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**Monday, 30 June 2025**

**Chair: Councillor P Peacock**

**Members of the Committee:**

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

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

<b>MEETING:</b>	<b>Executive Shareholder Committee</b>
<b>DATE:</b>	<b>Tuesday, 8 July 2025 at 6.00 pm</b>
<b>VENUE:</b>	<b>Civic Suite, Castle House, Great North Road, Newark, NG24 1BY</b>

**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 Nigel Hill on [Nigel.hill@newark-sherwooddc.gov.uk](mailto:Nigel.hill@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 11 March 2025	3 - 7
5. Active4Today Performance Outturn for the Financial Year 1 April 2024 to 31 March 2025	8 - 40
6. Arkwood Developments Performance - Quarter 4 2024-25	41 - 42
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. Presentation from Arkwood Developments Ltd	Verbal Report

# 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, 11 March 2025 at 6.00 pm.

PRESENT: Councillor P Peacock (Chair)

Councillor R Cozens, Councillor L Brazier, Councillor S Crosby,  
Councillor S Forde, Councillor P Taylor, Councillor C Penny and  
Councillor J Kellas

ALSO IN ATTENDANCE: Councillor N Allen, Councillor S Haynes and Councillor P Rainbow

### 17 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.

### 18 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

Councillor S. Forde declared an interest in Item 5- Active4Today Performance Quarter 3 as he was a Director of Actie4Today.

The Deputy Chief Executive and Section 151 Officer declared an interest in Items 6 and 8 as he was a Director of Arkwood Developments Ltd.

### 19 MINUTES FROM THE PREVIOUS MEETING HELD ON 3 DECEMBER 2024

The minutes from the meeting held on 3 December 2024 were agreed as a correct record and signed by the Chair.

### 20 ACTIVE4TODAY PERFORMANCE QUARTER 3

The Health Improvement and Community Relations Manager was in attendance to present a report detailing the performance of Active4Today for the period 1 April – January 2025.

Members heard that the Company was performing well with growth at Newark and Blidworth Sites offsetting losses at Southwell and Dukeries sites. Overall membership had risen to 12,001. Costs were lower than anticipated for the period and the Active Reserve had risen from £590,188 to £640,188. Latest forecasting set the subsidy per user at 7pence. Members noted details of the activities undertaken during the reporting period and the draft Business Plan for 2025/26 which had been approved by the Active4Today Board on 15 January 2025. The Business Plan set the management fee at £109,390 for 2025/26.

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 10, 2024-25 and approve the Business Plan 2025 - 2026 as detailed in Appendix 4.

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 Councils Community Plan.

Options considered:

Not applicable

21 ARKWOOD DEVELOPMENTS PERFORMANCE QUARTER 3

The Managing Director- Arkwood was in attendance to present the performance report for quarter 3 2024/25 and a presentation updating Members on recent progress with developments and an update on the pipeline. Members noted the report.

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

22 EXCLUSION OF THE PRESS AND PUBLIC

Agreed 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 involved the likely disclosure of exempt information as defined in part 1 of Schedule 12A of the Act.

23 ARKWOOD DEVELOPMENTS BUSINESS PLAN

The Executive Shareholder Committee considered the exempt report in relation to the Arkwood Developments Business Plan for 2025-2030.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

Meeting closed at 8.28 pm.

Chair

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted



Report to: Executive Shareholder Committee: 8 July 2025

Portfolio Holders: 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, Ext. 5923

Report Summary	
<b>Type of Report</b>	Open Report / Non-Key Decision
<b>Report Title</b>	Active 4 Today Performance Outturn for the Financial Year 1 April 2024 – 31 March 2025
<b>Purpose of Report</b>	This report presents the performance of Active 4 Today for the period 1 <sup>st</sup> April – 31 <sup>st</sup> March 2025.
<b>Report Recommendations</b>	That the Executive Shareholder Committee note the performance of Active4Today for the financial year 1 <sup>st</sup> April 2024 – 31 <sup>st</sup> March 2025.
<b>Alternative Options Considered</b>	None, this report presents performance for Active4Today.
<b>Reason for Recommendations</b>	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.

## 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 1<sup>st</sup> April to 31<sup>st</sup> March 2025
  2. Active4Today - Performance Indicators 1<sup>st</sup> April to 31<sup>st</sup> March 2025
  3. Active4Today - Sports Development Report 1<sup>st</sup> February to 31<sup>st</sup> March 2025

**2.0 Business Performance Overview – Usage, Memberships, Income and Expenditure**

- 2.1 At yearend the company has performed exceptionally 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 have remained relatively low and stable due to the investment in new fitness equipment at Newark Sports and Fitness Centre, Dukeries Leisure Centre and Blidworth Leisure Centre and ongoing retention initiatives to grow the overall membership base.
- 2.2 Overall, yearend memberships show a net increase of 538 to 12,212 members across all categories and sites since 1<sup>st</sup> April 2024 where memberships were at 11,674 representing a net growth of 4.6% in year.
- 2.3 Total income for the year is £4,485,686 representing a favourable variance of £186,686 on the original forecast budget target. Total expenditure for the year has also delivered a favourable variance of £532,571 at yearend based on the target expenditure forecast of £4,998,100 at 1<sup>st</sup> April 2024 and an actual outturn of £4,465,529. Table 1 in paragraph 3.10 of Appendix A provides the breakdown of income and expenditure.
- 2.4 The forecasted management fee to at yearend of £81,200 at Period 6 has delivered a favourable variance of £51,357 with the actual deficit reducing to £29,843. This figures also includes an in-year transfer of £50,000 to Actives ‘operating reserve’ and it has been agreed that the management fee underspend will also be transferred to the reserve which now stands at £690,345 at yearend only £59,655 below the target reserve of £750,000 as agreed by the Council and Active Board when the Company was set up.
- 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 annual subsidy per user over the period. The actual subsidy at yearend is only £0.027p per user and is heading towards 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	£29,843	1,102,936	£0.027
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Table 1 Management fee v user visits to calculate subsidy per visit

2.6 In order to maintain this positive trend of increasing income and reducing expenditure the Council has invested capital in its leisure assets in the financial year 2024 – 2025 to support the improving performance of Active. Significant examples include new fitness equipment at Newark, Dukeries and Blidworth Centres, new PV solar panel installations at Newark and Dukeries Centres, new energy efficient lighting upgrades at Newark and a new fully accessible changing facility at Dukeries Leisure Centre to accommodate users with more severe mobility challenges and/or higher personal care needs thereby making it more accessible and inclusive.

### **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 under three broad themes of ‘Healthy and Active Lifestyles’, ‘Accessible Facilities’ and ‘Financial Viability’. These activities are approved by the Shareholder Cabinet 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.

3.2 A number of these additional activities, as detailed in paragraph 5.3 in Appendix A, are often delivered outside the standard leisure centre provision through outreach activity, making physical activity accessible to a much wider participation base.

3.3 At yearend Active4Today has delivered activities and interventions to support the wider community who typically may not access one of the Council’s leisure centres and a number of these initiatives are outlined below:

- 389 3-day passes allowing FREE access to Active’s leisure centres,
- 35 7-day passes allowing FREE access to Active’s leisure centres,
- 6 concessionary memberships types, offering financial discounts to adults, juniors, 60+ and students, who meet the criteria aligned to the Department of Work and Pensions,
- Postcode concessions, aligned to areas of high deprivation across the district identified by Newark and Sherwood District Council indices,
- 20, full membership bursaries for young people, based on a criteria of need,
- 118 free memberships to adults and junior refugees, talented individuals and bursaries for young people,
- The Holiday Activity and Food programme (HAF), during several school holidays, providing eligible children with free activities within the leisure centres and a free hot meal,
- Over £5,000 in grant aid provided to clubs and individuals,
- Provision of recycling and clothing banks at leisure centres,

- Access by individuals into the Company's GP referral scheme, offering heavily discounted memberships, for those who are eligible.

#### **4.0 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.

#### **4.1 Financial Implications – (FIN25-26/4534)**

4.2 The budgeted management fee to Active4Today within the Council's financial system is £749,100 for financial year 2024-2025. However, throughout the year this was forecast at significantly less in the Council's and Active4Today's reports, £81,200 at period 6. The outturn report at Appendix A for Active4Today for year-end 2024-2025 reports an operating surplus of £20,157, then with a transfer to reserves of £50,000, causing a deficit of £29,843 as shown in Table 1. Given the overall financial position for the Council it has been approved that a similar figure to the period 6 forecast of £80,000 be released and the overall surplus of £100,157 be transferred to the Company Reserve in this instance.

4.3 The planned management fee for 2025-2026 of £109,390 has been included in the Council's 2025-2026 Revenue Budget.

#### **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

1. Active4Today - Report from the Managing Director 1<sup>st</sup> April to 31<sup>st</sup> March 2025  
**CABINET – SHAREHOLDER MEETING**



**8<sup>TH</sup> JULY 2025**

**OUTTURN REPORT 1<sup>ST</sup> APRIL 2024 – 31<sup>ST</sup> MARCH 2025**

**1. REPORT PURPOSE**

- 1.1 To provide the Shareholder Committee with the outturn position for the year between the dates 1<sup>st</sup> April 2024 – 31<sup>st</sup> March 2025.
- 1.2 To provide the Shareholder Committee with the 2024 - 2025 final audited accounts for Active4Today Ltd (A4T). **These should arrive in time for this meeting, however, they are currently being compiled, so we do not have them yet.**

**2. BACKGROUND – OVERVIEW**

- 2.1 As the Shareholder Committee will be aware, the Company began the 2024-2025 financial year in a strong position, despite the on-going 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 process had successfully 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 provided an overall net saving of £494,600 on the utility budget. This also provided a further savings in VAT.
- 2.3 Membership income remained consistent since the budget was agreed, with the Company continuing to mitigate a significant amount of the loss at Southwell. This mitigation included staff relocations and moving customers with swimming lessons, to lessons at Newark and Dukeries. In addition to the mitigations identified, improved income across the other facilities, 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, with the exception of the utilities, explained above.

- 2.6 During November the Company undertook the upgrades and refurbishments to the fitness suites, replacing equipment at Blidworth, Dukeries and Newark leisure centres. These refurbishments have been received exceptionally well by customers, with increases in usage experienced across all sites. Increases in expenditure across the repairs and renewals budget has also been incurred, due to the need to update the contractual service budget, which supports the existing machinery, which was not replaced as part of the upgrades.
- 2.7 Solar panels have been installed at both Newark and Dukeries leisure centres and are generating electricity at both facilities. The Company is now working with the council, to gain an understanding of how much the total generation capacity may be, across both facilities.
- 2.8 Increases in income was experienced across several membership categories, which was largely due to the high levels of sales following the refurbishment works.
- 2.9 The salaries budget remained online, even with a slightly higher than forecasted annual cost-of-living settlement, averaging out at approximately 5% across the workforce.
- 2.10 As part of the Company's social responsibilities, it has continued to support many residents within the community throughout 2024-2025 and these have included offering:
- 389, 3-day passes allowing FREE access to all of the leisure centres
  - 35, 7-day passes allowing FREE access to all of the leisure centres
  - 6 concessionary memberships types, offering financial discounts to many adults, juniors, 60+ and students, who meet the criteria aligned to the Department of Work and Pensions
  - Postcode concessions, aligned to areas of high deprivation across the district identified by Newark and Sherwood District Council indices
  - 20, full membership bursaries for young people, based on a criteria of need
  - Over 118 free memberships to adults and junior refugees, talented individuals and bursaries for young people
  - The Holiday Activity and Food programme (HAF), during several school holidays, providing children who meet the criteria with free activities within the leisure centres and a free hot meal
  - Over £5,000 in grant aid provided to clubs and individuals
  - Provision of recycling and clothing banks at leisure centres
  - Access by individuals into the Company's GP referral scheme, offering heavily discounted memberships, for those who qualify

### **3. FINANCIAL HEADLINES UP TO 31<sup>st</sup> MARCH 2025**

- 3.1 The Company has received the draft unaudited final accounts for the 2024-2025 financial year. 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 provides the original full year budget, the period 06

revised budget and the outturn 2024-2025, with the variance between the revised period 06 budget and the outturn position.

Budget Category	Original full year budget for 2024-2025	Period 6 revised budget for 2024-2025	Year-end Outturn for 2024-2025	Variance between the 2024-2025 period 6 revised budget and the year-end outturn
Membership Income	-3,478,200	-3,596,920	-3,640,837	-43,917
Pay and Play Income	-295,500	-293,000	-295,680	-2,680
Facility Hire Income	-424,000	-423,000	-435,819	-12,819
Other Income	-101,300	-113,300	-113,350	-50
<b>Total income</b>	<b>-4,299,000</b>	<b>-4,426,220</b>	<b>-4,485,686</b>	<b>-59,466</b>
Staff	2,614,600	2,617,100	2,634,759	17,659
Premises	1,321,200	832,850	916,763	83,913
Supplies and services	1,062,300	1,007,470	914,006	-93,464
<b>Total expenditure</b>	<b>4,998,100</b>	<b>4,457,420</b>	<b>4,465,529</b>	<b>8,108</b>
<b>Transfer to Reserves</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>
<b>(Surplus)/Deficit</b>	<b>749,100</b>	<b>81,200</b>	<b>29,843</b>	<b>-51,357</b>
<b>NSDC Management Fee</b>	<b>0</b>	<b>0</b>	<b>-80,000</b>	<b>-80,000</b>
<b>Additional Transfer to Reserves</b>	<b>0</b>	<b>0</b>	<b>50,157</b>	<b>50,157</b>

Table 1 Financial performance update

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

- I. **Membership income** – This income line over-achieved by £43,900 across adult and children’s membership types, against the revised budget. This was due to large numbers of sales in January 2025, which developed from the upgrades and refurbishments to the fitness suites during December 2024. The income exceeded its budgeted target at Newark, Southwell and Blidworth by £58,700 to the end of the year. This has assisted to offset an underachievement at Dukeries Leisure Centre, where the income was £14,800 under target, due to lower than forecasted sales and higher attrition rates, in quarter 4.
- II. **Facility hire/pay and play income** – This income line over-achieved by £15,500 against the revised budget. This is due to having the majority of clubs on a direct debit, which allows the Company to collect the income in an efficient way, with minimal debt. Generally, changes to this budget area only come from increased

hires or increases in pricing. Pay and play is slightly more reactive, however this continued to deliver well, to year end.

- III. **Other income** – This income budget remained in line with the forecast, with no variances across the income streams within this budget.
- IV. **Staffing** – This budget was overspent by £17,650 at year end. This was made up of a £5,350 overspend on freelance instructors, following an in-year review of pay rates, which brought all instructors in line with each other and provided comparable pay for similar classes. In addition, £12,300 of the overspend within the table above, came from additional staff training, which was undertaken across all sites and supported compliance and succession planning.
- V. **Premises** – This income line has an overspend of £83,900 to the revised budget. This was mainly due to higher utility usage (not unit cost prices), increasing over the sites. This equated to £35,000 in total, with £26,500 specifically relating to Newark. 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 into the combined heating and power unit and the building management system, to ensure all collaborations and automated settings are correct. Finally, the repairs and maintenance line has an overspend of £48,900 across all sites. This is in the main due to the refurbishments of the fitness suites at the end of 2024, the repair to the Southwell Leisure Centre squash courts, which was not factored into the budget at the start of the year and the increase in compliance, rising from changes in legislation around legionella and fire dampers.
- VI. **Supplies and services** – This section of the budget is made up of several budget lines. Some have small over and underspends to year end, however, a number have large variances. The overall budget delivered an underspend of £93,500. The Company has recently changed the way it now manages compliance costs; previously these were paid through the various leisure centre codes, however, these are now being paid through the NSDC recharges, which has resulted in an underspend of £12,500 on this budget line. NSDC support charges is however, showing a large underspend of £26,700, although this is due to a refund which was issued at year end, associated with historic overpayments, over the previous two years. Finally, irrecoverable VAT also provided an underspend of £46,900. The Company had reduced this by £100,000 earlier within the year, following the reduction in utility prices, however this did not prove to be enough of a reduction, following several underspends in other lines, which reduced the associated VAT spend.
- VII. **Transfer to reserves** – This line represents the 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. The 2024-2025 performance resulted in a deficit of £29,843 at year end, which is a decrease of £51,357 from the forecasted £81,200 at period 06 and a reduction of £719,257 on the original budget. This an excellent

achievement for the Company, and represents the best financial performance for the Company, since it was established in 2015.

**VIII.** The Company has increased its reserves held from £590,188 to £690,345 following the in-year contribution by the Company. This was made up of an in year budgeted amount of £50,000 at year end, as well as an additional £50,157 contribution, following the management fee settlement from the Council. This will result in the Company being £60,000 away from its target reserves position of £750,000, which was agreed jointly between the Council and Company.

#### **4. FURTHER FINANCIAL UPDATES**

4.1 The second of the internal audits commenced at the end of March 2025, and covers the compliance of the payroll function of the Company. The Company has worked with the auditors throughout April and is hoping to receive a final report and findings during June 2025.

4.2 Earlier this year, Wright Vigar were appointed as the Company's year-end auditors for the next three years, following a competitive process. Wright Vigar has been used by the Company previously for several pieces of financial works, so a relationship with the Company exists. Wright Vigar has completed the 2024–2025-year end process, with this being its first year of three.

4.3 The works to draw down the funding of £61,356 from the Sport England's phase 2 grant took place in March, with two new pool covers being installed at Newark Sports and Fitness Centre and a new lighting scheme for the sports hall and studio, also at Newark. It is hoped these improvements will provide costs savings for the Company, as LED lighting has been used.

4.4 At the end of 2024, a proposal (business case) was put forward to the Council, for them to invest capital into the purchase of a wetside and dryside inflatable, for the Dukeries Leisure Centre. Following the review of the business case, the Council approved the investment in the facility of circa £80,000 and the inflatables have been ordered. Due to lead times of the production, it is expected the inflatables will arrive at the leisure centre during June/July, ready for the summer holiday programme.

4.5 Once the delivery date is confirmed, the Company will work towards advertising and promoting the new inflatables through various platforms. Alterations have also been made in advance to the storage rooms on site, to accommodate the dryside option, as this is particularly large, filling nearly the whole of the sports hall. It is anticipated both inflatables will be used to generate additional interest in the site and ultimately more income. The inflatables will hopefully engage with those persons in the community who do not necessarily engage in traditional sports activities and provide a USP for the centre. The new resources will be used for open days, parties, fun days and holiday periods.

#### **5. OUTURN REPORT**

5.1 As per discussions with the Council, the Company presents this report in order the Council can review the performance of the Company against the criteria set. The Company

throughout the year has provided regular performance reports to the various committees, with this report providing the full year overview.

5.2 Below as agreed with the Council the various headings are set out to provide reassurance to the Council that the Company is both performing well and is compliant in line with legislation. In addition, it is providing a quality experience for its customers, with value for money prices, supporting inclusivity and access.

5.3 **Performance against the annual Business Plan Actions and Performance Indicators:**

	AIMS	LINKS TO H&WB STRATEGY	ACTION	PROGRESS TO 31 <sup>st</sup> MARCH 2025
<b>1.</b>	<b>Healthy and active lifestyles</b>			
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>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>In February 30 people accessed the free swim and free family sports session at 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>c) Develop the school holiday provision to include developmental sports clubs and provide experience for VISPA volunteers.</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.</p> <p>Email promotion sent out to all clubs to see if any clubs would be interested in coaching at holiday sports camps for the rest of 2025</p> <p>COMPLETE –</p> <p>The annual gala took place on 23<sup>rd</sup> December with over a hundred children taking part. The activity was a huge success and will be provided again during 2025-2026.</p>
1.2	Inclusion	<p>Ensuring a Best Start/ Improving Healthy Lifestyles / Tackling Physical Activity/ Recognising Mental Health</p>	<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>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>Minster School – COMPLETE</p> <p>Magnus Academy – COMPLETE</p> <p>Shaw Mind’s mental health resilience training booklet issued to all participants.</p> <p>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 the fitness suite (pay and play). 1 student granted a YP bursary.</p> <p>29 applications received from schools and partners in September 2024. 12 applications were granted a bursary after clearly demonstrating their mental health need with 7 taking up the pass.</p> <p>Amendments have now been made to the scheme to allow for repeat applications to be sent.</p> <p>30 students from Newark Orchard School toured NSFC facilities to familiarise themselves with the centre, prior to group gym sessions beginning held in January.</p> <p>Orchard students inducted and provided with active card to support use outside of the school day.</p>

			<p>d) Join National Disability Awareness campaigns to raise awareness of the disability offer and broaden the spread of publicity.</p> <p>e) Support the N&amp;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>Sessions supported by sports dev and fitness apprentices.</p> <p>10 weeks of engagement in the fitness suite at NSFC has been completed. Students continue to access gym in their own time, development of bursary for YP with SMEH to continue to engage and increase levels of PA.</p> <p>School HT and parents visited during final sessions and were thrilled by the levels of student engagement, accessibility of facilities and supportive staff.</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 inclusive sessions we provide.</p> <p>Profile of A4T apprentice with a disability was celebrated on social media.</p> <p>COMPLETE</p> <p>Funding received through Community Alcohol Partnership (CAP) to facilitate an accessible and supportive football session for young people living in Hawtonville. Sessions began in February in partnership with Hawtonville Young Peoples Centre, Nottingham Forest Community Trust, Newark Town Council and NSDC officers. In the first 5 sessions there were 73 young people engaged in the added</p>
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			<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>football part of the session or taking part in a cooking activity provided by NSDC officers.</p> <p>Discussion continued with Ollerton and Boughton CAP for diversionary sport activities with partners, following the launch of the Hawtonville sessions.</p> <p>Not complete – work in progress with software provider to enable this to be provided through the front of house system.</p> <p>COMPLETE. All paperwork and training is in place and this will be an 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>b) Include developmental/mentoring opportunities for VISPA volunteers within the school holiday activity programme.</p> <p>c) Develop a digital platform to record</p>	<p>Attendance at various events throughout the year included</p> <ul style="list-style-type: none"> <li>• Dukeries Academy mock interviews</li> <li>• Joseph Whitaker mock interviews</li> <li>• Southwell Minster mock interviews</li> <li>• Joseph Whitaker careers fair</li> <li>• Newark Academy careers fair</li> <li>• You Can Do Sport careers fair</li> <li>• Southwell Minster careers fair</li> <li>• Dukeries Academy careers fair</li> <li>• Magnus Academy careers fair</li> <li>• Newark Academy careers assembly</li> <li>• Southwell Minster careers assembly</li> <li>• Magnus Academy health and wellbeing day</li> <li>• Newark College Welcome Back Day</li> </ul> <p>There were 39 applications received with 20 individuals inducted onto the A4T VISPA programme who are undertaking weekly volunteering sessions and holiday activities. There were 6 that volunteered on holiday activities working alongside A4T coaches.</p> <p>Complete – integrated into A4T staff portal platform.</p>

			<p>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>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>COMPLETE – Fitness instructors have completed training and received their certificates in February.</p> <p>COMPLETE – Sessions delivered in August summer holiday period engaged 14 children and young people at SLC and NSFC.</p> <p>Parkinsons training and Safer Gyms workshops have been delivered. ALO and Apprentices are delivering NeuroFit session.</p> <p>Schedule of training CPD sessions has been developed for roll out in 2025.</p>
	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>Research undertaken and consultants engaged to look at Agency Model for the business.</p> <p>75 new companies were engaged through Newark Business Club or a direct approach. Onsite wellbeing checks delivered at 5 companies alongside other health partners. All individuals that engaged were given 3 day passes.</p> <p>There were 3 new partners who have seen the benefit of the A4T corporate membership package, which has led to over 30 new memberships.</p> <p>Attendance by the team at 19 events.</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 re: future leisure developments across the district.</p>	<p>Charity held stand at each of our sites during November.</p> <p>15 master classes were provided across all sites with specialisms including free weights, advanced cycling, boot camp sessions and HITTs classes. Over 200 customers took part in these extra activities, which were extremely well received.</p> <p>Support the council with investigating potential new provision across the district including new 3G provision, Lincoln Road development and LUF provision in Ollerton.</p>
<b>2.</b>	<b>Accessible facilities</b>			
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>b) Identify 2 staff for attendance/completion of the Level 3 GP/Exercise Referral qualification in order to build capacity and resilience.</p>	<p>10 new referrers recruited. The full annual report for the exercise referral scheme is available on request.</p> <p>Unfortunately, this objective has been push forward into 2025-2026, due to the course being cancelled and the availability of a new course – 2 staff have now been booked on to a course commencing in June 2025.</p>
2.2	Partner sites	Improving Healthy Lifestyles /	<p>a) Based on the feedback from the review undertaken in 2023, contact 2 schools each month with the offer</p>	<p>Information sent to 20 potential partner sites in neighbouring districts.</p>

		Tackling Physical Activity	<p>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>Meetings held with Magnus Academy and Dukeries Academy, Ollerton regarding managing community use of their facilities.</p> <p>Proposal created for Magnus Academy and Samworth Academy and waiting for school response.</p> <p>Complete. Sites have now increased opening times and opportunities for new hirers.</p>
2.3	Fitness offer	<p>Improving Healthy Lifestyles /</p> <p>Tackling Physical Activity/ Addressing the needs of an ageing population</p>	<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>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>COMPLETE – The work was completed and installation of the equipment at Blidworth, Dukeries and Newark will commence on 21<sup>st</sup> October and be phased over a 3-week period.</p> <p>Redecoration and in places new flooring was installed to support the investment in new equipment and provide a new and exciting offer to the customer.</p> <p>COMPLETE</p> <p>COMPLETE</p>
2.4	Digital technology	Improving Healthy	a) Improve the content and functionality of the App, including	Recruitment and volunteering added May 2024

		Lifestyles / Tackling Physical Activity	<p>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>Direct link to reporting concerns has been added October 2024</p> <p>Customer satisfaction survey completed in March 2025. Headlines and trend analysis included in report.</p> <p>Development and installation of Course Pro in progress.</p> <p>Customer AI agent launched.</p> <p>Grant aid forms in development.</p> <p>Digital forms created for Newark and Sherwood Sports Council affiliation.</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
<b>3.</b>	<b>Financial viability</b>			
3.1	Pricing	Improving Healthy Lifestyles / Tackling Physical Activity	<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</p>	<p>Pricing was undertaken as part of the cost-of-living increases. A further review will take place with the council as part of the budget setting process.</p> <p>COMPLETE. The last re-alignments will take place in July 2025 and are for the most recent customers who joined prior to the start of the 2025-2026 financial year, on a join early promotion.</p>

			end of the financial year 2024-2025	
			c) Refine and streamlining of the block booking process and renewal of bookings	Forms have all now been digitalised and meeting with 3 external software providers have been completed to link block bookings with the App
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 in progress.</p> <p>Environmental Audit took place by Sport England Swimming Pool Fund. Report provided. Actions identified. Pool covers replaced and LED lighting programme complete at NSFC.</p>

Table 2. Performance against Business Plan Actions and Performance Indicators

5.4 The number of user visits followed seasonal trends throughout the year and despite the continued closure of the main swimming pool at Southwell Leisure Centre, all centres and partners sites achieved a total user visit of 1,102,936 which is a small increase on the previous year of 949 (1,101,987).

5.5 As seen in appendix I, all key performance indicators have increased on the previous year, by various margins. This is positive and demonstrates the Company is using multiple methods to increase membership, engagement and usage.

5.6 Usage has increased in terms of club usage and block bookings, particularly at Magnus Academy, and NSFC. This has been through additional capacity being created at NSFC in the sports hall, with a consolidation of the gymnastics sessions, which increased session numbers and maximised utilisation. Although limited, this exercise has now created increased availability for private hire during the week.

5.7 The number of referrals received from healthcare professionals up to 31<sup>st</sup> March 2025 reached 444, which is an increase on the previous year, which was 384 (16%). Referrals performed at a consistent rate in relation to conversions and finished the year at 52% in

terms of successful sign-ups, with 229 individuals taking out the subsidised membership. Further details relating to the Exercise Referral scheme is included in the sports development report at appendix II.

- 5.8 The number of community groups supported reached 174, an increase of 41 from last year, which is a very good result from the team of sports development officers. This has been assisted by raising the profile of the Newark and Sherwood Sports Council. Officers have been supporting this body of volunteers for many years and in the last year, more clubs have joined therefore enabling an increase in engagement with the sports development team. More details regarding the progress and performance of the sports development team is included in appendix II.
- 5.9 Overall, since 1<sup>st</sup> April 2024, there has been 3,973 new membership sales across the various membership types, including junior memberships.
- 5.10 On 31<sup>st</sup> March 2025 there were 12,212 live memberships held across all sites. The table below provides the committee with direct debit membership data and how this has performed since 1<sup>st</sup> April 2024. This is a net increase of 538 in year, representing just over 4.5% growth.

Month	BLC Adult	DLC Adult	NSFC Adult	SLC Adult	BLC Child	DLC Child	NSFC Child	SLC Child	TOTAL
<b>April 2024</b>	813	1,361	4,443	1,935	102	469	1,587	964	<b>11,674</b>
<b>May</b>	821	1,363	4,482	1,915	102	507	1,659	884	<b>11,733</b>
<b>June</b>	816	1,343	4,501	1,877	102	498	1,684	875	<b>11,696</b>
<b>July</b>	831	1,317	4,669	1,830	109	487	1,688	856	<b>11,787</b>
<b>August</b>	821	1,265	4,590	1,763	113	475	1,693	848	<b>11,568</b>
<b>September</b>	830	1,246	4,637	1,781	115	477	1,756	876	<b>11,718</b>
<b>October</b>	825	1,239	4,669	1,772	114	467	1,739	868	<b>11,693</b>
<b>November</b>	820	1,227	4,658	1,764	111	451	1,772	851	<b>11,604</b>
<b>December</b>	818	1,186	4,659	1,758	113	433	1,686	831	<b>11,484</b>
<b>January 2025</b>	877	1,286	4,882	1,814	124	438	1,723	857	<b>12,001</b>
<b>February</b>	896	1,292	4,934	1,817	128	440	1,714	841	<b>12,062</b>
<b>March</b>	913	1,321	5,024	1,821	125	436	1,728	844	<b>12,212</b>

Table 2. Live memberships held per site per month

- 5.11 From the 8 membership types, both children and adults have experienced growth at NSFC and BLC over the course of the year. This is extremely positive news, however DLC and SLC has experienced a net loss of members in both adults and junior memberships.
- 5.12 NSFC is the largest facility within the Company, and has surpassed the 5,000 adult member milestone, demonstrating the site is well used and attracting more members each year. Net growth equates to 13.1% with 581 more live memberships held from the start to the end of the year.
- 5.13 The junior memberships at NSFC has also experienced an 8.9% increase in membership rising from 1,587 to 1,728 on 31<sup>st</sup> March 2025.

- 5.14 Although a small centre, membership at BLC is extremely positive, with an increase of 12.3% in adult membership through the year and 22.5% increase on juniors, proving it is a popular choice in the western side of the district.
- 5.15 The membership performance at DLC is very unsteady, despite the buoyant class numbers and increased number of children's swimming lessons. The adult membership base has experienced a decrease of -2.9% during the year, whilst the juniors has seen a loss of -7%.
- 5.16 Membership at SLC has experienced a decrease over 12 months which was forecast due to the ongoing main pool closure at the centre. However, the centre went through a full redecoration programme in quarter 3 and 4 and full review of classes. The adult membership base has seen a decrease of -5.9% from 1,935 to 1,821 (-114).
- 5.17 The children's membership is doing very well with the gymnastics and trampoline course attendances rising in the year; however, this is not compensating for the loss from swimming lessons in the teaching pool. As the Committee will be aware, A4T has secured an agreement with Southwell Leisure Centre Trust to operate the centre to 31<sup>st</sup> March 2026 and within this timeframe, it is hoped that SLCT will repair the main pool and enable the older age group and more advanced lessons to return. Overall, the children's membership has seen a loss of -12.4% from 964 to 844 (-120).

## **6. Statement of regulatory compliance (including Fire Safety, any reportable incidents etc)**

- 6.1 The Company through a service level agreement with the Council, undertakes a host of health and safety and compliance works to ensure the fabric of the buildings are maintained correctly and are fit for purpose for their use. In addition, the Company ensures that the employees and customers working and using the facilities are safe when in the buildings and the Council as owners of the buildings are reassured by the operator.
- 6.2 To aid and support the reassurance for the Council, the Company employs external specialists/contractors through corporate property at Newark and Sherwood District Council, who provide the specialist advise with regards identifying appropriate contactors.
- 6.3 Throughout the year the Company works through its compliance requirements, and these can be seen below, in section 7. As further compliance areas/requirements are identified, these are added to this list.
- 6.4 For the year 2024-2025 all compliance issues identified were actioned with all remedial works undertaken by appropriately qualified individuals or companies.

## **7. Programme of compliance checks – frequency and responsible body**

- 7.1 In addition to the above compliance checks, which the Company undertakes through an SLA with Newark and Sherwood District Council, the Company also undertakes internal compliance checks, and these have been set out in the table below:

ACTIONS	FREQUENCY	RESPONSIBLE
Poolside Safety Inspections	Daily	A4T
Defibrillator	Daily	A4T
Emergency Exits	Daily	A4T
Facility Inspections	Daily	A4T
Pool Water Samples	Daily	A4T
Onsite Alarm Inspections	Daily	A4T
Legionella Flushing	Weekly	A4T
Automatic Fire Doors	Weekly	A4T
Fire Call Points	Weekly	A4T
First Aid Boxes	Weekly	A4T
Microbiological Water Test	Monthly	A4T
Fire Extinguisher Checks	Monthly	A4T
Legionella Inspections	Monthly	NSDC
Accident & Incident Logbook	Monthly	A4T
Emergency Lighting Test	Monthly	A4T
Health & Safety Meeting	Quarterly	NSDC/A4T
Pool Policy Meetings	Quarterly	NSDC/A4T
Insurance Onsite Inspections	Quarterly	NSDC/A4T
Insurance Platforms and Lifts Inspections	Quarterly	NSDC/A4T
Insurance Plant & Machinery	Quarterly	NSDC/A4T
Outdoor Pitch Inspections	Quarterly	A4T
Passenger Lift Inspections	Quarterly	A4T
Pool Hoist Inspections	6 Monthly	A4T
CHP Unit Inspections	6 Monthly	A4T
Intruder Alarm Inspection	6 Monthly	NSDC
Fire Evacuation	6 Monthly	A4T
PPE Checks	6 Monthly	A4T
Fire Alarm Systems Inspection	6 Monthly	NSDC
Automatic Doors Inspection & Service	6 Monthly	A4T
Asbestos Risk Assessment	Annually	NSDC
Insurance Renewals	Annually	NSDC

Legionella Risk Assessment	Annually	NSDC
Fire EAP Review	Annually	A4T
Internal CCTV	Annually	A4T
Business Continuity	Annually	A4T
Travel Mileage Documents Licence MOT Insurance	Annually	A4T
Fire Extinguishers	Annually	NSDC
Boiler Gas Certificates	Annually	NSDC
Inflatable Testing Inspection	Annually	A4T
Trampoline Testing Inspection	Annually	A4T
Pool Plant Inspections	Annually	A4T
Sauna Steam Inspections	Annually	A4T
Man Safe Inspections	Annually	NSDC
Risk Assessments Review	Annually	A4T
NOP Review	Annually	A4T
COSHH Review	Annually	A4T
Health & Safety Site Inspection	Annually	NSDC
Pat Electrical Inspection	Annually	NSDC
Indoor Play Equipment Inspections	Annually	A4T
Sports Hall Equipment	Annually	A4T
Emergency Lighting Testing	Annually	NSDC
Fitness Equipment Inspections	Annually	A4T
Squash Courts Inspections	Annually	A4T
Air Conditioning Inspections	Annually	A4T
Hard Wire - Electrical System	3 Yearly	NSDC

Table 3. Company compliance checks

## 8. Financial viability of A4T Financial Business Plan – medium term 3-year plan

8.1 During 2024-2025 the Company made the Council aware of their 3-year surplus/deficit forecast for the years, 2025-2026, 2026-2027 and 2027-2028. This is set out as follows as well as the 3-year investment plan:

	2025 - 2026	2026 - 2027	2027 - 2028
<b>Forecasted Deficit</b>	<b>£109,390</b>	<b>£102,415</b>	<b>£155,860</b>
<b>Reserves Contribution</b>	<b>£50,000</b>	<b>£9,655</b>	<b>£0</b>
<b>Reserves</b>	<b>£740,345</b>	<b>£750,000</b>	<b>£750,000</b>

Table 4. 3-year forecasted deficit/ Investment Plan

- 8.2 However, since the 2025-2026 budget process was undertaken during December 2024, the financial position of the Company has changed. As reported above, the Company has performed well with regards to income generation and although this has been offset by increases in expenditure, the Company remains in a more positive position than it originally forecasted. This has meant that the Company was able to contribute more to reserves resulting in a decreased deficit position in future years, as the Company will reach it's £750,000 target sooner, this has been reflected in table 4.
- 8.3 In view of this improved financial position, The Company will be revising the 2025-2026 budget after Quarter 1. The detail is still being worked through, as income generation continues to do well, however a substantial increase in utilities will take place from April 2025, based on the latest prices, which the Company has just received in April 2025.
- 8.4 As well as the increase in utilities, the operation of Southwell Leisure Centre has now altered. The Company is now operating Southwell until 31<sup>st</sup> March 2026, however, the costs associated with this are now being managed by the Southwell Leisure Centre Trust and not the Council. This will result in further changes for the Company both this year and in future years, which in turn will alter the management fee position between the Company and the Council. As this is a very recent change the financial data is not yet available, however, it will be ready for the revised budget.
- 8.5 Finally, the Company and Council are currently investigating a new operating model for the way the two organisations will deliver the leisure offer in the future. This model would mean that Active4Today would operate as an agent for the Council, collecting money on behalf of NSDC. Ultimately this model seeks to provide the most efficient VAT position for both organisations, which should see further reductions in the management fee. Currently both bodies are undertaking their respective due diligence, with regards ensuring everything remains compliant with HMRC.

## **9. Strategic Risk overview**

- 9.1 The Company has been working extremely hard over the last year in an attempt to mitigate the ever-increasing costs of utilities, across all sites. This has included a series of housekeeping measures for example, adjustment of temperatures of heating and air conditioning units, installation of photocell and Passive Infrared Sensor (PIR) devices for lighting, closing areas when not in use, installation of LED lighting and general good housekeeping throughout the facilities.
- 9.2 Although there has been advances in utilisation across the sites at Blidworth, Dukeries and Southwell (although Southwell has been contributed to, due to the pool closure), Newark remains very high on usage, both in summer and winter. Further investigations are taking place in a bid to lower the usage further.

## **10. Outcome of any formal complaints**

- 10.4 There have been no formal complaints have been received; however, the Company has a complaints process in place, which includes referral to the ombudsman in the event escalation is required.

## 11. Inclusion of customer satisfaction data

11.1 The Company undertook a repeat of the Customer Satisfaction Survey in March 2025, which is the second time this has been completed. This was available online between 1<sup>st</sup> and 30<sup>th</sup> March 2025, through the link shared on social media posts and on a push notification on the app. The link was also sent to all contacts that have a regular block booking at one of the centres. In the centre, the survey was available on ipads and tablets in reception areas as well as paper copies.

11.2 In order to encourage as many returns as possible, the survey was incentivised and those returns that include an email address, were entered into a prize draw to win one months' membership. There were 10 individuals selected at random, who received one month pass, or if they were existing members had their next monthly direct debit reduced to £0 as the prize.

11.3 There were 878 responses received, an increase of 331 (61%) which gave an overall average score of **4.35 / 5** for the question – *please rate your overall experience with us*.

11.4 Investigating the data further, with regards to specific themes of the customer experience, the scores below provide a comparison data, to the scores received in 2024:

Theme	2025		2024
Cleanliness	4.29 / 5	↑	3.89 / 5
Digital experience / app	4.04 / 5	↑	3.33 / 5
Friendliness of staff	4.50 / 5	↑	4.24 / 5
Knowledge and expertise of staff	4.41 / 5	↑	4.12 / 5
Value for money	4.28 / 5	↑	3.84 / 5

11.5 There were several positive and negative comments received. The positive comments included –

- Southwell Leisure Centre: Cleanliness and maintenance praised
- Blidworth Leisure Centre: Friendly staff and up-to-date equipment
- Newark Sports and Fitness Centre: Variety of classes and helpful staff
- General: Staff friendliness and expertise consistently highlighted across all centres

11.6 Some of the negative comments were –

- Southwell Leisure Centre: Complaints about outdated and poorly maintained equipment
- Newark Sports and Fitness Centre: Persistent overcrowding and equipment maintenance issues
- General: Cleanliness issues in changing rooms and gym areas and issues with app navigation and functionality

11.7 In summary, the comparison of customer satisfaction data from 2024 to 2025 reveals several key insights. The 2025 survey results show varied satisfaction levels across

different leisure centers, with NSFC receiving mixed reviews. Positive comments highlight friendly and helpful staff, clean facilities, and enjoyable classes. Negative feedback includes issues with equipment maintenance, overcrowding, and dissatisfaction with booking systems.

- 11.8 Suggestions for improvements include better placement of minute timers in swimming areas, more adult swimming sessions, extended gym hours, improved music systems, and cleaner changing rooms. Specific complaints mention the need for warmer showers, better air conditioning, and more varied class offerings, however overall, while there are areas of high satisfaction, there has been significant areas of improvement which has enhance the overall customer experience.
- 11.9 The ongoing collection of customer feedback has been available throughout the year, however whilst the Customer Satisfaction Survey was available, numbers significantly reduced.
- 11.10 Throughout the year, there have been 194 comments reported with an associated score applied to the visit/experience. The method provides consistency and balance in dealing with feedback, with relevant comments shared wider across the workforce.
- 11.11 At times, there are comments received that are more complex, and require a meeting or telephone call to gain a better understanding of the issue. This enables the customer to discuss the concerns with a Director and establish a course of action at that time. This approach has been well received by customers.
- 11.12 In terms of the nature of the comments, below provides an overview –
- Accidents and incidents - 3
  - Facilities - 63
  - Positive staff feedback - 38
  - Negative staff feedback - 12
  - Programming - 48
  - Systems and pricing - 14
  - Miscellaneous - 16
- 11.13 Examples of the comments received have included –
- Overcrowding in exercise classes
  - Overcrowding and lane swimming etiquette of other swimmers
  - Safe storage of equipment
  - Organised and attentive fitness instructor at DLC
  - Excellent personal training sessions with Personal Trainer at NSFC
  - Positive comment about the recent price increase and still presents excellent value for money
- 11.14 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 – 25
- Score of 3/5 – 35
- Score of 4/5 – 21
- Score of 5/5 – 63

## 12. Staff training plan

- 12.1 The Company has an annual training budget to provide regular training for existing staff to ensure that required qualifications for particular job roles are maintained and up to date. These include pool lifeguard and first aid.
- 12.2 In addition, training and workshops are delivered in house where gaps in knowledge are identified amongst specific teams, i.e. customer care, fraud awareness, legionella, pool plant.
- 12.3 To boost the training and development opportunities due to many staff working remotely, in discussion with NSDC HR colleagues, the Company has also purchased the Ambition Academy software for all staff and will be rolling this out in quarter 1. A mandatory list of modules on the platform has been created, as well as selected modules for different roles. This will be assigned and shared with staff when it goes live.
- 12.4 Below is a table presenting the training delivered in 2024-2025 and the planned training for the forthcoming year.

Date	Training description	Staff members
April and May 2024	Free Weights Monitoring refresher	Leisure attendant and fitness instructors
May 2024	Rest Centre champion awareness workshop	Operations managers
Various dates in year	First Aid at Work renewal	Operations managers
June 2024	Incident management	Operations managers
June and December 2024	Management workshops	Operations managers
August 2024	Apprenticeship Level 3 Finance Assistant	Finance Assistant
August 2024	STA Swimming teachers award	New/existing staff
September 2024	Master's in business administration (MBA)	Director
September 2024	Use of Evac Chair / Ski Pad	SLC staff
September 2024	ILM Level 3 Introduction to Management	Receptionist
October 2024	ILM Introduction to Management workshop	Operations managers
October 2024	Pool Lifeguard	New/existing staff
November 2024	CPD for fitness	Fitness teams
December 2024 began	Apprenticeship Level 2 Fitness	Fitness apprentice
March 2025	CoursePro (children's lesson management software)	Coaches and OM leads
February 2025	Customer Service workshop re call handling	Customer service teams
March 2025	Mental health awareness	Fitness instructors
Monthly	Ongoing CPD for pool lifeguard	Leisure attendants

<b>Planned for 2025/2026</b>	<b>Training description</b>	<b>Staff members</b>
April 2025	CPD for fitness delivered by Life Fitness	Fitness teams
May 2025	STA Swimming Teaching Tutor Award	Operations manager
June 2025	Conflict resolution and negotiation	Operations manager/reception
June 2025	Ambition Academy roll out – Safeguarding Equity, diversion and inclusion Handling complaints	All staff
July 2025	GP Referral course	Fitness instructor at NSFC
August 2025 to complete	Apprenticeship Level 3 Sport and Health Officer	Sports Development Assistant
August 2025 to complete	Apprenticeship Level 3 Duty Manager	Leisure attendant
August 2025	Pool Lifeguard	New/existing staff
September 2025	Neurodiversity for coaches	Coaching staff
November 2025 to complete	Apprenticeship Level 2 Fitness	Fitness apprentice
Monthly	Ongoing CPD for pool lifeguard	Leisure attendants

Table 6. Staff training plan

2. Active4Today - Performance Indicators 1<sup>st</sup> April to 31<sup>st</sup> March 2025

<b><u>Active4Today Performance Indicators</u></b>	<b>31st March 2024</b>	<b>31st March 2025</b>	<b>Growth (+) Decline (-)</b>
No. of User Visits - TOTAL	1,101,987	1,102,936	+0.09%
No. of Leisure Centre user visits - Children (under 16) - TOTAL	341,615	341,686	+0.02%
No. of Leisure Centre user visits - Aged Over 60 - TOTAL	116,987	160,923	+37.56%
No. of Leisure Centre user visits - Deprived areas - Total users	22,039	44,388	+101.41%
No. of individuals referred to Active4Today from a health professional - Total	384	444	+15.63%
No. of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	144	229	+59.03%
No. of Community Groups supported by Sports Development	133	174	+30.83%
Live Leisure Centre Membership base (adults) - Total	8,077	9,079	+12.41%
Live Leisure Centre Membership base (children) - Total	3,093	3,133	+1.29%
Number of people on concessionary membership	501	530	+5.79%

### 3. Active4Today - Sports Development Report 1<sup>st</sup> February to 31<sup>st</sup> March 2025

#### Appendix II

#### **PERFORMANCE MANAGEMENT REPORT, FROM 1<sup>ST</sup> FEBRUARY TO 31<sup>ST</sup> MARCH 2025** **SPORTS DEVELOPMENT UPDATE**

#### **Community Development**

The sports development team attended meetings with:

- Sport England, Club Welfare Officers for Nottinghamshire, who had been asked to engage with local clubs on a 1-2-1 and group support basis through Newark and Sherwood Sports Council meetings and events.
- Hawtonville Partnership to understand current opportunities and promote 'Footy Fun' sessions to other local service providers.
- Mending Lines and Balderton Angling Club, to support a safe and appropriate exit route for juniors into the club, ensuring club policies are in place prior to junior engagement.
- Coalfield Regeneration Trust (CRT) to understand how they can support local clubs and businesses in ex-mining areas.
- Key partners including CRT and NSDC at Blidworth Cricket Club, to enable sports clubs located at the site to secure a lease agreement. Once created this document will support future funding applications for each club's facility improvements.
- Newark and Sherwood Sports Council (NSSC) committee and working group members to assist with their member only event. Officers have also created a hidden web page for NSSC member use, on the Active4Today platform.

The team has provided a range of advice, support and funding opportunities to clubs across the district and has supported 18 community sports clubs during this period.

The final grant panel received applications from sports including cricket, baseball, cycling, lifesaving, squash, archery and paddle sports.

Talented Individual	Coach and Official Development	Community Engagement	Club Development
4	2	1	3

Grant reviews have been completed back to 2022 and have been programmed to post across Active4Today's social media platforms including Facebook and TikTok.

Following a successful period of engagement in the fitness suite at Newark Sport and Fitness Centre, parents of Orchard School students were given an introductory tour of facilities and were invited to watch their children participate in weekly gym session. The parents and Head Teacher were thrilled with the facilities, the student engagement and staff support. Students have been given an active card, so they are able to access the gym outside of school time.

Officers and the sports development apprentice attended the DWP Young People's (work) event at Castle House to discuss employment opportunities at Active4Today, the VISPA and apprenticeship schemes. This event was followed by an 'Apprentice Fair' which was attended by

both the Sports Development and Fitness apprentice, who spoke to other young people about their experiences with the Company.

Active4Today received six DWP bursary applications from teams at DWP (Newark and Mansfield), Standguide, and the Probation Service. The bursary aims to support long-term unemployed individuals (ages 18-67) residing in Ollerton, Boughton, and Newark by increasing physical activity levels and improving both physical and mental wellbeing. Four applications were successful and will receive support and monitoring throughout their 12-month membership.

To promote this bursary further the team were invited to present information at the NSDC Tenancy Officers monthly meeting and were subsequently invited to attend Vale View to discuss physical activity opportunities with tenants.

### **Active and healthy lifestyles**

Mental health awareness training has been delivered to fitness instructors across all four sites, with those attending achieving a Mental Health Awareness certificate.

During February and March, there were 72 exercise referrals received, with an uptake rate of 62% (45 referrals).

Active4Today collaborated with 74 referral partners in 2024/2025, a 12% increase on the previous year. There were 444 individual referrals received (an increase of 16%) with 50% of these applications originating from GP practices. Referrals were received for 21 different medical conditions.

Musculoskeletal (MSK) conditions remained the most common, accounting for 26% of referrals, obesity was the second most common condition at 24% and cardiovascular disease (CVD) became the third most common referral reason at 9%, replacing Diabetes from the previous year.

During this 12-month period 229 individuals took up a referral membership, equating to an overall uptake of 52%. This represents a 59% increase on the previous year.

Between April and December 2024\*, 102 individuals converted from a referral membership to an Activo Membership, representing a 45% conversion rate.

Site	% increase		Conversion to membership*
	Referral applications	Uptake	
BLC	56	48	6
DLC	65	49	21
NSFC	2	53	60
SLC	20	55	15

\*Full year figures will be available from August 2025

The team continued to engage with businesses across Newark and Sherwood through Newark Business Club, interacting with three current partners and providing wellbeing checks to 85 employees. There were 11 individuals referred to their GP for with high blood pressure; there

was also a notable increase in younger people aged 25-35 displaying high blood pressure. Additionally, in March Motorfinity were secured as a new corporate partner.

During February, sports development staff attended group physiotherapy sessions for patients with Parkinson's at Newark Hospital. The team engaged with 9 additional patients, with 3 transitioning to Active NeuroFit sessions after their hospital sessions concluded.

The Active Lifestyles Officer has been collaborating with fitness teams to explore swimming opportunities for MSK patients across Sherwood. Efforts are ongoing to establish swim sessions at Dukeries Leisure Centre, to expand the exercise referral offer in Ollerton.

At the end of March, sports development staff attended an MSK Staff Wellbeing Marketplace at Castle House. They delivered chair-based exercises for office workers and shared health and wellbeing information with general staff attending the event.

During March, sports development staff attended the Mid Notts Integrated Neighbourhood Working - Community of Practice meeting in Kirkby-in-Ashfield. Partners from NHS, Health, and leisure sectors in Newark and Sherwood convened to share best practices, identify collaborative working methods, and map out district-wide priorities

The Active Lifestyle Officer has been supporting the Active Ollerton initiative by engaging with local businesses, schools, and housing developments to promote physical activity in Ollerton and surrounding areas

### **Inclusion**

Active4Today ran a programme of holiday activities at NSFC, SLC and DLC which attracted 621 visits (507 wet side/114 dry side) during the February half term holidays. Activities across the 3 sites included badminton, squash, racket ball and swimming. There were 2 free sessions (swim/family sports) held at Dukeries Leisure Centre, which engaged a total of 30 people, and a total of 23 people took part in family sports sessions (all sites).

There were 83 children that participated in Sports Camps, with 97% of places filled at NSFC. The attendance at DLC was 40% and SLC was 52%, an increase when compared to the previous holiday periods during 2024-2025.

There have been 2 volunteers that have supported Sports Camps during the February Holiday Activity programme at DLC and NSFC.

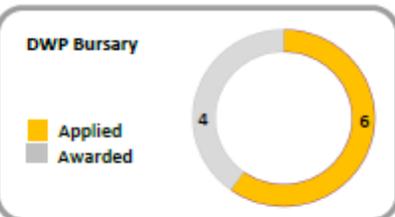
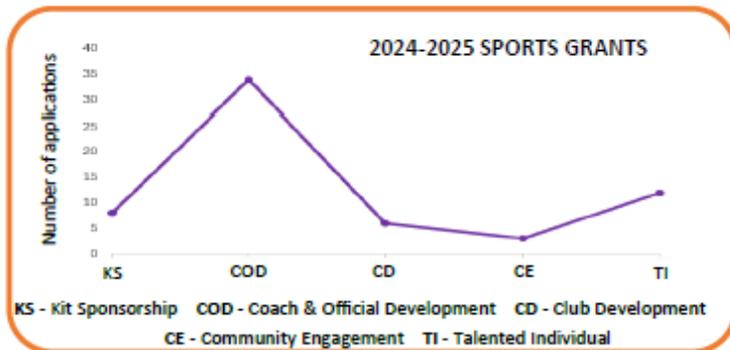
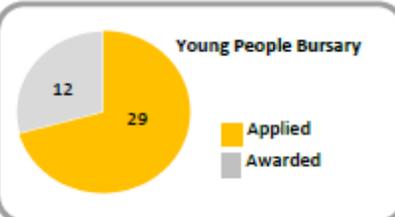
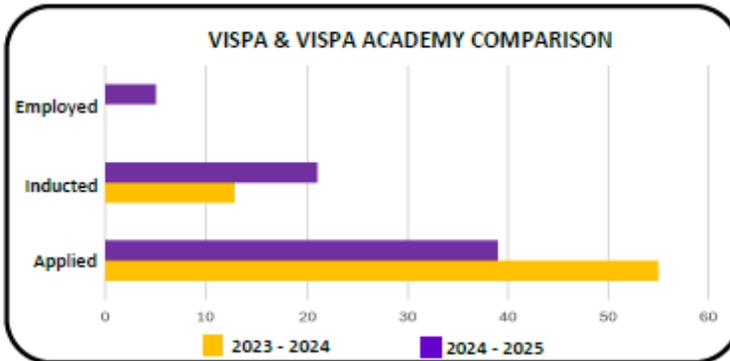
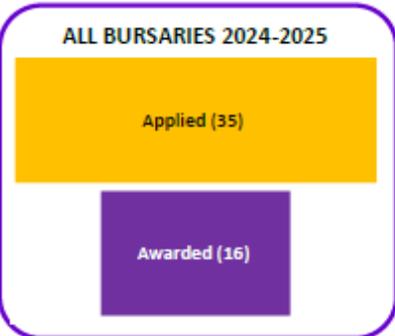
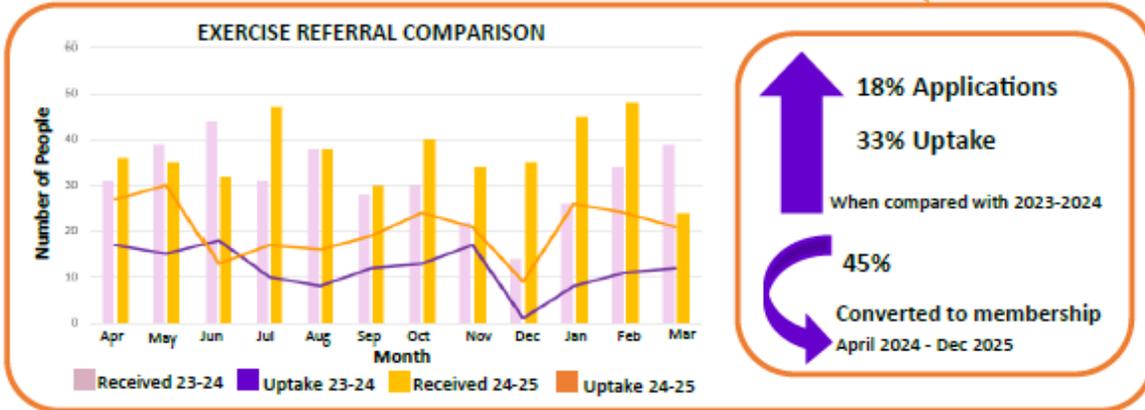
During 2024-2025, Active4Today recorded a total of 1,147 user visits at NSFC, DLC and SLC for holiday activity sessions; these included sports camps, free wet and dry side activity sessions and Holiday Activity and Food (HAF) sessions. Notably, 533 visits were to sports camp sessions, which represents a 29% increase in visits when compared to 2023-2024.

During this period, the team attended The Magnus Academy and Dukeries Academy Careers Fairs. Information regarding the VISPA programme and workforce opportunities was provided to 180 students interested in joining the sport and leisure sector. Subsequently, 5 VISPA applications were received, leading to the induction of 3 new volunteers.

Active4Today received 39 VISPA applications during the 2024-2025 period, which resulted in 20 young people being inducted into the volunteering programme, this is an increase of 54% on the previous year. Additionally, 4 VISPA volunteers progressed through the VISPA Academy programme, completed STA, instructor training and secured employment with the Company in 2024-2025.

During this period the CAP-funded 'Footy Fun' sessions commenced at Hawtonville Young People's Centre. Weekly football sessions have been delivered by the sports development team during March, alongside Nottingham Forest Community Foundation staff. The sessions were supported by NSDC officers who provided a remote control car activity to promote alcohol awareness; there were 73 young people engaged in the first five sessions.

# Sports Development - 2024/2025





Report to: Executive Shareholder Committee: 8 July 2025  
 Director Lead: John Robinson, Chief Executive  
 Lead Officer: Andy Dewberry, Arkwood Developments Limited

Report Summary	
<b>Type of Report</b>	Open Report, Non-Key decision
<b>Report Title</b>	Arkwood Developments Performance – Quarter 4 2024-25
<b>Purpose of Report</b>	To present the performance of Arkwood in Quarter 4
<b>Report Recommendations</b>	That Members note the Arkwood Performance Report (attached as the <b>Appendix 1</b> and consider company’s performance against its targets and objectives highlighting any areas of high performance and identifying areas for improvement.
<b>Alternative Options Considered</b>	None, this report presents the performance of Arkwood.
<b>Reason for Recommendations</b>	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 4 Arkwood Performance report (**Appendix 1**).

## 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**

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

## Data Tables – Executive Shareholders

Data exported from the database 22/05/25.

Code	Indicator Name	21/22 Q4 YTD Value	22/23 Q4 YTD Value	23/24 Q4 YTD Value	24/25 Q4 YTD Value	24/25 Q4 YTD Target	24/25 Q4 Business Manager Comments
ARK002	Number of homes delivered through our housing development company Arkwood	20	55	79	89	Trend	We are slightly behind on target completions at Manea which has been due to some site issues. This issue has now been resolved with our delivery partner and we are expecting the programme to fall back into line in the next couple of months. This has not impacted upon completed sales and future sales reservations.
ARK003	Number of plots commenced to date through our housing development company Arkwood	79	87	87	149	Trend	We are ahead of programme on started plots.
FIN019	Arkwood - forecast pre tax profit for the year	New for Q1 24/25	New for Q1 24/25	New for Q1 24/25	-£77,000	Trend	