



Report to: Executive Shareholder Meeting - 21 March 2023
 Portfolio Holder: David Lloyd, Strategy, Performance & Finance
 Director Lead: Suzanne Shead, Housing, Health & Wellbeing
 Lead Officer: Cara Clarkson, Business Manager - Regeneration & Housing Strategy, x5923

Report Summary	
Type of Report	Non-Key Decision
Report Title	Active4Today Performance and Business Plan
Purpose of Report	This report presents the performance of Active4Today for the period to January 2023 (Period 10). A draft of A4T Business Plan for 2023/24 is attached at Appendix D for approval.
Report Recommendations	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.
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 Council’s 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 & 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 & Environment Committee.
- 1.2 The appended documents attached to this report are:
- A. Active4Today Update Report 1 April 2022 to 31 January 2023 (Period 10)
 - B. Active4Today Performance Indicators 1 April 2022 to 31 January 2023
 - C. Active4Today Sports Development Report 1 April 2022 to 31 January 2023
 - D. Active4Today Draft Business Plan for approval 2023-2024

2.0 Performance Overview

- 2.1 A4T has provided an overview of performance across three reports – the first provides an overview of performance including usage and financial performance, the second provides an update against the performance indicators and the third performance against the company's sports development function.
- 2.2 The overall performance reported is positive – A4T are performing well against all performance indicators agreed. In particular there is an ongoing upward trend in the total number of direct debit memberships which form the largest portion of the company's income.
- 2.3 The company highlights the temporary closure of Southwell Leisure Centre and the impact this has had on revenue whilst essential maintenance was undertaken. Works at Southwell Leisure Centre have been led by the Council's Corporate Property team with A4T confirming all other relevant compliance in section 7.28 of the Director's Report (**Appendix A** to this report).
- 2.4 The company has presented detail of customer feedback from service users in section 7.30 of Appendix A. Whilst the 'score with experience' of the service appears to offer opportunity for improvement (63% rated good from 182 comments), this should be read in the context of 182 comments from 811,425 user visits. Officers within the council will continue to monitor this closely as part of their client role.
- 2.5 The company has had a number of significant financial impacts across the year including the impact of the pay award, increased utilities costs and increased costs for supplies and services. Income however has overperformed in particular as a result of increases in facility hire in Southwell Leisure Centre and Newark Sports and Fitness Centre. The company is projecting a year end forecast of £486,125 deficit against the current £502,400 deficit at period 10.
- 2.6 The attached report from the Managing Director of A4T provides further detail.

3.0 Business Plan 2023/24

- 3.1 The draft Business Plan is set out at Appendix D and sets out a range of activity that the company intends to undertake across the year. The company has developed the plan following feedback from the Shareholder Committee and officers in December.
- 3.2 The draft Business Plan presents for approval, the membership fees and 'core-prices' for pay-and-play provision at leisure centres for 2023/24.

A number of new memberships offers have been introduced since the three-year pricing strategy was approved in 2019/20. The Committee may wish to consider whether future approval of these fees should be brought at the same time as approval of all other council service fees and charges e.g. rent and council tax.

Activity	Active Card holder Adult		Non-Active Card Holder Adult	
	Current Price	Proposed Price	Current Price	Proposed Price
	2022/2023	2023/2024	2022/2023	2023/2024
Badminton	£10.50	£11.00	£13.00	£13.50
Swimming	£5.50	£6.00	£7.00	£7.50
Squash	£9.00	£9.50	£11.00	£11.50
Fitness Suite	£7.50	£8.00	N/A	N/A
Fitness Suite Classes	£7.50	£8.00	N/A	N/A
Activity	Active Card Holder Junior		Non-Active Card Holder Junior	
	Current Price	Proposed Price	Current Price	Proposed Price
	2022/2023	2023/2024	2022/2023	2023/2024
Badminton	£6.50	£7.50	£8.00	£8.50
Swimming	£4.00	£4.50	£5.00	£5.50
Squash	£6.00	£6.50	£7.00	£7.50
Fitness Suite	£5.00	£5.50	N/A	N/A
Fitness Suite Classes	£5.00	£5.50	N/A	N/A

Fig 2: Proposed Core Prices for Adults and Children – 2023/2024

Membership type	Current Price 2022/2023	Proposed price 2023/2024	Price variance
STAFF ACTIVO	£10.00	£10.00	£0.00
Activo Premier	£49.00	£49.00	£0.00
Activo Inclusive	£31.00	£31.00	£0.00
Activo Studio	£29.00	Removed from sale	N/A
Activo Gym	£29.00	£29.00	£0.00
Activo Corporate	£26.00	£26.00	£0.00
Activo Concessionary	£26.00	£26.00	£0.00
Activo 60	£26.00	£26.00	£0.00
NSDC Corporate	£26.00	£10.00	-£16.00
Activo Swim	£21.00	£22.00	£1.00
Activo 60 Swim	£18.00	£19.00	£1.00
GP Referral	£18.00	£18.00	£0.00
Activo Student	£19.00	£20.00	£1.00
Staff Xperience	£10.00	£10.00	£0.00
Xperience 1	£23.00	£24.00	£1.00
NSDC XP1	£19.00	£19.00	£0.00
XP1 Concession	£19.00	£19.00	£0.00
Xperience 2	£38.00	£38.00	£0.00
NSDC Xperience 2	£34.00	£34.00	£0.00
Xperience 2 Concession	£34.00	£34.00	£0.00
Xperience Student	£19.00	£20.00	£1.00
Small Group Swim Lessons	£31.00	£31.00	£0.00
1-2-1 Flex	£72.00	£72.00	£0.00
Adult Monthly Pass	£45.00	£47.00	£2.00
Junior Monthly Pass	£25.00	£27.00	£2.00
SummerFIT	£20.00	£20.00	£0.00
Free Access - Activo Refugee	£0.00	£0.00	£0.00
Free Access - Xp1 Refugee	£0.00	£0.00	£0.00

Free Access - Xp Student refugee	£0.00	£0.00	£0.00
Freeze	£5.00	£5.00	£0.00
Course Payment upfront	£85.00	£85.00	£0.00
Course Payment upfront Concession	£70.00	£70.00	£0.00
Activo Upfront	£372.00	£372.00	£0.00
Activo 60 Upfront	£312.00	£312.00	£0.00
Activo Swim Upfront	£252.00	£264.00	£12.00
Activo 60 Swim Upfront	£216.00	£228.00	£12.00

Fig 3 Proposed Membership Prices for types – 2023/2024

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 (FIN22-23/6743)

The current budgeted management fee payment to Active4today within the Councils financial system is £500k for financial year 2022/23. The update report at Appendix A for Active4today for the period up to 31st January indicates a financial decrease in the forecast deficit to £502k at para 4.2. However, the year-end forecast deficit is projected to improve to a final deficit position of £486k. However, the Council is expected to pay over the full £500k budgeted Management Fee.

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.



21ST MARCH 2023

UPDATE REPORT 1ST APRIL 2022 – 31ST JANUARY 2023

1. REPORT PURPOSE

- 1.1 To provide the shareholder committee with an update on the operations of Active4Today, for the period 1st April 2022 to 31st January 2023 (period 10).
- 1.2 To provide the shareholder committee with the 2023-2024 final business plan for approval.

2. BACKGROUND

- 2.1 In period 02 of the 2022-2023 financial year, the Company undertook the first revision of its budgets, because of the improved income lines, which stemmed from increased membership sales within the leisure centres. In addition, when Southwell Leisure Centre transferred into the Company in October 2021, there was a lack of detailed information known at the time, to develop a full-year forecasted budget. In view of this, the budget required a revision as further detail became known.
- 2.2 This revised budget was accepted by the A4T Board at the meeting in June 2022 and although this moved the original forecasted year-end deficit position up slightly, the Company was confident this could be mitigated through improved sales and reduced expenditure by year-end. At that point, the actual net increase was identified as £5,000 over the already proposed management fee, being requested from the Council.
- 2.3 Since then, the finances of the Company have changed again with greater information being available on utility costs, the 2022-2023 cost of living salary increase for employees, increases in income for memberships and swimming provision, the impact of the membership price realignment, and further savings associated with the transfer of Southwell Leisure Centre into the Company.
- 2.4 As a result of the above, the Company undertook a further revision of its budgets at period 06 and this was accepted by the A4T Board during its October 2022 meeting.

3. CURRENT SITUATION

3.1 Since the second revision of the A4T budgets based on period 06, the Company has implemented the cost of living increase of £1,925 per FTE to all staff. The Company has also continued to monitor the budgets on a monthly basis and revised the budgets for period 10.

3.2 The increase on utilities continues to impact on the Company's expenditure significantly, along with the effect of the closure of the Southwell Leisure Centre fitness suite from 14th December 2022 to 24th January 2023. This has also had a considerable bearing on the income generation for the Company. This is set out further within the report.

4. FINANCIAL HEADLINES UP TO 31ST JANUARY 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 revised during January 2023, the predicted year end position and the variance between the two budgets.

4.2 Although this budget will be subject to further changes until the end of the financial year, it is hoped that the forecasted year end position will be broadly in-line with what has been provided to the shareholder committee.

	Full year revised budget completed at period 10	Year-end forecasted position	Variance between the period 10 budget and the forecasted year end position
Other Income (management fees)	£0	£0	£0
Total income	-£3,891,875	-£3,948,300	-£56,425
Staff	£2,473,150	£2,471,000	-£2,150
Premises	£1,022,000	£1,056,175	£34,175
Supplies and services	£849,125	£857,250	£8,125
Transfer to Reserves	£50,000	£50,000	£0
Total expenditure	£4,394,275	£4,434,425	£40,150
Surplus/Deficit	£502,400	£486,125	-£16,275

Fig 1. Period 10, year-end position and variance

4.3 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 in 4.1 above.

- I. **Facility hire/ Pay and Play income** – This budget line is currently overperforming to period 10. This is largely due to the increase in facility hire income at Southwell Leisure Centre and Newark Sports and Fitness Centre, which the Company is expecting to be increased by £34,250 at year end. 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. **Membership Income** – Overall membership income is performing well against the profiled budget. This is due to the improved retention rates over the previous several weeks, even after increasing several membership categories during October 2022, as part of the scheduled price realignment. As a result, this budget line is performing above the expected profiled budget for this stage and the Company is expecting to be £11,500 overachieved at year end. This target was increased when the budget was revised at period 06, however, due to higher than forecasted sales and improved retention, this budget is now overachieving the most recent revised position.
- III. Whilst this is an extremely positive position for the Company and would have provided an excellent finish to quarter 4, this has now been affected by the reduced fitness suite offer at Southwell Leisure Centre, which closed on 14th December 2022 and reopened on 25th January 2023. To date this has impacted negatively by approximately £45,000. The budget will be monitored continually throughout the remainder of the year, to fully understand the true impact of the closure.
- IV. The Company collects its income mainly through two mechanisms, direct debit and pay and play. Memberships and club bookings are the two main direct debit income generators, whilst pay and play is used for ad hoc bookings and generally aligns to customers who prefer to use the facilities on an infrequent basis and pay for their activity when they choose to use it. Direct debit now equates to circa £285,000 of income per month, which is 81% of the total income generated. Pay and play provides circa £50,000 of income per month, which is 14% of the total income generated.
- V. **Staffing** – This budget is currently projecting a small underspend of £2,150. This budget has seen a large increase of £151,000 on the original budget after the £1,925 per FTE increase to all staff as of April 2022, which was applied in the latest revised budget.

- VI. **Premises** – This budget is projected to have an overspend of £34,175 at year end. This is, in the main, made up of invoices, which A4T are currently disputing and are in connection with the gas supply at the Dukeries Leisure Centre (this dispute goes back to 2021). To date, the bills relating to the usage of the new swimming pool, which has a separate meter to the main building, is being queried due to the tariff, estimated amount of usage and period of billing. The Company is waiting for an updated invoice which it can agree, in order it can sign off the outstanding amount. Based on the Company's forecast, it is expected this budget will be overspent if the Company agree to the charges put forward by the Gas supplier.
- VII. **Supplies and Services** – This section of the budget is currently projected to have a small overspend of £8,125 at year end. This overspend is made up of several small items over numerous expenditure codes, across the whole of the Company. Based on the Company's forecast, it is expected this budget will be overspent. if the Company meets all of its known commitments.
- VIII. **Transfer from Balances** – This line represents the expected shortfall between income and expenditure for the Company for the financial year 2022-2023. This is currently forecasted at £486,125, which has decreased from £502,400 following the favourable variances above, mainly in income. This is a positive position for the Company, given the increases in expenditure during the year and specifically in salaries and utilities. These two items alone have increased the expenditure budget by approximately £208,000 across the Company. In addition to this, the Company has managed to absorb the loss of £45,000 of income in January, which resulted from the partial closure of Southwell Leisure Centre's fitness suite. This is due to the over performance of income in other areas, which has helped mitigate this issue.
- IX. 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.
- X. If the projection of the year end shortfall is correct, the Company will request the full management fee from the Council of £500,000. In addition, the Company will request that the difference of £16,000 (based on period 10's year-end assumptions) is put into the Company's reserves. This 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.

5. FURTHER FINANCIAL UPDATES

- 5.1 Following on from the previous update to the shareholders committee, the Company has now confirmed that Wright Vigar will be performing the first of the three internal audits, spanning the 2022-2023 and the 2023-2024 financial years. The first audit will focus on the direct debit membership income with Wright Vigar scheduled to commence work, week commencing 13th February 2023, with the final report expected by 27th March 2023. Once received, an update will be provided to the Council.
- 5.2 As set out above, income has been affected negatively by the closure of the fitness suite at the Southwell Leisure Centre. Due to the closure, the Company did not collect direct debits from several members on 1st January 2023, who were affected by the reduced offer. The direct financial impact of this was approximately £45,000. The Company expected the number of sales to be 0; however, it still made 79 sales during this month, with a cancellation rate of 2.75%.

6. USAGE PERFORMANCE

- 6.1 As the Committee will 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 months, which has allowed for comparative data to be available. Attached at appendix B, are the indicators for the Company.
- 6.2 In addition to the quantitative data set out above, case studies and a 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 AppendixC
- 6.3 Following the first Stakeholder committee meeting, the following quarterly 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 10, TO 31ST JANUARY 2023

- 7.1 **Performance against Business Plan Actions and Performance Indicators:**

	AIMS	ACTION	PROGRESS TO 31 ST JANUARY 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 Attendance session 1 - 12 Attendance session 2 – 29</p> <p>20th October Attendance session 1 - 3 Attendance session 2 – 12</p> <p>29th December Attendance session – 24</p> <p>Further actions regarding children and tackling obesity levels -</p> <p>Relaunch plans regarding Dukeries Junior Parkrun as numbers have reduced over the winter period. This is planned to run alongside the King's Coronations events in May.</p>
1.2	Inactive people - develop and provide opportunities for inactive people	<p>a) Development of water based and swimming activities for all ages at Dukeries Leisure Centre.</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>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, however numbers have increased to 15 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 through Dukeries Academy in March.</p> <p>A member of staff trained in chair-based exercise and started new classes at SLC and NSFC. Numbers are building with 6 attending at SLC and 15 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. Tour held for DWP staff and 3-day pass given to try facilities held in June.</p> <p>7 day and 12-month pass criteria developed created and launched in partnership with DWP officers in June/July</p> <p>Very low take up in the Sherwood area of N&S but further meetings planned.</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>SD staff attended careers fair at Magnus Academy, and You Can Do Sport</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>Careers fairs attended at Castle House, Dukeries Academy and Dukeries College</p> <p>Tour of NSFC for YCDS students took place in January.</p> <p>Traineeship programme developed with Inspire Learning to be rolled out in March.</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>8 VISPA placements including 2 volunteers with learning disabilities</p>

1.5	Recognising the mental health issues which may have resulted due to the pandemic	<ul style="list-style-type: none"> a) Working directly with CAMHS and mental health professionals to increase physical activity levels and improve health and wellbeing b) Investigate and support the N&S Sports Council to develop a team of Mental Health ambassadors across the district. 	<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>In progress</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	<ul style="list-style-type: none"> a) Deliver the identified programme of activity through the funding secured from Nottinghamshire County Council b) Work with NSDC to offer children's activities funded through the HAF programme (Holiday activities and food) 	<p>Weekly session – numbers increasing following local social media campaign and average of 15 swimmers attending. Refreshments now served following the session to provide warm space and social opportunity.</p> <p>All holiday programmes delivered with funding received from NCC.</p> <p>Activities delivered with Dukeries Young People's Centre</p> <p>Successful delivery of activities at Christmas holidays and an application has been submitted to NCC for 2023 school holidays at DLC, NSFC and SLC.</p>
1.8	Development of Corporate Well-being memberships, as part of a wider network of organisations i.e. Newark Business Club, School Groups, NHS or similar	<ul style="list-style-type: none"> a) Improve awareness around 'what the company offers' and the benefits of membership b) Commence with wellbeing roadshows within companies located within Newark & Sherwood c) Create digital promotional material for companies that take up 	<p>Ongoing work with corporate partners, corporate banners in the workplace, digital signage in corporate canteens, promotions available on staff intranets, continue to build on these.</p> <p>Corporate events attended such as Newark Show, Beaumont House Business Club, KnowHow, Family Fun Day, NSDC wellbeing Days to raise profile, Newark Hospital, Brackenhurst, Blidworth and Bilsthorpe Libraries.</p> <p>Promotional video developed and used to promote our facilities at wellbeing events.</p>

		corporate membership packages, with a view to improving the health and wellbeing of their workforces	
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.	Current changing facilities are not suitable for Pathfinders and Whitewater, have spoken with physiotherapists at Pathfinders who will use the facility for their more able patients.
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	<p>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</p> <p>b) Provision of staff training to broaden the opportunities available</p> <p>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>	<p>NHS referral sessions started at Blidworth with a pathway in place to refer to exercise referral scheme</p> <p>One staff member identified for completing the GP referral course</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>Further disability sports group confirmed and will be restarting in April.</p>
2.3	Improve community access through partner facilities and put in place SLAs with each partner site.	<p>a) Develop the business in the new sites at The Suthers School (the new school in Newark).</p> <p>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>	<p>Academy have put community use of their sport facilities on hold at present. Further discussion in 2023.</p> <p>Pitch works complete and facility now in use. Meetings took place with key users including Newark Hockey Club. There are 9 clubs currently using the facility, which equates to 81hrs of bookings out of a maximum 108hrs; 75%.</p>
2.4	Improve the range of technology utilised to enhance the customer experience	<p>a) Develop self service functions for accessing bookings and account management, customer engagement and fitness tracking</p> <p>b) Introduce a range of 'cashless' entry options for customers to Develop a 'cashless' offer for the leisure centres</p> <p>c) Introduce the Club Direct Debit memberships, to block bookings at Southwell Leisure Centre</p> <p>d) Explore the options for pre-paid cards for use by under 18's to</p>	<p>App development in progress, working with ICT, Information Governance, Customer Services and DPO with the launch being March 2023.</p> <p>All sites are now cashless with SLC introduced in September.</p>

		<p>access the facilities without memberships.</p> <p>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</p> <p>f) As a pilot, develop door access control for hirers/clubs accessing Barnby Road School Sports Hall</p> <p>g) Develop a selection of children's parties packages bookable within the LeisureHub online system</p>	<p>Complete as pt 3.5 below.</p> <p>Further development required.</p> <p>New resale contract developed, which has already improved sales by 40%. All sites have new displays and further development of purchasing online in advance of visit to be planned for 2023.</p> <p>Complete – all users issued with access cards.</p> <p>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 	Integration ongoing and progress made with many areas including marketing, finance, budgets, marketing and branding. Further work continues with processes and procedures and staffing.
3.	Financial viability		
3.1	Development of the Dukeries swimming pool and existing facilities	<p>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>	<p>More presence in the community at Ollerton improving relationships with local businesses such as Tesco, Pathfinders, Clipper Group linking in with the corporate work already being done. Active social media posts on community Facebook pages. Testimonials from groups accessing the pool to help promote to the wider population. Liaising with schools and junior groups to promote junior swim sessions.</p> <p>Primary Schools - 6 Secondary schools - 3 Junior Clubs - 5 Adult Clubs - 4 Local Businesses - 6</p>
3.2	Increase junior memberships at the Dukeries LC with the development of the new swimming pool	<p>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</p>	<p>Work ongoing building relationships with businesses</p> <p>Primary Schools - 6 Secondary schools - 3 Junior Clubs - 5</p>

			Adult Clubs - 4 Local Businesses - 6
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 development in progress, working with ICT, Information Governance, Customer Services and DPO with the launch being March 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 – refer to comments made in the report 4.3.II
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.	Complete – all bookings now paying in advance. 34 clubs now on direct debit 9 paying quarterly on invoice which include an admin fee. Bad debt has now been removed for block bookings at this facility.

Fig 2. Performance against Business Plan Actions and Performance Indicators

- 7.2 In a bid to raise the profile of the Company and the activities which are provided, staff have increased their presence at various community settings including Blidworth and Bilsthorpe Libraries, Rainworth U3A and several corporate health and wellbeing events. This has further developed the network of other agencies working in the district, to support the community.
- 7.3 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, have been shared widely.
- 7.4 Following on from previous successful partnership working, A4T staff were invited to attend an exclusive business club event held by Beaumont House Hospice, Newark. The event was a relaunch of their 'Beaumont House Business Club' with invited guests from the local area representing some new and well-established companies. It also provided a networking opportunity. Companies were invited to join the club, with a small annual subscription and in return, are able to raise their profile across all the businesses involved and showcase their work/products. This event enabled A4T staff to undertake/access further networking opportunities with local businesses and develop links with them to offer corporate memberships and wellbeing support, to their employees on a longer-term basis.

- 7.5 The number of user visits is currently following seasonal trends and continues to increase and return towards pre-pandemic levels. For the period to 31st January 2023, user visits reached 811,425 across all leisure centres and partner sites. This is an increase on the same period last year of 105,975 (705,450), which equates to an average increase of approximately 10,500 users per month.
- 7.6 The number of users that are over 60 is again increasing in comparison to the same period in 2022. There were 90,627 visitors from this age group using the leisure centres up to 31st January 2023, compared to 76,732 for the same period in 2022, an increase of 13,895. This is extremely pleasing following the amount of work that has taken place to target this demographic in recent months, through networking with U3A groups, Age UK and other community groups.
- 7.7 The reintroduction of activities for users over 65+ has continued. In early October, the class at Newark Sports and Fitness Centre restarted with 7 participants attending that had previously attended pre pandemic. With an editorial in the Newark Advertiser and word of mouth from the attendees, the class has now seen numbers grow to an average of 16 participants per week. As well as taking part in physical activity, the class is important for social interaction, with a number of the group visiting the café at the YMCA following the class.
- 7.8 The number of referrals received from healthcare professionals up to 31st January reached 261, which is in line with pre-pandemic levels. Referrals are performing at a consistent rate in relation to conversions and are currently operating at 42% in terms of sign up, to taking out a subsidised membership.
- 7.9 The number of community groups supported has reached 92 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. More details regarding the progress and performance of the sports development team are included in appendix B.
- 7.10 In response to the ongoing impact of the cost of living and economic climate, free swimming sessions have been offered at Dukeries Leisure Centre during school holidays, in a bid to continue the promotion and awareness of the new swimming pool. These were first offered in the summer, with a further session offered on 29th December, which attracted 24 swimmers.
- 7.11 The table below provides the Committee with direct debit membership data and how this has developed since 1st April 2022.

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

Fig 3. Direct debit membership table

7.12 On 31st January 2023 there were 11,572 live memberships held across all sites. Of these, 65 have frozen their memberships for either medical reasons or financial reasons, in line with the Freeze Policy.

7.13 The live adult membership base at BLC has experienced a slight decline since April, from 695 to 685 on 31st January. Although in numbers it is only a decrease of 10 members, in real terms for a small membership base, this makes a significant difference to the financial performance of the site. An intervention has continued throughout the year to identify potential new customers in the locality and as a result of this, greater targeted promotions have taken place to mitigate the reduction. Due to the centre being located very close to Mansfield, there are many competitors; however, the membership base is maintaining a reasonable position and has made a marginal gain in January.

7.14 Whilst the membership overall at BLC has reduced, the live children's membership base at the facility has experienced a steady increase since January 2022, rising to 80 children, compared to 28 on 31st January 2022. This is extremely positive news and reflects the continued work which has taken place with various promotions to this demographic. This is the highest number of junior memberships sold at this site.

7.15 This is following the national trend in fitness for this age group, with young people wanting to participate in weight bearing, strength and conditioning exercises, more so than cardiovascular exercise. In supporting and developing this trend, the Company has developed a 'Young Persons Free Weights induction' which ensures the participants have the knowledge to train safely, knowing their limitations, whilst enjoying the activity and having fun.

7.16 This has been well received at BLC particularly with regular numbers of approximately 20 young people training between 3.30pm and 5.00pm after school, each evening.

- 7.17 The live adult membership base at DLC has continued to grow since April, achieving and exceeding the monthly targets set. The number of members on 31st January 2023 is 1,296, in comparison to 1,121 on 31st January 2022, an increase of 175.
- 7.18 The live membership base for children at DLC has also exceeded the target of 457 on 31st January and achieved a membership base of 484. In comparison to the same period in 2022, is an increase of 81 (403).
- 7.19 The live adult membership base at NSFC has experienced an increase in numbers and has now reached 3,858 members. This again is a significant increase in comparison to 31st January 2022, where the membership base was 3,385 members, a difference of 473 members.
- 7.20 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 1,673 in comparison to 1,590 in 2022, an increase of 83.
- 7.21 Following the closure of the first-floor fitness suite as detailed above, it was anticipated that there would be little growth of the adult membership base at SLC; however, despite the closure, the adult membership base has grown slightly, to 2,063 on 31st January 2023, an increase on the same period in 2022 of 172.
- 7.22 The development of the ground floor facilities in the Summer has ensured that there is some fitness provision on the site. A number of instructor led, HIITs classes were also delivered in the squash courts during the closure to engage with customers during set times of the day.
- 7.23 Anecdotally, there were a number of members using BLC for the fitness suite facilities and staff have reported a number of 'new faces' that they had not seen previously. In terms of usages recorded, there was an increase of approximately 40 users per day at BLC, in direct comparison to the same week in January 2022.
- 7.24 The children's membership base at SLC on 31st January 2023 has overachieved the target of 1,364 and now stands at 1,433. This is an increase of 94 (1,339) from the position at the same period in 2022.
- 7.25 During the quarter, the delivery of the swimming lesson programme was reviewed, and a 13-week structured programme of content was introduced to ensure consistency of delivery across all swimming lessons at A4T sites. This is to support staff in their 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.

7.26 In addition to the generic swimming lessons, 1-2-1 swimming lessons for people with a disability have also been introduced, although the uptake has been low at present; information is being developed to be sent to all local primary schools in the area through Special Educational needs coordinators.

7.27 The Company has continued to offer free 3-day passes, encouraging people to try out the facilities before committing to a longer-term period. This approach has been very successful throughout the year, building 'footfall' into the gyms and providing opportunities for staff to convert these users into full members. Up to 31st January 2023, there were 536 3-day passes activated within the centres. This is a small decrease of - 53 (589) from the same period in 2021-2022.

7.28 **By exception: update on regulatory compliance**

7.28.1 Throughout the year, the Company has an obligation to maintain certain aspects of the buildings. These inspections and checks are undertaken by A4T staff, supported by external contractors where necessary. During the last period, the following checks were undertaken:

- Legionella flushing
- Lifts inspections
- Inflatable and trampoline inspections and certification of usage
- Air handling unit testing and servicing
- All weather pitch maintenance visit
- Pool Pod service and maintenance
- Combined Heat and Power unit servicing and inspection
- Squash court walls maintenance and testing of movable walls
- Intruder alarm service
- Fire alarm servicing
- Fire extinguisher testing
- Electric entrance door testing and servicing
- Pool plant, including all chemical dosing at Dukeries and Newark servicing

7.28.2 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
- Pool water sampling (bacteriological tests)
- Fire risk assessments and associated works
- Zurich Insurance inspections
- Fire damper inspection and servicing

7.28.3 Members will be aware of the recent concerns raised at SLC; this work is being lead by the Council and will be continuing to the end of the 2022-2023 financial year and into the next financial year.

7.28.4 There are no other issues or concerns outstanding.

7.29 **By exception: Strategic Risk**

7.29.1 The Company in conjunction with the Council, has identified one strategic risk which includes the essential maintenance issues that have arisen at SLC. As previously stated, the issues identified have been prioritised and being progressed by the Corporate Property Team. These issues have caused operational challenges for the Company however both customers and staff have been extremely positive during the disruption to services.

7.30 **Outcome of any formal complaints and customer satisfaction data**

7.30.1 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 enquiries inbox, completing a form on the webpage, or via the Council's customer services team.

7.30.2 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, who will then action the feedback by arranging a meeting with the customer/s and/or respond in writing.

7.30.3 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.

7.30.4 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.

7.30.5 A4T staff have developed an online form, which allows comments, complaints and customer feedback to be submitted digitally through the website. This is then collated into a spreadsheet and reviewed on a weekly basis for determining 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.

7.30.6 Currently there has been 182 customer comments received in totality across the Company from 1st April 2022 to 31st January 2023. These are split down as follows:

- Issues related to accidents and incidents – 1
- Issues related to facilities including cleaning, maintenance, provision – 64
- Positive customer feedback (staff) – 35
- Negative customer feedback (staff) – 12
- Feedback with regards to programming – 40
- Feedback with regards to systems and pricing – 14
- Miscellaneous – 16

7.30.7 When customers submit comments, there is also an option to score their experience out of 5 points. There were 182 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 – 30 comments received scored 0/5

Score of 1/5 – 18 comments received scored 1/5

Score of 2/5 – 19 comments received scored 2/5

Score of 3/5 – 28 comments received scored 3/5

Score of 4/5 – 24 comments received scored 4/5

Score of 5/5 – 63 comments received scored 5/5

7.30.8 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 115/182 (63%).

7.30.9 All comments above were resolved through the process of face-to-face meetings and/or written responses. The 182 returns (both positive and negative) is extremely low, compared to the usage of 811,425. It is hoped that with the introduction of the new App in March, a customer feedback process can be developed, which will make engagement easier for customers and will hopefully increase responses from the users.

7.30.10 An example of how the comments are dealt with, is demonstrated using the feedback on programming. This feedback was focused on the Southwell Leisure Centre laned swimming programme changes, which created negative feedback from several customers. These customers were met face to face, or were written to explaining why the changes were initiated. These issues have now been resolved, with the Company addressing one main point (highlighted in the feedback) which was raised regarding the first swimming session at 06:45. This session was extended by 15 minutes and met the majority of the customers concerns and turned the feedback into a positive outcome. In addition, the customers who did feedback understood the reasons why the changes took place and the opportunities these changes provided for other customers within the community e.g. persons with disabilities, school swimming, public swimming and swimming lessons.

8. BUSINESS PLAN UPDATE 2023 – 2024

- 8.1 Currently the Company is reporting a management fee request from the Council of approximately £500,000 for the 2022-2023, which now includes Southwell Leisure Centre after its transfer into the Company on 1st October 2021. Of this, there is a specific amount identified for Sports Development of £100,050, which ostensibly is the staffing associated with delivering the sports development offer.
- 8.2 Whilst the above figure for sports development represents the actual amount directly within the specific sports development budget, several other posts are associated with delivering sports development. However, due to this being contained within several positions across the Company, it is difficult to extrapolate the exact amount associated with the delivery of sports development activities, as it is a percentage of a larger amount of hours e.g. the Company has four apprentices working on front of house delivery. One apprentice is dedicated permanently to sports development with three other apprentices working between 6 and 10 hours per week on sports development initiatives. This is also the case for leisure attendants and sports coaches, who throughout the year work hours for sports development and specifically through holiday periods where they deliver holiday activities.
- 8.3 Newark Sports and Fitness Centre remains the largest income generator for the Company and since the centres reopened on 12th April 2021, the membership at the site has grown steadily from an adult base of 2,677 and a junior base of 1,358 to now having a forecasted adult based at the end of March 2023 of 3,900 and a junior base of 1,691.
- 8.4 This has been a similar trajectory for the whole of the membership base, which has grown from a total membership of 7,935 to having a forecasted total membership figure estimated for March 2023 of 11,630.

- 8.5 In January 2023 at the beginning of quarter 4, the Southwell Leisure Centre fitness membership offer reduced, 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 agreed to collect no fitness suite direct debit income during January 2023.
- 8.6 Whilst this has significantly affected the quarter 4 income for the Company, after discussion with the Council, it appears that the area will continue to remain operational going forwards, even with the planned works, which will be undertaken over the coming months. As a result, it has been assumed that during the 2023-2024 financial year, A4T will operate its business with four, fully operational leisure centres.
- 8.7 As part of the business plan process, the committee will be aware that the business plan was provided in draft form during November 2022. After feedback from the Shareholder committee and the Board of A4T, the final business plan is attached at appendix III for approval.
- 8.8 To support the Business plan, the Company has also developed a budget for 2023-2024. The Company has made provision for areas which have historically increased over the past several years and includes, cost of living increases, utilities, national insurance increases, pension contribution increases, and insurance. These have been factored into the 2023-2024 budget, with the information that is known at the current time.
- 8.9 From the list above, utility charges may change upwards and downwards throughout the year, however, due to the arrangement of purchasing blocks of gas, electric and water from the market at a 'given time' within the year. This means there is uncertainty with the percentage increase, as it depends when the 'blocks' of utilities are purchased. In 2023-2024, the Company has estimated a percentage price increase of circa 8%, however, this will be reviewed as the year progresses and more information is known; this is usually during April.
- 8.10 In addition to the above, the Company is also increasing its budgets for VAT, licenses (software development) and compliance. These increases have been developed from the 2022-2023 financial year with VAT increasing significantly, due to the impact of the increased utility charges and the VAT which supports this. Software is also becoming a significant spend for the Company with various pieces of technology required. These applications are all required to support the smooth operation of the Company and enhance the customer experience for the users of the business. These applications include, a leisure management system, LeisureHub, a newly developed App, Staffmis, kiosks and door entry systems.

- 8.11 With regards to compliance, the Company undertakes a plethora of checks which are required for the safeguarding of the Company, its employees, and the customers. These checks include building compliance, financial compliance, employment compliance, safeguarding and ICT security. Several of the compliance works are undertaken as part of the service level agreements with the Council with the remainder being identified and procured by the Company. These include areas such as pool lifeguard qualifications, first aid, coaching qualifications, BACS direct debits and membership compliance.
- 8.12 Previously one of the largest known impacts on the forecasted budgets was the pension costs associated with the current pension arrangements. This was a historical situation when the Company was established and for the last three years, the in-year impact on the Company has been significant, with over £150,000 having to be paid annually, to support the estimated shortfall in the fund, based on the triennial evaluation.
- 8.13 However, the most recent evaluation, which will come into effect from 1st April 2023 and be applicable for the next three years, has now reduced the cost of the in-year payment to support the pension deficit. This is known as the 'secondary rate' and as stated above, for the past three years, this rate has been circa £150,000 per annum. This payment has now reduced to 'nil' until March 2026.
- 8.14 The current proposed budget for 2023-2024 has been developed along the same lines as the 2022-2023 financial year, which has included a 'nil' management fee from the Council, for the leisure centres and the sports development operations. This is, as a result of the changes provided to the Company by the Council, regarding the governance of the Company and its relationship with the Council. Whilst the Council have not stated there will not be a management fee paid to the Company, they are advising that this should not be budgeted for at the start of the year, however, it will be discussed at the end of the financial year and before the final accounts are closed. This will allow the Company and Council to fully understand the financial performance and position of the Company.
- 8.15 Due to the current environment which the Company is operating in with regards to the increased costs associated with staffing, utilities, suppliers, contractors, and specific goods including, maintenance works and chemicals, the 2023-2024 financial year will be a challenging one for the Company.
- 8.16 In addition to this, costs have increased for most households including, mortgages, rents, household utilities, etc; this will inevitably result in people's disposable income being affected. Whilst this does not automatically mean cancellations will increase and membership sales will decrease, the Company will have to monitor memberships closely, in a bid to track changes that may be occurring in-year and will impact on the net position of the Company in the future.
- 8.17 As a result of the above, assumptions have been made when compiling this budget which include:

- Cost of living increases for salaries set at 5%
- Utility increases set at 8%
- Memberships continuing the current trajectory with regards sales, cancellations, and attrition
- All facilities continuing to be available for operations with specific reference to Southwell Leisure Centre

8.18 In view of the above, A4T is forecasting a management fee for the 2023-2024 financial year of £480,000, to support its operations. This forecasted figure supports the operations of four leisure centres and the sports development team, which the Board will be aware, brings no income into the Company, with the exception of grant funding, which is specifically attributed to the projects it supports. The sports development team however, contribute to the exceptionally important social benefits within the district, directly supporting hard to reach individuals and voluntary sports organisations and promoting the benefits of an active and healthy lifestyle.

8.19 The element of finance associated with the proposed 2023-2024 management fee, specifically attributed to the delivery of the Sports Development programme is £100,250.

8.20 During 2022, Active4Today were asked to share their three-year medium term forecast with the Council's finance team to identify the expected management fee required for future years. Whilst this will change due to them currently being based on a number of assumptions, it will provide the Council with an understanding of what amounts may be requested by the Company, in future years. As a result, the Company provided the following information to the Council:

2023-2024 Deficit	2024-2025 Deficit	2025-2026 Deficit
£480,000	£571,885	£577,960

9. **SUMMARY**

a) In view of the above, A4T are predicting a current shortfall of £480,000 for the 2023-2024 budget, to balance this to zero. This is a decrease of £20,000 on the 2022-2023 revised budget and forecasted management fee required. It is also £126,500 less than the expected management fee discussed with the Council during 2022, due to improved income generation and savings on the pension contribution.

b) Within the proposed management fee identified above, A4T are also making a £50,000 provision on an annual basis into its reserves, in order it can continue to increase its total reserve to £750,000, which is the amount identified for the

Company. Currently the Company has £330,000 in reserve and it is expecting to add a further £50,000 to this amount at the end of the 2022-2023 financial year, based on the period 10 forecast. With this additional £50,000 added, it would still take the Company approximately eight more years (at £50,000 per annum) to reach £750,000, based on there being no further amount to support this from residual amounts at year end.

- c) This strategy has been agreed within the governance documents between the Council and Company and identifies that A4T develop a reserve of £750,000. This approach needs to be developed through in-year contributions, supported by any balances at year end, being rolled into the reserve until the £750,000 threshold is reached.

9.1 Main areas for noting:

9.1.1 Income Budgets:

- a) **Adult Membership Income** - This budget line has seen an increase in its forecasted income of £80,000 across the Active4Today's budget lines. This is a result of the forecasted starting point of the adult membership base, being predicted to be 13% higher than the starting point in April 2022. This is due to good retention rates and high sales throughout the year.
- b) **Junior memberships** - This budget line has seen an increase in its forecasted income of £78,000. This is once again, due to the forecasted starting point of the membership base, being predicted to be 10% higher than the starting point in April 2022.
- c) **NCC Pool Hire** – The charges to Nottinghamshire County Council have increased by £15,000, following the increase in utilities across the Company and the increased usage at the Dukeries Leisure Centre.
- d) **Wetside** – This budget line has seen an increase of nearly £10,000. This is due to increased capacity being made available within the pools across Newark Sports and Fitness Centre and Southwell Leisure Centre. Swimming continues to be hugely popular since reopening after Covid and this budget reflects this increased usage.

9.1.2 Expenditure Budgets:

- e) **Staff budget** – This budget line has seen a forecasted increase of £120,000, due to an anticipated cost of living increase of 5%. This percentage increase

is in line with that of the Council. Freelance costs have increased by £18,000 as a result of additional fitness classes being introduced across all sites to improve and retain memberships and income. An additional £11,500 has been added to the audit fees for the coming year, to meet the cost of the two internal audits, which will take place in June and August 2023. These increases are offset however, by approximately £145,000 of pension contribution, which the Company are now not required to make for the next 3-years commencing 1st April 2023, due to the triannual pension recalculation.

- f) **Premises Budgets** – This budget line has seen an inflationary increase of 8% added to utilities and repairs and maintenance, which represents £81,000. Whilst this is based on assumptions at this point, this is in line with the current rate of inflation.

- g) **Supplies and Services Budget** – This budget line shows an increase of £69,000 across several budget headers. As part of the supplies and services budget, there is a £52,000 reduction in the contractual services budget line. This is due to the Life Fitness maintenance contract being paid within the 2022-2023 financial year; however, this will carry through until the end of the 2023-2024 financial year. This reduction will support an increase in the licences budget line of £23,000, which now supports the increased costs associated with the Company's new app and the new 'oncourse' software, which administers the children's swimming programme and attracts an income of approximately £787,000.

- h) This budget area has also been subject to several inflationary increases as well as a £15,000 increase to support the NSDC charges, which reflects the expected increase to the salary costs, which will be passed on by the Council. Finally, there is a water journal creditor which was allocated in previous years and has now been disputed after its reversal into the 2022-2023 financial year. The value of this is £52,500 and shows as an increase to the revised budget within supplies and services. However, this will not show in the 2023-2024 supplies and services section of the budget, as this was a reversed creditor and not part of the actual budget. As a result, there is a larger disparity between the two years, with a positive effect on the 2023-2024 budget position.

10. **BUDGET IMPLICATIONS**

10.1 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.

11. EQUALITY & DIVERSITY IMPLICATIONS

11.1 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.

11.2 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 - Active4Today Outturn against Performance Indicators

<u>Active4Today Performance Indicators</u>	31st January 2021	31st January 2022	31st January 2023	Growth (+) Decline (-)	Target to March 2023
No. of User Visits - TOTAL	267,825	705,450	811,425	+15.02%	1,000,000
No. of Leisure Centre user visits - Children (under 16) - TOTAL	52,985	152,749	236,351	+54.73%	283,000
No. of Leisure Centre user visits - Aged Over 60 - TOTAL	26,856	76,732	90,627	+18.11%	107,000
No. of Leisure Centre user visits - Deprived areas - Total users	4,844	13,422	15,186	+13.14%	18,000
No. of individuals referred to Active4Today from a health professional - Total	3	240	261	+8.75%	300
No. of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	0	46	111	+141.30%	150
No. of Community Groups supported by Sports Development	0	39	92	+135.90%	110
Live Leisure Centre Membership base (adults) - Total	5,243	7,095	7,902	+11.37%	7,930
Live Leisure Centre Membership base (children) - Total	2,703	3,359	3,670	+9.26%	3,700
Number of people on concessionary membership	137	302	396	+31.13%	410

Community Development

Nottinghamshire Orienteering Club (NOC) – NOC has continued to develop courses in Newark and Clipstone. The permanent orienteering course (POC) at Sconce and Devon is now completed and maps are ready to go live on the Go Orienteering website. An additional mini course for schools in the orchard at Sconce and Devon has also been requested by the NSDC park ranger and NOC are also developing this ready for a full launch before Easter; this will link with school holidays and holiday activities.

NOC are in the process of creating a leaflet to inform park users about the POC's in the Newark and Sherwood District – A4T leisure centres will also be pinpointed on the map. This leaflet will also be available as a PDF so it can be shared on the A4T website, social media and with external organisations and groups.

Following the appointment of a new NSDC Park Ranger at Vicar Water, the POC at Vicar Water is now progressing again with the course due to open in the Spring. The Sports Development Team will be supporting the launch and liaising with local schools to publicise the course.

NOC also hosted the East Midlands League Orienteering event at Walesby Forest in December which attracted people from across the region, this has further helped to strengthen the sport locally.

Self Defence sessions – These sessions have received positive feedback and good levels of engagement in Newark and Southwell. These one-off sessions were opened up to children from the age of 11 years and their parents. More sessions will be planned in 2023 to encourage new Y7 students to take part with a responsible adult. A request has also been received from Ollerton WI to run a course that their members can attend.

Communications diary – This has been developed to ensure all the good work completed by the Sports Development Team is recognised and shared across the A4T website and social media channels. All officers and the communications team have access to the live document which is being continually updated.

Newark & Sherwood Sports Council – The AGM took place in January 2023 with all current member clubs contacted and the meeting moved online to attract more attendees. The Vice Chair of NSSC is being supported to contact all local clubs to promote the group and increase member clubs.

Playing Pitch Strategy – discussions have taken place regarding outdoor facilities available across the district, whilst identifying a need for new or replacement pitches with all stakeholders. The work also has a focus on sports facilities available in educational settings and may potentially enable new facilities to open which A4T could manage alongside existing partner sites.

Southwell Croquet Club – a grant was awarded to enable a water supply to reach the playing lawns, so they can continue to use the facility during the warmer months.

The Sports Development Team facilitated a site visit for SCC to meet with volunteers at Clipstone Bowls Club to talk about their project and share knowledge regarding future rainwater harvesting and potential developments of their clubhouse and storage at their Morton Sports Ground site.

Multi Skills course – planned for 13th February to up skill volunteers and the A4T workforce to deliver a variety of activities including the fundamentals of movement i.e. running, jumping, hopping, throwing and catching, during holiday sports camps, parties and XP sessions.

The 12 Days of Christmas – a social media campaign was developed and ran during December. This enabled a focus on the work that the Sports Development team has undertaken in the previous 12 months. This included the broad scope of the officers, clubs, health and wellbeing, grants, specialist group engagement. Engagement and interaction analysis has been reviewed, with the higher engagement posts focusing on supporting clubs through forums and funding, plus Clipstone Colliery Bowls Club and Nottinghamshire Orienteering Club developments. This will be developed further in the future and organisations will be ‘tagged’ into the posts and ensuring any links to partners are live and able to be used. The content will also be shared further than Facebook and will go live on Twitter as well to widen the reach.

Newark and Sherwood Community Awards – Discussions have taken place with NSDC colleagues regarding the planning and delivery of the Newark and Sherwood Community Awards later this year. The event will recognise the effort, dedication, and achievements of local people in the sporting community and will be a collaboration of celebrations across a wider scope. More information will follow in due course.

Inclusion

Holiday activities were again offered at October half term and Christmas school holidays following funding received from Nottinghamshire County Council’s Healthy Activities and Food programme (HAF). The sessions provide free activities including swimming, sports and games and fitness followed by a free lunch bag. This is available to children in receipt of free school meals (FSM).

Engagement from the FSM community varies across the district and participation numbers are higher at activities held at NSFC, as expected however this will be further developed throughout the year.

During October half term, activities were held at Newark and Southwell, with 46 children attending in total. Unfortunately the session at DLC was cancelled due to a low number of bookings and those individuals were offered a space at NSFC or SLC. During the Christmas holidays, there were activities at NSFC and SLC, with 37 children attending.

An application has been submitted to NCC to for funding for delivery of all 2023 school holiday activities where a similar programme will be offered and promoted further afield. The team has also been working with supporting other providers to submit HAF applications with sports coaching delivery from A4T staff.

The 'Game On' sessions have restarted at Dukeries Leisure Centre on Friday evenings, for girls aged 6-11 years. This is delivered by qualified football coaches from the Coalfield Regeneration Trust, who have received funding from the Football Association (FA).

Active and healthy lifestyles

Real Education, based in Blidworth, provides creative educational solutions for young people between 8-19. There is a small group of 6 young adults that have started to attend Blidworth Leisure Centre on a weekly basis where they have access to the gym facilities. Instructors have devised programmes for the young adults to help keep them motivated and the instructors encourage these young adults and promote the benefits of physical activity. The participants who maybe lost to learning, or hard to place are really enjoying the opportunity to improve their physical and mental wellbeing by accessing the leisure centre.

A4T attended various Christmas events in the district including Southwell Christmas Fayre, Junior school Christmas Fayres and Blidworth Christmas Fayre/Light switch on. All events were very well attended by the community and the team engaged with residents promoting the facilities, giving away frisbees to children and goodie bags including free 3 day passes to adults.

The Young Peoples Centre at Ollerton held their annual Halloween party. The team attended, engaging with the families and organising challenges for the children. Free 3-day passes were issued to all that attended.

A free swim at Dukeries Leisure Centre over the Christmas period saw 24 adults/juniors attend the session. Ollerton and Boughton Children's centre parent and baby group, also attended a separate free swim session and this was well received by the parents as this gave them the opportunity to bring their child to swim session 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 and information on parent and baby sessions was shared, resulting in sign-ups to our parent and baby swim lessons.

Staff training on smoking cessation was delivered under the 'Brief Intervention' series delivered by Nottinghamshire County Council's Public health Team. This was delivered to the fitness instructors to encourage conversations about health and wellbeing 'Make every contact count'. The training included how to have initial conversations with members about smoking, how to refer them for support in being able to stop smoking, as well as encouraging our members to live a healthy and active lifestyle.



BUSINESS PLAN

2023-2024

ACTIVE
Leisure Sport Wellbeing

0000001

www.active4today.co.uk
contact us at
memberships@active4today.co.uk

A large banner image for Active4Today. The top half shows a group of people in a gym setting, with a woman in the foreground smiling. The bottom half is a solid purple triangle containing contact information. The word 'ACTIVE' is written in large, orange, stylized letters, with 'Leisure Sport Wellbeing' in smaller purple text below it. A white box with the number '0000001' is overlaid on the left side of the banner.

THE BUSINESS

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

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

As a result of Covid-19 and the various closures the Company's direct debit membership offer was significantly affected, throughout 2021-2022 and 2022-2023 the Company worked hard to build its membership back up and is currently operating at over 11,000 adult and junior members.

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

- Healthy and active lifestyles
- Accessible facilities
- Financial viability

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

- Leisure facilities
- Outreach work
- Club development

Leisure Facilities

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

The leisure facilities are provided in Blidworth, Ollerton, Southwell and also in Newark. In addition, partnerships were formed with Newark Academy, Barnby Road Academy, Bishop Alexander LEAD Academy Trust, Samworth Academy and Magnus Academy, in a bid to expand the offer of the Company and improve health and fitness, for the communities.

The offer is varied across each site, however, due to the introduction of a new swimming pool in Ollerton in July 2021 and the transfer of Southwell Leisure Centre into Active4Today in October 2021, the facility offer has increased significantly. With the exception of Blidworth Leisure Centre which is a dryside facility only, size is now the main difference between the facilities, with all sites now having a wet and dryside activity mix. Additional dryside facilities are provided within Newark, in partnership with Newark Academy, Barnby Road Academy, Bishop Alexander LEAD Academy Trust and Magnus Academy. Finally, dryside provision is also provided at the Samworth Academy in Nottingham, which is the Company's only facility which is outside the Newark and Sherwood boundaries.

Outreach Work

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

During 2020-2021, the work of the sports development team reduced significantly also due to Covid, however, this was reintroduced in September 2021 with the team once again returning to support clubs, schools, vulnerable groups and organisation across the district. Since then, the team has delivered many initiatives including, health and wellbeing events, holiday activities linked to the national Healthy Activity and Food (HAF) programme and supported community clean up events led by NSDC.

Club and Volunteer Development

The local sports forums are supported by the sports development team on a quarterly basis throughout the year, providing much-needed secretariat, advice and support to volunteers and clubs through these meetings. There has been a hiatus due to the pandemic, however the Newark and Sherwood forum will be relaunched in 2023, with a focus on mental health and the positives that sport can bring.

The VISPA and VISPA Academy volunteering schemes are a crucial tool to recruit new volunteers into sports activities both in clubs and leisure centres. This is particularly focussed on the 14+ age group, encouraging young people to get involved in volunteering in their community and gaining valuable experience and qualifications. This route has proved very successful in recruiting the workforce to the company, and planned to increase the focus on the recruitment and deployment to community settings. In November 2022, there were 11 volunteers in leisure centre settings.

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

AIMS AND ACTIONS

As part of the business plan, aims and actions have been identified by the Company, which focus on key parts of the business. The suggested aims and actions for 2023-2024 are set out below and following a review of the Council’s Health and Wellbeing Strategy 2022–2026, the specific links to the strategy are highlighted below within the plan.

	AIMS	LINKS TO H&WB STRATEGY	ACTION
4.	Healthy and active lifestyles		
1.1	Childhood obesity - develop and provide opportunities for young people	Ensuring a Best Start/ Improving Healthy Lifestyles/ Tackling Physical Activity	<ul style="list-style-type: none"> b) 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. c) 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 d) Develop the school holiday provision to include developmental sports clubs and provide experience for VISPA volunteers e) Development of an annual swimming competition to identify talented swimmers and signpost to local clubs
1.2	Inactive people - develop and provide opportunities for inactive people	Ensuring a Best Start/ Improving Healthy Lifestyles/ Tackling Physical Activity/ Recognising Mental Health	<ul style="list-style-type: none"> 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 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 c) Relaunch disability sports sessions at NSFC and ensure communication takes place with previous attendees as well as new customers d) Work with community partners to develop 2 new inclusive disability sports sessions within our centres e) Join National Disability Awareness campaigns to raise awareness of the disability offer and broaden the spread of publicity
1.3	Recognising the mental health issues which may have resulted due to the pandemic	Recognising Mental Health/ Tackling Physical Activity	<ul style="list-style-type: none"> c) Working directly with CAMHS and mental health professionals to increase physical activity levels and improve health and wellbeing d) Support the N&S Sports Council to develop a team of Mental Health ambassadors across the district e) Work with partners to develop and organise/deliver mental health training for identified staff
1.4	NSEC 6-8 - develop and provide opportunities for people living in high NSEC 6-8	Tackling Physical Activity	<ul style="list-style-type: none"> c) 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
1.5	Development of the VISPA and VISPA Academy to provide volunteering	Tackling Physical Activity	<ul style="list-style-type: none"> b) 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

	opportunities for young people		<ul style="list-style-type: none"> c) Development of qualification opportunities for VISPA Academy volunteers, which include sports leadership and best practice in leading groups of activities for children d) Engage with the VISPA volunteering cohort to assist with the development of a large competition within A4T, as part of their learning and development e) Development of a digital platform to record training, hours and progress
1.6	Secure funding to deliver a range of activities in priority areas	Tackling Physical Activity	<ul style="list-style-type: none"> c) Explore the options for establishing a charitable arm of the company, in a bid to attract external funding
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	<ul style="list-style-type: none"> Improving Healthy Lifestyles/ Tackling Physical Activity 	<ul style="list-style-type: none"> d) 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 e) Create digital promotional material for companies that take up corporate membership packages, with a view to improving the health and wellbeing of their workforce f) 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
5.	Accessible facilities		
2.1	Development of a new disability swimming programme across Newark, Southwell and Ollerton	<ul style="list-style-type: none"> Improving Healthy Lifestyles/ Tackling Physical Activity 	<ul style="list-style-type: none"> b) 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 c) Develop a specific swimming session at Newark, Southwell and Ollerton for non-structured access for persons with a disability and their carers
2.2	Increase the profile of the GP referral scheme and pathway	<ul style="list-style-type: none"> Improving Healthy Lifestyles/ Tackling Physical Activity/ Addressing the needs of an ageing population 	<ul style="list-style-type: none"> a) Review and evaluate the current GP referral scheme, identify potential improvements to increase access and participation and 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
2.3	Work with NSDC on new facilities across the district	Tackling Physical Activity	<ul style="list-style-type: none"> d) 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
2.4	Identify further opportunities for partner sites	<ul style="list-style-type: none"> Improving Healthy Lifestyles/ Tackling Physical Activity 	<ul style="list-style-type: none"> 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 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 c) Improve community access through partner facilities and put in place SLAs with each partner site

2.5	Development of tender for new fitness equipment across all centres	Improving Healthy Lifestyles/ Tackling Physical Activity/ Addressing the needs of an ageing population	<ul style="list-style-type: none"> 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 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 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
2.6	Refugees	Tackling Physical Activity	<ul style="list-style-type: none"> a) Working with the Council continue to roll out the support for refugees within the district, by allowing 6 months free access to the leisure centres for adults and juniors
2.7	Improve the range of technology utilised to enhance the customer experience	Improving Healthy Lifestyles/ Tackling Physical Activity	<ul style="list-style-type: none"> h) 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 i) 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 j) Develop a digital customer survey which can be sent out annually by the Company, to assess the feedback on the company regarding customer satisfaction k) 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
6.	Financial viability		
3.1	Online user focus groups	Improving Healthy Lifestyles/ Tackling Physical Activity	<ul style="list-style-type: none"> b) Develop three virtual customer focus groups for the Company during 2023-2024 to assist with the customer journey, by understanding feedback from the customer 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
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	<ul style="list-style-type: none"> c) 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 c) Develop an understanding of potential price increases for the remaining 6-months of the 2023-2024 financial year, 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	<ul style="list-style-type: none"> d) 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
3.4	Accredited training centres	Improving Healthy Lifestyles/	<ul style="list-style-type: none"> 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

		Tackling Physical Activity	b) Run three STA courses including Level 1 and Level 2 swimming teacher courses and 3 pool lifeguard courses
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Fig 1: proposed outcomes/objectives and actions for 2023/2024

CUSTOMERS

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

- Free of charge
- Pay and play
- Direct debit memberships
- Club block bookings

SERVICES AND COMPETITORS

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

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

Activity	Active Card holder Adult		Non-Active Card Holder Adult	
	Current Price	Proposed Price	Current Price	Proposed Price
	2022/2023	2023/2024	2022/2023	2023/2024
Badminton	£10.50	£11.00	£13.00	£13.50
Swimming	£5.50	£6.00	£7.00	£7.50
Squash	£9.00	£9.50	£11.00	£11.50
Fitness Suite	£7.50	£8.00	N/A	N/A
Fitness Suite Classes	£7.50	£8.00	N/A	N/A
Activity	Active Card Holder Junior		Non-Active Card Holder Junior	
	Current Price	Proposed Price	Current Price	Proposed Price
	2022/2023	2023/2024	2022/2023	2023/2024
Badminton	£6.50	£7.50	£8.00	£8.50
Swimming	£4.00	£4.50	£5.00	£5.50
Squash	£6.00	£6.50	£7.00	£7.50
Fitness Suite	£5.00	£5.50	N/A	N/A
Fitness Suite Classes	£5.00	£5.50	N/A	N/A

Fig 2: Proposed Core Prices for Adults and Children – 2023/2024

Membership type	Current Price 2022/2023	Proposed price 2023/2024	Price variance
STAFF ACTIVO	£10.00	£10.00	£0.00
Activo Premier	£49.00	£49.00	£0.00
Activo Inclusive	£31.00	£31.00	£0.00
Activo Studio	£29.00	Removed from sale	N/A
Activo Gym	£29.00	£29.00	£0.00
Activo Corporate	£26.00	£26.00	£0.00
Activo Concessionary	£26.00	£26.00	£0.00
Activo 60	£26.00	£26.00	£0.00
NSDC Corporate	£26.00	£10.00	-£16.00
Activo Swim	£21.00	£22.00	£1.00
Activo 60 Swim	£18.00	£19.00	£1.00
GP Referral	£18.00	£18.00	£0.00
Activo Student	£19.00	£20.00	£1.00
Staff Xperience	£10.00	£10.00	£0.00
Xperience 1	£23.00	£24.00	£1.00
NSDC XP1	£19.00	£19.00	£0.00
XP1 Concession	£19.00	£19.00	£0.00
Xperience 2	£38.00	£38.00	£0.00
NSDC Xperience 2	£34.00	£34.00	£0.00
Xperience 2 Concession	£34.00	£34.00	£0.00
Xperience Student	£19.00	£20.00	£1.00
Small Group Swim Lessons	£31.00	£31.00	£0.00
1-2-1 Flex	£72.00	£72.00	£0.00
Adult Monthly Pass	£45.00	£47.00	£2.00
Junior Monthly Pass	£25.00	£27.00	£2.00
SummerFIT	£20.00	£20.00	£0.00
Free Access - Activo Refugee	£0.00	£0.00	£0.00
Free Access - Xp1 Refugee	£0.00	£0.00	£0.00
Free Access - Xp Student Refugee	£0.00	£0.00	£0.00
Freeze	£5.00	£5.00	£0.00
Course Payment upfront	£85.00	£85.00	£0.00
Course Payment upfront Concession	£70.00	£70.00	£0.00

Activo Upfront	£372.00	£372.00	£0.00
Activo 60 Upfront	£312.00	£312.00	£0.00
Activo Swim Upfront	£252.00	£264.00	£12.00
Activo 60 Swim Upfront	£216.00	£228.00	£12.00

Fig 3 Proposed Membership Prices for types – 2023/2024

In addition to the above prices, the Company continues to undertake realignments of many direct debits (both adults and juniors) which were placed on hold as a result of Covid. These re-alignments will take place at key points within the year, in a bid to try and ensure that over the next 12 months all prices will be brought in line. This phased approach is essential to manage any potential fall-out from the re-alignment and learn as the process progresses through the various categories.

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

MARKETING

To assist with the sustainability and growth of the business, the Company currently markets and advertises extensively to attract and retain its customers and build the profile of the Company locally. Throughout 2023-2024, this will increase further in a bid to attract new customers into the business and retain the customers currently using the Company's services.

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

STAFFING

To undertake the work, the Company has a team of dedicated individuals, led by a committed and passionate management team. In the region of £20,000 is invested annually into training, continuing professional development (CPD), and maintaining staff qualifications.

In addition to the training budget identified above, the Company is required to pay the Apprenticeship Levy and currently employs seven apprentices. This enables the Company to 'ring fence' resources to recruit employees onto apprenticeships, providing valuable

vocational training whilst achieving a recognised qualification from an accredited training provider.

PERFORMANCE MANAGEMENT

The Company is committed to ensure the performance of a variety of areas is achieved, aligning our resources, systems and employees to the strategic objectives identified earlier. Outcome based performance monitoring is now widely used along with narrative-based performance evidence. The performance indicators are linked to the Council's strategic outcomes and have been developed by senior Members and Officers of the Company and Council, in order to build a meaningful and robust performance framework.

FINANCE

As part of the business planning process, the Company undertakes extensive and detailed work in a bid to produce accurate budgets and forecasts. As a result of the recent proposals by the district council, the management fee for 2023-2024 will be provided as a single payment, made at the end of the financial year and paid before the final accounts are completed.