



Report to: Executive Shareholder Meeting - 9 September 2025

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

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

Lead Officer: Cara Clarkson, Business Manager Regeneration & Housing Strategy, Ext. 5923

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Active 4 Today Performance Report for the Financial Year 1 st April 2025 – 31 st July 2025
Purpose of Report	This report presents the performance of Active 4 Today for the period 1 st April – 31 st July 2025.
Report Recommendations	That the Executive Shareholder Committee note the performance of Active4Today for the financial year 1 st April 2025 – 31 st July 2025.
Alternative Options Considered	None, this report presents performance for Active4Today.
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, Active4Today (A4T) has been delivering leisure and sports development on behalf of the Council since 2015. This includes the management of four leisure centres: Blidworth, Dukeries, the Newark Sports and Fitness Centre and Southwell Leisure Centre.
- 1.2 Prior to the establishment of the Executive Shareholder Committee, performance of the company was overseen by the Leisure & Environment Committee.
- 1.3 Oversight of Active4Today is now achieved through the Councils' nominated representatives on the Board of Active4Today, quarterly monitoring of the

management agreement at officer level through the Directorate for Housing, Health and Wellbeing, and through the Executive Shareholder Committee.

- 1.4 This cover report provides the highlights for committee with appended documents to this report:
1. Active4Today - Report from the Managing Director 1st April to 31st July 2025
 2. Active4Today - Performance Indicators 1st April to 31st July 2025
 3. Active4Today - Sports Development Report 1st February to 31st July 2025

2.0 Business Performance Overview – Usage, Memberships, Income and Expenditure

- 2.1 Following strong performance in 2024 -2025 A4T's performance over the first 4 months of the current financial year has continued thanks to retained usage and relatively low attrition rates in its membership base, although utilities cost have risen and the position is being tracked closely as detailed in Appendix 1.
- 2.2 Members will also be aware that the Council recently reached an agreement with Southwell Leisure Centre Trust to surrender the lease and the management agreement and the centre returned to the Trust with the Company being retained as the interim operator until the end of the current financial year, March 2026. Accordingly, this in-year change in operations will be reported separately to Shareholder Committee moving forwards for the purposes of transparency pending a longer-term solution being agreed by the Trust, the Council and A4T should this be appropriate.
- 2.3 The Council and A4T are also currently investigating the potential benefits of developing an 'Agency' model of business operation whereby A4T would act as the Council's Agent to increase the amount of VAT that the Council can recover through the delivery of its leisure offer to customers at Council owned leisure centres. Shareholder Committee will be appraised of the progress of this work particularly if this proposal becomes a viable option to secure further savings for the Council.
- 2.4 Changes agreed as apart of the approved Business Plan for 2025 - 2026 in relation to alignment of membership prices has seen an uplift in income without any significant impacts on membership sales and retention which has led to an overall improved budget position at the end of Period 4.

3.0 Financial and Usage Headlines up to 31st July 2025

- 3.1 Table 1 below, provides 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. It shows the original full year budget for 2025 – 2026, the revised budget for 2025 – 2026 and the variance between the two budgets.
- 3.2 What Committee will be aware of is the significant variations across all codes. As stated above in para 2.2 for the purposes of this report, Southwell Leisure Centre Trust's budget

has been removed from the revised figures. Whilst this does mean that comparisons/variations between periods are more difficult to understand as detailed in Table 1, the Committee now has an accurate starting point for budget comparison and monitoring for the remainder of the year, without Southwell's figures included.

Budget Category	Original full year budget for 2025-2026	Period 4 revised budget for 2025-2026	Variance between the original full year budget and the revised budget at period 4
Membership Income	-£3,772,210	-£3,223,700	£548,510
Pay and Play Income	-£298,800	-£250,300	£48,500
Facility Hire Income	-£430,300	-£373,800	£56,500
Other Income	-£103,700	-£100,000	£3,700
Total income	-£4,605,010	-£3,947,800	£657,210
Staff	£2,805,600	£2,269,700	-£535,900
Premises	£838,200	£722,700	-£115,500
Supplies and services	£1,020,600	£839,100	-£181,500
Total expenditure	£4,664,400	£3,831,500	-£832,900
Transfer to Reserves	£50,000	£50,000	£0
(Surplus)/Deficit	£109,390	-£66,300	-£175,690

Table 1 Financial performance update, **without Southwell Leisure Centre finance included.**

- 3.3 In summary the adjustments to the budget position with Southwell Leisure Centre removed from the calculation forecasts a positive variance to year end of £175,690 thereby reducing a forecast deficit of £109,390 to a forecast surplus of £66,300 to yearend based on current financial modelling which is the first occasion, from the establishment of the Company in 2015 that it is in a position to forecast a surplus at year end.
- 3.4 In terms of user numbers, visits are 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. At period 4, 389,656 users have accessed facilities an increase of 47,405 compared with Period 4 in 2024 -2025 representing an increase of 13.85%.

3.5 As at 31st July 2025 there were 12,395 live memberships across all sites representing an increase of 608 members compared to the same period in 2024 -2025 an increase of 5.2%, with a split of 9,233 adults members and 3,162 juniors.

3.6 Table 2 below provides the breakdown of memberships across all sites as at 31st July compared to 31st March 2025 which shows overall positive growth.

Month	BLC Adult	DLC Adult	NSFC Adult	SLC Adult	BLC Child	DLC Child	NSFC Child	SLC Child	TOTAL
Mar 25	913	1,321	5,024	1,821	125	436	1,728	844	12,212
April	916	1,313	5,034	1,801	130	431	1,718	843	12,186
May	925	1,304	5,089	1,800	132	425	1,732	852	12,259
June	945	1,355	5,087	1,800	136	424	1,738	845	12,330
July	960	1,379	5,115	1,779	138	415	1,750	859	12,395

Table 2. Membership Details at Sites

3.7 Table 3 below shows the forecast Management Fee at yearend being zero meaning there is no direct subsidy per user to the Council to operate the current leisure offer.

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	£80,000	1,102,936	£0.07
2025 - 2026	£0.00 (forecast)	1,100,000 (est)	£0.00

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

3.8 In order to maintain this positive trend of increasing income and reducing expenditure the Council continues to invest capital in its leisure assets in the financial year 2025 – 2026 to support the improving performance of A4T. Significant examples include an additional Sport England grant for a pool cover for the Dukeries swimming pool, new swimming starting blocks for clubs based at Newark Sports and Fitness Centre which will be available to both Newark and Muskham swimming clubs to support performance coaching at the respective clubs and the introduction of pool and sports hall inflatables at Dukeries Leisure Centre, all of which will drive income and usage at the sites.

4.0 Performance Against Business Plan Actions

4.1 Each year the company sets out within its business plan, the key activities it will deliver alongside its standard memberships under three broad themes of ‘Healthy and Active

Lifestyles', 'Accessible Facilities' and 'Financial Viability'. These activities are approved by the Shareholder Cabinet and reflect the Council's priorities around engagement, health improvement through tackling physical inactivity and addressing the needs of different population groups including older persons, younger persons or those with a disability.

4.2 A number of these additional activities, as detailed in paragraph 7.1 in Appendix A, are often delivered outside the standard leisure centre provision through outreach activity, making physical activity accessible to a much wider participation base.

4.3 At the end of 31st July 2025 A4T has delivered activities and interventions to support the wider community who typically may not access one of the Council's leisure centres and a number of these initiatives are outlined below:

- 111 participants engaged in free fun swims and squash activities during the Easter and May holiday,
- 12 bursary awards made to qualifying young people experiencing poor mental health for 12-month gym memberships,
- 3 community based sports clubs are engaged with the VISPA Placement Scheme to offer opportunities for young people to secure volunteering experience in secure club settings,
- Engaged with 23 new businesses to develop corporate memberships through Newark Business club,
- 11 new referral partners identified across the District to expand A4T's exercise referral programme,
- New disability session established following the introduction of the Changing Places facility at Dukeries Leisure Centre.
- 52 local community groups and sports clubs supported across the District,
- The Sports Development Team supported 18 community events,
- The CAP funded 'Footy Fun' at Hawtonville Young People's Centre attracted 226 participants during its first programme

5.0 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.

5.1 Financial Implications – (FIN25-26/6059)

5.2 The budgeted management fee to Active4Today within the Council's financial system is £109,390 for financial year 2025-2026. However, as shown in table 1 and paragraph 3.3, A4T's current forecast to year end is indicating that they will present a surplus outturn

therefore no management fee will be required. The Q1 budget monitoring reports were forecast to spend the full £109,390 that was budgeted for, the Q2 budget monitoring will be updated to show the saving to the Council with the budget unspent.

5.3 Legal Implication - LEG2526/4627

This report is for noting only.

Background Papers and Published Documents

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

None