Leisure resources strategy options
Consultation to inform production of the Leisure Resources Strategy
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Message from **Adam Paynter**, Portfolio holder for Partnerships

Our leisure facilities provide an important contribution to the health and wellbeing of our population and to our economy. We are facing difficult decisions about council resources and need to set a strategic framework within which to make these decisions whilst meeting our aspirations to increase participation in leisure activity and contribute to health and wellbeing and the economy in Cornwall.

This consultation document, and your views about the options it contains, will contribute to our strategy. I would encourage you to respond by completing and submitting the questionnaire.
Introduction

This paper is set in the context of significant reductions in public sector funding. This has made it necessary for Cornwall Council to reduce its spending so that by 2019 it will be spending £360m less per year than in 2010. This takes account of inflation and increases in demand over the period and includes the current savings target of £196m between 2014 and 2019.

Why are we doing it now?

We think that leisure activity is important, but we need to be clearer about the Council’s role in its provision in the future. We have to be realistic about what we can afford to do and need to change what we do and how we do it, so that we don’t continue to overspend the budget.

The Strategy will help our partners know what we want to do and to plan accordingly. We are doing it now because the Council will need to make decisions about its leisure facilities, some of which are in a poor state of repair, how people use their leisure time is changing and where they live and work is changing too. A new strategy will help to identify where opportunities exist in the County and how our resources could be used.

What do we hope to achieve?

Having a strategy will help us to:
- Define our leisure role.
- Provide a framework and evidence with which to make decisions.
- Be clear about what we are trying to do.
- Review what we spend on our leisure properties.
- Link what we do in leisure with other strategies.
- Improve our ability, and that of our partners, to attract, and secure, external funding.

Our vision of the future for leisure in Cornwall is:

To increase participation in leisure activity and contribute to improvement in health and the economy in Cornwall.

In order to realise this vision having the right facilities, in the right place, at the right times will help to ensure that residents have opportunities to participate and progress in sport and physical activity throughout Cornwall.
What are the potential benefits of doing this?

The benefits of implementing this strategy could include:
- Contributions to improved health and wellbeing.
- Contributions to improved economy in Cornwall.
- Better use of facilities (e.g., more people using them).
- Better understanding of why leisure activities are important to us.
- Better understanding about how work in the area of leisure can have multiple benefits.
- Making sure that facilities are where they are most needed.
- More efficient management of facilities.
- Better partnership working to achieve shared objectives.

What have we covered?

The strategy will focus on those things that we either provide directly, can influence or where there is a lack of clarity about what we are trying to do.

We have considered what we do in other areas, including:

Adult education
Open space
Economic development
Schools
Cornwall Outdoors
Play
Planning
Tourism
Playing pitches
Transport
The countryside
Health

We noticed that the last time we looked at indoor leisure facilities and playing pitches was in 2009 and 2010, which is some time ago. So, we assessed them again to make sure that we are using up-to-date information.

The 2014 assessment included sport and recreation activity that needs indoor facilities and that is organised and unofficial, regardless of whether it is provided by the Council, schools, colleges or the university, private companies or voluntary organisations. It covers:
- Sports halls
- Swimming pools
- Squash courts
- Health and fitness gyms
- Indoor tennis centres
- Indoor bowls facilities
- Studios
- It also includes 400m all-weather athletics tracks.

We think this is important because we are often the only provider of particular types of facility in Cornwall.

There are two facilities where the Council has entered into long term arrangements; land it leases for Carn Brea Leisure Centre until 2099, and the funding of Penzance Leisure Centre through a Private Finance Initiative (PFI) agreement until 2035; both should be thought about when considering the direction of the strategy.

The Assessment was based on a review of what we are doing, what else is happening in the County, face-to-face interviews and several surveys of providers, stakeholders, partners and non-users. A list of background information used in the production of this document is at the end.
Factors that affect provision of leisure facilities in Cornwall include:

- Many, national and local, policy aspirations relate to increasing levels of physical activity.
- The readiness, willingness and ability of an individual to be active.
- As the resident population in Cornwall becomes older, demand is likely to increase for low intensity activities such as swimming.
- The resident population is projected to increase.
- The most dominant market segments (as defined by Sport England) in Cornwall would prefer to do low intensity sports/activities such as swimming.
- The existing network of local authority indoor leisure facilities is reasonably well distributed.
- There is an urgent need for new investment in our aging leisure centres.
- Although there are generally enough facilities, they are operating at, or near, capacity and there is not enough time or space for many activities.
- Leisure is a non-statutory duty for local authorities. In other words, the Council does not have a legal duty to provide leisure facilities.

One of the things the Council does have a duty to do is to protect, maintain and improve the health and wellbeing of the population in Cornwall. Having a network of leisure facilities is one way of achieving this. However, it doesn’t necessarily matter who provides them as long as there are enough of them, in the right places.

The English National Curriculum specifies that at Key Stage 2 of the physical education programmes of study, pupils should be taught to:

- Swim competently, confidently and proficiently over a distance of at least 25 metres.
- Use a range of strokes effectively (for example, front crawl, backstroke and breaststroke).
- Perform safe self-rescue in different water-based situations.

Use of an indoor/heated swimming pool is considered necessary to achieve this requirement.

We also have responsibility for the health and safety requirements of the facilities we provide and any grant conditions for which we are accountable.

Local profile

Cornwall is located in the South West peninsular of England and shares a boundary with Devon. It has remote rural, coastal and environmentally sensitive areas, interspersed with villages and historic market towns.

There are nine towns with a population of over 10,000 (five over 20,000) while a further seventeen small towns have around 5,000 residents, plus numerous villages and hamlets.

Population

In 2011 the total population in Cornwall was 532,273 people. There were more females than males and more 60-64 year olds than any other age range. If current trends continue, the population in Cornwall will need 47,500 extra houses by 2030 and the average age of the population will be older.

About a third of the working age population in Cornwall is working and about 2% of those people who could be working are unemployed. Cornwall also has a relatively high proportion of households with no adults in employment and dependent children and gross annual incomes are also relatively low, with the largest proportion being below £20,000.
Deprivation

Although incomes are low, Cornwall as a whole isn’t considered to be particularly deprived when it’s measured using the seven Indices of Multiple Deprivation indicators. However, there is concern that the relative affluence of some areas masks poverty in others.

Health

There is extensive evidence that being physically active throughout life improves and maintains health and wellbeing. Physical inactivity is the fourth leading cause of global mortality. Many of the leading causes of ill health, such as coronary heart disease, cancer and type 2 diabetes, could be prevented if more inactive people were to become active. In addition to reducing premature death and the incidence of disease, participating in physical activity also has benefits for mental health, quality of life and wellbeing and maintaining independent living in older age. It can also play a key role in reducing health and social inequalities. NHS providers in England spent more than £900m in 2009/10 on treating people with diseases that could be prevented if more people were physically active.

A significant proportion of the County’s population has health problems. Over three quarters of the population in Cornwall think that their health is ‘good’, but many people are overweight or obese. About a fifth of the population in Cornwall think that their health limits their day to day activities a little or a lot, which is a figure that continues to rise.

The gap between a persons’ good health and their life expectancy is increasing. This is despite the fact that life expectancy for both men and women is higher in Cornwall than it is in England. Although it’s lower for both men and women in the most deprived areas of Cornwall compared to the most affluent areas.

According to Public Health England, 434 deaths could have been prevented in 2010 by increasing levels of physical activity among 40-79 year olds. In addition, physical inactivity in Cornwall is estimated to have cost £11,947,128 in 2009/10. The cost of health inequalities in Cornwall is rising too, costing the local economy about £610 million between 2013 and 2015.

Economic activity

There’s also evidence of the economic significance of leisure. For example, it generates significant revenues every year, provides jobs (paid and unpaid), supports Small and Medium-sized Enterprises (SMEs) and fosters a strong business start-up rate. Development and popularity of sport tourism and watersports in the South West is also an important selling point and contributor to tourism generally.

In 2004, research into the local sport economy revealed significant activity. When it was refreshed earlier this year it identified that:

- A higher percentage of people are employed in the sector than on average for SW England and England.
- The percentage share of employment has increased.
- The original total estimate of 1.2% of Gross Value Added (GVA) was an underestimate.
Participation in sport and recreation activity in Cornwall

The Active People Survey, which is produced by Sport England, shows that self-reported activity levels (e.g., 30 minutes moderate intensity activity once a week) in Cornwall were about 31% in 2005/06. It has increased to about 40% in 2013/14.

Other Active People Survey headline results for Cornwall include:

• More males are regularly active than females.
• There is more participation by young people than any others, which reflects what happens nationally.
• Weekly volunteering in sport is higher in Cornwall than in the South West or in England.
• Over a fifth of adults in Cornwall are members of a sports club, which is lower than the regional average but about the same as the national average.

Indoor leisure facilities

The Council’s assessment of indoor leisure facilities in 2014 included indoor leisure space regardless of who provides it. It identifies that:

• Significant funding is required, immediately and in the future, for Cornwall Council’s leisure facilities to be safe and fit for purpose.
• A sizeable proportion of currently available sports hall space is delivered through the education sector.
• Sports halls are operating near capacity.
• There is unmet demand for sports halls equivalent to over 17 badminton courts.
• Access to leisure facilities by car is a significant factor.
• There is a calculated over supply of water space in the County, although the Amateur Swimming Association advocates replacement of an existing pool (either in St Austell or Redruth) with an 8-lane 25m pool, suitable for competition, plus an additional 6-lane 25m pool.
• Demand for indoor bowls centres is not being met.
• The supply of health and fitness stations has increased since 2009, but there is still unmet demand.
• Cornwall Council operates over a fifth of health and fitness stations (i.e., cardio equipment, such as a treadmill and rowing machine, and resistance equipment, such as a chest press).
• There are no identified catchment gaps for:
  • (Main) sports halls.
  • Activity halls.
  • Swimming pools.
• There is a good spread of leisure facilities across the County, but catchment gaps were identified for some facility types assessed, which generally cover sparsely populated areas.
• The general policy context is to significantly increase levels of physical activity, to which sport and recreation facilities could contribute.

Playing pitches

We own, manage, maintain, license or lease 41 grass pitch sites, which is about 6.5% of the total number of grass pitch sites in Cornwall. In other words, we only have a minor role to play in the provision of grass pitches. Unfortunately, grass pitches are experiencing declining financial resources, ageing facilities and changes in demand. Added to which, we have limited scope to change our arrangements.

Cornwall Councils’ athletics tracks

Demand for, and use of, all-weather 400m athletics tracks is based on the availability of two in Cornwall (i.e., at Par Recreation Ground and Carn Brea Leisure Centre). The Council subsidise both of them, albeit through different arrangements.

A new collaborative approach (that we are involved in) is proposed for their strategic management to (where possible):

• Plan for new grass playing pitch provision.
• Improve existing grass playing pitch provision to support higher levels of participation.
• Improve access to all grass playing pitch facilities across the County.
Cornwall Council currently provides 14 leisure facilities via its contract with Tempus Leisure. It also has a Private Finance Initiative (PFI) contract with Penzance Leisure Limited to provide Penzance Leisure Centre until 2035, plus it leases land to Carn Brea Leisure Centre Trust. With the exception of Penzance Leisure Centre the Council-owned facilities require significant ongoing investment to continue to be operational. The current level of spending is not affordable within the budget allocated to the service and the Council’s total funding is set to reduce significantly over the next five years. The Council also leases and maintains land that is used for playing pitches and works with the Cornwall Sports Partnership to increase the number of people who are regularly physically active.

Of particular concern to Cornwall Council is the condition of our indoor leisure facilities. A survey of electrical, mechanical, building fabric and swimming pool elements (excluding Penzance Leisure Centre) was carried out in at the end of last year. It assessed elements of the buildings and or their systems which are likely in the foreseeable future to cause a problem, which without improvement, pose a risk of closure or sudden failure of the facility's operations.

The condition survey identified that a significant amount of work is required, immediately and in the future, to improve the Council’s facilities. Elected Members subsequently approved immediate expenditure for the most urgent works.

The frequency of participation is, in part, dependent on the condition of leisure facilities. To this extent, leisure provision is not just about buildings. It’s also about outdoor spaces and information.

Our primary leisure contract is with Tempus Leisure Limited. It is for five years from December 2011, with an option to extend it for a further five years.

Our leisure contract with Tempus Leisure Limited is based on operation of 12 leisure centres, two other leisure facilities and providing leisure outreach programmes, for which we pay an annual management fee. We also pay the utility costs and facility maintenance costs. The cost of the annual management fee has reduced significantly and will continue to fall.

The Cornwall Sports Partnership represents a group of organisations that have joined forces to make sport and physical activity a part of everyday life in Cornwall. It is run by a core team based in New County Hall, Truro and hosted by Cornwall Council. The main funding for the team comes from Sport England, and the Council provides most of the employment and office services that the team uses.

The Partnership is a key link in the chain between Cornwall and national policies. Its main aim is to make a marked difference in participation in sport in Cornwall.

There is potential duplication between what we pay Tempus Leisure to do, what Cornwall Sports Partnership does and some activities where Health Promotion are involved.
What do we think our leisure provision should do?

Our hopes for leisure in Cornwall are that there are:

- More physically active people.
- A comprehensive network of accessible indoor sport and recreation facilities (regardless of ownership or operator).
- Opportunities to swim 25m indoors in Cornwall.
- Leisure provision supports other areas of our activity, such as helping to achieve health outcomes and economic activity.
- No cost and/or risk to Cornwall Council (except for existing long term commitments).

These principles provide a framework for assessing opportunities and challenges. We have weighted and prioritised them (based on Member views and information from other sources, such as surveys), to help an assessment process, as follows:

**Criteria and weighting (%)**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical activity</td>
<td>(10%)</td>
</tr>
<tr>
<td>Network of facilities</td>
<td>(15%)</td>
</tr>
<tr>
<td>Swim 25m</td>
<td>(15%)</td>
</tr>
<tr>
<td>Supports other areas of activity</td>
<td>(5%)</td>
</tr>
<tr>
<td>Low cost to Council</td>
<td>(20%)</td>
</tr>
<tr>
<td>Low risk to Council</td>
<td>(20%)</td>
</tr>
<tr>
<td>Achievability</td>
<td>(15%)</td>
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</tbody>
</table>

**What could we do?**

There are several things we could do with our leisure resources. The four main options are:

1. Retain council control but reduce the number of leisure facilities we provide so we can afford them. This would mean that Cornwall Council would provide fewer leisure facilities so that those that are provided are delivered within its allocated service budget.

2. Transfer ownership/provision of leisure facilities to another organisation/s. This would mean that other organisation/s would be responsible for the ownership and maintenance of the facilities.

3. Stop providing leisure facilities altogether. This would mean that Cornwall Council would stop providing leisure facilities. There would be a cost to the Council to decommission sites, but any future revenue savings could help to protect other Council services.

4. Carry-on providing them in the same way. This would require significant ongoing Council investment that is not fundable within the service's existing budget and would require a reduction in the funding of other services. However, choosing Option 3 would be contrary to what we think our leisure provision should do and Option 4 is not affordable for the Council. Consequently, neither Options 3 nor 4 are considered below, and we have focused on Options 1 and 2.

Choosing an option

We have used each of these to identify and assess things we could do. We have also considered whether we have sufficient capacity to deliver each option.

The following options do not include extending our existing arrangements on significantly different terms because of potential legal issues of doing so, nor do they include bringing our leisure services back in-house because of the costs of doing so.

(We have presented the evaluation of the options in two ways; in a table and on a heptagon. They are both the same, but if you want to see the scores please refer to Appendix A). Ideally we would like to see all of the rating boxes green and every heptagon looking like this:
Cornwall Council should reduce the level of provision

Choosing this option would mean that Cornwall Council would retain control but reduce the number of leisure facilities it provides (by closing some leisure facilities and contracting an organisation/s to operate them) so that they are delivered within its budget.

### Criteria

<table>
<thead>
<tr>
<th>More physically active people</th>
<th>Low cost to Cornwall Council (except for existing commitments)</th>
</tr>
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<tbody>
<tr>
<td>Activity levels likely to decrease because fewer activities would be available.</td>
<td>Unlikely to achieve cost neutral.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>A comprehensive network of accessible indoor sport and recreation facilities</th>
<th>Low risk to Cornwall Council (except for existing commitments)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current network reduced.</td>
<td>Some political risk in terms of facility closure and financial and operational risks in keeping some facilities open.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities to swim 25m indoors</th>
<th>Is the Option achievable?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer opportunities if indoor pools closed.</td>
<td>It will be difficult to achieve a viable business model on reduced facilities.</td>
</tr>
</tbody>
</table>

### Some of the potential effects of choosing this option

- Fewer leisure facilities (particularly swimming pools, which are relatively expensive to provide).
- Fewer venues for facility dependent sports to use.
- A balanced Cornwall Council leisure budget.
- Potentially greater travel times/distances to reach facilities.
- Significant staff reductions.
- Adverse impact on availability of venues for clubs and schools.
- Fewer wet weather tourist destinations in Cornwall.
- Closure of the Dragon Leisure Centre (in Bodmin), Newquay Sport and Community Centre and/or Phoenix Leisure Centre (in Launceston) could result in the loss of playing pitches, which is contrary to the draft Cornwall Sports Pitch Strategy.
- Arrangements for pitch and/or track bookings at Par Recreation Ground and Newquay Sports Centre might need to change.

### What do you think?

Please let us know by completing and submitting the online survey at: [www.surveymonkey.com/s/LeisureConsultation](http://www.surveymonkey.com/s/LeisureConsultation)
Cornwall Council should transfer ownership/provision of its leisure facilities to another organisation/s

This would mean that other organisation would be responsible for the ownership and maintenance of the facilities. There would be no on-going funding requirements or liability for the Council, but no guarantee that all facilities would remain open.

Criteria

<table>
<thead>
<tr>
<th>More physically active people</th>
<th>Low cost to Cornwall Council (except for existing commitments)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- May result in reduced number of facilities.</td>
<td>- No long-term cost but one-off investment required.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>A comprehensive network of accessible indoor sport and recreation facilities</th>
<th>Low risk to Cornwall Council (except for existing commitments)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- May result in reduced number of facilities.</td>
<td>- No on-going funding requirements or liability for the Council.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities to swim 25m indoors</th>
<th>Is the Option achievable?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- May result in reduced number of facilities.</td>
<td>- Resources required for transfer, procurement or devolution.</td>
</tr>
</tbody>
</table>

Leisure provision supports other areas of our activity

- Ability of Council to influence activity so that it contributes to other activities reduced.

Some of the potential effects of choosing this option

- Potentially fewer leisure facilities
- Potential investment in leisure facilities
- Reduced cost to Cornwall Council.
- Reduced liabilities to Cornwall Council.
- Significant change for staff.
- Opportunities for co-location associated with new build and/or investment.
- Potential for communities to manage and operate leisure facilities.
- Closure of the Dragon Leisure Centre (in Bodmin), Newquay Sport and Community Centre and/or Phoenix Leisure Centre (in Launceston) could result in the loss of playing pitches, which is contrary to the draft Cornwall Sports Pitch Strategy.

What do you think?

Please let us know by completing and submitting the online survey at:

www.surveymonkey.com/s/LeisureConsultation
What should also happen?

We will start a process of change in the five years to 2020 and we propose to do the following things:

**We need specific leisure expertise to ensure that appropriate money is available for sports pitches and leisure centres.**

**What we will do**

Improve our capacity to secure developer contributions for leisure and other funding opportunities.

**The gap between a person’s good health and their life expectancy is increasing**

**What we will do**

Help to reduce the gap between a persons’ good health and their life expectancy by encouraging physical activity.

**We don’t know enough about what our leisure facilities are used for, who uses them, what for or for how long.**

**What we will do**

Improve what we know about use of facilities.

**Cornwall Sports Partnership is run by a core team that we host. In addition, we have limited capacity in terms of strategic planning for leisure and achieving sports development outcomes.**

**What we will do**

Review our hosting arrangements with the CSP to reduce costs and liabilities and increase our capacity in terms of strategic planning for leisure and achieving leisure outcomes.

**Grass pitches are experiencing declining financial resources, ageing facilities and changes in demand.**

**What we will do**

Work with partners to improve grass pitches, and their use, in Cornwall.

**Use of all-weather 400m athletics tracks is based on the availability of two in Cornwall that we provide and that are unsustainable.**

**What we will do**

Work with partners to reduce our costs and liabilities associated with two all-weather 400m athletics tracks.

**The Falmouth Pavilions, Gyllyngdune Gardens and the Garden Rooms complex is expensive to operate.**

**What we will do**

Review our costs and liabilities associated with the Falmouth Pavilions, Gyllyngdune Gardens and the Garden Rooms complex.

**Potential duplication of resources to increase participation levels. We must make sure that we’re not paying more than once for the same thing.**

**What we will do**

Reduce the likelihood of duplication by facilitating discussions with our leisure contractor, Cornwall Sports Partnership and Health Promotion.

**Not many people know that the Leisure Economy makes a significant contribution in Cornwall.**

**What we will do**

Raise awareness of the contribution that leisure makes to the Cornish Economy.
What will happen next?

After we have decided where we would like to get to we will start to implement the recommendations and produce an action plan identifying what we will do to get there. The final Strategy will focus on the preferred option and the best way to achieve it.

Reference material

Information used in this strategy comes from a variety of sources, including:

**Strategies**
- Physical Activity Strategy
- Economy and Culture Strategy
- Cornwall Visitor Economy 2014-20
- Connecting Cornwall: 2030
- Open Space Strategy
- Playing Pitch Strategy
- Countryside Access Strategy
- Towards a more inclusive Cornwall
- Community Infrastructure Levy (draft charging schedule)
- A Green Strategy for Cornwall
- The Cornwall Maritime Strategy 2012 - 2030
- Open Space Strategy for larger towns in Cornwall
- Positive about Play 2010

**Other reports**
- Public Health Outcomes Framework
- Joint Strategic Needs Assessment
- Improving the public’s health (The King’s Fund)
- Cornwall Council Indoor Facilities Assessment 2014
- Cornwall Council Sports Pitch Strategy (2014)
- Water sports survey (2013)
- The sport economy in Cornwall and the Isles of Scilly
- Making the case for Physical Activity
- Moving More, Living More. The Physical Activity Olympic and Paralympic Legacy for the Nation
- The role of culture and leisure in improving health and wellbeing
Appendix 1 - Options evaluation

Evaluation criteria

These criteria are used to evaluate the options. They are based on research with providers, partners, stakeholders and non-users associated with this project.

Criteria

More physically active people.

Comment
How far can this option increase activity levels?

A comprehensive network of accessible indoor sport and recreation facilities (regardless of ownership or operator).

Comment
All forms of provision (whether by the Council, schools, the private sector or voluntary organisations) will be considered.

Opportunities to swim 25m indoors in Cornwall.

Comment
Will there be opportunities to swim 25 metres indoor, without touching an end/turning?

Leisure provision supports other areas of our activity.

Comment
How far will this option support wider Council priorities?

Low cost to Cornwall Council (except for existing commitments).

Comment
How far can this option reduce the cost to the Council in the future? This focuses on significantly reducing or removing the subsidy from the Council.

Low risk to Cornwall Council (except for existing commitments).

Comment
How far can this option minimise the risk of negative impact on us? This includes financial risk, reputational risk and risks to performance.

Is the Option achievable?

Comment
How easy would it be to move to this option? To assess the overall feasibility of the option, including any barriers to change.

Evaluation

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score¹</th>
<th>Weighting</th>
<th>Weighted score</th>
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<tbody>
<tr>
<td><strong>Opt 1</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical activity</td>
<td>2</td>
<td>10%</td>
<td>2.2</td>
</tr>
<tr>
<td>Network of facilities</td>
<td>2</td>
<td>15%</td>
<td>2.3</td>
</tr>
<tr>
<td>Swim 25m</td>
<td>2</td>
<td>15%</td>
<td>2.3</td>
</tr>
<tr>
<td>Supports other areas of activity</td>
<td>2</td>
<td>5%</td>
<td>2.1</td>
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<tr>
<td>Low cost to Council</td>
<td>2</td>
<td>20%</td>
<td>2.4</td>
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<tr>
<td>Low risk to Council</td>
<td>2</td>
<td>20%</td>
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</tr>
<tr>
<td>Achievability</td>
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<td>15%</td>
<td>3.45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
<td></td>
<td>16 24.05</td>
</tr>
</tbody>
</table>

The highest scoring option is transferring provision of leisure centres out of Council control (i.e., option 2).

(Footnotes)

¹ All scores out of 5; where 1 = very unlikely, 2 = unlikely, 3 = no change, 4 = likely and 5 = very likely