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Monday 19 June 2023

Chairman: Councillor P Peacock

Members of the Committee:

Councillor Mrs R Holloway
Councillor L Brazier
Councillor C Penny
Councillor M Spoors
Councillor P Taylor

MEETING: Executive Shareholder Committee

DATE: Tuesday, 27 June 2023 following the Cabinet Meeting

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

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1. Apologies for Absence
2. Declarations of Interest from Members and Officers
3. Notification to those present that the meeting will be recorded and streamed online
4. Minutes from the previous meeting held on 21 March 2023 4 - 7

Active4Today

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Arkwood Developments

6. Arkwood Developments - Performance Report Quarter 4 2023 68 - 70
7. Exclusion of the Press and Public

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, 21 March 2023 at 6.29 pm.

PRESENT: Councillor D Lloyd (Chairman)

Councillor K Girling, Councillor R Jackson, Councillor P Peacock and Councillor T Wendels

APOLOGIES FOR ABSENCE: Councillor Mrs R Holloway (Committee Member)

9 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

Councillor T Wendels and Sanjiv Kohli, Deputy Chief Executive, Director – Resources and Section 151 Officer declared an interest as Directors of Arkwood.

Councillor K Girling and Nick Wilson, Business Manager – Financial Services declared an interest as Directors of Active4Today.

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

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

11 MINUTES FROM THE PREVIOUS MEETING HELD ON 20 DECEMBER 2022

The minutes from the meeting held on 20 December 2022 were agreed as a correct record and signed by the Chairman.

12 ACTIVE4TODAY BUSINESS PLAN

The Committee considered the report presented by the Director – Housing, Health & Wellbeing and the Community Development Manager – Active4Today which sought to present to Members the performance of Active4Today for the period to January 2023 (Period 10). A draft of the Active4Today Business Plan for 2023/2024 was also attached as an appendix for approval.

The Director – Housing, Health & Wellbeing highlighted 3.2 of the report referring to the draft Business Plan for approval, the membership fees and ‘core-prices’ for pay-and-play provision at leisure centres for 2023/24.

The Community Development Manager – Active4Today informed the Committee that the report was positive as well focusing on pay and utilities increases. The table at 4.2 provided figures for the current financial position of the Company, monitored by the Board, also providing the full year budget and the predicted year end position with the variances between the two budgets.

The report also highlighted how throughout the year, the Company were obligated to maintain certain aspects of the buildings. Other checks also took place provided by the Council as the buildings owner.

The Committee found the report to be very positive in what Active4Today provide and that performance is good. The Community Development Manager – Active4Today was able to explain how fees and charges are benchmarked as well as Active4Today's prices are part of a realignment process to bring all to the same rate including long term members, having considered competitors charges.

The encouragement of more members to the leisure centres going forward and understanding why some people are out off joining and how to engage people in sports and fitness.

AGREED that Cabinet:

- a) note the performance of the company at Appendices A, B and C;
- b) approve the company's draft Business Plan at Appendix D; and
- c) approve the increases to membership fees and pay-and-play prices presented at section 3.2.

13 ARKWOOD DEVELOPMENTS - PERFORMANCE REPORT QUARTER 3 2022/23

The Committee considered the report of the Chief Executive which sought to present to Members the performance of Arkwood Developments Ltd for Quarter 3 (October – December 2022). Details of the performance were provided in the appendix to the report.

AGREED that Cabinet review the Arkwood Performance Report (attached as Appendix 1) and consider the Company's performance against its targets and objectives highlighting any areas of high performance and identifying areas for improvement.

14 EXCLUSION OF THE PRESS AND PUBLIC

Agreed that under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in part 1 of Schedule 12A of the Act.

15 ANNUAL PAY REVIEW FOR THE MANAGING DIRECTOR AND NON-EXECUTIVE DIRECTOR OF ARKWOOD DEVELOPMENTS LIMITED

The Committee considered the exempt report in relation to the Annual Pay Review for the Managing Director and Non-Executive Director of Arkwood Developments

Limited.

Meeting closed at 6.53 pm.

Chairman

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

Document is Restricted



Report to: Executive Shareholder Meeting: 27th June 2023

Director Lead: Suzanne Shead, Director of Housing, Health and Wellbeing

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

Report Summary	
Type of Report	Open report, Non-key decision
Report Title	Active 4 Today Performance Outturn 2022-23
Purpose of Report	This report presents the performance outturn for Active 4 Today for the year 2023-23
Report Recommendations	That the performance of A4T 2022-23 is noted
Alternative Options Considered	None
Reason for Recommendations	To ensure that the shareholder has assurance and oversight of the company's performance ensuring that the company continues to deliver the outcomes required by the Council as aligned to the Councils Community Plan.

1.0 Background

- 1.1 The Council's wholly owned 'not for profit' leisure company, Active 4 Today (A4T) has been delivering leisure and sports development on behalf of the Council since 2015. This includes the management of four leisure centres: Blidworth, Dukeries, the Newark Sports and Fitness Centre and most recently Southwell Leisure Centre.
- 1.2 Prior to the establishment of the Executive Shareholder Committee, performance of the company was overseen by the Leisure and Environment Committee.
- 1.3 In December 2022, the committee agreed to an enhanced reporting framework to include on an annual basis:
 - i. Performance against Business Plan Actions and Performance Indicators
 - ii. Statement of regulatory compliance
 - iii. Financial viability of A4T Financial Business Plan
 - iv. Annual delivery - Business Plan
 - v. Internal Audit Report
 - vi. External Audit Letter
 - vii. Annual Accounts
 - viii. Strategic Risk overview
 - ix. Outcome of any formal complaints
 - x. Inclusion of customer satisfaction data

The company has presented their year end outturn in this format at Appendix I

- 1.4 The appended documents to this report are:
 - I. Active4Today Shareholder Outturn Report 2022-23
 - II. Active4Today Performance Indicators 1st April 2022 to 31st March 2023
 - III. Active4Today Sports Development Report 1st April 2022 to 31st March 2023
 - IV. Active4Today Regulatory/ Compliance framework
 - V. Active4Today Draft Accounts 2023

2.0 Performance Overview

- 2.1 The overall performance reported by the company is positive. During 2022-23, A4T has delivered a strong performance in terms of increasing membership and user visits. Whilst they have not hit their in-year target regarding the number of concessionary memberships, this area has still shown a marked improvement increasing by almost 19% in the year.
- 2.2 Direct debit memberships form the largest portion of the company's income and have shown an ongoing upward trend in the total number. Total memberships have increased from 10,680 to 11,760 representing a 10.1% increase in year. This has supported the company to perform strongly against its income targets.
- 2.3 The increased sales revenue generated has allowed the company to offset a range of in-year financial impacts on the business including: increased utility costs, increased

VAT costs, general cost of living increases and increased employee remuneration through the annual cost of living rise.

- 2.4 The company highlights (in their outturn report Appendix I) how the temporary closure of Southwell Leisure Centre also impacted negatively on revenue whilst essential maintenance was undertaken.
- 2.5 The company’s financial position has been supported by the review of the pension scheme. During 2022-2023 the Company made the council aware of their 3-year surplus/deficit forecast for the years, 2023-2024, 2024-2025 and 2025-2026. This was set out as follows:

	2023 - 2024	2024 - 2025	2025 - 2026
Forecasted Deficit	£682,295	£571,885	£577,960

Table 3. 3-year forecasted deficit

- 2.6 However, the Company has had its in-year pension contribution reduced for the next 3 years (2023-2026) as part of the 3 year triennial evaluation process, carried out by Barnett Waddingham, the company who provide specialist advice to the Nottinghamshire superannuation pension scheme.
- 2.7 As a result, the Company will make a significant saving for the next 3-year period, which has moved the 2023-2024 forecast from a £682,295 deficit to a £480,545 forecasted deficit, a reduction of £201,750. The Company will revise the above figures at quarter 2 of 2023-2024 and present the Council with an updated 3 year forecast until the 2026-2027 financial year.

3.0 Recommendations

- 3.1 That the performance of the company at Appendices I, II, III, IV, V are noted.

4.0 Implications

5.1 Financial Implications FIN23-24/9145

There are no additional financial implications on the Council resulting from this report.

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.



1. REPORT PURPOSE

- 1.1 To provide the Shareholder Committee with the outturn position for the year between the dates 1st April 2022 – 31st March 2023.
- 1.2 To provide the Shareholder Committee with the 2022 - 2023 final audited accounts for Active4Today Ltd (A4T).

2. BACKGROUND – OVERVIEW

- 2.1 Overall the Company has performed very well throughout 2022-2023 with several challenges being placed upon the business, the majority of which were financial based.
- 2.2 The Company recovered well from Covid throughout 2021-2022 which placed the Company in a very good position when it commenced the 2022-2023 financial year. Throughout the year the Company revised the budgets twice. This was due to increased membership sales, increased block booking sales and increased income through partner sites. In addition to the positive income increases, the Company also dealt with increased utility costs, increased VAT costs, which was a further consequence of the utility increases, general cost of living increases and increased employee remuneration, through the annual cost of living rise.
- 2.3 Furthermore, the Company had to readjust the finances associated with the Southwell Leisure Centre transfer, which took place in October 2021. This was due to the lack of detailed information known at the time of the transfer, to develop a full year forecasted budget.
- 2.4 Throughout the year, the Company continued to report an operating deficit position, requiring a management fee from the Council of £500,000. This deficit took into account the huge increases in expenditure for the year, which the Company managed to offset through increases in income and savings in other expenditure areas.
- 2.5 Of the management fee set out above, over £100,000 is specifically identified for Sports Development work, which ostensibly is the staffing associated with delivering the sports development offer. Whilst this figure represents the actual amount directly within the specific sports development budget, several other posts are associated with delivering sports development, which included four apprentice positions, who work

across the Company with a large amount of their time dedicated to the sports development offer.

- 2.6 This is also the case for several leisure attendants and sports coaches, who throughout the year work hours for sports development and specifically through holiday periods where they deliver holiday activities.
- 2.7 A further challenge during the year was the temporary closure of the Southwell Leisure Centre fitness suite for a period of approximately 1 month. This was due to essential maintenance work being carried out by Newark and Sherwood District Council (the owners of the building). However, in a bid to keep cancellations to a minimum and provide a value for money service for the existing customers, the Board of the Company agreed to collect no fitness suite direct debit income during January 2023.
- 2.8 This had a negative financial effect for the Company, losing approximately £45,000 during this period. The Company managed once again to contain this loss in income, through savings in staffing and increased income generation at the other facilities still operating. After repairs were actioned, the area was reopened and continues to remain open and operational.
- 2.9 As part of the Company's social responsibilities, it has continued to support many residents within the community throughout 2022-2023 and these have included offering:
- 843, 3-day passes allowing FREE access to all of the leisure centre
 - 301, 7-day passes allowing FREE access to all of the leisure centres
 - 5 concessionary memberships types, offering financial discounts to many adults, juniors, 60+ and students, who meet the criteria aligned to the Department of Work and Pensions
 - Postcode concessions, aligned to areas of high deprivation across the district identified by Newark and Sherwood District Council's indices
 - 20, full membership bursaries for young people, based on a criteria of need
 - Over 80 free memberships to adults and junior refugees, for up to 6 months
 - The Holiday Activity and Food programme (HAF), during several school holidays, providing children who meet the criteria with free activities within the leisure centres and a free hot meal

3. OUTURN REPORT

- 3.1 As per discussions with the Council, the Company presents this report in order the Council can review the performance of the Company against the criteria set. The Company throughout the year has provided regular performance reports to the various committees, with this report providing the full year overview.
- 3.2 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 compliant with legislation. In addition, it is providing a quality experience for its customers with value for money prices, which supports inclusivity and access.
- 3.3 The number of user visits followed the anticipated seasonal trends throughout the year and successfully achieved the target of 1,000,000 user visits, achieving 1,008,319 in total. This number covers all activities, sessions and classes at all leisure centres and partner sites. This is an increase on the previous year of 168,834 (839,485), which equates to an average increase of approximately 14,000 users per month.
- 3.4 The number of users that were over 60 has experienced an increase in comparison to the previous year. There were 113,719 visitors from this age group using the leisure centres up to 31st March 2023, compared to 91,252 at the end of March 2022, an increase of 22,467. This is demonstrating the increased partnership working with community groups and health providers to share the opportunities offered to older people at A4T facilities.
- 3.5 The number of referrals received from healthcare professionals up to 31st March reached 329, which is in line with pre-pandemic levels. Referrals are performing at a consistent rate in relation to conversions and are currently operating at 41% in terms of sign up, to taking out a subsidised membership.
- 3.6 The number of community groups supported has reached 132 across the team of sports development officers. Several team members have been working closely with individual clubs to submit grant applications to develop new projects, events, and programmes to engage more people in physical activity and sport. A full report of performance of the sports development team is included in appendix II.

3.7 The table below provides the Committee with direct debit membership data and how it developed from 1st April 2022 to 31st March 2023.

Month	BLC Adult	DLC Adult	NSFC Adult	SLC Adult	BLC Child	DLC Child	NSFC Child	SLC Child	TOTAL
April	695	1,155	3,475	1,914	46	431	1,624	1,340	10,680
May	699	1,156	3,400	1,901	49	440	1,625	1,339	10,609
June	698	1,242	3,520	2,009	48	446	1,655	1,373	10,991
July	698	1,222	3,522	1,974	48	446	1,622	1,375	10,907
August	675	1,199	3,512	1,952	50	465	1,643	1,407	10,903
September	666	1,212	3,582	1,957	57	484	1,645	1,421	11,024
October	656	1,213	3,618	2,018	62	482	1,655	1,440	11,144
November	648	1,216	3,655	2,030	70	471	1,632	1,420	11,142
December	648	1,219	3,686	2,024	72	467	1,624	1,408	11,148
January	685	1,296	3,858	2,063	80	484	1,673	1,433	11,572
February	678	1,328	3,927	2,102	83	485	1,679	1,427	11,709
March	712	1,353	3,928	2,130	84	502	1,621	1,430	11,760

Fig 3. Direct debit membership table

3.8 On 31st March 2023 there were 11,760 live memberships held across all sites. Of these, 61 have frozen their memberships for either medical reasons or financial reasons, in line with the Freeze Policy.

3.9 The short term one-month, non-contract and flexible memberships are increasing in popularity since they were introduced early in 2022. Throughout the year there were 761 adults choosing this option, rather than committing to a longer, 9-month contract term.

3.10 The live adult membership base at BLC has remained at a steady pace throughout the year, with several losses before recovering again. Overall, the picture is positive, with a small increase from 695 to 712 on 31st March. With the centre being in close proximity to Mansfield and several leisure competitors, this does have an impact on the membership sign ups and the footfall of customers through the facility.

3.11 The live children's membership base at BLC has experienced a steady increase, almost doubling from April 2022 at 46 to 84 children, by the end of March 2023. Staff are experiencing regular visits from teenagers and students attending the fitness facilities during the 3.30pm – 5pm time slot, which is after schools close; the centre has become a popular choice for exercising amongst this demographic.

3.12 The live adult membership base at DLC has continued to grow since April 2022, achieving and exceeding the monthly targets set. The number of members on 31st March 2023 was 1,353, in comparison to 1,155 at the start of the year, an increase of

198. This demonstrates that the swimming pool has had an extremely positive affect since it was opened in July 2021, the adult participation has grown dramatically, from 633 at that time to the current membership of 1,353, an increase of 720 members.
- 3.13 Similar to the position of the adult membership base, the number of children at DLC has also increased significantly since the swimming pool opened. At 31st March 2023 the centre had a membership base of 502, an increase of 61 in comparison to the same period in 2022, (441).
- 3.14 The live adult membership base at NSFC has experienced an increase in numbers and has now reached 3,928 members. This again is a significant increase in comparison to 31st March 2022, where the membership base was 3,503 members, a variance of 425 members.
- 3.15 The children's membership base at NSFC is currently at a standstill position. This is due to the many other physical activity opportunities available in the area, including the new Clip 'n' Climb opening in the neighbouring YMCA building in the last quarter; the full impact this may have on NSFC is still unknown at present. The number of children currently holding a live membership is 1,621 in comparison to 1,624 at the start of the year.
- 3.16 The adult membership base at SLC has also performed at a consistent rate throughout the year, despite the closure over the Christmas and New Year period, experiencing a growth from 1,914, to 2,130 on 31st March 2023, an increase of 216 members.
- 3.17 The development of the ground floor fitness facilities during the summer, ensured that there remained an element of fitness provision at the facility during the closure period. In addition there were a number of instructor led, HIITs classes also being delivered in the squash courts during this period, to engage with customers during set times of the day. The popular times have been continued beyond the closure period and are now a regular feature on the fitness programme.
- 3.18 The children's membership base at SLC on 31st March 2023 has increased from April 2022 (1,340) and now stands at 1,430. During the year, there have been improvements made to the children's swimming lesson programme, which has had a positive impact on the delivery of lessons and a 13-week structured programme of content was also introduced, to ensure consistency of delivery across all swimming lessons at A4T sites. This has supported staff in their planning and delivery, specifically when contracted staff are on annual leave, allowing relief swimming teachers to use the guide to deliver their lesson content. It also ensures that swimmers are receiving the same standard of lesson throughout the Company.

3.19 In addition to the generic swimming lessons, 1-2-1 swimming lessons for people with a disability were also introduced and although the uptake was low at the beginning, this has steadily increased to approximately 20 individuals. Further promotions are also taking place in all local primary schools in the area, through Special Educational needs coordinators.

4. Performance against Business Plan Actions and Performance Indicators

	AIMS	ACTION	PROGRESS TO 31 ST MARCH 2023
1.	Healthy and active lifestyles		
1.1	Childhood obesity - develop and provide opportunities for young people	a) Co-ordinate a series of free-swimming sessions for children, especially focused on the new swimming pool in Ollerton. This will take place during the main holiday periods of Easter and summer and will be for a day per week for an open session.	<p>Sessions held in Summer, October half term and December alongside existing holiday activities.</p> <p>11th August</p> <p>Attendance session 1 - 12</p> <p>Attendance session 2 – 29</p> <p>20th October</p> <p>Attendance session 1 - 3</p> <p>Attendance session 2 – 12</p> <p>29th December</p> <p>Attendance session – 24</p> <p>Relaunch plan in April 2023 regarding Dukeries Junior Parkrun as numbers have reduced over the winter period. More information to follow in subsequent reports.</p>
1.2	Inactive people - develop and provide opportunities for inactive people	a) Development of water based and swimming activities for all ages at Dukeries Leisure Centre.	<p>Swim programme developed with the introduction of aqua aerobics classes.</p> <p>Over 55's swim offered for free to people with long term health conditions following funding received from NCC. Numbers began well in April with approx. 16 attending and reduced during the summer months to an average of 8. By the end of the year in March numbers reached 22 following a series of social media posts on local Facebook groups based in and around Ollerton.</p> <p>A series of taster sessions were planned under the 'This Girl Can' initiative in the summer. Numbers were disappointing so this will be reviewed and relaunched</p>

		<p>b) Introduce a series of taster activities, with specialist instructors at sites. The aim will be to pilot 4 new sessions within the year running for approximately 6 weeks per session.</p>	<p>through Dukeries Academy during summer term 2023.</p> <p>A member of staff trained in chair-based exercise and started new classes at SLC and NSFC. Numbers are building with 8 attending at SLC and 16 at NSFC.</p> <p>3-day passes, details of the community health walks and free over 55's swim session at DLC distributed to tenancy support workers in the district for the homeless. Social prescribing link workers also referring patients to appropriate sessions using the 3-day passes.</p> <p>Passes distributed to tenancy support work workers and social prescribing link workers has been ongoing.</p>
1.3	NSEC 6-8 - develop and provide opportunities for people living in high NSEC 6-8	<p>a) Introduce 7-day adult passes through a partnership with DWP</p> <p>b) Offer 20 bursaries for persons living in the target areas at both DLC and NSFC, to receive a free membership for 12 months</p>	<p>Pilot scheme developed for series of free use activities. Eligibility criteria reviewed in partnership with NSDC colleagues. Approval required from NSDC.</p> <p>7 day and 12-month pass criteria developed created and launched in partnership with DWP officers</p> <p>Delay in developing the criteria - to be developed and managed through Grant Aid Scheme Panel.</p>
1.4	Development of the VISPA Academy to provide volunteering opportunities for young people	<p>a) Recommence with work in the schools to develop volunteering opportunities for children aged 14 and over. This is particularly important to build the levels back up and support clubs and organisations when they restart after Covid.</p>	<p>Attendance at careers fair at Magnus Academy, You Can Do Sport, Minster, Dukeries Academy, Castle House and Dukeries College</p> <p>Tour of NSFC for YCDS</p> <p>Participating in promotional video for YCDS regarding VISPA</p> <p>Linking with Dukeries Young People's Centre for targeted individuals</p> <p>Promoted at Sherwood Forest Education Partnership meetings</p> <p>Mock interviews attended at Portland College, Minster School, and Newark Academy</p> <p>Work experience scheme reviewed and amended to align with VISPA schedules.</p>

			<p>12 work experience student placements across 4 sites</p> <p>25 VISPA placements including 2 volunteers with learning disabilities</p>
1.5	Recognising the mental health issues which may have resulted due to the pandemic	<p>a) Working directly with CAMHS and mental health professionals to increase physical activity levels and improve health and wellbeing</p> <p>b) Investigate and support the N&S Sports Council to develop a team of Mental Health ambassadors across the district.</p>	<p>Shaw Mind are supporting CAMHS waiting lists, and work planned to deliver specialist activities to their clients.</p> <p>Sports Council/ Forum reengaged, and meetings took place in November and AGM in January.</p> <p>Community partnership pilot with 'MIND' – provision of workshop training.</p> <p>'Unlock your You' support with training and volunteer 'hand-holders' to link, Provision-Person-MHA-entry level club session.</p> <p>Shaw Mind will support the roll out through sports clubs with potential for funding from Active Notts.</p>
1.6	Secure funding to deliver a range of activities in priority areas	<p>a) Deliver the identified programme of activity through the funding secured from Nottinghamshire County Council</p> <p>b) Work with NSDC to offer children's activities funded through the HAF programme (Holiday activities and food) for children on Free School Meals (FSM)</p>	<p>Weekly session – numbers increasing following local social media campaign and average of 18 swimmers attending. Refreshments now served following the session to provide warm space and social opportunity. 16 individuals are regularly attending other pay and play activities and 7 swimmers have become direct debit members.</p> <p>All holiday programmes delivered with funding received from NCC.</p> <p>Activities delivered with Dukeries Young People's Centre</p> <p>85 eligible FSM children attended throughout the year.</p> <p>Successful delivery of activities at school holidays and successful grant funding application for 2023/2024 delivery.</p>
1.8	Development of Corporate Well-being memberships, as part	<p>a) Improve awareness around 'what the company offers' and the benefits of membership</p>	<p>Promotional video developed and used to promote our facilities at wellbeing events.</p>

	of a wider network of organisations i.e. Newark Business Club, School Groups, NHS or similar	<ul style="list-style-type: none"> b) Commence with wellbeing roadshows within companies located within Newark & Sherwood c) Create digital promotional material for companies that take up corporate membership packages, with a view to improving the health and wellbeing of their workforces 	<p>Engaged with 7 corporate partners, corporate banners in the workplace, digital signage in corporate canteens, promotions available on staff intranets, continue to build on these.</p> <p>17 health events attended</p> <p>Completed - promotional video developed and used to promote our facilities at wellbeing events.</p>
2.	Accessible facilities		
2.1	Potential Development of a Changing Places at DLC	a) Work with the Council and development companies to scope out the possibility of installing a Changing Places at DLC. This will include developing an activity programme, which will work with the various groups who will be able to access the facility in the event the new resource is added.	<p>To date the changing places facility is not able to be installed due to limitations with the building. It has been established that if changing places was to be located at this site, it would need to be an extension to the building.</p> <p>Current the existing changing facilities are not suitable for the most disabled members of the community, however, the Pathfinders and Whitewater patients continue to use the facility with their more able patients.</p>
2.2	Ensure the programme of activities within the leisure centres are designed to attract and support the varied and diverse communities, which exists within Newark and Sherwood District Council	<ul style="list-style-type: none"> a) Develop a programme which reflects the demographic of the community and provides specific sessions for persons with disabilities through the use of gym equipment, 'Pool pods' and the Changing Places at NSFC and possibly DLC b) Provision of staff training to broaden the opportunities available c) Re-establish the work with various disability groups and make links with partners to support the existing sessions and reintroduce previous activities to the centres. 	<p>15 people attending NHS referral sessions at Blidworth.</p> <p>Delivery of Multi skills course to upskill apprentices, holiday activity staff and VISPA volunteers</p> <p>Dementia Carers and Reach returned following pandemic.</p> <p>1 new monthly group booking started in March.</p>

			Disability swim introduced in January
2.3	Improve community access through partner facilities and put in place SLAs with each partner site.	<ul style="list-style-type: none"> a) Develop the business in the new sites at The Suthers School (the new school in Newark). b) Work with the Council to investigate the possibility of operating the Magnus Academy all weather facility, once funding is secured for a new sand filled carpet. This will include working with partners including Newark Hockey Club and England Hockey to develop the site and activities further. 	<p>Academy have put community use of their sport facilities on hold at present. Further discussion in 2023.</p> <p>Pitch works completed in July and facility in use from September. Usage is seasonal with peak period throughout winter months. At the end of March there were 14 clubs/organisations that had used the facility. The average number of hours of weekly bookings at the end of March was 78.5 hrs of bookings out of a maximum 108 hrs (73%).</p>
2.4	Improve the range of technology utilised to enhance the customer experience	<ul style="list-style-type: none"> a) Develop self service functions for accessing bookings and account management, customer engagement and fitness tracking b) Introduce a range of 'cashless' entry options for customers to Develop a 'cashless' offer for the leisure centres c) Introduce the Club Direct Debit memberships, to block bookings at Southwell Leisure Centre d) Explore the options for pre-paid cards for use by under 18's to access the facilities without memberships. e) Develop a resale function with the LeisureHub online booking system so good can be ordered online by customers and collected on site during their visit f) As a pilot, develop door access control for hirers/clubs accessing Barnby Road School Sports Hall g) Develop a selection of children's parties packages bookable within the LeisureHub online system 	<p>App creation and content all complete with ICT and DPO involved. Launch date for customers delayed due to technological concerns and speed of information displayed. Anticipated launch date 1st June 2023.</p> <p>All sites are cashless with SLC introduced in September.</p> <p>Complete as pt 3.5 below.</p> <p>This option was explored however it was felt that the payment options in place were sufficient for young people.</p> <p>Complete – new resale contract implemented with an improved sales return of 40% on the previous year. All sites have new displays and further development of purchasing online is in discussion with software provider.</p> <p>Complete – all users issued with access cards.</p> <p>Complete – all parties rationalised and promoted and bookable online.</p>

2.5	Ensure SLC is fully integrated into A4T	<p>a) Continue to ensure the Southwell Leisure Centre operations are fully integrated into those of A4T. This will include:</p> <ul style="list-style-type: none"> • Staffing • Finance - audit, final accounts • Processes and procedures • Budgets • Marketing and branding 	Complete – staffing, operations, health and safety, finance, budgets, marketing and branding.
3.	Financial viability		
3.1	Development of the Dukeries swimming pool and existing facilities	a) Develop a corporate offer for businesses in the Ollerton area to showcase the new swimming pool development and provide the benefits of regular exercise to the employee and employer	<p>6 Sherwood area organisations attended including Edwinstowe House</p> <p>Attendance at Primary Schools - 6 Secondary schools - 3 Junior Clubs - 5 Adult Clubs - 4</p>
3.2	Increase junior memberships at the Dukeries LC with the development of the new swimming pool	a) Liaise with schools and other organisations with high numbers of young people, to promote the new swimming pool at Dukeries, providing family sessions as part of the promotion	As above.
3.3	Increase adult memberships at all centres	a) Increase the profile at all sites with target advertising, based on greater marketing information, provided by the software system. The target for the end of the 2022/2023 year is 11,500 members.	App creation and content all complete with ICT and DPO involved. Launch date for customers delayed due to technological concerns and speed of information displayed. Anticipated launch date 1 st June 2023.
3.4	Price re-alignment	b) Undertake a price re-alignment for the memberships with a target of achieving a full re-alignment of all memberships by the end of the financial year 2023/2024	Complete
3.5	Clubs and Organisations at SLC	a) To move all clubs and organisations operating out of SLC onto a DD or bank transfer option to remove the administration and cost of invoicing monthly. In addition, move all clubs and organisations to up-front payments also and remove retrospective payments for the use of the facility.	<p>Complete – all bookings now paying in advance.</p> <p>32 clubs now on direct debit 9 paying quarterly on invoice which includes an admin fee. Bad debt has now been removed for block bookings at this facility.</p>

Table 1. Performance against Business Plan Actions and Performance Indicators

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

- 5.1 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.
- 5.2 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.
- 5.3 Throughout the year the Company works through its compliance requirements, and these can be seen at appendix III of this report. As further compliance areas/requirements are identified, these are added to this list.
- 5.4 For the year 2022-2023 all compliance issues identified were actioned with all remedial works undertaken by appropriately qualified individuals or companies.
- 5.5 Currently there remains items of works which were identified in 2022-2023 for Southwell Leisure Centre, however, these are landlord responsibilities, and these are currently being programmed in by the District Council. All works identified should be completed by the end of quarter 3.

6. Programme of compliance checks – frequency and responsible body

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

ACTIONS	FREQUENCY	RESPONSIBLE
Poolside Safety Inspections	Daily	A4T
Defibrillator	Daily	A4T
Emergency Exits	Daily	A4T
Facility Inspections	Daily	A4T
Pool Water Samples	Daily	A4T
Onsite Alarm Inspections	Daily	A4T
ACTIONS	FREQUENCY	RESPONSIBLE
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 2. Company compliance checks

7. Financial viability of A4T Financial Business Plan – medium term 3-year plan (to include investment plan)

7.1 During 2022-2023 the Company made the council aware of their 3-year surplus/deficit forecast for the years, 2023-2024, 2024-2025 and 2025-2026. This was set out as follows:

	2023 - 2024	2024 - 2025	2025 - 2026
Forecasted Deficit	£682,295	£571,885	£577,960

Table 3. 3-year forecasted deficit

7.2 Since the forecast was undertaken during November 2022, the financial position of the Company has changed significantly. As reported above, the Company has performed well in income generation, however, this has been offset by increases in expenditure which has in the main netted off the positive income gains.

7.3 However, as reported to the Committee in March 2023, the Company has had its in-year pension contribution reduced for the next 3 years (2023-2026) as part of the 3 year triennial evaluation process, carried out by Barnett Waddingham, the company who provide specialist advice to the Nottinghamshire superannuation pension scheme.

7.4 As a result of this, the Company will make a significant saving for the next 3-year period, which has moved the 2023-2024 forecast from a £682,295 deficit to a £480,545 forecasted deficit, a reduction of £201,750. In view of this, the Company will now revise the above figures at quarter 2 of 2023-2024 and present the Council with an updated 3 year forecast until the 2026-2027 financial year. It is expected that the above figures will also reduce accordingly, even after the known expenditure increases in utilities, VAT, salaries have been factored in. Once this process has been completed the revised figures will be presented to the Shareholder Committee.

8. Annual Accounts, External Audit Letter

8.1 The Company has received the draft unaudited final accounts for the 2022-2023 financial year. The following table shows the final figures across income and expenditure compared with the original budget. The revised budget at period 10 has also been included for reference, as this was the latest revised position for the Company.

	Original 2022-2023 budget	Full year revised budget completed at period 10	31 March 2023 Year-end draft statement position	Variance between original budget and draft year end position
Total income	-£3,530,930	-£3,891,875	-£4,008,316	-£477,386
Staff	£2,327,220	£2,473,150	£2,513,606	£186,386
Premises	£788,100	£1,022,000	£1,018,009	£229,909
Supplies and services	£859,850	£849,125	£856,344	-£3,506
Transfer to Reserves	£50,000	£50,000	£50,000	£0
Total expenditure	£3,975,170	£4,394,275	£4,437,959	£462,789
Surplus/Deficit	£494,240	£502,400	£429,643	-£64,597

Table 4. Income and expenditure analysis

8.2 Below are the highlights from the financial information, in a bid to provide some narrative for the Committee, including the variances in line with information set out above.

- I. **Total Income** – This budget line has outperformed the original budget by £477,000. This is across several income codes within the business, which covers memberships and facility hire as well as pay and play income. This budget was increased during the year as part of the revised budget process, however, due to improved sales and improved attrition of the membership base, it has continued to grow in a positive direction, outperforming its expectations.

As a result, this budget line has performed above the original and revised budget forecasts for the financial year, which included the £45,000 loss of income during January 2023, which occurred at Southwell Leisure Centre following the part closure of the fitness suite.

During the year the Company has worked hard to move all clubs which hire the facilities onto direct debits to improve the continuation of payment and support the cashflow within A4T. This has also supported the retention of these groups/clubs, as they have a regular booking and usage pattern. In view of this,

the Company has minimised its invoicing process for bookings, which has reduced the administrative burden on A4T and subsequently reduced outstanding debt, as the money is collected in advance of their activities.

- II. **Staffing** – This budget has seen a large increase of £186,000 on the original budget, which is attributed to two areas of expenditure. The largest of which was the £1,925 cost of living payment, paid to all employees during the year. The second area of expenditure was for staffing which supported the increase in income generation and in the main was for coaching, fitness suite cover and leisure attendant hours.
- III. **Premises** – This budget has seen a significant increase across the year, and this was identified as part of the revised budget process. Overall, the increase has been due to the huge rise in utility costs, which increased in-year by £242,900 and by £319,600 on the 2021-2022 outturn.

The Company has introduced measures to reduce energy usage where possible (set out further within the report) however the increase in rates nationally, has meant uncontrollable increases to costs.

- IV. **Supplies and Services** – This section of the budget has remained largely the same throughout the year, as it is made up of several controllable expenditure codes. The main variance resulted from irrecoverable VAT, which increased significantly as a result of the increased utility costs. However, this was offset by a large saving from an unused accrual, committed in a previous year's budget. This unused accrual was due to an incorrect water bill, which after several months of dispute by Active4Today, was agreed as incorrect by the company, returning the finance into the 2022-2023 financial year.
- V. **Transfer from Balances** – This line represents the expected shortfall between income and expenditure for the Company for the financial year 2022-2023. This is showing as £429,643 in the current draft of the year end accounts, which has decreased from £494,240 at the start of the year.

However, this variance is due to approximately £70,000 of outstanding invoices, associated with works procured through the Council's corporate property team, which to date are still to be agreed and paid. This is a positive position for the Company, given the increases in expenditure during the year and specifically in salaries and utilities. In addition to this, the Company has managed to absorb the loss of £45,000 of income in January, due to the partial closure of Southwell Leisure Centre's fitness suite.

- VI. The Company has continued to maintain its reserve of £330,000 after the contribution of £131,000 from the 2021–2022 financial year. This is a good position for the Company and supports the Company’s strategy to develop a reserve of £750,000 in the future. This will be supported with an in-year contribution by the Company into reserves of £50,000.
- VII. The Company has now received a management fee from the Council of £500,000 and will place the difference between the forecasted deficit position at the start of the financial year and the actual deficit at the end of the year (approximately £70,000) into the Company’s reserves, as this amount will be required during 2023-2024, to pay for the invoices yet to be agreed with corporate property.

This reserve strategy has been supported by the Council within its governance documents between the Council and Active4Today, setting out that A4T develop a reserve of £750,000.

The approach sets out further, that this needs to be developed through in-year contributions by the Company, supported by any balances at year end, being rolled into the reserve until the £750,000 threshold is reached. This information is broken down in a table below:

Reserve movement	
Original Reserve position	£330,365
Surplus/Deficit	£429,643
Management Fee	-£500,000
Transfer to Reserves	-£120,357
New reserves position	£450,722

Table 5. Company Reserves

9. Annual delivery - Business Plan

- 9.1 As provided above, the actions of the 2022-2023 business plan have been set out within the table in section 4, of this report.
- 9.2 In addition, many actions have been identified within the sports development work, which is attached to the report at appendix II.

10. Internal Audit Report

- 10.1 During the year the Company reported to the Committee a series of audits, which the Company would be procuring from suitable external audit companies.
- 10.2 These audits would provide assurances for the Company and Council on the operations of Active4Today in three areas of work; the collection of direct debit memberships income (which equates to approximately 80% of the company's income), card and online payment income and VAT processes and application.
- 10.3 During February 2023 the first of these audits took place by Wright Vigar and the Company now has the audit report with the results. The following areas were audited for the direct debit memberships:
- Income
 - Sales
 - Debt
 - Performance
 - Compliance
- 10.4 The audit concluded that the “process and systems are well implemented and documented, and no major or minor non-conformances were found” for any of the above categories. This was the highest score that the Company could have received.
- 10.5 The next two audits have been procured with Wright Vigar, once again the successful organisation, who will be undertaking the processes. These two audits will take place during June and August 2023.

11. Strategic Risk overview

- 11.1 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.

11.2 The chart below provides a comparison of usage per site in kilowatt hours (kWh). With the exception of Blidworth, which was already running extremely efficiently, all sites have reduced their consumption of electricity considerably.

11.3 In order to understand the reductions in real terms, table 7 below, displays the data in the format of the number of hot air balloons filled and number of cars travelling the distance around the Earth.

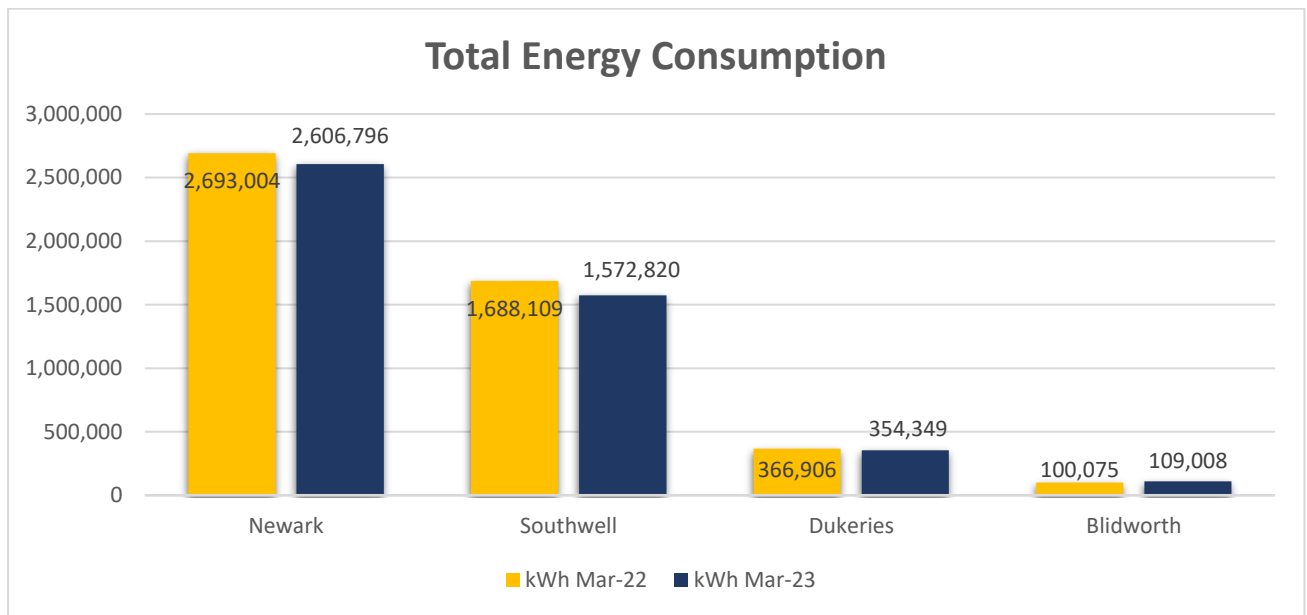


Table 6. Total energy consumption

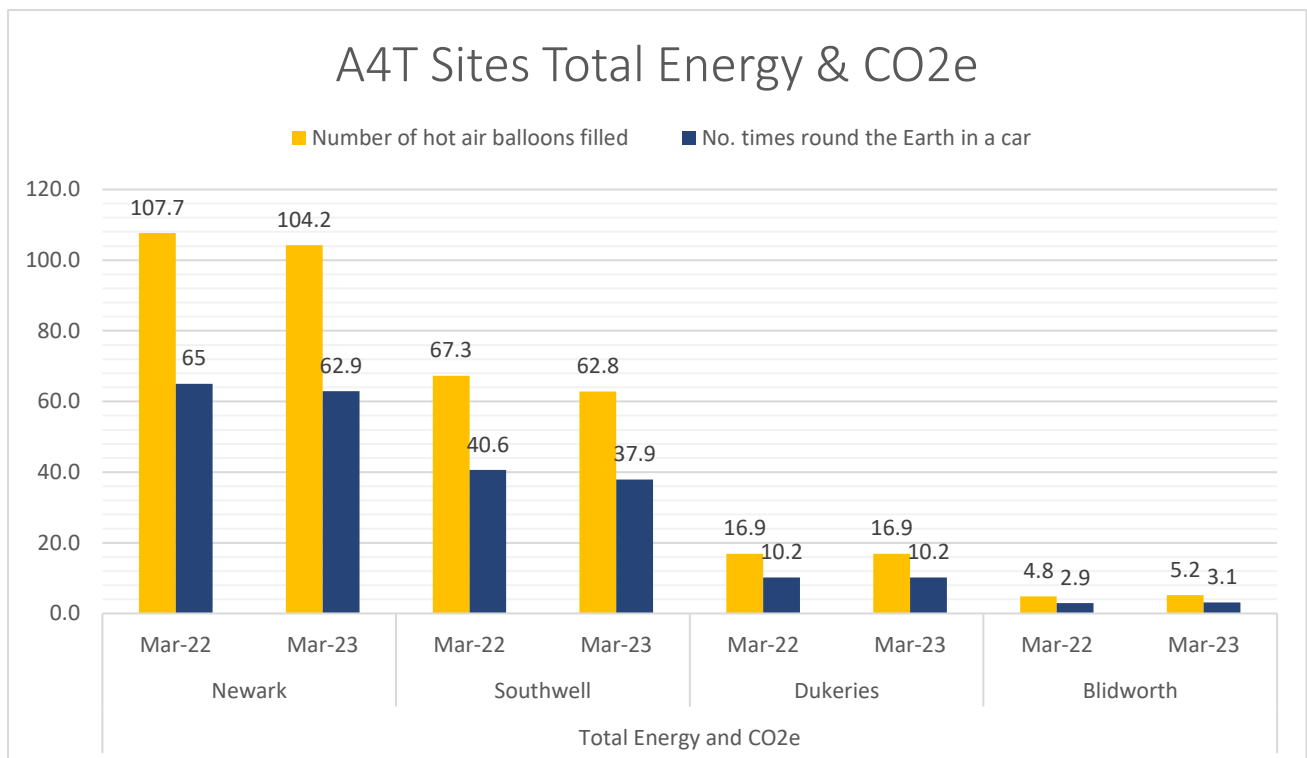


Table 7. Total savings across the Company

12. Outcome of any formal complaints

- 12.1 The Company has received three complaints in the last year which have been managed through the existing process however two of the customers felt that they had not received a satisfactory response and subsequently forwarded their comments to the District Council.
- 12.2 The first response regarding disability swimming sessions and 121 lessons has been resolved with several meetings held with the representative and customers. Concerns were discussed and two new sessions introduced along with teacher and pool time availability identified for delivery of 121 lessons based on demand. To date there have been 20 swimmers taking up the opportunity to have a weekly 121 lesson.
- 12.3 A regular booking at Southwell Leisure Centre has expressed their concerns over the pricing policy. Following a number of discussions, this is still ongoing, and a shared response being reviewed by Council colleagues.
- 12.4 Comments have been received regarding the changing provision at Dukeries Leisure Centre in the swimming pool. As A4T are the operator, and these comments relate to the building layout and offer, this has been forwarded to Council colleagues for a response and to investigate further.

13. Inclusion of customer satisfaction data

- 13.1 The Company collects customer feedback on a regular basis and this is collated in order to identify trends and performance. Throughout the year, there have been 210 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.
- 13.2 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.
- 13.3 In terms of the nature of the comments, here is an overview –
- Accidents/incidents – 1
 - Facilities – 77
 - Positive staff feedback – 41
 - Negative staff feedback – 12
 - Programming – 44
 - Systems/pricing – 16
 - Miscellaneous – 19
- 13.4 When customers submit comments, there is also an option to score their experience out of 5 points. There were 210 comments received and the breakdown of scores

relating to the comments are as follows, with 0 being the lowest score and 5 being the highest –

Score of 0/5 – 33 comments received scored 0/5

Score of 1/5 – 20 comments received scored 1/5

Score of 2/5 – 22 comments received scored 2/5

Score of 3/5 – 34 comments received scored 3/5

Score of 4/5 – 28 comments received scored 4/5

Score of 5/5 – 73 comments received scored 5/5

14. Staff training plan

14.1 The Company has an annual training budget to provide regular training for existing staff to ensure that required qualifications for particular job roles are maintained and up to date. These include pool lifeguard and first aid.

14.2 In addition, training and workshops are delivered in house where gaps in knowledge are identified amongst specific teams, i.e. customer care, fraud awareness, legionella, pool plant.

14.3 Below is a table presenting the training delivered in 2022-2023 and the planned training for the forthcoming year.

Training description	Date	Staff members
Customers Service workshop	May 2022	Reception/front of house
Life Fitness CPD	May 2022	Fitness instructors
Preparing to Teach in the Lifelong Learning Sector (PTLLS)	June 2022	Operations managers
Management workshops	Held in May and December	Operations managers
Fraud online webinar through Natwest	September 2022	Finance team
Swimming teacher CPD	December 2022	Swimming teachers
Swimming teaching	Award course 2022	New/existing staff/apprentices
Trainer / Examiner Pool Lifeguard CPD	January 2023	TE team
Multi skills/ fundamentals workshop	February 2023	Coaching staff / apprentices
Legionella awareness	March 2023	Operations managers
AAT Level 2 apprenticeship	Achieved March 2023	Finance Officer
First Aid at Work renewal	Various dates throughout the year	Operations managers
Ongoing CPD for pool lifeguard	Monthly	Leisure attendants
Planned for 2023/2024		
Pool hoist at DLC	April 2023	Leisure attendants
First Aid at Work renewal	May 2023	Operations managers
Use of Evac Chair / Ski Pad	June 2023	Operations managers
Swimming teaching	Award course June 2023 Certificate course November 2023	New/existing staff
Autism Awareness for children CPD	July 2023	All coaching staff
Swimming teaching CPD (delivery, body language)	July 2023	Swimming teachers
Rescue Test renewals	July 2023 December 2023	Swimming teachers
GP Referral course	Awaiting next course date	Fitness instructor at NSFC
Introduction to Pool Plant Operator (troubleshooting)	July 2023	Operations managers
Swimming teaching CPD Pre school/aqua babes	October 2023	Swimming teachers
Pool Lifeguard	October 2023	New/existing staff
Ongoing CPD for pool lifeguard	Monthly	Leisure attendants

Table 8. Staff training plan

Appendix II

SHAREHOLDERS COMMITTEE – Performance indicators outturn

<u>Active4Today Performance Indicators</u>	31st March 2022	31st March 2023	Growth (+) Decline (-)	Target to March 2023
No. of User Visits - TOTAL	839,485	1,008,319	+20.11%	1,000,000
No. of Leisure Centre user visits - Children (under 16) - TOTAL	251,845	285,181	+13.24%	283,000
No. of Leisure Centre user visits - Aged Over 60 - TOTAL	91,252	113,719	+24.62%	107,000
No. of Leisure Centre user visits - Deprived areas - Total users	15,950	19,343	+21.27%	18,000
No. of individuals referred to Active4Today from a health professional - Total	265	329	+24.15%	300
No. of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	59	135	+128.81%	150
No. of Community Groups supported by Sports Development	64	132	+106.25%	110
Live Leisure Centre Membership base (adults) - Total	7,388	8,123	+9.95%	7,930
Live Leisure Centre Membership base (children) - Total	3,535	3,634	+2.80%	3,700
Number of people on concessionary membership	340	403	+18.53%	410

**SHAREHOLDERS COMMITTEE
SPORTS DEVELOPMENT UPDATE, FROM 1ST APRIL 2022 TO 31ST MARCH 2023**

Community Development

This year saw the Sports Development teams first ‘12 Days of Christmas’ promotion across A4T’s Social Media channels. Each of the 12 posts across the Christmas period focused on different aspects of the team’s work including sports grants, club development, inclusion activities and health and wellbeing. This engagement reached over 7,000 people and was well received by the wider community. Whilst these posts enabled the team to showcase some of the year’s highlights, it also shared the details of clubs and organisations in the community who have been integral in the work the team has completed.

Throughout the year there have been multiple successes demonstrating true partnership working. Building upon the foundations that were already in place as well as connecting with new business and organisations, has meant the Sports Development team has been integral in advocating and promoting physical activity that is accessible to all. This has been through working parties on projects such as the Playing Pitch Strategy and Tackling Physical Inactivity group to raise awareness of a broad selection of physical activity taking place in community and leisure centre settings. Work has continued throughout the year with the NSFC Community Relations and Health Improvement team to map out the districts walking and cycling infrastructure and offer. This initial piece of work was an integral precursor to a successful bid to produce a district wide Walking/Cycling feasibility study that will continue to explore and develop into 2023/4.

The Sports Development team has worked closely with Active Notts and Dukeries Academy to help plan, deliver and develop varied opportunities for students and the wider communities of Ollerton and Boughton to become more physical active. Following a successful bid to DfE Opening Schools Facilities fund, the Academy, with A4T support is developing an offer that includes wet and dry side activities, as well as integrating students into the VISPA programme and improving students access to the training/employment offers that are available across A4T sites, but specifically at Dukeries Leisure Centre.

Working in partnership with the mental health charity Shaw Mind, the team supported delivery of 2 street dance sessions aimed at both primary and secondary school children. The event which took place in February celebrated Children’s Mental Health Week and saw 120 children using facilities at both Newark Sports and Fitness Centre and the YMCA. During the one-day event students learned about the important role that physical activity and creative arts play in maintaining good mental health. Schools included in the event were Kings School, John Hunt, Barnby Road, Joseph Whitaker and Newark Academy.

This year has seen a proactive return of the Newark and Sherwood Sports Council (NSSC). The group has been reinvigorated by the appointment of new committee members and have already started to increase membership numbers – this work will continue into 2023/2024. Towards the latter end of the year NSSC successfully applied for funding from the Grant Aid

scheme to enable them to provide much needed courses in safeguarding, mental health first aid and first aid for local club volunteers.

The Sports development team has worked closely with Nottinghamshire Orienteering Club during the year and provided support to them to apply for funding for the development of district based orienteering course in priority areas. These courses support all residents to increase physical activity levels and can be accessed completely free of charge. By working in partnership with Forestry England and NSDC Park rangers the future maintenance of the courses are now coordinated by local ‘friends of’ volunteer groups.

The opening event at Ollerton Pit Wood saw all local primary schools and partner organisations such as Sherwood Forest Education Partnership, Town Council, Forestry England, NSDC, Newark and Sherwood CVS attend. This course has already been well used by the local schools and communities and data shows it outperforming other local courses at Clumber Park, Sherwood Forest and Sherwood Pines.

The course at Devon and Sconce Park was also completed and opened at the end of March. This was another collaborative effort with the support from NSDC park rangers and volunteer groups. The opening event saw Newark Town Football Club using the course for an easter egg hunt which attracted over 150 local children and was widely published across social media and the Newark Advertiser.

In order to improve confidence for people to be physically active outdoors, two self-defence sessions for people aged 11 years and over were organised at Newark and Southwell. The sessions were designed to address fears and equip attendees with physical defence techniques which can be used to prevent attacks taking place and provide methods for escape. The sessions were well received attracting 30 people to take part.

Grant Aid Sports Grants have been awarded to –

Warriors FC Under 14's	Kit sponsorship – Both teams play within Nottinghamshire wide teams and have home kits sponsored by A4T as part of a continuous 3-year engagement deal. This includes the A4T banner clearly displayed at the home ground and regular updates where the club ‘tag A4T’ to posts across their social media channels.
Warriors FC Under 16's	
Clipstone Bowls Club	Successful application for £600 of funding to provide small woods for children and ladies to use. This equipment enables the club to provide tasters (and continued access) to local school children, females, and family groups.
Southwell Croquet Club	Successful application for £600 of funding to extend water pipes to enable the playing surface to be used throughout the season and future green technology is able to be added. The club visited Clipstone Bowls Club to learn from their project, and have since created a facility development plan for the club.
Newark and Sherwood Sports Council	Successful application for £1000 of funding towards courses in Mental Health First Aid, First Aid and Safeguarding for wider club volunteers. These sessions will

	be offered to member clubs before being offered to wider district based clubs.
Talented individuals	One year free access leisure centre passes have been awarded to 12 talented individuals from across the district who are competing and representing NGBs at a National level or above. This includes sports such as Cycling, Sky Diving, Sailing, Hockey, Rowing, Swimming, BMX, Triathlon and Athletics.
Coach Development	31 coaches and officials have successfully accessed this grant which subsidises their qualification by up to £150 a year or 50% of their course cost. This funding of £2480 has directly benefitted local sports including Football, Cricket, Running, Swimming and Archery.

Inclusion

Sports Camps were throughout the year, offering activities during school holidays at Newark, Ollerton and Southwell. Young people were able to access the fitness suite, take part in a team games and activities as well as a swim at an affordable cost of £5. In total during this period there were over 600 places booked, with many young people attending multiple days during most of the holiday periods.

An application to Nottinghamshire County Council was successful for £6,600 funding to provide activities under the 'Healthy Activities and Food' programme (HAF). This is available to children in receipt of free school meals, and those children are integrated into the Sports Camps and provided with a healthy lunch from a locally sourced provider.

Engagement of eligible children varies across the district and participation numbers are higher at activities held at Newark. There are several other providers delivering in Ollerton therefore participation tends to be reduced as participants have many options. Overall, in this period there were 64 attendances for eligible children. In addition, A4T partnered with Dukeries Young Peoples Centre to deliver activities under the HAF banner, with 21 different individuals engaged in the programme.

Students with disabilities from Newark College and Portland College have been given work placements at Newark and Blidworth respectively. These placements provide essential vocational experience to young people interested in a career in sport and leisure and are welcomed into the centres as A4T are able to adapt to ensure any additional needs are considered to provide a meaningful experience.

Working in partnership with Nottinghamshire County Council, the Sports Development team has also given an individual with a learning disability the opportunity to volunteer weekly at swimming lessons. This is an initiative to support the young person's chances of living independently by adding responsibilities and increasing employability, through gaining valuable experience.

Students at You Can Do Sport based at Magnus Academy received a presentation from sports development team, to discuss careers in sport and volunteering opportunities to support their

qualification. This was received well by the students and hopefully will be a useful reference point for them, as they develop into their work life. This has developed into a regular session, building the relationship and links to opportunities to work for A4T.

Mock interviews have been attended at Southwell Minster School, Newark Academy and Portland College. This provides a valuable experience for students to gain confidence in interviewing techniques. In addition, A4T staff have attended careers fairs at Dukeries Academy, Magnus Academy and Portland College, engaging with young people, discussing career opportunities at A4T and offering an opportunity to join the volunteering schemes, VISPA and VISPA Academy in order to gain experience of working in the leisure industry.

Following those interviews, 25 individuals became volunteers within the centres in a variety of roles, eg. football coaching, swim teaching, gymnastics, trampolining and in the fitness suites. There were 8 volunteers aged over 16, that joined the VISPA Academy, which enables them to receive a funded place on a National Governing Body recognised course and automatically offered an interview. This year, 5 previous VISPA Academy volunteers have gained employment with the company, demonstrating the scheme is successful in its aim to support the entry to the leisure workforce.

Participation numbers for the funded Over 55's swim for people with a long-term health condition at Dukeries has reached 22 swimmers by the end of the year. The session started in April 2022 with funding received for the 2-year project from Nottinghamshire County Council's Covid Recovery Fund. Overall there have been 40 different individuals attend the session, with all becoming Active card holders, and 16 of those have then attended other activities at Dukeries, with 7 becoming direct debit members. This has been a huge success in providing a free introductory session, building confidence, and providing a valuable weekly social activity to this group.

A joint application was successfully awarded to Dukeries Young Peoples Centre, supported by Sports Development to give targeted young people using the YPC access to additional physical activity opportunities at DLC. The £4,000 will be used to give the young people access to the gym and an hour's swim session, but also support training for some of the young people to give them recognised qualifications, such as lifeguarding, to give them the opportunity for future employment and also support future swim sessions with other young people from the YPC.

Sports development staff supported the Youth Service in Hawtonville, helping the Young Peoples Centre provide the first 'Olympiad' event, providing relay races and activities as a climax to the activities. This has established a much stronger relationship with the team of staff and a number of other activities and support has been offered throughout the year.

Activities for adults for a disability have been introduced in partnership with Holly Lodge Day Care Centre at Newark Sports and Fitness Centre. Holly Lodge residents were regular visitors to the centre pre pandemic and this dry sports activity is another opportunity for them to participate in physical activity. The future aim is to develop this session further and invite other similar local providers to attend on a monthly basis. Its reintroduction and promotion will be supported by the Sports Development team to ensure it attracts as many people with disabilities as possible.

Active and healthy lifestyles

Staff have visited 7 local companies over the past 12 months promoting the importance of health and wellbeing to the employees of local businesses. These outreach events included delivery of health MOT's, discussions on health and wellbeing and the positive effect of physical activity has in the workplace. The team signposted individuals to organisations and promoted the corporate offer at A4T, by offering free guest passes for employees, friends and families. Working in partnership with NSDC at some of these events contact was made with 500 individuals. To support and establish the relationships further with local companies, promotional material has been shared as well as newsletters, keeping the companies up to date with the leisure centres latest developments, new product offerings and success stories.

Members of the team have attended 17 health and wellbeing events in community settings over the last year. Events took place in Newark, Bilsthorpe, Ollerton, Blidworth and Edwinstowe libraries, which provided the opportunity to engage and connect with individuals and communities in a social environment. With the aim of combatting loneliness in older adults, individuals were invited for a free taster session at the chair based exercises classes held at Blidworth, Newark and Southwell Leisure Centres. There were 12 that took up this offer. These sessions have a real focus on supporting the individuals, tailoring the exercises to individual needs to help reduce health, social and economic inequalities.

Other local community events include Nottingham Trent University Brackenhurst Campus, Blidworth, Rainworth and Southwell U3A groups, Southwell Christmas Fayre, Junior school Christmas Fayres and Blidworth Christmas Fayre/Light switch on, Collingham Community Fayre, Pathfinders Summer Gala, Newark Hospital , Ollerton Young People's Centre Halloween event and the Queen's Jubilee Celebrations which took place across the district. There were over 150 free passes distributed to attendees at these events.

Nottinghamshire County Show attracted more than 14,000 people in 2022. A4T staff supported the event with a stand alongside several other partner organisations. Health MOT's were offered to members of the public who also had the opportunity to take part in two physical challenges. Free 3-day passes were distributed to those who attended, a prize draw and one-month memberships for the winners of the challenges. With great engagement with members of the public, this provided the opportunity to display and offer information on the centres and local clubs. It was also a great opportunity to raise the profile of A4T and network with other local businesses and organisations.

Collaborating with the MSK team at Sherwood Forest Hospitals has resulted in the delivery of two new sessions at Blidworth Leisure Centre. One session is an open access session and is delivered in the gym under the supervision of a physiotherapist and supported by the fitness team. A second clinic which targets those with severe back pain is also delivered in the studio under the full supervision of a physiotherapist and focuses on individuals experiencing physical pain or limitation. In order to sustain longer term participation in physical activity and continually manage any pain, patients are referred to the Exercise Referral scheme once they have completed the course of sessions. There have been 15 people attend regularly, with half of those being referred to the scheme. These sessions are an extension of the existing sessions delivered at Newark Sports and Fitness Centre in order that the NHS can widen their provision across the district.

Free swim sessions were available at Dukeries during school holidays to help promote the swimming pool to local families. Across the 2 sessions, there were 56 people that attended and were then offered a free 3-day pass which provided an opportunity to try out the other facilities at Dukeries Leisure Centre.

The parent and baby group based at Ollerton and Boughton Children's Centre attended a free swim session with their babies. This was extremely well received by the 14 parents, and it gave some of the parents the opportunity to bring their baby to swim for the very first time. Free 3-day passes were given to the adults who attended to encourage them to try the other facilities at the centre including the gym and fitness classes. Information on parent and baby sessions were given to parents resulting in 5 new members at the weekly parent and baby swimming lessons.

The Sports Development team supported Stage 5 of the 'Tour of Britain' as the race made its way through Blidworth. Residents lined the streets as the Tour passed through the village. A4T took spinning bikes to the roadside and residents were encouraged to get into the spirit of the Tour by participating in physical activity.

Through working more closely with a corporate partner, KnowHow, A4T attended an Annual Family Fun Day at Newark Showground. A fabulous day of activities was organised which included music and entertainment for children. The team engaged with employees and their families in physical challenges and signposted individuals to activities offered at the centres. This also provided the opportunity to network with other local businesses and charities who also attended the event.

With the launch of the subsidised staff membership for NSDC employees, A4T has engaged with employees at several pop-up events at Castle House promoting the fantastic offer, delivering a specialist Pilates session to give employees a taster of the sessions that are available to them.

National Fitness Day takes place every year on 21st September with the aim of raising awareness of the benefits of physical activity. In 2022, A4T engaged with members who were exercising throughout the day and shared posts on social media platforms. A fitness challenge was held for members to complete with over 50 people taking part across the centres. This challenge helped motivate members, with staff giving encouragement to make the workouts enjoyable, as well as increasing retention.

Real Education provide creative educational solutions for young people between 8-19 years of age. Through partnership working, there have been 9 young adults attending Blidworth Leisure Centre on a weekly basis where they have accessed fitness suite under the supervision of staff. Instructors have devised programmes for the young adults to help keep them motivated and the feedback received has been extremely positive.

Two new exercise sessions for older adults restarted in October at Newark Sports and Fitness Centre and Southwell Leisure Centre. The two sessions have engaged over 37 people in a new activity, 28 of those 37 had not engaged in any of A4T sessions previously and 6 of which have signed up to an Activo membership. These sessions are ideal for older adults and those with limited mobility. These fun, low impact sessions help build strength, improve mobility

and flexibility to enable the participants to stay functional in their own homes. These groups also now meet up after the session for refreshments, providing a great way of reducing loneliness and social isolation. Other health care professionals including social prescribers and physiotherapists have been invited to the classes (Strokeability and Otago) to increase their understanding of what the sessions entail, they are then able to make referrals when they see patients in a healthcare setting.

Fitness instructors received a CPD session through working with ABL Health. Intervention training regarding smoking cessation was delivered to instructors to encourage conversations about health and wellbeing 'making every contact count'. The training included advice on raising the initial conversation with members about smoking, referral pathways for support in stopping smoking, as well as encouraging members to live a healthy as well as active lifestyle.

A new 'mini first aid' session for children was delivered to 28 children in October at Southwell Leisure Centre. This targeted children aged 7 to 16 years old, with the key aim to empower children with confidence and knowledge of lifesaving skills, including how to deal with bumps, bruises, breaks, bleeding and choking as well as learning about recovery positions and how to do CPR. The sessions met the KS3 National Curriculum requirements which were interactive and fun. The children were very engaged and asked a lot of questions about first aid. Fantastic feedback was received with requests to deliver the same at other sites. Each child received a goodie bag including a certificate of attendance and first aid booklet.

A4T 'moved mountains' to support local charity Beaumont House Hospice, Newark. A4T customers and staff were challenged to climb the number of steps equivalent to Mount Everest. There were 28 members that took part, with the challenge completed in 11 hours 32 minutes. Other gym settings in the Newark area also completed the challenge with A4T coming first And raising funds for the charity!

A4T joined the nationwide movement of 'Red January' again in 2023 to help empower people to move every day to help beat the winter blues. Leisure centre sessions and activities were promoted and shared across social media platforms to signpost to existing opportunities both in the centres, local clubs and green spaces.

Appendix IV – Compliance Framework

Area / System or Plant	Action Required	Frequency	Inspection by	Type of Inspection
Fire Safety				
Fire Detection & Alarm Systems	Function Check	Daily	CP	BP
	Alarm Check	Weekly	CP	BP
	Inspection	Quarterly	AC	BP-S
	Inspect & test	Annual	AC	S
Fire Extinguishers	Charge Check	Monthly	CP	BP
	Inspection	Annual	AC	S
	Discharge (not CO2)	5 Yearly	AC	S
Fire Hose Reels	Visual Inspection	Monthly	CP	S
	Function Test	Annual	AC	S
Emergency Lighting	Visual check green /	Daily	CP	S
	Operational Check	Monthly	CP	S
	1Hr Simulation Test	6 Monthly	AC	S
	3Hr Simulation Test	Annual	AC	S
Fire Doors (auto)	Condition & Function Test	Quarterly	CP	S
	Service & Inspection	6 Monthly	AC	S
Fire Doors Manual	Condition inspection	6 Monthly	CP	S
Fire Dampers / Sensors	Test & Inspect	Annual	AC	S
Fire Shutters	Test & Inspect	Annual	AC	S
Escape Routes & Fire Doors	Visual Inspection	Weekly	CP	O
	Auto Doors Inspection	Monthly	CP	O
	Auto Doors Inspection	6 Monthly	AC	S
Fire Risk Assessment	Risk Assessment	As Per Risk Assessment/building changes	AC	S
Lifts & Lifting Equipment				
Passenger Lifts (all lifts used to lift or lower passengers)	Service/Inspection	Risk Assessment	AC	BP
	Engineering Inspections (LOLER)	6 Monthly	AC (Insurer)	S
	Emergency Alarm Test	Weekly (no auto dialler)	CP	BP

		Quarterly (With auto dialler)	CP	S
	Check Motor Room Locked & Secure	Daily	CP	BP
Lifts & Hoists (for lifting goods & equipment)	Service	Risk Assessment / Manufacturer's Instructions	AC	O
	Engineering Inspections (LOLER)	Annual	AC	S
Stair lifts	Service	6 Monthly	AC	S
Fall Arrest Systems & Eye Bolts				
Fall Arrest Cable System	Inspection & Test	Annual	AC	S
Ladder Restraint Anchor Points	Inspection & Test	2 Yearly	AC	S
Water Hygiene & Legionella				
Hot & Cold Water Systems	Risk Assessment	2 Yearly or water system changes	AC	S
Legionella - Written Scheme of Control	Flushing	Weekly or as per written scheme	CP	S
	Temperature Tests	Monthly	CP	S
	De-Scale showers	Quarterly	AC	S
	CWT Inspections	Annual	AC	S
	Calorifier Inspection	Annual	AC	S
	CW Mains & CWS Tank Temps	Annual	AC	S
	Sampling	By Risk Assessment	AC	S
Thermostatic Mixer Valves	Temp testing for scalding	By Risk Assessment	CP	S
	Service	6 Monthly	AC	S
Reduced Pressure Zone (RPZ) Valves	Service and Function Test	Annual	AC	S
Swimming Pools	Water Quality Treatment Test	Daily	CP	S
	Biological Test/Inspect	Monthly	CP	S
	Plant & Equipment Check	6 Monthly	AC	S
Electrical Testing				
Fixed Wiring Tests				
Leisure Complexes	T&I	3 Yearly	AC	S
	Routine Check	Annual	CP	S
	RCD Test	Quarterly	CP	S
Swimming Pools	T&I	Annual	AC	S
	Routine Check	4 Monthly	CP	S
	RCD Test	Quarterly	CP	S
Portable Appliance Testing (PAT)	PAT Test	Annual	AC	S

Portable RCD's	Test Operation	Before each use	CP	BP
Lightning Conductors	Continuity Test & Inspection Report	11 Monthly	AC	S
Stage Lighting	Function Test	Pre-Use	CP	O
Electric Generators	Service	As per manufacturer's instructions	AC	S
Heating & Hot Water Plant				
Gas Boilers Water Heaters & other gas fired plant LPG or Natural Gas	Service & Inspection	Annual or manufacturer's instructions	AC	S
Gas Supply (outlet) Pipe Work	Tightness Test & Visual Inspection	5 yearly and by risk assessment	AC	S
Carbon Monoxide	Functionality Test	Weekly	CP	BP
		Monthly	CP	BP
		6 Monthly	CP	BP
Air Conditioning				
Split Air Con Units	Service & Inspection	Annual	AC	BP
Chiller Units	Service & Inspection	Manufacturer's Instructions	AC	BP
All air conditioning systems or multiple number of systems on one site which add up to 12Kw cooling capacity or more.	TM44 Inspection	5 Yearly	Accredited Assessor	S
Pressurised Systems & Vessels				
Hot Water Boilers (>100°C)	Written Scheme of Inspection	14 Monthly	Insurance inspection	S
	Service	Annual	AC	BP
Other pressure vessels – all non-steam vessels containing gasses or fluids at high pressure >250 bar ltrs	Written Scheme of Inspection	14 Monthly	Insurance Engineer	S
	Service	Annual	AC	O
Compressed air equipment	Written Scheme of Inspection	14 Monthly	Insurance Engineer	S
Mechanical/Electrical Auto Doors, Gates, Barriers & Shutters				
Electric Gates, Doors & Barriers	Operational Check	Weekly	CP	BP
	Service & Force Test	6 Monthly	AC	S
Asbestos				
Management Survey & Report	Condition Inspection	As per Management Plan	AC	S
Training		Annual	CP	S
Ladders				

Ladder Condition	Visual Condition Check Test & Inspection	Before Use	CP	S
		Quarterly	CP	S
		Annual	CP	S
First Aid				
Supplied First Aid Equipment	Check contents complete and not beyond expiry date	Regular & before use	CP	S
Glazing				
Windows or other transparent or translucent surface in a door, wall or partition	Safety Inspection	Quarterly	CP	BP
	Site Risk Assessment	Rolling Programme	AC	S
Display Energy Certificate (DEC)				
Energy Performance	Display Energy Certificate Assessment	Building of >1000m2 Annual	Trained Assessor	S
		Building of <1000m2 10 Yearly		
Energy Performance	Display Energy Certificate Assessment	Building of <1000m2 10 Yearly	Trained Assessor	S
		Building of <1000m2 10 Yearly		
COSHH	COSHH Risk Assessment	When necessary	CP	S
First Aid	Number of first aiders depends upon environment	3 Yearly refresher	CP	S
Tree Safety	Visual Inspection	Monthly	CP	BP

The majority of the required actions will be carried out by either an Approved Contractor (AC) or a Competent Person (CP) with some others carried out by our insurer or specific qualified assessors.

Approved Contractor (AC) – A contractor with all the necessary professional qualifications to undertake the works to the latest and appropriate legislation.

Competent Person (CP) – A person who has had appropriate training to undertake the inspection / task, this may be an NSDC member of staff at the building concerned or a member of the Facilities Management team appointed to undertake this particular task.

The Building Manager **MUST** establish who is carrying out these inspections/tasks and that they are being carried out in accordance with the frequencies specified.

Should the Building Manager have any queries or issues they should be raised with Corporate Property department and or the Corporate Health & Safety Team. Frequency and Type of Inspection:-

The frequency of an inspection and or the type of inspection undertaken will either be in accordance with laid down regulations / guidance or may be the result of a specific risk assessment for that area of work / system or piece of plant and equipment. The **TYPE OF INSPECTION** is listed as either **STATUTORY (S)** or **OPERATIONAL (O)** or **BEST PRACTICE (BP)**.

Appendix V – Draft Accounts

Active4Today Limited
Company Limited by Guarantee
Financial Statements
For the year ended
31 March 2023

DRAFT ACCOUNTS

Active4Today Limited
Company Limited by Guarantee
Financial Statements
Year ended 31 March 2023

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Active4Today Limited
Company Limited by Guarantee
Directors' Report
Year ended 31 March 2023

The directors present their report and the financial statements of the company for the year ended 31 March 2023.

Principal activities and review of the business

Active4Today Limited ('Active4Today') was launched on 1 June 2015, as an independent company registered with Companies House, with Newark and Sherwood District Council being the single shareholder.

The year to 31 March 2023 was the seventh full year of trading by the Company, with the initial trading period, from 1 June 2015 to 31 March 2016, being 10 months only.

Active4Today and its business consists of four leisure centres, a sports development section and a headquarters, which collects and manages the finance of the Business, including the in-house direct debit finance, associated with their popular membership schemes.

In addition to these services, Active4Today operates additional dryside provision out of Newark Academy, Bishop Alexander LEAD Academy, Barnby Road Academy and Samworth Academy, through service level agreements.

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

- Health and active lifestyles.
- Accessible facilities.
- Financial viability.

Business review

The Company as a whole has performed exceptionally well through 2022 -2023 with income outperforming all estimates and targets during the year. This better-than-expected performance has been through increased sales across all sites, supported by very good attrition rates.

The Company however, as with many other businesses across the country has experienced huge increases in utility prices, which in turn has seen large increases in VAT. This has somewhat masked the very good performance in income, which has helped the Company to continue to maintain its forecasted budget position, for the financial year.

As a result of the excellent performance during the year and its continued growth following the reopening after the pandemic, the Company undertook a small restructure within 2022 - 2023, which has added a layer of resilience to the Company and should assist in maintaining and improving the Company's performance in future years.

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

- Leisure facilities
- Outreach work
- Club development

Active4Today Limited
Company Limited by Guarantee
Directors' Report *(continued)*
Year ended 31 March 2023

As part of its social responsibilities, the Company has continued to support many residents within the community throughout 2022-2023 and these have included offering:

- 843 3-day passes allowing FREE access to all of the leisure centre.
- 301 7-day passes allowing FREE access to all of the leisure centres.
- 5 concessionary memberships types, offering financial discounts to many adults, juniors, 60+ and students, who meet the criteria aligned to the Department of Work and Pensions.
- Postcode concessions, aligned to areas of high deprivation across the district identified by Newark and Sherwood District Council indices.
- 20 full membership bursaries for young people, based on a criteria of need.
- Over 80 free memberships to adults and junior refugees, for up to 6 months.
- The Holiday Activity and Food programme (HAF), during several school holidays, providing children who meet the criteria with free activities within the leisure centres and a free hot meal.

Throughout 2022-2023, the Company has continued to undertake significant repairs and renewals throughout the facilities, in order to ensure the buildings remain in very good condition and meet the customer expectation. This is in line with Company's contractual arrangements with the Council and the requirement to ensure the facilities remain in a condition which is "fit for purpose" and reflects the Council's and Company's commitment, of providing a quality experience, for all of its customers.

The Company continues to receive the ongoing financial support of Newark and Sherwood District Council from an annual management fee.

Financial review

Since June 2015 the Company has taken on the liability of the defined benefit pension scheme and costs relating to the running of this scheme are now required to be recognised in both the profit and loss account and in the statement of other comprehensive income.

In the current year the total comprehensive income of the company showing the combined results of the trading activities and the pension scheme amounted to a surplus of £6,321,357 (2022 - £961,193).

This comprises the trading results showing a surplus of £120,357 (2022 - surplus of £130,807) and movement on the pension liability which showed a surplus of £6,201,000 (2022 - deficit of £1,092,000).

Active4Today Limited
Company Limited by Guarantee
Directors' Report *(continued)*
Year ended 31 March 2023

The component parts of the pension scheme liability movement are illustrated in the table below which reconciles the trading results of the business to the total comprehensive income for the year:

	2023	2022
	£	£
Current service cost	(779,000)	(2,672,000)
Active4Today contributions	430,000	361,000
Net interest cost	(167,000)	(134,000)
Pension administration expenses	(3,000)	(2,000)
Actuarial adjustments	6,720,000	1,355,000
Movement on pension deficit	6,201,000	(1,092,000)
Operating surplus	108,445	130,408
Net investment income and tax charge	11,912	399
Total comprehensive income for the year	<u>6,321,357</u>	<u>(961,193)</u>

Directors

The directors who served the company during the year were as follows:

S P Carlton
A P Carolan
K F Girling
D K Johnson
M J Skinner
N A Wilson

Directors' responsibilities statement

The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

Active4Today Limited
Company Limited by Guarantee
Directors' Report *(continued)*
Year ended 31 March 2023

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the company's auditor is unaware; and
- they have taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

This report was approved by the board of directors on and signed on behalf of the board by:

A P Carolan
Director

Registered office:
Newark Sports and Fitness Centre
Lord Hawke Way
Newark
England
NG24 4FH

Active4Today Limited
Company Limited by Guarantee
Independent Auditor's Report to the Members of Active4Today Limited
Year ended 31 March 2023

Opinion

We have audited the financial statements of Active4Today Limited (the 'company') for the year ended 31 March 2023 which comprise the statement of comprehensive income, statement of financial position, statement of changes in equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2023 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Active4Today Limited

Company Limited by Guarantee

Independent Auditor's Report to the Members of Active4Today Limited *(continued)*

Year ended 31 March 2023

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Active4Today Limited

Company Limited by Guarantee

Independent Auditor's Report to the Members of Active4Today Limited *(continued)*

Year ended 31 March 2023

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Active4Today Limited

Company Limited by Guarantee

Independent Auditor's Report to the Members of Active4Today Limited *(continued)*

Year ended 31 March 2023

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions and from our commercial knowledge and experience of the company, the leisure sector in which it operates and the services it provides;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- agreed the accuracy for the recording of a sample of turnover transactions;
- reviewed and agreed the rationale and accuracy of a sample of other operating income;
- agreed a sample of employees on the company payroll to existence and agreed the accuracy of pay in the year;
- reviewed the appropriateness and effectiveness of the key systems and controls; and
- tested journal entries to identify unusual transactions.

Active4Today Limited

Company Limited by Guarantee

Independent Auditor's Report to the Members of Active4Today Limited *(continued)*

Year ended 31 March 2023

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Active4Today Limited

Company Limited by Guarantee

Independent Auditor's Report to the Members of Active4Today Limited *(continued)*

Year ended 31 March 2023

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the company's members, as a body, in accordance with chapter 3 of part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Anderson (Senior Statutory Auditor)

For and on behalf of
Streets Audit LLP
Chartered accountants & statutory auditor
Tower House
Lucy Tower Street
Lincoln
LN1 1XW

Active4Today Limited
Company Limited by Guarantee
Statement of Comprehensive Income
Year ended 31 March 2023

	Note	2023 £	2022 £
Turnover		3,941,255	2,587,005
Gross profit		3,941,255	2,587,005
Administrative expenses		(4,751,871)	(5,796,665)
Other operating income		567,061	1,027,068
Operating loss		(243,555)	(2,182,592)
Other interest receivable and similar income	7	14,706	492
Interest payable and similar expenses	8	(167,000)	(134,000)
Loss before taxation		(395,849)	(2,316,100)
Tax on loss		(2,794)	(93)
Loss for the financial year		(398,643)	(2,316,193)
Remeasurement of the net defined benefit plan		6,720,000	1,355,000
Total comprehensive income for the year		6,321,357	(961,193)

All the activities of the company are from continuing operations.

The notes on pages 14 to 18 form part of these financial statements.

Active4Today Limited
Company Limited by Guarantee
Statement of Financial Position
31 March 2023

	Note	2023 £	2022 £
Current assets			
Stocks		4,525	3,374
Debtors	9	571,115	786,154
Investments	10	339,786	109,583
Cash at bank and in hand		54,568	48,881
		<u>969,994</u>	<u>947,992</u>
Creditors: amounts falling due within one year	11	(519,272)	(617,627)
Net current assets		<u>450,722</u>	<u>330,365</u>
Total assets less current liabilities		<u>450,722</u>	<u>330,365</u>
Net assets excluding defined benefit pension plan liability		<u>450,722</u>	<u>330,365</u>
Defined benefit pension plan liability	12	<u>(571,000)</u>	<u>(6,772,000)</u>
Net liabilities including defined benefit pension plan liability		<u>(120,278)</u>	<u>(6,441,635)</u>
Capital and reserves			
Other reserves	13	450,722	330,365
Pension reserve	13	<u>(571,000)</u>	<u>(6,772,000)</u>
Members deficit		<u>(120,278)</u>	<u>(6,441,635)</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with Section 1A of FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

These financial statements were approved by the board of directors and authorised for issue on, and are signed on behalf of the board by:

A P Carolan
Director

Company registration number: 09477018

The notes on pages 14 to 18 form part of these financial statements.

Active4Today Limited
Company Limited by Guarantee
Statement of Changes in Equity
Year ended 31 March 2023

	Note	Other reserves £	Pension reserve £	Total £
At 1 April 2021		199,558	(5,680,000)	(5,480,442)
Loss for the year			(2,316,193)	(2,316,193)
Other comprehensive income for the year:				
Remeasurement of the net defined benefit plan	12	–	1,355,000	1,355,000
Allocation to other reserves		130,807	(130,807)	–
Total comprehensive income for the year		130,807	(1,092,000)	(961,193)
At 31 March 2022		330,365	(6,772,000)	(6,441,635)
Loss for the year			(398,643)	(398,643)
Other comprehensive income for the year:				
Remeasurement of the net defined benefit plan	12	–	6,720,000	6,720,000
Allocation to other reserves		120,357	(120,357)	–
Total comprehensive income for the year		120,357	6,201,000	6,321,357
At 31 March 2023		<u>450,722</u>	<u>(571,000)</u>	<u>(120,278)</u>

The notes on pages 14 to 18 form part of these financial statements.

Active4Today Limited
Company Limited by Guarantee
Notes to the Financial Statements
Year ended 31 March 2023

1. General information

The company is a private company limited by guarantee, registered in England and Wales. The address of the registered office is Newark Sports and Fitness Centre, Lord Hawke Way, Newark, NG24 4FH, England.

2. Statement of compliance

These financial statements have been prepared in compliance with Section 1A of FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis.

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

Going concern

Whilst 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. The directors therefore consider that it is appropriate to prepare the financial statements on the going concern basis.

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 2019 has been used by the actuary in valuing the pensions liability at 31 March 2023. 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 and represents amounts receivable for services rendered and the sale of goods, stated net of discounts and of Value Added Tax.

Active4Today Limited
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31 March 2023

3. Accounting policies *(continued)*

Revenue recognition *(continued)*

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.

Income tax

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

Stocks

Stocks are measured at the lower of cost and estimated selling price less 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.

Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the company will comply with the conditions attaching to them and the grants will be received.

Government grants are recognised using the accrual model.

Under the accrual model, government grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable.

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.

Active4Today Limited
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31 March 2023

3. Accounting policies *(continued)*

Defined benefit plans

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. Company limited by guarantee

Each member of the company undertakes to contribute to the assets of the company in the event of it being wound up while he / she is a member, or within one year after he / she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he / she ceases to be a member.

5. Auditor's remuneration

	2023	2022
	£	£
Fees payable for the audit of the financial statements	<u>4,750</u>	<u>4,750</u>

6. Employee numbers

The average number of persons employed by the company during the year amounted to 148 (2022: 116).

7. Other interest receivable and similar income

	2023	2022
	£	£
Other interest receivable and similar income	<u>14,706</u>	<u>492</u>

Active4Today Limited
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31 March 2023

8. Interest payable and similar expenses

	2023	2022
	£	£
Net finance costs in respect of defined benefit pension plans	<u>167,000</u>	<u>134,000</u>

9. Debtors

	2023	2022
	£	£
Trade debtors	42,411	40,945
Other debtors	528,704	745,209
	<u>571,115</u>	<u>786,154</u>

10. Investments

	2023	2022
	£	£
NSDC surplus cash investment	<u>339,786</u>	<u>109,583</u>

11. Creditors: amounts falling due within one year

	2023	2022
	£	£
Corporation tax	2,794	93
Social security and other taxes	39,791	36,177
Other creditors	476,687	581,357
	<u>519,272</u>	<u>617,627</u>

12. 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 deficit as at 31 March 2023. The net deficit is £571,000 (2022: £6,772,000) which represents a decrease of £6,201,000.

Active4Today Limited
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31 March 2023

13. Reserves

Pension reserve - this reserve reflects the deficit on the defined benefit pension scheme.

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

	2023	2022
	£	£
Contingency reserve	100,000	67,320
Repair reserve	335,722	250,000
Development reserve	15,000	13,045

14. Controlling party

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



Report to: Executive Shareholder Committee Meeting 27 June 2023
 Director Lead: John Robinson, Chief Executive
 Lead Officer: Sue Bearman, Assistant Director Legal & Democratic Services, Monitoring Officer Ext.5935

Report Summary	
Type of Report	Open Report, Non-Key decision
Report Title	Performance of Arkwood – Quarter 4 2022-23
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**). There is a separate exempt performance report on the agenda for this meeting, which notes the progress made to date in recovering of Arkwood’s supply chain.

3.0 Implications

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

Background Papers and Published Documents

None

Code	Indicator Name	19/20 Q4 YTD Value	20/21 Q4 YTD Value	21/22 Q4 YTD Value	22/23 Q4 YTD Value	22/23 Q4 YTD Target	22/23 Q4 Business Manager Comments
ARK001	Total legal completions	New for Q4 21/22	New for Q4 21/22	New for Q4 21/22	Annual Indicator	Annual Indicator <i>Target will be added when appropriate*</i>	47 legal completions to date as at end March 2023. - Note at this point we have no stock plots and the differential between legal completions and units delivered is down to getting legal completions across the line with customers over the next few weeks after Q4.
	Financial return on investment	New for Q2 22/23	New for Q2 22/23	New for Q2 22/23	Annual Indicator	<i>Target to be added by finance</i>	New indicator. To be reported from Q1 23/24.
ARK002	Number of units delivered	New for Q3 21/22	New for Q3 21/22	New for Q3 21/22	55	<i>Target will be added when appropriate*</i>	55 plots completed by the end March 2023 against the original 87 programmed to be completed at this point in the Robert Woodhead contract programme. Progress was impacted by the decision of Robert Woodhead Construction to cease trading on the 14.09.22 and enter liquidation. Arkwood secured a new contractor and work re-commenced late 2022, with the delay extending the target completion date for all units until late summer 2023.
ARK003	Plots commenced	New for Q3 21/22	New for Q3 21/22	New for Q3 21/22	87	<i>Target will be added when appropriate*</i>	We have commenced construction on 87 units against a target of 87 units at this point in the contract programme. No change since quarter 3.

*There are currently no targets against Arkwood's performance indicators as the company recovers and readjusts. New targets will be set by the 23/24 Business Plan.

Comment on performance in quarter four

Following the liquidation of Robert Woodhead Construction (RWL) in September 2022, Arkwood worked swiftly to negotiate a new contractor solution, Oakworth Construction, who recommenced all works by late November 2023. This has led to a revised programme for completion, due to works involved in migrating legal agreements with utility companies from RWL to Oakworth and the re-procurement/remobilisation of the supply chain, some of which would not be returning due to the financial losses incurred from RWL's liquidation. RWL were on a fixed price contract, therefore as expected the revised sum for picking up another contractor's completions has increased the original build cost significantly. This is largely as a result of new costs being inflated to current market rates, having to secure some replacement sub-contract companies into the supply chain and the extended contract period leading to additional overhead and preliminary charges. However, despite the increased costs, Arkwood are still anticipating a gross profit from the scheme well in excess of £2m and significantly above the original viability forecast profit of circa £1.96m, which in the circumstances represents a very positive outcome.

Progress with Oakworth to date has been satisfactory, with units now being completed and handovers to customers taking place in the last quarter following a period of delay due to RWL's liquidation. Sales continue to be secured and through the prompt actions of reprocurring a partner swiftly and good/regular communications with our customers,

we have kept the expected loss of sales due to the delays down to a minimum. The nett sales position during the last quarter meant that current sales completed or secured remains at 65 units. Although this only represents a holding position on the last quarter outturn, is again a very positive outcome in the circumstances, particularly as some customers have seen their home completions and expected move dates being delayed by several months.