

Sustainability Development Strategy

South Downs Leisure

2022 - 2026



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EXECUTIVE SUMMARY

All businesses are facing big demands and expectations from customers and environmental groups today. Different organisations use different words to describe their approach to responsible business practices, South Downs Leisure are using the word “Sustainability” to refer to social, environment, economic and ethical issues that help us make the world a better place.

Making your business sustainable is no longer about turning lights off and having recycling bins in prominent places around our facilities. Whilst this is still important today, being sustainable involves every department, member of the team, volunteers, partners and customers understanding the journey we are on.

In recent months we have all seen oil, gas and electricity rocket upwards in its price. This is putting huge pressures on businesses and individuals as we see the impact through cost of living.

We have also seen numerous nature programmes of the earths demise as a result of global warming and experienced more cases of once in a generation weather conditions that seem to repeat themselves far more than once in a generation.

This Sustainability strategy is designed to create:

Innovation as we grow

Decision and policy making will have a sustainable development focus to ensure we have thought about the economic, social and environmental implications as one with any project. This will help South Downs Leisure future proof the business and build a competitive advantage.

Risk & Resilience

Minimise vulnerabilities and anticipate upcoming issues, such as new regulations or world issues that may affect future costs to South Downs Leisure.

Reputation & Brand

Build stronger relationships with customers and partners whilst helping South Downs Leisure become a leader in sustainable development.

Cost Savings

Reducing our energy, cutting waste, and minimising inefficiencies.

Motivated Employees

Attracting, motivating, and retaining the best talent.

If we get the balance on sustainable development correct, people will want to do business with us as it has been proven that 66% of consumers are more likely to spend money and do business with companies that have a strong focus on sustainable development.

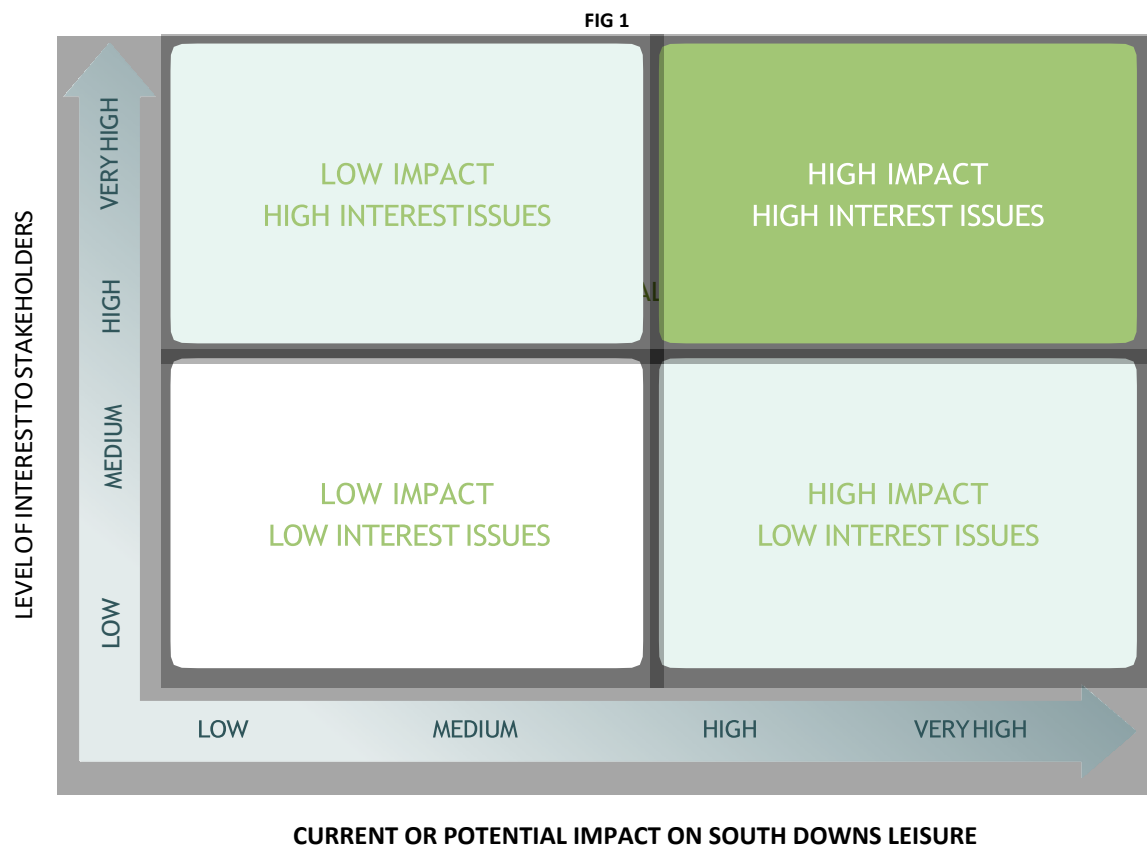
INTRODUCTION

Why do we need a Sustainable Development Strategy?

At South Downs Leisure we have achieved a great deal over the last five years, and it is important not to lose sight of the great work that staff and partners have contributed to along the way. A list of what has been achieved is in appendix 2.

Sustainability can become a minefield when thinking about the best green energy initiatives or what products are the most environmentally friendly. To give us more focus when making decisions we have put together this strategy with its own Vision, Mission and Values along with a chart to help us identify the issues that matter. (Fig 1)

Currently 66% of people are happy to pay more for a brand or product that is sustainable and 56% of Millennials want to work for a company if they are sustainable.



SUSTAINABLE DEVELOPMENT VISION, MISSION & VALUES

We recognise that our Vision would only be achievable with new technologies due to having to heat the vast expanse of pool water 24hrs a day.

Vision

- Make our facilities carbon neutral by 2040 including our pools.
- Make our dry side facilities carbon neutral by 2030.

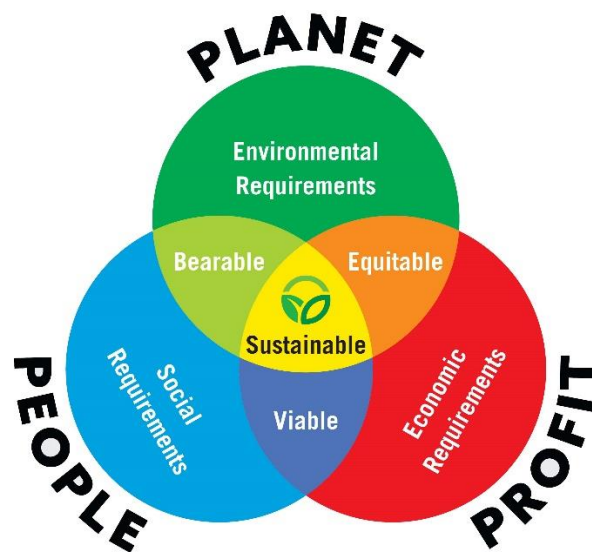
Mission

- Put sustainability at the forefront of key decisions made across South Downs Leisure.

Values

- Train staff in sustainable development awareness
- Educating customers on our journey
- Avoid Greenwashing and use the 3 P's in decisions
- Minimize fossil fuel sources where possible
- Knowledge of our suppliers & services sustainable development actions (Scope 3)
- Sustainable development becomes a part of all decision making at Board level
- Ensure the working environment and the health & wellbeing of the staff is a priority
- Supporting the wider community with sustainable development

If we implement the values above, we may be able to come close to achieving the triple bottom line for a sustainable South Downs Leisure.



DELIVERY PLAN 2022-2026

Aims	Objectives	Actions
1. Shared Leadership	1.1 Engagement with teams, clubs, partners, and contractors to improve sustainability	<p>1.1.1 Write a E&S strategy to direct SDL from 2022 to 2026</p> <p>1.1.2 Come up with a set of KPIs that will assist us in delivery the strategy and measuring progress.</p> <p>1.1.3 Introduce Sustainable Development as a heading in all policies as we review them and all Board reports for the future.</p> <p>1.1.4 Review all major contract of over £10,000 in value to establish the supply chain.</p> <p>1.1.5 Establish & conduct an annual internal audit at each site and use this information to feed into an annual delivery plan.</p> <p>1.1.6 Set up a short life strategic steering group of members that is representative of the staff.</p> <p>1.1.7 Work with regional and national organisations such as CLUK on new initiatives to reduce our Carbon Footprint.</p> <p>1.1.8 Make use of the BASIS principles for Sustainability and investigate gaining accreditation. www.basis.org.uk Appendix 4.</p> <p>1.1.9 Write a CSR Policy for South Downs Leisure.</p>
2. Training and Development	2.1 Ensure that our teams are trained, inducted and knowledgeable about how they can help with Sustainable	<p>2.1.1 Have an Environmental Champion for each site who would report to the SHEQ Manager.</p>

	Development and what South Downs Leisure already does.	<p>2.1.2 Train our staff in the BMS to ensure we make the best use of these at each site.</p> <p>2.1.3 Train 50 staff in Sustainable Development as a first stage in shifting the culture in the company.</p> <p>2.1.4 Develop an online induction that 100% of staff must complete along with their H&S training.</p> <p>2.1.5 Aim to get half a dozen staff completing an NVQ training in Sustainable Development.</p>
Aims	Objectives	Actions
3 Carbon reduction	3.1 Radically reduce carbon emissions.	<p>3.1.1 Establish a starting point of our carbon emissions.</p> <p>3.1.2 Investigate the potential for renewable options at all our facilities and put together a future action plan.</p> <p>3.1.3 Remove old inefficient light or heating products and replace with greener technologies.</p> <p>3.1.4 Review our room and pool temps on the BMS and look to reduce these giving good communication to both staff & Customers.</p> <p>3.1.5 Review our cleaning products and chemicals used in the pool with quantities and their impact on the environment.</p> <p>3.1.6 Work with existing partners and the new Sustainable Development Special Interest Group to scope what funding opportunities there are to finance climate action.</p> <p>3.1.7 Work with existing partners and the new Environment & Sustainability Special Interest Group in CLUK to share experience on the latest technologies</p>

		<p>and most effective business investments for net zero operations.</p> <p>3.1.8 Work with the Council on the Heat recovery project for Worthing to generate energy from the sewers.</p>
4 Green Travel	4.1 Encourage sustainable transport for customer and staff and reduce unnecessary travel.	<p>4.1.1 Support a bike to work scheme and publicise this to the staff.</p> <p>4.1.2 Improve security for bikes at all our facilities, establish a budget for this and improve the facilities available.</p> <p>4.1.3 Where possible keep cross site staff meetings on video calls to reduce the need to travel.</p> <p>4.1.4 Purchase Electric bikes for staff to use between sites.</p> <p>4.1.5 Introduce infrastructure to allow electric cars to recharge whilst using our facilities.</p> <p>4.1.6 Only have two Board meetings per year where we ask Trustees to travel into the site.</p> <p>4.1.7 Keep all Finance, Exec and SMT meetings on TEAMS to minimise travel between sites.</p> <p>4.1.8 Review ways to encourage staff to use public transport, walk or bike to work.</p>
Aims	Objectives	Actions
5 Health & Wellbeing	5.1 Ensure the staff & customer environment is well managed and affordable and staff are able to contribute to the company's sustainable development goals.	<p>5.1.1 Encourage staff to volunteer in the community at events and with partners such as parkrun or goodgym.</p> <p>5.1.2 Investigate a scheme for planting trees in a dog walking area on West Park at Worthing LC.</p> <p>5.1.3 Review, update and communicate the Staff Health & Wellbeing Plan.</p>

		<p>5.1.4 Facilitate a staff Choir and help develop a minimum of three teams or groups similar to the choir that people from South Downs Leisure can do to relax and enjoy with others from their work.</p> <p>5.1.5 Review our membership for those on low income, homeless or refugees.</p>
6 Wastee Management	6.1 Reduce waste and recycle with a policy of Reuse, Recycle, Replace.	<p>6.1.1 Conduct a Waste Audit for each contract to understand types and quantities of waste and put a waste management plan in place for each contract.</p> <p>6.1.2 Use our Sustainable development sub group to look at ways to recycle more water both within our facilities and the gardens or just use less water.</p> <p>6.1.3 Establish number of bins collected each week and then aim to reduce this across all sites & increase recycling (to come up with a figure).</p> <p>6.1.4 Rubber Crumb from our 3G - Investigate further the potential for reusing the waste rubber crumb.</p> <p>6.1.5 Introduce a docuSign, capture and electronic timesheets and electronic invoicing to reduce paper.</p> <p>6.1.6 Educate customers and staff on recycling and give recycling points a focus at all our sites (marketing).</p> <p>6.1.7 Work with our catering suppliers to encourage reusables and not disposable cups.</p> <p>6.1.8 Review all taps to install push button taps and air mixers.</p>

		<p>6.1.9 Recycle all our e-waste such as old phones and PCs to be re-used after being wiped of data.</p> <p>6.1.10 Review our waste and recycling contracts to understand what happens to the waste once it leaves our facilities.</p>
Aims	Objectives	Actions
7 Comms	7.1 Effectively communicate our achievement, goals and actions to customers, partners, and staff.	<p>7.1.1 Come up with a SDL brand for Sustainable Development actions at SDL.</p> <p>7.1.2 Put together a communication plan for staff, partners, and customers.</p> <p>7.1.3 Educate our customers and staff on all the initiatives that we currently work on with regular posts on social media avoiding any form of greenwashing.</p> <p>7.1.4 Put our carbon footprint into an understandable metric. For example: WLC = 283 average houses per year</p> <p>7.1.5 Introduce a new improved sustainable development board at our facilities for both staff and customers and decide what should go on this board.</p>

KPI's for 2022-23 only

Aim	KPI	
Shared Leadership	<p>Establish what our carbon footprint was for each facility in 2019-20.</p> <p>Reduce our Carbon footprint in 2022-23. By 15% of that in 2019-20. Focus on water, gas, electric and travel.</p> <p>Establish a Sustainable Action Group and hold a minimum of 3 meetings in the first year.</p>	
Training & Development	<p>Train 50 staff in Sustainable Development across the organisation. In 2022.</p> <p>Allow at least six staff to do an NVQ in Sustainable Development.</p>	
Carbon Reduction	<p>Reduce our kwh per 1000 customers for gas and electric by 15% on 2019-20.</p>	
Green Travel	<p>Encourage over 400 miles of riding per electric bike in their first year. (1200 in total)</p> <p>Reduce travel between sites through Teams meetings by up to 1000 miles.</p>	
Health & Wellbeing	<p>Monitor mileage saved from staff working from home.</p>	
Waste Management	<p>Reduce our use of paper by 80% at Head Office.</p> <p>Reduce our Waste in 2023 by 20% measured through weight or bins</p>	
Communications	<p>TBC</p>	

APPENDIX 1

2022-2023 Delivery Plan

Delivery Plan for Environmental and Sustainability 2022-2023		Timescale	Project Lead
Shared Leadership			
Engagement with teams, clubs and partners to improve sustainability			
1.1	Write a E&S strategy to direct SDL from 2022 to 2026		
1.2	Come up with a set of KPI's that will help us monitor progress on the strategy		
1.3	Add SD to all Board reports		
1.4	Review all major contract of over £10,000 in value to establish the supply chain (Scope 3)		
1.5			
Training & Induction			
Ensure that our teams are trained and inducted into an environmental and sustainable culture at SDL			
2.1	Have an Environmental Champion for each site who would report to the SHEQ Manager		
2.2	Train our staff in the BMS to ensure we make the best use of these at each site		
2.3	Train 50 staff in Sustainability as a first stage in shifting the culture in the company		
2.4	Set on an ongoing online induction		
2.5	Put staff on NVQ in Sustainable Development		
Carbon reduction			
Radically reduce carbon emissions			
3.1	Establish a starting point of our carbon emissions		
3.2	Remove old inefficient light or heating products and replace with greener technologies		
3.3	Review our room and pool temps on the BMS and look to reduce these giving good communication to both staff & Customers		
3.4	Work with Sustainable Development Special Interest Group CLUK		
3.5	Look at Phase 2 of PV at SPLC to put additional 50,000 kWh of solar on roof		
Green Travel			
Encouraging sustainable transport for our customers and staff			
4.1	Support a bike to work scheme and make staff aware of this and increase the amount to allow for electric bikes		
4.2	Improve security for bikes at all our facilities		
4.3	Where possible keep cross site staff meetings on video calls to reduce the need to travel		
4.4	Purchase Electric bikes for staff to use between sites		
Health and Wellbeing			
5.1	Encourage staff to volunteer in the community		
5.2	Put together a scheme where customers could buy trees for a dog walking area on West Park at Worthing LC		
5.3	Review and update the Staff Health & Wellbeing Plan		
5.4	Facilitate a staff choir and subsidise the cost		
5.5	Review membership for refugees, people on low income and homelessness		
Recycling			
Reduce waste and recycle with a policy of Reuse, Recycle, Replace			
6.1	Review our rain harvesting in the gardens at Field Place		
6.2	Put together a Waste Management Plan		
6.3	Rubber Crumb from our 3G - Investigate further the potential for reusing the waste rubber crumb		
6.4	Introduce a docusign, electronic timesheets and electronic invoicing to reduce paper		
6.5	Educate customers and staff on recycling and give recycling points a focus at all our sites (marketing)		
6.6	Work with our catering suppliers to encourage reusables and not disposable cups		
6.7	Review our waste contract		
6.8	Recycle all our e-waste such as old phones and PCs to be re-used after being wiped of data.		
6.9			
Marketing & Comms			
Effectively communicate our achievements, goals and actions to customers partners and staff			
7.1	Come up with a SDL brand for Environmental and sustainable actions at SDL		
7.2	Put together a communication plan for staff, partners and customers		
7.3	Educate our customers on all the initiatives that we currently work on		
70% of consumers want to know what we are doing about sustainability			
66% will pay more globally for a brand or product that is sustainable			
56% of Millennials would work for a company offering a lower wage if they are sustainable			
KEY			
DA	Duncan Anderson		
TA	Tom Austin		
DS	Debra Schneider		
MB	Mark Byerley		
AC	Andy Caiels		

APPENDIX 2

List of what we have done

	Head Office	SPLC	Worthing LC	Field Place	Davison	Palatine	Southwick	Lancing	Wadurs	Sea Lanes
Solar Panels		2020			2021		X	X		2023
Solar Thermal										2023
LED indoor Lighting	2022	2019	2022	2022			2022	2022	2022	2023
LED Floodlights						2021				
PIR sensors fitted	2022	X	2022	2022	X					2023
Ground Source Heat										
Pool Cover		X							2022	2023
Electronic Timesheets	2022	2022	2022	2022	2022	2022	2022	2022	2022	2023
Electronic wages	2021	2021	2021	2021	2021	2021	2021	2021	2021	2023
DocuSign	2022									
Bee Hives		2018	2018							
Gcommunity Garden Space			2020	2018			2021			
Purchase electric bike	2022	2022	2022							
Electric car chargers								X		
Green Dream Festival				2016-2022						

APPENDIX 3

Facility Walk Around's 2022 from staff on Sustainability course

Field Place Manor House	
Positives	Need Improving
Many lights on motions sensors	Tennis Court lights not yet LEDs
Garden is well maintained - helps mental wellbeing	Many old metal windows remain
Windows in main house draft proof	Motion sensors on during the day when not needed
New radiator in Finance office more efficient than previous portable	Irrigation system left on when not needed
Recycling bins located in the pavillion	No building management system to control energy usage
reduced use of paper in office	Few recycling bins across the site
cycle racks for 6 bikes	Recycling bins essily mistaken for refuse bins
Flatroof uses technology to retain heat using rain water	Staff clothing may not have carbon friendly source
LRDS in the main house	Radiators, airconditioning fans and lights all on in empty Annexe
	Ice cube machine may not be efficient
	Garden waste may not be composted
	Adur and Worthing Council does not recycl plastic waste

Splashpoint Leisure Centre	
Positives	Need Improving
Staff undertaking sustainability awareness training	Ground source heat pumps not functioning
Combined heat & power (CHP) system used to generate elctricity a	CHP maintenance costs very high
LEDs everywhere	Plastic bottles fill vending machines
Solar panels on roof to generate electricity	Posters on walls all laminated in plastic
Numerous recycling bins	computers left on all the time
Sensor activated lights and taps	Dripping tap in plant room
Reclaimed water used o flush toilets	limescale build up makes reclaimed water usage inefficient
Movable pool floor to retain heat	Reception cold so heaters used to keep warm
water fountain auto off	single use platic ties
	black plastic bags used in recycle bins

Lancing Manor Leisure Centre	
Positives	Need Improving
Squash court and Spin room lights on sensors	3G football pitch with rubber crumb escaping
Electric vehicle charging points in car park	Radiators on in café with doors to outside wide open
Car free day sign	Radiators on in reception because front doors make it cold
Hall has natural lighting with LEDS only if required	lights remain on every evening on pitches (not on a timer)
Heating off in empty main hall	taps in toilets not on push butten so prone to being left on
solar panels on roof generating electricity	No building management system in place
	screens and TVs left on when gym empty
	Main hall temperature could be better controlled
	Fridge containing one bottle of milk - could share
	Forced to print unnecessary receipts for supplies
	Main studio - disco lights left on
	Main studio temperature- class scheduling not good - eg Bodypump then yoga
	Main studio - doors open with air conditioning on
	No recycling bins
	Lights left on in empty rooms

APPENDIX 4

BASIS Sustainable Development for Sporting Facilities 12 principles

Environmental

Energy and emissions

To minimise greenhouse gas emissions from all sources including buildings, equipment and other operational sources, including emissions from non-energy sources such as refrigeration.

Waste Management

To minimise the generation of waste. All unavoidable waste to be reused, recycled or recovered with no waste sent for incineration or landfill.

Water and Effluents

To use water efficiently and effectively, to dispose of wastewater appropriately, avoiding watercourse pollution and to design buildings and hard landscaping surfaces to avoid local issues such as flooding.

Materials and Chemicals

To use sustainable, healthy, non-toxic products and raw materials with low embodied energy which are sourced locally and made from reusable, recyclable and/or recycled resources.

Transport and Travel

To minimise the impacts of transport and travel by reducing journeys and using low and zero-carbon transport and travel options.

Food and Drink

To reduce the impact of food and drink production, use and disposal by choosing local, seasonal, high welfare and organic produce; minimising waste and, where waste is unavoidable, segregating and disposing of waste in a positive- or low-impact way; and redistributing unused food and drink where possible.

Biodiversity and Habitats

To encourage and protect biodiversity and wildlife habitats through appropriate land use, management and integration into the built environment.

Social

Accessibility and Equality

To provide facilities and services that are physically accessible to all and to provide a welcoming atmosphere to all with knowledgeable, confident staff.

Healthy Options

To give opportunities to staff, fans and other visitors to improve their physical and mental well-being, including healthy food options and opportunities for active travel.

Engagement and Education

To engage with, and respond to the needs of, your communities of interest at all scales from local residents to global fan bases. This includes groups such as disabled spectators.

Economic

Procurement and Employment

To incorporate economic, social and environmental considerations into all procurement and employment decisions including, as appropriate, life-cycle comparisons, end-of-life disposal, employee conditions and fair trade status. Incorporating sustainability requirements into all supplier contracts.

Economy and Community

To support and have positive impacts on the local economy and local community, including community engagement.