NEWARK & SHERWOOD
DISTRICT COUNCIL

Castle House
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NG24 1BY

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Monday, 13 July 2026

Chair: Councillor P Peacock

Members of the Committee:

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

MEETING:	Executive Shareholder Committee
DATE:	Tuesday, 21 July 2026 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 Nigel Hill on Nigel.hill@newark-sherwooddc.gov.uk.

AGENDA

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.

None.

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, 24 March 2026 at 6.00 pm.

PRESENT:	Councillor P Peacock (Chair)
	Councillor J Kellas, Councillor S Forde, Councillor C Penny, Councillor S Crosby and Councillor P Taylor
ALSO IN ATTENDANCE:	Councillor N Allen and Councillor J Lee
APOLOGIES FOR ABSENCE:	Councillor R Cozens and Councillor L Brazier

41 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.

42 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

Councillor S Forde declared an Other Registerable Interest as a Director of Active4Today.

Sanjiv Kohli declared an interest as a Director of Arkwood Developments.

43 MINUTES FROM THE PREVIOUS MEETING HELD ON 9 DECEMBER 2025

The minutes from the meeting held on 9 December 2025 were agreed as a correct record and signed by the Chair.

44 ACTIVE4TODAY PERFORMANCE - QUARTER 3

The Business Manager - Healthy Places and the Managing Director for Active4Today presented the performance report for the period 1 April 2025 to 31 January 2026. It was reported that the company's performance remained strong across both usage and membership and income and expenditure. It was noted that the company would cease its management of Southwell Leisure Centre on 31 March 2026 with Parkwood Leisure taking over.

The report also sought approval for the draft Business Plan for 2026-27 which showed a strong alignment with the Council's ambitions to improve health and wellbeing with an emphasis communities with lower levels of life expectancy.

AGREED (unanimously) that the Executive Shareholder Committee note the performance of Active4Today up to period 10, 2025-26 and approve the Business Plan 2026 - 2027 as detailed in Appendix 4 to the report.

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:
None, this report presents performance information for Active4Today.

45 ARKWOOD DEVELOPMENTS PERFORMANCE - QUARTER 3

The Non-Executive Director and Managing Director - Arkwood Developments Limited presented performance information for Quarter 3. The Committee were given updates in respect of The Osiers Development, Manea; Mill View Meadows, Wirksworth; Lowfield Lane, Balderton; Long Bennington; and Stodman Street in Newark. The Committee were also informed of future pipeline projections and strategic priorities for the company.

The Committee referred to the financial position of the company and the potential returns on future developments which were being delivered within budget.

AGREED (Unanimously) that the Arkwood Performance Report, attached as an Appendix to the report, be noted and the Committee consider the 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:
None, this report presents performance information for Arkwood Developments.

46 EXCLUSION OF THE PRESS AND PUBLIC

AGREED (unanimously) 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 Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act.

47 ACTIVE4TODAY - STAFFING REPORT

The Committee considered the exempt report in relation to Active4Today staffing arrangements.

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

Meeting closed at 8.15 pm.

Chair

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to: Executive Shareholder Meeting: 21 July 2026

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

Director Lead: Suzanne Shead, Housing

Lead Officer: Cara Clarkson, Asst. Director – Housing Strategy & Service Development

Report Summary	
Report Title	Active 4 Today Performance Outturn for the financial year 1 April 2025 - 31 March 2026
Purpose of Report	This report presents the performance of Active 4 Today for the period 1 April – 31 March 2026.
Recommendations	That the Executive Shareholder Committee note the performance of Active4Today for the financial year 1 April 2025 – 31 March 2026.
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 Council's Community Plan.

1.0 <u>Background</u>

1.1 Oversight of Active4Today (the Council's wholly owned leisure company) is achieved through the Council's nominated representatives on the Board of Active4Today, quarterly monitoring of the management agreement at officer level through the Directorate for Housing, and through the Executive Shareholder Committee.

1.2 This cover report provides the highlights for committee with appended documents to this report:

1. Report from the Managing Director 1st April 2025 to 31st March 2026
2. Performance Indicators 1st April 2025 to 31st March 2026
3. Sports Development Report 1st April 2025 to 31st March 2026
4. NEW- Exercise Referral Scheme Annual Report 2025-2026
5. NEW – VISPA Volunteering Referral Scheme Annual Report 2025-2026
6. Year End Accounts – Year 2025-26

1.3 From Quarter 1, 2026-27, the officer lead for the contract oversight of Active4Today will pass to the Assistant Director Culture and Communities under the Director of Communities and Environment. This is to retain alignment with health improvement work and work on the wider building blocks of health, undertaken by these teams.

2.0 Performance Overview

2.1 **Appendices 1-6** provide a detailed overview of the company's performance in the last year.

2.2 Key for the Committee to note:

- The company has achieved a strong financial year-end position. The Council's financial system includes a budgeted management fee of £109,390 for Active4Today (A4T) for the 2025–26 financial year and the company has out turned with a surplus of £27,617 – the company has therefore operated without any subsidy or management fee in 2025-26. The surplus of £27,617 has been added to the company's reserves.
- Active4Today has ceased as the operator of Southwell Leisure Centre from 1 April 2026.
- The company has demonstrated "robust and internal processes" following an internal audit of income collection.
- The water issue at the Dukeries Leisure Centre, previously reported to Committee in March 2026, remains outstanding, with a provisional budget set aside for historic water usage at the site.
- During the year the company installed Air-X (inflatable play) both poolside and dry-side in the Dukeries Leisure Centre, following investment from the council. A report to the committee, on the success of this investment, will be provided following a full year's operation.
- The company has restructured to provide stable leadership for the company during both Local Government Reorganisation and the phased retirement of the current Managing Director.
- Satisfaction with services is high – the annual survey has returned a satisfaction rating of 4.42/5 for the question *please rate your overall experience with us*.

2.3 A future report to this committee will include:

- A draft proposal on the use of any surpluses generated by the company's activities
- A draft proposal on the use and quantity of company reserves.

3.0 Implications

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

Implications Considered **Yes – relevant and included / NA – not applicable**			
Financial	Yes	Equality & Diversity	
Human Resources		Human Rights	
Legal		Data Protection	
Digital & Cyber Security		Safeguarding	
Sustainability		Crime & Disorder	
LGR		Tenant Consultation	

Financial Implications – (FIN26-27/1594)

3.1 The Council's financial system included a budgeted management fee of £109,390 payable to Active4Today (A4T) for the 2025–26 financial year. However, A4T reported an outturn surplus of £77,617 in its accounts. Of this, £50,000 was already planned to be transferred to reserves, with the remaining £27,617 also added, bringing the total reserve transfer to £77,617. As a result, A4T's reserves stood at £767,962 as at March 2026. Given this position, no management fee is required, which has been reflected in the Council's outturn.

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

CABINET – SHAREHOLDER MEETING

21ST JULY 2026

OUTTURN REPORT 1ST APRIL 2025 – 31ST MARCH 2026

1. REPORT PURPOSE

1.1. To provide the Shareholder Committee with the outturn position for the year, between the dates 1st April 2025 – 31st March 2026.

1.2. To provide the Shareholder Committee with the 2025 - 2026 final audited accounts for Active4Today Ltd (A4T) attached at appendix VI.

2. OVERVIEW

2.1 The Committee will be aware, that the Company finished the 2024 – 2025 year in a strong position, with a deficit figure at outturn of £29,843. This represents the best financial performance for the Company, which is excellent given it included, the continuation of operations at Southwell Leisure Centre, with no main pool.

2.2 As a result of finishing the 2024 – 2025 year in a good position, the start of the 2025 – 2026 financial year, commenced at a higher financial starting point than the original forecast.

2.3 Attrition rates across the membership base (cancellations v new members), remained relatively low, which is testament to the hard work of the fitness teams.

2.4 Utilities experienced an increase in usage across several sites, and this was particularly noticeable for gas usage at Newark. Utility prices for 2025 – 2026 increased by an average of 12% over the previous financial year and as expected, this had a significant impact on the budgets for the Company.

2.5 Active4Today signed the Interim Leisure Agreement (ILA) with Southwell Leisure Centre Trust to operate their facility until the end of the 2025 – 2026 financial year. The contract was signed on 22nd May 2025, and any deficit rising from the operation of Southwell from this point, was to be met by the Trust.

2.6 During January 2026, the Southwell Leisure Centre Trust confirmed its new operator for the site, as Parkwood Leisure, who took over the leisure centre from 1st April 2026. Active4Today is currently finalising the final invoice payment with the Trust and once this is paid, the ILA, which both parties signed up to, will be complete.

2.7 All staff, who had a substantive number of contractual hours and all relief postholders with regular hours that worked at Southwell Leisure Centre, were all TUPE'd to Creative Active Futures (a company within Parkwood) from 1st April 226. This process was supported by human resources, to ensure all employment law was complied with correctly.

2.8 During quarter 2 and quarter 3 of 2025 – 2026 financial year, the Company revised its budgets to enable accurate and up to date reporting to take place. The revised budget also included the separation of Southwell's budget from the Active4Today budget due to the ILA.

2.9 During 2025 – 2026, a price alignment exercise took place, which increased a large proportion of memberships by £1. However, membership sales and retention data remain stable, with less cancellations generated, than forecasted. Along with the budget starting higher than expected compared to the initial forecast, this has resulted in increased income throughout the year.

2.10 As reported previously to the committee, the Company alongside the Council completed the necessary documentation with solicitors to finalise the implementation of the Agency Model. The main benefit of this model is to reduce the amount of VAT the Company can recover. The financial implication of this is that the Company will be able to recover the VAT on all its purchases, where previously it was unable to. This new process, commenced on 1st April 2026.

2.11 During the year, the Company secured lease finance for new studio cycles across all three-leisure centre (Newark, Dukeries and Blidworth) and these were delivered on 15th January 2026. The cycles represent an investment of over £230,000 over five years and once the lease payments are completed, the cycles will be retained by Active4Today. The cost of this purchase in year one was over £60,000 and was contained within the in-year revised budget.

3. CURRENT POSITION

3.1. As reported above, the Company recently purchased studio cycles through a lease option. To ensure this was correctly recorded financially, the process was agreed with the Company's accountants (Wright Vigar). The full cost of the cycles has been included within the Company's revenue expenditure in year.

3.2. After advice regarding the treatment of the lease, the Company is treating the studio cycles as an asset and liability on the balance sheet. This is due to a change to IFRS 16 leases, which state that leases are now required to be recognised on the balance sheet as a right-of-use asset and a corresponding lease liability applied. In summary, this means that the full in year expenditure of over £60,000 cannot be treated as an in-year expense. Instead, only an element of this, which equates to approximately £30,000 can be an in-year cost. The remaining amount of approximately £215,000 is then allocated to the balance sheet and shows as an asset and liability value.

3.3. Active4Today completed the internal audit on income collection, with the internal auditors (Nicholsons) during February 2026. The audit was a success with the audit finding that the Company displayed robust and effective internal processes. The main recommendation, however, is that the Company should investigate the use of integrated systems, for income collection as currently the system in place relies on manual intervention throughout the process. That said, during the audit testing, no errors with the current system were identified.

3.4. The Company has operated using these processes for several years and the system is integrated with the Council's software, with Active4Today being a user of their system. Management procedures are in place and appear sufficiently robust, as there have been no errors identified to date. The Company will, however, investigate the option to implement interfacing systems where possible, to further reduce any risk.

3.5. The Company along with the Council are currently investigating an issue with water usage, involving the Fire and Rescue Centre, located on the Dukeries Complex. It appears there has been an historical issue with the water records at the centre, since the introduction of the new swimming pool in July 2021. As a result, Active4Today has made provision within the 2025 – 2026 budget, for historical water usage at the site, if a settlement payment is required.

3.6. Communications to customers regarding Southwell members and their memberships took place during January, February and March 2026, to ensure customers were aware of the changes and the opportunities available to them, if they wished to remain a member with Active4Today. The Company has retained several members, and this will be monitored throughout the 2026 – 2027 financial year, as this may change again, as Parkwood aim to re-open the closed main pool and teaching pool at the site.

3.7. As part of the Company's social responsibilities, it has continued to support many residents within the community throughout 2025 – 2026 and these have included offering:

- 385 1-day passes allowing FREE access to all leisure centres
- 566 3-day passes allowing FREE access to all leisure centres
- 14 concessionary membership types, offering financial discounts to many adults, juniors, 60+ and students, who meet the criteria aligned to the Department of Work and Pensions
- 15 full membership bursaries for adults supported by DWP, based on a criteria of need
- Over 45 free memberships to adults and junior refugees, talented individuals and bursaries for young people

- Over £12,000 in grant aid provided to clubs and individuals
- 40 clubs awarded funding
- Provision of recycling and clothing banks at leisure centres
- Access by 271 individuals into the Company's GP referral scheme, offering heavily discounted memberships, for those who qualify
- Successful funding received from Office of Police and Crime Commissioner of £67,000 for a 3 year 'Positive Pathways' project

4. FINANCIAL HEADLINES UP TO 31st MARCH 2025

4.1. Set out in the table below (table 1), Active4Today has provided the year-end 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 for 2025 – 2026, the revised budget at period 9, the final outturn budget and the variance between period 9 and final outturn.

4.2. In addition, attached at appendix I is the final accounts for the Company, which are provided for the committee.

Budget Category	Original full year budget for 2025 – 2026	Period 9 revised budget for 2025 – 2026	Final outturn budget for 2025 – 2026	Variance between the revised budget and final outturn
Membership income	-£3,772,210	-£3,250,950	-£3,277,715	-£26,765
Pay and play income	-£298,800	-£248,400	-£258,797	-£10,397
Facility hire income	-£430,300	-£389,400	-£401,981	-£12,581
Other income	-£103,700	-£98,500	-£93,719	£4,781
Total income	**-£4,605,010**	**-£3,987,250**	**-£4,032,212**	**-£44,962**
Staff	£2,805,600	£2,266,500	£2,190,459	-£76,041
Premises	£838,200	£721,850	£738,823	£16,973
Supplies and services	£1,020,600	£931,500	£1,025,313	£93,813
Total expenditure	**£4,664,400**	**£3,919,850**	**£3,954,595**	**£34,745**
Transfer to reserves	£50,000	£50,000	£50,000	£0
- Surplus/Deficit	**£109,390**	**-£17,400**	**-£27,617**	**-£10,217**

Table 1 - Financial performance update

4.2. The committee will note that within the table above, the period 9 revised budget and the outturn figures for income and expenditure are lower than the original budget. This is due to Southwell Leisure Centre's income and expenditure, being included within the original budget. However, from 22nd May 2025, this budget was extrapolated from Active4Today's budgets, due to the agreement with the Trust, with any deficit arising from the operation of the leisure centre, being met by the Trust separately to Active4Today's finance.

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

I. **Membership income –** At the outturn position this budget has a positive variance of £26,765. This is reflective of the recent increase in sales, against the targets across the membership categories, which is attributed in part to the uptake in junior membership courses at Newark and Dukeries, from Southwell users, when the teaching pool closed in March. Cancellations remain at the expected levels, as set out in the budget.

II. **Facility hire/pay and play income** – This income budget has a positive variance of £22,978 across the Company. Both wetside and dryside pay and play, and facility hires across all sites show favourable variances against the revised budget. There has also been an increase in wetside facility hire at Newark Sports and Fitness Centre, following an increase in pool time from Newark Swimming Club.

III. **Other income –** This income budget has a negative variance of £4,781. This is largely made up of a decrease in vending income following the removal of a coffee machine at Newark Sports and Fitness Centre and a snack machine at Dukeries Leisure Centre. The Company has since found a new supplier for these provisions.

IV. **Staffing** – This budget has seen a significant reduction of £76,041 in the outturn position. This is in the main due to the provision for a marketing post, which has remained vacant throughout the year. This original forecast equated to approximately £50,000, including on costs and the provision was made. However, although recruitment has not taken place in 2025 – 2026, this has been included within the 2026 – 2027 budget, and forms part of the new restructure, which was approved by the Board and Council during quarter 4. The Company has now commenced the recruitment for the identified post.

This budget line also included a training element, which is for staff to attend and complete several mandatory training modules. Much of this training however, took place during October and November, with payments to staff taking place in December. There remains a large element which has been budgeted for and not claimed by staff, due to several employees undertaking the training whilst at work. This contributed to the underspend, with a value of approximately £9,500.

Finally, there was a saving within the finance and memberships team, where recruitment for a post took place later than forecasted within the year, realising a residual amount at year end. This will be fully committed within 2026 – 2027.

V. **Premises** – This budget is overspent by £16,973 across the expenditure codes. This is predominantly made up of a £16,000 overspend to the repairs and renewals budget line.

This additional amount is not specifically for one item of expenditure, however, supports several different works including, the development of a party room at Dukeries Leisure Centre, following the installation of the Air-X, increased decoration at Dukeries Leisure Centre, security works at Blidworth Leisure Centre and new storage provision at Newark Sports and Fitness Centre.

VI. **Supplies and services** – Overall this budget line is overspent by £93,813 across several budget headers at the outturn position. As set out previously in the report, the impact of the treatment of the studio cycles has meant that the contractual services budget and bank charges outturn position has seen an underspend of £30,773 and an overspend of £7,685 respectively. In addition, professional services has now received additional provision at year end, to cover the potential settlement costs at the Dukeries Leisure Centre, regarding the historical water issue.

In addition to the above, irrecoverable VAT is showing an increase of £9,400 at year end. This is due to overspends across several codes which incur VAT, and which the Company cannot reclaim due to its partial exemption position. The NSDC support costs have increased due to the EICR testing, which was not included within the revised budget. This compliance requirement occurs every 3 years and costs circa £13,300.

Finally, equipment costs across the Company are showing a £23,420 overspend at the outturn position. This is made up of several essential purchases that the Company made in the quarter 4, including vacuums, a scrubber dryer, a pool vacuum, furniture, asset tags and gym equipment.

VII. **Transfer from balances** – This line historically represented the expected shortfall of the Company's budget at year end. When the budget was set in December 2024, there was an identified shortfall of £109,390 with the information known at that time. During quarter 3 (period 9) this had been revised in line with the relevant updates to income and expenditure.

This included increases to membership income and the change to the funding of Southwell Leisure Centre, with any deficit being attributed to the Trust and not the Council. As a result of these changes, the revised budget showed a surplus position of £68,200. During quarter 3 (period 9) this was adjusted again to account for the leasing of the studio cycles, which reduced the surplus position to £17,400. The final outturn resulted in the year end surplus position of £27,616.87.

VIII. **Reserves -** The Company has maintained its reserve at year end. Currently the reserve position is £767,960, which includes the annual contribution of £50,000, as well as the additional £27,616.87 from the in-year surplus.

5. FURTHER FINANCIAL UPDATES

5.1. The Company and the Council agreed to the implementation of the Agency Model which required legal advice and work to update the operating lease and agreements, which includes the treatment of any deficit or surplus position.

5.2. The Company alongside the Council is undergoing the process to upgrade the financial management system of both organisations. A representative from the Company is part of the project team, to implement the new system. This has a project target date of November 2026. In the meantime, the finance team will be testing the new system alongside the current system, to ensure accurate migration of data.

5.3. In the last report to the Shareholder Committee, the Company shared the 3-year surplus/deficit forecast. This it set out below in table 2, as well as the 3-year investment plan.

	2026 - 2027	2027 - 2028	2028 - 2029
Forecasted Surplus	£52,580	£53,840	£38,410
Reserves Contribution	£25,000	£25,000	£25,000
Reserves	£792,962.06	£817,962.06	£842,962.06

Table 2. 3-year forecasted deficit/ Investment Plan

5.4 The investment plan identifies a £25,000 forecast, which has been agreed within the Agency model governance, for the Company to retain, as an incentive to develop additional activities and programmes, to support increased utilisation.

6. OUTTURN REPORT

6.1. As per discussions with the Council, the Company presents this report for the Council to 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.

6.2. 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.

6.3. **Performance against the annual Business Plan Actions and Performance Indicators**

	AIMS	LINKS TO COMMUNITY PLAN	ACTION	PROGRESS TO 31ST MARCH 2026
1.	**Healthy and active lifestyles**			
1.1	Children and young people	Improve health and wellbeing / Raise people's skills level and	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	Activities held over 6 holiday periods at DLC and NSFC engaged 692 participants in free fun swims, squash and family sport sessions.

		create employment opportunities for them to fulfil their potential / Reduce crime and anti-social behaviour		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.	Whilst no HAF funding was awarded during 25/26, previous participants were offered the opportunity to access free swim passes at NSFC and DLC during the summer holiday period. 41 free passes were allocated.
			c)	Develop the school holiday provision to include developmental sports clubs and provide experience for VISPA volunteers.	Newark Castle Archers and Newark Amateur Boxing Club participated in the holiday activity programme at NSFC which engaged 45 children.
			d)	Support the N&S Council to offer events to engage with new junior members.	The sports council and member clubs were invited to attend 4 community events, including the Nottinghamshire Show and Positively Empowered Kids summer festival. NSSC Social Networking and AGM events engaged 12 clubs.
			e)	Identify 2 areas in the district for delivery of holiday activities with partners including Anti-Social Behaviour team and Youth Service	Glow-in-the-dark basketball at DLC, boxing fitness at Hawtonville Young People's Centre, and a girls-only session at NSFC were delivered over February half term and Easter holiday periods. Sessions were promoted through ASB and youth engagement teams attracting 57 young people to sessions.
1.2	Inclusion	Improve health and wellbeing / Reduce crime and anti-social behaviour	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	A total of 13 applications were submitted by NCC Family Support and Safeguarding, TuVida, Suthers School, Magnus Academy, Dukeries Academy, and Joseph Whitaker School. Of these, 12 were approved at the panel and remain actively involved in the scheme.
			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.	Complete – Insights gained from delivering group gym sessions and community sport activities with Orchard School led to the development of a new bursary scheme for young people with SEND. The scheme opened in June for applications from partner organisations, including Portland College, Wings School, REAL Education, Newark Orchard School, and Hope House School. There were 8 applications approved.
			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.	Residents at Pathfinders Care, engaged in 10 weeks of Boccia sessions at DLC. Delivered in partnership with Boccia England, Notts Boccia Club and A4T coaches, 8-12 residents attended sessions each week. Other organisations were approached to participate and include Newark Autism Support Group and My Sight, Newark.

			d) Identify other areas in the district for addressing anti-social behaviour with young people with physical activity sessions.	Funding received from Nottinghamshire Office of Police and Crime Commissioners enabled diversionary boxing and basketball activities to take place in hot-spot areas of Newark and Ollerton. Sessions engaging 97 unique young people resulting in 347 user visits between January and March.
			e) Identify sessions/activities, once per month that can be offered on a 'Pay what you can' basis.	In light of limited availability, a number of sessions and activities have already been offered free of charge to targeted groups. This has included free passes for schools, free family sports sessions, free swim days, and free entry for specific schools for children receiving free school meals. 'Pay what you can' will be revisited.
			f) Investigate new pathways and partners to broaden the reach of the DWP bursary scheme in Newark, Ollerton and Boughton	Engagement took place with Emmaus Trust, including supporting partnership events with DWP Newark and delivering health and volunteering information to residents. 10 bursary applications were received, 8 of these were awarded a full bursary and 2 awarded one-month memberships, due to starting part time employment.
			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.	Website improved and 20 app notifications sent with accessibility of centres, fitness equipment and new studio cycles. In addition, new 1-to-1 swimming lessons were targeted for individuals with additional needs, resulting in demand reaching the highest level ever for these lessons.
			h) Use links with Newark College to develop talking maps for new users with visual impairments	Lincoln College students produced draft talking maps to enable access to NSFC by the sight-loss community. 3 videos were created for access to reception, sports hall and toilet facilities, and amendments made, which will be updated by the new student cohort in 2026.
1.3	Volunteers and workforce	Raise people's skills level and create employment opportunities for them to fulfil their potential	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.	School events including mock Interviews and Careers Fairs have engaged 169 young people. 46 VISPA applications have been received, and 15 volunteers inducted, supporting swimming, gymnastics and trampolining sessions at NSFC, DLC and SLC. 4 supported Footy Fun and 1 supported training in a club setting. 3 volunteers successfully gained employment with A4T at NSFC; 2 as swimming instructors and 1 as a gymnastic coach.
			b) Include developmental/ mentoring opportunities for VISPA volunteers	5 volunteers supported holiday programmes and sports camp sessions at NSFC.

			within the school holiday activity programme.	
			c) Recruit 5 new sports clubs to engage with and offer VISPA volunteering placements.	5 clubs were approached to participate in the VISPA scheme with 2 completing the process. 1 club has taken on a volunteer to support their junior training activities.
			d) Develop a calendar of events i.e. careers fairs, open evenings, for attendance by the team to raise the profile of VISPA.	Complete – Calendar of events created and updated with new events and engagement numbers.
			e) Work with partners to develop and organise/deliver mental health training for identified staff.	Complete – 20 fitness instructors received training provided by the Active Lifestyles Officer.
			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.	Working with the Stroke Association and NHS Physiotherapy teams training identified to support relevant staff to upskill or refresh skills relating to physical activity for stroke patients. Due to partner availability this course will be provided in 2026.
			g) Review the performance and self-reflection feedback from staff to identify key personnel, for succession planning and training.	A total of 873 CPD courses have been completed by 122 people through the internal Ambition Academy platform, with further learning planned for 2026/2027. 1 individual enrolled on L7 Senior Leader Apprenticeship and 3 individuals enrolled on L5 Management qualification.
1.4	New opportunities	Improve health and wellbeing	a) Investigate the possibilities of developing and implementing a charitable arm (NewCo) of the company, in a bid to attract external funding.	This has been put on hold currently, due to the changes in governance bought about with the change to the Agency Model, in partnership with the Council.
			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.	Comments and meetings taken place and A4T has contributed to the potential programme of usage and users. Awaiting further update from the Council.
			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.	Engaged 43 new businesses; 24 through regular attendance at Newark Business Club and additional 19 through direct approaches. 192 corporate wellbeing checks took place across 5 partners, with relevant referrals being made to external services as needed.
			d) Enrolment of 3 companies to convert to the full managed membership package for the corporate scheme.	1 new company enrolled onto the corporate membership scheme.

				SMEs and charities enquired about the scheme but did not meet entry criteria. An opportunity to support these organisations is being developed for 2027.
			e) Investigate the options for a bronze, silver, gold, and business centre packages, for corporate partners.	Options have been investigated 3 packages created to support different business need. Marketing materials are in design and will be ready for use in 2026.
			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.	Expressions of interest have been submitted to Football Foundation with Newark Academy being a viable location. The application has progressed to the next stage and pricing structure revised, with completion supported by A4T.
			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.	Report produced following project completion. Review and actions identified, and further project planned for 2026, with the recruitment of a Head of Marketing and Communications, which was approved by the Board and Shareholder Committee.
			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.	Following a successful pilot, Air-X was officially launched in December and programme of use around school holidays has been developed. Over 500 young people have taken part in a session, through free taster activities and paid sessions.
			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.	Average attendance of 15 participants at each session since September.
			j) Investigate options for new branding and website design.	Plans in place following NTU Research project and new A4T website will be undertaken through NSDC project.
			k) Develop a new programme of poolside activities, following the completion of the new disability changing facility, built within the Dukeries swimming pool hall.	Swimming timetable reviewed regularly. Adult swimming lessons, inflatable swims, aqua aerobics and additional swims included in school holiday timetable.
			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.	Over 18 videos have been developed and shared on social media platforms. Leisure centre walk throughs in progress.
2.	**Accessible facilities**			
2.1	Long term health conditions	Improve health and wellbeing	a) Identify 10 new referral agencies/surgeries within the district and on the borders of the district per	30 referral organisations identified and 18 referral organisations engaged which led to

				year, advising them of the benefits of engaging with the GP referral programme.	the recruitment 14 new individual partners from across the district and its fringes.
			b)	Recruit 5 new referring partners.	11 health care professionals recruited from NHS Local mental health teams, new GP practices and private healthcare services.
			c)	Develop trusted partners network to signpost people to the exercise referral scheme	3 new partners recruited for the trusted partner pathway.
			d)	Identify 2 staff for attendance/completion of the Level 3 GP/Exercise Referral qualification, to build capacity and resilience.	2 identified, 1 completed training. And is now supporting Exercise Referral scheme at both NSFC and SLC.
			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.	Pilot cardiac rehab session launched at SLC for 8 weeks. Interest was low therefore attendees have been signposted to GP Referral scheme/induction with BACPR qualified instructor.
			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.	Free blood pressure checks delivered across A4T sites and in the community with 132 conducted, at 5 events.
2.2	Partner sites	Improve health and wellbeing	a)	Contact 2 schools with the offer to work with A4T with a target of developing two further partner sites within 2025-2026.	6 schools approached including Dukeries Academy, Worksop College and Magnus Academy. Proposals completed for 3 facilities with 1 new site recruited.
			b)	Improve community access through partner facilities and review current SLAs with each partner site.	Sherwood Avenue Tennis courts have now come under the operation of the company under a new SLA from April 2026.
2.3	Digital technology	Improve health and wellbeing	a)	Improve the content and functionality of the App, including increased marketing, customer feedback.	Monthly meetings take place with developers. Air-X added with new online payment module launched. All amends completed with the removal of SLC.
			b)	Undertake a digital customer survey to assess the feedback regarding customer satisfaction.	Complete – analysis included in main report.
			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.	Complete - online sports grant application forms on website and in use.
			d)	Use artificial intelligence to improve building efficiency and operations i.e. cleaning robots, customer services,	Cleaning robot in use at NSFC. AI Agent implemented for web chat, app and email to provide self-serve 24/7 access to enquiries.

			swimming programmes and social media Q&As. e) Explore the options for leisure management system to be hosted off premise.	 Meeting set up with existing software provider to explore alternatives.
2.4	Physical access		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.	Compliance in relation to Equalities Act and ensuring all facilities have appropriate access in use, i.e. lifts, hoists, Pool Pods and are regularly maintained. Digital switchover project will upgrade connectivity of emergency phones in lifts. Changing Places facility at DLC supports 2 weekly block bookings (27 individuals) in addition to use during public swim sessions.
3.	**Financial viability**			
3.1	Pricing	Improve health and wellbeing	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. 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 c) Refining and streamlining of the block booking process and renewal of bookings, identification of other appropriate software packages.	As per the business plan for 2026/2027 and future years to be agreed in year. Review of concession criteria in progress. Membership attrition rates across the company remained broadly in line with previous years, with an approximate attrition rate of 4.81% across all sites. This delivered a favourable outturn of over £19,365 against budget. Several providers have offered demos and trial periods. Future developments with implementation of 3G pitches will dictate the successful provider.
3.3	Financial services and expenditure/ income	Improve health and wellbeing	a) Approach sporting organisations to collect and administer the subscriptions made by members, through the Company's efficient direct debit membership collection process. 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.	Financial modelling is undertaken to understand competitor options. 7 clubs have been approached with 2 requesting additional detail. Agency model governance successfully completed and will be introduced on 1st April 2026.
3.3	Sustainability	Reduce the impact of climate change	a) Expand the use of recycling pods for single use plastics and other recyclable materials. b) Review data of energy usage to understand patterns and trends alongside Environmental Audit and identify specific interventions, which will decrease the carbon footprint. c) Review findings of BMS investigations and implement appropriate actions.	Additional recycling bins have been purchased. This is being downloaded monthly and analysis takes place on usage, periods of highest usage, energy saving opportunities, BMS operations Complete – several upgrades have been undertaken to settings to improve efficiency of M&E.

Table 3. Performance against Business Plan Actions and Performance Indicator

6.4. 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 number of user visits of 1,177,304 which is an increase on the previous year of 74,368 (1,102,936).

6.5. As seen in appendix II, all key performance indicators with the exception of user visits from under 16's and junior memberships, 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.

6.6. Usage has increased due to several retention campaigns and new challenges across the membership base, which took place throughout peak times in the year. To support this, new technology was introduced in May 2025, for progress tracking of all children's classes.

6.7. The number of referrals received from healthcare professionals up to 31st March 2026 reached 481, which is an increase on the previous year's figure of 444 (8%). Referrals performed at a consistent rate in relation to conversions and finished the year at 56% in terms of successful sign-ups, with 271 individuals taking out the subsidised membership. This is an improvement on the previous year, with conversions increasing from 51%. Further details relating to the Exercise Referral scheme for the year is included at appendix IV.

6.8. The number of community groups supported reached 245, an increase of 71 from last year, which is a very good result from the sport and active lifestyles team. This has been assisted by recruitment of an active lifestyles assistant to the team in October, which has increased capacity within the team, to work with partners and attend community events. More details regarding the progress and performance of the sports and active lifestyles team are included in appendix III, IV and V.

6.9. Overall, since 1st April 2025, there has been 3,973 new membership sales across the various membership types, including junior memberships.

6.10. On 31st March 2026 there were 10,848 live memberships held across all sites. The table below provides the committee with total membership and how this has performed since March 2025. This is a decrease of 1,364 in year, due to the lost members based at Southwell Leisure Centre.

6.11. In direct comparison of all A4T centres, there is growth in year from 9,547 to 10,130, an increase of +583, which equates to 6.3%.

Month	BLC Adult	DLC Adult	NSFC Adult	SLC Adult	BLC Child	DLC Child	NSFC Child	SLC Child	TOTAL
March 2025	913	1,321	5,024	1,821	125	436	1,728	844	**12,212**
April	916	1,313	5,034	1,801	130	431	1,718	843	**12,186**
May	925	1,304	5,089	1,800	132	425	1,732	852	**12,259**
June	945	1,355	5,087	1,800	136	424	1,738	845	**12,330**
July	960	1,379	5,115	1,779	138	415	1,750	859	**12,395**
August	961	1,392	5,167	1,786	141	451	1,812	766	**12,476**
September	969	1,387	5,199	1,827	147	460	1,822	791	**12,602**
October	956	1,395	5,193	1,846	142	437	1,806	784	**12,559**
November	941	1,384	5,156	1,839	139	438	1,784	773	**12,454**
December	936	1,369	5,106	1,810	135	442	1,771	743	**12,312**
January 2026	959	1,431	5,256	1,779	149	473	1,819	764	**12,630**
February	947	1,427	5,247	1,669	150	471	1,823	437	**12,171**
March	957	1,438	5,275	559	150	473	1,837	159	**10,848**

Table 4. Live memberships held per site per month

6.12 From all 8 membership groupings, all A4T centres (6) have experienced growth over the course of the year. Due to the uncertainty around the operations at SLC, the membership base has significantly reduced.

6.13 The number of concessionary memberships held has increased by 8.7%, rising from 530 in March 2025, to 576 on 31st March 2026; an increase of 46.

6.14 NSFC is the largest facility within the Company, and has exceeded the 5,000 adult member milestone, reaching 5,275, demonstrating the site is still attracting more members despite being open for almost 10 years. This is testament to the dedication and commitment from the staff as well as investment in new programmes, maintenance and redecoration every year to keep the centre in good condition. Net growth equates to 5% with +251 more live memberships held from the start to the end of the year.

6.15 The junior membership at NSFC has also experienced a 6.3% increase in membership rising from 1,728 to 1,837 on 31st March 2026.

6.16 Although a small centre, membership at BLC is extremely positive, with an increase of 4.8% in adult membership through the year and 20% increase on juniors, proving it is a popular choice in the western side of the district.

6.17 The membership performance at DLC is more positive than in previous years, although its usage at certain times of the year can be unpredictable. Due to reduced usage and staffing difficulties at the site, gymnastics and trampoline classes ended, and participants transferred to other sites. An increase in children's swimming lessons, however, has helped to keep numbers positive and has resulted in the centre experiencing growth in the membership base, with adults rising by 8.9% and juniors 8.5%.

6.18 Membership at SLC has decreased significantly in the final quarter of the year, due to the termination of the Interim Leisure Agreement on 31st March 2026 and the main pool works starting in March, which affected the teaching pool operations. A4T has worked with the Trust to manage this work and has managed to retain a proportion of its members which used SLC, by moving them to other A4T sites.

7. Statement of regulatory compliance (including Fire Safety, any reportable incidents etc)

7.1. 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.

7.2. 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.

7.3. Throughout the year the Company works through its compliance requirements, and these can be seen below. As further compliance areas/requirements are identified, these are added to this list.

7.4. For the year 2025 – 2026, all compliance issues identified were actioned with all remedial works undertaken by appropriately qualified individuals or companies.

8. Programme of compliance checks – frequency and responsible body

8.1. 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.

8.2. The list of checks is continually reviewed and in planning for the Digital Switchover and will potentially be adding Passenger lift inspections to the scope of works delivered by the Corporate Property team from April 2026.

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 5. Company compliance checks

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. As a result, there has been positive changes within the utility usage at Blidworth, Dukeries and Newark.

9.2. For the period April 2025 to March 2026 electricity kWh consumption across all sites was 890,771 kWh, compared to 964,262 kWh for the corresponding period April 2024 to March 2025. This represents a decrease of 73,491 kWh over the period. In finance terms, this translates into a saving of £15,877.

9.3. Over the period April 2025 to March 2026 the PV solar panels installed at Newark and Dukeries generated 112,712kWh. In finance terms, the PV generation represents a saving of £24,350.

10. Outcome of any formal complaints

10.1 There has been only one formal complaint received throughout the year, and this involved a club booking. This was resolved satisfactorily with the customer. Following the Company's complaints process, the customer was offered the option to refer the complaint to the ombudsman in the event escalation was required, however, this was not taken up as the complaint was successfully handled.

11. Inclusion of customer satisfaction data

11.1 The Company undertook a repeat of the Customer Satisfaction Survey during 2026, which is the third time this has been completed. This was available online and with paper copies, 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.

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 730 responses received, a small decrease on 2025 responses of 158 (61%) which was due to the removal of Southwell Leisure Centre. The results gave an overall average score of **4.42 / 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. All areas have experienced an improvement overall, which is extremely positive, and demonstrates the workforce's commitment, to continually improving the service to the customer.

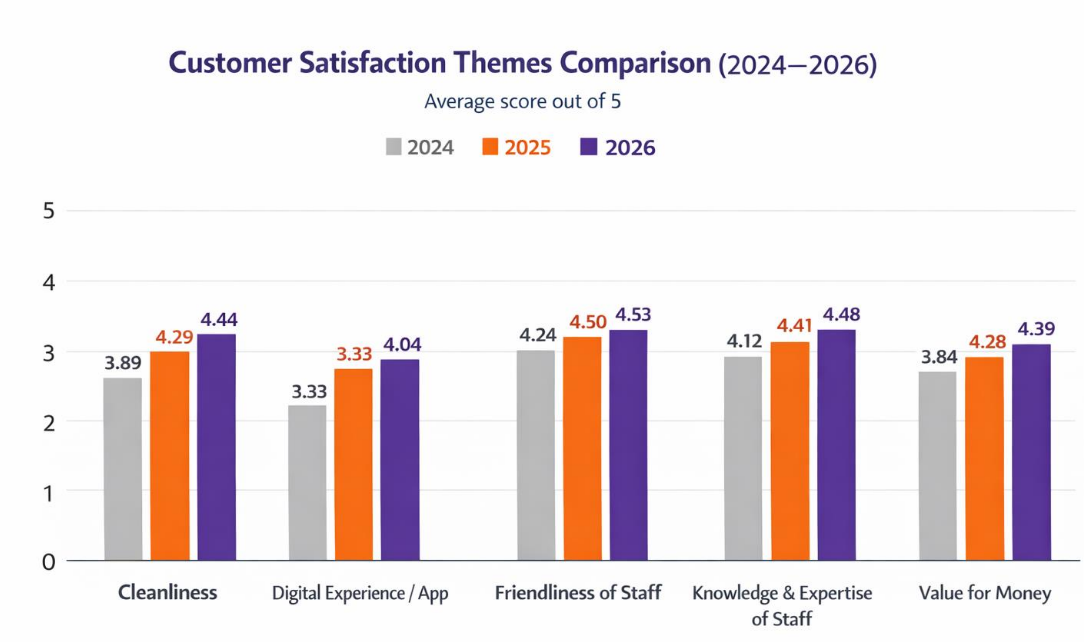


Chart 1 - comparison of key themes 2024 – 2026

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

- Blidworth – “*Always enjoy my visit to the gym, staff really friendly and professional and brilliant choice of equipment.”*
- Dukeries – *“First time coming, very impressed.”*
- Newark – “*Keep up the wonderful classes. The variety & expertise of all the instructors is great. Thank you.”*

11.6 Some of the negative comments were –

- Blidworth – “*Opening times in the morning could be from 6am.”*
- Dukeries – *“The staff are great and super friendly, however the amount of children in the gym is getting a lot, they mess around and it makes the gym not an enjoyable environment anymore.”*
- Newark – “*The issue of online booking is not great and often classes are fully booked before being able to book online.”*

11.7. There were comments received regarding the management and supervision of young people in the fitness suites. Adult members reported feeling uncomfortable with large groups, with some young people occupying equipment, whilst using their phones rather than exercising. Managers have developed some initial ideas to tackle this issue, which will be rolled out over the next two months.

11.8. The ongoing collection of customer feedback has been available throughout the year, however whilst the Customer Satisfaction Survey was available, numbers significantly reduced.

11.9. Throughout the year, there have been 190 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.

11.10. 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.

11.11. In terms of the nature of the comments, below provides an overview –

- Accidents and incidents - 3
- Facilities - 49
- Positive staff feedback – 47
- Negative staff feedback – 10
- Programming - 52
- Systems and pricing - 15
- Miscellaneous - 14

11.12. In comparison to the previous year, there were 9 more comments received regarding positive staff feedback and a decrease in negative staff feedback from 12 in 2024 – 2025 to 10 in 2025 – 2026.

11.13. Examples of the comments received have included –

- Customer was grateful of the help they received to resolve app and online booking issues, dealt with by a member of the customer services team
- Cancellation of a class that was low in attendance
- Support provided to a customer in finding their lost headphones
- Suggestion to purchase some smaller step blocks
- Positive staff feedback for the aquatone class delivery
- Gym area and facilities very clean and well maintained

11.14. The breakdown of scores relating to the comments are as follows, with 1 being the lowest score and 5 being the highest, therefore providing an overall score of 63%.

- Score of 1/5 – 54
- Score of 2/5 – 22
- Score of 3/5 – 25
- Score of 4/5 – 16
- Score of 5/5 – 73

12. Staff training plan

12.1. The Company has an annual training budget to provide regular training for existing staff, to ensure that the required qualifications for their 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, cyber security, 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 purchased the Ambition Academy software for all staff, which was rolled out Iin quarter 2 of the year. A mandatory list of modules on the platform was created, as well as selected modules for different roles. Further training has been added to the platform and shared with staff.

12.4. Below is a table presenting the training delivered in 2025 – 2026 and the planned training for the forthcoming year.

Date	Training description	Staff members
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 implementation Safeguarding for Adults and Children Equity, diversion and inclusion Handling complaints Fire Safety Manual Handling Safer Spaces to Move	All staff Operations managers / fitness staff
July 2025	GP Referral course	Fitness instructor at NSFC
August 2025	Apprenticeship Level 3 Sport and Health Officer	Active lifestyles assistant
August 2025	Apprenticeship Level 3 Duty Manager	Leisure attendant
August 2025	Fitness Suite Challenges and Customer Retention	Fitness Instructors
August 2025	Pool Lifeguard	New/existing staff
August 2025	Aqua-Aerobics Course	Fitness Instructor
September 2025	Neurodiversity for coaches	Coaching staff
October 2025 ongoing	Level 7 Senior Leader apprenticeship	Head of Partnerships and Community
October 2025	Kettles Course	Fitness Instructor
November 2025	Level 3 Personal Trainer	Fitness Instructors
December 2025	CPD Fitness Instructor Training	Fitness Instructors
January 2026	Reception Services Workshop	Reception and customer service staff
January 2026	Pool Plant online refresher	Operations managers
January 2026 ongoing	Level 5 Diploma in Leadership and Management	2 operations managers and active lifestyles officer
January 2026	CPD Inclusive and quality Swimming Lessons	Swimming Teachers
January 2026	Management Workshop	All line managers

February 2026	Renewal Data confident and Cyber Ninja's online modules	All staff with access to sensitive information
February 2026	Renewal of Data Protection	Staff with no access to sensitive data
February 2026	Cleaners Workshop	Cleaners
Monthly	Ongoing CPD for pool lifeguard	Leisure attendants
Planned for 2026/2027	**Training description**	**Staff members**
May - complete	Apprenticeship Level 2/3 Fitness	Fitness apprentice at NSFC
May	Clubspark Software Training	Admin staff and officer leads
May	COSHH update	All cleaners and leisure attendants
May	Partner Sites Training	New Site Attendants
May	Sharepoint Training	Managers, Officers and Admin
June	Operational Managers Workshop	Operations Managers
June	Fitness Leads Workshop	Operations Managers
July	STA Swimming Teacher Level 2 Certificate upgrade	Assistant coaches
July	STA Swimming Teacher Level 2 Certificate	New/existing staff
July	Pool Lifeguard	New/existing staff
August to complete	Apprenticeship Level 2/3 Fitness	Fitness apprentice at BLC
September to start	Apprenticeship Level 2/3 Fitness	Fitness apprentice at NSFC
September/October	CPD for fitness delivered by Life Fitness	Fitness Instructors
October	CPD Swimming Teachers	Swimming Teachers
November	Operations Managers Workshop	Operations Managers
December	Reception Services Workshop	Reception Service staff
December	Part 2 CPD delivered by Life Fitness	Fitness Instructors
December	Active4Today Software Training on company APP	Heads and admin staff
March	GP Referral course	Fitness instructor at NSFC
Monthly	Ongoing CPD for pool lifeguard	Leisure attendants

Table 6. Staff training plan

Active4Today Performance Indicators	31st March 2025	31st March 2026	Growth (+) Decline (-)
No. of User Visits - TOTAL	1,102,936	1,177,304	+6.74%
No. of Leisure Centre user visits - Children (under 16) - TOTAL	341,686	301,112	-11.87%
No. of Leisure Centre user visits - Aged Over 60 - TOTAL	160,923	185,380	+15.20%
No. of Leisure Centre user visits - Deprived areas - Total users	44,388	50,521	+13.82%
No. of individuals referred to Active4Today from a health professional - Total	444	481	+8.33%
No. of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	229	271	+18.34%
No. of Community Groups supported by Sports Development	174	245	+40.80%
Live Leisure Centre Membership base (adults) - Total	9,079	8,229	-9.36%
Live Leisure Centre Membership base (children) - Total	3,133	2,619	-16.41%
Number of people on concessionary membership	530	576	+8.68%

OUTTURN REPORT SUMMARY APRIL 2025 – MARCH 2026

Appendix III – Sports Development, Active Lifestyles & Inclusion

Community development

The Sports and Active Lifestyles team continued to support community sports clubs across the district through advice on governance, funding and facility use, while also delivering grant programmes to strengthen club sustainability, coaching pathways and participation growth.

Clubs were helped to improve facilities, develop links between schools and community sport, and benefit from partnership working with Newark and Sherwood Sports Council, Newark Town Council and Newark Museum to widen local opportunities and engagement.

Support was also provided to maintain activity where access to facilities had been disrupted, helping to preserve opportunities for young people and community users. Despite this progress, ongoing challenges remain around access to some sites and the limited availability of highly competitive external funding needed to expand delivery further.

Health and active lifestyles

Health and active lifestyles activity remained strong throughout the year, led by continued success in the Exercise Referral Scheme, which supported high levels of participation and positive behaviour change, with many participants progressing into longer-term membership. The scheme was further strengthened through closer work with NHS and healthcare partners and by exploring more flexible delivery models, including home-based options, to improve accessibility. More detail is available in appendix III.

Wider health improvement works also continued through community-based wellbeing events, screening and preventative health initiatives delivered with external partners, alongside growing engagement with local workplaces through the corporate membership offer. Together, these activities helped raise awareness of physical activity opportunities, support healthier lifestyles and extend the reach of the service across the district.

Inclusion

Inclusion work continued to focus on increasing participation among underrepresented and priority groups through targeted and externally funded programmes. This included provision supported by the Office of the Police and Crime Commissioner, which engaged young people through structured sport and physical activity sessions and showed positive early take-up from targeted participants.

Following involvement during the year in the Women and Girls Working Party with Council colleagues and Members, A4T has developed a series of female targeted campaigns and promotions for the next 3 years and information will be shared in due course.

Additional inclusive delivery included boccia sessions developed with partners to support participants with additional needs, accessible holiday activities for children and families across leisure sites, and a review of provision for women and girls to improve future targeting, promotion and programme development as mentioned above. Together, these activities helped broaden access to physical activity opportunities and ensure services better reflected local need.

The volunteering scheme (VISPA) has been successful in the last year with development of community based opportunities, the full report is available at appendix IV.

Appendix IV

Exercise Referral Scheme Annual Report 2025-2026

This report provides a comprehensive review of the Exercise Referral Scheme delivered across Active4Today sites during the financial year 2025-2026. It provides a holistic view of the scheme and outlines key performance indicators that reflect continued growth and impact, whilst highlighting areas of success and opportunities for further development.

1. Background

1.1 The Exercise Referral Scheme provides a structured and personalised 12-week physical activity programme, designed to support individuals living with long-term health conditions to engage safely and sustainably in physical activity. Delivery is overseen by Level 3 Exercise Referral qualified instructors, based primarily within fitness suite environments across Active4Today leisure centres.

1.2 During 2025-2026 the scheme operated across the following sites:

- Blidworth Leisure Centre
- Dukeries Leisure Centre
- Newark Sports and Fitness Centre
- Southwell Leisure Centre

1.3 The Active Lifestyles Officer holds overall responsibility for the scheme, including partner engagement, promotion, monitoring performance, and service development.

1.4 Referral forms are received from GP practices and NHS teams via System One, while trusted partners and community organisations complete a digital referral form. All referrals are processed centrally, with initial contact made by the Customer Services team to explain the process and arrange an induction appointment.

1.5 Participants are offered access to a discounted referral membership (from £20 per month), aimed at reducing financial barriers and supporting behaviour change. Following completion of the referral period and building positive activity routines, individuals are encouraged to transition into a standard Activo membership to sustain long-term physical activity.

1.6 The continued success of the scheme is based on four key elements, increasing referrals received, sustaining participation beyond week 12, Continued engagement with new and existing partners and subsequent conversion to full membership.

2. Current Situation

2.1 Between 1st April 2025 and 31st March 2026, Active4Today received a total of 481 Exercise Referral applications, representing an 8% increase when compared with 2024/25. Referrals were received from 41 partner organisations, including GP practices, physiotherapy services, hospital teams, social prescribers, and voluntary sector partners. See below for the full list.

2.2 Whilst overall referral numbers increased, engagement varied by site, with growth primarily at Newark Sports and Fitness Centre and Southwell Leisure Centre. This reflects wider variations in referral activity seen within other services across the district.

2.3 Sites with limited growth align with areas where referrals into multiple services have declined or stagnated, particularly from GP practices, where referral numbers are slightly down overall. This highlights ongoing inconsistencies in referral levels and partner engagement across locations.

2.4 It is assumed that ongoing pressures within primary care services and workforce changes across GP practices have contributed to fluctuations in referral volumes, particularly during quarter 4.

3. Data Analysis and Key Performance Indicators

3.1 Referrals received between 1st April 2025, and 31st March 2026 totalled 481, as shown in table 1, representing an overall increase of 8% compared to the previous year. Referral activity fluctuated across quarters and sites, reflecting variations in partner engagement and service demand.

3.2 Notably, GP practice referrals have shown a gradual decline over the year, contributing to reduced referral numbers in some areas. In contrast, physiotherapy referrals have significantly increased, more than doubling over the same period, helping to offset this reduction and drive overall growth within the scheme.

Site	No. of Referrals												No. of Referrals		
	Q1			Q2			Q3			Q4			Full Year		
	24-25	25-26	%	24-25	25-26	%	24-25	25-26	%	24-25	25-26	%	24-25	**25-26**	%
BLC	12	12	0	16	15	-6	16	10	-38	8	12	50	52	**49**	-6
DLC	24	13	-46	17	27	59	22	20	-9	31	8	-74	94	**68**	-28
NSFC	56	67	20	66	101	53	54	67	24	69	64	-7	245	**299**	22
SLC	12	21	75	20	24	20	14	13	-7	9	7	-22	55	**65**	18
Total:	104	113	9	119	167	40	104	110	6	117	91	-22	444	**481**	8

Table 1

3.3 Whilst referrals received during this period were lower at BLC and DLC than during the previous 12 months, data suggests individual referrals were 'ready to exercise'. Table 2 shows, an overall uptake rate for 2025/26 of 57%, which represents 5% improvement compared with 2024/25, this increase is predominantly seen at BLC.

Site-specific uptake (%)			
Site	**2024-2025**	**2025-2026**	**Change**
Blidworth	48	57	+9
Dukeries (Ollerton)	62	62	0
Newark	53	55	+2
Southwell	55	56	+1

TOTAL	52	57	+5

Table 2

3.4 Following a small decrease in quarter 1, overall uptake for the referral membership increased throughout the remainder of the year, with the most significant increase being during quarter 4 - January to March, as shown in table 3.

Quarterly uptake comparison (%)			
Period	**2024-2025**	**2025-2026**	**Change**
Quarter 1	58	47	-11
Quarter 2	44	53	+9
Quarter 3	52	62	+10
Quarter 4	55	68	+13

Table 3

3.5 Table 4 highlights a fluctuation in uptake across different sites. Whilst NSFC received the largest number of overall referrals, the uptake rate was 7% lower than uptake at DLC who had the highest uptake to the scheme during this period.

3.6 Overall, there was a referral uptake rate of 57% with 271 individuals joining the exercise referral scheme for 2025/2026. This represents a 5% improvement when compared with the previous year.

2025-2026 Referral Uptake per Quarter													Referral Uptake%		
Site	**Q1**			**Q2**			**Q3**			**Q4**			**Full Year**		
	Y	**N**	**%**	**Y**	**N**	**%**	**Y**	**N**	**%**	**Y**	**N**	**%**	**Y**	**N**	**%**
BLC	5	7	42	7	8	47	7	3	70	9	3	75	28	21	57
DLC	7	6	54	16	9	67	9	11	45	8	0	100	42	26	62
NSFC	33	34	49	51	50	51	44	23	66	38	26	59	165	134	55
SLC	8	13	38	14	10	58	8	5	62	7	0	100	37	28	56
Total	**53**	**60**	**47**	**88**	**77**	**53**	**68**	**42**	**62**	**62**	**29**	**68**	**271**	**209**	**57**

Table 4

3.7 Between 1st April 2025 and 31st March 2026, 253 individuals completed the 12-week exercise referral scheme, with 167 (66%) progressing to a full Activo membership.

4. Referral Demographics

4.1 Gender

4.1.1 Of the 481 referrals applications received, 290 (60%) were from females and 191 (40%) from males.

4.1.2 Table 5 shows 57% of female and 56% of male applicants went on to join the exercise referral membership overall.

Gender	Joined Y	Joined N	Total	% Joined
Female	164	126	290	57%
Male	107	84	191	56%
	271	**210**	**481**	**56%**

Table 5

4.1.3 Whilst there was a lower female uptake when compared to number of applications during 2025/2026, there has been a positive 26% uplift in females joining the scheme than in the previous year, as shown in table 6.

Gender Comparisons			
Gender	**Joined (24/25)**	**Joined (25/26)**	**Change**
Female	130	164	+26%
Males	99	107	+8%

Table 6

4.2 Age

4.2.1 The most represented age groups participating in the scheme during this period were those aged 41–60 years accounting for 38% of referrals, followed by 61–70-year-olds who account for with 23% of referrals. As shown in table 7, this mirrors trends observed in previous years and reinforces the scheme's relevance for middle-aged and older adults managing long-term conditions.

Age Breakdown			
Age Group:	**Joined (24/25)**	**Joined (25/26)**	**Change**
<18	0	0	0 (0%)
18-25	4	7	+3 (+75%)
26-40	44	40	-4 (-9%)
41-60	83	101	+18 (+22%)
61-70	52	75	+23 (+44%)
70+	46	48	+2 (+4%)

Table 7

4.3 Referrals by Medical Condition

4.3.1 Raw data contained in appendix 1 reveals the scheme received referrals for 21 of the 27 eligible conditions in 2025/26, compared with 21 eligible conditions in 2024/25. The top 3 conditions remain as Musculoskeletal Disorder, Obesity and Cardiovascular Disease.

4.3.2 Table 8 shows that whilst referrals for cardiovascular disease have remained relatively stable, there has been a significant increase in the number of MSK referrals indicating growing demand for support related to joint, muscle and movement-based conditions. In contrast there has been a reduction in referrals for obesity.

Top three referral categories (%)			
Medical Condition	**2024/25**	**2025/26**	**Change:**
Musculoskeletal Disorder	26	50	+24
Obesity	24	16	-8

Cardiovascular Disease	9	8	-1

Table 8

4.4 **Referral Organisations**

4.4.1 During this period, 14 new referral partners were recruited including 11 Healthcare Professionals and 3 trusted partners. During 2025/2026 referrals were received from 41 partner organisations shown in appendix 2, with key referrers including physiotherapy teams (212 or 44% of referrals) and 16 GP practices, (167 referrals, or 35% of referrals). Whilst a high number of referrals were received from GP practices this is a decrease on the previous year of 23%.

5. **Challenges in 2025/26**

5.1. While overall growth within the Scheme and increased engagement with new referral partners is encouraging, it has also presented operational challenges, as the scheme has grown and staffing levels have not kept pace with demand.

5.2. Despite attending the Newark and Sherwood Primary Care Network Protected Learning Time session and engaging with 10 GP practices across the district, overall engagement from existing partners, particularly GP practices, has declined compared to the previous year. This is reflected in reduced referral numbers, with a further drop observed across all partners in quarter 4.

6. **Conclusion**

6.1. The 2025/26 reporting year demonstrates continued progress within the Exercise Referral Scheme, with overall growth in referrals, improved uptake rates, and sustained engagement across a broad range of referral organisations. However, the year also highlighted key challenges, particularly reduced engagement from GP practices and increasing pressure on workforce capacity as demand grows.

6.2. Notable strengths include increased conversion to referral memberships, improved participation across genders, and a significant rise in referrals for musculoskeletal conditions, reflecting changing health needs within the local population.

6.3. Recommendations for 2026/2027 have been included in this report to ensure the offer continues to evolve with the needs of Newark and Sherwood's residents and communities.

6.4. Active4Today's Exercise Referral scheme continues to play an important role in supporting preventative health and long-term wellbeing across Newark and Sherwood supported by strong partnerships, data-led decision-making, and a continued focus on service sustainability, the scheme remains well-positioned to build on the progress achieved in 2025/2026.

7. Recommendations

7.1. The management of Southwell Leisure Centre changed from 1st April 2026, so future reports will not contain data from Southwell. The exercise referral offer remains in place for residents from Southwell and surrounding villages who will be directed to utilise facilities at Blidworth Leisure Centre and Newark Sports and Fitness Centre.

7.2. It is assumed that the proportional reduction in obesity referrals may reflect increased availability of alternative weight management interventions within primary care, including pharmacological pathways. Further benchmarking against Nottinghamshire-wide scheme data would be valuable to confirm whether these trends are consistent across other providers.

7.3. In response, a targeted GP re-engagement plan has been initiated in Q1 2026/27, focusing on system refreshers, relationship rebuilding, and clearer communication around eligibility and outcomes.

7.4. To address this, re-engagement plans are being developed in collaboration with the Nottinghamshire Alliance, with the aim of reconnecting with GP practices, social prescribing teams, and physiotherapists across the district.

7.5. Continued engagement is underway with existing fitness instructors to identify those interested in completing the Level 3 Exercise Referral qualification, alongside participation in other relevant training and development opportunities.

7.6. Targeted re-engagement activity with referral partners, alongside continued investment in workforce training and development, will be essential to sustaining service quality and meeting future demand.

Appendices

Appendix 1

Health Condition	25/26
AST - Asthma	1
CA – Cancer	5
CFS – Chronic Fatigue	
CHD – Coronary Heart Disease	2
COPD – Chronic Obstructive Pulmonary Disease	13
CVD – Cardiovascular Disease	37
DEM - Dementia	
DI– Diabetes	8
EP - Epilepsy	2
F - Fall	
FB - Fibromyalgia	3
GEN - General Health	26
HBP – High Blood Pressure	3
HLD - High cholesterol	1
ILD - Interstitial Lung Disease	4
LBP – Low Blood Pressure	1
MH – Mental Health	25
MND - Motor Neurone Disease	
MS – Multiple Sclerosis	3
MSD – Musculoskeletal Disorder	242
NEU - Neurological Disorder	2
O – Obesity	78
OA – Osteo arthritis	7
OTH - Other	
PD – Parkinsons disease	3
RA – Rheumatoid Arthritis	
Str - Stroke/ TIA – Transient Ischemic attack	15

Appendix 2

Organisations	25/26 Referrals
Abbey Medical Group Blidworth Abbey Medical Group Ravenshead	8
ABL Health - Heath Your Way	1
Age UK	3
Amputee Rehab Team KMH	1
Back to Life - Osteopath	1
Balderton Medical Surgery	13
Barnby Gate Surgery	18
Bilsthorpe Surgery	3
Cardiac Rehab Nurse	19
Cardiac Rehab Team	12
Caythorpe and Ancaster Medical Practice	1
Collingham Medical Centre	8
Farnsfield Surgery	1
Fountain Medical Centre	28
Hill View Surgery	6
Hounsfield Surgery	4
Lombard Medical Centre	29
Long Bennington Medical Centre	2
Major Oak Medical Practice	3
Mid Notts Respiratory Service	1
Middleton Lodge , New Ollerton	21
MSK - Physio KMH	27
MSK - Physio -NK	41
Newark and Sherwood Local Mental Health Team	8
Pain Management - KMH	1
Physio - Byron House	144
Physio - KMH	2
PICS - Health & Wellbeing Team NWK	4
PICS - Health & Wellbeing Team SWD	2
Rainworth Surgery, Rainworth Primary Care Centre	2
Respiratory KMH	4
Respiratory NWK	7
Registers Osteopath	3
Rheumatology Teams	4
Social Prescriber SWD	1
Social Prescriber NWK	5
Southwell Medical Centre	23
Stroke Teams	9
Tuxford Medical Centre	1
Village Health Group	1
Other	9

Appendix V

VISPA Volunteering Programme Annual Report 2025-2026

1. Introduction

1.1 This report provides a review of the VISPA (Volunteering in Sport and Physical Activity) Programme delivered across all Active4Today sites and community sports clubs from 1st April 2025 to 31st March 2026. It is important to point out that although Southwell Leisure Centre's figures will be within this report, they will not be analysed in future reports due to changes in management.

1.2 It provides a holistic view of the programme and outlines key performance indicators that reflect continued growth and impact, whilst highlighting areas of success and opportunities for further development.

2. Background

2.1 The VISPA Volunteering programme was originally created in 2009 by the Sports Development Team at Newark and Sherwood District Council, following funding received from Sport England. The scheme was designed to recruit volunteers from district based secondary schools, to support events that took place in leisure centres and community sports club settings, which would ultimately increase participation in sport and physical activity. Volunteers were recruited from schools across the district and the scheme supported sports leaders to complete a compulsory number of voluntary hours, to the benefit of the wider community.

3. Aim and offer

3.1 The aim of the programme is to provide an opportunity for young people aged over 14 years, to gain insight and experience in the sport and leisure industry. Volunteers shadow and support qualified coaches, who pass on their experience and knowledge through the staff/volunteer mentor relationship.

3.2 The current programme is split into two sections, VISPA and VISPA Academy.

3.3 The VISPA programme supports volunteers who give an hour of their time each week. This option aligns well with other opportunities, including the completion of compulsory volunteer hours for the Duke of Edinburgh Award. Volunteers can support activities within two settings,

i) Active4Today Leisure Centres (Newark, Southwell and Dukeries). Volunteers support members of the coaching team and can choose to shadow coaches and gain experience in activities including swimming, trampolining, and gymnastics.

ii) Community Sports Clubs (based in Newark and Sherwood). Volunteers shadow a club mentor and support with coaching, officiating, administration and development of club social media platforms.

3.4 During the year, the VISPA Academy programme was available to access at Newark Sports and Fitness Centre, Dukeries Leisure Centre and Southwell Leisure Centre. Volunteers attend for 2 hours or more each week and shadow coaches providing swimming, gymnastics or trampolining sessions. In addition, volunteers support Active4Today's Holiday Activity programme, in-house competitions and key events during the year.

3.5 VISPA Academy enables volunteers to gain additional skills through a programme of internal and external training. Dedicated volunteers are supported to access National Governing Body training opportunities and if successfully completed, will be rewarded with a guaranteed interview for paid employment with Active4Today.

4. Promoting the VISPA scheme

4.1 The scheme is primarily promoted to young residents of Newark and Sherwood through engagement in 5 district based secondary schools - Newark Academy, Suthers School, Magnus Academy, Minster School, Dukeries Academy and Joseph Whitaker, as well as Tuxford Academy, which sits outside of the district, however, many district-based students attend the school. Additionally, the scheme is also promoted at Young People's Centres and targeted community groups.

4.2 Active4Today attend school and community-based events to promote volunteering to students in school years 8-12, this includes career fairs, mock interviews, assemblies, open days, and community fairs.

4.3 The Active4Today website and APP provide additional promotion to members and non-members. With information including frequently asked questions and application details easily accessible. Further promotion of the scheme takes place on social media, specifically TikTok and Facebook which highlights individual volunteers and their experiences volunteering with Active4Today.

4.4 Development of VISPA opportunities has been taking place on TikTok during this period, in a bid to increase the reach of the programme to targeted demographics (14-18 years) across the locality. Content has included following and recreating appropriate fun trends, 'getting to know' volunteers, answering interactive questions, creating fun challenges and general promotion of volunteering opportunities. These videos have been a resounding success with the most viewed TikTok gaining 13,800 views and the next highest gaining 10,400 views to date. This has supported the channel to grow significantly with 47,320 views across all posted videos on the channel in the 2025/2026 period.

5. VISPA and VISPA Academy recruitment and induction

5.1 The combined VISPA/VISPA Academy application e-form is located on the Active4Today website. The form collects personal information, contact details and gives options for a range of sports young people can volunteer in. As part of this recruitment process applicants are required to complete a medical questionnaire, disclosure of convictions and volunteer agreement, and have a short conversation with the volunteer co-ordinator, who assesses their application prior to finding a suitable placement.

5.2 All volunteers undertake an induction to understand the expectations, and key information is shared to make sure they are safe. Additional training is offered for leisure centre placements, through the Ambition Academy online platform regarding safeguarding.

6. Analysis of current offer and delivery

6.1 During this period recruitment for the volunteer scheme took place at 12 events, which engaged 169 young people from across Newark and Sherwood. Engagement in the programme was highest at careers fair events as outlined in table 1.

School events attended 2025-2026	Numbers engaged*
Joseph Whitaker Careers Fair	40
Dukeries Academy Mock Interviews	6
Joseph Whitaker Mock Interviews Event	4
Future First Careers Expo	12
Southwell Minster Mock Interviews Event	5
Newark Academy Careers Fairs	20
Newark Academy Year 8 Careers Presentation	5
You Can Do Sport Careers Presentation	30
West Notts College Careers Presentations	15
Southwell Minster Year 11 Careers Presentation	6
Magnus Academy Careers Fair	20
DWP Young People Jobs Fair	6
Total (12 events)	169

Table 1. *People engaged in conversation regarding the volunteering programme

6.2 Between 1st April 2025 – 31st March 2026, Active4Today received a total of 46 applications, with 28 active volunteers being part of the programme across the year. Sports supported include swimming, gymnastics and trampolining at Newark Sport and Fitness Centre, Dukeries Leisure Centre and Southwell Leisure Centre.

Period	**VISPA**	**VISPA Academy**
Quarter 1	14	1
Quarter 2	5	1
Quarter 3	13	9
Quarter 4	3	0
TOTAL	**35**	**11**

Table 2 - Sign-up times during the year are outlined below

6.3 Lower numbers of applications are received during the Christmas and school summer holiday periods.

6.4 During the second quarter, two VISPA Academy volunteers successfully completed the STA Swimming Teachers Award, progressed to interview and secure employment for teaching positions within the Company. They are now established members of the Active4Today team. In addition, 2 VISPA Academy volunteers at NSFC attended the Level 1 General Gymnastics Award following their long-term commitment to the programme.

6.5 Active4Today has a strong working partnership with Portland College, a specialist college providing education and training opportunities to 16–25-year-olds, with additional needs and/or disabilities. The college is recognised for its provision in autism support.

6.6 In partnership with Portland College, A4T offers short term VISPA placements to students and supported internships at Blidworth Leisure Centre and Dukeries Leisure Centre. They are taken on as a volunteer and support fitness instructors with general tasks in the fitness suite and help during fitness classes.

6.7 Throughout 2025/26, there was one student taking up the opportunity of a longer term supported internship. This has been a great success with Active4Today staff providing plenty of positive feedback regarding the student. This is an added element alongside the VISPA programme, due to the long-established partnership with Portland College.

7. Data analysis/key performance indicators

7.1 A total of 35 VISPA applications were received between 1st April 2025 and 31st March 2026, in comparison, 9 applications being received during the previous year, as shown in table 3. This increase is a result of the expanded community volunteer offer, with a bigger promotion coming from this aspect of the programme compared to VISPA Academy.

Site	Number of VISPA Applications									
	Q1		Q2		Q3		Q4		YEAR	
	24-25	25-26	24-25	25-26	24-25	25-26	24-25	25-26	24-25	25-26
DLC	1	1	0	1	0	3	0	0	1	5
NSFC	2	13	3	2	0	9	2	2	7	26
SLC	0	0	0	2	0	1	1	1	1	4
Total:	**3**	**14**	**3**	**5**	**0**	**13**	**3**	**3**	**9**	**35**

Table 3 – Number of VISPA applications received

7.2 There were 11 VISPA Academy applications received during the year which is a significant decrease on the previous year when there were 30 applications. Table 4 below, breaks down applications per site and per quarter. As set out in paragraph 7.1, the community aspect of the programme was the main focus of the year, which resulted in less take up of the VISPA Academy. This would explain the decrease in applications compared to the previous year.

Site	Number of VISPA Academy Applications									
	Q1		Q2		Q3		Q4		YEAR	
	24-25	25-26	24-25	25-26	24-25	25-26	24-25	25-26	24-25	25-26
DLC	2	1	1	0	3	1	1	0	7	2
NSFC	4	0	6	0	5	7	5	0	20	7
SLC	2	0	0	1	1	1	0	0	3	2
Total	**8**	**1**	**7**	**1**	**9**	**9**	**6**	**0**	**30**	**11**

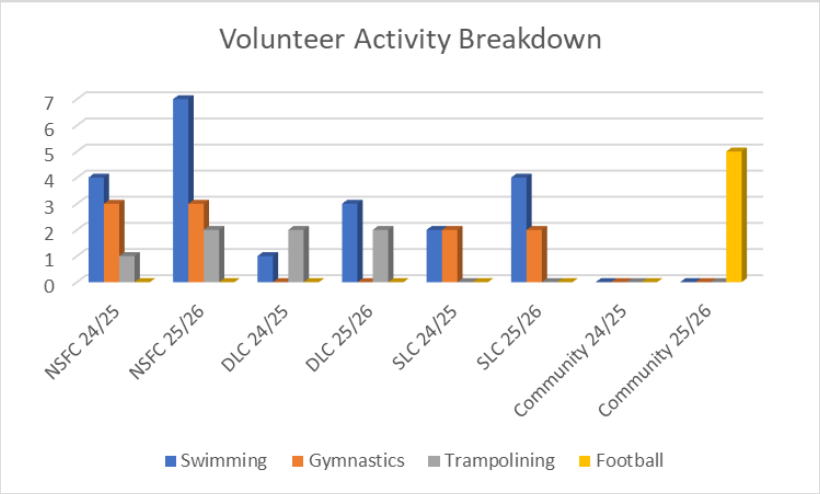
Table 4 – Number of VISPA Academy Applications received

7.3 In table 5 below site-specific uptake for VISPA and VISPA Academy applications in 24/25 compared with 25/26 is shown. The data shows that there has been a reduction in the programme uptake in comparison to the previous year. This is due to the engagement period from application to first contact and experience shows that young people need much faster initial contact whilst their interest is at its highest level.

Site	2024/25	2025/26
DLC	4 (50%)	3 (43%)
NSFC	13 (48%)	9 (28%)
SLC	4 (100%)	3 (50%)
TOTAL	21 (54%)	15 (33%)

Table 5 – The Uptake Rate of People being Inducted into the Programme from the Number of Applications

7.4 The bar chart below shows the number of volunteers and the sporting activity they are supporting at each leisure centre site. The most popular activity chosen at all sites was swimming.



Graph 1 – A breakdown of Volunteers' Choice of Activity per Site for 25/26

8. Programme Development

8.1 Following development of the VISPA Community programme last year, volunteers have been recruited to support the Positive Pathways (diversionary activities) project funded by the Nottinghamshire Office of Police and Crime Commissioner. There were 4 initial volunteers who supported Footy Fun sessions, and the team are currently promoting opportunities to support Basketball session in Ollerton and Boxing Fitness sessions in Newark.

8.2 Ambition Academy online training platform was introduced to support new and existing volunteers in their volunteering journey. This training (Safeguarding Children, Fire Safety and Manual Handling) ensures that volunteers receive a foundational level of knowledge, before beginning their volunteering across the Company.

9. Conclusion

9.1 The main success during the year was the retention of 14 volunteers with Active4Today from 24/25, this reflects the strong focus on retention, through offering a wider range of volunteering and additional training opportunities.

9.2 There was a clear shift in applications from the previous year, with a greater number of VISPA applications being received suggesting young people are attracted by the additional delivery opportunities available.

9.3 There was a slight decrease in the volunteer uptake rate in 2025/26 compared to the previous year. This is due to critical engagement periods of the potential new volunteer, whilst they are at their peak interest level in becoming a volunteer.

9.4 Application numbers have been sustained this year, suggesting ongoing demand for the programme.

9.5 It was a positive to see 2 volunteers progress to paid employment with Active4Today as assistant swim coaches. This shows the success that the volunteer pathway has for young people to gain employment with the Company.

10. Recommendations

a) Raise the profile of VISPA and broaden the reach of the programme through engaging activities and an interactive social media presence.
b) Promote volunteer success and development through the VISPA reward pyramid and into paid employment.
c) Embed the VISPA programme into the local school and youth service offer ensuring targeted groups access the opportunity to progress from volunteering into paid employment.
d) Develop a broader volunteer training programme to develop their skills and gain new opportunities.
e) Engage older volunteers (18+) to support for Positive Pathways and Park Tennis opportunities, further supporting communities to become physically active.
f) Review the administrative aspect of the programme to ensure contact is made with the prospective volunteers within a 7 day period after application is received.

Financial Statements

for the Year Ended 31 March 2026

for

Active4Today Limited

Contents of the Financial Statements
for the Year Ended 31 March 2026

Active4Today Limited

**Company Information
for the Year Ended 31 March 2026**

DIRECTORS:	A Carolan D K Johnson N A Wilson Dr S N Forde A Freeman M A Pringle
SECRETARY:	A Carolan
REGISTERED OFFICE:	Newark Sports And Fitness Centre Lord Hawke Way Newark Nottinghamshire NG24 4FH
REGISTERED NUMBER:	09477018 (England and Wales)
SENIOR STATUTORY AUDITOR:	James Sewell BA (Hons) FCA CTA
AUDITORS:	Wright Vigar Limited Statutory Auditors Chartered Accountants & Business Advisers 15 Newland Lincoln Lincolnshire LN1 1XG

Active4Today Limited (Registered number: 09477018)

Statement of Financial Position
31 March 2026

	Notes	2026 £	2026 £	2025 £	2025 £
FIXED ASSETS					
Tangible assets	6		208,495		-
CURRENT ASSETS					
Stocks		3,066		3,404	
Debtors	7	191,592		193,695	
Investments	8	1,066,126		901,176	
Cash at bank and in hand		56,052		102,908	
		1,316,836		1,201,183	
CREDITORS					
Amounts falling due within one year	9	591,820		510,838	
NET CURRENT ASSETS			725,016		690,345
TOTAL ASSETS LESS CURRENT LIABILITIES			933,511		690,345
CREDITORS					
Amounts falling due after more than one year	10		165,549		-
NET ASSETS			767,962		690,345
OTHER RESERVES					
Retained earnings			767,962		690,345
			767,962		690,345

The financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

In accordance with Section 444 of the Companies Act 2006, the Statement of Comprehensive Income has not been delivered.

The financial statements were approved by the Board of Directors and authorised for issue on 24 June 2026 and were signed on its behalf by:

Andy Carolan
Andy Carolan (Jun 24, 2026 11:20:00 GMT+1)

A Carolan - Director

The notes form part of these financial statements

Notes to the Financial Statements
for the Year Ended 31 March 2026

1. **STATUTORY INFORMATION**

Active4Today Limited is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

2. **STATEMENT OF COMPLIANCE**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006.

3. **ACCOUNTING POLICIES**

Basis of preparing the financial statements
The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Judgements and key sources of estimation uncertainty
The present value of the defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in in valuing the pensions liability at 31 March 2026. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Revenue recognition
Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have transferred to the buyer, usually on despatch of the goods, the amount of revenue can be measured reliably, it is probable that the associated economic benefits will flow to the entity, and the costs incurred or to be incurred in respect of the transactions can be measured reliably.

When the outcome of a transaction involving the rendering of services can be reliably estimated, revenue from the rendering of services is measured by reference to the stage of completion of the service transaction at the end of the reporting period.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.
Plant and machinery - 20% on cost

Stocks
Stocks are measured at the lower of cost and estimated selling price costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

Financial instruments
The company only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the company and their measurement bases are as follows:

Financial assets - other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Cash at bank is classified as a basic financial instrument and is measured at face value.

Financial liabilities - accruals and other creditors are financial instruments and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition.

Taxation
The taxation expense represents the aggregate amount of current tax recognised in the reporting period. Tax is only payable on its investment income.

continued...

3. **ACCOUNTING POLICIES - continued**

Hire purchase and leasing commitments
Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability.

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Going concern
The balance sheet shows net current assets at the year-end, the company continues to be financially backed by its ultimate controlling party, Newark & Sherwood District Council. The directors have received a letter of support from Newark & Sherwood District Council confirming that they will continue to provide support for the foreseeable future.

Defined benefit plan
The company recognises a defined net benefit pension asset or liability in the statement of financial position as the net total of the present value of its obligations and the fair value of plan assets out of which the obligations are to be settled. The defined benefit liability is measured on a discounted present value basis using a rate determined by reference to market yields at the reporting date on high quality corporate bonds. Defined benefit obligations and the related expenses are measured using the projected unit credit method. Plan surpluses are recognised as a defined benefit asset only to the extent that the surplus is recoverable either through reduced contributions in the future or through refunds from the plan.

Changes in the net defined benefit asset or liability arising from employee service are recognised in profit or loss as a current service cost where it relates to services in the current period and as a past service cost where it relates to services in prior periods. Costs relating to plan introductions, benefit changes, curtailments and settlements are recognised in profit or loss in the period in which they occur.

Net interest is determined by multiplying the net defined benefit liability by the discount rate, both as determined at the start of the reporting period, taking account of any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. Net interest is recognised in profit or loss.

4. **EMPLOYEES AND DIRECTORS**

The average number of employees during the year was 143 (2025 - 146).

5. **AUDITORS' REMUNERATION**

	2026	2025
	£	£
Fees payable to the company's auditors for the audit of the company's financial statements	6,900	6,250

6. **TANGIBLE FIXED ASSETS**

	Plant and machinery £
COST	
Additions	215,684
At 31 March 2026	215,684
DEPRECIATION	
Charge for year	7,189
At 31 March 2026	7,189
NET BOOK VALUE	
At 31 March 2026	208,495

continued...

6. **TANGIBLE FIXED ASSETS - continued**

Fixed assets, included in the above, which are held under finance leases are as follows:

	Plant and machinery etc £
COST	
Additions	215,684
At 31 March 2026	215,684
DEPRECIATION	
Charge for year	7,189
At 31 March 2026	7,189
NET BOOK VALUE	
At 31 March 2026	208,495

7. **DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2026 £	2025 £
Trade debtors	32,911	50,291
Other debtors	158,681	143,404
	191,592	193,695

8. **CURRENT ASSET INVESTMENTS**

	2026 £	2025 £
NSDC surplus cash investment	1,066,126	901,176

9. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2026 £	2025 £
Finance leases	34,732	-
Taxation and social security	50,449	42,149
Other creditors	506,639	468,689
	591,820	510,838

10. **CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2026 £	2025 £
Finance leases	165,549	-

11. **DISCLOSURE UNDER SECTION 444(5B) OF THE COMPANIES ACT 2006**

The Report of the Auditors was unqualified.

James Sewell BA (Hons) FCA CTA (Senior Statutory Auditor)
for and on behalf of Wright Vigar Limited

12. **ULTIMATE CONTROLLING PARTY**

The company's ultimate controlling party is Newark & Sherwood District Council.

continued...

13. **EMPLOYEE BENEFITS**

On 1 June 2015, all employees engaged by the company were transferred from Newark & Sherwood District Council to the company. The company's employees belong to a defined benefit pension scheme managed by Nottinghamshire County Council.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The pension scheme is subject to a triennial valuation which determines the employer contribution and deficit contribution rates for a 3-year period. The latest full actuarial valuation of the pension scheme related to the period ended 31 March 2022 which determined the rates for 2023-24, 2024-25 and 2025-26.

Barnett Waddingham have undertaken their annual valuation of the scheme as at 31 March 2026. The valuation shows a surplus of £nil (2025: surplus of £nil).

14. **RESERVES**

Pension reserve - this reserve reflects the deficit on the defined benefit pension scheme. The unadjusted pension surplus is £1,631k at 31 March 2026. The impact of the asset ceiling adjustment is £1,631k. The final funded surplus recognised in the financial statements at 31 March 2026 is £nil.

Other reserves - this balance reflects the total balance of the 3 separate reserves maintained by the company. As at the year-end, the split of other reserves was as follows:

	2026	2025
	£	£
Contingency reserve	277,962	150,000
Repair reserve	440,000	515,345
Development reserve	50,000	25,000
	767,962	690,345

The company received a OPCC Grant during the year which is ring fenced funds. At the year end £7,680 remained available to spent in the 2026/27 year end.

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to: Executive Shareholder Committee Meeting 21 July 2026

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 4 2025-26
Purpose of Report	To present the performance of Arkwood in Quarter 4
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 4 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

Data Tables – Executive Shareholders

Data exported from the database 11/05/26.

Code	Indicator Name	Frequency	22/23 Q4 Value	23/24 Q4 Value	24/25 Q4 Value	25/26 Q4 Value	25/26 Q4 Target	25/26 Q4 Manager Comments
ARK001	Arkwood - total legal completions	Annually	50	71	88	12	61	As per above delays to Lowfield and Long Bennington had an impact on the expected outturn for 25/26.
ARK002B	Number of homes delivered through our housing development company Arkwood	Quarterly	35	24	10	44	67	Delays in getting planning at Lowfield Lane and also Long Bennington (planning achieve in Jan 26, 13 months after submission) has hit the expected outturn this year.
ARK003B	Number of plots commenced through our housing development company Arkwood	Quarterly	8	0	62	54	107	Ditto above, albeit Lowfield Lane has now started on site in earnest and Long Bennington expected to start in June following pre-commencement planning condition sign off.
FIN019	Arkwood - forecast pre tax profit for the year	Annually			£-77,000	Awaiting confirmati on	£1,414,508	

NEWARK & SHERWOOD DISTRICT COUNCIL

Report to: Executive Shareholder Committee: 21 July 2026

Director Lead: John Robinson, Chief Executive

Lead Officer: Nigel Hill, Business Manager – Elections & Democratic Services

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Appointment to the Arkwood Developments Ltd. Board
Purpose of Report	To approve a change to the Board of Directors of Arkwood Developments.
Recommendations	That the Executive Shareholder Committee approve the appointment of Nick Wilson to the Board of Directors for Arkwood Developments, replacing Sanjiv Kohli.
Reason for Recommendations	The replacement is required for continuity of the Company's Board membership.

1.0 Background

1.1 The appointment of Directors to the Board of Arkwood Developments is a decision reserved to the Council under the Governance Agreement between the two parties and is set out in the Council's Constitution – Part C, Paragraph 5.3 – Delegation to Executive Shareholder Committee.

1.2 Sanjiv Kohli retired from Newark & Sherwood District Council as from 30 June 2026 and was removed as a Director of Arkwood Developments Ltd. from that date. It is necessary to appointment a replacement on the Arkwood Board of Directors.

1.3 On 19 May 2026, Full Council confirmed the appointment of Nick Wilson as the Council's S151 Officer following his appointment as Director – Finance, Revenues & Benefits and Section 151 Officer as part of the Council's organisational structure changes in preparation for Local Government Reorganisation.

2.0 Proposal / Options Considered

2.1 It is proposed that Nick Wilson be appointed to the Arkwood Board of Directors following the retirement of Sanjiv Kohli. This will give continuity to the Board and the appropriate financial skills and knowledge.

3.0 **Implications**

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

Implications Considered Yes – relevant and included / NA – not applicable			
Financial		Equality & Diversity	
Human Resources		Human Rights	
Legal		Data Protection	
Digital & Cyber Security		Safeguarding	
Sustainability		Crime & Disorder	
LGR		Tenant Consultation	

Financial Implications FIN26-27/1749

3.1 There are no financial implications arising from this report.

Legal Implications LEG2627/2069

3.2 The appointment of a director to Arkwood Developments Ltd must be made in accordance with the Governance Agreement and the Council's Constitution. Upon appointment, the proposed director will owe statutory duties to Arkwood Developments Ltd under the Companies Act 2006. Appropriate arrangements will need to be maintained to manage any actual or perceived conflicts arising from the appointee's role as the Council's Section 151 Officer. Subject to compliance with the Council's governance arrangements and the necessary Companies House notifications being completed, no significant legal issues arise from the proposed appointment.

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