

Greater Norwich Indoor Sports Facilities Strategy
for Broadland District, City of Norwich Council
and South Norfolk District

Final Report

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1: Introduction & Context

- 1.1 In September 2013 the Greater Norwich authorities of Broadland District Council, Norwich City Council and South Norfolk District Council commissioned naa to produce an indoor sports facilities needs assessment for Greater Norwich. Then to develop a Greater Norwich strategy with action plans for each of the three authorities. The objective being to set out the provision requirements for specific sports facility types up to 2026 and beyond and delivery of the strategy.
- 1.2 This indoor strategy links closely with a separate Playing Pitch Strategy, which assesses current and future needs for playing pitches in the same three Greater Norwich local authorities and which will underpin the future needs for the provision on and protection of existing sports pitches for specific sports. It is important that indoor and outdoor sports facilities, playing fields and other facilities and opportunities for recreation and fitness activities are considered together; they are frequently located in close proximity to each other and can benefit greatly from this co-location and joint management and operation; this also increases the opportunities available for people to participate easily in a range of sports.
- 1.3 This indoor strategy is based upon a very full and comprehensive needs assessment report for each of the facility types. These findings are set out in three separate needs assessment reports. There is also a separate report on the profile of sports and physical activity participation across Greater Norwich.
- 1.4 The needs assessment reports are undertaken at four levels. They identify the current and future needs for each facility type now and up to 2026 at the Greater Norwich area level. This includes all the three Greater Norwich authorities and the local authorities which border these authorities. It then develops the needs assessment for each of the three Greater Norwich local authorities individually. All the findings are presented on these four levels.
- 1.5 This has been necessary because the catchment area for five of the seven facility types included in the study are not constrained to the individual local authority in which the facility is located. So it was necessary to base the assessment on the catchment area of facilities across boundaries.
- 1.6 By doing the assessment on this cross boundary catchment area basis it is possible to identify how demand is distributed and identify where the majority of demand is located. In effect it allows for proportionality when allocating demand and supply to individual local authorities.
- 1.7 Furthermore Section 110 of the Localism Act sets out a new 'duty to co-operate'. This applies to all local planning authorities, national park authorities and county councils in England – and to a number of other public bodies. The new duty:
 - relates to sustainable development or use of land that would have a significant impact on at least two local planning areas or on a planning matter that falls within the remit of a county council;
 - requires that councils set out planning policies to address such issues;
 - requires that councils and public bodies 'engage constructively, actively and on an ongoing basis' to develop strategic policies; and
 - requires councils to consider joint approaches to plan making.

- 1.8 The Greater Norwich study is a co-operative study across the three authorities in plan making and needs assessments. It does address and resolve strategic issues and the provision of sports facilities across boundaries. By including the authorities which border the Greater Norwich authorities the needs assessment has assessed the impact of supply and catchment area of facilities in neighbouring authorities impacting on Greater Norwich and vice versa

Needs Assessment Reports

- 1.9 The four accompanying needs assessment reports are
- Needs Assessment Report 1 Greater Norwich Sports and Physical Activity Profile
 - Needs Assessment Report 2 Greater Norwich Sports Halls
 - Needs Assessment report 3 Greater Norwich Swimming Pools
 - Needs Assessment report 4 Greater Norwich Indoor Bowling Centres, Indoor Tennis Centres, Health and Fitness Centres, Village Halls and Community Centres.

Sports and Physical Activity Participation

- 1.10 Sports facilities are the means to the end of increasing sports and physical activity participation for sporting benefit. They allow the development of an active and healthy lifestyle, plus the social benefits derived from engaging in sport and physical activity.
- 1.11 Before setting out the facility needs assessment however it is important to understand and develop a profile of who plays sport and undertakes physical activity. To understand how participation varies across different activities by geography, age, gender and opportunities. Also to understand the motivations and barriers to playing more sport and physical activity.
- 1.12 Of possibly greater importance understanding the extent of non-participation: the scale of this non participation; reasons for non-participation; and the costs in health terms of non-participation. This is the latent demand and the challenge to overcome so as to increase sports and physical activity participation.
- 1.13 Developing this profile is the pre requisite to then developing the facility needs assessment to match the sporting profile now and in the future. These findings on the profile of sports and physical activity participation are an integral part of the needs assessment.
- 1.14 The needs assessment report 1 on sport and physical activity participation profile is also at four levels. It has the Greater Norwich findings with comparisons across the three individual authorities. The findings are then set out in detail with a summary of key findings at the conclusion of the detailed reporting for each section.
- 1.15 The remaining three assessment reports are the detailed supply and demand assessment for each of the seven facility types in 2013 -14 and then projected forward to 2026. This is based on population and housing growth and the aging of the core resident population. Each report follows the same sequence of reporting the findings under quantity, quality accessibility and availability. The findings for each facility type are summarised at the end of the detailed assessment.
- 1.16 In terms of the methodology applied in the assessments the study has been able to adopt and follow the emerging and now approved Sport England guidance for

assessing needs and opportunities (ANOG) for indoor and built sports facilities. The guidance was consulted on by Sport England as the study has been underway and was finally approved by Sport England in spring 2014. The new guidance replaces the now withdrawn Planning Policy Guidance Note 17 Companion Guide for assessing needs for sports facilities. The detailed description and application of the ANOG methodology is set out in Section 4 of this strategy.

- 1.17 A clear request in the project brief was to consider the need for indoor sports facilities at a regional scale of provision. Defined as providing facilities of a scale and dimensions to provide for National Governing Bodies of Sport (NGB) competitions at East Region level. Plus the specific facility needs for the training and development of elite sports people up to regional and even national level of competition.
- 1.18 This request was considered by consulting with the National Governing Bodies of Sport on their specific competition and training needs for elite athletes in the East Region and for a facility location in Greater Norwich. No NGB identified a need for either competition and or training facility requirements in the East Region. A view expressed by several NGB's was that the University of East Anglia Sportspark complex does already have specific facility provision capable of hosting regional level and above competitions. This applies to the seven swimming disciplines and the majority of the 12 indoor hall sports. Furthermore the gymnastics centre is of a standard comparable to the National Gymnastic Centre at Lilleshall National Sports Centre where the UK national squads train.

2: Key Findings and Issues to be Addressed

- 2.1 It is very important as the outset of the strategy to set out some fundamental realities for the Greater Norwich study as they determine and influence the direction and content of the strategy. There are some very stark consistent and contrasting features in
- the make-up of the resident population and the translation of the population numbers into the make-up of the sports and physical activity profile of sports participation in each authority;
 - the roles of each authority in sports facility provision and operation; and
 - the ownership, operation and location of the bedrock sports and recreation community provision of swimming pools and sports halls - located and operated by schools.
- 2.2 For example the total population of Broadland District and South Norfolk District in 2014 is 126,974 people and 128,277 people respectively. So there is a difference in population totals of only 1,303 people between the two authorities. Furthermore the total population in Norwich is also quite similar at 137,675 people in 2014.
- 2.3 Given the close population totals and narrow range, it is quite likely and as is set out in the evidence base for sports participation, that the population totals translate into very similar sports and recreational participation profiles for the authorities. In effect, there are striking similarities in the types of sports activities people participate in, their reasons for participation and their frequency of participation. This creates similar demand patterns for the same types of indoor sports facilities.
- 2.4 **There are very contrasting differences** in the strategic role each of the three local authorities takes in determining their role in the provision of sports facilities. The terminology is;
- direct provider of sports and recreational facilities, whereby the local authority has decided it will provide, and either manage directly, or, through partnership or with a service provider, community level sports and recreational facilities. This describes the South Norfolk District Council role;
 - there is provider/enabler whereby the local authority either provides and manages directly, or, manages through a service provider. The local authority sets the contract for an operator to manage its community level sports facilities. This describes the City of Norwich Council role in provision of community level indoor sports and recreational facilities; and
 - there is the enabler role whereby the local authority does not itself provide or manage directly any indoor sports and recreational facilities. In this instance the local authority works with other providers, notably Town and Parish Councils who can determine what is needed and what they can provide. The local authority works with them to support this provision. There is also the commercial sector which can provide some of the larger sports and recreational facilities such as health and fitness gyms. This role describes the Broadland District Council role in provision of community level indoor sports and recreational facilities.

- 2.5 These three contrasting local authority roles in the provision of sports and recreational facilities have been set out in this overview chapter of the strategy because they are precisely that – CONTRASTING roles. So whilst there are very SIMILAR and CONSISTENT profiles in the sports and recreational activity profiles across two authorities and also pretty similar for City Of Norwich (on the demand side), there very different roles in the provision and delivery of sports and recreational facilities (on the supply side) across all three authorities.
- 2.6 Given the three different local authority policy positions on the provision of sports and recreational facilities, then the delivery of the strategy for each of the three local authorities also has consistent and contrasting dimensions. In summary these are:
- very similar policy objectives for developing sports and recreational opportunities for the resident population (demand side);
 - very similar objectives in assessing the future demand for sports and recreational facilities in meeting the needs of the core resident population and the needs of residents from extensive population growth and new housing development (demand side); and
 - very different roles in the provision of sports and recreational facilities ranging from direct provider (South Norfolk) to provider/enabler (City of Norwich) to supporter of provision by others (Broadland) (supply side).

Population Growth and Change

- 2.7 By 2026 the total population across Greater Norwich is estimated to be 431,920 people. This is an increase of 38,994 people, or, a 9.9% increase over the total Greater Norwich population of 392,926 people in 2014. This is significant growth and the challenge for the strategy is to understand how this change in total population along with new housing development is distributed across Greater Norwich.
- 2.8 This growth is set alongside the impact of the aging of the core resident population, all of which interact to determine the rate and frequency in sports participation up to 2026 and beyond. Once this is assessed it has to be compared with the scale and location of sports facilities now. How well is supply meeting demand now? Then to assess how the changes in demand impact on supply so finally to be able to assess what the future requirements for the facility types are.
- 2.9 To provide the context and impact of population growth and change, set out overleaf as Table 2.1 is the population totals for Greater Norwich and the Greater Norwich authorities for 2014 and 2026 with the percentage increase between the two years. This is followed by Tables 2.2 and 2.3 which sets out the impact this projected increase in population has on the demand for swimming pools and sports halls. These two facility types are selected because they are the main types of community sports provision for the majority of the adult population.
- 2.10 The changes in total demand will be the key driver of the changes/requirements for these two facility types. Changes in total demand are driven by two factors.
- 2.11 The first is changes in the total population between 2014 – 2026. As mentioned in 2026 the total population across Greater Norwich is estimated to be 431,920 people, an increase of 38,994 people, or, a 9.9% increase over the total Greater Norwich population in 2014.
- 2.12 The second factor influencing demand is the aging of the core resident population between 2014 - 2026. The age structure of the population and the participation rate

and frequency of swimming and hall sports participation by the resident population will change between 2014 – 2026. It could be the 12 year aging of the resident population means that in 2026 there are less people in the most popular age ranges for swimming and hall sports and who participate less frequently. So any increase in total population could be offset by a reduced total demand by the aging of the core resident population.

- 2.13 By far the second factor - the aging of the core resident population - is the biggest influence on demand because this represents the 392,926 people in 2014 and the growth in population between 2014 - 2026 is 38,994 people. The total demand figure for both facility types in the needs assessment report is based on both population growth and the aging of the core resident population.
- 2.14 As the tables show the percentage increase in demand for both facility types are quite low at an average of 8.3% across the Greater Norwich authorities for swimming pools and 7.9% for sports halls over the 12 year period between 2014 – 2026. In effect around a 0.66% annual increase in demand. The impact of this level of increase in total demand is a most important determinant for future provision. This alongside how well the current supply of facilities is equipped to meet the current and projected increase in demand. This is all spelt out for each facility type later in the strategy and the action plans.

Table 2.1: Population totals for Greater Norwich and for each authority 2014 - 2026

Authority	Total Population 2014	Total Population 2026	Total Increase in Population 2014 - 2026	% Increase in Total Population 2014 - 2026
Greater Norwich	392,926	431,920	38,994	9.9%
Broadland	126,974	138,031	11,057	8.7%
Norwich	137,675	149,729	12,054	8.7%
South Norfolk	128,277	144,160	15,883	12.3%

Table 2.2: Changes in total demand for swimming for Greater Norwich and for each authority 2014 - 2026

Authority	Total Demand 2014	Total Demand 2026	Increase in Total Demand 2014 - 2026	% Increase in Total Demand 2014 - 2026
Greater Norwich	24,827	26,890	2,063	8.3%
Broadland	7,817	8,322	505	6.4%
Norwich	9,032	9,755	723	8%
South Norfolk	7,978	8,813	835	10.4%

Table 2.3: Changes in total demand for sports halls for Greater Norwich and for each authority 2043 - 2026

Authority	Total Demand 2014 (1)	Total Demand 2026	Increase in Total Demand 2014 - 2026	% Increase in Total Demand 2014 - 2026
Greater Norwich	17,482	18,875	1,393	7.9%
Broadland	5,344	5,669	325	6%
Norwich	6,692	7,265	573	8.5%
South Norfolk	5,446	5,941	495	9%

Note: (1) the total demand visit numbers refer to visits per week in the weekly peak period)

School based sports provision

- 2.15 The overriding importance of school based sports facilities CANNOT BE OVERSTATED. All indoor pools over 160 sq metres of water (which is the minimum size regarded by Sport England as the requirement for a pool for community use) and have some level of community use are included in the assessment. Of this total stock some 3 out of the total 5 sites in both Norwich and in South Norfolk are on secondary school public or independent school sites; whilst in Broadland it is 4 out of a total 7 sites.
- 2.16 So in total, 10 of the 17 swimming pool sites or 58% of the total stock are on school sites. Furthermore of the remaining 7 pool sites only 3 are owned/managed directly by local authorities, the remainder being pools owned and operated by the commercial sector. In short, for the most important indoor facility type in the study which is swimming pools, only 3 of the 17 total pool sites are under the direct control and operation of the project sponsors. This does mean that delivery of the strategy is very much dependent on the co-operation and engagement of the SECONDARY SCHOOL SECTOR.
- 2.17 Of the sport hall stock and which are 4 badminton court size sports hall or larger some 20 of the total 29 sites are on secondary school or college sites. This breaks down as: 6 out of the 7 sites in Broadland; 7 out of 10 sites in Norwich; and 7 out of 12 sites in South Norfolk. So 69% of the total sports hall sites are not under the direct control and operation of the project sponsors. Again and as with swimming pools, this does mean that delivery of the strategy is very much dependent on the co-operation and engagement of the secondary school sector.
- 2.18 Sports halls and swimming pools are the bedrock of community sports provision and account for between 60% – 70% of the total indoor sports and physical activity participation. Given the scale and location of the swimming pools and sports halls on secondary school sites there is no alternative but to deliver the majority of the strategy and action plans by working with schools and increasing the quantity, quality and access to school based sports facilities on school sites for education and community use.
- 2.19 These collective findings on similarities and contrasts illustrate the challenges and complexity in delivery of the strategy and action plans. It is not for individual local authorities alone to implement. The Councils are key players and leaders in the delivery of the strategy. However, delivery also requires the co-operation and inclusion of the individual schools as the gatekeepers and operators of a large part of the sports facilities which provide for community use.

3: Planning Policy Context for the Needs Assessment and Strategy

- 3.1 At a national level, there are several key policies that impact upon the preparation of this Sports Facilities Strategy. The National Planning Policy Framework (NPPF) clearly establishes the requirement that local plans ensure that there is proper provision of community and cultural facilities to meet local needs. The NPPF's expectations for the development of local planning policy for sport and physical activity/recreation, is set out in paragraphs 73 and 74 which require there to be a sound (i.e. up-to-date and verifiable) evidence base underpinning policy and its application.
- 3.2 Paragraph 73 indicates that: 'Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up to date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision.
- 3.3 Paragraph 74 states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless an assessment shows that the facilities are surplus to requirements or replacement provision is provided or alternative provision is needed which clearly outweighs the loss.
- 3.4 The NPPF also gives significant prominence to health as a cross cutting theme and through the NPPF, health now forms an integral part of national planning policy guidance. Particular points to note include:-
- The three roles of planning in helping to achieve sustainable development set out in paragraph 7 (Economic, Social and Environmental), and the references to "supporting strong, vibrant and healthy communities" and to "accessible local services that reflect the community's needs and support its health, social and cultural well-being" within the Social role.
 - The requirement to "take account of and support local strategies to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs" within the twelve Core Planning Principles outlined in paragraph 17.
 - The specific section on "Promoting healthy communities" (section 8; paragraphs 69-78). The emphasis in the sections on Plan making on infrastructure planning (including health), and working with "public health leads and health organisations to understand and take account of the health status and needs of the local population".
- 3.5 The sports participation profile needs assessment report (Needs Assessment Report 1) develops the aspects of the evidence base in regard to health in terms of: health inequalities, how participation rates defer by numbers and spatially, based the location of areas of high inactivity with poor health of residents and the costs of sports inactivity in terms of public health costs.

National Governing Body Facility Strategies

- 3.6 Forty six National Governing Bodies of Sport have received Sport England funding for the period 2013-17 through their Whole Sport Plans. A number also have produced National Facilities Strategies which have been considered in the preparation of this strategy. The Greater Norwich study set up an on line consultation to identify and

record NGB responses on their particular facility requirements in the Greater Norwich area. The response to the consultation survey was poor with only 2 sports responding in any detail. It has to be considered that the Greater Norwich area is not a priority location for direct investment for those Governing Bodies who do have a facilities investment programme to support projects for player and team development.

- 3.7 Having now developed the needs assessment, strategy and action plans all parts can be used in follow up consultation with NGB's to gain their support for projects identified and which the local authorities progress. In particular support for investment through Sport England capital grant aid programmes.
- 3.8 Application of the needs assessment and strategy based on this local evidence base of community need is much more likely to be influential with the Governing Bodies as it sets out a reasoned case for development of their sport. In effect - the work is done - the case is made - and the Governing Body is being asked to overlay its own views to this local assessment.
- 3.9 Outside of the consultation survey and in one to one consultations about particular projects and or sites, NGB's comments and support for projects, notably gymnastics, indoor bowling and tennis have been received and included.

Greater Norwich Growth Board and Joint Core Strategy

- 3.10 The purpose of the Greater Norwich Strategy for indoor and outdoor sports and recreational facilities strategy and its accompanying action plans is to guide future provision and management of sports pitches and built facilities to serve existing and new communities in Greater Norwich, which will experience significant growth to 2026. It provides detail on what indoor sports/pitch facilities are required and where they are needed. This evidence will be used to inform decisions on planning applications and to assist in making applications for grant funding of sports facilities. Whilst local plan strategy and detailed policy is largely already set, it will also inform plan making in the longer term.
- 3.11 The strategy and action plans have been commissioned by the Greater Norwich Growth Board (GNGB). The GNGB consists of the districts of Broadland, Norwich and South Norfolk, working with Norfolk County Council and the Broads Authority.
- 3.12 The three districts adopted the Joint Core Strategy (JCS) in 2011, with amendments adopted in 2014, as the overarching strategic planning document in their local plans. This section also sets out local ambitions for sport from the corporate strategies for each authority.
- 3.13 In relation to sport, the spatial vision in the JCS identifies firstly that "people will enjoy healthy, safe and fulfilling lifestyles", secondly that "there will be excellent public open space, sport and recreational facilities" and thirdly "people will need to use their cars less as recreational facilities will be in areas accessible by public transport, cycling and pedestrian routes".
- 3.14 The spatial planning objectives of the JCS require sports and recreational facilities to be improved in existing and new communities. Policy 8 of the plan covers culture, leisure and entertainment. It states that "Development will be expected to provide for local cultural and leisure activities, including new or improved built facilities, provide for a range of activities including access to green space, including formal recreation".
- 3.15 The overall aim of the Greater Norwich needs assessments, strategy and action plans are to provide sports and recreational facilities for community level recreation across the authority and for all the population. Provision which is accessible and creates

affordable opportunities for all ages and abilities to develop a sporting and physical activity lifestyle and for life.

3.16 It will do this by applying the policy framework and evidence base from the Greater Norwich sports study so that the Councils will provide directly or work in partnership with others to:

- PROTECT existing sports and recreational facilities where there is an identified need;
- ENHANCE existing provision where there is an evidence case setting out what is required, where it is supported and can be delivered; and
- PROVIDE (or develop) new provision where there is an evidence case setting out that new provision is required and the scale of this new provision.

Health and Well Being Strategies and Corporate Planning at Greater Norwich and local levels

3.17 There are separate Clinical Commissioning Groups (CCG's) with Health and Wellbeing Strategies which cover the Greater Norwich Growth Board areas. The Norwich CCG Health and Well Being Strategy include the majority of the Norwich urban area and parishes in Broadland district. It identifies the following priorities relevant to this strategy:

- promoting physical activity;
- making health and wellbeing a key consideration in urban planning, housing, and transport for the city;
- investing in preventing ill health and health promotion to reduce the social gradient; and
- the promotion of health and healthy lifestyles to improve the quality of life for our citizens, thereby reducing the need for costly medical care.

3.18 The strategy shows that children and adults in the city are considerably less physically active than the national average and states that it is to work in partnership across the city to improve these key measures of health and wellbeing.

3.19 The South Norfolk CCG commissioning strategy identifies reduction in obesity and the promotion of healthy lifestyles, with exercise a priority area, as a local health priority.

3.20 The North Norfolk CCG, which covers rural Broadland and Drayton, has produced a commissioning strategy for the period 2012-16 which encourages children to be more active and maintain a healthy weight.

3.21 As well as the local CCG's, the Norfolk Health and Wellbeing Board, which includes local councils, clinical commissioning groups, voluntary groups and charities, has produced a county wide draft Joint Health and Wellbeing Strategy. This covers the period 2014-17 and contains the priority to reduce obesity and the goals of preventing health problems becoming acute and reducing health inequalities. This is to be achieved through integration with partners.

3.22 Finally Norwich was awarded World Health Organisation Healthy City status in September 2012. As a result, the city is committed to work with partners to develop joint projects and initiatives across key areas including promoting physical activity and creating a healthy urban environment. The development of Healthy City initiatives will be managed by the Norwich Locality Board, a multi-agency group including Norwich City Council, NHS Norwich CCG, Norfolk County Council and Broadland District Council.

3.23 The playing pitch strategy and built facility strategy take account of and contribute to these planning and health and well being strategies. As already mentioned the sports participation profile needs assessment report develops the health and well-being aspects of the evidence base for the Greater Norwich authorities individually in regard to: health inequalities; how participation rates defer by numbers and spatially then based on the locations it identifies areas of high inactivity with poor health of residents and; the costs of sports inactivity in terms of public health costs. This evidence base along with the specific action plans has a dual objective of delivering increased participation and meeting the objectives of the various health and well-being strategies.

Corporate Planning

3.24 Each authority has its own corporate planning and development planning policy and framework. In Norwich the strategic context is the City of Norwich Corporate Plan 2012 – 15. It has 5 priorities to deliver its vision of making Norwich a fine city and putting its people first. One of the 5 priorities is to make Norwich a city of character and culture. This contains commitments to;

- provide a range of cultural and leisure opportunities and events for people; and
- provide well-maintained parks and open spaces.

3.25 In addition, the Council's Sustainable Community Strategy (2008 – 2020) has a strategic objective to improve the quality of life of Norwich residents. A key priority in achieving this is:

- to promote the development of sport and activity so that the community of Norwich can be fit and healthy, with a sense of fun and enjoyment, co-operation, competition and fairness being inculcated into people from an early age and continuing into their later years.

3.26 Along with the JCS and health strategies already referred to and the detailed Local Plan policies set out below, this corporate strategic approach forms the context and policy framework for the GNDP indoor sports facilities strategy and action plan.

3.27 In Broadland the Broadland Business Plan 2011 – 2015 sets out the Council's vision and ambitions for the district. Its three ambitions are: economic success; prevent crime and anti-social behaviour; environmental excellence which is carefully planned and well-housed.

3.28 The provision of recreational facilities can be relevant to the achievement of all of these, for example a key action is identified as: to promote and deliver healthy lifestyles, healthy workforce, fitness and physical activity.

3.29 In South Norfolk the policy framework the Council has adopted a Health and Wellbeing Strategy 2014-17, the vision of which is that 'South Norfolk residents have the best possible health and wellbeing, living their lives in decent homes, in better health with support from the community.' Developed in conjunction with the South Norfolk Clinical Commissioning Group, it has numerous priorities that are related to the provision of sport and leisure facilities, including reducing child obesity and the embedding of health and wellbeing into growth considerations.

3.30 Arising from the South Norfolk review of development and strategic planning policy is a PROPOSED vision sport and recreation in South Norfolk which the indoor sports facilities study will help enable and assist in delivering as follows:

- South Norfolk Council's aim is to provide sports and recreational facilities for community level recreation across the authority and for all the population. Provision which is accessible and creates affordable opportunities for all ages and abilities to develop a sporting and physical activity lifestyle and for life;
 - South Norfolk will provide directly or work in partnership with others to develop new provision or enhance existing provision where there is an evidence case setting out what is required, it is supported and can be developed and delivered; and
 - sport and physical activity are recognised as making a significant contribution to addressing health inequalities.
- 3.31 Sports facilities are the essential component to delivering the vision. Sports provision needs must be assessed and future provision based on the three components on what is needed now and in the future and should be protected; what is required to enhance provision and where new development is required in terms of type, scale and location to deliver the vision.
- 3.32 The proposed South Norfolk vision follows the Sport England ANOG for indoor sports facilities and is consistent with the methodology applied in this wider Greater Norwich Strategy
- 3.33 So all three Councils have policy objectives to increase the health and well being of their residents. It is intended to achieve this by working to ensure all sections of the community have access to participate in sporting and physical activities appropriate to their needs and enjoy the associated benefits of a healthy lifestyle.
- 3.34 Understanding how well the supply and demand for community level sports facilities now and in the future matches the sporting and active lifestyle profile of the residents and then matching the two dimensions in the delivery of facilities to ensure this participation can take place is the challenge for the strategy and action plans.

EDAW Study

- 3.35 In November 2008 EDAW in collaboration with Drivers Jonas, Fauber Maunsell and Gardiner & Theobald were commissioned by the then Greater Norwich Development Partnership to review the infrastructure requirements associated with the delivery of new homes and associated employment development to 2031.
- 3.36 A part of the study was to develop policy 18 of the joint core strategy concerning protecting and enhancing the cultural assets and leisure facilities within the Greater Norwich Development Partnership area. The content of leisure facilities in the EDAW study which overlaps this study is in public leisure centres which are sports halls and swimming pools.
- 3.37 The EDAW study in its public provision assessment of need for these sports and recreational facility types applied the Sport England facility calculator (SFC) to assess the demand for these facility types based on the projected housing growth. The assessment identifies the scale of provision generated by the housing growth in specific locations for each of the three authorities between 2011 - 2031. The findings are expressed in terms of numbers of swimming lanes and numbers of badminton courts for sports halls generated by the growth.
- 3.38 In this strategy the findings based on the SFC calculator for swimming pools, sports halls are also included and this is based on a 2014 SFC assessment. In addition, this strategy also compares the supply and demand for these facility types across the whole of the

Greater Norwich area and includes all facility provision above 160 sq metres of water for swimming pools and three badminton courts size sports halls. This includes all providers not just the public sector provision.

- 3.39 This is based on a 2014 supply, demand and access assessment which is then projected forward to 2026 based on the projected change from population growth and locations of new housing development. Plus - and which is more important in terms of assessing future demand for these facility types - the aging of the core resident population and how their rate and frequency of participation changes over the intervening years.
- 3.40 In effect this strategy compares supply and demand now and how this is projected to change up to 2026. It also does this on a spatial basis and so it goes much further than the EDAW assessment which is based on the findings of the SFC alone and for public sector provision of facilities.

Local Plans

- 3.41 The documents that comprise the new Broadland Local Plan are close to completion. These include the identification of sites for development and policies to give guidance for the consideration of planning applications. Residential developments will be expected to include adequate provision for recreational use, and the play facilities strategy will be used as a tool in this decision-making.
- 3.42 Norwich City Council is shortly to adopt its site allocations and development management policies as part of its Local Plan. Development management policy DM8 and the identification of sites for sports uses through the site allocation plan does protect existing pitches and built sports facilities from development for other uses unless this would lead to an improvement in overall sports provision. DM8 also provides for new facilities to support new development, either through on site provision or through the Community Infrastructure Levy.
- 3.43 In addition, policy DM18 requires new more intensive sport uses (including health and fitness and indoor bowling centres) to be located in defined centres such as the city centre and district centres such as Bowthorpe unless there is a clear case for locating them elsewhere.
- 3.44 There are currently no Neighbourhood Plans adopted or being produced in Norwich.
- 3.45 South Norfolk Council is at an advanced stage of in the development of its Local Plan. The timescale for an adopted Local Plan by the Council, covering the period up to 2026, is early 2015. The emerging Local Plan is made up of a number of documents, the following contain polices relevant to recreation provision:
- Joint Core Strategy for Broadland, Norwich and South Norfolk (Adopted 2011)
 - South Norfolk Local Plan Site Specific Allocations and Policies Document (Submitted for Examination 2014)
 - South Norfolk Local Plan Development Management Policies Document (Submitted for Examination 2014)
 - Wymondham Area Action Plan (Submitted for Examination 2014)
 - Long Stratton Area Action Plan (Pre-Submission consultation 2014)
- 3.46 The emerging Development Management Policies Document includes policy DM3.17 'Improving the level of community facilities'. The policy aims to resist the loss of

local facilities, including indoor sports provision. The policy supports the provision of new facilities in accessible locations, particularly within defined Development Boundaries, but gives the flexibility to locate sites outside of those Boundaries where this would serve the local community.

- 3.47 Within the emerging Site Specific Allocations and Policies Document a site is allocated for a new indoor facility for Easton Gymnastics Club, to meet the need for this high profile organisation and freeing up space in the existing facilities they use. In other locations policies look to safeguard sites for new and expanded primary and secondary schools and community buildings, which could incorporate potential for enhanced indoor provision. Similarly the emerging Area Action plans seek to protect existing assets and make provision for new school and community building sites.
- 3.48 The SAVED SUBJECT policies in the 2003 South Norfolk Local Plan for indoor sport and recreation are LE12, LE14 and LE15; these are concerned with the provision of new facilities in appropriate locations. LE18 is concerned principally to the protection of existing open space, however in principle would also be applicable to indoor provision.
- 3.49 There are two Neighborhood Plans areas defined in South Norfolk:
- the Cringleford Neighborhood Plan was made in February 2014 and contains provision for a new primary school site and outdoor open space provision; and
 - for Mulbarton, the area has been defined and initial consultation undertaken, with a draft plan anticipated in early 2015.

4: Assessing Needs & Opportunities – the methodology and sequence of assessment

- 4.1 This section summarises the methodology that has been used in the development of the needs assessment and strategy. The assessment has been produced to follow the guidance from Sport England in its Assessing Needs and Opportunities Guide (ANOG) for Indoor Sports Facilities, which, as already mentioned, has evolved through consultative drafts over the course of the Greater Norwich project.
- 4.2 The needs assessment has focused on assessing needs based on quantity, quality, accessibility and availability which are the components of the ANOG and readily recognised and adopted by planning. The Sport England ANOG guidance advises to set out the findings from the needs assessment in terms of;
- **protect:** an evidence base which can inform policy formulation and seek to protect existing facilities where there is an identified current need and future need for use by the community;
 - **enhance:** an evidence base which can inform policy and seek to enhance the provision of existing facilities where there is an identified current and future need and the most effective way to meet this need is by improvement to what already exists. This could be by facilities, expertise and/or personnel to improve and enhance existing provision – particularly in the light of pressure on local authority budgets. (Note; the enhance component is the major focus of the Greater Norwich Strategy and action plans and is about changes to the management of existing stock as well as enhancement of the actual facilities)
 - **provide:** (or develop as an alternative title) an evidence base which can inform policy and lead to provision of new facilities where there is an identified need now and in the future. Plus the most cost and sports effective way to meet this need is by provision of new facilities.
- 4.3 Having set out the needs assessment findings under these headings a further use is to provide an evidence base to help secure external funding for new facilities and enhancements through grant aid and also through CIL and Section 106 agreements. Also to apply the needs assessment to inform policy in any emerging local plan revision and to support site allocations and development management policies.

Facility types included in the needs assessment

- 4.4 The needs assessment report develops an evidence base for the following types of sports and recreational facilities or activities;
- swimming pools for the full range of swimming activities;
 - sports halls – for the full range of indoor hall sports and activities such as fitness classes;
 - indoor bowling centres – purpose built centres;
 - indoor tennis centres – purposed built centres;
 - health and fitness centres;

- school indoor sports facilities which are specifically included in the study brief. The content for school based sports facilities are swimming pools and sports halls, including school gymnasiums. The needs assessment of the supply and demand for school based sports facilities is included and integrated in the assessment of swimming pools and sports halls and is not free standing. Artificial grass pitches on school sites are included in the playing pitch study;
- village halls (in Broadland District and South Norfolk District). This facility type was suggested by naa for inclusion and added to the project scope because it is a core part of the indoor sports and recreational provision, especially in rural areas. It is recognised that village halls are multi-purpose venues and not of a size to cater for an extensive range of sports use but do provide a venue for informal recreational sports and physical activity, such as dance classes. It is important therefore to overlay the sports hall assessment with the provision of village halls (especially in rural areas) to assess the extent of gaps in provision for sports halls and the potential for village halls to meet some of this demand; and
- community centres (in City of Norwich) almost the same rationale as for village halls. These venues are multi-purpose venues and provide for a range of physical activity, social and community uses. Again their size does restrict their suitability for sports activities but they are venues for dance and exercise classes and some informal recreational sports use, such as short mat carpet bowls.

Again it is important to understand the scale and type of activities these venues do provide and to overlay these findings with the sports halls assessment for Norwich. To establish if there are gaps in sports hall provision and the scope for community centres to meet some of this demand.

Also important is the accessibility to community centres in areas of Norwich which are outside the walking catchment area of a sports hall. A key finding for Norwich is that in 2014 some 32% of the Norwich population does not have access to a car. Consequently access to both sports halls and a network of community centres by walking becomes more important in terms of maintaining physical accessibility to venues.

Sport England

- 4.5 Sport England aims to ensure positive planning for sport, enabling the right facilities to be provided in the right places, based on robust and up-to-date assessments of need for all levels of sport and all sectors of the community.
- 4.6 To help achieve its planning aims Sport England has three planning objectives, which are to seek to protect sports facilities from loss as a result of redevelopment, to enhance existing facilities through improving their quality, accessibility and management and to provide new facilities that are fit for purpose to meet demands for participation now and in the future. Hence the adoption of these headings in the ANOG.
- 4.7 Sport England works with partners, in particular the national governing bodies of sport, through the planning system to achieve these aims and objectives. In doing so, Sport England regards an assessment of need as core to the planning for sporting provision. The results of an assessment should be reflected in local planning policies, applied in development management and developed into a strategy for meeting the needs. All these are aims and outcomes for the Greater Norwich study.

Diagram.1: Sport England Approach to Assessing Needs



4.8 The stages of the Assessing Needs and Opportunities Guide (ANOG) approach are as follows:

A Undertaking an Assessment:

- Stage 1 – Prepare and tailor your assessment
- Stage 2 – Gather information on supply and demand
- Stage 3 – Assessment, bring the information together

B Application of Assessment

A: Undertaking an Assessment

4.9 The remainder of this section briefly summarises the approach that has been undertaken in the preparation of this assessment.

Stage 1: Prepare and tailor the assessment

- 4.10 A scoping meeting was convened in September 2013 of the steering group and key stakeholders to set out the aims of the study, identify the key drivers for change and to establish everyone’s views on the collective needs and priorities for the study across Greater Norwich.
- 4.11 This was followed up with individual meetings with each steering group organisation and individual meetings with each local authority for planning and leisure services, key stakeholders, Sport England, Active Norfolk, Public Heath, the Clinical Commissioning Groups for the areas in which the Greater Norwich authorities are located, University of East Anglia, the Norwich City FC Sports Foundation, Norfolk County Council and RAF Coltishall redevelopment.
- 4.12 The purposes of the individual meetings were to understand in detail each organisations requirements from the study, other key contacts and to check and challenge the individual organisation’s views within the collective remit of the study.
- 4.13 The outcome of this preparation was to refine the scope of the brief. Then to tailor the study focus so that it recognised the overriding importance of the delivery of the strategy. Delivery based on the different roles of the local authorities in provision and

management of indoor sports facilities Also that the focus of the study was tailored to concentrate on school based sports facilities as the predominate supply of facilities is on school sites

- 4.14 After setting the project scope two public consultation meetings were held where representatives of partnership organisations, national governing bodies of sport, local clubs, schools and Town and Parish Councils were invited so the aims of the study could be presented. Also for us to understand the views of these organisations on what they considered the study assessment should focus on and the most important outcomes

Stage 2: Gather Information on Supply and Demand

- 4.15 To gather information on the supply side, site assessment visits were made to all the main sports halls, pools, and other types of indoor provision. This included all types of providers and types of operation mostly pay and play but also commercial membership providers of indoor tennis centres, swimming pools and health and fitness centres. This also included site visits to further education colleges and the university sector. At the site visits meetings were held with the business manager in the case of schools and the centre manager or duty officer for the public sector and commercial venues.
- 4.16 Discussion focused on the type of operation, the objectives, hours and types of use, changes and challenges in operation of the venue for community use from the provider and the customer. Discussion also focused on the core business case and the business model applied. Where possible data was collected on the operational business plan but this was not always provided.
- 4.17 Extensive use was made of hard evidence data sources to assemble extensive information on all the types of facilities included in the project. The reason for the extensive use of hard evidence data was because there was very limited information from the project sponsors on customer surveys, membership details, user group forums or engagement with clubs to provide details of casual and club user information. There was no use of the Sport England demand and user surveys, such as the National Benchmarking Service surveys,
- 4.18 To develop a demand, supply and accessibility analysis for swimming pools and sports halls, the study undertook an extensive bespoke analysis for the Greater Norwich authorities and the bordering authorities using the Sport England facility planning model (fpm). This allowed the study to apply the Greater Norwich population by age, gender and location (at the lowest output level) to their participation and frequency of participation in swimming and indoor hall sports.
- 4.19 This analysis was undertaken for 2014 to assess the current supply (capacity), demand access (by three travel modes) to swimming pools and sports halls. The study provides very extensive data and mapping of the total supply, total demand, satisfied demand, unmet demand, used capacity (how full the facilities are) and relative share of access to the swimming pools and sports halls.
- 4.20 Furthermore as the demand profile is based on the location of demand and where residents live, it is possible to establish the travel patterns to sports facilities by customers and assess the extent to which demand for facilities is met in the same local authority or if customers travel across boundaries.
- 4.21 An early and recurring topic in the study was the extent of the "demand pull" to the UEA Sportspark across local authority boundaries because of the range of facilities at one location. It is also a pay and play venue and the quality of the sporting and recreational offer is excellent. The fpm study allowed this topic to be assessed in terms

of the extent of demand movement across boundaries and the impact of this almost unique scale of facilities for pay and play at UEA Sportspark.

- 4.22 The 2014 supply, demand and access study was then undertaken and repeated for 2026 and this built in the projected population change and growth up to 2026. The housing sites set out in the Greater Norwich Core Strategy and committed new housing allocations in terms of scale and locations are built into the 2026 assessment. So the growth and change is allocated to specific areas of the authorities.
- 4.23 The aging of the core resident population was also built into the 2026 assessment. It assessed how the impact/changes in demand for swimming pools and sports halls and the changes in their rate and frequency of participation changed because by 2026 they are 12 years older than in 2014.
- 4.24 The outputs for the 2026 assessment in data are the same six headings of analysis and mapping for the 2014 assessment. This allows a direct read across in terms of what has changed between 2024 – 2026 under each heading, the scale of the change and the location.
- 4.25 The full findings from the facility planning model assessments for 2014 and 2026 on the supply, demand and accessibility to swimming pools and sports halls are set out in the separate needs assessment report for sports halls (report 2) and for swimming pools (report 3). Appendix 2 of both reports contain a description of the facilities planning model, sources of data for the parameters and rates and frequencies of participation which are applied to the Greater Norwich population

Planning tools and techniques applied to assess supply and demand for each facility type.

- 4.26 The facility planning model is only applied as the hard evidence base for swimming pools and sports halls. There is no one planning tool or technique to develop the evidence base for all facility types. This is because of the comparative importance of different types of facilities in terms of participation and more research has been applied to the facility types which provide for the majority of the community indoor sports participation and physical activity.
- 4.27 So the needs assessment for swimming pools and sports halls are developed in much greater detail than for the other facility types. The reasons being they are the bedrock of indoor community sports and physical activity provision and account for between 60% - 70% of all indoor sports and active recreation participation at community level. Sports halls provide for up to 15 individual and team sports as well as being a venue for exercise and fitness classes.
- 4.28 Swimming pools are the only facility type which is genuinely cradle to grave in terms of age participation. They are also the facility type where female participation is higher than male participation. Finally they are the facility type which has the highest provision and swimming pools have the highest operating costs. So the need to assess in detail the current and future provision for this facility type is most important.
- 4.29 The planning tools applied to assess the supply, demand and access for each facility type is set out in Table 4.1 overleaf. Some facility types have used more than one planning tool or technique.

Table 4.1: Planning tools applied in the assessment for each sports facility type

Method of assessment	Swimming Pools	Sports Halls	School Based Sports Facilities	Health and Fitness (gyms)	Indoor Bowling Halls	Indoor Tennis Centres	Village/Community Halls	Community Centres with Sports Use
Sport England Active Places Power						✓		
Sport England data and analysis based on the facility planning model	✓	✓	✓		✓			
Sport England Assessing Needs and Opportunities Guide ANOG) (as at December 2013 - February 2014)	✓	✓	✓		✓	✓		
Fitness Industry Association				✓				
Greater Norwich Assessment based on local survey and data							✓	✓

Consultations

- 4.30 In addition to the consultations already referenced in: setting the brief; site meetings/visits to all venues; local consultations a further consultation was two local on line surveys concerning village halls and NGB consultations.
- 4.31 The questionnaires were designed by naa and Active Norfolk facilitated the on line surveys and received responses. This was because they already had a database of local contacts and established relationships with local organisations. The content of the survey was reviewed with the project sponsors and Sport England. naa undertook the analysis of the responses received.
- 4.32 The first survey was as mentioned already set up to identify and record NGB responses on their particular facility requirements in the Greater Norwich area. The response to the consultation survey was poor with only 2 sports responding in any detail. It has to be considered that the Greater Norwich area is not a priority location for direct investment for those Governing Bodies who do have a facilities investment programme to support projects for player and team development. This work has been supplemented with individual follow up consultation with NGB's, notably swimming (for all disciplines), tennis (for indoor), indoor bowling, gymnastics and badminton.
- 4.33 The second survey was an online survey to establish the extent and type of use for sport and physical activity in village halls. (Note: this survey is in Broadland and South Norfolk Districts as there are no village halls in City of Norwich). The survey asked questions on the demand for different types of activities, constraints on types of use and opportunities for further sports and physical activity use. Finally it asked if there were particular requirements for specific sports/activities and what are the future priorities.
- 4.34 The village hall survey was sent to the Active Norfolk Village Games co-ordinators as there is a complete database of all these contacts and they are a very knowledgeable source to respond to questionnaires about village hall provision. The

survey was live between early December 2013 and end of January 2014. Responses were received from 30 village games co-ordinators.

- 4.35 There can also be village halls which are not provided by town or parish councils and these are not included in our survey as there is no established source of contacts to do an online survey. It is considered these are small scale and not really suitable for sports or physical activity use. Examples of provision are: church halls including Salvation Army, Church of England, Baptist and Methodist and church-related halls where hired out for general public use; WI halls and scout halls.
- 4.36 The findings from the village hall survey are overlaid on the fpm assessment of supply and demand for sports halls in rural areas. It is NOT proposed that sports halls will be built in lots of rural areas. The purpose of the overlay is to identify the scale and location of unmet demand for sports halls in rural areas then overlay these findings with location of the major village halls. By so doing it allows a view to be formed on the match between unmet demand and the opportunities to increase access/capacity at the village halls in these areas so as, if possible, to meet some of the demand for sports halls.
- 4.37 In short, to what extent and what opportunities are there for the existing supply of village halls to provide some indoor space for physical activity and possibly sport in rural areas,
- 4.38 The full details of the survey, analysis key findings and relationship to the supply, demand and access to sports halls in the rural areas is set out in the Needs Assessment report 4 and summarised in Section 6 of this strategy.

Stage 3: Assessment – Bring the Information Together

- 4.39 The four separate Needs Assessment reports present the detailed findings from the sports and physical activity participation profile, the demand and supply analysis, and bring together all the evidence gathered to gain an understanding of the relationship between supply and demand.
- 4.40 Key findings and issues to be addressed are set out for each of the sports / facilities covered. For all facility types, the findings are reported at the end of each facility type under the headings of quantity, quality, accessibility and availability.

B: Application of Assessment

- 4.41 The needs assessment findings have been carried forward into subsequent discussions with the Greater Norwich authorities at an extensive assessment report findings and implications review at the end of stage one of the project. This in turn has been followed up with individual meetings with each authority to review the particular findings in each authority's area. Whilst the needs assessment reports have been shared and discussed with Sport England and Active Norfolk.
- 4.42 Section 7 of this strategy presents the application of the assessment by identifying strategic priorities to guide the Strategy. This is followed by strategic a priority (under the headings Protect, Enhance and Provide) which is augmented by an action guide, setting out specific actions / projects.
- 4.43 Sections 8 of the strategy set out the content on implementation and delivery of the strategy, including financing and the suggested approach to change management of school based sports facilities.
- 4.44 Section 9 of the strategy sets out the monitoring and review and describes the actions required, responsibilities and timescales.

4.45 Finally there are three separate action plans to the strategy, one for each of the three Greater Norwich authorities which set out the actions and responsibilities in each area to deliver the strategy.

5: Sport & physical Activity Participation Profile – Summary and Key Issues

- 5.1 The extensive sports participation profile is contained in the needs assessment report 1. It sets out in detail the sports and physical activity participation profile across greater Norwich and for each of the three authorities. There are tables comparing the findings and contrasts in participation across the authorities. There is also a spatial analysis of the location and numbers of population in each middle output area of each authority related to their sporting profile. This profile draws on two main sources the Sport England's Active People Survey and the Sports Market Segmentation analysis.
- 5.2 This section 5 of the strategy sets out the key findings on the participation profile which underpins the indoor sports facilities strategy. It is a lengthy section because of the requirement to report the findings for each of the three individual local authorities.

Sport England Active People Survey Market Segmentation

- 5.3 Market segmentation analysed the data on the English population to produce 19 market segments with distinct sporting behaviours and attitudes. This includes information on specific sports people take part in as well as why people do sport, whether they want to do sport and the barriers to doing more sport. In addition, the segments provide information on media consumption and communication channels, social capital, health indicators including obesity and engagement in the wider cultural sphere.
- 5.4 The power of these sporting segments lies not only in their ability to help us better understand the characteristics of our potential market but also to explore the market base at differing geographic levels. It is possible to analyse the market in a particular local authority. Each segment has been assigned a name which reflects the most popular first names for the group.
- 5.5 Market segmentation allows us to develop a more sophisticated, tailored approach to delivering services. In tailoring the service we provide to the customer's individual needs, rather than adopting a 'one size fits all' approach. It is one of the best tools we have to improve public services and outcomes.

How are the market segments defined and created?

- 5.6 The 19 segments were created by Experian, using their own population, demographic and other indicators, as well as 'Active People Survey' data, 'Satisfaction with the Quality of the Sporting Experience' survey data and 'Taking Part' survey data. They employed a process to analyse this data and to identify groupings that exist in the population according to sport and active recreation behaviour and attitudes.
- 5.7 Each of these population groupings or individual segments has an average value for each of these key sporting variables. Households are assigned to one of these groupings or segments according to how close it is mathematically to these average values.
- 5.8 A proprietary technique known as Mosaic-Pixel grid (MPG) methodology was used to create the original 19 segments. This technique has been successfully employed by Experian for many years and on hundreds of other person-level segmentations, and is based on the principal that within tightly defined lifestyle and lifestage groups people do display similar traits. Mosaic identifies the postcode-based socio-demographics whilst Pixel is a person level combination of key variables for over 40,000,000 adults across England, which makes you different and unique to your partner, spouse, children and neighbours. A number of key variables were identified and used including Age, Gender and marital and employment status.

5: Sport & physical Activity Participation Profile

– Summary and Key Issues

5.9 The characteristics and details of each of the 19 market segments is set out in Table 5.

Table 5: Market Segments Profile

Segment	Forename & brief description	Gender/age/status	Sports Most Interested in	Motivations	Barriers	How to Increase Participation	Participation Profile
01	Ben Competitive Male Urbanites	Male 18-25 Single Graduate professional	Rugby, Squash, Windsurfing, Tennis, Cricket, Climbing, Gym, Football	Improving performance Training for competition Social Enjoyment Keep fit	Time Interest	Better facilities People to go with Improved transport	Most active in population Approx. 20% zero days
02	Jamie Sports Team Drinkers	Male 18-25 Single Vocational Student	Basketball, Football, Weight Training, Badminton, Boxing, Martial Arts	Social Performance Competition	Time	Better facilities People to go with Longer opening hours	Second highest participation of all types Approx. 30% zero days
03	Chloe Fitness Class Friends	Female 18-25 Single Graduate Professional	Body combat, Netball, Pilates, Running, Aqua Aerobics, Tennis, Gym, Swimming	Weight Fitness	Time	Cost Opening Hours Facilities People to go with	Active type 30-35% zero days
04	Leanne Supportive Singles	Female 18-25 Single Likely to have children Student / part time vocational education	Swimming, Gym, Aerobics, Ice Skating, Dance Exercise, Body Pump, Utility Walking	Losing weight Activities for children	Health isn't good enough Time	Help with child care Longer opening hours Cost	Least active of A but does participate 40-45% zero days
05	Helena Career Focused Females	Female 26-35 Single Full time professional	Gym, Road Running, Dance Exercise, Horse Riding, Skiing, Tai chi, Body Pump, Yoga	Losing weight Keeping fit Improving performance	Time People to go with	Longer opening hours People to go with	Very active type 30-35% zero days
06	Tim Settling Down Males	Male 26-45 Single / married May have children Professional	Canoeing, Cricket, Cycling, Squash, Skiing, Golf, Football	Improve performance Keep fit Social	Time	More free time Help with childcare	Very active type 25-30% zero days

5: Sport & physical Activity Participation Profile – Summary and Key Issues

Segment	Forename & brief description	Gender/age/status	Sports Most Interested in	Motivations	Barriers	How to Increase Participation	Participation Profile
07	Alison Stay at Home Mums	Female 36-45 Married Housewife Children	Swimming, Badminton, Aerobics, Pilates, Tennis, Cycling, Horse Riding, Exercise Bike	Taking children Losing weight Keeping fit	Time	Help with childcare Better facilities	Fairly active type 30-35% zero days
08	Jackie Middle England Mums	Female 36-45 Married Part time skilled worker, housewife Children	Swimming, Dance Exercise, Body Pump, Ice Skating (with children), Walking, Aqua Aerobics	Taking children Losing weight	Time Cost Lack of interest	Help with childcare Cheaper admissions	Average 45-50% zero days
09	Kev Pub League Team Mates	Male 36-45 Single / married May have children Vocational	Football, Darts, Karate, Snooker, Weights, Boxing, Fishing, Pool, Ten Pin Bowling, Cricket	Competition Social Enjoyment (ltd) Perform	Time Slight cost factor	More free time Cost Facilities	Less active within group B Approx. 50% zero days
10	Paula Stretched Single Mums	Female 26-35 Single Job seeker or part time low skilled	Swimming, Utility walking, Aerobics, Ice Skating	Lose weight Take children	Cost Lack of childcare Poor transport Lack of interest	Improved transport Cheaper admission Help with childcare Better facilities	Least active type within Group B Approx. 60% zero days
11	Philip Comfortable Mid-Life Males	Male 46-55 Married Professional Older children	Sailing, Football, Badminton, Cycling, Gym, Jogging, Golf, Cricket	Social Taking children Improving performance Enjoyment	Time Lack of childcare	More free time Help with childcare	Most active within Group C Approx. 40% zero days
12	Elaine Empty Nest Career Ladies	Female 46-55 Married Professional Children left home	Swimming, Walking, Aqua Aerobics, Step Machine, Yoga, Horse Riding, Pilates, Gym	Keeping fit Losing weight Help with injury	Time Lack of interest	Longer opening hours More people to go with	Reasonably active type 40-45% zero days

5: Sport & physical Activity Participation Profile – Summary and Key Issues

Segment	Forename & brief description	Gender/age/status	Sports Most Interested in	Motivations	Barriers	How to Increase Participation	Participation Profile
13	Roger and Joy Early Retirement Couples	Male / female 56-65 Retired or part-time	Swimming, Walking, Aqua Aerobics, Bowls, Sailing, Golf, Shooting, Fishing, Racquet Sports	Keeping fit To help with injury Enjoyment Taking grandchildren	Poor health Lack of interest Transport	Better facilities Improved transport	Participate once or twice a week 50-55% zero days
14	Brenda Older Working Women	Female 46-55 Single / married May have children Low skilled worker	Swimming, Utility Walking, Dance Exercise, Aerobics, Step Machine, Keep fit	Weight Bring grandchildren Help with injury	Lack of interest Time	More free time Longer hours Cheaper admissions Help with childcare (for grandchildren)	Sometimes participates 60-65% zero days
15	Terry Local 'Old Boys'	Male age 56-65 Single / married Low skilled worker Job seeker	Fishing, Shooting, Pool, Utility walking, Darts, Snooker, Utility cycling	Help with injury Social	Poor health Lack of people to go with Cost	Subsidized admissions People to go with	Some low intensity participation 65-70% zero days
16	Norma Later Life Ladies	Female 56-65 Single / married Low skilled worker Retired	Walking, Keep fit, Swimming, Aqua Aerobics	Help with injury or disability	Poor health Cost	Cheaper admissions People to go with	Lowest participation of Group C 75-80% zero days
17	Ralph and Phyllis Comfortable Retired Couples	Male / female 65+ Married Retired	Bowls, Golf, Tennis, Table tennis, Snooker, Walking, Fishing, Swimming	Social Improve performance and keep fit Enjoyment	Transport Lack of people to go with	Improved transport More people to go with	Highest participation of Group D Approx. 70% zero days
18	Frank Twilight Year Gents	Male 66+ Married / single Retired	Bowls, Golf, Darts, Pool, Snooker, Walking, Fishing	Social Enjoyment	Poor health	Improved transport Cheaper admission	Medium participation for group D 75-80% zero days
19	Elsie and Arnold Retirement Home Singles	Male / female 66+ Widowed Retired	Walking, Dancing, Bowls, Low-impact exercise	Social Help with injury	Health problems and disability	Improved transport People to go with	Lowest participation of Group D Approx. 85% zero days

Broadland

5.10 The sporting participation and profile market segmentation findings indicate that;

- Broadland's participation profile has 2 dominate market segments spatially which are Roger and Joy and Tim. These two market segments have the highest

5: Sport & physical Activity Participation Profile – Summary and Key Issues

population numbers at 24.3% of the total Broadland adult population. So there is a correlation between where the dominate sports participants live and how many there are of them in Broadland.

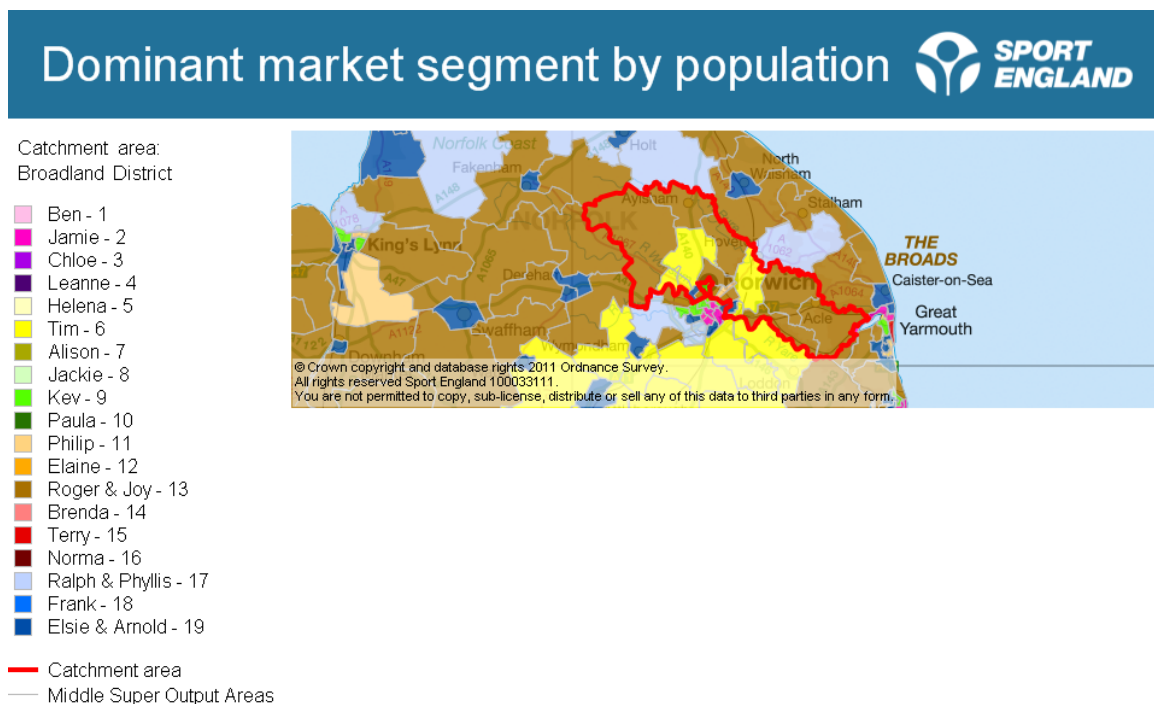
- Of the top seven market segments which make up 65% of the Broadland adult population this is spilt, 3 male, 2 female and 2 male/female segments. So a slightly higher male profile of adult sports participation by gender. However the largest female segment is Elaine but this is the fifth highest segment in population numbers

- The population totals for the top seven dominate segments are set out in Table 5.1 below followed by Map 5.1 of their location.

Table 5.1: Population numbers and percentages for top seven markets segments in Broadland District

Name of Market Segment	Total population in Broadland of each segment	% of total adult (16+) population for each segment in Broadland
Roger and Joy	13,056	12.9%
Tim	11,556	11.4%
Philip	11,073	11%
Elsie and Arnold	9,957	9.8%
Elaine	7,501	7.4%
Frank	6,536	6.4%
Alison	6,496	6.4%
Total	66,175	65.3%

Map 5.1: Dominant market segments in Broadland District by location



- The most significant finding is in terms of age of the 7 segments with the highest population numbers. None of the top seven segments is below the age of 26 (Note: the adult population is defined as 16+). In the up to 26 age there are higher than the national average rate of sports participation and sports/physical activity participation is an important lifestyle choice for the segments in this young age band.
- In terms of age range for the top seven segments in Broadland
 - in the 26 – 45 age range there is one segment which is Tim

- in the 36 – 45 age range there is one segment which is Alison
- in the 46 – 55 age range there are two segments which are Philip and Elaine
- in the 56 – 65 age range there is Roger and Joy and
- in the 65+ age range there are two segments which are Frank and Elsie and Arnold.

5.11 So the most dominate market segments are very much in the older age ranges, with five of the top seven segments aged over 46. These segments with lower than national average rates of sports participation have as their reasons for participating for recreational, social/family activity and a strong personal health motivation.

5.12 The most popular activities for the five segments aged over 45 are in order of popularity; swimming; walking; keep fit/gym cycling (recreational); fishing; and snooker/darts. Of note is that only two one of these activities involves a built sports facility – swimming and gym. Whilst the others are low cost in terms of facility provision and participation and can be maintained/boosted by activity programmes for walking and cycling rather than provision of facilities. Of course this is not the full picture and it only represents 65% of the total adult population in Broadland. Also these segments do participate in other activities such as golf and bowls (indoor and outdoor) which do require facilities but these are lower choice activities. The key feature/finding is that if the overriding objective is to increase participation and create a healthy lifestyle then this has a low requirement in terms of indoor sports facility provision. Informal recreational activity programmes have a large appeal to the majority of the participants in the Broadland profile.

5.13 The younger market segment age groups aged between 18 – 25 are; Ben Jamie, Chloe and Leanne. These four segments make up 8.3% of the Broadland total adult population and so there is a small percentage of adults across Broadland who have a higher than the national average rate of sports participation. These younger groups play sport in organised and competitive structures. Sport and physical activity are important lifestyle choices and they allocate a lot of time to playing sport.

5.14 Some further features of the Broadland sporting profile are;

- the sports and physical activities played which are common across most groups are swimming and keep fit/gym. The motivations are similar in that it is for health and lifestyle reasons, especially losing weight. Playing of team sports is not a big feature at all. So “things done” are individual activities or family based activities at recreational level rather than organised competitive sport; and
- barriers to increasing participation do vary by segments and there are a number of individual reasons rather than a few common reasons. Lack of time, cost, and lack of people to play the activity with are all mentioned as barriers. Cost relates to cost of childcare and transport costs as well as just facility costs, in fact facility costs seem to be less of a barrier.

City of Norwich

5.15 The sporting participation and profile market segmentation findings indicate that:

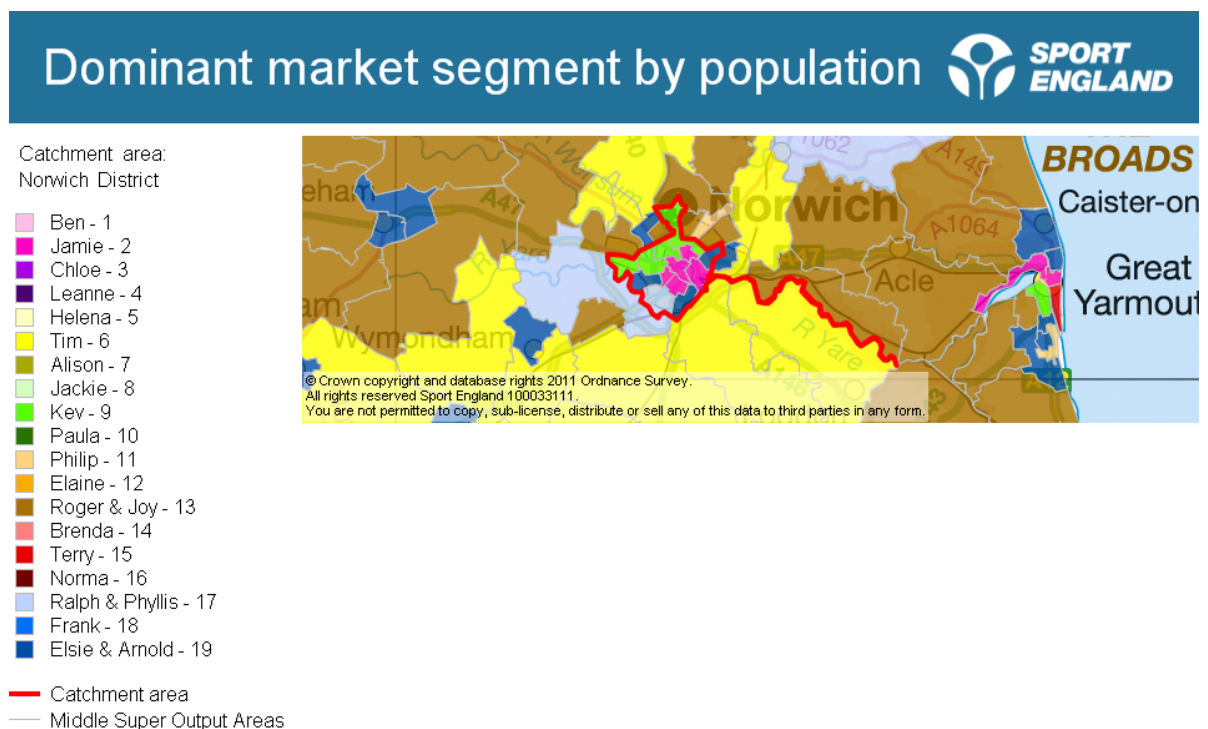
- Norwich’s sporting profile is more towards residents participating for community based recreation activity for fitness, health and social activity. The population

totals for the top seven dominate segments are set out in Table 5.2 overleaf followed by Map 5.2 of their location.

Table 5.2: Population numbers and percentages for top seven markets segments in City of Norwich District

Name of Market Segment	Total population in Norwich of each segment	% of total adult (16+) population for each segment in Norwich
Jamie	11,558	10.6%
Elsie and Arnold	10,470	9.6%
Kev	9,471	8.7%
Leanne	7,431	7.8%
Paula	6,970	6.4%
Terry	6,935	6.4%
Tim	6,230	5.7%
Brenda	6,152	5.7%
Total	65,217	60.9%

Map 5.2: Dominant market segments in City of Norwich by location



- There are 5 dominate market segments across the middle super output areas in Norwich. The SPATIAL balance between the top 5 segments is very much focused on the Kev segment across the northern half of Norwich, with Jamie in the centre/east. These two segments dominate spatially. For both these segments football is the predominate activity, especially for Jamie where 40% of this segment play football compared to 4% nationally.
- In terms of gender there are 4 male 3 female segments and 1 male and female segments in the top 8 segments by population. The male segments make up 31.4% of the Norwich adult population. The female segments 19.9% of the adult

population and the one male/female segment makes up 9.6% of the Norwich adult population. So in terms of population the male segments are higher in population and there is one more segment in the top eight segments by population numbers.

- In terms of age bands there is a very even spread of segments across the age bands. However, only one segment is in the 16 – 25 age band. The other six segments are spread across the 26 – 65 age range. If there is a “bulge” it is in the 26 – 45 age range which has three segments.
- Three of the top eight segments (Jamie Leanne and Tim) have a rate of sports participation which is higher than the national average, the remaining five segments participate on a national average or lower than national average rate of sports participation.
- Motivations for Tim, Leanne and Jamie are to do more sport for healthy lifestyle reasons and for Jamie it is about the playing of team sports in organised and competitive league structures. The motivations to do more across the other main market segments are to do more activity for health/loss of weight/overcome injuries/more family based activities. This is particularly true of the female segments.
- Barriers to increased activity, centre around lack of time and work for the most active segments. Barriers for the less active segments are lack of time because of competing time commitments, with poor health or injury for the older age groups.
- Across all the segments there are a few facility barriers, such as cost, quality of facilities or programmes which provide activities at times that do not suit.
- Tim and to a lesser extent Jamie are the segments which play sport for sport purposes and want to improve performance and increase the range and types of sports they do.
- Sports/physical activities played which are common across most groups are swimming and keep fit/gym. Again the motivations for doing these sports/activities are for health and lifestyle reasons, especially losing weight. Playing of team sports is not a big feature. “Things done” are more individual activities or family based activities at recreational level rather than organised sport.

South Norfolk District

5.16 The sporting participation and profile market segmentation findings across South Norfolk indicates that;

- South Norfolk’s participation profile has 3 dominate market segments spatially. However the spatial balance is very much focused on one segment, this being Tim which is around 80% of the total land area of South Norfolk.
- Tim is also the dominate segment in terms of population numbers with 11,162 people and which is 11.7% of the South Norfolk adult population. However there are two other segments with a similar level of population as Tim, these being Roger and Joy with 10,412 people and 10.9% of the South Norfolk adult population, plus Philip with 9,982 people and 10.5% of the South Norfolk adult population.

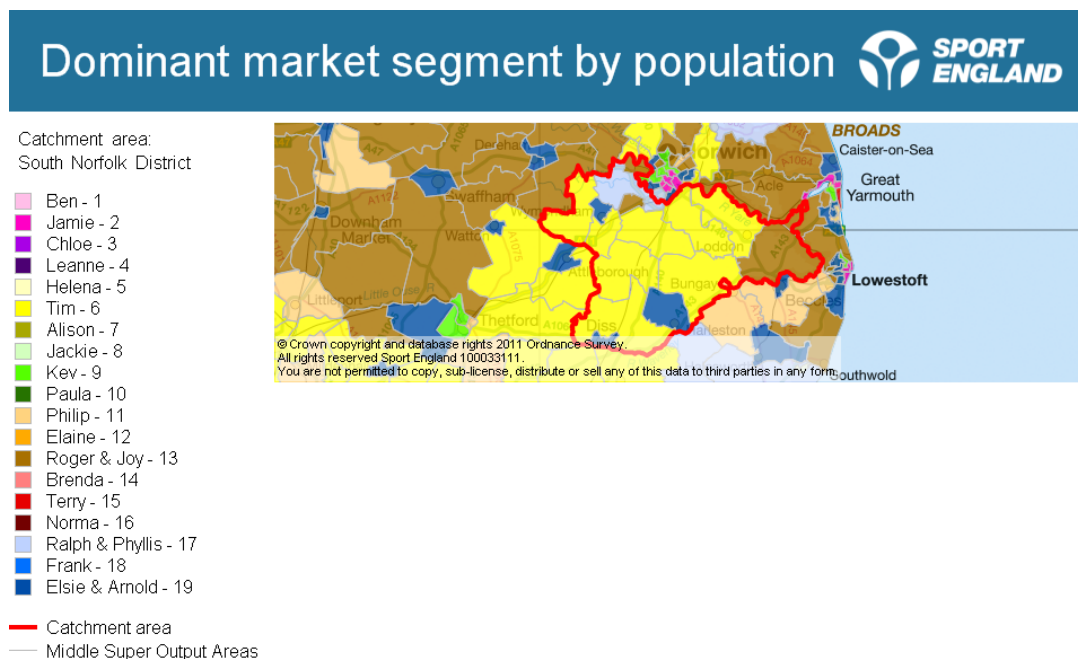
By contrast the other dominant segments spatially have lower population numbers than these segments. Ralph and Phyllis have a population of 7,248 people and 7.6% of the population, whilst Elsie and Arnold have 7,716 people and 8.1% of the adult population.

- The population totals for the top seven dominate segments are set out in Table 5.3 below followed by Map 5.3 of their location.

Table 5.3: Population numbers and percentages for top seven markets segments in South Norfolk

Name of Market Segment	Total population in South Norfolk of each segment	% of total adult (16+) population for each segment in South Norfolk
Tim	11,162	11.7%
Roger & Joy	10,412	10.9%
Philip	9,982	10.5%
Elaine	7,863	8.3%
Elsie & Arnold	7,716	8.1%
Ralph & Phyllis	7,248	7.6%
Chloe	5,774	6.1%
Total	60,157	63.2%

Map 5.3: Dominant market segments in South Norfolk by location



- In terms of gender there are 2 male 2 female segment and 3 male and female segments in the top seven segments by population. The two male segments make up 22.2% of the South Norfolk adult population. The two female segments are a smaller 14.4% of the adult population. So quite an imbalance between the dominate market segments by gender in terms of population.

The three older male/female top market segments make up 26.6% of the South Norfolk adult population. So a dominance of the segments in percentage terms in the 55+ age groups.

- Only one of the top seven dominate market segments, which is Chloe is below 26 years of age. This is a similar finding as for Broadland, where there are no market segments in Broadland are below 26 years of age. The youngest segment in South Norfolk is Tim aged between 26 – 45. Tim's are the highest segment in terms of population numbers at 11,162, people which is 11.7% of the South Norfolk adult population.
- In terms of the 26 and under aged market segments there are 4 segments in this age band Ben, Jamie, Chloe and Leanne. Together all four segments total 14,425 people, which is 15.3% of the total adult population in South Norfolk. Ben and Jamie are the two segments with the highest rate of sports participation. Overall across the four segments this is a low total number and percentage of the population for the segments and age bands with the highest rates of sports participation.
- The two male segments participate a lot in pitch sports, particularly football and adventure activity. Whilst the 2 female segments participate in swimming health and fitness/dance.
- Overall in age bands of the dominate market segments in South Norfolk are:
 - 1 in the 16 – 25 age group (Chloe)
 - 1 in the 26 – 45 age group; (Leanne)
 - 1 in the 36 – 45 age group; (Tim)
 - 2 in the 46 – 55 age group; (Elaine and Philip)
 - 1 in the 56 – 65 age group; (Roger and Joy)
 - 2 in the 65+ age group; (Elsie and Arnold/ Ralph and Phyllis)

So 5 of the top segments are in the 46+ age bands.

- Motivations which are consistent across the main market segments are to do more activity for personal health/loss of weight/overcome injuries. This is particularly true of the joint female/male segments.
- Barriers to increased activity focus on lack of time and personal health as the two main barriers. Again and as with Broadland barriers appear to be not so much sports based. Limited reference to like lack of access to facilities at times which suit or the actual programmes of activity offered.
- All of the top market segments, excepting Tim and Chloe play sport/do physical activity predominantly for recreational, keep fit/be more active and family based activity reasons. Tim is the exception he plays sport for sports purposes and wants to improve performance and increase the range and types of sports he does. So overall in South Norfolk and again like Broadlands, the sporting profile is one of community based recreation for fitness, health and social activity.
- Sports/physical activities played which are common across most groups are swimming and keep fit/gym. Again the motivations for doing these sports/activities are for health and lifestyle reasons. Playing of team sports in competitive organised structures is not a big feature at all. Neither of the two male segments, which are Ben and Jamie and who play pitch sports (40% of Jamie's play pitch sports compared with 4% nationally) have high numbers in

South Norfolk, there are 5,100 Ben's and only 1,787 Jamie's. These two segments have the highest rate of participation across all 19 segments, so low numbers in these segments is challenging when trying to increase participation, as well as reflecting a lower borough demand total population for pitch sports.

- 5.17 The remainder of this strategy provides a summary of the supply and demand issues for the different facility types, and puts forward a set of strategic priorities and suggested future actions for delivery in the light of the needs assessment findings.

6: Sports Facility Types - Key Findings and Issues

- 6.1 This Section summarises, the findings for each facility type included in the Strategy and the key findings and issues to be addressed. It is challenging to strike a balance between reporting the key findings and issues and not simply repeating the extensive and very detailed evidence base of findings for each facility type in the needs assessment reports 2 – 4.
- 6.2 The needs assessment reports set out the findings in extensive detail in relation to quantity, quality access and availability, plus NGB comments and consultations. Again this is in line the Sport England document 'Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities (ANOG)'.
- 6.3 This section focuses on the key findings/issues in relation to quantity, quality, access and availability and only uses the main maps and tables. (Note: City Academy sports hall and Sprowston School swimming pool were omitted in the Sport England facility planning model assessment, this was an error. The impact of these two facilities has been assessed and included in the text assessment in the strategy and needs assessment report findings but these two facilities are not included in the assessment tables or maps).
- 6.4 For sports halls and swimming pools the summary is set out based on the 2026 facility planning model assessment. This includes references to the findings for 2014 to allow the read across as to what has changed.

SPORTS HALLS

Overall summary

- 6.5 The overall conclusion of this assessment for sports halls is that supply slightly exceeds demand up to 2026 assessed on the current rates and frequencies of participation in hall sports. However some 11 of the 29 sports hall venues have levels of demand in their catchment area which is creating very high levels of used capacity. So it is the distribution of demand across Greater Norwich which is the biggest issue and needs to be addressed, not total supply and demand.
- 6.6 The indications are that increased demand as a result of population increases up to 2026 will create pinch points in certain areas of Broadland, notably the Rackheath growth area. The options are to meet this increased in demand by a combination of new provision and increasing access and improvements to existing sports halls, notably at school sites, so as to create additional capacity and smooth out the current and projected uneven distribution of demand.
- 6.7 It is also clear that retention of all existing sports halls is required to maintain the overall supply and demand balance. This in itself could lead to RE- PROVISION of EXISTING sports halls because of the age, quality and size of school based sports halls. Some 19 of the 29 sports halls sites are on school sites. Some 50% of this stock is over 20 years old and there is therefore an evidence case for re-provision of some of these school sports halls on the basis of the need, age and condition so as to retain all venues to maintain the supply and demand balance.

- 6.8 In terms of accessibility to sports halls this is good based when based on car travel. Between 5 - 10 sports halls are accessible to residents across the majority of Greater Norwich area in both 2014 and 2026. However the distribution of demand in the more rural areas does show that areas such as Acle in Broadland are outside the drive to catchment area of any sports halls. So accessibility rather than supply and demand could be a driver for provision based on creating an even supply of sport halls in the more major rural settlements – most notably Acle.
- 6.9 Finally the size and distribution of settlements in South Norfolk outside of the Greater Norwich urban area does mean there are issues of accessibility to sports halls, notable in Diss. Furthermore Diss does not have an existing sports hall and therefore on grounds of supply and demand and increasing accessibility for the more rural areas of South Norfolk there is a case for provision of a sports hall in Diss preferably on a school site and with full community access outside of school hours.

Strategic Assessment (in more detail)

- 6.10 The Greater Norwich strategic assessment for sports halls is based on the Sport England facility planning model findings has two individual assessments. Each assessment is for the Greater Norwich area and for each of the three local authorities. The first assessment is for the supply, demand and accessibility of sports halls in 2014. The second assessment is the projected changes in supply, demand and access to sports halls in 2026. This is based on the projected changes in demand for sports halls created by the population change, in growth of the population and aging of the existing core resident population between 2014 – 2026.
- 6.11 The population projections to 2026 for the Greater Norwich authorities have been provided by the GNDP on behalf of the partner authorities. They are based on the housing projections for the area with assumptions made on an occupancy basis which has been agreed with each authority to provide the population data required for detailed sports needs analysis. Where possible population increases have been accounted for in the growth areas based on site allocations and impact on existing settlements. In the other areas the 2026 population projection is based on ONS projected changes in population up to 2026.
- 6.12 In run 2 the sports hall supply between 2014 – 2026 is assumed not to change and it remains as at 2014 in quantity and locations. The existing stock will obviously age between 2014 – 2026.
- 6.13 The needs assessment report for sports halls also includes the findings for all the neighbouring authorities to the three Greater Norwich authorities. The strategic assessment here sets out the key findings for the projected changes in supply, demand and access up to 2026, with reference to the current 2014 findings as the baseline.

Supply and demand for sports halls in 2026

- 6.14 The supply base of sports halls provides for 24,795 visits in the weekly peak period across Greater Norwich in 2026. As the supply base is assumed to be unchanged from 2014 it means the driver for increased provision of sports halls will be from changes in demand.
- 6.15 The total demand for sports halls in 2026 is 18,875 visits with total supply at 24,795 visits and so total supply exceeds total demand as it did in 2014. Total demand increases by 1,393 visits per week in the weekly peak from a total of 17,482 visits in 2014.
- 6.16 The increase in demand for sports halls between 2024 and 2026 across Greater Norwich equates to just over 2 sports halls each of 4 badminton court size. This is NOT saying this is what the provision should be because the findings on the distribution of this demand

across Greater Norwich and the capacity of the existing sports halls to absorb this demand increase has to be assessed.

- 6.17 It is however an assessment of the impact of what the SCALE of the increase in total demand for sports halls means in terms of size and number of sports halls. Given Greater Norwich have 43 sports halls on 29 sites, of which 22 are four badminton court size, and then the increase in total demand for sports halls is not large.
- 6.18 To explain this headline finding in a bit more detail, changes in total demand is driven by two factors.
- changes in the total population between 2014 – 2026. The total population across Greater Norwich in 2026 is estimated to be 431,920 people. This is an increase of 38,994 people, or, a 9.9% increase over the total Greater Norwich population of 392,926 people in 2014; and
 - the second factor is the aging of the core resident population between 2014 - 2026. The age structure of the population and the participation rate and frequency of sports hall participation by the resident population will change between 2014 – 2026. It could be the 12 year aging of the resident population means that in 2026 there are fewer people in the most popular age ranges for playing hall sports and who play less frequently, (or vice versa). So any increase in total population and the rate and frequency of their participation could be offset by a smaller population in the age bands of highest participation, created by the aging of the core resident population
- 6.19 This second factor - the aging of the core resident population - is by far the biggest influence on demand for sports halls because this represents the 392,926 people in 2014 and the growth in population between 2014 - 2026 is 38,994 people.
- Aging of the core resident population and change within age bands 2014 – 2026 for each of the three authorities
- 6.20 The age range with the highest participation and frequency of participation in hall sports is in the 15 – 44 age range and participation is higher for males than females.
- 6.21 In Broadland there are fewer people in the age bands 16 – 19 years (declines by 18.3%), 20 – 24 years (declines by 14%) and 40 – 59 years (declines by 2.9%). It is only the 25 – 39 age range where there is an increase in population of 15.8% between 2014 and 2026 (Note these findings are set out in detail in the sports halls needs assessment report 3).
- 6.22 In Norwich there is a decrease in the total population between 2014 and 2026 for the 16 – 19 years (decrease 13.3%), 20 – 24 years (8% decreases) but an increase of 20% in the combined 25 – 59 years age range. So In Norwich the aging of the core resident population is going to have less of an impact than in Broadland in containing the demand for sports halls between 2014 and 2026.
- 6.23 In South Norfolk in the 16 – 19 years age band there is an 11.7% decrease, the 20 - 24 years it is a 7.6% decrease, whilst in the 25 – 59 years there is an increase of 15.4% in the population. So the aging of the resident population in Norfolk is not impacting on reducing the rate of increase in demand for sports halls.
- 6.24 The collective effect of both changes in population is that total demand for sports halls in across Greater Norwich is 18,875 visits in 2026 up from 17,482 visits in 2014. So an increase of 1,393 visits or a 7.9% increase.

6.25 The key impacts arising from this are:

- the total population increase for Greater Norwich is 9.9% and this is creating, along with the aging of the existing core resident population, an increase in total demand for sports halls of 7.9%;
- in South Norfolk the population increase is a little higher at 12.3% and so is the increase in total demand at 9%;
- in Broadland and Norwich the percentage increase in total demand is 6% and 8.5% respectively; and
- overall, the increase in demand for sports halls is quite low. The percentage increase in demand is less than 1% a year when spread over the 12 years between 2014 – 2026.

6.26 Taking the Greater Norwich increase of total demand of 1,393 visits in the weekly peak period, this equates to a weekly total increase of peak and off peak demand of 2,321 visits. (Note: the proportion of total visits in the peak period is 60%).

6.27 Based on a 50 week year, then the projected increase in total demand for sports halls in 2026 is 2,321 x 50 weeks = 116,050 visits. The capacity of a 4 badminton court size sports hall in terms of annual throughput is around 54,000 visits, based on the venue being used to 80% of its total capacity. So the increase in demand for sports halls between 2024 and 2026 across Greater Norwich equates to just over 2 sports halls each of 4 badminton court size.

Unmet demand

6.28 Unmet demand due to lack of sports hall capacity is only 22% of the total unmet demand in 2026 and this equates to just 2 badminton courts. The remaining 78% of unmet demand is locational and it is demand located outside the catchment area of a sports hall across Greater Norwich.

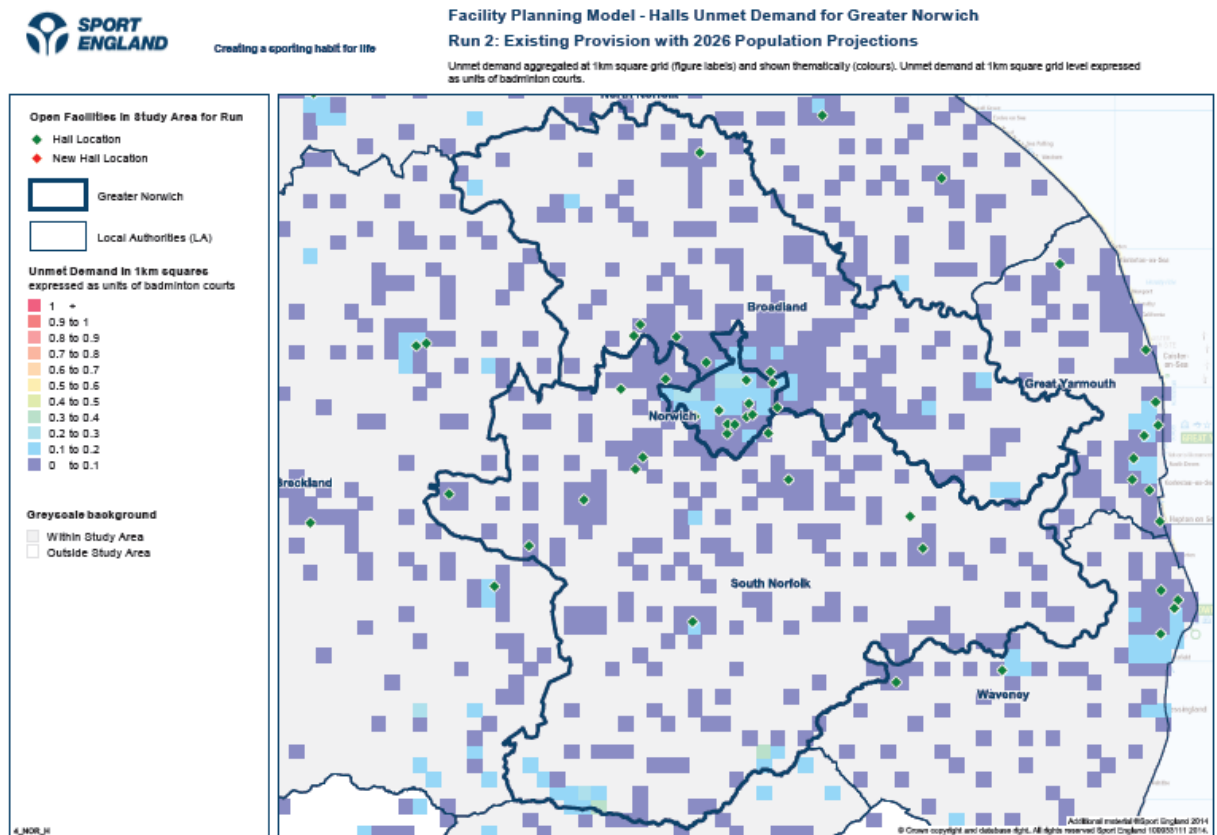
6.29 There is enough capacity at the sports halls to absorb the unmet demand. However the DISTRIBUTION OF THE DEMAND means some sports halls are very full. If distribution could be resolved then the sports halls can absorb this unmet demand due to lack of capacity.

6.30 Of the 78% of unmet demand which is outside catchment it is because of its location that it is classified as unmet demand. Again there is enough capacity at the sports halls to absorb this level of unmet demand.

6.31 The scale and locations of unmet demand for sports halls in the action plans are based on these local assessments. It is acknowledged the data in the maps is hard to read and a full set of maps is supplied to each authority outside of the report.

6.32 Each of the 1 kilometre grid squares is colour coded to show the scale of unmet demand in that square. The indigo colour squares – most numerous have unmet demand of between 0 to 0.1 of one badminton court. The light blue squares have unmet demand of between 0.1 to 0.2 of one badminton court. Given the total unmet demand is only for 8 badminton courts across Greater Norwich there are no higher value squares or hot spots of unmet demand.

Map 6.1: Unmet demand for sports halls Greater Norwich 2026



How full are the sport halls in 2026?

- 6.33 This is the main finding which is first identified in 2014 and increases in importance by 2026. Whilst overall there is enough capacity to meet all the demand for sports halls it is the DISTRIBUTION OF THIS DEMAND which is creating highs and lows in 2026.
- 6.34 The Greater Norwich average of used sports hall capacity in 2026 is estimated to be 69.4% an increase of 6% over the 63.4% in 2014. So still well within the Sport England benchmark of sports halls being comfortably full at 80% of their total capacity used.
- 6.35 So in summary total supply is greater than total demand and the average used capacity means there is around 11% of spare capacity across the 43 sports halls in Greater Norwich before the 80% halls full comfort level is reached.
- 6.36 Within each district things are also OK. In Broadland the average used capacity of the sports halls is 74.6% and it is 67.7% in 2014. In Norwich it is 80.7% and 74.2% in 2014. In South Norfolk average used capacity is 53% and it is 48.4% in 2014.
- 6.37 It is the distribution of this demand and used capacity at individual venues in both 2014 and 2026. The estimated used capacity for all venues is set out overleaf in Table 6.1 with the sites which have used capacity over 80% in blue.
- 6.38 The changes from 2014 are the used capacity of the Bob Carter centre which goes from 100% in 2014 to 77% in 2026. Whilst Hellesdon High School increases the used capacity from 70% in 2014 to 86% in 2026. The reason for the change is most likely the changes in population numbers and new housing development which is increasing access/demand at Hellesdon and reducing it at the Bob Carter centre. Also Sprowston

School sports hall has an estimated used capacity of 60% in 2014 and this increase to 93% by 2026.

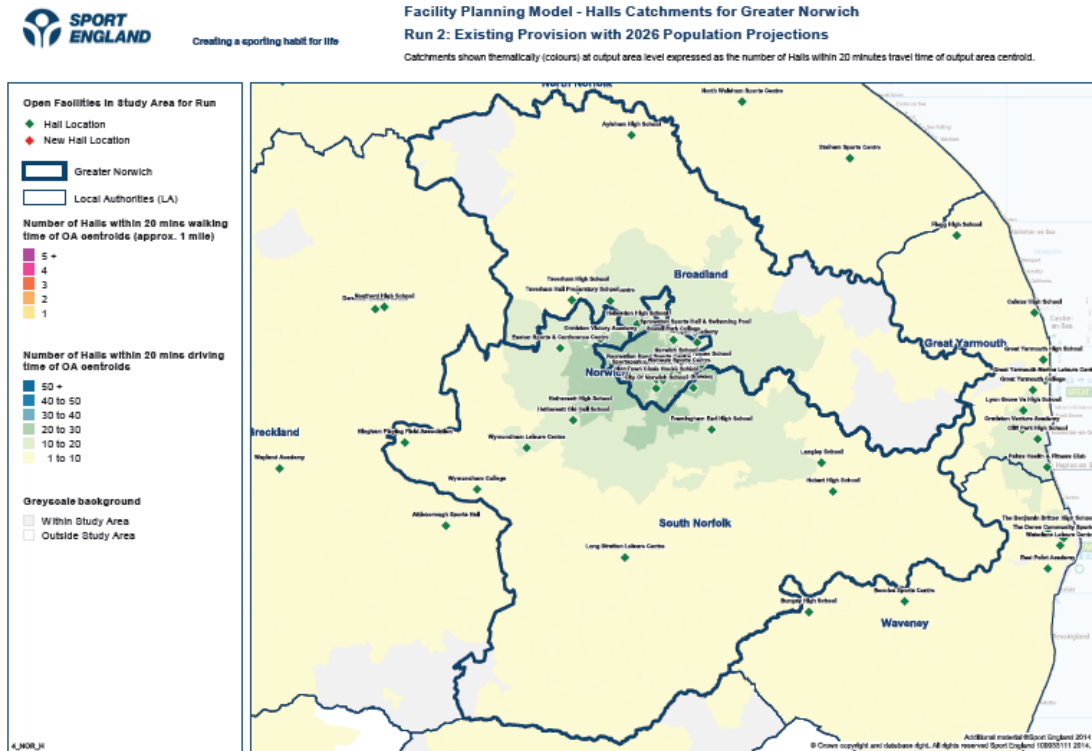
Table 6.1: Percentage of sports hall capacity used for all venues in Greater Norwich in 2014.

Name of facility	Dimensions	Year Built	Year refurbished	% of Capacity used 2014	% of capacity not used 2014	% of Capacity used 2026	% of capacity not used 2026
NORWICH				74%	26%	80%	20%
CITY OF NORWICH SCHOOL	33 x 17	1970		42%	58%	48%	52%
CITY OF NORWICH SCHOOL	18 x 10						
NORWICH HIGH SCHOOL FOR GIRLS	33 x 18	2000		82%	18%	84%	16%
NORWICH SCHOOL	33 x 17	2001		62%	38%	64%	36%
NOTRE DAME HIGH SCHOOL	33 x 17	1984	2004	61%	39%	63%	37%
NOTRE DAME HIGH SCHOOL	18 x 10						
OPEN ACADEMY	33 x 18	2010		80%	20%	81%	19%
RECREATION ROAD SPORTS CENTRE	30 x 18	2006		100%	0%	100%	0%
SEWELL PARK COLLEGE	36 x 18	1996	2011	68%	32	72%	28%
SPORTSPARK	54 x 34	2000		100%	0%	100%	0%
SPORTSPARK	40 x 32						
TOWN CLOSE HOUSE SCHOOL	33 x 18	2009		84%	16%	85%	15%
WENSUM SPORTS CENTRE		1975	2012	61%	49%	63	37%
SOUTH NORFOLK				48%	52%	53%	47%
EASTON SPORTS & CONFERENCE CENTRE	37 x 18	1998		31%	69%	40%	60%
FRAMINGHAM EARL HIGH SCHOOL	33 x 18	2005		54%	46%	67%	33%
FRAMINGHAM EARL HIGH SCHOOL							
FRAMINGHAM EARL HIGH SCHOOL							
HETHERSETT HIGH SCHOOL	33 x 18	1975	2006	31%	69%	31%	69%
HETHERSETT HIGH SCHOOL	18 x 10						
HETHERSETT OLD HALL SCHOOL	33 x 17	1955		17%	83%	24%	76%
HETHERSETT OLD HALL SCHOOL	18 x 10						
HINGHAM PLAYING FIELD ASSOCIATION		1990	2004	73%	27%	72%	28%
HOBART HIGH SCHOOL	33 x 18	2006		66%	34%	71%	29%
LANGLEY SCHOOL	33 x 17	1946		16%	84%	18%	82%
LONG STRATTON LEISURE CENTRE	33 x 18	1983	2010	100%	0%	100%	0%
ORMISTON VICTORY ACADEMY	27 x 17	1960		26%	74%	30%	70%
ORMISTON VICTORY ACADEMY	18 x 10						
ORMISTON VICTORY ACADEMY	18 x 10						
WYMONDHAM COLLEGE	33 x 17	1970	2001	39%	61%	40%	60%
WYMONDHAM COLLEGE	18 x 10						
WYMONDHAM LEISURE CENTRE		1992	2007	84%	16%	92%	8%
YMCA (TROWSE)		0		100%	0%	100%	0%
BROADLAND				68%	32%	75%	25%
AYLSHAM HIGH SCHOOL	33 x 18	2005		62%	38%	64%	36%
AYLSHAM HIGH SCHOOL							
BOB CARTER CENTRE		1979	2008	100%	0%	77%	23%
HELLESDON HIGH SCHOOL	33 x 18	2007		70%	30%	86%	14%
HELLESDON HIGH SCHOOL	18 x 10						
HELLESDON HIGH SCHOOL	18 x 10						
SPROWSTON SPORTS HALL & SWIMMING POOL	33 x 17	1960		60%	40%	93%	7%
SPROWSTON SPORTS HALL & SWIMMING POOL	18 x 10						
TAVERHAM HALL PREPARATORY SCHOOL	33 x 18	2009		35%	65%	38%	62%
TAVERHAM HIGH SCHOOL	33 x 18	2007		93%	7%	93%	7%
THORPE HOUSE SCHOOL		1980		63%	37%	73%	27%

Accessibility and travel patterns to sports halls

- 6.39 Accessibility to sports halls is an important feature in the CCG and local health strategies and trying to decrease dependence on car travel and increase accessibility to sports halls by both public transport and walking. In terms of the travel patterns to sports halls assessed by the fpm there is no change in the accessibility to sports halls and travel patterns between 2014 and 2026.
- 6.40 Car travel is estimated to remain the dominate travel mode to sports halls with around 83% of all visits to sports halls across Greater Norwich being by car in 2026.
- 6.41 Set out overleaf as Map 6.2 for the Greater Norwich area are the number of sports halls which are accessible based on the location and 20 minute drive time of the catchment area of the venue.
- 6.42 The key findings are and which existed in 2014 as well are;
- overall access to sports halls based on car travel is quite good, with only the edge of the SE and NW of Broadland outside the drive to catchment area of any sports hall;
 - in most of the land area of Broadland and South Norfolk (shaded cream) residents in these areas have access to between 1 – 5 sports halls based on a 20 minute drive time catchment of sports hall locations;
 - in the areas shaded lighter green of these 2 authorities residents have access to 5 – 10 sports halls based on the car drive time catchment area; and
 - in the darker green areas of all three authorities and virtually all of Norwich land area residents have access to between 10 – 15 sports halls based on the car travel catchment area.
- 6.43 In Norwich there is a very high percentage of the population who do not have access to a car and in 2026 this is estimated to be 32% of the population, unchanged from 2014. So in Norwich the estimate is that a much lower 69% of all visits to sports halls are by car, again unchanged from 2014. Access to sports halls in 2026 based on the public transport and walking catchments is very important in Norwich.
- 6.44 In Broadland the estimate is that 92.2% of all visits to sports halls are by car, a slight increase over the 91.8% in 2014 and in South Norfolk the estimate is 92% of all visits to sports halls are by car, unchanged between 2014 – 2026.

Map 6.2: Location and access to sports halls based on car travel and the catchment area of sports halls for a 20 minutes drive time. Greater Norwich 2026



6.45 The action plans focus on the sports hall sites and locations to address this issue of distribution of demand based on both increased provision and management change to balance the demand more evenly across venues.

SWIMMING POOLS

Overall Summary

- 6.46 Overall the biggest finding is that between 2014 and 2026 the change in the demand for swimming pools is small scale. In both years the total demand for swimming does exceed the supply of swimming pools which are available for public use at peak times. The biggest issues to address are: scale and areas of new provision; the size of existing swimming pools on school sites; how full some pools are; improving the quality of pools, especially those on school sites; and maintaining access to the community use of school based swimming pools.
- 6.47 The projected increase in population and aging of the core resident population between 2014 – 2026 is creating a low level of increase in the demand for swimming, both at Greater Norwich level and in each of the three authorities.
- 6.48 The total population increase across Greater Norwich between 2014 – 2026 is 9.9% and this is creating, along with the aging of the existing core resident population, an increase in total demand for swimming of 8.3% between the two years.
- 6.49 There are similar percentage increases in population and total demand for swimming for each of the 3 authorities. In Broadland the increase in total demand for swimming is 6.4%, in Norwich it is 8% and in South Norfolk the population increase is a little higher at 12.3% and so is the increase in total demand at 10.4%.

- 6.50 The total demand for swimming across Greater Norwich in 2026 equates to 4,432 sq metres of water. This is small increase of 340 sq metres of water over the 2014 figure. The total supply in waterspace in 2026 is 3,935 sq metres of water, assumed to be unchanged from 2014. So demand exceeds supply by 497 sq metres of water. (Note: for context a 25metre x 4 lane pool is 212 sq metres of water).
- 6.51 This does not mean there is a requirement for around 2 new pools of 25 metres x 4 lanes because the capacity of some of the existing pools to absorb more demand has to be assessed. As well as where demand is located and how demand is distributed across pools. In effect, can more use be made of the existing supply before considering the need for new provision of pools?
- 6.52 Swimming pool total supply and pool locations are assumed to be unchanged over 2014 – 2026, the pools are however 12 years older and so pool quality is more of an issue. The catchment area of pools does not change. Travel to pools is still dominated by car travel at 82% of all visits. This means the very extensive swimming pool supply in Norwich at Sportspark and Riverside is accessible by car travel to a large part of South Norfolk and to a lesser extent the Broadland population/demand.
- 6.53 This is helpful because in these two authorities there is much closer balance between supply and demand for swimming pools, whereas in Norwich the total supply of pools exceeds the Norwich demand. So for residents of Broadland and South Norfolk inside the drive time catchment of the 2 major pay and swim facilities in Norwich it provides accessible pools. It does however push up the estimated used capacity of the Norwich pools.

Strategic assessment (in more detail)

- 6.54 The Greater Norwich strategic assessment for swimming pools is based on the same methodology and application as for sports halls using the Sport England facility planning model and has two individual assessments. Each assessment is for the Greater Norwich area and for each of the three local authorities.
- 6.55 The first assessment (referred to as run 1) is for the supply, demand and accessibility of swimming pools in 2014. The second assessment is the projected changes in supply, demand and access to swimming pools in 2026. This is based on the projected changes in demand for swimming pools created by the population change, in growth of the population and aging of the existing core resident population between 2014 – 2026.
- 6.56 The swimming pool assessment applies the same population projections to 2026 for the Greater Norwich authorities and which have been provided by the GNDP on behalf of the partner authorities. They are based on the housing projections for the area with assumptions made on an occupancy basis which has been agreed with each authority to provide the population data required for detailed sports needs analysis. Where possible population increases have been accounted for in the growth areas based on site allocations and impact on existing settlements. In the other areas the 2026 population projection is based on ONS projected changes in population up to 2026.
- 6.57 In run 2 the swimming pool supply between 2014 – 2026 is assumed not to change and it remains as at 2014 in quantity and locations. The existing stock will obviously age between 2014 – 2026.
- 6.58 The needs assessment report for swimming pools is set out in extensive detail in the needs assessment report. The findings for run 1 also include the findings for all the neighbouring authorities to the three Greater Norwich authorities. The strategic

assessment here sets out the key findings for the projected changes in supply, demand and access up to 2026, with reference to the current 2014 findings as the baseline.

- 6.59 Used capacity is the single biggest finding from the 2026 assessment, as it is in 2014. The projected increases in demand with no changes in swimming pools supply and locations means that the same pools which were full in 2014 are even fuller by 2026.
- 6.60 The used capacity at the 22 pools across Greater Norwich in 2026 represents 76.6% of the pools total capacity in the weekly peak period. In 2014 it is estimated to be 70.3% of the pools total capacity.
- 6.61 So by 2026 across Greater Norwich it is estimated there is a 6.3% increase in the average used capacity of pools. Furthermore this increase means the pools are now getting uncomfortably full and are 6% above the Sport England “pools full” comfort level of 70% of pool capacity used.
- 6.62 This varies within each authority, from 70.4% in Broadland to 72.1% in South Norfolk to 82% in Norwich. So the average is masking some differences in each authority and in Norwich in particular the estimate is that across the authority the pools are very full by 2026. In large part this is because of the draw of the Sportspark and Riverside pools. (Note: the Greater Norwich average does not correspond to the percentage for each authority because each authority is also importing and exporting demand to the authorities it borders. The individual authority percentages are the most important)
- 6.63 Within the authority wide averages there are some variations at individual pool sites. It is the public pools which have very the highest levels of used capacity reflecting they operate on a full public access basis and provide for some or all of the full range of swimming programmes: casual swimming; lane and fitness swimming; schools programmes; learn to swim programmes; swimming development programmes. Also some of the school pools which whilst not providing the full range of swimming programmes can be in locations where there is high demand for club use and so they also have high levels of used capacity.
- 6.64 It is the private and commercial pools which operate on a membership system where the pool capacity used is lower because they provide for members only and have much more limited activities – casual swimming and possibly some learn to swim programmes.
- 6.65 The pools estimated to be most full are in Norwich: Riverside with 96% of pool capacity used in the weekly peak period; Norwich School for Girls with 98% of pool capacity used; and Sportspark with 93% of pool capacity used. In South Norfolk it is: Diss swimming pool with 69% of pool capacity used and Wymondham Leisure Centre with 63% of pool capacity used.
- 6.66 In Broadland it is Aylsham High School and Hellesdon High School at 100% of pool capacity used.
- 6.67 So whilst overall across Greater Norwich there is an average of pool capacity used which means the pools are just above comfortably full, there it is the distribution of the demand which is creating an imbalance with very high estimated used capacity at 8 of the pool sites.
- 6.68 The preferred route to addressing this problem of demand distribution is by a managed programme of intervention where all the range of swimming activities and types of use between pay and recreational swimming and club based swimming is identified and managed across the sites.
- 6.69 The challenges in achieving this intervention are that:

- the pool sites are located across three local authorities;
- there is a wide range of providers. With local authority providers in Norwich and South Norfolk but not in Broadland;
- the Sportspark venue operating as effectively a Greater Norwich venue/catchment. Norwich having much more capacity than there is demand by Norwich residents but the Sportspark and Riverside venues are effectively full because of the location of demand in South Norfolk and to a lesser extent Broadland making these two venues an accessible location for many residents in these two authorities; and
- the schools are independent and determine their approach to community use in terms of if they provide for community use and how much. The schools community use of the pools is a combination of club based swimming and learn to swim programmes.

6.70 The size of the school pools with the exception of Hewitt School and Norwich High School for Girls (both 250 sq metres of water) are around 140 – 160 sq metres of water a 20m x 3 or 4 lane pool. The size of the pool along with limited changing areas makes them inappropriate venues to provide for full public access/pay and swim programme.

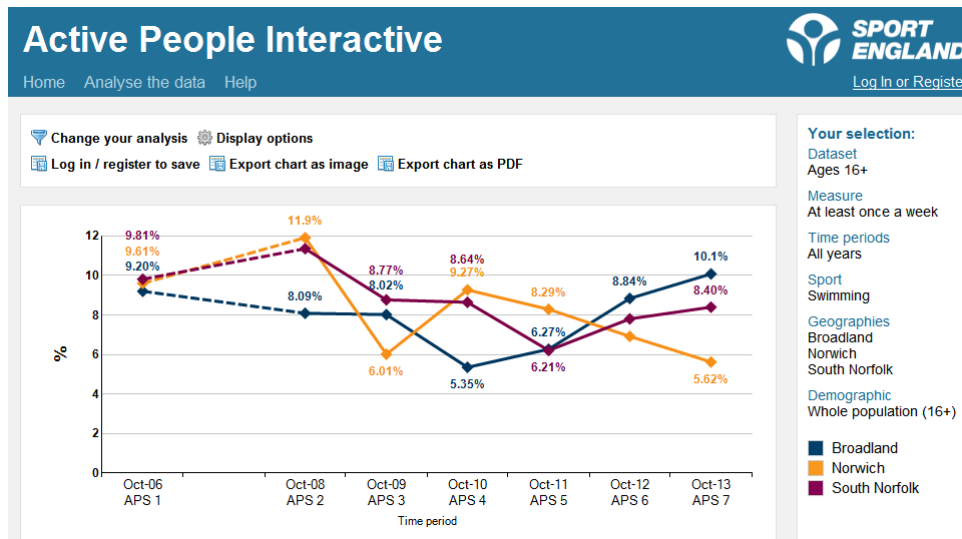
6.71 The issue to resolve is in trying to distribute and manage demand across all the pool venues (school and public), so as to achieve a balanced programme of use and activity.

Swimming pool demand

6.72 Changes in total demand for swimming will be the key driver of the changes in provision for swimming across Greater Norwich by 2026. The changes in total demand are driven by three factors.

- The first is changes in the total population between 2014 – 2026. In 2026 the total population across Greater Norwich is estimated to be 431,920 people. This is an increase of 38,994 people, or, a 9.9% increase over the total Greater Norwich population of 392,926 people in 2014.
- The second factor is the aging of the core resident population between 2014 - 2026. The age structure of the population and the participation rate and frequency of swimming by the resident population will change between 2014 – 2026. It could be the 12 year aging of the resident population means that in 2026 there are less people in the most popular age ranges for swimming and who swim less frequently, (or vice versa). So any increase in total population and the rate and frequency of their swimming participation could be offset by a reduced total demand for swimming by the aging of the core resident population. The total demand assessment does integrate the population growth and the aging of the core resident population.
- The third factor is changes in the rate of swimming participation, either increasing or decreasing. This cannot be determined but the review of tracking adult swimming participation for each authority over the 2005 – 2013 period in Chart 6.1 shows there has been a 1% increase in Broadland a 4% decline in Norwich and just over 1% decline in South Norfolk by 2013.

Chart 6.1: Rate of adult swimming participation in each authority 2005 - 2013



How full are the swimming pools?

- 6.73 As already set out the used capacity at the pools across Greater Norwich in 2026 represents 76.6% of the pools total capacity. In 2014 it is estimated to be 70.3% of the pools total capacity.
- 6.74 The reason for the increase in pool capacity used is the increase in demand which although not large in population growth or demand increases is impacting on making the pools more full.
- 6.75 The breakdown of demand and used capacity of pools for each of the authorities is set out below in Table 6.2. This does vary however by 2026 all authorities have an average used capacity of pools which is on or above the 70% pool full comfort level.

Table 6.2: Total demand and used capacity of swimming pools for Greater Norwich, Broadland, Norwich and South Norfolk 2014 and 2026

Authority	Total Demand (visits) 2014	Used Capacity (%) 2014	Total Demand (visits) 2026	Used Capacity (%) 2026
Greater Norwich	24,827	70.3%	26,890	76.6%
Broadland	7,817	64.4%	8,322	70.4%
Norwich	9,032	74.9%	9,755	82%
South Norfolk	7,978	67.3%	8,813	72.1%

- 6.76 Furthermore within each authority there are variations from the authority wide average at individual pools and these findings for the used capacity of all pools for 2013 and 2026 is set out in Table 6.3 overleaf.
- 6.77 As the table shows there are 3 individual pool sites in each authority where the estimated used capacity of each pool is above the 70% level (in blue typeface) and most are at or close to 100% of pool capacity used.

Table 6.3: Percentage of swimming pool capacity used for all pools in Greater Norwich Run 1 2014 and Run 2 2026.

Name of facility	Type	Area	Year built	Year refurbished	% of Capacity used 2014	% of capacity not used 2014	% of Capacity used 2026	% of capacity not used 2026
Greater Norwich					70%	30%	77%	23%
Norwich					75%	25%	82%	18%
CITY ACADEMY NORWICH	Main/General	85	1960		24%	76%	32%	68%
GREENS HEALTH & FITNESS (NORWICH)	Main/General	250	2001		47%	53%	64%	36%
HEWETT SCHOOL	Main/General	250	1960	2006	64%	36%	39%	61%
NORWICH HIGH SCHOOL FOR GIRLS	Main/General	250	2000	2006	98%	2%	100%	0%
RIVERSIDE LEISURE CENTRE (NORWICH)	Main/General	338	2003		96%	4%	100%	0%
RIVERSIDE LEISURE CENTRE (NORWICH)	Learner/Teaching/Training	101						
SPORTSPARK	Main/General	850	2000	2008	73%	27%	88%	12%
South Norfolk					67%	33%	72%	28%
ARCHBISHOP SANCROFT HIGH SCHOOL	Main/General	188	1980	2007	59%	41%	56%	44%
DISS SWIM & FITNESS CENTRE	Main/General	313	1987	2004	69%	31%	71%	29%
DISS SWIM & FITNESS CENTRE	Learner/Teaching/Training	38						
HOBART HIGH SCHOOL	Main/General	112	1977		100%	0%	100%	0%
LONG STRATTON HIGH SCHOOL	Leisure Pool	90	1960	2008	100%	0%	100%	0%
WYMONDHAM LEISURE CENTRE	Main/General	338	1999		63%	37%	73%	27%
WYMONDHAM LEISURE CENTRE	Learner/Teaching/Training	81						
Broadland					64%	36%	70%	30%
AYLSHAM HIGH SCHOOL	Main/General	92	1960	2010	100%	0%	100%	0%
BANNATYNES HEALTH CLUB (NORWICH)	Main/General	160	1999		56%	44%	71%	29%

Name of facility	Type	Area	Year built	Year refurbished	% of Capacity used 2014	% of capacity not used 2014	% of Capacity used 2026	% of capacity not used 2026
HELLEDON HIGH SCHOOL	Main/General	136	1964	2009	100%	0%	60%	40%
MARRIOTT LEISURE & COUNTRY CLUB (SPROWSTON MANOR)	Leisure Pool	169	1991	2004	62%	38%	68%	32%
TAVERHAM HALL PREPARATORY SCHOOL	Main/General	135			49%	51%	40%	60%
THE NORFOLK HEALTH & RACQUETS CLUB	Main/General	325	2006		56%	44%	73%	27%
THE NORFOLK HEALTH & RACQUETS CLUB	Leisure Pool	6						
THORPE ST ANDREW SCHOOL	Main/General	200	1950		31%	69%	43%	57%

Accessibility and travel patterns to swimming pools

6.78 As with sports halls accessibility to swimming pools is an important feature in the CCG and local health strategies and trying to decrease dependence on car travel and increase accessibility to pools by both public transport and walking. In terms of the travel patterns to pools there is no change in the accessibility and travel patterns between 2014 and 2026.

6.79 Car travel is estimated to remain the dominate travel mode to sports halls with 82% of all visits to pools across Greater Norwich being by car in 2026.

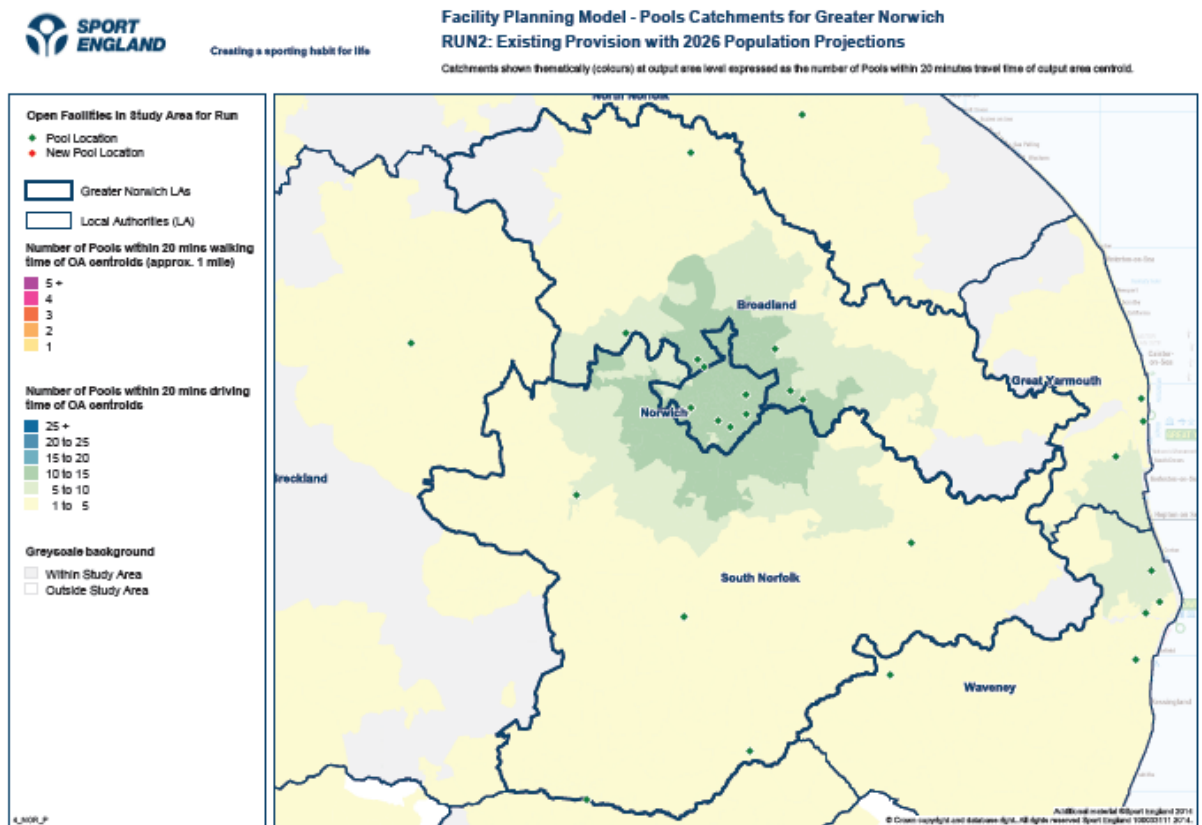
6.80 Set out below as Map 6.3 for the Greater Norwich area and each authority are the number of pools which are accessible based on the location and 20 minute drive time of the catchment area of the swimming pools.

6.81 The key findings are;

- overall there is a high level of access to pools based on car travel;
- in most of the land area of Broadland and South Norfolk (shaded cream) residents in these areas have access to between 1 – 5 swimming pools based on a 20 minute drive time catchment of pool locations;
- in the areas shaded lighter green of these 2 authorities residents have access to 5 – 10 pools based on the car drive time catchment area; and
- in the darker green areas of all three authorities and virtually all of the Norwich land area residents have access to between 10 – 15 pools based on the car travel catchment?

- 6.82 In Norwich there is a very high percentage of the population who do not have access to a car and in 2026 this is estimated to be 32% of the population, unchanged from 2014. So in Norwich the estimate is that 67.4% of all visits to pools are by car.
- 6.83 So as in 2014 access to pools in 2026 based on the public transport and walking catchments is important in Norwich.
- 6.84 In Broadland the estimate is that 90% of all visits to pools are by car, unchanged from 2014 and in South Norfolk it is 91%, also unchanged.

Map 6.3: Location and access to swimming pools based on car travel and the catchment area of pools for a 20 minutes drive time. Greater Norwich 2026



- 6.85 The action plans focus on the requirements to address the issues and findings from the strategic assessment of the supply, demand and access to swimming pools for community use.

INDOOR BOWLING CENTRES

Overall assessment

- 6.86 In 2013 there are 9 centres in total and all are operational. The total supply is 45 rinks. 7 of the centres operate as a pay and play access whilst 1 operates as club venue and 1 as a local authority venue. Note: the data used to do the supply and demand assessment is based on the 2013 data).
- 6.87 Based on the supply and demand assessment all authorities have a greater supply of rinks than there is demand. Broadland's total demand exceeds supply by 7.5 rinks, in South Norfolk it is 4.4 rinks and in Norwich it is 2.8 rinks. So based on the quantity of

provision and supply and demand there is not a need for additional provision to meet projected demand.

- 6.88 The GNDP authorities have high levels of provision when compared to East Region and England wide. Based on the measure of rinks per 10,000 population, Broadland has 1.43 rinks, South Norfolk 1.26 rinks and Norwich at 0.81. The East Region figure is 0.54 rinks per 10, 000 population and for England wide is much lower at 0.33 rinks.
- 6.89 All three authorities have very high levels of satisfied demand, with 94.2% of total demand met in Broadland, 92.8% in South Norfolk and 90.8% in Norwich. So overall good levels of provision and very high percentages of demand located within the catchment area of centres.
- 6.90 There are 3 centres in Broadland, 2 in Norwich and 4 in South Norfolk. In terms of ownership 8 of the centres are club owned, with 1 owned by Norwich City Council.

Quality of provision

- 6.91 The centres are quite old with 6 centres opened in the 1960's; 2 opened in the 1980's; and 1 opened in the 1990's. The youngest centre is the Acle Indoor Bowls Club opened in 1994 and so now some 20 years old.
- 6.92 Despite the stock being old, some 8 of the total 9 venues have been refurbished, including all the 1960's and 1980's centres. This does suggest a desire and commitment to maintain the venues, further underlining their importance as part of the overall facility stock. However the continuing need for maintenance, refurbishment and possibly replacement of the stock will be important over the period up to 2026 and beyond.
- 6.93 Both Acle and Diss Indoor Bowls Clubs have considered applications but have not actually applied to the Sport England Inspired Facilities Capital fund. Given the need to modernise club facilities the GNDP authorities could consider supporting the Association and clubs with grant aid support.

Accessibility to centres and unmet demand

- 6.94 Access to centres is very good and the locations of the centres are well positioned to meet the demand in each of the three districts in GNDP. Based on the catchment area of centres and bowlers traveling to the nearest centre to where they live, then Norwich is retaining 66.5% of the Norwich demand at its 2 centres. Broadland is retaining 66% of its own demand at its 3 centres and South Norfolk is retaining 59.9% of its demand at its 4 centres.
- 6.95 In terms of access and unmet demand which is located outside the catchment area of a centre this is not an issue. Given total supply exceeds total demand the unmet demand located outside the catchment area of an existing rink equates to less than one rink in each authority. To repeat however it is unmet demand which is locational and NOT unmet demand due to lack of indoor bowling capacity.
- 6.96 Used capacity is an assessment of how full the centres are based on the amount of the supply which is used in the weekly peak period. There is a high level of used capacity at the Norwich venues with used capacity averaging 84.8% of the total capacity in the weekly peak period. So whilst unmet demand is virtually none, the Norwich centres are edging towards where there could be a capacity issue with only 15% of unused capacity before the centres are estimated to be full. Any sustained increase in indoor bowling participation could create capacity issues in Norwich.

6.97 In Broadland and South Norfolk the used capacity percentages of the centres are lower at 63.9% and 65.1% respectively. So there is good amount of unused capacity to be able to meet any increases in bowling participation.

Summary of findings up to 2026

6.98 The supply, demand and accessibility findings for indoor bowling centres up to 2026 concludes the GNDP authorities are well provided for and quantity of provision and access and not the main issues. The projected growth in population and its locations up to 2026 can be met by the capacity and locations of the existing centres and there is enough headroom is unused capacity as an average of 36% across all the centres in Greater Norwich.

6.99 The central issue is the age of the stock and despite regular maintenance of the buildings the youngest centre is the Acle Indoor Bowls Club opened in 1994 and so now some 20 years old. There will be a continuing and increasing need to maintain and modernise the buildings. It is suggested the Greater Norwich authorities work with the Indoor Bowling Association and clubs to assist the clubs in capital grant aid applications to the Sport England Inspired Facilities Capital fund.

6.100 If a centre should close then there maybe a need to re-provide depending on the changes in membership of centres in years to come and the actual location of the centre which closes. The highest used capacity of centres is in Norwich and based on the 2014 pattern of provision this is the area which would most require re-provision should a centre close.

INDOOR TENNIS CENTRES

Quantity of provision

6.101 Based on the Sport England Active Places Power database of current supply there are 5 indoor tennis centres in the GNDP area at 4 venues. Three venues are in Broadland whilst 1 venue is in South Norfolk but this has two centres, located at Easton College. One is a traditional 4 court indoor centre and the other is an air hall. There are no indoor tennis centres in Norwich.

6.102 The total number of courts across the 4 venues is 16 courts, with two venues having 4 courts (8 courts at Easton College) and two venues having 2 courts.

6.103 Two of the venues at The Norfolk Health and Racquets Club and Easton Sports and Conference Centre are air halls and the other venues are traditional structures. The air halls were opened in 2006 and 2008 respectively and are therefore quite modern.

6.104 The courts per 1,000 population findings for Broadland and South Norfolk compare very favorably with the Regional and England wide provision at 0.07 and 0.06 courts per 1,000 population, which is twice the England wide measure of provision.

Quality of provision

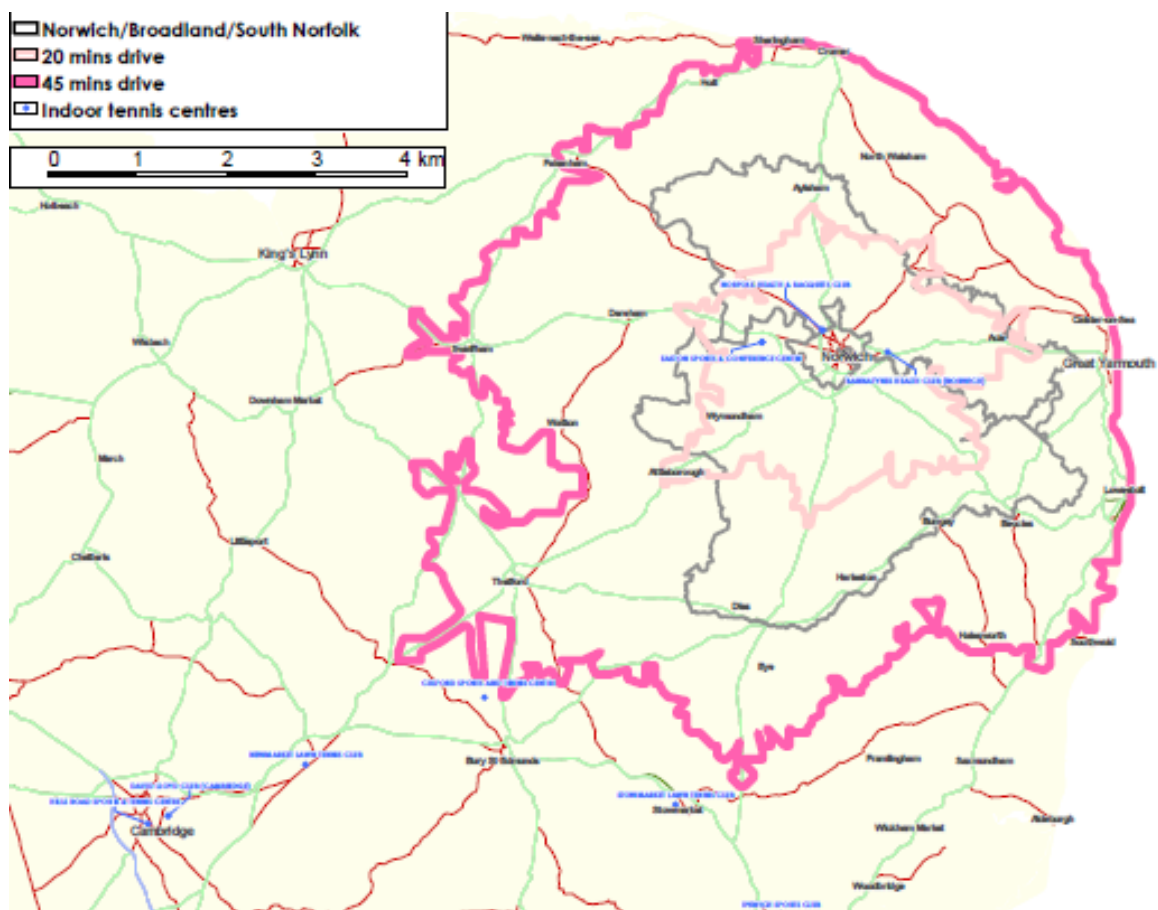
6.105 The 4 sites/centres are modern with 3 sites opened in the period 2006 - 2009 centres and so 75% of the sites in GNDP are between 5 – 8 years old, with the remaining site opened in 1999. It is a modern stock of centres. (Note Easton College is one site but with two venues)

6.106 Three of the five individual centres are traditional build structures and 2 are air halls, the air halls contain 6 of the total 16 courts and were constructed in 2006 and 2008.

Accessibility

- 6.107 In terms of access three venues are registered members use and the one venue and two centres at Easton College are pay and play. Three venues are commercially owned and managed, whilst Easton College is opened and operated by the FE College.
- 6.108 In terms of catchment areas of the centres, some 86% of the Greater Norwich population lives within a 20 minute drive time of one venue. The Lawn Tennis Association’s catchment area for an indoor tennis centre is 20 minutes drive time. 100% of the Greater Norwich population lives within a 45 minute drive time of the centres. Map 6.3 below shows the location of the centres and both drive time catchment areas.

Map 6.3: Location of indoor tennis centres and 20 minute and 45 minute drive time catchment areas



Overall assessment up to 2026

- 6.109 Based on this demand assessment for indoor tennis proposed by Sport England in the new ANOG guidance and applying the LTA demand assessment methodology, there is a surplus of 2 courts in both Broadland and South Norfolk and a deficit of 6 courts in Norwich.
- 6.110 Given the LTA recommended 20 minute drive time catchment area for an indoor tennis centre and that 86% of the Greater Norwich population are within a 20 minute

drive time of an indoor centre, it is reasonable to assess supply, demand and access based on Greater Norwich. By doing so the deficit of 6 courts in Norwich becomes a deficit of 2 courts because there is surplus of 2 courts in each of Broadland and South Norfolk.

- 6.111 Meeting this demand is best achieved by expansion at one of the existing 4 centres as provision of 2 courts as a centre is challenging in terms of viability and does not offer real critical mass for tennis development.
- 6.112 The only caveat to the future demand assessment is that the sports participation profile for the Greater Norwich authorities identified tennis (outdoor and indoor) as a sport which is second or third choice sport for the recreational player in the 30's – 45 age bands. Significantly it is a sport where there is a higher latent demand to play than there are actual tennis participants, when measured in the Active People survey. (Note these figures are for outdoor AND indoor tennis and are therefore more of a guide to indoor tennis participation and not specific. As a guide the LTA assessment is that for every 10 players who play outdoor tennis some 3-4 play indoors).
- 6.113 Based on the Active People market segmentation data and tennis participation for all three authorities, the number of people who would like to play tennis is 7,317 and this is greater than those who do play at 6,756 people. This does suggest there is potentially a high latent demand for tennis and one of the barriers to increased participation could be lack of facilities and which are accessible. So the unmet demand of 2 indoor courts across Greater Norwich could be an under estimate.
- 6.114 It is recommended that the Greater Norwich authorities maintain a watching brief on the provision of indoor tennis centres. Most definitely all four centres should be protected and retained. If any was to cease to operate there would be a gap in provision to meet current and projected future demand.
- 6.115 Opportunities promoted by the existing clubs and owners to increase provision at the existing sites should be supported to meet the projected unmet demand of 2 courts.
- 6.116 Any proposal to provide a new centre should be supported, if based on 3 - 4 courts so as to accommodate the unmet demand for 2 courts and the findings of the Active People survey that suggests there is high latent demand for tennis both indoor and outdoor. A pay and play centre is more suitable to meeting the unmet demand for 2 courts and the latent demand is more likely to take up participation if access is pay and play/come and try rather than a membership based centre.
- 6.117 Finally the quality of the existing venues is good as they are modern. One centre was opened in 1999 and was refurbished in 2011. The remaining sites opened between 2006 – 2009. It is not possible to be definitive about quality and condition, but it is likely that the centres are in good quality, given their age and the oldest was modernised in 2011. Over the next few years there will be the need to modernise the 2000 decade centres and the split is 2 public and 2 commercial centres. It is more probable that funding for modernisation of the commercial centres is more achievable.

Health and Fitness

Quantity of provision

- 6.118 Across the Greater Norwich area there are 42 health and fitness venues, of which 39 are open providing a total of 1,772 health and fitness stations.
- 6.119 Of the 39 operational venues 7 are in Broadland, 17 in Norwich and 15 in South Norfolk. The South Norfolk total is boosted by 7 venues which are commercial located at hotels/private clubs.

- 6.120 All the venues in Broadland are private/commercial sites except a small centre at Sprowston School of 11 stations.
- 6.121 Seven of the 17 venues in Norwich are commercial and it has the highest provision on school sites at 5 venues but these are small sites with an average of 12 stations.
- 6.122 In terms of availability for the community use, there is a quite even split across Greater Norwich between pay and play use at 841 stations and 850 stations for registered members on commercial sites, and only 81 stations at sports clubs or other access.

Quality of provision

- 6.123 In terms of the age of health and fitness centres only 8 of the centres were built before 1990 and all of these 4 centres have been refurbished. 15 centres have been built post 2,000 and of these 6 have already been refurbished, this reflects the increasing amount of commercial provision and need to maintain high quality provision to remain competitive and provide a quality facility, both within the different markets of pay and play and membership centres.

Supply and demand assessment

- 6.124 Based on the Fitness Industry Association supply and demand methodology, current distribution of the centres and number of stations there is a deficit of 82 stations in Broadland, a surplus of 77 stations in Norwich and a surplus of 61 stations in South Norfolk. However IF all the centres were equally available to the wider community and not split pay and play and membership based there would be an adequate supply of fitness facilities over the Greater Norwich area and there would be a surplus of 56 stations. The findings from the FIA assessment are set out below as Table 6.4 for each authority and Table 6.5 for Greater Norwich.

Table 6.4: Assessment of demand for health and fitness stations for each local authority in the GNDP based on the FIA assessment method

	Broadland		Norwich		South Norfolk	
Standard	Value	Total				
Population (over 16)		102,300		122,400		99,600
% of population participating in health and fitness	9.5%	9,718		11,628		9,462
Average number of visits per week	2.4	23,323		27,907		22,708
No. of visits in peak time	65%	15,159		18,139		14,760
No. of visits on one hour of peak time	28	541		647		527
Total number of stations required (peak times)		541		647		528
Number of current stations, based on Active Places Power 2013		459		724		589
Surplus (+) or deficit (-) in number of stations required		- 82		+ 77		+ 61

Table 6.5: Assessment of demand for health and fitness stations for the Greater Norwich based on the FIA assessment method

Greater Norwich		
Standard	Value	Total
Population (over 16)		324,300
% of population participating in health and fitness	9.5%	30,808
Average number of visits per week	2.4	73,940
No. of visits in peak time	65%	48,061
No. of visits on one hour of peak time	28	1716
Number of current stations, based on Active Places Power 2013		1,772
Surplus (+) or deficit (-) in number of stations required		+ 56

Overall assessment up to 2026

- 6.125 Assessing the future demand for health and fitness provision up to 2026 is not realistic. This is because of the changing types of provision and commercial operation/competitiveness. It is very much a market led type of provision and subject to each project establishing a core business case and model which can apply in times of strong economic growth and vice versa.
- 6.126 Health and fitness can be an integral part of a multi-use site as in the case of public sector provision or it can be a free standing low cost health and fitness centre located in city centres to capture a distinct market and location, for example Pure Gyms. Health and fitness is very susceptible to fluctuating changes in participation, driven by disposable levels of income, lifestyle choices as well as seasonal variation in participation. Other facility types such as swimming pools have more balanced trends in participation.
- 6.127 The FIA supply and demand assessment is an indication of the scale of deficits and surpluses at any particular time. Future gym provision is very market driven and for the public sector it is an integral facility component of new or re-provision of a sports hall or swimming pool project. Doing this so as to provide more critical mass and improve the core business case for a gym as an integrated part of a new multi-purpose facility.
- 6.128 Within the action plan section these opportunities for new health and fitness provision to integrate/complement the findings on deficiencies and accessibility findings for sports halls and swimming pools are set out. In effect, to provide critical mass in activity and financial terms for provision of health and fitness as part of an integrated pool/hall/health and fitness project.

VILLAGE HALLS

- 6.129 The village hall facility type and assessment was not included in the project brief. It was suggested by naa that it be included because village and community halls are an important local recreational resource. They can be venues for local sports and recreation clubs, or places to meet and socialise. In rural areas that lack immediate access to purpose built sports hall they often represent a vital hub for the community.

- 6.130 It is recognised that the Greater Norwich supply and demand assessment of the need for sports halls will not be able to meet all the demand for sports halls in rural areas and therefore the provision of village and community halls in meeting some of the demand and providing a supply base for indoor sports and much more so for physical activity is an important resource. So it is important to understand what role village and community halls can play in meeting the provision for indoor sport and physical activity.
- 6.131 There is no methodology for assessing the supply, demand and access to village halls and so the Greater Norwich study established its own methodology.

Supply and demand for village and community halls

- 6.132 Active Norfolk on behalf of naa organised an on line survey of village halls in the two districts of Broadland and South Norfolk. There are no village halls in City Of Norwich but there are community centres and the findings regarding this facility type is reported on next.
- 6.133 The survey was sent to the Active Norfolk Village Games co-ordinators. The survey was live between beginning of December 2013 and end of January 2014. Responses were received from 30 village games co-ordinators which represents a response rate of 38%
- 6.134 There can also be village halls which are not provided by town or parish councils and are not included in our survey, ranging across: church halls: including Salvation Army, Church of England, Baptist and Methodist and church-related halls where hired out for general public use; WI halls and scout halls. These were not included in the survey.
- 6.135 The findings from the village hall survey are overlaid on the fpm assessment of supply and demand for sports halls. It is NOT proposed that sports halls will be built in lots of rural areas. The purpose of the overlay is to identify the scale and location of unmet demand for sports halls in rural areas then overlay these findings with location of the major village halls. By so doing it allows a view to be formed on the match between unmet demand and the opportunities to increase access/capacity at the village halls in these areas.
- 6.136 In short, to what extent and what opportunities are there for the existing supply of village halls to provide some indoor space for physical activity and possibly sport in the areas of greatest need.
- 6.137 The findings from the village hall survey are set out followed by these findings to the fpm analysis of supply and demand for sports halls up to 2026 and the scale and location of unmet demand for sports halls in rural areas.
- 6.138 The online survey asked the following questions/topics:
- Does your village have a village hall which is used for sport or physical activity?
 - If so which sports or physical activities is the village hall used for?
 - Which are the most popular activities and why?
 - How many hours a week is the village hall used for sport and physical activity with seasonal variations identified?
 - What are the constraints on providing more sport and physical activity? (the prompt list of possible constraints were size of the village halls, quality, and lack of changing accommodation. Also constraints which are activity based so prompts

on other competing activities for time or no one to organise/do the activity, despite a demand for it).

- What are the dimensions of the village hall and the area where sport or physical activity takes place?
- What are the opportunities to increase sport and physical activity – and for which activities?
- The full postcode for the village hall?

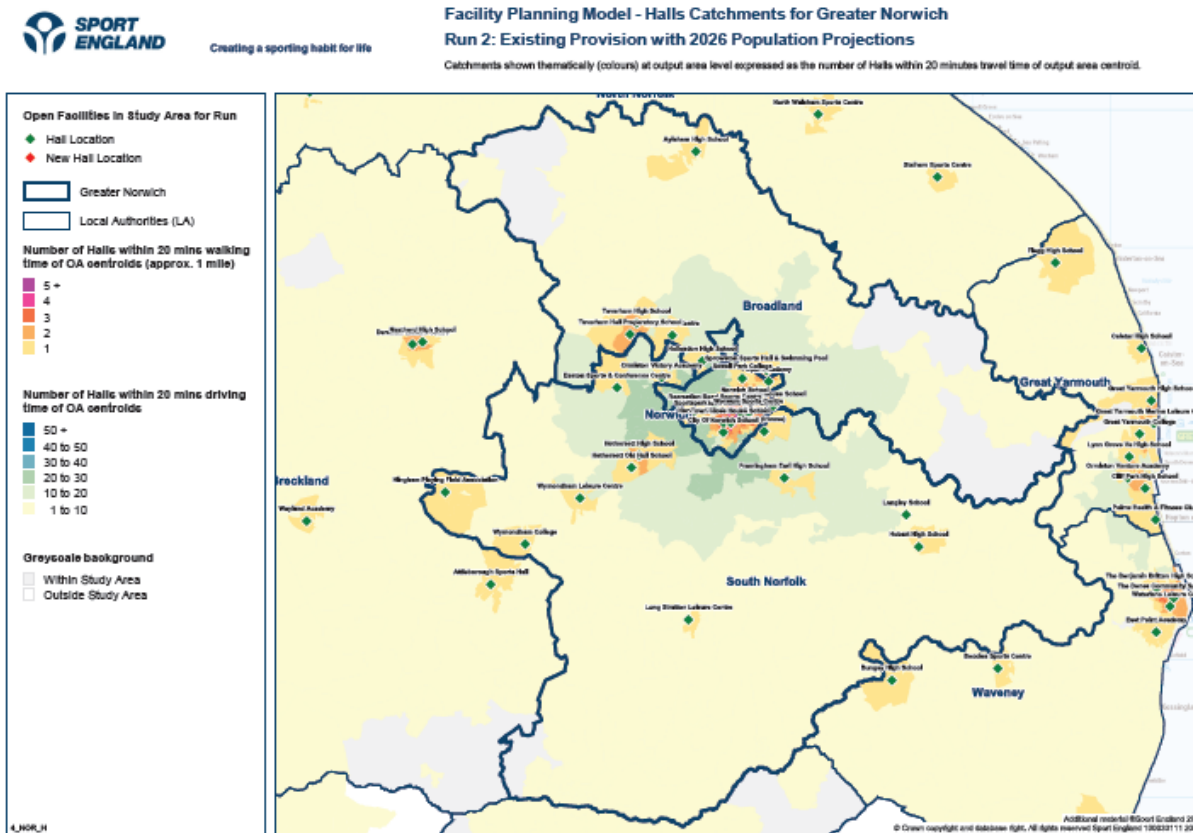
Accessibility to sports halls (and role played by village halls)

6.139 As important as the supply and demand assessment is the ACCESS to sports halls based on where people live and the location of the sports halls based on walking and (more importantly for rural areas) drive time catchments.

6.140 The facility planning model assessment and key findings on sports halls and which apply to village halls are;

- Overall access to sports halls based on car travel is quite good, with only the edge of the SE NE and NW of Broadland outside the drive to catchment area of any sports hall. There is one small area in South Norfolk in the far SW which is outside the catchment area of a sports hall. This is illustrated in Map 6.4 overleaf with the grey areas in both authorities being the areas in question.
- In most of the rural land area of Broadland and South Norfolk residents have access to between 1 – 5 sports halls based on a 20 minute drive time catchment of sports hall location.
- The dominate travel mode to sports halls is by car with 83% of all visits to venues in Greater Norwich area by car. The range is 91% in Broadland and 92% in South Norfolk.
- The key finding is that unmet demand, located outside the catchment area of a sports hall equates to just fewer than 9 badminton courts by 2026. Of this total it is just fewer than 3 badminton courts in Broadland and 3 badminton courts in South Norfolk. With the equivalent of 2 badminton court in Norwich which is unmet demand outside the WALK TO catchment area of a sports hall.

Map 6.4: Access to sports halls based on the 20 minute drive time catchment area for Broadland and South Norfolk Districts 2026



Summary of key finding from the village halls survey

6.141 The survey was sent to the Active Norfolk Village Games co-ordinators. The survey was live between beginning of December 2013 and end of January 2014. Responses were received from 30 village games co-ordinators which represents a response rate of 38%;

- **Most popular activities** – keep fit and dance is the most popular activities with 23 responses citing this as the main activity. With a further 15 responses also including dance. Short mat carpet bowls was the third most popular activity. Overall the types of activity are not a surprise. It is not sport based (and unlikely given the size of the village halls) but physical activity with dance/keep fit and exercise classes being most popular. This does suggest the main activities are female based, reinforced by 10 respondents also including yoga and 8 including pilates, where female participation is much higher than male.
- **Constraints** - competing time or demand from other activities is preventing more sports and physical activity taking place, with 18 respondents citing this as the biggest constraint. Quite possibly the constraint is activities all wanting the peak weekday evenings. Perhaps surprising is that size and quality of the village hall are not the biggest constraints, mentioned by 8 respondents as the biggest constraint. Other constraints are: few people to organise the activity; and lack of community awareness of facilities.
- **Opportunities** - there was a very wide range of responses under opportunities and it was not possible to group them into a few broad headings. Main responses were around; financial opportunities such as use of S106 monies to build/improve existing building; changes in organizing programmes and bookings so moving

away from individual lets to block bookings of table tennis, zumba, pilates and short mat bowls; setting up block bookings of 6 weeks or more provides continuity and people commit; better advertising and new instructors more dynamic.

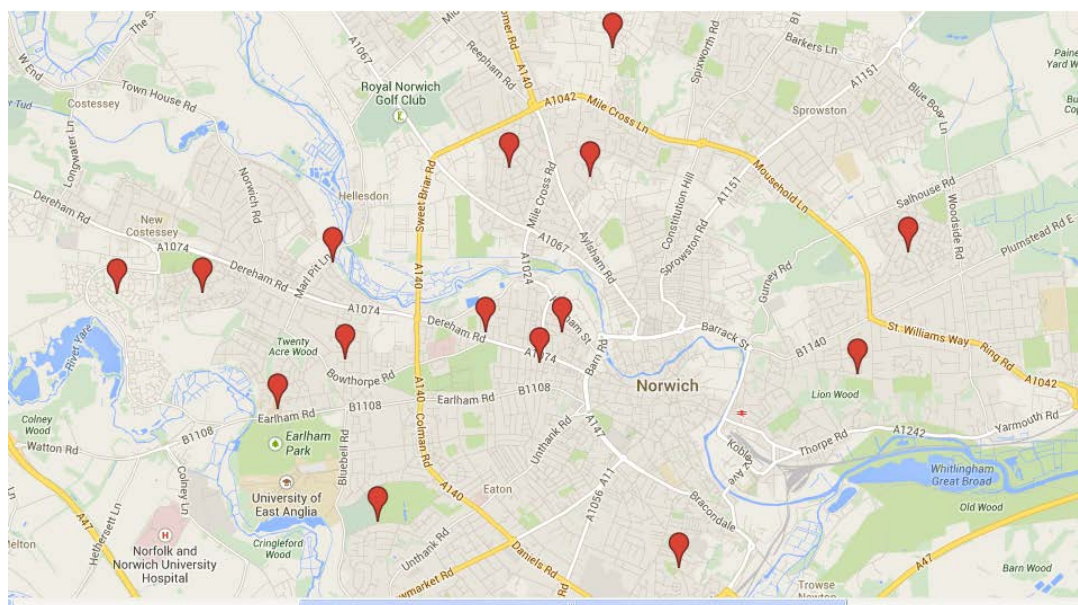
- 6.142 Overall Assessment and relationship of the fpm findings for sports halls in rural areas and scope for village halls to meet some of this demand.
- 6.143 The key finding is the fpm assessment does not identify a high level of unmet demand for sports halls in rural areas.
- 6.144 In terms of the village halls and opportunities to plug gaps in unmet demand for sports halls, the strategic assessment of demand, supply and accessibility to sports halls is isolated to three areas of Broadland and one very small area of South Norfolk which are outside the drive to catchment area of a sports hall.
- 6.145 Relating these findings to the village hall survey suggests that there is not a big issue in capacity of village halls to meet current or unmet demand for physical activity and sport. There is not a high level of unmet demand, at just 11 badminton courts and this is across all of Greater Norwich in 2026.
- 6.146 The constraint findings from the village hall survey are very much about people to organise and manage activity programmes. It is much less about the actual provision, size and location of village halls.
- 6.147 Given this overall assessment, then the purpose of relating the sports hall findings to the village hall survey has not materialized as an issue to address. The key presumption was that there would be a higher unmet demand for sports halls in rural areas than has been shown to be the case. Given unmet demand is only 11 badminton courts across all of the Greater Norwich area in 2026, there is not the need to make strategic interventions in key rural locations where there are hot spots of unmet demand for sports halls so as to establish if village halls can accommodate more demand.
- 6.148 It is hoped however that the village hall survey in itself does provide a useful evidence base of the overall scope, opportunities and constraints on their use for sport and physical activity. That the evidence base can be used by the authorities to inform decisions and interventions to improve the quantity or quality of provision and support activity programmes.

Community Centres

- 6.149 Norwich City Council has 16 community centres across the city and these are managed by local community associations. Community centres provide a venue for a variety of social, educational, recreational and local neighbourhood activities.
- 6.150 The City Council supports the centres by providing community development officers who offer guidance and support to the community associations. This could involve: attending meetings of the managing group; supporting its members; offering advice on issues affecting the centres; giving advice on organising activities in suggesting the type of activity and how it might be planned and run; help with fund-raising. The City Council also maintains the buildings.
- 6.151 It is important to understand the range of activities the centre provide for sport and physical activity and to see if they can address a key issue in Norwich of 32% of the population being outside the walk to catchment area of a sports hall. In effect do the community centres provide a more accessible venue for the population without a car and outside the 20 minute/1 mile walk to catchment area of a sports hall?

6.152 A map of the city showing the spot location of each centre is set out as Map 6.5 below.

Map 6.5: Spot location of the Norwich Community Centres



Quantity of provision

6.153 The range and type of sporting and physical activities undertaken across the 16 centres centre over a four week period in February – March 2014 is set out below as Table 6.6. Dance ranging across ballroom, tap and ballet is the most popular activity with 10 venues providing for dance activities and up to 54 hours a week.

6.154 Fitness and exercise classes are the next most popular group of activities at 6 venues and up to 29 hours of use per week. Then indoor carpet bowls with 5 venues providing up to 23 hours of activity a week. Finally yoga and pilates is the next most popular with 6 venues providing up to a total of 18 hours a week of activities.

Table 6.6: Range and types of sporting and physical activities undertaken at the Norwich Community Centres February – March 2014

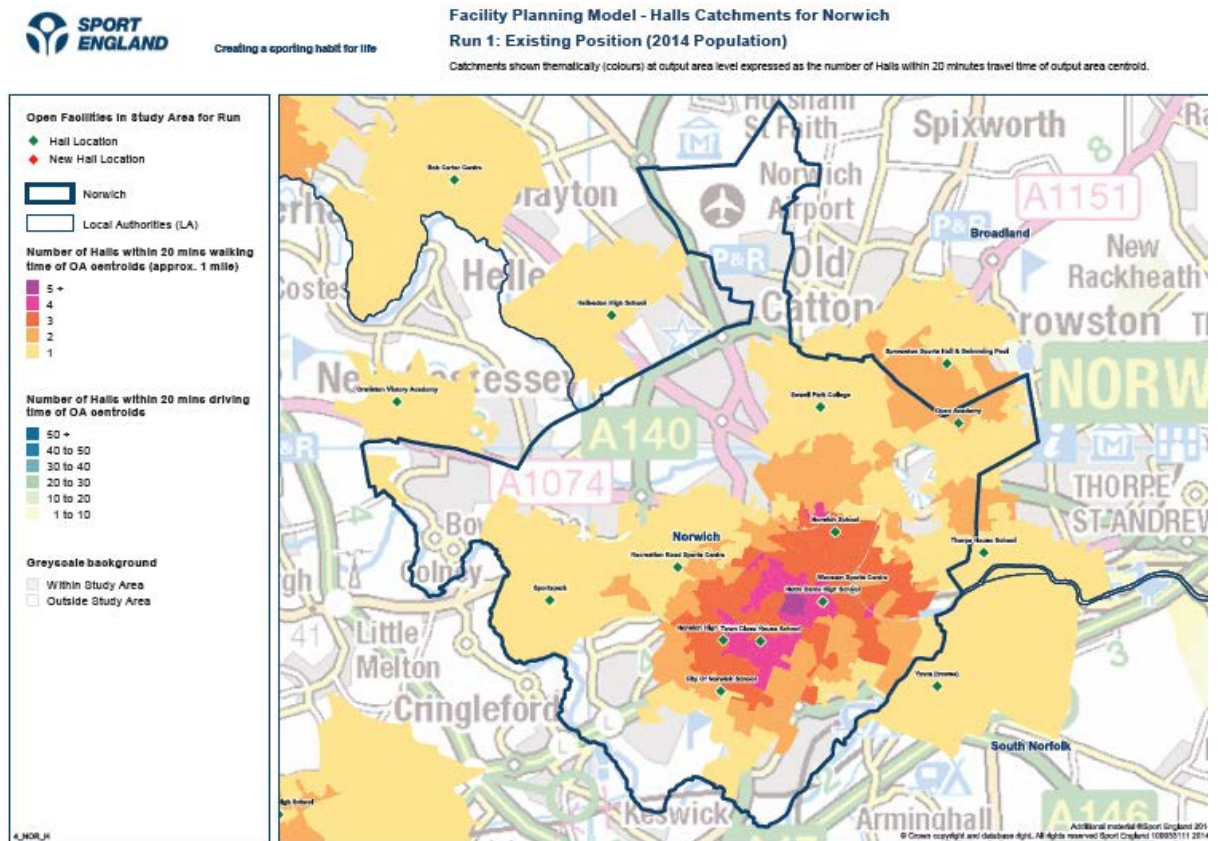
Type of activity	Venues	Total hours per week (over February – March 2014 survey period)
Dance	10	54
Indoor Bowls	5	23
Yoga/pilates	6	18
Fitness circuits	6	29
Martial Arts	4	18
Table Tennis	1	14

Accessibility

6.155 In 2014 some 32% of the Norwich population do not have access to a car and this is estimated not to change up to 2026. Furthermore the estimate is that 20% of all visits to sports halls are by walking.

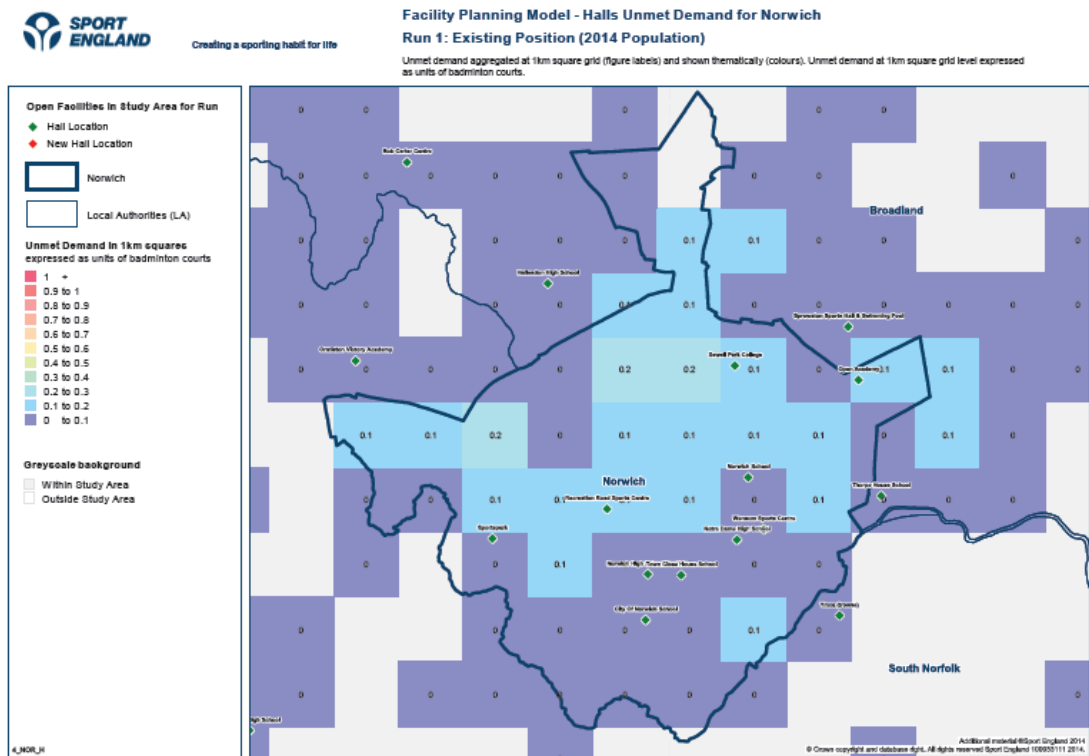
- 6.156 So can the community centres provide a more accessible venue to do some sport and physical activity in a more accessible venue for the population without a car and outside the 20 minute/1 mile walk to catchment area of a sports hall?
- 6.157 The areas of Norwich which are OUTSIDE the walking catchment of a sports hall in 2014 is illustrated in Map 6.6 below and as can be seen it is predominately the NW and SW of the city.

Map 6.6: Areas of Norwich inside and outside the walk to catchment area of a sports hall 2014



- 6.158 There is not a close correlation between the location of the community centres and areas of the city outside the walk to catchment area of a sports hall.
- 6.159 In terms of the location of unmet demand located outside this is set out in Map 6.7 overleaf and is for 2014 but it is virtually unchanged up to 2026 in numbers and locations. In relation to the areas of the city which are outside the walk to catchment area of a city, the unmet demand does not really correlate – not at all in the SW of the city where there is no unmet demand and in the NW there is at best unmet demand of 0.2 of a badminton court.

Map 6.7: Location and scale of unmet demand for sports halls in Norwich in 2014



Summary of findings

- 6.160 Across 10 of the 16 Norwich community centres they are providing a total of up 156 hours of use a week for predominantly physical activities, and some sports activity mainly indoor bowls.
- 6.161 There is not a correlation between the locations of the community centres and the locations of areas of the city outside the walk to catchment area of sports hall and so the community centres do not really provide a more accessible venue.
- 6.162 The issue of providing greater access to venues for the 32% of the Norwich population without access to a car and meeting the unmet demand for sports halls and which equates to 3 badminton courts in 2024 and 2026 is through sports halls. This either by increased access for community use at existing venues, or, re-provision of some of the existing sports halls. If it is the later then ideally those centres which have a more city centre location to allow greater access by public transport.

7: Framework for the Strategy and Action Plans

7.1 The Sports Facility Strategy for Greater Norwich must deliver a facility infrastructure which provides broad health, sporting and physical activity opportunities for all residents. It seeks to respond to the issues identified through the extensive assessment and consultations which have been undertaken. As such, it is focused around the following;

- **Quality of facilities is as important as the amount of provision** – the strategy seeks to ensure that Greater Norwich contains the right amount of facilities, of the right quality and in the right place. It promotes the protection of existing provision, but also recognises the need to improve the quality of existing facilities and the impact that qualitative improvements can have on capacity. Management change is as important as increases in the physical stock, in short getting more out of what already exists by more cohesive management.
- **Provision for sports facilities will be delivered in partnership.** The strategy sets out an overwhelming case that to be successful in delivery it requires the collective engagement of all the Greater Norwich local authorities, Norfolk County Council and partners but especially secondary schools all working together to implement the projects required to meet the needs up to 2026 and beyond.

This will involve changing roles and responsibilities to bring together key partners in the delivery of opportunities for sport, promote and share good practice and to maximise the value of assets to the community and avoid duplication of facilities.

The focus is on secondary school based sports facilities and which will involve changing the day to day management of the school based sports facilities. The way forward is for collective management of the school based indoor sports and recreational facilities outside of school hours so as to ensure the venues are maximised for community use.

- **Investment will focus upon interventions that will have the greatest impact** – the strategy seeks to prioritise investment into sites where the highest impact will be felt and where high numbers of users will benefit. It will seek to increase participation in sport and physical activity by increasing and efficiently managing community access across school sites.
- **The strategy will seek to maximise sustainability.** It will seek to provide accessible, local facilities for all sections of the community which offer value for money and improve long-term financial viability. The aim is to deliver modern sustainable solutions for sport and recreation which are fit for purpose in the future.

7.2 Each Council has a different role in the provision and operation of facilities and the strategy does not seek to change that role. It does seek to ensure there is a more collective and cohesive approach to delivery of sports and physical activities especially on school sites for community use. Partnership working is essential to protect current access levels and meet future needs.

7.3 Based on the needs assessment, the following principles for future indoor and built facility provision across Greater Norwich.

7.4 These are categorized under the headings of 'Protect', 'Enhance' and 'Provide', as recommended by Sport England in the ANOG guidance, although these categories are not mutually exclusive and some principles will sit comfortably both within 'Enhance' and 'Provide' for example. However, between them, they encompass the tenets to underpin the development of a sustainable framework for the future provision of facilities. The following principles underpin the development of this Strategy. In order the descriptions of each are:

Protect

- To protect and maintain existing sports facilities for sport and physical activity where the needs assessment has identified a current and future need based on population growth and the core resident population.
- To protect the overall balance of facilities where the needs assessment has identified a continuing need. This recognises there could be replacement of existing facilities based on the needs assessment identifying a better location to meet supply, demand and access. If this happens then there should not be a net reduction in the overall facility scale of provision.
- To protect, develop and secure the community use of sport facilities on education sites and to do so in a cohesive approach with a co-ordinated management approach to access and use.

Enhance

- To upgrade and enhance existing sports facilities for community use so as to ensure that sports' facility needs are met by the provision of appropriate, high quality facilities in the future.
- To manage and programme facilities effectively and sustainably across sites and promote partnership working to enable greater use of existing sports facilities and the sharing of skills, expertise, resources and facilities.
- To improve accessibility to sports facilities, in order to encourage greater participation by all sectors of the community.
- To increase participation for a health and active lifestyle benefit it is considered enhanced facilities at existing sites and which are already known to the local community is a more effective way to encourage and develop more participation across a wider population and for people with disabilities and reduced mobility.

Provide

- To provide facilities for sport and active recreation where based on the needs assessment there is a gap in the existing supply and or a demand which exists now and which is projected to be sustained and possibly increase.
- To provide updated information on sports participation and the demand for facilities based on the needs assessment reports.

7.5 There are strategic priorities which apply across Greater Norwich and to all authorities and these are set out as G priorities under the headings of protect, enhance and provide. Each G priority is described with its rationale and the second column sets out the action required.

7.6 The Action Guide/Plan for each authority follows again under the headings of protect, enhance and provide. This is by facility type and does link back to the general strategic priorities (which can also be linked back to the principles set out above).

7.7 The action guide/plans are set out under the following headings: SH Sports Halls; SP swimming pools; IB indoor bowling centres; IT indoor tennis centres. There are not specific actions for village halls and community centres but the summary of the findings for these facility types at the end of their reporting in section 6 does set out some recommendations to consider.

Prioritisation of Projects

7.8 The project sponsors have requested that a Greater Norwich wide prioritisation of projects is set out, based on the overarching strategy and the action plans for each authority. This is referenced below as priorities 1 – 10.

7.9 The overwhelming finding from the strategy is that the top priorities are not about any one individual scheme. Instead it is about the delivery of the strategy by the Greater Norwich authorities working collaboratively. Hence the priorities in order are about (1) the co-ordinated delivery followed by (2) the protection of projects and sites which represent the greatest impact if they are lost. Then it is about (3) meeting the needs of new provision based on growth and change.

7.10 The needs assessment has been completed on a Greater Norwich facility type assessment NOT a site specific assessment. Consequently the priorities could include a need for one facility type eg Hewitt school swimming pool modernisation and where the need for another facility type on the same site has a lower priority, for example (again) Hewitt School has three small school gymnasiums but the need for sports halls in this area is not as great as the need for swimming pools.

7.11 The priorities are a combination of the strategic general Greater Norwich wide priorities and about delivery and management followed by site specific priorities, In order they are

- Priority 1: (listed as G5 in the action plan for the strategy) Focus on improving the collective co-ordination of the facility planning, delivery and management of community based sports facilities across local authorities, so as to make it cohesive and cost and sports effective.
- Priority 2: (listed as G4 in the action plan for the strategy) Develop a joint sport and healthy/active lifestyle rationale for investment in sports facilities.
- Priority 3: the creation of a dedicated CIL fund for the modernisation and provision of community based sports facilities
- Priority 4: (listed as G3 in the action plan for the strategy) to protect and enhance community use of sports facilities on educational sites as a POLICY.
- Priority 5: following on from priority 4 as a policy the specific projects are modernisation of Hewitt School swimming pool
- Priority 6: following on from priority 4 as a policy to modernise Thorpe St Andrew School swimming pool
- Priority 7: following on from priority 4 as a policy to modernise Hellesdon High School and Sprowston School sports halls to a purpose built fit for purpose 4 badminton court size sports hall based on the Sport England/National Governing Bodies of Hall Sports specification
- Priorities 8 and 9: to provide new sports facilities in areas of either strategic gaps in provision, OR, in areas of new housing development where there is no existing

provision of indoor sports facilities whose catchment area extends into these growth areas.

- o The priorities being provision of a new swimming pool and sports hall in Diss in a strategic gap location. The new provision to be developed for integrated school and community use and project specifications to the Sport England and National Governing Bodies guidance.
- o A new sports hall in the Rackheath area co-located with the proposed new secondary school and developed again for integrated school and community use and based on Sport England project specifications and guidance.
- Priority 10: the needs assessment and development of the evidence base is a quantified, qualitative and spatial assessment. Such an assessment develops relative priorities. However based on this methodology there will always be areas which do not rank high enough to be priorities. However their need is ABSOLUTE and not relative. Acle is the area which scores most highly in this absolute assessment.

Acle does not have a sports hall nor a swimming pool. It will not get to the threshold of population growth to warrant provision of a swimming pool and is marginal in the case of a sports hall. Plus other areas have greater quantified need. So on the relative priorities it does not "get high enough up". However on the absolute assessment it has a very strong case for provision of a sports hall. Acle secondary school does not have a sports hall it has a 1960's school gym. It does not have suitable changing rooms nor any showering facilities. The school curriculum is delivered predominately outdoors and there is not a community sports hall in Acle.

So priority 10 is about absolute needs not relative priorities and on this criteria the provision in Acle of a 4 badminton court sports hall based on the Sport England and National Governing Bodies guidance project specification

Table 1: Strategic Priorities and Action Required Plan by Facility Type

G GENERAL

Strategic Priorities/General		Action Required
PROTECT	G1 - Resist the loss of any existing sports facilities that are currently available for community use or could contribute to meeting future community needs, unless replaced by equivalent or better provision in terms of quantity, quality and access in a suitable location.	<ul style="list-style-type: none"> Both Norwich and South Norfolk have approved local plan policies protecting indoor sports and recreational facilities from development. Broadland to apply the evidence base findings and formulate protection policies in revisions to local plan policies.
PROTECT	G2 - Resist the loss of existing sites allocated within the adopted/to be adopted Local Plans for indoor sport and recreation unless replaced by an alternative allocation. The alternative allocation should be at least equivalent and if the needs assessment has identified it, better in terms of quantity and quality and in a suitable and accessible location. Access means retaining access by the existing community to any change in site allocations.	<ul style="list-style-type: none"> Again both Norwich and South Norfolk have development management policies that seek to achieve G2. In the case of South Norfolk this is being applied in the proposal to develop the site of the Trowse YMCA sports hall. Again Broadland to develop policies based on the evidence base findings. Meantime the evidence base to be applied in the assessment of any proposals to develop an existing sports facility type included in the assessment.

G3 - Protect and enhance community use of sports facilities on educational sites.

A vision for the strategy and based on the needs assessments is for schools to be at the centre of provision as the most effective way forward. This is because around 70% of the existing stock of swimming pools and sports halls are located on secondary school sites. It is simply not cost or sports effective to consider alternative replacement or new provision on non-education sites. It is about enhancement of the school based stock – predominately.

Schools are committed to community use and each school develops its own programme of the type and level of community use. It is effective but responsive to local needs identified and provided by schools and sports clubs responding to their own needs and opportunities. There is an individual site by site approach to the provision and management of sports facilities by schools and a varying level of expertise in the planning, delivery and management of these facilities for public use.

This approach needs to be enhanced, strategically developed and co-ordinated across Greater Norwich to maximise the potential of school sites for community use. To do this effectively by a co-ordinated management programme of community use programmes and deliver community use across school sites. This is no easy task.

ENHANCE

- To develop a schools/community partnership whereby the community use agreements have a consistent framework and content across all sites. Base this on model templates developed by Sport England
- To develop a schools/community partnership with co-ordinated and collective management programme for community use of secondary school sports facility sites. The needs assessment has identified the scale and location of future needs – across boundaries.
- The action is to create this partnership whereby the findings of the needs assessment are applied in a business and cost effective programme of management and access for a range of club and community uses. This requires a co-ordinated management and booking system between all schools engaged so as to develop a cohesive programme of community access.
- It is envisaged the school based sports facilities will be predominantly for club use as schools are best placed to provide for club use in terms of business operation, access and suitability. Also there is extensive pay and play provision at major sites managed by Councils and the UEA Sportspark.
- This collective approach could be enhanced if Councils work co-operatively across boundaries to collectively manage all types of use. The needs assessment has identified the supply and demand for these sports facilities across boundaries and the scale of future requirement and by locations.

Strategic Priorities/General

Action Required

ENHANCE

It is fully recognised the independence of school to determine and manage their own arrangements for community use of sports facilities. With a shift in practice among school managers and governors, existing school facilities offer much potential to meeting the wider future requirements of the local sporting community and benefit the schools themselves in terms of income provision and closer links with their local communities.

It is also fully recognised the schools lack sufficient capital funding to improve and enhance the aging stock of indoor sports facilities. This is and will further restrict access for community use. To overcome the capital shortage it is proposed a CIL Capital Modernisation Fund is established to improve and enhance school indoor sports facilities. This will benefit both education and community use. The Fund can be applied to the projects and sites identified in the needs assessment and action plan. The fund could work on a draw down to support individual projects, consistent with the findings of the needs assessments on which sites and priorities, (set out under action plans)

Future growth in population and residents of new housing will make use of the school based sports facilities as this is overwhelmingly where provision is located. It is more cost and sports effective to invest in what already exists rather than create new provision which lacks a delivery and management set up.

- To establish a CIL Capital Modernisation Fund to part fund the capital works required to improve and enhance the school based stock based on the needs assessment findings on the scale and location of sites.
- The draw down of this CIL funding to be based on the priority sites and locations identified in the assessment and in the respective action plans. In short the sites which are going to experience the greatest increase in demand and offer greatest benefit of improving access and participation for community use.
- A full feasibility study will be required to determine the exact scope of works required. This should include capital works but also the development of core business case and operational plan for the modernised facility.

Strategic Priorities/General	Action Required
<p>The exception to enhancement is where the needs assessment has identified the need for new provision based on a combination of: the location of the population growth; the catchment area of existing facilities not extending to these growth areas; the lack of capacity at the existing provision to meet the additional demand from population growth. These strategic priorities are set out under the provide heading.</p>	
<p>ENHANCE</p> <p>G4 Develop a joint sport and healthy/active lifestyle rationale for investment in sports facilities. The needs assessment has identified the profile of the active and INactive participation lifestyle of the Greater Norwich population, the costs of non-participation in health costs and the savings in mortality from major illness resulting from increased participation (Needs Assessment report 1).</p> <p>The consultation process identified support for and an evidence based case that an active lifestyle does improve the health of residents. The process also identified the lack of a read across between the remits of the public health bodies and the local authorities responsible for sports and leisure provision. There is a common understanding of the evidence based case and benefits of an active and healthy lifestyle from sports and physical activity participation but there is not a programme of common and agreed work to make this happen.</p>	<ul style="list-style-type: none"> • Application of the evidence based case and development of a joint investment strategy between the public health organisations across Greater Norwich and the local authority leisure services. Identification of key benefits and rationale for investment based on the remit of each organisation. • Public health investment to support the priority projects and sites identified in the needs assessment and action plans.
<p>ENHANCE</p> <p>There is the need to deliver the common agreement and apply the evidence based case to promote an investment strategy by public health bodies in investment in sports facility enhancement. Development and activity programmes which are currently funded by public health can only be delivered if there is the facility provision and access. This needs to be enhanced and invested in so as to allow revenue activity programmes to then deliver the more active lifestyle.</p>	

Strategic Priorities/General	Action Required
<p data-bbox="192 644 226 772" style="writing-mode: vertical-rl; transform: rotate(180deg);">ENHANCE</p> <p data-bbox="257 336 1133 461">G5 – Focus on improving the collective co-ordination of the facility planning, delivery and management of community based sports facilities across local authorities, so as to make it cohesive and cost and sports effective.</p> <p data-bbox="257 499 1140 756">The needs assessment and consultation process identified very different and distinct strategic roles in the provision of community sports facilities by each local authority in Greater Norwich. The differing roles are compounded by the delivery of sports and recreational facility provision by local authorities; schools; UEA Sportspark (the major player); commercial sector; and Town and Parish Councils. The strategic role of each local authority as provider or enabler is accepted.</p> <p data-bbox="257 798 1140 922">It is suggested however, there does need to be some common and agreed objectives and delivery actions going forward. This through a collective approach to co-coordinated planning and provision of sports and recreational facilities</p>	<ul data-bbox="1167 336 2011 855" style="list-style-type: none"> • Agreement across the Greater Norwich authorities to a co-ordinated approach to the planning and delivery of sports facility provision. This to be based on agreed objectives for sports facility provision, which do exist and are consistent. • Agreement to co-ordinate planning and enhanced provision of particular projects across local authority boundaries and not do this in isolation and avoid the possible duplication of facilities. • Agreement to explore the collective management of school based sports facilities for community use. This to be co-ordinated and done in partnership with Norfolk County Council, the University of East Anglia for their professional leisure management experience, Sport England, Active Norfolk and individual schools.

Strategic Priorities/General	Action Required
<p data-bbox="197 480 226 608">ENHANCE</p> <p data-bbox="259 336 1144 560">For example agreement/action that the findings of the needs assessment are based on the catchment area of facilities and this extends across local authority boundaries. It identifies the key locations and projects for enhancement and new provision. It also sets out the extent (in terms of scale and visit number from each authority) to which enhancement of a facility located in one authority will also benefit residents in other authorities.</p> <p data-bbox="259 600 1144 727">So whilst the facility location is specific it benefits others. Based on these findings there is an evidence case for investment across boundaries (and outside of the three Greater Norwich authorities, especially in South Norfolk</p>	

G 6 To provide new sports facilities where there is an identified gap in existing provision OR the projected population growth has identified a need for new facilities.

The needs assessment has identified that the scale of the existing provision across most facility types does not identify overall the requirement to provide new facilities to meet the projected increase in population and demand up to 2026 and beyond. The quantity of provision is overall sufficient to meet the projected demand up to 2026. Hence the focus in the strategic/general priorities on protection and enhancement especially of existing provision.

There are three caveats to this statement. The theme is that if enhancement is not cost and or sports effective then there will be a need to RE-PROVIDE and replace the existing stock of facilities as the supply and demand balance is very close and hence the first principle of protect what already exists.

Firstly the needs assessment has been very careful to assess supply and demand based on the known rates and frequencies of sports participation using Sport England and National Governing Bodies sources of data. The projection of future supply and demand is based on the current rates and frequencies of sports participation to identify gaps in provision (and population growth). Should the rate and or frequency of participation increase then there is the need to review the assessment on the quantity of provision.

- Regularly review the rates and frequencies of sports participation in each of the facility types in the Greater Norwich needs assessment reports. These reports set out the methodology on how participation is measured. Should participation increase over a sustained period of 3 or more years then there is a need to review the findings in the reports on the projected supply and demand for each facility type.
- In the project planning for new sports facility provision or any replacement of existing provision, ensure that the feasibility assesses the need and scope to change the facility mix and scale at any location, so as to ensure current deficiencies in the facility scale are overcome and improved upon.
- Any new planning policies in any Local Plan review to reflect the needs assessment findings on: quantity of provision; the strategic gaps in provision; the scope to provide replacement of existing provision on new sites and new provision at a scale to overcome limitations on the facility size of the current stock.

PROVIDE

Strategic Priorities/General

Action Required

Secondly there is the need to replace existing provision if based on age, condition and quality a building has reached the end of its sports and cost effective life. Replacement with new provision provides the opportunity to change the location of provision, for example obtaining a capital receipt for release of a site and investing in a new project on a school site to maximize the use of the building and potential joint funding.

Strategic Priorities/General

Action Required

PROVIDE

The needs assessment has identified that the scale of the existing provision needs to be protected and any loss will quickly generate a deficit and therefore needs to be replaced.

The opportunity to change locations for any new provision should be taken, so long as the catchment area for the new location does protect and provide for the existing users as well as provide for new participation. In addition the needs assessment has identified strategic gaps in provision, in Broadland and South Norfolk. Any replacement of existing provision or new provision should apply the needs assessment findings to locate and meet a strategic and local need, whilst ensuring it does retain existing users based on the catchment assessment.

Thirdly the quantity of provision is sufficient to meet demand overall but the SIZE AT INDIVIDUAL SITES IS SMALL SCALE. For example there are only two school based swimming pools in Norwich which are 25 metre lane pool, the majority are 20 metres or less in length. This does restrict the range of swimming programmes and activities that can take place. Enhanced provision will not replace the size of the pool tank and so whilst the quantity of the waterspace is sufficient to meet demand overall, the scale of the actual pool is restricting the development of swimming.

Should there be the opportunity/need to replace any existing school based swimming pool on the basis of community use, then the new provision should be a 25 metre x 4 lane pool. If this opportunity occurs then there maybe scope to reduce the supply at other sites.

Strategic Priorities/General	Action Required
<p>PROVIDE</p> <p>This example applies even more so to school sports halls where there is a mixture of new (2000 decade sports halls of 4 badminton courts) and 1960's built school gymnasiums of 1-2 badminton court size.</p> <p>Again enhancement does not increase the size of an existing hall. The opportunity to re-provide or make initial provision at schools such as Acle Academy should be based on the fit for purpose 4 badminton court size sports hall.</p>	

8: Implementation and Delivery

8.1 This section of the strategy sets out the challenges to creating and delivering a fit for purpose stock of indoor sports facilities that met the needs identified in the strategy

8.2 It describes;

- the current capital funding position and the challenges that are faced in securing capital investment for modernisation of the stock and new provision
- The current management approach to community use of school based sports facilities and the way forward
- Funding options to meet the capital costs of improvements and manage the venues and role of developer contributions and the way forward
- Summary of the content of a delivery plan to take forward the strategy

Current capital funding position and costings

8.3 The delivery of the future indoor sports infrastructure across the Greater Norwich area will, to a large extent, be dependent on the ability to first secure capital funding, whilst acknowledging delivery is much wider than just about capital funding. The capital funding picture for public leisure facilities is always changing. Local authority finances are under even more pressure and previous major national funding programmes which supported indoor sports facilities are no longer available.

8.4 The Greater Norwich area has benefited from past capital programmes. The New Opportunities Fund known as NOF 3 created new indoor sports halls at Aylsham High School and at Framlingham Earl Secondary School (2006 - 07). Whilst the Building Schools for the Future programme has provided a sports hall and dance studios at City Academy (2010). Significantly all these projects are new build and the overwhelming requirement in Greater Norwich now is modernisation and extensive refurbishment of the existing stock of sports halls and swimming pools, including changing accommodation, not new build.

8.5 A traditional source for maintaining and modernising the schools provision has been the Norfolk County Council Capital Works Programme and the planned preventive maintenance works programme. However this also no longer exists and the capital works funding from the County Council budget is now focused on ensuring buildings are fit for purpose in meeting statutory health and safety requirements. There is little if any funding for improvements or modernisation of buildings.

8.6 Secondary schools themselves lack sufficient capital funding to directly finance the major improvements to buildings to increase the quality of the venues as well as meet the cost for major renewals.

8.7 **So what is the way forward?** The evidence base for this strategy has identified the scale of the future requirements for indoor sports facilities to meet the demands for community participation up to 2026 and beyond. It set out in the action plans which venues need to be protected and those which need to be enhanced by geographical area and by site. It sets out in the action plans where there is an evidence case for new provision either to meet gaps in current provision or in areas of significant growth of population and new housing. The evidence case seeks to focus investment on enhancement of secondary school sites because over 70% of the sports halls and swimming pools provision – which is the bedrock of community participation – is on school sites.

- 8.8 In short, the evidence base has set out the case that it is most sports/cost effective to invest in what already exists. Making the existing stock fit for purpose and with integrated education and community use. It is not to provide more new facilities which would then create a very challenging question of “who provides” and which challenges the leadership role of the local authorities in provision of facilities.
- 8.9 It is pragmatic but also focusing on what is needed to improve the quantity and quality of the existing secondary school stock of indoor sports halls and swimming pools. To invest capital but also change the management and business operation at these facilities to ensure there is core business case and with an operational business model which is functional.
- 8.10 This strategy cannot cost the programme of works required to enhance the facility requirements that are identified. This is because they are site specific requirements and there are no condition surveys of the buildings which sets out a programme of capital works required to establish a fit for purpose building with a defined future life span. The new provision requirements can be costed more easily based on the Sport England models of affordable facilities and the action plans set out that that this is the route that should be followed. In effect establishing a design, build, cost, management and procurement route to meet the facility scale and mix defined as the need in the strategy.
- 8.11 The project sponsors have requested costings to be attached to each action plans. This has been done but the costings are very much indicative and not based on detailed project specific feasibility to provide project, site and time specific costings. Any project feasibility study will wish to include as an integral part of the study the costs and benefits of enhancement of an existing building compared with the costs of re-provision of a new building. This is not simply a costing exercise as a new build provides the opportunity to provide a fit for purpose building in terms of extra income sources such as a gym which may not be possible in the re-development within the footprint of an existing building.
- 8.12 Any project feasibility study will wish to develop specific objectives for the project and ensure it is fit for purpose in meeting ALL its intended uses and the whole life costs of doing so. Then determine if the best cost option is new or re-provision alongside redevelopment of an existing building.
- 8.13 In terms of the enhancement of the existing school based secondary school sites the way forward is undertaking a detailed feasibility study on a site by site basis and, in effect, investing in the sites/facilities that the strategy and action plans has identified are most important in terms of their retention and which met the greatest need in terms of maintaining and increasing participation.
- 8.14 In effect works through a list of priorities that the strategy has identified are the most important. This to be progressed by detailed feasibility site by site.

The current management approach to community use of school based sports facilities and the way forward

- 8.15 Allied to improvement in the physical stock of the buildings is then determining who manages and who operates the buildings for education and community use – based on a core business model and operational business plan for each site. This is an essential and integral part of the total feasibility. The strategy has identified a current fragmented approach to community use of school sports facilities.
- 8.16 The good news is there is an overwhelming commitment to community use of school sports facilities by the schools themselves. The challenge, in addition to the condition of

the buildings, is also in improving the management operation of the buildings. This can be described currently as: schools lacking operational systems for programming, bookings and procedures; responsive community use to clubs and organisations who request access; a lack of understanding of catchment areas, potential users and no marketing budget or activity; pricing that is not based on going rates or income to meet a defined level of costs and operation. These are NOT criticisms of schools it is a reflection that community use of school sports facilities is not their core business and they are not experienced in management of a sports venue for community use.

8.17 If there is to be investment in the stock there also has to be investment in the management and operation of the buildings based on a defined core business case, operational business plan and with experienced sports centre management leadership.

8.18 This could be on a site by site basis as detailed feasibility takes place and commitments to individual projects are secured with a change in the management operation. This is however a site by site approach and still does not address the lack of knowledge and experience by school personnel in full community use of school based sports facilities and overcome the current management problems identified.

8.19 **So what is the way forward?** In essence the way forward is based on professional leisure management knowledge, experience and leadership of the use of the school sports facilities with education and community use integrated. One building for both types of use at different times of the day working to one philosophy and with one operational business model. This is not new - at all - but it is not how the majority of the venues currently operate in Greater Norwich.

8.20 This could be achieved on a site by site basis as investment in the venue is secured and the management operation and core business case is developed as an integral part of feasibility. However a site by site basis could be short sighted as it improves the one venue but disadvantages the other neighbouring (and competing venues). A finding from the strategy was the lack of awareness of markets and catchments by the schools. A site by site approach will resolve this problem for one venue but leave others disadvantaged.

8.21 A shorter term measure and which can be achieved before modernisation of existing buildings is to create a more cohesive and collective approach to the management operation of the school venues. This has been achieved in Suffolk over the 2010 - 12 period through the development of a community use framework. The key features of the approach are:

- It addressed and resolved many of the features of current schools operation in Greater Norwich
- It supported schools in developing financially sustainable models and programmes which improves the financial bottom line and increases participation
- It provide leadership and education for school personnel to manage the facilities more effectively in both the schools and community interests
- The programme ran for 18 months and involved 12 schools in South Suffolk and Ipswich. It started with a mixed economy of community use operation across the school sites of formal joint use arrangements with local authorities, plus schools operating a lettings policy – features of what happens in Greater Norwich

- Sport England part funded the appointment of professional leisure management company to lead the programme.
- 8.22 This section of the strategy is NOT saying the Suffolk project should be replicated in Greater Norwich in its entirety. It is saying that many of the features in Suffolk do apply in Greater Norwich and a similar type project can provide greater cohesion and a more sports and business model to the CURRENT operation of community use of school sports facilities. This could be undertaken in advance of the longer term capital modernisation of the school sports facilities but most certainly integrated with it.
- 8.23 A question then becomes who hosts and leads this type of programme? It does require professional sports facility management knowledge and experience. An organisation which understands the core business does operate facilities for public pay and play and club use and can address/resolve the features of the current school based operation. This knowledge is extensive in South Norfolk but limited in the other local authorities, given their defined roles in respect of sports facility provision and operation.
- 8.24 The evident organisation which has the leadership, knowledge and experience is the UEA Sportspark. It operates the second largest complex of sports facilities for community and education pay and play use in England. It has done so for over 10 years and it has developed the business very successfully. It has a proven track record and it is at the heart of community use pay and play facilities across Greater Norwich. It is integrated and embedded in every sense in sports provision, management and public access across Greater Norwich.
- 8.25 It could be viewed as a competitor because of its scale of provision and quality of its operation in all respects – except it does provide the biggest community venue and it knows the market and how to successfully provide sports facilities for community use across Greater Norwich. In addition the work on the strategy has shown there is a fractured and disparate approach to both provision of sports facilities and their operation for community use across Greater Norwich. Furthermore the strategy has evidenced the scale and pull of the UEA Sportspark in terms of demand and the impact in distribution of demand across the Greater Norwich area - and it is very beneficial to the residents. The UEA Sportspark team has the professional leadership, knowledge, experience and competence to lead this work in the interests of Greater Norwich.
- 8.26 It is evident that there needs to be a cohesive approach to maximize the use of school based venues. To do this to achieve increased participation but with a more viable business operation – that is the way forward. It is suggested that the UEA Sportspark management working within a Greater Norwich Framework can provide that leadership and change.
- 8.27 This is set out in the strategy because it is evident to the author that addressing the issues based on the evidence compiled in the strategy also requires a suggested way forward to deliver what the strategy requires.
- 8.28 The Suffolk County Council approach and the use of Sport England Activation Fund to part fund the employment of staff to manage this cohesive and business orientated approach to community use programme does provide a model and way forward for Greater Norwich.

Funding options to meet the capital costs of improvements and manage the venues

- 8.29 The final part of the delivery section concerns the vexed question of how to finance the provision and modernisation of the sports facility requirements identified in the strategy?

- 8.30 Using assets innovatively will be a key feature of the next few years, as will working in partnership on a multi-agency approach. The National Planning Policy Framework (NPPF) provides opportunities for investment through the Community Infrastructure Levy (CIL).
- 8.31 Given the potential level of funding required to refurbish or redevelop the indoor sports infrastructure across the Greater Norwich area, it is therefore likely that investment will only be achieved through a combination of opportunities.
- 8.32 The main funding delivery mechanisms for the three local authorities and others in delivering the strategy are:
- Community Infrastructure Levy (CIL) and Section 106 developer contributions: the indoor sports facilities strategy aims to secure developer contributions in association with new development to provide or improve infrastructure
 - Capital Grant funding from local and national agencies such as Sport England, including its major programmes of capital grant aid for provision and modernisation of sports facilities. The development of an evidence base which is NPPF and Sport England ANOG compliant certainly ensures there is justification for investment.
 - Commercial sector funding in return for a long term leisure management contract of existing and new facilities. This is limited because of the defined role of the local authorities and only South Norfolk being the only FULL direct owner and provider of facilities. However there maybe scope to review the timing and coverage of future leisure management contracts across authorities and which includes new and modernised facilities. More critical mass of facilities under one management contractor, across boundaries and with the scope to manage and operate facilities collectively will for sure increase the scope and amount of commercial sector investment.
 - Education and Further Education sector: while the previous sources of funding (including BSF and Primary Schools Programme) have changed and the scale of the education capital programmes have been reduced, the provision of sports facilities on new and improved school sites is still likely to be a key funding stream. In 2013 Diss High School submitted an unsuccessful bid to the Department of Education Schools Improvement Programme for part funding of a sports hall. This funding programme may continue and any future rounds maybe themed. Provision for science and languages have been past themes and it maybe that sports provision is a future theme. This could provide substantial capital funding

Role of developers' contributions

- 8.33 In preceding years, local authorities have sought and secured developer contributions for local physical and social infrastructure through Section 106 (and other provisions) of the various Planning Acts. Strict regulations have controlled these contributions in order that they are reasonable and proportionate to the development, and in principle are necessary for the development to be acceptable in planning terms.
- 8.34 In April 2010 a new way of collecting developer contributions to help fund infrastructure projects was introduced. The Community Infrastructure Levy (CIL) allows local authorities to charge a tariff, at a locally set rate, on many types of new development. The money can then be used to pay for a wide range of community infrastructure that is required as a result of development. This can include transport

schemes, green infrastructure and community facilities, including indoor and outdoor sport.

- 8.35 Charging schedules have been produced jointly by Broadland District Council, Norwich City Council and South Norfolk Council, working together with Norfolk County Council as the former Greater Norwich Development Partnership. Each of the district councils is the “Charging Authority” for their area and a separate charging schedule has been produced for each district.
- 8.36 This strategy and evidence base has set out what the requirements are and it is understood that CIL money does not need to be used for providing infrastructure on the site it is collected from. The relationship between a site's infrastructure requirements and level of contributions made is broken although any infrastructure which is directly required as a result of a development can continue to be sought through Section 106. S106 obligations will therefore remain alongside CIL but will be restricted to that infrastructure required to directly mitigate the impact of a proposal. CIL is for strategic infrastructure, S106 will still apply to onsite provision (such as recreation and sport) and to offsite provision that is to meet the requirements of that development (ie non – strategic) subject to the pooling limitations.
- 8.37 The two elements of provision could be treated as follows:
- provision of facilities necessary to meet the needs of the new housing, or enhancement of existing facilities nearby (which can be achieved by S106 commuted payments and possibly CIL for larger schemes); and
 - provision of significant new facilities within major new housing developments or stand alone strategic schemes or both (CIL).
- 8.38 The evidence base has assessed the supply, demand and access to the current provision of facilities for community use (in 2013). It has then assessed the changes in all three categories created by the projected population growth and housing allocations, plus the aging of the core resident population has on the demand for facilities up to 2026.
- 8.39 So in effect the future requirements are identified quantitatively and spatially. Furthermore the strategy is arguing that the requirement is overwhelmingly to modernise the existing provision and in only limited areas of Diss because of a strategic gap and Rackheath because of the scale of housing development in the growth triangle is there a need for new provision. There is alongside this a very strong case to protect and retain the existing stock and this may lead to RE-PROVISION of some of the existing stock as the most cost effective way to protect the facility requirements needed to meet participation to 2026 and beyond.
- 8.40 So the evidence case is that developer's contributions should contribute to new provision where it is required, and also enhancement of the existing stock based on where the housing allocations and developments will take place and the catchment area of an existing facility including this new housing area. These are all included in the facilities evidence base findings and assessment.
- 8.41 The strategy suggests there should be the creation of a CIL Modernisation Fund for the provision and modernisation of the sports facilities and this should focus on swimming pools and sports halls. Furthermore the strategy and action plans have identified the key locations, sites and venues where investment is required. Putting a figure on the requirement from this CIL Capital Modernisation Fund is not possible because it is subject to full feasibility of the venues identified for modernisation.

- 8.42 In terms of new build it is possible to calculate these costs based on the final facility mix and scale being agreed based on the evidence base in this strategy and applying the Sport England affordable pools and sports halls models for a particular scale of project and business case. Thus should be progressed as part of the implementation.
- 8.43 A critical piece of information in determining the size of this CIL Modernisation Fund (possibly not the best title to use of modernisation, if funding is from new housing development) is how much demand is generated in terms of facility requirements and what is the cost of this provision. This information is critical in apportioning it to either new build or modernisation – depending on the most cost effective way of providing facilities for the residents of the new housing developments.
- 8.44 This information can be produced by use of the Sport England Sports Facility Calculator by calculating the required provision the population increase generates in terms of water area for swimming pools and number of badminton courts for sports halls. Then calculate the cost of this scale of provision at 2014 prices. This is set out overleaf in Tables' 8.1 – 8.3 for each of the three Greater Norwich authorities, (Note: the tables also include the scale and costs for providing indoor bowling halls and full size artificial grass pitches. However the strategy has focused on the CIL Modernisation Fund to contribute to the costs for pools and sports halls).
- 8.45 As the table shows the scale and costs of providing for these facility types from population growth is not extensive and does not equate across any of the three authorities to what is the effective size of provision. For a swimming pool this would be at least a 25m x 4 lane pool of 212 sq metres or a 4 badminton court size sports hall.
- 8.46 This only serves to underline that the focus for the expenditure should not be to provide new facilities but to contribute to the modernisation of the existing stock at locations accessible to the new population growth.

Table 8.1: Sports Facility Calculator for sports halls and swimming pools in Broadland District

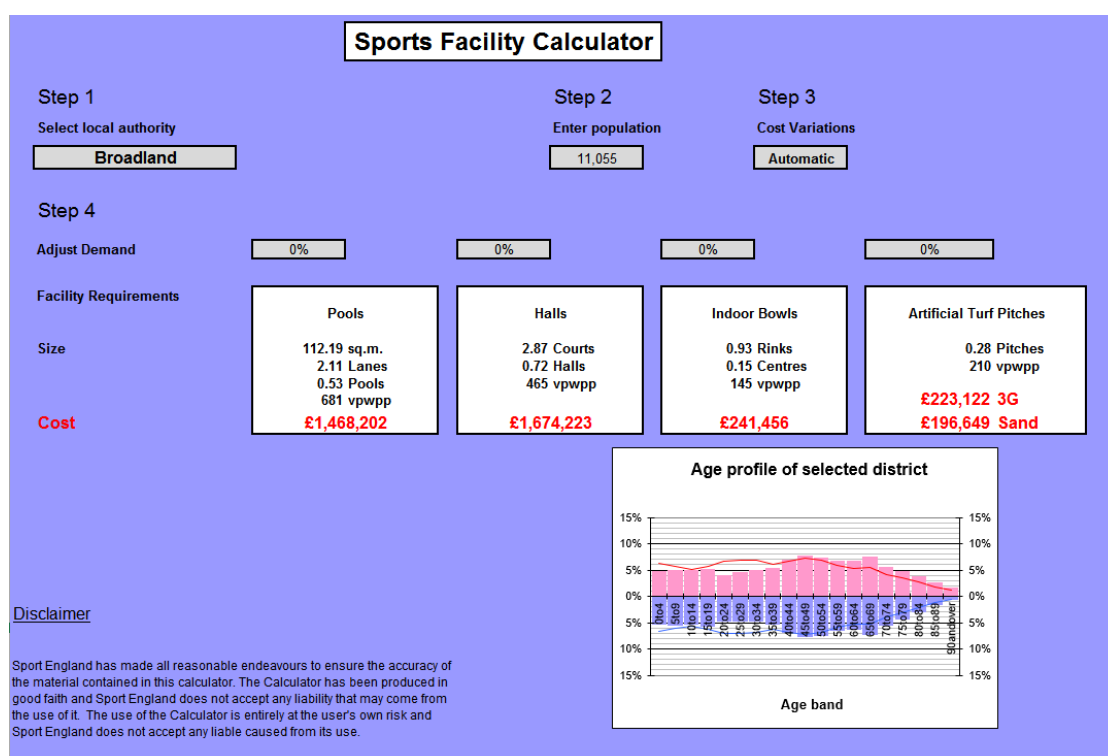


Table 8.2: Sports Facility Calculator for sports halls and swimming pools in City of Norwich

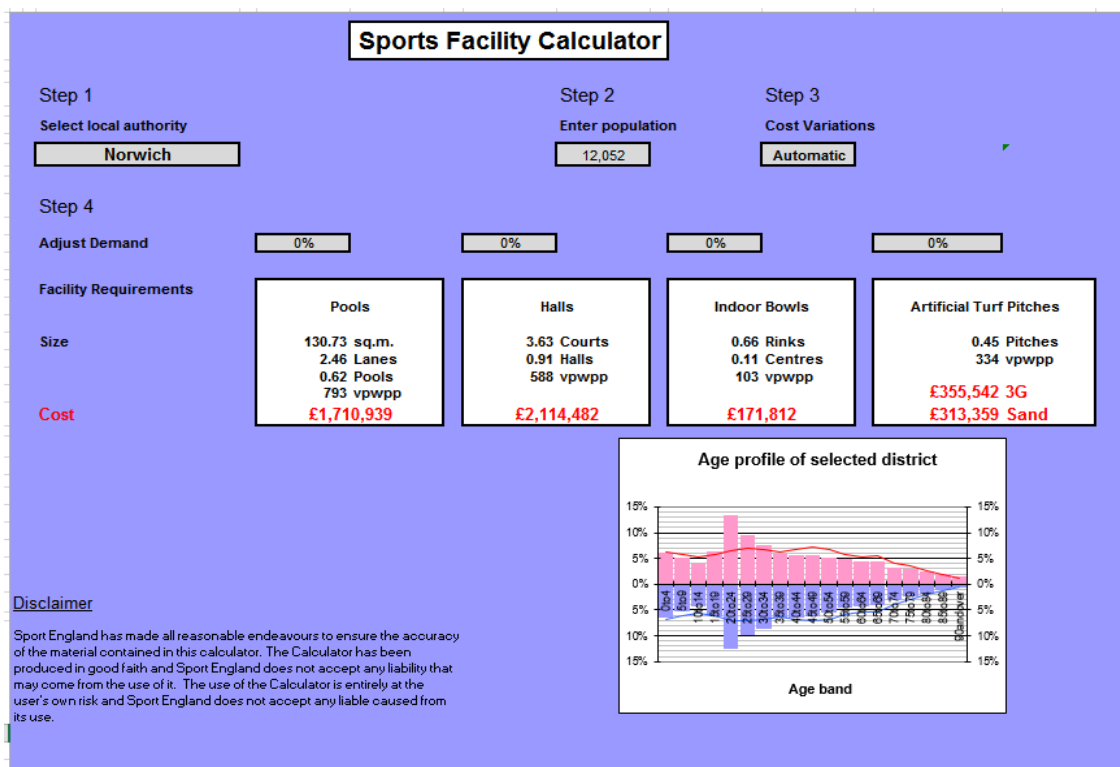
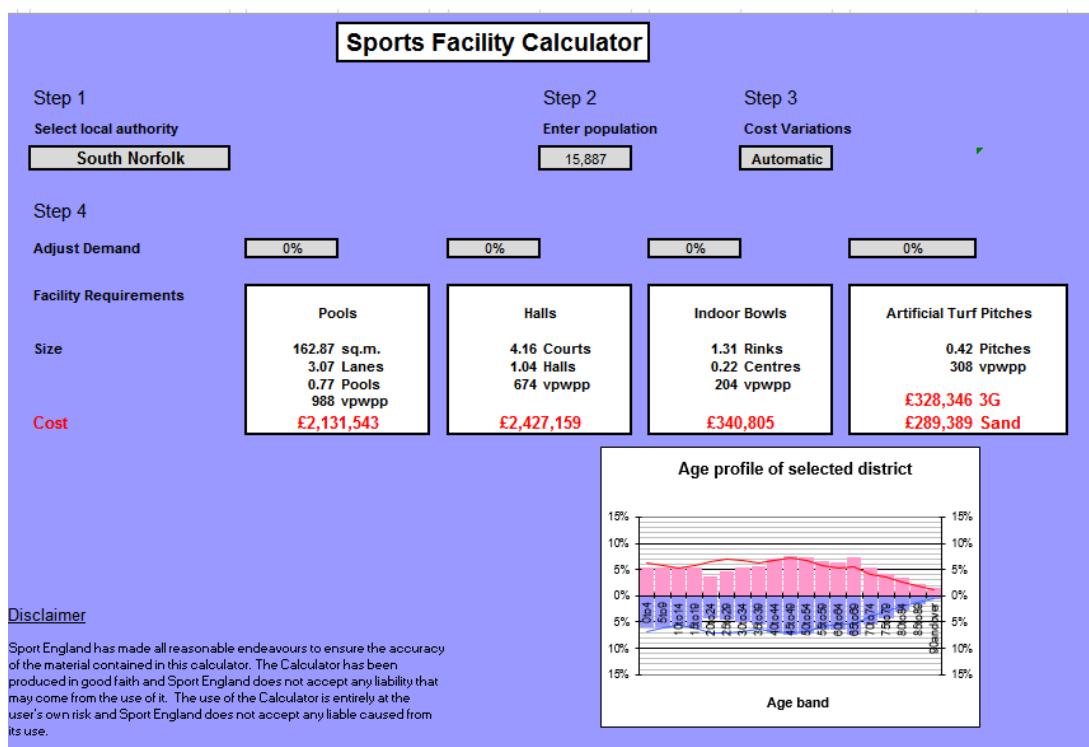


Table 8.3: Sports Facility Calculator for sports halls and swimming pools in South Norfolk District



8.47 Finally two points are acknowledged and reinforced

- CIL will fund only a proportion of strategic infrastructure, and spending will have to balance a number of competing priorities. Other priorities may outweigh sport. CIL will be only one of the ways in which new infrastructure is paid for and other funding streams will need to be sought and considered, under the auspices of the delivery plan. The rate of CIL must be based on the evidence of viability.
- Whilst the strategy sets out there is already a good supply of indoor sports facilities, some of which will accommodate future demand, this does not mean that developer contributions should not be sought. New development and the associated population growth will place pressures on the existing facility stock and generate new participants in both indoor hall sports, fitness and activity classes and in swimming – across all ages. Increased use of these venues places greater importance on their quality and capacity and as a consequence, it is concluded that contributions towards indoor sports facilities should be required from all new developments. Contributions should be made towards the delivery of the strategic objectives of this document and the priority projects set out in the action plan.

Summary of key features of implementation and the delivery approach

8.48 A summary of the features of the content of the implementation and delivery approach for the strategy is

- Create a CIL Modernisation Fund to part finance the capital costs of financing the new sports facility requirements and the facility enhancements generated by the population growth and where the facilities are within the catchment area of the population growth (set out in the action plans)

- Develop a funding package for facility provision and enhancement which is based on CIL and developer contributions, Sport England capital programmes for facility provision, Department of Education School Modernisation Programme, potential commercial sector investment through long term facility management contracts and capital borrowing by local authorities
- Develop a joint approach to facility management of school based sports facilities. With a cohesive programme of community and education use within and across venues managed as one programme and with a defined business case. Development of this management approach to be led and co-ordinated by an organisation which has experience and knowledge of manage school and community based club and pay and play sports facilities
- Co-ordination of the delivery plan and implementation to be led by the Greater Norwich Development Board.

9: Monitoring and Review

- 9.1 Ongoing monitoring and evaluation of the indoor strategy is as important as the creation of the initial strategy. Monitoring is essential if the strategy is to successfully deliver improved provision of indoor sports and recreational facilities over the longer term. Monitoring and review represents the final stage in the Assessing Needs and Opportunities Guidance produced by Sport England.
- 9.2 The four needs assessment reports that underpin the strategy are from data compiled and analysed in 2013 - 14. This does provide a robust evidence basis on which to evaluate current and future supply, demand, access and availability of the sports and recreational facility stock. It is however essential to keep this under review and to monitor changes, and the implications of these changes.
- 9.3 Priorities will change over time as the strategy is delivered and new issues and challenges emerge. Furthermore, it is essential to evaluate the implications of actions taken and the knock on effect on the overall strategy and its associated priorities. While the strategy vision should therefore remain consistent over the defined period, the action plans should be dynamic and responsive to change.

Monitoring and review strategy

- 9.4 Monitoring and review of this strategy should be undertaken as follows;

- **ongoing monitoring of changes to the database.** This is usually regarded as an onerous and tedious task. However for 5 of the 7 facility types included in the strategy Sport England on an annual basis does update the database. In effect therefore it is not about reviewing and updating data but much more about ensuring that an officer in each Council is: aware of the Sport England Active Places Power (APP) database, has access to it (which is organised through Sport England and set out in the APP section of their web site); understands how the database works and can interrogate the data. In effect, it is an electronically updated source of data for the facility types in the strategy (and other facility types), which can be accessed and manipulated for any particular purpose from now on. Should the Greater Norwich authorities wish to undertake a refresh of any findings for any facility type then it will be important to use the latest database but also do a bespoke review of the data at that time. This is not onerous, for example, to review the swimming pools database means reviewing around 30 entries across Greater Norwich.

The two facility types not included in the APP database are village halls in Broadland and South Norfolk and the community centres in Norwich. For village halls the need to review the data does depend on if the two authorities regard them as an effective part of the supply for physical activity and if it wishes to determine a strategic role they could play in meeting this demand in the future? The strategy sets out an assessment of the capacity and scale of village hall provision and there is not a need to do further work in updating the database (or the strategy) unless there is a specific change or initiative. Active Norfolk maintains a database of village games co-coordinators. These people are the most informed sources about actual village hall provision across both Districts. So to investigate particular villages the Active Norfolk database provides the best set of initial contacts. For community centres in Norwich there are only 18 venues and the City Council is responsible for them and keeps an up to date database on each site.

- **Assessing the impact of demographic changes and new population estimates / housing growth.** The needs assessment and strategy is based on the 2014 population and its distribution across Greater Norwich. It then projects forward to 2026 based on the projected population growth and committed housing growth in the Core Strategy and housing allocations across Greater Norwich up to 2026. So the assumption is that these allocations in terms of sites and numbers remain in place and the delivery of the housing development takes place. It is assumed the allocations and commitments will not change and the pace of delivery is the unknown. In effect because the needs assessment and strategy is predicated on delivery taking place and if it is lower/slower than it is an over estimate of demand. The presumption is that this is only a timing delay and therefore not of significant consequence
- **Reviewing participation/frequency of participation rates.** The needs assessment is based on Sport England and National Governing Bodies of Sport participation and frequency of participation rates across both genders and 5 year adult age bands as at 2014. The assumption in the strategy is that these participation/frequency rates do not change. It is possible to monitor participation trends for specific sports such as swimming and for specific facility types for each local authority area through the Sport England Active People Survey. It is also possible to monitor changes by age and gender across all sports for 14 +, also at each local authority area level. So changes in participation can be reviewed very easily and quickly and can be compared in trend terms to participation rates since October 2006.
- So it is possible to put annual change into a longer time perspective. The findings in the strategy on facility needs are valid within a 10% change in participation up or down. It is extremely unlikely that there will be this magnitude of change between 2014 – 2026. In effect this is almost a 1% annual change in participation up to 2026. As the Active People trend data shows the rate of change of participation between 2006 – 2013 is within a range of 4% - 5% for all sports and less for particular sports. It will still be important however to monitor the changes in the rates and frequencies of participation as there can be specific changes caused by the popularity of particular activities or the promoting of particular activities, for example the growth of spinning classes. This can create pressure for more access and facility time at venues. These changes can usually be absorbed by programming changes and not requiring additional provision of facilities
- **Monitoring the delivery of the recommendations and actions and identifying any changes that are required to the priority afforded to each action.** This is the most important part of monitoring and, in effect, it is monitoring the delivery of the strategy. The Greater Norwich Board will determine the delivery plan and mechanisms for doing this. It should be the responsibility of that group to undertake an annual review, set against its remit and the delivery of projects identified in the strategy. The life span of the strategy is to 2026 and the actions/projects reflect that timescale. That does not mean that it is a 12 year work programme to work through - as given - but the needs and projects are not for just the next 1- 2 years either. An annual review against progress and delivery of projects, set alongside changes which have arisen is the suggested approach.
- **Analysis of funding sources and new funding opportunities for the provision/improvement of sports facilities.** The needs assessments reports (especially report 1) does provide a profile of adult participation in sport and physical activity. This can be used as the evidence base to support grant aid applications – as much as the facility needs assessments reports (reports 2 – 4). They are adaptable reports and which can be used to support not only local authority major bids for new projects but also to support individual schools and

clubs for grant aid to upgrade changing accommodation. Familiarity with the content of these 4 needs assessment reports does provide the evidence base to support grant aid bids. The hard work is done; the part now is for officers and sports clubs/organisations to use the data.

- **Lifespan of the strategy.** The project brief was to develop an indoor sports facilities evidence base, strategy and action plans for the period 2014 – 2026. This has been achieved in the Greater Norwich Strategy, 3 action plans and 4 needs assessment reports. The strategy will have that lifespan and should have the reviews built in as set out in this section. Sport England unlike for Playing Pitch Strategies does not have a formal review date or life span period for indoor facilities, simply because the supply base or demand does not change as frequently or in such large degree as for pitch sports. A refresh of the major findings, delivery and directions set in the strategy could be undertaken in 5 years time, or, in line with any local planning reviews and the need to update local planning policies.