

### Appendix III - High Level long term options considered

	<b>Option</b>	<b>Comments</b>
<b>1</b>	Cease service.	This would be letting the current contract for Swallows and Sheppey run its course and not reopening the centres from 1 <sup>st</sup> April 2025. Consideration needs to be given to Levelling Up Fund investment in Sheppey and recent expenditure at Swallows. It also would not meet identified local needs for physical activity and sport
<b>2</b>	Lease out facilities.	This option would see us relinquish control over their operation and match the arrangement as with Faversham Pools Trust. This could be done with Trusts, operators or Town Councils (not in the case of Swallows).
<b>3</b>	Deliver the Status Quo – contract out.	This would be about maintaining the existing offer of managing the two sites under a new contract. Ability to make changes and refocus the service for new strategic outcomes during a tender process.
<b>4</b>	Change the operating model.	As per option 3, keep the focus just on the two existing sites but via an alternative delivery method such as in-house/LATCo.
<b>5</b>	Upgrade some or all facilities – and then proceed with option 3 or 4.	Considerable investment is required to bring all facilities up to specification, which will then drive the commercial opportunities for the service and help meet other priorities such as reduced carbon footprint/increased resident participation etc. The need for at least some capital investment could be included in the procurement process.
<b>6</b>	Include Faversham Pools in a combined Leisure Service.	This is not within the gift of SBC. A Board decision would be required by Faversham Pools Trust and potentially sign off from the Charities Commission. The option to include Faversham Pools makes it a potentially more attractive offer for leisure operators and provides an opportunity to place the Pools on a firmer financial footing. The inclusion of the Pools offers the potential for economies of scale which could in turn generate capital investment.