

## APPENDIX B

### Leisure Options Consultation Analysis

#### Overview

- 636 Completed Surveys
- 342 Invalid Responses
- 8 Letters
- 26 Emails

#### Communications

- Multiple Social media posts made via Twitter (1800 followers, over 3000 reach from direct RTs) and every individual site Facebook (Over 4000 users)
- Documents shared to staff in Leisure Development and Leisure Facilities through local Sharepoint sites
- Standard notices created for display in centres with link and QR code to survey
- Staff encouraged to approach customers/user groups direct either with handouts or email
- Newsletter South & Leisure Development Clubs– Sent to 8790 subscribers
- Newsletter North – Sent to 2880 subscribers
- Press release to full distribution list
- Internally promoted through CEntranet (staff intranet), Yammer and Team Talk
- Website: Front Page “In Focus” section, linked from Leisure & Culture pages, listed as active consultation
- Links added to Town & Parish Council SharePoint
- Letters to heads of joint-use sites
- Link created through weekly schools bulletin
- Article in weekly, electronic Cheshire East News (distribution: 2192)

#### Survey Comments By Option

- |                    |     |
|--------------------|-----|
| • Trust            | 365 |
| • SLE              | 301 |
| • Local Provider   | 318 |
| • Private          | 368 |
| • General Comments | 367 |

#### User Type

- |                    |       |
|--------------------|-------|
| • Casual User      | 44.8% |
| • Everybody Member | 46.2% |
| • Non-User         | 2.5%  |
| • Other            | 6.5%  |

#### Representation

- |                         |       |
|-------------------------|-------|
| • Member of the Public  | 86.2% |
| • CEC Staff             | 10.3% |
| • Community Sports Club | 8.3%  |
| • Local Organisation    | 3.7%  |
| • Local School          | 2.7%  |
| • Town/Parish Council   | 0.8%  |

- Supplier 0.2%
- CEC Councillor 0.2%
- Other 4.6%

**Service Used**

- Alsager Leisure Centre 7.4%
- Barony Park Sports Complex 1.5%
- Congleton Leisure Centre 10.3%
- Crewe Swimming Pool 5.9%
- Holmes Chapel Leisure Centre 3.6%
- Knutsford Leisure Centre 6.7%
- Macclesfield Leisure Centre 16.2%
- Middlewich Leisure Centre 1.3%
- Nantwich Swimming Pool 8.0%
- Poynton Leisure Centre 5.1%
- Sandbach Leisure Centre 13.4%
- Shavington Leisure Centre 9.3%
- Sir William Stanier Leisure Centre 1.2%
- Victoria Community Centre 0.3%
- Wilmslow Leisure Centre 7.9%
- Leisure Development 1.8%

## Overall Response By Category

	For	Inconclusive*	Against
Separate Legal Entity	17.61%	25.58%	56.81%
Charitable Trust	62.47%	11.23%	26.30%
Local Transfer	16.35%	18.87%	64.78%
Private Sector	7.61%	13.04%	79.35%

\* Responses where the user suggested that they did not mind which option was adopted, or their response was not clear but did not have a definite for or against tone.

### Method Used

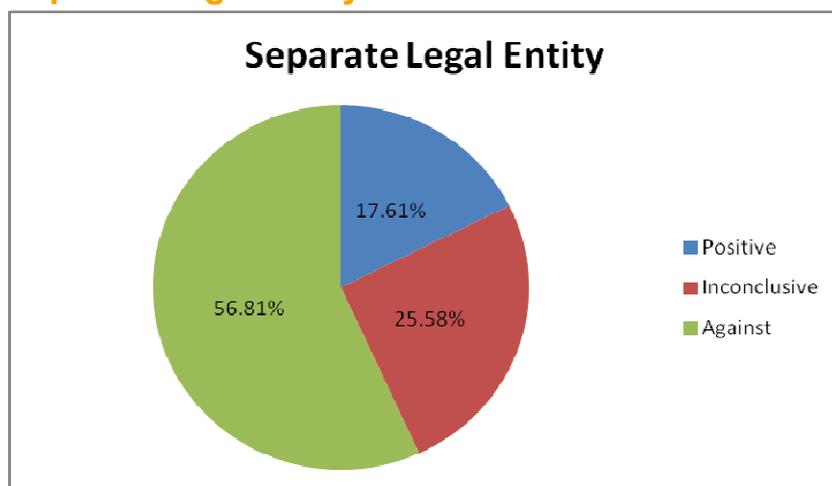
All comments were made in a free text box. In the first pass, a number of categories were created to fit the main opinion reflected, all comments were then added to one of these categories for further analysis, the categories were:

Detailed Category	Code
Preferred option	1
Need more detail to make decision	2
No change needed/no benefit in this option	3
Definitely against	4
Concerned about the ability of trustees or management	5
Did not see a financial incentive to the Council	6
Could lead to substandard facilities/service	7
Concerned about price rises	8
Concerns about redundancies/staffing	9
Concerned about democratic accountability	10
Needs investment in facilities first	11
Unclear response	12

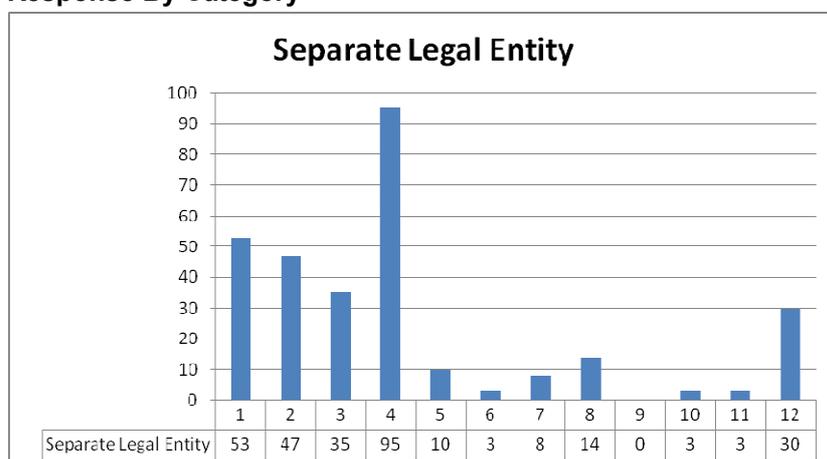
To form the overview for each option, comments were then grouped as:

Category	Options
For	1
Inconclusive	2, 12
Against	3, 4, 5, 6, 7, 8, 9, 10, 11

## Separate Legal Entity



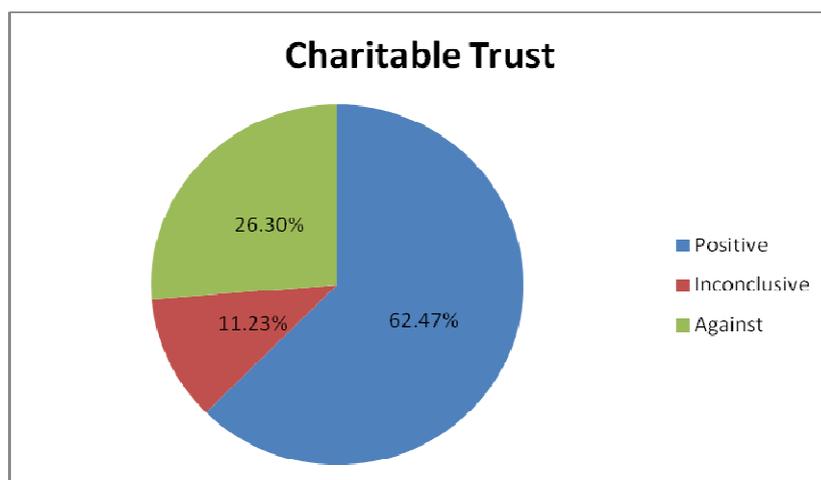
## Response By Category



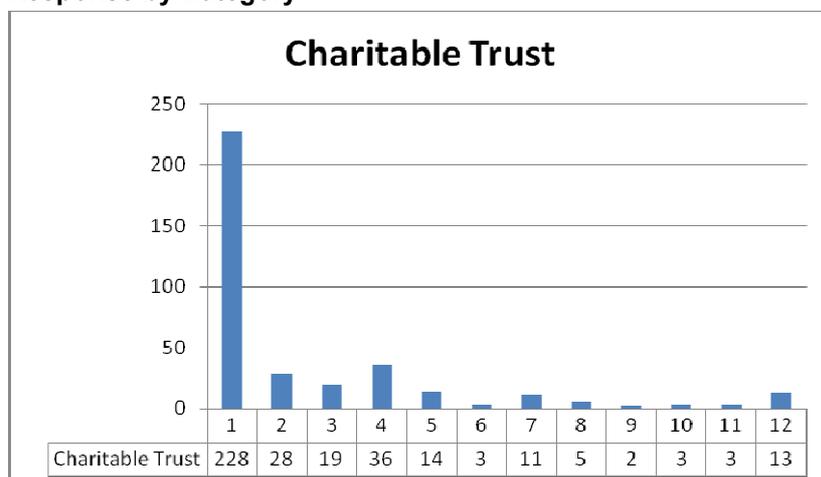
General comments on this option:

- Unclear on the definition of an SLE
- Comments from those who supported the option understood that the Council would have more control
- Questions over how management fee would work and how it would deliver better value for money for the Council
- What guarantees could be made around pricing, existing terms & conditions, bookings etc.
- Seen as a beurocratic arrangement putting in extra layers of management and administration
- Who would people complain to if they had an issue with the service?
- Would need to be allowed to look forward to the future and not be constrained to doing what has always been done in the pass
- Would the Council actually remain at arms length?
- What committments would be made to joint-use agreements?

## Charitable Trust



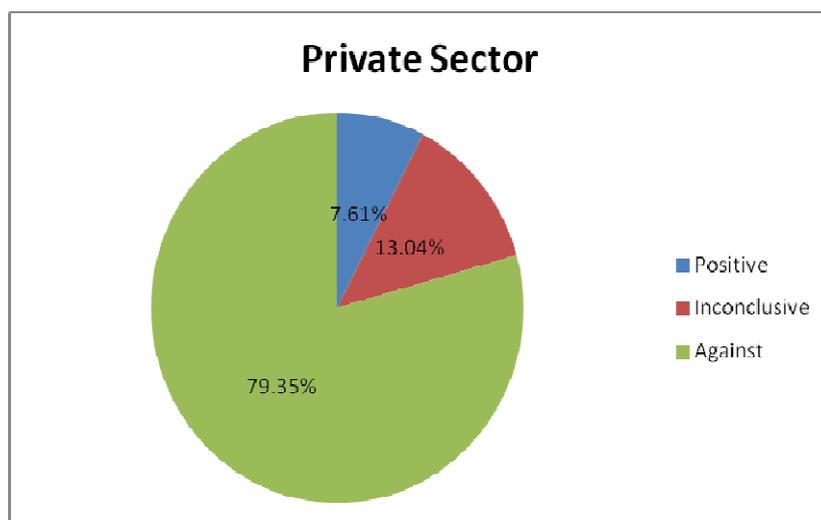
## Response by Category



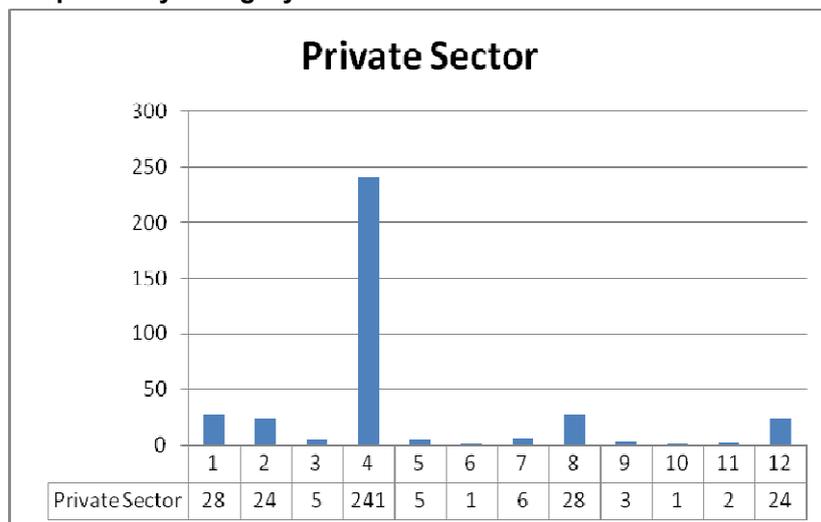
## General comments on this option:

- Significant number of comments supporting reinvestment of funds back into facilities/service
- Questions over how management fee would work and how it would deliver better value for money for the Council
- How would this option work alongside joint-use arrangements
- Contract with the trust would need to be robust
- Support not having shareholders taking a percentage of income
- How would staff be affected, would there be a reliance on volunteers?
- What guarantees could be made around pricing, existing terms & conditions, bookings etc.
- Recognition of benefits of VAT/NNDR savings with charitable status
- As long as Council retains ownership of the facilities
- Service users should be on the board of trustees
- Queries over capital funding and investment into facilities both before established and ongoing
- Would this be a new trust or an existing trust?
- Would this add additional layers of management and increase the costs?
- What commitments would be made to joint-use agreements?

## Private Sector Transfer



## Response by Category



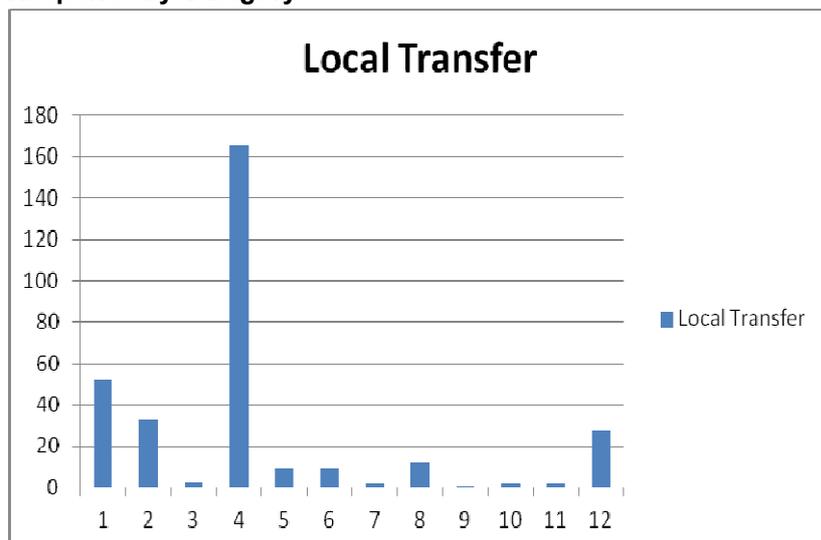
General comments on this option:

- Very strong opinions against, e.g. “Definitely not!!!!”
- Could offer more efficiency by forcing a more business-like approach
- Concerns of price increases or reduction in service quality e.g. opening hours
- Would local communities have any say in the management?
- What would happen if the company went into administration?
- Would not wish to see profits going to shareholders/management
- Council would not have any control over private operator
- Quality would need to be raised to compete in the private sector
- There is already enough private leisure provision in the area
- Lacks community focus
- Concerns over impact on staff, redundancies/pay cuts/casualise hours
- Management contract would need to be robust
- Joint-use arrangement would need to be protected

## Other Local Provider



## Response by Category



## General comments about this option:

- Local providers would know the local users better
- Would lose benefits of scale (less cost effective with suppliers etc)
- Lack of expertise/infrastructure
- Would costs be added to town/parish precepts, double taxation
- Would have democratic accountability
- Would lose ability to use multiple facilities on membership
- Facilities require investment prior to transfer
- What guarantees could be made around pricing, existing terms & conditions, bookings etc.
- What incentive is there for the local provider?
- Too expensive for smaller providers to run effectively
- Depends on the provider
- Concerns raised specifically around Sandbach Joint-Use Agreement
- May lead to inconsistent quality and service in the wider area “post-code lottery” referred to
- Bad experience with other local provider transfers

- What happens to staff that work across multiple sites already?

### Additional Responses

A number of bodies and individuals responded outside of the survey, their comments remain anonymous for the purpose of the report:

Organisation Type	Communication Method	Comments
Private Operator	Email	Would be interested in tendering for services in Wilmslow
Individual	Email	Requires further information around scope of review (parks, libraries etc.) as well as details of possible management organisations.
Individual	Email	Concerns raised over existing limited provision in Middlewich
Individual	Email	Detailed professional experience, feedback on all options
Individual	Email	Favour trust as long as service level maintained. Issues raised around current parking arrangements
Individual	Email	Favour trust
Individual	Email	Require more information
Individual	Email	Prefer Council to retain control
Individual	Letter	Supporting trust
Individual	Letter	Supporting trust
Individual	Email	Protect current facilities
Individual	Email	Protect current service, positive comments around current offer
Individual	Email	Against private sector options, prefer trust
Individual	Letter	Against transfer out of Council control
Individual	Letter	Against transfer to private sector, requires more information on other options, request public meeting
Individual	Letter	Against transfer out of Council control
Town Council	Email/Letter	Concerns over quality of consultation and time to thoroughly assess options
Parish Council	Email	Concerns over existing facility, further information required
Town Council	Email	Support trust or SLE in principle, expect further consultation once general option is selected
Local sport association	Email	Protect existing pool availability, engage with clubs for remainder of the process

Borough Councillor	Email	Concerns of timings of consultation
Borough Councillor	Email	Leisure discretionary service, costs should be prioritised, leisure to transfer away from Council with no subsidy.
School	Letter	Concern over consultation process and lack of school transfer option, interest shown in managing facility
School	Email	Limited information available, expect to be involved in further consultation once general option is selected
School	Email	Interested in managing facilities
Regular Hirer	Email/Letter	Areas of concern raised to consider for any future operator
Regular Hirer	Email	Areas of concern raised to consider for any future operator
Swimming Club	Email	Concern over consultation process, seeking reassurance on arrangements for club use (pricing/access etc.)