Borough Council of
King's Lynn &
West Norfolk

REPORT TO CABINET

DATE OF MEETING	23rd July 2026
REPORT TITLE	West Norfolk Racket and Community Sports Hub.
LEAD MEMBER	Cllr Ring, Portfolio Holder for Business
LEAD OFFICER	Interim Assistant Director of Leisure and Culture
CONSULTEES	Cllr Ring, Executive Leadership Team, Head of Performance and Development, Strategic Finance Business Partner (Projects)
WARDS AFFECTED	North Lynn

KEY DECISION	YES
DECISION MAKER	Cabinet and also Cabinet recommendations to Council
IS THE REPORT OPEN OR EXEMPT	Open

FINANCIAL IMPLICATIONS	YES
HR IMPLICATIONS	NO
POLICY IMPLICATIONS	NO
STATUTORY IMPLICATIONS	NO
RISK MANAGEMENT IMPLICATIONS	YES
ENVIRONMENTAL IMPLICATIONS	NO
EQUALITY IMPACT ASSESSMENT COMPLETED	Attached

SUMMARY OF REPORT

This report proposes the development of a West Norfolk Racket and Community Sports Hub at Lynnsport, comprising three covered padel courts, weatherproofed tennis courts and a multi-use games area (MUGA) to increase capacity, widen community access and create new opportunities for active wellbeing across the Borough.

The Hub should not be viewed solely as a sports facility, but as a long-term investment in healthier residents, stronger communities and improved life opportunities across West Norfolk. Located to serve some of the Borough's most deprived communities, the development will help remove barriers to activities and facilities that have traditionally been unavailable or inaccessible to many residents. Through affordable, inclusive and targeted programming, it will support children and young people, families, older residents, disabled people and those at risk of social isolation to participate in physical activity, develop social connections and engage more fully in community life.

The proposal builds on the significant social value already generated by our leisure facilities, which delivered an estimated £7,100,000 of social value in the last reporting year through improved physical health, mental wellbeing and wider community outcomes. The Hub provides an opportunity to grow this impact further by attracting new participants, particularly those currently underrepresented in physical activity, creating additional volunteering and skills opportunities, and increasing participation amongst residents living in areas experiencing the greatest health and socioeconomic inequalities. In addition to a direct financial return, the Hub is expected to generate significant social value through improved physical and mental wellbeing, increased participation in sport and active recreation, reduced social isolation, stronger community cohesion, volunteering and skills development opportunities, and enhanced life chances for residents across West Norfolk.

The Lawn Tennis Association (LTA) has prioritised the scheme nationally as a pilot for a new, broader funding model supporting multi-activity community provision, placing West Norfolk at the forefront of this approach.

The total cost of the project is circa £2,200,000 including contingency. The scheme addresses high demand, limited covered provision and indoor facilities operating at over 93% capacity.

Funding will be met through the most appropriate mix of the LTA low-interest loan option and PWLB borrowing, to be determined by the Section 151 Officer in consultation with the Portfolio Holder for Finance.

Overall, the proposal secures approximately 45% external funding (£1,000,000) and represents an opportunity to secure significant external investment, make better use of existing council assets, strengthen the long-term sustainability of the leisure portfolio, increase opportunities for residents to be physically active and support the Council's wider ambitions around prevention, health inequalities, community wellbeing and economic growth. The recommendation therefore reflects both the financial case and the wider strategic benefit for residents.

RECOMMENDATIONS

Cabinet resolves to:

1. Approve the West Norfolk Racket and Community Sports Hub at Lynnsport at a cost of £2.2m.
2. Subject to approval for the funding by full council, to progress the project from Tier 3 to Tier 1 of the Capital Programme and for delivery and progress to be reported to and monitored by the Members Major Project Board.

Recommendation to Full Council:

1. Approve an increase to the councils contribution from £866,000 to £1,200,000 to fund the scheme, an increase of £334,000. 2. Delegate authority to the Section 151 Officer, in consultation with the Portfolio Holder for Finance, to determine the most appropriate financing mix for the councils £1,200,000 funding of the project.
REASON FOR DECISION
1. To enable the Council to secure significant, time-bound national funding from the Department for Culture, Media and Sport (DCMS) and the Lawn Tennis Association (LTA) to deliver the multi-activity hub. Cabinet approval is required to authorise the necessary capital investment, formalise match funding commitments, and resolve immediate peak-time indoor capacity pressures at Lynnsport. 2. Furthermore, a Cabinet decision is necessary to align the Council's capital assets with corporate strategic objectives around unlocking long-term social value and tackling health inequalities in priority communities. While this report seeks approval for additional capital investment, the proposal should be viewed as a wider place-making and prevention initiative rather than simply an expansion of leisure facilities.

CORPORATE STRATEGY How does this proposal support our Corporate Priorities Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk	
Promote growth and prosperity to benefit West Norfolk	Strengthens West Norfolk's leisure and visitor economy through the creation of a regional racket sports destination at Lynnsport, attracting increased participation, events and visitor spend. The scheme supports local economic growth through employment opportunities, workforce development and coaching pathways, whilst enhancing the Borough's sporting infrastructure and reputation as a leader in innovative community sport provision. By securing significant external investment, the project maximises the economic impact of Council funding and contributes to the long-term sustainability of the leisure service.
Protect our Environment	Project will consider sustainable building practices during the construction of court coverings and replace existing halogen lights with LED lights. The development will maximise the use of existing leisure infrastructure, increasing utilisation of established facilities and reducing the need for new standalone sports provision elsewhere.
Efficient and effective delivery of our services	Optimises underutilised outdoor tennis courts into a year round community and revenue-generating asset, moving a low occupancy tennis facility towards clear profitability, as well as creating additional income generation through new and released provision. The project also increases the social value return generated from the Council's leisure portfolio
Support our communities	The Hub will improve access to affordable physical activity and wellbeing opportunities, particularly for residents living in areas of greatest deprivation. Through inclusive, year-round provision, it will support children and young people, older and isolated residents, disabled people and community groups to be more active, connected and engaged. The additional capacity created through covered courts and flexible multi-use space will enable more community participation, coaching programmes and wellbeing initiatives, generating further social value

	through improved health, reduced isolation and stronger communities.

1. Introduction

1.1. Development work originally focused on introducing three covered padel courts at Lynnsport. Feasibility work has progressed to RIBA Stage 3 and a pre-planning assessment has been completed. The initial padel-only business case demonstrated a positive net income return, however, it did not address two wider issues: the low utilisation of the existing outdoor tennis courts, which are heavily affected by weather, and the significant peak-time capacity pressures within Lynnsports indoor sports provision.

1.2. The proposal has therefore evolved into a broader racket and community sports hub, designed to secure the financial benefits of padel while also improving year-round tennis use, creating additional multi-sport capacity for local clubs and community activity, aligning the project with the Council's strategic objectives and supporting improved health outcomes for residents.

1.3. Racket sports present a significant growth opportunity for West Norfolk. LTA data identifies 5,100 active tennis players in the borough and latent demand from 29,490 residents who could be encouraged to play tennis or padel if suitable facilities were available. Current provision is limited, with no dedicated indoor tennis facilities and only one padel court in the borough. Under higher population growth projections to 2043, tennis participation could increase by 26.5%, with demand for up to 15 additional padel courts. The LTA has also identified King's Lynn as one of three national priority projects for indoor tennis facility development. Alongside this, there is clear evidence of demand for additional multi-use activity space at Lynnsport, which could be accommodated through the proposed covered multi-use games area.

2. Background

2.1. The evidence base identifies two key operational issues at Lynnsport: low utilisation of the outdoor tennis courts and significant pressure on indoor sports space.

2.2. Tennis court occupancy is currently low, ranging from 4% to 17%, with usage heavily dependent on favourable weather. As the courts are uncovered, they are often unusable during poor weather. At the same time, indoor sports space at Lynnsport is under sustained pressure, with peak-time occupancy exceeding 93%. Booking data shows that local clubs and community users are regularly being turned away, resulting in lost participation and income opportunities.

2.3. This evidence demonstrates the need for a more resilient year-round outdoor offer that increases utilisation of existing assets, releases pressure on indoor space and supports wider community participation. The key delivery and financial risks associated with progressing the expanded scheme are considered in sections 5 and 14 of this report.

3. Proposal

3.1. The recommended scheme is to proceed with an integrated Racket and Community Sports Hub at Lynnsport. The scheme would include:

- **Three covered padel courts** to provide an affordable, council-operated padel offer in response to strong local demand.
- **Weatherproofed tennis courts** to improve reliability, increase year-round use and reduce the impact of poor weather on existing outdoor provision.
- **Flexible multi-use activity space** to support sports such as netball and basketball, ease pressure on indoor courts, meet unmet club and community demand, and create additional income opportunities and community programmes.

3.2. The proposal will provide affordable access to padel and tennis, particularly for residents in high-IMD areas such as North Lynn, where commercial operator prices may otherwise be a barrier to participation.

3.3. The additional capacity created by the Hub will also provide an opportunity to expand targeted activity programmes for residents living in wards with the highest levels of deprivation. This would support the Council's Marmot work by using affordable, accessible sport and physical activity as part of a wider prevention approach, helping to reduce health inequalities, improve wellbeing, increase social connection and support better long-term outcomes for communities experiencing the greatest disadvantage.

3.4. The scheme also enables the Council to secure approximately £1,000,000 of external LTA/DCMS funding towards a total project cost of circa £2,200,000. This funding opportunity is time-bound and subject to the Council confirming its commitment to the expanded scheme.

3.5. A decision is therefore required to confirm whether the Council wishes to proceed with the expanded LTA-backed proposal **(recommended)**, accept the external funding contribution and approve the necessary capital allocation.

Without approval, the Council risks losing the external funding opportunity, retaining underutilised and weather-dependent tennis provision, and leaving indoor capacity pressures unresolved. These risks are considered further in the Financial Implications and Risk Management sections of this report.

4. Options Considered

4.1. **Do nothing.** Outdoor tennis would remain highly weather-dependent with low occupancy, risking a future slip into loss-making provision due to rising maintenance costs. Padel benefits would not be realised, and affordable padel provision in one of our most deprived wards would be unlikely to be developed. Peak occupancy demands at Lynnsport would remain, limiting local club and community growth due to demand of the facilities, and inhibiting income generating opportunities.

4.2. **Proceed with padel only.** This option would not secure the £1,000,000 external funding available from the LTA/DCMS and would leave the existing tennis provision vulnerable to low utilisation, weather disruption and future maintenance pressures, as well as failing to address the indoor capacity constraints.

4.3. **Proceed with padel and covered tennis only.** This option would reduce the capital requirement to within the current allocation and secure grant funding, but would not address indoor sports capacity pressures at Lynnsport. It would also reduce the overall number of available courts to three, provide no additional multi-use capacity, and limit the future income and community programming opportunities associated with the wider multi-activity scheme.

5. Financial Implications

5.1 Overview of project costs and funding

5.1.1. The scheme (Option 4) has a total estimated capital cost of circa £2,200,000, inclusive of construction, fees, and contingency.

5.1.2. This is funded through a combination of:

- £1,200,000 Council capital requirement (£866,000 currently in tier 3 of the capital programme)
- circa £1,000,000 LTA / DCMS external grant funding

5.1.3.This represents a significant leveraging opportunity, where Council investment secures c.£1,000,000 of external funding.

5.1.4 An alternative reduced scheme of approximately £1,800,000 is available, however:

- It does not include the MUGA provision
- It reduces the ability to address indoor capacity pressures
- It limits the overall financial and community benefit of the scheme

5.1.5 While the financial appraisal focuses on direct capital and operational impacts, the investment is also expected to deliver significant social return through improved health outcomes, community wellbeing, reduced social isolation, volunteering opportunities and increased local economic activity. National evidence indicates that every £1 invested in community sport and physical activity can generate approximately £4.38 in wider economic value. These wider benefits support the Council's prevention, place-shaping and social value ambitions.

5.2 Funding approach

5.2.1. The recommended funding approach is:

- To progress the project to a tier 1 live project
- To fund the council's £1,200,000 requirement through borrowing, subject to confirmation with Finance
- Delegate authority to the Section 151 Officer, in consultation with the Portfolio Holder for Finance, to approve the most appropriate financing mix for the £1,200,000 project value

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5.2.2. Further match funding opportunities will continue to be pursued to reduce the Council's overall capital contribution.

5.3 Revenue impact and payback

5.3.1 The scheme has been modelled to generate a positive net revenue impact, through:

- Increased utilisation of currently underused outdoor tennis courts
- Introduction of padel, a high-demand and fast-growing sport
- Release of indoor sports hall capacity to accommodate unmet demand
- An expanded activity programme

5.3.2.The financial model indicates:

- An average annual net positive revenue position of approximately £163,366 during years 2–5
- A stabilised annual surplus of approximately £151,714 from year 5 onwards

5.3.3. The model suggests that the Council's forecast ROI is 8 years 8 months to fully pay back the £1,200,000 loan, detailed in the financial breakdown (Appendix 1).

5.4 Financial risks and assumptions

5.4.1.Key financial assumptions include:

- Continued growth in demand for padel and tennis activity
- Sustained high utilisation of covered courts year-round
- Ability to transfer some indoor demand to outdoor provision

5.4.2.Risks include:

- Variability in usage levels in early years
- Construction cost pressures within the current estimate
- Dependence on confirmation of the LTA funding contribution

5.4.3. These risks are mitigated through:

- Inclusion of contingency within project costs
- Strong evidence base on latent demand
- External funding significantly reducing Council exposure

6. **HR Implications**

There are no direct HR implications. Staffing for the expanded programs will be absorbed within standard Lynnsport operational models, and additional staffing costs absorbed through the income profiling.

7. **Policy Implications**

The proposal supports delivery of the Borough Council's Corporate Strategy by promoting growth and prosperity, supporting communities, improving the efficient and effective use of Council assets, and contributing to improved health and wellbeing outcomes. It also strengthens the Council's wider prevention and place-shaping ambitions by increasing access to affordable, inclusive physical activity in an area of recognised deprivation and health inequality. The project is expected to generate additional social value through improved physical and mental wellbeing, increased participation, reduced social isolation, stronger community connections, volunteering and skills development opportunities, and more sustainable use of the Council's leisure infrastructure.

8. **Climate Change and Environmental Implications and considerations**

The project will support more sustainable use of existing Council leisure infrastructure by improving the year-round utilisation of established outdoor courts, rather than relying solely on new standalone provision. Environmental and sustainability considerations will be built into the design and delivery of the scheme, including the use of energy-efficient LED lighting, appropriate drainage solutions, and construction methods that seek to minimise environmental impact where practical. The scheme will also help create a more resilient outdoor sports offer by reducing weather-related disruption and making better use of existing assets throughout the year.

9. **Statutory and Legal Implications**
None.

10. **Local Government Reorganisation Implications**

This proposal supports the Council's wider transformation work by improving the commercial performance and social value generated from existing leisure assets, increasing operational resilience and creating a more flexible, multi-use community sports offer. In the lead-up to Local Government Reorganisation, the project would help position the Council's leisure portfolio as a stronger, more sustainable and prevention-focused asset base for any future authority arrangements. If approved and progressed before any Section 24 restrictions apply, the project is expected to proceed within the existing governance framework and is likely to be below the financial threshold requiring shadow authority approval. The core proposal is not expected to require fundamental adaptation as a result of LGR; however, delivery, operating arrangements, pricing, programming and future asset management may need to be reviewed as wider transformation, governance and service integration proposals develop.

11. **Health and Safety Implications**
None

12. **Consultees**
Cllr Ring, Executive Leadership Team, Head Of Performance and Development, Strategic Finance Business Partner (Projects),

13. **Equality Impact Assessment**

13.1. Positive Impact: It will be perceived as a highly positive targeted intervention for the North Lynn community and surrounding high-IMD areas, as it deliberately provides low-cost, affordable access to sports that are traditionally price-prohibitive in the commercial market. The expansion explicitly establishes a consistent, year-round tennis and expanded multi-sport coaching framework.

13.2. By providing year-round access to youth, senior, and community groups, it directly advances the borough's health and wellbeing objectives within a designated Sport England place expansion area and supports commitments to becoming a Marmot place. The project specifically targets affordable community provision. It democratises access to high-growth sports (tennis and padel) for residents living in high IMD (Index of Multiple Deprivation) areas, such as North Lynn, where commercial operator price points would typically act as a barrier to participation.

14. **Risk Management Implications**

14.1 The expanded project scope introduces a broader range of delivery, financial and operational risks than the original padel-only proposal, as it now includes covered padel courts, weatherproofed tennis courts and flexible multi-use activity space. These risks are recognised, but are considered manageable through the developed feasibility work, RIBA Stage 3 design progression, pre-planning advice, inclusion of contingency within the project budget, external LTA/DCMS funding support and proposed escalation of the project to Tier 1 monitoring through the Members Major Projects Board. The wider scope also reduces a number of existing risks by addressing low tennis utilisation, weather dependency, indoor capacity pressure and the long-term sustainability of the site.

14.2 The principal risk of the expanded scope is that increased project complexity could create greater exposure to cost inflation, design development, procurement, planning, programme and delivery risks. These will be managed through detailed cost control, continued engagement with the LTA and delivery partners, appropriate procurement governance, and regular reporting through the Council's major project board. The inclusion of a contingency allowance within the circa £2.2m project cost provides some mitigation against cost movement, although final costs and funding conditions will need to be kept under review as the scheme moves from design into delivery.

14.3 There is also a risk that the expanded operating model does not achieve the forecast level of demand or income in the early years. This will be mitigated through phased mobilisation, targeted programming, affordable pricing, marketing activity, club and community engagement, and ongoing monitoring of usage, income and social value outcomes. However, the risk of not proceeding with the expanded scope is greater, the Council could lose the ring-fenced £1,000,000 LTA/DCMS funding opportunity, retain underutilised and weather-dependent tennis courts, continue to turn away indoor sports demand, and potentially need to fund future capacity improvements without the benefit of external investment. On balance, the expanded proposal presents a controlled and manageable delivery risk, while reducing longer-term financial, asset, capacity and reputational risks for the Council.

15. Conclusion

15.1 The proposed expansion of racket and multi-sport provision at Lynnsport presents an opportunity to secure £1,000,000 of national grant funding from the LTA and DCMS whilst addressing longstanding indoor capacity constraints and strengthening the long-term sustainability of tennis and community activity provision across West Norfolk.

15.2 The financial case for the recommended Option 4 is strong. The scheme leverages substantial external investment to transform a weather-dependent, low-utilisation asset into a resilient, year-round community sports hub, delivering an anticipated positive financial swing of £151,714 per annum following repayment of the initial borrowing.

15.3 The project aligns closely with the Council's Corporate Priorities, Built Sports Facilities Strategy and Marmot ambitions. It will increase access to affordable sport and physical activity, improve health and wellbeing outcomes, reduce inequalities, strengthen community participation and create wider social and economic benefits for residents across the Borough.

15.4 Failure to proceed risks the loss of this ring-fenced national funding and leaves existing capacity constraints and financial risks unaddressed. Approval of the expanded scheme will secure a lasting legacy of improved facilities, greater community impact and a financially sustainable sports hub for King's Lynn and West Norfolk. It is therefore recommended that Cabinet and Full Council approve the project and associated capital allocation.

Borough Council of
King's Lynn &
West Norfolk

LIST OF APPENDICES
Appendix 1: Financial Modelling (Borrowing, and Operational Profiling) Appendix 2: Extracts from the Sports Facilities strategy produced by Ploszajski Lynch Consultants in 2023 and refreshed in Jan 2026 in line with Sport England modelling requirements. Appendix 3: Costed LTA/BCKLWN project build Appendix 4: Snapshot usage data

LIST OF BACKGROUND PAPERS
King's Lynn and West Norfolk Sports Facilities Strategy December 2025 King's Lynn and West Norfolk Borough Council Playing Pitch and Outdoor Sports Facilities Strategy December 2025 LTA financial modelling guidance Tennis and padel facility funding | Investment & advice | LTA

PRE SCREENING EQUALITY IMPACT ASSESSMENT

For equalities profile information please visit Norfolk Insight - Demographics and Statistics - Data Observatory				
Name of policy/service/function	West Norfolk Racket and Community Sports Hub - Leisure and Culture			
Is this a new or existing policy/ service/function? *(tick as appropriate)*	New		Existing	Y
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	To expand the community sports offering at Lynnsport by developing three canopy-covered, floodlit padel courts, weatherproofing existing outdoor tennis courts with high-quality coverings, and adding a multiuse games area (MUGA) with multi-court markings (such as netball and basketball). The project aims to transition a low-occupancy, weather-dependent outdoor asset into a resilient, year-round sporting hub. Strategically, it is designed to resolve severe peak indoor court capacity bottlenecks (93%+) at Lynnsport by shifting high-demand disciplines outdoors, thereby releasing vital indoor hours to accommodate unserved local sports clubs and community groups, expanding the community activity provision, and securing			

	a sustainable revenue stream that reduces the baseline operating subsidy of leisure services.
Who has been consulted as part of the development of the policy/service/function? – new only *(identify stakeholders consulted with)*	Cllr Ring, Executive Leadership Team, Head of Performance and Development, Strategic Finance Business Partner (Projects)

Question	**Answer**				
1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group. ***If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.*** **For more information on health inequalities please visit [The King's Fund]*		Positive	Negative	Neutral	Unsure
	Age	Y			
	Disability	Y			
	Sex			Y	
	Gender Re-assignment			Y	
	Marriage/civil partnership			Y	
	Pregnancy & maternity			Y	
	Race			Y	
	Religion or belief			Y	
	Sexual orientation			Y	
	Armed forces community			Y	
	Care leavers			Y	
	Health inequalities*	Y			
	Other (eg low income, caring responsibilities)	Y			

Please provide a brief explanation of the answers above:

Age & Health Inequalities: The expansion explicitly establishes a consistent, year-round tennis and expanded multi-sport coaching framework. By providing year-round access to youth, senior, and community groups, it directly advances the borough's health and wellbeing objectives within a designated Sport England place expansion area and supports commitments to becoming a Marmot Place.

Other (Low Income / Deprivation): The project specifically targets affordable community provision. It democratises access to high-growth sports (tennis and padel) for residents living in high IMD (Index of Multiple Deprivation) areas, such as North Lynn, where commercial operator price points would typically act as a barrier to participation.

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	The scheme expands capacity across multiple sports disciplines (padel, tennis, netball), meaning it resolves indoor sports hall bottlenecks rather than prioritising one sport or user community over another.
3. Could this policy/service be perceived as impacting on communities differently?	Yes	It will be perceived as a highly positive targeted intervention for the North Lynn community and surrounding high-IMD areas, as it deliberately provides low-cost, affordable access to sports that are traditionally price-prohibitive in the commercial market.

If 'yes' to questions 2 - 3 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary: A full Stage 2 Impact Assessment is not deemed necessary because the differential impact is entirely positive, non-discriminatory, and designed to eliminate financial barriers to sports participation for low-income communities.

Decision agreed by EWG member: Amy Pearce……………………………..

4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities	Yes	**Actions:** No negative or adverse impacts have been identified that require mitigation or corrective action, opportunities for all residents to access these courts will be available.

Working Group and list agreed actions in the comments section		**Actions agreed by EWG member:** **A Pearce……………………………….**
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	**Please provide brief summary:** Yes. The business and operational model is intentionally structured as an affordable, council-operated alternative to high-cost commercial sports venues. It is specifically designed to open up access to health, fitness, and premium leisure infrastructure for residents in local, high-deprivation wards (e.g., North Lynn) who are structurally priced out of the current commercial racket sports market

Assessment completed by: **Name**	**S Cleeve**		
Job title	**Interim Assistant Director Leisure and Culture**		
Date completed	**03/06/2026**		
Reviewed by EWG member	**Amy Pearce**	**Date**	**04.06.2026**
✓ **Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy** (corporate.policy@west-norfolk.gov.uk) ✓			

Appendix 1: Financial information (Loan repayments and Operational Profiling

Loan Repayments

Interest Only and Equal Repayment (with annual overpayments from Padel Income)
As at 13th July 2026

PWLB	Principle + Interest			5.18%		
	Loan	Payments	Interest Charged	Principle Paid	Interest Rate	Balance
Years						
1	864,000	-134,654	44,755	-89,899	5.18%	774,101
2	774,101	-134,654	40,098	-94,556	5.18%	679,546
3	679,546	-134,654	35,200	-99,454	5.18%	580,092
4	580,092	-134,654	30,049	-104,605	5.18%	475,487
5	475,487	-134,654	24,630	-110,024	5.18%	365,463
6	365,463	-134,654	18,931	-115,723	5.18%	249,740
7	249,740	-134,654	12,937	-121,717	5.18%	128,022
8	128,022	-134,654	6,632	-128,022	5.18%	0
	Total	-1,077,232	213,232	-864,000		

LTA	Principle + Interest			2.50%		
	Loan	Payments	Interest Charged	Principle Paid	Interest Rate	Balance
Years						
1	334,000	-66,796	8,350	-58,446	2.50%	275,554
2	275,554	-65,756	6,889	-58,867	2.50%	216,687
3	216,687	-38,103	5,417	-32,686	2.50%	184,001
4	184,001	-30,972	4,600	-26,372	2.50%	157,629
5	157,629	-17,060	3,941	-13,119	2.50%	144,510
6	144,510	-17,060	3,613	-13,447	2.50%	131,063
7	131,063	-17,060	3,277	-13,783	2.50%	117,279
8	117,279	-26,438	2,932	-23,506	2.50%	93,773
9	93,773	-96,118	2,344	-93,774	2.50%	0
	Total	-375,363	41,362	-334,000		

PWLB repayment 8 years

LTA Repayment 8 Years 8 months

Blended Total	Payments	Interest Charged	Principle Paid
Total	-1,452,595	254,595	-1,198,000

Padel Income	Year 1	Year 2	Year 3	Year 4	Year 5
Peak rate with 75% Occupancy for Yr 1 and 2, 50% Occupancy for YR3, 40% Occupancy Yr 4/5	£118,872	£118,872	£79,248	£63,398	£63,398
Off peak@ 40% Occupancy	£46,368	£46,368	£46,368	£46,368	£46,368
Coaching income@50-75% Occupancy. Start at 50% build to 75% taper to 50%.	£24,960	£24,960	£37,440	£37,440	£24,960
Secondary spend (Taken from LS current income + hire lines, and applied the value of a 30% uplift to this)	480	480	480	480	480
Uplift to catering (Lynnsport café)	£13,068	£13,068	£13,068	£13,068	£13,068
Total Income	**£203,748**	**£203,748**	**£176,604**	**£160,754**	**£148,274**

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5
Coaching holiday cover (full cover for 4 weeks a year)	£2,000	£2,000	£2,000	£2,000	£2,000
Staffing - Rackets Dev Manager. Reduce to 30 hours weekly (20 delivery, 10 planning)	£24,300	£25,515	£26,791	£28,130	£29,537
Utilities	£10,400	£10,400	£10,400	£10,400	£10,400
Repairs and maintenance-added contingency for ASB/Vandalism of £1000 annually	£11,200	£11,200	£11,200	£11,200	£11,200
Fees and charges (Booking technology, based on 2% of income)	£3,305	£3,305	£2,512	£2,195	£2,195
Equipment (based on minimum racket quantities, and coaching programme ball provision, 26 tubes replaced once a month) Initial outlay higher, then tapered for sensible replacement quantities. Small outlay for paddle merch with minimal stock hold	£6,500	£6,500	£6,500	£6,500	£6,500
Total Expenditure	**£55,705**	**£56,920**	**£57,403**	**£58,426**	**£59,832**
Padel Profit/Loss	**£148,043**	**£146,828**	**£119,201**	**£102,328**	**£88,442**
Total Project uplift	**£201,450**	**£200,410**	**£172,757**	**£165,626**	**£151,714**

Tennis and MUGA additional Income	Year 1	Year 2	Year 3	Year 4	Year 5
Anticipated occupancy year round uplift	15344	15344	15344	15344	15344
Coaching income uplift due to consistent provision	1050	1050	1050	1050	1050
Additional alternative sport provision uplift	39264	39264	39264	49080	49080
Additional coaching provision new sessions less costs	2678.4	2678.4	2678.4	2678.4	2678.4
Total Income	**£58,336**	**£58,336**	**£58,336**	**£68,152**	**£68,152**

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5
Incremental Court Maintenance & Cleaning. (Additional upkeep for covered	£1,000	£1,025	£1,050	£1,075	£1,100
Increased Utilities (Lighting/Ventilation)	£360	£360	£360	£360	£360
Fees and Charges (Booking Technology)	£307	£307	£307	£307	£307
Equipment & Ball Provision (9 additional coaching sessions)	£300	£300	£300	£300	£300
Total Expenditure	**£4,930**	**£4,755**	**£4,780**	**£4,855**	**£4,880**
Tennis and MUGA uplift Profit/Loss	**£53,406**	**£53,581**	**£53,556**	**£63,297**	**£63,272**

	Total availibility	Court Price	Total year @100% Occupancy	Total year @90% Occupancy	Total year @75% Occupancy	Total year @60% Occupancy	Total year @50% Occupancy	Total year @40% Occupancy	Total year @35% Occupancy	Total year @30% Occupancy
Community price point on courts	115	£21.00	£115,920	£104,328	£86,940	£69,552	£57,960	£46,368	£40,572	£34,776
Commercial price point	127	£26.00	£158,496	£142,646	£118,872	£95,098	£79,248	£63,398	£55,474	£47,549

Appendix 2: Extracts from the Sports Facilities strategy produced by Ploszajski Lynch Consultants in 2023 and refreshed in Jan 2026 in line with Sport England modelling requirements.

Tennis and Padel Sports Facilities Strategy Summary Extracts

Latent demand

Whereas unmet demand is known to currently exist latent demand is demand that evidence suggests may be generated from the current population should they have access to more or better provision. The LTA's 'Periscope' modelling exercise has assessed the latent demand in Kings Lynn and West Norfolk and concluded that there is latent demand for tennis from 6,722 people in the borough, which with an assumed 'penetration rate' of 8%, could convert to 538 additional players, based on court access and spare capacity. With no padel courts in Kings Lynn and West Norfolk at present, the LTA calculates latent demand as follows:

Table 105: Latent demand for padel courts in Kings Lynn and West Norfolk

Population	*Tennis demand (20% of population)*	*Padel market penetration @ 8%*	*Padel Courts needed to meet demand*
154,300	30,860	2,469	12

Future demand

- ***LTA adult tennis participation rates:*** The LTA's participation data shows and upward trend in participation rates for adult tennis (people aged 16 and over):

Table 107: LTA national adult tennis participation rates 2018 - 2022

Frequency of play	*Feb-Apr 2018*	*Feb-Apr 2019*	*Feb-Apr 2020*	*Feb-Apr 2021*	*Feb-Apr 2022*	*% Change*
Past year	7.29%	6.91%	7.77%	5.20%	8.11%	+0.81%
Past month	2.07%	2.23%	2.09%	1.18%	3.24%	+1.17%

- ***LTA junior tennis participation rates:*** The LTA's participation data shows and upward trend in participation rates for junior tennis (people aged between 4 and 15):

Table 108: LTA national junior tennis participation rates 2020 - 2022

Apr 2020	*Apr 2021*	*Apr 2022*	*% Change*
9%	11%	15%	+4%

Indoor tennis courts with community use

There are two indoor tennis courts at Alive Lynnsport, which are in the Sports Barn, marked on an area that also accommodates football, netball and indoor athletics, so tennis use is not exclusive and is a minority user.

Site	*Address*	*Courts*	*Surface*	*Sub-Area*
Alive Lynnsport	Greenpark Avenue, Kings Lynn PE30 2NB	2	Acrylic	Kings Lynn

Indoor tennis courts in neighbouring areas

The following facilities are located in adjacent local authority areas, close enough to the borough boundary to provide usage opportunities for some Kings Lynn and West Norfolk residents.

Facility	*Address*	*Distance from Kings Lynn and West Norfolk*
Culford Sports and Tennis Centre	• Culford School, Culford IP28 6TX	12 miles
Newmarket Tennis Club	• Hamilton Road, Newmarket CB8 0NQ	15 miles

Essentially this demonstrates no dedicated indoor tennis provision in West Norfolk with tennis occupancy of the Barn at Lynnsport less than 5%. These courts are rated 'average' by the LTA as the facilities primary purpose is an athletics venue which allows some recreational tennis but not suitable for competitive tennis. There is currently only one Padel Court in operation in the borough at Tilney Padel.

Key findings on supply

The key findings are as follows:

- Two indoor tennis courts are marked in the Sports Barn at Lynnsport on an area that also accommodates football, netball and indoor athletics, so tennis use is not exclusive and is a minority user.
- Two specialist indoor tennis facilities in neighbouring areas provide some usage opportunities for Kings Lynn and West Norfolk residents.
- The quality of the indoor courts at Alive Lynnsport are 'average' because they are not a specialist tennis surface.
- Most of the population in the north of the borough is within 30-minutes' drive time of an indoor tennis court either in the borough or in a neighbouring area.
- 'Pay-and-play' access is available at Alive Lynnsport.
- There is one padel court within the borough and 12 are required to meet projected demand.

Consultation with the outdoor tennis clubs in Kings Lynn and West Norfolk identified the following issues:

- Collectively, the eight LTA-affiliated clubs in the borough have 1,162 members.
- Demand for tennis locally shows a slight increase over the past three years.

Future demand for indoor tennis courts

Population growth

Two scenarios are considered:

- The ONS 2018 sub-national population projections forecast a population of 160,186 by 2043, an increase of 5,886 or 3.8%.
- A projection based on assessed housing needs predicts a population of 195,245 by 2043, an increase of 40,945 or 26.5%.

Key findings on Indoor Tennis and Padel demand

The key findings are as follows:

- Tennis participation rates in the borough are projected to remain static until 2043.
- Population growth of in Kings Lynn and West Norfolk by 2043 projected between 3.8% and 26.5% will increase demand for indoor tennis court capacity by a similar amount.
- There are no dedicated indoor tennis facilities within the borough.
- Based on current population 11 more padel courts are required within the borough rising to potentially 15 more courts by 2043 with higher level population projection.
- The LTA has identified Kings Lynn as a priority target area for community indoor tennis centre provision.

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Appendix 3: Costed LTA/BCKLWN project build

White Rock Budget Cost Plan		
Item	**Budget Cost (£)**	**Sub Total (£)**
3 Canopy Tennis Courts + 1 Covered MUGA		
3 Court Tennis Canopy Structure with 3m mesh	£511,750	
Canopy Foundations	£115,000	
Drainage	£60,000	
Ducting & Drawpit	£32,000	
Lighting	£88,000	
Excavate 300mm and 2 layers macadam with edgings	£207,000	
Fencing	£40,000	
CIA Gate	£7,500	
Power Supply	£25,000	
Sub Total	**£1,086,250**	**£1,086,250**
Padel Courts		
3 Covered Padel Canopy	£225,000	
3 Padel Courts	£105,000	
Excavate 300 depth, 2 layers of macadam including edgings	£117,000	
Excavate and construction of ring beams	£75,000	
Canopy Foundations	£40,000	
Drainage	£33,000	
Ducting and drawpits	£15,000	
Lighting	£30,000	
Fencing	£35,000	
CIA Gate	£7,500	
Sub Total	**£682,500**	**£682,500**
Project Sub Total		**£1,768,750**
Fees & Contingency		
BNG	£20,000	
Prelims @ 2.25%	£39,797	
Consultants Fees @8%	£141,500	

Contingency @13%	£229,938	
Sub Total	**£431,234**	**£431,234**
Total		**£2,199,984**

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Appendix 4: Snapshot usage data

Tennis Court Utilisation - January to December 2025

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	
COURTS AVAILABLE	1700	1520	1660	1640	1680	1620	
COURTS BOOKED	97	93	155	198	193	197	
Overall Utilisation	6%	6%	9%	12%	11%	12%	
	Jul-25	**Aug-25**	**Sep-25**	**Oct-25**	**Nov-25**	**Dec-25**	**Grand Total**
COURTS AVAILABLE	1700	1660	1640	1700	1600	1520	9820
COURTS BOOKED	294	245	198	185	122	55	933
Overall Utilisation	17%	15%	12%	11%	8%	4%	10%