Leisure
South Norfolk COUNCIL

LEISURE SERVICE STRATEGIC DELIVERY PLAN

OCTOBER 2025 - MARCH 2030

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1. INTRODUCTION

This updated Leisure Service Strategic Delivery Plan covers the period 1st October 2025 to 31st March 2030; and follows on from the previous version that spanned 1st September 2023 to 31st March 2025. It is recognised that this updated document runs beyond the date when local government reorganisation in Norfolk is expected to be completed. The Plan has been written to ensure that the South Norfolk Leisure Service is in the best possible position to respond to any challenges that may arise following local government reorganisation and to protect the long-term future of facilities for the benefit of the residents in South Norfolk.

This strategic delivery plan serves as a framework and sets out a vision and direction for the Council's leisure service. It will be used to ensure focus on delivery, outcomes and monitoring, maximising the positive impact of the Council's leisure service and strategic partnerships. The overarching priority remains to enhance the lives of our residents and provide a service that helps them live happy and healthy lives.

The Council's public leisure facilities serve to fill a gap in the leisure market that isn't often financially viable or addressed by commercial providers. Namely, it provides a wide range of community-focused leisure and sport provision that is priced to be accessible but is also of a quality comparable to significantly higher-priced commercial leisure clubs. The Council sees this as a service for its residents and so is also able to focus more on its purpose to encourage healthy living and the associated social benefits of this, rather than being solely profit-orientated. This objective is particularly notable around the operation and provision of swimming pools for example, which are recognised as vitally important community facilities, but which are also extremely expensive to run and maintain. The Council's leisure centres help provide a connection to residents on the ground, and they are a visible and tangible Council customer facing service. Public leisure centres give local people access to vital community facilities and help tackle health and social inequalities. Put simply, public leisure centres fulfil a vital public service that the private market is not incentivised to offer.

South Norfolk Leisure operates within a competitive and ever-involving marketplace, often with various competitors situated within proximity to its facilities. These competitors include low-cost budget gyms, private member leisure clubs, freelance 'nomadic' fitness instructors and the ever-increasing cross-fit/ Hyrox gyms, that often utilise unit space within industrial estates (a detailed competitor analysis is included within the South Norfolk Leisure Marketing Strategy). However, as described previously, South Norfolk Leisure's purpose and place in the market remains clear and it is important this continues to be the case, in order to keep delivering on its objectives. To remain competitive and attract its core market (also detailed within the Marketing Strategy), South Norfolk Leisure will continue to differentiate itself through its pricing strategy and unique, community-focused approach. This includes a broad family offer and its clear positioning as a trusted local provider of health and well-being services within vibrant and safe community hubs, providing a sense of belonging to all.

South Norfolk Leisure's purpose is to ***'Inspire and empower our communities to be happy, healthy and active'*** and the leisure service plays a large role in the community. it supports and hosts a wide range of community groups and clubs that use the centres not just for formal sport and leisure activities, but also for non-sport and leisure use and wider health and well-being initiatives. The Council's leisure centres function as important community hubs, offering inclusive, accessible and safe spaces to bring people together and help facilitate active and healthy lifestyles. Through this commitment to improving wider health and well-being, South Norfolk Leisure strives to be a catalyst

for positive change within the community. The promotion of this objective and the wider community benefits the Council's leisure service provides, will form an important part of the South Norfolk Leisure Marketing Strategy going forward. Examples of these wider community outreach initiatives, include:

- **Family and children's activities, such as soft play, Kids Camp and youth drop-in sessions.**
- **Acting as the lead partner for the Broadly Active exercise referral scheme. This has a current conversion rate of 95% into membership.**
- **Hosting NHS checks for people over 40, with a bespoke referral pathway into leisure centre membership.**
- **Bespoke fitness classes to support people in later life, such as balance and coordination.**
- **Hosting NHS-led programmes on arthritis management and clinical rehabilitation.**
- **Walking clubs, to encourage those less active to move more, make new friends, reduce social isolation and improve confidence.**
- **Dementia/ chatty cafes- to support potentially vulnerable people that may be socially isolated. As part of this, staff have completed Dementia Friends training and a lot are Mental Health Champions.**
- **Hosting the tier 3 cardiac rehab and pulmonary rehab group.**
- **Providing work experience and partnering with Workplace Matters at City College, to provide an insight into working life for young people.**
- **Joint Use Agreements with schools, allowing pupils to use the leisure centres for P.E lessons during school hours.**
- **Over 30 schools use the swimming pools at Wymondham and Diss.**
- **The centres are used by 50 sports clubs, 20 football teams and 1 tennis club.**
- **Membership age ranges from 6 months to 94 years of age, with a great value staff membership also available, encouraging them to be active.**
- **17 training courses are run each year by the leisure service training facilitator. These include lifeguarding, national rescue, first aid at work and emergency first aid at work.**
- **A men's mental health football initiative is held at Ketts Park (All to Play For), partnering with Active Norfolk and other support services.**
- **A popular school uniform swap facility is located at the leisure centres, helping parents and carers to save money and reduce the waste of clothing.**

This plan cannot be delivered in isolation, and partnership/ cross-departmental working will continue to be required to deliver the objectives effectively. It is important to ensure that these ambitions are consistent with other national, local and corporate strategies and priorities, ensuring the leisure service contributes positively to wider objectives. This Leisure Service Strategic Delivery Plan contributes towards broader Council strategies and is closely aligned with the Council's Corporate Plan, Delivery Plan and Health and Wellbeing Strategy.

The Council remains fully committed to ensuring its leisure service enables and inspires its residents to lead active, healthy and fulfilled lives. It is recognised that 'active' means different things to different people and that the Council's role in the facilitation of this, is more than simply operating public leisure centres.

South Norfolk Council currently operate 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 Swim Centre

- Framingham Earl Sports Centre (On the Framingham Earl High School site)
- Ketts Park (Wymondham)

The provision of leisure centres is a discretionary function and the increasing demands being placed on a Council's statutory services, are understandably resulting in more financial pressure on non-statutory services, such as leisure. 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 service creates.
- 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 model, having control over its own assets, delivering various wider community initiatives, having direct control over pricing strategy and ultimately making the right decisions with its residents at the heart, remains a significant motivation for retaining in-house operation and management. South Norfolk Council has a long history of investment in its leisure centres, aiming to ensure the appropriate provision of amenities and public services across the district, enabling residents to live fulfilled and healthy lives. Around a further £16m has recently been committed to leisure facilities in Diss, Ketts Park and Framingham Earl.

The vision of South Norfolk Council is to ***'Put people at the heart of everything we do'*** and the provision of high quality, accessible leisure facilities and outside areas to encourage more informal physical activity supports this aim. The Council's Strategic Plan 2024-2028 sets out four high-level priorities of:

- Enhancing our environment.
- Growing a prosperous economy.
- Enriching our communities.
- Moving with the times.

Supporting people to be more active through formal sport and leisure activity, as well as more informal activity such as walking and cycling 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). Sport England estimates the social and economic value of community sport and physical activity in England at £85.5bn of which £9.5bn relates to the value improvement impact on physical and mental health. Estimates suggest that for every £1 invested in local authority funded leisure services, up to £23 of value is created.

Since the COVID-19 pandemic, consumer behaviour has changed and the then introduction of home workouts, online fitness apps and flexible fitness activity using local outdoor/ green space and change of how people exercise, now remains part of many people's physical activity habits. Despite this, in-person exercise and the use of leisure centres is still very popular and also seeing growth, with a current public sector gym membership penetration rate of 5.2%, which matches the previous

all time high achieved in 2019 (taken from 2024 State of the UK Fitness Industry Report). Growth amongst younger demographics and families is most notable and overall fitness membership in the UK increased by 5.4%, to 11.3 million members, in the 2024/25 period.

However, the cost of living crisis and consequent pressure on disposable income is also undoubtably playing a large part in consumer decisions. A recent survey by Leisure.net (2024), showed that 48% of non-members view leisure centres as 'too expensive' and this only emphasises the importance of South Norfolk Leisure continuing to offer affordable and inclusive membership options.

The recently published **NHS 10 Year Health Plan for England: fit for the future** (July 2025) sets out what needs to change to support the NHS to try and reduce the current huge pressure it finds itself under and improve the service for patients. It talks about significant reform, prevention strategies and a fundamental change of approach, in order to stop the NHS from simply collapsing. As part of this, a large objective is to encourage people to make healthier choices and live more active lifestyles, in order to prevent or delay ill health. Tim Hollingsworth, Sport England Chief Executive said: ***"Sport and physical activity is one of the most powerful tools we have as a nation both to save the NHS and prevent future ill health. Active lifestyles prevent over 3 million cases of chronic illness a year- including depression, diabetes and dementia- and saves £10.5 billion annually for the health and care system"***

This Strategic Delivery Plan clearly sets out the principles, aspirations and performance measures for the Council's Leisure Service. The vision, mission and key performance indicators for this strategic delivery plan set out what the leisure service is striving to achieve and how this will be monitored.

2. MISSION AND VISION

OUR PURPOSE/ MISSION STATEMENT

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

OUR VISION

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/ MESSAGE

Inspiring healthy lifestyles

OUR UNIQUE SELLING POINT IS:

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

3. 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 accessible and affordable community-focused, inclusive facilities.**

4. **The Council's leisure service is recognised as being important to help improve the health and wellbeing of residents and offer support for the wider public health system.**

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.**

6. **The Council's leisure service serves to fill an identified gap in the leisure market- between budget gyms and private providers.**

4. REVIEW OF THE PERIOD 1st SEPTEMBER 2023-31st MARCH 2025

Despite significant ongoing challenges, such as the cost of living crisis and high energy prices/ high general operating costs, South Norfolk Leisure continues to perform well and this period can certainly be classed as having been very positive, with some notable achievements. Membership is higher than it has ever been, and the Council subsidy required remains sustainable and moving in the right direction, despite large cost pressures.

The £4.2m investment to improve and refurbish Diss Swim Centre was completed in January 2025 and this now means the centre has been future proofed for the long-term benefit of the community.

Specific outcomes against the set key performance indicators were:

Target 1: The leisure service to achieve the pre-COVID annual revenue financial subsidy position of £551K, by April 2024.

Outcome: The 2023/24 year-end financial position for the leisure service showed a total bottom-line cost of £495,083 - a significant reduction on the previous year's cost of £1,165,595.

The 2024/25 year-end financial position showed a total bottom-line cost of £714,715, however, this figure included all the costs and loss of income associated with the closure of Diss Swimming Pool during its refurbishment. If the operational costs associated with Diss are excluded, then the figure reduces to £546,604.

Target 2: A total social value contribution of at least £3.5 million per year by April 2025.

Outcome: The figure achieved was £4,218,672. This is much higher due to higher than predicted membership numbers.

Target 3: To reach a total fitness membership across all centres of 4,500 by April 2025.

Outcome: The total membership figure across all sites in April 2025 was 5,088. This exceeds the previous highest figure of 4,048 by around a thousand, which was achieved pre-COVID.

Target 4: A membership attrition rate of 60% or below, by April 2025.

Outcome: The current average attrition rate for 2025 is 6.82% per month (81% a year). This reflects our flexible membership model, which does not require members to commit to fixed-term contracts. While this approach aligns with our customer-centric ethos, it also means a higher than average attrition rate should be expected.
Trying to reduce this by exploring the implementation and impact of a contracted membership is currently being considered, along with other retention strategies.

Target 5: 2,100 Swim School participants by April 2025 (90% occupancy).

Outcome: Total Swim School membership for Wymondham and Diss in April 2025 was 1,792. However, this figure was impacted by the closure of Diss Swim Centre and a shortage of availability of swim teachers.

Target 6: At least 3,500 Kids Camp spaces booked per year.

Outcome: In 2023/24, this figure was 3,959 and in 2024/25 it grew by a further 8% to 4,284.

Target 7: Maintain a combined average centre Net Promoter Score of at least +40.

Outcome: The current NPS stands at +58.79, indicating a good level of customer satisfaction.

Target 8: Maintain an annual health and safety standard of at least 80%.

Outcome: 2024 health and safety audit reports were at a record high, achieving the following percentages- Wymondham 98%, Long Stratton 98%, Ketts Park 99%, Framingham Earl 97%. Diss Swim Centre was closed for the refurbishment.
Fire risk assessments passed with very few remedial actions.

Target 9: Gain Quest accreditation by Jan 2025.

Outcome: Through upskilling of in-house staff, we have been able to deliver an auditing programme comparable to Quest, whilst also saving £10,000 annually in consultancy. Service improvement and efficiency is reflected within the high health and safety scores.

Target 10: Total annual footfall of at least 850,000.

Outcome: In 2023/24 the figure was 895,838 but due to Diss Swim Centre being closed for the majority of 2024/25, this fell to 811,256. The footfall at Diss in 2023/24 was 124,000, showing that the target would have been well exceeded, should the centre have been operating as usual.

5. WHERE ARE WE NOW:

- 5,016 fitness members across all sites (July 2025) (previous highest was 4,048 pre-COVID)
- Over £4.2m annual social value
- Annual footfall of over 900,000
- Diss Swim Centre refurbishment and improvement programme complete (£4.2m investment)
- 1,820 Swim School members
- Net Promoter Score (NPS) of +58 and customer satisfaction score of 86% (Moving Communities)
- Framingham Earl Sports Centre Expansion in development (RIBA 3- July 2025)
- Diss Leisure and Community Centre in development (RIBA 2- July 2025)
- Over £4,200 Kids Camp spaces filled each year
- Annual cost of c.£500K
- Annual turnover of £3.5m
- 17 training courses run each year

6. LEISURE SERVICE SWOT ANALYSIS:

STRENGTHS:	WEAKNESSES:
• Modern, well-equipped and varied facility mix across the district. • Affordable, good value for money pricing, with no contract tie in. • Swim Schools. • Consistent high number of joiners. • Managed/ operated in-house. • Ability to link with other council groups/ partners. • Council seen as a trusted, reliable organisation. • Successful and proven marketing offers. • Kids Camp offer- 4,300 spaces filled. • Dedicated team of well-trained, experienced staff, with regular training and development opportunities. • Café offer at Wymondham and Long Stratton. • Continuous investment to improve facilities/ equipment. • Wider health/ community offer/ initiatives. • Good working relationships with NGBs, Sport England, Active Norfolk, schools and other health providers. • Wide range of customers/ users. • Centres are community hubs. • Very high health and safety standards.	• Framingham Earl and Ketts Park require investment/ improvements/ expansion, in order to ensure ongoing commercial sustainability. • Digital presence/ reach. • Currently no dry-side provision at Diss and future split wet and dry sites. • Current leisure operating/ booking systems. • Data and insight. • No contract offers flexibility but also makes it easy to leave. • Cross-centre/ product marketing and promotion. • Limited car parking at Diss. • Ability to offer exclusive access to centres at all times for members. • Very varied offers at each centre- impact on and consideration around price point. • Can't take a solely commercial approach. • Sales process/ resource.
OPPORTUNITIES:	**THREATS:**
• New dry-side centre at Diss. • Potential expansion/ improvements at Framingham Earl and Ketts Park. • New spa offer at Wymondham. • Swim School growth. • Café growth at Ketts Park. • Housing growth near centres. • Kids Camp growth. • Potential new operating/ booking system and improved data and insight. • Improved customer experience/ sense of belonging. • Develop and implement retention plan. • Junior Junior membership. • Improve energy efficiency. • Expand reach through other digital/ social channels (i.e. Instagram/ TikTok). • Introduce contracted membership. • Padel. • Thriving fitness market.	• Capacity of centres and further membership growth. • Increasing costs (staff and energy). • Competitors. • Ability to maintain capital investment. • Change in customer habits. • Cost of living crisis. • Recruitment/ retention of staff. • Local Government Review. • Political landscape/ priorities. • Reduced central government funding and pressure on non-statutory services. • Staff turnover.

7. LEISURE SERVICE KEY OBJECTIVES:

1. **To be financially sustainable.**
    - *Whilst providing a range of services that are accessible and affordable, but also of high-quality.*

2. **For our leisure centres to be community hubs.**
    - *Offering safe, welcoming and inclusive facilities, helping to facilitate community cohesion, reduce social isolation and provide a sense of belonging.*

3. **Improve mental and physical health, and the overall well-being of our communities.**
    - *Offering welcoming and inclusive spaces, providing attractive community leisure and sport provision offer and inspiring people to live active, happy 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 mental and physical 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 to physical activity and offering appropriate sport and leisure facilities to support our communities to lead active and healthy lifestyles.*

The biggest risks to the Council's leisure service remain energy and staff costs, as an increase here results in a large impact on expenditure, due to energy usage and staff profile.

Officers continue working to reduce the required subsidy and mitigate these risks where possible, including tightly controlling expenditure.

Work to improve energy efficiency has and will be continued to be implemented, such as the installation of solar panels, the introduction of new BMS systems and completing the recommendations and actions contained within a report from an energy efficiency consultant, which was funded by Sport England in 2023.

8. KEY PERFORMANCE INDICATORS:

These KPIs are based on clear rationale and operational evidence, data and trends. They are designed to be ambitious, whilst also being achievable. The 2025/26 budget is set at a subsidy of £596K.
N.B- The following KPIs assume the facility developments at Diss, Framingham Earl and Ketts Park will be completed by mid-2027.

- **The leisure service to achieve an annual subsidy of:**
  - **£450k or less in 2025/26**
  - **£400K or less in 2026/27**
  - **£350K or less in 2027/28**
  - **£150K or less in 2028/29**
  - **Cost neutral by 31st March 2030**

- **A total social value contribution of at least £4.5m a year in 2025/26 and 2026/27 and over £6.5m by March 2030.**

- **To achieve a total fitness membership across all centres of:**
  - **5,300 by 31st March 2027**
  - **6,500 by 31st March 2028**
  - **6,900 by 31st March 2029**
  - **7,200 by 31st March 2030**

- **A membership attrition rate of 70% or below, by 31st March 2028.**

- **2,100 Swim School participants by 31st March 2028.**

- **At least 4,300 Kids Camp spaces booked per year.**

- **Maintain a combined average centre Net Promoter Score of at least +55 and a combined customer satisfaction score of over 85%.**

- **Maintain a combined annual health and safety audit score of at least 90%.**

- **Total annual footfall of:**
  - **1 million by 31st March 2027**
  - **1.2m by 31st March 2028**
  - **1.3m by 31st March 2029**
  - **1.4m by 31st March 2030**

Sport England Active Lives data is also a useful indicator of population physical activity levels across the district. Current data (April 2025) shows that:

- 22.7% of people in South Norfolk do less than 30 minutes of physical activity per week.
- 63% do 150 minutes or more of physical activity per week.

9. PRINCIPLES OF CAPITAL INFRASTRUCTURE INVESTMENT:

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

- 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.
- Facilities should aim to achieve Net-Zero Carbon emissions and contribute to the green agenda.
- 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 directly by the Council, 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, the Football Foundation, National Governing Bodies of sport 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.

10. 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 and community groups
- 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:

- World Health Organisation
- Greater Norwich Physical Activity and Sports Strategy
- Sport England: Uniting the Movement 2021
- 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
- NHS 10-Year Health Plan- Fit For the Future (July 2025)
- South Norfolk Council: Our Strategic Plan 2024-2028

'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*

11. ACTION PLAN:

WHAT	HOW	LEAD PERSON/ PEOPLE	WHEN	COMMENTARY
Achieve set annual net operating positions and continue on the trajectory towards cost neutrality.	Continue to regularly monitor performance against budget and address any negative financial trends quickly and effectively.	Leisure Senior Management Team	Ongoing/ Annually	
Inspire our communities to become more active, promoting happy and healthy lifestyles.	Implement the updated South Norfolk Leisure Marketing Strategy/ Plan.	Business Development Manager Leisure Marketing Officer	New marketing strategy/ plan updated by January 2026	
	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.		Starting February 2026	
	Create a quarterly 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.			
	Review the South Norfolk Leisure website and continue to strengthen the South Norfolk Leisure brand and digital presence, allowing for more effective messaging and wider reach.		Ongoing	
Continue developing and implementing appropriate, engaging and effective membership recruitment campaigns.	Develop clear and targeted promotional and marketing messages/ campaigns- as detailed in Leisure Marketing Strategy. Targeted paid/ sponsored campaigns	Business Development Manager Leisure Marketing Officer	Ongoing	As per calendar in plan.
Ensure the customer journey and joining process is as easy	Continue with mystery shopper visits (using ProInsight) and continuously analyse feedback to improve the customer experience and shape staff training.	Business Development Manager	Quarterly mystery shopper visits	

and effective as possible, to help maximise conversion.		Senior Ops Manager		
Deliver excellent customer service and high levels of member satisfaction.	Continue with an annual member satisfaction survey and use Avius feedback to improve/ address weaker areas. Monitor Avius Net Promotor Score (NPS) and ensure this stays over +55.	Business Development Manager Senior Ops Manager	Annual members satisfaction survey and Avius ongoing/ live.	
Reduce attrition rate to 70% by March 2028.	Develop and implement a member retention plan/ initiatives aimed at increasing member loyalty and engagement and create a sense of belonging.	Business Development Manager Senior Ops Manager	Member retention plan completed by April 2026	
Help facilitate increased levels of physical activity within wider Council workforce.	Continue to promote the staff membership and promote the benefits of using the leisure centres and staff living active, healthy lifestyles.	Business Development Manager	Ongoing	
Develop a clear pricing strategy, targeted at our core market, aiming to keep the leisure centres accessible, whilst ensuring a financially sustainable model.	Complete annual competitor analysis to ensure pricing is inline. Use customer satisfaction survey results and attrition and exit data. Monitor member joining numbers and yield per member. Implement new Junior Junior membership category.	Leisure Senior Management Team	Annually Ongoing Ongoing By April 2026	
Continue to ensure leisure centres are seen as community hubs.	Ensure our leisure centres are welcoming, accessible and inclusive spaces for all demographics of the community. Continue to change perception of leisure centres, by ensuring people feel comfortable to use them formally and informally. Continue offering varying community/ outreach activities, wider than specific leisure/ sport activities, to engage new audiences and encourage them to come in and use the centres.	Senior Ops Manager Locality Development Officer	Ongoing	

	Continue to work with communities team and Locality Development Officer, to identify target groups and relevant health partners to engage with.			
Continue to deliver All To Play For men's football mental health initiative at Ketts Park and expand provision to other targeted areas.	Using link with Active Norfolk Locality Development Officer and wider Active Norfolk team and partners. Utilise internal and external funding opportunities where possible.	Leisure and Sport Strategic Development Manager Locality Development Officer	At least 2 new ATPF facilities delivering by April 2026 with a further additional one by April 2027.	Targeted areas/ venues are Brundall Sports Hub, Aylsham Sports Hub and Long Stratton Leisure Centre.
Engage with 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.	Senior Ops Manager Locality Development Officer	Ongoing	
Continue to run youth and drop-in sessions at leisure centres	Promote sessions within local community and where necessary, 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	Senior Ops Manager Activities Manager	Ongoing	
Continue delivering and growing ActiveNow social prescribing initiative.	Work with the Communities Team to maximise the ongoing benefits of Broadly Active programme, including monitoring pathway/ conversion into leisure centre membership. Work with the South Norfolk Clinical Commissioning Group (CCG) to address the key priority of reducing Obesity and Getting Active.	Senior Ops Manager Locality Development Officer	Ongoing	
Deliver new Dry-side centre in Diss.	Working to Economic Growth Senior Project Manager, acting as the client, to support delivery of this new centre and advise on operational aspects, to help drive best use of space and income generation.	Senior Project Manager	By April 2027	Currently working through RIBA 2 stage.
Continue the opportunity for an improved and expanded community leisure offer at Framingham Earl Sports Centre.	Continue working with project team and external partners/ stakeholders, to try and ensure delivery of this new infrastructure- to include a new 40-station gym, multi-use studio and new 3G pitch.	Leisure and Sport Strategic Development Manager	By April 2027	Currently at RIBA 3 stage.

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. Continue working with strategic external partners to help deliver common objectives and access external funding opportunities. Present appropriate business case/ options to the Council for consideration.	Leisure and Sport Strategic Development Manager	By April 2027	Current thinking is around a second 3G pitch, increased car parking and increasing the café/ building size.
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.	Leisure and Sport Strategic Development Manager Locality Development Officer	Ongoing	
	Look at any funding opportunities available to support community sport and leisure facility development, 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 colleagues to influence and access opportunities for community sport and leisure infrastructure development, utilising s106/ CIL and planning policy.			
	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.			
	Work with partners, such as the Town Council and Health and Wellbeing Partnership, to help promote the event and ensure good attendance.			
Ensure Kids Camp maintains current delivery of around	Explore the viability of expanding Kids Camp into new facilities, where possible.	Activities Manager	From April 2027.	

4,300 spaces filled per year and the programme gets as near to break even as possible.	Review Kids Camp Offer and make any recommendations, if needed Maintain Ofsted compliance and complete annual review of Kids Camp policies and procedures. Complete annual customer/ parent satisfaction survey.		Review completed by April 2027	4,284 spaces filled in 2023/24- 8% growth on previous year.
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.	Locality Development Officer	Ongoing	
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. 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.	Business Development Manager		
Grow Swim School numbers to 2,100 (90%).	Continue promoting Swim School and benefits of the activity to parents and local community. Monitor Swim School numbers, pricing and service provided. Run swim teacher courses internally, to help with recruitment challenge.	Business Development Manager Senior Ops Manager	By April 2027	Current number is 1,820
Review school Joint Use Agreement at Wymondham and Long Stratton 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.	Leisure Senior Management Team	By September 2026	

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 audits of leisure centres. Work with Disability and inclusion officer from Active Norfolk.	Senior Ops Manager		
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. Maintain an average annual health and safety audit standard of at least 90% across all centres.	Senior Ops Manager	Ongoing	

12. LEISURE STRATEGIC PILLARS

