



BUSINESS PLAN

2026 - 2029



Executive Summary

The business plan for Active4Today Ltd (2026–2029) sets out a clear and ambitious roadmap to enhance the health, wellbeing, and quality of life for residents in Newark and Sherwood. The plan is structured around three core strategic objectives: promoting healthy and active lifestyles, ensuring accessible facilities, and achieving financial viability.

Strategic Objectives:

Healthy and Active Lifestyles

Active4Today is committed to providing free and targeted activities for children, young people, and underrepresented groups. This includes expanding opportunities for females and people with disabilities, ensuring that everyone in the community has the chance to participate in physical activity. The company also places a strong emphasis on volunteer development, particularly through the VISPA scheme, which helps recruit, train, and support volunteers who are vital to the delivery of community sports and activities.

Accessible Facilities

The plan prioritises the enhancement of health referral schemes, making it easier for individuals with long-term health conditions to access exercise and wellness programmes. Partnerships with local academies are being strengthened to broaden the reach of services, while digital upgrades, including development of the app, artificial intelligence for resource management, and improved digital marketing, are set to modernise the customer experience. Ongoing facility improvements ensure that leisure centres remain welcoming, safe, and fit for purpose.

Financial Viability

To secure the long-term sustainability of its services, Active4Today is introducing new pricing strategies and refining its financial models. The adoption of the Agency Model is expected to improve VAT efficiency and reduce operational costs. Sustainability initiatives, such as increased recycling and the use of solar energy, further support the company's commitment to responsible stewardship and cost management.

Community Impact

The business plan is a direct response to local health disparities, leveraging data that shows improved activity rates and a significant social value, estimated at £8.7 million per year. By keeping pricing competitive with neighbouring providers, Active4Today ensures that its services remain accessible to all. Partnerships with schools, health services, and voluntary groups are central to the delivery of these objectives, fostering a collaborative approach to community wellbeing.

Governance and Risk

Strong governance structures, robust risk management, and regular performance monitoring underpin the plan. These measures ensure that the company remains aligned with council priorities and is responsive to the evolving needs of the community. By maintaining high standards of oversight and accountability, Active4Today is well-positioned to deliver on its mission over the next three years.

1. INTRODUCTION

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 three 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, Nottingham University Samworth Academy (NUSA) and the newly acquired Magnus Academy, through service level agreements.

The Company is expecting to achieve over 1,110,000 user visits by the end of the 2025 – 2026 financial year, with 12,600 members taking up a direct debit membership. This is supported by various hires and pay and play usage. This will reduce significantly with the withdrawal of operations from Southwell Leisure Centre from 1st April 2026 and efforts will continue at the remaining centres and sports and active lifestyles team in the community.

The 7 values of the Company are:

- **Customer centred service** – We listen, respond and adapt to the needs of customers
- **Responsive and innovation** – We embrace feedback and continuously improve our service to meet evolving customer requirements
- **Active communities** – We empower individuals to lead healthier, more active lives through accessible programmes and facilities
- **Professional excellence** – Our workforce is qualified, skilled and committed to deliver high standards
- **Inclusive and welcoming** – We create an environment where everyone feels safe, respected and encouraged to participate
- **Teamwork and collaboration** – We work together with local partners to maximise impact and share success
- **Sustainability and stewardship** – We manage our facilities responsibly and promote environmentally conscious practices in all our operations

This business plan, for the next 3 years, aligns with the priorities of Newark and Sherwood District Council, being the single shareholder of Active4Today.

The Council is focussed on place-shaping and the importance of leisure centres, and supporting sport and active lifestyles in the community, is also high on the agenda.

According to statistics highlighted in the Community Plan 2023 – 2027, published by Newark and Sherwood District Council, there is disparity in the life expectancy from different areas of the district, as much as 9 years. This is due to several factors that shape people's lives and Active4Today has a vital role to play, alongside many other partners, in improving the quality of living.

The business plan also recognises the impact in contributing towards Sport England’s strategy, ‘Uniting the Movement’, which identifies 5 key themes:

- Tackling inequalities in access to sport
- Creating inclusive, safe, and accessible experiences
- Connecting communities through sport
- Supporting mental and physical wellbeing
- Protecting, enhancing, and providing sport facilities

Data produced by Sport England highlights that nationally, females make up 53% of users of local leisure facilities. Additionally, residents from IMD 1-2 areas accounted for 16% of all visits in 2024 – 2025, correlating with the increase experienced with users from deprived areas in Newark and Sherwood visiting Active4Today centres.

Business objectives

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

- Healthy and active lifestyles
- Accessible facilities
- Financial viability

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 2026 – 2027 onwards are set out below and following a review of the Council’s Community Plan, the specific links to the strategy are highlighted below within the plan.

All actions identified are closely linked to Ambitions 3 and 4 of the Council’s Community Plan, 2023 – 2027. These relate to improving health and wellbeing, with an emphasis on communities with lower levels of life expectancy and reducing crime and anti-social behaviour, improving feelings of safety within the community.

	AIMS	ACTION	Year 1	Year 2	Year 3
1.	Healthy and active lifestyles				
1.1	Children and young people	1.1.1. Offer activities at no cost in specific areas and groups of the district, including 1 free swim and family sports session per week at NSFC and DLC in February, April, May, August and October.			
		1.1.2. Introduction of holiday time Air-X sessions and activities at DLC in February, April, May, August, October and December, including 1 targeted free session, within each holiday period.			
		1.1.3. Work with the local partners to develop walking to school initiatives in primary and junior schools, in key areas. The target groups identified are urban and semi-rural and 2 schools per year.			
		1.1.4. Targeted development of fitness activities and classes for young people addressing the teenage drop off in participation in sport. To provide, 2 sessions per week at NSFC, 1 at BLC and 1 at DLC.			
		1.1.5. Review pilot satellite project with Newark Swimming Club at DLC and support the club to maintain sessions beyond			

		pilot, to operate as a sustainable outreach programme for swimming.			
1.2	Inclusion	1.2.1 Increase opportunities for targeted activities for females in the leisure centres. To provide, 2 sessions per week at NSFC, 1 at BLC and 1 at DLC.			
		1.2.2 Encourage and prioritise applications to the Sports Grant Aid Scheme, to target female participation and engagement. 1 project per panel.			
		1.2.3 Delivery of Office of Police and Crime Commissioner funded project across the district, with partners in Bilsthorpe, Ollerton and Newark. To provide 4 activities per year, with a minimum of 10 young people per session.			
		1.2.4 Develop a weekly inclusive session for adults with a disability at DLC.			
		1.2.5 Upskill staff and volunteers to offer swimming lessons for young people with additional needs accompanied by parents; 1 staff member per site.			
		1.2.6 Review the take up of bursaries for young people with special educational needs and promote through the school's network; 20 awards per year.			
1.3	Volunteers and workforce	1.3.1 Roll out of CPD online training for volunteers and freelance staff, covering safeguarding, manual handling and fire safety.			
		1.3.2 Development of a programme of internal and external training and CPD opportunities for volunteers through Sports Council and VISPA programme.			
		1.3.3 Investigate the roll out of Ambition Academy 'Perform' platform for various key staff members.			
		1.3.4 Investigate the current marketing and communications resources and identify options in order to lead on key aspects within the Company including, memberships, rebranding, website review, App, social media etc and building on the research project completed in 2025.			
		1.3.5 Recruitment of volunteers through VISPA schemes, recruit 20 per year.			
		1.3.6 Deliver the actions identified in the VISPA volunteer development plan, for the benefit of the centres and community settings.			
		1.3.7 Provide support to the Sports Council to increase the number of club volunteers who are active in the district. To facilitate 3 meetings per year.			
		1.3.8 Encourage engagement and growth of clubs represented at the Sports Council, 2 new clubs per year.			
1.4	New opportunities	1.4.1 To support the development of safe cycling and walking schemes with local partners and increase participation in walking groups. To provide 2 new activities, 1 Newark, 1 Sherwood.			
		1.4.2 Support the Council on potential leisure opportunities in the district including the development of existing and new facilities.			
		1.4.3 Develop and implement corporate partner packages (bronze, silver, gold), recruiting 2 new partners into the scheme each year.			
		1.4.4 Develop a corporate pathway for public and private start up business collectives located across the district including Hexgreave Hall, Edwinstowe House, Newark Beacon.			

2.	Accessible facilities				
2.1	Long term health conditions	2.1.1	Identify specialist health professionals to increase number of referrals to Exercise Referral Scheme i.e. Cancer Rehab, Chronic Pain, Diabetes, MS, hepatology. To provide, 2 new referrers per year.		
		2.1.2	Pilot community-based activities within the exercise referral scheme that will incorporate cycling and walking, (funding application submitted, awaiting outcome).		
		2.1.3	Explore the options for development of exercise referral scheme to include activities in community-based settings and clubs. To provide, 4 activities per year.		
		2.1.4	Expand the trusted partner pathway by engaging 2 new partners each year that signposts into the exercise referral scheme.		
2.2	Partner sites	2.2.1	Review SLA's and develop formal contracts with partner sites.		
		2.2.2	Complete the partnership arrangements for Samworth and Magnus Academy.		
		2.2.3	Continue to explore the management and operations at potential partner sites in the district, aiming for 1 new partner site or facility, per year.		
2.3	Digital technology	2.3.1	Increase the content and user experience on the App to include TicketHub and all customer online forms, to improve accessibility.		
		2.3.2	Further implementation of artificial intelligence to support resource capacity i.e. cleaning machines, customer agents.		
		2.3.3	Review and update website content in line with NSDC's project timeline.		
		2.3.4	Development of a digital marketing strategy.		
		2.3.5	Investigate and develop a roadmap with XN Leisure systems to understand opportunities for EPOS, memberships and customer data.		
		2.3.6	Develop and implement digital corporate membership sign up form to streamline the recruitment process		
2.4	Facilities	2.4.1	Support the development of the 3G pitches at various sites in the district including project plan, programme of use, income and expenditure and staffing.		
		2.4.2	Support the Council with the development of a pavilion at Lincoln Road playing fields.		
		2.4.3	Contribute to discussions and support and signpost clubs to NSDC regarding the distribution of Section 106 finance.		
		2.4.4	Continue to deliver the annual customer survey for the Company, increasing returns from customers, to increase the overall sample size.		
3	Financial viability				
3.1	Memberships and pricing	3.1.1	Development of 3-year membership pricing strategy.		
		3.1.2	Review of activities included in memberships and age criteria for concessions.		
3.2	Financial services and expenditure/ income	3.2.1	Evaluate subscription collection models for sporting organisations to improve financial resilience and administration.		
		3.2.2	Develop the process for management of income in relation to the implementation of the Agency Model.		
3.3	Sustainability	3.3.1	Increase the availability of recycling bins at all centres, 1 per site.		

		3.3.2 Evaluate the output from the solar panels and identify further actions that can increase usage of solar and in turn reduce the cost of utilities.			
		3.3.3 Implement the proposed LED lighting scheme in NSFC fitness suite to aid energy efficiency.			
		3.3.4 Roll out of regular staff training to increase awareness of key issues			
		3.3.5 Identify site champions for sustainability			

Table 1. Table of actions for completion 2026 - 2029

2. MARKET ANALYSIS

The demographics highlighted in the Community Plan 2023 – 2027, published by Newark and Sherwood District Council, identify that Newark and Sherwood is home to 122,900 people across 53,000 households. The district has a higher population than the national average of age groups 50 and over, and a lower population than the national average of age 14 and under.

According to Moving Communities data, the national platform commissioned by Sport England for measuring physical activity and key performance metrics across delivery programmes and facilities in local places, the social value created over the last 12 months, up to August 2025, by Active4Today operations, equated to £8.7m, with an average of £302 per person.

In terms of levels of physical activity participation, which includes active travel and walking, the latest data published by Sport England, November 2023 – 2024, state that activity levels in Newark and Sherwood are better than the East Midlands region. This is an improvement from the previous years’ data from 2022 – 2023, where Newark and Sherwood performed less well when compared to the region.

Of particular note, levels of inactivity have decreased from 29.9% in 2022 – 2023 to 24.1% in the latest data set in 2023 – 2024, a 5.8% improvement, with much of this increase moving into the fairly active category, which has seen an increase of 4.3% in the most recent survey findings.

24.1% Inactive in N&S (less than 30 mins per week)	13.4% Fairly active in N&S (between 30 and 149 mins per week)	62.5% Active in N&S (at least 150 mins per week)
26.9% Inactive in E.Mids (less than 30 mins per week)	11.2% Fairly active in E.Mids (between 30 and 149 mins per week)	61.9% Active in E.Mids (at least 150 mins per week)

Table 2. Active Lives Survey, Sport England Nov 2023 – 2024

Active4Today has an understanding of the competitors in the area and below, has completed a price comparison of neighbouring local authority leisure centre provision.

Activity	Active4Today	BPL (Retford)	Sleaford LC	Serco (Oak Tree Mansfield)	Grantham Meres LC	Everyone Active (Ashfield)	Bingham Arena	Leisure (Bramcote LC)
All Round Membership (Active Inclusive)	£32.00	£42.50	£43.50	£29.00	£32.99	£34.99	£41.00	£33.80
Gym Monthly	£30.00	£25.00						£25.00
Swim Monthly	£23.00	£49.60	£42.00		£25.99	£31.22	£29.00	
Student Membership	£21.00	£33.50	£34.00	£28.00	£21.99	£31.22	£26.00	£25.75
Gym One Session	£8.50	£8.60	£9.00	£7.75	£10.70	£8.10	£8.90	£10.50
Swimming (Junior) One session	£6.00	£4.50	£4.10		£5.05	£3.60	£4.40	£5.95
Swimming (Junior) One session Active card	£5.00		£3.40				£4.00	£5.20
Swimming (Adult) One Session	£8.00	£6.20	£7.20		£6.65	£5.50	£6.50	£5.95
Swimming (Adult) One Session Active card	£6.50		£6.20				£6.00	£5.20
Squash	£10.00					£5.60	£0.00	£9.20
Badminton	£12.00		£14.00	£12.75	£10.10	£6.10	£14.30	£11.55
Table Tennis	£12.00		£13.50		£6.05	£8.00	£6.00	£7.25
Swim Lessons	£25.00	£29.95	£35.00		£35.50	£33.00	£30.00	£27.50

Table 3. Comparison data of membership and core activity prices

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. In the 3-year period of 2026 – 2029, 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 Air-X inflatable has been introduced). 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.

In addition, the Company intends to focus on marketing through the recruitment of a specialist position, covering marketing and communications, which developed following the report produced by

Nottingham Trent University students in 2025. This will build upon the existing strategy, however will also be working collaboratively with the District Council's Communications and Marketing Team, to implement the new website for the Company.

3. PROGRAMME AND SERVICE DESIGN

As set out above, the business consists of three leisure centres, a sports development section, and a headquarters, which collects and manages the finance of the business. In addition to these services, Active4Today Ltd operates its partner sites, through service level agreements.

Within all 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 offer varies across each site, with Newark and Dukeries offering wetside and dryside activities and Blidworth Leisure Centre, offering dryside activities only.

All sites are well maintained and benefit from an extensive number of repairs and renewals, which takes place within each facility on an annual basis. Where capital investment is required, this is through discussion with the Council. The largest investments within 2025 – 2026 have been the replacement of the studio cycles, the development of a dedicated party room at Dukeries, the purchase of an Air-X inflatable and a full redecoration programme of the leisure centres.

The mental health charity, MIND, advocate that physical activity has many benefits to mental health and wellbeing, such as managing stress, improving sleep, mood and confidence, but also encouraging people to meet people and socialise.

Active4Today has recognised this and has a range of bursaries available to provide access to fitness, exercise and swimming activities, which will support individuals to be active to improve their mental health and wellbeing. The scheme is available on a referral basis from trusted partners and professionals from secondary schools, health care and Job Centre Plus.

In approaching the provision for young people with special educational needs and disabilities, Active4Today offers 1-2-1 swimming lessons, and group lessons with parents in the water, to build water safety and confidence, whilst working towards key swimming skills and becoming a competent swimmer, all at their own pace.

The Air-X inflatable has been an excellent addition to the offer at Active4Today. Based at Dukeries Leisure Centre, sessions are available for all ages and abilities. This is an activity that has grown nationwide over several years and provides another opportunity for young people to be active in a non-sporting, or structured setting.

Active4Today is committed to improving the quality of classes available and the replacement of the existing studio cycles with the latest 'state of the art equipment', will retain existing adult members, whilst at the same time attracting new members into the facilities.

Outreach Work

Predominantly, this area of work is provided through the sports and active lifestyles team, either through direct provision, or through partnership working with other providers, this includes the NHS, CVS, voluntary groups and clubs, and sporting organisations.

The team over the past year has supported clubs, schools, vulnerable groups and organisations across the district. 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. The Team is led by one manager, who is supported by three full time officers and several voluntary staff, either directly linked to the organisations which they support, or working for Active4Today through the VISPA volunteering scheme.

Team members are heavily involved in the Council’s aspirations for improving health and wellbeing, cycling and walking infrastructure across the district, as well as supporting the objectives identified in the Playing Pitch Strategy and Facilities Improvement Plan.

The sports and active lifestyles team partner with a variety of local organisations and partners to encourage people to lead active and healthy lifestyles through health and wellbeing roadshows in community settings. This raises the profile of the activities that are available in the centres, whilst also promoting clubs and other events that are taking place which are ran by volunteers. Examples of this would in walking groups, Park Run, befriending groups and traditional sports clubs.

In addition to community roadshows, the team works closely with businesses to help workplace wellbeing for their employees. This often includes taking blood pressure checks, height and weight followed by advice and signposting to other services, including our leisure centres and Exercise Referral Scheme, to improve their health.

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. Newark and Sherwood Sports Council, was relaunched during 2023, with a focus on mental health and the positives that sport can bring.

There are 110 sports clubs within the district broken down as follows –

Athletics / Running	Cricket	Football	Hockey	Rugby	Swimming	Tennis	Other
5	16	26	2	3	3	5	50

Table 4. Sports clubs within the district

And here is the clubs split across the Sherwood and Newark areas of the district, as below.

Newark	Sherwood
54	56

Table 5. Sports clubs split across the district

Whist the Sports Council may be supported by the sports development team, support continues to be provided to clubs that are not members of the Sports Council, on an individual basis, and this support is offered continuously throughout the year.

Volunteering is a critical factor for encouraging active lifestyles in local communities. The latest data for volunteering from Sport England’s Active Lives survey highlights that there were 23% of people who had volunteered in the last 12 months. This is higher than the East Midlands region of 22.5% and Nottinghamshire on 22.9%.

The VISPA and VISPA Academy volunteering schemes are a crucial tool to recruit new volunteers into sports activities both in community settings 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 and has supported the recruitment of the workforce for the company.

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.

Since the establishment of Active4Today in 2015 and a legacy of the District Council operating the service, sports grants are available for Newark and Sherwood clubs, organisations and individuals to apply for funding and support, to develop new activities, gain qualifications and help talented athletes.

This is a hugely successful scheme, recognising the difference this sporting network, makes to local communities, bringing people together, encouraging people to be active, and recognising exceptional sports people.

4. GOVERNANCE AND PARTNERSHIPS

The governance of the Company is structured in a way that allows for communication and partnership working. Board meetings are held 4 times per year, alongside regular reports to the Council’s Shareholder Committee, through the Responsible Officer.

To undertake the operational element of the Company’s work, there is a team of dedicated individuals, led by a committed and passionate management team. There is a wealth of experience and skills across the workforce, and £45,000 is invested annually into training, continuing professional development (CPD), and maintaining staff qualifications.

This cost includes the Apprenticeship Levy, which supports the Company’s apprentices. This enables the Company to ‘ringfence’ resources to recruit employees onto apprenticeships, providing valuable vocational training, whilst achieving a recognised qualification from an accredited training provider.

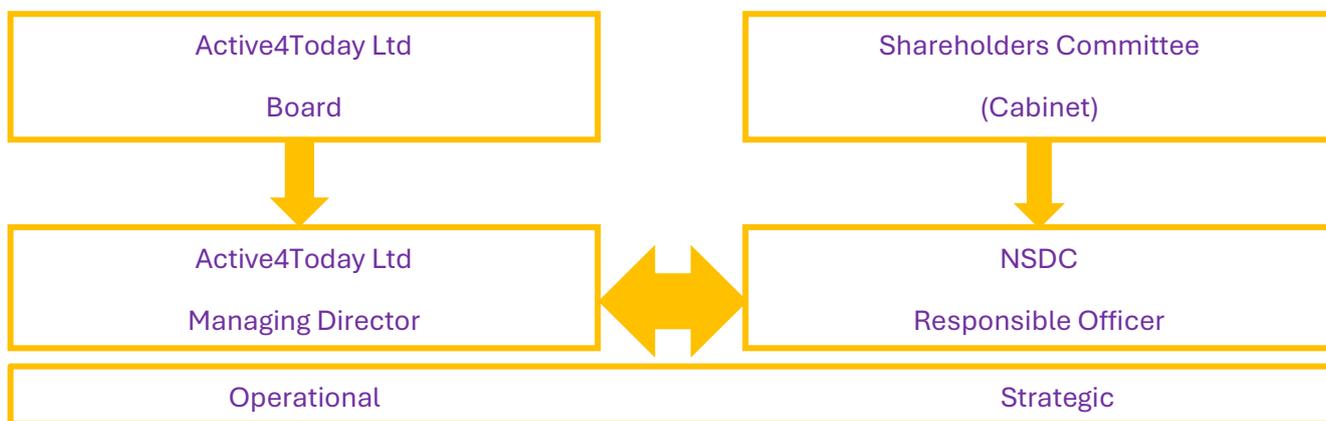


Fig 6. Governance structure

In addition to the training budget identified above, the Company also undertakes monthly training with all lifeguards, which is a requirement of maintaining their pool qualifications and is essential for maintaining the high standards of safety within our facilities. All staff groups have regular CPD and training throughout the year aligned with their role, alongside the Ambition Academy modules on the online learning management system platform.

Training and development requests are available for staff to complete to further their skills and enhance the service provision.

Partnerships

The Company works with several key partners to further develop and improve the services offer. These include the Company's single shareholder, Newark and Sherwood District Council, schools, clubs, health services, charities, businesses, suppliers and contractors.

Active4Today recognises and appreciates the support provided by local and national partners to add value and bring expertise to Newark and Sherwood, all with the aim of improving people's lives through physical activity.

5. FINANCIAL FORECAST

Since 2015, the Company has experienced significant changes in terms of its financial position. The management fee provided by the District Council has changed considerably due to local and global events outside of the Company's control. However, through cautious financial planning, increased income levels and external funding secured, the Company is in a positive place.

The Company and District Council will be implementing the 'Agency model' from 1st April 2026, which will change the status of the partnership from a 'landlord and tenant' to a 'Principal and Agent'. This arrangement is relatively new within the leisure industry and focuses on a more tax efficient way to operate, maximising the VAT relief to provide savings overall to the Council. It is envisaged that the management fees paid over annually to the Company to cover the deficit position, will no longer be required.

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 team of the business. Within the leisure centres and partner sites, the services are divided up into distinct areas, wetside, dryside and outdoor 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 current and proposed core prices for its 'pay and play' sessions. In addition, the same information has been provided for the Company's memberships. As the shown below, to ensure expenditure is met where possible by income, the Company is proposing to increase several membership prices by up to £2.00 per month, for the 2026 – 2027 financial year.

All prices have been assessed in line with other operators and particularly local authority (LA) owned facilities as set out in table 3. Active4Today continues to propose very competitive prices for the residents of the district, which are comparable with all other local authorities within Nottinghamshire.

To build on the existing provision, Active4Today sources funding opportunities from local and national organisations to use sport as a vehicle to address other agendas. During 2025, Active4Today secured funding from the Nottinghamshire Police and Crime Commissioner, to deliver a project in specific

communities in the district, to tackle anti-social behaviour. In addition, funding was also received from Parkinsons UK to launch a weekly ‘Neuro-Fit’ class to offer physical activity to individuals living with Parkinsons or recovering from other neurological conditions.

The Company has reached the maximum required limit in reserves, recommended as 3 months’ expenditure costs by UK Government. This capital is managed as part of an investment portfolio held by the District Council’s Treasury. There are no withdrawals from reserves planned for 2026 – 2029.

Activity	Active Card holder Adult		Non-Active Card Holder Adult	
	Current Price	Proposed Price	Current Price	Proposed Price
	2025/2026	2026/2027	2025/2026	2026/2027
Badminton	£12.00	£12.00	£14.50	£14.50
Swimming	£6.50	£7.00	£8.00	£8.50
Squash	£10.00	£10.00	£12.50	£12.50
Fitness Suite	£8.50	£9.00	N/A	N/A
Fitness Suite (60+/Std/Con)	£7.50	£7.50	N/A	N/A
Fitness Suite Classes	£8.50	£9.00	N/A	N/A
Activity	Active Card Holder Junior		Non-Active Card Holder Junior	
	Current Price	Proposed Price	Current Price	Proposed Price
	2025/2026	2026/2027	2025/2026	2026/2027
Badminton	£7.50	£8.00	£8.50	£9.00
Swimming	£5.00	£5.50	£6.00	£6.50
Squash	£7.00	£7.50	£8.00	£8.50
Fitness Suite	£5.50	£6.00	N/A	N/A
Fitness Suite Classes	£5.50	£6.00	N/A	N/A

Table 7. Proposed Core Prices for Adults and Children – 2026 – 2027

Membership type	Current Price 2025/2026	Proposed price 2026/2027	Price variance
Activo Premier	£50.00	£51.00	£1.00
Activo Premier Flex	£62.00	£63.00	£1.00
Activo Inclusive	£32.00	£33.00	£1.00
Activo Inclusive Flex	£40.00	£41.00	£1.00
Activo Gym	£30.00	£31.00	£1.00
Activo Corporate	£27.00	£28.00	£1.00
Activo Concessionary	£27.00	£28.00	£1.00
Activo 60	£27.00	£28.00	£1.00
Activo Swim	£23.00	£25.00	£2.00
Activo Swim Flex	£28.00	£29.00	£1.00
Activo 60 Swim	£20.00	£22.00	£2.00
GP Referral	£19.00	£20.00	£1.00
Activo Rackets	£38.00	£39.00	£1.00
Activo Rackets Concession	£31.00	£32.00	£1.00
Activo Student	£21.00	£22.00	£1.00
Activo Student Flex	£25.00	£26.00	£1.00
Xperience 1	£25.00	£27.00	£2.00
XP1 Concession	£20.00	£21.00	£1.00
Xperience Rackets	£26.00	£27.00	£1.00
Xperience Rackets Concession	£22.00	£23.00	£1.00

Xperience Student	£21.00	£22.00	£1.00
Xperience Student Flex	£25.00	£26.00	£1.00
Small Group Swim Lessons	£32.00	£33.00	£1.00
1-2-1 lessons	£73.00	£74.00	£1.00
Freeze	£5.00	£5.00	£0.00
Course Payment upfront	£90.00	£95.00	£5.00
Course Payment upfront Concession	£75.00	£80.00	£5.00
Activo Upfront	£384.00	£396.00	£12.00
Activo 60 Upfront	£324.00	£336.00	£12.00
Activo Swim Upfront	£276.00	£288.00	£12.00
Activo 60 Swim Upfront	£240.00	£252.00	£12.00

Table 8. Proposed Membership Prices for types – 2026 – 2027

6. Monitoring and Evaluation

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. This is monitored and reported on a regular basis to the Board and Shareholder Committee.

Here are the current performance indicators reported –

- Numbers of users – how many people are using our centres, sports development activities, events, spectators
- The breakdown of these users – male/female, under 16’s, over 60’s, people with a disability or life limiting condition, residents of deprived areas
- Number of community groups engaged – how many clubs and associations has the sports development team talked to and worked with to get activities off the ground?
- Number of people referred to us from a GP or other healthcare worker
- Number of people that join up to the GP referral membership once referred

Following an internal working group at the District Council, additional indicators monitoring the usage and membership of females will be included from 2026.

7. Risk Management

Risk management in leisure is essential due to the nature of leisure and sporting activities, whether in sports centres, outdoor pitches and swimming pools, each carry inherent hazards. These can range from physical injuries during recreational activities, to operational risks like equipment failure, fire hazards, or safeguarding concerns. Active4Today employs several measures to mitigate the risks identified.

The Company follows national guidance and legislation included in the Health and Safety at Work Act 1974, HSG 179, Management of swimming pools and the Health and Safety Executive.

Risk cannot be eliminated entirely, as leisure often involves adventure and physical activity, but it can be controlled through structured processes. Active4Today operates an online portal for risk

assessments, standard operating procedures and shares this with staff and customers to ensure their safety.

Support is provided in terms of compliance and health and safety by District Council representatives and Active4Today is actively involved in the Corporate Risk Management Group, due to the nature of the landlord/tenant relationship and responsibilities such as legionella management and fire safety.

Risks identified for the forthcoming 3-year period include –

- The withdrawal of Active4Today operations from Southwell Leisure Centre and the decommissioning, TUPE transfer of staff to a new operator and risk to finance and memberships
- Protection of organisational reputation and financial stability
- Local government reorganisation and the impact on Council owned local authority trading companies