



2015-16

# Sports and leisure development plan



**NORWICH**  
City Council

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## Introduction

Leading a healthy lifestyle comes naturally to some people however, for others it can mean making lifestyle changes, breaking old habits and changing daily routine. Norwich has a wide range of sport and physical activity on offer and the council's sports development team's role focuses on ensuring that all Norwich residents have the opportunity to enjoy being active. For some people this will mean joining a club, developing skills and possibly competing, alternatively it may mean changing transport mode and incorporating walking and cycling into your daily routine.

Children in particular benefit from being active with the added bonus that it helps them perform better at school. Having fun enjoying sport at this age means they are more likely to continue participating in adulthood.

To maximise resources it is essential to work in partnership and the team work closely with key partners including Active Norfolk the county sports partnership. This approach helps to ensure that provision is coordinated, maximum impact is delivered and value for money is achieved.

The plan also fits in well with Healthy Norwich's project of working together to make Norwich an even better place to live and work in. Becoming a healthy city means working together on all of the things which improve people's health and wellbeing. One of the seven themes is 'physical activity' – improving awareness of the benefits of an active lifestyle, and improving access to activities in the city.

Healthy Norwich's partners include NHS Norwich Clinical Commissioning Group, Norwich City Council, Norfolk County Council (Public Health) and Broadland District Council, who have all pledged to work together to make Norwich a healthier community.

This action plan sets out the work of Norwich City Councils leisure and sport development team over the forthcoming year. I would like to take this opportunity to thank the many dedicated volunteers who give up so much of their time to help others enjoy their leisure time.



**Alan Waters,**  
leader of the council

# Norwich City Councils corporate priorities

**The action points contained in this plan help meet or contribute to one or more of the councils five corporate objectives as follows:**

- To make Norwich a safe, clean and low carbon city
- To make Norwich a prosperous and vibrant city
- To make Norwich a fair city
- To make Norwich a healthy city with good housing
- To provide value for money services

## Leisure and sports development team role

**The team has seven key areas of work as identified below:**

- Developing and delivering sports development and physical activity initiatives
- Increasing opportunities for people to lead active and healthy lifestyles
- Developing and managing the Go 4less leisure discount scheme
- In-house management of The Norman Centre
- Contract monitoring for Riverside Leisure Centre, managed by Places for People Ltd. on behalf of Norwich City Council
- In house management of The Halls and contract monitoring of the outsourced licensed bar facility
- Contribute strategically to the future provision and sustainability of sport, leisure and cultural facilities and services.

**The team's priorities are to:**

- Ensure that sports and physical activity opportunities are available to all Norwich residents and that resources are targeted where need is most demonstrated.

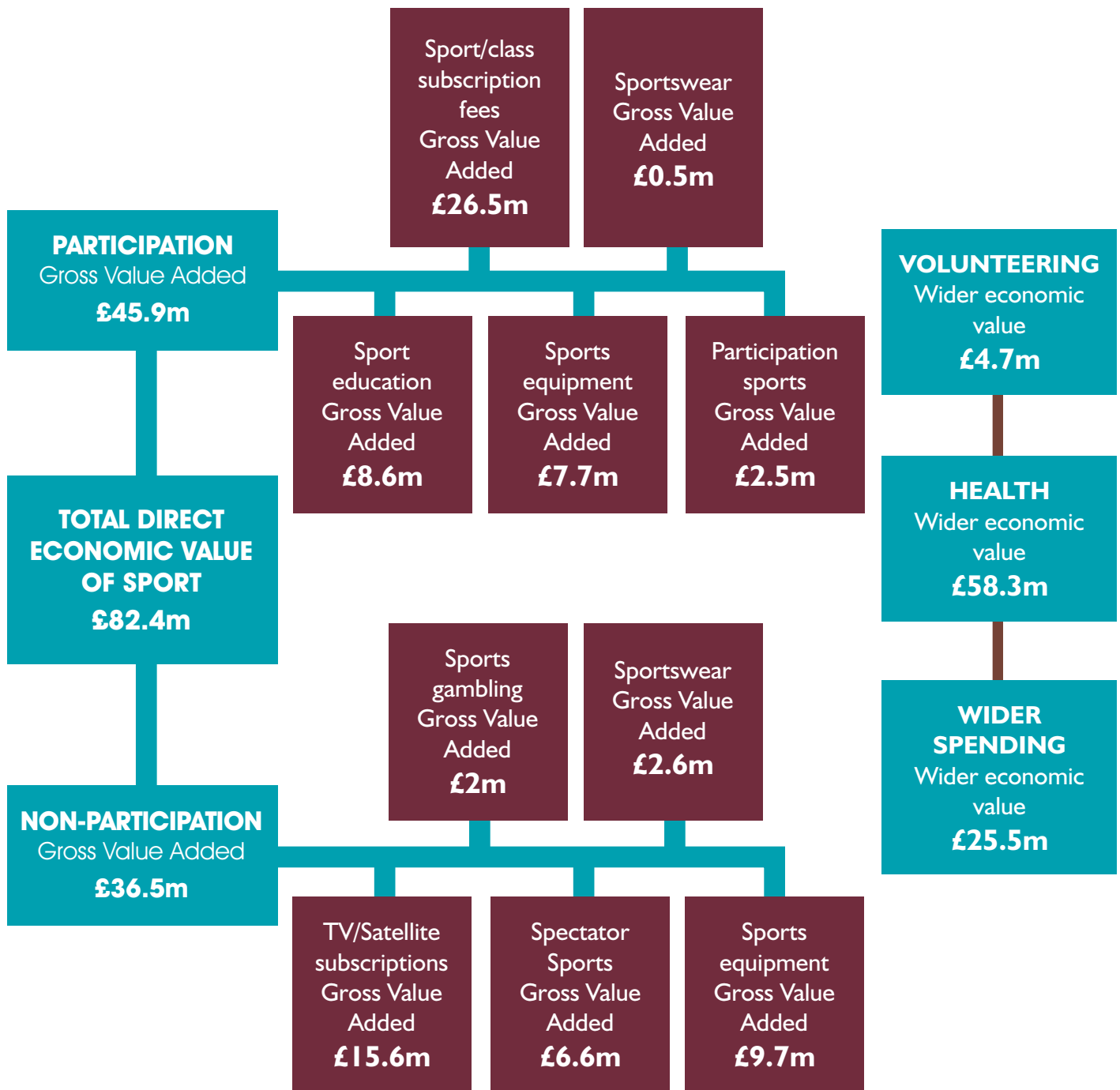
- Improve awareness of the benefits of an active lifestyle and contribute to changing the health outcomes of the people of Norwich.
- Support the development of sport and leisure clubs to facilitate the delivery of affordable, high quality activities that are sustainable.
- Work in partnership to maximise opportunities to develop and deliver initiatives that increase participation.
- Maximise usage of the council's sport, leisure and cultural facilities and ensure value for money is achieved.
- Work in partnership to take a coordinated approach to enhance the delivery of sport, leisure and cultural opportunities and to maximise funding opportunities.

## Facts and figures for Norwich

- The latest population estimate (mid 2013) is: 135,900
- Norwich is the third most deprived local authority in the eastern region (IoD 2010); and approximately 7,000 children live in poverty (2012 update)
- Physical Inactivity is the 4th leading contributor to avoidable deaths and only 30% of the UK are active enough to benefit their health
- Physical Inactivity in Norwich costs health services £2.5 million per year
- 29.3% of adults (16+) in Norwich are inactive
- 57.2% of adults (16+) report undertaking 150 minutes of moderate intensity physical activity per week compared to the national average of 55.6%
- 47% of inactive adults want to take part in sport, demonstrating there is an appetite to increase participation
- Significantly more men than women regularly participate in sport and active recreation

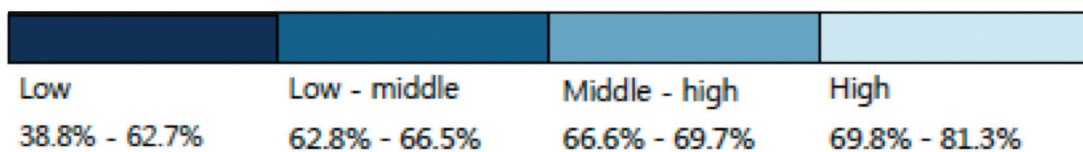
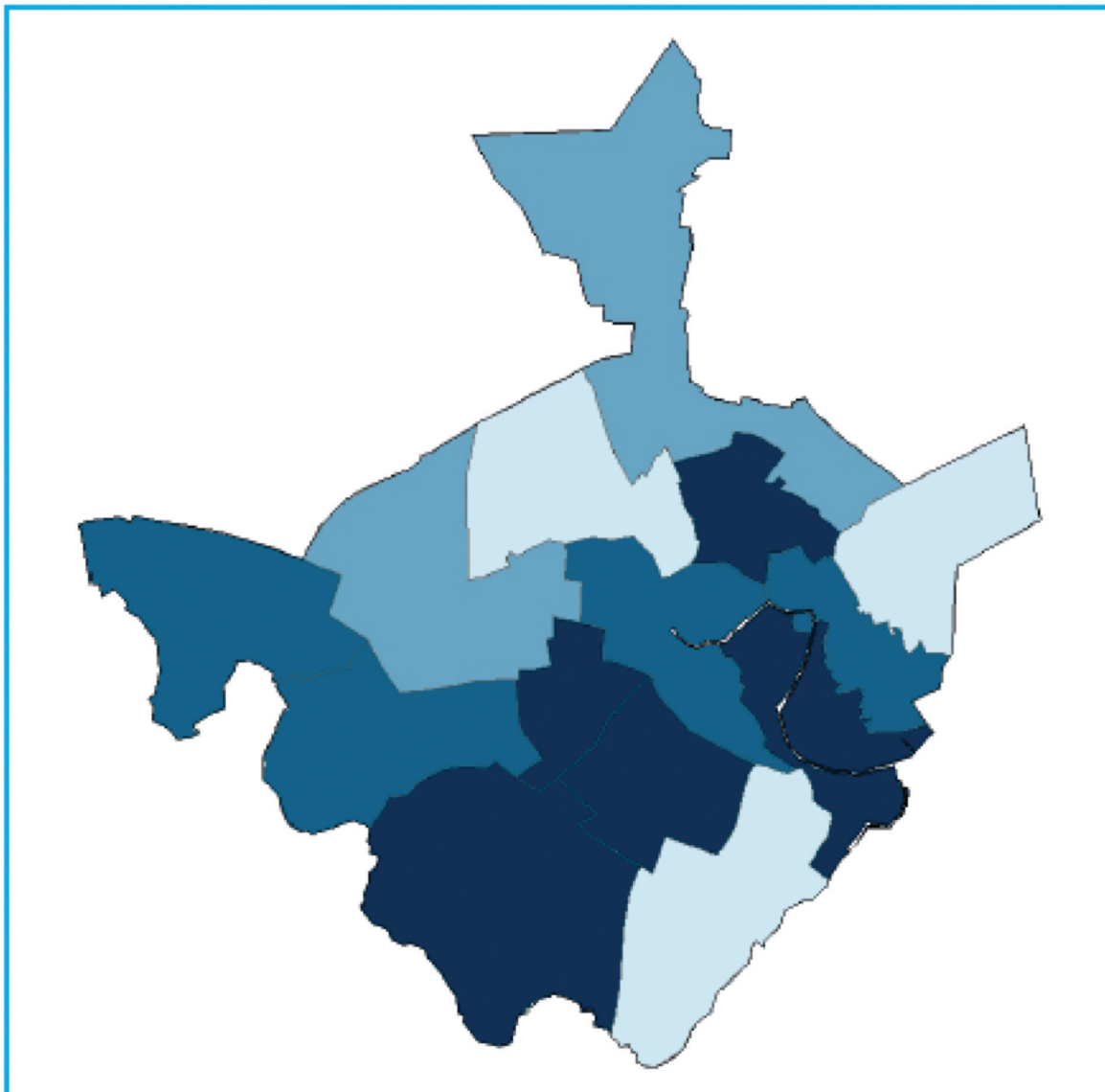
- 6% of adults (16+) cycle to work, 6th highest of any Local Authority
- 23.8% of adults (16+) walk to work, 3rd highest of any Local Authority behind London and the Isles of Scilly.

## Economic value of sport to Norwich



# Health map of Norwich

## Excess weight in adults



Dataset: Active People Survey model based MSOA estimates January 2012-2013 for adults classed as overweight or obese. Contains Ordnance Survey data. © Crown copyright and database right 2014. Sport England 100033111.

## **Team resources**

### **Norwich sport and physical activity directory 2014-15**

The directory which is produced by the council's sports development team highlights the wide variety of sport, leisure and physical activity opportunities available in the Norwich area.

### **Funding guide for sport and physical activity in Norwich**

The guide provides signposting to possible sources of funding and also advice on how to make a good quality application.

### **Go 4 less leaflet**

The leaflet provides details of eligibility criteria of Go 4less the council's leisure discount card scheme for Norwich residents who are on a low income. The free card offers up to a 50% discount on council facilities as well as other local leisure attractions.

## 1. Increasing participation – work with clubs and organisations to develop and deliver high quality sport, leisure and physical activity opportunities.

Objectives	Action	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	Key partners	Target/ review date	Expected outcome/ indicator
1.1 Increase opportunities for participation at grass roots level	Identify opportunities to allocate funding directly to providers to deliver a programme of Sportivate courses targeted at 14-25 year olds	✓	✓	✓	✓	✓	Active Norfolk, Sport England	Quarterly	50% of participants to continue engaging in formal activity following completion of course
	Work in partnership with the Lawn Tennis Association (LTA) to implement the tennis development plan for Norwich	✓	✓	✓	✓	✓	LTA, Active Norfolk, EA Tennis	Bi-monthly	Successful delivery of year one action plan points
	Work in partnership to identify opportunities to increase participation in swimming with a focus on Go 4less leisure discount card holders	✓	✓	✓	✓	✓	Places for People Ltd, Sportspark UEA	September 2015	10% increase in number of Go 4less holders participating in swimming
	Following pilot project, work in partnership to submit a Community Sport Activation Fund bid, aimed at stimulating participation among 14-25 year olds living in deprived Norwich wards	✓	✓	✓	✓	✓	Community Sport Foundation (CSF), Active Norfolk, Sport England	April 2015	Apr 2014 – Mar 2015 6466 adults, 661 juniors Commence delivery if bid is successful



Objectives	Action	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	Key partners	Target/ review date	Expected outcome/ indicator
	Deliver a Get Safe 4 Summer event at Riverside Leisure Centre aimed at promoting water safety to year 6 pupils.	✓	✓	✓	✓	✓	Places for People Ltd, Norwich School Sport Partnership	June 2015	Up to 240 children from ten Norwich schools to have attended a fun, water safety training day
	Support Norwich School Sport Partnership (Norwich SSP) to deliver Great Park Run event in Eaton Park for 9-11 year olds	✓	✓	✓	✓	✓	Norwich SSP NGBs,	June 2015	1800 Norwich children to have competed in fun event
	Respond positively to new initiatives and programmes developed by National Governing Bodies (NGB) when launched, by identifying opportunities for local delivery	✓	✓	✓	✓	✓	Active Norfolk	Ongoing	Local participation objectives met as set out in NGB delivery plans
	Work with Norman Centre bowls league to achieve Bowls England affiliation to enable league to access national support	✓	✓	✓	✓	✓			20 new members participating in league
	Encourage and support the development of Norwich Junior parkrun following launch in March 2015	✓	✓	✓	✓	✓	Active Norfolk, parkrun	April 2015	250 children regularly participating in a weekly run

<b>Objectives</b>	<b>Action</b>	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	<b>Key partners</b>	<b>Target/ review date</b>	<b>Expected outcome/ indicator</b>
<b>1.2 Increase opportunities linked to mass participation events</b>	Support participation of new runners in the inaugural Norwich 10k by linking into existing grass roots opportunities	✓	✓	✓	✓	✓	Active Norfolk, City of Norwich Athletics Club, Parkrun, Norwich City Football Club	August 2015	5000 runners participated in event
	Use Sport Relief Mile fundraising event to encourage individuals and families to engage with physical activity e.g Fun & Fit, parkrun	✓	✓	✓	✓	✓	Sport Relief, Active Norfolk, Parkrun,	March 2016	3000 plus children and adults participated in event
	Capitalise on the Tour of Britain Norfolk stage to promote the benefits of cycling and local opportunities to participate			✓			Active Norfolk, British Cycling	September 2015	20,000 people visited the city to view the event 500 people participated in associated events
Provide Open Christmas organisation with a non-cash grant basis to enable it to deliver a free event at The Halls on Christmas day for homeless and isolated people in the Norwich area							Open Christmas	December 2015	500 people participated in a quality Christmas Day experience

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<b>1.3 Seek opportunities to engage inactive people in physical activity</b>	Support continued delivery of Fun & Fit courses aimed at inactive people (less than 30 minutes moderate intensity physical activity per week)	✓	✓	✓	✓	✓	Active Norfolk	Phase 6 June 2015 Phase 7 October 2015	Phase 6 – 10 courses delivered to 150 participants Phase 7 – 12 courses delivered to 180 participants
	Following second phase of Workplace Challenge, support delivery of active travel challenge to local employers and employees	✓	✓	✓	✓	✓	Active Norfolk, Walk Norwich, British Cycling, Liftshare	June 2015	500 people and 80 workplaces signed up and participating during challenge
	Support expansion of activity referral programmes at the Norman Centre and Riverside Leisure Centre		✓	✓	✓	✓	Active Norfolk, Broadly Active, health trainers, Places for People Ltd	September 2015	300 Norwich residents engaged in in activity referral
<b>1.4 Increase opportunities for participation at competitive events</b>	Following employee survey identify opportunities to deliver a workplace health & wellbeing programme linked to Fit4Work		✓		✓	✓	Active Norfolk	May 2015	100 employees engaged with workplace initiative
	Encourage and promote competitive opportunities in local parks in conjunction with NGBs and clubs		✓		✓	✓	NGBs	Ongoing	Local Tennis League – 100 participants Table Tennis competition – 20 participants
	Following successful funding bid for new facilities, support the delivery of Last Man Stands cricket league		✓		✓	✓	Last Man Stands, Norfolk Cricket Board, Active Norfolk	May 2015	8 teams participating in league

## 2. Healthy lifestyle choices

— maximise opportunities for inactive people to improve their physical and mental wellbeing by becoming physically active as part of their daily routine.

Objectives	Action	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	Key partners	Target/ review date	Expected outcome/ indicator
<b>2.1 Walking – encourage walking to improve health and as a means of sustainable travel</b>	Following end of Walk Norwich project phase 1 funding (June 2015) seek funding opportunities to enable continuation of project with partner organisations	✓	✓	✓	✓	✓	Active Norfolk, Living Streets, Norwich CCG	June 2015	Funding achieved to enable continuation of Walk Norwich for further year
	If above bid successful continue and expand delivery of the health walks programme in the Norwich area using community hubs to engage target communities	✓		✓	✓	✓	Active Norfolk	September 2015	1,200 participants engaged in 160 health walks
	Establish a weekly Walk parkrun in a local park aimed at encouraging regular walking and to provide a link to parkrun	✓	✓	✓	✓	✓	parkrun, Living Streets	October 2015	20 people regularly participating in Walk parkrun
	As a SWITCH follower city, work in partnership to utilise personal travel plans to support delivery of the Fit4Work active travel initiative	✓					Living Streets, Active Norfolk Liftshare, NCC	September 2015	2,400 Personal Travel Plans distributed

<b>Objectives</b>	<b>Action</b>	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	<b>Key partners</b>	<b>Target/ review date</b>	<b>Expected outcome/ indicator</b>
	Support expansion of Walking Champions scheme to enable the successful engagement of local communities within Walk Norwich projects	✓	✓	✓	✓	✓	Active Norfolk	June 2015	An additional 25 walking champions recruited and active in their communities
	Utilise Walk Norwich and partner events to promote the walking message and local opportunities	✓	✓	✓	✓	✓	Living Streets Active Norfolk	Quarterly	Engaged with 1,000 people to promote walking
<b>2.2 Cycling – encourage new participants to use cycling as a means of active recreation and sustainable travel</b>	Deliver year two of the three year partnership agreement with British Cycling, focussing on the introduction of Breeze rides for women and growth of SkyRide Local	✓	✓	✓	✓	✓	British Cycling, Active Norfolk, Public Health Norwich CCG	Quarterly	10 new Ride Leaders trained, 10 Breeze Champions trained, 2 new routes mapped, 40 Sky Ride Local rides delivered, 1500 cycling opportunities for local residents

### 3. Leisure facilities that meet future needs – maximise the potential of leisure facilities to meet current and future demand and to ensure value for money

Objectives	Action	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	Key partners	Target/ review date	Expected outcome/ indicator
3.1 Maximise usage of council leisure and cultural facilities	Work with contractor to explore opportunities to provide an indoor cycling facility and a significant item of equipment in the gym to enable new physical activity opportunities at Riverside Leisure Centre	✓	✓	✓	✓	✓	Places for People Ltd	May 2015	320 people participating in new physical activity per month
	Following refurbishment of the Xtra Mile gym at the Norman Centre introduce initiatives to maximise usage particularly amongst Go 4less card holders	✓	✓	✓	✓	✓		Quarterly	10% increase in usage Target 15559 visits
	Following refurbishment of the Activity Hub at the Norman Centre introduce new classes and clubs to the facility to increase usage as set out in bid to Sport England	✓	✓	✓	✓	✓		Quarterly	10 new classes established and clubs using facility
	Following pilot project support Assist Trust to establish a sustainable refreshment service in the Meeting Place coffee shop at The Norman Centre		✓	✓	✓	✓		May 2015 onwards	Assist Trust delivering an ongoing service that enhances the customer experience at the centre

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<b>1.2 Increase opportunities linked to mass participation events</b>	Deliver three open day events at the Norman Centre to promote the benefits and opportunities to participate in physical activity and lead a healthy lifestyle	✓	✓	✓	✓	✓	Active Norfolk, Healthy Norwich	May 2015	Contribute towards 10% increase in centre membership 1003 members as at 1st April 2015
	Maximise usage of local park facilities for both formal and informal participation in sport and physical activity		✓	✓	✓	✓	Active Norfolk	Ongoing	7% increase in participation in formal activities
	Major upgrade of the male and female toilets off St Andrew's Hall within The Halls complex to encourage a wider range of cultural bookings		✓				Norfolk Property Services (NPS), English Heritage	Summer 2015	Current event bookings maintained and new hirers attracted to The Halls
	Restoration of The Cloisters at The Halls to maintain the fabric of the building and to encourage a wider range of cultural bookings and enhance the visitor experience		✓				NPS, English Heritage	Winter/Spring 2016	Customer experience enhanced

<b>Objectives</b>	<b>Action</b>	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	<b>Key partners</b>	<b>Target/ review date</b>	<b>Expected outcome/ indicator</b>
	Support the transition of Dragon Hall over to The Writers Centre, through to completion of existing event bookings late summer	✓	✓			✓	Dragon Hall trustees, The Writers Centre	September 2015	Successful delivery of outstanding events by Dragon Hall Trustees during transition period
<b>3.2 Explore new development opportunities</b>	Facilitate discussions with Community Sports Foundation (CSF) and relevant organisations to ascertain feasibility of developing Horsford Manor site as a major sports facility		✓		✓	✓	CSF, NPS, Anglian Windows, Broadland District Council, Norfolk County Council		Feasibility identified of developing Horsford Manor as a sports site
<b>3.3 Identify demand for future facility provision</b>	Work with the Greater Norwich Development Partnership (GNDP) to coordinate delivery of action points as identified in the recently produced playing pitch and built facility strategy		✓			✓	GNDP, Active Norfolk, Sport England, NGBs	Quarterly	Action plan points delivered as identified in strategies



**4. Raising awareness** – through a wide range of communication methods and partnership working ensure that people of all ages and abilities are aware of the opportunities to lead a healthy lifestyle by participating in sport and physical activity

Objectives	Action	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	Key partners	Target/ review date	Expected outcome/ indicator
<b>4.1 Promotion of sport and physical activity opportunities</b>	Produce a 2015/2016 sport and physical activity directory that will promote the wide range of activities delivered by clubs, facilities and organisations	✓	✓	✓	✓	✓		Distribution January 2016	Norwich residents made aware of sport and leisure offer within the Norwich area
	Produce regular newsletter that informs clubs, facilities and organisations of new opportunities related to the successful development and delivery of activity including funding opportunities		✓	✓		✓		Quarterly	All relevant parties kept up to date with relevant information
	Review and update team funding guide to reflect changes and highlight new streams of funding		✓				✓	May 2015	Clubs made aware of funding opportunities and supported in application
	Use Sport England 'This Girl Can' campaign to engage with women and girls, encouraging an increase in participation by this target group			✓	✓			Ongoing	Women and girls made aware of and encouraged to participate in local opportunities

Objectives	Action	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	Key partners	Target/ review date	Expected outcome/ indicator
	Identify sports clubs interested in obtaining White Ribbon (campaign against domestic violence) Sports award and support them through the process	✓			✓			March 2016	Minimum of two clubs signed up to achieving the award
	Undertake major review of the councils' Go 4less leisure discount card scheme to investigate opportunities to develop a smart system to enable tracking of usage		✓	✓	✓	✓	Active Norfolk, Norfolk County Council	September 2015	New scheme launched to enable effective promotion, communication and tracking
	Work with the councils' communication team to ensure that best use is made of the website and social media platforms to promote all aspects of sport and leisure provision in the Norwich area		✓	✓		✓		Ongoing	Up to date information of sport and physical activity opportunities widely promoted to Norwich residents
<b>4.2 Promote the health benefits of being physically active</b>	Ensure that people can access relevant information that will help them to make healthy lifestyle choices by promoting campaign resources eg Change 4 life			✓	✓	✓	NHS, Public Health	Ongoing	Residents aware of and supported to make healthy lifestyle choices
	Support Healthy Norwich to improve awareness of the benefits of an active lifestyle, and improving access to activities in the city, one of the seven themes of the Healthy Norwich programme			✓	✓	✓	Norwich CCG, Public Health Norfolk	Quarterly	Action plan positively contributing to changing the health outcomes of Norwich residents

<b>Objectives</b>	<b>Action</b>	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	<b>Key partners</b>	<b>Target/ review date</b>	<b>Expected outcome/ indicator</b>
<b>4.3 Recognition of contribution</b>	Deliver a high quality sport and physical activity award ceremony that gives recognition to the valuable contribution made by individuals, clubs and organisations in Norwich	✓	✓	✓	✓	✓		June 2015	Recognition given to individuals, clubs and sporting organisations across 12 award categories
<b>4.4 Work in partnership to coordinate delivery and maximise benefits of a healthy lifestyle</b>	Work closely with Active Norfolk the county sports partnership to make best use of resources (£1.6 million) ensuring that Norwich fully participates in the relevant programmes and initiatives	✓	✓	✓	✓	✓	Active Norfolk		Nonrich residents benefit proportionately from Active Norfolk resources to positively impact their health outcomes
	Engage and consult with a wide range of partner organisations to enable a city Walking Strategy to be developed	✓	✓	✓	✓	✓	Living Streets	May 2016	Commitment from key partners to make Norwich a walking city
	Contribute to the Sportsparks' UEA Development Advisory Group, set up to deliver a comprehensive community development plan for the facility		✓	✓	✓	✓	Sportspark, Sport England, Broadland and South Norfolk District Councils	Quarterly	Successful delivery of Sportsparks' action plan points

**5. Monitoring, evaluation and quality assurance** – provide evidence of the quality and effectiveness of services to ensure a culture of continuous improvement and value for money

Objectives	Action	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	Key partners	Target/ review date	Expected outcome/ indicator
<b>5.1 Monitoring and evaluation</b>	Through six monthly surveys undertaken at Riverside Leisure Centre, Norman Centre and with hirers of The Halls monitor customer satisfaction levels					✓	Places for People	September 2015 and March 2016	Increased level of customer satisfaction currently 93.9%
	Mystery visits to be undertaken at Riverside Leisure Centre, the Norman Centre and The Halls to enable performance to be assessed and benchmarked against similar facilities nationwide					✓	Places for People	Annually	Improvement plans put in place to ensure customer expectations are consistently being met to a high level
	Undertake contract monitoring at Riverside Leisure Centre to ensure service standards as identified in management contract are being maintained					✓	Places for People	Quarterly	Delivery of a high quality service that fully meets customers' expectations
	Undertake contract monitoring of EA Tennis at Eaton Park to ensure service standards are maintained and The LTAs funding conditions are being met					✓	LTA	Bi-monthly	Quality provision of tennis that meets contract and conditions of grant

Objectives	Action	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	Key partners	Target/ review date	Expected outcome/ indicator
	Undertake monitoring and evaluation of Activity Hub usage in accordance with Sport England grant conditions	✓	✓			✓		Quarterly	Usage targets met
	Undertake monitoring and evaluation of Walk Norwich programme in accordance with DFT grant conditions		✓	✓	✓	✓		Quarterly	Participation targets met
	Undertake contract monitoring of The Halls licensed bar contract to ensure service standards are being maintained through until end of contract on 2nd May 2017	✓	✓	✓	✓	✓	Wallace Outdoor Bars	Quarterly	Contract being delivered to meet the councils' and customer expectations
	In addition to feedback from hirers of The Halls establish a method of obtaining feedback from visitors to inform future plans to enhance the customer experience		✓	✓	✓	✓		May 2015	
	Review The Halls' premises licence in conjunction with installation of new sound limiter to prevent loss of bookings that would impact on viability of the venue						Local residents	July 2015	A better concert experience combined with acceptable noise levels for residential neighbours

<b>Objectives</b>	<b>Action</b>	safe, clean and low carbon city	prosperous and vibrant city	a fair city	healthy city with good housing	provide value for money services	<b>Key partners</b>	<b>Target/ review date</b>	<b>Expected outcome/ indicator</b>
	Review this action plan to ensure timely delivery and that council corporate objectives and partner priorities are being met					✓	All partners identified in plan	Quarterly	Action plan points delivered on time
<b>5.2 Community usage agreements</b>	Monitor community usage of Goals facility (based on Hewett school site) to ensure conditions as set out in the community usage agreement are being met. Update action plan as required		✓	✓	✓	✓	Goals, Hewett School, Norwich Dragons Hockey Club	Quarterly	Successful delivery of action plan points
<b>5.3 Quality assurance</b>	Use processes as identified in Quest model to ensure that facilities and services are delivered to a high and consistent standard through continuous improvement					✓	Places for People	Ongoing	Riverside Leisure Centre maintains Quest accreditation
	Norman Centre to work towards achieving UKActive code of practice to reflect high operational standards of Xtra Mile Gym					✓		August 2015	Centre awarded UKActive code of practice





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**Produced by Norwich City Council – April 2015**

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