

# **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	<b>Unacceptable</b> - the option raises major concerns; is potentially highly detrimental and does not represent a satisfactory approach
1	<b>Poor</b> - the option has significant shortcomings; is likely to impact adversely and have longer term poorer results / cost implications
2	<b>Acceptable</b> - the option has minor shortcomings; there may be impacts to a small extent / relatively small cost implications
3	<b>Good</b> - the option raises no concerns; there is a moderate outcome benefit / cost reduction
4	<b>Very Good</b> - the option has clear benefits; there are tangible improvements beyond acceptable standards or expectations / clear cost reductions
5	<b>Excellent</b> - 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		A	B	C	D	E	F	G	H
	Weight %	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)
<b>Total</b>	<b>/20</b>	<b>9</b>	<b>8</b>	<b>6</b>	<b>7</b>	<b>12</b>	<b>13</b>	<b>9</b>	<b>5</b>
<b>Weighted Total</b>	<b>/500</b>	<b>240</b>	<b>230</b>	<b>190</b>	<b>180</b>	<b>290</b>	<b>280</b>	<b>210</b>	<b>120</b>
<b>Rank</b>		<b>3</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>8</b>

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

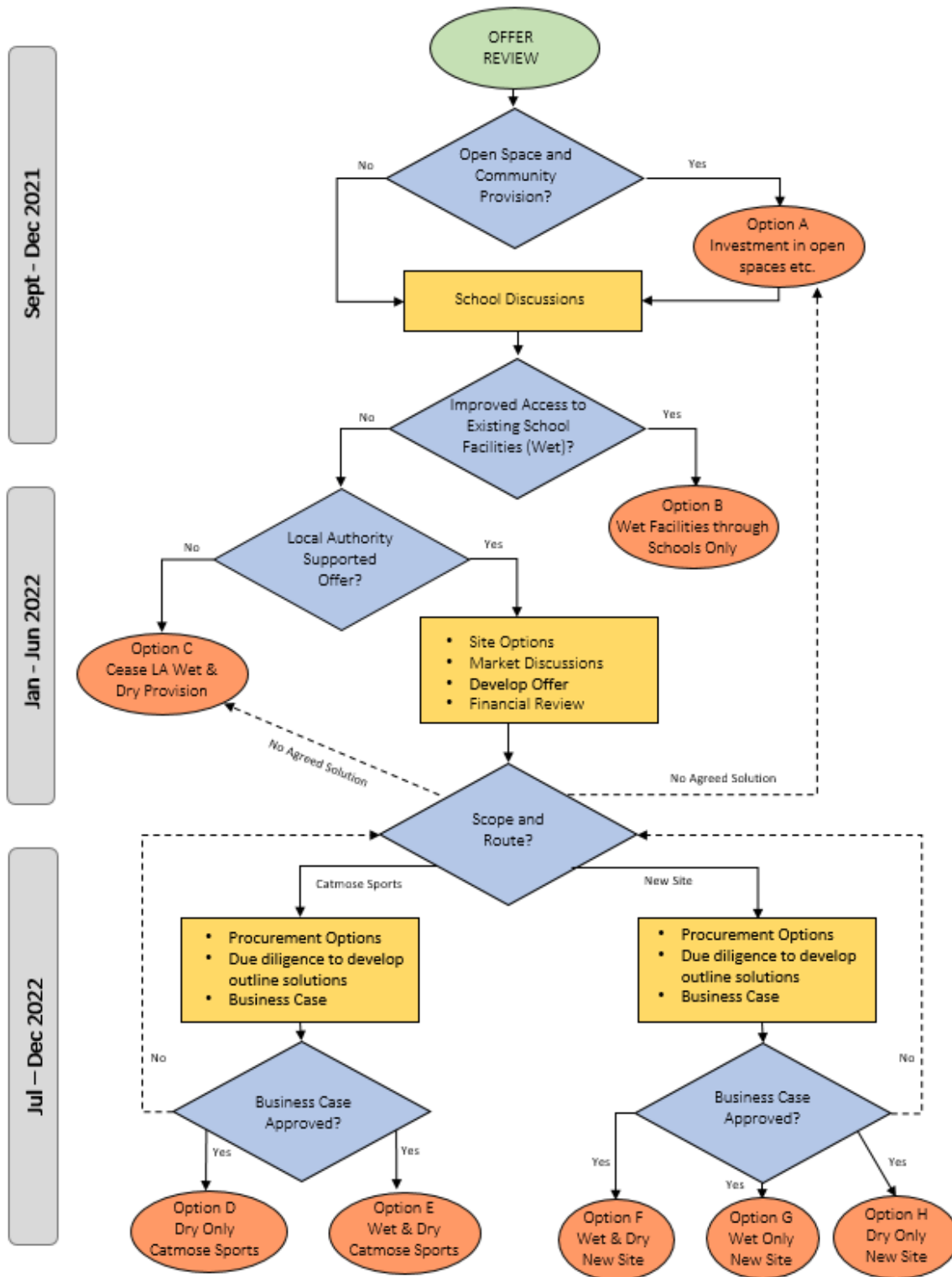
Option H would meet the need for dry provision but would not address the deficit in pool access. It would also require initial financial investment.

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.