



An **EXTRAORDINARY MEETING OF THE COUNCIL** will be held at the **ROYAL ALBERT MEMORIAL MUSEUM, QUEEN STREET, EXETER** on **TUESDAY 24 MARCH 2026**, at 6.00 pm, at which you are hereby summoned to attend.

If you have an enquiry regarding any items on this agenda, please contact the Democratic Services Manager - [democratic.services@exeter.gov.uk](mailto:democratic.services@exeter.gov.uk)

The following business is proposed to be transacted:

### 1 **Declarations of Interest**

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda and which have not already been included in the register of interests, before any discussion takes place on the item. Unless the interest is sensitive, you must also disclose the nature of the interest. In accordance with the Council's Code of Conduct, you must then leave the room and must not participate in any further discussion of the item. Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

### 2 **Local Government Act 1972 - Exclusion of the Press and Public**

It is considered that the Committee would be unlikely to exclude the press and public during consideration of any of the items on the agenda, but if it should wish to do so, the following resolution should be passed:

**RECOMMENDED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the consideration of the particular item(s) on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1, Schedule 12A of the Act.

### 3 **Strata - Joint Executive Committee - 28 January 2026**

To receive the minutes of the Strata – Joint Executive Committee held on 28 January 2026

Pages

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**Recommended** that the Strata Business Plan be approved by the three partner Councils.

Civic Centre, Paris Street, Exeter, EX1 1JN	<a href="mailto:democratic.services@exeter.gov.uk">democratic.services@exeter.gov.uk</a>	<a href="#">Council Website</a>
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**4 King George V Playing Fields**

To receive the report of the Strategic Director for Place.

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**5 Wonford Community Wellbeing Hub**

To receive the report of the Strategic Director for Place.

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Date: Monday 16 March 2026

**Bindu Arjoon**  
**Chief Executive**

## **STRATA - JOINT EXECUTIVE COMMITTEE**

**WEDNESDAY, 28 JANUARY 2026**

Present:

Councillors Palethorpe, Bialyk and Arnott

Apologies:

None

Officers in Attendance:

Steve Mawn, Director of IT and Digital Transformation

Neil Blaney, Director of Place

Christopher Morgan, Assistant Democratic Services Officer

Suzanne Edwards, Strata Finance Manager

Andrew Hopkins, Head of Service, Digital and Data (EDDC)

**These decisions will take effect from 10.00 a.m. on Wednesday 4 February unless called-in or identified as urgent in the minute**

**7. ELECTION OF CHAIR**

It was proposed by Cllr Arnott, seconded by Cllr Bialyk and

RESOLVED

That Cllr Palethorpe be elected Chair of the Committee for 2025-2026.

**8. MINUTES**

It was proposed by Cllr Arnott, seconded by Cllr Bialyk and

RESOLVED

That the minutes of the previous meeting be approved as a correct record and signed by the Chair.

**9. DECLARATIONS OF INTEREST**

None.

**10. QUESTIONS FROM THE PUBLIC UNDER PROCEDURAL RULES**

None.

**11. QUESTION FROM MEMBERS OF THE COUNCILS UNDER PROCEDURE RULES**

None.

**12. AMENDMENTS TO THE TERMS OF REFERENCE**

It was proposed by Cllr Arnott, seconded by Cllr Bialyk and

**RESOLVED**

That the proposed changes to the Terms of Reference be approved.

**13. STRATA BUSINESS PLAN AND STRATEGY**

The Director of IT and Digital Transformation introduced the item to the Committee.

He spoke on the successful transformation as evidenced by the reduced calls coming into Strata, MHCLG recognition, the role of enterprise architecture, and costs.

The Committee discussed the impact of Local Government Reorganisation on Strata and budgeting.

It was proposed by Cllr Arnott, seconded by Cllr Bialyk and

**RESOLVED**

That the Committee recommends the Strata Business Plan to be approved by the three partner Councils.

**14. STRATA BUDGET MONITORING AND PERFORMANCE REPORT**

The Strata Finance Manager introduced the item to the Committee.

The Committee discussed the projected outturn of £297,000, the budget savings from the EDDC graphics team, and funding for cloud servers.

The Committee noted the report.

The meeting started at 3.30 pm and finished at 4.05 pm.

Cllr David Palethorpe  
Chair

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# STRATA JOINT EXECUTIVE COMMITTEE STRATA JOINT SCRUTINY COMMITTEE

**DATE OF MEETING:** 28 JANUARY 2026  
11 FEBRUARY 2026

**PUBLICATION DATE:** 7 JANUARY 2026

**REPORT OF:** BUSINESS PLAN 2026/27

**SUBJECT:** STRATA BUSINESS PLAN REVIEW 2026/27

## 1. PURPOSE

1.1 This report set outs key details of the 2026/27 business plan.

## 2. BACKGROUND

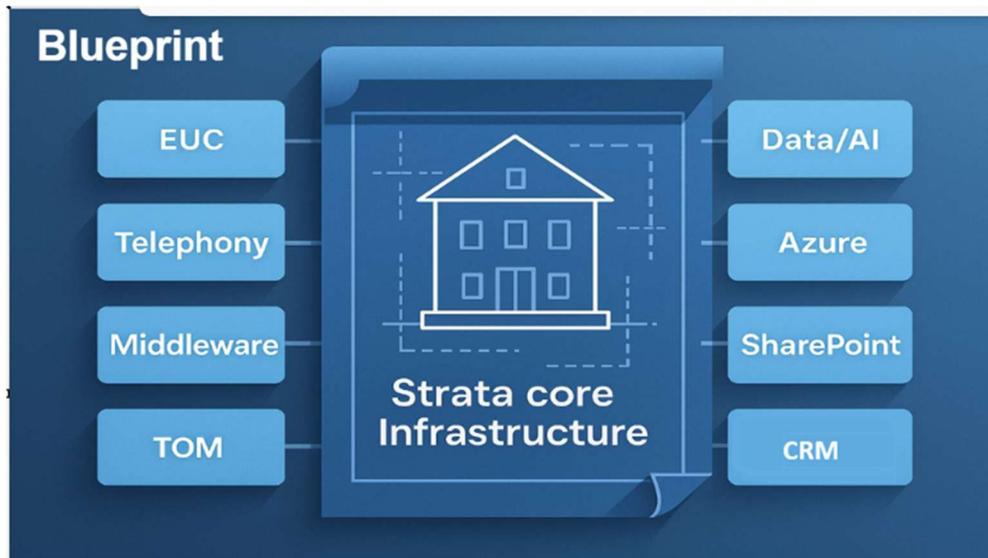
2.1 The partnership has embarked on ambitious plans to set a blueprint for the future of modern councils. This work lays the foundation for future reorganisation ensuring their technology remains scalable and forward thinking in light of LGR.

## 3. MAIN IMPLICATIONS

### **The blueprint.**

Having a designed enterprise architecture helps position Strata and its partners in the future ensuring that technology is there to transform any council and enable maximum efficiency.

These key pillars defined as the Blueprint set the Architecture that will support the councils transformation throughout 26/27:



Target Operating Model	ITIL-aligned operating model, requirements-led delivery new control boards, improved KPI performance and strong throughput (231 requests, 254 closures).
End user Computing (laptops and Desktops)	Intune-managed devices, reusable app catalogue, cloud-first delivery, building-agnostic working, supports future AVD rollout, rapid onboarding for LGR.
Corporate Telephony	NICE CXone cloud platform, AI routing, real-time Management information, integration, resilience during organisational change, scalable across councils.
Middleware (integration)	Cloud-hosted integration layer, reusable APIs, proactive notifications, reduced technical debt, supports CRM/One & Done model.
Azure (Cloud hosting)	Scalable cloud infrastructure, mobility, resilience, compliance (CAF/PSN), reduced hardware reliance, supports virtual desktops and modernisation.
SharePoint ( Document management)	Local Government Classification Scheme aligned document management, automated retention, compliance, collaboration, building-agnostic access.
Data/AI	Microsoft Fabric, Purview governance,( Microsoft data management tools) medallion architecture, predictive analytics, unified data layer, AI-ready ecosystem.
Customer Relationship Management (CRM)/Middleware	Single customer view, unified data flows, reduced hand-offs, consistent multi-channel

	experience, key enabler during reorganisation.
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## Themes of projects for 26/27

Strata have consulted with partners, and estimated the ICT resource allocation for 26/27 based on required critical LGR enabling projects. A high level overview of the themes can be seen below:

Service Maximisation	Extending existing platforms (telephony, Uniform, SAM, Legend) across councils, reducing procurement, ensuring standardisation, lowering risk/cost.
Corporate Efficiency	Automation (Disaster Recovery, Cloud optimisation), governance, AI tooling for document redaction, housing AI, CRM exploration, reducing manual workloads.
Data Driven	Data dashboards linking risk/finance/operational data, semantic models, automated pipelines, better decision insight for Members/officers.
Embedding transformation	Ongoing enabler work (SharePoint, notifications), Power Apps automation, Exeter transformation support, improving digital maturity.
Infrastructure	Transition to leased lines, virtual desktops implementation, firewall replacement, cloud network, cloud migration nearing completion, improved resilience and security.
Security/Ops	Build on MHCLGs affirmation of exemplar service, Disaster recovery rehearsals, Cyber Essentials automated patching and backup, secure-by-design architecture, improved cyber posture.

## 4 RECOMMENDATIONS

- 4.1 That the Joint Scrutiny Committee and Joint Executive Committee note the contents of the Plan and recommend to the Full Councils of the three Partner Authorities for approval.**

<b>Steve Mawn</b> Director of ICT and Transformation	<b>Contact details</b> E-mail: <a href="mailto:steve.mawn@Strata.solutions">steve.mawn@Strata.solutions</a>
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# Business Plan 2026/2027

Author:

Strata Management Team

Version:

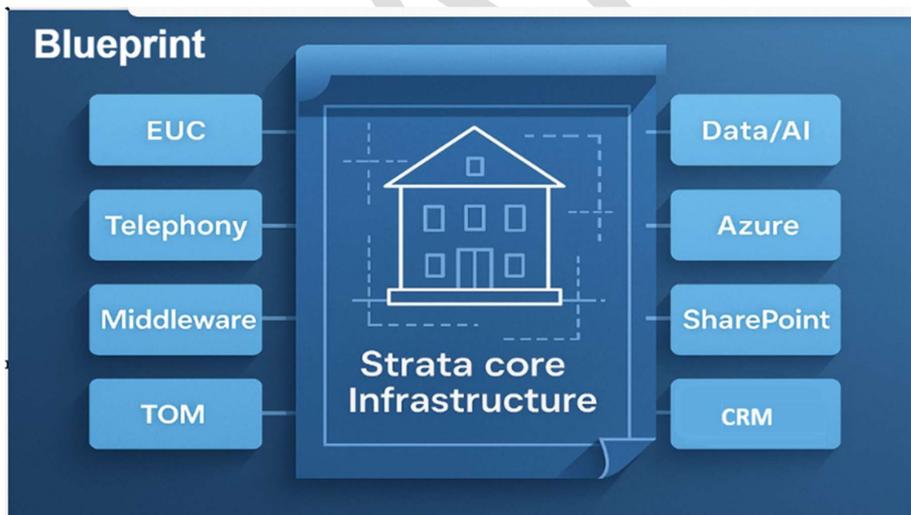
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# 1. Introduction

In 2023-24 Strata set out on an ambitious plan to lay the foundations to implement a scalable enterprise architecture for its partners. Having a designed enterprise architecture helps position Strata and its partners in the future ensuring that technology is there to transform any council and enable maximum efficiency.

These key pillars defined as the Blueprint set the Architecture that will support the councils transformation throughout 26/27:



## 1.1 Target operating Model (TOM)

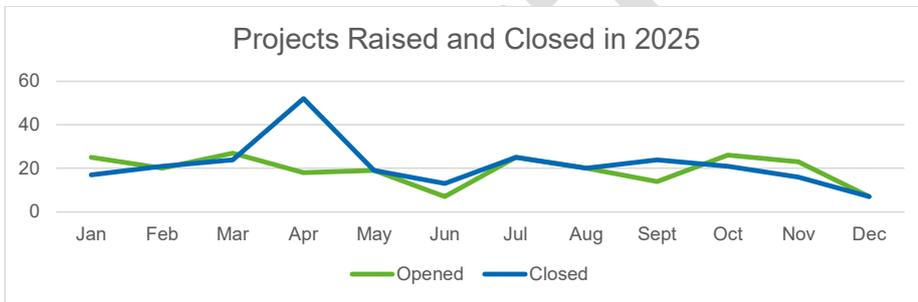
Strata and partners in 2024/25 realigned the operating model to be ITIL focused moving to a requirements, design and delivery led service. This joined with new

operational control boards has been instrumental in exceeding KPI's and demonstrating Strata's true delivery power. This can be seen clearly in the management information provided on a regular basis.

For calendar year 2025, up until 10<sup>th</sup> December when the data was captured, Strata have received 231 new Project requests and have closed 254 projects.

Commented [GR1]: How is a project defined?

Carry-over from previous years was 171 projects. This equates to an average of 20 new projects a month and an average of 23 project closures.



The number of open Projects reached a peak of 180 in January and a low of 131 in October. The spike in closed Projects in April relates to a full review with the authorities of all priorities, which resulted in a higher than usual rate of close.

As Strata gears up for significant change for our customers having a designed enterprise architecture will be critical to the future in transitioning services to new entities:

### 1.2 End User Computing (EUC)

Strata's approach to End User Computing (EUC) is a cornerstone of its scalable, future-ready blueprint for local government IT. By replacing legacy thin client technology with modern, Intune-managed laptops and packaging most applications into a centralised application catalogue, Strata has created an environment where digital resources can be rapidly deployed, reused, and scaled to meet evolving organisational needs and accelerating any future deployments.

### **1.2.1 Scalable Application Packaging**

A key strategic achievement is the packaging of most line-of-business applications into a reusable catalogue. These pre-packaged applications are ready for immediate deployment, supporting consistent user experiences and operational resilience, regardless of where staff are based or how the organisation evolves. This means that should the organisational footprint expand, such as during Local Government Reorganisation (LGR), new users, teams or even entire councils can be onboarded quickly and efficiently. Applications are not tied to specific hardware or locations; instead they are delivered on-demand to any authorised device, ensuring consistency, security and ease of management.

### **1.2.2 Building-Agnostic Digital Infrastructure**

The EUC model is fundamentally building-agnostic. Devices and applications are managed in the cloud enabling staff to work securely and productively from any location. This flexibility is critical during periods of organisational change, estate rationalisation or emergency response, ensuring that services remain available and staff remain connected regardless of physical premises.

### **1.2.3 Strategic Value in Local Government Reorganisation**

In the context of LGR whatever happens it is recognised Strata will need to be flexible in its approach as organisations merge and change. Strata's scalable EUC solution offers several key advantages whatever the footprint or model:

- **Rapid onboarding:** New councils or teams can be integrated or migrated to a digital environment with minimal disruption, leveraging the pre-packaged application catalogue.
- **Consistent user experience:** Standardised devices and applications ensure that all staff have access to the tools they need regardless of location or organisational structure.
- **Operational resilience:** Cloud-based management and delivery reduce dependency on legacy infrastructure, supporting business continuity and service excellence.
- **Cost efficiency:** Reusable application packages and centralised management lower support costs and streamline IT operations.

#### **1.2.4 Future-Ready Platform**

Strata's EUC strategy is designed to support ongoing transformation including the future implementation of Azure Virtual Desktop for specialised functions. This ensures that the digital environment remains adaptable, secure and aligned with the broader migration to cloud infrastructure.

#### **1.3 Cloud Telephony (Nice/CxOne)**

The transition to a cloud-based telephony platform marks a pivotal step in Strata's blueprint for a resilient, future-ready IT environment. With the retirement of Skype at the beginning of 2025, Strata undertook a rigorous selection process to identify and implement a scalable, enterprise-grade telephony solution. The chosen platform, NICE CXone, is designed to deliver private sector-grade management information, automated call routing, AI ready, and advanced artificial intelligence-driven call handling.

By leveraging cloud technology, the telephony platform is no longer tied to physical infrastructure or specific buildings. This building-agnostic approach ensures that communication services remain robust and accessible regardless of office relocations, estate rationalisation, or organisational restructuring. This means seamless continuity of service during periods of change enabling staff to remain connected and responsive wherever they are.

In the context of local government reorganisation, the cloud telephony solution provides the flexibility to adapt rapidly to new models or organisations. IT resources can be scaled up or down as needed, without the constraints of legacy hardware or on-premise systems. This agility is essential for maintaining high-quality service delivery and operational resilience during times of transition.

The NICE CXone platform introduces market leading automated routing and AI-powered call handling, streamlining workflows and enhancing customer experience. Management information tools provide real-time visibility into agent availability, queue performance and service demand, supporting data-driven decision-making and continuous improvement. Integration with single sign-on and presence information further simplifies day-to-day operations for council staff.

Migrating to a cloud telephony platform reduces dependency on ageing, on-premise equipment, lowers maintenance costs, and minimises the risk of service disruption. Councils benefit from predictable, consumption-based pricing and can redirect resources from infrastructure management to value-adding digital initiatives. The move also supports sustainability goals by optimising energy use and enabling smarter capacity management.

A unified cloud telephony solution will foster collaboration between councils, enabling joint projects, shared expertise, and consistent service delivery across organisational boundaries. The platform's interoperability and integration capabilities make it easier to connect systems, share data securely, and deliver a unified experience for staff and citizens.

#### **1.4 Middleware**

As part of the reduction of technical debt strata created a middleware platform that sits between any data source and presentation to applications, citizen developers and the public via the online portal. The design ensures the platform being situated in the cloud is building and network agnostic allowing a "plug and play" mode of operation allowing partners and future partners to benefit from any application integrations within the catalogue. The platform is core to proactive communications monitoring data changes within back-office systems triggering notifications via a multitude of medias i.e. txt, email call back etc.

#### **1.5 Azure Cloud Technology**

Cloud technology and specifically the adoption of Microsoft Azure, is now central to Strata's vision for a future-proof, scalable enterprise architecture. In the context of local government reorganisation, the move to a building-agnostic cloud server platform is not just a technical upgrade it is a strategic enabler for transformation, operational resilience and service innovation.

Azure provides a highly scalable infrastructure that can dynamically adjust to the changing demands of partner councils. As local government structures evolve whether through re-organisation, shared services, or new partnership models the cloud ensures that IT resources can be rapidly scaled up or down without the

constraints of physical premises or legacy hardware. This flexibility is essential for supporting both day-to-day operations and major transformation programmes.

By decoupling IT infrastructure from specific buildings, Azure enables true mobility and continuity of service. Councils can consolidate, relocate or repurpose office space without being limited by server rooms or on-premise systems. This is particularly valuable during periods of organisational change, estate rationalisation or emergency response, ensuring that critical services remain available to staff and citizens regardless of location.

Harnessing Microsoft's ongoing investment in security Azure delivers robust protection for council data and systems. The platform benefits from advanced threat detection, automated patching and compliance with national and international standards. This is vital for local authorities who must safeguard sensitive information and demonstrate compliance with frameworks such as the Cyber Assessment Framework (CAF) and Public Services Network (PSN) requirements.

Migrating to Azure reduces dependency on ageing, on-premise hardware, provides comparable maintenance costs and minimising the risk of service disruption. Councils benefit from predictable, consumption-based pricing and can redirect resources from infrastructure management to value-adding digital initiatives. The cloud also supports sustainability goals by optimising energy use and enabling smarter capacity management

Azure underpins the delivery of modern digital services, from virtual desktops and remote working to advanced analytics and AI-driven solutions. It provides a standardised, future-ready platform for application modernisation, integration and the rapid deployment of new capabilities empowering councils to respond quickly to citizen needs and policy changes.

A unified cloud platform fosters collaboration between our partners councils, enabling shared services, joint projects, and the pooling of expertise. Azure's interoperability and integration capabilities make it easier to connect systems, share data securely and deliver consistent experiences across organisational boundaries.

Migrating to Azure takes a considerable amount of skill ensuring the business case is comparable and when configured in this tried and tested approach cost remains comparable to on premise but provides significantly more benefits.

### 1.6 SharePoint and Local Government Classification Scheme

**Commented [AL2]:** This has been updated to 'Local Government Functional Classification Scheme'

The deployment of SharePoint as Strata's document management system is a key to a modern, scalable, and resilient information environment. In today's local government context—where the volume, diversity, and importance of unstructured documents are ever-increasing—SharePoint provides a robust, cloud-enabled platform that ensures secure document retention, discoverability, and compliance.

SharePoint's cloud-based architecture and the way it has been implemented means that document management is no longer tied to physical servers or specific locations. This building-agnostic approach is critical for councils across Devon, especially during periods of organisational change, office relocations, or estate rationalisation. Staff can access, collaborate on, and manage documents securely from anywhere, supporting flexible working and business continuity.

At the heart of this SharePoint deployment is the adoption of the Local Government Functional Classification Scheme (LGFCS). Unlike traditional department-based filing structures, this standard organises documents by function reflecting the actual services and activities delivered by councils. This approach ensures that records are consistently categorised, regardless of organisational changes, mergers or restructures. It supports efficient information retrieval, robust retention policies and seamless compliance with statutory requirements.

SharePoint's integration with the Local Government Classification standard underpins strong governance and compliance. Automated retention schedules, audit trails and access controls ensure that sensitive information is protected and retained in line with legal and regulatory obligations. This is particularly vital for local authorities who must demonstrate transparency, accountability and adherence to frameworks such as the Public Services Network (PSN) and the General Data Protection Regulation (GDPR).

By providing a unified platform for document management, SharePoint enables cross-council collaboration, knowledge sharing and the pooling of expertise plus interoperability with other cloud services such as Microsoft Teams and OneDrive.

### **1.7 Fabric, Purview, Data and AI**

Strata's blueprint emphasises the strategic adoption of Microsoft Fabric as the pillar of our data architecture. Fabric enables a unified data lake and warehouse approach, reducing time-to-insight and supporting advanced analytics and AI-driven services across partner councils. Complementing this, Microsoft Purview will provide robust governance, cataloguing and compliance capabilities, ensuring data integrity and security throughout its lifecycle. Together, these platforms will empower councils to leverage predictive analytics, machine learning and Copilot technologies, creating actionable insights that enhance service delivery and operational efficiency.

This data and AI strategy is not standalone it builds on the foundational work undertaken including the deployment of enterprise middleware, SharePoint migration, and cloud telephony solutions. Middleware continues to serve as the integration layer, enabling seamless API management and secure data exchange between line-of-business systems and the Fabric data platform. SharePoint remains critical for structured document management and compliance, while the shift to cloud telephony underpins omnichannel communication and collaboration. These enablers collectively form a resilient digital ecosystem, positioning Strata to deliver scalable, interoperable, and future-ready services for partners.

### **1.8 'One and Done' via CRM, Middleware and Data Integration.**

A significant part of the blueprint is providing a single, authoritative view of the customer to council staff. By centring the CRM on the entire customer record—not just isolated transactions it ensures that every interaction is consistent, informed, and resolved at the first point of contact. The CRM provides this consolidated record and supports straightforward, efficient customer journeys across channels.

Strata's Enterprise Middleware Architecture (EMA) sits between any data source (line-of-business systems, legacy databases, external partners) and the CRM and user-facing applications. Acting as the integration layer, EMA standardises

connectivity, governs APIs and surfaces back-office data to the CRM and the contact centre—so agents can view status, update records, and resolve cases without hand-offs or rekeying. This reduces technical debt, enables reuse, and presents clean, secure data services to citizen developers and portals.

With CRM, Middleware and data platform working as a unified fabric, customer interactions it provides a streamlined customer approach, and will provide much needed continuity of service during times of structural change.

## 2 Overview of 2025/26

During the past year, Strata has delivered a number of priority digital projects in support of the partner councils objectives. These have focused on modernising core platforms, improving service resilience and reducing reliance on ageing technologies while maintaining alignment with agreed strategic and financial plans.

### 2.1 Copper Switch Off

Progress across the councils has been consistently strong, with delivery ahead of plan in several areas. Teignbridge District Council was completed by October 2025 achieving delivery approximately two months earlier than scheduled. Exeter City Council is now almost complete and remains on track for full completion by the end of the calendar year. East Devon District Council is also nearing completion, with fewer than ten remaining lines, excluding the Home Safeguard service which is not held by Strata.

The programme has successfully removed legacy PBX infrastructure and replaced it with Microsoft Teams telephony, modernising the telephony estate and reducing dependency on ageing on-premise equipment. Where sites have transitioned from FTTC to FTTP connectivity, there has been a clear improvement in internet access performance, contributing to greater reliability and an improved user experience.

Delivery has met the original BTS deadline of December 2025, rather than the later revised target of January 2027, demonstrating effective planning and

execution. In addition to these operational improvements, the programme has delivered tangible financial benefits, reducing the annual BT bill of approximately £18,000 to around £500 per year.

## **2.2 Enterprise Middleware Architecture (EMA)**

The EMA platform has been successfully implemented in the production environment and is supporting several live, business-critical services, including missed bin reporting and licensing. Knowledge transfer activities have been undertaken to support ongoing operation and future extension of the platform by the councils.

EMA is providing integration aligned with Council objectives relating to platform standardisation, efficiency, and digital enablement. The adoption of standardised API management, monitoring, and security controls has enabled future system changes to be delivered with reduced integration risk and improved consistency across services.

## **2.3 Power Platform and Centre of Excellence**

The core Centre of Excellence (CoE) capability has been implemented, including governance and monitoring, supported by defined security roles and data loss prevention controls.

Structured training and guidance have been delivered to support staff use of Power Apps and Power Automate, and governance standards have been established for environment management, naming conventions, and connector usage. An initial pipeline of use cases has been developed, with early solutions focused on internal process automation and service efficiency. While adoption levels vary across councils, this has informed a planned focus on targeted engagement, internal champions, and shared learning to increase uptake. Overall, the programme supports the councils' digital strategies by enabling proportionate innovation, improving time-to-value, and maintaining strong governance.

## **2.4 Contact Centre Transformation**

Following the July go-live, the CXone platform has consolidated contact handling across the partner councils onto a single, cloud-based solution. Since

implementation, the platform has processed customer interactions, providing a consistent foundation for multi-channel service delivery aligned with Business Plan objectives relating to customer access, service efficiency, and operational resilience.

Operational feedback from front-line teams indicates improved visibility of agent availability, queue performance, and service demand. Integration with single sign-on and presence information has simplified day-to-day workflows and reduced dependency on manual processes.

A structured training approach, delivered through the NICE Dojo platform, has supported capability development across agent, supervisor, and administrator roles. While early implementation phases identified interoperability and device-related issues, these were addressed through targeted workstation changes and client configuration updates. Further work is underway to enhance reporting maturity and deepen user training as part of an agreed programme of continuous improvement.

Overall, the CXone programme has delivered measurable operational value, improved service oversight and reduced fragmentation across council contact handling arrangements.

## **2.5 End User Compute (EUC)**

The End User Computing (EUC) project was initiated to address the limitations and increasing risk associated with legacy thin-client and Global Desktop technologies, while supporting 24/25 Business Plan objectives relating to workforce productivity, flexible working, and security. The project delivered the transition to modern, Microsoft Intune-managed Windows 11 devices, alongside standardised application delivery and cloud-based data access through Microsoft 365 services, including OneDrive for Business.

From a strategic perspective, the project has reduced dependency on ageing end-user infrastructure, simplified device lifecycle management, and improved alignment with Microsoft security baselines. The approach provides a more consistent and supportable end-user platform across all partner councils and better supports location-independent working. The approach taken to modernise

application delivery has been designed to support the future implementation of Azure Virtual Desktop and to remain consistent with the overall Azure migration strategy.

Post-implementation staff survey results indicate that the EUC project has met its intended objectives. Feedback highlights improvements in device performance, reliability, and access to core productivity applications when compared with the previous Global Desktop model. The ability for staff to work effectively across different locations was identified as a key benefit, aligning with organisational expectations around flexible working and service continuity.

**Commented [AL3]:** Outstanding issues with some applications e.g. Uniform following the migration to W11 need addressing as a priority

In addition to internal feedback, Microsoft has provided informal assurance that the programme represented one of the fastest and most successful Windows 11 and Intune rollouts they have observed within the Southwest. This external perspective provides further confidence in the effectiveness of the delivery approach and the capability of the delivery team.

## 2.6 Azure Migration

Strata have migrated a range of workloads from the on-premise infrastructure to Microsoft Azure and is continuing to do so in the new year as this project progresses. This will improve platform resilience and security, is reducing dependency on end-of-life hardware and will enable more flexible capacity management. The move supports sustainability objectives and establishes a standardised cloud platform to support further services, including virtual desktops (Azure Virtual Desktop) and application modernisation.

## 2.7 Cyber Assessment Framework

Strata, working with the three partner councils, has completed the initial phase of the Cyber Assessment Framework (CAF) assessment, covering Objective A (Managing Security Risk) and Objective D (Minimising the Impact of Cyber Security Incidents). The assessment was conducted independently and provides formal assurance against nationally defined cyber security outcomes. The review confirmed that all councils demonstrate a strong and consistent approach to cyber risk management. Strong compliance was indicated for Objective A, with evidence of mature governance structures, defined risk management processes, and effective oversight arrangements in place across the partnership.

## **2.8 Progression to the Next CAF Phase**

Based on the outcomes of the initial assessment, Strata and partner councils have been invited by MHCLG to participate as early adopters in the next phase of CAF delivery as an exemplar service. This phase will assess Objective B (Protecting Against Cyber Attacks) and Objective C (Detecting Cyber Security Events) and is expected to commence in 2026. In response to the CAF findings and to prepare for future objectives, Strata has initiated a number of structured programmes within its security improvement roadmap.

## **2.9 Disaster Recovery as a Service (DRaaS)**

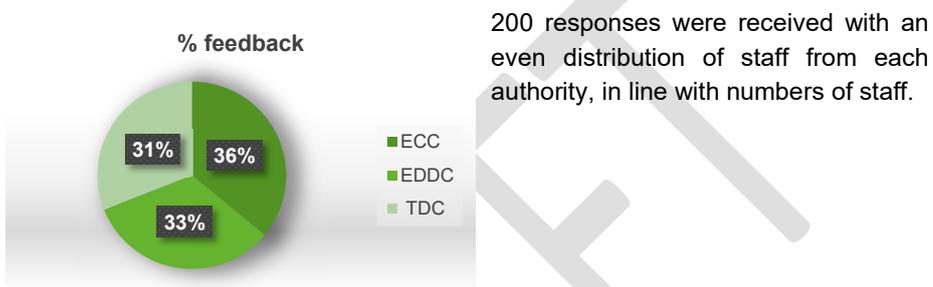
The DRaaS programme establishes a consistent framework for recovery planning and incident response across the partnership. This includes regular recovery rehearsals, annual tabletop and simulation exercises aligned to the hybrid Azure architecture and the development of CAF-aligned incident playbooks covering scenarios such as phishing, malware incidents and account compromise.

## **2.10 Security as a Service (SaaS)**

The Security as a Service programme provides continuous vulnerability management and remediation across infrastructure and platform services. It includes regular patching cycles, automated compliance, risk reporting and targeted consultancy and assurance activity to maintain alignment with CAF and PSN CoCo requirements.

### 3. Staff Survey

The Strata survey was conducted during November 2025 and received **200 responses** (approx. 10% of the Strata service users). Respondents were asked the same questions as in the 2023 survey to allow for an accurate comparison of responses, plus some additional questions.



Overall satisfaction with Strata increased by 2% between 2023 and 2025 to **71% overall satisfaction** with the 50% of respondents scoring **80% or higher**.

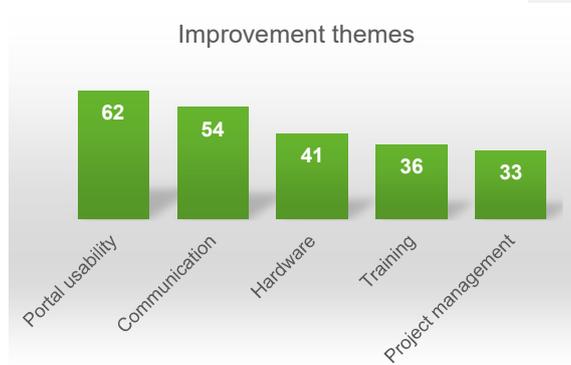


The number of respondents that gave low satisfaction scores between 2023 to 2025 also fell by 4%



There were **pockets of dissatisfaction** and the survey highlighted areas for improvement. These are highlighted in the graph.

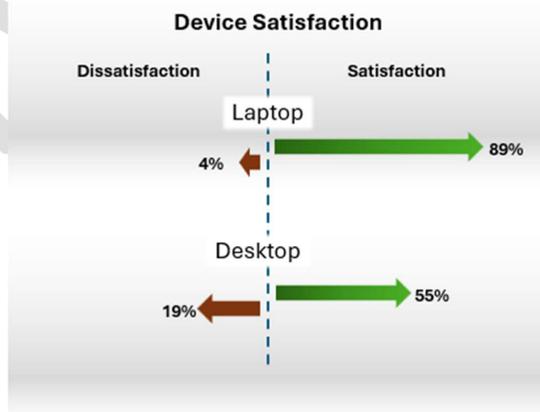
By far most common area of concern was the usability of the **portal**, including ease of finding the correct request type, ease of tracking request status and getting feedback once a request has been closed. These concerns will be addressed and improvements made during 2026/27.



**Commented [AL4]:** The 'new' portal has always been inferior to the previous in regards to usability, we were told that this was being worked on prior to 26/27, why have there been no improvements since, this was raised by EDDC/ECC/TDC immediately after launch

Another element highlighted was **training**. Comments are related to Strata not providing training on third party software such as Uniform, Academy etc, rather than the quality of other training delivered by our internal trainer (who received very positive feedback)

In terms of **Hardware**, negative feedback generally related to the desktop PCs and older mobile devices. The Survey asked questions relating to user satisfaction of the desktop pcs and laptop devices. There were significant differences between the 2 types of devices, with users being much mor satisfied with the new EUC laptops compared to the older desktop PCs.



DRAFT

## 4. Themes of Projects for 2026/27

### 4.1 Service Maximisation

Prioritising the reuse and extension of established applications and services promotes rationalisation and standardisation across all three councils. Extending systems into councils where they are not yet adopted is typically lower risk, faster to implement and more cost-effective than procuring new platforms, particularly where contracts, integrations, skills and governance arrangements are already in place. This reduces architectural complexity and avoids unnecessary duplication.

2026/27 Targets:

- Telephony Phase 2
- EDDC Street Scene replacement
- Comino D360 upgrade
- Review use of Uniform
- Health and Safety system
- Implementation of the Solution for Rostering, Time and Attendance
- Review and Implement improvements to iTrent
- Enhancements to Leisure digital offer via Legend
- Assets improvement work to SAM

### 4.2 Corporate Efficiency

During 2026/27 Strata will embed automation practices into the architecture, enabling capabilities such as automated Azure resource scheduling to reduce infrastructure running costs, scripted and repeatable disaster recovery procedures to improve recoverability and reduce operational risk, and the application of AI-enabled services to streamline information governance. Automating document redaction using AI and enforcing information lifecycle compliance through platforms such as Microsoft Purview (integrated with SharePoint) will be continued. Collectively, these measures should reduce manual effort, improve consistency and compliance, and support the incremental evolution of the Strata Architecture Blueprint.

2026/27 Targets:

- DevOps:
  - Azure server power automation (cost saving)
  - Azure Disaster Recovery automation (compliance)

- Waste LatCo
- Purview (compliance)
- Artificial Intelligence:
  - Housing
  - Automated document redaction
- Permissions Self Service website
- CRM system exploration
- Digital solution to compare plans and documents
- Digital solution for neighbourhood requests
- Waste management stage 2

#### 4.3 Data Driven Authorities

Through delivery of Microsoft Fabric and the medallion architecture, Strata will work with the Councils to integrate performance, risk and finance data into automated, validated dashboards, with the aim of creating a clear “golden thread” between data and decision-making. Developing semantic models, curated workspaces and repeatable deployment pipelines to enable consistent data flows, reliable reporting and greater visibility, empowering officers and Members with actionable insights is the aim within 2026 and beyond.

2026/27 Targets:

- Assist in the Development and implementation of Council organisational data strategy
- Develop and support the use of Power BI within each Council

#### 4.4 Embedding Transformation

Continuing the delivery of long-tail enabler projects and extending existing enablers to strengthen and support council operations.

2026/27 Targets:

- SharePoint
- Support Exeter Transformation programme.
- Enabler 7: Notifications
- Digital process improvement work from M25
- Implement automation (Power apps)

#### 4.5 Infrastructure

2026 will see the continued evolution of the shared ICT infrastructure with the migration from dark fibre to leased lines, along with the implementation of Azure virtual desktop and finalisation of the Azure migration, all of which will further strengthen the Councils' digital infrastructure. The replacement of the external firewalls will bolster operational performance and security, SDWAN will enhance connectivity, while transition to IKEN will streamline data management.

2026/27 Targets:

- Dark Fibre and Leased lines migration
- Azure virtual desktop
- Azure migration
- Civic Centre Closure
- Operations and Maintenance - External Firewall Replacement
- IKEN Cloud Migration
- SDWAN

#### 4.6 Security, Operations and Maintenance

Disaster Recovery as a Service (DRaaS) supports the alignment with NCSC guidance and the Cyber Assessment Framework (CAF) by providing demonstrable and tested recovery capability in the event of cyber or service disruption. Continued adoption of Azure services enables the automated management of backups, patching and security updates, supporting the NCSC principles of resilience, recovery and secure system operation.

2026/27 Targets:

- Disaster Recovery as a Service (DRaaS)
- Cyber Assessment Framework (CAF)
- Azure Updates
- Azure Backup

## 5. Corporate Training Schedule

Our aim for 2026/27 is to build on our Performance Development Review (PDRs) framework that was introduced in June 2024 ensuring that specific training needs were met. This

process has given us the opportunity to continually assess the skills of our team to ensure that they are aligned with the ongoing requirements as set out within our business plan.

In December 2025 we installed a Performance Management system which will allow us to adopt a more strategic approach to the development needs of our team. This system includes a specific Personal Development Plan portal which will enable managers and team members to continually review training ensuring that any skills gaps are addressed.

### 5.1 Training 2025/26

Throughout 2025 our focus has been to fulfil the training objectives that were set within the 2024/25 Performance Development Plans (PDRs) this was the first opportunity for Strata to create a framework that highlights a clear organisational commitment to strategic alignment, professional growth and operational excellence across all teams. The objectives were directly linked to the Strata Business Plan, focusing on business transformation, technology adoption and service improvement.

### 5.2 Technical Training Completed 2025

Department	Technical Needs	Training Completed (core areas)
Business Systems	Support for strategic initiatives, technology rollouts, and service improvements; alignment with the business plan.	Microsoft certifications (Power BI, Azure, MS365), data analysis, business systems knowledge.
Infrastructure, Security and Product Delivery	Advanced certifications, project management, and cybersecurity expertise.	Microsoft Intune, Azure, security certifications, self-funded project management courses.
Support Desk	ITIL processes and business plan alignment.	Dell/Apple/MS technical certifications, Azure, Intune.

Document Management	Service delivery, process improvement, and upskilling in technical and operational areas.	Printer knowledge, HTML for designers.
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Alongside technical training, Strata developed and launched an in-house 'Introduction to Management' programme designed for junior managers who identified a need for further support with people management and soft skills, this was partly due to the restructure that took place in 2024 as several members of the team took on Line Management responsibilities and highlighted the need for such training within their PDR's. The programme included the following modules: management and leadership; team building; people management; planning and organising; self-reflection and awareness and presenting to the Senior Management Team (SMT). Six team members participated in these highly successful sessions.

The completion of 2025/26 PDRs highlights Strata's continued commitment to further developing its training framework and to supporting ongoing transformation and improvement. Using the data from the PDRs we have developed a Training Needs Analysis for 2026, which will enable us to further enhance our technical capabilities and supports any skills gaps that have been identified within this process, in addition all team members must complete relevant Microsoft base-level certificates (core certificates) as a minimum requirement.

### 5.3 Technical Training Identified for 2026

Department	Technical Needs	Planned Training (core areas)
Business Systems	<ul style="list-style-type: none"> <li>• Core Certifications</li> <li>• Data Engineering</li> <li>• Ongoing Technical Skills</li> <li>• Process Standardisation</li> </ul>	Microsoft 365 Fundamentals (all) Training towards Data Engineer Associate certification Upskilling in Power BI, PowerShell automation and data warehousing

Infrastructure, Security and Product Delivery	<ul style="list-style-type: none"> <li>• Core Certifications</li> <li>• Cloud skills</li> <li>• Security and Patching</li> <li>• Compliance and Audit</li> </ul>	<p>Azure, MS 365, Intune, AZ - 140/AZ-900/AZ-500</p> <p>Azure Migration and Azure virtual desktop</p> <p>Windows Training and 3<sup>rd</sup> party patching processes, Fortinet firewall management</p> <p>Phishing simulation, regulatory frameworks and audit readiness</p>
Support Desk	<ul style="list-style-type: none"> <li>• Core Certifications</li> <li>• Asset Management</li> <li>• Customer Service</li> </ul>	<p>MS 365 Fundamentals (all)</p> <p>CMDB and Asset Lifecycle process</p> <p>Ongoing development of ITIL processes, customer centric training</p>
Document Management	<ul style="list-style-type: none"> <li>• Core Certificates</li> <li>• Cloud skills</li> </ul>	<p>Printer knowledge/GDPR</p> <p>MS Teams and One Drive</p>

As we continue through 2026 and into 2027, we will maintain our focus on monitoring requirements through, monthly one to ones, ongoing interim and annual reviews and an annual skills audit.

By adopting this approach, our training initiatives will stay aligned with both the team's and clients' needs, meet the objectives that are set out within this business plan, promote continuous professional development and enhance operational effectiveness.

## 6. KPI Review and Value Setting

The Strata Board reviewed the Proposed KPI's, and a baseline value was set at 85% to allow the incoming ICT Director to implement changes and transformation at scale. Industry standard response times were adopted and implemented as below:

### SLAs by Priority:

P1 - Resolution Target: 4 Working Hours  
P2 - Resolution Target: 7 working hours  
P3 - Resolution Target: 2 working days  
P4 - Resolution Target: 5 working days

An average for last rolling year is 93% with the change curve visibly being shown within the data trends.

<<< DS Graph >>>

Now a baseline has been established and considerable change undertaken a new target value proposed for 26/27 of 90% whilst the level of transformation activity remains so high aligning more to actual performance levels and demonstrating continual improvement in line with ITIL practice.

## 6.1 Proposed new KPIs for 26/27

### Requests

#### 6.1.1 Data

Theme	Indicator	Trigger	Effort – Working Days
Add data to Data Warehouse	Acknowledgement of Request	Date Request received	4
Add data to Data Warehouse	Issue of Pre Load Documentation for completion by Authority	Date Request Received	2
Add data to Data Warehouse	Load data into Bronze area of the data Lakehouse/ warehouse	Date Completed documentation received	5
Add data to Data Warehouse	Curate Data to Silver Gold Level – effort assessment	Date request received	5
Permissions	Grant user permissions to data schema in Warehouse	Date approval received from data owner	2

#### 6.1.2 Power Platform

Theme	Indicator	Trigger	Effort – Working Days
Licensing	Purchase and assign new Power Platform Premium License	Date Request Received	10*
Permissions	Grant user access to Power Platform Environments	Date Request Received	1
New Flow or App Development	Assessment of effort required to develop new Flow or App	Date Request Received	5
Advice	Advice or 'How do I do x' with Power Platform	Date Request Received	5

#### 6.1.3 GovService (Firmstep)

Theme	Indicator	Trigger	Effort – Working Days
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New Process	Assessment of effort required to develop new GovService Process/ Form	Date Request Received	5
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#### 6.1.4 Project

The Project KPIs are a work in progress as we redefine our project processes and review the data available from existing Project systems (KanbanFlow, ASM and Microsoft Planner).

Theme	Indicator	Subject to	Trigger	Effort – Working Days
New Project Submission	Assessment of Effort required	Submission meets requirements of providing enough information to perform an assessment	Date Request Received	10
Feasibility	Produce agreed Business Requirements Document (BRD) or Options Paper	<ul style="list-style-type: none"> <li>Business understands their problem and can articulate the To Be status</li> <li>Business availability</li> <li>Where involving multiple businesses, that there is an agreement of what the requirements should be</li> </ul>	Authority prioritises the new submission in Portfolio Board, request is moved into Feasibility column	5
Design	High Level Design document, submitted to TDA (Technical Design Authority)	BRD articulates requirements and appropriate information is available from authority and supplier	Business Requirements are signed off	20
Project Closure	Project closure document completed, if required. Task moved to Done		Customer approval to move request to Project Closure Phase.	3



## 7. Overview of Workload

The resourcing analysis for the forthcoming year indicates that, while overall staffing capacity remains broadly stable, there are shortfalls in several specialist delivery roles. Pressures are evident within data, project management, development, and business analysis functions, where forecast demand exceeds available capacity based on the current programme of work. Conversely, capacity in some platform and operational areas is forecast to be sufficient, highlighting an imbalance in capability rather than an overall headcount issue.

These shortfalls have been identified and are being actively addressed. Where specialist capability is required to deliver defined programmes, capital funding will be used to supplement core capacity through funded roles or time-limited specialist resources (fixed term or contractors). This approach allows delivery of priority transformation activity while maintaining flexibility and avoiding permanent increases to the core headcount where demand is project driven.

### 7.1 Alignment of Resourcing

It should be noted that the resourcing calculations are based on known and sized projects at the time the analysis was completed in November 25. However, analysis of project submission activity over the past year indicates a sustained and variable flow of new demand. During the year, monthly project submissions ranged from 7 to 27 requests, with several periods where the number of new requests met or exceeded delivery capacity, contributing to backlog and reprioritisation activity. While some months show strong closure rates, this has been achieved through active management rather than a reduction in underlying demand. In addition, several new project requests have been submitted since these figures were compiled and have not yet been sized or scheduled. Taken together, this demonstrates that demand is not static and is likely to continue to increase. This reinforces the need for councils to manage project submissions at a strategic level, with clear prioritisation, sequencing, and entry controls, to ensure that delivery remains achievable within available capacity and that resources are focused on agreed corporate priorities.

## 8. Finance

### 8.1. Current financial status of the company

One of the key objectives originally set for Strata by the owners was to deliver cost savings as set out in the original business case and subsequently amended each year since 2017/18. The original ten-year Business Case has met its objectives and saving profile and the 2024/25 Business Plan moved away from delivering a savings profile and shifted to a transformational focus.

The forecast outturn for the 2025/26 Budget is a net underspend of £297k.

	Revenue budget 2025/26	Projected 2025/26 outturn	Outturn variance to budget
Income - revenue	£8,762,795	£8,711,245	-£51,550
Investment interest	£20,000	£69,590	£49,590
Employees	-£3,965,500	-£3,840,356	£125,144
Supplies & services	-£4,745,396	-£4,559,811	£185,585
Transport	-£7,499	-£10,279	-£2,780
Support services	-£60,000	-£60,000	£0
Tax on interest	-£4,400	-£13,191	-£8,791
<b>Net Income/(Expense)</b>	<b>£0</b>	<b>£297,198</b>	<b>£297,198</b>
<b>2023/24 hand back spend</b>	<b>-£166,394</b>	<b>-£26,953</b>	<b>£139,441</b>
<b>2024/25 hand back spend</b>	<b>-£516,606</b>	<b>-£274,016</b>	<b>£242,590</b>
<b>Total net savings incl hand back</b>			<b>£679,229</b>

The projected underspend of £297k against the core Budget is due to the following:

- **Employee costs** £125k Favourable variance due to EDDC Graphics team budget removal and later onboarding of staff for new posts created by the reorganisation than Budgeted, partially offset by redundancy costs from the reorganisation.
- **Supplies & Services** £185k Favourable variance
- **Income** £52k Adverse to Budget due to removal of EDDC Graphics team budget, partially offset by additional postage recharges from local elections not factored into Budget
- **Investment interest** £41k Favourable (net of Corporation Tax) due to continued high level of Base Rate, compared with more conservative Budget assumption

In the financial year 2025/26 £166k of savings distributed to the councils at the end of 2023/24 and £517k of savings distributed at the end of 2024/25 was handed back to Strata to continue to fund the programme of transformational change and transition to a cloud-based server system. £301k of these funds are forecast to be spent in 2025/26 leaving £382k which will continue into the financial year 2026/27. It is proposed that these funds along with any unspent funds distributed to the councils at the end of the 2025/26 financial year will be handed back to Strata to fund the additional expenditure expected to be incurred in 2026/27 whilst the onsite servers continue to be used and maintained during the transition to the Cloud (Azure) in 2026/27 as outlined in this business plan. The 2026/27 Budget set out in this Business Plan does not reflect the costs associated with the transition from onsite servers to the Cloud (Azure).

## **8.2 The company's accounts**

The Strata Board has employed PKF Francis Clark to deliver an independent external audit of the company's accounts. The external audit provides confidence to the Board and the councils that the financial performance reported, gives a true and fair view of the financial position of the company. Acting as a company under the terms and conditions of a local authority does however bring challenges.

The company's balance sheet is vulnerable to movements in interest rates due to the Local Government Pension Scheme, and there is no simple solution, whilst the pension scheme remains open to new entrants. The weakness is a risk insofar as it affects the credit rating of the company.

However, the guarantee provided by the three owners of the council enables the directors to assess the company as being able to continue trading despite the Balance Sheet position. The balance sheet value as of 31 March 2025 is £774k (net assets) a small reduction on the prior year. The pension scheme liability was £195k as of 31 March 2025 due to high interest rates however the scheme liabilities will increase as and when interest rates reduce in the future. The balance sheet value in the prior financial year had an overall net asset value of £807k as of 31 March 2024.

## **8.3 Internal audit**

In addition to the external audit, Strata uses Devon Audit Partnership (DAP) to provide an internal audit service. The latest assurance report from November 2025 confirmed an audit opinion of 'Reasonable Assurance' and stated:



There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.

Each of the specific sections reviewed were assessed to have a Reasonable Assurance level of Assurance. In 2026/27, with recognition of the progression of Local Government Reorganisation, Internal Audit will be reviewing value for money, legacy projects and the Cloud Financials finance system project.

#### 8.4 Summary of revenue budget

The basis of the Business Plan Budget for 2026/27 is a build-up of the expected income and costs of the business with an income from the three councils to cover the costs of the business net of any sundry income. The supplies and services cost forecast has been worked up in detail to aid budget monitoring. There is no contingency built into the cost base and therefore should any unexpected additional funding be required it will be requested on an exceptional basis.

The table below shows the cost and income projections for the next three years.

		Budget 2026/27	2027/28	2028/29
Income	Contract payment	£9,090,805	£9,304,115	£9,436,718
	Document Centre recharges	£19,000	£19,722	£20,215
	Mobile telephony recharges	£29,894	£31,030	£31,807
	Interest income	£20,000	£20,760	£21,279
	<b>Total</b>	<b>£9,159,699</b>	<b>£9,375,628</b>	<b>£9,510,019</b>
Staff costs		<b>-£4,017,488</b>	<b>-£4,038,013</b>	<b>-£4,038,963</b>
Transport		<b>-£8,672</b>	<b>-£9,002</b>	<b>-£9,228</b>
Supplies and services	Core	£160,035	£166,116	£170,269
	Infrastructure	£1,438,578	£1,493,244	£1,530,575
	Document Centre	£340,920	£353,875	£362,722
	Compliance and security	£127,344	£132,183	£135,487
	Business systems	£2,692,607	£2,794,926	£2,864,799
	WAN	£315,418	£327,404	£335,589
	Telephony	£31,780	£32,988	£33,812
	Product delivery	£10,000	£10,380	£10,640
	Service desk	£16,857	£17,497	£17,935
	<b>Total</b>	<b>-£5,13 ,539</b>	<b>-£5,328,613</b>	<b>-£5,461,828</b>

	Budget 2026/27	2027/28	2028/29
Net income/(expense)	£0	£0	£0

## 8.5 Income

Strata's income comprises of a contract payment from the councils and sundry income from interest income, mobile phone and Document Centre recharges.

The Contract Payment to be paid to Strata by the Councils in 2026/27 is £9,090,805. The Contract Payment has been calculated to cover the projected costs of the business net of any sundry income/recharges. A comparison of the forecast contract payment by council in each financial year is set out in the table below:

Contract Payment	Budget	Share by council	2027/28	2028/29
	2026/27	2026/27		
EDDC	£3,512,806	38.6%	£3,602,480	£3,653,823
ECC	£3,042,197	33.5%	£3,125,579	£3,170,125
TDC	£2,535,802	27.9%	£2,576,056	£2,612,770
<b>Total</b>	<b>£9,090,805</b>	<b>100.0%</b>	<b>£9,304,115</b>	<b>£9,436,718</b>

The 2026/27 contract payment reflects a net increase on the 2025/26 payment due to:

- Inflationary increases in the existing contract estate net of any contract terminations and other operating expenditure;
- Staff cost inflation and inflationary increases on sundry staff and insurance costs, net of a reduction in pension contributions;
- New additions to the contract estate proposed in this Business Plan; and
- New contracts acquired by the councils since the last Business Plan to date.

Since the original baseline Council Budgets were passed over to Strata on implementation in 2014/15, each Councils' Contract Payment has increased accordingly for the above factors, resulting in a Contract Payment share in 2026/27 as set out in the table below:

Contract Payment	Cost share by Council 2014/15*		Net cost movement by Council 2014/15 – 2026/27	Contract Payment 2026/27	
	37.3%	£1,933,864		38.6%	£3,512,80
EDDC*			£1,578,941		

<b>ECC</b>	34.6%	£1,792,920	£1,249,277	33.5%	£3,042,197
<b>TDC</b>	28.1%	£1,454,430	£1,081,372	27.9%	£2,535,802
<b>Total</b>	<b>100.0%</b>	<b>£5,181,214</b>	<b>£3,909,591</b>	<b>100.00%</b>	<b>£9,090,805</b>

\* Note: Due to significant differences in the Print, Post, Design and Scanning services at each Council at the outset that, although still included within Strata for cost savings reasons, the original shareholding for each Council was calculated with the budget for this service excluded.

The total income budgeted to be received by Strata from the Councils in 2026/27 of £9,139,699, as set out in the table below, in respect of the Contract Payment and recharges has increased by 4.3% overall on the 2025/26 Budget of £8,762,795.

Council Payments	Budget 2026/27	2027/28	2028/29
Contract Payment	£9,090,805	£9,304,11	£9,436,718
Document Centre Recharge	£19,000	£19,722	£20,215
Mobile Tariff Access Recharge	£29,894	£31,030	£31,807
<b>Total</b>	<b>£9,139,699</b>	<b>£9,354,86</b>	<b>£9,488,740</b>

Document Centre recharges are projected based on expected costs in 2026/27 and are higher than 2025/26 due to expected Election activity. Both Document Centre and Mobile Tariff Access recharges reflect inflation at 3.0% in 2027/28 and 2.5% in 2028/29.

As in the 2025/26 Business Plan Strata is proposing that Contract Payments in 2026/27 are paid as follows:

- Quarter 1 – 30%
- Quarter 2 – 30%
- Quarter 3 – 20%
- Quarter 4 – 20%

The forecast for interest on bank deposits is estimated to be lower than the outturn forecast for 2025/26 due to uncertainty over interest rate reductions. A conservative estimate for interest income of £20k has been factored into the 2026/27 budget, net of Corporation Tax at 19%.

### 8.6 Staff costs

Staff costs are projected to increase by c.£147k in 2026/27 compared with 2025/26, before capitalising any staff costs.

The budgeted staff salaries reflect inflation of 3.0% (2.5% inflation + 0.5% for increment increases) for 2026/27 and on-costs (for example, NI employers and pension contributions) are applied and account for an additional c31.2% of staff salary costs. The pension contribution assumption has reduced from 18.75% in 2025/26 to 17.9% in 2024-25, a reduction of c£28k.

The Business Plan assumes that £300k of costs relating to staff working on development projects will be capitalised (£216k capitalised 2025/26).

As in previous years the staff costs figures do not include the Business Systems team resources which are paid for and dedicated to an authority capital project. These resources are capitalised and recharged to the relevant authority.

An inflation assumption of 3.0% has been applied to staff costs in 2027/28 and 2.5% in 2028/29.

### **8.7 Transport**

An inflation assumption of 3.5% has been applied to the forecast 2026/27 costs to calculate the budgeted 2026/27 cost. An inflation assumption of 3.0% has been applied to transport costs in 2027/28 and 2.5% in 2028/29.

### **8.8 Supplies and services**

Contract costs have been estimated for 2026/27 using an RPIX contract renewal inflation assumption of 3.8% that has been applied on renewal for existing contracts in 2026/27, except where a higher than inflation increase is expected, for example where an existing multi-year contract is to be renewed or a product upgrade is to be delivered, or the price is currently fixed by an existing multi-year contract. Other non-contract based operating expenditure has 3.8% inflation applied to the expected annual cost.

The Supplies & Services cost reflects contracts that have been removed from the contract estate and new contracts that have been entered into since the previous Business Plan. A significant addition to the Supplies & Services contract estate for 2026/27 is the incumbent eFinancials finance system (EDDC and ECC only) which was due to be replaced by the Cloud Financials finance system in 2025-26 however the project is currently on hold. The contract payment includes provision for Cloud Financials contract costs in 2026/27 as a contingency for the project which will be returned to the councils if not required.

An inflation assumption of 3.0% has been applied to the forecast 2026/27 cost in 2027/28 and 2.5% in 2028/29.

### **8.9 Summary of capital budget**

The capital requirements of the business in 2026/27, as outlined in this business plan, are summarised on the next page.

The capital requirements are in addition to the annual £150k capital Tri-Payment for infrastructure requirements. At the end of 2025/26 there is forecast to be a £210k Tri-Payment reserve that will be carried forward into 2026/27. All Tri-Payment capital spend will be appropriated by the Architecture Board for infrastructure replacement and rectification needs.

As in previous years, any remaining 2025/26 approved capital budget not spent in the approved year is proposed to be carried forward into 2026/27. Earmarks will only be drawn down should projects be approved via Architecture Board and are to enable the councils' internal budgetary purposes.

	Total	Funded by EDDC	Funded by ECC	Funded by TDC
Percentage split as per the original business plan		36.7%	35.9%	27.4%
<b>Project</b>				
Housing AI	£10,000	£10,000	£0	£0
Telephony phase 2	£100,000	£36,692	£35,936	£27,372
Purview	£10,000	£3,669	£3,594	£2,737
Leisure digital Enhancements	£20,000	£0	£0	£20,000
Plans and documents solution	£50,000	£0	£0	£50,000
Neighbourhood requests	£50,000	£0	£0	£50,000
Document redaction solution	£30,000	£0	£0	£30,000
Corporate asset management system	£150,000	£0	£150,000	£0
Azure virtual desktop	£70,000	£25,684	£25,155	£19,161
Miscellaneous System Upgrades	£100,000	£36,692	£35,936	£27,372
EDDC Street Scene replacement	£200,000	£200,000	£0	£0
Civic Centre Closure	£400,000	£0	£400,000	£0
Comino D360 upgrade - Cloud Migration	£140,000	£80,184	£0	£59,816
XLPrint - Cloud Migration	£35,000	£12,842	£12,578	£9,580
IKEN Cloud Migration	£80,000	£29,354	£28,749	£21,897
SDWAN (Discovery)	£75,000	£27,519	£26,952	£20,529
Review use of Uniform	£20,000	£0	£0	£20,000
ITrent improvements	£20,000	£0	£0	£20,000
AI implementation plan	£50,000	£18,346	£17,968	£13,686
Digitalisation of paper records	£53,000	£0	£53,000	£0
Exeter tickets website	£12,500	£0	£12,500	£0
One Housing migration	£100,000	£0	£100,000	£0
Parks and Green Spaces	£20,000	£0	£20,000	£0
Exeter RIT	£120,000	£0	£120,000	£0
Waste Management	£30,000	£0	£30,000	£0
Telephony routing	£10,000	£3,669	£3,594	£2,737
Staff cost capitalisation	£300,000	£110,076	£107,808	£82,116
<b>Total capital Funding</b>	<b>£2,255,500</b>	<b>£594,727</b>	<b>£1,183,770</b>	<b>£477,003</b>

DOCUMENT END





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## REPORT TO COUNCIL

Date of Meeting: Tuesday 24<sup>th</sup> March 2026

Report of: Strategic Director, Place

Title: King George V Playing Field Improvements

### Is this a Key Decision?

Yes

### Is this an Executive or Council Function?

Council

### 1. What is the report about?

1.1 This report seeks the allocation of capital funding to provide a financial contribution to the improvements and enhancements of the community sports hub at King George V Playing Fields. Working in partnership with Exeter City Community Trust, the organisation leading the project, the Council seeks to allocate section 106 resources as partner funding towards an estimated £4.09million scheme providing a new 3G artificial grass pitch, two Play Zones and a refurbished changing room pavilion. The grant of section 106 funding from Exeter City Council will be made to Exeter KGV Limited, Exeter City Community Trust's wholly owned company.

### 2. Recommendations:

2.1 That Council resolves to approve:

- (1) A maximum budget of £464,948.02 in the form of a grant awarded to Exeter KGV Limited, Exeter City Community Trust's wholly owned company, as a financial contribution towards the improvement of pitches, sports and community facilities at King George V Playing Fields.
- (2) Delegating responsibility to the Strategic Director of Place in consultation with the relevant Portfolio Holder to determine the precise budget up to a maximum of £464,948.02 and to agree and implement grant funding terms with Exeter KGV Limited and Exeter City Community Trust.

### 3. Reasons for the recommendation:

- 3.1 The Council has leased King George V Playing Fields to Exeter KGV Limited, Exeter City Community Trust's wholly owned company, who are leading a development programme to improve facilities.
- 3.2 Significant funding contributions from partners, including the Football Foundation, have been awarded to Exeter City Community Trust to complete Phase 1 of the scheme. These are time limited funds based on the funding being secured and works commencing by the end of March 2026

3.3 The benefits to the Council include:

- Delivering on Exeter City Council's Sport and Physical Activity Strategy, promoting participation and inclusivity.
- Delivering on Exeter City Council's Playing Pitch Strategy which has a priority to develop Community Sports Hubs and identifies a shortfall of 3-4 Artificial Grass Pitches across the city
- Meeting the aspirations of the Football Foundation's Local Football Facility Plan (LFFP), identifying the KGV site as a priority location.
- Meeting the local planning obligation to reinvest developer contributions into community infrastructure supports health, wellbeing, and active lifestyles outcomes of the Corporate Plan.

#### **4. What are the resource implications including non-financial resources:**

4.1 The scheme will utilise a maximum £464,948.02 of available section 106 contributions that fall within the distance and typology range of the King George V project. Allocating Council funding of £464,948.02 from s106 agreements will:

- Secure match funding from the Football Foundation.
- Fulfil planning obligations to enhance community sports provision.
- Deliver a long-term, sustainable facility with low maintenance costs relative to natural grass pitches

4.2 An element of this funding is connected to a s106 agreement contribution that must be committed by April 2026.

4.3 The Council has not identified any other projects which would meet all these requirements.

4.4 King George V Playing Fields is now on a long-term lease with Exeter KGV Limited, Exeter City Community Trust's wholly owned company therefore minimising the need for any internal non-financial resources to help develop, manage and maintain the site.

#### **5. Section 151 Officer comments:**

5.1 The use of section 106 funds is noted and will fully fund the contribution leaving no impact of the General Fund revenue position.

#### **6. What are the legal aspects?**

6.1 The Council is the freehold landowner of King George V playing fields and with the consent of Fields in Trust granted a lease dated 17<sup>th</sup> February 2026 to Exeter KGV Limited, Exeter City Community Trust's wholly owned company to carry out the improvement and enhancement works at King George V playing fields in accordance with the planning permission 25/0197/FUL.

6.2 The Council in its function as the Local Planning Authority has entered into seven different agreements with developers under section 106 of the Town and Country Planning Act 1990, which have secured contributions towards the provision of community and recreational facilities within the locality. Allocation of the section 106 contributions must be in accordance with the terms of the agreements and any contributions not allocated in accordance with the agreements must be paid back by the Council to the developer.

6.3 Prior to providing any financial contribution the Council must enter a formal contract with the recipient to regulate the use of the financial contribution which will include standard claw back provisions in the event the funds are not allocated as required.

6.4 It is not considered that this funding constitutes a subsidy under the Subsidy Control Act 2022.

## **7. Monitoring Officer's comments:**

7.1 Members will particularly note the legal aspects at paragraph 6. The Monitoring Officer has no additional comments.

## **8. Equality Act 2010 (The Act)**

8.1 In recommending this proposal potential impact has been identified on people with protected characteristics as determined by the Act and an Equality Impact Assessment has been included in the background papers for Member's attention.

The programme will seek to achieve a positive impact for residents within protected characteristics groups. The overall project seeks to reduce inequalities and improve physical and mental wellbeing.

## **9. Carbon Footprint (Environmental) Implications:**

9.1 The King George V improvement programme will enhance the local environmental and sustainability credentials primarily through:

**Travel:** The project will promote increased walking, cycling and active travel. A new entrance from Bridge Road will be created in proximity to the Exe Estuary walking and cycling route. Improvements to walkways and trails form part of the masterplan that will allow use of the site all year round compared to the challenges of walkers during the wetter months at present. A secure bike storage facility and a repair facility will be installed

**Infrastructure:** As part of the refurbishment of the existing building the BREEAM Excellent will ensure that efficiency of the building is significantly improved. Future phases of the scheme introduce solar panels and EV charging points. All floodlighting will be LED efficient design. The management of the 3G pitch will be undertaken to assist with ensuring the lifespan of the pitch is maximised, internal and external maintenance of the surface will be undertaken to promote longevity of the surface. The materials used are Sport England and Football Foundation compliant, there is an infill retention policy, containment plan and end of life recycling process. The latest guidance from Sport England and the Football Foundation is here: [Position statement on 3G pitches | Sport England](#)

**Waste:** ECCT will work with the Exeter City Council Recycling team to ensure that waste on site managed to minimise any waste to landfill. When the second phase building is in place food waste bins will be introduced to recover energy from waste accordingly. During construction we will work with ECC to sort waste and maximise recycling through agreed methods. Initial discussions have taken place and a meeting due to take place imminently to support this area of the project.

**Other:** The approach to biodiversity net gain is intended to ensure the site remains a green space that is an asset for the city and the addition of the community orchard, hedgerows and additional trees is intended to assist with reducing the carbon reduction target.

9.2 The full Environmental and Biodiversity Net Gain can be found on the Council planning portal as part of the full planning application for the scheme **25/0197** [Related Documents - Exeter City Council](#)

## 10. Report details:

- 10.1 King George V Playing Fields (KGV) is one of Exeter City Council's most prestigious outdoor sports sites serving as a centre for community club football, mini-soccer and girls soccer in Exeter.
- 10.2 KGV hosts up to six full-sized football pitches, eight mini soccer pitches, and one youth football/rugby pitch, with fully equipped changing rooms for men and women.
- 10.3 The site also includes two tennis courts adjacent to Bridge Road, two play areas, public toilets, and a collection of veteran oak trees.
- 10.4 KGV is highlighted as an important strategic playing field site in both the Exeter City Council Playing Pitch Strategy (Adopted November 2022: [Report - Exeter Playing Pitch Strategy 2022 FINAL.pdf](#)) and the Exeter Local Football Facility Plan ([Exeter Executive summary](#)) Both strategies highlight a shortfall in Artificial Grass Pitches (ATPs) in Exeter and the need for investment in playing pitch stock to improve both the quantity and quality of facilities in the city.
- 10.5 In August 2025, Exeter City Council granted planning permission to improve sport and community provision at King George V Playing Fields.
- 10.6 See ECC Planning portal with reference **25/0197** [Related Documents - Exeter City Council](#)
- 10.7 The King George V site is a long-established community sports hub in Exeter, supporting significant levels of grassroots football (home of Central FC) and recreational use. However, existing natural turf pitches are frequently rendered unplayable due to poor drainage and wear, resulting in lost game time and limited accessibility during winter months.

10.8 The Council has worked in partnership alongside Exeter City Community Trust to agree a lease, grant agreement and service level agreement for the ongoing leadership, management, maintenance and delivery of the playing field site. The Fields in Trust have given their consent for the lease, grant agreement and proposed improvement works to the site.

10.9 The lease was completed in February 2026 and ECCT will deliver Phase 1 of the improvement scheme.

10.10 Phase 1 of the scheme includes:

- Construction of a new 3G Artificial Grass Pitch
- Increased car parking and improvements to disabled parking spaces
- Pavillion refurbishment to include 4 Sport England compliant changing rooms, officials changing rooms, 1<sup>st</sup> aid room, community space and office. Replacement of public toilets and addition of changing places facility.
- Two Play Zones providing a variety of sports on multi use surfaces: one with 3G surface and the other with a 2G astro turf
- Refurbishment of Changing rooms and public toilets



## 10.11 Funding

The project has secured significant funding but requires additional contributions to meet total costs.

10.12 Total project cost is £4,096,633, with £3.5 million already secured or pending approval. The key funding sources include the Football Foundation (£2 million), ECCT (£1.2 million), and other stakeholders. Any shortfall in the project funding package will be borne by Exeter City Community Trust.

10.13 The Football Foundation funding model requires significant local match contributions to unlock national investment. The Football funding is contingent upon a confirmed local contribution.

10.14 Allocating ECC funding of £464,948.02 from s106 agreements will:

- Secure match funding from the Football Foundation.
- Fulfil planning obligations to enhance community sports provision.
- Deliver a long-term, sustainable facility with low maintenance costs relative to natural grass pitches

10.15 Section 106 (S106) contributions are legal obligations linked to planning permissions, requiring developers to provide funding or works to mitigate the impact of each development. Each agreement specifies how and when the contribution must be used, and the Council ensures it is spent in line with those requirements.

10.16 Developer contributions should be used to maximum strategic effect and in a timely manner. The Council monitors S106 funding for compliance with specific trigger points, spend deadlines, and purpose as defined in each S106 agreement.

10.17 An element of this funding is connected to a s106 agreement contribution that must be committed by April 2026.

10.18 The Council has not identified any other projects which would meet all these requirements. King George V Playing Fields is the only strategic project that meets the outcomes of the section 106 agreements within a radius of 1km of the developer sites.

## Community Engagement

10.19 Extensive community engagement has already been undertaken, involving residents, clubs, schools, leagues, and community groups. Feedback has been overwhelmingly supportive, with respondents highlighting:

- The need for reliable, year-round playing surfaces.
- Opportunities for youth development and women's and girls football.
- Potential for broader community use, including walking football, disability football, and school partnerships.

10.20 This process has ensured that the project reflects genuine community demand and delivers social value beyond football participation. Full details of the community engagement can be found here: [King George V Playing Fields Project | Support | Exeter, UK](#)

10.21 In February 2026, a letter drop was undertaken by ECCT to inform residents of the imminent works and a press release issued on Tuesday 17<sup>th</sup> February through local press and social media platforms

#### Programme of Activities

10.22 The site will provide enhanced facilities for Central FC and other grassroots youth and adult teams, engaging thousands of players each season in regular training and matches, whilst also ensuring connections and integration within our own - and other - pathways and networks, inclusive of those run by the Football Association, both locally and nationally.

10.23 The programme for the 3G ATP will engage with a wide range of stakeholders and clubs across the city including:

Central FC  
Exeter Strollers  
Exeter International  
ECCT Masters and Walking Football leagues  
ECCT Boys and Girls Development Centres  
Exeter College Academies and programmes  
Man V Fat  
Para Football including Visually Impaired and Deaf hubs  
Football for Good

#### Women and Girls

10.24 ECCT will offer an extensive programme from early years to professional development and later in life recreational football. This includes the Girls Development and Emerging Talent Centres, which provide coaching and support for girls aged 5-16, as well as match play opportunities through the Junior Premier League and the Premier League and English Football League networks, as evidenced by recent visits to Exeter by Crystal Palace and Tottenham Hotspur. This pathway also runs alongside the Exeter College Academy, which interlinks provision with the internal pathway throughout the season, and feeds into the Exeter City Women's Football Club (ECWFC) development team and then to the senior squad, all of whom will have opportunities to use the KGV facility.

10.25 The project will deliver early year's level opportunities through the Tot's and Grecian Girls' programmes and will offer girls only and mixed after schools and holiday clubs for children and young people. Alongside this, an engagement

programme will be offered in collaboration with Exeter City Women's Football Club to ensure inspiration and integration at all levels. ECCT will also work with Exeter Strollers and Exeter City Women's Walking Football Club to help the already rapidly developing pace of walking football through the facilitation of training, matches, and tournament events.

10.26 It is part of the agreement with the Football Foundation to allocate a minimum of 20% of allocations on site to be for women and girls football and a minimum of 30% by year three, and in doing so aim to deliver a strong regional hub - and source of pride - for women and girls football in the region.

## 11. How does the decision contribute to the Council’s Corporate Plan?

11.1 The KGV improvement programme delivers significant benefit towards the Council corporate plan and priorities as set out below:

- Exeter City Council’s Sport and Physical Activity Strategy, promoting participation and inclusivity.
- The ECC Playing Pitch Strategy which has a priority to develop Community Sports Hubs and identifies a shortfall of 3-4 ATPs across the city
- The Football Foundation’s Local Football Facility Plan (LFFP), identifying the KGV site as a priority location.
- Exeter City Council’s Annual Infrastructure Funding Statement (2025/25 report), includes KGV as an additional infrastructure project which may also be supported with CIL funding.
- The local planning obligation to reinvest developer contributions into community infrastructure supports health, wellbeing, and active lifestyles

The project significantly delivers against the Council priority for ‘People’ and will:

- Aim to reduce health inequalities through participation in sport and physical activity.
- Support communities to be more healthy, resilient and connect with one another.
- More residents, including those from our priority neighbourhoods and communities, will be participating in leisure and cultural events and activities.
- Support a safe and thriving city with great things to see and do for everyone.

## 12. What risks are there and how can they be reduced?

12.1 The most significant project risks and associated mitigation strategies are as follows;

Risk	Mitigation Strategy
Project cost inflation	Football Foundation Framework for tendering process. Initial costs have been favourable against the projected costs, refurbishment of the building to meet BREEAM excellent is over budget but value engineering work is being undertaken to ensure the overall project is on

	budget. The contracts will be fixed or capped overall costs to ensure at the stage of awarding contracts risk is minimised.
Capital funding profile	Working with a range of partners to secure funding. Any programme shortfall to be mitigated through ECCT and other external grant funding TBC
Drainage	Soakaway testing of the land will be undertaken imminently to ensure that the drainage as designed is sufficient for the construction of the pitch to deliver a suitable all weather surface.
Later Phase programme delivery	Risk remains unquantified at this stage until funding and viable business models are established

### 13. Are there any other options?

13.1 Should the Council financial contribution not be provided there is a risk of losing significant match funding from Football Foundation which will ultimately delay and potentially risk successful delivery of the improvement programme

**Director: Strategic Director, Place**

Author: Place Partnership Manager, Live & Move

### Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:

None

List of Appendices:

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## Equality Impact Assessment (EqIA)

Please refer to the [Equality Impact Assessments \(EQIAs\)](#) form for details on how to complete.

The aim of an equality impact assessment is to consider the equality implications of any decision (e.g. new or revised policy, process, project, function, or service) on different groups of people including employees and customers. This document helps to evaluate whether the decision may inadvertently disadvantage groups of people and identify ways to avoid discrimination and proactively advance equality.

### 1. Details of the proposal

<b>Name of the proposal:</b>	King George V – Exeter City Community Trust
<b>Version number:</b>	
<b>Does this proposal impact on people?</b>	Choose an item: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Explain your answer whether 'yes' or 'no'</b>	Provision of community, sport and recreation facilities for local residents and communities
<b>Is this a new or existing policy/project/service?</b>	Choose an item: <input checked="" type="checkbox"/> New <input type="checkbox"/> Existing
<b>Person responsible for the proposal:</b>	Lorraine Betts
<b>Person responsible for the EqIA (if different to above)</b>	Eleanor Yeo
<b>Proposal start date:</b>	24/03/2026
<b>When will this proposal be implemented?</b>	01/05/2026
<b>Briefly describe the aims and objectives of the proposal</b>	KGV currently serves as a significant recreational space in Exeter, housing multiple sports pitches and facilities. Fields in Trust plays a vital role in ensuring that these fields remain available for community use and are protected

	<p>from development that may compromise their function as public recreational spaces. The facility currently includes multiple grass pitches, tennis courts, an accessible play park, and a pavilion (changing rooms, showers and toilets). Usage of the latter is minimal in relation to its potential, largely due to the need for renovations to make the building more accessible and relevant to the needs of existing and future user groups. User groups range from use by the general public for walking and play, to structured activities including football and baseball. Over the course of the past 12 months, key users for the structured activity include Central FC, Exeter City Girls' Junior Premier League teams, and the Spitfires Baseball Club.</p> <p>The proposed redevelopment will significantly enhance KGV's facilities and accessibility, including:</p> <ul style="list-style-type: none"> <li>• A new 3G artificial grass pitch: Providing year-round all-weather availability for football and other sports.</li> <li>• Refurbished Pavilion: A modern facility with updated amenities, including modernised – and accessible – changing rooms / places, multi-purpose rooms, and a café and events space for the community.</li> <li>• Padel Courts: Provision of 3 covered Padel courts, 2 no doubles courts and 1 No. singles court.</li> <li>• Enhanced Grass Pitches: Improved playing surfaces and potential addition of new pitches.</li> <li>• New PlayZones: Providing additional recreational activities for various age groups.</li> <li>• Woodland Trail/Cycle Paths: Promoting health and wellbeing through outdoor recreation</li> </ul>
<p><b>What are the anticipated outcomes of the proposal?</b></p>	<p>The KGV project has several key aims, each reflecting the principles of King George V Playing Fields and the Fields in Trust, alongside the mission and values of Exeter City Community Trust:</p> <ul style="list-style-type: none"> <li>• Develop New Health, Wellbeing &amp; Leisure Facilities</li> <li>• Protect &amp; Enhance the Natural Environment</li> <li>• Create a Gateway to the Exe Valley River Park</li> <li>• Deliver Community Developed Provision</li> <li>• Reduce Barriers to Participation for: People of All Ages, Women &amp; Girls, Para Sports Activities, Lower Socio-Economic Groups, Ethnic Minorities, Local Residents &amp; Community Stakeholders</li> <li>• Provide Physical Activity &amp; Social Inclusion for All</li> <li>• Facilitate Outstanding Youth Development</li> <li>• Enhance Usage, Safety &amp; Security</li> <li>• Increase Community Pride</li> </ul>

<b>Who is likely to be affected by the proposal?</b>	You can select multiple options: <input type="checkbox"/> Staff <input checked="" type="checkbox"/> Service users <input checked="" type="checkbox"/> Wider community
<b>How are they likely to be affected?</b>	Service users and the wider community will have year-round access to a variety of high quality sports facilities and greater opportunities to local residents, residents of lower socioeconomic areas, women and girls, people with disabilities, including those with mental health issues, ethnic minority communities, various sporting clubs and organisations
<b>Is this proposal going to be approved by SMB, Executive or Council?</b>	Select: <input checked="" type="checkbox"/> SMB <input type="checkbox"/> Executive <input checked="" type="checkbox"/> Council
<b>When is the proposal going to SMB, Executive or Council?</b>	24/03/2026

### 3. [Consultation & Engagement](#)

You will nearly always need to involve and consult with stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal. This should include the individuals/groups who are affected by your proposal. Any proposal for consultation or engagement must be done via the [Consultation and Engagement Form](#).

<p><b>How are you communicating with the individuals/teams who are affected by your proposal?</b></p> <p>You can select multiple options:</p> <input checked="" type="checkbox"/> Social media <input type="checkbox"/> Focus groups <input checked="" type="checkbox"/> Website <input checked="" type="checkbox"/> Mail drop <input checked="" type="checkbox"/> Via community group <input type="checkbox"/> Other (please describe):
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## 4. Impacts on People

**How will the proposed change affect people with protected characteristics?** Make sure that you assess the impact based on evidence.

- Who will benefit, who won't, who can access, who can't access, who is at an advantage, who is at a disadvantage?
- What evidence has been used for this assessment? For example, employee diversity data, national statistics, customer survey, feedback etc. [Sources of equality data](#) are available on Sharepoint. (Please don't include any information that risks identifying people such as names, or the diversity data, if less than six people).

**Note:** You can copy and paste more rows underneath each protected characteristic if there is more than one impact

How will this proposal affect people with protected characteristics?	Identify Impact:	Why will it have this effect? Use the evidence collated, any engagement or consultation to inform your thinking and record it here. Have you identified any gaps in evidence, if so, what are the gaps? Does this need to be incorporated in the action plan?
Age	Positive (Is an improvement)	<p>The Sport England Local Active Lives Survey which takes place annually in communities across Exeter tells us that those living in Exeter's most deprived communities find it hardest to lead active lives. In particular, the survey showed that residents of almost all ages were less active in 2025 than they had been in 2024. Looking at levels of inactivity, we can see that:</p> <ul style="list-style-type: none"> <li>▪ Inactivity levels in those aged 16-34 increased slightly in 2025 and is now broadly the same as 2022.</li> <li>▪ Those aged 35-54 experienced an increase in inactivity compared to 2024</li> <li>▪ Inactivity levels in those age 75+ increased over the previous year.</li> </ul> <p>This facility creates multiple opportunities for people of all ages to be more active in ways to suit them, and therefore creates a positive impact.</p>
Disability: including sensory, mobility, mental health,	Positive (Is an improvement)	The Sport England Local Active Lives Survey tells us clearly that inactivity rates for Exeter residents remain significantly higher for those with a disability (49% of those respondents who are disabled

<b>How will this proposal affect people with protected characteristics?</b>	<b>Identify Impact:</b>	<b>Why will it have this effect?</b> Use the evidence collated, any engagement or consultation to inform your thinking and record it here. Have you identified any gaps in evidence, if so, what are the gaps? Does this need to be incorporated in the action plan?
neurodiversity, long term ill health		class themselves as inactive) or long-term health condition than for those without (38% of those who do not class themselves as disabled say that they are inactive).  The King George V facility presents multiple opportunities to engage with disabled residents by providing para-sports activities, together with accessible toilets and changing facilities and inclusive play equipment.  No negative impacts identified at this stage.
Gender reassignment	No Impact	No negative impacts identified at this stage.
Marriage and Civil partnership (work related only)	No Impact	No negative impacts identified at this stage.
Pregnancy & Maternity	Positive (Is an improvement)	The King George V facilities include a play-zone aimed at young children, as well as pushchair accessible woodland trails suitable for those with prams or buggies. There will also be ample opportunities for parents to change and feed their young children with multiple seating, rest and changing areas.  There are no negative impacts identified at this stage.
Race: including ethnic origin, nationality/national origin	Positive (Is an improvement)	The King George V Playing Field in Exeter will cater for different races and ethnicities by providing inclusive sports programmes, culturally diverse community events, and accessible facilities designed to welcome and celebrate people from all backgrounds. Through Live and Move's work with Inclusive Exeter, there is insight that shows clearly that opportunities for physical activity can support greater community cohesion.

<b>How will this proposal affect people with protected characteristics?</b>	<b>Identify Impact:</b>	<b>Why will it have this effect?</b> Use the evidence collated, any engagement or consultation to inform your thinking and record it here. Have you identified any gaps in evidence, if so, what are the gaps? Does this need to be incorporated in the action plan?
Religion or Belief	Positive (Is an improvement)	The facility will cater for different religions by offering flexible community spaces for faith-based events, ensuring scheduling considerations around religious observances, and promoting an inclusive environment that respects and accommodates diverse beliefs and practices.  There are no negative impacts identified at this stage.
Sex	Positive (Is an improvement)	The King George V Playing Field in Exeter will cater for different sexes by providing equal access to facilities, offering mixed and single-sex sports sessions, and ensuring changing areas and amenities are designed to promote privacy, safety, and inclusivity for all users.  There are no negative impacts identified at this stage.
Sexual Orientation	No Impact	The facility will cater for different sexual orientations by promoting inclusive sports programmes, and creating a safe, welcoming environment where everyone feels respected and able to participate openly.  No negative impacts identified at this stage.
Intersectionality: Could this proposal have an impact on people who have a combination or intersection of two or more characteristics?	Positive (Is an improvement)	

## 7. Outcome of Assessment

<b>Select one of the following options:</b>	<b>Tick the relevant box</b>
---	------------------------------

No barriers identified, proceed with proposed change.	<input checked="" type="checkbox"/>
Adjust the proposal/policy to remove barriers identified by the EqIA.	<input type="checkbox"/>
Continue with the proposal/policy despite potential for adverse impacts.	<input type="checkbox"/>
Stop the proposal/policy as there are adverse impacts that cannot be prevented/mitigated or justified.	<input type="checkbox"/>
<b>Please explain why the option has been chosen:</b>	

## 8. Action Plan

Considering the impacts, you have identified above, please detail any actions you will need take to remove barriers, eliminate negative impacts or maximise opportunities. (Add more rows if required). If an action is to meet the needs of a particular protected group please specify this. These actions should be included in your Service Plan.

Action(s) to be taken.	Expected Outcomes	Responsible Person	Timescale	Progress	Complete
<b>Risk is mitigated by ensuring the following actions:</b> <ul style="list-style-type: none"> <li>- Ensure multi-use design of facility for all ages</li> <li>- Inclusive seating areas</li> </ul>	This will be updated through ongoing programme work and the project steering group with stakeholders, centre users and community groups	Jamie Vittles (ECCT) & James Bogue (ECC)	Ongoing	This will be updated through ongoing programme work and the project steering group with stakeholders, centre users and community groups	

<ul style="list-style-type: none"> <li>- Community consultation to include representations from all age ranges and diverse communities</li> <li>- Step-free access to facilities</li> <li>- Accessible parking</li> <li>- Hearing loops in community spaces</li> <li>- Creation of clear and inclusive safeguarding policies</li> <li>- Ensure representation from Intercom Trust, Wellbeing Exeter, Inclusive Exeter, local faith groups (and other organisations) in community engagement activity</li> <li>- Inclusive changing provision to include private cubicles and individual changing spaces and toilet facilities</li> <li>- Multi-language materials provided if required</li> <li>- Fair, transparent and easy to use booking systems</li> <li>- Zero-tolerance anti-discrimination policy</li> <li>- Inclusive signage throughout facility</li> <li>- Equality and diversity training mandatory for all staff</li> <li>- Affordable pricing structure</li> </ul>					
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To support some of the groups listed above, the new facility has confirmed the following activities:

- Para Football Talent Hub + Ability Counts (mixed and focused disability session)
- Girls' Development Centre, including FA Emerging Talent Centre
- Advanced Development Centre (boys football)
- College Education FA (in partnership with Exeter College)
- Exeter International United (refugee and asylum seekers team)
- Men and Women's walking football
- Youth Holiday Clubs
- Regular training and matches for grassroots football.

In addition, the following activities are also being planned but are not yet confirmed:

- Holiday Activities and Food
- AP education
- USW Sports Business Management Degree
- PL Kicks (after hours inclusion football programme)
- PLPS (sessions for local schools - mixed physical activity and education)

<ul style="list-style-type: none"> <li>• Change our Path programme</li> <li>• Mixed Multisport</li> <li>• Para Multisport</li> <li>• T1 touch rugby</li> <li>• Extra Time Hub (social cafe / sporting memories)</li> <li>• Men's Mental Health Sessions</li> <li>• Disc Golf</li> <li>• Nordic Walking</li> <li>• Baseball</li> <li>• Tennis</li> <li>• Padel</li> </ul>					

### 9. Monitoring

**How will you monitor the impact of your proposed change once it has been implemented?** Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective and your approach is still appropriate. Include the timescale for review in your action plan above.

KPI Monitoring by Exeter City Community Trust through reporting to Football Foundation and Exeter City Council as part of respective grant agreements.

Propose that Exeter City Council has sight of communication through the development of a local management board led by ECCT

## REPORT TO COUNCIL

Date of Meeting: Tuesday 24<sup>th</sup> March 2026

Report of: Strategic Director, Place

Title: Wonford Community Wellbeing Hub

### Is this a Key Decision?

Yes

### Is this an Executive or Council Function?

Council

## 1. What is the report about?

- 1.1 This report seeks agreement to allocate a budget to deliver the redevelopment and refurbishment of Wonford Community and Leisure Centre into a new integrated Wonford Community Wellbeing Hub
- 1.2 Working in partnership with Sport England, the Council is seeking to enter into an Exchequer Funding Agreement (EFA) to secure a £2million grant award from the Sport England's Place Capital Investment programme, to form part of the overall funding package of £6,000,000.
- 1.3 The report provides an update on progress to redevelop and refurbish the existing Wonford Sports Centre and Community and Learning Centre, including the demolition of the existing gym, Phoenix Centre and Outdoor changing rooms and construction of a new hub and FA changing facilities. The new Hub will accommodate a cafe area, changing facilities, studio and gym.

## 2. Recommendations:

2.1 That Council resolve to:

- (1) To allocate a budget of £6,000,000 to fund the redevelopment and refurbishment of the Wonford Community Wellbeing Hub funded by: Sport England contribution of £2,000,000; ECC CIL up to £2,920,269; ECC s106 agreements of up to £1,079,731
- (2) Delegate responsibility to the Strategic Director Corporate Resources in consultation with the relevant Portfolio Holder and the Strategic Director of Place to enter into the Exchequer Funding Agreement with Sport England for their £2,000,000 capital investment award to Exeter City Council for the scheme
- (3) Delegate responsibility to the Strategic Director Corporate Resources in consultation with the relevant Portfolio Holder and Strategic Director of Place to agree new leases with Devon County Council and Wonford Community Centre Trustees, as required in relation to the existing premises at Wonford Community Centre.

### **3. Reasons for the recommendation:**

3.1 The Council has worked in partnership with Sport England since 2018 to deliver the Place Partnership programme. The Wonford Community Hub programme has been a flagship element of this partnership led by the Live and Move team within Exeter City Council.

3.2 Sport England has committed £2,000,000 in principle to the project. The funding contribution from Sport England is time limited, with a condition of award for Exeter City Council to confirm full capital funding for the scheme by May 2026.

3.3 Wonford is a neighbourhood in Exeter that experiences some of the poorest health outcomes, and the highest levels of inactivity.

3.4 The benefits to the Council, communities and residents include:

- Delivering on Exeter City Council's Live and Move Strategy to reduce health inequalities, tackle inactivity, increase physical activity and connect communities.
- Delivering on Exeter City Council's Playing Pitch Strategy and Facilities Planning Modelling. This identifies priorities to develop Community Sports Hubs and protect the supply of sports halls in the city.
- Meeting the aspirations of the local community through extensive local engagement and design to:
  - Provide and improve community wellbeing spaces
  - Connecting the indoor facility to the outdoor space in Wonford and the wider Ludwell Valley
  - Potential for broader community use to improve health outcomes through accessing leisure and community activities
- This programme meets the local planning obligation to reinvest developer contributions into community infrastructure supports health, wellbeing, and active lifestyles outcomes of the Corporate Plan.

### **4. What are the resource implications including non-financial resources:**

4.1 The £6 million funding package is comprised of funding contributions as follows:

- £2,000,000 grant award from the Sport England's Place Capital Investment programme;
- £1,079,731 Section 106 funding; and
- Up to £2, 920,269 CIL funding.

4.2 The ongoing business case is being developed in detail to mitigate the current annual deficit incurred by the centre.

4.3 Supporting the long-term sustainability of the centre as one building rather than three separate entities.

4.4 Internal resource and expertise to support the Wonford Community Centre Trustees to develop a long-term sustainable business model for their activities

4.5 Internal resource is required to undertake negotiations with the tenants to secure agreement.

## **5. Section 151 Officer comments:**

5.1 This is a potential opportunity to remove the annual deficit at the Wonford Leisure Centre.

5.2 From year one the deficit should reduce significantly from the current subsidy and this will have a positive impact on the General Fund. Crucial to this is the use of CIL to avoid the costs of borrowing.

## **6. What are the legal aspects?**

6.1 The budget requested includes funding from contributions received by the Council under section 106 of the Town and Country Planning Act 1990 and the application of the Community Infrastructure Levy. Allocation of the section 106 contributions must be in accordance with the terms of the section 106 agreements. Section 216 of the Planning Act 2008 places charging authorities under a duty to apply Community Infrastructure Levy funds to "funding the provision, improvement, replacement, operation or maintenance of infrastructure". This duty is restated in Regulation 59 of the Community Infrastructure Levy Regulations 2010 (the "Regulations") which requires a charging authority to "apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area". The project meets the legislative criteria for the application of funding from the Community Infrastructure Levy and the Wonford Integrated Health and Wellbeing Hub is included in the Council's Infrastructure Funding Statement published in December 2025.

6.2 The Exchequer Funding Agreement provided by Sport England sets out the standard terms and conditions for the award of £2 million pounds grant funding which are non-negotiable. The Agreement contains detailed provisions that the Council must comply with to ensure the delivery of the project in accordance with specified timescales, the project purpose and the business plan. Sport England's investment is also secured by entering a Deed of Dedication to register a restriction on the freehold title of the project site for a period of 25 years. The restriction means that for the duration of the 25-year period Sport England's consent will be required to use the project site and the new facility for any purpose that is not within the scope of the project.

6.3 The project site is also subject to the existing occupational leases specified at paragraph 10. These will have to be terminated to proceed with the project.

## 7. Monitoring Officer's comments:

7.1 Members will particularly note the legal aspects at paragraph 6. The Monitoring Officer has no additional comments.

## 8. Equality Act 2010 (The Act)

8.1 In recommending this proposal potential impact has been identified on people with protected characteristics as determined by the Act and an Equality Impact Assessment has been included in the background papers for Member's attention.

The programme will seek to achieve a positive impact for residents within protected characteristics groups. The overall project seeks to reduce inequalities and improve physical and mental wellbeing.

## 9. Carbon Footprint (Environmental) Implications:

9.1 The Wonford Community Wellbeing Hub improvement programme will enhance the local environmental and sustainability credentials primarily through:

- An integrated approach to delivering the facilities and services needed by the local community in Wonford for wellbeing, sport and physical activity provision, particularly where it leads to the renewal of previously developed land
- The development considers the impact of climate change in the newbuild element and aims to reduce the buildings carbon emissions
- The development presents an opportunity to create a "gateway" into the park by opening the building to views of the park and remodelling the landscape to connect the north of the site to the Green Circle. This design approach enhances the park, achieving a balance between conservation, recreation, and public access.
- A detailed Energy and Sustainability Strategy (available via the planning portal)
- Additional Solar PV on the Leisure Centre roof
- High efficiency services will be employed in the newbuild element of the site development

9.2 The full Environmental and Biodiversity Net Gain can be found on the Council planning portal as part of the full planning application for the scheme - [24/1396/ECC | Refurbishment of the existing Wonford Sports Centre and Community and Learning Centre, including the demolition of the existing gym, Phoenix Centre and Outdoor changing rooms and construction of a new hub and FA changing facilities. The new Hub will accommodate a cafe area, changing facilities, studio and gym. | Wonford Community And Learning Centre Burnthouse Lane Exeter EX2 6NF](#)

## 10. Report details:

**Background**

- 10.1 Situated in the centre of Exeter, the existing Wonford Leisure Centre, Community Centre and Youth Centre provide a range of social, physical and educational activities supporting residents from across centre.
- 10.2 Built in the 1980s, the Leisure Centre includes a 40 Station Gym, Heavy Weights 'Pump Room', Indoor Cycling Studio, 4 Court Sports Hall and a Floodlit 5-a-side AstroTurf Pitch. The Community Centre has a large hall, a kitchen delivering a community cafe, two meeting rooms and an outdoor patio space towards the playing fields and Ludwell Valley. The former Devon County Council commissioned Youth Centre has a variety of smaller bookable meeting rooms and a small kitchen.
- 10.3 The Leisure Centre forms an integral part of the Exeter Leisure Offer, providing a sports hall space popular for Badminton, Netball and informal Football.
- 10.4 The Community Centre is owned by the Council and leased to, and managed by, the Wonford Community and Learning Centre Trustees and provides a broad range of activities for residents, community groups and charities. The Youth Centre is leased to Devon County Council who in turn lease the space to the Wonford Community and Learning Centre Trustees
- 10.5 The Centre sits in the heart of Wonford adjacent to a nearby Lidl supermarket, Wonford Green PR Surgery and the local Pharmacy.
- 10.6 In February 2022 Council carried the recommendation to approve the provision of £750,000 funding to progress the design and development of Wonford Community Wellbeing Hub which included undertaking of detailed investigations / surveys of the building and the development of the building design, finishes, services, civil and structural designs all for submission of a planning application.
- 10.7 In February 2025, following extensive community engagement and extensive project design works planning permission was granted for a new Wonford Community Hub, costing £7.35million. Ref: Application No24/1396/ECC [| Refurbishment of the existing Wonford Sports Centre and Community and Learning Centre, including the demolition of the existing gym, Phoenix Centre and Outdoor changing rooms and construction of a new hub and FA changing facilities. The new Hub will accommodate a cafe area, changing facilities, studio and gym. | Wonford Community and Learning Centre Burnthouse Lane Exeter EX2 6NF](#)
- 10.8 In April 2025 Exeter City Council was provisionally awarded £2million from Sport England, subject to approving an Exchequer Funding Agreement and delivering against several conditions associated with the award. The Council was eligible for the Sport England Place investment fund due to the long-standing Place Partnership work starting in 2018. The funding contribution from Sport England is time limited, with a condition for Exeter City Council to confirm full capital funding for the scheme by May 2026.

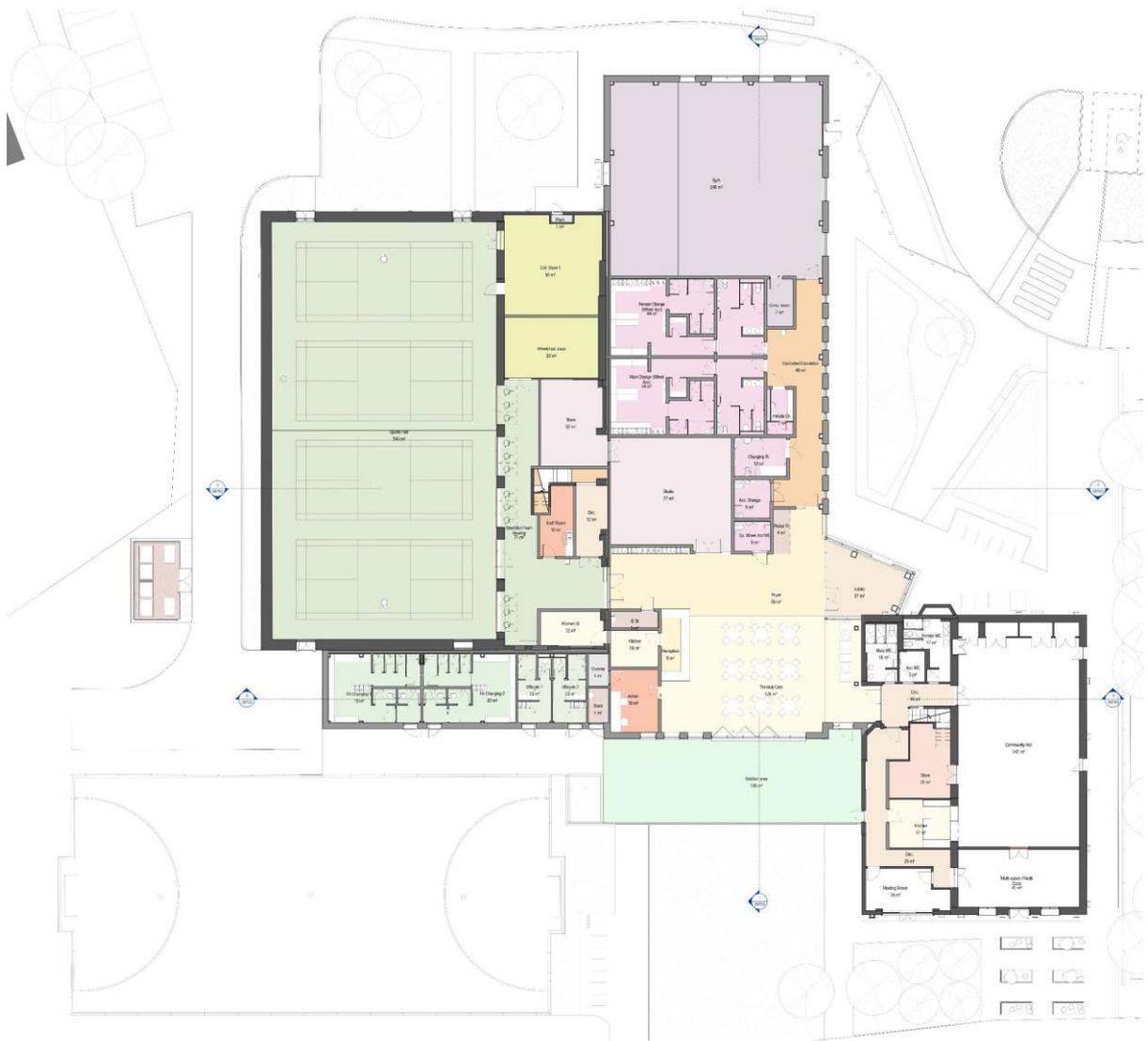
### **Value Engineering**

- 10.9 In June 2025 a process was undertaken to review options for a building that provided a reduced capital cost through a Value Engineering exercise.

- 10.10 The Value Engineering process identified a Phasing Option and five Redesigned Options all costed between £4.75million and £7.6million
- 10.11 These options were developed by the project team and reviewed by Sport England's technical consultants. Two options considered were deemed supportable by Sport England, including Option 1, which had the least capital cost, c. £5.35-£5.68million. The options can be reviewed in detail in the Value Engineering Report at Appendix A
- 10.12 The facility mix is as follows, and the high-level designs can be viewed below:

- 4 Courts Sports Hall
- Sports Hall Store
- Sport Wheelchair Store
- Gym (240m<sup>2</sup>, 53 stations)
- Consultation room
- Studio (75m<sup>2</sup>)
- Male & Female dry change
- Private change
- Changing Places
- Acc. Change
- Acc. WC
- Café (120m<sup>2</sup>) & associated kitchen
- Community Hall
- 2 x meeting rooms
- Community kitchen
- Office
- Staff room
- FA changing rooms

Ground Plan



View from Car Park onto new build section, existing community centre and integrated reception



Internal view of cafe community hub area



10.13 From October 2025 the project and design team has been working on the revised RIBA Stage 3 and RIBA Stage 4 processes of the scheme. The following documents are currently in development and will be submitted as part of the evidence required to submit a Non Material Amendment application for the revised scheme:

- Detailed RIBA Stage 3 designs
- Detailed RIBA Stage 3 detailed capital cost analysis
- Procurement Strategy
- Revised detailed business case
- Revised risk register
- Revised EQIA

### Programme

10.14 The following programme is proposed should Members agree to the budget allocation. This shows contractor procurement in late summer 2026, starting on site in February 2027 with testing and completion in summer 2028. To meet the conditions within the Sport England EFA adhering to this programme is critical.

<b>RIBA Stage 3 design and costings</b>	<b>Ongoing January – March 2026</b>
<b>Planning Amendment submission</b>	March 2026
<b>Planning Approval</b>	April 2026
<b>ECC Programme and Funding Approval at Council</b>	24 <sup>th</sup> March 2026
<b>RIBA Stage 3 ECC sign off</b>	w/c 6 <sup>th</sup> April 2026
<b>Sport England EFA agreed</b>	e/o April 2026
<b>RIBA Stage 4 Development</b>	April – July 2026
<b>RIBA Stage 4 ECC sign off</b>	w/c 3 <sup>rd</sup> August 2026
<b>Procurement: Tender development</b>	e/o June 2026
<b>ECC Tender documents sign off</b>	e/o July 2026
<b>Tender Period</b>	August – September 2026
<b>Evaluation, Award and Contracting</b>	October 2026
<b>Contractor appointment</b>	Mid November 2026
<b>Contract Mobilisation</b>	December – January 2026/27
<b>Start on Site</b>	February 2027
<b>Construction Period</b>	February 2027 – May 2028
<b>Testing and handover</b>	June 2028
<b>Completion</b>	July 2028

## Funding

10.15 The programme funding position is highlighted below:

Income	
<b>Sport England (subject to EFA)</b>	£2,000,000
<b>ECC S106</b>	£1,079,731
<b>ECC CIL</b>	£2, 920,269
<b>TOTAL</b>	<b>£6,000,000</b>
<b>Cost</b>	£5,680,000
<b>Contingency</b>	£320,000
<b>TOTAL</b>	<b>£6,000,000</b>

10.16 A Sport England Exchequer Funding Agreement (draft attached at Appendix B) has been issued to ECC for £2million subject to conditions.

10.17 The Sport England funding is committed (subject to the EFA approval) across financial years 26/27 and 27/28 and the Council can draw down this funding, subject to adhering to the EFA award conditions

10.18 Section 106 receipts that fall within the distance and typology range of the Wonford project reach a total of £1,079,931. Section 106 (S106) contributions are legal obligations linked to planning permissions, requiring developers to provide funding or works to mitigate the impact of their development. Each agreement specifies how and when the contribution must be used, and the Council ensures it is spent in line with those requirements.

10.19 Developer contributions should be used to maximum strategic effect and in a timely manner. The Council monitors S106 funding for compliance with specific trigger points, spend deadlines, and purpose as defined in each S106 agreement.

10.20 Projected CIL covering the programme period could be calculated and made available, to offset borrowing. The Wonford Community Wellbeing Hub has been identified as a high priority for investment into community infrastructure

10.21 In terms of the revenue position, a detailed review of existing incomes and costs (for the Community Centre & Leisure Centre operations), and consideration of these within the context of the new Hub (including new facilities, larger gym, etc) has resulted in the forecast first 5 years revenue position of the new hub being:

Build Year 27/28	Year 1 28/29	Year 2	Year 3	Year 4	Year 5
<b>Operating Position</b>	-£105k	-£34k	-£34k	-£25k	£18k

10.22 This compares with a current combined revenue position for the Leisure Centre and Community Centre of circa £275,000 deficit per annum.

### **Lease Position**

10.23 Wonford Community and Leisure Centre is subject to four occupational leases:

- A secure lease to Devon County Council of the Phoenix Centre (youth club) for a term of 125 years expiring 2 May 2113. Devon County Council then sublet this accommodation to Wonford Community & Learning Centre.
- A secure lease to Wonford Community & Learning Centre of the Community Centre for a term of 30 years expiring 30 November 2036.
- A contracted-out lease to Exeter Community Energy of the community centre roof and airspace for a term of 20 years expiring 1 November 2035 for the provision of solar panels and a power purchase agreement to the community centre.

10.24 Negotiations will need to be entered into with the tenants to surrender these leases to secure vacant possession enabling the demolition and construction works to commence.

10.25 Alongside the lease surrender negotiations, Council Officers will work closely with Wonford Community & Learning Centre trustees to design the future management governance model across the whole community hub site. To date, discussions have evolved around a hybrid management structure which includes senior representatives from the leisure service, trustees of the community centre, local members and residents. Detailed work will continue in the spring and summer to finalise proposed governance arrangements alongside a new lease and agreed business planning. Wonford Community & Learning Centre trustees are being supported to develop current business planning and creating a sustainable business case for the future.

## **11. How does the decision contribute to the Council's Corporate Plan?**

11.1 The Wonford Community Wellbeing Hub delivers significant benefit towards the Council corporate plan and priorities as set out below:

- Delivering on Exeter City Council's Live and Move Strategy to reduce health inequalities, tackle inactivity, increase physical activity and connect communities.

- Delivering on Exeter City Council’s Playing Pitch Strategy and Built Facilities Planning Modelling. This identifies priorities to develop Community Sports Hubs and protect the supply of sports halls in the city.
- Meeting the aspirations of the local community through extensive local engagement and design to:
  - Provide and improve community wellbeing spaces
  - Connecting the indoor facility to the outdoor space in Wonford and the wider Ludwell Valley
  - Potential for broader community use to improve health outcomes through accessing leisure and community activities
- This programme meets the local planning obligation to reinvest developer contributions into community infrastructure supports health, wellbeing, and active lifestyles outcomes of the Corporate Plan.
  
- The project significantly delivers against the Council priority for ‘People’ and will:
  - Aim to reduce health inequalities through participation in sport and physical activity.
  - Support communities to be more healthy, resilient and connect with one another.
  - Enable more residents, including those from our priority neighbourhoods and communities, will be participating in leisure and cultural events and activities.
  - Support a safe and thriving city with great things to see and do for everyone.

## 12. What risks are there and how can they be reduced?

12.1 The key risks are highlighted below:

<b>Risk</b>	<b>Mitigation Strategy</b>
Revisions to Lease Agreement	Ensure adequate programme time. ECC Commercial Assets Team to engage with DCC and Trustees. Outline position to be established and negotiations to be taken forward.
Protracted Middle East War causing material price increase.	Early engagement with contractor/supply chain. Substitute materials/products susceptible to price increases.
Funding to be allocated March 2026	Proposal to Extraordinary Council on 24/3/26 to finalise funding approval.
Reduced project scope following value engineering exercise	Ongoing communication with Stakeholders in place with Exeter Leisure, Wonford Trustees and other interested parties.
Business Case validity	Review Business case at each stage. Revised business case under development, commissioning leisure/community consultant expertise to refine modelling/revenue position

12.2 Currently there is no certainty on securing vacant possession of the leased areas; this is to be negotiated in the next phase of the project. Additionally, the cost to surrender the existing occupational leases is currently unknown.

- 12.3 The timeframe for obtaining vacant possession is critical to the project; the terms for the lease surrenders need to be agreed before the tender process commences in August, with agreements being documented before the construction contract is let in October/November. Construction contracts must not be signed until there is a clear route to obtaining vacant possession; to do otherwise would represent a significant risk to the Council.
- 12.4 There is no current certainty on the future operating model for the Wellbeing Hub. The future operating model should seek to maximise possibilities for income generation, layout clear routes for managing utilisation of the facility, consolidate disparate repair obligations, service charge and demise issues. When there is resolution on the preferred operating model, heads of terms for any new leases can be agreed and documented.

### **13. Are there any other options?**

- 13.1 If the Council does not agree a budget for the scheme, it is likely the £2,000,000 Sport England Exchequer funding agreement will be withdrawn.
- 13.2 The alternative is for the building to remain as it is and continue to have a significant annual deficit on the Council leisure budget and ongoing capital maintenance and repairs. Without significant investment the building in time would have to close and cease its services.

#### **Director: Strategic Director, Place**

Author: Place Partnership Manager, Live & Move

### **14. Local Government (Access to Information) Act 1972 (as amended)**

Background papers used in compiling this report:

None

List of Appendices:

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August 2025

# Options Appraisal – Value Engineering

Wonford Community Wellbeing Hub



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# Introduction

This report outlines the review of the current design scheme, undertaken to ensure alignment with the project objectives, revised budget parameters, and delivery priorities.

The process included a detailed assessment of the existing proposals to identify opportunities for phased delivery, alongside a value engineering exercise to optimise both cost efficiency and deliverability.

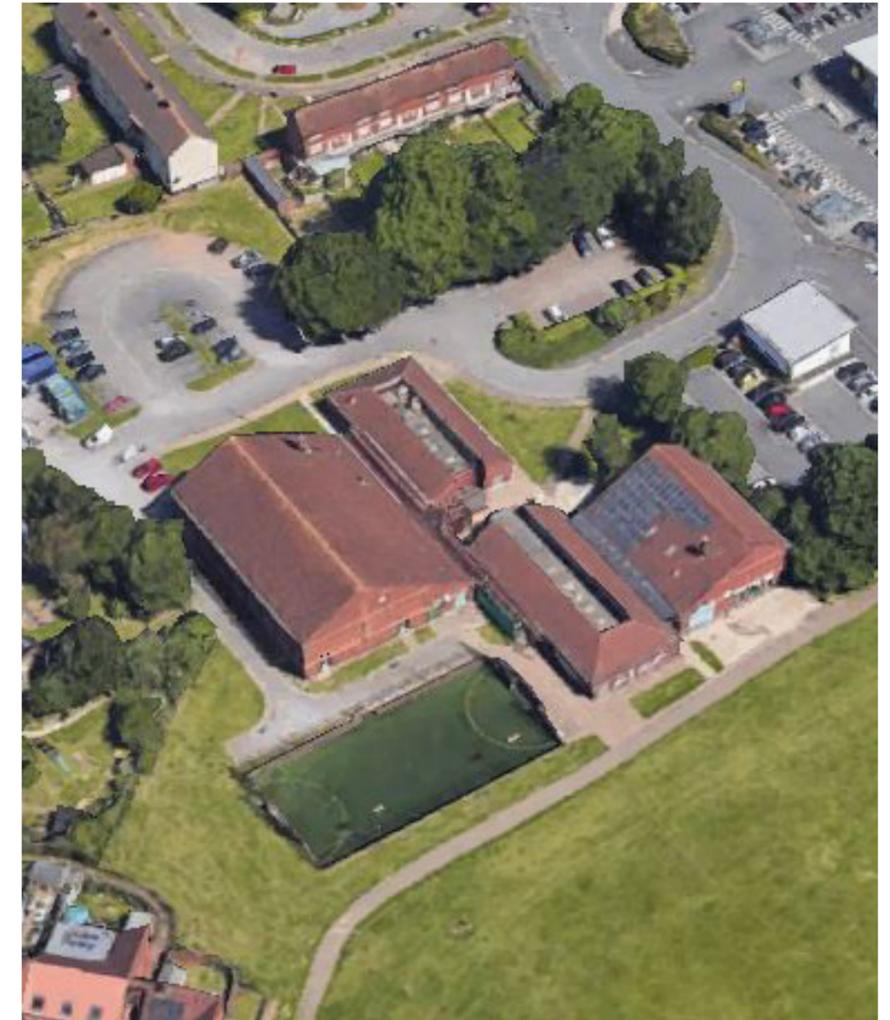
In collaboration with the Quantity Surveyor, a phased option of the approved Stage 4 scheme and four value-engineered (VE) design options were developed to align with the revised target budget of £4 million.

Options 1 and 2 retain the original design principles and brief, while reducing the building footprint to achieve the budget target.

Options 3 and 4 explore the partial or full retention of the central block, proposing a refurbishment-led approach aimed at delivering the core elements of the original brief.

Following a workshop with ECC and Sport England, these options were evaluated ( See Appendix B: Sport England High Level Technical Review)

During the workshop, an alternative approach was discussed to better align with the budget and the brief, forming the basis of the final design iteration (Option 5) presented in this report.



# Approved Scheme | Objectives

The approved scheme was developed to deliver a modern, flexible, and sustainable facility that meets the needs of the community, supports increased participation in sport and physical activity, and aligns with Exeter City Council’s strategic objectives.

## Project Objectives

The project objectives derived from the engagement with the stakeholders and the community are:

- Enhance the centre’s relevance
- Design for All
- Sustainable development
- Increase opportunities for participation in leisure and community activities.

## Design Objectives

- To create a multi-functional facility, to serve as a catalyst for positive change, actively promoting a healthier lifestyle among residents
- To create an environment that encourages community and sports events but also actively contributes to the overall well-being of the residents.
- The centre should offer a diverse range of sports and activities that resonate with the community.
- To create a facility at the heart of the community, which is valued and used by the community for decades to come.
- To offer a more inclusive environment for athletes with disability

- To meet the demand of the groups involved in the social life of Wonford delivering a Hub focus on the community needs.



# Approved Scheme | Ground Floor Plan

## Facility Mix

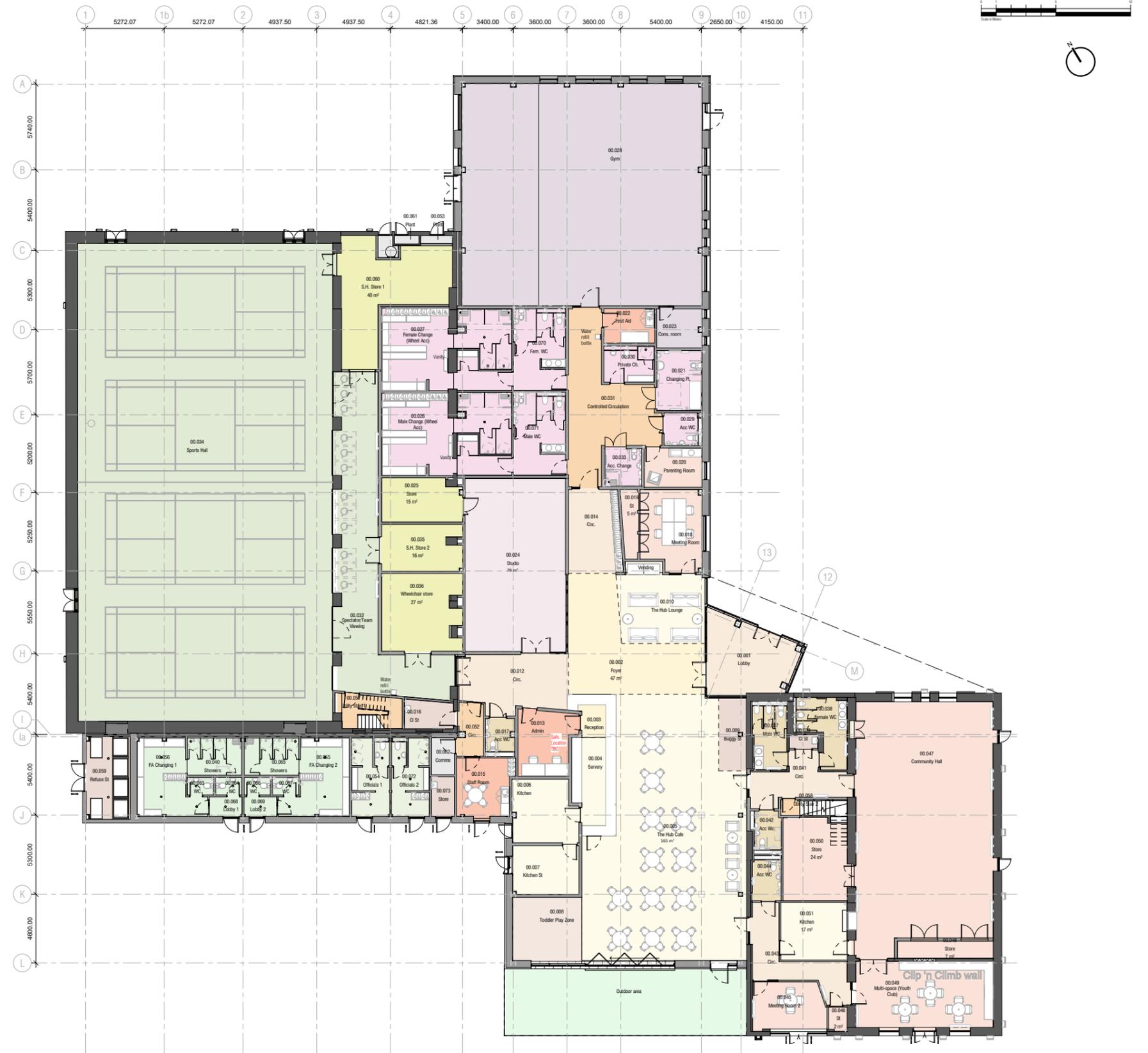
- Retained 4 Courts Sports Hall (32m x17.1m)
- Sports Hall storage
- Sport Wheelchair Storage
- Multi-purpose Studio
- 240m<sup>2</sup> Fitness suite
- Female, Male, All gender changing rooms
- Parenting room
- New entrance
- Cafe/Hub with toddler play area
- 2 meeting rooms
- Office
- Retained Community Hall
- Retained kitchen and storage
- Retained toilets
- Multi-purpose room (youth club) with climbing wall
- Community garden
- Cycle racks
- Electric car charging point

## GIA Ground Floor

2348m<sup>2</sup>

## GIA New Building

1139m<sup>2</sup>



# Approved Scheme - Phased Option

This option proposes dividing the construction of the approved Stage 4 scheme into two distinct phases. The approach aims to facilitate earlier delivery of priority elements while allowing flexibility in programme and budget management, without compromising the overall design intent or quality of the completed facility.

## Phase 1 – Initial Construction and Refurbishment Works

The first phase of works focuses on establishing the core components of the new facility while maintaining continuity of community use. This phase includes:

- **Retention of the Existing Community Hall:** The current community hall will remain operational throughout Phase 1 to ensure minimal disruption to local groups and users.
- **Demolition of the Central Block:** The outdated central block will be fully demolished to make way for new construction.
- **Construction of a New Central Element:** A new-build structure will be introduced in place of the demolished block, comprising:
  - A welcoming café space that acts as a social hub and point of entry for visitors.
  - A flexible studio suitable for a variety of group activities and classes.
  - A fully equipped gym to cater to a range of fitness

and wellbeing activities.

- Dry changing facilities to support both gym and studio users.

- **Construction of the FA changing facilities.**
- **Refurbishment of the Existing Sports Hall:** The current sports hall's floor will be replaced and the mechanical ventilation will be fully refurbished as part of the main mechanical works.

## Phase 2 – Community Hall Refurbishment and Café Extension

The second phase builds upon the improvements delivered in Phase 1, focusing on enhancing community facilities and expanding amenities. This phase includes:

- **Refurbishment of the Existing Sports Hall:** The sports hall will undergo a comprehensive refurbishment to modern standards, improving finishes (acoustic wall panels) and lighting, ensuring it meets contemporary expectations for multi-sport use.
- **Refurbishment of the Existing Community Hall:** The retained community hall will undergo a full refurbishment to upgrade finishes, improve thermal performance, and enhance overall functionality. The improvements will ensure the space continues to serve a wide range of community activities in a modern,

welcoming environment.

- **Introduction of a Climbing Wall:** As part of the community hall upgrades, a new indoor climbing wall will be installed, contributing to the centre's offer of inclusive physical activity.
- **Extension of the Café:** The existing café space delivered in Phase 1 will be extended to accommodate increased demand and improve the overall visitor experience. This will provide additional seating, improve connectivity between internal and external areas, and reinforce the café's role as a vibrant social hub within the facility.

## Design Considerations

- **MEP Strategy** – A revised approach will be required, as retaining the community hall during Phase 1 will impact the overall mechanical and electrical design.
- **External Works** – The scope and sequencing of external works within each phase require further development.
- **Planning Implications** – Any phasing strategy will need to be assessed in terms of planning permissions and conditions.

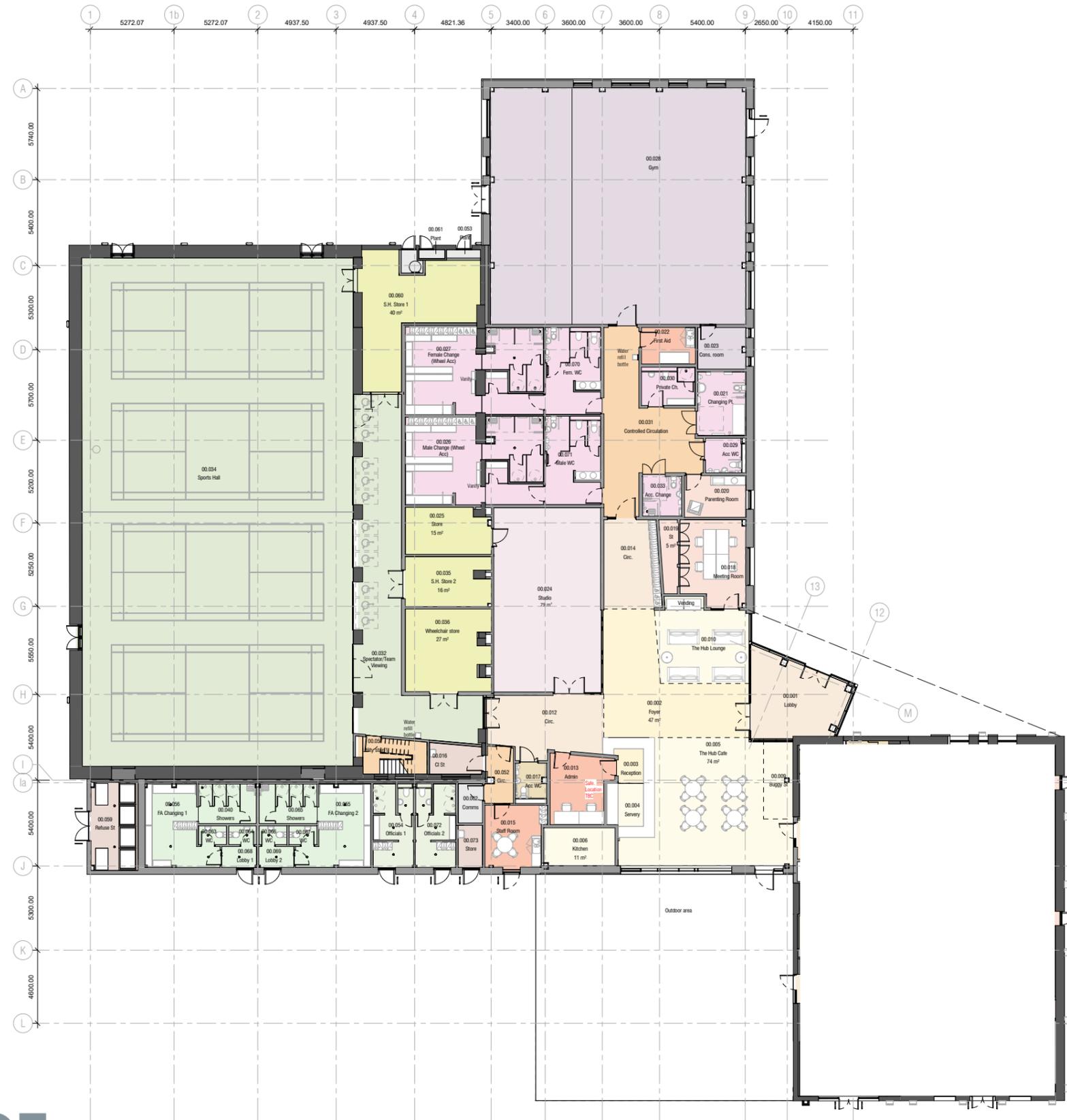
# Ground Floor Plan | Phase 1

GIA Ground Floor  
2348m<sup>2</sup>

GIA New building  
989m<sup>2</sup>

## Facility Mix

- Sports Hall
- Stores
- Wheelchair Store
- Gym (240m<sup>2</sup>)
- Consultation room
- Studio (79m<sup>2</sup>)
- Cafe (74m<sup>2</sup>)
- Dry change
- Private change
- First aid
- Accessible Change
- Changing Places
- Parenting room
- Meeting room
- FA Changing rooms
- Community Hall retained



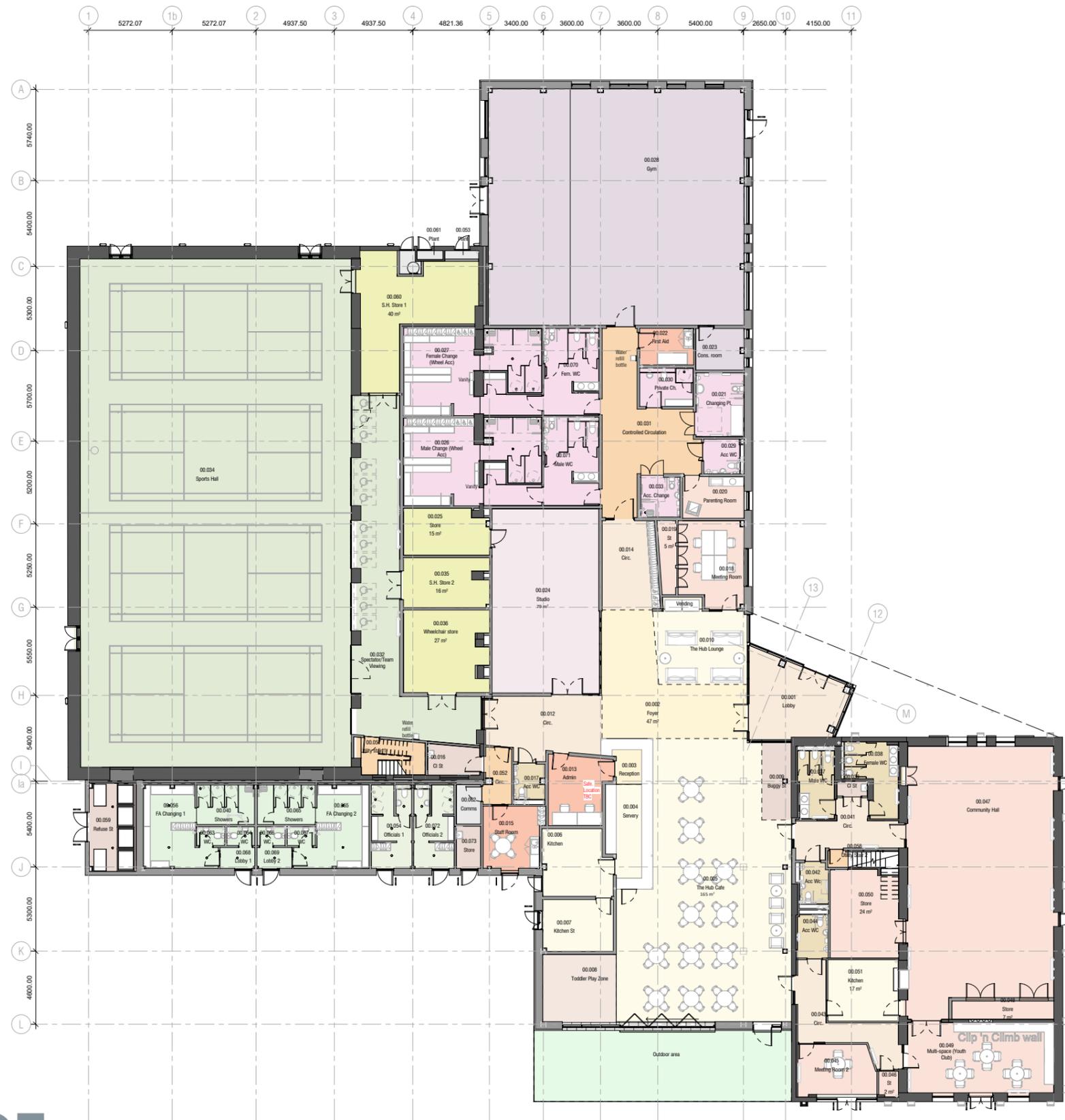
# Ground Floor Plan | Phase 2

GIA Ground Floor  
2348m<sup>2</sup>

GIA New building  
1139m<sup>2</sup>

### Facility Mix

- Sports Hall
- Stores
- Wheelchair Store
- Gym (240m<sup>2</sup>)
- Consultation room
- Studio (79m<sup>2</sup>)
- Cafe (165m<sup>2</sup>)
- Toddler Play area
- Dry change
- Private change
- First Aid
- Accessible Change
- Changing Places
- Parenting room
- Meeting room
- Community Hall refurbished
- Climbing wall
- FA Changing rooms



# VE Scheme - Option 1

This value-engineered scheme delivers a more cost-effective version of the design by rationalising internal layouts and reducing the gross internal area (GIA) of the new extension, while still providing key facilities.

## Community Hall

- Demolition of existing internal partitions to form a new corridor, improving circulation and connectivity within the new building.

## Sports Hall

- Removal of internal partitions to create new storage areas and a staff room, improving functionality and operational efficiency.
- Demolition of selected brickwork walls and removal of existing glazing to open up and directly connect the viewing gallery to the Sports Hall, enhancing visibility and user experience.
- The existing staircase to the mezzanine level will be retained.
- The viewing gallery floor will be finished to match the Sports Hall, while other areas will receive a new vinyl floor.
- The ceiling will be exposed reducing fit-out costs.
- The mechanical system will be upgraded

## New Central Extension

- Complete demolition of the existing central block.
- Construction of a new extension to accommodate: Gym, studio, dry change, cafe and FA changing rooms.
- Refuse store will be a standalone building
- The extension is designed with a reduced gross internal area (GIA) to improve cost-efficiency while still delivering core functions.
- The scheme maintain the sustainability principles, such as enhanced envelop and thermal line separation between existing and new building.

## Design Considerations

- Sports Hall** – New lighting and acoustic wall panels are excluded.
- MEP Strategy** – A revised approach will be required, as retaining the community hall will impact the overall mechanical and electrical design.
- External Works** – The scope of external works requires further development.
- Planning Implications** – Amended planning application required.

Aerial View showing in red extent of demolition



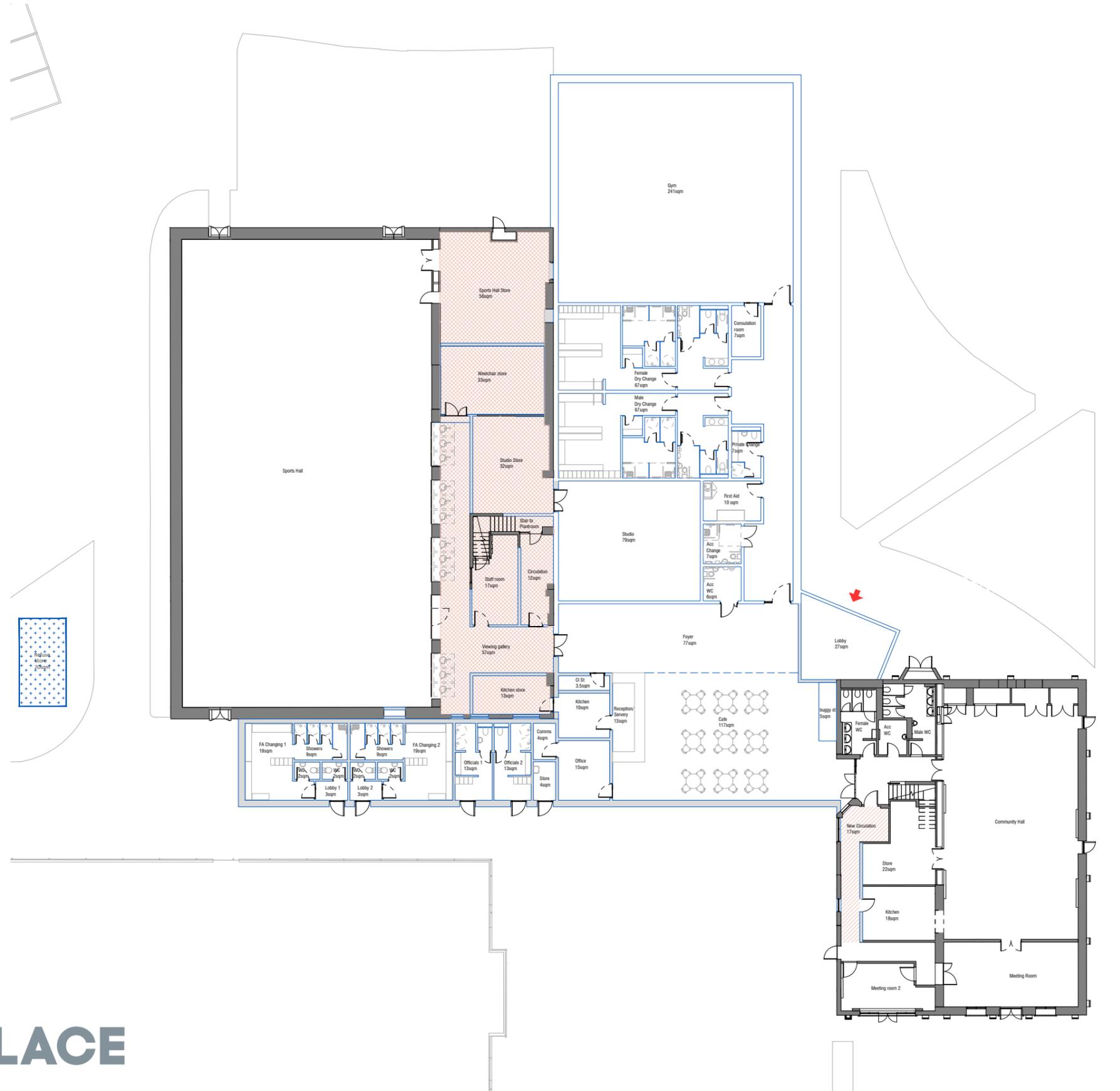
# Ground Floor Plan | VE Scheme Option1

GIA Ground Floor  
2147m<sup>2</sup>

GIA New building  
957m<sup>2</sup>

### Facility Mix

- Sports Hall
- Stores
- Wheelchair Store
- Gym (240m<sup>2</sup>)
- Consultation room
- Studio (79m<sup>2</sup>)
- Cafe (117m<sup>2</sup>)
- Dry change
- Private change
- First Aid
- Accessible Change
- Meeting room
- Community Hall retained
- FA Changing rooms
- Parenting room
- Toddler Play area
- Climbing wall
- Changing Places



## VE Scheme - Option 2

This value-engineered option offers a further reduction in construction scope and floor area compared to Option 1. While maintaining essential facilities, it omits the studio from the new-build element to achieve additional cost savings and spatial efficiency.

### Community Hall

- Demolition of existing internal partitions to form a new corridor, improving circulation and connectivity within the new building.

### Sports Hall

- Removal of internal partitions to create new storage areas and a staff room, improving functionality and operational efficiency.
- Demolition of selected brickwork walls and removal of existing glazing to open up and directly connect the viewing gallery to the Sports Hall, enhancing visibility and user experience.
- The existing staircase to the mezzanine level will be retained.
- The viewing gallery floor will be finished to match the Sports Hall, while other areas will receive a new vinyl floor.
- The ceiling will be exposed reducing fit-out costs.
- The mechanical system will be upgraded

### New Central Extension

- Complete demolition of the existing central block.
- Construction of a new extension to accommodate: Gym, dry change, cafe and FA changing rooms.
- The studio is not included in this version of the scheme, reflecting a more focused brief to align with tighter budget constraints.
- Refuse store will be a standalone building
- The extension is designed with a reduced gross internal area (GIA) to improve cost-efficiency while still delivering core functions.
- The scheme maintain the sustainability principles, such as enhanced envelop and thermal line separation between existing and new building.

### Design Considerations

- Sports Hall** – New lighting and acoustic wall panels are excluded.
- MEP Strategy** – A revised approach will be required, as retaining the community hall will impact the overall mechanical and electrical design.
- External Works** – The scope of external works requires further development.
- Planning Implications** – Amended planning application required.

Aerial View showing in red extent of demolition



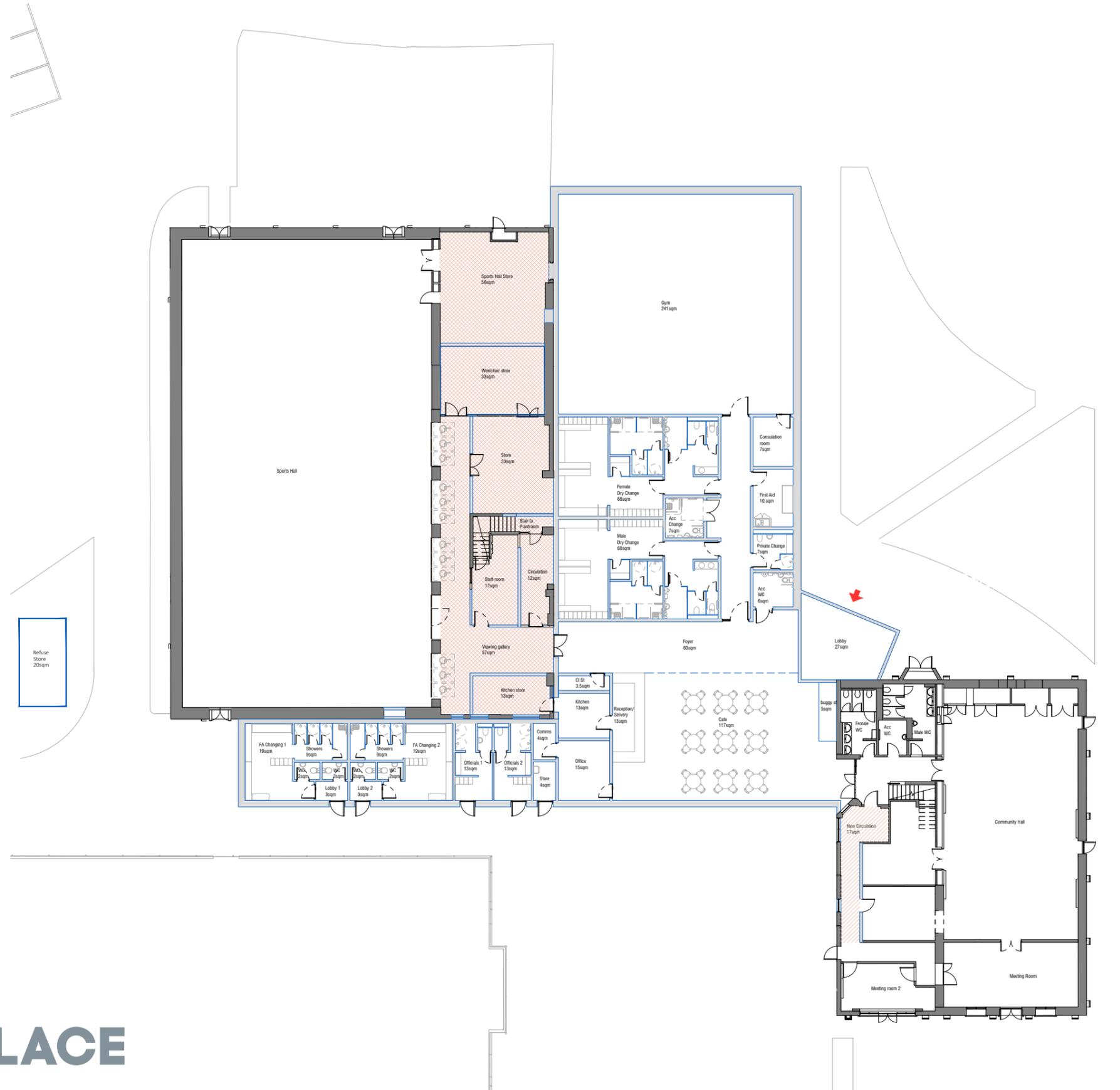
# Ground Floor Plan | VE Scheme Option 2

GIA Ground Floor  
2024m<sup>2</sup>

GIA New building  
834m<sup>2</sup>

### Facility Mix

- Sports Hall
- Stores
- Wheelchair Store
- Gym (240m<sup>2</sup>)
- Consultation room
- Cafe (117m<sup>2</sup>)
- Dry change
- Private change
- First Aid
- Accessible Change
- Community Hall
- FA Changing rooms
- Parenting room
- Toddler Play area
- Climbing wall
- Changing Places
- Studio
- Meeting room



## VE Scheme - Option 3

This value-engineered option retains the scope of internal refurbishments as set out in Option 1, while adjusting the overall site layout through selective demolition and reconfiguration.

It considers the building in its current form, without accounting for any existing maintenance issues. Further investigations are required to determine the building's condition.

### Community Hall and Sports Hall

Works to the Community Hall and Sports Hall are as per VE Option 1, including:

- Formation of a central corridor in the Community Hall with new vinyl flooring and a laid-on grid ceiling.
- Refurbishment of the Sports Hall with the creation of storage areas and a staff room, improved visual connection with the viewing gallery.
- The Sports hall floor will have a new floor and the mechanical system will be upgraded.

### Demolition

- Demolition of the existing Youth Club and unused FA changing rooms, freeing up space for reorganisation and better site utilisation.

### New Central Extension

A new extension will be constructed to connect the Community Hall and Sports Hall, improving circulation and cohesion between the two halls.

The extension will accommodate:

- A café providing a social hub for visitors.
- A flexible studio space suitable for group classes and community use.
- FA-compliant changing rooms to support sports hall and external pitch users.
- This option strategically reuses existing assets while delivering key new facilities and improving overall site connectivity.

### Design Considerations

- **Sports Hall** – New lighting and acoustic wall panels are excluded.
- **MEP Strategy** – A revised approach will be required, as retaining the gym, changing rooms and community hall will impact the overall mechanical and electrical design.
- **Remedial works** – Any remedial work has not been included.
- **External Works** – The scope of external works requires further development.
- **Planning Implications** – Amended planning application required.

Aerial View showing in red extent of demolition



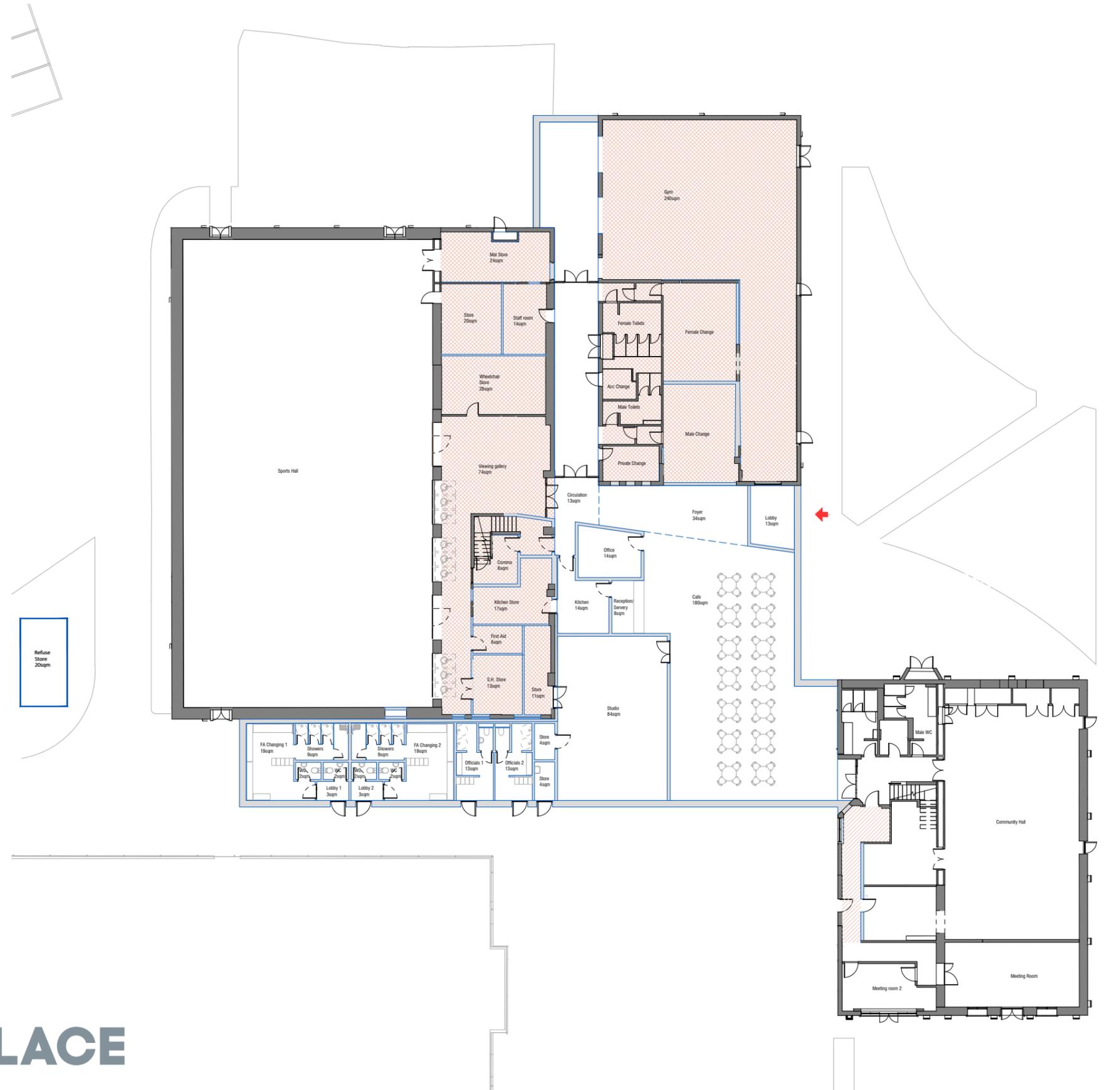
# Ground Floor Plan | VE Scheme Option 3

GIA Ground Floor  
2224m<sup>2</sup>

GIA New building  
568m<sup>2</sup>

### Facility Mix

- Sports Hall
- Stores
- Wheelchair Store
- Gym (240m<sup>2</sup>)
- Cafe (180m<sup>2</sup>)
- Studio (84m<sup>2</sup>)
- Dry change
- Private change
- First Aid
- Accessible Change
- Changing Places
- Community Hall
- FA Changing rooms
- Parenting room
- Toddler Play area
- Climbing wall
- Changing Places
- Consultation room
- Meeting room



## VE Scheme - Option 4

This value-engineered scheme retains the existing building envelope and focuses on reconfiguration and refurbishment to optimise space, reduce construction costs, and improve user experience.

The proposal enhances functionality while minimising new-build intervention.

As with Option 3, this approach considers the building in its current state, without factoring in any existing maintenance issues. Further investigations are required to assess the building's condition.

### Existing Building Envelope

- The overall building footprint and structure are retained, reducing the need for extensive demolition or reconstruction.

### Gym and Dry Changing

- The existing gym will be extended to achieve a total floor area of approximately 240 sqm, enabling improved fitness provision without requiring a full new-build facility.
- The existing dry changing rooms will be fully refurbished, bringing them up to current standards of comfort, hygiene, and accessibility.

### Youth Club and FA Changing Redevelopment

The existing youth club and outdated FA changing rooms will be redeveloped to create:

- A new café space, providing a social and welcoming

area for users and visitors.

- Updated FA-compliant changing rooms to support team sports and meet governing body standards.

### Community Hall

- The Community Hall will be retained in its current form, with no alterations proposed in this option, preserving its existing layout and functionality.

### Sports hall

The Sports Hall will undergo refurbishment, including:

- Creation of new storage rooms, a staff area and a meeting room.
- Improved visual connection to the viewing gallery through the removal of internal partitions and glazing.
- New floor finishes support multi-purpose use.
- The mechanical system will be upgraded.

### Design Considerations

- **Sports Hall** – New lighting and acoustic wall panels are excluded.
- **MEP Strategy** – New strategy required.
- **Remedial works** – Any remedial work has not been included.
- **External Works** – The landscape will be mostly kept as existing.
- **Planning Implications** – New planning application required.

Aerial View showing in red extent of demolition



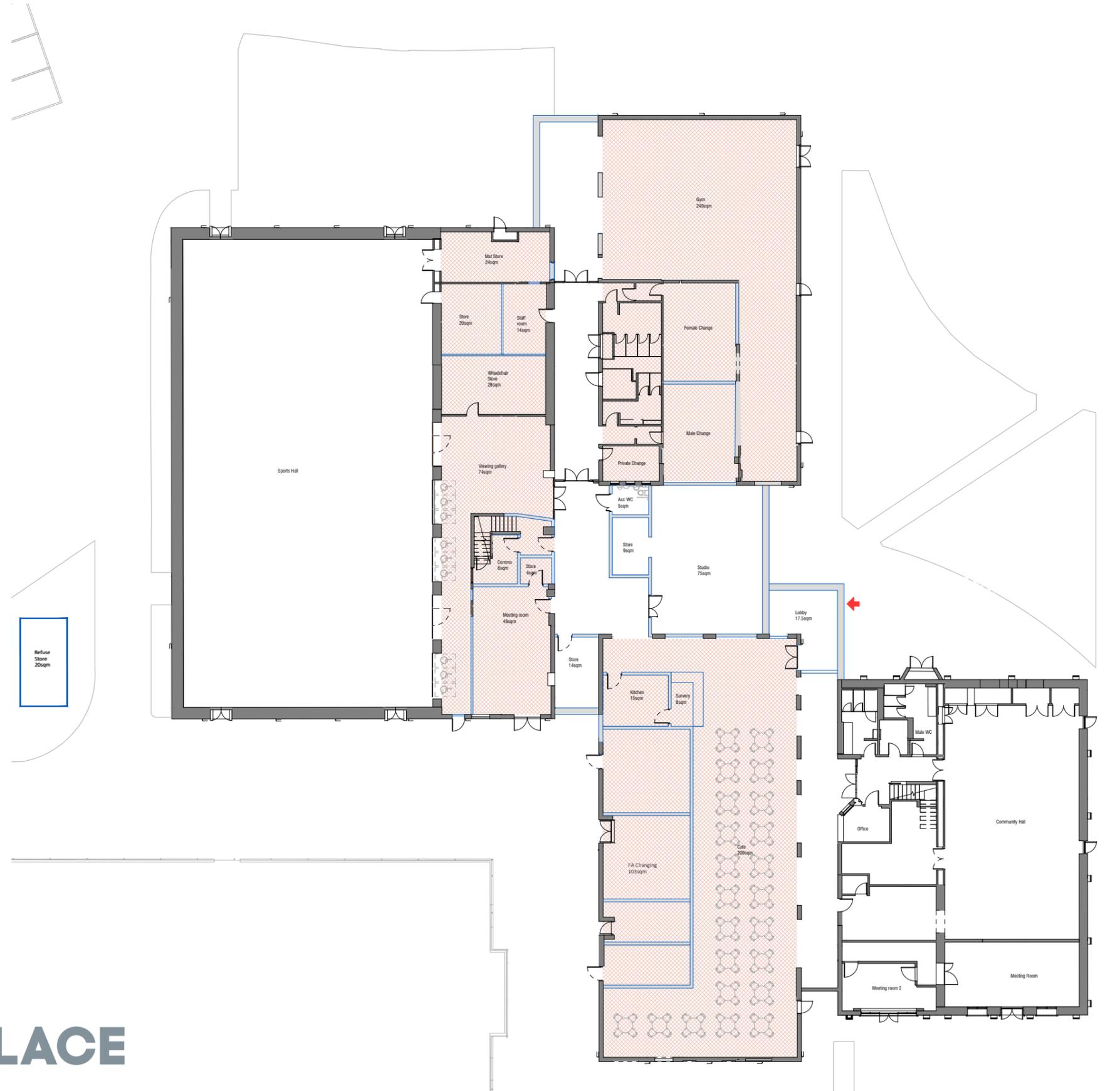
# Ground Floor Plan | VE Scheme Option 4

GIA Ground Floor  
2229m<sup>2</sup>

GIA New building  
318m<sup>2</sup>

### Facility Mix

- Sports Hall
- Stores
- Wheelchair Store
- Gym (240m<sup>2</sup>)
- Cafe (180m<sup>2</sup>)
- Studio (75m<sup>2</sup>)
- Dry change
- Private change
- First Aid
- Accessible Change
- Changing Places
- Meeting room
- Community Hall
- FA Changing rooms
- Parenting room
- Toddler Play area
- Climbing wall
- Changing Places
- Consultation room



— New construction

▨ Refurbishment

## VE Scheme - Option 5

This revised scheme offers provides a more cost-effective approach by optimising internal layouts and reducing the gross internal area (GIA) of the proposed extension, while still providing all key facilities.

### Community Hall

- Internal partitions will be removed to form a small Community Hall (90 m<sup>2</sup>) with an acoustic divider, community rooms, and a 200 m<sup>2</sup> gym. The existing office at mezzanine level will be replaced with a larger plant room, alongside access to a new mezzanine over the gym, providing additional workout space.

### Sports Hall

- Removal of internal partitions to create new storage areas and a staff room, improving functionality and operational efficiency.
- Demolition of selected brickwork walls and removal of existing glazing to open up and directly connect the viewing gallery to the Sports Hall, enhancing visibility and user experience.
- The existing staircase to the mezzanine level will be retained.
- The viewing gallery floor will be finished to match the Sports Hall, while other areas will receive a new vinyl floor.
- The ceiling will be exposed reducing fit-out costs.

- The mechanical system will be upgraded
- Acoustic wall panels will be included to improve sound quality

### New Central Extension

- Complete demolition of the existing central block.
- Construction of a new extension to accommodate: Studio, dry change, cafe and FA changing rooms.
- Refuse store will be a standalone building
- The extension is designed with a reduced gross internal area (GIA) to improve cost-efficiency while still delivering core functions.
- The scheme maintain the sustainability principles, such as enhanced envelop and thermal line separation between existing and new building.

### Future Extension

The layout of the proposed extension has been designed to allow for potential future development of the site.

A fire escape door to the north of the changing block could serve as a connection point to the new area, providing approximately 240 m<sup>2</sup> of additional floor space.

### Design Considerations

- MEP Strategy** – A revised approach will be required, as the community hall will be converted into gym.

- External Works** – The scope of external works requires further development.
- Planning Implications** – Amended planning application required.

Aerial View showing in red extent of demolition



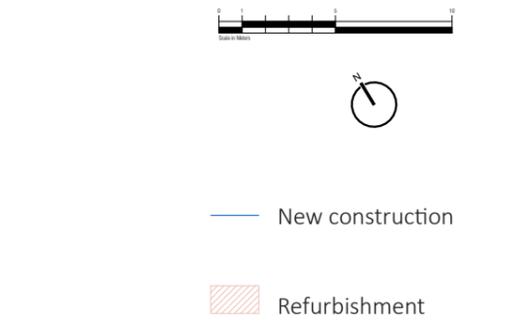
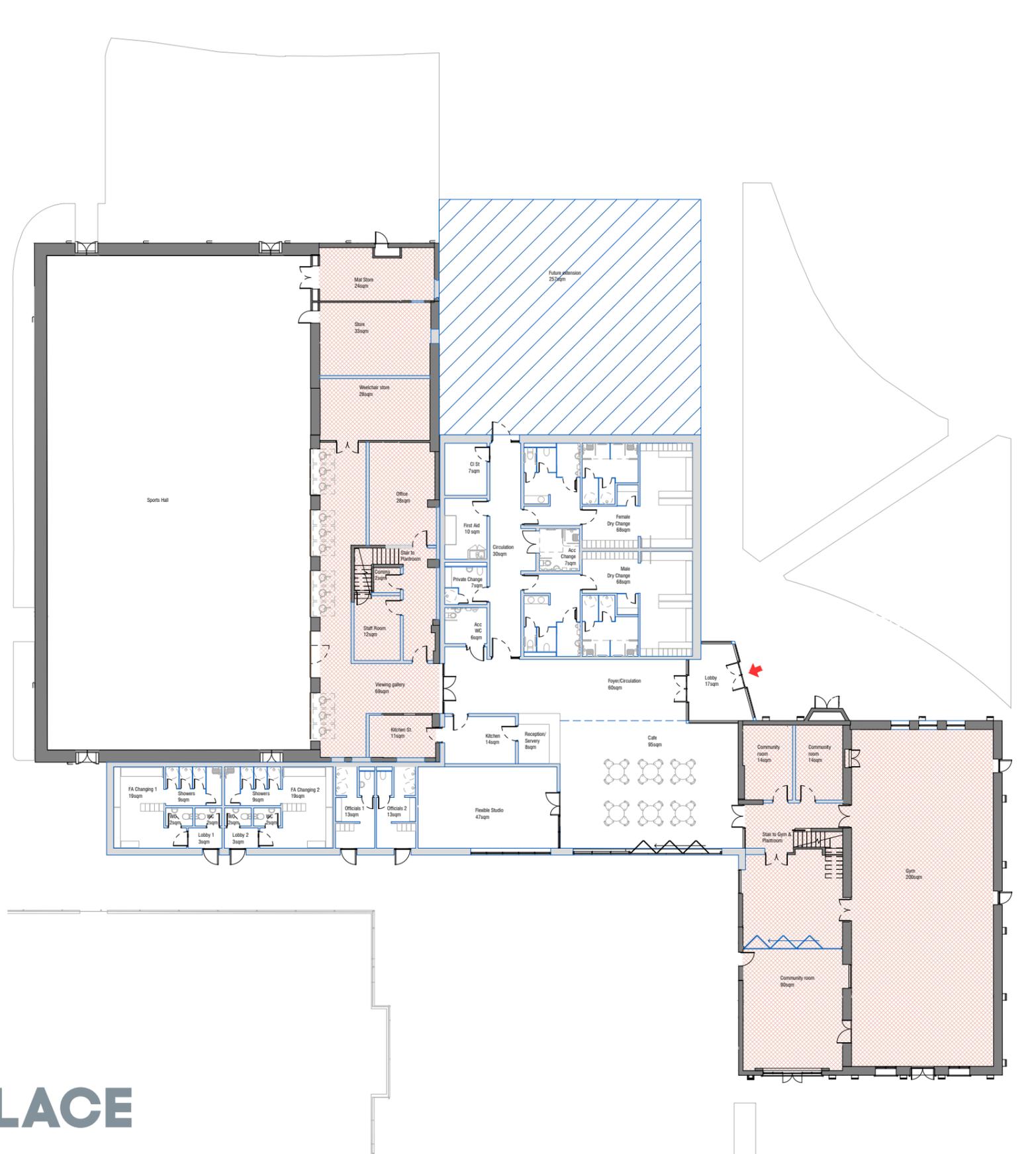
# Floor Plans and Section | VE Scheme Option 5

GIA Ground Floor  
1796m<sup>2</sup>

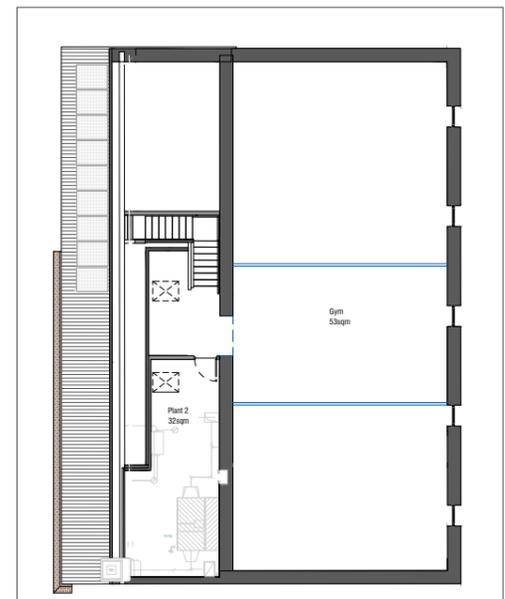
GIA New building  
570m<sup>2</sup>

### Facility Mix

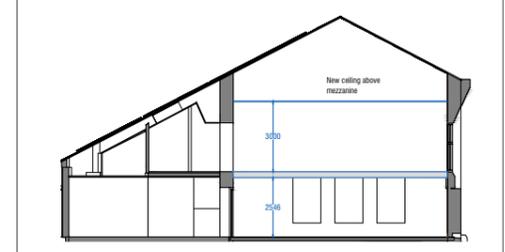
- Sports Hall
- Stores
- Wheelchair Store
- Gym (253m<sup>2</sup>)
- Studio (47m<sup>2</sup>)
- Cafe (95m<sup>2</sup>)
- Dry change
- Private change
- First Aid
- Accessible Change
- Meeting room
- Community Hall (90m<sup>2</sup>)
- Community Rooms
- FA Changing rooms
- Consultation room
- Meeting rooms
- Parenting room
- Toddler Play area
- Climbing wall
- Changing Places



— New construction  
 ▨ Refurbishment



Mezzanine Floor Plan



Cross Section

# Building Options Area Schedule Comparison

Level	Name	Stage 4a	Stage 4a Phase 1	Stage 4a Phase 2**	VE Scheme Option 1	VE Scheme Option 2	VE Scheme Option 3	VE Scheme Option 4	VE Scheme Option 5
Level 0	Lobby	27 m²	27 m²		27 m²	27 m²	13 m²	17 m²	17 m²
Level 0	Foyer	47 m²	47 m²		77 m²	60 m²	34 m²		60 m²
Level 0	Reception/Servery	13 m²	13 m²		13 m²	13 m²	13 m²	8 m²	8 m²
Level 0	The Hub Lounge	26 m²	26 m²						
Level 0	The Hub Cafe	165 m²	74 m²	91 m²	117 m²	117 m²	180 m²	200 m²	95 m²
Level 0	Kitchen	18 m²	11m²	7 m²	10 m²	10 m²	14 m²	15 m²	14 m²
Level 0	Kitchen St	14 m²		14 m²	13 m²	13 m²	17 m²	14 m²	11 m²
Level 0	Toddler Play Zone	20 m²		20 m²					
Level 0	Vending	2 m²	2 m²						
Level 0	Circ to Sports Hall	27 m²	27 m²				49 m²		
Level 0	Admin	16 m²	16 m²		15 m²	15 m²	14 m²	14 m²	28 m²
Level 0	Comms	4 m²	4 m²		4 m²	4 m²	8 m²	8 m²	2 m²
Level 0	Circ to Dry change	20 m²	20 m²						
Level 0	Circ to Admin	6 m²	6 m²						
Level 0	Staff Room	14 m²	14 m²		17 m²	17 m²	14 m²	14 m²	12 m²
Level 0	Cl St	6 m²	6 m²		3.5 m²	3.5 m²			7 m²
Level 0	Acc WC	4 m²	4 m²		6 m²	6 m²		5 m²	6 m²
Level 0	Meeting Room	21 m²	21 m²						
Level 0	Parenting Room	10 m²	10 m²						
Level 0	Studio	79 m²	79 m²		79 m²		84 m²	75 m²	47 m²
Level 0	Studio Store	15 m²	15 m²		32 m²		11 m²	9 m²	
Level 0	Controlled Circulation	42 m²	42 m²		57 m²	30 m²	40 m²	40 m²	30 m²
Level 0	Changing Pl.	12 m²	12 m²						
Level 0	Acc. Change	6 m²	6 m²		7 m²				
Level 0	First Aid	8 m²	8 m²		10 m²	10 m²	6 m²	10 m²	10 m²
Level 0	Private Ch.	8 m²	8 m²		7 m²	7 m²	9 m²	9 m²	7 m²
Level 0	Acc WC	5 m²	5 m²						
Level 0	Male Change (Wheel Acc)	47 m²	47 m²		47 m²	47 m²	47 m²	47 m²	68 m²
Level 0	Female Change (Wheel Acc)	46 m²	46 m²		46 m²	46 m²	47 m²	47 m²	68 m²
Level 0	Gym	240 m²	240 m²		240 m²	240 m²	240 m²	240 m²	200 m²
Level 0	Cons. room	8 m²	8 m²		7 m²	7 m²			
Level 0	Spectator/Team Viewing	71 m²	71 m²		57 m²	57 m²	74 m²	74 m²	69 m²
Level 0	Sports Hall	546 m²	546 m²		546 m²*	546 m²*	546 m²*	546 m²*	546 m²***
Level 0	S.H. Store 1 & 2	56 m²	56 m²		56 m²	89 m²	57 m²	46 m²	57 m²
Level 0	Wheelchair store	27 m²	27 m²		33 m²	33 m²	28 m²	28 m²	28 m²
Level 0	Community Room								14 m²
Level 0	Community Room								14 m²
Level 0	Community Hall Male WC	10 m²	As existing	10 m²	As existing	As existing	As existing	As existing	
Level 0	Community Hall Female WC	12 m²	As existing	12 m²	As existing	As existing	As existing	As existing	

Level	Name	Stage 4a	Stage 4a Phase 1	Stage 4a Phase 2**	VE Scheme Option 1	VE Scheme Option 2	VE Scheme Option 3	VE Scheme Option 4	VE Scheme Option 5
Level 0	Community Hall Acc WC	5 m²	As existing	5 m²	As existing	As existing	As existing	As existing	
Level 0	Community Hall Acc WC	5 m²	As existing	5 m²	As existing	As existing	As existing	As existing	
Level 0	Community Hall Cl St	2 m²	As existing	2 m²	As existing	As existing	As existing	As existing	
Level 0	Community Hall	149 m²	As existing	149 m²	As existing	As existing	As existing	As existing	90 m²
Level 0	Community Hall Store	7 m²	As existing	7 m²	As existing	As existing	As existing	As existing	
Level 0	Community Hall Store	24 m²	As existing	24 m²	22 m²	22 m²	22 m²	As existing	
Level 0	Multi-space (Youth Club)	40 m²	As existing	40 m²	As existing	As existing	As existing	As existing	
Level 0	Store	2 m²	As existing	2 m²	As existing	As existing	As existing	As existing	
Level 0	Meeting Room 2	15 m²	As existing	15 m²	As existing	As existing	As existing	As existing	
Level 0	Kitchen	17 m²	As existing	17 m²	18 m²	18 m²	18 m²	As existing	
Level 0	Community Hall Circulation	34 m²	As existing	34 m²	17 m²	17 m²	17 m²	As existing	
Level 0	Officials 1	13 m²	13 m²		13 m²	13 m²	13 m²	16 m²	16 m²
Level 0	Officials 2	13 m²	13 m²		13 m²	13 m²	13 m²	16 m²	16 m²
Level 0	FA Changing 1	32 m²	32 m²		32 m²	32 m²	32 m²	34 m²	34 m²
Level 0	FA Changing 2	32 m²	32 m²		32 m²	32 m²	32 m²	34 m²	34 m²
Level 0	Utility stair 1	9 m²	9 m²		As existing				
Level 0	Utility Stair 2	5 m²	5 m²		As existing				
Level 0	Refuse St	16 m²	16 m²						
Mezz. SH	Plant 1	137 m²	137 m²		137 m²				
Mezz. CH	Plant 2	37 m²	As existing	37 m²	As existing	As existing	As existing	As existing	32 m²
Mezz. CH	Store	8 m²	As existing	8 m²	As existing	As existing	As existing	As existing	
Mezz. CH	Gym								53 m²
	<b>GIA Level 0</b>	<b>2348 m²</b>	<b>2192 m²</b>	<b>2348 m²</b>	<b>2147m²</b>	<b>2024 m²</b>	<b>2224 m²</b>	<b>2229 m²</b>	<b>1796 m²</b>
	<b>GIA New Build</b>	<b>1139 m²</b>	<b>989 m²</b>	<b>150 m²</b>	<b>957 m²</b>	<b>834 m²</b>	<b>330 m²</b>	<b>318 m²</b>	<b>570 m²</b>
	<b>GIA Refurbished</b>				<b>260 m²</b>	<b>260 m²</b>	<b>588 m²</b>	<b>967 m²</b>	<b>357 m²</b>
	<b>Estimate Cost £</b>	<b>7,353,000</b>	<b>5,965,000</b>	<b>1,509,900</b>	<b>5,350,000</b>	<b>4,928,000</b>	<b>4,630,000</b>	<b>4,011,000</b>	<b>4,525,000</b>

- \* The Sports Hall Refurbishment will include new flooring and Mechanical system
- \*\* Floor areas to be added to Phase 1 areas
- \*\*\*The Sports Hall Refurbishment will include new flooring, acoustic panels and Mechanical system

# Estimate Summary

Wonford Community & Wellbeing Centre - Indicative Cost Plans for £4m target budget

Version 3

Stage 4a		Stage 4a - Target £4m		Option 1		Option 2 - reduced by 112m2 (Studio removed & reduction in foyer)		Option 2a - reduced by 112m2 (Studio removed & reduction in foyer & reduction in spec*)		Option 3 (keep existing block for Gym etc + new block)		Option 4 (retained two existing blocks, additional reduction in external works)		Option 5	
Area	2,348	Area	1,277	Area	1,796	Area	1,676	Area	1,676	Area	1,726	Area	1,860	Area	1,796
£	£/m2	£	£/m2	£	£/m2	£	£/m2	£	£/m2	£	£/m2	£	£/m2	£	£/m2
7,353,000	3,132	4,000,000	3,132	5,352,000	2,980	5,065,000	3,022	4,943,000	2,949	4,641,000	2,689	4,011,000	2,157	4,525,000	2,519

Area reduction from Stage 4a	-1,071	-552	-672	-672	-622	-489	-552
Cost reduction from Stage 4a	-3,353,000	-2,001,000	-2,288,000	-2,410,000	-2,712,000	-3,342,000	-2,828,000
Area over target of £4m		519	399	399	449	582	519
Total cost over target of £4m		1,352,000	1,065,000	943,000	641,000	11,000	525,000

**Comments / Risk**

- \*Option 2a includes a reduction in specification, the following changes have been made - CLT removed, Curtain Walling reduced by 15%, external walls changed to brickwork instead of cladding
- Inflation has been included to the mid point of construction 3Q26 in the options above. At this stage no allowances have been made for a redesign period, to be discussed with ECC
- The costs exclude redesign fees, to be discussed with ECC
- The estimates are high level budgets based on sketch plans and have been put together to assist with budget options. Further detailed design including M&E and Structural input will be required to confirm the budget.
- By not demolishing the existing building there is an added risk of remedial structural costs that are not included in the estimate. We have also not included for any maintenance backlog issues. Further survey work required to determine the condition of the existing building.
- An allowance has been made for reduced external works in all the options and will require a redesign.

Stage 4a		Stage 4a Phase 1 + additional of £50k for temporary works		Stage 4a Phase 2 + inflation @ 5%		Total Cost of Phased Works	
Area	2,348	Area	1,989	Area	359	Area	2,348
£	£/m2	£	£/m2	£	£/m2	£	£/m2
7,353,000	3,132	5,965,000	2,999	1,509,900	4,206	7,474,900	3,184

**Comments / Risk**

- The same start on site has been assumed for Phase 1 as the original Stage 4a estimate. Inflation has been included to the mid point of construction 3Q26. No allowance has been made for any redesign period to phase the works
- An allowance for additional inflation at 5% has been added to the Phase 2 works. This assumes the Phase 2 works will start approx 18 to 24 months after the start of Phase 1. ECC to confirm timescales
- The phased budget is an indicative cost, further design including M&E and Structural input will be required to confirm the budget.

# Outstanding Design Considerations

The VE options have been developed based on the proposed mix of facilities and the design principles used to inform the Stage 4 proposal.

Each option will have different planning implications, and discussions with the Local Planning Authority (LPA) will be necessary.

The layouts presented are schematic and will require further development and refinement to meet the accessibility and sustainability principles set during the previous design stages.

Coordination with structural, MEP engineers, and other consultants will be essential to achieve a fully coordinated design and accurate cost estimates.

External works have not been considered at this stage and will require a redesign. The cost estimate for each option includes a provisional allowance, based on the differing footprints, representing a percentage of the total works anticipated for the Stage 4 scheme.

A detailed programme will be required to inform a more accurate inflation allowance within the cost estimate.

The Design Fee will need further discussion with Exeter City Council.

**0800 909 8008**

50 STUDIOS 10 EUROPEAN REGIONS ONE TEAM

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**EXCHEQUER FUNDING AGREEMENT**

**DATE OF AGREEMENT:**

**BETWEEN**

- (1) **The English Sports Council**, a body corporate with registration number RC000766, of SportPark, 3 Oakwood Drive, Loughborough Leicestershire LE11 3QF with registered company number RC000766 ("**Sport England**");
- (2) **Exeter City Council**, a local authority of Civic Centre, Paris Street, Exeter EX1 1JN (the "**Applicant**").

**BACKGROUND**

- (A) Sport England was established by virtue of a Royal Charter dated 19 September 1996 to carry on activities in England previously carried on by the Great Britain Sports Council and is a distributor of both Lottery and Exchequer grants. The focus of Sport England’s current strategy is to increase the number of people getting active, with the vision that everyone in England, regardless of age, background or ability, feels able to take part in sport or activity.
- (B) The Applicant is a local authority.
- (C) The Applicant has applied for a grant of Exchequer funding for the Project (details of which are set out below) and Sport England has decided to award a grant on the terms set out in this Agreement.

**KEY TERMS**

<b>Project</b>	<p>The project is a part refurbishment and part new build of the existing Wonford Community and Sports Centre. The intention is to turn the facility into the Wonford Community Wellbeing Hub. The part new build / part refurbishment includes the following facilities:</p> <ul style="list-style-type: none"> <li>• 32m x 17m refurbished sports hall and stores</li> <li>• Sports hall viewing space</li> <li>• Refurbished community hall and multiuse suite</li> <li>• Dry changing space</li> <li>• Accessible wc facilities</li> <li>• 60 station gym</li> <li>• 25 person studio</li> <li>• Private/family changing space</li> <li>• Changing place facility</li> <li>• Meeting and lounge space</li> <li>• Spacious café, kitchen and store</li> <li>• Dedicated team and officials changing space suitable for outdoor sport</li> </ul>
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	<ul style="list-style-type: none"><li>• Community garden and associated external works, landscaping &amp; improvements.</li></ul>
<b>Facility</b>	Wonford Community Wellbeing Hub
<b>Site</b>	Burnthouse Lane, Exeter
<b>Amount of Exchequer Grant</b>	The maximum amount of the Exchequer Grant is £2,000,000 (Two million pounds), of which the " <b>Retention Amount</b> " is £60,000 (Sixty thousand pounds).
<b>Availability Period</b>	The Exchequer Grant will be available for drawdown from the date on which the Conditions are satisfied until <b>31<sup>ST</sup> AUGUST 2028</b>
<b>Grant Term</b>	The period during which the Applicant must comply with the terms of this Agreement starts on the date of this Agreement and ends 25 years from the date of this Agreement.

**OTHER TERMS**

Part 1 (**Payment of Exchequer Grant**) sets out how the Applicant may draw down the Exchequer Grant, including conditions that need to be satisfied before drawing down.

Part 2 (**Conduct of Project**) sets out how the Applicant must carry out the Project.

Part 3 (**Restrictions on assets**) section sets out restrictions on the use and disposal of assets that have been funded with the Exchequer Grant.

Part 4 (**Project Revenues**) sets out requirements to repay or reinvest certain revenues that may be generated in connection with the Project.

Part 5 (**General Terms**) sets out other terms and conditions that apply to the Exchequer Grant.

**This Agreement comprises the above provisions, and has been agreed by the parties:**

Signed for and on behalf of the **English Sports Council**

Signatory name:

\_\_\_\_\_  
Signature

Signatory position:

Signed for and on behalf of **Exeter City Council**

Signatory name:

\_\_\_\_\_  
Signature

Signatory position:

## PART 1

### PAYMENT OF EXCHEQUER GRANT

#### 1. PAYMENT OF EXCHEQUER GRANT

- 1.1 Sport England will pay the Exchequer Grant to the Applicant in accordance with, and subject to, the terms of this Agreement.

#### 2. CONDITIONS TO PAYMENT

- 2.1 Sport England's obligation to pay the Exchequer Grant is wholly conditional upon the conditions set out in Part A of Schedule 10 (*Conditions*) (the "**Primary Conditions**") being fulfilled to Sport England's reasonable satisfaction.
- 2.2 Sport England's obligation to pay the Retention Amount is wholly conditional upon the conditions set out in Part B of Schedule 10 (*Conditions*) (the "**Secondary Conditions**") being fulfilled to Sport England's reasonable satisfaction.
- 2.3 The Applicant will provide any evidence that Sport England may from time to time reasonably require to demonstrate that the Primary Conditions or Secondary Conditions have been fulfilled.
- 2.4 Any costs incurred by the Applicant prior to or in the process of fulfilling the Primary Conditions or the Secondary Conditions will be the responsibility of the Applicant. The purchase of any goods or services before Sport England confirms that the Primary Conditions or Secondary Conditions have been fulfilled will be at the sole risk and cost of the Applicant unless Sport England agrees otherwise in writing.

#### 3. COST PLAN

- 3.1 The Applicant may only draw down the Exchequer Grant for items of expenditure that are set out in the Cost Plan in the form set out in Schedule 3.
- 3.2 For each such item of expenditure the Applicant may not draw down more than the amount of Exchequer Grant funding specified in the Cost Plan for that item (if any) except as set out in paragraph 3.3 or as approved by Sport England (in its absolute discretion) in writing.
- 3.3 If the Applicant does not wish to draw down the maximum amount for any particular line item then the Applicant may in its discretion re-allocate the shortfall to another line item up to a maximum equal to the lower of:
- (a) £20,000; or
  - (b) 10% of the maximum amount of Exchequer Grant funding specified in the Cost Plan for the line item to which the shortfall is being re-allocated.

#### 4. DRAWDOWN PROCESS

- 4.1 The Exchequer Grant will be drawn down from time to time according to the Applicant's expenditure.
- 4.2 In order to draw down the Exchequer Grant the Applicant will deliver a drawdown notice, in the form set out in Schedule 8, setting out a request for payment of part of the Exchequer Grant (the "**Drawdown Notice**").
- 4.3 The Applicant may not submit a Drawdown Notice for any part of the Exchequer Grant before either the relevant expenditure has been incurred by the Applicant or the Applicant

requires the relevant funding to enable the Applicant to meet its requirements for forthcoming expenditure.

- 4.4 Each Drawdown Notice must include details of the amount being drawn down and the expenditure for which the Applicant will use the amount drawn down.
- 4.5 The Applicant shall also provide such information as Sport England may reasonably require to show:
  - (a) that the relevant drawdown relates to expenditure for which the Applicant is entitled to use the Exchequer Grant in accordance with the terms of this Agreement; and
  - (b) the amounts incurred or, where payment in advance is required, a breakdown of anticipated costs.

## PART 2

### CONDUCT OF PROJECT

#### 1. DEVELOPMENT AND CONSTRUCTION OF FACILITY

1.1 The Applicant shall:

- (a) develop the design of the Facility; and
- (b) construct the Facility,

in accordance with and to meet the Agreed Design and the Design Requirements.

The "**Agreed Design**" means the design drawings included in Schedule 4 (or as may subsequently be approved in writing by Sport England).

The "**Design Requirements**" means the requirements for inclusion in the design of the Facility as set out in Schedule 5 (or as may subsequently be approved in writing by Sport England).

1.2 The Applicant shall ensure that the date upon which the Facility is first opened to the public and is available for public use in accordance with Business Plan (the "**Availability Date**") occurs on or before 31<sup>st</sup> August 2028..

1.3 The Applicant shall keep Sport England informed of the progress of the development and construction of the Facility and shall in any event notify Sport England within five Business Days of the opening of the Facility to the general public.

1.4 Except where approved in writing by Sport England, the Applicant shall not amend or permit the amendment of the Agreed Design or the Design Requirements at any time during the Grant Term.

#### 2. USE AND PROTECTION OF FACILITY

2.1 The Applicant shall ensure that:

- (a) the Facility and the Site are only used to carry out the Project to achieve the Strategic Purpose;
- (b) the Facility is fully operational in all material respects;
- (c) the Facility and the Site are at all times kept in good repair and condition and maintained and operated in accordance with all Applicable Law and relevant codes of practice;
- (d) the Facility and the Site are secured to prevent access by unauthorised persons;
- (e) the Facility and the Site are covered by a comprehensive policy of insurance with reputable insurers to cover the Facility and the Site against all risks it would be prudent to insure against, including terrorism, to its full replacement value (and the Applicant shall provide a copy of the current policy or policies and evidence of premium payment to Sport England on or before the entry into effect of such policies and upon any material changes or replacement of such policy or policies from time to time);
- (f) following construction of the Facility, the Facility and the Site continue to meet the Agreed Design and the Design Requirements; and

- (g) it informs Sport England in writing within five (5) Business Days after it has become aware of any significant loss or damage to the Facility (including any chattel or fixture forming part of the Facility where such loss or damage would have a material adverse effect on the ability of the Applicant to operate the Facility in accordance with this Agreement) and shall effect prompt replacement or repair of the same at no cost to Sport England.

2.2 The Applicant shall ensure that the Facility no later than 12 months after the Availability Date materially achieves, and thereafter materially maintains for the remainder of the Grant Term:

- (a) accreditation to QUEST or such other nationally recognised quality assurance scheme that operates an external assessment of facilities (including a mystery visit or similar method of assessment), and that has been approved by Sport England for this purpose;
- (b) accreditation to the Tackling Inequalities in Leisure Standard (TILS) or such other disability accreditation assessment scheme as may be approved by Sport England from time to time;

a report from Moving Communities which is a benchmarking mechanism for the assessment of sports facilities in England that has been specified by Sport England for this purpose (“**Moving Communities**”).

### 3. **Operations**

3.1 The Applicant shall prepare and obtain Sport England's written approval for the Business Plan by the later of the Availability Date or 12 months following the date of this Agreement.

3.2 The Applicant shall operate the Project in accordance with the Strategic Purpose and the Business Plan.

3.3 The Applicant shall ensure that it reviews and updates the Business Plan (with such updates or changes approved in writing by Sport England):

- (a) at least once every 12 months; or
- (b) within three months of a request by Sport England to do so.

3.4 When preparing or updating the Business Plan the Applicant shall:

- (a) ensure that the Business Plan is based on and in accordance with the Strategic Purpose;
- (b) consult with Sport England and take into account any comments or suggestions that either of these bodies may have;
- (c) take into account any published strategy for the development of sport and physical activity in England that applies at the time of the update or will apply at a later date; and
- (d) take into account the objects of:
  - (i) maximising participation in sport and physical activity in and around Wonford;

- (ii) achieving an appropriate balance of elite, regional and community and other usage; and
- (iii) ensuring that usage by the community is representative of the demographics of the public in and around Wonford.

3.5 The Applicant shall not sub-contract or otherwise delegate the operation of the Project (either in whole or in part) to any third party unless Sport England has given its prior written consent to the appointment of any such third party.

#### 4. **KPIs**

The "**KPIs**" mean key performance indicators that will objectively measure the Applicant's achievement of the Strategic Purpose of the Project.

The "**KPI Assessment Method**" means the method of assessing the Applicant's performance in achieving the KPIs.

- 4.1 The Applicant shall prepare, and obtain Sport England's written approval for, the KPIs and KPI Assessment Method no later than 6 months prior to commencement of works at the Site.
- 4.2 The KPIs and the KPI Assessment Method shall only be amended with the prior written approval of Sport England.
- 4.3 The Applicant shall ensure that the KPIs are met within 24 months following the Availability Date and thereafter continue to be met for the remainder of the Grant Term.
- 4.4 The Applicant shall:
  - (a) submit to Sport England a report on a monthly basis based on the KPI Assessment Method and detailing the Applicant's performance against the KPIs and any other objective performance measures specified in the Operations Plan; and
  - (b) where requested by Sport England, meet with Sport England to discuss the Applicant's performance in achieving the KPIs.

### PART 3

#### RESTRICTIONS ON ASSETS

1. **NO DISPOSAL OF OR ENCUMBRANCE IN PROTECTED ASSETS**
- 1.1 The "**Protected Assets**" are:
  - (a) the Site;
  - (b) the Facility;
- 1.2 Except as expressly permitted by this Agreement or approved in writing in advance by Sport England, during the Grant Term the Applicant shall not (and shall ensure that no third party shall):
  - (a) create, or permit to be created, any encumbrance, charge (fixed or floating), debenture, third party claim, mortgage, pledge, lien, assignment by way of security, trust arrangements for the purpose of providing security, or any other security interest agreement or arrangement of any kind or any agreement to create any of these things;
  - (b) grant to any person any rights that would give that party a prior ranking debt over any debts that may become due to Sport England;
  - (c) make a Disposal; or
  - (d) make a Grant of Rights.
- 1.3 The Applicant is permitted to do any of the following without the approval of Sport England:
  - (a) the grant by the Applicant, the Contractor or a Subcontractor to a third party not connected to the person granting the interest of:
    - (i) an occupational lease or an agreement to do so for a term not exceeding 7 years at an open market rent (without fine or premium);
    - (ii) a licence to occupy personal to the licensee at an open market rent or peppercorn rent or equivalent service fee; or
    - (iii) a tenancy at will only which is personal to the tenant at an open market rent or peppercorn rent or equivalent service fee, of any part of the Site,
    - (iv) the grant of easements or rights, transfer, lease or dedication to a local or other public authority pursuant to a requirement in an agreement or unilateral undertaking under section 106 of the Town and Country Planning Act 1990; or
    - (v) the grant of easements or rights, transfer, lease or dedication to a highways authority to comply with highways requirements or in connection with the adoption or dedication of public highway; or
    - (vi) the grant of easements or rights, transfer, lease or dedication to a utilities company for an electricity substation, gas governor, sewage or water pumping station, drainage balancing device or other similar matters for the provision of services;

provided that any such grant is for the purpose of achieving the Strategic Purpose or providing such services as would be expected to be provided in a world class sports facility with a regional catchment.

**2. NOT USED**

**3. RESTRICTION ON TITLE IN FAVOUR OF SPORT ENGLAND**

- 3.1 Within 15 Business Days following the date of this Agreement, the Applicant shall apply to the Land Registry for a restriction to be noted on the Applicant's registered title to the Site to protect Sport England's interest in the Site pursuant to this Agreement in the form set out below (or such other form as meets the requirements of the Land Registry with the equivalent effect as may be approved by Sport England, such approval not to be unreasonably withheld or delayed):

*"No disposition of that part of the registered estate [shown edged [●] on plan [●]] by the proprietor of the registered estate is to be registered without a written consent signed by the English Sports Council of SportPark, 1<sup>st</sup> Floor, 3 Oakwood Drive, Loughborough Leicestershire LE11 3QF with registered company number RC000766 ("Sport England"), or their conveyancer."*

- 3.2 The Applicant shall following submission of the Land Registry application at 3.1 provide Sport England with a copy of the Land Registry submission receipt showing the application reference number and as soon as possible following confirmation of the completed registration of the restriction on title to the Site from the Land Registry provide Sport England with a copy of the title register to the Site showing the registration of the restriction.
- 3.3 Sport England shall provide its written consent to a disposition of the relevant registered estate to the extent that such consent is necessary to enable the Applicant to carry out transactions that are expressly and specifically permitted by this Agreement.
- 3.4 Sport England shall provide its written consent to the removal of the restriction on title and all such other assistance as the Applicant may reasonably require to procure the removal of the restriction from the registered title to the Site within 20 Business Days of receipt of a request to do so from the Applicant following the expiry of the Grant Term or earlier termination of this Agreement PROVIDED ALWAYS that the Applicant has paid in full all amounts due and owing for repayment to Sport England pursuant to this Agreement.
- 3.5 The Applicant shall notify Sport England prior to applying for or permitting any restriction to be noted on the Applicant's registered title to the Site for the benefit of any person other than Sport England.
- 3.6 The Applicant shall provide Sport England with any other documentation requested by Sport England (and in the format specified by Sport England) relating to the restriction on title, including but not limited to a certificate on title.

**4. INTELLECTUAL PROPERTY**

To the extent that the Protected Assets include Intellectual Property then the Applicant will take all necessary steps to protect such Intellectual Property against claims from third parties including:

- (a) registering the Applicant's ownership of such Intellectual Property in the UK to the extent that such ownership is capable of registration; and
- (b) taking reasonable steps to defend ownership of such Intellectual Property.

## PART 4

### PROJECT REVENUES

#### 1. PROCEEDS OF DISPOSAL

1.1 "Ringfenced Proceeds" means a proportion of the net sale proceeds from a Disposal or a Grant of Rights, determined as follows:

the net sale proceeds will mean the gross sale proceeds from a Disposal or a Grant of Rights less:

- (i) repayment of any debt that the Applicant and Sport England expressly agree in writing has a prior ranking (at the date of this Agreement there is no prior ranking debt);
  - (ii) any tax arising as a result of the Disposal or Grant of Rights; and
  - (iii) other incidental and reasonable costs incurred wholly and exclusively for the purpose of the Disposal or Grant of Rights;
- (b) the relevant proportion will be equal to (at Sport England's discretion):
- (i) the proportion of the original cost of the relevant Protected Assets that was met through the Exchequer Grant; or
  - (ii) the proportion of the costs of the Project as a whole that were met through the Exchequer Grant.

1.2 The Applicant shall ensure that any Disposal or Grant of Rights is at full market value.

1.3 The Applicant shall, within 5 Business Days following a Disposal or Grant of Rights, notify Sport England of the net sale proceeds and provide any supporting evidence that Sport England may reasonably require.

1.4 Sport England will determine, in its sole but reasonable discretion, how much of the Ringfenced Proceeds should be:

- (a) paid to Sport England;
- (b) used for the purpose of delivering the Project and/or achieving the Strategic Purpose;
- (c) used for alternative community sporting purposes as the parties may agree and on terms agreed by the parties;
- (d) released for the Applicant to use as the Applicant wishes; or

applied for a combination of the above.

1.5 The Applicant will apply the Ringfenced Proceeds as determined by Sport England pursuant to clause 0 above.

1.6 This Part 4 is without prejudice to the provisions of Part 3 of this Agreement. In particular nothing that Sport England does or communicates in connection with this Part

4 will constitute a waiver of the Applicant's obligation to obtain Sport England's prior written consent to a Disposal or Grant of Rights under Part 3.

**Part 5**  
**GENERAL TERMS**

**1. CONDUCT OF PROJECT**

- 1.1 The Applicant will undertake the Project diligently and in good faith, and will comply with all Applicable Law in connection with the Project.
- 1.2 The Applicant may delegate performance of parts of the Project to one or more third parties, but will at all times retain overall control of and responsibility for the Project.

**2. USE OF FUNDING**

- 2.1 The Applicant will not use the Exchequer Grant for any purpose other than funding the Project to achieve the Strategic Purpose in accordance with this Agreement, including in accordance with any ring-fencing or allocation in the Cost Plan (or otherwise) of specific amounts towards specific expenditure. The Exchequer Grant may not in any circumstances be used (in whole or in part) towards redundancy or similar payments.
- 2.2 The Applicant will not use the Exchequer Grant to fund retrospectively any costs or liabilities incurred prior to the date of this Agreement, even if the relevant cost or liability is itemised in the Cost Plan.
- 2.3 The Applicant will not distribute any part of the Exchequer Grant as grant funding to third parties except where specifically approved in writing in advance by Sport England.
- 2.4 The Applicant will comply with any applicable procurement law and in any event adopt a commercially competitive tendering process if delegating the performance of any part of the Project.
- 2.5 The Applicant will comply with applicable Subsidy law and associated regulation.

**3. GOOD GOVERNANCE**

- 3.1 The Applicant will ensure that it has an appropriate equality policy and, if the Project involves work with children, young people or adults at risk, it will also have an appropriate safeguarding policy and procedure. The Applicant will obtain all approvals and licences and any profile checks required by law or by Sport England from time to time. The Applicant will procure that any Subcontractor or other person that is managing or carrying out services related to the Project complies with the obligations in this clause 3.1, and will provide the Applicant with a copy of its equality and/or safeguarding policy.
- 3.2 The Applicant will at all times maintain and operate a conflict of interest policy that is appropriate for an organisation that is receiving, using and dispensing public funds. Such policy must include provisions ensuring that members of any decision-making committee or body of the Applicant are not placed in a position where their personal interests might differ from those of the Applicant. The Applicant will provide a copy of that policy to Sport England upon request.
- 3.3 The Applicant will comply with Sport England's "A Code for Sports Governance ([https://www.sportengland.org/media/11193/a\\_code\\_for\\_sports\\_governance.pdf](https://www.sportengland.org/media/11193/a_code_for_sports_governance.pdf))" insofar as it applies to the Applicant. The Applicant will progress and achieve the requirements of the action plan agreed between the Applicant and Sport England setting out the actions, steps required and timescales for compliance with the "A Code for Sports Governance". If the Applicant fails to achieve the requirements of its Governance Action Plan, it will be deemed to be in material breach of this Agreement.

- 3.4 The Applicant will seek Sport England's written consent before making any significant changes to its governance. The Applicant will provide Sport England with any such documentation and/or assistance that Sport England may require to consider such requests and enable due diligence to take place without unnecessarily putting at risk potential investment. Sport England will not unreasonably withhold or delay its consent.
- 3.5 The Applicant will ensure that there is no promotion, advertising, sponsorship, merchandising or sale of tobacco-based products, arms, gambling, payday loans, energy drinks or pornography ("**Restricted Products**"), whether by the Applicant or any other person, in connection with the Project.
- 3.6 The Applicant will not seek or accept any financial investment (whether for the Project or otherwise) from any person who is:
- (a) subject to any government sanctions; or
  - (b) involved in the production, distribution or promotion of Restricted Products.
- 3.7 The Applicant will not act, or permit any person associated with the Project to act, in any way which could bring the Project or Sport England into disrepute. The Applicant will notify Sport England immediately and provide full details if it believes that any such act has taken place.

#### 4. **RECOGNITION OF EXCHEQUER FUNDING**

- 4.1 The Applicant recognises and will continue to recognise the contribution made by Sport England and the Exchequer Grant to the Project and to the implementation of the Project as reasonably required by Sport England.
- 4.2 The Applicant will acknowledge the Exchequer Grant publicly including:
- (a) in its annual report;
  - (b) in media interviews and press releases
  - (c) on social media (including above and below the line advertising, twitter and facebook), using the appropriate handles (guidance on this use of social media can be found at <https://brandtoolkit.sportengland.org/social-media/>);
  - (d) at events or competitions and in publications including promotional material, and on-line publications; and
  - (e) as otherwise reasonably requested by Sport England.

In each case the guiding principle will be to give appropriate and proportionate credit to the Exchequer Grant as an investment in the Project

- 4.3 The Applicant will display appropriate Sport England signage in a prominent position on any building or other facility which is constructed or upgraded with the Exchequer Grant as follows:
- (a) for buildings – one inside, one outside;
  - (b) for other facilities (for example lighting and pitch upgrades) – in a prominent position adjacent to the facility.

During any construction work the Applicant (or the third party if applicable) will display temporary signage. Such temporary signage will be replaced by permanent signs after completion and in any event before the official opening.

- 4.4 As and where appropriate, the Applicant must feature the Sport England logo on all major publications and marketing materials including the Applicant's websites. Guidance on the use of these logos can be found at <http://brandtoolkit.sportengland.org/>.
- 4.5 Sport England may also request from time to time that the Applicant will develop case studies or stories promoting the Project or for use by Sport England in promoting Exchequer funding. To the extent that development or use of these case studies involves the processing of personal data the parties shall agree controls and protection for such personal data. In any event:
- (a) each party shall take appropriate technical and organisational measures against any unauthorised or unlawful processing of personal data and against the loss or destruction of, or damage to, personal data;
  - (b) a party shall notify the other party if it becomes aware of a data breach relating to the personal data; and
  - (c) each party shall comply with all applicable laws and regulations relating to data protection, privacy and security, including the Data Protection Act 2018, the GDPR, the Privacy and Electronic Communications (EC Directive) Regulations 2003, SI 2003/2426, Directive 2002/58/EC and any successor legislation, as implemented in the United Kingdom (the "**Data Protection Laws**").
- 4.6 Sport England warrants that Sport England has all rights and authorities required to license the Applicant's use or display of the logos as described in clause 4.4.
- 4.7 The Applicant will keep Sport England informed of any sponsorship relating to an event, programme or facility wholly or substantially funded by the Exchequer Grant, will use its best endeavours to include in any such sponsorship agreement(s) entered into after the date of this Agreement a clause prohibiting the sponsor ambushing Sport England's grant of the Exchequer Grant by taking credit due to Sport England for that funding, and will use all reasonable endeavours to prevent ambush marketing tactics by the sponsor. For the avoidance of doubt, this clause will not prevent the sponsor taking full credit for its own funding.
- 4.8 Nothing in this Agreement will be construed as a transfer of ownership of any Intellectual Property held by Sport England or its subsidiaries or the Applicant.
- 4.9 The Applicant shall own any Intellectual Property developed by or on behalf of the Applicant in performing the Project.
- 4.10 Sport England may use the Applicant's name and logo(s) to promote Sport England's funding of the Project. The Applicant warrants that the Applicant has all rights and authorities required to license Sport England to do this.

## 5. **REPORTING AND MONITORING**

- 5.1 The Applicant will report on the progress of the Project in accordance with Schedule 9 or as Sport England may otherwise reasonably request from time to time.
- 5.2 The Applicant will allow Sport England (or its representatives) to:

- (a) monitor the conduct and progress of the Project and the achievement of the objectives set out in this Agreement; and
- (b) monitor compliance with the terms of this Agreement.

5.3 In order to enable the monitoring referred to in clause 5.2 the Applicant will:

- (a) allow Sport England (or its representatives) to have access at reasonable times to the offices of the Applicant or any other locations at which the Project is being carried out; and
- (b) provide such other reasonable assistance as Sport England (or its representatives) may request.

5.4 The Applicant will take appropriate steps to monitor its own success in completing the Project and achieving the objectives set out in this Agreement.

## 6. **DATA**

6.1 The Applicant will cooperate and collaborate with Sport England, the Open Data Institute and other sports bodies in the development, adoption and maintenance of data standards for the collection of sports data. As and when reasonably required by Sport England, the Applicant will provide Sport England with data generated through the Project which can be used to support any Sport England and sector wide projects (such as the Sport England Data Hub) which are designed to help members of the public search for, book and play sports and, among other things, help Sport England and the Applicant obtain a greater insight into the patterns of consumption of various sporting offers. For the avoidance of doubt, the Applicant is not obliged to provide any data where doing so would result in the Applicant breaching any Data Protection Laws.

6.2 The Applicant will work with Sport England to agree a protocol on the sharing of data generated through the Project to help produce insight into consumer preferences.

6.3 The Applicant will ensure that in undertaking the Project it will comply with all Data Protection Laws. Without prejudice to the generality of the preceding sentence, the Applicant will ensure that it has in place appropriate and compliant data processing agreements with any relevant third party, including Delivery Partners.

6.4 Except as set out in clause 4.5 or as otherwise expressly agreed between the parties, the Applicant will not provide any personal data (as defined in the Data Protection Laws) to Sport England. Consequently, the Applicant will ensure that any data that it provides to Sport England as part of its reporting or other obligations has, if applicable, been anonymized to such an extent that it does not constitute personal data.

## 7. **WARRANTIES**

7.1 On the date of this Agreement the Applicant warrants and represents to Sport England that:

- (a) the Applicant is legally entitled to enter into and perform this Agreement and undertake the Project;
- (b) entry into and performance of this Agreement and performance of the Project will not infringe and has not infringed any Applicable Law or any rights of a third party;
- (c) except as notified in writing to Sport England prior to entry into this Agreement, the Applicant has obtained all permissions (including licences or approvals from government authorities) and has made all registrations or notifications which, at the

time at which this warranty and representation is given, are required to enable the performance of the Project;

- (d) the Applicant is not aware of any fact or information which has not been disclosed to Sport England and which would reasonably be expected to be material to Sport England making available the Exchequer Grant for the Project on the terms set out in this Agreement;
- (e) all of the information that the Applicant has provided (or which has been provided on behalf of the Applicant) to Sport England is complete and accurate in all material respects; and
- (f) there are no legal proceedings or other proceedings pending or threatened before any court, tribunal or commission which might have a material adverse effect on either the Applicant's ability to perform its obligations under this Agreement or the financial and operational viability of the Project.

7.2 Each of the warranties and representations set out in clause 7.1 will be deemed to be repeated each time that the Applicant submits a Drawdown Notice to Sport England.

## 8. VAT

8.1 The Exchequer Grant does not represent consideration for a taxable supply to Sport England and is therefore not subject to Value Added Tax ("**VAT**"). If HM Revenue and Customs rules that VAT is payable, then the amount of the Exchequer Grant payable by Sport England will be deemed to be inclusive of VAT. The Applicant acknowledges that Sport England will not be obliged to make any further payment in addition to the Exchequer Grant in respect of any VAT.

8.2 Any and all liability to pay VAT in relation to the Project and any right to recover such VAT is the sole responsibility of the Applicant. The Applicant will use reasonable endeavours to minimise the payment of VAT and/or to recover the VAT attributable to the costs of the Project as set out in the Cost Plan.

8.3 No amount of the Exchequer Grant will be used by the Applicant to fund the payment of VAT payable by the Applicant in relation to the costs of the Project unless such VAT is:

- (a) payable and irrecoverable by the Applicant; and
- (b) the amount of such VAT is specifically identified as being irrecoverable in the Cost Plan ("**Funded VAT**").

8.4 The Applicant warrants that it genuinely and reasonably believes that any Funded VAT is irrecoverable.

8.5 If at any time it is determined that any Funded VAT is not payable or is recoverable then, unless otherwise agreed by Sport England:

- (a) the Exchequer Grant will be reduced by an amount equal to the amount of Funded VAT that is recoverable (or is not payable);
- (b) the Applicant will not then draw down any amount of the Exchequer Grant to pay for such Funded VAT save that if the Applicant has already drawn down funds against the Exchequer Grant to pay for such Funded VAT it will promptly repay to Sport England an amount equal to the amount drawn down; and

- (c) the Applicant will submit to Sport England, for approval, a revised version of the Cost Plan that reflects the removal of such Funded VAT.

**9. AVAILABILITY OF FUNDING**

- 9.1 Sport England will not be obliged to make any payment of the Exchequer Grant after the expiry of the Availability Period.
- 9.2 Sport England will not be obliged to make payment of the Exchequer Grant to the extent that there are insufficient Exchequer funds available to Sport England to fund that payment.

**10. CLAWBACK AND TERMINATION**

- 10.1 The Applicant will repay such amount as Sport England may reasonably determine, up to a maximum amount equal to the amount of the Exchequer Grant that has been drawn down by the Applicant, if any of the following (each a "**Clawback Event**") occurs at any point during the Grant Term:
  - (a) the Applicant fails to complete or satisfy the Conditions within 18 months of the date of this Agreement;
  - (b) the Applicant materially breaches any of the terms of this Agreement;
  - (c) the Applicant or any of its personnel has committed an offence under the Bribery Act 2010 in connection with the Project;
  - (d) any of the following occurs in relation to the Applicant:
    - (i) the Applicant suspending, or threatening to suspend, payment of its debts, or being unable to pay its debts as they fall due or admitting inability to pay its debts, or being deemed unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986;
    - (ii) the Applicant commencing negotiations with all or any class of its creditors with a view to rescheduling any of its debts, or making a proposal for or entering into any compromise or arrangement with its creditors other than for the sole purpose of a scheme for a solvent amalgamation of the Applicant with one or more other companies or the solvent reconstruction of the Applicant;
    - (iii) a petition being filed, a notice being given, a resolution being passed, or an order being made, for or in connection with the winding up of the Applicant other than for the sole purpose of a scheme for a solvent amalgamation of that other party with one or more other companies or the solvent reconstruction of the Applicant
    - (iv) an application being made to court, or an order being made, for the appointment of an administrator, or notice of intention to appoint an administrator being given or an administrator being appointed, over the Applicant;
    - (v) the holder of a qualifying floating charge over the assets the Applicant becoming entitled to appoint or has appointed an administrative receiver;
    - (vi) a person becomes entitled to appoint a receiver over the assets of the Applicant or a receiver being appointed over the assets of the Applicant; or

- (vii) a creditor or encumbrancer of the Applicant attaching or taking possession of, or a distress, execution, sequestration or other such process being levied or enforced on or sued against, the whole or any part of the Applicant's assets;
  - (e) any of the Exchequer Grant has been used for a purpose other than the Strategic Purpose;
  - (f) there is any change in ownership or control of the Applicant or any material change in its membership, organisation, constitution or activities, either of which Sport England at its sole discretion believes materially impacts on the Applicant's ability to achieve the Strategic Purpose or its suitability to receive Exchequer funding;
  - (g) Sport England, acting reasonably, believes that the Strategic Purpose is unlikely to be fulfilled; or
  - (h) the Applicant provided any information to Sport England dishonestly or in a way which was materially misleading.
  - (i) where it is determined by a relevant authority that any part of the Lottery Grant is an unlawful Subsidy.
- 10.2 The Applicant will notify Sport England if it becomes aware that a Clawback Event has occurred.
- 10.3 The Applicant will not, without Sport England's prior written consent, grant to any party any rights that would give that party a prior ranking debt over any debts that may become due to Sport England pursuant to clause 10.1 or otherwise.
- 10.4 Sport England may, in its absolute and sole discretion, terminate this Agreement at any time if:
- (a) either Sport England or the Applicant is legally prevented from performing this Agreement; or
  - (b) a Clawback Event occurs.
- 10.5 Sport England may in its sole discretion (but acting reasonably) amend or terminate this Agreement to reflect:
- (a) any change in Sport England's entitlement to distribute Exchequer funding;
  - (b) any requirement issued pursuant to any legislation; or
  - (c) any directions issued to Sport England by any central government department.
- 10.6 Following the end of the Grant Term or termination of this Agreement for any reason:
- (a) Sport England will have no further obligation to make any payment of the Exchequer Grant;
  - (b) the Applicant will, except where approved otherwise by Sport England, repay to Sport England any part of the Exchequer Grant that Sport England has paid to the Applicant and which the Applicant has not spent; and
  - (c) the following clauses of this Agreement will continue to have effect: 6, 8, 10, 11, 12, 13, 14, 15 and 16.

10.7 If the Applicant fails to claim all or any part of the Exchequer Grant in accordance with the provisions of this Agreement, Sport England will be entitled to retain the Exchequer Grant or reduce the amount accordingly.

## 11. LIABILITY

To the extent permitted by law:

- (a) Sport England will not have any liability to the Applicant in respect of any advice, statement or comments made by Sport England or its personnel in connection with the Project;
- (b) the extent of Sport England's liability under or in connection with this Agreement (including for negligence) is limited to its obligation to pay the Exchequer Grant in accordance with the provisions of this Agreement; and
- (c) the Applicant will indemnify and keep indemnified Sport England in respect of any losses incurred by Sport England in connection with any claim made by a third party in connection with the Project, except to the extent that the losses arise from Sport England's negligence or breach of contract.

## 12. NOTICES

12.1 A "**Formal Notice**" means any notice from a party to the other party:

- (a) alleging that the other party is in breach of this Agreement; or
- (b) terminating or purporting to terminate this Agreement.

For the avoidance of doubt Formal Notice will not include Drawdown Notices.

12.2 Any Formal Notice will be valid and effective only if it is:

- (a) signed by or on behalf of the person giving it; and
- (b) delivered by hand or sent by recorded delivery post, with a copy sent by email, to the relevant party to the contact, postal address and email address set out in clause 12.3, or to such other contact, address and email address as the recipient party has notified from time to time.

12.3 The parties' contact details are as follows:

### **Sport England:**

Address: SportPark, 3 Oakwood Drive, Loughborough Leicestershire LE11 3QF

Contact: Chief Executive

Email: [legalservices@sportengland.org](mailto:legalservices@sportengland.org)

### **Applicant:**

Address: [ ]

Contact: [ ]

Email: [ ]

12.4 Unless there is evidence that it was actually received earlier, a Formal Notice is deemed to have been delivered:

- (a) if delivered by hand or commercial courier, at the time of delivery; or
- (b) if sent by recorded delivery post, at 09.00 on the second Business Day after the day of posting.

### 13. RECORDS AND AUDIT

13.1 The Applicant will, throughout the Grant Term and for at least three years following the end of the Grant Term, maintain full accounts, books and records relating to the Project, including details of all expenditure of the Exchequer Grant. The Applicant will supply to Sport England such financial or other information and records as Sport England may reasonably require from time to time in respect of the Applicant's delivery of the Project.

13.2 During the Grant Term and for two years following the end of the Grant Term (or such longer period as may be required by Applicable Law), the Applicant will enable Sport England and its authorised representative(s), nominee(s) or external auditors (including, without limitation, the Comptroller and Auditor General and the National Audit Office and the Parliamentary Health and Service Ombudsman) to access, upon not less than seven (7) days' written notice, the offices of the Applicant and/or its affiliates and/or the Delivery Partners, for the purpose of inspecting the books and records of the Applicant (and of any such affiliate or Delivery Partner) that relate to the use of the Exchequer Grant and delivery of the Project, including (without limitation) the accounts and financial records referred to at clause 13.1 above, and take copies of the same.

13.3 If Sport England has a reasonable concern that the Applicant has acted fraudulently or otherwise engaged in any illegal or inappropriate conduct in connection with the Project, then the time limits set out in clause 13.2 will not apply.

13.4 In addition to the reporting obligations under clause 5, the Applicant will supply to Sport England such financial or other information and records as Sport England may reasonably require from time to time in respect of the Applicant's performance of its obligations pursuant to this Agreement.

13.5 The Applicant will notify Sport England if there is any material adverse change in the financial position or prospects of the Applicant.

### 14. CONFIDENTIALITY AND FREEDOM OF INFORMATION

14.1 Subject to the following provisions of this clause 14 neither party will, without the other party's prior written consent, disclose any confidential information relating to the other party which it learns as a consequence of entering into or performing this Agreement or delivering the Project.

14.2 The limitations in clause on disclosure in clause 14.1 will not apply to information disclosed by either party pursuant to:

- (a) the requirements of a governmental authority or judicial order or legal requirement e.g. disclosure required under the Freedom of Information Act 2000, provided that, to the extent reasonably practicable, a party consults with the other party before disclosing any information pursuant to this clause (a); or
- (b) information already in the public domain (otherwise than as a result of a breach of confidence by a party).

- 14.3 The parties acknowledge and agree that Sport England is a public authority and as such may be subject to certain statutory or other obligations to permit access to information held by Sport England (or by the Applicant on Sport England's behalf). Such information may extend to the contents of this Agreement and other documents and information relating to it. The Applicant will without charge promptly provide all such assistance as Sport England may reasonably require in order that Sport England may comply with lawful and proper requests for access to documents and information held by the Applicant on Sport England's behalf.
- 14.4 To the extent reasonably practicable Sport England will give the Applicant notice of and an opportunity to make representations in respect of any requests for access to documents or information relating to this Agreement, provided always that the decision whether or not to permit access to such documents or information will remain within the absolute discretion of Sport England.
15. **MISCELLANEOUS**
- 15.1 If any provision of this Agreement is held to be illegal, invalid or unenforceable in whole or in part the remainder of this Agreement will continue to be valid and enforceable.
- 15.2 Sport England may assign, novate or otherwise transfer all of its rights, obligations and liabilities under this Agreement to a successor body to Sport England or to any successor distributor of Exchequer funding, and the Applicant will consent to any such assignment, novation or other transfer. The Applicant will not assign, novate or otherwise transfer any of its rights, obligations or liabilities under this Agreement to any person.
- 15.3 Delegation by the Applicant of the performance of this Agreement or the Project to a third party will not relieve the Applicant of any of its obligations to Sport England under this Agreement.
- 15.4 If requested by Sport England from time to time, the Applicant will do anything (including execute documents in a form satisfactory to Sport England) that Sport England may reasonably consider necessary in order to give full effect to this Agreement.
- 15.5 Neither this Agreement nor the Exchequer Grant nor the activities conducted by the parties in connection with this Agreement will constitute a partnership between Sport England and the Applicant, or constitute either the Applicant or Sport England as the other's agent.
- 15.6 Subject to clause 15.7, this Agreement (together with the documents referred to in it) represents the entire agreement between the parties and supersedes all prior agreements, understandings or arrangements (both written and oral) relating to the subject matter of this Agreement.
- 15.7 Nothing in this Agreement limits or excludes any liability for fraud or any other liability which cannot be limited or excluded by law.
- 15.8 No failure or delay in exercising rights under this Agreement will operate as a waiver of such rights. Any variation to this Agreement must be in writing and signed by an authorised representative of each party.
- 15.9 No person other than a party may enforce or rely on this Agreement for the purposes of the Contract (Rights of Third Parties) Act 1999 or otherwise.
- 15.10 This Agreement, and all non-contractual matters arising in connection with this Agreement, will be governed by English law. The courts of England have exclusive jurisdiction over any disputes arising in connection with the Exchequer Grant and this Agreement.

15.11 Irrespective of any conditionality in this Agreement that applies to the payment of the Exchequer Grant, Sport England will pay to the Applicant the sum of £1 on demand.

16. **INTERPRETATION**

16.1 The words "including" and "in particular" and any similar words or expressions are by way of illustration and emphasis only and do not operate to limit the generality or extent of any other words or expressions.

16.2 Any covenant by the Applicant not to do an act or thing will be deemed to include an obligation not to permit or suffer such act or thing to be done by another person.

**SCHEDULES**

1. Definitions
2. Strategic Purpose
3. Cost Plan
4. Agreed Design
5. Design Requirements
6. Site Plan
7. Business Plan
8. Form of Drawdown Notice
9. Reporting
10. Conditions
11. Disclosures

**SCHEDULE 1**

**DEFINITIONS**

<b>Account</b>	has the meaning given in clause 2.5(a) of Part 5;
<b>Agreed Design</b>	has the meaning given in clause 1.1 of Part 2;
<b>Applicable Law</b>	the laws of England and Wales;
<b>Availability Date</b>	has the meaning given in clause 1.2 of Part 2;
<b>Business Day</b>	any day (other than a Saturday, Sunday or public holiday) when banks are open for business in the City of London. Banks shall not be deemed to be "open" for the purposes of this definition by virtue of the availability of automatic telling machines, telephone banking or online banking facility;
<b>Business Plan</b>	a plan as approved in writing by Sport England from time to time for the operation of the Facility following the date upon which the Facility is first opened to the public and is available for public use comprising the strategy, policies, programmes and other documents set out in Schedule 7 ( <i>Business Plan</i> );
<b>Clawback Event</b>	has the meaning given in clause 10.1 of Part 5;
<b>Contractor</b>	being the special purpose company or companies appointed by the Applicant to deliver the Project;
<b>Cost Plan</b>	the item by item statement of anticipated revenue expenditure by the Applicant on the Project as set out in Schedule 3 ( <i>Cost Plan</i> ) or as may be agreed in writing by the parties from time to time;
<b>Delivery Partners</b>	any third party including any Contractor or Subcontractor who materially assists the Applicant in delivering the Project;
<b>Design Requirements</b>	has the meaning given in clause 1.1 of Part 2;
<b>Disposal</b>	the selling, transferring, assigning, granting or otherwise disposing of any interest (including a freehold or leasehold interest) in the Protected Assets;
<b>Drawdown Notice</b>	has the meaning given in clause 4.2 of Part 1;
<b>Funded VAT</b>	has the meaning given in clause 8.3(b) of Part 5;
<b>Governance Action Plan</b>	the action plan agreed between the Applicant and Sport England setting out the actions, steps required and timescales for compliance with the "A Code for Sports Governance" as referred to in clause 3.3 of Part 5;
<b>Grant of Rights</b>	the granting of any exclusive rights in the Protected Assets, including through the grant of any naming rights or sponsorship rights for any part of the Protected Assets;
<b>Intellectual Property</b>	patents, trademarks, service marks, logos, get-up, trade names, internet domain names, rights in designs, copyright (including rights in computer software) and moral rights, database rights, semi-conductor topography rights, utility models, codes of practice, descriptions, specifications, rights in know-how and other intellectual property rights, in each

	case whether registered or unregistered, and all rights or forms of protection having equivalent or similar effect anywhere in the world;
<b>KPI Assessment Method</b>	has the meaning given in clause 4.1 of Part 2;
<b>KPIs</b>	has the meaning given in clause 4.1 of Part 2;
<b>Exchequer Grant</b>	the grant made by Sport England to the Applicant of a maximum amount as set out on the first page of this Agreement;
<b>Primary Conditions</b>	has the meaning given in clause 2.1 of Part 1;
<b>Protected Assets</b>	has the meaning given in clause 1.1 of Part 3;
<b>QUEST</b>	the Sport England recommended continuous improvement tool for leisure facilities and sports development teams, designed to measure how effective organisations are at providing customer service;
<b>Restricted Products</b>	has the meaning given in clause 3.5 of Part 5;
<b>Retention Amount</b>	means a part of the grant, in the amount set out on the first page of this Agreement, that is to be retained by Sport England subject to the Applicant's achievement of certain conditions;
<b>RIBA</b>	Royal Institute of British Architects
<b>Ringfenced Proceeds</b>	has the meaning given in clause 1.1 of Part 4;
<b>Ringfenced Profit</b>	has the meaning given in clause 2.1 of Part 4;
<b>Secondary Conditions</b>	has the meaning given in clause 2.2 of Part 1;
<b>Strategic Purpose</b>	the purpose for which this Exchequer Grant was granted as set out in Schedule 2 ( <i>Strategic Purpose</i> );
<b>Subcontractor</b>	a person having a direct contractual arrangement with the Contractor for the purpose of performing one or more of the Applicant's obligations under this Agreement;
<b>Subsidy</b>	Has the meaning given to that term in the Subsidy Control Act 2022
<b>Tackling Inequalities in Leisure Standard (TILS)</b>	Assessment by QUEST with the aim to help leisure operators provide more inclusive and accessible physical activity opportunities for people from a range of inequality groups;
<b>VAT</b>	has the meaning given in clause 8.1 of Part 5.

## **SCHEDULE 2**

### **STRATEGIC PURPOSE**

Wonford Community and Sports Centre is an existing facility in Wonford, Exeter, which provides a range of community, youth and sports services. Built in the 1980s the centre is unwelcoming visually, has poor circulation/access and isn't well used by the local community.

The Council has a clear vision to transform the facility, through new and refurbished provision "to create a single hub facility to act as a focal point in the community".

The area has been part of one of our Local Delivery Pilots, now Place Partnerships, with Wonford recognised as the most deprived part of Exeter with low levels of participation. Through the place work there are key health and wellbeing partnerships in place to deliver the outcomes targeted at those less active. Community engagement has been a key part of the Place work and the development of this project, informing the design and the facility mix. The project was identified as a capital priority for the place.

**SCHEDULE 3**

**COST PLAN**

**SCHEDULE 4**

**AGREED DESIGN**

To be provided in accordance with Condition 29 Part A of Schedule 10.

**SCHEDULE 5**

**DESIGN REQUIREMENTS**

To be provided in accordance with Condition 30 Part A of Schedule 10.

**SCHEDULE 6**

**SITE PLAN**

**SCHEDULE 7**

**BUSINESS PLAN**

**TO BE PROVIDED IN ACCORDANCE WITH CONDITION 33 PART A OF SCHEDULE 10.**

**SCHEDULE 8**

**FORM OF DRAWDOWN NOTICE**

Claim Form to be supplied by Sport England, as updated from time to time

## **SCHEDULE 9**

### **REPORTING**

#### **1. FINANCIAL**

- 1.1 The Applicant will provide details of actual financial performance on a monthly basis in the format provided in Appendix 1 to this Schedule. The Applicant will provide the information directly into Sport England's Moving Communities platform.
- 1.2 The information will be provided for each Operator covering all Facilities operated by that Operator, and if requested by Sport England broken down for each Facility.
- 1.3 The information must be provided to Sport England for a period of 25 years starting from the Availability Date (or such shorter time as Sport England may determine). The Applicant will use reasonable endeavours to provide the information within 20 days, and in any event will provide the information within 30 days, after the end of the previous month.

#### **2. FACILITY INFORMATION**

The Applicant will provide any material changes to the capacity or opening hours of the Facility as part of its monthly updates.

#### **3. PARTICIPATION**

- 3.1 The Applicant will provide details of actual visits and participation at the Facilities on a monthly basis in the format provided in Appendix 2 to this Schedule. The Applicant will provide the information directly and in an automated fashion into Sport England's Moving Communities platform. The information will be provided separately for each individual Facility.
- 3.2 The information to be provided consists of:
  - (a) **PARTICIPANTS:** Total number of unique individuals that have visited the Facility to do an activity in the relevant month
  - (b) **VISITS:** Total usage figures for the Facility in the relevant month
- 3.3 The information on visits and participants will be broken down into the following categories on a monthly basis:
  - (a) Age / age group
  - (b) Gender
  - (c) IMD (deprivation decile)
  - (d) Ethnicity
  - (e) Disability
  - (f) Concessionary
  - (g) Activity

The information will be provided to Sport England for a period of 25 years starting from the Availability Date (or such shorter time as Sport England may determine). The Applicant will use reasonable endeavours to provide the information within 20 days, and in any event will provide the information within 30 days, after the end of the previous month.

**4. SERVICE DELIVERY**

4.1 The Applicant shall ensure that the Facility no later than 12 months after the Availability Date materially achieves, and thereafter materially maintains for the remainder of the Grant Term:

- (a) accreditation to QUEST or such other nationally recognised quality assurance scheme that operates an external assessment of facilities (including a mystery visit or similar method of assessment), and that has been approved by Sport England for this purpose;
- (b) accreditation to the Tackling Inequalities in Leisure Standard (TILS) or such other disability accreditation assessment scheme as may be approved by Sport England from time to time;

**5. Data analysis**

5.1 Sport England may share any information provided by the Applicant relating to the operation of the Facilities with third parties (including Leisurenent, 4Global, Sport Industry Research Group with Sheffield Hallam University) to enable data analysis in relation to participation and performance.

**APPENDIX 1 TO SCHEDULE 9**

**FINANCE REPORTING**



finance\_template  
(3).xlsx

**APPENDIX 2 TO SCHEDULE 9**

**USAGE REPORTING**



usage\_template  
(2).xlsx

**SCHEDULE 10**

**CONDITIONS**

**PART A: PRIMARY CONDITIONS**

Pursuant to clause 2.1 of Part 1, the following conditions must be achieved, to the satisfaction of Sport England, prior to the drawdown of the Exchequer Grant or any part of it:

1. The Applicant shall obtain full planning permission in respect of the Site to allow the construction of the Facility and all other aspects involved in the fulfilment of the Project in accordance with the terms of this Agreement, by commencement of the Project;
2. The Applicant shall provide evidence of full compliance with, and the discharge of all planning conditions save where any such planning condition is a continuing obligation and therefore incapable of being discharged, by commencement of the Project;
3. The Applicant shall enter into and be legally bound by a contract with the Contractor for the design and construction of the Facility on terms satisfactory to Sport England (the "**Project Agreement**"), and a copy be provided to Sport England, by commencement of the Project;
4. The Applicant shall obtain all necessary approvals and authorisations to fund the fulfilment of the Project and its payment obligations under the Project Agreement, by commencement of the Project;
5. The Applicant shall secure binding commitments from funding partners (and/or any other person where applicable) that will enable it to draw down, and to the extent applicable providing evidence that it has sufficient available committed revenue funding to meet, the other funding for the Project within a timescale that will enable it to fulfil its obligations under this Agreement, by commencement of the Project;
6. The Applicant shall supply to Sport England copies of resolutions or minutes (certified by an authorised officer) passed at a duly convened meeting of the Applicant's councillors, in each case approving the entering into and execution of this Agreement, by the date of this Agreement;
7. The Applicant shall supply to Sport England documentary evidence demonstrating that the Applicant has the capacity and authority to enter into this Agreement and perform their obligations under this Agreement, accept any liabilities arising from this Agreement, that this Agreement will be legally binding on them and that Sport England may enforce the terms of this Agreement against the Applicant, by the date of this Agreement;
8. The Applicant, by commencement of the Project, shall obtain Sport England's approval for the design of the Facility at each of:
  - (a) RIBA Stages 4, 5 and ; and

- (b) the Contractor's final design proposed to the Applicant pursuant to the Project Agreement;
9. The Applicant to provide evidence of, and confirmation that the Design at the award of a construction contract complies with Sport England Design Guidance.
  10. The Applicant shall provide Sport England with evidence that the Applicant is the owner of the Site, by the date of this Agreement.
  11. The Applicant shall provide to Sport England evidence of the Applicant's safeguarding policy which covers children, young people and adults at risk, by the commencement of the Project.
  12. The Applicant shall provide Sport England with three complete sets of the agreed contract documents with the Contractor (prior to construction commencing). This shall include all specifications and drawings. The documentation should demonstrate compliance with relevant Sport England design guidance.
  13. The Applicant shall engage with Sport England and their professional advisors to agree an acceptable solution to any design issues that arise in respect of compliance with Sport England design guidance. Any proposed derogation from the guidance must be in writing. The Applicant is to maintain a schedule of derogations agreed with Sport England.
  14. In the event of the need to undertake value engineering at any stage of the Project, the Applicant shall engage with Sport England and their professional advisors to achieve and agree any necessary financial savings to the satisfaction of Sport England.
  15. The Applicant shall obtain Sport England's approval of the procurement strategy for a construction contractor.
  16. The Applicant shall appoint an independent professional Construction Project Manager, suitably qualified, and experienced on similar projects, to manage the project on behalf of the Applicant for RIBA Stages 5 - 7 inclusive. The appointment to be approved by Sport England.
  17. The Applicant shall provide Sport England with a report evidencing that the Contractor was appointed in accordance with all applicable procurement rules and legislation; demonstrating that the project is affordable to the satisfaction of Sport England, provides sufficient transparency on the rationale for the contract awarded to the Contractor and demonstrates that the agreed contract sum with the Contractor provides value for money.
  18. The applicant shall advise Sport England on the particular aspects of the project which focus on environmental sustainability and positive actions to offset climate change. This may include policies, initiatives or processes which increase biodiversity, reduce energy and water consumption and carbon footprint. Sport England advice and guidance can be found here - <https://www.sportengland.org/how-we-can-help/facilities-and-planning/sustainability>
  19. The Applicant is to ensure that all the outdoor sports surfaces (if applicable) are designed by a suitably experienced specialist consultant and is to obtain Sport England's approval for the consultant prior to their appointment.
  20. The Applicant shall provide Sport England with a strategy setting out how any shortfall in project funding will be financed.

21. The Applicant shall provide Sport England with monthly progress reports prepared by their professional project manager or Contractor. As a minimum the reports must include a commentary on overall project progress including design, cost and affordability, and the review of a risk register. Reports shall be provided to Sport England on a monthly basis up until Project completion and with the issue of the Building Regulations Final Certificate.
22. The Applicant shall provide Sport England with a quantified and costed risk register for the Project identifying all key risks to the Project and the measures for risk mitigation.
23. The Applicant shall agree to the project being monitored by Sport England who will observe the provisions in Clause 13.
24. The Applicant shall agree to the project being used as a case study in accordance with Sport England requirements and agrees to the publication of it on Sport England's website without any cost or charge to Sport England. The Applicant shall obtain all permissions on behalf of Sport England for images, illustrations and photographs included in the study.
25. The Applicant to provide information for a Case Study, if requested by Sport England, and to the Satisfaction of Sport England, prior to drawing down Sport England funding.
26. The Applicant shall provide the certificate anticipated by clause 3.6 of Part 3 to Sport England before the satisfaction of this Part A Condition 23.
27. The Applicant shall develop of a delivery plan for the active environments work to be designed to Sport England active design principles. The final active environment proposals must be approved by Sport England prior to implementation.
28. The Applicant shall provide written evidence of the Project's VAT status and provide an estimate of the VAT based on professional advice.
29. The Applicant shall submit proposals to Sport England for alternative Project delivery if there is a shortfall in the level of secured funding against the Total Project Cost.
30. The applicant shall provide full details of collateral warranties for designers and any contractor design portions.
31. The Applicant shall provide confirmation that the project meets the Acoustic Requirements of Sport England design guidance notes.
32. The Applicant shall provide to Sport England the details of the Agreed Design to Sport England's satisfaction prior to commencement of the Project.
33. The Applicant shall provide to Sport England the details of the Design Requirement to Sport England's satisfaction prior to commencement of the Project.
34. The Applicant shall provide evidence that all match funding required to deliver the Project is confirmed no later than 30<sup>th</sup> June 2026. Progress to secure the relevant levels of match funding shall be reviewed by Sport England in June 2025, September 2025, December 2025, April 2026 and June 2026. If progress towards the match funding target is not made to Sport England's satisfaction at each milestone, then Sport England will consider decommitting the Exchequer Grant offer at that point.
35. The Applicant shall produce an updated Business Plan for the project to the satisfaction of Sport England. This shall form Schedule 7 of this Agreement.
36. The Applicant shall agree the operational plan for the Facility to the satisfaction of Sport England.

37. The Applicant to provide evidence that any lease and sub lease issues relating to the Project are resolved to the satisfaction of Sport England.

**PART B: SECONDARY PROJECT CONDITIONS**

Pursuant to clause 2.1 of Part 1, the following conditions must be achieved prior to the drawdown of the Retention Amount of the Lottery Grant.

38. The Applicant shall provide written evidence of Building Regulation Approval.
39. The Applicant shall register the restriction on title set out in clause 3 of Part 3 at the Land Registry.
40. The Applicant shall ensure that the Operating Contract for the project is outcome focussed to Sport England's satisfaction.
41. The Applicant to provide a statement on how the long-term maintenance and condition of the facilities will be addressed in terms of management and cost over a period of not less than 25-years form the date of this Agreement to Sport England's satisfaction. This must include demonstration of how the costs will be met.

**SCHEDULE 11**

**DISCLOSURES**

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## Equality Impact Assessment (EqIA)

Please refer to the [Equality Impact Assessments \(EQIAs\)](#) form for details on how to complete.

The aim of an equality impact assessment is to consider the equality implications of any decision (e.g. new or revised policy, process, project, function, or service) on different groups of people including employees and customers. This document helps to evaluate whether the decision may inadvertently disadvantage groups of people and identify ways to avoid discrimination and proactively advance equality.

### 1. Details of the proposal

<b>Name of the proposal:</b>	Wonford Community and Wellbeing Hub
<b>Version number:</b>	
<b>Does this proposal impact on people?</b>	Choose an item: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Explain your answer whether 'yes' or 'no'</b>	Residents access the Community and Leisure Centre, existing members, future members and local residents will be affected by the part redevelopment, part refurbishment programme
<b>Is this a new or existing policy/project/service?</b>	Choose an item: <input checked="" type="checkbox"/> New <input type="checkbox"/> Existing
<b>Person responsible for the proposal:</b>	Place Partnership Manager (Live and Move), James Bogue; Strategic Director Place, Ian Collinson
<b>Person responsible for the EqIA (if different to above)</b>	Eleanor Yeo, (Live and Move)
<b>Proposal start date:</b>	01/01/2027
<b>When will this proposal be implemented?</b>	01/07/2028

<p><b>Briefly describe the aims and objectives of the proposal</b></p>	<p>To develop the existing Wonford Community and Sports Centres into an integrated hub which will encourage community and sports events while actively contributing to the overall wellbeing of residents. The plan includes refurbishment of the existing Wonford Sports Centre and Community and Learning Centre, including the demolition of the existing gym, Phoenix Centre and outdoor changing rooms, and construction of a new hub and FA changing facilities.</p> <p>The new community and wellbeing Hub will accommodate a cafe area, changing facilities, studio and gym and will link to other community assets including Wonford Playing Fields, the Ludwell Valley Park and the wider city Green Circle walking route</p> <p>The Hub aims to:</p> <ul style="list-style-type: none"> <li>• Improve access to health and wellbeing services</li> <li>• Provide inclusive community space</li> <li>• Reduce social isolation</li> <li>• Support prevention and early intervention</li> <li>• Strengthen community resilience</li> </ul>
<p><b>What are the anticipated outcomes of the proposal?</b></p>	<p>The proposal includes development of:</p> <p>4 Courts Sports Hall  Sports Hall Store  Sport Wheelchair Store  Gym (240m<sup>2</sup>)  Consultation room  Studio (75m<sup>2</sup>)  Male &amp; Female dry change  Private change  Changing Places  Accessible changing facilities  Accessible WC</p>

	<p>Café (120m<sup>2</sup>)  Kitchen  Office  Staff room  FA changing rooms  Community Hall  Meeting rooms  Community kitchen</p> <p>The outcomes the project seeks to achieve are:</p> <ul style="list-style-type: none"> <li>• Increased number of local residents from Wonford accessing the Community Hub</li> <li>• Reduced Health Inequalities</li> <li>• Reduced Inactivity</li> <li>• Improved activity levels and improved wellbeing (physical and mental)</li> <li>• Stronger and more connected local community</li> <li>• More residents accessing green space in Wonford / Ludwell Valley</li> </ul>
<b>Who is likely to be affected by the proposal?</b>	<p>You can select multiple options:</p> <p><input checked="" type="checkbox"/> Staff</p> <p><input checked="" type="checkbox"/> Service users</p> <p><input checked="" type="checkbox"/> Wider community</p>
<b>How are they likely to be affected?</b>	<ul style="list-style-type: none"> <li>• A new improved Community Wellbeing Hub, with new leisure, multi use space and café facilities</li> <li>• An increase in the number of members, users and community groups/clubs accessing the space</li> <li>• Greater connectivity between the local neighbourhood, the Community Hub and the open green space</li> <li>• There may be a period of time whilst the community hub is closed to the public, and users will be accommodated during this period as much as possible</li> </ul>
<b>Is this proposal going to be approved by SMB, Executive or Council?</b>	<p>Select:</p> <p><input type="checkbox"/> SMB</p> <p><input type="checkbox"/> Executive</p> <p><input checked="" type="checkbox"/> Council</p>
<b>When is the proposal going to SMB, Executive or Council?</b>	24/03/2026

### 3. [Consultation & Engagement](#)

You will nearly always need to involve and consult with stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal. This should include the individuals/groups who are affected by your proposal. Any proposal for consultation or engagement must be done via the [Consultation and Engagement Form](#).

#### **How are you communicating with the individuals/teams who are affected by your proposal?**

You can select multiple options:

- Social media
- Focus groups
- Website
- Mail drop
- Via community group
- Other (please describe):

The Local Active Lives survey takes place annually in priority communities across Exeter including Wonford and gives us great insight into levels of inactivity to those living there.

Engagement activities have included:

- Local residents
- Centre members and users
- Staff and Trustees of the existing centre
- Voluntary and community sector organisations
- Health providers
- Local authority representatives

Key themes have emerged from local engagement activities and from the Local Active Lives Survey which tell us that there is a:

- Strong demand for local services
- Desire for inclusive, affordable space
- Importance of accessibility and safety

The new facility has been designed with user requirements in mind.

#### 4. Impacts on People

**How will the proposed change affect people with protected characteristics?** Make sure that you assess the impact based on evidence.

- Who will benefit, who won't, who can access, who can't access, who is at an advantage, who is at a disadvantage?
- What evidence has been used for this assessment? For example, employee diversity data, national statistics, customer survey, feedback etc. [Sources of equality data](#) are available on Sharepoint. (Please don't include any information that risks identifying people such as names, or the diversity data, if less than six people).

**Note:** You can copy and paste more rows underneath each protected characteristic if there is more than one impact

How will this proposal affect people with protected characteristics?	Identify Impact:	Why will it have this effect? Use the evidence collated, any engagement or consultation to inform your thinking and record it here. Have you identified any gaps in evidence, if so, what are the gaps? Does this need to be incorporated in the action plan?
Age	Positive (Is an improvement)	<p>The Sport England Local Active Lives Survey which takes place annually in communities across Exeter tells us that those living in and near Wonford and other communities of deprivation find it hardest to lead active lives. In particular, the survey showed that residents of almost all ages were less active in 2025 than they had been in 2024. Looking at levels of inactivity, we can see that:</p> <ul style="list-style-type: none"> <li>▪ Inactivity levels in those aged 16-34 increased slightly in 2025 and is now broadly the same as 2022.</li> <li>▪ Those aged 35-54 experienced an increase in inactivity compared to 2024</li> <li>▪ Inactivity levels in those age 75+ increased over the previous year.</li> </ul> <p>The Wonford facility will cater for all ages through:</p>

How will this proposal affect people with protected characteristics?	Identify Impact:	Why will it have this effect? Use the evidence collated, any engagement or consultation to inform your thinking and record it here. Have you identified any gaps in evidence, if so, what are the gaps? Does this need to be incorporated in the action plan?
		<ul style="list-style-type: none"> <li>• Older residents benefit from reduced isolation and local access to services, activities and community connection</li> <li>• Young people benefit from safe spaces, sport and physical activity opportunities and structured activities.</li> <li>• Intergenerational activities may strengthen community cohesion.</li> </ul> <p>This facility creates multiple opportunities for people of all ages to be more active in ways to suit them and therefore creates a positive impact.</p>
Disability: including sensory, mobility, mental health, neurodiversity, long term ill health	Positive (Is an improvement)	<p>The Sport England Local Active Lives Survey tells us clearly that inactivity rates for Exeter residents remain significantly higher for those with a disability (49% of those respondents who are disabled class themselves as inactive) or long-term health condition than for those without (38% of those who do not class themselves as disabled say that they are inactive).</p> <p>The Wonford facility presents multiple opportunities to engage with disabled residents by providing</p> <ul style="list-style-type: none"> <li>• Accessible health services in their community</li> <li>• Reduced travel barriers</li> <li>• Support for mental health and long-term conditions</li> <li>• Accessible changing facilities</li> <li>• Accessible WC facilities and sports activities (including a new WC viewing area for the sports hall)</li> <li>• Sport wheelchair store</li> </ul> <p>There are therefore no negative impacts at this stage.</p>

<b>How will this proposal affect people with protected characteristics?</b>	<b>Identify Impact:</b>	<b>Why will it have this effect?</b> Use the evidence collated, any engagement or consultation to inform your thinking and record it here. Have you identified any gaps in evidence, if so, what are the gaps? Does this need to be incorporated in the action plan?
Gender reassignment	Positive (Is an improvement)	The new Wonford facility includes private changing areas separate from the male and female assigned areas. This and other open, inclusive spaces throughout the facility mean that it is a welcoming space for all genders.
Marriage and Civil partnership (work related only)	No Impact	There is no impact on marital status.
Pregnancy & Maternity	Positive (Is an improvement)	<p>The new facility will include better opportunities for those who are pregnant or who have young children by providing opportunities to connect with others in open, accessible wellbeing spaces.</p> <p>There will also be ample opportunities for parents to change and feed their young children with multiple seating, rest and changing areas.</p> <p>There are no negative impacts identified at this stage.</p>
Race: including ethnic origin, nationality/national origin	Positive (Is an improvement)	<p>Through the annual Local Active Lives Survey delivered by Live and Move and through joint work programmes in the area delivered by Inclusive Exeter, there is considerable insight into ethnically diverse communities and their levels of engagement in physical activity.</p> <p>Through the new hub, there is an opportunity for local residents of all ethnicities to access ethnically appropriate services and events, and to participate in inclusive and accessible activities. By ensuring that local residents of different faiths are part of the design and consultation process, any potential risks can be mitigated.</p>

<b>How will this proposal affect people with protected characteristics?</b>	<b>Identify Impact:</b>	<b>Why will it have this effect?</b> Use the evidence collated, any engagement or consultation to inform your thinking and record it here. Have you identified any gaps in evidence, if so, what are the gaps? Does this need to be incorporated in the action plan?
		Live and Move is working alongside the Inclusive Exeter network in support of a range of activities being delivered for ethnically diverse, cultural and faith groups
Religion or Belief	Positive (Is an improvement)	<p>Through Live and Move’s work with Inclusive Exeter, we know that the Wonford community is welcoming of a variety of different faiths and religions. A recent badminton tournament organised by Inclusive Exeter and supported by Live and Move, which took place in the existing Wonford Leisure Centre, welcomed participants from nine different nationalities and a variety of different religious backgrounds. We know that for those in Exeter’s communities from South Asian Muslim backgrounds, events often centre around food and family-based activities.</p> <p>The new facility is expected to provide flexible community space that would accommodate different faith-based groups, and the community hall, meeting rooms and community kitchen would provide different groups with a space in which to hold events with others.</p> <p>We anticipate positive impacts upon this group of people.</p>
Sex	Positive (Is an improvement)	<p>Live and Move’s Local Active Lives survey tells us that women from Exeter’s priority communities participate in about the same levels of activity as they did in 2019. Live and Move’s work with the City Sisters programme tells us that women still find it difficult to participate in physical activity due to reasons ranging from caring responsibilities, confidence, and social isolation. This programme seeks to address these issues by providing a wider range of facilities, gender specific changing areas, and communal spaces in which to meet others.</p> <p>The survey tells us that men from priority communities across Exeter are less active now than they were in 2024. This new facility has the potential to support men’s health outreach and to begin to address levels of engagement by providing more opportunity for men to be active.</p> <p>There are therefore no negative impacts upon sex at this stage.</p>

<b>How will this proposal affect people with protected characteristics?</b>	<b>Identify Impact:</b>	<b>Why will it have this effect?</b> Use the evidence collated, any engagement or consultation to inform your thinking and record it here. Have you identified any gaps in evidence, if so, what are the gaps? Does this need to be incorporated in the action plan?
Sexual Orientation	No Impact	Communal areas highlighted in plans for this facility provide an opportunity to provide safe, welcoming environment for the local community regardless of their sexual orientation. The facility will cater for different sexual orientations by promoting inclusive sports programmes, and creating a safe, welcoming environment where everyone feels respected and able to participate openly. There is no impact upon sexual orientation identified at this stage.
Intersectionality: Could this proposal have an impact on people who have a combination or intersection of two or more characteristics?	Positive (Is an improvement)	We know from our work in partnership with Sport England that people who have an intersection of protected characteristics are less likely to be active and experience the positive benefits of physical activity. The Wonford Community Wellbeing Hub seeks to be an open and inclusive community space that is a welcoming environment for all residents and community groups. The Live and Move team, and staff from the community hub will work with Inclusive Exeter and a range of local and national charities and groups supporting equality of access to ensure there are activities and opportunities for connection with all.

## 7. Outcome of Assessment

<b>Select one of the following options:</b>	<b>Tick the relevant box</b>
No barriers identified, proceed with proposed change.	<input checked="" type="checkbox"/>
Adjust the proposal/policy to remove barriers identified by the EqIA.	<input type="checkbox"/>
Continue with the proposal/policy despite potential for adverse impacts.	<input type="checkbox"/>
Stop the proposal/policy as there are adverse impacts that cannot be prevented/mitigated or justified.	<input type="checkbox"/>
<b>Please explain why the option has been chosen:</b>	

**8. Action Plan**

Considering the impacts, you have identified above, please detail any actions you will need take to remove barriers, eliminate negative impacts or maximise opportunities. (Add more rows if required). If an action is to meet the needs of a particular protected group please specify this. These actions should be included in your Service Plan.

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Action(s) to be taken.	Expected Outcomes	Responsible Person	Timescale	Progress	Complete
<p>Through an ongoing programme of engagement with residents, and to ensure that no negative impacts are felt by the groups listed above, those responsible for delivery of the Wonford Community and Wellbeing Hub will also ensure that:</p> <ul style="list-style-type: none"> <li>• Ensure programming includes youth, working-age adults, and older residents.</li> <li>• Provide accessible opening hours (including evenings/weekends).</li> <li>• Full compliance with Equality Act and accessible design standards</li> <li>• Step-free access, lifts (if multi-storey), accessible toilets</li> <li>• Hearing loops and quiet/sensory spaces</li> </ul>	<p>This will be updated through ongoing programme work with stakeholders, centre users and community groups</p>	<p>James Bogue</p>	<p>Ongoing</p>	<p>This will be updated through ongoing programme work with stakeholders, centre users and community groups</p>	

<ul style="list-style-type: none"> <li>• Clear signage and easy-read materials</li> <li>• Gender-neutral toilets alongside accessible facilities</li> <li>• Inclusive policies and staff training</li> <li>• Zero-tolerance anti-discrimination policy</li> <li>• Baby-changing facilities</li> <li>• Breastfeeding-friendly environment</li> <li>• Pushchair-accessible layout</li> <li>• Multilingual signage and materials</li> <li>• Engagement with local cultural groups</li> <li>• Neutral, adaptable rooms</li> <li>• Respect for dietary requirements in café provision</li> <li>• Targeted men’s wellbeing initiatives</li> <li>• Safe space policies</li> <li>• Consideration of safety in building design (lighting, visibility)</li> <li>• LGBTQ+ inclusive messaging</li> <li>• Staff equality and diversity training</li> <li>• Clear reporting mechanisms for discrimination</li> <li>• Clear operating policies</li> <li>• Good lighting and CCTV where appropriate</li> </ul>					

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## 9. Monitoring

**How will you monitor the impact of your proposed change once it has been implemented?** Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective and your approach is still appropriate. Include the timescale for review in your action plan above.

The impact will be monitored through centre KPIs and regular performance reporting. The Council will also work alongside Sport England to utilise their 'Moving Communities' tool to track usage, impact and value.

The annual Local Active Lives survey will provide a broader view of physical activity levels across Wonford.

Officers will review the EQIA and associated action plan on an annual basis.