NORTON SPORTS CHARITY

Norton Sports Charity

Strategy 30

Public Issue

Version Control

Version Number	Date	Author	Description/Amended Details	Approver/ Reviewer
0.1	26/03/2026	Jean Crisp	Initial Redacted Version of the Strategy 30 Document for Public Domain Use	Peter Frost
1.0	30/05/2026	Jean Crisp	Public Domain Version for Issue	Board of Trustees
1.1	24/06/2026	Peter Frost	Final Amended Version for Issue	Board of Trustees

A Letter from the President

It is with enormous pride, optimism and excitement that I introduce Strategy 30; our shared roadmap for the next five years of transformation, growth, and community impact at Norton Sports Charity.

For over 145 years, our remarkable site has been a place where sport, recreation, and social connection have flourished, and we have always risen to meet the many and varied demands and challenges through that time.

Today, as we serve over 200,000 annual visits from people across seven local areas, we stand at a pivotal moment in our journey. Strategy 30 is not just a plan, it is a commitment to "Do More" for every individual, club, and community we serve.

This strategy reflects the voices of our stakeholders and the dedication and vision of our volunteers, staff, Trustees and Directors. It builds on the successes of Strategy 25, embracing new ways of working, enhanced governance, and an ambition to elevate experience, empower people, and engage more deeply with our community.

As Honorary President, I am immensely proud of the collaborative spirit that underpins this document and am excited by the pillars contained within it. From the Warm Welcome that ensures access for all, through to Empowered for Impact that champions our people; every initiative is designed to strengthen our foundation and expand our reach.

We are entering a period of exciting transformation during which challenges and opportunities will continue to arise. Guided by sound finance, rooted in sustainability, and driven by a belief that sport, recreation and social connection can change lives. I wholeheartedly encourage all stakeholders to embrace this strategy, contribute to its success, and help us shape a future where Norton Sports Charity and its facilities continue to thrive as a beacon of excellence and inclusion.

Thank you for your continued support, passion, and belief in our mission. Together, we will "Do More."

Warm regards,

David McCullogh

David McCullogh
Honorary President
Norton Sports Charity

Contents

1. Strategy 30 Introduction 10
Strategy 30 10
About Norton Sports Complex 11
Our Vision and Mission 12
Navigating the document 13
2. Our Strategy Pillars 14
Strategy 25 Review 14
Our Pillars Explained 14
3. Warm Welcome 16
4. Elevating Your Experience 17
Elevating Your Experience: General 17
Elevating Your Experience: Site Specific 19
5. Pathway to Efficiency 21
6. Empowered for Impact 23
7. Engage to Thrive 25
8. Sound Finance 28
Summary of Financials for Strategy 25: Dec 2021 to Nov 2025 29
Summary of Financials for Strategy 30: Dec 2025 to Nov 2030 31
Strategy 30 Finance Position 31
9. Environment and Sustainability 33
10. High Level Plan and Governance 36
High Level Plan 36
The Mobilisation Phase 37
The Transition Phase 38
The Initial Transformation Projects 39
Advised Governance Model 40
11. Strategy 30 Commitment 42
Acknowledgements 43
Appendix A: Norton Sports Charity Legal Structure 44
Appendix B: The Wider Industry Governance and Emerging Trends 46
Industry Governance 46
Emerging Trends 47
The Pandemic 5 Years On 49

Executive Summary

This document addresses the forward direction of Norton Sports Charity and the sports complex it enables for the next five years, a time period addressed as Strategy 30. We have set out to clearly articulate clear and achievable defined goals and outcomes. To enable this, we have completed eleven areas of research and input, including Stakeholder Mapping. Through this process we have ensured that everyone has had the opportunity to have a voice.

Together, the Strategy 30 Core Team has endeavoured to create an environment that feels welcoming to all, enhances our community, embraces all stakeholder needs and enables us to be recognised as one of the leaders in "sports, leisure and social facilities provision" within our region.

About Norton Sports Charity (NSC): we are a "Charitable Company Limited by Guarantee" operating the Norton Sports Complex (the Complex). We are the sole shareholder of a Community Interest Company (CIC): **Norton Sports and Leisure Promotions** which operates the Moline Cross. For the purposes of this document the focus is with Norton Sports Charity and the overall complex. There is a separate strategy document for the CIC.

We are a charity

- ✓ Almost entirely self-funded for normal revenue costs
- ✓ We are dependent on and appreciate the generosity of our benefactors
- ✓ Patrons of the Moline Cross support the future of Norton Sports Complex

Sport in Norton moved to Station Road in 1878, creating a history for our Complex that extends 145 years. The site has been subject to impressive and continuous growth in its facilities and the associated services.

Not Just Sports

- ✓ We enable events, non-sport group and wellbeing meetings
- ✓ We operate close to nature including our forest shelter, wooded areas and gardens

It was in 1947 that the leaders of the complex decided that we should secure the land including extended acreage. This foresight has provided us with full autonomy on how we continue to develop our site. Today we are a 55-acre site that serves an annual footfall around 200,000 with a community reach across the 7 boroughs of Stockton-on-Tees, Durham, Darlington, Hartlepool, Middlesbrough, North Yorkshire and Redcar & Cleveland.

We have 70 different types of stakeholders across 10 different categories participating in or helping us to provide a wide range of facilities and services including 15 different sites for sports and nature activities. We have a Community Clubhouse, the Moline Cross, that includes a full bar, restaurant, meeting and event facilities.

Bringing together our site facilities and services and our CIC, with the recognition we have for our high-quality playing surfaces, we are now achieving an annual turnover that has reached almost £2m. We also provide the supporting changing room and spectator facilities needed. Through our key goals evaluation, we have a clear view of the further improvements that our stakeholders would like to see.

A key element of the Strategy 30 process has been to reset our Vision and Mission for the next five years. Our vision statement clarifies NSC's overall direction, our ambition for all stakeholders and our mission outlines our purpose, what we do.

NSC Vision

To provide our community with accessible, inclusive, and high-quality sports, recreation, and social facilities that foster healthier, more active lifestyles, encourage collaborative partnerships, and create a lasting positive impact that will endure for future generations.

NSC Mission

Who we are:
- ✓ a community focussed, high-quality sports, recreation and social facilities provider,
- ✓ a place of inclusive access for the residents of Norton and our wider region
- ✓ an environment of warm welcome, where everyone matters and access is easy.

Our journey together:
- ✓ is embedded in a spirit of teamwork, collaboration and active engagement among all stakeholders and partners
- ✓ fosters a culture of outcome based continuous improvement and deliver a sustainable future

Responding to evolving needs:
- ✓ is guided by our proud heritage and inspired by our exceptional legacy
- ✓ driven through modernising our services and bringing viable digital solutions
- ✓ whilst exploring and introducing new facilities, sports and programmes

Throughout the Strategy 25 period, the last four years, we have made some significant changes whilst maintaining our charitable status and achieving our required planned operating revenue. We introduced new staff, trustees and directors, improved our policies and procedures including Safeguarding and Health and Safety. We have introduced new capabilities including the Archery Range, Community Garden, Forest Shelter and Men's Sheds.

Facility maintenance and upgrades include thermal and sound insulation, flooring, floodlighting, ventilation and new boilers. We have made step changes in our approach to "environment and sustainability" considerations and have created an environment where all our stakeholder can have a voice. We will continue to build on these successes and address how we will "Do More" throughout the Strategy 30 period.

To enable "Do More" we have addressed all the inputs, creating our strategy 30 pathway; incorporating 41 key initiatives across the 5 key pillars. Each initiative has a number of activities, totalling 264 overall, necessary to embrace all contributions and ensure successful outcomes.



The Warm Welcome pillar is designed to incorporate the elements that enable all our stakeholders to understand the overall layout of Norton Sports complex and how to navigate it, including on-line

capabilities, videos, site signage and “how do I” This pillar is a significant contribution to “Access to All”.

Elevating Your Experience embraces all of the elements that will help us to continue to provide high quality facilities and services, including strategies and improvements for the site, land, buildings, playing surfaces and nature areas.

Pathway to Efficiency describes the initiatives that focus on modernising the way we operate, including digitisation and new working practices. Our early quick wins include financial operations, policy management and HR systems. Change starts at the top, as a result, we are considering a revised governance model and the associated processes needed.

Empowered for Impact implements the tools and capabilities that empower our employees and volunteers to drive value and create an environment of measurable job satisfaction. We are addressing reorganisation, line management and new roles and functions that will ensure, as an organisation, we are fit for the future. Succession management, culture change and appropriate consultation also feature.

Engage to Thrive drives initiatives that increase our ability to collaborate more effectively, supporting the functions to enable our sustainable growth. This includes understanding the community that we serve, engaging stakeholders more effectively and improving our volunteer capacity. We are also creating an environment that drives greater agility for revenue and funding growth as well as more value from our partnership with the Moline Cross.



Environment and Sustainability is an integral element of NSCs overarching Social Responsibility and Social Value approach. Advancing Sustainability and Environmental Responsibility can directly influence our stakeholders and positively impact our community. It also considers Tackling Economic Inequality through the enablement of new skills, new facilities and services and new jobs as well as improving our Supply Chain resilience.

Our environment and sustainability efforts are embedded in all that we do; balancing NSCs stakeholder and site goals with long-term societal and environmental wellbeing. Many potential initiatives have been included in the pillars identified.

Through the Strategy 25 period, commencing December 2022 through to October 2025 NSC finances have been transformed and we remain financially sound. This foundation is enabling us to carry out the significant financial restructuring and process reengineering through 2025 and 2026, essential to meet the requirements of Strategy 30.

The financial reengineering aligns with driving operational efficiency. The financial restructuring is necessary to support our strategic direction for sustainable growth and organisational changes. Affordability is key, this is in the hands of the NSC Trustees, CIC Directors and our senior managers.

There is a need for additional net income generation through the Strategy 2030 period which needs to be addressed across both NSC and CIC. Over the Strategy 25 period we have maintained the necessary financial contributions by way of donations and fundraising. One of the main Trustee contributors, has been significant, this will come to an end in November 2025. This will need to be addressed by improving the ambassadorship for fundraising across the wider NSC, increased CIC contribution and NSC wide revenue growth.

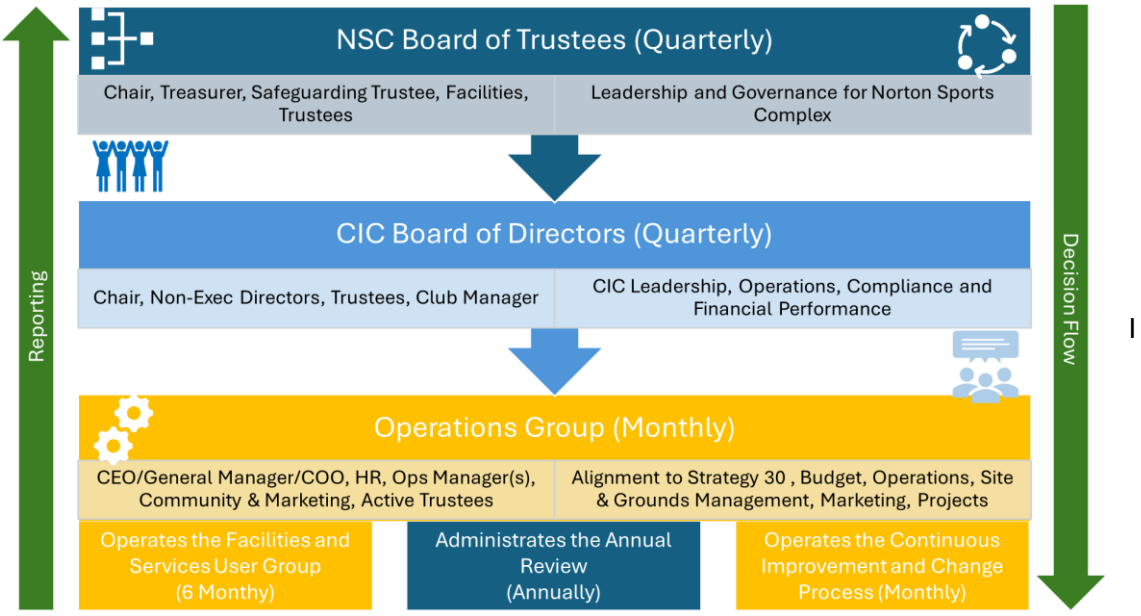
Protect

- ✓ The long-term future of Norton Sports Complex
- ✓ The wellbeing of the teams providing the service
- ✓ The quality of the service to all that use the facilities

Protect has remained an ethos throughout the Strategy 30 process. We have included a high volume of operational initiatives which, for some, are an immediate demand. This has been required as a result of the success of the Norton Sports Complex. We have grown in terms of sports and non-sports activities, facilities and footfall over the Strategy 25 period. This has brought us to a pivot point that requires us to operate differently, change our working practices and to develop our organisational structure.

As a result, we also need to review compliance and how we govern ourselves. We have incorporated a potential new governance structure that is based on industry best practice and aligns with NSC moving into an auditable status. We have addressed governance from the top down, reviewing the interaction and integration between the NSC Board of Trustees and the CIC Board of Directors.

It is essential to separate Operational and Strategic governance. This is achieved through a joint Operational Group, which, also manages the Service User Group, an Annual Review and the process for managing change and Continuous Improvement.



Implementation of Strategy 30 Initiatives are subject to a form of assessment that addresses priorities, dependencies and must do activities, making sure we operate as efficiently as possible and in line with the wants and needs of all our stakeholders. Initiatives and activities that have been classified as Operational will be assessed on “Must Do”; such as anything to do with compliance, audit or necessary for day-to-day facilities and service delivery and then value to NSC and its stakeholders.

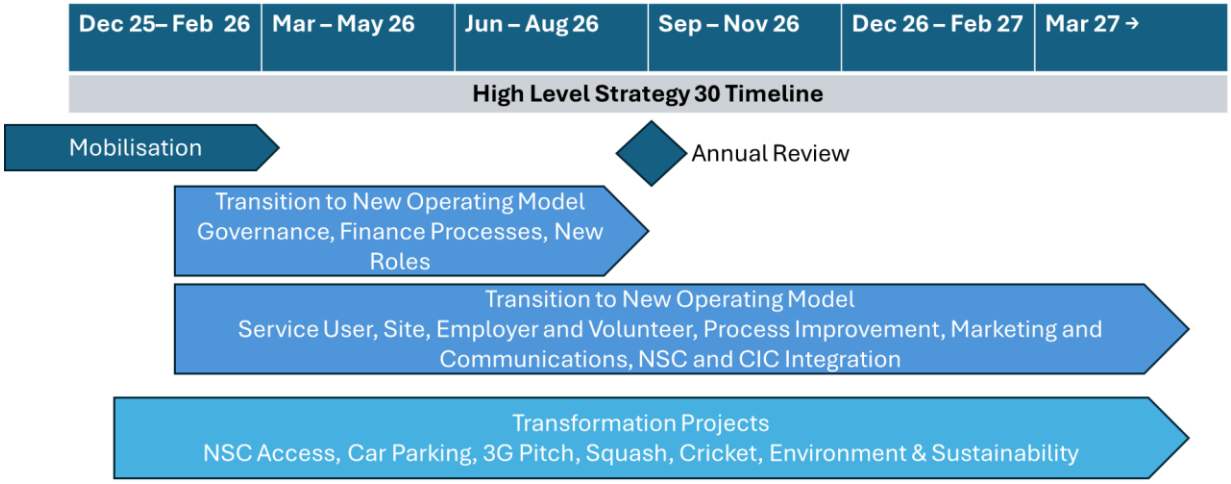
Many of the operational improvements will be carried out organically within the operational roles, subject to staff being given the right support and enablement. Initiatives and activities identified as projects incorporates both maintenance and new requirement projects. These will be assessed based on:

- funding allocated, already reviewed and agreed to progress

- must-do, due to compliance needs and changing regulations e.g. Health and Safety, new parameters on green waste handling
- future development of the Norton Sports Complex site and the ROI (Return on Investment) to be achieved

All activities are subject to resource, compliance and funding constraints and will be scheduled to progress accordingly. To ensure that the list of Initiatives and the associated activities as well as new improvement ideas generated remain current and in line with demand, we have incorporated an Annual Review and Change Control.

The following diagram identifies the high-level plan and structure for the Initial Strategy 30 period.



The approach incorporates an initial mobilisation phase for initiating Strategy 30 and the closure of Strategy 25 including current in-flight activities. We have included a clear focus for the activities necessary to moving to new ways of working as well as the projects that allow us to transform.

The Strategy 30 document has been developed by a committed core team that has carried out extensive research to ensure a clearly understood baseline. This along with the firm foundation that exists within the NSC has enabled a strategy that embraces everyone's voice, the Vision and Mission and creates an exciting and bright sustainable future.

1. Strategy 30 Introduction

Strategy 30

This document, Strategy 30, has been developed to provide a clear view for all stakeholders of the strategic direction for the overall Norton Sports Charity, commencing December 2025 through to November 2030 and beyond. It outlines our intent and the expected journey through clear governance, programme and project management, resource planning and sound financials.

Protect

- ✓ The long-term future of Norton Sports Complex
- ✓ The wellbeing of the teams providing the service
- ✓ The quality of the service to all that use the facilities

The aim is to articulate a clear and achievable direction with defined goals and outcomes; enabled through a robust transformation programme, empowered leadership, and a strategic funding framework. To ensure a long-term future with sustainable growth and the availability of high-quality facilities, we are building on our proud heritage and exceptional legacy, strong and engaged stakeholder community as well as ensuring the flexibility to adopt new and emerging trends and adapt our operations for greater effect.

Our objective is to create an environment that feels welcoming to all, enhances our community, embraces all stakeholder needs and enables us to be recognised as one of the leaders in sports, leisure and social facilities provision within our region. Norton Sports Complex is the site name that is operated by the Norton Sports Charity.

Norton Sports Charity (NSC) is a "Charitable Company Limited by Guarantee" and is the sole shareholder of a Community Interest Company (CIC): **Norton Sports and Leisure Promotions** which operates the Moline Cross. Please see Appendix A for an overview of our legal structure.

We are registered with the Charity Commission for the provision of sports facilities for community use. Our CIC provides our social facilities that includes the bar and restaurant and the facilities for many of our non-sport activities and services. As a CIC, we have the added value that its main objective is to generate revenue for the NSC. For the purposes of this document the focus is with Norton Sports Charity and the overall complex. There is a separate strategy document for the CIC.

We are a charity

- ✓ Almost entirely self-funded for normal revenue costs
- ✓ We are dependent on and appreciate the generosity of our benefactors
- ✓ Patrons of the Moline Cross support the future of Norton Sports Complex

Within the Charity Commission obligations we have a constitution, the **key principle within which we operate**: "To provide for the benefit of the inhabitants of Norton and its surrounding area, facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the conditions of life of the said inhabitants"

This remains an integral element of our foundation. We have carried out extensive research regarding what that means to NSC, to its community and all its stakeholders. We have ensured we

understand who all our stakeholders are and what they would like to see from the NSC over the next 5 years. We have investigated our wider community needs and will continue to monitor how these adapt. We have looked widely across the Sports, Recreation and Social industry to understand current demands and emerging trends. Assessments include:

- Social Value (people and sustainability)
- Community Needs
- Resourcing Framework
- People Empowerment
- Stakeholder Mapping
- Norton Sports Complex Site
- HR Systems
- Partnerships
- Governance Framework
- Strategy 25
- Finance Framework

It is clear that we have had some great success with our current strategy, including the recovery from the pandemic, strengthening our financial position and the implementation of a number of successful projects. Appendix B provides information regarding the overall Sports industry governance for the UK and its supporting bodies as well as emerging trends and how the pandemic has changed us. Should you have further interest in the full review of our previous strategy, this can be requested via admin@nortonsportscharity.co.uk

About Norton Sports Complex

Norton Sports Complex has a history that extends 140 years. Since sport in Norton moved to Station Road in 1878, the site has been subject to impressive and continuous growth. The original seven acres of land rented to the cricket club occupied just over 12 per cent of the 55 acres of land now owned by Norton Sports Charity. In its current form, the playing area stands at almost eight times its original size.



It was in 1947, C. L. Townsend urged members to buy the ground, which was in danger of being taken over for housing development. The club not only bought the existing land but a further 12 acres to the north. It also became a charitable trust, with the objective of 'promoting the moral and physical well-being of those residents in the parish of Norton and surrounding areas.' Following this, David Townsend set the direction to develop the land into one of the finest sporting complexes in the North of England. Further information on our history can be found on our web site About Us – Norton Sports Charity and also Introduction – Norton History

This foresight has provided us with full autonomy on how we continue to develop our site. Today we are a 55-acre site that serves an annual footfall around 200,000 with a community reach across the 7 boroughs of Stockton-on-Tees, Durham, Darlington, Hartlepool, Middlesbrough, North Yorkshire and Redcar & Cleveland

Not Just Sports

- ✓ We enable events, non-sport group and wellbeing meetings
- ✓ We operate close to nature including our forest shelter, wooded areas and gardens

We have 70 different types of stakeholders across 10 different categories participating in or helping us to provide sport, recreational and social activities. We have a Community Clubhouse, the Moline Cross, that includes a full bar, restaurant, meeting and event facilities. Together with our site facilities and services and our CIC we are now achieving an annual turnover that has reached almost £2m.

Our Playing Surfaces and Nature Areas

- ➢Dedicated outdoor Archery Range
- ➢Bowling Green
- ➢2 Cricket pitches
- ➢3 All weather Tennis Courts
- ➢3 full size grass Soccer/Football pitches
- ➢1 intermediate, 3 9v9, 1 7v7, 2 5v5 grass pitches
- ➢Avery Indoor Cricket School
- ➢3 lane outdoor cricket nets
- ➢4 squash courts
- ➢Artificial turf Hockey Pitch
- ➢7 a-side 3G football pitch
- ➢Community Garden
- ➢Forest Shelter and Woodland
- ➢Orienteering Course
- ➢Provision for athletics and orienteering course
- ➢Flood-lit grass training area

We provide a wide range of facilities and services including 8 different sports and are addressing a focus on accessibility to all. We are recognised for the provision of high-quality playing services and having available the supporting changing room and spectator facilities needed. Through our key goals evaluation, we have a clear view of the further improvements that our stakeholders would like to see.

Throughout the Strategy 25 period we have made some significant changes whilst continuing to maintain our charitable status and achieving our required planned operating revenue. We introduced new staff, trustees and directors, improved our Safeguarding and Health and Safety policies and procedures including completion of asbestos removal from one of our buildings. We have introduced new capabilities including the Archery Range, Community Garden, Forest Shelter and Men's Shed.

Facility maintenance and upgrades include thermal and sound insulation, flooring, floodlighting, ventilation and new boilers. We have made step changes in our approach to "environment and sustainability" considerations and have created an environment where all our stakeholder can have a voice.

We will continue to build on these successes and address how we will "Do More" throughout the Strategy 30 period.

Our Vision and Mission

As we close out Strategy 25 and transition into Strategy 30, it is evident that as an organisation we have grown. This includes how we are utilising the land, our people including staff and volunteers, supporters and participants as well as the facilities and services that we provide. The last five years has seen significant improvements, a change in the environment within which we operate and through the dedication of key members of our team a step change growth in access to grant and fund raising.

NSC Vision

To provide our community with accessible, inclusive, and high-quality sports, recreation, and social facilities that foster healthier, more active lifestyles, encourage collaborative partnerships, and create a lasting positive impact that will endure for future generations.

Considering these elements and the wider research it was recognised that it was time to reset our overall Vision and Mission. Our vision statement clarifies NSC's overall direction, our ambition for all stakeholders. It describes our intended long-term results. It identifies what we want to achieve in the future, the kind of impact we want to have, and the expectation of our five-year goals. At the highest level it describes what we most hope to be and achieve in the long term.

Our Vision outlines the common goal of everyone in the NSC, enabling all to work together toward a higher aspiration, encouraging stakeholder engagement and a common voice to ensure our ongoing success.

Our Mission statement outlines our purpose, what we do. It describes how the NSC does what it does and identifies with our brand value and our heritage. It addresses what values go into the core of our facilities and services. It considers key elements such as quality, service and our sustainability, the culture that we foster and how we differentiate and deliver services.

NSC Mission

Who we are:
- ✓ a community focussed, high-quality sports, recreation and social facilities provider,
- ✓ a place of inclusive access for the residents of Norton and our wider region
- ✓ an environment of warm welcome, where everyone matters and access is easy.

Our journey together:
- ✓ is embedded in a spirit of teamwork, collaboration and active engagement among all stakeholders and partners
- ✓ fosters a culture of outcome based continuous improvement and deliver a sustainable future

Responding to evolving needs:
- ✓ is guided by our proud heritage and inspired by our exceptional legacy
- ✓ driven through modernising our services and bringing viable digital solutions
- ✓ whilst exploring and introducing new facilities, sports and programmes

Navigating the document

Strategy 30 embraces all of the elements that can enable us to upgrade our facilities, improve our services and to "Do More" in line with our community, stakeholders and future participants needs. The following sections explain the strategy pillars, our financial strategy and approach to Environment and Sustainability.

The Appendices hold additional, more detailed information and where further information is required, this can be requested by contacting admin@nortonsportscharity.co.uk. Should you have any challenges accessing any additional documents do not hesitate to contact admin@nortonsportscharity.co.uk.

2. Our Strategy Pillars

To understand the overall structure necessary for Strategy 30 initiatives we completed a number of activities including a full review of where we are in our current strategy, Strategy 25 and by providing the opportunity for all our stakeholders to input into what they would like to be considered over the next 5-year period. We have initiated a full wider community assessment, considered our future communication and marketing needs, the future resource demands across staff and volunteers and addressed how our organisation and operations need to change.

This section provides a summary of the Strategy 25 Review and addresses seven core areas. We have 5 strategic pillars that are underpinned by our strategy to maintain Sound Finance and integrate Environment and Sustainability into all that we do.

Strategy 25 Review

The baseline for the Strategy 25 assessment included Norton Sports Charity Strategy December 2021 – November 2025, Foundation for Social Improvement Diagnostic, Sported Diagnostic in 2020/2021 and the Composite 2022-2025 Workplan.

Throughout the Strategy 25 period, the last four years, we have made some significant changes whilst maintaining our charitable status and achieving our required planned operating revenue. We introduced new staff, trustees and directors, improved our policies and procedures including Safeguarding and Health and Safety. We have implemented new capabilities including the Archery Range, Community Garden, Forest Shelter and Men's Sheds.

There have been significant challenges demonstrated in completing the agreed actions and activities within the categories of Fundamentals; Inclusivity, Equality and Diversity; Effective Staffing and Workload Management, and Increased Asset Usage. It is clear that a review of ownership and tracking is required for the development of Strategy 30. Aligning to new ways of working, a revised governance framework and organisation structure will create the required capabilities to enable success.

From the 90 separate actions included within the composite 2022-2025 workplans, the following recommendations are made:

- ✓ 20 actions have already been completed and signed off; no further action required.
- ✓ 2 actions should be redacted, assessed as no longer required.
- ✓ 68 actions are currently 'in-flight' and should be treated as follows:
    - 11 discrete project actions are to be completed by 30th November 2025.
    - 36 actions are being re-cast into continuing operations and new ways of working within the 2026-2030 strategy.
    - 21 discrete project actions should be continued and have now been incorporated into Strategy 30 as revised actions.

Our Pillars Explained

We have addressed all the inputs into creating our strategy 30 pathway and categorised them into 41 key initiatives across the 5 key pillars. Each initiative identifies a number of activities necessary to

embrace all contributions and elements necessary to ensure a successful outcome, totalling a potential 264 activities. The following diagram identifies our key strategy pillars:



- The Warm Welcome pillar is designed to incorporate the elements that enable all our stakeholders to understand the overall layout of Norton Sports complex and how to navigate it.
- Elevating your experience embraces elements that will help us to continue to provide high quality facilities and services,
- Pathway to Efficiency describes the initiatives that focus on modernising the way we operate including digitisation and new working practices.
- Empowered for Impact implements the tools and capabilities that empower our employees and volunteers to drive value and create an environment of measurable job satisfaction.
- Engage to thrive drives initiatives that increase our ability to collaborate more effectively, supporting the functions to enable our sustainable growth.

The following sections describe the flow through of initiatives in more detail. It should be noted that each initiative will be reviewed accordingly. Each pillar has a combination of Operational initiatives and Project, both new and maintenance. Projects will each have a feasibility study to ensure that it achieves the appropriate value and return on investment. Operational initiatives will be assessed against value and efficiency. All approved initiatives will be time lined subject to resource availability and secured funding.

We have identified an initial timeline to set a baseline (See Section 10) for the overall initiatives identified within this strategy. This is expected to flex and adapt based on changing needs, funding and value assessments.

In the following sections the identified initiatives within each pillar are numbered. The numbering is to support "governance and control" of the overall strategy plan of work and does not denote order or priority.

The full list of Pillars, Initiatives and the associated activities can be made available on request, where appropriate through admin@nortonsportscharity.co.uk in agreement with the Chief Operating Officer.

3. Warm Welcome



The Warm Welcome Pillar focusses on our participants, all facility and service users including spectators and sponsors. It addresses those elements necessary that makes "access to all" feel easy and safe. This pillar incorporates those initiatives that will assist us in meeting our charitable objectives more effectively.

Our objectives, as set out with the Charity Commission, state that "*we provide for the benefit of the inhabitants of Norton and its surrounding area, the provision of facilities for recreation or other leisure time occupation of individuals. It identifies for those who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the conditions of life of the said inhabitants*".

An integral element of this is the provision of facilities for social activity for the local community; leading to an enhanced sense of community with particular benefits for the young and the elderly.

Navigation: Our intention is to make access easier for all parts of our community including facilitating disabilities and neuro diverse needs. The physical improvements are integral to the "Elevating Your Experience Pillar". Within this pillar we are focussed on aiding all our stakeholders in navigating our 55-acre site, to know what is where and the best routes to take. Clear direction and signposting are essential and all types of "How To" support including **Frequently Asked Questions** and **Welcome Videos.**

We are also addressing a **Directory of our Service and Facility Users** which enables us to regularly update and communicate important information, create an alignment to key policies such as safeguarding and health and safety when using our site as well as engaging everyone as part of an overall NSC family.

Having a Service and Facility User Directory also enables our participants to access an overall **Calendar of Activities**, events and availability. It is the intention, within this strategy window to consider linking this to an automated booking system which will be assessed within the Pathway to Efficiency Pillar within the process automation element.

The diagram to the right summarises the 5 key initiatives for this pillar. Overall, the benefit will be a significant contribution to sustainable growth by making it easier for our communities to utilise Norton Sports Complex.



4. Elevating Your Experience

The Elevating Your Experience Pillar focusses on how we can improve our facilities to enhance your overall experience and ensure that we remain on the trajectory we have set in the achievement of high quality. It is clear from the feedback and research that we are recognised for the availability of excellent pitches, fields, ranges, greens and playing surfaces.



Through the multiple perspectives provided we understand that there is much to do with the buildings and ancillary elements relating to that experience. This pillar has two elements to it. The General section incorporates all of those elements that relate to the overall site, where strategy and planning are key to ensuring we deliver programmes of work in a timely and cost-efficient manner and enable our Trustees to make the appropriate strategic decisions. The Site-Specific element focusses on playing surfaces and nature areas and the programmes of work necessary to maintain and grow.

Elevating Your Experience: General

The following diagram summarises the 8 key initiatives within this subcategory for this pillar, addressing all of the elements that need to be addressed from an overall Norton Sports Complex perspective.



To ensure we are providing high-quality facilities we are looking wider than the playing surfaces and into the overall enablement to use them. An integral element of this pillar is the focus on the overall site. One of our first initiatives is to review the overall design of the site and consider what the design should be in an ideal world. This section incorporates a number of Operational activities that once initiated will be part of our ongoing working practices. All project related activity will be subject to feasibility and funding availability.

The **Site Design** will assist in understanding the overall transformation journey for the site through 2030 and beyond, including elements such as a **Site Compound** for site storage, waste recycling, equipment and **Site Management Office**. It will address the future locations of changing facilities and area specific storage related to the different pitches, fields, ranges, greens, courts and nature sites.

It incorporates measures for **inclusivity and accessibility as well as environment and sustainability** projects associated with water, solar and wind. A clear site strategy then enables us to have effective plans for **Site Management** and general maintenance, **Storage, Land Management, Road Access** and **Car Parking**. Access to Norton Sports Complex considers Station Road Issues, Car Parking and Entry and Exit. Many of these elements featured very highly on areas for improvement from our stakeholders. We are including widening of the access road to two-way at the South entry beside Norton Tavern as well as the potential for road access for the North Side and Car Parking.

We are also addressing an overall **Facilities Buildings Management Plan** for all buildings across our site. By taking a holistic view, we can create a programme of work that is fair for all. We will assign the same principles of health and safety, safeguarding, dignity and demographic needs to all. By understanding an overall "**Buildings Workplan**" we can secure cost effective maintenance contracts and lower cost "programmes of work". Many activities within this pillar may also be subject to planning consent so timelines will be subject to a number of constraints.



We also received much feedback on **site wide catering**, with the Moline Cross at the centre of discussions. Many ideas were put forward including a Tuck Shop, a central Food Pavilion or Café, mobile drinks and food vans. There was a resounding voice that catering facilities on-site are not necessarily aligned with need, and many are taking their money elsewhere. We will address this with an immediate Catering Feasibility Study so that we can align supply and demand effectively.

The key benefit from this pillar is a greater clarity of what is where on the site, improved alignment across all facilities and where we have the flexibility to grow and add new services and sports. Integral to this will be the enablement of our Trustees to make essential strategic decisions. We are embedding environment and sustainability into our principles for site strategy and management and will take advantage of opportunities to implement water, power and product handling savings.

Elevating Your Experience: Site Specific



The Site-Specific element of this pillar focusses on ensuring we have no degradation to our existing playing surface quality. Whether it is a **pitch, field, range, court, allotment, garden or woodland**, we will continue to maintain the same level of quality and to progress with both necessary and new improvements.

We have received great input from football, hockey, athletics, tennis, bowling, cricket, archery, allotments, the community garden and regarding the use of the forest and woodland area. For any points associated with toilet facilities, changing rooms and storage facilities, we incorporated them into the General element of this pillar.

There were a range of requests associated with maintenance needs including pitch redraining, Koro for the bowling green, court and 3G pitch resurfacing, fencing and hedging repairs and improvement, new goals and floodlighting and new nets behind goals for safety. There were also new floodlit pitches identified and resurfacing, great inputs for all weather playing creating all-season availability. Site screens and field covers have been suggested.

There is also a focus on our spectators which is great for the Complex. Encouraging spectator utilisation should also be a focus for our future as we expand our capabilities and services. Spectator seating and dug out improvements featured strongly in the inputs. In Warm Welcome we address making the site more accessible for all including spectators and in the General element of this Pillar incorporates access to Spectator Toilets in the Buildings initiative.

We have a range of social and wellbeing associated users including Men's Sheds that are looking to expand further and grow, with plans already in progress and in planning and review. It is an exciting time for the Complex as we grow our sports and non-sports activities.

For our nature areas, access to water supply, greater access availability to the orchard, gardens and allotments featured, as well as doing more work on the woodland walk. Walking is a significant growth area whether as an individual or group active sport or for wellbeing peace walks, work in this area will contribute to our sustainable growth.

It was through the discussions for this pillar that availability to casual users arose. This would require a framework that will enable visitors to our nature areas and potentially tennis courts and other sports.

The following diagram summarises the 9 key Site specific initiatives for this pillar:



Elevating your experience has many facets to it from understanding what we can do with this amazing facility, how best to utilise our 55 acres and how we can continue to **maintain the high quality already achieved and improve on those elements that need to change**.

Many of the initiatives within this section have the potential to improve relations across our neighbourhood, assist our hosted clubs to “Do More” and be even more successful, and develop the site and improve the experience for all involved.

We are identifying an initial timeline for the activities within each pillar, however many of the new ideas within this pillar will require feasibility and funding. Through our Continuous Improvement approach, identified in our Pathway to Efficiency pillar, the process enables the required flexibility to adapt, reevaluate and redesign and add initiatives as our environment changes and new opportunities arise.

5. Pathway to Efficiency

The Pathway to Efficiency pillar provides a focus on transforming operations to new ways of working. We have reviewed how we are operating and recognise if we want to grow and "Do More", it is important to consider greater automation and new ways of working.

Our facility and service user demographic is changing; if we don't adapt as the younger generations come through, we will be challenged in serving our community effectively. This pillar focusses on operational functions whereby many changes will be implemented organically. The following diagram summarises the 6 key initiatives for this pillar:



Operational transformation has to commence from the top level of organisational enablement. One of our early quick wins incorporates the implementation of a **new governance model and framework**. We have already started on the development of the new governance framework and sharing best practice with our Trustees.

We have also initiated moving to an updated **Policy Management** approach. Our Operations Manager already had a strong process in place, but as a number of policies require their annual update, we are now moving them onto a new "best-practice" policy template. The template incorporates the policy, the owner and the associated responsibilities for its enactment. There is an ongoing policy review to ensure continued alignment to law, regulation and compliance as appropriate.

Within the "Empowered for Impact" pillar we are addressing the required organisation and line management structure. Considering this, we have included a **staff onboarding and induction** approach. We are taking our existing induction model and enhancing it to make information more

centrally available, ensure all aspects of induction are enabled and supported and to make sure that all people that join the NSC receive the best “Warm Welcome”.



We are already engaged in looking at the value of **automation** and the potential for **qualified service providers** to manage some of the essential processes. A priority right now is the advancement of our financial operations. The initiative is being led by our current acting Chief Financial Officer with a view to creating greater automation, accuracy and timely access to financial data.

Another Quick Win is the onboarding of a HR Business Partner who is reviewing our overall **HR systems and processes**. Working closely with our Operations Manager, there is significant progress in understanding and implementing the improvements we can achieve.

Culturally we are moving to an **outcome-based approach**. This enables our staff and volunteers to pull together to achieve our common goals and for the organisation to monitor its achievements. To support and enable this we are implementing a Continuous Improvement Process within the “Empowered for Impact” pillar.

Within this pillar we have incorporated 11 **improvement** ideas already generated around monitoring our environmental impact and various sustainability projects including grey water management and biodiversity. We are also looking at how we manage and monitor footfall, how we can create a library of accessible information for our stakeholders and improving our bylaw and regulation monitoring for compliance needs.

By implementing the **operational improvements** within this section, we are reducing the overall cost to serve whilst driving greater efficiency. This will enable us to grow more effectively whilst modernising how we interact with our stakeholders.

6. Empowered for Impact

The Empowered for Impact pillar embraces the initiatives required to enable our employees and volunteers to achieve the Strategy 30 outcomes and in parallel deliver continuous improvements. This is essential in enabling the NSC in its "Do More" ethos. **People Empowerment** should be an integral element of all strategies, providing the right balanced focus on creating an environment of autonomy, belonging and job satisfaction with achieving the right business outcomes.

It is essential that **staff and volunteers** are recognised for the work that they do, the achievements made and for their contribution to the success of NSC. In a small team environment, it is often challenging to **change the way we are operating** and ensure that everyone in their role is empowered to achieve. The five key initiatives, identified in the diagram below are focussed on this enablement.



To address the next 5 years and the continued pace of growth, we have completed a Resource Assessment utilising current staffing levels, understanding the active Trustees intentions and clarifying the skills and capabilities needed to deliver the strategy. We have identified some role and functions gap that will be addressed through the implementation of a new organisation and line management structure. We have identified a need for the following key roles going forward:

- ✓ The current Trustee operating as the Chief Financial Officer (CFO) served notice during the last quarter. This is a priority need as a suitably qualified, paid role
- ✓ A Chief Operations Officer (COO) as a paid role operating across the NSC and CIC ensuring the initiatives set out in Strategy 30 are addressed across all parties
- ✓ A part-time paid HR Business Partner to provide both active support and oversight.
- ✓ A part-time paid Marketing Business Partner to provide active support and oversight.

The resource assessment also identified **key functions** where we are short of available time or available skill across the existing workforce, these included:

- Fundraising: Formal fundraising framework interfacing with financial management, process, guidelines and allocated responsibilities across the Trustees and the workforce
- IT Services incorporating GDPR.
- Security; Physical and Cyber
- Site Management
- Volunteer Management
- Centralised Activities and Events Management Scheduling across NSC and CIC
- NSC Operations – re-assessment of needs in line with new roles and re-allocation of CIC responsibilities to CIC

It is expected that these functions will be fulfilled by existing resource and the identified new roles. As a result, there is a requirement to review **Role Definitions** and align them across the workforce to ensure our resources are empowered to succeed and that we have no significant function gaps. As part of the "new role implementation" process we have also identified a need for improved Succession Planning.



The key elements we are incorporating to ensure we do move to an Outcome Based Culture are:

- ❖ Revision of our **values and behaviours** in line with our wider community needs and Strategy 30 needs
- ❖ The implementation of a **Continuous Improvement** process
- ❖ Outcome monitoring approach and update reporting aligned with an annual appraisal approach. The focus of this is to empower our teams to work together and contribute accordingly to the success of Strategy 30 and the NSC
- ❖ Outcome achievement process: what is completed, what is in progress and how do we help
- ❖ **Skills enablement**, training and education availability

With changes to role definitions, NSC policies and necessary contract updates to align with employment law we have incorporated a consultation process which will be led by our HR Business Partner (already engaged). This ensures that everyone involved understands and has the opportunity to discuss the changes and maintain a voice on how this will progress.

This pillar provides a focus on protecting the wants and needs of our existing workforce, it provides the forum for **an environment where everyone can feel involve**d in the decision-making process. It enables the organisation to create a revised workforce that is structured appropriately to deliver the high-quality facilities and services that we are becoming known for.

7. Engage to Thrive

The importance of this pillar is fundamental to the Vison and Mission of the NSC and in our drive to "Do More". We must Engage effectively to Grow which means greater collaboration. The first Strategy 30 input initiative that we carried out was an assessment of who all our stakeholders are and the relationships that we have: **Stakeholder Mapping**. We identified 70 Stakeholder types across 10 categories. The following diagram identifies those categories. Further information regarding our stakeholders can be made available through a request to admin@nortonsportscharity.co.uk



Our stakeholder types are grouped into these 10 categories based on their unique Interests and Influence and the type of relationship we have with them.

This enables us to address how effectively and frequently we engage with them and build trust. We can assess the appropriate levels of cadence needed.

We also carried out an overall **Community Assessment** that has allowed us to understand, at a high level, our community profile, to identify our community needs and priorities, to map our existing resources and facilities as well as evaluate opportunities and barriers to serving our community. This assessment is ongoing and will be completed by mid-2026. We had great input from the Insight6 analysis carried out in 2024 which highlighted the priority for a number of the initiatives identified within the "Elevating Your Experience" Pillar. The **Norton Insight** was also very useful.

The Insight 6 and Norton Insight documents can be made available through a request to admin@nortonsportscharity.co.uk

Volunteer Management and Growth featured strongly within our discussions looking at how, with additional resources, we can do more. Our Operations Manager has already progressed setting up a Volunteer Register: structured to enable the engagement of key affiliates and single points of contact. This will be a Quick Win for us if we can progress the engagement effectively.

We have identified that we need to formalise our **stakeholder engagement** process so that we can share information, strengthen our engagements and our ambassadorial responsibilities. The Honorary President has played a key role as an **ambassador** and has remained front and centre to this function. We also need to address how senior management and Trustees can do more to support reputational growth and fund raising.

During the first 6 months of Strategy 30 we must develop and agree our **Marketing and Communications Strategy.** As we have now agreed more clarity regarding the site management, the Norton Sports Complex operated by Norton Sports Charity, we have come to an appropriate point in time to do a brand relaunch with an updated logo. In addressing this we will maintain alignment with our CIC, the Moline Cross and its established brand.

We need to **expand our reputation**, improve our social media presence, set up a Linked In profile and create a framework of effective communications across all stakeholders. Essential to our overall strategy is the update and relaunch of the **Norton Sports Complex website**.

In order to ensure a successful Strategy 30 and meet the challenges of our Vision and Mission we need to establish a clear **Revenue Growth and Fund-Raising Function**. This requires active engagement and an approach to understand demand for new facilities, services and sports. In the Engage to Thrive pillar17 different revenue growth ideas have been identified. These will be assessed and scheduled appropriately based on demand and value.



Integral to our overall engagement approach is our ongoing engagement between NSC and its CIC. We must continue to work in **partnership with greater collaboration** on events and activities across Norton Sports Complex. We have the opportunity to drive greater efficiencies through shared resources and collaboration with our CIC and the Moline Cross staff.

We see our CIC playing an integral role in the expansion of the site catering facilities along with increasing its daytime usage and availability in line with our overall site facilities and service user demand. This requires a complete understanding of demand, footfall, events and activities across all parties.

We have already established relationships with a number of our partners, governance bodies and NGBs as well as a number of Sports and Environment bodies. These are significant for our future whether they are operating in an advisory, free consultancy, grant or funding provider or linking us to new important connections. This is an area where we can improve cadence and align responsibilities.

The following diagram summarises the 8 key initiatives within this pillar.



The key benefit of this pillar is that it enables us to focus on creating the right engagements that will enable and support us in our growth. Through a clear Marketing Strategy, we will create the right visibility and reputation for Norton Sports Complex.

We will be able to differentiate ourselves from other facilities and service providers: this will contribute to a growth in footfall and new revenue opportunities. We can take greater advantage of the opportunities our Club House, the Moline Cross can bring whilst expanding our overall stakeholder community.

8. Sound Finance

This section provides an overview of the Strategy 30 Financial Strategy. It incorporates a brief summary of the last four years and what our potential is to meet our baseline operational costs. It discusses sources of income, new revenue and charitable funding and the potential financial need for the next five years.

Affordability is key and we must consider our funding targets. We have provided a consideration of expected costs both operational and project, addressing high priority spend. There is a dependency on key assumptions which will be monitored throughout the Strategy 30 period.

Through the Strategy 25 period, NSC finances have been transformed, commencing December 2021 through to the October 2025 revised forecast position for the end of November 2025. This foundation is enabling us to carry out the significant financial restructuring through 2025 and 2026 which is essential to meet the requirements of Strategy 30.

All strategic financial assumptions and decisions and financial restructuring and process reengineering require collective Trustee approval; these primarily relate to debt and unrestricted funds. Subject to approvals and agreed mitigations the initial financial assessment and restructuring process has highlighted the following:

- the need to fully financially quantify the additional income and costs associated with Strategy 30
- there is a need to cover the cost of activities which have historically been carried out by volunteers
- donations by one of the Trustees have been significant over recent years and will come to an end in November 2025.
- this will need to be addressed by improving the ambassadorship for fundraising across the wider NSC, increased CIC contribution and NSC wide revenue growth.

The following key assumptions have been made:

- All facility development projects and any machinery purchases will be funded by donations from Hosted Clubs, grants, other donations and NSC designated funds.
    - From the initial financial assessment of Strategy 30, there are limited surpluses available for this from operations.
    - It should be noted that the cost of the facility development projects currently identified exceeds £5M.
- Improvement in internal controls and successful transition to a new organisational model including partial outsourcing of the NSC and CIC finance functions and clarification and re-assignment of a number of roles and responsibilities.

There is a moderate confidence level in the current financial outlook for NSC through 2030. This is a result of macro-economic uncertainties and the quality and quantity of the financial data used to formulate the outlook together with the limited time and resource afforded for its consideration.

Significant refinements will need to take place over the coming weeks and months such that a clearer picture can be formed. Highly relevant to this are the sound financial foundation already

achieved and the changes to financial management and the associated processes currently in progress.

Summary of Financials for Strategy 25: Dec 2021 to Nov 2025

The financial position of Norton Sports Charity across multiple dimensions has been completely transformed over the four years of the December 2021 to November 2025 strategy. This is demonstrated in the following table. This will provide a strong financial foundation for the further progress that will be needed in the next strategy period December 2025 – November 2030.

£'000	30/11/21	30/11/25 (from Oct. 2025 F/C)	Change in value	Change %
Facility Improvements Value Dec. 2021 – Nov. 2025	N/A	556	+556	N/A
Annual Employee Costs	102	183	+81	+79%
Total Unrestricted Funds (inc. Postcode Grant)	333	665	+332	+100%
Unrestricted Funds as Cash (i.e. 'Liquidity '- Excludes Unrestricted Tangible Fixed Assets, Investment Property, Debtors and Creditors)	280	405	+125	+45%
- Includes Cash to Run Business	25	40	+15	+60%
- Includes Designated Funds for Facility Development	56	312	+256	+457%
- Includes Reserves	0	52	+52	N/A
Loans and AGP Designated Fund Commitment	373	119*	-254	-68%

- The transformation achieved has been possible primarily through increased donations from the CIC and judicious financial management of NSC:
  - Through the Strategy 25 period we have seen a contribution step change from the CIC. For the four years immediately pre-covid, the CIC donated £32k to NSC compared with £695k for the four-year period of the current strategy.
  - NSC has invested in facility improvement projects and staff whilst reducing debt and designating funds for future facility improvements.

Baseline costs have been met and funds accumulated through a variety of funding sources as shown in the table below.

Cash in Summary	Actual 2022	Actual 2023	Actual 2024	2025 Forecast
CIC Donations/ Loan Repayment	165,000	210,000	152,487	175,000
Facility Income	54,496	45,231	79,161	52,768
CIC Lease Fee	38,400	38,400	38,400	38,400
Property Income	6,544	6,650	6,954	7,281
Levies (Hosted Club)	84,759	63,326	73,844	77,141
Fundraising & Additional Income	2,315	1,918	6,549	23,439
Sponsorship	0	0	0	0
Grants/Thrive	19,897	28,773	24,058	263,746

Other Income	15,939	4,767	8,256	19,333
Donations Inc. Gift Aid	27,742	37,461	42,583	40,754
Transfers In; Designated & Restricted Funds	90,215	113,166	15,617	239,406
Transfers in from Reserves	0	0	40,000	74,142
Total	**505,307**	**549,692**	**487,908**	**1,011,410**

Within the last 18 months of Strategy 25, more than ten significant facility development projects have been completed with funding from a variety of sources. The sources are summarised below:

Total (£)	**419,433**
Grants	220,088
Loans	112,586
Hosted Club Donations	37,620
Personal Donations / For Rewards	28,930
Payments In Kind	16,806
NSC Designated Funds	3,404

Summary of Financials for Strategy 30: Dec 2025 to Nov 2030

The detailed initial financial assessment for Strategy 30 includes proprietary information. Associated information will be provided as appropriate for communications with external organisations and individuals on a case by case basis.

Summary Of Expected Facility Development Project Costs

The cost of the facility development projects currently identified exceeds £5M. Whilst several priorities have been identified, cost estimates are not yet available. The priority projects at the current time include the following which are identified within the Transition Phase of the NSC High Level Strategy 30 plan:

- Road Access and Car Park Developments
  - New entrance to clubhouse car park
  - Widening of access route to South Site car park
  - North Site vehicular and pedestrian access and parking
- Facilities Buildings Upgrades
  - Toilet facilities for spectators
  - Shower facility upgrades

Strategy 30 Finance Position

Whilst we have achieved a much-improved financial foundation and momentum through the Strategy 25 period, NSC and CIC need to generate significant net additional funds to ensure that the Sustainable Growth top level objective of Strategy 30 is achieved.

Donations and grant funding will continue to be critical for revenue purposes and even more particularly for the many possible facility development projects which have been identified.

The additional funding referred to above will need to come from a variety of sources including the following:

- Comprehensive review by Trustees, Directors and Managers of the indicative Strategy 30 financials for both NSC and CIC.
- Financial restructuring in 2025 and 2026.
- Additional income from existing sources
- Use of established links and relationships we already have with a significant number of potential funders.
- Identification of potential new funders.

Strategy 30 has a number of initiatives that will support the necessary activities that will assist in increasing revenue and funding. In our Engage to Thrive pillar we have included Improved Stakeholder Engagement and are looking at our ambassadorship, Marketing and Communications, Revenue and Growth and increased integration between NSC and CIC.

We are implementing a new Governance Framework, Policy Process Management as well as addressing a new more automated approach to Financial Management.

Significantly, due consideration needs to be given to the new governance and organisational structures. The restructuring of the finance functions for NSC and CIC will facilitate all the above and all need to be implemented as a priority.

9. Environment and Sustainability

Environment and Sustainability is an integral element of NSCs overarching Social Responsibility and Social Value approach. Understanding Social Responsibility for NSC incorporates our people component of Upholding Ethics and Integrity, Ensuring Equal Opportunity for All, Promoting Diversity and Inclusion as well as Enhancing Wellbeing for Community and Employees



Advancing Sustainability and Environmental Responsibility incorporates several elements, it can directly influence our stakeholders and impact our community for the greater good. It also considers Tackling Economic Inequality through the enablement of new skills, new facilities and services and new jobs as well as our Supply chain resilience.

Our environment and sustainability efforts balance NSCs stakeholder and site goals with long-term societal and environmental wellbeing. We have also recognised that Safeguarding All is a key consideration. Ensuring the safety and well-being of our employees, volunteers, facilities users, and the environment is key, including having all the right policies and procedures in place.

Our Initiative 30, Policy Process Management in the Pathway to Efficiency Pillar also incorporates Environment and Sustainability; Our aim is to incorporate policies and procedures that create a safe and sustainable environment for all, promoting health, safety, and environmental stewardship in all our activities.

Eco-friendly activities across the NSC site considers:

- ✓ **Waste Reduction:** Reducing waste minimizes environmental impact and promotes resource efficiency in daily operations.
- ✓ **Recycling Initiatives:** Recycling helps conserve resources by transforming used materials into new products effectively.
- ✓ **Sustainable Materials Use:** Using sustainable materials supports environmental preservation and reduces carbon footprint.
- ✓ **Energy and Water Efficient Technologies:** Adopting energy-efficient technologies reduces energy consumption and operational costs.
- ✓ **Supply Chain Choices:** Policies and approach to purchasing that align with effective stewardship of the environment
- ✓ **Transport Optimisation**: Use of shared transport reduce, access and parking improvements environmental impact and congestion on station road

As part of our management of Environment and Sustainability at NSC we are looking at Carbon footprinting. We have carried out a baseline assessment and are looking at how the footprint can be reduced through:



- ✓ **Emission Tracking:** Organisations can monitor and measure their carbon emissions to identify reduction opportunities effectively.
- ✓ **Promoting Public Transport:** Encouraging the use of public transport reduces individual car use and lowers overall carbon emissions.
- ✓ **Optimising Resource Management:** Effective resource management reduces waste and conserves energy, leading to lower resource consumption.
- ✓ **Encouraging Sustainable Behaviour:** Promoting eco-friendly habits among participants fosters a culture of sustainability.

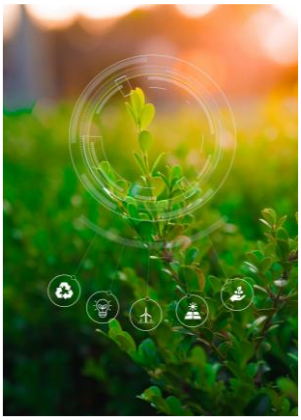


Our ethos is to embed Environment and Sustainability into all that we do. This is across our community, our employees and our volunteers, all participating as part of the NSC family. This includes Environmental Awareness, teaching about sustainability raises awareness and encourages responsible actions. Community Activities foster communal responsibility such as organised clean-ups, local environment improvements and onsite community events. Community Garden is a great example. Green Campaigns that promote sustainable practices and motivate collective action for environmental protection will be considered.

We are already participating in in Regional Collaborative Programmes including Stockton Climate Coalitions and Community Climate Action Middlesbrough.

We are very keen to develop Norton Sports Complex and have some fabulous ideas that have been generated and input into the Strategy 30 process. Within our Elevate Your Experience pillar, we have incorporated the following activities:

- ✓ Initiative 6 Site Design/Redesign activity 6.1 has adopted a key principle to consider opportunities for Rainwater Harvesting, Photovoltaic/Solar, EV Charging, Ground Source Heat Pumps and Wind Turbine within the design. This will future proof the site for forward sustainability projects.
- ✓ Initiative 9 Land Management Strategy and Plan address 5 activities:
    - 9.2 considers the installation of Solar Panels on all roof areas such as that of the Moline Cross, the Cricket Pavilion, Squash courts, Men's Sheds and Cricket Hall as well as the utilisation of Solar Thermal panels for hot water provision. Combined with a battery storage facility this would reduce dependency on energy from the grid reducing energy costs and our carbon footprint. It has been noted that there are potential funding opportunities in this area within 2026.
    - 9.4 addresses Green and Grey Water Management Plan; this will potentially reduce the cost of wastewater management and reduce the demand for potable water and freshwater storage.
    - 9.5 considers the opportunity to install EV Charging; this element requires alignment with the overall site Parking Strategy and Site Power Infrastructure. Liaison with the distribution network and its plans to upgrade the infrastructure is essential to understand the cost viability of introducing electric vehicle charging.
    - 9.6 highlights the potential for Wind Turbines; We have the potential for small or medium wind generation to offset energy costs and reduce carbon footprint. We would need planning permission, local community support and distribution grid upgrades in place to enable this element.
    - 9.7 suggests Ground Source Heat Pumps. We are a 55-acre site with an extensive availability of grassed areas. We could align this with site water handling. This form of cost-efficient heating could be utilised to heat the Squash Club and Cricket Hall over the winter months



- ✓ Initiative 22 Forest Woodland; 22.2 addresses input from the Community Garden identifying the value of Water Collection from the roof of the Forest Shelter
- ✓ Engage to Thrive considers several community related activities including:

- 36.9 incorporates access to sporting equipment and kit for low-income users: Start a preloved/reuse store. This will also reduce the cost for anyone participating in a sports activity, particularly for families with growing children
- 38.2 addresses Forest Shelter use, this could be a growth area for nature, environment and sustainability awareness
- 38.13 Forest and Woodland opportunities for Home Educated Children

✓ In Pathway to Efficiency, we have addressed a number of potential Continuous Improvement Initiatives

- 28.3 is an overarching need to establish and implement robust systems for monitoring environmental impact. Discussions are ongoing regarding what the NSC can achieve in this area.
- 28.4 has a resource efficiency consideration. It links with 9.4 with a focus on measurable reduced water consumption and cost of managing wastewater
- 28.5 reflects on opportunities to increase biodiversity: expand native plants and trees on site and Community engagement for bulb planting
- 28.6 also focusses on biodiversity, considering opportunities to increase biodiversity: expand on our suitable habitats for wildlife: Community engagement for nature activities

It is clear, that now, more than ever, we need to respect our environment. We have a 55-acre site that provides extensive opportunity in sport, leisure and social activity for our community. We are now, addressing environment and sustainability as integral considerations of the decisions that we make for our site. By developing an overall site strategy, we can give longer term considerations to creating the right balance between the environment, sustainability and community use.

By implementing robust reporting systems and mechanisms we will provide open communication and information in this area developing knowledge and understanding. Through improvements in Stakeholder Engagement, we will encourage transparent dialogue that helps with funding and sustainability opportunities. It is essential to build trust and confidence between involved organisations and stakeholders.

By improving the way we work, aligning our policies and embedding environment and sustainability into all we do, we are putting a strong footprint on the long-term future of the NSC.

10. High Level Plan and Governance

This section provides a high-level view of the Strategy 30 plan of activities. This is based on the Pillars, Initiatives and activities identified in the Strategy 30 Key Goals and Initiatives spreadsheet. This can be made available as appropriate through a request to admin@nortonsportscharity.co.uk and agreement with the Chief Operating Officer. In addition, a document has been produced that provides a Year-by-Year listing of the activities by initiative, by pillar, which also can be made available through a request to admin@nortonsportscharity.co.uk and by agreement with the Chief Operating Officer. We have included a high volume of operational initiatives which, for some, are an immediate demand. This has been required because of the success of the Norton Sports Complex throughout the Strategy 25 Period.

We have grown in terms of sports and non-sports activities, facilities and footfall over the Strategy 25 period. This has brought us to a pivot point that requires us to operate differently, change our working practices and to develop our organisational structure.

As a result, we have reviewed compliance and how we govern ourselves. This section also incorporates an advised potential new structure that is based on industry best practice and aligns with us moving into an auditable status.

High Level Plan

The high-level plan is a summary view of the documents stated above, enabling an understanding of some of the dependencies and must do activities to ensure we operate as efficiently as possible and in line with the wants and needs of all our stakeholders.

Every initiative is subject to a form of assessment. The assessment will consider all activities identified within the key goals spreadsheet noted above.

Initiatives and activities that have been classified as Operational will be assessed on “Must Do” this includes anything to do with compliance, audit or necessary for day-to-day facilities and service delivery and then value to NSC and its stakeholders. Many of the operational improvements will be carried out organically within the operational roles. This will be subject to staff being given the right support and enablement.

Initiatives and activities identified as projects incorporates both maintenance and new requirement projects. These will be assessed based on:

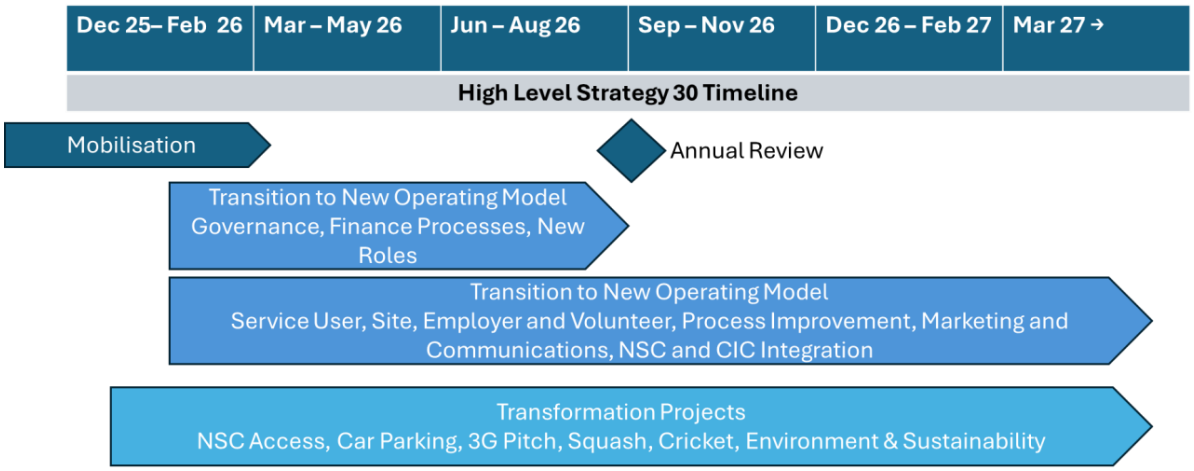
- funding allocated, already reviewed and agreed to progress
- must-do due to compliance needs and changing regulations e.g. Health and Safety, new parameters on green waste handling
- Future development of the Norton Sports Complex site and the ROI (Return on Investment) to be achieved

All activities are subject to resource, compliance and funding constraints and will be scheduled to progress accordingly. We also recognise that the environment within which we operate is subject to change. As we move through the Strategy 30 period, we will regularly review our priorities and Initiatives List against the parameters above.

In addition, our stakeholders regularly identify new ideas, changes required as well as potential service delivery issues. In support of this as part of the Pathway to Efficiency Pillar, we are incorporating a Continuous Improvement Process, where all inputs can be considered for the Strategy 30 programme of change.

To ensure that the list of Initiatives and the associated activities remain current and in line with demand, we have incorporated an Annual Review within the overall Governance Process. This is essential to reset in line with budget and finance availability and to identify revenue, funding and grant targets for the year ahead as well as understand what we have achieved.

The following diagram identifies the high-level plan and structure for the Initial Strategy 30 period.



A summary of each of the phases is provided below:

The Mobilisation Phase

During the research for Strategy 30 we have identified several elements that are integral to the Mobilisation Phase. Many activities have already started, and we should commend all parties involved in their progression and input to these activities. Mobilisation is about startup activities. What do we need to include to move forward. These are the activities that we are addressing:

1. Immediate positive impact on our facilities and service users, incorporating initial elements of our Service User Family and Events calendar incorporating Service User List, Transport Information and How to Find Us, Holistic View of Events; Annual Events Calendar and information of site and services availability
2. Financial Reengineering to address the changing ways that we need to operate, fund enabling resources and initiate new grant applications
3. As part of Elevating Your Experience for our facilities and service users we recognise the need for a Site Management and Maintenance Plan. This is immediate. As well as the regular site activities that reflect on our image and reputation, it embraces elements such as water supply repair for the allotments and access to the community garden.
4. Projects identified and funding availability has led to an immediate requirement to address the Facilities Buildings Management Plan to aid cost effective planning and scheduling. Other

projects noted include the 3G pitch and Hockey and Athletics pitch fence repair. Both have a safety consideration.

5. Our Pathway to Efficiency is almost all operational. The immediate requirements focus on commencing the Strategy 30 period with a change to our operational context. This commences with the implementation of a new governance model and associated processes. This is being progressed by a sub-group and with the Board of Trustees. Due to compliance needs we have already initiated the new Policy Management Process. We have onboarded a new part-time HR Business Partner who is supporting the Operations Manager in all matter policy and HR.
6. Commencement of Operational Process Automation has been key. The mobilisation phase has 4 elements of this:
   i) A holistic HR System Library
   ii) Implementation of revised Finance systems and processes
   iii) Formal email account structure for the NSC
   iv) A process for monitoring and tracking footfall
7. Our Empowered for Impact requires this stage to address a revised organisation and line management structure, the implementation of agreed new roles and responsibilities, revised reporting and a Consultation period for all employee changes
8. Our Engage to Thrive pillar requires us to complete our community assessment. This will support the Trustee decision making process and our marketing and rebranding strategy. There are some early considerations within our improved Stakeholder Engagement arising with current engagements. The work already started on our Volunteer Register will continue and contribute to our “getting things done” approach.

The Transition Phase

For this phase we are focussing on Operational achievements for 2026. Continuing the work necessary to change the way that we are working and introducing new working practices. Details of these initiatives are included in the spreadsheet identified above including:

- ✓ Service User Focus
  1. Site Navigation Map
  2. Service User Mailing List opt In/opt Out
  3. Initial Welcome Videos
  4. Service User Calendar Upgrade
  5. Community Garden and Orchard access availability
- ✓ Site
  1. Site Design/Redesign including Community Assessment inputs
  2. Site Storage Strategy and Plan
  3. Land Management Strategy and Plan
  4. Facilities and Building Safeguarding and H&S Review
- ✓ Employee and Volunteer
  1. New Honorary President Appointment and Role Definition
  2. Trustee Diversity Review and Appointment
  3. Implement New Agreed Roles
  4. Complete Outcome Based Culture Initiative
  5. Implement Succession Plan Management
  6. Complete Consultation Process
- ✓ Process Improvement

1. New Governance Reporting Processes
2. Policy Management process improvements, reporting and training alignment
3. New Finance Processes Implementation
4. Introduction of Automated Form Filling
5. Completion of the NSC Library and streamlining of digital record keeping
6. Implement a formal Fund-Raising Approach and supporting processes
7. Implement a Revenue Growth Function
8. Implement a Continuous Improvement (CI) Process and review the 13 potential CI Initiatives listed in Initiative 28 – key link to Environment and Sustainability
9. Implement Stakeholder Engagement Processes in line with Stakeholder Map

- ✓ Complete Marketing and Communication Strategy including Rebranding
- ✓ Club House/Moline Cross Integration including Catering Services Review

The Initial Transformation Projects

This element has a focus on projects whereby there is an overall project cost. Some may be materials only with volunteers enabling the work to be done. Others will be full end to end costs to deliver.

- ✓ Site signage production and install
- ✓ Road Access Developments
    1. New entrance to clubhouse car park
    2. Widen the access route to South Car Park
    3. North site access and Parking
- ✓ Facilities Buildings Upgrades
    1. Toilet Facilities for Spectators
    2. Shower facility upgrades
- ✓ New agreed Catering Services
- ✓ Storage Shed and Fencing for Community Garden
- ✓ Forest Facility Development for schools and Water Collection from the Shelter
- ✓ Covers for top and bottom cricket field
- ✓ New technologies for Ground Water management Review
- ✓ Squash Court Heaters
- ✓ 3G Pitch Goals and Nets

These Initiatives takes us through to the end of 2026 and potentially the commencement of 2027.

Advised Governance Model

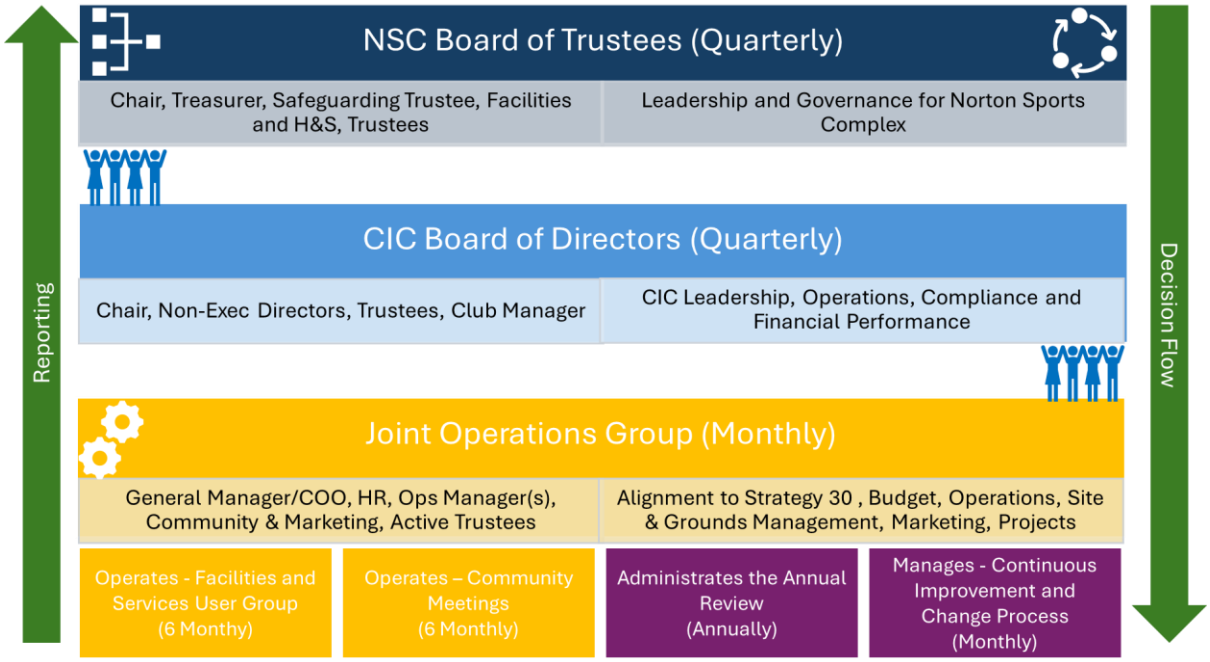
In our Pathway to Efficiency Pillar Initiatives 23 and 24, we see reviewing our overall governance model and implementing a new Governance Framework being integral to achieving new ways of working. Change needs to be initiated from the top down. Driving efficiency requires robust strategic decision-making based on informed reporting.

We recognise the importance of continuing to provide our service and facilities users with a voice. The environment within which we are operating will change during the Strategy 30 period. As a result, we have incorporated an Annual Review which provides for clarity on funding and resourcing for the next year, revision of priorities and consideration of what has been achieved, what remains in flight and what needs to be completed next.

The Annual Review's main purpose is to reset for the next year and will commence within the last quarter of the financial year.

In conjunction with this, Strategy 30 provides for 42 Initiatives across 5 years, this sets the Strategy 30 baseline. Ideation will occur and new needs arise from changing compliance through to user requirements. We are implementing a Continuous Improvement process whereby the plan of projects and activities to be progressed can be managed and then monitored.

The following diagram identifies the overall governance structure which forms the centre of the forward Governance Framework:



The Facilities and Service User Group has been put in place to enable a continuing dialogue between NSC, CIC and users of the facilities. The recommendation of 6 monthly (twice yearly) is a minimum and should occur; additional meetings can take place on demand. It is a forum for all service users in line with adopting a "fair for all approach" and ensuring that NSC is providing the opportunity for all service users to have a voice.

Historically, there have been Hosted Club specific meetings only. This approach and how Hosted Clubs relate to each other can continue, however, it has to be in addition to ensuring a “voice-for-all". The frequency of Hosted Clubs meetings should be considered in line with need and activity. The groups for the Facilities and Service User Group Meetings are Hosted Clubs, On-Site Groups and Regular Service Users, this also includes Volunteers as appropriate.

The NSC Board of Trustees will hold, at least annually, Community meetings. These will be open to Trustees, staff, volunteers, service users, local-residents and the wider community. They provide an opportunity for NSC to present strategy, direction, the value that we bring to our community as well as any concerns and issues. This is operated as an open forum providing for discussion and debate and to provide our wider community with a voice.

The key stakeholders for Community meetings include the following groups: Sports and Environment Bodies, Partners and Governance Bodies, Benefactors; Public and Media and neighbours.

In conjunction with this we have outlined the responsibilities between the NSC and CIC; CIC will change manage its own projects and operate, from a day-to-day perspective, independently. The key integration points are identified in the following diagram:



From a Change Management perspective key projects and changes will be addressed through a joint change management process. Independently CIC will manage a small number of changes that are only relevant to the Moline Cross and its operations.

To drive change effectively we will implement a Continuous Improvement Process that incorporates a regular Change Review Meeting. This will occur monthly initially as we are implementing operational changes. The regularity will then be reviewed based on Feasibility and ROI assessments and the number of Initiatives in-flight.

The Strategy 30 Programme of Work will be managed and monitored by the Operations Group with an appointed manager as responsible. Regular reporting and approval requirements will be addressed through the CIC Board and the NSC Board of Trustees as appropriate.

The new Governance Framework and associated documents can be made available, as appropriate, through a request to admin@nortonsportscharity.co.uk and in agreement with the Chief Operating Officer.

11. Strategy 30 Commitment

Strategy 30 is more than an intent, it is our shared commitment to progress, inclusion, and excellence. As we move forward, Norton Sports Charity reaffirms its dedication to enabling our communities through sport, recreation, and social connection.

We recognise the trust placed in us by our stakeholders, and we honour that trust by committing to:

- **Delivering meaningful change** through our five strategic pillars and 42 initiatives, each designed to elevate experience, improve access, and strengthen our operational resilience.
- **Embedding sustainability and sound governance** in every decision, ensuring our charity remains fit for purpose and future ready.
- **Listening and responding** to the voices of our community, volunteers, staff, and partners—because collaboration is the foundation of our success.
- **Protecting and enhancing our legacy**, ensuring that the Norton Sports Complex continues to thrive as a beacon of opportunity, wellbeing, and pride across all the communities we serve.

We are proud of the journey that brought us here; and even more excited for the one ahead. Strategy 30 is our collective roadmap to “Do More,” together.

On behalf of the Board of Trustees, the Strategy 30 Core Team, and all who contribute to our vision and mission—thank you for your continued support, belief, and partnership.

Let’s build the future, together.

Acknowledgements

This is the roles and contribution as at December 2025. Roles have changed through time as a result of the implementation of Strategy 30 Initiatives.

Name	Contribution	Strategy Role
Jean Crisp	Strategist and Facilitator	NSC Core Team Lead
Louise Harrison	All Operations	NSC Core Team Member
Dave Geldart	All Site and Grounds	NSC Core Team Member
Nick Collins	CIC Integration, H&S	CIC Core Team Lead
HR Advisor	HR Business Partner	NSC Core Team Member
Carole Frost	Trustee & Environment & Sustainability	NSC Core Team Member
Peter Frost	Honorary President, Trustee, Finance, Strategy 25 Review, Community, Governance & Legal, Organisational Structure	NSC Strategy 30 Board Sponsor and Core Team Member
James Hartley	Trustee, Community	NSC Core Team Member
Jon Carling	Independent Consultant	Advisory, Governance & Legal
Bill Pickersgill	Trustee	Board Reviewer
Dave McCullogh	Trustee	Board Reviewer

Disclaimer Statement – Strategy 30 incorporates inputs across all stakeholders; it includes a wide range of initiatives and activities that fully align with our new Vision and Mission. Our commitment is based on intent to achieve the goals identified but is subject to availability of resources and finances, our changing environment and stakeholder demands and other regulatory and statutory constraints.

Appendix A: Norton Sports Charity Legal Structure

Our Registered Legal Position

Norton Sports Charity is a Charitable Company Limited by Guarantee and is the sole shareholder of Norton Sports and Leisure Promotions Community Interest Company. As an organisation our registrations are as follows:

- Companies House: Norton Sports Charity
    - Type: Private Limited Company by guarantee without share capital use of 'Limited' exemption
    - 93110 - Operation of sports facilities
- Companies House: NORTON SPORTS AND LEISURE PROMOTIONS CIC
    - Type: Private limited Company; Community Interest Company (CIC)
    - 56301 - Licensed clubs
- Charity Commission: 1154688 - Provision of sports facilities for community use including those for archery, athletics, bowls, cricket, football, hockey, squash and tennis consistent with the objectives of the Charity. The Charity also owns a Community Interest Company providing social facilities, acting as the umbrella body for non-sporting activities and also to generate revenues for the Charity.
    - Provides the necessary separation and control.

For the purpose of the development of Strategy 30 it is agreed that this position will remain.

This section identifies the objects that the NSC is registered to deliver as an organisation, giving regard to the relationship between NSC and CIC.

The objects of the Company are to carry on activities which benefit the community and in particular (without limitation) to the following non-charitable activities relating to the Charity and its facilities:

1) To constitute the trading subsidiary company of Norton Sports Charity (registered company number 7428216), a charitable company which will be the holding company of the Company.

This will include (without limitation) the operation of the **clubhouse** and attendant bar facilities at the Charity's premises and may extend to additional appropriate commercial activities with the object of the **CIC creating a financial surplus all of which will be transferred to the Charity**

The Community benefit from this will consist in the CIC transferring any such financial surplus to the Charity thereby assisting it in fulfilling its charitable objects as stated in its' Articles of Association which are as follows:

> "To provide for the benefit of the inhabitants of Norton and its surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the conditions of life of the said inhabitants."

2) Providing facilities for social activity for the local community leading to an enhanced sense of community with particular benefits for the young and the elderly.

3) Being a body to support a number of organisations in the local community including The Billingham Silver Band and thus affording opportunity for participation in several recreational, musical, cultural and other activities which are recognised as enhancing quality of life. This support will largely take the form of provision of facilities for those organisations.

It is important to recognise that the CIC fulfils its' community obligations by supporting NSC in achieving its' objects.

In summary, the company supports the charity by generating income through its operations and transferring the profits to the charity. This helps the charity provide valuable services and facilities to the community.

Appendix B: The Wider Industry Governance and Emerging Trends

Industry Governance

This section describes a number of the wider governance bodies that are very supportive of organisations like ours. We have reviewed the overall industry direction which helps us to recognise the areas that are receiving the greatest support and helps us to determine that we are moving in the right direction.

Department for Culture Media & Sport

At the very top the government Department for Culture Media and Sports (DCMS) supports culture, arts, media, sport, tourism and civil society across every part of England, recognising the Uks world leading positioning and the importance of these sectors in contributing so much to our economy, way of life and our reputation around the world. The department champions sport for all at every level, supports our world leading cultural and creative industries, and enhances the cohesiveness of our communities. This department endeavors to:

- Drive growth
- Create opportunity for young people and enrich communities
- Showcase the UK to the world, delivering major sporting events
- Deliver reforms – this, at the top level has a focus on football

The Public Bodies and Agencies that have a relevance to the NSC include the non-ministerial department, the Charity Commission and the following Executive non-departmental public bodies:

- The National Lottery Community Fund
- Sport England (partner of Sported)
- Sports Ground Safety Authority
- UK Sport

Sport England (SE) is sponsored by DCMS and is structured to help people and communities across the country get a sporting habit for life. It also protects existing sports provision and must be consulted on any planning applications that affect playing fields in England.

SPORT ENGLAND

uk sport powering success inspiring impact

UK Sport (UKSP) supports Britain's best Olympic and Paralympic sports and athletes, co-ordinating the bids for and staging of major international sporting events in the UK. It invests around £100 million each year in high performance sport. UKSP is an executive non-departmental public body, sponsored by the DCMS and is supported by English Institute of Sport works with the UK Sport.

The UK Sports Institute delivers outstanding support that enables sports and athletes to excel. Since 2002, and over the last four Olympic and Paralympic cycles, the UK Sports Institute has evolved

quietly and effectively into an organisation consistently performing at a world-leading level, contributing to over 1,000 British Olympic and Paralympic medals.

NSC has direct relationships with:

- The Charity Commission: we are registered here as a charity and owner of the CIC
- Companies House: both NSC and CIC are registered here enabling us to operate and file our accounts appropriately and register our board members/trustees
- Sport England and Community Fund are direct partners of Sported
- Sport England is an active partnership with Tees Valley Sport (TVS) and provides money to TVS
- Sport England provide newsletters and are implementing PLACE

Sported provides free resources and programmes to their network that help them to transform lives through sport. Services include funding, volunteer consulting, insight and training. NSC benefits from being part of this network and we rely on Sported for our legal services.

Tees Valley Sport is a small organisation that we work closely with in their drive to enable communities across Tees Valley to be happy, healthy and resilient, with positive life memories. Their focus is to redefine what it means to be active through collaboration with partners and communities, positively impacting the health and wellbeing of people across the Tees Valley.

By considering the wider industry direction we understand the importance that our facilities play in engaging more active communities, developing sports excellence and addressing the clear link between mental and physical health and the growth in understanding in the relationship between recreation, sports and wellbeing.

Emerging Trends

By understanding the emerging trends within our industry, we can make informed decisions about the future of our facilities and services, the potential demand and growth areas.

Sports industry developments now emphasise greater integration of digital tools, more diverse participation, and sustainable practices. By staying informed about these changes enables athletes, clubs, and organisations to enhance performance, improve spectator engagement, and broaden access.

This provides a focus on the potential for greater revenue from spectators and fans and should be a forward consideration for the future facilities and services that NSC provides.

This awareness also supports planning for emerging challenges such as evolving participation patterns and competitive pressures., such as loss of hosted clubs to other sites. Major changes currently shaping UK sports include the rise of data-driven training methods, growth of new and inclusive sports, and evolving ways spectators interact with events.

Inclusivity and low entry barriers ensure that sports and recreation activities are more appealing to diverse demographics, from Gen-Z to older adults seeking new hobbies. We should also consider that demographics are changing. Gen Alpha is emerging and influencing how we participate in sports.

The influence of global events like the Paris 2024 Olympics has sparked interest in sports like lacrosse and teqball, inspiring younger athletes to try new activities. Social media has amplified their visibility, with platforms like TikTok showcasing highlights from padel and esports events, drawing in younger audiences.

From HYROX (functional exercise and endurance) to community running clubs, fitness is now emotional, social, and digital. Brands that embed in these ecosystems - rather than just sponsor events - will lead.

Significantly, the UK's £330 million investment in sports, as announced by UK Sport in May 2025, is supporting grassroots programs for emerging sports in the UK, ensuring they have the resources to grow and thrive.

We are seeing a significant growth in recognition and participation in women's sports

- In 2024, UK Women's Sport attracted audiences of over 44.17 million, an increase of nearly 40% in just two years.
- Over 2.6 million people attended a women's sport event in person in 2023, an increase of 23% from the previous year.
- Globally, Deloitte predicts that revenue generated by women's elite sports will reach at least $2.35billion, or £1.8 billion, in 2025, with revenues predicted to have risen by 240% in 4 years.



Personalisation is key; it's all about me. Whether it's content, sponsorship, or fitness, sports fans (participants and spectators) expect experiences that reflect their interests, language, and habits. Generic doesn't cut it anymore. This is leading to the adapted focus on sports, aligning fitness with wellbeing, physical and mental.

The Sport industry report 2025; The Sport Industry Report 2025 - Sport Industry Group reflects the following:

- Experience: Fans are eager to embrace innovation, as evolutions in venue design and event delivery reflect the needs of more supporters and connect physical and digital experiences.
- State of the UK Sports Industry: 56% of sports fans agree that the UK is 'the centre of the sporting world', as well as a consensus that the country hosts the best sport events.
- Investment: The UK sports industry is attracting healthy global investment; more will follow if it can navigate a changing media rights marketplace, generate new sources of value and connect to thriving adjacent verticals.
- Pay more for sustainability: Sport can lean into its community strengths as it seeks collective action on sustainability – and fans are ready to offer direct financial support for change.
- Technology: The impact of technology is viewed as a net positive by the UK sports community, as emerging solutions promise deeper personalisation, more effective engagement, and greater output than ever before.

- Women's sport still enjoys widespread popular support among fans and professionals, with its growth set to outperform the rest of the industry by a considerable margin.

These trends provide a unique focus in where to invest to ensure we have a sustainable growth trajectory.

The Pandemic 5 Years On

NSC has recovered well from the pandemic period with a continued steady growth in footfall. The pandemic period created challenges that no one could have foreseen. We were told "stay home", protect the NHS, save lives.



The pandemic tipped us into a world of frenetic productivity; working harder felt like a natural reaction to trying to regain control, in an attempt to keep our livelihoods and remain safe; but we haven't been able to reverse it.

The long period of social disruption has led to a decline in social confidence for many, with some feeling more self-conscious or anxious about how to navigate interactions. This has led to the focus on wellbeing.

- The shift to digital communication also changed social norms, making in-person interactions feel more effortful
- Loss of social networks amid lockdowns some are still struggling to rebuild them; further heightened by homeworking and the rise of ultra-convenient home delivery
- Anxiety growth, reduced feelings of safety and control, during and post pandemic
- Many still feel that they are behind and it's taking longer than anticipated to climb back

Some are still processing the pandemic; from social isolation to redundancy, greater anxieties and uncertainties or the grief of losing loved ones, recovery takes time. The pandemic was a transformative period for everyone. Key elements that we considered in addressing Strategy 30 include:

- more are opting for side-by-side activities, such as walking, team sports
- Focus on free, simple and uncompetitive activities, growth in "soft fitness" workouts and a resurgence in walking
- Greater recognition of the relationship between physical and mental health and the need to balance both
- For the first time, work-life balance is rated employees' top priority, ahead of pay
- Flexible working trends allow for easier activity scheduling and social enablement, i.e. not crammed in to after-worktime
- A growth in use of technology facilitates a culture of near-constant availability, driving a demand for activities that allow for disconnect
- Greater proactivity in health and wellbeing, balancing work and leisure, nutrition and self-care

This section is not all inclusive across our research but provides background consideration points when addressing who we are in the future.