

# On the Move

A framework for leisure activity  
in Cornwall 2024 - 2034



**In Cornwall,** every person should have the support, opportunity and environment to be more active more often, to benefit their health and wellbeing.



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# Glossary of terms

| Abbreviation | Full term                       |
|--------------|---------------------------------|
| NGB          | National Governing Body         |
| ICA          | Integrated Care Area            |
| ICS          | Integrated Care Service         |
| CAPs         | Community Area Partnerships     |
| ATP          | Artificial Turf Pitch           |
| BFS          | Built Facility Strategy         |
| PPS          | Playing Pitch Strategy          |
| ICB          | Integrated Care Board           |
| FPM          | Facility Planning Model         |
| IMD          | Indices of Multiple Deprivation |
| GLL          | Greenwich Leisure Limited       |

# Foreword

I am pleased to present Cornwall Council's draft 10-Year Framework for Leisure Activity - **On the Move**. The framework sets out the ambition to support and enable thriving leisure assets, alongside other physical activity, to help everyone to Stay Well and Live Longer.



**Carol Mould**  
Portfolio holder

Our Vision is:

“In Cornwall, every person has the support, opportunity and environment to be more active, more often, to benefit their health and wellbeing.”

This aspiration informs a framework that will provide a set of principles to support the development of accessible leisure facilities from Leisure Centres to rugby pitches and everything in between to enable people to access physical activity. Although there is a strong emphasis on leisure centres and playing pitches, the principles will be used to support any leisure activity moving forward.

Leisure, and wider health and wellbeing, are key to supporting us all to prevent poor health and improve the quality of life for those that are already living with physical and mental health conditions.

Whilst the Council and its partners face significant challenges in regard to sustaining the current portfolio of assets, the Council is committed to

working with partners across Cornwall to ensure there is accessible and good quality provision over the next 10-years and well beyond.

**This Framework is underpinned by four priority outcomes to help us make Cornwall:**

1. A brilliant place to be a child and grow up.
2. A thriving sustainable Cornwall that offers secure homes, a decent income and a great environment for all
3. Vibrant, safe, supportive communities, where people help each other to live well.
4. All supported by our Council: An empowering organisation that gets it right the first time.

This Leisure Activity Framework has been developed alongside the Built Facility and Playing Pitch Strategies that will support a clear direction and a prioritisation plan. These strategies have been developed in line with Sport England guidance. Alongside these leisure specific strategies, the Framework is aligned to a number of other key plans such as; the Local Plan for Cornwall, Active Cornwall's 10-Year Approach to Physical Activity, and the Council's plans in regard to decarbonisation and decentralisation.

The last few years have shown us all how quickly things can change and, with that in mind, the Framework will evolve to ensure we are equipped to make decisions, prioritise investment and work with communities across Cornwall in an inevitable changing landscape.

# Raglavavar

Lowen ov dhe gomendya kyns-skrif Framweyth 10 Bledhen Konsel Kernow rag Aktivita Termyn Syger – “Ow sommys”. An framweyth a dhiskwedh an ughelhwans dhe skoodhya ha gallosegi daffar termyn syger a sewen, ryb tenewen aktivita fysygel aral, rag gweres pubonan dhe Besya yn Yagh ha Bewa Hirra.



**Carol Mould**  
Portfolio holder

Agan Gwel yw

“Yn Kernow, pub den a'n jeves an skoodhyans, chons ha kerghynnedh dhe vos bewekka, menowggha, rag les aga yeghes ha sewena.”

An gorfyn ma a skoodh framweyth a wra provia rol a bennrewlys rag skoodhya displegyans komoditys termyn syger hedhadow dhyworth Kresennow Termyn Syger dhe barkow rugbi ha puptra yntredha rag gallosegi tus dhe hedhes aktivita fysygel. Kynth eus poos krev orth kresennow termyn syger ha parkow-gwari, an pennrewlys ma a vydh usyes dhe skoodhya neb aktivita termyn syger y'n termyn a dheu.

Termyn syger, ha sewena yeghes ledanna, yw selvenel dh'agan skoodhya oll rag nagha yeghes drog ha gwellhe an kwalita a vewnans rag an re a vyw gans kaletterow yeghes brysel ha fysygel seulabrys.

Kynth enep an Konsel ha'y gesparow chalenjys meur ow tochyha sostena an blegell a bythow a-lemmyn, an Konsel yw omres dhe oberi gans

kesparow a-dreus Kernow rag surhe bos provians hedhadow ha da y gwalita dres an 10 bledhen a dheu ha pella.

**Selven an Framweyth ma yw peswar sewyans ragwir rag agan gweres ow kul Kernow:**

1. Tyller splann dhe vos flogh ha dhe devi.
2. Kernow sewen sostenadow a prof chioiw diogel, gober gwiw ha kerghynnedh da rag oll.
3. Kemenethow bewek, salow ha skoodhyanse le may hweres an eyl den y gila dhe vewa yn ta.
4. Puptra skoodhys gans agan Konsel: kowethes ow kallosegi hag a sewen an kynsa tro.

An Framweyth Aktivita Termyn Syger ma re beu displegys ryb tenewen an Stratejiow Komodytys Drehevys ha Park-Gwari hag a wra skoodhya tu kler ha towl ragwirheans. An stratejiow ma re beu displegys ow holya gidys Sport England. Ryb tenewen an stratejiow rag termyn syger hepken, an Framweyth yw alinys gans nebes tolow selvenel erel kepar ha: an Towl Leel rag Kernow, An Towl 10 Bledhen rag Aktivita Fysygel dhe Gernow Bewek, ha tolow an Konsel ow tochyha lehe karbon ha digresennans.

An bledhynnyow a-dhiwedhes re dhisplegyas dhyn oll fatel yll taklow chanjya yn skon ha, gans henna y'n brys, an Framweyth a wra esplegya rag surhe ni dhe vos darbarys dhe wul erviransow, ragwirhe kevarghowyow hag oberi gans kemenethow a-dreus Kernow yn tirwedh a janj heb dout.

# 2

## Introduction and context

### Our vision

On the Move aims to ensure that every person in Cornwall has the support, opportunity, and environment to be more physically active, thereby improving their health and well-being.

Physical activity helps to improve overall health and wellbeing. As people live longer and live less active lifestyles there is considerable pressure on health services. Good quality leisure facilities and informal activities such as walking, playing and cycling help to combat health inequalities and are a key part of the preventative agenda.

The purpose of the framework is to align Cornwall Council's priorities with Sport England's "Uniting the Movement" strategy and enhance leisure activity in Cornwall over the next decade. In line with the Cornwall Plan, Cornwall Council's roadmap to deliver a greener, cleaner Cornwall that is fairer and more inclusive.

The framework focuses on the development of accessible and sustainable leisure facilities and seeks to address health inequalities and foster inclusivity. It will promote collaboration among various stakeholders, ensuring that local efforts complement national objectives, ultimately creating a more active, healthy, and inclusive community.

The "On the Move" framework aims to enhance Cornwall's leisure assets and community health through:

1. Facility Investment: Upgrade and modernise leisure facilities for safety and energy efficiency.
2. Targeted Funding: Use data to prioritize community needs, secure external funds, and collaborate with partners.
3. Addressing Barriers: Improve access to sports and activities, focusing on high-inequality areas and underrepresented groups.
4. Collaborative Partnerships: Work with local authorities, health services, and community organisations for coordinated programs.

5. Localism: Encourage local decision-making and ownership of leisure assets.
6. Decarbonisation: Reduce facility carbon footprints to align with Cornwall's carbon-neutral goal by 2030.
7. Multi-Service Hubs: Combine leisure facilities with other community services to enhance accessibility and engagement.
8. Inclusive Design: Ensure facilities are accessible to all, including people with disabilities.

This 10-year plan aims to foster an active lifestyle, improve health outcomes, and support a sustainable community.

Whilst our Framework mainly focuses on Cornwall Council's leisure centre assets, it is supported by a number of reviews, that are appendices to this report. This includes a Playing Pitch Strategy and a Built Facility Strategy. There is also a recognition of the wide range of formal and informal leisure opportunities that are offered both within our communities, for example, schools, community centres, outdoor pitches and courts and by our unique geography, for example, open spaces, cycling trails, beaches, rivers and children's play parks. The Framework principles will be used in respect of any leisure activity moving forwards.

Local and national leisure services are under considerable pressure, and ensuring the sustainability of the sector across Cornwall is challenging. Cornwall Council's current position is that there is no additional budget (either revenue or capital) set aside for Leisure within the Council's 4year, medium-term financial plan. It needs to be recognised that this position could lead to difficult decisions in regard to the leisure centre portfolio.

This Framework sets out how external funding, prioritised investment and allocated resources could be targeted. Cornwall Council working with leisure operators and other partners can also use the evidence to identify areas of work that can support people to lead healthier lives.

**This report has been compiled in conjunction with a range of Council services** including Localism, Planning, Transport, Public Health, Healthy Cornwall, Active Cornwall and Carbon Neutral Cornwall Team.

**The Playing Pitch Strategy** has included a stakeholder group consisting of all National Bodies of Sport identified by Sport England as part of their guidelines.

**The key strategic priorities for the Framework:**

- **Facilities** – built facilities such as Leisure Centres and other assets that support everyday physical activity for everyone.
- **Investment** – where funding should be focussed going forward.
- **Addressing participation barriers in Cornwall** – adopting a targeted, place-based approach to improve access to sport and physical activity, focussing on areas where health inequalities are highest.
- **Services, activities and programmes** – focus on services, activities and programmes that meet the needs of local communities, in particular children and under-represented groups who are most impacted by health inequalities.
- **Resources** – the Council’s role is to support partners, to deliver physical activities and services and apply for external sources of funding where possible.
- **Collaborative partnerships** – improved partnership working to increase physical activity opportunities and participation across Cornwall.
- **Decarbonisation** – working towards net zero leisure provision as part of the council’s commitment for a carbon neutral Cornwall.

**The purpose of our 10-year Framework is to:**

- **Use data and evidence** to assess need in communities.
- **Support and target funding opportunities** and resources
- **Support the delivery of the Local Plan** and inform future planning for all leisure activity provision.
- **Identify partnerships** for collaborative working.
- **Provide a framework for community organisations** to thrive and assume responsibility for leisure assets in a sustainable way.
- **Deliver Net Zero** across the leisure assets.

**The key principles which underpin this Vision are:**

- **Improving Health Outcomes:** Sport and physical activity will be a key delivery mechanism to enable everyone to achieve their full potential whilst improving health outcomes.
- **A more sustainable offer:** Fewer, but higher quality, strategically located facilities and services, targeted at those who will benefit most.
- **Multi-Service Hubs:** Wherever possible leisure facilities should be co-located with other community provision e.g., health, education, third sector, libraries, registration etc.
- **Accessibility:** Ensuring that leisure facilities and offers are geographically placed across Cornwall.
- **Inclusivity:** Leisure facilities and services will be fully inclusive, focusing on the needs of underrepresented groups and disability.
- **Partnership and collaboration:** Develop and strengthen positive relationships through partnership working, with key partners and stakeholders, for the benefit of our communities.
- **Social Value:** Recognition of the social value of sport and physical activity in contributing towards improved work productivity, reduced crime, stronger communities, educational attainment and healthier residents, reducing the financial burden on the NHS.
- **Carbon Reduction:** Working with operators to deliver the significant emissions reductions needed to achieve the net zero ambition.



# The national context

**The national focus on physical activity and health and wellbeing is supported by the Office for Health Improvement and Disparities (OHID) and Sport England.** It is set out in Sport England’s ‘Uniting the Movement’ Strategy 2021<sup>1</sup> and the former Government’s ‘Get Active Strategy’ 2023<sup>2</sup>.

**The new Labour Government has introduced 5 new missions.** The Leisure Sector and wider physical activity can specifically support these through the preventative and net zero agendas.

- 9. **Kickstart economic growth:** Sustainable leisure assets providing employment opportunities in place and a stable economy making leisure and sport activity more affordable.
- 10. **Make Britain a clean energy superpower:** The Framework has a Net Zero ambition.
- 11. **Take back our streets:** Safe and Well Services delivered through Leisure Centres.
- 12. **Break down barriers to opportunity:** Our principle to target those that are living in deprivation and with health inequalities.
- 13. **Build an NHS for the future:** Helping people to stay fit and well and delivering GP referral programmes.

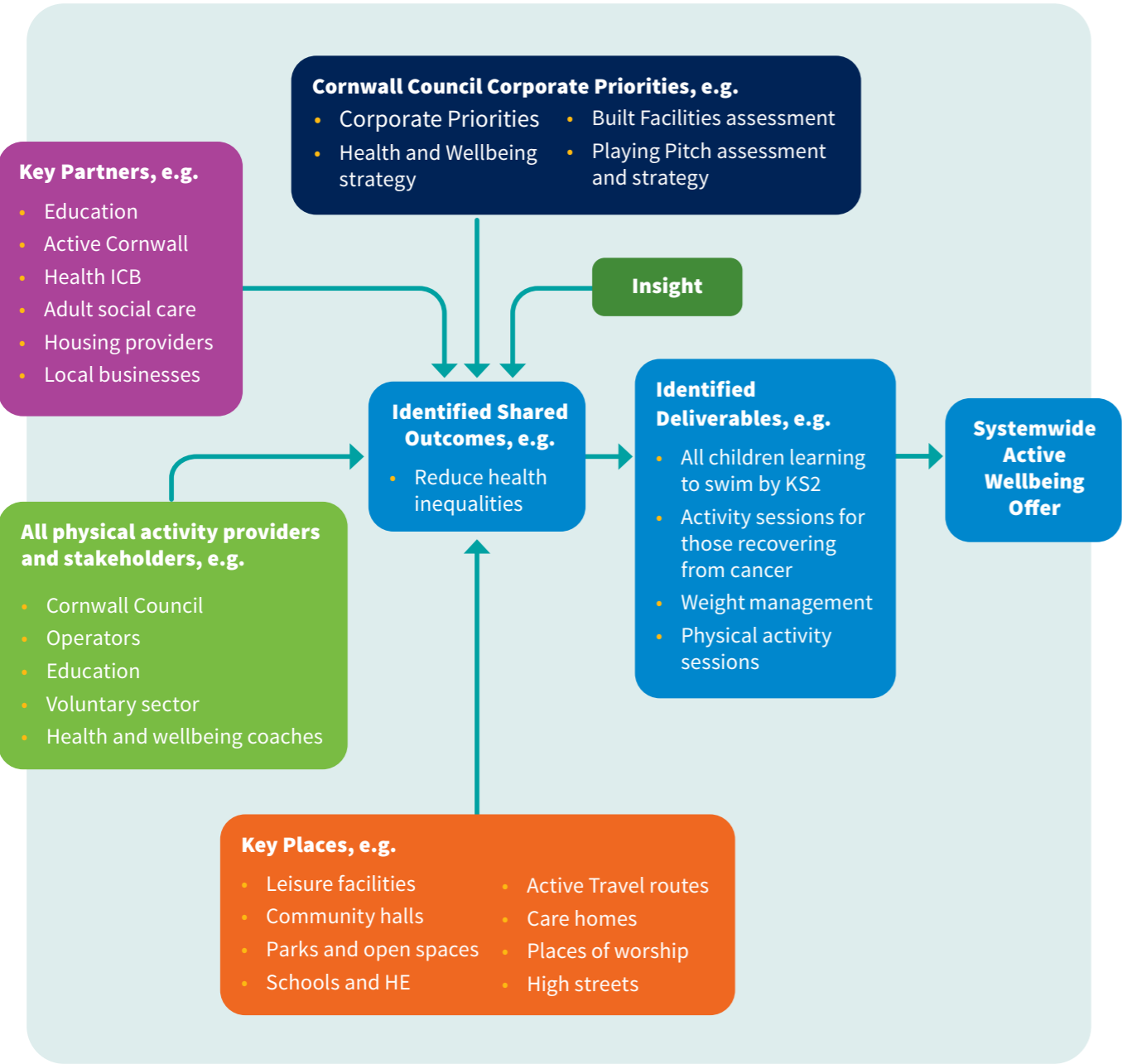


1. Uniting the Movement, Sport England 2021  
2. **Get Active: a strategy for the future of sport and physical activity** - GOV.UK (www.gov.uk)

The intrinsic link between health and wellbeing and physical activity, particularly as a preventative intervention, is now well-recognised and supports the transition to an active wellbeing service, where the focus is on a collaborative approach to creating healthier and more active communities.

An effective Active Wellbeing offer can be achieved as follows:

Figure 1 | Our Framework



Sport England’s report on the Future of Public Sector Leisure Services 2022<sup>3</sup>, refers to Leisure services as being built on 4 inter-related foundations:

1. Alignment of leisure, physical health, mental health and social care
2. Strong Sector Leadership
3. Provision that is place-based
4. Provision that is carbon neutral

Active Wellbeing comprises of services and facilities all designed to achieve shared outcomes for more active and healthier communities. It involves a system-wide approach based on all partners (providers, operators, etc) working together to a common goal, so that everything that is invested in/developed/delivered is aligned to the same shared outcomes. Our Framework for Leisure Activity sets out how Cornwall Council with stakeholders in Cornwall, specifically Active Cornwall, intend to build the partnerships to initiate the transition to an Active Wellbeing offering.

The outcomes should contribute to other identified priorities at local level, for improved community health, increased levels of physical activity etc. Furthermore, they can contribute to place-based working, shaping identity and responding to community need.

Appendix 2 provides a summary of all key national policies which provide context to Cornwall’s Framework for Leisure Activity. Some relate to the impact of the Covid pandemic, the financial constraints facing local authorities and recovery measures required to support the sector. Others reflect on the ageing population of England, increasing levels of child and adult inactivity and obesity, barriers and inequalities in provision for different demographics, the benefits of sport and physical activity and the social and economic value of leisure provision.

Whilst our leisure centres remain fundamental assets for our communities, our Vision is to see them become Active Wellbeing hubs, providing opportunities for people to be more active every day.



3. Sport England Future of public sector leisure 2022 - [HYPERLINK IN WORD DOC BROKEN](#)

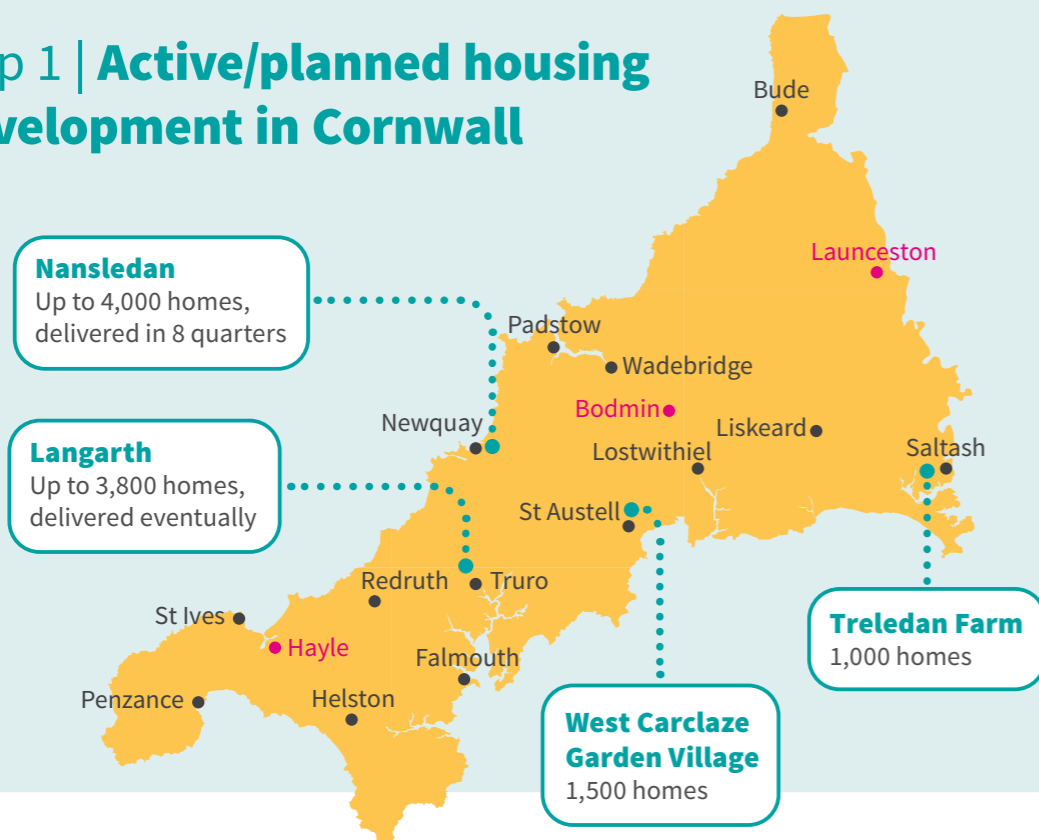
# Our local context

Cornwall is the second largest local authority area in the southwest, with a population of 570,304<sup>4</sup>. Surrounded by sea on the northern, southern and western boundaries, it encompasses a diverse environment and rich economic and cultural history; the quality of which attracts residents, visitors and businesses alike. Over 40% of the population live in dispersed settlements of less than 3,000 people, with 1 in 4 of the population aged 65 and over. It is an area of contrast, with remote rural, coastal and environmentally sensitive areas interspersed with villages and historic market towns.

The Council's Local Plan 2010 – 2030 which provides a positive vision for the future of Cornwall to meet housing needs and addressing other economic, social and environment priorities include a minimum housing target of 52,000 homes at an average rate of about 2,625 per year to 2030. Average delivery of housing in Cornwall over the last 10 years has consistently been in line with this target (at 2,663 per year). The Council has started work on a new Local Plan that will plan forward to 2050 and it is important that our framework for leisure activity in Cornwall takes account of future populations. However, at the time of writing this report, we note that the Government are consulting on changes to national planning policy, including revisions to national targets for house building. The proposed methodology in the consultation documents would produce a requirement for Cornwall of around 4,450 homes per year. Whilst this is only a consultation proposal at this stage, and the

“ Cornwall is the second-largest local authority area in the southwest, with a population of 570,304<sup>4</sup> ”

## Map 1 | Active/planned housing development in Cornwall



Council has yet to respond, that level of target is significantly in excess of what the traditional policy and delivery position has been. The Council will clearly respond to the consultation in due course and will need to think about what delivery at that level would mean. This is particularly true of infrastructure requirements. Increased delivery of housing is both a challenge in terms of greater pressure on existing facilities, but also an opportunity in terms of creation of value that can fund infrastructure requirements. The Leisure Strategy will have to continue to evolve in response to these external forces. Nationally and locally, there are, rightly, increasing policy requirements which expect developments to contribute to local infrastructure, as well as ensuring the quality of development is of an appropriate standard in terms of things like biodiversity and urban design. This combination of expectations can create pressures on viability and the Leisure strategy is only one of a number of policy documents which have an expectation of capturing value from development to fund the quality of development that will lead to healthy communities as well as the funding of off-site infrastructure.

For this draft framework, the assessments have been undertaken using the data that is available at this point, recognising the evolving nature of this plan alongside wider legislation changes that may arise.

“ ...Falmouth's Ships and Castles Leisure Centre was transferred to Falmouth Town Council through a **devolution deal...** (and) is now operating as a community hub with an emphasis on **health and wellbeing.** ”

The impact of **significant financial pressures** in the **aftermath of the pandemic**, as well as the **energy crisis** and a **fall in membership numbers**, **exacerbated the financial non-viability of a number of leisure centres that were already struggling**, and resulted in the leisure operator, GLL, withdrawing services in Wadebridge, Launceston and Falmouth. Wadebridge and Launceston are now successfully operated by local community partners, and the freehold of Falmouth's Ships and Castles Leisure Centre, and surrounding land was transferred to Falmouth Town Council through a devolution deal. The Leisure Centre is now operating as a community hub, with an emphasis on health and wellbeing.

**Supply and demand assessments** have recently been undertaken for all built leisure facilities (Built Facility Strategy - BFS) and formal outdoor sports facilities (Playing Pitch Strategy - PPS) in Cornwall. A comprehensive assessment of this nature has never previously been undertaken in Cornwall. The findings of these assessments have been used to inform our **Framework for Leisure Activity** and can be used as the evidence base to support future investment and funding bids. The Framework and associated works have been completed in line with Sport England guidance.

A **Cornwall Leisure Partnership Forum** has been regularly meeting with national bodies such as Sport England and Swim England attending alongside all our leisure operators, Public Health, Healthy Cornwall and Active Cornwall. This collaborative approach has strengthened how we work together using a placed based approach to re-imagine our Leisure offer, with a clear focus on long term benefits which can impact upon health, wellbeing, socialisation, social capital, and community cohesion. This includes how we support those that are in most need of leisure activity through a number of programmes such as GP referrals and healthy living campaigns.

# 3

## Cornwall's existing provision: What and where?



## Our active environment

Cornwall's active environment includes both formal and informal provision. There is a range of indoor leisure facilities as well as a diverse range of outdoor leisure facilities, the natural environment with beaches, rivers, parks, and open spaces, many of which are easily accessible and free.

Whilst the focus of the Framework is not directly on informal leisure facilities, there is an ambition to encourage people to take advantage of these natural assets for physical activity.

“ Cornwall's residents and visitors place significant value on... leisure provision. ”

Cornwall's residents and visitors place significant value on informal leisure provision with high numbers of people taking advantage of the beautiful natural environment to be physically active.

**There is a great range of outdoor leisure assets in Cornwall, providing opportunity to be active:**

- **Beaches** - there are over 300 in Cornwall
- **Country parks** - e.g. Tehidy, Mount Edgecumbe
- **Skateparks** - e.g. Redruth, Mount Hawke
- **Cycling trails** - e.g. Camel trail, Saints Trails, Mounts Bay, Bissoe trail
- **Golf courses** - there are 38 golf courses and driving ranges
- **Outdoor gyms in public parks** - e.g. Boscawen Park, Truro
- **Walking trails** - e.g. SW Coastal Path and Saints Way and over 2500 miles of public footpaths and bridleways
- **Public open spaces and parks**

**Formal leisure provision includes** indoor and outdoor built facilities, e.g. leisure centres, all-weather sport pitches etc.

**Cornwall Council provides 9 leisure facilities which are managed through a 25-year contract with Greenwich Leisure Ltd (GLL).**

**These are:**

- **Bodmin** Leisure Centre
- **Bude** Leisure Centre
- **Helston** Leisure Centre
- **Liskeard** Leisure Centre
- **Newquay** Leisure Centre, Waterworld and Trampoline Park
- **Saltash** Leisure Centre
- **St Austell** Leisure Centre
- **St Ives** Leisure Centre
- **Truro** Leisure Centre

**Penzance is a Private Finance Funded (PFI) facility** managed by Parkwood Leisure on behalf of Cornwall Council.

**Camelford** Leisure Centre, **Carn Brea** Leisure Centre, **Launceston** Leisure Centre, **Newquay** Sports Centre, Ships and Castle (**Falmouth**), and **Wadebridge** Leisure Centre and Par Track (athletic track and pitches) **are managed by local Community Trusts.**

| Facility  | Asset owner                  | Operator                                     | Arrangement  |
|---|------------------------------|--|--|
| <ul style="list-style-type: none"> <li>• <b>Bodmin</b> Leisure Centre</li> <li>• <b>Bude</b> Leisure Centre</li> <li>• <b>Helston</b> Leisure Centre</li> <li>• <b>Liskeard</b> Leisure Centre</li> <li>• <b>Newquay</b> Leisure Centre</li> <li>• <b>Saltash</b> Leisure Centre</li> <li>• <b>St Austell</b> Leisure Centre</li> <li>• <b>St Ives</b> Leisure Centre</li> <li>• <b>Truro</b> Leisure Centre</li> </ul> | Cornwall Council             | GLL  | 25-year Concession Agreement/Lease                                   |
| <b>Penzance Leisure Centre</b>  | Cornwall Council             | Parkwood Leisure                             | Private Finance Funded (PFI) Contract/Lease                          |
| <b>Camelford Leisure Centre</b>   | Camelford Leisure Centre Ltd | Camelford Leisure Centre Ltd                 | Managed by the Trust as a consequence of an asset transfer in 2012.  |
| <b>Carn Brea Leisure Centre</b>   | Cornwall Council             | Carn Brea Leisure Centre Trust               | Lease arrangement only.  |
| <b>Launceston Leisure Centre</b>  | Coronation Park Trust        | Launceston Leisure Ltd                       | One off Grant Funding Agreement.                                     |
| <b>Ships and Castle (Falmouth)</b>  | Falmouth Town Council        | Pendennis Leisure                            | Managed by local community trust as a consequence of asset transfer. |
| <b>Wadebridge Leisure Centres</b>   | Cornwall Council             | Friends of Wadebridge Leisure Centre (FOWLC) | One off Grant Funding Agreement.                                     |

Many of Cornwall’s existing leisure facilities were built in the 1970’s and 80’s and are now ageing. The average age of public leisure centres in Cornwall is 33 years. The benchmark life expectancy of a leisure facility is 35 – 40 years. The average age of a facility in the GLL contract will be 55 years old when the current contract ends. These ageing facilities cost more to maintain, rely on inefficient plant and equipment and contribute significantly to the Council’s carbon emissions.

When the centres were built the health and fitness market was very immature, and large gyms were not included in the design. The market has grown massively, and fitness gyms and studios are one of the main income streams within a leisure complex.

“ Cornwall’s public leisure centres are currently 33 years old, on average. The benchmark life expectancy of a leisure facility is 35-40 years. ”

**Existing facilities in Cornwall have tried to adapt** to this opportunity and a number of café areas and squash courts have been converted. In most cases these facilities are compromised by size and/or location within the building. **This potential significant income stream cannot therefore be fully optimised.** Competition is strong in many areas, with a number of private sector gyms providing a level of choice for local residents in terms of offer and price.

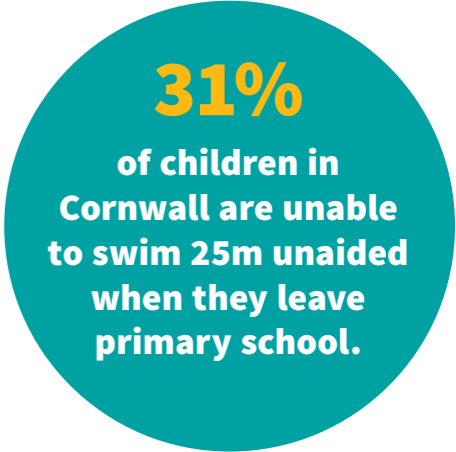
Although there is no statutory requirement in local authorities to provide leisure facilities, **there is a statutory requirement for Local Authority maintained schools, as part of the national curriculum, for all children to be able to swim 25m by Key Stage 2 (Year 6 primary school).** Swimming lesson provision is a key priority, as a staggering 31% of children in Cornwall are unable to swim 25m unaided when they leave primary school. We recognise the considerable pressure on school budgets and resources and the number of schools delivering this part of the curriculum is reducing year on year. The Council is working closely with Active Cornwall and will be launching a **‘Let’s Get Our Children Swimming’**

“ These ageing facilities cost more to maintain, rely on inefficient plant and equipment and contribute significantly to the Council’s carbon emissions. ”

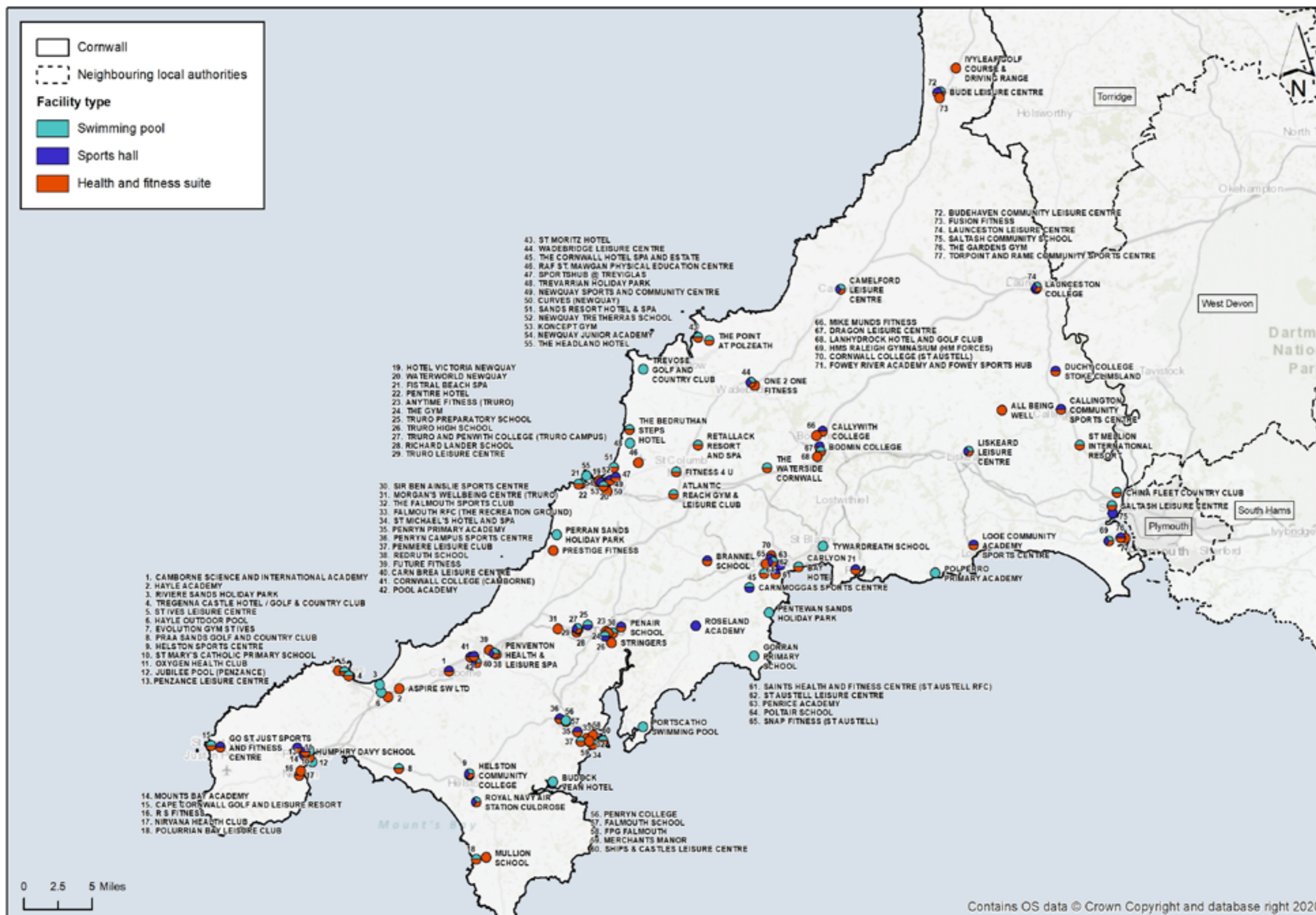
campaign which will focus initially on a number of geographical areas of high deprivation, working with key schools within those areas.to provide access to swimming lessons. There are plans to work with leisure operators, transport operators and the voluntary sector to **provide free transport and lessons**, to identified schools as part of a pilot.

Whilst the Cornwall Council leisure centres are a significant part of the overall Cornwall leisure offer, it is important to recognise that there is also a large number of facilities on school sites (mostly sports halls and all-weather pitches), community venues and holiday campsites, with **opportunities to extend and formalise community access arrangements** to these facilities. This could place less dependency on existing public leisure facilities, improve capacity and maintain and improve the geographical spread of community accessible leisure facilities across Cornwall.

**There are plans progressing to create a community hub model at Saltash Leisure Centre.** This hub will house the current leisure centre with improved facilities and a number of Cornwall Council services such as the Safe and Well Service and Registration Services. The plan has been developed through partnership working with GLL, Cornwall Council and the local community. The model will be a test bed for a community hub approach that can be replicated across Cornwall.



## Map 3 | All Facilities in Cornwall



# Community health and outreach services in Cornwall

Within Cornwall there are some key partners working to design, develop, and deliver physical activity opportunities.

Moving forward, the ambition is for these organisations to work collaboratively with Cornwall Council to develop an active well-being environment comprising a network of built and natural leisure assets. This will include working with the active well-being hubs to co-locate a range of community services focused around increasing levels of physical activity.



## Active Cornwall

Active Cornwall is one of 43 Active Partnerships in England, funded by Sport England and hosted by Cornwall Council.

In partnership with Cornwall Council and local delivery partners, Active Cornwall strategically commission and build quality-assured capacity for wellbeing and physical activity within communities. By engaging with the people in communities, Active Cornwall tackle barriers that prevent people from leading active, healthy lives, targeting specific groups in priority places to drive positive lifestyle behaviour change.

Active Cornwall has developed a strong collaborative partnership across all providers within the Leisure Sector and has particularly worked with them on increasing their offer for the community. This has involved developing specific physical activity pathways for social prescribing and commissioning Leisure Centres to become key partners in major programmes of work such as the Time2Move Holiday programme for children qualifying for free school meals within Cornwall.

## Public Health

Cornwall's Public Health Team forms part of the Council's Wellbeing and Public Health Service.

Their work is influenced and informed by Cornwall Council's **Joint Strategic Needs Assessment (JSNA)**. The team's role is to work to improve the population's health and wellbeing through health improvement, health protection, influencing the wider determinants of health and health service improvement. The Council receives an annual Public Health Grant which is ring-fenced for the provision of Public Health services.

The work of Public Health is informed by the **Cornwall and Isles of Scilly Health and Wellbeing Strategy 2020 – 2030** which is being followed up by locally produced delivery plans e.g. draft Healthier Weight Strategy 2024-2034.

There is also an Integrated Care System (ICS) in Cornwall which is led by an Integrated Care Board (ICB). Within the ICS there are 3 Integrated Care Areas (ICA's) (1. North and East 2. Central and 3.

West) and each of these are divided into Primary Care Networks (PCNs). Both the Built Facility Strategies (BFS) and Playing pitch strategies (PPS) assessments have been geographically subdivided as per the 3 ICS localities. Public Health and Healthy Cornwall has also aligned themselves in the same way with a team in each locality and Active Cornwall work with priority places across these localities. There is an opportunity for the key priorities and shared outcomes of this Framework to be delivered through these place-based partnerships, where possible linking into the active wellbeing hubs, working with and accessing funding through the PCNs.

Active Cornwall has recently been doing work with Public Health, looking at ways of integrating physical activity and movement into the ICS.

# Healthy Cornwall

The Healthy Cornwall Team works on improving the health of the population through a number of interventions including smoking cessation, healthy weight, healthy workplaces, healthy aging, healthy schools, learning disabilities, maternal health and early years.

They have a delivery team which targets areas of greatest need. Areas include Penzance, Camborne, Redruth, Newquay, Liskeard, Bodmin, and St Austell. All interventions have a good evidence base and are robustly evaluated and underpin the public health priorities.

There are examples where Healthy Cornwall has worked with leisure operators to deliver some of their interventions e.g., Cardiac Rehabilitation Programme. This tends to run at sites where Healthy Cornwall has an existing client base.

There are various different GP Referral Schemes in operation across Cornwall. GLL operates a scheme across the contract sites and Healthy Cornwall operates its own Lifestyle Weight

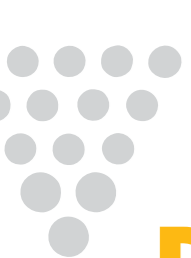
Management Services Programme. There is also a large network of social prescribers across Cornwall. This is all directed through the GP practices with many employing their own social prescriber. This approach, although serving its purpose, is disjointed and lacks consistency. There is currently no mechanism for self-referral in Cornwall. There is clearly an opportunity for introducing a more unified commissioned approach to delivery of the above health services.



## 4

# Decentralisation, decarbonisation and digitalisation





# Decentralisation, decarbonisation and digitalisation

The concepts of decentralisation, decarbonisation and digitalisation form the three key elements which underpin Cornwall Council’s central mission of ‘**working with communities for a carbon neutral Cornwall, where everyone can start well, live well and age well**’.

Progress has been made within all three areas and they form support the basis of our work going forward.



# Decentralisation

Decentralisation is at the heart of the Council’s Localism Strategy which champions local decision making, with communities more actively involved in developing solutions to the challenges they face, and in leading, and owning those solutions.

This increases community involvement: it recognises that alternative, **local partners may be better placed to deliver for communities**, and it can offer greater benefits for our communities, for Cornwall, and for the authority. The decentralised model will align to the framework.

Through the localism strategy, and the programme of devolution, Town and Parish councils and community organisations now own and manage assets and functions that were formerly delivered by the Council. Many of these have been transformed through the process, and have gone from strength to strength. **Cornwall’s Library Service**, for example, **has been transformed after the Council devolved the running of 24 of our 28 libraries to local organisations and Town and Parish Councils**. This partnership approach has meant that local libraries now operate as wider community hubs: Local partners have invested in these assets, supporting sustainability, and **resulting in an annual customer satisfaction rate of 98%**. Opening hours across the libraries have increased by 34%, resulting in a sustainable, locally-developed and delivered, service for residents.

Both **Wadebridge Leisure Centre** and **Launceston Leisure** are now successfully run by independent community organisations. Ships and Castles Leisure Centre in **Falmouth** and the wider Pendennis Headland has been transferred to Falmouth Town Council. The Leisure Centre in Falmouth is currently open as a community hub, with an emphasis on health and wellbeing, and the local community trust has the ambition, over time, to re-open the Leisure Centre fully with a swimming pool.

In **Saltash**, there are plans to develop the leisure centre by remodelling the internal space to house the Leisure Centre alongside a number of Cornwall Council services. **A coordinated approach will allow services to work collaboratively**, providing effective delivery of services, improving footfall and supporting the leisure offer. This model could be developed to become a community interest company in the longer term.

**Other important leisure facilities will be reviewed as part of the decentralisation ambition and aligned to the Leisure Framework**. Children’s play parks and teen facilities are a great example of where the Council will start to engage with local partners and communities, to see how targeted conversations and asset transfers can be developed through partnerships, to support the health and wellbeing of young people.

# Decarbonisation

## Cornwall Council’s Net Zero Ambition

Cornwall Council declared a climate emergency in 2019 and have been progressing delivery of the nationally recognised Carbon Neutral Action Plan over the last five years. However, as we work to deliver on our commitments, we are increasingly witnessing the impacts of a changing climate in our communities.

The future of sports participation faces significant challenges from the combined impacts of climate change and biodiversity loss. By 2050, it is estimated that<sup>1</sup> :

- 1 in 3 British golf courses will be damaged by rising sea levels,
- 23 out of the 92 English Football League grounds can expect annual flooding.
- Of the venues which have previously hosted the Winter Olympics, only 50% would be able to hold them again.

“Leisure centres, especially those with swimming pools, are highly energy-intensive”

Delivery of the council’s service’s is estimated to generate 12% of Cornwall’s total emissions either directly or indirectly though our supply chain, so the council has a significant role to play in Cornwall meeting its decarbonisation aims.

Provision of leisure services is a key contributor to the council’s overall carbon footprint. Compared with other buildings across the council’s estate, leisure centres are amongst the highest carbon emitters due to their high energy demand. As a result of their gas and electricity use, the nine GLL run Leisure Centre buildings emitted 1,785 tonnes/ carbon dioxide equivalent in 2022-23 (t/CO<sub>2</sub>e/yr), whereas the entire council estate of 650-700 sites emitted 4,600 t/CO<sub>2</sub>e/yr in 2022.

This is illustrated in the below comparison which shows emissions from the council’s largest civic building, New County Hall, against averaged annual emissions across the nine GLL managed leisure centres:

Equally, although harder to quantify, emissions generated from travel to and from leisure services will be significant.

Council leisure centres are operated by external partners, consequently, the emissions fall under the Council’s Scope 3 emissions. It is imperative therefore that we work with our delivery partners to decarbonise leisure services.



1. The Future of Sport (Deloitte 2023)



# The National Net Zero Agenda

Following legally binding targets set through the Climate Change Act (CCA), the UK government has introduced a series of targets which will apply to buildings owned by the public sector:

| Date | Target   | Source                                |
|------|--|---------------------------------------|
| 2032 | Halve direct emissions from public sector buildings by 2032, against 2017 levels.                | Net Zero Strategy: Build Back Greener |
| 2035 | Latest date for all new heating systems to be net zero compatible (phase out of new gas boilers) | Heat and Buildings Strategy           |
| 2037 | 75% reduction in direct emissions for all public sector buildings, against 2017 levels           | Net Zero Strategy: Build Back Greener |
| 2050 | 100% reduction in greenhouse gas emissions (net zero) by at least 2050 (on 1990 levels)          | Climate Change Act                    |

**Meeting the UK’s Net Zero target will require unprecedented innovation across the economy.** Recognising the investment needed to deliver this transformation, government has committed £1.17 billion funding for public sector decarbonisation following a profile of £670 million in 2025/26, £300m in 2026/27 and £200m in 2027/28 through the Public Sector Decarbonisation Scheme (PSDS), and Low Carbon skills Fund (LCSF). Securing these or similar funds for decarbonisation will be essential to achieving Net Zero across Cornwall’s leisure assets.

Key actors in the leisure sector have developed policies, programmes or funding around the decarbonisation agenda: national government<sup>2</sup>; the LGA<sup>3</sup>; Sport England<sup>4</sup>; Swim England<sup>5</sup>; and Community Leisure UK<sup>6</sup>. Greenwich Leisure Ltd who manage and operate 9 council leisure centres have committed to become **carbon net-zero by 2050**, with an ambition to hit this target sooner.

2. Get Active: A strategy for the future of sport and physical activity (Department of Culture, Media & Sport 2023)  
3. Securing the future of public sport and leisure services (APSE, LGA & CLOA 2021)  
4. Future of public sector leisure (Sport England 2022)  
5. Access Aquatics Strategy 2023-2033 (Swim England)  
6. Carbon Literacy Training for Public Leisure & Culture (Community Leisure UK 2024)

# Progress towards Net Zero

Significant progress has been made across many of the leisure centres to reduce energy use and carbon emissions. As well as decarbonising, this lowers the impacts of energy price volatility and costs, and improves long term economic sustainability.

**The progress includes:**

- **GLL have achieved an enormous 55% carbon reduction** since it took on operation of nine leisure centres in 2017 through significant interventions on energy use, and a robust ongoing strategic approach to energy and carbon reduction (see the case study in appendix 6).
- **In 2024, the council and operators with support from SW Net Zero Hub secured £430,000** to install 335kW solar PV across 5 council owned leisure centres from the Sports England Swimming Pool Fund (SPSF). This will save over 100 t/CO<sub>2</sub>e/yr (estimated). These include St Ives, Camelford, and Carn Brea Leisure Centres, Helston Sports Centre, and Wadebridge Sport & Leisure Centre. Funding for a pool cover was also secured for the outdoor Jubilee Pool, Penzance.
- **The unique outdoor, Grade II Listed Jubilee Pool at Penzance is the first geothermally heated pool of its kind in the UK**, using renewable heat to heat pool water using heat pump technology. It reopened to the public after restoration in September 2020 using £1.8m investment, of which nearly £540,000 came from a public share offer. Jubilee Pool is devolved to Jubilee Pool Penzance Limited, a Community Benefit Society.
- **Camelford Leisure Centre** (run by Camelford Leisure Centre Ltd Community Benefit Society) installed a biomass boiler in 2009 and 32kW solar PV panels in 2021 providing power for 33% of its electricity needs.

While we celebrate these milestones, we acknowledge that the road to carbon neutrality is long and filled with challenges. For decarbonisation, retrofitting will be a significant part of the solution; but some facilities may need complete redesign or replacement if they are to meet the future needs of their communities and Net Zero targets. Investing in more energy efficient sport and leisure centres will help to have a significant impact in decarbonising the local authority property estate. A twin track approach may be needed; using existing decarbonisation schemes to update and retrofit leisure facilities but ensuring that any replacement is future ready, delivered to Net Zero standard. Achieving our goal will require ongoing innovation, investment, and most importantly, strong partnership working.



# Digitalisation

Digitalisation can transform the leisure sector in Cornwall, providers will use digital tools to connect and deliver services with and to their users in new and more efficient ways.

Digital tools should enable residents and tourists to quickly understand the full range of opportunities, allow booking and planning of their activities. Online communities will be created that have a connection to physical assets, combining online and physical experiences in a way that strengthens both. Encouraging and enabling the sharing of data, with full permission of individuals will improve the ability of public bodies to tailor interventions to be as beneficial as possible to the community aims and needs and could include tools such as;

1. Digital tools which improve the productivity of providing leisure:
  - Energy Management Systems
  - Facility Management Software
  - Digital Payment Solutions
2. Digital tools that create new communities:
  - Virtual Solution
  - Health tracking apps and devices
  - Digital resources and community learning
  - Social Media platforms

3. Data and Insight based on Digital tools to inform future strategy

- Booking Systems
- Customer Relationship Management Systems
- Reporting Tools

By integrating digital solutions into leisure activities, Cornwall Council can foster a greener, more sustainable environment that benefits the community, economy, and natural landscape. This approach aligns with broader carbon neutrality goals while enhancing the quality of life for all who live in or visit Cornwall.



# 5

## Key Cornwall demographics

# Key Cornwall demographics

Cornwall's demographic summary presents some stark statistics, highlighting the persistence of inequalities of health and wellbeing, particularly in areas of high deprivation.

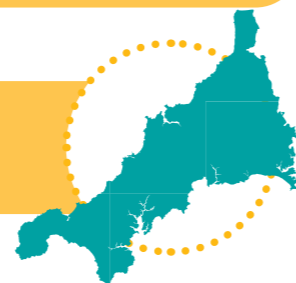
Cornwall's population is also ageing and therefore demand pressures on the care system are only likely to increase. Although people are living longer, the time spent living with long term illness or disability is increasing.

## Population and settlements



The population in 2023 is approximately **570,304**. It is the **second largest** local authority area in the **South West** region. Of that total, **16% are under 16** years old, **58% are aged 16-64**, and **26% are 65 years and over**. (Source: 2021 census)

**Population density** in Cornwall is **one of the lowest** in England, at **1.6 persons per hectare**.



**The population is estimated to increase by 18% by 2043.**  
(Source: Cornwall and Isles of Scilly Population Profile 2021-22)

## Deprivation



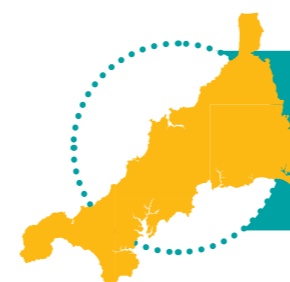
**13.3% of the population of Cornwall** (71,600 people, approx) **live in the 20% most deprived communities in England.**  
There are **17 LSOAs in the top 10% most deprived** in England.  
(Source: 2019 IMD and 2018 Mid-year population estimates, ONS)

**Hidden rural deprivation is not identified by national measures,** due to the dispersed nature of the rural population.



The most recent Index of Multiple Deprivation ranks **Cornwall** as the **second-poorest region in the whole of Northern Europe.**

**17.1% of children in Cornwall live in low-income families.**



The **5 areas** with the **highest levels of deprivation** are **Penzance Quay, St Austell Central, Redruth North, Penzance North** and **Liskeard**.  
(Source: 2021 Census)



## Health and Wellbeing



**Health inequalities** exist in areas of deprivation, where there are **higher rates of obesity, teenage pregnancy, and levels of sickness and disability benefits.**

**Higher rates of childhood obesity**, with **1 in 5** children in **Year 6** classified as **obese.**



**1 in 10** residents (approx 57,200) say their **day to day activities** are **limited a lot** due to a **long term health condition** or **being disabled.**

**Cancer, respiratory disease, muscular-skeletal problems and cardiovascular disease** cause the **majority of deaths**: physical inactivity is one risk factor that can increase a person's susceptibility to these issues.



There are a large number of people with **mental health needs** as well as a large number of people at **increased risk to mental health problems** (Source: Healthwatch Cornwall. Cornwall Coronavirus Survey Report 2020)

## Transport



**Car ownership** in Cornwall is **not a sign of wealth.** High levels of **car ownership reflect** Cornwall's **rural nature** where **public transport** is often **not viable.**

**56%** of people in **employment** travel to work by **car.**



**Figure 3 | Cornwall Activity Levels - Adults, Children and Young People<sup>6</sup>**

### Adults in Cornwall

**Sport England Active Lives (2022/23) data shows that levels on inactivity amongst adults have increased in Cornwall;** over a quarter of adults (26.4%) do less than 30 minutes physical activity per week. This is higher than the England and southwest averages of 25.7% and 22.3% respectively.

**64.5%** of **adult Cornwall population** is active for **150+ minutes per week.** This is **higher than the England average** of 63.4%, but **lower than the southwest average** of 66.2%.

**9.1%** of **adult Cornwall population** is fairly active **for between 30-149 minutes per week.** This is **lower than both the England average** of 10.9% and the **southwest average** of 11.1%.

The data also **masks** the fact that **levels of inactivity are higher in urban areas** and in **areas of deprivation** in Cornwall.

6. Sport England Active Lives Data Nov 2022-23

### Young People in Cornwall

Levels of **inactivity in young people** (aged 5 - 16) in Cornwall have **increased to 31.7%** (2022/23) following a reduction in inactivity levels over the previous three academic years. Nearly **a third of young people** in Cornwall are **physically inactive.**

Levels of **inactivity in young people** in Cornwall are **higher than the England average** of 30.2%, and **significantly higher** than the **southwest average** of 25.7%.

**51.8%** of **young people** in Cornwall are **physically active for 150+ minutes per week.** This is **higher** than both the **England** and the **southwest averages** of 47% and 50.8% respectively.

**16.5%** of **young people** in Cornwall are **fairly active**; this is substantially **lower** than both the **England average** of 22.8% and the **southwest average** of 23.6%. Of those young people in Cornwall who undertake less than 30 minutes exercise a day, **a high proportion are undertaking no exercise at all** (29.4%).

**These statistics** however **vary according** to the **geographical location, the demographics** and **levels of deprivation** relating to an individual place in Cornwall.



# 6

## Supply and demand assessment

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## Supply and demand assessment

To understand the nature and extent of leisure provision needed in Cornwall it is important to be clear about what is already provided and current and future community need.

The Built Facility Strategy (BFS) and Playing Pitch Strategy (PPS) 2023 - 2050 (developed in 2023/24) provide an evidence base to support future strategic decision making around formal and informal indoor and outdoor sport and

leisure facility provision within Cornwall. As well as informing Cornwall's Framework for Leisure Activity, the assessments provide an evidence base for Cornwall's new Local Plan.



# Built Facility Strategy and Facility Planning Model – summary of recommendations

The BFS assessment complies with Sport England's Assessing Needs and Opportunities (ANOG) Guidance.

It provides a quantitative, qualitative, availability and accessibility audit of all swimming pools (indoor pools and lidos), sports halls, athletics tracks, squash courts, fitness suites, netball courts (indoor and outdoor), bowls facilities (indoor and outdoor), and gymnastics facilities in Cornwall.

The assessment encompasses all public, education and private/commercial provision and includes consultation with leisure operators, schools, sports clubs, parish/town councils and National Governing Bodies (NGBs).

## The key points from the BFS relevant to future provision of built facility assets are:

- The majority of Cornwall's existing leisure centres are ageing (this includes those provided by Cornwall Council, the education sector and community organisations). Newquay and St Austell Leisure Centres are 50+ years old compared to an average lifespan of public leisure facilities of 35-40 years.
- Many of Cornwall's existing leisure centres need significant investment to improve their quality, and operational efficiency; examples are Carn Brea (operated by the Carn Brea Leisure Trust), St Austell, Newquay, Liskeard, Launceston (owned and operated by an independent trust) and Bodmin.

- There is a need for investment in existing facilities to respond to guidance published since they were originally built, for example, safeguarding. Not all existing facilities provide separate changing areas for adults and children.
- Some of the existing leisure centres are located where there are very significant constraints on their ability to operate to their full potential.
- Changes in Cornwall e.g., location of new residential development, re-location of other community assets, and different ways in which services are delivered have created a significant opportunity for the development of active-wellbeing hubs, which co-locate opportunities for physical activity with health, education and other community-based services.
- The education sector provides a large number of leisure facilities; whilst many of these are open to the public, there is no formal agreement protecting community access to these facilities. To ensure these facilities remain available for community use putting in place formal Community Use Agreements (CUAs) is important.
- Ensuring there are sufficient swimming pools to meet the demand for school swimming is key; protecting community access to existing pools is therefore critical.

# Playing Pitch strategy – summary of recommendations

Cornwall Council's Playing Pitch strategy (PPS) focusses on football, rugby union, cricket and hockey pitches (both grass and artificial surfaces), and outdoor tennis courts.

Other sports such as Lacrosse, American Football, Rugby League, Gaelic Football, Softball, Rounders and Baseball, are also included in the assessment.

The PPS includes very detailed sport by sport recommendations. Overall, the key points for the future provision of pitches (grass and all-weather turf pitches (ATPs)) are:

- There is a need to improve the quality of existing grass pitches; some are over-played, and many have poor drainage.
- The impact of climate change i.e., flooding needs to be mitigated to reduce the number of cancelled training sessions and matches across all pitch sports.
- Provision for women and girls i.e., changing rooms, other ancillary provision needs significant improvement. This is very important given the growth in the number of women and girls taking part in all pitch sports.

- There is an under-supply of all-weather pitches (ATPs) in Cornwall; this means teams have to train on grass pitches which further impacts their quality and ability to sustain both training and matches.
- There is a need to protect all remaining sand-based ATPs in Cornwall to ensure hockey can continue to be played. Hockey requires a different training and playing surface to football and rugby.
- Ensuring there are sufficient cricket pitches and nets is key given the growth in the game particularly from juniors.
- There is a need to protect and improve public tennis courts across Cornwall.



# Framework assessment criteria

The “On the Move” framework will use specific criteria to inform decision-making, ensuring that investments and initiatives are aligned with the needs of Cornwall’s communities.

The use of an assessment criteria within a framework, rather than a static strategy, ensures this document remains relevant by adapting to the constantly changing local context. This unique agile approach allows Cornwall Council and partners to assess and prioritise centres at different points in time, maintaining the criteria’s relevance throughout the lifecycle of the framework.



The criteria will help prioritise which leisure facilities and programs receive funding and support. The key elements of this criteria-based approach are:

- 1. **Place-Based Assessment:** This assessment focuses on the specific needs of different areas within Cornwall. Six individually weighted factors are used to evaluate each area:
  - **Health Inequalities:** Areas with higher health inequalities are prioritised to ensure resources are directed where they can have the most significant impact.
  - **Deprivation Indicators:** Regions with high levels of deprivation are given priority, recognising the link between poverty, limited access to leisure facilities, and poor health outcomes.
  - **Population Size:** Current population data is used to understand the potential demand for leisure facilities in each area.
  - **Future Population Growth:** Planned housing developments and expected population growth are considered to ensure facilities can meet future demands.
  - **School Swimming Usage:** High usage of facilities for school swimming programs indicates a strong need for maintaining or improving those facilities.
  - **Transport Links:** Areas with poor transport links are prioritized to improve accessibility to leisure facilities.

- 2. **Facility Assessment:** This assessment looks at the condition and utility of existing leisure facilities, using four weighted factors:
  - **Throughput Per Annum:** Measures the usage rate of the facility, indicating its importance and demand.
  - **Key Clubs/Users:** Facilities that serve important community clubs or groups are given priority.
  - **Facility Mix:** The range of activities and services offered by a facility is considered, with preference given to facilities that offer diverse and inclusive options.
  - **Age and Condition:** Older facilities, or those in poor condition, are identified for potential upgrades or replacement to ensure they remain safe and functional.

By combining the place-based and facility assessments, the framework can create a comprehensive understanding of needs across Cornwall. This approach will help in making informed, strategic decisions about where to allocate funding, which facilities to upgrade or replace, and where to introduce new services or programs.

These criteria ensure that the framework is responsive to both current and future needs, and that decisions are based on evidence, promoting fairness and effectiveness in resource allocation. This agile methodology helps Cornwall Council and its partners to continuously focus on the areas and facilities that will provide the greatest benefit to residents, enhancing the overall impact of leisure activities on community health and well-being.



# 7

## Key issues for future facility provision

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## Key Issues for future facility provision

The key points underpinning our future approach to physical activity and leisure facility provision are:

- Based on our understanding of the priorities for investment, **work collaboratively across Cornwall to transition to a sustainable mix of leisure facilities and services.**
- We **understand our local place priorities** for facility provision and will **seek to optimise all available opportunities to secure investment.**
- **Ensuring facilities are fully inclusive**, which will be supported by targeted work with specific groups.
- **Co-location of services for sustainability.**
- **Contributing to our targets for Net Zero** wherever possible.
- **Aligning our partners and providers to our shared ambitions.**



# Delivering our 10 year framework - direction of travel

The last 3-4 years have been a time of unprecedented challenge and change for UK public leisure services.

Covid 19 and changing participation trends, facility closures, escalating utility costs, increasing pressure to be more energy efficient in the context of high utility costs and the aim of achieving carbon neutrality, and the recruitment and retention of staff are significantly impacting the sustainability of leisure facilities. Add to this the cost-of-living crisis which is affecting whether people can afford to use leisure facilities and it is clear that change is needed.

**These pressures come at a time when the focus on the need for Cornwall's communities to be more active in order to reduce health inequalities has never been more intense.**

Our population is ageing, many people live more sedentary lives and health inequalities have increased. Leisure activity and wider health and wellbeing are a critical part of the preventative agenda supporting people to stay well and live longer, healthier lives.

**The Framework sets out the challenges, issues and options against which the Council can support planned, long term, financially viable and sustainable decisions.** These decisions will be based on the current and future needs of its residents, recognising that our changing landscape could result in a change in priority and that the Framework will need to be agile to meet those demands.

“Our ambition is that Cornwall has good quality, strategically-located facilities, to enable everyone to be more active more often.”

Furthermore, **there needs to be access to good quality swimming pools to ensure children across Cornwall learn to swim**, in a county that is surrounded by water. However, the state of the current facilities across Cornwall means that the current position is not sustainable in the long term. It is recognised that with limited resources available, a phased approach must be taken to address the current and future leisure needs of residents. Working in partnership, the Council's role needs to be that of facilitator and enabler, to develop a strategic approach to the future development and delivery of built leisure assets.





# How we will achieve this

This Framework is crucial to achieving our ambition. The evidence based approach provides a clear position of where we are now and a direction of travel.

**The Built Facility and Playing Pitch strategies both support this plan.** The additional layer of place-based data covering deprivation, health inequalities and population growth provides a balanced view, recognising that positions will change over time.

**Cornwall Council** will work in partnership at local, regional and national level to support investment into physical activity and leisure facilities. At the moment there is no additional capital funding identified, so we need to work creatively and, in collaboration, to attract resources as opportunities arise.

**The Cornwall Leisure Partnership Forum** has provided a great platform to work collaboratively on a number of issues and share best practise. We will continue to develop a targeted approach with operators and wider partners to ensure we are reaching those in most need.

There have been some significant successes over the past few years. Wadebridge and Launceston leisure centres continue to thrive under local management and the plans for Saltash will provide a test bed for the future. Some other centres are currently applying for large funding bids with Cornwall Council’s support, to make their leisure centres more sustainable.

**The Council recognises the importance of strategic leisure provision** (including and alongside public open space and green and blue infrastructure) as being one of the contributors to social determinants of health and we expect that to be a key theme of a new Local Plan for Cornwall. The Council is also progressing an Infrastructure Delivery Strategy and will seek the opportunities to ensure alignment between emerging findings from both plans.

**The Cornwall Plan includes a commitment to becoming carbon neutral by 2030.** Cornwall Council has already been named as the nation’s leading local authority in tackling the climate crisis as it works towards becoming the first net zero region, stimulating investment interest in the green economy.

**The Framework also highlights the importance of localism to Cornwall: A belief in the power of the community, decentralisation with the adoption of a place-based approach with decisions based on local need.** The Localism in Cornwall Strategy<sup>7</sup> explores this in more detail.

The challenges ahead for the sector remain significant but the implementation of a robust and agile assessment criteria will ensure the Framework remains relevant by adapting to the constantly changing local context. **This Framework is the start of a 10-year plan, explicitly linked to the Council’s priorities, to support our leisure assets and wider physical activity offers to thrive and support residents across Cornwall to stay well and live longer.**

7. [localism-vision-and-strategy-2020.pdf \(cornwall.gov.uk\)](#)

**This framework is the start of a 10-year plan...** to support our leisure assets and wider physical activity offers to thrive, and support residents across Cornwall to stay well and live longer.



## Contact us

For advice and guidance please email us at:

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