



LEISURE SERVICE STRATEGIC DELIVERY PLAN

To cover the period 1st September 2023-31st March 2025



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INTRODUCTION:

It is well documented how important it is to be physically active and the vast amounts of health and well-being benefits this brings. Based on current health statistics, it is also fair to say that there has never been a more important time to try and tackle inactivity.

Supporting people to be more active through walking, cycling, sport, and other physical activity has huge benefits, not only for the physical and mental health of individuals, but also for societies, environments, and economies.

The cost and impact of inactivity is huge. Physical inactivity is associated with 1 in 6 deaths in the UK and is estimated to cost the UK £7.4 billion a year (including £0.9 billion to the NHS alone).

Research published by Sport England in 2020, found that every £1 spent on community sport and physical activity, generates nearly £4 for the English economy and society.

Locally, our communities are facing challenges, such as long-term health conditions (both physical and mental), social isolation and economic hardship and these issues have been heightened or accelerated by the COVID-19 pandemic and the cost-of-living crisis. There is a wealth of evidence to show that the benefits of an active lifestyle are far reaching and impact positively on people's lives.

With this in mind, the Council remains fully committed to ensuring its leisure service enables and inspires its residents to lead active, healthy and fulfilled lives. We recognise 'active' means different things to different people and understand our role in the facilitation of this, is more than simply operating public leisure centres.

The provision of leisure centres is a discretionary function, but South Norfolk Council continues to manage its leisure service in-house and the key drivers for this are:

- The Council recognises the significant social value contribution that the leisure centres bring.
- The Council is passionate that residents should have access to appropriate, accessible and inclusive community leisure provision.
- To promote and facilitate more active and healthier communities.
- The Council's specialist leisure team also has the local knowledge, influence, resource and desire to extend leisure and physical activity to communities, outside of the physical confines of the leisure centres.

Whilst the Council should always continue to review options in terms of its leisure service operating models, having control over its own assets and making the right decisions with its residents at the heart, remains a compelling argument for retaining in-house operation and management.

This strategic delivery plan will serve as a framework and sets out a vision and direction for the leisure service. It will be used as a focus, to help maximise the positive impact of the Council's leisure service and strategic partnerships, with the overall outcome being to enhance the lives of our residents.

This plan cannot be delivered in isolation, and partnership/ cross-departmental working will be required to deliver the objectives. It is important to ensure that these ambitions are consistent with other national, local and corporate

strategies and priorities, ensuring the leisure service contributes effectively to wider objectives. This Leisure Service Strategic Delivery Plan sits within the wider strategy for South Norfolk Council and is closely aligned with the Council's Corporate Plan, Delivery Plan and Health and Wellbeing Strategy.

The vision of South Norfolk and Broadland Council is '**Working together to create the best place and environment for everyone, now and for future generations**' and the provision of a network of high quality, accessible leisure facilities will support this aim. The Council's Strategic Plan 2020-2024 sets out four high-level priorities of:

- Growing the economy
- Supporting individuals and empowering communities
- Protecting and improving the natural and built environment, whilst maximising quality of life and
- Moving with the times, working smartly and collaboratively



The recently published Greater Norwich Physical Activity and Sports Strategy (PASS) 2022-2027 has a Mission of '**To work with a range of partners to address reasons for inactivity, by supporting the development of facilities and encouraging active lifestyle behaviours for all**' and is consistent with many of the objectives contained within this plan and the Council as a whole.

This Leisure Service Strategic Delivery Plan covers the period 1st September 2023 to 31st March 2025 and clearly sets out the principles, aspirations and performance measures for the Council's Leisure Service. It will be reviewed on at least an annual basis, with a longer-term strategy to be developed post March 2025.

The vision, mission and key performance indicators for this strategic delivery plan set out what the leisure service is trying to achieve and how this will be monitored.

OUR PURPOSE/ MISSION STATEMENT IS:

To inspire and empower our communities to be happy, healthy and active.

OUR VISION IS:

For everyone in our communities to be as healthy and physically active as they can be.

'Physical activity is any bodily movement produced by the skeletal muscles that uses energy. This includes sports, exercise and other activities such as playing, walking, doing household chores or gardening' World Health Organisation

OUR STRAPLINE IS:

Inspiring healthy lifestyles.

OUR UNIQUE SELLING POINT IS:

Our service is run by the Council, for the benefit of our communities.

LEISURE SERVICE KEY PRINCIPLES:

There are some key principles of South Norfolk Council's leisure service that underpin this Strategic Delivery Plan. These are:

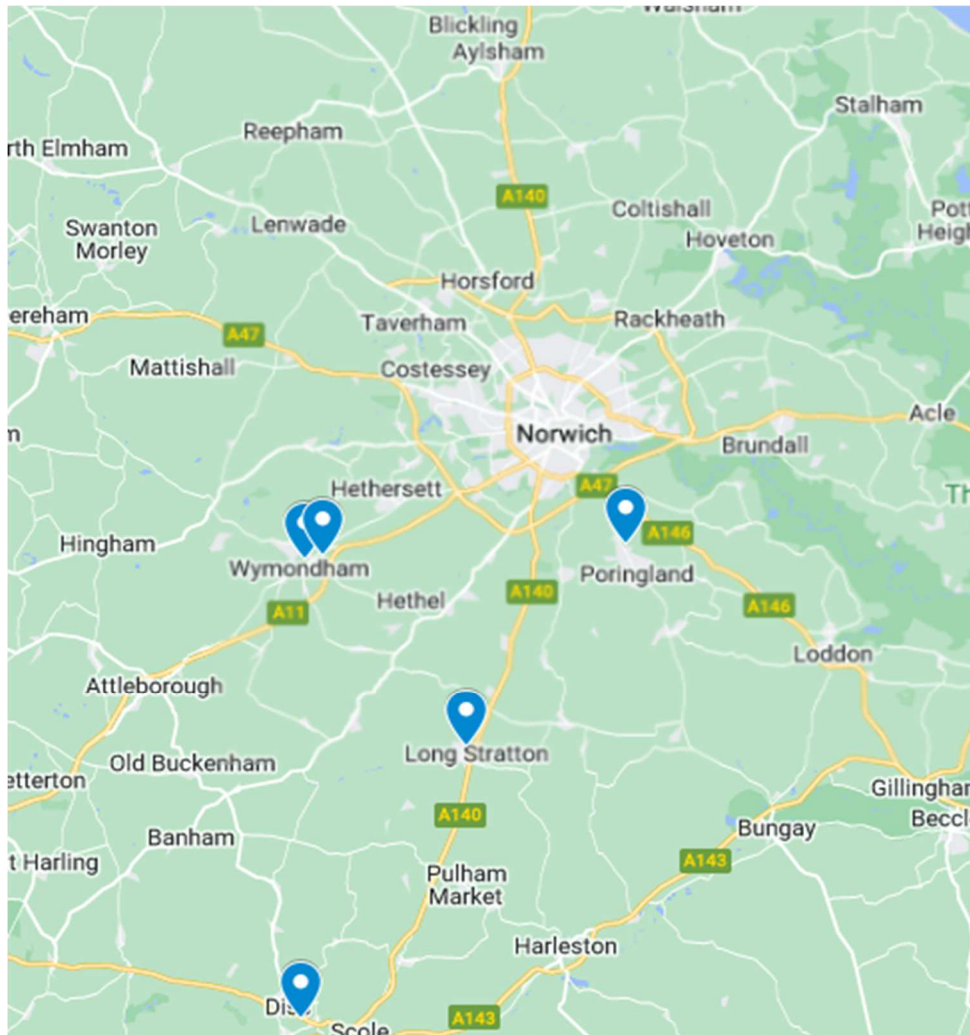
- 1. The leisure service must be financially sustainable.**
- 2. The provision of community leisure centres is an important part of the Council's function.**
- 3. South Norfolk Council's leisure centres will be inclusive, accessible and suitable for all residents and visitors.**
- 4. The Council's leisure service is recognised as being important to help improve the health and wellbeing of residents and support public health initiatives.**
- 5. Residents who are socially and economically disadvantaged will be encouraged to gain access to and benefit from the Council's community leisure service offer.**



LEISURE SERVICE BACKGROUND AND CURRENT POSITION:

South Norfolk Council operates an in-house leisure service and currently manage five community leisure facilities, which are:

- Wymondham Leisure Centre (Next to Wymondham High Academy)
- Long Stratton Leisure Centre (Next to Long Stratton High School)
- Diss Leisure Centre
- Framingham Earl Sports Centre (On the Framingham Earl High School site)
- Ketts Park



A detailed breakdown of facilities provided at each centre is as follows:

Wymondham:

- 100 station gym
- 4 court sports hall
- 25m pool and learner pool
- 2 group exercise studios
- Café
- Spa

Long Stratton:

- 80 station gym
- 4 court sports hall
- Café
- Soft play
- 2 group exercise studios
- 9v9 3G pitch

Diss:

- 25m pool and learner pool, including sauna and steam room
- 15 station gym

Framingham Earl:

- 4 court sports hall
- Multi-purpose studio
- 1 47m x 31m floodlit sand-based multi-use games area (MUGA)
- 2 full-size natural grass pitches
- 4 mini soccer pitches
- Grass athletics track
- 1 artificial cricket square

Ketts Park:

- 11v11 3G pitch
- 4 floodlit tennis courts
- 1 Floodlit netball court
- 7 natural turf football pitches of varying sizes/ age groups
- 17.5m x 10m sports hall



The ongoing commitment of the Council to its in-house leisure service is clearly demonstrated by the investment of nearly £8 million over the last 6 years. Prior to the COVID-19 pandemic, total annual footfall across the centres was nearing 1 million. However, following the outbreak of the COVID-19 pandemic in March 2020, the leisure centres were forced to close on three separate occasions- from 17th March 2020 to 25th July 2020 (Diss leisure centre reopened on the 7th September), 5th November 2020 to 3rd December 2020 and 24th December 2020 to 12th April 2021. As a consequence, total footfall dropped significantly to 119,526 in 2020/2021. It recovered to just under 600,000 in 2021/2022 and then exceeded 820,000 in 2022/23, which was positive and was back to 2018/ 2019 levels.

| All centres footfall | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 |
|------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| April | 47896 | 62067 | 63490 | 85958 | 0 | 28937 | 55545 |
| May | 56022 | 64739 | 64397 | 81051 | 0 | 39917 | 59422 |
| June | 57138 | 65596 | 63522 | 80370 | 0 | 54254 | 64838 |
| July | 54260 | 60263 | 71569 | 83520 | 2268 | 55808 | 65999 |
| August | 53492 | 60577 | 64609 | 75855 | 11467 | 49724 | 62889 |
| September | 60724 | 62187 | 64223 | 85346 | 29644 | 54024 | 70,196 |
| October | 56550 | 66790 | 69025 | 92535 | 39442 | 55856 | 73,372 |
| November | 55777 | 66689 | 65730 | 86350 | 10135 | 59018 | 76,490 |
| December | 54838 | 55855 | 57107 | 65600 | 26570 | 43,212 | 55,120 |
| January | 67974 | 68791 | 79185 | 94619 | 0 | 49,644 | 79,817 |
| February | 62589 | 63730 | 78626 | 97288 | 0 | 53,701 | 78,044 |
| March | 67662 | 69377 | 82217 | 44434 | 0 | 54,965 | 88,215 |
| Annual Footfall | 694,922 | 766,661 | 823,700 | 972,926 | 119,526 | 599,060 | 829,947 |

Prior to COVID-19 in March 2020, total leisure membership numbers across all sites reached 4,048. Due to the impact of the pandemic, this number then fell to 2,211 in April 2021. Total membership at the end February 2023 had recovered positively to a pre-COVID level of 4,065.

The total annual subsidy required from South Norfolk Council pre-COVID was £551,000 and the 2020/2021 budget was set at £376,000, with a desire to soon reach cost neutrality.

To recognise the huge negative financial impact COVID-19 had on the leisure service, South Norfolk Cabinet approved the leisure service COVID recovery plan in July 2020 and agreed to underwrite potential losses of up to £2.5m, for the period 2021/2022 – 2023/2024. Following this, three financial leisure service COVID recovery scenarios were then produced:

- Scenario one (worst case) – Would take the service back to pre-COVID position by April 2024 and cost neutral by end of March 2025.
- Scenario two (stretched target) – Would take the service to cost neutrality by April 2024.
- Scenario three – (best case/ maximum membership) – Would make the service profitable by April 2024.

The total subsidy required under the three scenarios is:

- Scenario one - £2,574,325
- Scenario two - £1,763,525
- Scenario three - £1,256,541

During 2021/2022, the leisure service required an annual subsidy of £1,049,147. Compared to the three recovery scenarios, this meant the leisure service:

- Finished £85,106.10 ahead of scenario one
- Finished £6,572.26 ahead of scenario two
- Finished £323,336.59 behind scenario three

While the service was showing a steady recovery during 2021/2022, the substantial increases in utility costs and the impact of the cost-of-living crises have impacted negatively upon the speed of recovery during 2022/2023 and will also affect 2023/2024.

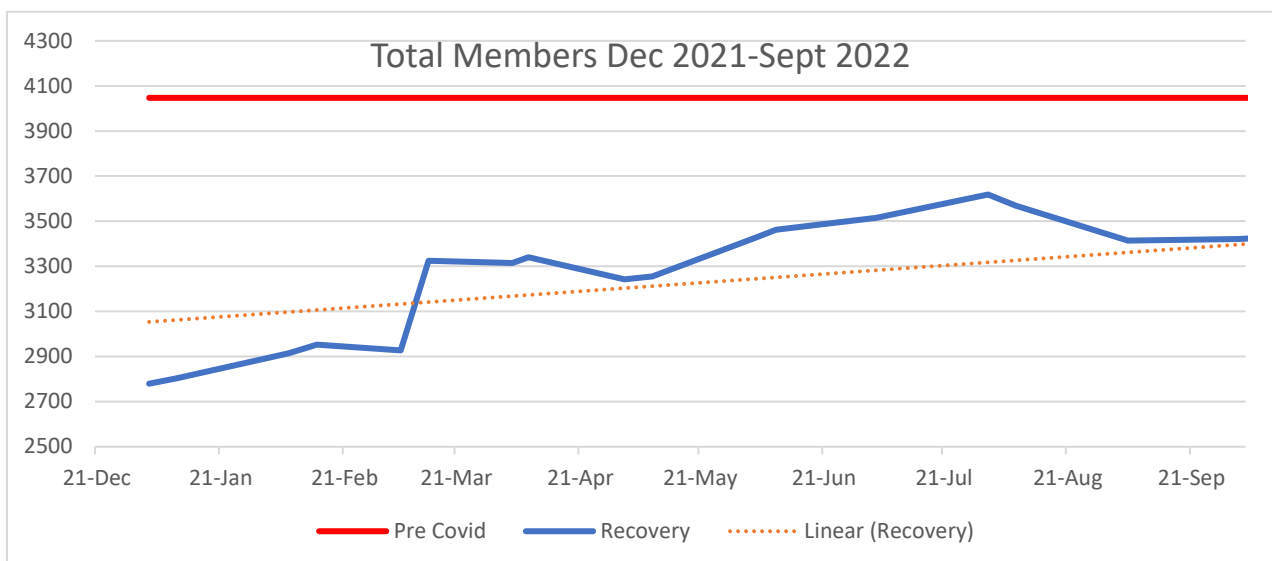
The overall average Net Promotor Score (NPS) for all South Norfolk Council leisure centres was +41 in October 2021. This is positive when compared to the national public leisure centre industry NPS average then of +34 (Figures taken from Sport England's September 2021 Moving Communities survey).

According to Sport England's Moving Communities social value calculation, **South Norfolk Council's leisure service contributes an annual social value of nearly £3.5 million.**

There is currently no minimum-term membership contract and no joining fee required to join South Norfolk Council's leisure centres. This makes the membership offer very competitive, flexible and accessible for residents.

In the 2022 calendar year (January-December), a total of 3,317 new members joined a South Norfolk Council leisure centre. However, the attrition rate was also high at around 80%.

The below graph shows the membership recovery trend during 2022.





LEISURE SERVICE SWOT ANALYSIS:

| | |
|---|--|
| <p>Strengths:</p> <ul style="list-style-type: none"> • Modern, well-equipped and varied facility mix across the district. • Affordable, good value for money pricing, with no contract tie in. • Swim School. • High number of joiners. • Managed/ operated in-house. • Ability to link with other council groups/ partners. • Council seen as a trusted, reliable organisation. • Successful marketing offers. • Kids Camp. • Dedicated team of well-trained staff, with regular training and development opportunities. • Swimming provision at Wymondham and Diss. • Café offer at Wymondham and Long Stratton. | <p>Weaknesses:</p> <ul style="list-style-type: none"> • Higher than desired attrition rate. • Limited provision in East side of district. • Digital presence. • Limited dry side offer at Diss. • Current leisure operating/ booking systems. • Customer experience/ journey/ engagement could be improved. • Marketing too focussed on 'offers'. • No contract tie-in- easier to leave. • Cross-centre/ product marketing and promotion. • Limited car parking at Diss and Framingham Earl. • Strength of South Norfolk Leisure branding. • Lack of in-depth customer insight. |
| <p>Opportunities:</p> <ul style="list-style-type: none"> • Improve marketing and digital presence. • Infrastructure expansion/ improvements at existing sites. • Opportunities to expand into other areas of the district. • Housing developments. • Kids Camp growth. • Potential new operating/ booking system. • Improve customer experience. • Develop and implement retention plan. • KPI development and ownership within individual centres. • Partnership working. • Corporate/ council membership. • Decarbonisation/ energy efficiency. | <p>Threats:</p> <ul style="list-style-type: none"> • Subsidy required. • Other leisure centres/ providers. • Ability to continue investment. • Change in customer habits. • Cost of living crisis. • Recruitment/ retention of staff. • Increase in energy prices. |

POPULATION HEALTH AND RATIONALE:

In order to support people to become more active, guidelines for different population groups were published by the Chief Medical Officer (CMO) in 2019. For the general population, a combination of 150 minutes of moderate intensity activity and/or 75 minutes of vigorous intensity activity is recommended on a weekly basis, across four or more days. Additionally, it is recommended that people partake in strength training at least twice a week, engage in activities that maintain and improve balance at least twice a week and minimise sedentary time by breaking up periods of inactivity as often as possible. Ultimately, those who are currently considered 'inactive' (defined as doing less than 30 minutes of physical activity per week) stand to gain the most.

To support this, Public Health England identified three focus areas in its strategy 'Everybody Active Every Day' (2014):

- Making physical activity the social norm;
- Making environments accessible for all; and
- Making physical activity inclusive for everyone.

Sport England's strategy- 'Uniting the Movement' (2021) also sets out five key priorities:

- Recover and Reinvent;
- An Active and Healthier Life;
- Fairer Access to Physical Activity;
- Strengthen Communities; and
- Active Environments

The health statistics for residents in South Norfolk are generally better than the national average. However, there are variations at ward-level and challenges can exist to those people living in more rural areas.

Residents in South Norfolk are getting older and this is increasing more rapidly than the predicted national average. By 2035, it is estimated that 6% of South Norfolk residents will be 85 years of age, or older. This means there needs to be consideration given to measures to prevent frailty issues such as falls, mobility, social isolation, dementia and heart disease. An increase in these conditions will only place more strain on an already challenged public health sector.

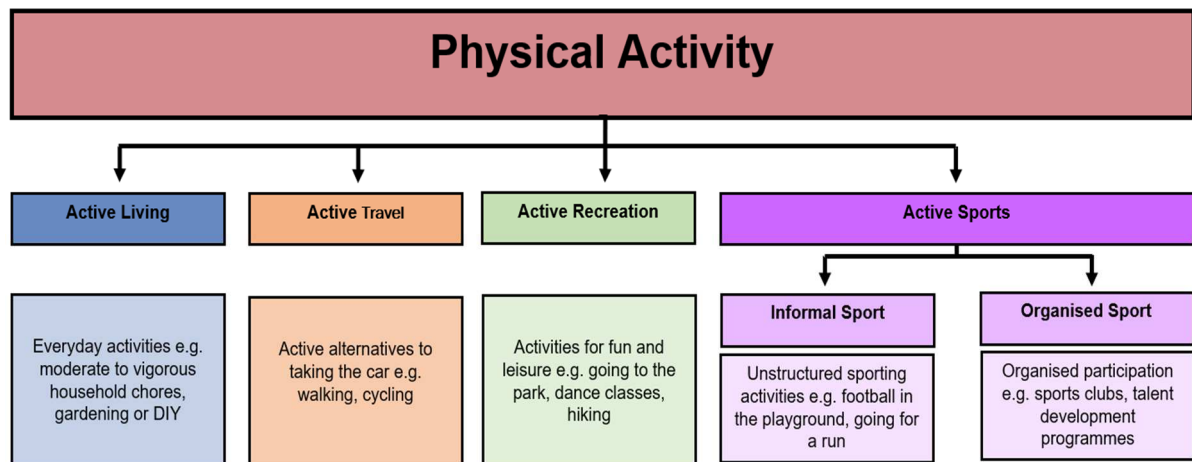
Some notable statistics include:

- The average life expectancy in South Norfolk, is 85 for males and 82 for females.
- 32% of South Norfolk residents are physically inactive.
- 78% of referrals to social prescribing have a long-term health condition.
- 21% of the South Norfolk population is suffering from Musculoskeletal conditions.
- 17.9% of South Norfolk residents live with a long-term health condition or disability.

- 21% of 4-5 year olds in South Norfolk are overweight. This becomes 28% amongst 10-11 year olds and 59% of adults are overweight or obese. 15.8% of 10-11 year olds are classified as obese.
- 69 people a year in South Norfolk die early from circulatory conditions, including heart disease and stroke.
- 15.8% of South Norfolk residents suffer from Hypertension and 3.5% suffer from Chronic Heart Disease.
- 3.7% of South Norfolk residents have been diagnosed with Diabetes.
- Obesity and Getting Active is one of three priorities for the South Norfolk Clinical Commissioning Group (CCG).
- 26.8% of over 65s are living alone in South Norfolk.

The impact of COVID on physical and mental wellbeing has placed a greater emphasis on the importance of physical activity. All stakeholders, including the Council and a wide range of partners, need to consider how to stimulate community engagement and meet potentially different expectations and needs.

The social benefit of partaking in physical activity is a motivator for many people and support networks are also likely to be key for certain demographics in the community.



'Physical activity is not just a health issue. It brings people together to enjoy shared activities and contributes to building strong communities whilst supporting the economy to grow'. UK CMO.

The South Norfolk Health and Wellbeing Partnership have identified 3 key issues in South Norfolk:

- **Musculoskeletal problems**
- **Dementia (aged 65+) and**
- **Lifestyle and long-term conditions, particularly Diabetes and Cardiovascular Disease**

Musculoskeletal Problems (MSK):

- MSK conditions are a group of conditions that affect the bones, joints, muscles and spine, and are a common cause of severe long-term pain and physical disability.
- The pain and disability of poor MSK health limits range of motion and impacts quality of life through limiting independence and the ability to participate in family, social and working life.
- People with long-term MSK conditions are almost twice as likely to report feeling anxious or depressed.
- The older a person is, the more likely they are to experience chronic diseases and disabilities, such as poor MSK health.
- There are multiple risk factors that can heighten people's susceptibility to MSK problems, including age, being overweight or obese, lack of physical activity, and poor health habits, such as smoking.
- Two risk factors that often coincide, are increasing age and reduced physical activity.
- Impacts of MSK have been exacerbated by COVID-19 e.g., increased sedentary lifestyle, access to services and more limited access to leisure facilities.
- Maintaining a healthy weight and recommended levels of physical activity from an earlier age can reduce the risks of developing MSK conditions, such as back pain and osteoarthritis of the knee.
- Older adults at risk of falls should also incorporate physical activity to improve balance and coordination, at least 2 days a week.

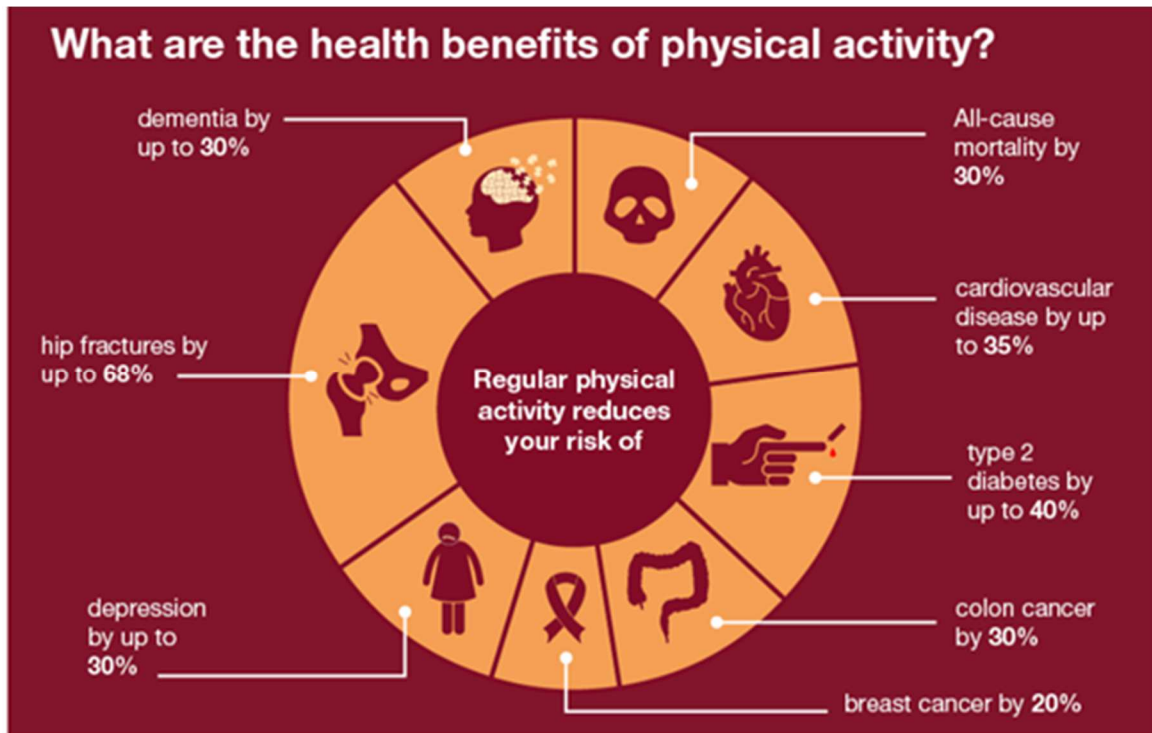


Lifestyle and long-term conditions (Diabetes and Cardiovascular Disease):

- Diabetic complications (including cardiovascular, kidney, foot and eye diseases) result in considerable morbidity and have a detrimental impact on quality of life.
- Type 2 diabetes (approximately 90% of diagnosed cases) is partially preventable and can often be prevented or delayed by healthier lifestyle changes.
- Being overweight or obese is the main modifiable risk factor for Type 2 Diabetes, with the likelihood of developing the disease and the risk of complications being closely linked to Body Mass Index (BMI). There is a seven times greater risk of diabetes in obese people compared to those of a healthy weight, and a threefold increase in risk for overweight people.
- A close link exists between diabetes and cardiovascular disease (CVD), which is the most prevalent cause of morbidity and mortality in people with diabetes. Cardiovascular (CV) risk factors such as obesity, high blood pressure, and high cholesterol are common in patients with diabetes, placing them at increased risk for cardiac events.
- People with diabetes are more vulnerable to severe illnesses.
- The impact of the COVID-19 pandemic has contributed to an increase in diabetes, due to sedentary lifestyles, reduced access to leisure facilities and increased unhealthy dietary behaviours that may now have become habitual.



A survey by 'Better' (2021) has found that **lack of time and lack of confidence** are the main reasons people give for not using a gym. Vanity reasons, such as losing weight, are important motivators to gym goers, but over 11% are motivated by the positive impact exercise has on their mental health.



LEISURE SERVICE STRATEGIC OBJECTIVES:**1. TO BE FINANCIALLY SUSTAINABLE.**

- *Whilst still providing a range of services that are accessible and affordable.*

2. FOR OUR LEISURE CENTRES TO BE COMMUNITY HUBS.

- *To help facilitate community cohesion and reduce social isolation.*

3. IMPROVE MENTAL AND PHYSICAL HEALTH, AND THE OVERALL WELL-BEING OF OUR COMMUNITIES.

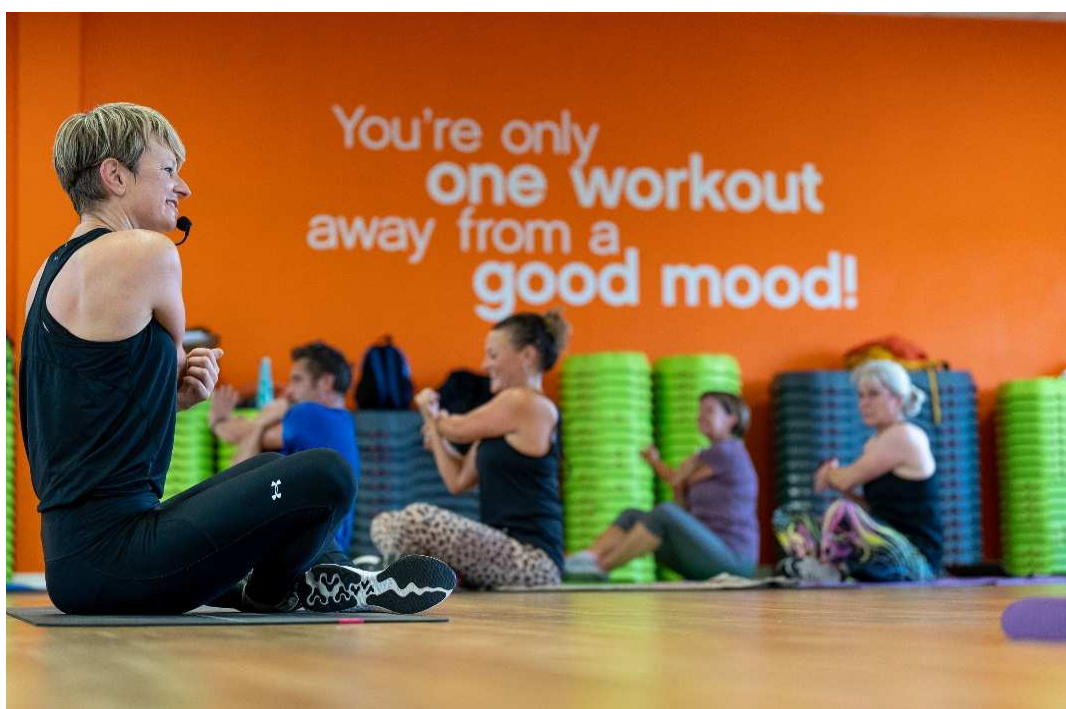
- *Offering welcoming spaces and helping to facilitate an attractive community leisure provision offer, to promote active and healthy lifestyles.*

4. PROVIDE A HIGH SOCIAL VALUE CONTRIBUTION.

- *By enabling physical activity to act as a prevention measure and encouraging people to maintain good health, for as long as possible, helping to reduce stress on the NHS and other public services.*

5. ENSURE THERE IS SUFFICIENT, APPROPRIATE AND ACCESSIBLE COMMUNITY LEISURE PROVISION THROUGHOUT THE DISTRICT.

- *By working independently, and/ or in collaboration with relevant partners to remove barriers and enable and inspire our communities to lead active and healthy lifestyles.*



HOW WE WILL MEASURE SUCCESS:

- ❖ The leisure service to achieve the pre-COVID annual revenue financial subsidy position of £551K, by April 2024 (with the long-term aspiration of reaching operational cost-neutrality).
- ❖ A total social value contribution of at least £3.5 million per year by April 2025.
- ❖ To reach a total fitness membership across all centres of 4,500 by April 2025.
- ❖ A membership attrition rate of 60% or below, by April 2025.
- ❖ 2,100 Swim School participants by April 2025 (90% occupancy).
- ❖ At least 3,500 Kids Camp spaces booked per year.
- ❖ Maintain a combined average centre Net Promoter Score of at least +40.
- ❖ Maintain an annual healthy safety standard of at least 80%
- ❖ Gain Quest accreditation by Jan 2025.
- ❖ Total annual footfall of at least 850,000 across all centres.

Sport England Active Lives data is also a useful indicator of population physical activity levels. Current data shows that:

- 26% of people in Broadland do less than 30 minutes of physical activity per week.
- 22% of people in South Norfolk do less than 30 minutes of physical activity per week.



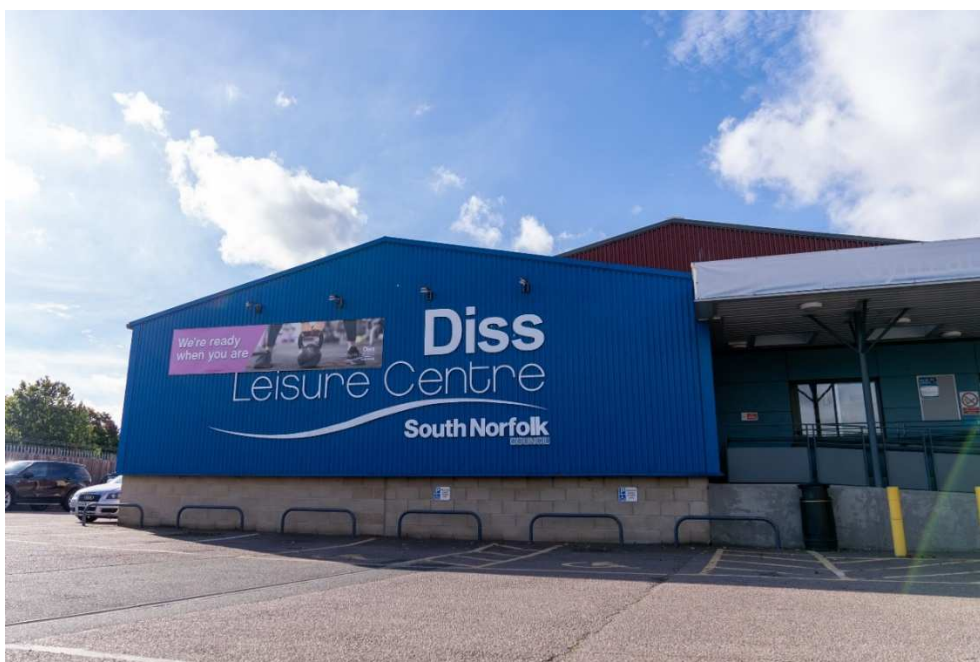
A Delivery Plan will be developed to outline the actions required to fulfil the aims and objectives of this Strategic Delivery Plan. Progress will be monitored and governed by the Senior Leisure Management Team and the Council's Leisure Oversight Board.



PRINCIPLES OF FUTURE INFRASTRUCTURE INVESTMENT AND EXPANSION:

Where there is clear evidence of demand for new facilities, the Council will explore ways to deliver them, whether directly or in partnership. Equally, where investment would benefit existing facilities, the Council will work to address this, ensuring the sustainability of important community assets. With this in mind, it is important to set out some key principles to refer to, when considering any potential investment opportunities:

- Facilities should aim to achieve Net-Zero Carbon emissions and contribute to the green agenda.
- New facilities to be commercially viable/ sustainable (A break-even business case, or ideally achieving an operating surplus).
- Capital investment to be made in existing facilities where necessary, ensuring they remain modern, attractive and financially sustainable for the long-term.
- Facilities to be strategically placed in locations of need/ demand and addresses/ aligns with a strategic need identified within the Greater Norwich Sports and Physical Activity Strategy (PASS), Built Facilities Strategy, Playing Pitch Strategy and/ or Greater Norwich Infrastructure Plan.
- Facilities to be inclusive and accessible for the community.
- Facilities to help deliver a high social value contribution.
- Encourages and supports Active Travel within the community.



The Council's leisure service will work to create or enhance leisure assets which will provide long term benefit to residents (capital expenditure), or to meet day to day operational (revenue) costs of the Council's leisure provision. Expenditure is funded either directly by the Council, through council tax or use of reserves, or derived from external sources. The Council may also borrow in support of capital works.



Sources of external funding could include:

S106 Developer Contributions:

Under Section 106 of the Town and County Planning Act 1990, as amended, contributions can be sought from developers towards the capital costs of providing community and social infrastructure, the need for which has arisen as a result of a new development taking place.

Community Infrastructure Levy:

Community Infrastructure Levy (CIL) is a levy charged on most new development within a Local Authority's area. The money is used to pay for new infrastructure to support the growth in an area, by funding the provision, replacement, operation or maintenance of the infrastructure.

Grant or other third party funding:

The Council may receive grants from Government or other sources, which may be given in support of either revenue and/ or capital costs. This includes contributions received from bodies such as Sport England, National Governing Bodies or other third parties.

Greater Norwich Growth Board:

The Council is part of the Greater Norwich Growth Board (GNGB) and can apply for the pooled CIL held by the GNGB, in order to help deliver important infrastructure projects. Applications to the GNGB can be made once a year in June/ July, with decisions to be made in December, for delivery the following April onwards.

OUR KEY STAKEHOLDERS ARE:

- Existing users/ members
- South Norfolk Council
- Broadland District Council
- Norfolk County Council
- Norwich City Council
- South Norfolk (and neighbouring districts) residents
- Greater Norwich Growth Board
- Active Norfolk
- Integrated Care Board/ System
- Local sports clubs
- Local schools/ Academy Trusts/ Educational facilities
- Leisure service staff
- Sport England
- National Governing Bodies
- Town and Parish Councils
- Housing developers
- Central Government
- Council members
- Existing leisure and recreation facilities
- UKactive
- South Norfolk Health and Wellbeing Partnership

REFERENCES AND SOURCES:

- Norfolk County Council -[Health & wellbeing profiles -JSNA -Norfolk Insight-2022](#)
- PHE -[Productive healthy ageing and musculoskeletal \(MSK\) health -GOV.UK-2017](#)
- OHID -[Musculoskeletal health: applying All Our Health -GOV.UK-2022](#)
- Statista -[Musculoskeletal conditions in the UK 2017 | Statista-2019](#)
- Versus arthritis -[The state of musculoskeletal health 2019-2019](#)
- [World Health Organisation](#)
- [Better](#)
- [Greater Norwich Physical Activity and Sports Strategy](#)
- South Norfolk Health & Wellbeing Partnership: Key Issues
- Sport England: [Uniting the Movement 2021](#)
- [Sport England: Towards an Active Nation - 2016](#)
- World Health Organisation- [Global Status Report on Physical Activity 2022](#)
- Public Health England- [Everybody Active Every Day](#)
- Sport England- [Future of Public Sector Leisure Dec- 2022](#)

'If physical activity were a drug, we would refer to it as a miracle cure, due to the great many illnesses it can prevent and help treat' UK CMO

"TACKLING INACTIVITY WILL BE THE HIGHEST PRIORITY FOR OUR INVESTMENT BECAUSE THE BENEFITS OF BECOMING ACTIVE FOR THEM AND FOR WIDER SOCIETY ARE THE GREATEST"

SPORT ENGLAND: TOWARDS AN ACTIVE

FINAL THOUGHTS:

As evidenced throughout this document, there are many known health and well-being benefits to individuals and communities being physically active.

This Leisure Service Strategic Delivery Plan, alongside wider Council policies and other local and national health objectives and strategies, sets the challenge of increasing physical activity levels within the population.

It is fully recognised that this is a longer-term aspiration and that changing attitudes and facilitating a culture shift within a population will be challenging. However, it is hoped that initial work delivered through this plan will start the journey towards achieving that objective and will help set a longer-term Leisure Strategic Delivery Plan, following 2025.

It is also recognised that the leisure service has limited capacity and therefore partnership working, both internally and externally, will be required to achieve these ambitious outcomes. Many priorities and expected outcomes within this Leisure Service Strategic Delivery Plan will compliment other partners' objectives and so there will be mutual and a wider benefit to this approach.

It will be especially important to try and target those people that are not currently active. To do this, an understanding of the barriers they face and their perception of physical activity should be understood, coupled with interventions to support them to try and overcome these.

The recent COVID-19 pandemic has highlighted just how important good mental and physical health is, and that a more active lifestyle can contribute greatly towards this.

Physical activity can also be a wonderful social activity and is a way to meet new people with a common interest. We want our leisure centres to act as inclusive, safe and accessible community hubs, bringing people together, reducing social isolation and increasing community cohesion.



South Norfolk and Broadland is a great place to live, especially if you want a more active, happy and healthy lifestyle. It is important the Council, along with other organisations, effectively promote the opportunities to be active that exist and support with the appropriate infrastructure and governance.

It is likely this will involve understanding local needs and working with a range of partners and the Greater Norwich PASS, Playing Pitch Strategy, Built Facilities Needs Assessment and associated action plans, already identifies much of this.

Any investment into South Norfolk Leisure facilities should be made with the vision, strategic objectives and principles within this document in mind. It is an exciting time to work collectively towards an ambitious common goal and support our communities to thrive, reach their true potential and be happy and healthy.

“Public leisure facilities give local people access to vital community facilities and tackle inequalities in an affordable and accessible way. Put simply, the sector fulfils a vital public service that the free market is not incentivised to offer”.

Sport England: Future of Public Sector Leisure
December 2022.

Action Plan:

| WHAT | HOW | WHO | WHEN | STRATEGIC OBJECTIVE |
|---|---|--|---------------------|----------------------------|
| Achieve pre-COVID net operating position of £551K or better. | Continue to regularly monitor performance against budget and address any negative financial trends quickly and effectively. | Simon Phelan Dan Infanti Rob Adams Steven Peet | By April 2024 | 1, 4 |
| Inspire our communities to become more active, promoting happy and healthy lifestyles. | Launch a new South Norfolk Leisure website and strengthen the South Norfolk Leisure brand and digital presence, allowing for more effective messaging and wider reach. | Rob Adams Steven Peet James Batt Tom Kirkup Jess Ransome | Starting June 2024. | 1, 3, 4 |
| | Create a 'Move' campaign and signpost to page on our website that gives examples and case studies on how to be more active and create healthier lifestyle habits. Include links to relevant external partners and club/group opportunities. | | | |
| | Create regular South Norfolk Leisure newsletter, which highlights the benefits of being active and any relevant opportunities/ initiatives. | | | |
| | Utilise the Council's wider customer database to help drive the South Norfolk Leisure message and promote the leisure centres and increase reach. | | | |
| | Implement the South Norfolk Leisure Marketing Strategy/ Plan. | | | |
| Continue developing and implementing appropriate, engaging and effective membership recruitment campaigns. | Work with internal marketing team and external industry expert partners, such as TA6, to develop clear and targeted promotional and marketing messages. | Rob Adams James Batt Tom Kirkup Jess Ransome | Ongoing | 1, 3, 4 |

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| Ensure the customer journey and joining process is as easy and effective as possible, to help maximise conversion. | Continue with mystery shopper visits (using ProInsight?) and use feedback to improve the customer experience and shape staff training. | Rob Adams Dan Infanti | Quarterly | 1, 4 |
| Deliver excellent customer service and high levels of member satisfaction. | Continue with member satisfaction surveys and use feedback to continue positive areas and improve weaker areas. Monitor Net Promotor Score (NPS) and ensure this stays over +40. | Rob Adams Dan Infanti | Twice a year | 1, 4 |
| Reduce current attrition rate of c.80% to 60%. | Develop and implement a member retention plan/ initiatives aimed at increasing member loyalty and engagement and create a sense of belonging. | Rob Adams Dan Infanti | Ongoing | 1, 3, 4 |
| Help facilitate increased levels of physical activity within wider Council workforce. | Continue to promote the staff membership offer of £10 per month and promote the benefits of using the leisure centres and staff living active, healthy lifestyles. | Rob Adams Steven Peet | Ongoing | 2, 3, 4 |
| Develop a clear pricing strategy, targeted at our core market, aiming to keep the leisure centres accessible, whilst ensuring a financially sustainable model. | Complete regular competitor analysis to ensure pricing is inline. | Simon Phelan Rob Adams Dan Infanti Steven Peet | Annually | 1, 2, 3, 4, 5 |
| | Use customer satisfaction survey results and attrition and exit data. | | | |
| | Monitor member joining numbers and yield per member. | | | |
| | Regularly review Leisure Passport offer and if it is meeting the required need of the Council and customers. | | | |
| Develop our leisure centres more towards being recognised as true community hubs. | Ensure our leisure centres are welcoming, accessible and inclusive spaces for all demographics of the community. | Simon Phelan Steven Peet Dan Infanti Aaron Roberts | Ongoing | 2, 3, 4 |
| | Change perception of leisure centres, by ensuring people feel comfortable to use them formally and informally. | | | |
| | Offer varying activities, wider than specific leisure/ sport activities, to engage new audiences and encourage them to come in and use the centres. | | | |

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| | Work with communities team and Locality Development Officer, to identify target groups and relevant health partners to engage with. | | | |
| Deliver All To Play For men's mental health initiative at Ketts Park. | Using link with Active Norfolk Locality Development Officer and wider Active Norfolk team and partners. Draw down funding from the Together Fund to deliver project. | Steven Peet Aaron Roberts Dan Infanti | Starting in April 2023 | 2, 3, 4 |
| Engage harder to reach groups and those not currently active within the community. | Working closely with the Communities Team and Locality Development Officer, understand barriers for these groups and create suitable opportunities at leisure centres. Develop an outreach community activity programme (using community outreach vehicle). Promote informal forms of exercise such as Walking Routes and Park Runs. | Dan Infanti Steven Peet Kerrie Gallagher Matt Allen Dan Goodwin | Ongoing | 2, 3, 4, 5 |
| Consider colocation of public services at leisure centres, where appropriate/ possible. | Engage with relevant public partners to understand their needs of a colocation space. | Simon Phelan Steven Peet Dan Infanti | Ongoing | 2, 5 |
| | Review how space in existing leisure centres is currently used and identify any possible spare capacity. | | | |
| | Consider colocation with other public health partners during any infrastructure projects with existing or new facilities. | | | |
| Run youth and family drop-in sessions at leisure centres | Promote sessions within local community and use expertise of other specialist organisations, such as YMCA and Youth Advisory Board to promote, drive and deliver sessions. Work with schools and youth groups to promote informal exercise and activities aimed at addressing childhood obesity | Simon Phelan Aaron Roberts Steven Peet Dan Infanti | Starting in 2024 | 2, 3, 4 |
| Continue delivering and growing Broadly Active social prescribing initiative. | Work with the Communities Team to maximise the ongoing benefits of Broadly Active programme. Work with the South Norfolk Clinical Commissioning Group (CCG) to address the key priority of reducing Obesity and Getting Active. | Dan Goodwin Matt Allen Aaron Roberts Dan Infanti | Ongoing | 2, 3, 4 |

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| Deliver new and improved community leisure provision in Diss. | Consider appropriate opportunities to enhance and expand the current provision in the area. Ensure any new developments contribute to the increased long-term financial sustainability of the leisure service. | Simon Phelan Steven Peet Dan Infanti | September 2023 | 1, 2, 3, 4, 5 |
| Continue exploring opportunities for an improved and expanded community leisure offer at Framingham Earl Sports Centre. | Consider appropriate opportunities to enhance and expand the current community leisure provision at Framingham Earl Sports Centre. Ensure any new developments contribute to the increased long-term financial sustainability of the leisure service. | Simon Phelan Steven Peet Dan Infanti | September 2023 | 1, 2, 3, 4, 5 |
| Continue exploring improvement of community facilities at Ketts Park. | Consider appropriate opportunities to enhance and expand the current community facility at Ketts Park. Ensure any new developments contribute to the increased long-term financial sustainability of the leisure service and help to develop Ketts Park further into a true community hub. | Simon Phelan Steven Peet Dan Infanti | September 2023 | 1, 2, 3, 4, 5 |
| Improve and enhance the wider community leisure provision offer within the district | Continue working in a collaborative approach with strategic partners, such as the Greater Norwich Growth Board, Norwich City Council, Parish Councils and National Governing Bodies, to identify demand, need and gaps in community leisure and sport provision. | Simon Phelan Steven Peet Aaron Roberts | Ongoing | 3, 4, 5 |
| | Look at any funding opportunities available, taking a strategic approach. | | | |
| | Through the Sports and Physical Activity Working Group (SPAWG), deliver the outcomes and actions from the Greater Norwich Physical Activity and Sports Strategy (PASS) and associated Playing Pitch and Built Facilities Strategies. | | | |
| | Continue working with internal departments, such as s106 and community infrastructure officers and planning. | | | |

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| | Identify and support schools that wish to open up their sports and leisure facilities to the community. Drive inward and strategic investment opportunities through funding pots such as the Opening School Facilities Fund. | | | |
| Senior drop-in sessions at Ketts Park | Work with health partners to understand initiatives appropriate for older people. | Steven Peet Aaron Roberts Dan Infanti | Starting in 2024 | 2, 3, 4 |
| | Consider offering free taster activities, such as walking football and table tennis. | | | |
| | Consider dementia friendly activities and/ or signpost to specialist clubs and other groups for older demographics. | | | |
| Family fun day at Ketts Park. | Utilise wide facility mix at Ketts Park to run a family fun day, with sport and non-sporting activities available to attract families and the local community, showcasing the centre. | Steven Peet Aaron Roberts Dan Infanti | Annually | 2, 3, 4 |
| | Work with National Governing Bodies of sport and sport clubs to offer free taster sessions on the day, with a clear pathway into follow on/ taster sessions. | | | |
| | Work with the Town Council and marketing department, to help promote the event and ensure good attendance. | | | |
| Expand Kids Camp to Framingham Earl. | Explore the viability of expanding the Kids Camp programme into Framingham Earl Sports Centre by summer 2023. | Steven Peet Claire Lister Dan Infanti | Summer 2024 | 1, 3, 4, 5 |
| Continue to work with the Health and Wellbeing Partnership, to improve public health. | Through representation on the Health and Wellbeing Partnership and working groups, continue to promote any opportunities available at the leisure centres and engage with other public health initiatives and partners, where appropriate. Work with the South Norfolk Clinical Commissioning Group (CCG) to address the key priority of reducing Obesity and Getting Active . | Aaron Roberts Jamie Sutterby | Ongoing | 2, 3, 4, 5 |

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| Annual taster day for disability sport, hosted at Ketts Park. | Work with specialist groups to help organise and deliver this event. | Aaron Roberts Steven Peet Dan Infanti | Annually | 2, 3, 5 |
| Review current leisure management operating system, to ensure it is fit for purpose and meeting the needs of customers and South Norfolk Leisure. | Agree a wish list/ scope for an operating system and the essential required data that is essential for the business. | Rob Adams Steven Peet Simon Phelan Dan Infanti Tracy Kavanagh | April 2023 | 1, 3, 4 |
| | Test the market in terms of other providers and ask for demonstrations of the software, to ensure suitability. | | | |
| | Review current cost and cost/ logistics of moving to a new software provider. Consider how this links to a possible new Council CRM system. | | | |
| Grow Swim School numbers to 2,100 (90%). | Continue promoting Swim School and benefits of the activity to parents and local community. | Simon Phelan Dan Infanti Rob Adams Mark Edwards | By April 2024 | 1, 3, 4 |
| | Monitor Swim School numbers, pricing and service provided. | | | |
| | Run swim teacher courses internally, to help with recruitment challenge. | | | |
| Review school Joint Use Agreement and ensure it is working for both parties. | Meet with schools to discuss current arrangement and agree a way forward that is suitable for both parties. | Dan Infanti Steven Peet Simon Phelan | For September 2023 review | 1, 3, 4 |
| Maintain a staffing structure that firstly ensures a good level of customer service but is also as efficient as possible. | Monitor member satisfaction survey and mystery shopper results, to ensure appropriate staff numbers are available to deliver an excellent customer experience. | Dan Infanti Simon Phelan | Ongoing | 1, 3, 4 |
| | Monitor staff cost against budget and work with centre managers to review rotas, where necessary. | | | |

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| Ensure South Norfolk Leisure centres are accessible for people with mental and physical disabilities. | Use design input from target groups, such as the Disability Real Action Group of Norfolk (DRAGONS), to carry out audit of leisure centres. Work with Disability and inclusion officer from Active Norfolk. | Simon Phelan Aaron Roberts Steven Peet Dan Infanti | By April 2024 | 2, 3, 4 |
| Ensure the relevant health and safety and compliance policies and procedures are maintained to a high standard. | Ensure relevant policies, procedures and training is kept fit for purpose and up to date, so the Council remains compliant. | Simon Phelan Dan Infanti Megan Gipson | Ongoing | 1, 5 |
| | Maintain an annual health and safety audit standard of at least 80%. | | Annually/ ongoing | |
| | Gain Quest accreditation. | | 2024/2025 | |

Leisure Service Five Key Strategic Pillars

