

## Annex A

### Scrutiny Report: GLL Annual Performance Report 2022-23



1. GLLs vision is:

“To empower local communities to achieve better quality of life”.

2. Our aim is to increase participation in leisure, sport and culture to improve health and social wellbeing outcomes through the promotion, provision and delivery of quality facilities and services.
3. Established in 1993, GLL is the largest UK-based charitable social enterprise delivering leisure, health and community services. Under the consumer facing brand Better, we operate 240 public Sports and Leisure facilities, 120 libraries, 10 children’s centres and 5 adventure playgrounds in partnership with 50 local councils, public agencies and sporting organisations. Better leisure facilities enjoy 50 million visitors a year and have more than 650,000 members.
4. GLL recently celebrated 30 years of its inception and 15 years of the GLL Sports Foundation which engages:
  - To support young people with athletic talent to achieve their full sporting potential by reducing the financial burden of training and competition costs.
  - To bridge the gap in sports inequalities and give young athletes the opportunity to reach their potential.
  - To inspire local communities to participate in physical activity and aspire to achieve, using our ambassadors.
  - To seek long-term sporting legacy and coordination with national talent development pathways.
  - To be the largest independent athlete support scheme for talented young people striving for national and international sporting success
5. The GLL contract with City of York Council operates under a Design, Build, Operate and Maintain contract (DBOM), which started in December 2017 for 13 years. This enables us to run the following leisure centres in York: Burnholme Sports Centre, Energise Leisure Centre, Yearsley Pool and York Stadium Leisure Complex.

6. In the year from April 2022 – March 2023 the four leisure centres and the stadium had a total patronage of 636,729 people an increase of 5% from the previous year and but also an additional 194,309 people visiting the stadium to watch matches.
7. Investment has been a key focus in the year since we last came to scrutiny, staff, capital etc. Capital investment into the centres along with ongoing maintenance ensures that all the facilities are maintained to a high standard. In 2022/23 £414,963 was invested into centres of which £243,816 was into the stadium. It is planned in 2023/24 to spend a further £305,132 of which over £70,000 is being reinvested into the stadium to enhance operations and customer experience.
8. In 2023 GLL reviewed its five-year plan for 2023-2027 with new Core Values. Many of which accompany the new CYC four core commitments.
  - Customers and Communities at our Heart
  - Tackling Health Inequalities
  - Partner of Choice
  - Respecting the Planet
  - The Better Way of doing Business
  - More than a Job
9. GLL's Physical Activity and Health Plan is aligned to the City of York Councils 10-year (2022-2032) Health and Wellbeing Strategy. We will also continue to assist in the delivery of the Climate Change Strategy in line with objectives to ensuring a more sustainable service is achieved.

### **Burnholme Sports Centre**

10. This reasonably new sports centre has continued to grow over the past year ensuring a greater use of the centre for the local community for sports users but also those organisations using the centre for clinical services. The centre has also expanded its opening times on a weekday morning from 7am to accommodate this increase.
11. The NHS continue to use the centre three days a week for MSK (Musculoskeletal) outpatients, this enables a clear pathway from the NHS into the Healthwise programme to offer long term support for those that require it.
12. For the younger generation the gymnastics programme has been outsourced to a local company that offers similar services at Energise Leisure Centre, over the past few months this offering has increased and now the centre hosts birthday parties.
13. Toddlers World sessions have been fully implemented this year and occur twice each week for children between the ages of 6 months to 4 years to have an affordable soft

play experience. We offer dedicated SEND (Special education needs and disabilities) sessions on this equipment in the school holidays through our partner SENSes.

14. The centre has gradually increased its health and fitness membership with a demographic representing the local community. With an assortment of health and fitness classes that range from Pilates to Circuit Training to dedicated Healthwise sessions.
15. Burnholme Sports Centre continues to host Covid and Flu vaccinations to the residents of York, with the centre and staff working closely with Nimbuscare.
16. An array of sports clubs is expanding the sports centre patronage including YCFC foundation, Ultimate Frisbee, Ainsty gymnastics, SENSes sessions, Tang Hall Smart and Fulford Junior Football club.
17. The housing development at Burnholme continues to offer a few challenges, with three sides of the sports centre being utilised for the construction works. GLL is in constant dialog with the council and contractor and other key stakeholders during this process.

### **Energise Leisure Centre**

18. Energise has seen an increase in staffing levels in the past 12 months to meet with demand and improve the customer experience for the residents of Westfield and the surrounding wards, a number of staff are also now on apprenticeships ensuring they are well trained for the role that they are in and allow for progression.
19. A large investment into the Energise Sports hall will see long term benefits. The floor has been sanded, relined and resealed which has brought permanent markings for Roller Derby instead of the tapped circuit. The first generation of LED lighting has also been replaced and the walls have been painted within the guidelines of Sport England. All these works occurred outside of the York High School curriculum time to ensure there was no down time in the pupil's education.
20. The centre has also seen investment not visible to the public with an upgrade to the Building Management System (BMS) allowing better control of the entire building for first time along with a new fire alarm system.
21. The Fitness suite has seen an increase to the size of the indoor cycling studio along with brand new Technogym indoor bikes. A number of pieces of fitness equipment have also been exchanged following customer feedback and change in trends, this alongside rebranding in the fitness and studio areas has been welcomed by customers.

22. The centre staff continue to work with York High School (YHS) enabling a balanced programme for their pupils in a fantastic sporting venue. Communication is key between all parties and regular meetings occur to ensure this is actioned, maintained and recorded.
23. The pool hall and fitness suite have also seen investment with LED lighting installed to reduce consumption while reducing its carbon footprint. While new pool chemical controllers have been installed to ensure the pool water quality is maintained to the highest levels.

### **Yearsley Pool**

24. Since the last scrutiny report, significant investments have occurred at Yearsley Pool to reduce the utility consumption and reduce its carbon footprint in line with the City of York's Council Climate Change Strategy. Two large pool covers have been installed along with upgrading of LED lighting and PIRs and tighter controls on the programming with regard to the Building Management System.
25. Yearsley Pool yet again showed its high levels of customer satisfaction when it came to the GLL Annual User Survey. It had the 2<sup>nd</sup> highest Net Promoter Score (NPS) in the company at 73%. York Partnership came top out of the entire company (45 partnerships). Along with being in the top 5 for overall customer experience, 2<sup>nd</sup> in staffing, cleanliness and value for money.
26. Comments from the Annual User Survey also highlighted areas for improvement in 2022/23, these have been actioned with regards to locker improvements and the upgrade of the showers.
27. Aqua Splash has been reintroduced into the pool with success, with group bookings i.e. scouts, schools and parties now being booked. The pool is also working with targeted funding for groups that benefit from inclusion into swimming for young families.
28. The workout programme has increased to four Aquafit sessions which is a 100% increase from the previous year and shows a positive trend in people wanting to remain healthy with the aid of the low impact class.

### **York Leisure Centre**

29. York Leisure Centre has grown further in 2022/23 with additional services being offered to residents in the form of the new York Against Cancer Leveson Centre and a further NHS outpatient's service for weight management and MSK (Musculoskeletal).

30. The model for having so many services within the same location is seen as good practise and has been showcased across the industry and into international literature. Although sometimes challenging the rewards for the local community are impressive.

31. For reference GLL is the landlord to the tenants below and ensures that all key stakeholders have a venue that can showcase their organisations but also to the city of York and further afield. The complex consists of the following organisations:

- Better York Leisure Centre (GLL)
- York Against Cancer (YAC) and Leveson Centre
- Little Gym
- York Rugby League Football Club (YRLFC)
- York City Football Club (YCFC)
- York Stadium Management Company (SMC)
- York Explore and Archives
- CGC Event Catering
- Little Yorkshire Coffee Company
- NHS York and Scarborough Teaching Hospital
  - i. Training services
  - ii. Weight Management
  - iii. Blood
  - iv. Sleep
  - v. Eyes
  - vi. MSK (Musculoskeletal)

32. York Leisure Centre was inspected under the Sport England's continuous improvement scheme called Quest. It successfully gained an Excellent rating along with receiving two independently assessed standards for Exercise Referral Tackling Inequalities in Leisure.

33. Junior activities at the centre include swimming lessons, Clip n Climb sessions, Family fun water sessions, Toddlers World (soft play) and the outside play area. Further investment is planned in 2024 with additional soft play being offered for older children.

34. York Leisure Centre continues to work with its partners to enhance their customers experience, for example the York RLFC Inclusion Day used the sports hall for wheelchair rugby and 4g pitches for Inclusive Rugby, which was a great success.

### **LNER Community Stadium**

35. The LNER Community Stadium is managed by the York Stadium Management Company (York SMC) who are responsible for delivering operational and maintenance services in accordance with contractual agreements subjugated from City of York Council via GLL. The Company was originally 100% owned by York City

Football Club, however a full equity share transfer was completed in September 2023 resulting in GLL being the current owners.

36. The stadium continues to focus on the delivery of 4 key areas for users of the stadium (being the licensed clubs and other third parties from time to time):

- Match day operations
- Ticketing
- Facility maintenance
- Corporate services (i.e., finance, legal, IT, marketing etc.) to support the above

37. The stadium's capacity has remained unrestricted (at 8,510) since September 2021. A transparent and effective working relationship exists with the local Sports Safety Advisory Group.

38. Since April 2022 a total of 153 fixtures have been held at the stadium up until November 2023:

- York City Football Club (YCFC) - 51
- York Rugby League FC (York RLFC) - 42
- SMC – 60 (for various hosts, including RLWC21, RFL, Leeds United, Leeds United U21s, Hull City U21s, Sheffield United U21s and a host of community fixtures)

39. The number of tickets sold for the above fixtures (i.e., from April 2022 – November 2023) totalled: 342,918:

- YCFC – 225,861
- York RLFC – 59,029
- SMC – 58,028

40. Since opening in May 2021, the stadium has hosted 225 fixtures and sold 454,170 tickets for those fixtures.

41. Initial challenges in operational delivery from late 2021 have been addressed through a combination of structured investment in the stadium's infrastructure, implementation of strict processes and internal controls and tight financial management. The approach has been in 3 parts:

- Intervention – strategic, financial and operational intervention to bring in the right people and enhance communication for all stakeholders.
- Consolidation – embedding the various initiatives identified as essential to protect economic value within the SMC in the interest of all stadium stakeholders, and
- Growth – using the above to provide a platform for value creation and showcasing the stadium as a community asset with opportunities for

continuous commercial and awareness building initiatives in the foreseeable future.

42. As of 30 November 2023, the SMC was fully compliant with its Match Day Agreement obligations and continues to work positively and constructively with GLL, City of York Council and the licensed clubs to deliver continual improvement initiatives.

43. The SMC's initial strategic intentions were to become the region's leading Community Sports Stadium by way of:

- The ultimate, seamless ticketing journey.
- An outstanding stadium experience (for spectators and user clubs).
- The highest standards of operational compliance, and
- A regional and national awareness building campaign alongside key strategic partners to capture future events from high profile clubs and governing bodies.

44. Since being acquired by GLL, it is apparent that this strategic direction is one that is fully supported by GLL – with the additional focus on aligning closely to GLL's own strategic intentions across the UK.

45. Since April 2022, a total of £289,000 has been invested in the stadium's capital infrastructure covering the following areas:

- Stadium TV's (internal & external)
- Ticket system hardware (access control)
- IT & power infrastructure (supporting broadcasting needs)
- Stadium access controls
- 4<sup>th</sup> changing room (required for RLWC21 and subsequently used for other double-header fixtures)
- Stadium fit out (tables, shelving etc.)
- Stadium cleaning machinery
- Pitch maintenance equipment
- Stadium signage

46. The following provides an update on progress/initiatives since that will continue into 2024:

47. Since April 2022, York SMC has grown its workforce from 5 FT staff, 3 PT staff and 8 casual staff (total 16) to 5 FT, 5 PT and 37 (total 47).

48. This increase is a deliberate transition towards using SMC's own/preferred stewards (increasing loyalty, competence & reducing cost to users) and cleaning staff – mitigating exposure to third party providers.

49. York SMC intends investing in a large scoreboard from June 2024 and, as a second phase of potential investment, perimeter LED advertising boards – the purpose of both being to allow the licensed clubs to maximise advertising income through additional sponsorship offerings.
50. Minimising financial exposure to the SMC, both the scoreboard and LED boards would be 'hired' from the SMC on a monthly or per match basis. Indicative support for this has been verbally obtained from both clubs (as well as a temporary scoreboard solution between now and June 2024)
51. The current ticket platform providers (Advanced) announced in May 2023 their intentions to withdraw from the ticketing market in which they currently operate. The SMC's contractual commitment to Advanced expires (after a 5-year deal) in April 2024 and this allows SMC to source and procure a replacement system (Future Ticketing – FT).
52. Since September 2023, FT's system has been run in parallel with Advanced and used to launch York RLFC's 2024 season ticket campaign and also sell tickets for SMC fixtures (primarily Leeds United U21s). The practical and reporting functionality from FT is exceptional compared to Advanced and York RLFC are extremely happy with its performance.
53. It is the intention to transfer YCFC's match day and season ticketing offerings onto FT for the onset of the 2024/25 season – requiring set up for that to commence in early 2024 to facilitate the launch of their 2024/25 season ticket campaign.
54. Ongoing investment in pitch quality/rating equipment to support maintenance and advocate quality settings will continue. The next pitch renovation will be during June 2024 in order to comply with the pitch warranty.
55. The transition of ownership from YCFC to GLL has allowed SMC to press ahead with developing its own digital marketing footprint and social-media engagement platforms.
56. A significantly improved website offering is also currently in progress, which is specifically intended to enhance the customer journey for supporters attending the stadium.
57. York RLFC are currently hopeful of competing in the RFL's Super League in 2025. This is not yet guaranteed, however additional stadium investment may be required if they are successful.
58. One area of additional investment that may be necessary (in addition to the scoreboard and LED boards referred to above) is a potential upgrade to the current floodlight lux. It is unlikely that SMC will be required to fund this upgrade, however



discussions with City of York Council and York RLFC will be required to clarify exactly what is required, and who is responsible for funding.

59. The SMC's funds are provided on a 'non for profit' basis – any surplus being reinvested into the stadium's assets or operations, rather than distributed to private owners. It is hoped that this will enable the SMC to create a sinking fund for additional capital investment in due course. Over the next 6 months, SMC is hopeful of completing its consolidation phase of its 3-year transformation plans and thereafter the opportunities to create such a fund can be more realistically considered.

## **Healthwise**

60. Healthwise is a physical activity referral scheme dedicated to keeping individuals fit and healthy, whether living with a health condition or looking for support and guidance. Healthwise York work with local GP's, Physiotherapists and other health care professionals (HCP's) that represent the key stakeholders for the programme.

61. The York Partnership has a dedicated team and Health Manager to assist in the delivery of the Community, Healthwise and Physical Activity Plan in partnership with the York Physical Activity and Sport Strategy 2020-2030.

62. The York partnership has established important relationships with various health partners in the city. Some of these partners include the Public Health Teams, NHS MSK, NHS Outpatient Services, NHS Community Appointment Days, and additional partners such as the York Coronary Care Support group and York Against Cancer.

63. Physical activity plays an essential role in preventing and managing a wide range of health conditions. At GLL we offer Physical Activity Referral Schemes (PARS) at our leisure centres across York. GP's and other Health professionals can refer their patients to our low-cost programmes to help improve, manage or prevent health conditions such as high blood pressure, diabetes, asthma, arthritis, overweight/obesity, cancer, cardiac, depression or anxiety, osteoporosis among other conditions.

64. Cost as a pay as you go member is £4.50 per session or as a Direct Debit member of £25 per month. There is no contract or tie in the scheme.

65. The York Health Manager sits on the Public Health, Healthy Weight Steering Group for York which is working towards a healthier city for our residents. As part of the tier service for obesity the Better centres across York provide facility space and equipment for partners such as the Health Trainers in Public Health who provide a Tier 1 service and the Tier 3 NHS weight management service.

66. Furthermore, with the recent renovations to provide outpatient services in the Lantern at the stadium; all the services include Health trainers, the NHS Tier 3 Weight

Management service and MSK with the added tier 2 service that Healthwise deliver, provide a complete service that is aimed to reduce obesity in our city.

67. At Energise Leisure Centre, Burnholme Sports Centre and York Leisure Centre the Healthwise team is working in partnership with the City of York Health Trainers, working towards decreasing health inequalities and the wider determinants of health.
68. Energise Leisure Centre has also been closely working with the Adult Social Team to provide services within the Hydro pool to support individuals with disabilities. The Healthwise team operates a specialist class for health referrals that require specialised care, such as fragility and post-operative care.
69. The York Teaching Hospital MSK team have been operating their services from Burnholme Sports Centre prior to the Covid lockdown; initially starting with two days a week, it has now increased to three days, bringing additional benefits to the partnership with our Healthwise programme. The collaboration between Healthwise and the MSK teams has resulted in an increase in referrals for physical activity programs, with 83.7% of referrals from the MSK team starting the Healthwise program in 2023.
70. Tier 2 Adult Weight Management Programmes (AWMP) are delivered throughout the York centres: Energise Leisure Centre, York Leisure and Burnholme Sports Centre. In 2022, funding of £50,000 was obtained from Public Health England, and with good attendance and success, a further £50,000 was obtained for 2023.
71. In conjunction with The York Coronary Care Support group who operate Phase IV cardiac classes at the York Stadium facility. Better's own Cardiac rehabilitation programme at Energise Leisure Centre is designed for those who may have had a cardiac event and have been referred either from their GP or from a Phase 3 team at the local hospital. The programme safely explores the benefits of physical activity and provides individuals with the tools to develop the lifestyle behaviours needed for a smoother recovery, including healthy eating habits and stress management techniques.
72. York Against Cancer (YAC) is a major supporter of cancer programs, providing funding for free sessions in the specialist iCANmove cancer sessions.
73. YAC has recently secured funding for a partnership between themselves, Macmillan, and the Healthwise team to support a pre-rehab program for newly diagnosed Lung cancer patients.
74. The Healthwise team is coordinating this program in collaboration with the York University research department on exercise adherence in pre-operative or treatment provision.

75. The specialist Aqua Health sessions held at Energise Leisure Centre, York Leisure Centre and Yearsley pool are delivered by a Healthwise facilitator who is a trained Sport England instructor that has created a unique programme for patients to exercise safely in the water with a personalised activity programme. This is unlike any other class we deliver where the patients have an experience of a gym workout but in water.

76. The Healthwise team are all Mental Health First Aiders, which has proven beneficial to the team whilst consulting with the patient referrals and to support colleagues within the York Partnership. The team are also qualified to deliver specialist advanced classes in exercise rehabilitation:

- L3 Exercise referral qualified
- L4 Cancer Rehabilitation Specialists
- L4 Cardiac Phase IV
- L4 Diabetes and Obesity
- L4 Lower Back Specialists
- Pilates Instructors
- Women's Health

77. The Healthwise classes are designed to help patients develop the knowledge, skills and confidence they need to improve their health and wellbeing. Our principal objectives are to deliver programmes that are designed to improve people's health and reduce health inequalities particularly in deprived areas. We aim to promote physical and mental wellbeing and to increase participation through engaging residents who have long term conditions in regular physical activity to help them manage or improve their condition. Healthwise classes have over 30 specialist classes that are outlined below to help patient referrals achieve this goal:

78. Between April 2022 and the end of March 2023 Healthwise received 1075 referrals of which 863 started and 723 completed the scheme. Following completion of the programme we offer a discounted membership we currently have over 1000 participants accessing this membership.

## **Community Sports**

79. The LNER Community Stadium hosted the biggest sporting event in November 2022 with the Women's Rugby League World Cup. The event showcased that York could host an international event, that involved the whole city including the universities, Make it York, the Council and many other stakeholders.

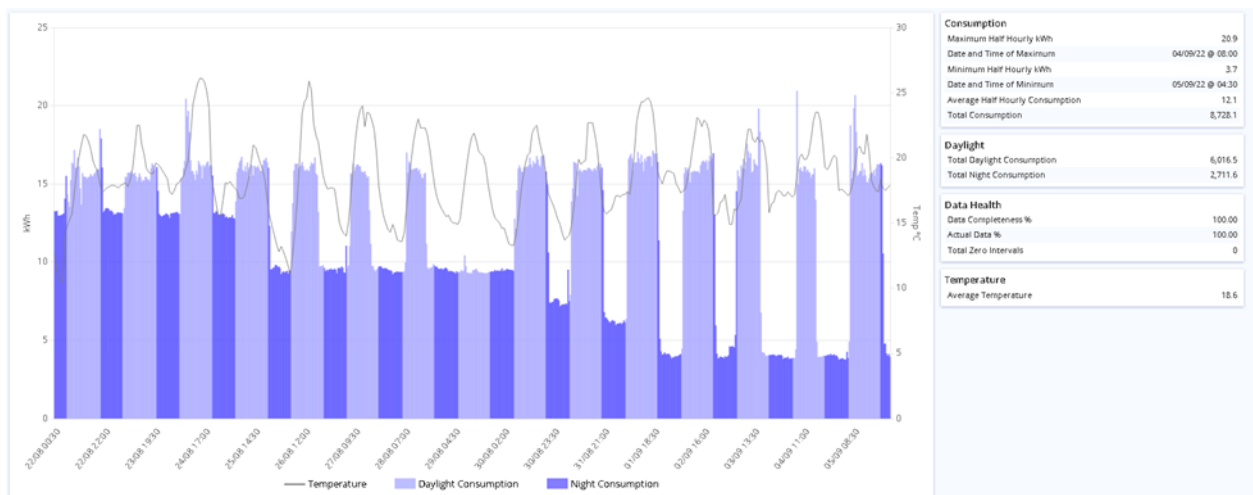
80. The legacy of the event added a fourth changing room to the venue along with enhanced security measure and infrastructure. Along with a sense that the stadium and stakeholders having a solid belief that the City of York can host events that all organisations and residents can get behind.

81. With the successful Rugby League World Cup in November 2022 GLL and the SMC were approached by World Rugby (Union) to register interest in the Women's World Rugby Cup 2025. Upon a successful partnership between the council, GLL, SMC, YCFC and YRLFC the period of the competition for 2025 tournament was agreed and we were therefore awarded a number of group stage games in the summer of 2025, once again putting York on the national and international map.
82. We commissioned AccessAble to complete audits of the four leisure centres and stadium in order to enhance the customer experience, the details are on the each of the centre's website pages as well as the main AccessAble website. Action plans with recommendations was also presented for centres to review alongside a staff workshop.
83. Three centres went through the Sport England continuous improvement scheme called Quest. Energise Leisure Centre and Yearsley Pool were awarded 'Very Good' while York Leisure Centre achieved 'Excellent'. Both Energise and York LC were also awarded the standards is Tacking inequalities in Leisure and Exercise Referral. Work now continues maintaining and improving the scores.
84. GLL have provided funded memberships for all Looked after children and care leavers. We offer a funded membership or limited access to swimming lessons to break down barriers to activity participation, with a peak of 74 individuals accessing service.
85. Yearsley Pool hosted the annual Swimathon in May 2023, however this time a slightly different approach was made to run the maximum three sessions over the three-day period which enabled swimmers to complete the triple 5k swim. The pool remained open to the public as 3 lanes were utilised on all occasions.
86. The Community Sports Manager and GLL staff team attended a number of job events including York High Careers Fair (with mock Interviews), Acomb and York RI jobs fairs, York Learning Career Talk and an apprenticeship fair at York Race Course.
87. Although the leisure centres host work experience opportunities for young people on a regular basis, York Leisure Centre has started a partnership with NHS England Choices College for young people adults aged 16-24 with learning disabilities/difficulties and or Autism.
88. Energise Leisure Centre hosted the York Sight Loss Council My Sight event in November of which the aim was to raise awareness of accessible sports and leisure activities available locally and help people to get more active. This encompasses both ours and CYC core ideals.
89. Netball Youth Camps occurred at Energise Leisure Centre during the May half term and Easter holidays with the partnership being expanded into 2024.

90. Pickleball has been introduced at Burnholme Sports Centre, this new sport is fast becoming one of the most popular racket sports in the world, Pickleball brings together some of the best elements of tennis, badminton and table tennis and is a fun, exciting game for people of all ages and abilities. It is played on a court the same size as a badminton court, using a shorter tennis-style net.
91. Warm spaces – Energise has signed up again to be the York Partnership hub for Warm Spaces this winter. The aim is to provide a warm relaxing space with charging points and free Wi-Fi.
92. There has been an increase in club bookings at Yearsley Swimming Pool with many aquatic clubs from across North Yorkshire and beyond now utilising the pool for long course training which is unique to York.
93. The York partnership sponsored four awards at the 2023 York Sport Awards with the Active Primary School award, Active Secondary school award, Sustainability award and Diversity and Inclusivity award. GLL has supported the York Sport Awards since 2018.
94. The York Partnership was approached by the disability group SENSes regarding the provision and hire available for disability groups. We have hosted a number of sessions with SENSes with Toddlers World at Burnholme Sports Centre and Aqua Splash at Yearsley Pool.
95. The York Partnership once again supported the York Older People's Assembly 50+ Festival in September with a range of activities across the centres.
96. York Leisure Centre and Yearsley Swimming Pool hosted the annual GB deaf swimming event and gala in October 2023, with over 30 participants attending,

## **Respecting the Planet**

97. GLL and the SMC has invested significantly into the leisure centres and stadium to ensure they are maintained to the high standards that we strive for, this includes reducing our reliance on fossil fuels and reducing our energy consumption.
98. This graphic below shows Yearsley Pool electrical consumption 22/08/22 – 05/09/22 and the impact of when the pool covers were commissioned, Air Handling Units turned off along with other savings. The overnight baseload has been reduced from circ. 28kWh to 8kWh.



99. Over the past few years GLL in partnership with CYC have been actively seeking to reduce our carbon footprint and reduce utility consumption with the benefit of all stakeholders and the environment. The paragraphs below show the continued investment into the centres.

100. Energise Leisure Centre

- LED lighting in the sports hall, studios, pool halls, fitness suite, reception and concourse
- Pool covers installed on the main pool and small pool.
- Replacement and enhancement of the Building Management System (BMS), to better control the environments within the centre including the Air Handling Units (AHUs) and the older part of the building.

101. Yearsley Swimming Pool

- LED lighting in back-office areas, including the slipper baths.
- Two pool covers over the main pool installed in September 2022.
- The Building Management System (BMS) was replaced with a change to proactively alter the closed protocol of the Air Handling Units.

102. York Stadium Leisure Complex

- Centre already covered 100% by LED lights with the exclusion of the stadium floodlights.
- Pool covers on the main pool and small pool.
- Reduced the timings of PIR lighting in low use areas.
- Reduced the pool variable speed drives speeds.

103. Across all the centres through general housekeeping and tighter controls of the Building Management Systems has seen:

- Reduced pool temperatures i.e., main pools from 29c to 28c.
- Reduced pool hall temperatures.
- Air conditioning on at peak times only.
- Air Handling Units (AHUs) turned off over night as pool covers in operation.
- Regular review of nighttime kWh baseloads.

- Regular review of BMS including timetable programming.
- PIR light sensors time limits reduced.

104. GLL have submitted funding from the Swimming Pool Sustainability Fund capital for three solar PV arrays to be on the roofs of the three swimming pools. The arrays could potentially generate 463 kW a year reducing the carbon footprint by 89 tonnes a year. The funding would also go towards lagging of pipes and other measures to make the council facilities more carbon neutral.

105. We are working with Applefields School to repurpose a piece of unused land the border the sports centre and school into an accessible nature reserve for their pupils.

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