

Report to: LED Monitoring Forum



Date of Meeting 18<sup>th</sup> October 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

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## Leisure Strategy Action Plan reporting

### Report summary:

Full Council and Cabinet have now formally adopted the Leisure & Built Facilities Strategy and its Action Plan. The next stage in the process requires the LED Monitoring Forum members to discuss and agree the delivery of its priorities (each action has a 1, 2 or 3 priority listing) in particular the sequencing of the 'priority 1' actions. There will be significant challenges in meeting the completion deadlines for each priority within the Action Plan. The LED Forum will need to be aware from the key Service team areas leading the implementation of the priority actions what the resources and realistic timelines will be in taking forward each of the priorities agreed by the Forum. The appointment of the Leisure Enabler role provides the Council with an additional resource to help facilitate the delivery of the priority 1 actions identified in the report over the next 3 years. This will enable Officers to both plan their work programmes in the budget and Service Plan cycles and work with the Leisure Enabler to identify where, if necessary, additional resources are required to successfully complete the priority action. The LED Monitoring Forum will be required to keep under review the timelines, implications for resources and staff capacity issues against the individual priority actions that will feed back into the regular cycle of Forum meetings.

### Is the proposed decision in accordance with:

Budget Yes  No

Policy Framework Yes  No

### Recommendation:

That the LED Monitoring Forum agrees the programme of delivery for the key priorities identified in the Leisure Strategy Action Plan and the process for reporting progress on the Leisure & Built Facilities Strategy and that the Leisure Enabler role will both facilitate and provide support for the delivery of those key priorities.

### Reason for recommendation:

To enable a monitoring, delivery and reporting framework are put in place for the delivery of the Leisure & Built Facilities Strategy. Also the Leisure Enabler will work with internal Services and provide support in the delivery of the key priorities and identify where additional resource may be required to ensure completion of the tasks.

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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** [EDDC Leisure Strategy Action Plan 5 Year 2022-2027](#)

**Link to [Council Plan](#)**

Priorities (check which apply)

- Better homes and communities for all
- A greener East Devon
- A resilient economy

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## Report in full

### Discussion items:

- To discuss and sequence the priority 1's in respect of their urgency;
- To review the completion timelines as indicated in the table below – are these still achievable and realistic?
- To agree the role of the Leisure Enabler in facilitating the delivery of the priority actions and any potential additional resource implications for internal Services within the context of existing service workloads.
- Agree a structured approach to reporting by Officers to future Forum meetings on progress being made and a platform to raise any issues of concern in meeting timelines that can lead to a review of completion dates and also if additional resource is required to enable the action to be delivered – consider excel spreadsheet with report papers as template for reporting.

### Summary of key information

1. The LED Monitoring Forum is now tasked with leading the delivery of the Leisure & Built Facilities Strategy and ensuring that the actions within the Strategy are prioritised for Officers to take forward. This will enable Officers to prepare reports to the LED Monitoring Forum on progress made and any likely implications for resources and capacity within their teams to deliver the tasks.
2. The priority actions are mainly centred on the future management of the school dual use sites, negotiating the annual management fee for LED from 2023/24 onwards and developing a district-wide health and wellbeing programme that helps to provide leisure activities to improve local residents' physical wellbeing directly in their communities.
3. The Strategy's Action Plan identified the need for an additional post – a Leisure Enabler role – to take forward specific areas of new activity within the Leisure Strategy. This post is part of the three year UK Shared Prosperity Fund bid and as a new additional resource will be critical in helping the Council to facilitate and work with internal Services to deliver the priority 1 actions identified in the Action Plan.

4. The Action Plan is for a 10 year period and it has listed the following as priority 1 actions that the Forum will need to discuss to agree which are seen as the most urgent in terms of Officers progressing this financial year and into 2023/24. These actions in the table below are not ranked in priority order rather taken as listed in the Leisure Strategy Action Plan. It will be for the Forum to agree the order in which they should be tackled following discussion

| <b>KEY ACTIONS</b>  | <b>Priority</b> | <b>Completion</b> | <b>Who leads</b>  | <b>Resources needed</b>  |
|---|-----------------|-------------------|---|--|
| EDDC to revisit all stock condition survey data and associated costs within the context of the recommendations from the strategy and the need to retain and invest in its existing portfolio of leisure facilities (priority facilities are Exmouth, Honiton, Axminster). Agree a 5 – 10 year planned preventative maintenance programme of works – capital and revenue.  | 1               | 2022/23           | EDDC Asset Management Team  | Internal EDDC officer time   |
| EDDC to undertake a site options appraisal to address identified shortfall in leisure facility provision highlighted within the Leisure Strategy. The priority focus should be on:<br><br><ul style="list-style-type: none"> <li>• Cranbrook – 6 lane 25m pool, health and fitness, 4 court sports hall, 2 studios (small pool/Leisure Local as a minimum), to ideally align to development of Town Centre</li> <li>• Exmouth - ATP</li> <li>• Honiton - ATP</li> <li>• Axminster – Netball Courts</li> </ul> Consideration should be given to new and existing sites and include an integrated offer of new leisure centre(s) provision and separate arrangements for individual sports/activities, working with partner organisations in the community. | 1               | 2023/24           | EDDC Planning Team<br><br>EDDC Leisure Team<br><br>Devon County Council<br><br>Exeter City Council<br><br>Local Delivery Pilot<br><br>Relevant schools and sports clubs<br><br>NGBs | Internal EDDC officer time.<br><br>External consultants for Cranbrook business case – circa £50k.  |
| The refurbishment of Colyton ATP to be undertaken as a priority during Summer 2022 and for Exmouth ATP to completed by Autumn 2023 and for these works to be reflected in the Council's capital strategy.   | 1               | 2023/24           | EDDC Asset Management Team<br><br>EDDC Leisure Team<br><br>LED<br><br>Colyton Grammar School  | Internal EDDC officer time<br><br>LED<br><br>External contractors  |
| EDDC to renegotiate all existing dual use facility agreements, in favour of the Council to increase access and value for the East Devon Community. Daytime access is the priority to achieve. Following re-negotiation daytime programmes to be developed focussing on older people.  | 1               | 2024/25           | EDDC Legal Services<br><br>EDDC Leisure Team<br><br>LED<br><br>Devon County Council<br><br>Schools and  | Internal EDDC officer time<br><br>LED<br><br>External contractors<br><br>Internal EDDC officer time - leisure, legal*, asset management<br><br>Devon County Council Relevant |

|   |   |         |                              |   |
|---|---|---------|------------------------------|---|
|   |   |         | Board of Governors           | Schools External leisure consultants? Circa £5k<br><br>*Additional dedicated legal resources required |
| EDDC to renegotiate and possibly extend the terms of the existing contract with LED. As a minimum, the following principles should be incorporated:<br><ul style="list-style-type: none"> <li>• LED to submit business plan through to end of contract period which will present year 1 baseline breakdown of all income and expenditure (Profit and Loss Account) for each site including the health and wellbeing programme.</li> <li>• The business plan will provide the equivalent information for each year through to the end of the contract period, showing the management fee payable by the Council to the operator, increased by RPI annually.</li> <li>• The business plan will clearly show the management fee payment allocated to each site P and L account.</li> <li>• This management fee will replace the existing 5 year fixed service fee.</li> <li>• In re-basing the contract, EDDC should consider the introduction of: (1) a utility benchmarking procedure to be applied at a frequency to be determined. Whilst the utility tariff rate should be shared between Council and LED, the risk associated with increased energy consumption should remain the responsibility of the operator. (2) Pandemic cover, ensuring that LED will be in a 'no better, no worse' financial position, but any payments will not be unrestricted and will follow an 'open book' policy.</li> </ul> | 1 | 2022/23 | EDDC Leisure Team<br><br>LED | Internal EDDC officer time<br><br>External consultants - circa £5k                                    |
| Any revised contract should clearly set out EDDC's key principles and outcomes for sport, health and physical activity and establish key performance indicators (KPIs) against which the contractor will be monitored e.g. participation targets for under-represented groups, levels/frequency of participation measured against Sport England Active Lives annual data returns, East Devon Public Health priorities etc.  | 1 | 2022/23 | EDDC Leisure Team            | Internal EDDC officer time<br><br>External consultants  |

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### **Financial implications:**

The financial details are contained in the report

### **Legal implications:**

The report does not identify any legal implications requiring comment