

Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP
Telephone 01572 722577 Email: governance@rutland.gov.uk

Ladies and Gentlemen,

A **SPECIAL MEETING** of the **GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY COMMITTEE** will be held via (Public) Zoom - <https://us06web.zoom.us/j/83518214219> and (Private) Teams on **Thursday, 7th October, 2021** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Mark Andrews
Chief Executive

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at www.rutland.gov.uk/my-council/have-your-say/

A G E N D A

1) WELCOME AND APOLOGIES RECEIVED

2) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are invited to declare any personal or prejudicial interests they may have and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Act 1992 applies to them.

3) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of Procedure Rule 216.

The total time allowed for this item shall be 30 minutes. Petitions, declarations and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the Committee Administrator 15 minutes before the start of the meeting.

The total time allowed for questions at short notice is 15 minutes of the total time for 30 minutes. Any petitions, deputations and questions that have been

submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions that are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

4) QUESTIONS WITH NOTICE FROM MEMBERS

To consider any questions with notice from Members received in accordance with the provisions of Procedure rule No. 218 and No. 218A.

5) LEISURE CONTRACT: BUSINESS CASE

To receive Report No. 110/2021 presented by Councillor A Walters, Portfolio Holder for Health, Wellbeing and Adult Care and Penny Sharp, Strategic Director for Places.

(Pages 5 - 26)

6) EXCLUSION OF PRESS AND PUBLIC

The Committee is recommended to determine whether the public and press be excluded from the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972, as amended, and in accordance with the Access to Information provisions of Procedure Rule 239, as the following item of business is likely to involve the disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act:

Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

(Pages 27 - 38)

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DISTRIBUTION

MEMBERS OF THE GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY COMMITTEE:

Name	
1.	Councillor J Fox (Chair)
2.	Councillor M Oxley (Vice Chair)
3.	Councillor P Ainsley
4.	Councillor N Begy
5.	Councillor G Brown
6.	Councillor M Jones
7.	Councillor G Waller

PORTFOLIO HOLDERS:

Name	Title
8. Councillor O Hemsley	Leader and Portfolio Holder for Policy, Strategy, Partnerships, Economy and

		Infrastructure
9.	Councillor L Stephenson	Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change
10.	Councillor K Payne	Portfolio Holder for Finance, Governance and Performance, Change and Transformation
11.	Councillor A Walters	Portfolio Holder for Health, Wellbeing and Adult Care
12.	Councillor I Razzell	Portfolio Holder for Planning

OFFICERS:

	Name	Title
13.	Penny Sharp	Strategic Director for Places
14.	Saverio Della Rocca	Strategic Director Resources S151 Officer

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**GROWTH, INFRASTRUCTURE AND RESOURCES
SCRUTINY COMMITTEE: SPECIAL MEETING**

7 October 2021

LEISURE CONTRACT - BUSINESS CASE DEVELOPMENT

Report of the Strategic Director for Places

Strategic Aim:	Vibrant communities	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr A Walters, Portfolio Holder for Health, Wellbeing and Adult Care	
Contact Officer(s):	Robert Clayton, Head of Culture and Registration	01572 758435 rclayton@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That the Committee:

1. Notes the draft “Rutland’s Leisure and Wellbeing Needs: An Analysis and Options Appraisal Overview” (Appendix A), and provides comments in advance of detailed work to develop the business case for future provision

1 PURPOSE OF THE REPORT

- 1.1 To enable the Scrutiny Panel to consider the development of the draft Rutland Leisure and Wellbeing Needs Analysis and provide comments such that recommendations for Cabinet can be developed, to shape the future of leisure provision for the County. The draft report in Appendix A outlines options but does not make specific recommendations or commit the Council to capital investment. Scrutiny feedback is requested to help shape these elements of the report.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Rutland County Council’s Corporate Plan sets out Priority Themes including Vibrant Communities and Protecting the Vulnerable. Within these Themes are specific Strategic Aims including:

- Protect, maintain, enhance and conserve what makes Rutland great

- Improve access for children and young people to be engaged out of school
- Explore the opportunities for new and improved cultural and leisure opportunities for Rutland
- Work with partners to protect and enhance healthcare within our community
- Protect and improve the lives of vulnerable adults

2.2 Ensuring the provision of affordable opportunities for residents to access leisure and wellbeing provision can support the delivery of these aims. However, it is not necessarily the case that the way in which this provision has been delivered in the past is still the best, or only, way to achieve these aims.

2.3 The Council has commissioned RPT Consulting, an established leisure consultancy, to engage with stakeholders and partners to examine the nature of the current provision in Rutland, and what is needed to meet the challenges of the next generation. This work has been used to develop a draft Needs Analysis and Options Appraisal.

2.4 By bringing this work to Scrutiny for consideration at a draft stage, it is hoped that agreement on the key options to be pursued can be developed. Comments arising from the Scrutiny review will inform the development of the detailed business case for the preferred options. This will in turn inform recommendations to Cabinet and Full Council, which will determine future provision for the County.

2.5 Although the draft report includes scoring for the options developed by Officers, these are not finalised, and do not represent recommendations. Scrutiny is requested to review the options and scoring as part of their commentary, identify any elements which would benefit from amendment, and suggest preferred options which will be considered by the portfolio holder and officers before detailed work is undertaken to explore their revenue and capital implications, which will be reported to Cabinet.

2.6 A key consideration will be ensuring that the ambitions of residents can be delivered within the Council's Medium-term Financial Plan, and where possible contribute to reducing resource expenditure.

3 CONSULTATION

3.1 Public consultation has been undertaken through the Future Rutland Conversation.

3.2 RPT Consulting have undertaken a programme of discussions and engagement with local stakeholders and partners as outlined in the appendix.

4 ALTERNATIVE OPTIONS

4.1 Scrutiny is invited to comment on all the options outlined for the County's future leisure provision in the appendix and agree key options to be pursued. Scrutiny is asked to identify any significant omissions that should be explored.

5 FINANCIAL IMPLICATIONS

5.1 The project work to deliver the evidence for decision making is funded through a specific project fund agreed by Cabinet in 2020.

5.2 The appendix outlines the high-level financial implications of the various options. Feedback from Scrutiny will allow focused work to take place on detailed development of the business case for the preferred options.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

6.1 There are no legal or governance implications arising from Scrutiny considering this issue and providing comments.

7 DATA PROTECTION IMPLICATIONS

7.1 A Data Protection Impact Assessment (DPIA) has been completed. No adverse or other significant risks/issues were found arising from Scrutiny considering this issue. A copy of the DPIA can be obtained from Robert Clayton, rclayton@rutland.gov.uk

8 EQUALITY IMPACT ASSESSMENT

8.1 An Equality Impact Assessment has been completed. No adverse or other significant risks/issues were found arising from Scrutiny considering this issue and providing comments.

9 COMMUNITY SAFETY IMPLICATIONS

9.1 No adverse or other significant risks/issues were found arising from Scrutiny considering this issue and providing comments.

10 HEALTH AND WELLBEING IMPLICATIONS

10.1 Provision of a comprehensive and accessible network of facilities to enable individuals and groups to live active lives can be a significant benefit to the health and wellbeing of the community. A vibrant sports community already exists in Rutland and is a significant contribution to the relatively high levels of health and wellbeing recorded in the County. A positive attitude to physical fitness and personal health has also been shown to improve the mental wellbeing of individuals. The range of facilities and pursuits available in Rutland is also a strong draw for persons considering relocating to the area.

11 ORGANISATIONAL IMPLICATIONS

11.1 Environmental implications

11.2 Provision of a network of facilities can help to reduce the carbon impact of residents travelling out of county to access leisure, recreation and wellbeing provision.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

12.1 The Growth, Infrastructure & Resources Scrutiny Panel is invited to consider the needs analysis and options outlined in Appendix A. Comments from Scrutiny will be used to inform recommendations for Cabinet, which will shape the future of leisure provision for the County.

13 BACKGROUND PAPERS

13.1 There are no additional background papers to the report.

14 APPENDICES

14.1 Appendix A: Rutland's Leisure and Wellbeing Needs: An Analysis and Options Appraisal, Overview

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

Appendix A: Rutland’s Leisure and Wellbeing Needs: An Analysis and Options Appraisal, Overview

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Rutland's Leisure and Wellbeing Needs

An Analysis and Options Appraisal

Overview

August 2021



Introduction

- i. Rutland County Council is undertaking a review of the County's leisure and wellbeing needs. The purpose of the review is to inform options for the shape of the leisure and wellbeing offer beyond 2022. RCC have commissioned RPT Consulting to undertake this work, and specifically to deliver a Leisure and Wellbeing Needs Analysis and Options Appraisal.
- ii. This report is intended to present options for the County. The Council recognises that leisure and wellbeing needs are met by a range of different partners delivering services and managing facilities. It is not desirable or affordable for the Council to attempt to meet all of the needs and aspirations of the community.
- iii. The options appraisal element of this document specifically focuses on the future of facilities under the Council's control, and provides options for the Council to consider. The Council needs to agree and implement an option in time for the end of the present leisure contract in March 2023.

Approach

- iv. The methodology undertaken for the assessment follows Sport England's Assessing Needs and Opportunities Guide (ANOG) four stage approach.
- v. Sport England have a demand measurement model for Sports Halls and Swimming Pools, the Facility Planning Model (FPM). This approach provides a theoretical demand for facilities, but on its own does not fully account for differences in localities. In order to express the needs and local perspective more completely the FPM has been supplemented with consultations and collation of research including:
 - **Rutland Conversation** – a survey was undertaken which sought to identify views of users and non-users. 573 people responded to the survey on leisure and recreation
 - **Stakeholder Consultation** – a series of consultations have been undertaken across the study area with over 45 organisations given the opportunity to provide their views
 - **Facility Audit** – existing facilities were identified and their quality assessed (2016 Sport and Recreation Facilities Strategy)
<https://rutlandcounty.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=1358>
- vi. This work has formed the evidence base against which the future needs and opportunities have been identified. The approach brings together demand modelling, supported by local research and consultation to ensure the findings are based on the local conditions.

Needs Analysis Key Findings

- vii. In considering the assessment of leisure and wellbeing provision, consideration has been given to the following dimensions:
 - **The Need** – what is required to meet the wellbeing and leisure activity needs of the existing and future community of the County
 - **The Opportunity** – how the offer can proactively improve the wellbeing of the community, reduce long term ill-health costs, and deliver other benefits (such as economic, employment and social improvements – Social Value)

- **Financial Impact** – financial impact and risk on the local authority
- **Feasibility** – how readily each option can be delivered, taking into account the market, stakeholders and other non-financial issues

The Need

- viii. Whilst overall the health of Rutland’s population is better than the national average, there are significant underlying long term health issues and increasing levels of inactivity. Rutland’s population is older than the national average and projected to continue ageing. There is a higher prevalence of hypertension, stroke, diabetes, chronic kidney disease and heart failure in Rutland than in England as a whole. Maintaining levels of activity can benefit all of these aspects of health.
- ix. Overall, Rutland residents have high levels of participation in sport and leisure activities. However inequalities in physical activity present at a national level are replicated in Rutland for older people (who are less active) and lower socio-economic groups (who are less active). In particular people in Rutland with long-term illnesses or disability are less physically active than those at a national level.
- x. Active lives are not purely about provision of facilities. Many activities can take place in non-specialist multi-purpose spaces, and the development of active environments makes it easier for people to be physically active. However such benefits require long term changes to the way our settlements are planned, built and used.
- xi. The facility assessment finds that the existing supply of facilities is sufficient to meet the needs of the population, as long as:
 - Community access to a pool in Oakham is available and protected (any facility)
 - Community access to school facilities is protected and enhanced
 - Facilities in Stamford, Corby and Melton continue to operate and deliver to the residents of Rutland.
- xii. The key issue in terms of built facilities is to secure community access to a pool within Rutland. This is needed to ensure equality of access, enabling that those groups who are less active (including those with disabilities) have access to suitable facilities.

The Opportunity

- xiii. Access to leisure can proactively improve the wellbeing of the community, reduce long term ill-health costs, and deliver other benefits such as economic, employment and social improvements. Considering the way leisure can support these Social Value enhancements demonstrates the opportunities that provision can deliver.
- xiv. The Council’s Corporate Plan expresses a vision of “High Quality of Life in Vibrant Communities”. Two of Council’s Strategic Aims are to:
 - Explore new and improved cultural and leisure opportunities for Rutland
 - Protect, maintain, enhance and conserve what makes Rutland great
- xv. Beyond the Local Authority, the community and other stakeholders also have aligned ambitions:

- “We want to be the most active place in England building a healthy and vibrant future for our communities” (Leicestershire & Rutland Sport Physical Activity Strategy)
 - “Keeping the people of Rutland healthy and well and remaining one of the healthiest and happiest places to live is our goal” (Rutland Joint Health & Wellbeing Strategy)
 - “It is vitally important that we build physical activity back into the environment, re-engineer physical activity back into our lives, to make physical activity an easier choice for travel and leisure, and to ensure physical activity is something that all families can achieve” (Leicestershire & Rutland Director of Public Health Annual Report 2019)
- xvi. By developing the active environment it is possible to boost residents’ levels of physical activity, by encouraging and making it easy for people to be active. The active environment includes:
- Dedicated sports and physical activity facilities, such as pools, leisure centres, pitches and courts
 - Community spaces, such as parks and open spaces, village halls, community centres and schools
 - The wider built environment, such as streets, housing estates, squares and footpaths and bridleways
- xvii. Stakeholder engagement identified an opportunity to explore the potential for improved Health and Wellbeing provision within Rutland, either within an existing facility or in a new location.

Future Options

- xviii. There are a range of options open to the Council to meet the leisure and wellbeing needs of the community. These options are not all mutually exclusive – some may be progressed together to create the optimum mix to meet the community’s needs.
- xix. In considering the future leisure and wellbeing offer, the Council must consider whether it wishes to provide community facilities, deliver swimming facilities, or rely on the network of facilities provided by other organisations (such as schools, colleges, and neighbouring authorities) and open spaces.
- xx. Continuing to invest in Rutland’s network of footpaths, rights of way, open spaces and play areas is essential to ensure long term opportunities for residents to be active in their locality. It is vital that these aspects are built in to local planning policies (see the draft Local Plan policies EN13, EN14 and SC2). The local authority can also invest in these elements through use of developer contributions and direct use of its own resources. This option (Option A below) can be pursued in parallel with other options.

xxi. The table below outlines the options open to the Council:

Table A Future Options

Option	Description
A. Open Spaces and Community Provision	Invest in open spaces and community provision
B. Improve Access to Existing School Facilities (Wet Only)	Improve community access to facilities at Uppingham School and Oakham School; withdraw Catmose Sports provision
C. Cease LA Wet & Dry provision	Return Catmose Sports facilities to Catmose College with no community use agreement
D. Dry-side only provision at Catmose Sports	Commission operation of dry-side facilities only at Catmose Sports Centre with refreshed contract
E. Wet & Dry provision at Catmose Sports	Improve provision at Catmose Sports Centre through new or refurbished pool and fitness facilities
F. Wet & Dry provision at a new site	Develop a new wet & dry leisure and wellbeing facility in a location to be determined
G. New Wet Only facility at a new site	Develop a new wet leisure and wellbeing facility in a location to be determined
H. New Dry Only facility at a new site	Develop a new dry leisure and wellbeing facility in a location to be determined

xxii. In order to evaluate the options, the scoring scales shown in Table B below have been used:

Table B Scoring Scale for Evaluation

0	Unacceptable - the option raises major concerns; is potentially highly detrimental and does not represent a satisfactory approach
1	Poor - the option has significant shortcomings; is likely to impact adversely and have longer term poorer results / cost implications
2	Acceptable - the option has minor shortcomings; there may be impacts to a small extent / relatively small cost implications
3	Good - the option raises no concerns; there is a moderate outcome benefit / cost reduction
4	Very Good - the option has clear benefits; there are tangible improvements beyond acceptable standards or expectations / clear cost reductions
5	Excellent - the option is completely relevant and excellent overall; option is comprehensive and innovative / represents a significant cost reduction

xxiii. An initial evaluation of the options is provided in Table C below:

Table C Options Evaluation

Scoring 1-5	Weight %	A	B	C	D	E	F	G	H
		Open Spaces & Comm. Provision	Improve Access to Existing School Facilities Wet Only	Cease LA Wet & Dry provision	Dry Side Only at Catmose	Wet & Dry at Catmose	Wet & Dry at new site	New Wet only facility	New Dry Only Facility
Needs	30	1 (30)	2 (60)	1 (30)	1 (30)	4 (120)	5 (150)	3 (90)	1 (30)
Opportunities	10	1 (10)	1 (10)	0 (0)	1 (10)	3 (30)	5 (50)	2 (20)	1 (10)
Financial	40	3 (120)	3 (120)	3 (120)	2 (80)	2 (80)	1 (40)	1 (40)	1 (40)
Feasibility	20	4 (80)	2 (40)	2 (40)	3 (60)	3 (60)	2 (40)	3 (60)	2 (40)
Total	/20	9	8	6	7	12	13	9	5
Weighted Total	/500	240	230	190	180	290	280	210	120
Rank		3	4	6	7	1	2	5	8

Option A will not meet the full range of needs of the community, but has low financial risk, and could be pursued in combination with other options

Option B may meet an extent of community needs but has not previously been achieved

Option C will not meet the needs of the community but delivers the lowest long term financial risk

Option D will only partially meet the needs of the community. The lack of swimming provision will increase inequalities and will have a negative impact of the wellbeing of the sections of the community unable to easily travel outside of the county, unless pursued in combination with Option G

Options E and F are more likely to meet the needs of the community but would require greater financial investment and risk

Option G would meet the need for pool access but would require initial financial investment and would be likely to require ongoing subsidy without a dry side offer

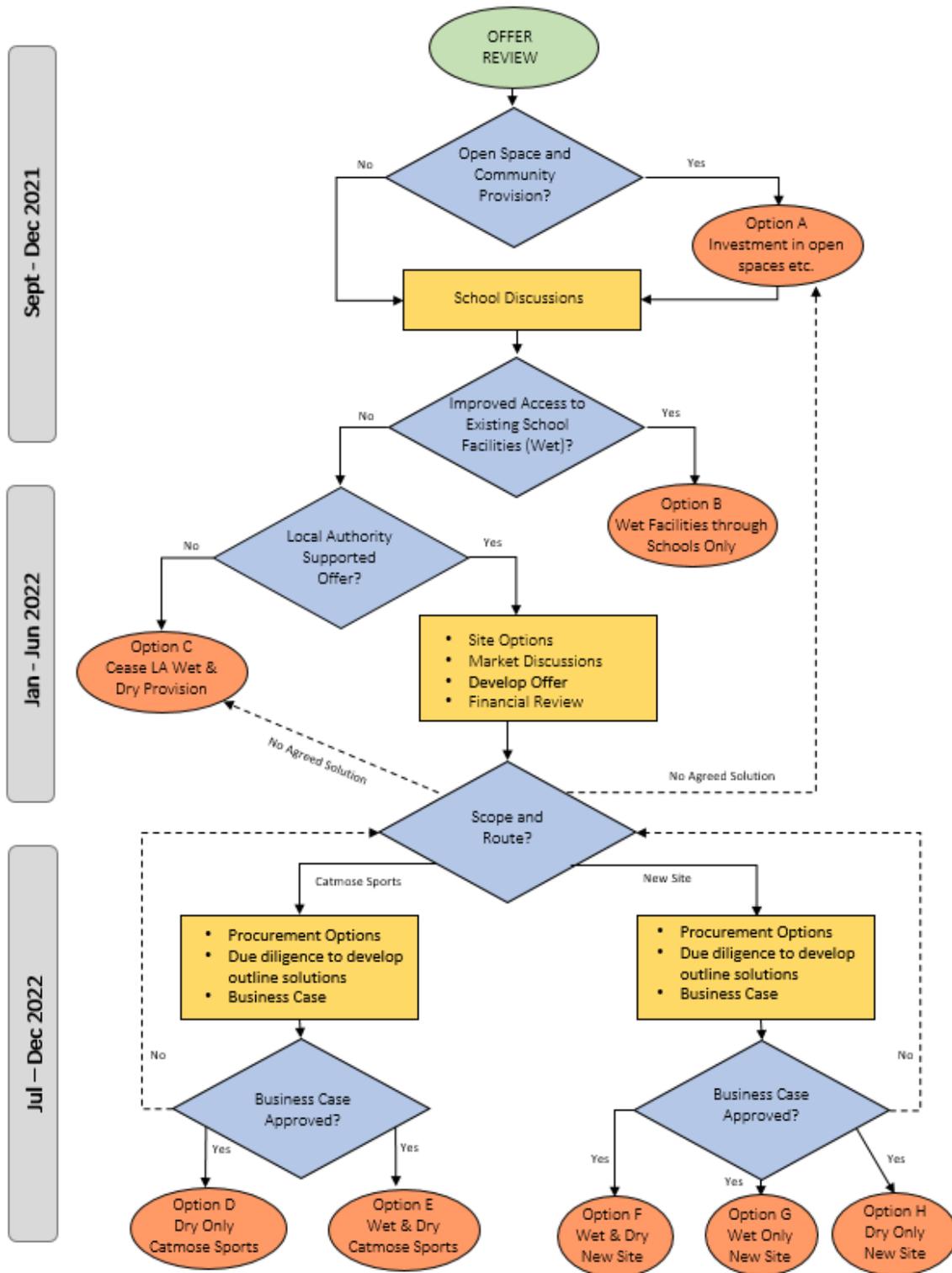
Option H would meet the need for dry provision but would not address the deficit in pool access. It would also require initial financial investment.

xxiv. No site has been identified at this time for options F, G and H. If the Council determines to invest capital funds at the Catmose College site it is important to note that the asset will remain the property of Catmose College and will not be in the ownership of Rutland County Council.

xxv. If the Council arrives at Options E, F, G or H delivering the capital investment will take 2 to 5 years to complete. In the interim, provision could be continued at Catmose Sports through a provider selected with the capacity to implement the capital works in partnership with the Local Authority.

xxvi. The flowchart below shows how these various options can be considered at appropriate times:

Figure A Leisure and Wellbeing Offer Flowchart



xxvii. This workflow enables the Council to sustain the present service delivery, while exploring the long term future offer, and provides a pathway for the Council to

progress to a considered option. Through engagement, the market can provide bids against the options to enable more robust financial analysis and the development of detailed business cases. However a decision on pool provision may not be finalised until the second part of 2022.

xxviii. The management of Catmose Sports prior to pandemic was designed to have nil revenue cost to the Council. A strengthened focus on nil revenue costs would be a key objective of the design of any future provision if Options D – H are pursued.

xxix. It is recommended that the Local Sports Alliance (LSA) is engaged to develop its strategic role, and to enable it to inform the development of options and represent the network of community provision and users. There may be the potential for the LSA to have a formal role within any future provision.

DRAFT

¹⁹Rutland County Council
Future Leisure Offer – Options Analysis

Rutland Leisure Offer - Potential Future Options

Option	Description
A. Open Spaces and Community Provision	Invest in open spaces and community provision
B. Improve Access to Existing School Facilities (Wet Only)	Improve community access to facilities at Uppingham School and Oakham School; withdraw Catmose Sports provision
C. Cease LA Wet & Dry provision	Return Catmose Sports facilities to Catmose College with no community use agreement
D. Dry-side only provision at Catmose Sports	Commission operation of dry-side facilities only at Catmose Sports Centre with refreshed contract
E. Wet & Dry provision at Catmose Sports	Improve provision at Catmose Sports Centre through new or refurbished pool and fitness facilities
F. Wet & Dry provision at a new site	Develop a new wet & dry leisure and wellbeing facility in a location to be determined
G. New Wet Only facility at a new site	Develop a new wet leisure and wellbeing facility in a location to be determined
H. New Dry Only facility at a new site	Develop a new dry leisure and wellbeing facility in a location to be determined

Rutland Leisure Offer – Evaluation of Future Options (1)

Option A will not meet the full range of needs of the community, but has low financial risk, and could be pursued in combination with other options

Option B may meet community needs though is dependent on the schools agreeing to additional public access to their pools

Option C will not meet the needs of the community but delivers the lowest long term financial risk

Option D will partially meet the needs of the community. The lack of public access swimming could impact on particular sections of the community e.g. people unable to easily travel outside of the county to other public provision.

Scoring 1-5	Weight %	A	B	C	D	E	F	G	H
		Open Spaces & Comm. Provision	Improve Access to Existing School Facilities Wet Only	Cease LA Wet & Dry provision	Dry Side Only at Catmose	Wet & Dry at Catmose	Wet & Dry at new site	New Wet only facility	New Dry Only Facility
Needs	30	1 (30)	2 (60)	1 (30)	1 (30)	4 (120)	5 (150)	3 (90)	1 (30)
Opportunities	10	1 (10)	1 (10)	0 (0)	1 (10)	3 (30)	5 (50)	2 (20)	1 (10)
Financial	40	3 (120)	3 (120)	3 (120)	2 (80)	2 (80)	1 (40)	1 (40)	1 (40)
Feasibility	20	4 (80)	2 (40)	2 (40)	3 (60)	3 (60)	2 (40)	3 (60)	2 (40)
Total	/20	9	8	6	7	12	13	9	5
Weighted Total	/500	240	230	190	180	290	280	210	120
Rank		3	4	6	7	1	2	5	8

* Risk reviews completed for Options A,B,E and F only.

Rutland Leisure Offer – Evaluation of Future Options (2)

Options E – is likely to meet the needs of the community although there is annual requirement for the school to have access to the sports hall for exams. This option would require greater financial investment and risk

Option F – is likely to meet the needs of the community though would require greater financial investment and risk

Option G would meet the need for pool access but would require initial financial investment and would be likely to require ongoing revenue subsidy without a dry side offer

Option H would meet the need for dry provision though not the requirement for public access swimming. It would also require initial financial investment.

Scoring 1-5	Weight %	A	B	C	D	E	F	G	H
		Open Spaces & Comm. Provision	Improve Access to Existing School Facilities Wet Only	Cease LA Wet & Dry provision	Dry Side Only at Catmose	Wet & Dry at Catmose	Wet & Dry at new site	New Wet only facility	New Dry Only Facility
Needs	30	1 (30)	2 (60)	1 (30)	1 (30)	4 (120)	5 (150)	3 (90)	1 (30)
Opportunities	10	1 (10)	1 (10)	0 (0)	1 (10)	3 (30)	5 (50)	2 (20)	1 (10)
Financial	40	3 (120)	3 (120)	3 (120)	2 (80)	2 (80)	1 (40)	1 (40)	1 (40)
Feasibility	20	4 (80)	2 (40)	2 (40)	3 (60)	3 (60)	2 (40)	3 (60)	2 (40)
Total	/20	9	8	6	7	12	13	9	5
Weighted Total	/500	240	230	190	180	290	280	210	120
Rank		3	4	6	7	1	2	5	8

* Risk reviews completed for Options A,B,E and F only.

High-level Risks of Top-ranking Options (1)

Option A:

- Risk of not meeting the public's need for swimming
- Leaving to the market on the leisure provision and so no control on price, cost, and hours of access
- Cost requirement for exiting current leases (inc. making good and demolition)
- Grant conditions on the original lease, from Sport England, that we would need to negotiate out of

Option B:

- Risk of schools unable to meet requirements and/or require significant financial contribution
- Lack of control on provision and costs
- Risk of provider changing their mind on the provision
- Membership criteria out of RCC's control
- Risk of not meeting the disability access needs
- Cost requirement for exiting current leases (inc. making good and demolition)
- Grant conditions on the original lease, from Sport England, that we would need to negotiate out of

High-level Risks of Top-ranking Options (2)

Option E:

- Risk of lease expiring in 2032 for the operational delivery (9 years into a potential 10 year contract)
 - School may then not be willing to extend the lease
- Financial commitment required to bring provision up to required operation standards
- Risk of failing to secure an operator (SLL or otherwise)
- Risk of current provider (SLL) exiting the market

Option F:

- Risk of finding and acquiring an appropriate site
- Risk the finance cannot be secured
- Risks associated with design and build of new facility
- Risk of failing to secure an operator (SLL or otherwise)
- Risk of impact on business model due to lack of take up
- Risk of not of meeting the public's need for swimming in the short term
- Leaving to the market on the leisure provision and so no control on price, cost, and hours of access
- Cost requirement for exiting current leases (inc. making good and demolition)
- Grant conditions on the original lease, from Sport England, that we would need to negotiate out of

Views of GIR Scrutiny?

- Should any of the options be ruled-out at this stage?
- What is the appetite for capital investment in leisure provision?
- Should the Council be aiming for a 'nil net revenue' leisure offer?
- Should we progress with a multi-stranded approach? (e.g. negotiate exit from Catmose Sport and Leisure facility, negotiate additional public access swimming, test the market for 'nil revenue' cost provision)

Feedback and Questions?

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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