | 43 |
| Jun-24 | 17 | 10 | 1 | 28 |
| Jul-24 | 20 | 23 | 2 | 45 |
| Aug-24 | 10 | 15 | 2 | 27 |
| Sep-24 | 28 | 19 | 0 | 47 |
| Total | 223 | 166 | 17 | 406 |
| % by allocation | 54.93% | 40.89% | 4.19% | 100.00% |

Reactive Repair Cases by Month
(November 2023 - September 2024)



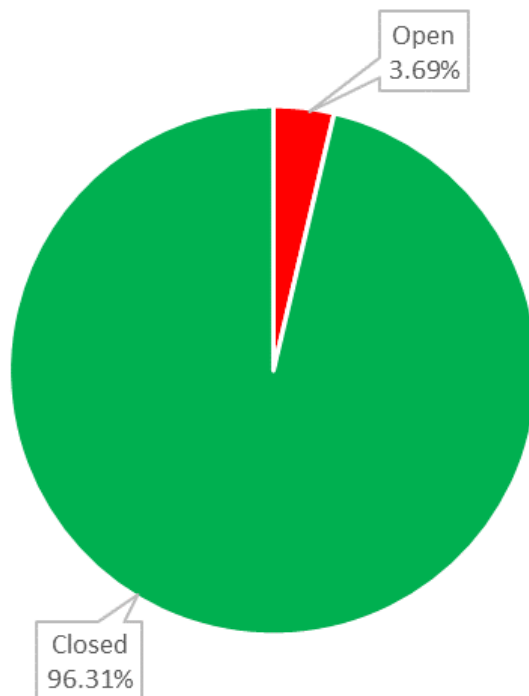
Reactive Repair Cases Allocation November 2023 - September 2024



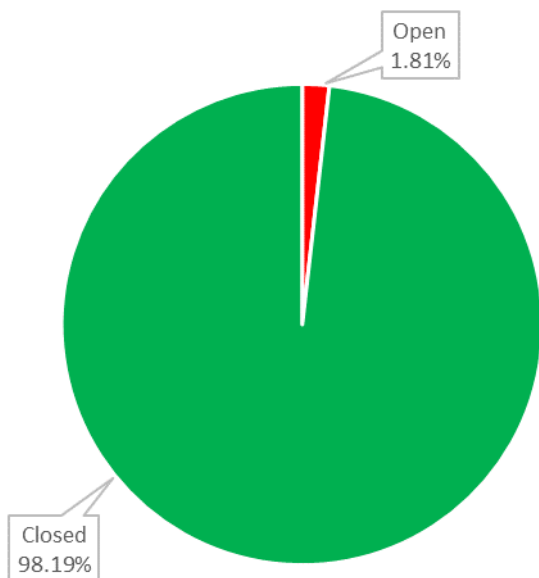
40.89% of reactive work cases are dealt with in-house by the Maintenance Technicians in the Property and FM Team. Whilst the remaining work is done by external contractors the team manages the work and provides technical support as required.

3.2 The status of reactive work by All Cases, Contractor, and In-House is shown in the charts below.

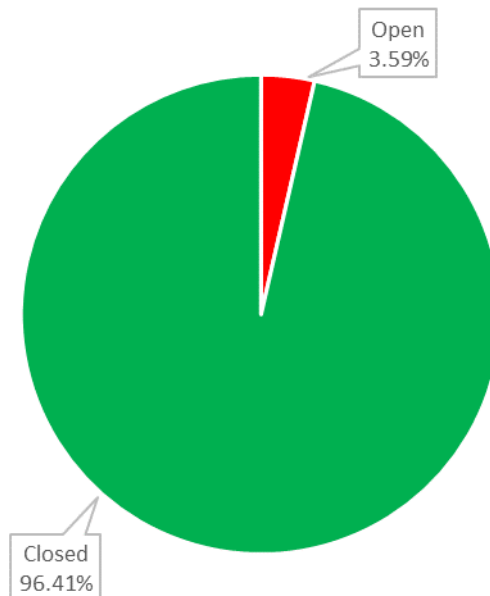
Reactive Repair Cases Status
November 2023 - September 2024
(All cases)



Reactive Repair Cases Status
November 2023 - September 2024
(In-house)



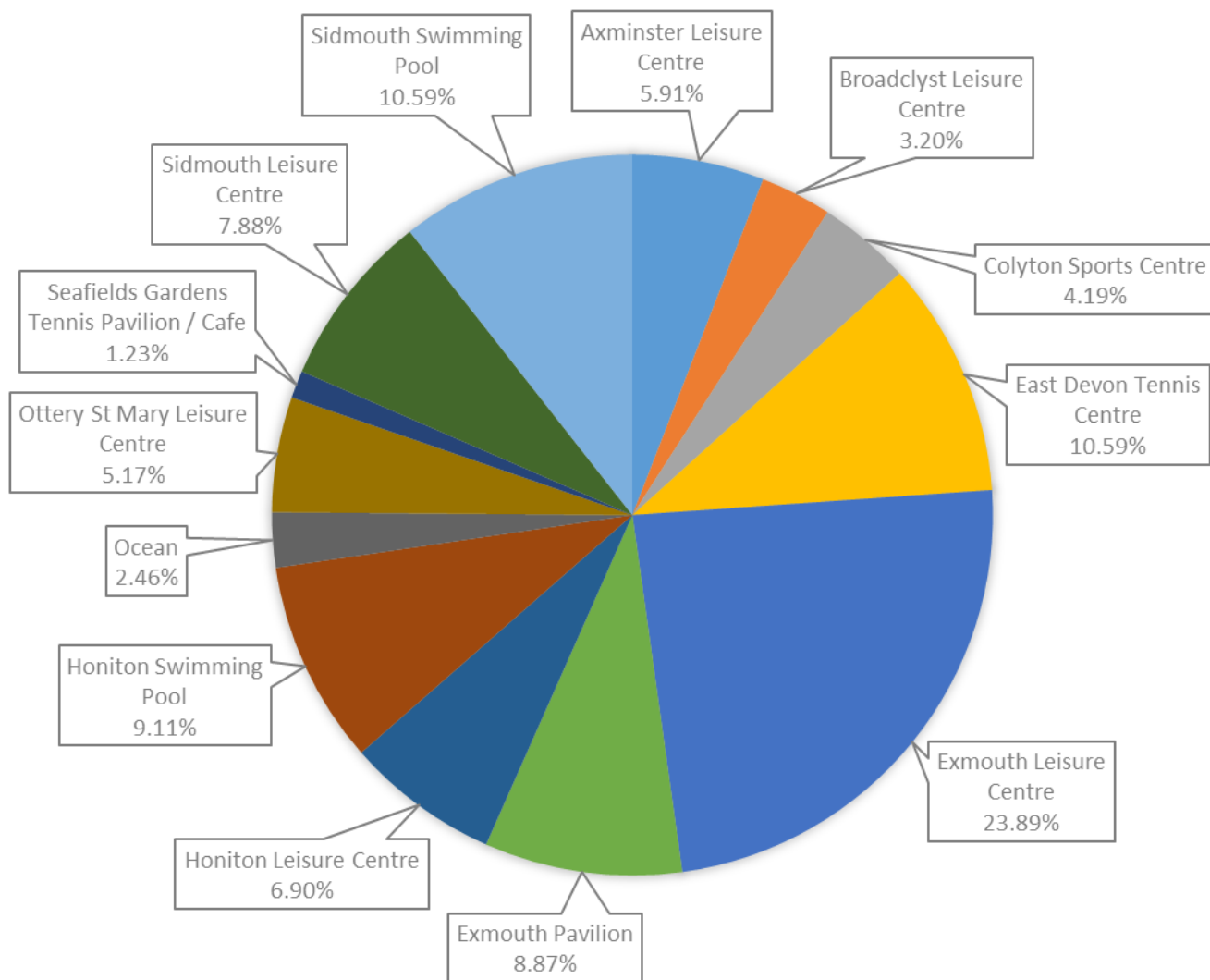
Reactive Repair Cases Status
November 2023 - September 2024
(Contractors)



The above represents a considerable improvement over the last report figures (Previous report's figures: Open Cases, All Case 29.55%, In-House 8.2% and Contractors 50.75%).

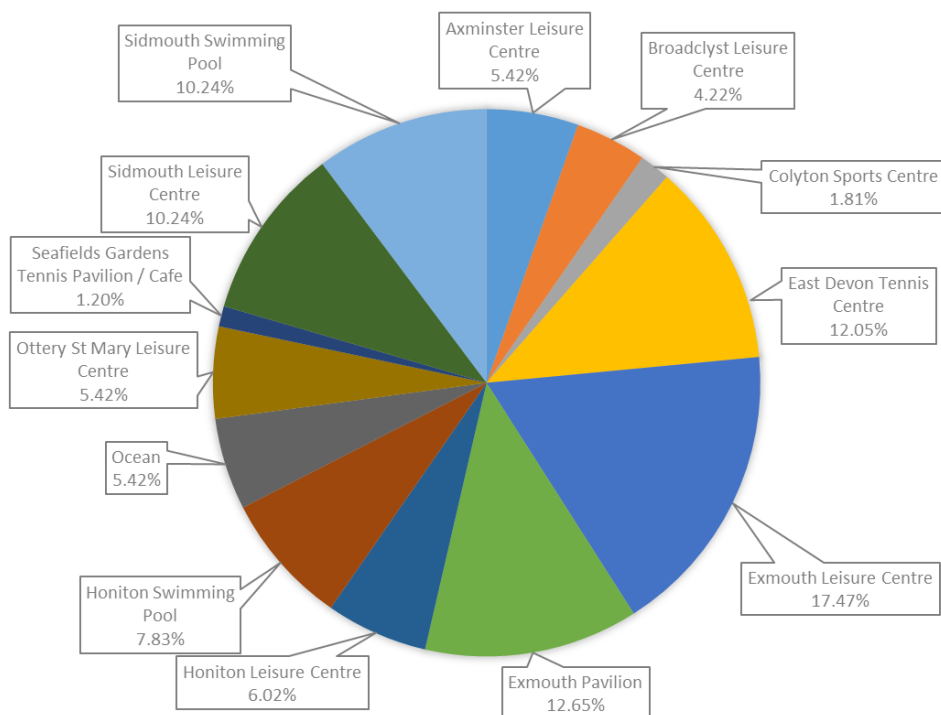
3.3 The distribution of reactive work by property is shown in the chart below.

Reactive Repairs Cases by Asset
November 2023 - September 2024

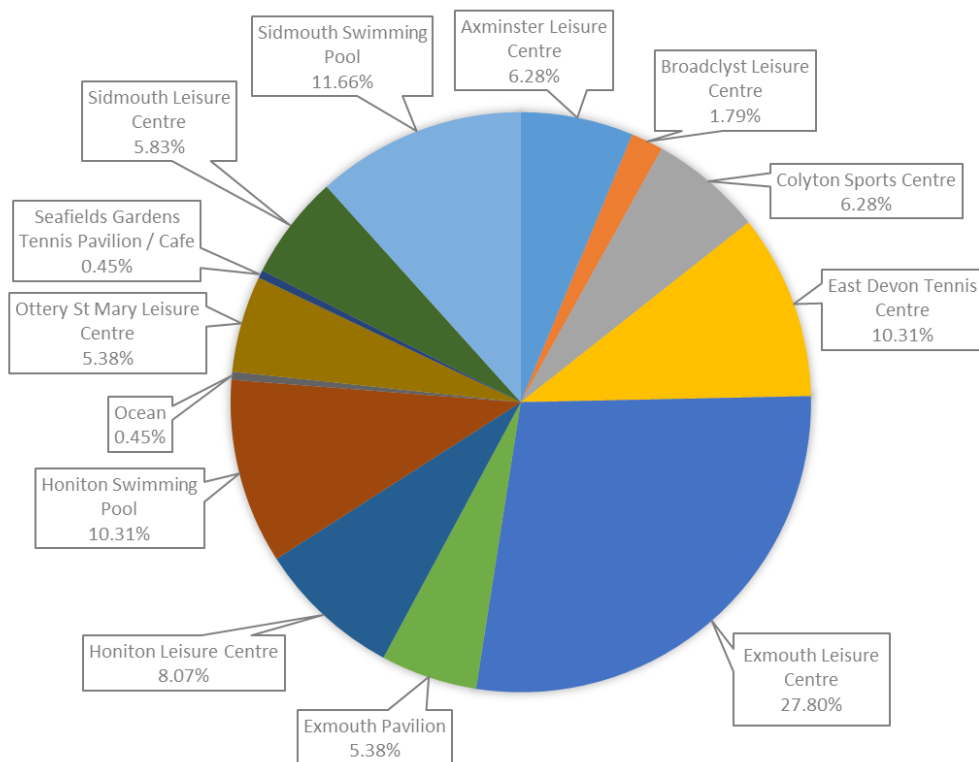


3.4 The distribution of reactive work by property, In-House and Contractor, is shown in the charts below.

Reactive Repairs Cases by Asset
November 2023 - September 2024
(In-House)

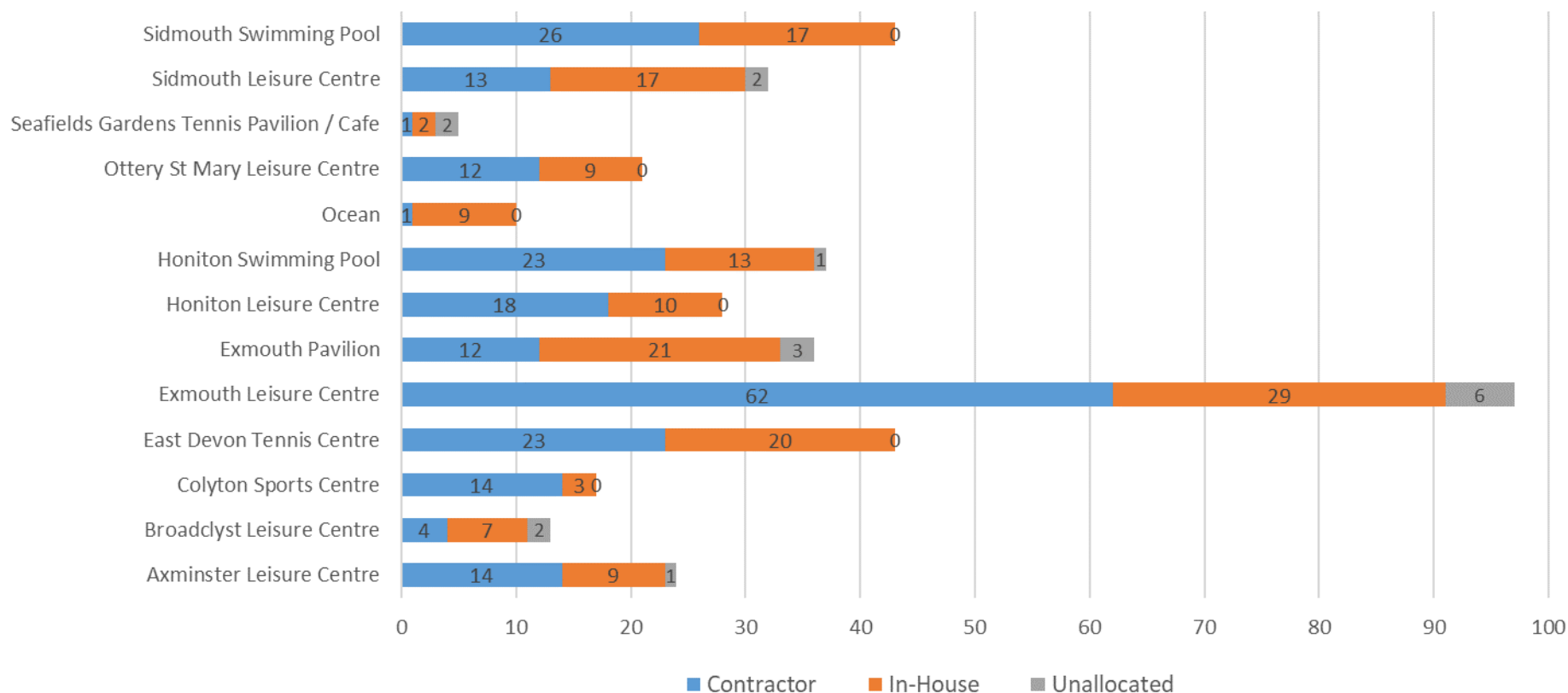


Reactive Repairs Cases by Asset
November 2023 - September 2024
(Contractor)



3.5 The distribution of reactive work by property and allocation is shown in the chart below.

Reactive Cases by Property Asset and Allocation
(November 2023 - September 2024)



Worth noting:

- Exmouth Leisure Centre is the property with most reactive cases overall and hence also for cases allocated to Contractors and the In-House team.
- Swimming pool sites are the sites with most cases allocated to Contractors due to the more specialist nature.

4 Live Capital Projects

4.1 Summary of live capital projects

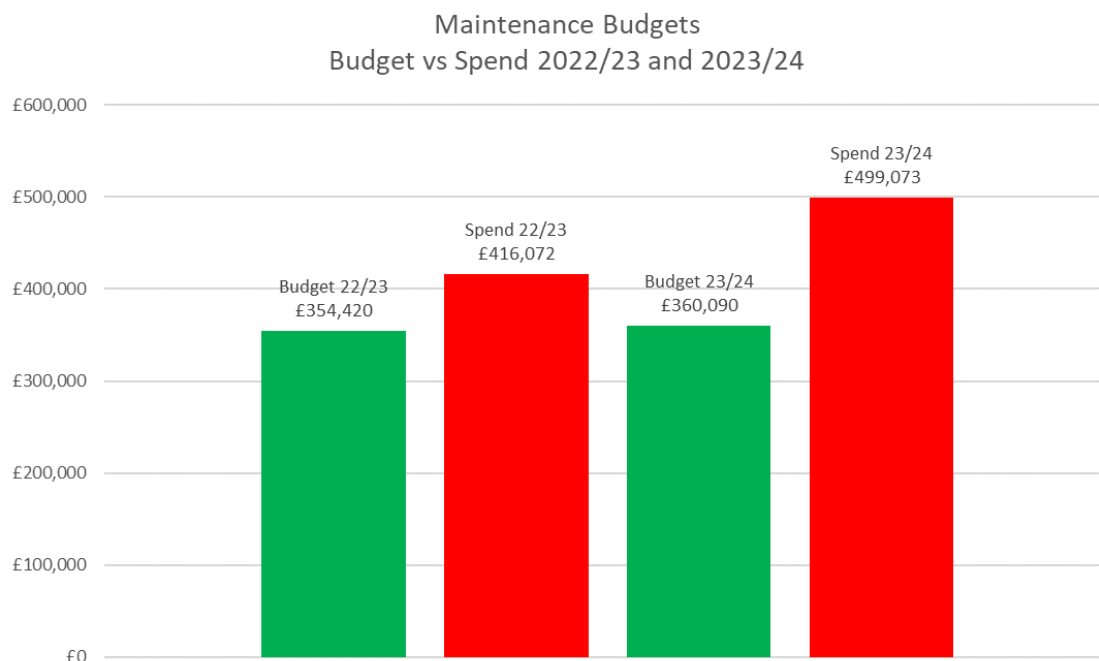
| Capital Project | Year approved | Property | Approved Funding | Work Planned For | Status / Comments |
|-------------------------------------|---------------|----------------------------------|------------------|------------------|--|
| Refurbishment and improvement works | 2024/25 | Exmouth Pavilion | £780,000.00 | 2025/26 | Phase 1, 95% complete. Phase 2, design underway, estimated delivery July/August 2025. |
| Roof replacement | 2022/23 | Broadclyst LC | £575,575.00 | 2023/24 | Completed, defect period. |
| | | Ottery St Mary LC | | 2022/23 | Completed, defect period |
| FRA remedial works | 2022/23 | Axminster LC | £431,000.00 | 2023/24 | All tendered. |
| | | Broadclyst LC | | 2023/24 | Prioritising work to fire alarm and emergency lighting systems: Axminster LC, complete Broadclyst LC, complete Ottery St Mary LC, complete, Colyton LC, complete Honiton LC, complete Sidmouth LC, complete. Exmouth Pavilion, complete East Devon Tennis Centre, completed. |
| | | Colyton LC | | 2023/24 | |
| | | Exmouth East Devon Tennis Centre | | 2023/24 | |
| | | Exmouth LC | | 2023/24 | |
| | | Exmouth Pavilion | | 2023/24 | |
| | | Honiton LC | | 2023/24 | |
| | | Honiton Swimming Pool | | 2023/24 | |
| | | Ottery St Mary LC | | 2023/24 | |
| | | Sidmouth LC | | 2023/24 | Compartmentation element to be reviewed and adjusted to budget. |
| | | Sidmouth Swimming Pool | | 2023/24 | |

| Capital Project | Year approved | Property | Approved Funding | Work Planned For | Status / Comments |
|--|---------------|----------------------------------|------------------|------------------|--|
| Floor repairs and replacement | 2022/23 | Axminster LC | £364,550.00 | 2022/23 | Completed. |
| | | Exmouth LC | | 2023/24 | Completed. |
| | | Honiton LC | | 2022/23 | Completed. |
| | | Ottery St Mary LC (Dance Studio) | | 2022/23 | Completed. |
| | | Sidmouth LC | | 2023/24 | Completed. |
| | | Broadclyst LC | | 2023/24 | Completed. |
| Extractor fans, AC, AHU upgrades and refurbishment | 2022/23 | Axminster LC | £172,500.00 | 2023/24 | Tendered. |
| | | Colyton LC | | 2023/24 | Tendered. |
| | | Exmouth East Devon Tennis Centre | | 2023/24 | Tendered. |
| | | Exmouth LC | | 2023/24 | Tendered. |
| | | Exmouth Pavilion | | 2023/24 | Tendered. |
| | | Honiton LC | | 2023/24 | Tendered. |
| | | Ottery St Mary LC | | 2023/24 | Completed. |
| | | Sidmouth Swimming Pool | | 2023/24 | To be tendered. |
| Cold Water Storage Tank | 2024/25 | Exmouth Swimming Pool | £36,000.00 | 2024/25 | Completed. |
| Energy Efficiency Review | 2022/23 | Corporate and LED Properties | £60,000.00 | 2022/23 | <p>Aborted, insufficient budget.</p> <p>Fee proposals obtained for the swimming pools. Additional £330K funding approved (from Climate Change Budget) to</p> |

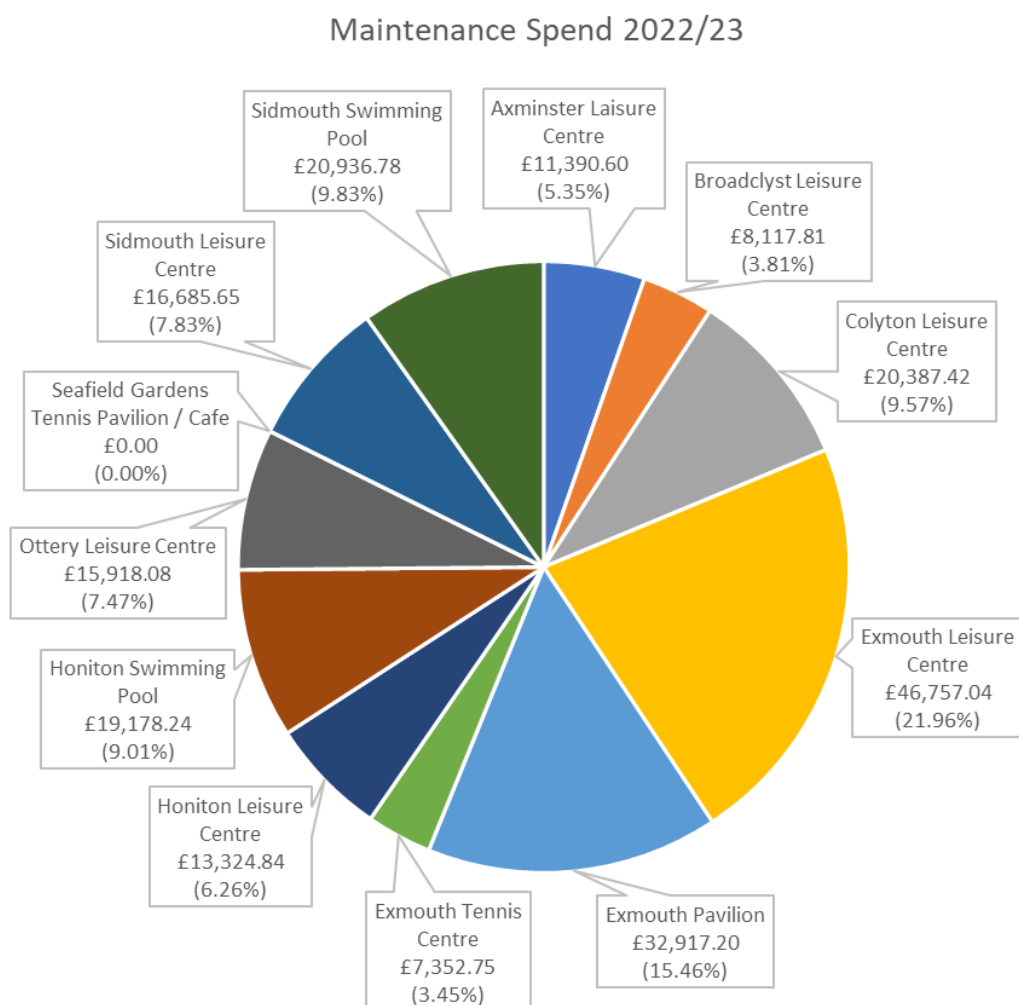
| Capital Project | Year approved | Property | Approved Funding | Work Planned For | Status / Comments |
|--------------------------------------|---------------|-----------------------------------|----------------------|------------------|---|
| | | | | | <p>appoint consultants. Two framework consultant tenders received. Tenders evaluated in mid-August. Draft tender report and recommendations submitted to senior management. Report to be rewritten and resubmitted incorporating further considerations in the context of the current Leisure Review.</p> <p>Unsuccessful £485K bid submitted to the Public Sector Low Carbon Skill Fund in April 2024.</p> |
| Roof replacement over courts 1-4 | 2024/25 | Exmouth East Devon Tennis Centre. | £812,500.00 | 2023/24 | Completed, defect period. |
| Surface water drainage improvements. | 2023/24 | Honiton Leisure Centre. | £25,500.00 | 2023/24 | Detail design in progress, to be tendered. Budget likely to be insufficient. |
| Roof Replacement | 2024/25 | Exmouth Pavilion | £509,000.00 | 2025/26 | Design stages. |
| Water quality monitoring | 2024/25 | Various EDDC Swim Pools | £26,000.00 | 2024/25 | Completed. |
| Total | | | £3,792,625.00 | | |

5 Maintenance Budget and Current Spend

5.1 Total Maintenance Budget and Spend, 2022/23 and 2023/24 (Excludes Ocean)

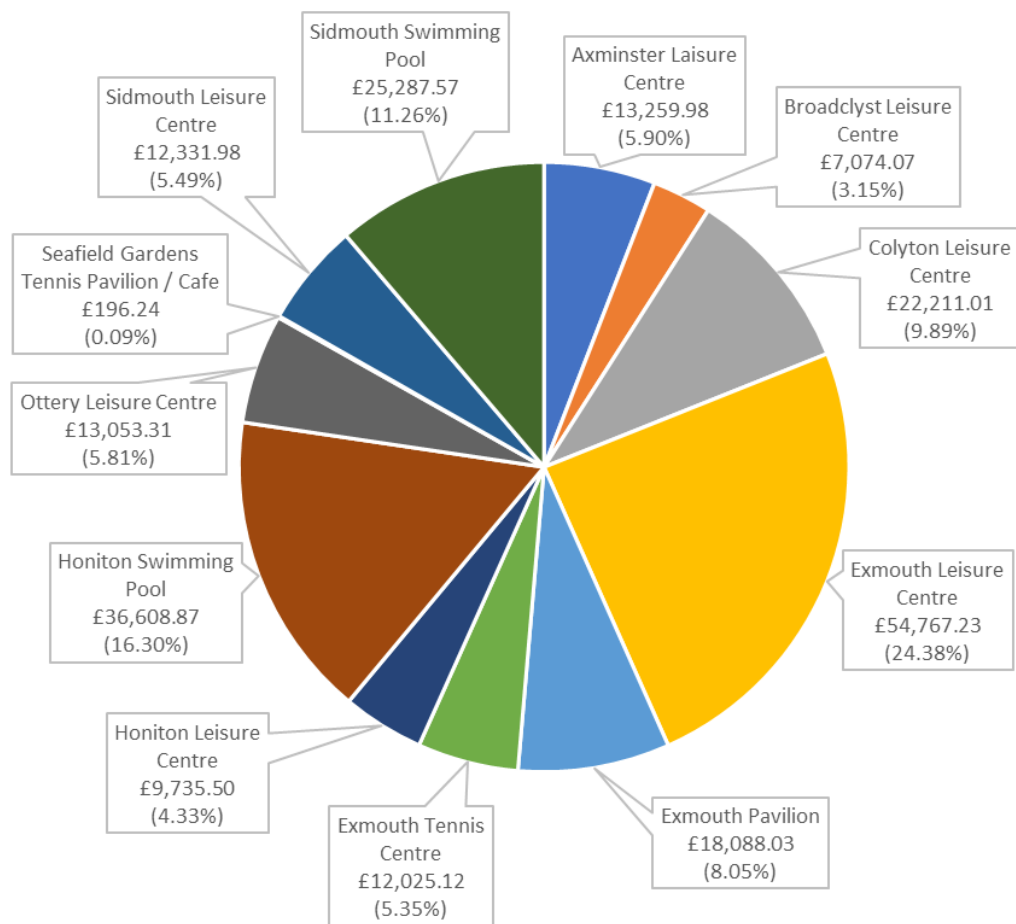


5.2 Maintenance Spend by Property, 2022/23 (Excludes Ocean)



5.3 Maintenance Spend by Property, 2023/24 (Excludes Ocean)

Maintenance Spend 2023/24



6 Capital Bid Proposals for 2025/26

6.1 Budget Setting and Capital Allocation Panel (BSCAP) bid proposals for the 2025/26 Budget are shown below.

6.2 Detailed business cases already submitted to Finance and BSCAP.

| Property | Works | Justification | Estimated Project Value |
|--|--|---|-------------------------|
| Exmouth Pavilion Theatre | Replacement of electrical distribution boards works. | This is a health and safety matter and a compliance requirement. Can not be postponed or ignored. | £34,500.00 |
| Exmouth Pavilion Theatre | Toilet refurbishment works, accessible, male and female toilets. | Toilets need refurbishment, last refurbishment works were as follows: Accessible 2012, Male 2013, Female 2015. | £129,500.00 |
| Ottery St Mary Leisure Centre | Sports hall floor replacement works (OTSLC) and dance studio floor (HLC). | Uneconomic to continue repairing, H&S hazards, trips, falls, etc. | £72,500.00 |
| Swimming Pools (Exmouth, Honiton and Sidmouth) | Replacement of UV filtering systems works. | This is a health and safety matter and a compliance requirement. Can not be postponed or ignored. As the systems are old, repairs are costly as parts have been discontinued. | £88,500.00 |
| Swimming Pools (Exmouth, Honiton and Sidmouth) | Various underwater works identified in the latest underwater safety inspections | Health and safety related. The proposed work is work identified in the last two years underwater inspections. The work addresses condition and health and safety issues. | £60,000.00 |
| Various LED Operated Buildings | Internal decorations to sports halls, dance studios and squash courts. High level / specialist work that cannot be done by either LED staff or in house. | This type of work has not been done for over 5 years. The walls look very dirty, even more now that we have replaced the sports halls floors in most of the leisure centres. | £67,000.00 |
| Total | | | £452,000.00 |

Financial implications:

Financial details are contained in the report.

Legal implications:

There is no direct comment to be made in relation to this update report, each and any individual issue will need to be considered as it arises.