

Report to: EDDC LED Monitoring Forum – May 2022  
Subject: Facilities and Activities Update  
From: Jamie Bryant, Director of Delivery, LED Community Leisure  
Date: 13/5/22

### **Operational Delivery**

I am pleased to report that at the time of writing the impact of the Covid-19 Pandemic on the operational delivery of the business continues to diminish, albeit some headwinds remain with the recovery due in part to the global economy, the pressure on consumer discretionary spending and the challenges with team member resourcing.

Patronage and customer visits continue to move in the right direction, with the key activity numbers being maintained throughout the traditionally quieter Easter period, remaining (albeit reducing) uncertainty around Covid restriction being lifted, increasing inflation and world events impacting consumers discretionary spend choices. After what is a traditionally challenging month (Easter, Bank Holiday etc) for membership sales, it is very positive to report a 4<sup>th</sup> month in a row of positive net movement on the Club Live month end position.

As mentioned above, April saw a positive movement in the total membership number, with just under 400 people joining an LED facility and a small positive net gain to the club live total. Club Live finished on 8,352 at the end of April.

Membership attrition was stable throughout April, running at just over 4% for the month. Attrition varied by site with some of the smaller sites seeing attrition between 6% - 7%, the majority of sites with a material membership base maintaining an attrition rate between 3% - 4%.

The Customer Hub continues to improve service levels, (based on reduced level of negative comments via NPS / social media / onsite about calls not being answered), incoming call stats are shared with the team to support the ongoing rationale for the hub model, a call answer rate in excess of 80% was achieved during April. Focus now turns to how we can support the customer experience further with better online information to support the reduction of incoming calls to the hub, to allow the hub team to support more 'outbound activity'.

Axminster has secured some funding for free coaching in the community and is looking to link with the community Waffle House who are already working with young people from families predominantly on low income to provide activities for them. We are currently working on an exit route for these children so that affordable football coaching can continue beyond the free sessions.

Street Dance & Gymnastics has started at Exmouth Leisure Centre with 100% attendance and occupancy, given the level of interest and demand, the team have adjusted the ages to increase capacity and are exploring how the programme can be expanded.

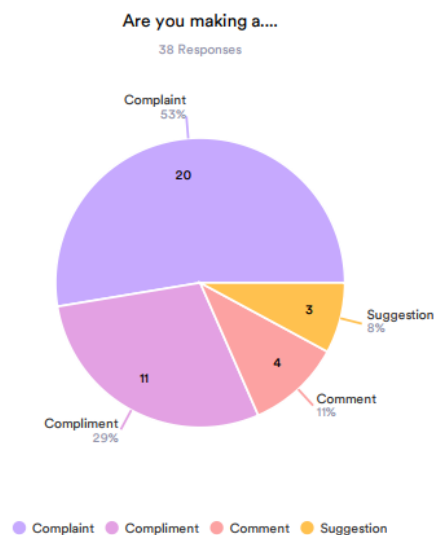
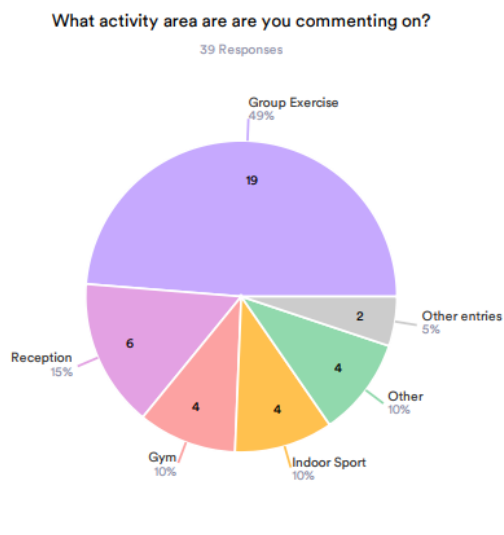
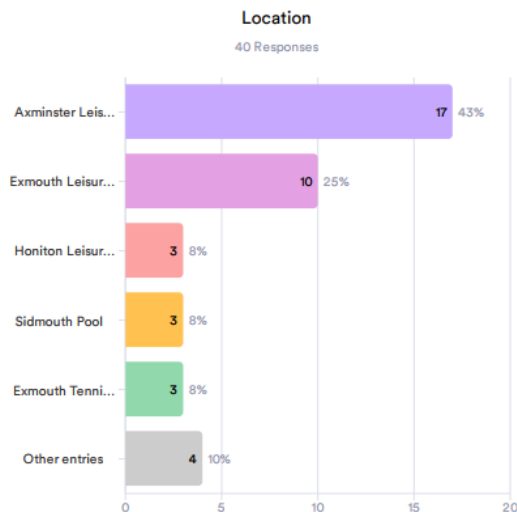
Daniel Cudmore has started in his new role as the fitness lead at Exmouth Leisure Centre with exciting plans moving forward and new equipment that has seen very positive feedback.

The tennis centre has re-started its outdoor programme in Phear Park. This has been set up to introduce new players to the program during the summer and enhance the indoor program in the winter. Preparation for the next tennis event is well under way with the French Open fast approaching.



## Customer Feedback / Service

The new in club survey is going well and had some great feedback in April. Great positive feedback about the Virtual Group exercise at Axminster and some suggestions about how we could develop our operations to support our members.



The key measure for our customer satisfaction is through NPS (Net Promoter Score), the results from April were 29 from relational surveys sent out but a score of 38 for all other surveys (the industry benchmark is a score above 41). There were 186 surveys returned out of 1,212 sent out (15% return). The team continue to monitor and respond to the feedback to help improve the customer experience. Out of the 186 responses, 38 were detractors with main concerns around programming, facilities and the offering available to members.

## Facilities

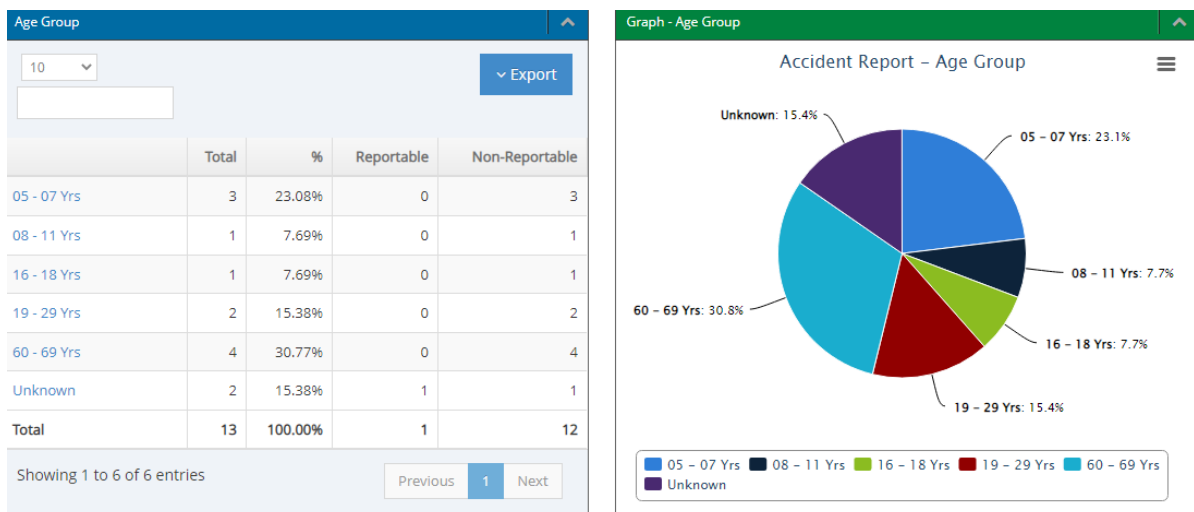
The Annual independent Health and Safety Audits have continued with the final 2 audits happening during May and a full update will be provided in June. Feedback thus far has been very positive with positive demonstration of both strong processes and a strong 'Safety Culture' in place.

Energy management focus remains throughout the buildings, a communications plan remains in place and best (and worst, to support ongoing learning) practice is shared by the teams on weekly calls

A wider plan is being reviewed by EDDC / LED to ensure programming of the EDDC capital works to LED facilities is delivered to minimise customer disruption.

## Accidents, Incidents and Near Misses

There were 13 accidents reported in April, one of which was reportable. A badminton player at Sidmouth Leisure Centre tripped over her own feet and suffered a dislocated wrist. The incident was dealt with efficiently on site and post incident enquiries as to her wellbeing took place.



## Projects Update

### Honiton Pool Changing Rooms

The changing rooms were closed at the start of May for a short period so that outstanding snagging works could be completed. The area continues to receive positive feedback and has already helped support the growth of the swim school programme.

### Sidmouth Pool Changing Room

Works are now in their final week (w/c 16<sup>th</sup> May), slightly longer than expected, a "you said, we did" newsletter will be completed for customers over the coming weeks to communicate the works done and how we (EDDC / LED) have responded to customer feedback. General feedback thus far has been positive. Due to the approach taken by LED with the works, this has enabled some small adjustments to both the programme and work scope for the benefit of customers also.

## Pool Sentry

This project to provide a pool water intelligent management system for the 3 LED pool sites has been approved by EDDC Forum and Cabinet Members as it gives a strong ROI and links to EDDC carbon reduction strategy. The works will cost c.£50k and will provide benefit with reduction in gas, water and electric consumption as well as improved water quality, thus aiding customer comfort and a lower reliance on team member input on pool water management. The works will be managed and delivered by EDDC Property Team.

## Marketing and Communications

I am really pleased to say that after regular, thorough reviews and optimisation of our approach to acquisition campaigns we have already exceeded our 2021 Expected New Joiners (XNJ) figures!

### 2022 XNJ/J cumulative total

- Facebook: 39.6 XNJ
- LED app: 13 J
- PPC: 32.1 XNJ
- **Total: 84.7 XNJ (+.7 on 2021)**

### Social Media highlights

**Behind the curtains:** As reported in last month's marketing report we shifted focus to producing content that highlights our team members and their personalities to show what goes on 'behind the curtains' across LED. After initial hesitation from site teams lacking confidence in front of camera, the team to help deliver this content. After the first round of visits across all East Devon sites we have identified key team members across the board to work with moving forward who will step up as 'the faces of LED'.

**Myth busters:** This content aims to address common misconceptions about LED/the fitness industry as a whole in a light-hearted video taking inspiration from the '[mean tweets](#)' series you may have seen. We have worked with teams from Exmouth Tennis & Fitness Centre, membership advisors and our community engagement team to deliver this content and have arranged a team meeting to organise a follow up series.



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### Facebook ads

As outlined in March & April campaign reports £/XNJ has become a concern and we have previously outlined plans to diversify our activity to improve ROI. After discussions with our partner agencies such as Optix and Big Wave Media these plans are starting to be put in place from May/June 2022.

- Continued to work with MA team to deliver student membership artwork across dual-use sites.
- YouTube ads trial in preparation for Sky advertising
- Agreed in principle to work with partner organisations on a campaign for July/August.
- Organize a meeting with site sales teams to discuss targeting for site-specific leads.

### Email

We have now set up to day 75 of an automated email journey for new members based on attendance data at key landmarks. After a review with TRP they have identified the need to review to some copy and create a series of header designs. This project is planned to launch on June 1<sup>st</sup>.

### App

**Bring a buddy:** Following an internal update we reintroduced the Bring a Buddy feature to the LED app and have so far seen a positive return from this channel. These figures are promising given there is no financial incentive for members to refer a friend, suggesting good potential for an incentivised campaign should the opportunity arise without significantly threatening yield. (2022 cumulative total: **13 joiners**)

### Summary

Another positive month, with the recovery continuing to move in the right direction, despite the challenges mentioned above. Key capital projects coming to conclusion have yielded positive customer feedback. A busy Easter period saw good attendances, albeit testing an already stretched workforce with the ongoing challenges in the labour market continuing to be felt across the board.

Jamie Bryant, Director of Delivery, LED Community Leisure