

CABINET – SHAREHOLDER MEETING

10th SEPTEMBER 2024



UPDATE REPORT 1st APRIL 2024 – 31st JULY 2024

1. REPORT PURPOSE

- 1.1 To provide the Shareholder Committee with an update on the operations of Active4Today, for the period 1st April 2024 to 31st July 2024 (period 04).
- 1.2 To provide the Shareholder Committee with an update on the management fee, following the revised budget process completed in July 2024.

2. BACKGROUND

- 2.1 The Shareholder Committee will be aware, that the Company finished the 2023 – 2024 financial year in a strong position, despite the permanent closure of the main pool at Southwell Leisure Centre. At period 11 of the 2023 – 2024 the income for Southwell Leisure Centre had experienced several losses, however not quite to the level which was initially forecasted and expected by the Company. This is due to the Company working hard to accommodate members at the other facilities, which enabled them to continue to use the swimming activities and for the Company to continue to collect their membership fees.
- 2.2 As expected, the level of cancellations did significantly increase, however, the Company did manage to mitigate a significant amount of the loss through staff relocations and through increases in income across the other sites, which supported the forecasted year end position.
- 2.3 Attrition rates across the membership base (cancellations v new members), remained relatively low, which is testament to the hard work of the fitness staff, in retaining their customers through excellent customer service and quality provision.
- 2.4 Due to this positive finishing position for the Company, the starting income for the 2024 – 2025 financial year, is slightly higher than expected.
- 2.5 Expenditure across the controllable areas of the previous financial year were broadly on target, with the exception of utility costs. These costs, however, have changed within the 2024 – 2025 financial year and this is highlighted further in the report. This has formed part of the Company's revised budget process, which was undertaken in July 2024.

3. CURRENT SITUATION

- 3.1 As previously advised to the Committee, the utility costs for the 2024 – 2025 financial year was increased by 15% during the 2023 – 2024 financial year, on the information which the

Company had received at that time it was preparing the 2024 – 2025 budget (December 2023). This is due to the arrangements which the Company has in place for utility procurement, meaning the actual costs for the forthcoming year, are not known until the April of the operating financial year.

- 3.2 This means that the Company did not know the price of utilities for this coming year until after April 2024. The Company however, has now been operating with the new cost of utilities for the past 3 months. As a result of this, it has now been possible to forecast the utility costs until the end of the 2024 – 2025 financial year.
- 3.3 In summary, the Company, working for A4T has managed to procure significantly cheaper utility prices for the year, which is equating to a reduction of circa 50%. To assist the Committee, a breakdown of these reductions and unit costs has been provided and attached at appendix I. The information has been broken down for each individual site, to provide an overall net saving of £494,600 on the utility budget.
- 3.4 This saving may improve slightly again during the year, as solar panels have now been installed at Newark Sports and Fitness Centre (commissioned in July) and installation has begun at Dukeries Leisure Centre. At this point any further reduction in utility costs is unknown.
- 3.5 In addition to the above, there is also an indirect cost associated with utility price reductions on irrecoverable VAT. As a result, VAT finance will also be reduced significantly by over £90,000, if the present utility usage remains as it currently is forecasted.
- 3.6 To date there remains no significant changes within the salaries budget forecast, however the pay award for 2024 – 2025 is currently still outstanding. The Company after taking advice from the Council increased its 2023 – 2024 staffing budget by 5%, to meet the expected pay increase. Once final details of the settlement is known, this will be applied and if necessary, the salaries budget will be revised, if the amount agreed represents a significant variance to the budget.

4. FINANCIAL HEADLINES UP TO 31st JULY 2024

- 4.1 Set out in the table below (table 1), A4T has provided the current financial position of the Company, which is monitored by the Board, as part of its role in managing the operations of the business. The table below shows the original full year budget for 2024 – 2025, the period 4 revised budget for 2024 – 2025 and the variance between the two.

Budget Category	Original full year budget for 2024-2025	Period 4 revised budget for 2024-2025	Variance between the original full year budget and the revised budget at period 4
Membership Income	-3,478,200	-3,494,720	-16,520
Pay and Play Income	-295,500	-295,500	0
Facility Hire Income	-424,000	-424,000	0
Other Income	-101,300	-101,300	0
Total income	-4,299,000	-4,315,520	-16,520
Staff	2,614,600	2,614,600	0
Premises	1,321,200	826,600	-494,600
Supplies and services	1,062,300	963,380	-98,920
Total expenditure	4,998,100	4,404,580	-593,520
Transfer to Reserves	50,000	50,000	0
Surplus/Deficit	749,100	139,060	-610,040

Table 1 Financial performance update

4.2 Below are the highlights from the financial information, in a bid to provide some narrative for the Committee, including the variances from the original budget to the proposed revised budget.

- I. **Membership income** – This income line is currently overperforming in comparison with the original budget, which was approved in January 2024. Sales have outperformed their targets across the sites and across several of the membership categories. In addition to this and as set out earlier within the report, the opening membership base was higher than expected due to lower attrition rates during quarter 4 of the 2023 - 2024 year. This has resulted in the income budget requiring a slight increase of £16,520.
- II. **Facility hire/pay and play income** – At this stage this income budget is currently in line with the original budget overall. This is due to having the majority of clubs on direct debit. This allows the Company to forecast the projected income at the end of the year at an early stage. Generally, any changes to this budget area will come from increased hires or increases in prices. Pay and play is slightly more reactive, however currently there are no major variances.
- III. **Other income** – This is largely made up of the investment income generated by reserves held. This also includes any other income that the Company may generate such as vending or sale of equipment. This is currently forecasted as budgeted and therefore no changes have been made in the revised budget at this point.
- IV. **Staffing** – This budget has not currently been revised. It is anticipated that the pay award increase in salaries will be agreed during the year. As a result, the budget is

currently carrying this amount in reserve and any award will be backdated to 1st April 2024. It is assumed/forecasted that the settlement will be in line with the amount included in the budget.

- V. **Premises** – This budget is proposed to see a large decrease as set out in point 3.3 due to the decrease in utility prices, which was not known at the time of setting the budget.
- VI. **Supplies and services** – This section of the budget is made up of several budget lines, none of which are showing a significant variance to the original budget. However, the proposed budget includes a decrease of £98,920, which is directly associated with irrecoverable VAT, and in line with decreases to utility costs.
- VII. **Transfer from balances** – This line represents the expected shortfall between income and expenditure for the Company for the financial year 2024 – 2025. This line also gauges the amount of management fee required from the District Council, to help financially support the Company. This is currently forecasted at £139,060 in the proposed revised budget which is a reduction of £610,040 from the £749,100 in the original forecast. As set out above there are several areas within the budget, which will have a positive impact on the finances of the Company. This in turn will provide a reduction in potential management fee required from the Council. This is an excellent forecast at this stage of the year and demonstrates the hard work within the Company, to improve the income position and control the areas of expenditure.
- VIII. However, this reduction in management fee is currently forecasted at period 04, with several months of trading to take place. In addition, and as a word of caution, any saving in 2024 – 2025 is not guaranteed to continue to take place in 2025 – 2026, as utility costs and VAT may increase once more due to global influences.
- IX. The Company is forecasting to continue to maintain its reserve of £590,188. This will be supported with an in-year contribution by the Company into reserves of £50,000, at year end, which has already been factored into the deficit position.

5. **FURTHER FINANCIAL UPDATES**

- 5.1 As reported previously, the Company has engaged with an external company to undertake the series of internal audits, following the Board's approval of a 4-year cycle. It is now confirmed that Nicholson's Audit will be undertaking the work. The first audit was scheduled to commence in June 2024, however due to some queries on the data sharing agreement this has been delayed. The Company is however hopeful these queries will be resolved shortly, and the audit can commence.
- 5.2 The works to draw down the £61,356 Sport England Phase 2 funding towards capital works is currently being designed by Corporate Property. These works will provide pool covers and

new LED lighting at Newark Sports and Fitness Centre. It is hoped these works will be agreed and delivered before the end of 2024.

5.3 The Dukeries Leisure Centre installation of solar panels commenced week commencing 12th August, with a completion date of the end of August 2024. Once these works are complete, commissioning will have to take place and it is hoped these units will be operational during autumn 2024.

6. USAGE PERFORMANCE

6.1 As the Committee is aware, the performance of the Company is monitored against a small set of indicators, which focus on usage and membership sales. These indicators have been agreed and used for the past several years, which has allowed for comparative data to be available. Attached at appendix II, are the indicators for the Company.

6.2 In addition to the quantitative data set out above, case studies and more qualitative performance information is provided separately within this report and focuses on the performance of the Company's Sports Development team. This is attached at appendix III.

6.3 Finally, to provide compliance reassurance to the Council, the following list now forms part of the update report.

- I. Performance against Business Plan Actions and Performance Indicators
- II. By exception: update on regulatory compliance
- III. By exception: Strategic Risk
- IV. Outcome of any formal complaints
- V. Inclusion of customer satisfaction data

7. PERFORMANCE TO PERIOD 4, TO 31ST JULY 2024

7.1 Performance against Business Plan Actions and Performance Indicators:

	AIMS	LINKS TO H&WB STRATEGY	ACTION	PROGRESS TO 31 ST JULY 2024
1.	Healthy and active lifestyles			
1.1	Children and young people	Ensuring a Best Start/ Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) Co-ordinate a series of free activities for children and families during school holidays. At least 2 free activities on 1 day per week, identified during each school holiday week, in each holiday period.</p> <p>b) Offer school holiday activities to qualifying children on free school meals through the Healthy Activity and Food (HAF) funded programme.</p> <p>c) Develop the school holiday provision to include</p>	<p>Delivery of free activities during Easter and May school holidays at DLC and NSFC, swimming, squash, badminton engaged 125 people.</p> <p>HAF Sport Camp and 2 new pilot HAF sessions (Gym and Swim and Family Sports) delivered at Easter holiday at DLC and NSFC. Engaged 25 children and 2 family groups (8 people).</p>

			<p>developmental sports clubs and provide experience for VISPA volunteers.</p> <p>d) Development of an annual swimming competition to identify talented swimmers and signpost to local clubs.</p>	<p>Full summer holiday programme planned.</p> <p>3 clubs booked for delivery in HAF and Holiday Activity programme in summer holiday</p>
1.2	Inclusion	Ensuring a Best Start/ Improving Healthy Lifestyles/ Tackling Physical Activity/ Recognising Mental Health	<p>a) Continue the roll out of with Shaw Mind for access to fitness suite facilities through local secondary schools to support small groups of targeted young people with mental health problems.</p> <p>b) Continue to offer 20 bursaries for identified young people living with mental health conditions, to access a free 12-month gym membership at each of our leisure centre sites DLC, NSFC, SLC, BLC</p> <p>c) Explore, pilot and develop one session targeting people with a disability engaging with a minimum of 10 people per session, over a 10-week period.</p> <p>d) Join National Disability Awareness campaigns to raise awareness of the disability offer and broaden the spread of publicity.</p> <p>e) Support the N&S Sports Council to develop a team of Mental Health ambassadors across the district.</p> <p>f) Approach local organisations including the Youth Service and Parish Councils to offer activities to address antisocial behaviour (work with at least 10 PC's across the district).</p> <p>g) Identify sessions/activities, once per month that can be offered on a 'Pay what you can' basis.</p> <p>h) Launch the Safer Gyms initiative in conjunction with partners, highlighting A4T involvement and accreditation of all 4 sites.</p>	<p>Minster School – COMPLETE</p> <p>Magnus Academy booked for September delivery</p> <p>Shaw Mind's mental health resilience training booklet to be issued to all participants.</p> <p>Cohort from January 2024 continue to engage with their memberships. Feedback from young people attending was positive with the with improvements being seen to both mental and physical health.</p> <p>Application process open from 1st August to mid September.</p> <p>Work in progress with My Sight, NHS visual impairment teams and with parents of a local autistic support group explore the opportunities to engage in a targeted activity session.</p> <p>Dementia Action Awareness week was celebrated on social media through the promotion of inclusive sessions which take place at SLC.</p> <p>Working in partnership with Hawtonville Young Peoples Centre, Nottingham Forest Community Trust, Newark Town Council and NSDC officers to facilitate an accessible supportive football session for young people living in Hawtonville. Partial funding has been achieved from the Community Alcohol Partnership (CAP) for these sessions.</p> <p>COMPLETE. All paperwork and training is in place and this will be on ongoing process of updates, to ensure compliance with the scheme.</p>
1.3	Volunteers and workforce	Tackling Physical Activity	<p>a) Work in the secondary schools to develop volunteering opportunities for children aged 14 and over. Engagement with 5 schools and a target of 40 new young people on the VISPA programme.</p> <p>b) Include developmental/mentoring opportunities for VISPA volunteers within the</p>	<p>Dukeries Academy mock interviews and Joseph Whitaker careers fair. Booked visits at Joseph Whitaker and Clipstone Work and Wellbeing event for September.</p> <p>11 new volunteer applications have been received, 8 for roles at NSFC, DLC and SLC.</p>

			<p>school holiday activity programme.</p> <p>c) Develop a digital platform to record training, hours and progress of VISPA volunteers.</p> <p>d) Work with partners to develop and organise/deliver mental health training for identified staff.</p> <p>e) Identify opportunities for education and training for the community including first aid for children.</p> <p>f) Develop a series of training opportunities for staff and external individuals which will upskill the workforce and widen access to recognised courses, including STA pool lifeguard and swimming teaching, Safer Gyms workshops.</p>	<p>COMPLETE</p> <p>2 staff attended a Challenging Managing Behaviour workshop 4 volunteers supported holiday activities and gymnastics competition</p> <p>Active lifestyles officer attended Mental Health Awareness trainer course and will cascade learning to fitness teams Dates booked for Inclusion and Diversity and Menopause, pre-diabetes and diabetes and physical activity for staff awareness</p>
1.4	New opportunities	Tackling Physical Activity	<p>a) Develop the options for establishing a charitable arm of the company, in a bid to attract external funding.</p> <p>b) Engage with 6 new companies to build a relationship and share promotional material to take up corporate membership packages, with a view to improving the health and wellbeing of their workforce.</p> <p>c) Develop and host a charity event at NSFC with the Beaumont House Business Club members, to bring organisations to the facilities and experience the offer.</p> <p>d) Develop a series of 'master classes' for adults which will increase confidence and provide enjoyment to specialist activities.</p> <p>e) Be part of the Council's project group to develop options for the replacement swimming pools at Southwell Leisure Centre and the options for further development of a larger wetside and dryside facility.</p>	<p>Research undertaken and draft report to be available in October</p> <p>14 companies have been approached to engage with corporate memberships. 9 businesses engaged through Newark Business Club 1 new corporate partner achieved. 156 wellbeing checks completed through visits to corporate partners Charity event Colour Run planned for August 2025</p>
2.	Accessible facilities			
2.1	Long term health conditions	Improving Healthy Lifestyles/ Tackling Physical Activity/ Addressing the needs of an ageing population	<p>a) Following the review in 2023, identify 10 new referral agencies/surgeries within the district and on the borders of the district per month, advising them of the benefits of engaging with the GP referral programme.</p>	<p>Two new referrers recruited 15 new referral partners approached, 4 have received additional information and 1 recruited. New Neurological Conditions session developed to start in September</p>

			b) Identify 2 staff for attendance/completion of the Level 3 GP/Exercise Referral qualification in order to build capacity and resilience.	One staff member identified – course booking made
2.2	Partner sites	Improving Healthy Lifestyles/ Tackling Physical Activity	a) Based on the feedback from the review undertaken in 2023, contact 2 schools each month with the offer to work with A4T with a target of developing two further partner sites within 202-2025. b) Improve community access through partner facilities and review current SLAs with each partner site	Information sent to 20 potential partner sites in neighbouring districts
2.3	Fitness offer	Improving Healthy Lifestyles/ Tackling Physical Activity/ Addressing the needs of an ageing population	a) Review the current fitness equipment provision across all sites and undertake a replacement of all equipment beyond end of life, bring in line with industry standards and trends. 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	This work has now been completed and installation of the equipment at Blidworth, Dukeries and Newark will commence on 21 st October and be phased over a 3-week period. This will be supported by decoration and in places new flooring to support the investment in new equipment and provide a new and exciting offer to the customer. Communications of this fantastic investment will take place to raise the profile of the fitness suites and improve sales opportunities. Comms will be in the main from A4T, however, some joint comms in partnership with the Council will take place, to acknowledge the excellent investment they are making.
2.4	Digital technology	Improving Healthy Lifestyles/ Tackling Physical Activity	a) Improve the content and functionality of the App, including increased marketing, push notifications, job vacancies and customer feedback. b) Develop a digital customer survey which can be sent out annually by the Company, to assess the feedback regarding customer satisfaction. c) Continue to develop and roll out the self-service offer within the Company, moving all grant aid forms and applications online to speed the process up for the applicant and improve the quality of offer by the Company	Recruitment and volunteering added May 2024 Customer satisfaction survey completed in March 2024 – feedback will inform new policy and programmes In progress. The next piece of work is the development and installation of Course Pro commencing February 2025.

2.5	Physical access	Improving Healthy Lifestyles/ Tackling Physical Activity	a) Work with the Council to improve the changing provision for disabled people at Dukeries Leisure Centre	In progress. Corporate property has now issued draft designs which have been sent out to the partners for feedback. Once the scheme is signed off, this will be commissioned, and it is hoped the project will be complete by the end of 2024
3.	Financial viability			
3.1	Pricing	Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) In conjunction with the Council, undertake a pricing review of all hire fees and charges, monthly membership options and pay and play per activity.</p> <p>b) Undertake the remaining price realignments for the memberships with a target of achieving a full realignment of all memberships by the end of the financial year 2024-2025</p> <p>c) Refine and streamlining of the block booking process and renewal of bookings</p>	Forms have all now been digitalised and further investigations are taking place to try and link block bookings with the App
3.2	Financial services and expenditure/ income	Improving Healthy Lifestyles/ Tackling Physical Activity	<p>a) Approach suitably large sporting organisations to offer the opportunity for A4T to collect and administer the subscriptions made by members, through the Company's already established and successful direct debit memberships.</p> <p>b) Undertake the procurement process for the four-year cycle of financial audits</p> <p>c) Investigate options for reducing energy costs and usage</p>	<p>Information sent to 10 clubs to offer the direct debit services of the Company.</p> <p>COMPLETE – audit 1 taking place in September 2024</p> <p>Environmental Audit commissioned by Sport England Swimming Pool fund on 13th August 2024.</p>

Table 2. Performance against Business Plan Actions and Performance Indicators

7.2 PERFORMANCE TO PERIOD 4, TO 31st JULY 2024

7.3 The number of user visits is currently following seasonal trends, with quarter 1 being traditionally quiet, due to the improved weather and lighter evenings, as well as many winter club bookings moving outdoors and not requiring all weather, or indoor training facilities.

7.4 The loss of the main pool at SLC is having an impact on usage across the business; however, despite these challenges, user visits reached 342,251 across all leisure centres and partner sites. This is a decrease of 48,462 (390,713) in direct comparison to same period in 2023. Whilst only the main pool is closed, SLC is experiencing a decrease on the wider usage and anecdotally it appears several adults were using the fitness facilities when children were in their main pool swimming lesson.

7.5 Information on the subsidy per user in relation to the management fee, provided by Newark and Sherwood District Council is detailed in the table below, detailing the current rate and provides some historical data for comparison.

Year	Management Fee	User Visits	Subsidy per user
2019 – 2020	£120,220	1,189,899	£0.10
2020 – 2021	£611,220	267,825	£2.28
2021 – 2022	£731,645	914,491	£0.80
2022 – 2023	£480,650	1,008,319	£0.48
2023 – 2024	£410,534	1,101,987	£0.37
2024 – 2025	£139,060 (revised forecast)	1,100,000 (forecast)	£0.13 (forecast)

Table 3. Management fee v user visits to calculate subsidy per visit

7.6 In comparison to 2023, the number of under 16's has decreased due to the closure of the main pool at SLC, from 103,150 at 31st July 2023, to 90,145 in the same period in 2024. A decrease of 13,005.

7.7 As the Committee is aware, the Company has mitigated significant losses of children's swimming lessons, by currently moving 130 children to lessons at DLC and NSFC.

7.8 The delivery of holiday activities has been a success in the last quarter with funding received again from Nottinghamshire County Council for the delivery of free activities under the Government's Healthy Activity and Food Scheme during the year (HAF). This has generated an increased footfall in the centres and particularly at DLC and NSFC, where activities have been delivered.

7.9 The summer holiday activity programme began on 29th July. The activities have been promoted through the website and social media and includes a broadened scope to attract a slightly older age group (12–15 year olds) who are in receipt of free school meals. Evidence in the last 2 years has shown that this age group are interested in fitness and less group sports activities, therefore the HAF programme includes a fitness induction and sessions under the supervision of a qualified fitness instructor.

7.10 The number of users that are 60+ is again increasing in comparison to the same period in 2023. There were 51,557 visitors from this age group using the leisure centres up to 31st July 2024, compared to 43,300 for the same period in 2023, an increase of 19%. This is an excellent result, based on the swimming usage of this age group affected by the SLC main pool closure.

7.11 The number of referrals received from healthcare professionals up to 31st July 2024 reached 132, which is on trend with the previous year. Referrals are performing at a consistent rate in relation to conversions and are currently operating at 33% in terms of successful sign ups, with 44 individuals taking out the subsidised membership. The conversion is an increase on the same period in 2023, where the number of referrals received was 132, and membership sign ups reached 40, a 30% conversion.

7.12 Meetings have taken place during the period with colleagues at the Integrated Care Board and the referral pathway is much improved, removing the paper based and time-consuming process and now integrated into System 1, the NHS software. It is hoped that this will increase referral numbers alongside a series of other measures, which the active lifestyles officer has planned.

7.13 The number of community groups supported has reached 82 across the team of sports development officers. During this period, the team has been focussing on internal policies and processes and more details regarding the progress and performance of the sports development team are included in appendix III.

7.14 Since 1st April 2024, there has been 1,259 new adult membership sales across the various membership types sold and 570 junior memberships. There were also 51 members that have purchased an annual 'upfront' membership.

7.15 The highly successful 'Summer Fit' campaign was launched for 2024, running from mid-June to 28th July. The campaign is held annually and drives footfall into the centres for one months' membership. This then creates lasting activity habits and individuals sign up to a longer-term direct debit membership. There were 362 Summer Fit passes sold during the 6-week promotion; this is a great result and in line with previous years.

7.16 On 31st July 2024 there were 11,787 live memberships held across all sites. This is an extremely positive position in light of the situation at SLC and an increase on the same position in July 2023, where the total live membership was 11,674. (+113).

7.17 The table below provides the committee with direct debit membership data and how this has performed since 1st April 2024.

Month	BLC Adult	DLC Adult	NSFC Adult	SLC Adult	BLC Child	DLC Child	NSFC Child	SLC Child	TOTAL
April 2023	700	1,345	3,914	2,118	84	499	1,617	1,411	11,688
April 2024	813	1,361	4,443	1,935	102	469	1,587	964	11,674
May	821	1,363	4,482	1,915	102	507	1,659	884	11,733
June	816	1,343	4,501	1,877	102	498	1,684	875	11,696
July	831	1,317	4,669	1,830	109	487	1,688	856	11,787

7.18 The children's membership at NSFC has seen a slight increase in April due to the correct movements of SLC swimmers who are swimming at NSFC instead of SLC. The figures now represent a true picture of the membership base and the main site of participation.

7.19 Despite the uncertainty around SLC, the sales data is still promising, with 185 adult memberships sold in the quarter and 140 children's memberships.

- 7.20 The live adult membership base at BLC has seen an increase reaching 831 members, in comparison to July 2023 where it was 670 (+161) adult members; this is excellent news.
- 7.21 The live children's membership base at BLC is still performing well, achieving 109 young people on the XP Student membership, as it includes access to the fitness suite and available to 8 years and above. This is an increase of +24 in comparison to July 2023.
- 7.22 The live adult membership base at DLC has achieved 1,317, a small decrease on last year (1,356) however this is in line with the budget forecast and monthly targets.
- 7.23 The children's membership at DLC is holding steady, reaching 487 on 31st July, which is a very small decrease on the position in 2023, of 495 (-8). This target group has plateaued in recent months due to the availability of swimming teachers, therefore limiting the expansion of the swimming lesson programme. There is a swimming teachers course being held at DLC in August, where it is hoped that candidates will be recruited to join the team and build the lesson programme once more.
- 7.24 The live adult membership base at NSFC, continues to rise achieving 4,669 on 31st July, an increase of +595 (4,074) in comparison to 2023.
- 7.25 The children's membership base at NSFC is rebuilding and has experienced an increase of +118, reaching 1,688 in comparison to the same period last year. This is due to the movement of swimmers from SLC as detailed in 7.7, in addition to some growth from new joiners.

8. By exception: Update on regulatory compliance

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

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

- Service and inspection fitness equipment at all sites

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

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

8.1.3 There are currently no other compliance issues identified.

8.2 By exception: Strategic Risk

8.2.1 As reported in the last report to the Committee, the Company, in conjunction with the Council, has identified one strategic risk which includes the essential maintenance work that will take place at SLC. Some of this work was undertaken during November and December to the first-floor fitness suite. The remainder of the works are currently being managed by Corporate Property within the Council and updates will be provided to the committee, as a schedule is developed with the appointed contractor.

8.2.2 There are currently no other strategic risks identified.

8.3 Outcome of any formal complaints and customer satisfaction data

8.3.1 Currently A4T has a process of collecting customer comments and feedback through various means. This includes verbal interaction, email sent directly to the Company through the enquiry's inbox, completing a form on the webpage, via the Council's customer services team, or direct to a staff member (usually captured on Staffmis).

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

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

8.3.4 A4T continues to receive comments through an online form, which has recently been developed further to allow the filtering of comments and feedback at the point of submission. This will now split comments into categories which include safeguarding, theft and car parks, inappropriate behaviour and general customer feedback. Dependent on the selection, is then automatically sent to a specific member of the team. This is managed internally by both Directors, to ensure there is a consistency of message and application of the policy.

8.3.5 Currently there have been 55 customer comments received in total across the Company from April to July 2024. These are split down as follows, with often multiple comments covering more than one area of the business:

- Accidents and incidents - 1
- Facilities - 21
- Positive staff feedback - 7
- Negative staff feedback - 6
- Programming - 8
- Systems and pricing - 4
- Miscellaneous - 8

8.3.6 Examples of some of the comments during the last quarter are –

- Positive feedback regarding class instructors, professional and clear instructions
- Availability of spaces in classes
- Functionality of online booking is extremely difficult with differing email addresses required
- Lack of progress in swimming lessons
- Availability of classes at weekends
- Water safety week was excellent for children in swimming lessons
- Temperature in the sports hall is unbearable in summer months
- Helpful customer service in movement of child to a different swimming lesson

8.3.7 Individuals who highlighted that they wanted a response to the comments were contacted by the Director of Development and Operations. On some occasions there was further action taken, i.e. positive/negative comments relating to staff and this feedback to individuals concerned.

8.3.8 The breakdown of scores relating to the comments are as follows, with 1 being the lowest score and 5 being the highest –

Score of 1/5 – 17

Score of 2/5 – 9

Score of 3/5 – 11

Score of 4/5 – 6

Score of 5/5 – 12

8.3.9 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 29/55 (53%). It is worth noting that as a result of the closure of the main pool at SLC, there has been several emails received by the Company from customers. A series of responses have been sent back to these customers, either by A4T, or by the Council.

9. BUDGET IMPLICATIONS

9.1 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 apprised of the most recent financial position of the Company.

10. EQUALITY & DIVERSITY IMPLICATIONS

10.1 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.

10.2 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