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Monday, 3 March 2025

Chair: Councillor P Peacock

Members of the Committee:

**Councillor R Cozens
Councillor S Crosby
Councillor L Brazier
Councillor S Forde**

**Councillor C Penny
Councillor P Taylor
Councillor J Kellas**

MEETING:	Executive Shareholder Committee
DATE:	Tuesday, 11 March 2025 at 6.00 pm
VENUE:	Civic Suite, Castle House, Great North Road, Newark, NG24 1BY

**You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.**

If you have any queries please contact Helen Bayne on helen.bayne@newark-sherwooddc.gov.uk.

AGENDA

	<u>Page Nos.</u>
1. Notification to those present that the meeting will be recorded and streamed online	
2. Apologies for Absence	
3. Declarations of Interest from Members and Officers	
4. Minutes from the previous meeting held on 3 December 2024	3 - 6
5. Active4Today Performance Quarter 3	7 - 52
6. Arkwood Developments Performance Quarter 3	53 - 54
7. Exclusion of the Press and Public	
<p>To consider resolving that, under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.</p>	
8. Arkwood Developments Business Plan	55 - 95

Public Document Pack Agenda Item 4

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Executive Shareholder Committee** held in the Civic Suite, Castle House, Great North Road, Newark, NG24 1BY on Tuesday, 3 December 2024 at 6.00 pm.

PRESENT: Councillor P Peacock (Chair)

Councillor C Penny, Councillor R Cozens, Councillor L Brazier, Councillor S Crosby, Councillor E Oldham, Councillor P Taylor and Councillor R Jackson

11 NOTIFICATION TO THOSE PRESENT THAT THE MEETING WILL BE RECORDED AND STREAMED ONLINE

The Leader and Chair advised that the proceedings were being audio recorded and live streamed by the Council.

12 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

There were no declarations of interest.

13 MINUTES FROM THE PREVIOUS MEETING HELD ON 10 SEPTEMBER 2024

The minutes from the meeting held on 10 September 2024 were agreed as a correct record and signed by the Chair.

14 REVIEW OF EXEMPT ITEMS

The Leader presented a report which detailed the list of exempt business considered by the Executive Shareholder Committee for period 20 December 2022 to date, for the Committee to determine which reports could be released into the public domain. It was the opinion of Officers that all the reports should remain confidential due to the commercially sensitive nature of the content.

AGREED (unanimously) that the Executive Shareholder Committee note the report, with any items being released into the public domain if considered no longer exempt by report authors.

Reasons for Decision:

To review previous exempt reports and to consider if any information can be released into the public domain.

Options considered:

This report reviews previous exempt items of business considered by the Executive Shareholder Committee, in order to release any information into the public domain if appropriate.

An alternative approach to taking this report on an annual basis is to utilise the Freedom of Information regime which enables the public to request reports / information to be released at any time which would then be assessed on a case-by-case basis.

There is also provision under the Access to Information Procedure Rules for Members to request the Monitoring Officer to release exempt information into the public domain if there are substantive reasons to do so (paragraph 1.3 of the report refers).

15 ACTIVE4TODAY PERFORMANCE QUARTER 2

The Health Improvement and Community Relations Manager was in attendance to present a report detailing the performance of Active4Today for the period 1 April – 30 September 2024.

Overall membership had increased by 44, offsetting losses at Southwell Leisure Centre, and a reduction in anticipated utilities costs had contributed to the projected management fee for 2024-25 decreasing from a budgeted £749,100 to £81,200 representing a projected decrease in management cost to the Council of £667,900. This also included a budgeted £50,000 transfer to the Company's Target Reserve of £750,000 which currently stood at £640,188 in year. This set the subsidy per user at a forecast of 7p for 2024/25.

The Committee welcomed the report and the positive financial position.

AGREED (unanimously) that the Executive Shareholder Committee note the performance of Active4Today up to period 6, 2024-25.

Reasons for Decision:

To ensure that the shareholder has assurance and oversight of the company's performance ensuring that the company continues to deliver the outcomes required by the Council as aligned to the Council's Community Plan.

Options considered:

Not applicable

16 ARKWOOD DEVELOPMENTS PERFORMANCE QUARTER 2

The Managing Director- Arkwood was in attendance to present the performance report for quarter 2 and a presentation updating Members on recent progress with developments at Manea and Wirksworth and an update on the pipeline.

Members considered the report and presentation, noting the importance of pipeline sights for the financial success of the Company. Members welcomed the emphasis on Biodiversity Net Gain and inclusion of exemplar properties in developments where possible. Priorities set by the Committee, particularly in relation to sustainability, were driving work practices, for example the use of off-site manufacturing to reduce the number of days on site.

AGREED (unanimously) that Members note the Arkwood Performance Report (attached as the Appendix to the report) and consider company's performance against its targets and objectives highlighting any areas of high performance and identifying areas for improvement.

Reasons for Decision:

To ensure appropriate review of the Performance of the Councils wholly owned Housing Development Company (Arkwood).

Options considered:

Not applicable

Meeting closed at 7.36 pm.

Chair

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Report to: Executive Shareholder Meeting 11 March 2025

Portfolio Holder: Councillor Paul Peacock, Strategy, Performance & Finance
Councillor Susan Crosby, Health, Wellbeing & Leisure

Director Lead: Suzanne Shead, Director - Housing, Health & Wellbeing

Lead Officer: Cara Clarkson, Business Manager Regeneration & Housing Strategy, x5923

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Active 4 Today Performance Outturn Period 10 (April 2024 – January 2025)
Purpose of Report	This report presents the performance of Active 4 Today for the period 1 st April – 31 st January 2025.
Report Recommendations	That the Executive Shareholder Committee note the performance of Active4Today up to period 10, 2024-25 and approve the Business Plan 2025 - 2026 as detailed in Appendix 4.
Alternative Options Considered	None
Reason for Recommendations	To ensure that the shareholder has assurance and oversight of the company's performance ensuring that the company continues to deliver the outcomes required by the Council as aligned to the Councils Community Plan.

1.0 Background

- 1.1 The Council's wholly owned 'not for profit' leisure company, Active4Today (A4T) has been delivering leisure and sports development on behalf of the Council since 2015. This includes the management of four leisure centres: Blidworth, Dukeries, the Newark Sports and Fitness Centre and Southwell Leisure Centre.
- 1.2 Prior to the establishment of the Executive Shareholder Committee, performance of the company was overseen by the Leisure & Environment Committee.
- 1.3 Oversight of Active4Today is now achieved through the councils' nominated representatives on the Board of Active4Today, quarterly monitoring of the

management agreement at officer level through the Directorate for Housing, Health and Wellbeing, and through the Executive Shareholder Committee.

- 1.4 This cover report provides the highlights for committee with appended documents to this report:
1. Active4Today - Report from the Managing Director 1st April to 31st January 2025
 2. Active4Today - Performance Indicators 1st April to 31st January 2025
 3. Active4Today - Sports Development Report 1st October to 31st January 2025
 4. Active4Today Draft Business Plan 2025-2026

2.0 Performance Overview

Business Performance – Usage, Memberships, Income and Expenditure

- 2.1 At period 10, the company has performed well in terms of memberships, with a growth at Newark Sports and Fitness Centre and Blidworth Leisure Centre offsetting losses at Southwell Leisure Centre and Dukeries Leisure Centre. Attrition rates are remaining relatively stable due to customer retention initiatives being applied to maintain the overall membership base.
- 2.2 Overall, in-year memberships show a net increase of 327 to 12,001 members across all categories since April where memberships were at 11,674 representing a net growth of 2.8%.
- 2.3 Overall income at Period 10 is £4,452,500 an increase of £26,280 compared with period 6, however, total revenue costs have increased to £4,552,270 primarily attributable to increased premises costs of £28,150 and Supplies and Services up £27,230 leading to a revised yearend outturn forecast of £100,260. This is an increase of £19,060 compared to Period 6 but does include £50,000 being transferred to the Active Reserve which will rise from £590,188 to £640,188. It is also considerably lower than the original forecast at Period 1 of £749,100. Further details can be found in Section 4 of Appendix 1.
- 2.4 The current forecast management fee of £100,260 represents a return to management fees that predate covid and demonstrate a far stronger financial position for both the company and the council as sole shareholder. User visits are also recovering to pre-covid levels with visits to 31st January 2025 across all sites at 875,637 an increase of 67,632 on the same period in 2024. The forecast to year end is expected to achieve the 1,100,000 target as the period January to March is traditionally busy.
- 2.5 Table 1 below provides members with a timely summary of the relationship between the management fee and user visits since 2019-2020 and the relevant subsidy per user over the period. The latest forecast is predicting an outturn subsidy of 7p per user which is creeping close to a break-even/zero subsidy position.

Year	Management Fee	User Visits	Subsidy per user
2019 – 2020	£120,220	1,189,899	£0.10
2020 – 2021	£611,220	267,825	£2.28
2021 – 2022	£731,645	914,491	£0.80
2022 – 2023	£480,650	1,008,319	£0.48
2023 – 2024	£410,534	1,101,987	£0.37
2024 – 2025	£100,260 (revised forecast)	1,100,000 (forecast)	£0.09 (forecast)

Table 1 Management fee v user visits to calculate subsidy per visit

- 2.6 To support the ongoing growth in membership, Active4Today has developed a business case for a capital investment of circa £82,000 to purchase a significant new indoor play inflatable for the sports hall and a pool inflatable for the Dukeries Leisure Centre. Due to the status and setup of the Company, any capital expenditure to be incurred on any of the leisure centres is the responsibility of the District Council rather than Active4Today and approval to proceed has been granted through the Portfolio Holder for Strategy, Performance & Finance.

3.0 Performance against business plan actions

- 3.1 Each year the company sets out within its business plan, the key activities it will deliver alongside its standard memberships. These activities are approved by the Committee and reflect the council's priorities around engagement, health improvement through tackling physical inactivity and addressing the needs of different population groups including older persons, younger persons or those with a disability. These additional activities are often delivered outside the standard leisure centre provision, making physical activity accessible to a much wider participation base.
- 3.2 At Period 10 Active4Today has delivered activities and interventions to support the wider community who typically may not access one of the Council's leisure centres and such initiatives are outlined below:
- i. During the Christmas holidays 109 people accessed free swims and dry-side activities at Newark and Dukeries Leisure Centres including badminton, squash and racket ball.
 - ii. A further 12 bursaries were awarded to young people experiencing mental health difficulties from September and 7 young people have already been inducted and are accessing the free offer so far with 2 more progressing through the induction.
 - iii. Community Alcohol Partnership (CAP) has been secured to deliver accessible and supportive football sessions for young people living in the Devon Ward.
 - iv. 45 GP Referrals were received in January with 26 taking up the offer, a conversion rate of 58% which is a 53% increase on referrals in January 24.
 - v. Completed the installation of new fitness equipment at Newark, Blidworth and Ollerton Centres.

- vi. Completed the installation of the Changing Places accessible changing facility at the Dukeries Leisure Centre to improve the Centre's accessibility for people with severe physical challenges.
- vii. 520 members were in receipt of a concessionary membership as at January 2025 an increase of 18% on January 2024.
- viii. 156 community groups were supported by Sports Development by January 2025 and increase of 18% on January 2024.

4.0 Draft Business Plan 2025-26

- 4.1 Appendix 4 presets the Draft Business Plan for 2025-26 as was approved by the Active4Today Board on 15th January 2025. The Draft Business Plan sets out the activities the company propose to undertake in 2025-26.
- 4.2 At section 12 within Appendix 1 (the update report from the Managing Director for Active4Today) the projected budget for 2025-26 is set out with proposed cost increases including for utilities, salaries, National Insurance. Income is projected to increase by £175,290 across all sites due to the increase in membership fees proposed (please see pages 8-9 Appendix 4, Draft Business Plan).
- 4.3 The projected Management Fee for 2025-26 is £109,390.
- 4.4 In approving the draft Business Plan, Shareholder Committee is also approving the Management Fee for 2025-26 and associated fees and charges.

5.0 Recommendation

- 5.1 That the performance of the company outlined in this report and detailed in the associated **Appendices 1, 2, and 3** are noted and **Appendix 4** the Business Plan 2025-2026 be approved.

6.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability, and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

6.1 Financial Implications – FIN24-25/5316

- 6.2 The current budgeted management fee payment to Active4today within the Council's financial system is £749,100 for financial year 2024/25. As per paragraph 2.3, the current revised forecast value of the management fee is £100,260, which is a forecast favourable variance of £648,840. This forecast is an increase of £19,060 compared to the forecast at Q3 budget monitoring.

6.3 The capital spend described at paragraph 2.6, has been approved by the Portfolio Holder for Strategy, Performance & Finance and has been added into the capital programme.

6.4 As per paragraph 4.3, the proposed management fee of £109,390 for the 2025/26 financial year has been included in the proposed budget being presented to Council on 06/03/2025 for approval.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

11TH MARCH 2025



UPDATE REPORT 1ST APRIL 2024 – 31ST JANUARY 2025

1. REPORT PURPOSE

- 1.1 To provide the Shareholder Committee with an update on the operations of Active4Today, for the period 1st April 2024 to 31st January 2025 (period 10).
- 1.2 To provide the Shareholder Committee with an update on the forecasted management fee, following the projected outturn process, based on the information available from January (period 10).

2. BACKGROUND

- 2.1 As the Shareholder Committee will be aware, the Company began the 2024-2025 financial year in a strong position, despite the closure of the Southwell Leisure Centre main swimming pool. At period 03 of the 2024-2025, the Company revised the expected deficit position from £749,100 to £139,060, which was mainly due to the large decrease in utility prices and the associated VAT costs.
- 2.2 The Committee were informed that the utility purchasing company working for A4T had managed to procure significantly cheaper unit prices for the year, which equated to a reduction of circa 50% on gas and electric. The breakdown of these reductions was provided to the Committee, showing savings for each individual site, which in turn provided an overall net saving of £494,600 on the utility budget.
- 2.3 Membership income had remained steady since the budget was agreed, with the Company continuing to mitigate a significant amount of the loss at Southwell following the main pool closure. This mitigation included staff relocations and moving customers from Southwell swimming lessons, to lessons at Newark and Dukeries. In addition to the mitigations identified, improved income across the other sites, supported the forecasted year end position.
- 2.4 Attrition rates across the membership base (cancellations v new members), remained relatively low, which is testament to the hard work of the fitness staff, in retaining customers through excellent customer service.
- 2.5 Expenditure across the controllable areas has been broadly in line with targets, except for utility costs.

3. CURRENT SITUATION

- 3.1 The Company has now received the upgrades and refurbishments to the fitness suites and equipment at Blidworth, Dukeries and Newark leisure centres. This has resulted in an increase in expenditure across the repairs and renewals budgets, as well as the contractual service budgets, which has been detailed further down within this report.
- 3.2 Solar panels have now been installed at both Newark and Dukeries leisure centres and are now beginning to generate electricity at both facilities (Dukeries Leisure Centre commenced in September). As a result, the utility usage provided through traditional means is likely to reduce in the future, as the electricity generated by the solar panels is used on site. The Company is now working with the council, to gain an understanding of how much the total future saving may be, across both facilities. This has not been reflected fully in the revised budget provided, as it is too early to indicate correctly, the impact on the present usage figures.
- 3.3 Further positive feedback is that income across several membership categories, has seen an increase in performance. This is largely due to the high levels of sales to date, as well as slightly lower attrition rates forecasted for the remainder of the financial year. Communications around the new fitness equipment, as set out above in 3.1, has also been a factor. The performance to date, combined with the expected performance for the remaining period of the year, has forecasted an increase in the adult and junior membership. Our latest projection shows these targets are set to exceed the initial and revised estimates, following high volumes of sales in January. The value of this is shown in the table below.
- 3.4 Currently there remains no significant changes within the salaries budget forecast, however the cost-of-living award for 2024-2025 was agreed at the end of October. This adjustment to the salaries budget has now been factored in and has been met by the 5% provision made by the Company, when the budget was set.

4. FINANCIAL HEADLINES UP TO 31ST JANUARY 2025

- 4.1 Set out in the table below (table 1), A4T has provided the current financial position of the Company, which is monitored by the Board, as part of its role in managing the operations of the business. The table below shows the original full year budget, the period 06 revised budget, the period 10 projection for 2024-2025 and the variance between the revised period 06 and the projected 10 actuals.

Budget Category	Original full year budget for 2024-2025	Period 6 revised budget for 2024-2025	Year-end Projection for 2024-2025 at Period 10	Variance between the 2024-2025 period 6 full year revised budget and the year-end projection
Membership Income	-3,478,200	-3,596,920	-3,622,500	-25,580
Pay and Play Income	-295,500	-293,000	-286,100	6,900
Facility Hire Income	-424,000	-423,000	-433,900	-10,900
Other Income	-101,300	-113,300	-110,000	3,300
Total income	-4,299,000	-4,426,220	-4,452,500	-26,280
Staff	2,614,600	2,617,100	2,607,060	-10,040
Premises	1,321,200	832,850	861,000	28,150
Supplies and services	1,062,300	1,007,470	1,034,700	27,230
Total expenditure	4,998,100	4,457,420	4,502,760	45,340
Transfer to Reserves	50,000	50,000	50,000	0
(Surplus)/Deficit	749,100	81,200	100,260	19,060

Table 1 Financial performance update

4.2 Below are the highlights from the financial information, in a bid to provide some narrative for the Committee.

4.2.1 **Membership income** – This income line of income is currently projected to overachieve by £25,580 across the adult and junior membership types. Sales have outperformed identified targets across the sites and several of the membership categories, over the last few months. In addition to this, the Company has seen a lower attrition rate in the second half of the year, in line with seasonal trends and the addition of the new fitness equipment installations and refurbishments, during October and November 2024.

4.2.2 **Facility hire/pay and play income** – Currently this income budget is projected to be broadly in line with the latest budget overall, with the year-end projection showing a £4,000 overachievement variance. This is due to having most clubs on direct debit, which allows the Company to forecast the projected income at an early stage of the year. Generally, any changes to this budget area will come from increased hires or increases in prices. Pay and play is slightly more reactive, however currently there is a small variance projected to year end, across both combined budget lines.

4.2.3 **Other income** – This income budget is expected to be underachieved by £3,300. This is due to the income generated from vending being slightly lower than expected, following the closure of the Southwell main pool. In addition to this, the income the company is projected to make on the investment interest, is likely to be slightly less than the forecast, following recent interest rate drops.

- 4.2.4 **Staffing** – This budget is currently showing a £10,000 underspend projected to year end. This is made up of a £5,000 overspend on freelance instructors, following a recent review of all pay rates, which bought all instructors pay in line with each other, providing comparable pay for similar classes. There is also however, a £15,000 underspend across staff salaries, following a recent change in duties, within the management of the company.
- 4.2.5 **Premises** – This budget line is projected to be £28,000 overspend at year end. This is due to higher usage (not unit cost prices) increasing over the sites and specifically at Newark, which is attributing £21,500 to this overspend. The company is currently investigating this increase; however, this may be down to increased usage in the pool, sports hall and fitness suite. In addition, the company is looking at the combined heating and power unit and the building management system, to ensure all collaborations are correct.
- 4.2.6 **Supplies and services** – This section of the budget is made up of several budget lines. The projected overspend of these total £27,000. This is largely made up of an increase in contractual services (associated with the refurbishment of the fitness suites) and an increase in compliance testing which total approximately £22,000 across all sites. This is due to several items of existing equipment being retained as part of the refurbishment, as it remains fit for purpose. This is only the resistance equipment and assisted in reducing the capital cost to the Council of approximately £400,000. In view of this, an additional maintenance contract was put in place, to refurbish and maintain these items, which included Southwell Leisure Centre, as currently none of the equipment is scheduled to be replaced at the site.
- 4.2.7 **Transfer from balances** – This line represents the expected shortfall between income and expenditure for the Company for the financial year 2024-2025. This line also forecasts the amount of management fee required from the District Council, to help financially support the Company. This is currently forecasted at £100,260 in the proposed revised budget, which is an increase of £19,060 from the forecasted £81,200 at period 06, however, this remains a reduction of £648,840 on the original budget. As set out above, there are areas which have mitigated a larger increase in the predicted management fee, however, since the forecast at period 06, increases in expenditure have occurred within compliance testing, work associated with the fitness suite refurbishments, work on the Southwell Leisure Centre squash court walls and increases in utility usage. This estimated management fee, however, remains an excellent position for the Company, with the amount being at its lowest point, since the Company was formed in 2015.
- 4.2.8 The Company is forecasting to continue to maintain its reserve of £590,188. This will be supported with an in-year contribution by the Company into reserves of £50,000, at year end, which has already been factored into the deficit position.

5. FURTHER FINANCIAL UPDATES

- 5.1 As reported previously, the Company was working through the prospective audit companies to undertake the series of internal audits, following the Board's approval of the 4-year cycle. It was confirmed that Nicholson's Audit would be undertaking the work.
- 5.2 The first audit on the creditors process commenced during the latter part of September 2024. The Company can confirm that there are no concerning areas, with the auditors satisfied that the following processes comply with statutory requirements:
- Accounts payable
 - Supplier management
 - Invoice management
 - Compliance with regulatory requirements
 - Financial reporting
 - Documentation and record keeping
 - Internal controls
- 5.3 The second of the internal audits is scheduled to commence During April 2025, which will cover the compliance of the payroll function of the company. Once the audit is complete the Company will share the outcome, with the shareholder committee.
- 5.4 The works to draw down the funding of £61,356 from the Sport England Phase 2 grant, has commenced with two new pool covers being installed at Newark Sports and Fitness Centre. The new lighting schemes for the sports hall and studio, also at Newark, will commence at the beginning of March 2025, for completion by the end of March.

6. USAGE PERFORMANCE

- 6.1 As the Committee is aware, the performance of the Company is monitored against a small set of indicators, which focus on usage and membership sales. These indicators have been agreed and used for the past several years, which has allowed for comparative data to be available. Attached at appendix I, are the indicators for the Company.
- 6.2 In addition to the quantitative data set out above, case studies and more qualitative performance information is provided separately within this report and focuses on the performance of the Company's Sports Development team. This is attached at appendix II.
- 6.3 Finally, to provide compliance reassurance to the Council, the following list now forms part of the update report.
- I. Performance against Business Plan Actions and Performance Indicators
 - II. By exception: update on regulatory compliance

- III. By exception: Strategic Risk
- IV. Outcome of any formal complaints
- V. Inclusion of customer satisfaction data

7. PERFORMANCE TO PERIOD 10 - 1ST APRIL 2024 TO 31ST JANUARY 2025

7.1 Performance against Business Plan Actions and Performance Indicators:

	AIMS	LINKS TO H&WB STRATEGY	ACTION	PROGRESS TO 31 ST JANUARY 2025
1.	Healthy and active lifestyles			
1.1	Children and young people	Ensuring a Best Start/ Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) Co-ordinate a series of free activities for children and families during school holidays. At least 2 free activities on 1 day per week, identified during each school holiday week, in each holiday period.</p> <p>b) Offer school holiday activities to qualifying children on free school meals through the Healthy Activity and Food (HAF) funded programme.</p> <p>c) Develop the school holiday provision to include developmental sports clubs and provide experience for VISPA volunteers.</p>	<p>Delivery of free activities during Easter and May school holidays at DLC and NSFC. Free swimming, squash, badminton and table tennis sessions engaged 125 people.</p> <p>Delivery of free activities during summer school holidays at SLC, DLC, NSFC. Free swimming, squash, badminton and table tennis sessions engaged 142 people.</p> <p>Delivery of free activities during October half term at NSFC and DLC. Free swimming, squash, badminton and table tennis engaged 97 people.</p> <p>During the Christmas holidays, a total of 109 people accessed free swims and dry side activities including badminton, squash and racket ball at NSFC and DLC.</p> <p>HAF Sport Camp and 2 new pilot HAF sessions (Gym and Swim and Family Sports) delivered at Easter holiday at DLC and NSFC. Engaged 25 children and 2 family groups (8 people).</p> <p>5 HAF sessions which included 2 new sessions - Mini First Aid and Active Cooks, were delivered over Summer at DLC, NSFC and Magnus Academy. These engaged 89 children and 2 family groups (8 people).</p>

			<p>d) Development of an annual swimming competition to identify talented swimmers and signpost to local clubs.</p>	<p>2 community sports (archery and football) clubs and Trent Bridge Community Trust delivered sessions during the summer holiday programme at NSFC and Magnus Academy. 2 volunteers engaged in 5 sessions during this period. COMPLETE –</p> <p>The annual gala took place on 23rd December with over 440 children participating in the fun event.</p>
1.2	Inclusion	Ensuring a Best Start/ Improving Healthy Lifestyles/ Tackling Physical Activity/ Recognising Mental Health	<p>a) Continue the roll out of with Shaw Mind for access to fitness suite facilities through local secondary schools to support small groups of targeted young people with mental health problems.</p> <p>b) Continue to offer 20 bursaries for identified young people living with mental health conditions, to access a free 12-month gym membership at each of our leisure centre sites DLC, NSFC, SLC, BLC</p>	<p>Minster School – COMPLETE Magnus Academy – COMPLETE Shaw Mind’s mental health resilience training booklet to be issued to all participants. 10 students from Magnus, targeted by the school SENCo lead engaged. Noticeable improvements in mental and physical health reported by including students’ readiness to engage in other school activities. At least 3 students continue to access fitness suite (pay and play). 1 student granted a YP bursary. A cohort from January 2024 continue to engage with their memberships. Feedback from young people attending was positive with improvements being seen to both mental and physical health. 11 months into the membership 6 of the 7 applicants continue to access facilities. 29 applications received from schools and partners in September 2024. 12 of those applications were granted a bursary after clearly demonstrating their mental health need.</p>

			<p>c) Explore, pilot and develop one session targeting people with a disability engaging with a minimum of 10 people per session, over a 10-week period.</p> <p>d) Join National Disability Awareness campaigns to raise awareness of the disability offer and broaden the spread of publicity.</p>	<p>7 inducted, 2 are progressing to induction, 3 non-responsive. First monitoring period is taking place at the end of January.</p> <p>Further development work is now taking place to review the bursary scheme further, with a bid to make this even more accessible to a wider audience. Any changes to this will take place during quarter 4.</p> <p>Work in progress with My Sight, NHS visual impairment teams and with parents of a local autistic support group explore the opportunities to engage in a targeted activity session.</p> <p>My Sight delivery scheduled for January 2025 has been deferred.</p> <p>30 students from Newark Orchard School toured NSFC facilities to familiarise themselves with the centre prior to group gym sessions beginning in January.</p> <p>Orchard students inducted and provided with active card to support use outside of the school day. Sessions supported by sports dev and fitness apprentices.</p> <p>Dementia Action Awareness week was celebrated on social media through the promotion of inclusive sessions which take place at SLC and NSFC.</p> <p>World Stroke Day' and 'International Day of Persons with a disability' were celebrated across social media whilst promoting suitable physical activity sessions for those with long term health conditions.</p> <p>In December 'World Disability Day' was celebrated across social media highlighting the</p>
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			<p>e) Support the N&S Sports Council to develop a team of Mental Health ambassadors across the district.</p> <p>f) Approach local organisations including the Youth Service and Parish Councils to offer activities to address antisocial behaviour (work with at least 10 PC's across the district).</p> <p>g) Identify sessions/activities, once per month that can be offered on a 'Pay what you can' basis.</p> <p>h) Launch the Safer Gyms initiative in conjunction with partners, highlighting A4T involvement and accreditation of all 4 sites.</p>	<p>inclusive sessions the Company provide. COMPLETE</p> <p>IN PROGRESS – Funding received through Community Alcohol Partnership (CAP) to facilitate an accessible and supportive football session for young people living in Hawtonville. Sessions will take place in February 2025 in partnership with Hawtonville Young Peoples Centre, Nottingham Forest Community Trust, Newark Town Council and NSDC officers. Ollerton and Boughton CAP meeting – discussed opportunities for diversionary sport activities with partners, following the launch of the Hawtonville sessions.</p> <p>This will commence in quarter 4 as a NY's initiative.</p> <p>COMPLETE. All paperwork and training is in place and this will be on ongoing process of updates, to ensure compliance with the scheme.</p>
1.3	Volunteers and workforce	Tackling Physical Activity	<p>a) Work in the secondary schools to develop volunteering opportunities for children aged 14 and over. Engagement with 5 schools and a target of 40 new young people on the VISPA programme.</p>	<p>During September 117 people were engaged at the below events -</p> <ul style="list-style-type: none"> • Dukeries Academy mock interviews. • Joseph Whitaker careers fair. • Clipstone Work and Wellbeing event. • Newark College Welcome Back Day. <p>To date 17 new VISPA applications have been received. With 5 of these</p>

			<p>b) Include developmental/ mentoring opportunities for VISPA volunteers within the school holiday activity programme.</p> <p>c) Develop a digital platform to record training, hours and progress of VISPA volunteers.</p> <p>d) Work with partners to develop and organise/deliver mental health training for identified staff.</p>	<p>volunteers being inducted in August.</p> <p>October – December saw continued promotion in 4 schools including a career day at Newark Academy. These engaged 155 young people, resulting in 9 applications, with 2 new VISPAs being inducted. Totalling 15 for the year up to and including December.</p> <p>During January 4 events at 4 secondary schools were attended where the VISPA programme and workforce opportunities were shared with 280 students. 4 VISPA applications received, leading to 3 new volunteers inducted. 7 young people from YCDS have expressed an interest in volunteering at the Footy Fun sessions taking place at Hawtonville Young People Centre. 4 volunteers supported holiday activities during Easter and the gymnastics competition in May. 2 volunteers engaged in 5 sessions during the summer holiday period and experienced a range of delivery from different community sports clubs and Trent Bridge Community Trust.</p> <p>1 volunteer engaged in the holiday activity programme at NSFC during October half term.</p> <p>4 volunteers supported the Christmas holiday activity programme and swimming gala at Newark Sports and Fitness Centre.</p> <p>COMPLETE</p> <p>IN PROGRESS - Active Lifestyles Officer completed Mental Health Awareness trainer course and is</p>
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			<p>e) Identify opportunities for education and training for the community including first aid for children.</p> <p>f) Develop a series of training opportunities for staff and external individuals which will upskill the workforce and widen access to recognised courses, including STA pool lifeguard and swimming teaching, Safer Gyms workshops.</p>	<p>preparing a wider staff training event. To be delivered during February 2025. Mental Health Awareness training has been booked and scheduled for 26th and 27th Feb, Fitness Instructors identified and informed. COMPLETE – Sessions delivered over the summer holiday period engaged 14 children and young people at SLC and NSFC. IN PROGRESS – Development of Menopause and Physical Activity training specifically for Fitness Instructors. Parkinsons/Physical Activity online training course attended by Active Lifestyles Officer. Sports Development and Fitness apprentices have registered to complete the training to support delivery of new Neuro-Fit session at NSFC. ALO and Apprentices are delivering NeuroFit session. A training programme is now being created to be rolled out to fitness staff in the new year.</p>
1.4	New opportunities	Tackling Physical Activity	<p>a) Develop the options for establishing a charitable arm of the company, in a bid to attract external funding.</p> <p>b) Engage with 6 new companies to build a relationship and share promotional material to take up corporate membership packages, with a view to improving the health and wellbeing of their workforce.</p>	<p>IN PROGRESS - Research undertaken and draft report to be available in October.</p> <p>23 companies have been approached to engage with corporate memberships, to date. This includes 9 companies approached during August and September. All of which have received initial promotional material, and 3 day passes. 21 businesses engaged through Newark Business Club to date, which includes 12 companies during August and September. 1 new corporate partner achieved.</p>

			<p>c) Develop and host a charity event at NSFC with the Beaumont House Business Club members, to bring organisations to the facilities and experience the offer.</p> <p>d) Develop a series of ‘master classes’ for adults which will increase confidence and provide enjoyment to specialist activities.</p> <p>e) Be part of the Council’s project group to develop options for the replacement swimming pools at Southwell Leisure Centre and the options for further development of a larger wetside and dryside facility.</p>	<p>240 wellbeing checks completed through visits to corporate partners to date. This includes 84 wellbeing checks in September during ‘Know Your Numbers’ week. 53 companies have been engaged between October – November with promotional literature and free passes provided to each company. Discussions taking place with 3 companies interested in becoming corporate partners support to meet minimum requirements. Charity event Colour Run planned for August 2025. Charity held stand at each of our sites during November.</p> <p>Menopause and Physical Activity master classes to be delivered following staff training.</p> <p>Discussions are on-going with all strategic leisure development projects.</p>
2.	Accessible facilities			
2.1	Long term health conditions	Improving Healthy Lifestyles/ Tackling Physical Activity/ Addressing the needs of an ageing population	<p>a) Following the review in 2023, identify 10 new referral agencies/surgeries within the district and on the borders of the district per month, advising them of the benefits of engaging with the GP referral programme.</p>	<p>Two new referrers recruited 15 new referral partners approached, 4 have received additional information and 1 recruited. During August and September 4 new referrers have been approached and 1 new referral organisation recruited. 2 additional referral partners engaged between October – November</p> <p>January, we received 45 GP Exercise Referrals with an uptake of 26 (58% uptake rate)</p>

			<p>b) Identify 2 staff for attendance/completion of the Level 3 GP/Exercise Referral qualification in order to build capacity and resilience.</p>	<p>Referral numbers are up 53% from Jan '24, whilst uptake is up 106% from Jan '24 Full year ('24/'25), to date, exercise referral uptake rate is up 46% on '23/'24 figures Following ongoing work with referral partners a new Neuro-Fit session at NSFC began in September attracting 14 new people to site.</p> <p>IN PROGRESS - 2 members of staff identified. Additional fitness instructor identified (3 total) and approached/ sent training forms.</p>
2.2	Partner sites	Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) Based on the feedback from the review undertaken in 2023, contact 2 schools each month with the offer to work with A4T with a target of developing two further partner sites within 202-2025.</p> <p>b) Improve community access through partner facilities and review current SLAs with each partner site</p>	<p>IN PROGRESS - Information sent to 20 potential partner sites in neighbouring districts.</p> <p>Meetings held with Magnus Academy and Dukeries Academy, Ollerton during September regarding managing community use of their facilities.</p> <p>Delivered presentation and detailed information regarding partner site services to Head Teacher at Dukeries Academy.</p> <p>Magnus Academy - booking information received and proposal being created.</p> <p>IN PROGRESS</p>
2.3	Fitness offer	Improving Healthy Lifestyles/ Tackling Physical Activity/ Addressing the needs of an ageing population	<p>a) Review the current fitness equipment provision across all sites and undertake a replacement of all equipment beyond end of life, bring in line with industry standards and trends.</p>	<p>COMPLETE – The work has now been completed and installation of the equipment at Blidworth, Dukeries and Newark will commence on 21st October and be phased over a 3-week period.</p> <p>This will be supported by decoration and in places new flooring to support the investment in new equipment and provide a new and exciting offer to the customer. Communications of this fantastic investment will take place to raise the profile of the fitness suites</p>

			<p>b) Work with the Council using the above information to develop an understanding of the proposed offer in the future and how this can be translated into a tendering opportunity, for suitably qualified fitness equipment suppliers.</p> <p>c) Work with the Council to update the current capital budget identified for replacement fitness equipment and ensure sufficient finance is available before any tendering process is advertised</p>	<p>and improve sales opportunities. Comms will be in the main from A4T, however, some joint comms in partnership with the Council will take place, to acknowledge the excellent investment they are making.</p> <p>COMPLETE</p> <p>COMPLETE</p>
2.4	Digital technology	Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) Improve the content and functionality of the App, including increased marketing, push notifications, job vacancies and customer feedback.</p> <p>b) Develop a digital customer survey which can be sent out annually by the Company, to assess the feedback regarding customer satisfaction.</p> <p>c) Continue to develop and roll out the self-service offer within the Company, moving all grant aid forms and applications online to speed the process up for the applicant and improve the quality of offer by the Company</p>	<p>Recruitment and volunteering added May 2024</p> <p>Direct link to reporting concerns has been added October 2024</p> <p>Customer satisfaction survey completed in March 2024 – feedback will inform new policy and programmes</p> <p>In progress. The next piece of work is the development and installation of Course Pro commencing March 2025.</p>
2.5	Physical access	Improving Healthy Lifestyles/ Tackling Physical Activity	a) Work with the Council to improve the changing provision for disabled people at Dukeries Leisure Centre	COMPLETE
3.	Financial viability			
3.1	Pricing	Improving Healthy Lifestyles/ Tackling Physical Activity	a) In conjunction with the Council, undertake a pricing review of all hire fees and charges, monthly membership options and pay and play per activity.	This forms part of the draft BP provided in quarter 3.

			<p>b) Undertake the remaining price re-alignments for the memberships with a target of achieving a full re-alignment of all memberships by the end of the financial year 2024-2025</p> <p>c) Refine and streamlining of the block booking process and renewal of bookings</p>	<p>COMPLETE for quarters 1 and 2, with a final alignment being scheduled for quarter 4 to complete the year.</p> <p>Forms have all been digitalised and further investigations are taking place to try and link block bookings with the App</p>
3.2	Financial services and expenditure/ income	Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) Approach suitably large sporting organisations to offer the opportunity for A4T to collect and administer the subscriptions made by members, through the Company's already established and successful direct debit memberships.</p> <p>b) Undertake the procurement process for the four-year cycle of financial audits</p> <p>c) Investigate options for reducing energy costs and usage</p>	<p>Information sent to 10 clubs to offer the direct debit services of the Company.</p> <p>COMPLETE – audit 1 completed, audit 2 planned for February 2025. Environmental Audit took place by Sport England Swimming Pool Fund. Report provided. Actions identified. LED lighting scheme and pool cover orders progressing with Corporate Property.</p>

Table 2. Performance against Business Plan Actions and Performance Indicators

8. PERFORMANCE TO PERIOD 10 – 1ST APRIL 2024 TO 31ST JANUARY 2025

8.1 The number of user visits is currently following seasonal trends, with a quiet month in December due to the festive period and an extremely busy in January as forecasted. The cumulative user visits to the end of January reached 875,637 across all leisure centres and partner sites. This is an increase of 67,632 in comparison to the same period in 2024.

8.2 Information on the subsidy per user in relation to the management fee, provided by the Council is detailed in the table below, detailing the current rate and provides some historical data for comparison. As Members will see, this year's estimated management fee represents a significant reduction from previous years, even with the slight increase on the earlier revised position.

Year	Management Fee	User Visits	Subsidy per user
2019 – 2020	£120,220	1,189,899	£0.10
2020 – 2021	£611,220	267,825	£2.28
2021 – 2022	£731,645	914,491	£0.80
2022 – 2023	£480,650	1,008,319	£0.48

2023 – 2024	£410,534	1,101,987	£0.37
2024 – 2025	£100,260 (revised forecast)	1,100,000 (forecast)	£0.09 (forecast)

Table 3. Management fee v user visits to calculate subsidy per visit

- 8.3 In comparison to 2023, the number of under 16's has not performed to the level experienced previously, which is mainly due to the reduction of memberships held in this age group; although January has seen a small increase. The Committee has been made aware that with the closure of the main pool at SLC, there is a reduction of over 5% in memberships, in comparison to October 2023, even considering the work to try and mitigate the losses; this ultimately affects the participation and user visits.
- 8.4 The number has decreased from 270,124 at the end of period 10 in 2024, to 210,740 in the same period in 2024. This is a decrease of 59,384, however, anecdotally, there are large numbers of young people aged between 11 and 15 using the fitness suites after school and at weekends, as this form of exercise is on trend with this age group. It is important to note that this reduction in usage is by young people using the leisure centres only. Junior usage at partner sites from block bookings is not available in the reports, as the technology to capture this data does not exist at those sites.
- 8.5 The delivery of holiday activities in the school holiday periods during October and December, was a success with over 1,000 user visits across all sites. These schemes provided a range of activities, engaging young people and families. There were also 6 free swim sessions offered (3 at both NSFC and DLC), with 187 people attending across all 6 sessions. As expected, the attendance was higher at NSFC, however, there is more promotional work planned for DLC for the next school holidays. The attendees have registered names and contact details for follow up emails, for promotions and campaigns.
- 8.6 The number of users that are 60+ has continued to increase at a fast pace in comparison to the same period in 2024. There were 131,287 visitors from this age group using the leisure centres up to 31st January 2025, compared to 97,489 for the same period in 2024, an increase of 33,798 or over 35%. This is an excellent result given the activities used by this age group and the affect swimming usage has had, by the SLC main pool closure. The sports development team has been working on several new sessions and has also supported the promotion of the Exercise Referral Scheme, which has helped to support the increase in usage, set out above.
- 8.7 The number of referrals received from healthcare professionals up to 31st January 2025 reached 354, which demonstrates growth in this area, following increased communication to referral partners. Conversions are performing at a consistent rate in relation to referrals and are currently operating at 47% in terms of successful sign ups. This equates to 167 individuals taking out the subsidised membership, which provides access to swimming, fitness suites, classes and support from qualified instructors, for 12 weeks.

8.8 The number of community groups supported has reached 156 across the team of sports development officers and more details regarding the progress and performance of the sports development team, are included in appendix II.

8.9 On 31st January 2025 there were 12,001 live memberships held across all sites. This is an extremely positive position considering the ongoing closure of the SLC main pool. In comparison to January 2024, there is an increase of +885 (+7.96%), where the total live membership was 11,116.

8.10 Further work is planned to ensure retention strategies are maintained by key staff, particularly fitness instructors, with an aim of meeting the customer needs. This outcome is both a positive one for the Company, but also the individual in maintaining a healthy lifestyle.

8.11 The table below provides the Members with direct debit membership data and how this has performed since 1st April 2024.

Month	BLC Adult	DLC Adult	NSFC Adult	SLC Adult	BLC Child	DLC Child	NSFC Child	SLC Child	TOTAL
April 2024	813	1,361	4,443	1,935	102	469	1,587	964	11,674
May	821	1,363	4,482	1,915	102	507	1,659	884	11,733
June	816	1,343	4,501	1,877	102	498	1,684	875	11,696
July	831	1,317	4,669	1,830	109	487	1,688	856	11,787
August	821	1,265	4,590	1,763	113	475	1,693	848	11,568
September	830	1,246	4,637	1,781	115	477	1,756	876	11,718
October	825	1,239	4,669	1,772	114	467	1,739	868	11,693
November	820	1,227	4,658	1,764	111	451	1,772	851	11,604
December	818	1,186	4,659	1,758	113	433	1,686	831	11,484
January 2025	877	1,286	4,882	1,814	124	438	1,723	857	12,001

Table 4. Live membership numbers

8.12 Since 1st April there have been 4,944 new memberships sold, across all the membership categories and all leisure centres.

8.13 In addition to the full membership sales above, there have been 403 free passes provided to residents of the district in the form of; 363 1-day and 3-day leisure centre passes, 8 care leaver passes, 18 refugee passes and 14 talented individual passes.

8.14 Of the 8 membership categories in table 4 above, 6 from 8 achieved the January membership target; both adult and junior at DLC did not achieve their performance targets. This decline at DLC had been identified at the end of quarter 2 and the start of quarter 3 and a campaign titled 'Project Ollerton' has been launched internally, with specific actions identified to stall the decline in memberships and promote growth at that site. This includes greater awareness, increased promotions and increased work in generating corporate clients.

- 8.15 It is disappointing that despite the recent investment into the fitness suite, this downward trend of membership at DLC is being experienced. Some of this reduction may be attributed to the closure of the pool, for the accessible changing room work and latent defects work, to the internal pool hall walls; this caused a closure of 2-weeks. However, on a positive note, all works have now been completed and this has provided an excellent resource to the centre. Based on the new promotions, all pool works now being completed and the newly refurbished fitness suite, we are hoping this current trend will be reversed in the coming weeks.
- 8.16 Despite not achieving the target, the live adult membership base at DLC for January 2025 reached 1,286, an increase of +26 (1,260) in comparison to the same period last year.
- 8.17 The children's membership at DLC is holding steady, and reached 438, slightly underachieving the January 2025 target and only -1 (439) in comparison to January 2024.
- 8.18 Both the adult and junior memberships at BLC are performing extremely well, and collectively reached 1,001, for the first time since 2014, which is an amazing achievement for the site. In direct comparison to January 2024, this is an increase of +203 (798).
- 8.19 The NSFC adult membership base has continued to support the underperformance of DLC and SLC and has achieved 4,882. This is an increase on January 2024, where it reached 4,124, a growth of 758.
- 8.20 The junior membership base at NSFC has steadily grown since April 2024 and reached 1,723 in January 2025, an increase of +210 (1,513) in comparison to the same period in 2024.
- 8.21 The adult membership base at SLC continued to fall throughout 2024, however in January has experienced a small boost reaching 1,814; however, this is still a decrease in comparison to January 2024, when it stood at 1,915 (-101).
- 8.22 The junior membership base at SLC reached 857, in January 2025, a decrease of -210 (1,067). This is due to the closure of the main pool and over 130 swimmers transferring to DLC and NSFC for their weekly swimming lesson.
- 8.23 It is encouraging to see that the number of concessionary memberships held has increased in the year from 440 in January 2024, to 520 on 31st January 2025, an increase of +80.

9. By exception: Update on regulatory compliance

- 9.1 Since 1st April, several inspections and checks have been undertaken by A4T staff, supported by external contractors where necessary. During the last period, the following checks were undertaken:

- Legionella flushing

- Lifts inspections
- Inflatable inspections and certification of usage
- Air handling unit inspections and servicing
- All weather pitch maintenance visit
- Pool Pod service and maintenance
- Combined Heat and Power unit servicing and inspection
- Pool water sampling (bacteriological tests)
- Intruder alarm service
- Fire alarm servicing
- Electric entrance door testing and servicing
- Air Conditioning service and inspections
- Service and inspection for the swimming pools at Newark
- Service and inspection fitness equipment at all sites

9.2 There are also several checks and tests, which are the responsibility of the Council as the building owner, or which have been commissioned by the Council on behalf of A4T. These are managed on a regular basis with Council staff from Corporate Property and Safety and Risk. These have included:

- EICR inspections (electrical testing)
- Legionella inspections and tank cleaning
- Pressure vessel testing
- Fire door replacements
- Fire risk assessments and associated works
- Fire extinguisher inspections
- Zurich Insurance inspections
- Fire damper inspection and servicing
- PAT Testing (electrical testing)
- Gas safety certifications
- Emergency lighting at all sites

9.3 There is currently no other compliance issues identified.

10. By exception: Strategic Risk

10.1 As reported in the last report to the Committee, the Company, in conjunction with the Council, has identified one strategic risk which includes the essential maintenance work that will take place at Southwell. Some of this work was undertaken during November and December 2023 to the first-floor fitness suite. The remainder of the works are currently being managed by Corporate Property within the Council and updates will be provided to the committee, as a schedule is developed.

10.2 There are currently no other strategic risks identified.

11. Outcome of any formal complaints and customer satisfaction data

11.1 Currently A4T has a process of collecting customer comments and feedback through various means. This includes verbal interaction, email sent directly to the Company through the enquiry's inbox, completing a form on the webpage, via the Council's customer services team, or direct to a staff member (usually captured on Staffmis).

11.2 These various communications are then either actioned by the Operations Manager on duty, (if they are able to answer the query, question, or complaint), or passed through to the Director of Development and Operations, who will action the feedback by arranging a meeting with the customer/s and/or respond in writing.

11.3 In turn, where the feedback involves praise for the Company or an individual; this is passed on to the person/s in question, with a supporting email from the Director of Development and Operations.

11.4 A4T continues to receive comments through an online form, which has recently been developed further to allow the filtering of comments and feedback at the point of submission. This will now split comments into categories, which includes safeguarding, theft and car parks, inappropriate behaviour and general customer feedback. Dependent on the selection, is then automatically sent to a specific member of the team. This is managed internally by both Directors, to ensure there is a consistency of message and application of the policy.

11.5 There have been 169 customer comments received in total across the Company from April to January 2025. These are split down as follows, with often multiple comments covering more than one area of the business:

- Accidents and incidents - 3
- Facilities - 60
- Positive staff feedback - 29
- Negative staff feedback - 11
- Programming - 39
- Systems and pricing - 13
- Miscellaneous - 14

11.6 There were 16 comments received in December related to the removal of non-compliant flashing lights in 3 exercise classes at NSFC (the lights had been bought in by the instructor). The use had not been approved by senior management, there had been no risk assessment undertaken and the equipment had not been PAT tested. This has now been resolved by completing a risk assessment, new lights purchased by A4T and the class timetable updated, so that customers

who have medical conditions, which are exacerbated by flashing lights, are aware and can choose to attend other classes.

11.7 Examples of some of the comments during the last quarter are –

- Report of leaking tap and soap dispenser at NSFC
- Reduced lanes in lane swimming session, due to new block booking for Mansfield Tri Club
- Compliments regarding the new fitness equipment and layouts
- Online booking is confusing
- Parking at SLC during school pick up/drop off is dangerous
- Use of mobile phones in fitness suite, whilst sitting on equipment and not available for others to use
- Compliments regarding class delivery and disappointment when two freelance class instructors left A4T

11.8 Individuals who highlighted that they wanted a response to the comments were contacted by the Director of Development and Operations. On some occasions there was further action taken, i.e. positive/negative comments relating to staff and this feedback to individuals concerned.

11.9 The breakdown of scores relating to the comments are as follows, with 1 being the lowest score and 5 being the highest –

- Score of 1/5 – 50
- Score of 2/5 – 22
- Score of 3/5 – 33
- Score of 4/5 – 12
- Score of 5/5 – 52

11.10 The A4T Senior Management Team would consider comments above 3/5 to be a good standard of performance and given the above, that equates to 57%. It is worth noting that because of the closure of the main pool at SLC, there has been several emails received by the Company from customers. A series of responses have been sent back to these customers, either by A4T, or by the Council.

11.11 The Company is preparing for the annual customer survey, which takes place in March and the results and comparisons to the results of 2024, will be shared with the Shareholder Committee at the next meeting.

11.12 In addition to the above, the Company has reviewed the formal customer comments process in line with the latest information received from the Council. This will include an option for referral to the ombudsman, if the internal process of dealing with customer feedback, cannot resolve any

query/complaint successfully. Once completed, this will be shared on the website and app for customers to review.

12. PROPOSED MANAGEMENT FEE AND BUSINESS PLAN 2025-2026

- 12.1 When developing the budget for 2025-2026, the Company has made provision for areas which have historically increased over the past several years and includes, cost of living increases, utilities, national insurance increases, and insurance. These have been factored into the 2025-2026 budget, with the information that is known at the current time.
- 12.2 From the list above, utility charges are expected to continue to increase and as a result the Company is estimating an increase of 8% in utility prices for 2025-2026.
- 12.3 In addition to the above, the Company is also increasing VAT, licenses (software development) and compliance. These increases have followed on from the 2024-2025 financial year. Software is also becoming a significant spend for the Company with various pieces of technology required to improve the customer journey, as well as internal performance management. These applications are all required to support the day-to-day operations of the Company and enhance the customer experience for the users of the business. These applications include, a leisure management system, LeisureHub, a newly developed App, Staffmis, Artificial Intelligence (AI), kiosks and door entry systems.
- 12.4 With regards to compliance, the Company undertakes a significant number of checks which are required for the safeguarding of the Company, its employees, and the customers. These checks include building compliance, financial compliance, employment compliance and ICT security. Several of the compliance works are undertaken as part of the service level agreements with the Council, with the remainder being identified and procured by the Company.
- 12.5 In year pension contribution costs remain at nil for 2025-2026. This is due to the 2022-2023 triennial evaluation, which came into effect from 1st April 2023 and runs through until March 2026.
- 12.6 New for 2025-2026 is the change in employers' national insurance contributions as the threshold for each employees earning is going to be reduced from £9,100 to £5,000, as well as an increase of 1.2%. This change will have a significant impact on the 2025-2026 budget and the current estimate is forecasting an additional cost on the Company, of approximately £90,500.
- 12.7 The proposed budget for 2025-2026 has been developed along the same lines as the 2024-2025 financial year, which has included a 'nil' management fee from the Council, for the leisure centres and the sports development operations. This will allow the Company and Council to fully understand the financial performance of the Company throughout the year and agree a final management fee at the end of 2025-2026.

12.8 Due to the current environment which the Company is operating in with regards to the increased costs associated with staffing, utilities, suppliers, contractors, and specific goods including, maintenance works, compliance and chemicals, 2025-2026 will be a challenging financial year for expenditure.

12.9 In view of this, the Company is proposing an increase of £1 in monthly membership costs across several memberships, for the 2025-2026 financial year. This will help to offset the uncontrollable increases in expenditure. This is however, the first membership price increase in 2 years for the Company, not including realignment.

12.10 In addition to the above, the Company is currently working with the Council on an 'Agency' model for operation, which if adopted, will have a positive effect on the Company's VAT position and as such reduce the operating deficit. However, it is at a very early stage currently, so further information will be provided to the Members, as this initiative moves forward.

12.11 As a result of the above information, assumptions have been made when compiling this budget which includes:

- Cost of living increases for salaries set at 3%
- Changes to the NI threshold, which means the Company will pay more per employee
- Utility increases set at 8%
- Memberships continuing the current trajectory with regards sales, cancellations, and attrition
- The status quo regarding Southwell Leisure Centre remains the same

12.12 In view of the above, A4T are forecasting a management fee for the 2025-2026 financial year of £109,390, to support its operations. This forecasted figure supports the operations of four leisure centres and the sports development team, which Members will be aware, brings no income into the Company; except for grant funding, which is specifically attributed to the projects it supports.

12.13 The sports development team, however, contribute to the exceptionally important social benefits within the district, directly supporting hard to reach individuals and organisations, and promoting the benefits of an active and healthy lifestyle.

12.14 As per the agreement with the Council, the Company develops a business plan which identifies several key areas of work, which the Company will undertake within the district, as part of its management fee.

12.15 Attached at appendix III is the draft 2025-2026 business plan for the Company. The plan focuses on income and usage and supports those areas within the community, where traditionally activity levels are low. The plan identifies initiatives which may encourage participation in the future and provide the Company with opportunities to develop long term health and fitness habits, with

these individuals and groups. This work in the main is led by the sports development team, with exit routes back into the leisure centres.

13. SUMMARY

13.1. In view of the above, A4T are predicting a current shortfall of £109,390 for the 2025-2026 budget, to balance this to zero.

13.2. Within the proposed management fee identified above, A4T are also making a £50,000 provision on an annual basis into its reserves, in order it can continue to increase its total reserve to £750,000, which is the amount identified for the Company. Currently the Company has £590,188 in reserve and it is expecting to add a further £50,000 to this amount at the end of the 2024-2025 financial year, based on the period 10 forecast.

13.3. **Main areas for noting**

a) **Membership income** – this budget line has seen an increase of £175,290 across all sites. The main driver for this increase is the proposed increase to all membership prices of £1 from April 2025. This increase was necessary to outweigh the continuing increases to uncontrollable costs in other areas of the business.

b) **Pay and play income** – this budget has also seen a small projected increase of £5,800.

c) **Facility hire income** – this budget line has had a slight increase of £7,300 in comparison with this year's budget.

d) **Staff budget** – this budget line has increased by £188,500 with an overall percentage of 3% for salary rates. In addition, the Company will see an increase in NI provision for the upcoming financial year, due to the changes nationally in the threshold which employers' national insurance is paid. This is in addition to the percentage increase. This change will cost the Company approximately £90,500 additionally, in employers NI contributions.

e) **Premises budgets** – this budget line has increased by £5,350, which is made up of an 8% increase in utility rates as well.

f) **Supplies and services budget** – this budget line shows an overall increase of £13,130 across several different budget headers. The majority of the increase is in contractual services, which has seen an increase of £12,300 in the 2025-2026 financial year, due to changes to regulations within the buildings.

13.4 The business plan, as in previous years, contains the three areas of focus, which are healthy and active lifestyles, accessible facilities and financial viability. Under each of these headings, the

Company has developed initiatives which will support the Company's and Council's social responsibilities, as well as supporting income generation, to assist the Company to be as sustainable as possible.

14. BUDGET IMPLICATIONS

14.1 There is significant budget implications contained within this report, and this will continue to be discussed with the Council's Senior Leadership team, in order they are fully appraised of the most recent financial position of the Company.

15. EQUALITY & DIVERSITY IMPLICATIONS

15.1 All information will continue to be available in a number of formats in line with Active4Today's access requirements and those set out in the equalities and diversity policy.

For further information please contact Andy Carolan – Managing Director

<u>Active4Today Performance Indicators</u>	APPENDIX 2		
	31st January 2024	31st January 2025	Growth (+) Decline (-)
No. of User Visits - TOTAL	943,269	875,637	-7.17%
No. of Leisure Centre user visits - Children (under 16) - TOTAL	270,124	210,740	-21.98%
No. of Leisure Centre user visits - Aged Over 60 - TOTAL	97,489	131,287	+34.67%
No. of Leisure Centre user visits - Deprived areas - Total users	18,365	35,291	+92.16%
No. of individuals referred to Active4Today from a health professional - Total	285	354	+24.21%
No. of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	102	167	+63.73%
No. of Community Groups supported by Sports Development	132	156	+18.18%
Live Leisure Centre Membership base (adults) - Total	8,013	8,859	+10.56%
Live Leisure Centre Membership base (children) - Total	3,103	3,142	+1.26%
Number of people on concessionary membership	440	520	+18.18%

Appendix 3

PERFORMANCE MANAGEMENT REPORT, FROM 1ST OCTOBER TO 31ST JANUARY 2024 SPORTS DEVELOPMENT UPDATE

Community Development

The grant aid scheme received 24 applications for support from local sports clubs, coaches and individuals. All applications were successfully awarded.

Grant	Description	Awarded	Sports
Talented Individual	Receive 12 months free access to an Active4Today leisure centre.	5	Sailing Athletics Swimming Triathlon
Coach and Official Development	Receive 50% (up to £150 per year) towards coaching/ development courses.	19	Football Cricket Women and girls Junior Referees

The team has provided a range of advice, support and funding opportunities to clubs across the district and has supported 60 clubs during this period.

The Sports Development team attended networking and development events including Active Notts 'Making our Move', Nottingham Trent University – Jobs Fair and Working Well East Midlands IPS Review. These events supported the team to engage with new volunteers, learn from projects and events in other areas of Nottinghamshire and identify new opportunities with new and existing partners.

There were 14 clubs that attended the Newark and Sherwood Sports Council AGM, which took place in November. A working group was created to develop the reach and offer of the sports council and to attract new clubs to join. The working group has met twice and is creating a group development plan for presentation at the February 2025 meeting.

There were 7 clubs that attended the Newark and Sherwood Sports Council meeting held in January. Information was presented regarding improvements to NSSC and new member benefits. A programme of events for member clubs has been formulated which includes youth engagement, club networking and training. A full NSSC relaunch event has been planned for July, for all district-based clubs to attend.

The team has been working with officers from NSDC to support:

- A new affiliated junior basketball team in Newark. Weekly sessions are now provided by a qualified coach and are running in line with NGB guidance. The group will be accessing EEM Community Cohesion funding to cover the startup costs (equipment and facility hire).
- Grove Angling Club to update risk assessments, governing documents and policies that will enable the club to welcome junior members. The club have been signposted to the Angling Trust safeguarding course and has been advised this requires

completing prior to junior members attending. SE Welfare Officer for Nottinghamshire has also been in contact with the club.

- Blidworth Miners Welfare Football Club and Cricket Club. Both clubs need funds for large scale developments, however they have struggled due to the tenure of the site they occupy. A4T officers have contacted CISWO and the Coalfield Regeneration Trust and have arranged a meeting to begin discussions regarding the level of support they can offer in January. CISWO continue to work with Blidworth Welfare to ensure formal documentation is in place, prior to discussions regarding club lease agreements.
- A renewal of the AWP enclosure at Magnus School. By working with Newark Hockey Club, Officers are hopeful that funding may be available to upgrade the current boarding and fencing. A sponsorship and funding package is being created for discussion with partners.

Other clubs provided with advice and support include Newark Swimming Club, Muskham Swimming Club, Newark R&M Cricket Club and a new Pickleball group beginning sessions at Southwell Leisure Centre from January. Sports clubs in Edwinstowe, Ollerton and Walesby have also been supported with accessible winter training facilities, and access to S106 funding. Newark Nationals Baseball Club have been supported to gain funding for a new back stop net, from the Nottinghamshire County Councillors Divisional Fund.

Magnus School's Mental Health Resilience group gym sessions have been successful, with positive reports from the lead teacher regarding the 10 attending students. Officers will support the school to source funding to enable further students to benefit from similar sessions. Information about these sessions has also been shared with Dukeries Academy and Suthers School, to encourage their participation. Currently Suthers are experiencing transport barriers.

In December, 30 students were welcomed from Newark Orchard School to Newark Sports and Fitness Centre to use the fitness suite, swimming pool, and sports hall. Many were familiar with the facilities and shared their positive experiences. Three groups will have gym sessions as part of their PE enrichment, supported by the Inclusion and Engagement officer, Sports Development, and Fitness Apprentices in January. All students have now received a fitness induction and an Active Card, so they are able to access the facilities outside of the school day. Positive feedback has been received from the school and the next step is to enable participants parents to visit NSFC, for a tour of facilities.

The Sports Development teams 'Lets Celebrate' promotion ran for 12 consecutive days on Facebook gaining 5,124 views. Posts gave concise information on all aspects of work including holiday activities, community and club support, partnerships and specialist programmes/sessions. 'RED January' took place again this year, signposting people to physical activity both in the leisure centres and community settings. The campaign, led by the Sports Development Apprentice took place on TikTok and targeted 13–24-year-olds. Levels of engagement varied across the month with an average of 692 views per post, the most popular receiving 2,326 views. A programme of grant evaluations has been created and scheduled to take place across social media platforms, to raise awareness of the Grant Aid scheme.

Active and healthy lifestyles

Active4Today received 29 applications for the recent round of the Young Persons Mental Health Bursary. There were 12 applications from across the district that successfully met the criteria and

were offered a 12-month leisure centre bursary. The Active Lifestyles Officer has supported 7 individuals with inductions and site tours, along with a parent/guardian.

During the quarter, 53 wellbeing checks were delivered to 2 corporate partners. Information was shared regarding community activities, specialist sessions and memberships. In addition, the team delivered 26 wellbeing checks for staff at Newark Beacon, sharing information including corporate membership and healthy lifestyles.

The team has attended Newark Business Club meetings, engaging with 18 new companies since October 1st, 2024. A further 10 companies from across the district have been approached to engage with corporate memberships.

MSK teams who currently run Escape Pain and B-Fit sessions in the leisure centres, have expanded the use of the facilities and are now providing exercise sessions for those with musculoskeletal conditions, within the fitness suite at Newark Sports and Fitness Centre.

Active4Today was awarded £3,000 from Parkinsons UK Physical Activity funding scheme. This funding has supported the creation of a new session at Newark Sports and Fitness Centre aimed at those with neurological conditions. The session provides an exit route from NHS sessions held at Newark Hospital and since October, due to the nature of the group, attendance numbers have been lower on some weeks, therefore more promotion is required. Members of the sports development team have completed Parkinson UK training and are delivering NeuroFit sessions at Newark Sports and Fitness Centre. Engagement with patients accessing Newark Hospital Parkinson's session has also restarted, as the latest cohort are due to complete their course in mid-February.

The Active Lifestyles Officer has attended 2 events this quarter, Blidworth Best Years Hub opening and the Festival of Creativity. Information regarding specialist sessions, leisure centre facilities and community activities were given at both events, which engaged 53 residents.

In December, the team attended the Integrated Neighbourhood Working (INW) Community of Practice meeting, at Warsop Health Hub. This was an opportunity for partners from across NHS, Health, and Leisure to come together, share best practice and identify ways of working more collaboratively across all sectors.

Mental Health Awareness training has been scheduled for February. All fitness instructors will be completing the training delivered by the Active Lifestyles Officer.

Throughout January, there were 45 GP Exercise Referrals received from partners, with a 58% uptake. Referral numbers for January are up 53% from January 2024 and referral uptake for the same month is up 106%.

Sports development staff attended the Newark and Sherwood CVS Health and Wellbeing Event, organised in partnership with Major Oak Medical Practise. Held at Edwinstowe Village Hall the Active Lifestyles Officer promoted Active4Today facilities and the exercise referral scheme. Networking took place with 6 organisations and engaged with 22 people attending the event.

Inclusion

Active4Today ran a programme of holiday activities, which saw 1,070 user visits (881 wet side/189 dry side) during the October half term and Christmas school holiday period. Activities including badminton, squash, racket ball, swimming and free activity opportunities, which took place at Southwell Leisure Centre, Dukeries Leisure Centre and Newark Sports and Fitness Centre.

There were 142 children engaged in Sports Camps across 3 sites, with participants attending Southwell Leisure Centre increasing by 50% (compared to summer), following a change of session time and sports, to include the use of the 3G pitch and fitness studio.

There were 25 participants that took part in family sports sessions and a total of 115 people accessed free swims and dry side activities including badminton, squash and racket ball, during this period at NSFC and DLC.

There were 4 volunteers that supported the holiday activity programme and swimming gala, at Newark Sports and Fitness Centre during this quarter.

During this period the team attended 5 events including mock interviews, health and wellbeing and careers days at Joseph Whitaker, Southwell Minster, Magnus and Newark Academy. Information was provided regarding the VISPA programme and workforce opportunities, with 155 students interested in joining the sport and leisure sector. There were 9 VISPA applications subsequently received, leading to the induction of 2 new volunteers.

In January, the team attended a further 2 career days and carried out 2 careers assemblies at Southwell Minster, Newark Academy and You Can Do Sport Academy. Information around employment opportunities and the VISPA programme was given to 280 students. These conversations led to 4 applications being received with 3 new volunteers being inducted into the programme. There were 7 young people from You can Do Sports, who have also expressed an interest in volunteering at the 'Footy Fun' sessions taking place at Hawtonville Young People Centre from February.

The team attended 3 partner events during the quarter including N&SCVS Winter Wellness and the Ollerton Light Switch On. Information regarding community and leisure centre activities, VISPA and a spin bike challenge was taken to events, which engaged 100 people from across the district.



BUSINESS PLAN

2025/2026



THE BUSINESS

Active4Today Ltd was launched on 1st June 2015 and is an independent company registered with Companies House, with Newark and Sherwood District Council being the single shareholder.

The business consists of four leisure centres, a sports development section, and a headquarters, which collects and manages the finance of the business, including the in-house direct debits. In addition to these services, Active4Today Ltd operates additional dryside provision out of Newark Academy, Barnby Road Academy, Nottingham University Samworth Academy (NUSA) and Magnus Academy, through service level agreements.

The aim of the business is to focus on 3 distinct areas:

- Healthy and active lifestyles
- Accessible facilities
- Financial viability

According to statistics highlighted in the Community Plan 2023 – 2027, published by Newark and Sherwood District Council, there is disparity in the life expectancy from different areas of the district, as much as 9 years. This is due to several factors that shape lives and Active4Today has a vital role to play, alongside many other partners, in improving people’s lives.

In terms of levels of physical activity participation, which includes active travel and walking, the latest data published by Sport England, state that activity levels in Newark and Sherwood are below levels of the wider East Midlands region. This is a change from the previous year data from 2021-2022, where Newark and Sherwood performed positively when compared to the region.

29.9% Inactive in N&S (less than 30 mins per week)	9.1% Fairly active in N&S (between 30 and 149 mins per week)	61.0% Active in N&S (at least 150 mins per week)
26.7% Inactive in E.Mids (less than 30 mins per week)	11.1% Fairly active in E.Mids (between 30 and 149 mins per week)	62.2% Active in E.Mids (at least 150 mins per week)

Source: Fig 1. Active Lives Survey, Sport England Nov 2022-2023

The Company’s unique selling point (USP) is that of a fully accessible service, which is family friendly and offers a wide range of activities to attract users from all age groups and all socio-economic backgrounds. The work of the Company, although complimentary, is split into three areas. These are:

- Leisure facilities
- Outreach work
- Club development

Leisure Facilities

Within these facilities, the leisure centres provide activities to various groups covering, children, adults, 60 plus, affiliated clubs and schools. These are subsequently split into three categories of pay and play, block bookings and direct debit memberships.

The leisure centres are located in Blidworth, Ollerton, Southwell and also in Newark. In addition, established partnerships have continued with Newark Academy, Barnby Road Academy, NUSA and Magnus Academy, to expand the offer of the Company and improve health and fitness, of local communities.

The offer varies across each site, with Newark, Dukeries and Southwell offering wetside and dryside activities and Blidworth Leisure Centre, offering dryside activities only. That said, the wetside at Southwell offers only a teaching pool provision, following a significant leak being identified within the corroded main pool pipework in 2023.

Additional dryside and outdoor facilities are provided within Newark, in partnership with Newark Academy, Barnby Road Academy and Magnus Academy. Finally, dryside and outdoor facilities are also provided at NUSA in Nottingham, which is the Company's only facility outside the Newark and Sherwood boundary.

All leisure centres set out above are owned by Newark and Sherwood District Council, with the exception of Southwell Leisure Centre, which is owned by the Southwell Leisure Centre Trust and leased to the District Council. Each site is then leased to the Company to operate the leisure offer on behalf of the Council.

All sites are well maintained and benefit from an extensive number of repairs and renewals, which takes place within each facility on an annual basis. Where capital investment is required, this is through discussion with the Council. The largest investments within 2024-2025 have been the refurbishments of the fitness suites at Newark, Dukeries and Blidworth and the installation of solar panels at Newark Sports and Fitness Centre and Dukeries Leisure Centre. The Company is working closely with the Council's Decarbonisation Project Surveyor, to investigate other opportunities within the centres, including the installation of electric vehicle charging points.

Outreach Work

Predominantly, this area of work is provided through the sports development team, either through direct provision, or through partnership working with other providers, this includes Newark and Sherwood Activity Village, NHS, clubs, and sporting organisations.

The team over the past year has supported clubs, schools, vulnerable groups and organisations across the district. The team has delivered many initiatives including, health and wellbeing events, holiday activities linked to the national Heathy Activity and Food (HAF) programme and supported community clean up events led by NSDC. The Team is led by one manager, who is supported by two full time officers and several voluntary staff, either directly linked to the organisations which they support, or working for Active4Today through the VISPA volunteering scheme.

Team members are heavily involved in the Council’s aspirations for improving health and wellbeing, cycling and walking infrastructure across the district, as well as supporting the objectives identified in the Playing Pitch Strategy and Facilities Improvement Plan.

Club and Volunteer Development

The local sports forums are supported by the sports development team on a quarterly basis throughout the year, providing much-needed secretariat, advice and support to volunteers and clubs through these meetings. Newark and Sherwood Sports Council, was relaunched during 2023, with a focus on mental health and the positives that sport can bring.

There are 110 sports clubs within the district broken down as follows –

Athletics / Running	Cricket	Football	Hockey	Rugby	Swimming	Tennis	Other
5	16	26	2	3	3	5	50

Fig 2. Sports clubs within the district

And this is further split across the Sherwood and Newark areas of the district, as below.

Newark	Sherwood
54	56

Fig 3. Sports clubs split across the district

Whist the Sports Council may be supported by the sports development team, support is also still provided to clubs that are not members of the Sports Council, on an individual basis, and this support is offered continuously throughout the year.

The VISPA and VISPA Academy volunteering schemes are a crucial tool to recruit new volunteers into sports activities both in clubs and leisure centres. This is particularly focussed on the 14+ age group, encouraging young people to get involved in volunteering in their community and gaining valuable experience and qualifications. This route has proved very successful and has supported the recruitment of the workforce for the company. In December 2024, there were 10 volunteers placed within leisure centre settings.

These volunteers provide support and resilience for clubs, as the young people begin to take up new roles within these organisations. As part of the training and support the young people can access subsidised coaching qualifications in sport, which typically include swimming teaching, gymnastics, and trampolining.

This focus on volunteering in sport and physical activity has remained unchanged in recent years, however with a review undertaken in 2024, the scheme will contribute towards the Council’s approach to increasing the number of volunteers who are active in the district in sports and leisure opportunities for the public during 2025-2026.

AIMS AND ACTIONS

As part of the business plan, aims and actions have been identified by the Company, which focus on key parts of the business. The suggested aims and actions for 2025-2026 are set out below and following a review of the Council’s Community Plan, the specific links to the strategy are highlighted below within the plan.

	AIMS	LINKS TO COMMUNITY PLAN	ACTION
1.	Healthy and active lifestyles		
1.1	Children and young people	Improve health and wellbeing / Raise people’s skills level and create employment opportunities for them to fulfil their potential / Reduce crime and anti-social behaviour	<ul style="list-style-type: none"> a) Co-ordinate a series of free activities for children and families during school holidays. At least 2 free activities on 1 day per week, identified during each school holiday week, in each holiday period. b) Offer school holiday activities to qualifying children on free school meals through the Holiday Activity and Food (HAF) funded programme. c) Develop the school holiday provision to include developmental sports clubs and provide experience for VISPA volunteers. d) Support the N&S Council to offer events to engage with new junior members. e) Identify 2 areas in the district for delivery of holiday activities with partners including Anti-Social Behaviour team and Youth Service
1.2	Inclusion	Improve health and wellbeing / Reduce crime and anti-social behaviour	<ul style="list-style-type: none"> a) Offer 20 bursaries for identified young people living with mental health conditions, to access a free 12-month gym membership at each of our leisure centre sites DLC, NSFC, SLC, BLC b) Investigate the expansion of the bursary scheme to other targeted groups i.e. young people with a disability, offering additional free passes to young people. c) Explore, pilot and develop one session targeting people with a disability engaging with a minimum of 10 people per session, over a 10-week period.

			<ul style="list-style-type: none"> d) Identify other areas in the district for addressing anti-social behaviour with young people with physical activity sessions. e) Identify sessions/activities, once per month that can be offered on a 'Pay what you can' basis. f) Investigate new pathways and partners to broaden the reach of the DWP bursary scheme in Newark, Ollerton and Boughton g) Showcase the accessibility of the leisure centre offer, and adaptability of fitness equipment, by developing content for use on social media, which will build confidence for new disabled users. h) Use links with Newark College to develop talking maps for new users with visual impairments
1.3	Volunteers and workforce	Raise people's skills level and create employment opportunities for them to fulfil their potential	<ul style="list-style-type: none"> a) Work with the district's secondary schools to develop volunteering opportunities for young people aged 14 and over. Engagement with 5 schools and a target of engaging 40 new young people on the VISPA programme. b) Include developmental/mentoring opportunities for VISPA volunteers within the school holiday activity programme. c) Recruit 5 new sports clubs to engage with and offer VISPA volunteering placements. d) Develop a calendar of events i.e. careers fairs, open evenings, for attendance by the team to raise the profile of VISPA. e) Work with partners to develop and organise/deliver mental health training for identified staff. f) Develop a series of training opportunities for staff and external individuals, which will upskill the workforce and widen access to recognised courses, including Menopause and stroke rehab. g) Review the performance and self-reflection feedback from staff to identify key personnel, for succession planning and training.
1.4	New opportunities	Improve health and wellbeing	<ul style="list-style-type: none"> a) Investigate the possibilities of developing and implementing a charitable arm (NewCo) of the company, in a bid to attract external funding. b) Support the Council with the development of the new Lincoln Road Sports Facility and what this may provide to the community. This will focus on the look and feel of the facility, the operations day to day and the potential long term management opportunities. c) Engage with 40 new companies to build a relationship and share promotional material to take up corporate membership packages, with a view to improving the health and wellbeing of their workforce. d) Enrolment of 3 companies to convert to the full managed membership package for the corporate scheme. e) Investigate the options for a bronze, silver, gold, and business centre packages, for corporate partners. f) Support NSDC with the development of all-weather pitches across the district, including the planning, operation and management of the pitches, for community use. g) Work with NTU's Business School, supporting the development of undergraduate projects, with particular focus on investigating a digital marketing strategy for the company, to support the business. h) Introduce a major new piece of dryside inflatable equipment at the Dukeries Leisure Centre, which will provide new activities at the site and offer greater opportunities to the young people of Ollerton and the surrounding areas. i) Introduce a new pool inflatable at the Dukeries Leisure Centre, which will support the wetside programme and offer new opportunities for the young people of Ollerton and the surrounding areas. j) Investigate options for new branding and website design.

			<p>k) Develop a new programme of poolside activities, following the completion of the new disability changing facility, built within the Dukeries swimming pool hall.</p> <p>l) Develop a series of videos to promote the facilities, which can be streamed on social media and other platforms to raise exposure of the company.</p>
2.	Accessible facilities		
2.1	Long term health conditions	Improve health and wellbeing	<p>a) Identify 10 new referral agencies/surgeries within the district and on the borders of the district per year, advising them of the benefits of engaging with the GP referral programme.</p> <p>b) Recruit 5 new referring partners.</p> <p>c) Develop trusted partners network to signpost people to the exercise referral scheme.</p> <p>d) Identify 2 staff for attendance/completion of the Level 3 GP/Exercise Referral qualification, to build capacity and resilience.</p> <p>e) Understand the demand from healthcare professionals for specialist health sessions in the Sherwood area of the district and develop an action plan to raise awareness of opportunities.</p> <p>f) Use 'World Hypertension Day' and 'Know your numbers' week to raise the profile of high blood pressure, do checks in leisure centres and community settings.</p>
2.2	Partner sites	Improve health and wellbeing	<p>a) Contact 2 schools with the offer to work with A4T with a target of developing two further partner sites within 2025-2026.</p> <p>b) Improve community access through partner facilities and review current SLAs with each partner site.</p>
2.3	Digital technology	Improve health and wellbeing	<p>a) Improve the content and functionality of the App, including increased marketing, customer feedback.</p> <p>b) Undertake a digital customer survey to assess the feedback regarding customer satisfaction.</p> <p>c) Continue to develop and roll out the self-service offer within the Company, moving all grant aid forms and applications online, to speed the process up for the applicant and improve the quality of offer, provided by the Company.</p> <p>d) Use artificial intelligence to improve building efficiency and operations i.e. cleaning robots, customer services, swimming programmes and social media Q&As.</p> <p>e) Explore the options for leisure management system to be hosted off premise.</p>
2.4	Physical access		<p>a) Continue to ensure the buildings where possible continue to be accessible for all our customers, including those who may have conditions, which make access more difficult.</p>
3.	Financial viability		
3.1	Pricing	Improve health and wellbeing	<p>a) In conjunction with the Council, undertake a pricing review of all hire fees and charges, monthly membership options and pay and play per activity.</p> <p>b) Undertake the remaining price re-alignments for the memberships with a target of achieving a full re-alignment of all memberships by the end of the financial year 2025/2026</p> <p>c) Refining and streamlining of the block booking process and renewal of bookings, identification of other appropriate software packages.</p>

3.3	Financial services and expenditure/income	Improve health and wellbeing	<p>a) Approach sporting organisations to collect and administer the subscriptions made by members, through the Company's efficient direct debit membership collection process.</p> <p>b) Explore the options of alternative financial modelling with the Council, which will focus on an 'Agency' model to improve the company's and councils VAT position.</p>
3.3	Sustainability	Reduce the impact of climate change	<p>a) Expand the use of recycling pods for single use plastics and other recyclable materials.</p> <p>b) Review data of energy usage to understand patterns and trends alongside Environmental Audit and identify specific interventions, which will decrease the carbon footprint.</p> <p>c) Review findings of BMS investigations and implement appropriate actions.</p>

Fig 4: proposed outcomes/objectives and actions for 2025-2026

CUSTOMERS

The business is made up of customers who are at the heart of the business. Physical access to the services by them, occurs in various ways including:

- Free of charge
- Pay and play
- Direct debit memberships
- Hirers direct debit memberships/bookings

SERVICES AND COMPETITORS

The services are split into two areas, which are indoor provision; provided by the leisure centres and partner sites and external provision; provided by the sports development section of the business. Within the leisure centres and partner sites, the services are divided up into distinct areas, wetside, dryside and outdoor provision. These are once more sub divided into fitness suites, sports hall hire, squash courts, club bookings and swimming.

Below the Company has set out its proposed core prices for its 'pay and play' sessions. These are set out below with current and proposed prices shown. In addition, the same information has been provided for the Company's memberships.

Activity	Active Card holder Adult		Non-Active Card Holder Adult	
	Current Price	Proposed Price	Current Price	Proposed Price
	2024/2025	2025/2026	2024/2025	2025/2026
Badminton	£11.00	£12.00	£13.50	£14.50
Swimming	£6.00	£6.50	£7.50	£8.00
Squash	£9.50	£10.00	£11.50	£12.50
Fitness Suite	£8.00	£8.50	N/A	N/A
Fitness Suite (60+/Std/Con)	£7.00	£7.50	N/A	N/A
Fitness Suite Classes	£8.00	£8.50	N/A	N/A
Activity	Active Card Holder Junior		Non-Active Card Holder Junior	
	Current Price	Proposed Price	Current Price	Proposed Price

	2024/2025	2025/2026	2024/2025	2025/2026
Badminton	£7.00	£7.50	£8.00	£8.50
Swimming	£4.50	£5.00	£5.50	£6.00
Squash	£6.50	£7.00	£7.50	£8.00
Fitness Suite	£5.50	£5.50	N/A	N/A
Fitness Suite Classes	£5.50	£5.50	N/A	N/A

Fig 5. Proposed Core Prices for Adults and Children – 2024-2025

Membership type	Current Price 2024/2025	Proposed price 2025/2026	Price variance
Activo Premier	£49.00	£50.00	£1.00
Activo Premier Flex	£61.00	£62.00	£1.00
Activo Inclusive	£31.00	£32.00	£1.00
Activo Inclusive Flex	£39.00	£40.00	£1.00
Activo Gym	£29.00	£30.00	£1.00
Activo Corporate	£26.00	£27.00	£1.00
Activo Concessionary	£26.00	£27.00	£1.00
Activo 60	£26.00	£27.00	£1.00
NSDC Corporate	£10.00	£10.00	£0.00
Activo Swim	£22.00	£23.00	£1.00
Activo Swim Flex	£27.00	£28.00	£1.00
Activo 60 Swim	£19.00	£20.00	£1.00
GP Referral	£18.00	£19.00	£1.00
Activo Rackets	£37.00	£38.00	£1.00
Activo Rackets Concession	£30.00	£31.00	£1.00
Activo Student	£20.00	£21.00	£1.00
Activo Student Flex	£24.00	£25.00	£1.00
Staff ACTIVO	£10.00	£10.00	£0.00
Staff Xperience	£10.00	£10.00	£0.00
Xperience 1	£24.00	£25.00	£1.00
NSDC XP1	£19.00	£20.00	£1.00
XP1 Concession	£19.00	£20.00	£1.00
Xperience 2	£38.00	£39.00	£1.00
NSDC Xperience 2	£34.00	£35.00	£1.00
Xperience 2 Concession	£34.00	£35.00	£1.00
Xperience Rackets	£25.00	£26.00	£1.00
Xperience Rackets Concession	£21.00	£22.00	£1.00
Xperience Student	£20.00	£21.00	£1.00
Xperience Student Flex	£24.00	£25.00	£1.00
Small Group Swim Lessons	£31.00	£32.00	£1.00
1-2-1 lessons	£72.00	£73.00	£1.00
Free Access - Activo Refugee	£0.00	£0.00	£0.00
Free Access - Xp1 Refugee	£0.00	£0.00	£0.00
Free Access - Xp Student Refugee	£0.00	£0.00	£0.00
Freeze	£5.00	£5.00	£0.00
Course Payment upfront	£85.00	£90.00	£5.00
Course Payment upfront Concession	£70.00	£75.00	£5.00
Activo Upfront	£372.00	£384.00	£12.00
Activo 60 Upfront	£312.00	£324.00	£12.00
Activo Swim Upfront	£264.00	£276.00	£12.00
Activo 60 Swim Upfront	£228.00	£240.00	£12.00

Fig 6. Proposed Membership Prices for types – 2024-2025

We propose increasing several membership prices (as per the table above) by up to £1.00 per month for the 2025-2026 period. This will be the first membership price increase in two years.

All prices have been assessed in line with other operators and particularly local authority (LA) owned facilities. Active4Today continues to propose very competitive prices for the residents of the district, which are comparable with all other local authorities within Nottinghamshire.

MARKETING

To assist with the sustainability and growth of the business, the Company currently markets and advertises extensively to attract and retain its customers and build the profile of the Company locally. Throughout 2025-2026, this will increase further in a bid to attract new customers into the business and retain the customers currently using the Company's services.

Campaigns will be focused on corporate memberships, lapsed members and families (especially in the Ollerton area, where the new swimming pool has been added). Campaigns will be primarily facilitated through social media and digital platforms; however, this will be supported where necessary with several more traditional marketing methods, to meet some local need where digital campaigns may not be the most appropriate. Advertising will also take place through schools and corporate organisations in a bid to raise awareness of the excellent facilities once again on offer.

In addition, and as set out in the business plan aims and objectives, the company is working with Nottingham Trent University during 2025-2026 to develop a digital strategy for the company and look at methods of how the company can engage with different target markets and demographics through various platforms.

STAFFING

To undertake the work, the Company has a team of dedicated individuals, led by a committed and passionate management team. In the region of £25,000 is invested annually into training, continuing professional development (CPD), and maintaining staff qualifications. This cost includes the Apprenticeship Levy, which supports the Company's apprentices. This enables the Company to 'ring fence' resources to recruit employees onto apprenticeships, providing valuable vocational training, whilst achieving a recognised qualification from an accredited training provider.

In addition to the training budget identified above, the Company also undertakes monthly training with all lifeguards, which is a requirement of maintaining their pool qualifications and is essential for maintaining the high standards of safety within our facilities. All staff groups have regular CPD and training throughout the year, which is aligned with their role.

Training and development requests are available for staff to complete to further their skills and enhance the service provision.

PERFORMANCE MANAGEMENT

The Company is committed to ensure the performance of a variety of areas is achieved, aligning our resources, systems and employees to the strategic objectives identified earlier. Outcome based performance monitoring is now widely used along with narrative-based performance evidence.

The performance indicators are linked to the Council's strategic outcomes and have been developed by senior Members and Officers of the Company and Council, in order to build a meaningful and robust performance framework. This is monitored and reported on a regular basis to the Board and Shareholder Committee.

FINANCE

As part of the business planning process, the Company undertakes extensive and detailed work in a bid to produce accurate budgets and forecasts. As a result of the recent proposals by the District Council, the management fee for 2025-2026 will be provided as a single payment, made at the end of the financial year and paid before the final accounts are completed.



Report to: Executive Shareholder Committee Meeting 11 March 2025

Director Lead: John Robinson, Chief Executive

Lead Officer: Andy Dewberry, Arkwood Limited

Report Summary	
Type of Report	Open Report, Non-Key decision
Report Title	Performance of Arkwood – Quarter 3 2024-25
Purpose of Report	To present the performance of Arkwood in Quarter 3
Report Recommendations	That Members note the Arkwood Performance Report (attached as the Appendix) and consider company’s performance against its targets and objectives highlighting any areas of high performance and identifying areas for improvement.
Alternative Options Considered	None
Reason for Recommendations	To ensure appropriate review of the Performance of the Councils wholly owned Housing Development Company (Arkwood).

1.0 Background

1.1 Performance management is a tool to drive improvement. This is done by analysing performance using performance information and progress against key activities.

2.0 Proposal

2.1 Committee to note the Quarter 3 Arkwood Performance report (**Appendix**).

3.0 Implications

In writing this report and in putting forward recommendations’ officers have considered the following implications: Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability, and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

None

Code	Indicator Name	21/22 Q3 YTD Value	22/23 Q3 YTD Value	23/24 Q3 YTD Value	24/25 Q3 YTD Value	24/25 Q3 YTD Target	24/25 Q3 Business Manager Comments
ARK002	Number of homes delivered through our housing development company Arkwood	8	44	73	87	Trend	Units under construction but no further completions planned in the quarter.
ARK003	Number of plots commenced to date through our housing development company Arkwood	43	87	87	119	Trend	As per previous quarter, no additional units commenced but site strip for the Wirksworth site for an additional 30 units commenced just in December 2024 and will be reflected on the next update.
FIN019	Arkwood - forecast pre tax profit for the year	New for Q1 24/25	New for Q1 24/25	New for Q1 24/25	16,000*	Trend	

* We haven't had a Q3 figure from Arkwood as yet, Q2 figure provided

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