

PAL Vision 2035
To make Plymouth THE most physically active coastal city and to help residents live happier, healthier and more active lives

PAL Mission 2035
As systems leaders, we will unite with partners to foster meaningful connections that improve health and wellbeing, reduce inequalities, and inspire future generations.



Aim	Objective		Outcomes	Ref	KPIs	Measuring method
Increasing Participation and Engagement	We will provide a safe, inclusive, and affordable community environment that empowers residents to lead more active, happy, and healthy lives. We will ensure every young person has the opportunity to learn to swim, building life-saving skills and confidence around water.	1	We are committed to fostering a diverse and engaged community, where individuals from all backgrounds and age groups are actively encouraged to participate in health and wellbeing programmes throughout every stage of life.	1	Annual attendances (by demographics & % occupancy)	Gladstone Reporting
		2	We will increase the number of young people equipped with life-saving swimming skills, leading to improved water safety and greater confidence around aquatic environments.	2	Number active/fairly active (Moving Communities data)	Moving communities
				3	Unique (individual) users.	Gladstone Reporting
				4	Number of children achieving KS2 in school swimming	Moving Communities
				5	Membership numbers (fitness/L2S/L2D)	Gladstone Reporting
Aim	Objective		Outcomes	Ref	KPIs	Measuring method
Improving Health & Wellbeing	We will create and strengthen partnerships that de	1	We will support improved community health outcomes and actively tackle health inequalities, with measurable progress in areas such as physical activity participation, access to preventative services, and wellbeing across underserved populations.	1	Individual users (as above)	Moving Communities
		2	We will be recognised as a vital community asset and trusted connector that links individuals to collaborative health and wellbeing programmes, strengthens local networks and enhances opportunities.	2	Attendance (demographic breakdown)	Gladstone Reporting
				3	Number of Active Health scheme participants and number continuing	Gladstone Reporting
				4	Number of additional individuals engaged in community outreach activities	Gladstone Reporting
Aim	Objective		Outcomes	Ref	KPIs	Measuring method
Inspiring Plymouth	We will maximise Plymouth's unique blue infrastructure to attract investment, support placemaking, and elevate the city's identity as a vibrant coastal destination. By inspiring future athletes and expanding access to aquatic opportunities, we will position ourselves as a national leader in aquatics and water-based sport development.	1	We will actively contribute to Plymouth's vision by increasing engagement with blue and green spaces, enhancing the city's profile as a vibrant, active destination. Through inclusive programming and strategic partnerships, we will help position Plymouth as a host for regional and national events that celebrate nature, wellbeing, and community.	1	Attendance at Tinside Lido and Mount Wise Pools	Gladstone Reporting
		2	We will expand access to training, coaching, and resources for young athletes in Plymouth, providing increased support for talent development and creating a clearer, more inclusive pathway to athletic success.	2	Number of regional/national events hosted.	Events booking team
				3	Number of young athletes enrolled in diving talent development programmes.	TDC/British Diving/Head of Aquatics
Aim	Objective		Outcomes	Ref	KPIs	Measuring method
Operational Excellence	As an employer of choice, we will minimise our carbon footprint and deliver high-quality services through a compassionate, skilled, and motivated workforce. By investing in people and sustainability, we will consistently exceed customer expectations and lead with purpose.	1	We will minimise our environmental impact and actively promote sustainable travel, positioning our organisation as a leader in environmentally responsible practices and a catalyst for greener, healthier communities.	1	Energy consumption per facility (kWh)	Laser/Bills/Meter reads/Head of Op's
		2	We will be recognised as a top employer by fostering a culture of collaboration, inclusion, and excellence. Through co-creation with our customers and investment in our people, we will build a high-performing workforce that delivers outstanding experiences and drives long-term success.	2	Employee NPS score (Proud to work for PAL, annual survey)	Annual staff Survey
				3	Customer NPS score (Fitronics)	Fitronics/Insite
Aim	Objective		Outcomes	Ref	KPIs	Measuring method
Sustainable Business	We will lead with innovation, ensuring our organisation remains economically viable and socially responsible. Through creative thinking, sound financial management, and a commitment to community impact, we will deliver long-term value.	1	We will maintain consistent financial health while increasing our social value output ensuring that our operations remain profitable, resilient, and purpose-driven, with measurable benefits for the communities we serve	1	Income/Expenditure and P&L targets	P&L/Audited accounts
		2	We will implement net growth strategies that drive economic self-sustainability,	2	Social value generated (Moving Communities calculator)	Moving Communities