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**Monday, 27 November 2023**

**Chair: Councillor P Peacock**

**Members of the Committee:**

**Councillor R Cozens  
Councillor L Brazier  
Councillor S Crosby  
Councillor K Melton**

**Councillor E Oldham  
Councillor M Spoor  
Councillor P Taylor  
Councillor R Holloway**

<b>MEETING:</b>	<b>Executive Shareholder Committee</b>
<b>DATE:</b>	<b>Tuesday, 5 December 2023 at 6.00 pm</b>
<b>VENUE:</b>	<b>Civic Suite, Castle House, Great North Road, Newark, NG24 1BY</b>

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

**If you have any queries please contact Nigel Hill on [Nigel.hill@newark-sherwooddc.gov.uk](mailto:Nigel.hill@newark-sherwooddc.gov.uk).**

## AGENDA

	<u>Page Nos.</u>
1. 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 12 September 2023	3 - 5
5. Active4Today Performance report	6 - 39
6. Arkwood Developments Performance Report	40 - 41
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.

# Public Document Pack Agenda Item 4

## NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Executive Shareholder Committee** held in the Civic Suite, Castle House, Great North Road, Newark, NG24 1BY on Tuesday, 12 September 2023 at 6.00 pm.

PRESENT: Councillor P Peacock (Chairman)

Councillor R Cozens, Councillor L Brazier, Councillor S Crosby,  
Councillor K Melton, Councillor E Oldham, Councillor M Spoor,  
Councillor P Taylor and Councillor R Holloway

### 6 DECLARATIONS OF INTEREST FROM MEMBERS AND OFFICERS

There were no declarations of interest.

### 7 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.

### 8 MINUTES FROM THE PREVIOUS MEETING HELD ON 27 JUNE 2023

The minutes from the meeting held on 27 June 2023 were agreed as a correct record and signed by the Chairman.

### 9 ACTIVE 4 TODAY PERFORMANCE REPORT

The Committee considered the report of the Business Manager- Regeneration and Housing Strategy, which presented the performance of Active 4 Today for the period to July 2023, Period 4.

The Company's performance with regards membership and usage, remained relatively stable and after a slight drop in memberships in April and May, had built back up to 11,729 total memberships across all sites.

Two of three planned internal audits had been completed by Wright Vigar covering direct debit membership and card and online income. Both audits resulted in positive audit findings. A third internal audit would commence in September 2023 on VAT processes and returns.

The overall cost of utilities for the four leisure centres was over £960,000 per annum. As a result of the increases in utilities, there was also an indirect cost associated with irrecoverable VAT which would be higher than forecasted, estimated at an increase of approximately £25,000.

In discussion, Members considered the pension contributions made by Active4Today,

discounts available for concessions, and work undertaken to increase the sustainability of the leisure centre buildings.

AGREED (unanimously) that Cabinet noted the performance of Active4Today to period four.

10 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.

11 ARKWOOD DEVELOPMENTS BUSINESS PLAN AND PERFORMANCE REPORT

The Committee considered the report of the Transformation & Service Improvement Manager which presented that Arkwood quarter one performance and Business Plan for approval.

AGREED (with 6 for, and 3 abstentions) that Cabinet:

- a) review the Q1 performance of Arkwood developments at Appendix 1; and
- b) approve the company's Business Plan at Appendix 2

Meeting closed at 7.50 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: 5 December 2023

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

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

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

Report Summary	
<b>Type of Report</b>	Open Report / Non-Key Decision
<b>Report Title</b>	Active 4 Today Performance Outturn
<b>Purpose of Report</b>	This report presents the performance of Active 4 Today for the period to October 2023 (Period 7).
<b>Report Recommendations</b>	That the Executive Shareholder Committee note the performance of Active4Today to Period 7.
<b>Alternative Options Considered</b>	None
<b>Reason for Recommendations</b>	To ensure that the shareholder has assurance and oversight of the company's performance ensuring that the company continues to deliver the outcomes required by the Council as aligned to the Councils Community Plan.

## 1.0 Background

- 1.1 The Council's wholly owned 'not for profit' leisure company, Active4Today (A4T) has been delivering leisure and sports development on behalf of the Council since 2015. This includes the management of four leisure centres: Blidworth, Dukeries, the Newark Sports and Fitness Centre and Southwell Leisure Centre.
- 1.2 Prior to the establishment of the Executive Shareholder Committee, performance of the company was overseen by the Leisure & Environment Committee.
- 1.3 The appended documents attached to this report are:
  - A. Active4Today Update Report 1 April to 31 October 2023 (Period 7)
  - B. Active4Today Performance Indicators 1 April to 31 October 2023
  - C. Active4Today Sports Development Report 1 April to 31 October 2023

## **2.0 Performance Overview**

### **Business Performance – Income and Expenditure**

- 2.1 **Appendix A**, an overview report from the Managing Director of Active4Today, sets out the current income and expenditure for the company. Overall income is projected to be £340,670 above the original budget by year end – driven in most by increases in direct debit memberships (£253,870) and facility hire income (£35,100) (See Appendix A, section 4.2).
- 2.2 The company has seen a range of cost increases, most significantly in utilities (£152,000), (see Appendix A, section 2.3), irrecoverable VAT on utilities (£65,000) and forecasting for an increase in staff costs to reflect the ‘cost-of-living’ payment yet to be agreed (see Appendix A, section 2.5)
- 2.3 Section 7.11 of Appendix A demonstrates that the increase in direct debit memberships is being driven by Newark Sports and Fitness Centre, an increase of 118 Adult Memberships since the end of March 2023 whereas Blidworth, Dukeries and Southwell Leisure Centres have all seen a decrease in adult memberships over the same period.
- 2.4 Child memberships also show a decline since March 2023 across all leisure centres but Blidworth. It is noted by the Managing Director of Active4Today that this represents seasonal fluctuations and is in line with the same trajectory last year. This is an area that will continue to be monitored closely.
- 2.5 Current income and expenditure profiling does not take into account any further closures associated with the necessary works at Southwell Leisure Centre (see Appendix A, sections 3.2-3.7), and the impact of these on memberships and other income. It is expected that this detail will be further understood and reported in the next reporting cycle, with reports under separate cover to Cabinet as necessary.
- 2.6 The overall position as at the end of October is positive, with the impacts of increased income generation offsetting the increased costs being experienced by the company.

### **Business Performance – Compliance**

- 2.7 Section 7.29 of Appendix A sets out the compliance checks necessary as part of the ongoing management of the leisure offer. Other than works at Southwell Leisure Centre (see sections 3.2-3.7), no other issues of compliance are identified.

### **Community Impact**

- 2.8 Section 7 of Appendix 1 sets out the company’s performance against its Business Plan Actions. The outturn demonstrates some really positive impacts including:

- engagement with schools on mental health resilience training and working to move children and young people with mental health challenges into physical activity (Minister School and Dukeries Academy)
- Disability swim sessions at Newark Sports and Fitness Centre

2.9 Section 7 also notes that recruitment to vacant positions within Active4Today has been successful. It is hoped that those projects within the Business Plan yet to deliver demonstrable outputs can now be delivered within the next reporting period.

### **3.0 Recommendations**

3.1 That the performance of the company at **Appendices A, B and C** are noted.

### **4.0 Implications**

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

#### **Financial Implications – FIN23-24/5662**

4.1 The current budgeted management fee payment to Active4today within the Councils financial system is £486,670 for financial year 2023/24. The update report at Appendix A for Active4today for the period up to 31st October indicates a decrease in the forecast deficit to £450,795 at para 4.2, whilst noting that the necessity of closures at Southwell Leisure Centre has yet to be confirmed and therefore the financial impact of this is not yet included in this forecast.

#### **Background Papers and Published Documents**

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

None

**1. REPORT PURPOSE**

- 1.1 To provide the Shareholder Committee with an update on the operations of Active4Today, for the period 1<sup>st</sup> April 2023 to 31<sup>st</sup> October 2023 (period 07).

**2. BACKGROUND**

- 2.1 As the Shareholder Committee will be aware, the company commenced the 2023-2024 year in a strong position as a result of closing the previous year well, despite the 1-month closure of the Southwell Leisure Centre fitness suite during the New Year period. Attrition rates across the membership base (cancellations v new members), remained low at the commencement of the financial year, which is testament to the hard work of the fitness staff, in retaining their customers through excellent customer service. This was a positive position for the company, as it has a cumulative impact on the coming years income budgets, being above the expected starting point.
- 2.2 Expenditure across the controllable areas of the budgets have been broadly on target to date, with the exception of the increased utility costs, which will be highlighted further down the report, as part of the revised process.
- 2.3 As previously reported to the committee, utility costs were increased for the 2023-2024 budget by 8%. However, due to the buying arrangements which is in place for the company, the actual costs for the forthcoming year are not known until April, of the year which you are in. The company has now been operating with the new costs for utilities for 6 months and as a result, has been able to forecast the utility costs until the end of the financial year. As expected, the costs have increased further, and the company is estimating the budget will require increasing in-year by £152,000 to meet the current and forecasted usage.
- 2.4 In addition to the above, there is also an indirect cost associated with utility increases, irrecoverable VAT. As a result, the VAT finance will also require increasing by £65,000 if utility demand remains as forecasted. This is, however, not all associated with utility increases, but is also attributed to increased costs for maintenance and supplies and services.

- 2.5 Currently there remains no significant changes within the salaries budget forecast, however the cost-of-living award for 2023-2024 is currently still outstanding. The company after taking advice from the council increased the 2022-2023 staffing budget by 5%, to meet the expected 2023-2024 cost of living increase. However, indications suggest this will now not be enough. The company is now budgeting for a flat increase of £1,925 per FTE, in line with the previous year's amount. This will add an additional £74,000 to the salaries budget. This has been reflected in the revised budget figures.
- 2.6 The company has been working with the insurance advisor in a bid to lower the insurance premium. As a result of this, the company has managed to reduce the insurance cost by £6,250. This will assist to off-set some of the increases, which have occurred in other areas.
- 2.7 The budget for investment interest is set to increase by £28,000 and could rise further by year end. This is due to a combination of increased Bank of England interest rates and the company having a healthy level of reserves to invest, over and above those of previous financial years. To offset this slightly, the company pays corporation tax in line with the finance it generates from interest. This will be calculated at 25%, an increase from the 19% last year on the increased income level. This will result in approximately £7,500 being paid in corporation tax.

### **3. CURRENT SITUATION**

- 3.1 The Shareholder Committee will note, that the information above provides a positive picture to date and this is borne out in the financial headlines below; although this information will identify significant increases in expenditure, this is countered by significant increases in income also, which is an excellent position for the company to be in, given the financial pressures on the economy in general and the customers using the facilities.
- 3.2 Whilst the report identifies the positives which have taken place to period 07, the company feels it is pertinent to address the current issues at Southwell Leisure Centre, as whilst the impact of this work not evident financially at period 07, it will have an impact on the income generation at that facility and as a consequence the impact on the management fee, which the company requests from the council.
- 3.3 Newark and Sherwood District Council and Active4Today took over the running of Southwell Leisure Centre in 2021. Since this date, several items within the building have been identified, as in need of pressing repair; this is understandable for a building that is approximately 60 years old. Some of these repairs will not interfere with the day to day running of the centre, however, works within public areas will have a limited impact.
- 3.4 During the most recent building inspection, it has been revealed that essential repairs are now required to the main pool swimming pool at the leisure centre, which is

unfortunately leaking significant amounts of water from the pipework, causing the Council and Active4Today concerns.

- 3.5 In order to try and understand the specific issues of this water loss, further investigations are required. In order to undertake these, the main swimming pool **only**, was closed from **the end of the day on Sunday 29 October 2023**. At this stage, it is not possible to be precise about the reopening date of the pool, however, this is anticipated to be confirmed within 4 weeks.
- 3.6 Whilst this closure period is in place, all customers who hold a membership with a primary activity based within the main swimming pool, have had their membership reduced to a 'nil' cost, however, they will still be allowed to use the swimming pools at Newark and Ollerton. In addition, if they have an inclusive membership, the other activities including fitness suites and classes, can also be used at no cost currently.
- 3.7 Active4Today are estimating the closure of the main pool will mean a net loss to the company of approximately £20,000 per month. The company has helped to mitigate this loss by accommodating customers across the other leisure centres within the district, offering swimming lessons for children, increased capacity in lanes for main pool users and aquatic classes. In addition, Active4Today has reducing staffing where possible, moving staff to other sites to cover leave and sickness ensuring all contracted staff still fulfilling their contracts and are being paid in full.

#### **4. FINANCIAL HEADLINES UP TO 31<sup>ST</sup> OCTOBER 2023**

- 4.1 Set out in the table below (fig 1), A4T has provided the current financial position of the company, which is monitored by the Board, as part of its role in managing the operations of the business. The table below shows the full year budget set in January 2023 (commenced on 1<sup>st</sup> April 2023) and the revised budget, which was approved by Board during October 2023.
- 4.2 As identified above, this budget will be subject to further change, with the company aiming to provide the most up to date financial position for the Board and Shareholder committee.

Budget Headlines	Full year budget 2023-2024	Revised Full year budget 2023-2024	Variance to original budget 2023-24
Membership Income	-£3,309,030	-£3,562,900	-£253,870
Pay and Play Income	-£311,600	-£329,800	-£18,200
Facility Hire Income	-£408,650	-£443,750	-£35,100

Other Income	-£46,300	-£79,800	-£33,500
<b>Total income</b>	<b>-£4,075,580</b>	<b>-£4,416,250</b>	<b>-£340,670</b>
Staff	£2,483,025	£2,556,975	£73,950
Premises	£1,102,980	£1,254,800	£151,820
Supplies and services	£920,120	£1,005,270	£85,150
Transfer to Reserves	£50,000	£50,000	£0
<b>Total expenditure</b>	<b>£4,556,125</b>	<b>£4,867,045</b>	<b>£310,920</b>
<b>Deficit (management fee)</b>	<b>£480,545</b>	<b>£450,795</b>	<b>-£29,750</b>

Fig 1. Period 07, Original and revised full year budget

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

- I. **Membership Income** – This income line is currently overperforming in comparison with the original budget, which was approved in January 2022. Sales have outperformed the targets across the sites and across several of the membership categories. As well as this, the opening membership base was higher than expected due to lower attrition rates during quarter 4 of the 2022-2023 year. This has resulted in the income budget requiring a significant increase of £252,000. It is proposed this amount will be used to offset large increases in costs, in several areas across the business as well as the anticipated losses, concerned with the temporary closure of the main pool at Southwell.
- II. **Facility hire/Pay and Play income** – This income line is currently outperforming the budget this financial year. This is due to increased sessions being added within the pools through a pool programme review, the summer promotion for the fitness suite and increased club sign-ups and usage for various activity spaces. The company has continued to ensure that direct debits are set up for those clubs that are able to pay via this method. This has meant that income collection has improved greatly, and outstanding debt has reduced significantly. As a result of these factors the budget is increasing by £53,000 in the revised budget.
- III. Other income has also seen a large increase from the original budget. This is due to a significant increase in interest rates. This has meant the income budget for investment interest has risen by £28,000. The remaining increases are related to vending income, which has grown since introducing a new supplier.

- IV. **Staffing** – This budget is currently underspend to date as it was anticipated that the cost-of-living increase in salaries would have been agreed by this point. In view of this, the budget is currently carrying this amount in reserve (it is expected any cost-of-living increase will be backdated to 1<sup>st</sup> April 2023). In addition to the current underspend the budget requires an increase of £74,000 as set out above to accommodate the forecasted cost of living increase. Operationally the hours required across all sites has been reduced by approximately 20 hours per week, due to efficiencies being made within the rotas. This amount will be used to help offset the increase in pay rates.
- V. **Premises** – This budget area has increased significantly from the original budget to the revised budget; however, it is expected to be fully committed by year-end. Whilst this budget is made up of several lines connected to premises, utilities is the only reason for the increase and has added over £150,000 to this budget. As set out in the report above; the Company has worked hard to mitigate these costs through introducing LED lighting, PIRs, reduced air-cooling times, pump speed reductions overnight and better housekeeping overall. The utility usage for the first 6 months of the financial year has reduced in comparison to the same period last financial year. This has helped to offset some of the increases in kilowatt rates.
- VI. **Supplies and Services** – This section of the budget is made up of several budget lines. The most significant increase of these is £65,000 associated with irrecoverable VAT. This is in connection with utilities, maintenance, and supplies. There has also been a £7,000 increase to corporation tax, which is attributed to the increased amount of investment interest, set out previously. Finally, there has been a £7,000 increase to the licences budget, which is in connection to the Company's new app.
- VII. **Surplus/Deficit** – This line represents the expected shortfall between income and expenditure for the company for the financial year 2023-2024. This line also confirms the amount of management fee required from the District Council, to help financially support the company. This is currently forecasted at £451,000 in the proposed revised budget. This is a reduction of £30,000 from the £481,000 in the original forecast. As set out above there are several areas within the budget, which will have a positive and negative impact on the finance however, overall, the positive reduction in potential management fee is an excellent forecast at this stage of the year and demonstrates the hard work taking place, to manage both expenditure and the income position.
- VIII. The company has continued to increase its reserve to £450,722, after the contribution of £120,357 from the 2022–2023 financial year. This is a good

position for the company and supports the strategy to develop a reserve of £750,000 in the future. This will be supported with an in-year contribution into reserves of £50,000.

- IX. The Committee will be aware, there are several discussions taking place regarding essential works required at Southwell Leisure Centre. As a result, the Committee should note that currently all financial information contained within this report, including the latest revised budget, does not take account of any closure of activity space, within Southwell Leisure Centre. Once further information is known, this will be fed into the budget process, however, it is expected this will impact on the financial position of the Company during the next quarter.

## **5 FURTHER FINANCIAL UPDATES**

- 5.1 Further to the previous update to the Shareholders Committee, regarding the internal audits which the company commissioned during 2023, the company can now confirm that all three audits have been completed.
- 5.2 Wright Vigar completed the final audit on VAT on 31<sup>st</sup> October 2023. One recommendation, which has already been implemented is in relation to payment of increased VAT on income for customers, who pay for sessions on a pay and play basis.
- 5.3 This process for paying VAT on income was initiated when the company first started trading and was based on VAT advice given at that time. However, the rules have since changed, therefore the company must adjust their process going forward. This has been calculated as an adjustment in the quarter 2 VAT return for the previous periods, and has resulted in an additional £1,300 payment in VAT.
- 5.4 The process of an internal audit is to investigate areas within the business in detail. The importance of internal audits (especially within finance) is to ensure that processes and procedures which are in place, meet the latest standards and are in line with best practice within the industry. It ensures the company is safe and provides reassurance to external auditors at year end, that the processes and ultimately the information provided is built on a solid set of procedures.
- 5.5 As part of the Company's ongoing commitment to undertaking internal audits, the company received approval during October 2023 from the Board, to undertake the next series of internal audits. These have been set out in the table below (fig 2).

4 Year Audit Cycle			
February-2024	February-2025	February-2026	February-2027
Creditors	Payroll	Income	Vat Processes

Fig 2. 4-year audit cycle

5.6 These audits will take place during February of each year, so that any outcomes can be fed into the external auditor process, at year end. This plan covers all areas that impact income, expenditure and financial processes.

- Creditors – this is all expenditure which occurs through invoicing; this makes up the vast majority of expenditure within the company
- Payroll – this is the process of reconciling the expenditure to employees, which is calculated by the company, through the number of hours worked via the iTrent and Staffmis systems
- Income – this will combine all areas of income including both memberships, bookings and pay and play income, which have been undertaken separately in this cycle
- VAT – This will follow the same process as the recent audit completed

5.7 The company will begin the process of procuring the 4-year internal audit plan during December 2023, with an expectation that A4T would award an appropriate organisation with a contract for the works during January 2024. This is to ensure the company is aware of the financial impact going forward and can feed the costs into the budget preparation process.

5.8 During Spring 2023, the Government announced that Sport England’s Swimming Pool Support Fund (SPSF), which was developed to a total grant of £64 million to local authorities in England, would support operational and capital costs to public leisure facilities with swimming pools and split into two phases.

- **Phase I - Revenue:** £24m to support facilities with swimming pools with increased cost pressures e.g. utilities, which may leave them vulnerable to closure, or significant service reduction
- **Phase II - Capital:** £40m to support capital investment to improve the energy efficiency of public facilities with pools, in the medium to long term

5.9 The fund is facilitated through Sport England, who have worked closely with the Local Government Association (LGA), Swim England, the Chief Cultural and Leisure Officers Association, ukactive, the District Councils' Network, the Active Partnership Network,

Community Leisure UK and a sample of their wider membership, to test the application and funding process, to ensure it is as robust but as simple as possible.

- 5.10 In partnership with Newark and Sherwood District Council, an application was submitted to Sport England's Swimming Pool Support Fund Phase I, seeking a revenue contribution towards utility costs. This application was successful and NSDC has received £187,539 as requested which is broken down to sites equates to – Southwell £42,478, Dukeries £48,532 and Newark £96,429.
- 5.11 The Phase II application process for capital works has recently closed and another application has been submitted which includes pool cover replacements and installation, upgrades of LED lighting and new boilers and glazing, totalling £250,00. The applications for Dukeries and Newark includes replacement pool covers and upgrade of LED lighting and with a total amount requested of £93,559.

## **6 USAGE PERFORMANCE**

- 6.1 As the Committee may be aware, the performance for the Company is monitored against a small set of indicators, which focus on usage and membership sales. These indicators have been agreed and used for the past several years, which has allowed for comparative data to be available. Attached at appendix I, are the indicators for the Company.
- 6.2 In addition to the quantitative data set out above, case studies and more qualitative performance information is provided separately within this report and focuses on the performance of the Company's Sports Development team. This is attached at appendix II.
- 6.3 Following quarterly assurance with Council, information was requested from the company, along with the existing information already provided. As a result, the following list now forms part of the update report.
- 6.4 On a quarterly basis to report to Shareholder Committee:
- A. Performance against Business Plan Actions and Performance Indicators
  - B. By exception: update on regulatory compliance
  - C. By exception: Strategic Risk
  - D. Outcome of any formal complaints
  - E. Inclusion of customer satisfaction data

7 **PERFORMANCE TO PERIOD 07, TO 31<sup>ST</sup> OCTOBER 2023**

7.4 **Performance against Business Plan Actions and Performance Indicators:**

	<b>AIMS</b>	<b>LINKS TO H&amp;WB STRATEGY</b>	<b>ACTION</b>	<b>PROGRESS TO 30<sup>TH</sup> SEPTEMBER 2023</b>
<b>1.</b>	<b>Healthy and active lifestyles</b>			
1.1	Childhood obesity - develop and provide opportunities for young people	Ensuring a Best Start/ Improving Healthy Lifestyles/ Tackling Physical Activity	<p>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> <p>b) Develop 10 bursaries for identified young people living with physical and/or mental health conditions, to access a free 12-month gym membership at each of our leisure centre sites DLC, NSFC, SLC, BLC</p> <p>c) Develop the school holiday provision to include developmental sports clubs and provide experience for VISPA volunteers</p> <p>d) Development of an annual swimming competition to identify talented swimmers and signpost to local clubs</p>	<p>Sessions took place in August. Attendance data</p> <p>Easter 3 sessions with average attendance of 17 children</p> <p>Summer 9 sessions with average attendance of 15 children</p> <p>All sessions were well received and were combined at times with sessions involving the HAF promotion.</p> <p>Bursary scheme criteria and process developed for an annual application process in November. This will support and run as part of the Company's grant aid scheme.</p> <p>School holiday activities delivered. Two volunteers engaged for summer programme. Sports club involvement planned for October 2023 and Easter 2024.</p> <p>Meeting planned with Southwell and Newark SC's to ensure the pathway.</p>

1.2	Inactive people - develop and provide opportunities for inactive people	Ensuring a Best Start/ Improving Healthy Lifestyles/ Tackling Physical Activity/ Recognising Mental Health	<p>a) Develop 4 x 8-week pilot sessions, with Shaw Mind and local secondary schools to support small groups of targeted young people with mental health problems into structured physical activity, gym use</p> <p>b) Explore, pilot and develop one session targeting people with a disability and new parents engaging with a minimum of 10 people per session, over a 10-week period</p> <p>c) Relaunch disability sports sessions at NSFC and ensure communication takes place with previous attendees as well as new customers</p>	<p>Minster school's pastoral team selected 10 students from Y9-Y11 who have identified mental health conditions and who find engagement in school challenging, to participate in sessions from September. Sessions delivered 4, engagement of 10 young people.</p> <p>ShawMind created and delivered bespoke mental health resilience training for the group to complete across weeks 1, 4 and 8.</p> <p>There has been a significant positive change towards physical activity from the group. Students have signed up for active cards so they can continue to use facilities once the pilot sessions end.</p> <p>Minster School pastoral team will be continuing group gym sessions with other targeted groups for the remainder of this academic year.</p> <p>Dukeries Academy – currently the Company is waiting for start date from the Academy.</p> <p>Disability 121 gymnastics starting at NSFC in Autumn. These sessions have been delayed slightly, due to the availability of qualified coaches.</p> <p>An initial engagement has taken place with 'Sam's Workplace' to support their service users to access the gym at BLC.</p>
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			<p>d) Work with community partners to develop 2 new inclusive disability sports sessions within our centres</p> <p>e) Join National Disability Awareness campaigns to raise awareness of the disability offer and broaden the spread of publicity</p>	<p>New monthly session for Holly Lodge commenced at NSFC April - July. This session supported 20 adults and their carers to try a range of activities including adapted sports such as Boccia, Badminton and Dance, as well as targeted games.</p>
1.3	Recognising the mental health issues which may have resulted due to the pandemic	Recognising Mental Health/ Tackling Physical Activity	<p>a) Working directly with CAMHS and mental health professionals to increase physical activity levels and improve health and wellbeing</p> <p>b) Support the N&amp;S Sports Council to develop a team of Mental Health ambassadors across the district</p> <p>c) Work with partners to develop and organise/deliver mental health training for identified staff</p>	<p>NCC TETC team have engaged with targeted children from 4 primary schools in Newark to understand barriers to physical activity for children with poor mental health.</p> <p>Together A4T is working with community partners to adapt the 'Happy Path' program to include additional physical activity elements.</p> <p>Funding will be sought for this program in partnership with other organisations.</p> <p>Training has been scheduled in for sports club ambassadors, to undertake workshops through the Sports Council, during November 2023.</p> <p>In addition, A4T is promoting free online training for mental health support and suicide awareness, which has been developed by Harmless. This training opportunity has been sent to all clubs within the district.</p> <p>The above training has also been rolled out for A4T employees and has now been added into the</p>

				<p>Company's induction process.</p> <p>ShawMind has developed resources and training, to support MHIs – this information is being added to the A4T website, for employees and customers to access free of charge.</p>
1.4	NSEC 6-8 - develop and provide opportunities for people living in high NSEC 6-8	Tackling Physical Activity	a) Offer 20 bursaries, for a free 12-month membership to working age adults through partnership with DWP living in NSEC groups 6-8, in targeted areas at DLC and NSFC	As set out above, the criteria has been agreed and the applications are ready to launch in November 2023.
1.5	Development of the VISPA and VISPA Academy to provide volunteering opportunities for young people	Tackling Physical Activity	<p>a) Continue with the work in the schools to develop volunteering opportunities for children aged 14 and over. Engagement with 5 schools and a target of 40 young people on the VISPA programme</p> <p>b) Development of qualification opportunities for VISPA Academy volunteers, which include sports leadership and best practice in leading groups of activities for children</p> <p>c) Engage with the VISPA volunteering cohort to assist with the development of a large competition within A4T, as part of their learning and development</p> <p>d) Development of a digital platform to record training, hours and progress</p>	<p>On hold due to resource capacity. Reappointment of postholder will relaunch scheme. The post holder has now been recruited and will commence in post in November 2023.</p> <p>Currently there remains VISPA volunteers as follows:</p> <p>NSFC – 6</p> <p>SLC – 4</p> <p>DLC – 2</p> <p>BLC - 1</p>
1.6	Secure funding to deliver a range of activities in priority areas	Tackling Physical Activity	a) Explore the options for establishing a charitable arm of the company, in a bid to attract external funding	In progress. Options appraisal to be completed.

1.7	Development of Corporate health and wellbeing memberships, as part of a wider network of organisations i.e., Beaumont House Business Club, School Groups, NHS or similar	Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) Commence with wellbeing roadshows within companies located across Newark and Sherwood and use the networking opportunities developed through the Beaumont House Business Club partnership, to promote the NSDC 'Wellbeing at Work' scheme</p> <p>b) Create digital promotional material for companies that take up corporate membership packages, with a view to improving the health and wellbeing of their workforce</p> <p>c) Develop and host a charity event at NSFC with the Beaumont House Business Club members, to bring organisations to the facilities and experience the offer</p>	<p>On hold due to resource capacity. Reappointment of postholder will relaunch scheme.</p> <p>The post holder has now been recruited and will commence in post in November 2023.</p>
<b>2.</b>	<b>Accessible facilities</b>			
2.1	Development of a new disability swimming programme across Newark, Southwell and Ollerton	Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) Set up a structure of 1-2-1 swimming lessons for persons with a disability, providing structured lessons where the person is unable to participate in group lessons</p> <p>b) Develop a specific swimming session at Newark, Southwell and Ollerton for non-structured access for persons with a disability and their carers</p>	<p>Complete – 18 individuals with a disability having weekly swimming lessons that are appropriate to their needs. Ongoing promotion built within existing marketing and promotions schedule.</p> <p>Complete – launched in September at SLC</p> <p>NSFC session now operating and regularly having 10 users along with carers.</p>
2.2	Increase the profile of the GP referral scheme and pathway	Improving Healthy Lifestyles/ Tackling Physical	a) Review and evaluate the current GP referral scheme, identify potential improvements to increase access and participation and	A report and evaluation of the current scheme has taken place.

		Activity/ Addressing the needs of an ageing population	retention beyond minimum period  b) Target 10 new referral agencies/surgeries within the district and on the borders of the district per month, advising them of the benefits of engaging with the GP referral programme  c) Ensure there are a minimum of 3 qualified GP referral instructors available within the Company and who can deliver a structured programme for clients in a bid to support them through their journey	The Company is now working with colleagues at the Mid Notts Integrated Care Board. The purpose of this is to highlight and share the good and positive work which is taking place at A4T and seek support from the Mid Notts Integrated Care Board in terms of finance, which may support additional resources to increase the provision of the scheme. To date one meeting has taken place with colleagues and further information has been requested by them.  Report produced. Available on request.  Outcome of review will create relevant actions.  One individual identified to attend course in Autumn.
2.3	Work with NSDC on new facilities across the district	Tackling Physical Activity	a) Work with the Council to explore the opportunities available for additional all- weather facilities within the district operated by A4T Ltd. This work will link into the Council's playing pitch strategy	A4T involved in PPS review.  Currently A4T operate a full- sized pitch at Magnus school, however, opportunities are being explored in Southwell, Newark and Ollerton.
2.4	Identify further opportunities for partner sites	Improving Healthy Lifestyles/  Tackling Physical Activity	a) Map out the schools within the district and over its borders, with leisure provision on their campus and who may be interested in working with A4T as their management partner	In progress  One new partner site identified and awaiting confirmation of start date.

			<p>b) Based on the feedback from the above work, contact schools each month with the offer to work with A4T with a target of developing two further partner sites within 2023-2024</p> <p>c) Improve community access through partner facilities and put in place SLAs with each partner site</p>	<p>Discussions are taking place with a further partner site to come online before March 2024.</p> <p>Complete – SLA's in place</p>
2.5	Development of tender for new fitness equipment across all centres	<p>Improving Healthy Lifestyles/ Tackling Physical Activity/ Addressing the needs of an ageing population</p>	<p>a) Assess the current fitness offer provided by the Company in its fitness suites and studios and assess the need for the Company over the next seven to eight years</p> <p>b) Work with the Council using the above information to develop an understanding of the proposed offer in the future and how this can be translated into a tendering opportunity, for suitably qualified fitness equipment suppliers</p> <p>c) Work with the Council to update the current capital budget identified for replacement fitness equipment and ensure sufficient finance is available before any tendering process is advertised</p>	<p>All sites have now been plotted with equipment required for the next several years.</p> <p>An exercise is now taking place with the incumbent supplier to cost out the requirements for the sites, including the 'latest' trends known within the industry.</p> <p>The next phase is to map over existing kit which will be retained within the sites (generally the heavy resistance machinery) to provide a net position for the requirement.</p> <p>Talks are also taking place with NSDC regarding the capital cost of the equipment and the provision and inclusion of SLC, as this sat outside the DC's responsibility for capital provision in the last process.</p>
2.6	Refugees	Tackling Physical Activity	a) Working with the Council continue to roll out the support for refugees within the district, by allowing 6	This is currently taking place, although the number of

			months free access to the leisure centres for adults and juniors	<p>refugees taking up the option has reduced.</p> <p>Currently there remains 13 active members on the programme. Several members who were initially enrolled on the free 6-month programme, have now converted to become adult members.</p>
2.7	Improve the range of technology utilised to enhance the customer experience	Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) With a suitable App developer, provide an App for the Company which is integrated into the Company's Leisure Management System and improves/enhances the customer journey</p> <p>b) Roll out the App to the customer, ensuring sufficient support is provided by the customer services team (both on the telephones and in person on the sites) to support the customer through the set-up period</p> <p>c) Develop a digital customer survey which can be sent out annually by the Company, to assess the feedback on the company regarding customer satisfaction</p> <p>d) Continue to develop and roll out the self-service offer within the Company, moving all grant aid forms and applications online to speed the process up for the applicant and improve the quality of offer by the Company</p>	<p>Complete - launched in July, content build planned for the rest of the year to drive usage.</p> <p>3,000 members have now signed up for the app with the target for the end of the financial year of 5,000.</p> <p>Further content to be developed including job vacancies, membership upgrades, customer feedback/satisfaction and push notifications.</p> <p>Planned for 2024</p>

3.	Financial viability			
3.1	Online user focus groups	Improving Healthy Lifestyles/  Tackling Physical Activity	<p>a) Develop three virtual customer focus groups for the Company during 2023-2024 to assist with the customer journey, by understanding feedback from the customer</p> <p>b) Use the feedback from the customer to develop suitable programmes to meet the needs of the users and develop further opportunities to attract new customers</p>	<p>Dates have now been planned in for these during December 2023 and March 2024.</p> <p>These will be advertised during November on the website, through the App and on posters within the facilities.</p> <p>As a result of the feedback received to date from customers, the Company developed the following:</p> <p>8 lane swims, added 1-2-1 swimming lessons for users with a disability, added New membership to include racket sports, added 3 new aqua classes, added 4 new dryside classes, added 2 open sessions for persons with a disability, added</p>
3.2	Assess the impact of the cost-of-living situation and undertake a pricing review at quarter 2, ahead of 2024-2025 business planning process	Improving Healthy Lifestyles/  Tackling Physical Activity	<p>a) Undertake the remaining price re-alignments for the memberships with a target of achieving a full re-alignment of all memberships by the end of the financial year 2023-2024</p> <p>b) Develop an understanding of potential price increases for the remaining 6-months of the 2023-2024 financial year,</p>	<p>Revalidation of students completed. All others planned for January 2024.</p> <p>750 guest passes provided to members for them to refer a friend and train free of charge at the centres in line with the T&amp;Cs.</p> <p>201 free 3 day passes provided across all sites for persons to access the facilities free of charge in line with the T&amp;Cs</p> <p>In progress – aligned with revised budget process in September</p>

			based on the analysis of the data at quarter 2	
3.3	Development of direct debit for external organisations and groups	Improving Healthy Lifestyles/ Tackling Physical Activity	a) Approach suitably large sporting organisations to offer the opportunity for A4T to collect and administer the subscriptions made by members, through the Company's already established and successful direct debit memberships	This has now been developed with all partner sites, with A4T providing clubs with the ability to pay for their hire this way.  This has been received very well with over an 80% take up by clubs.
3.4	Accredited training centres	Improving Healthy Lifestyles/ Tackling Physical Activity	a) Continue to develop the build upon the successful training centres which the Company has already set up through the STA to improve quality of the aquatics programme b) Run three STA courses including Level 1 and Level 2 swimming teacher courses and 3 pool lifeguard courses	1 swimming teacher award (asst coach) held in June 2023  2 lifeguard courses held (July and October 2023)  1 swimming teacher certificate (coach) planned for November 2023

Fig 3. Performance against Business Plan Actions and Performance Indicators

- 7.5 In a bid to maintain the profile of the Company and the activities which are provided, staff have increased their presence at many community events and several corporate health and wellbeing events. A4T staff have visited NSDC (to promote its new staff discount for memberships), Bakkavor, GXO (previously Knowhow), Edwinstowe House, Inspire Libraries and Nottingham Trent University Brackenhurst Campus.
- 7.6 These events have offered body MOT's and cycling and rowing challenges, to engage with employees and members of the public, whilst promoting the wide range of activities and memberships offered within the leisure centres. The team has also ensured that details of the variety of activities available in community sports clubs, has been shared widely. This has taken a temporary pause recently due to recruitment of an active lifestyles officer, however, recruitment has now taken place and the new postholder will commence with their new role during November.
- 7.7 The Otago class held at Southwell Leisure Centre has continued to operate, actively targeting older people with low mobility within the community. There are regularly 15 people attending the class, plus carers, all enjoying the 45-minute weekly session, held in the squash courts. The class is promoted widely across the Southwell area;

however, it is also advertised with health professionals, using it as a referral opportunity.

- 7.8 The two-weekly chair-based exercise classes also continue to operate within the centre and build upon the pathway for users. Numbers attending these sessions have an average of 14 participants and the classes are delivered by a fitness instructor.
- 7.9 The number of user visits is currently following seasonal trends and continues to increase and return towards pre-pandemic levels. For the period to 31<sup>st</sup> October 2023, user visits reached 674,361 across all leisure centres and partner sites. This is an increase on the same period last year of 99,069 (575,292), which equates to an average increase of approximately 14,100 users per month.
- 7.10 The number of users that are over 60 is again increasing in comparison to the same period in 2022. There were 76,264 visitors from this age group using the leisure centres up to 31<sup>st</sup> October 2023, compared to 63,240 for the same period in 2022, an increase of 13,024. This is extremely pleasing and is a reflection of the work which has taken place to target this demographic in recent months, through networking with health professionals, U3A groups, Age UK and other community groups.
- 7.11 The number of referrals received from healthcare professionals up to 31<sup>st</sup> October reached 204, which is in line with pre-pandemic levels. Referrals are currently operating at 41.5% in terms of sign up, to taking out a subsidised membership.
- 7.12 The slightly lower conversion rate has instigated a review of the GP referral scheme, which is currently in progress, and a series of qualitative and quantitative data is being collated to gain an understanding of the volume of referrals, nature of referral, referrer, GP practice, age, postcode, gender and leisure centre, as well as several telephone surveys of existing users. This will inform a report to be presented to partners at Mid Notts Integrated Care Board, in order to identify the next steps in promotion and support from the health service. This will be one of the priorities for the new active lifestyles officer, when they start in their post during November.
- 7.13 The number of community groups supported has reached 96 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 following the recent Clubs Forum held by Newark and Sherwood Sports Council. More details regarding the progress and performance of the sports development team are included in appendix II. This work has reduced slightly through the summer period, however recruitment has taken place and 2 new postholders will be starting in November.
- 7.14 The table below provides the Committee with direct debit membership data and how this has developed since 1<sup>st</sup> April 2023.

Month	BLC Adult	DLC Adult	NSFC Adult	SLC Adult	BLC Child	DLC Child	NSFC Child	SLC Child	TOTAL
<b>March 2023</b>	712	1,353	3,928	2,130	84	502	1,621	1,430	<b>11,760</b>
<b>April</b>	700	1,345	3,914	2,118	84	499	1,617	1,411	<b>11,688</b>
<b>May</b>	685	1,310	3,901	2,104	83	490	1,599	1,410	<b>11,582</b>
<b>June</b>	678	1,326	3,941	2,137	84	495	1,605	1,425	<b>11,691</b>
<b>July</b>	680	1,334	3,960	2,138	85	501	1,610	1,421	<b>11,729</b>
<b>August</b>	689	1,346	4,045	2,144	84	495	1,571	1,420	<b>11,794</b>
<b>September</b>	688	1,347	4,048	2,139	84	494	1,569	1,419	<b>11,788</b>
<b>October</b>	696	1,315	4,046	2,041	86	460	1,595	1,365	<b>11,604</b>

Fig 4. Direct debit membership table

- 7.15 On 31<sup>st</sup> October 2023 there were 11,604 live memberships held across all sites. This figure is expected at this point in the year and is in line with the overall financial position of the company.
- 7.16 Of the live membership base, 30 have frozen their memberships for either medical reasons or financial reasons in line with the Freeze Policy. In addition, there were 759 adjustments at Southwell Leisure Centre, following the temporary closure of the main pool.
- 7.17 The live adult membership base at BLC has experienced a slight decline since April, from 712 to 696 on 31<sup>st</sup> October. This is a small decrease of 16 and is in line with seasonal trends and forecasted within budgets.
- 7.18 Whilst the adult membership at BLC has reduced, the live children's membership base at the facility has maintained the increase experienced during 2022, rising to 86 children on 31<sup>st</sup> October. This is extremely positive news and reflects the continued work which has taken place with various promotions to this demographic.
- 7.19 The live adult membership base at DLC has experienced slight changes throughout the year and is currently at 1,315 which again is in line with seasonal trends and against budgeted targets. The centre remains extremely busy during the daytime in both the fitness suite and in classes and with the addition of the pool in July 2021, the centre remains a fantastic asset for the community.
- 7.20 The live membership base for children at DLC has taken a small reduction to 460 on 31<sup>st</sup> October. The majority of these children, approximately 350, are taking part in one 30-minute swimming lesson per week, with the remainder split between gymnastics and trampoline lessons of 45 minutes per lesson. These are coached activities, and the Company is currently recruiting new instructors to be able to grow the programme further.
- 7.21 The live adult membership base at NSFC has experienced an increase in numbers and has now reached 4,046 members. This again is a significant increase in comparison to

31<sup>st</sup> October 2022, where the membership base was 3,618 members, a variation of 428 members.

- 7.22 The children's membership base at NSFC is still currently at a standstill position. The number of children currently holding a live membership is 1,595 in comparison to 1,655 in 2022, a decrease of 60. Despite the gymnastics provision being reduced from 5 nights to 3 nights per week in September, the number of children has grown by 26 in one month, which is positive.
- 7.23 The children's membership base at SLC on 31<sup>st</sup> October 2023 reached 1,365, which is a slight decrease from the starting point in the year at 1,430. This, in part, is due to the recent closure of the main pool.
- 7.24 As previously reported, the closure of the first-floor fitness suite during January 2023 for a 5-week period, has not impacted on the adult membership base a great deal, as performance aligned with agreed budgeted targets has continued. The adult membership base achieved 2,041 on 31<sup>st</sup> October 2023, a slight increase on the position at the same point in 2022, when it was 2,018.
- 7.25 In addition to the generic swimming lessons provided by the leisure centre, 1-2-1 swimming lessons for people with a disability has also been introduced, with 18 children taking part in a weekly lesson. This has been a steady rise in take up since April when there were 8 children having a weekly 1-2-1 lessons. Information about the lessons is continually sent to all local primary schools in the area and also through the Special Educational Needs Coordinators.
- 7.26 In order to promote and encourage usage of the centre, A4T offer several guest passes to allow potential new members the chance to try the activities on offer, before signing up to a direct debit commitment. Up to 31<sup>st</sup> October, there had been over 770 guest passes issued, with 250 taking up the offer and using the facilities for free, in line with their pass. To date the free passes have returned a 32.5% conversion rate.
- 7.27 The Company's LeisureHub software (the leisure management system) is constantly being developed to create an improved experience for customers, with the latest introduction being for 'App Users'. This has resulted in 3,000 customers downloading the App since July 2023. Several more elements to the App have been developed since July and include greater detail on membership options, a children's courses section and push notifications, which directly sends messages to customers using the App, making them aware of the latest offers and new activities. Active4Today are continually reviewing the performance data surrounding the App with a view to developing incentives and greater take-up. The target for the end of March 2024 is 5,000 downloads.
- 7.28 The Company's OnCourse software (the children's teaching /coaching courses system) has been redevelopment for the delivery of children's swimming lessons. The work took place during the summer and took over 2 months to complete, with the end being

a universal 13-week lesson programme across all sites. New course criteria has been built into every step of the programme and children's lessons were refined to tie in with the new approach. The information has now been embedded within the new App, so parents/guardians are only a few clicks away from the swimming class descriptions and further information. The programme provides a corporate approach to swimming lessons and allows greater flexibility for customers. With the new development pathway, customers have been provided with a step-by-step progression for children across the district. The next step of the development will be to embed links to the OnCourse system, to help with the navigation between software's.

- 7.29 During the summer period, Active4Today were part of a project to migrate its leisure systems onto new servers. The work took over a month to complete as old servers came to the end of their life. Initially the migration was seamless for customers with systems only being offline for a few hours. However, recently there has been a few isolated fails, with not all functions operating the same; this has resulted in, intermittent turnstile access problems, specific access cards and bands not being accepted and the company having to operate work arounds to collect direct debit membership fees. A4T, with the support of the Council's ICT team have been actively engaging with the provider XNleisure, to resolve the issues as soon as possible.
- 7.30 During July, the company replaced all credit card machines across all sites. Initially, like most ICT hardware/software upgrades there were connectivity issues. However, to enable payments to continue to take place, work rounds were put in place and after a period of approximately 2 weeks all issues were resolved and now provide a stable environment for customers and staff.
- 7.31 In addition to the above, the marketing and advertising opportunities have improved significantly with a high focus on digital advertising. The details of several digital platforms are set out below:
- **Facebook 'boosted' and 'sponsored' posts**  
These posts are an **organic post that the Company pays to distribute to users outside of the existing followers**. The posts are eye catching and creative and assist in raising brand awareness, reach target audiences and convert leads
  - **Website**  
Using the Company's website news section to engage customers and direct them to online joining. Online links are also embedded within a promotional PDF or poster
  - **App**  
Push notifications, which provide very visual information with headline updates, allowing users to search further if they are interested in the advertisements being provided

### 7.32 **By exception: Update on regulatory compliance**

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

- Legionella flushing
- Lifts inspections
- Inflatable inspections and certification of usage
- Air handling unit inspections and servicing
- All weather pitch maintenance visit
- Pool Pod service and maintenance
- Combined Heat and Power unit servicing and inspection
- Pool water sampling (bacteriological tests)
- Intruder alarm service
- Fire alarm servicing
- Electric entrance door testing and servicing
- Air Conditioning service and inspections
- Redecoration of sites

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

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

7.32.3 As set out earlier within the report. Currently the Company is in discussions with the Council's CP business unit, regarding further essential maintenance works at SLC.

7.32.4 There are currently no other compliance issues identified.

### 7.33 **By exception: Strategic Risk**

7.33.1 As reported in the last report to the Committee, the Company, in conjunction with the Council, has identified one strategic risk which includes the essential maintenance work that will take place at SLC. As previously stated, the work has been prioritised and is being progressed by the Council's Corporate Property Team.

7.33.2 There are currently no other strategic risks identified.

### 7.34 **Outcome of any formal complaints and customer satisfaction data**

7.34.1 Currently A4T has a process of collecting customer comments and feedback through various means. This includes verbal interaction with staff members, emails sent directly to the Company through the enquiry's inbox, completing an on-line form on the webpage, or via the Council's customer services team.

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

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

7.34.4 The feedback into the Company can range from general operational items for example cleanliness of the buildings, car parking, to programme changes, feedback on staff, and suggestions for new activities.

7.34.5 The online form, which allows comments, complaints and customer feedback to be submitted digitally through the website, is collated into a spreadsheet and reviewed on a weekly basis, to determine the correct course of action. This is managed internally by the Director of Development and Operations to ensure consistency of message and application of policy.

7.34.6 Currently there has been 69 customer comments received in totality across the Company from 1<sup>st</sup> April 2022 to 31<sup>st</sup> October 2023. These are split down as follows:

- Issues related to accidents and incidents – 0
- Issues related to facilities including cleaning, maintenance, provision – 22
- Positive customer feedback (staff) – 20

- Negative customer feedback (staff) – 9
- Feedback with regards to programming – 6
- Feedback with regards to systems and pricing – 5
- Miscellaneous – 7

7.34.7 When customers submit comments, there is also an option to score their experience out of 5 points. There were 69 comments received and the breakdown of scores relating to the comments are as follows, with 1 being the lowest score and 5 being the highest –

- Score of 1/5 – 16 comments received scored 1/5
- Score of 2/5 – 7 comments received scored 2/5
- Score of 3/5 – 8 comments received scored 3/5
- Score of 4/5 – 13 comments received scored 4/5
- Score of 5/5 – 25 comments received scored 5/5

7.34.8 The A4T Senior Management Team would consider comments above 3/5 to be a good standard of performance and given the above, that equates to 46/69 (67%).

7.34.9 All comments above were resolved through the process of face-to-face meetings and/or written responses. The 69 returns (both positive and negative) is extremely low, compared to the usage of 674,361. With the introduction of the new app for the Company, which was launched to customers in July, an additional method of providing customer feedback is being investigated, which will make engagement easier for customers and will hopefully increase responses from the users.

## 8 **BUDGET IMPLICATIONS**

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

## 9. **EQUALITY & DIVERSITY IMPLICATIONS**

9.1 The swimming pool at the Dukeries Leisure Centre has continued to provide an excellent resource in the Sherwood area of the district. This has been supported by a pricing strategy offering concessionary pricing, in a bid to ensure that price is not a barrier to entry.

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

***For further information please contact Andy Carolan – Managing Director***

## Appendix B – Performance Indicator Overview

<b><u>Active4Today Performance Indicators</u></b>	<b>31st October 2022</b>	<b>31st October 2023</b>	<b>Growth (+) Decline (-)</b>	<b>Target to March 2024</b>
No. of User Visits - TOTAL	575,292	674,361	+17.22%	1,000,000
No. of Leisure Centre user visits - Children (under 16) - TOTAL	166,712	181,138	+8.65%	283,000
No. of Leisure Centre user visits - Aged Over 60 - TOTAL	63,240	76,264	+20.59%	107,000
No. of Leisure Centre user visits - Deprived areas - Total users	10,933	14,270	+30.52%	18,000
No. of individuals referred to Active4Today from a health professional - Total	189	204	+7.94%	300
No. of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	84	85	+1.19%	150
No. of Community Groups supported by Sports Development	62	96	+54.84%	110
Live Leisure Centre Membership base (adults) - Total	7,506	8,098	+7.89%	7,930
Live Leisure Centre Membership base (children) - Total	3,639	3,506	-3.65%	3,700
Number of people on concessionary membership	399	384	-3.76%	410

## **Appendix C – Sport Development Update**

### **Community Development**

#### Newark and Sherwood Community Awards

Newark and Sherwood Community Awards were well received with representatives from a range of district-based sports clubs in attendance.

The event was held at Kelham Hall and celebrated sporting awards including Sports Achiever, Creating Change for Sports and Physical Activity and Sports Influencer which was sponsored by Active4Today. This award was won by a volunteer from Newark Brazil FC who had worked tirelessly to build a new youth football club from the disbanded old Flowserve team.

This event raised awareness not only of the fantastic work sports clubs and volunteers are doing in the community, but also the additional activities that can be accessed in our leisure centres.

#### Tour of Britain

The Tour of Britain passed through the district in September and Active4Today took a small team to Sconce Park to welcome the cyclists over the finish line. During this full day event, a community cycle challenge was available to engage members of the public to be more active. This challenge and engagement was well received on A4T's social media pages and the event itself was well attended by a good cross section of the community. The team gave away free leisure centre passes and information regarding memberships, leisure centre and community offers, sports grants, club engagement, inclusion and active lifestyles to residents aged from 5 to 90 years.

#### Play Pitch Strategy Development

The revision of the Newark and Sherwood Playing Pitch Strategy has been supported by A4T staff to ensure the consultants, KKP, had a high level of engagement with district-based sports clubs during the review of both summer and winter sports provision and facilities. The strategy is now in the final stages of completion, and it is expected the finished document will be published during 2024.

#### Active Travel

A4T, Active Notts, NGBs and other local partners have been working with NSDC Regeneration teams to support the creation of a robust walking and cycling strategy for the district. The aim of the strategy is to further develop infrastructure that supports active journeys to be made for work, school, leisure or tourism and supports increasing physical activity levels across the district.

## Move More Newark and Sherwood

Following the final Sport England Activation Project (Team coaching) session, the Move More Newark and Sherwood (MMN&S) strategic group are meeting regularly to discuss opportunities to influence and steer a rise in physical activity levels across the district. The core group consists of several partners including A4T, NSDC, ATTFE, Active Notts, NHS, CVS and local children and young people services. Whilst the group is still in its infancy, it is already making steps towards positive cross organisational working to better promote and increase levels of sport and physical activity taking place both in the community and our leisure centres.

## Outreach Work and Sport Development

September saw the start of a new collaboration between A4T and Minster School. Ten students who have been identified by school staff of dealing with mental health conditions such as anxiety and depression, and who do not engage in school have been supported to access mental health resilience training (developed in partnership with ShawMind). Group gym sessions at Southwell Leisure Centre have been held and students have attended the gym on Friday afternoons, accompanied by school staff and supported by fitness instructors. There has already been a dramatic change in the young people attending, signing up for active cards so they are able to use the leisure centre facilities in their own time.

Following the July Grant Aid panel, A4T was able to sponsor home kits for 6 junior and 1 disability sport team. Teams are from sports such as football, archery and rugby with clubs being based across the district in Newark, Southwell and Sherwood, with Southwell Rugby Club U11 team being successful.

There were 4 Talented Individuals supported with free access passes, who compete in cycling, sailing, windsurfing and rugby. 14 Coach and Official Development grants were provided for first aid, safeguarding, football and archery coaching and this will further develop the districts volunteer base, working in sports clubs.

Also at the July Panel, 11 Southwell City coaches received funding support towards their coaching, safeguarding and first aid qualification's. This has directly supported the growth of the clubs junior section and enabled them to provide quality coaching in a safe inclusive environment.

In July the Sports Development team supported Newark and Sherwood Sports Council to host a club engagement event at Southwell Rugby Club. The event was well attended by clubs from across the district who were able to access support from a range of partners including NSDC Communities team, Active Notts, A4T Corporate membership, Health and Wellbeing and Sport England Club Matters. This event was a great networking success with information regarding funding, partnership working, club and coach development opportunities all being discussed.

- Southwell RFC
- Southwell City FC

- Southwell Croquet Club
- Southwell Brincliffe United Ladies Hockey Club
- Southwell Golf Club
- Southwell Cricket Club
- Farnsfield Cricket Club
- Southwell Lawn Tennis Club
- Southwell Netball Club – apologies
- Southwell Junior Badminton Club – apologies

Following the pandemic and up until recently the Southwell Sports Forum went through a period of hiatus. Member clubs were invited to two AGM meetings (March and May) but unfortunately the group failed to be quorate and so no progress could be made.

During this time A4T staff have continued to support local clubs including Southwell RFC, Southwell City FC, and Southwell Croquet Club with funding as well as club development support and advice. All clubs were also invited to access support from Newark and Sherwood Sports Council to ensure they kept up to date with funding, development information and networking opportunities.

A4T sports development were made aware that the Forum has been regorganised with local representatives taking the lead in encouraging new clubs to join and an AGM meeting was held in September. A4T Sports Development team has offered to continue to support the SSF and provide relevant information regarding funding, good practise, opportunities, and networking events.

### **Inclusion**

Holiday Activity and Food (HAF) provision was provided at Newark Sports and Fitness Centre during the Summer holidays with 181 places booked, allowing young people to benefit from access to the Sports camps, receiving 5 hours of activities, a wellbeing session, and a healthy packed lunch. In addition, a partnership established several years ago with the Dukeries Young People's Centre, provided the physical activity element of their HAF provision, delivering physical activity to 40 young people over 4 morning sessions at Dukeries Leisure Centre.

During the period, sports camps were delivered in the summer and October half term holidays at Newark Sports and Fitness Centre, Southwell Leisure Centre and Dukeries Leisure Centre.

In the summer the activities had 303 places booked during the 4 week summer period. These places broke down to DLC 42 places, SLC 63 places and NSFC 198 places. Each site followed the same format with 3.5 hours of provision being delivered during the sessions, which included a fun pool session, gym access and a range of sports hall activities.

October camp numbers were affected by the varying dates of the half term break across Nottinghamshire and Lincolnshire. In total there were 56 children attended with 11 children at DLC which was delivered in partnership with the Coalfield Regeneration Trust's funded Game On programme, promoting girls football participation in their existing weekly sessions

at Dukeries. There were 12 participants at SLC with a partnership established with Southwell Junior Badminton Club to deliver activities and NSFC had 33 children attending.

### **Active and healthy lifestyles**

A4T staff attended Blidworth Summer Gala and provided information on facilities and activities available to residents at Blidworth Leisure Centre and in the local community. Those attending were able to sign up for a 3-day leisure centre access pass, whilst receiving information and advice on health and wellbeing alongside a range of other local services.



Report to: Executive Shareholder Committee Meeting: 5 December 2023

Director Lead: John Robinson, Chief Executive

Lead Officer: Andy Dewberry, Arkwood Limited

Report Summary	
<b>Type of Report</b>	Open Report / Non-Key decision
<b>Report Title</b>	Performance of Arkwood – Quarter 2 2023-24
<b>Purpose of Report</b>	To present the performance of Arkwood in Quarter 2
<b>Report Recommendations</b>	That the Executive Shareholder Committee note the Arkwood Performance Report (attached as the <b>Appendix</b> ) and consider the company's performance against its targets and objectives highlighting any areas of high performance and identifying areas for improvement.
<b>Alternative Options Considered</b>	None
<b>Reason for Recommendations</b>	To ensure appropriate review of the Performance of the Councils wholly owned Housing Development Company (Arkwood).

## 1.0 Background

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

## 2.0 Proposal

2.1 Committee to note the Quarter 2 Arkwood Performance report (**Appendix**).

## 3.0 Implications

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

### **Background Papers and Published Documents**

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

None

**Arkwood Performance – Q2 2023/24 (July-September 2023)**  
**Executive Shareholder Committee**

Code	Indicator Name	21/22 Q2 YTD Value	22/23 Q2 YTD Value	23/24 Q2 YTD Value	23/24 Q2 YTD Target	23/24 Q2 Business Manager Comment
ARK002	Arkwood - number of units delivered	New for Q3 21/22	29	60	TBC	On track for completing Bowbridge Road with delivery January 2024. Now stands at 70 units delivered with several more units in advanced snagging stage close to completion.
ARK003	Arkwood - plots commenced	New for Q3 21/22	87	87	Trend	All plots targeted for commencement in the current financial year are commenced and nearing completion. Arkwood have recently completed a new land purchase with full planning consent. This may increase this target subject to finalising a commencement date on site.