

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 peak times. 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.

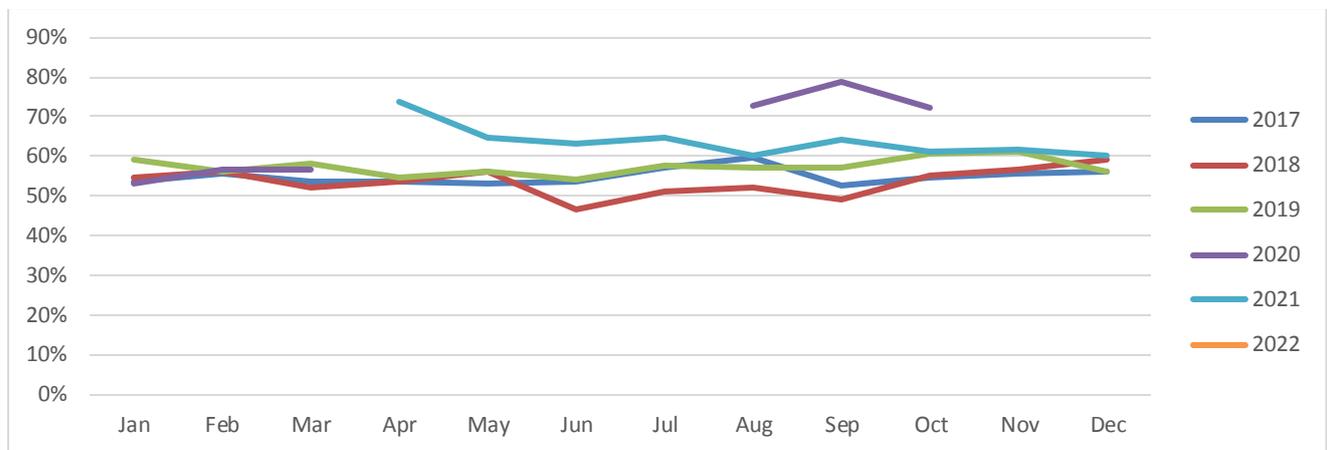
New spinning bikes have been purchased for Exmouth Leisure Centre to help improve the experience for members, with a further small fitness development planned to create an improved strength and conditioning space.

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.

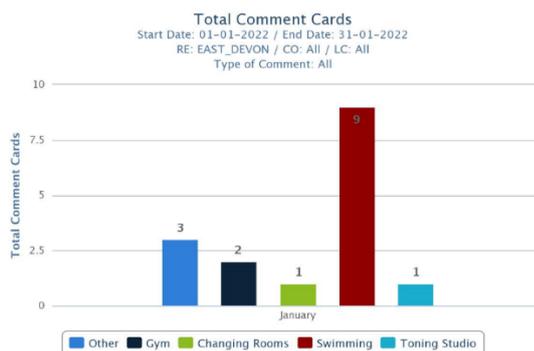
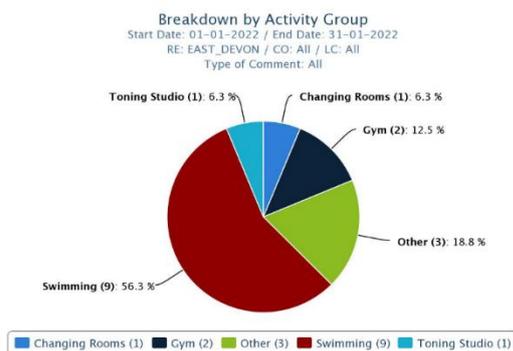
A New Year Coaching Plan was launched with 75 people taking up the offer. The guided 21-day plan has been a great success with the participants seeing some great results physically and mentally.

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