



Report to: Executive Shareholder Meeting - 24 March 2026

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

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

Lead Officer: Cara Clarkson, Business Manager - Healthy Places Ext. 5923

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Active 4 Today Performance Outturn Period 10 (April 2025 – January 2026)
Purpose of Report	This report presents the performance of Active 4 Today for the period 1 April to 31 January 2026.
Report Recommendations	That the Executive Shareholder Committee note the performance of Active4Today up to period 10, 2025-26 and approve the Business Plan 2026 - 2027 as detailed in Appendix 4 to the report.
Alternative Options Considered	None
Reason for Recommendations	To ensure that the shareholder has assurance and oversight of the company's performance ensuring that the company continues to deliver the outcomes required by the Council as aligned to the Councils Community Plan.

1.0 Background

- 1.1 The Council's wholly owned 'not for profit' leisure company, Active4Today (A4T) has been delivering leisure service 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 Oversight of Active4Today is 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.

1.3 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 January 2026
2. Active4Today - Performance Indicators 1st April to 31st January 2026
3. Active4Today - Sports Development Report 1st October to 31st January 2026
4. Active4Today Draft Business Plan 2026-2027

2.0 Business Overview

2.1 Key Updates

2.1.1 At period 10, the company's performance remains strong across both usage/ memberships, income and expenditure (please see Appendix 1 section 7)

2.1.2 The company will cease its management of Southwell Leisure Centre on 31st March 2026 at which point Parkwood Leisure will take over the management of the centre including the TUPE of relevant staff.

2.1.3 The company is currently investigating an issue with water usage at the Dukeries Leisure Centre and will make provision for any cost implication in the next periods outturn position when further detail is known.

2.1.4 During the last quarter, the company has progressed with a lease arrangement to procure additional spin bikes with an in-year lease cost of £60,650. The lease model is currently being reviewed by the company's accountant and any implications will be reported in the next period.

2.1.5 The company has responded (in Appendix 1, sections 8.3.5 – 8.3.11) to queries at the last Committee on service user satisfaction. Satisfaction remains an area of focus for the council, with the latest period reflecting a 43% satisfaction rating based on scores at section 8.3.11.

3.0 Draft Business Plan 2026-27

3.1 The Draft Business Plan 2026-27 is attached at Appendix 4 for approval.

3.2 The Draft Business Plan shows a continued strong alignment with the council's ambitions, in particular, to improve health and wellbeing, with an emphasis on communities with lower levels of life expectancy.

3.3 The budget, approved by the company's Board, for 2026-27 shows the company projecting a surplus at year end i.e. no management fee required from the council to subsidise company service delivery. This is an excellent position for the company and council and discussions regarding the use of any future surplus outturn, are underway.

3.3 The Draft Business Plan and budget is underpinned by the following assumptions:

- i. Utility increases have been set at 12%
- ii. Cost of living increases for salaries have been set at 3.2%
- iii. Southwell Leisure Centre management will cease on 31st March 2026 and none of their members (customers) will be retained as part of the company's income budget but an element of costs will return fully to Active4Today on 1st April 2026.
- iv. Changes to pension contributions by the company for its staff (following a tri-annual review) with a reduced rate of contribution (from 18.6% to 16.4%) facilitated by a lump sum payment in lieu of the higher rate.
- v. Memberships continuing with their current trajectory, with regards sales, cancellations, and attrition.
- vi. An increase of £1-£2 on monthly membership prices, across several memberships categories, for the 2026-2027 financial year – following benchmarking exercise that can be seen in Appendix 4.

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.

4.1 Financial Implications – FIN25-26/5327

The Council's financial system includes a budgeted management fee of £109,390 for Active4Today (A4T) for the 2025–26 financial year. However, as shown in Table 1 (paragraph 4.1) of A4T shareholder report, A4T's latest year-end forecast projects a surplus of £17,400, even after the planned £50,000 transfer to reserves. As a result, no management fee will be required. This saving has been reflected in the Council's Q3 budget monitoring, with the budget remaining unspent.

As noted in paragraph 2.1.4, the upfront in-year cost of £60,650 for additional spin bikes will need to be reviewed by the company's accountant. This figure may change due to the early adoption of the new lease accounting standard, IFRS 16, which is due for national implementation from 1 April 2026. This change could result in the upfront costs being capitalised and allocated between a right-of-use asset and a lease liability on the balance sheet.

Additionally, paragraph 2.1.3 highlights uncertainty regarding the financial implications of the water-usage issue at the Dukeries Leisure Centre. Once costs are confirmed, this may also affect the current forecast outturn position.

Appendix 3, paragraph 10.4, sets out the Company's anticipated surplus positions for future years, meaning no management fee is expected to be required from the Council. This has already been reflected in the Council's Medium-Term Financial Plan (MTFP).

From 1 April 2026, a new agency-model structure is expected to be implemented. Under this arrangement, all service-related income will be passed directly to the Council, which will then pay a management fee back to A4T to cover its expenditure. Given the current surplus forecasts, this arrangement is expected to result in a net financial benefit to the Council.

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