

CABINET – SHAREHOLDER MEETING

21ST JULY 2026

OUTTURN REPORT 1ST APRIL 2025 – 31ST MARCH 2026

1. REPORT PURPOSE

- 1.1. To provide the Shareholder Committee with the outturn position for the year, between the dates 1st April 2025 – 31st March 2026.
- 1.2. To provide the Shareholder Committee with the 2025 - 2026 final audited accounts for Active4Today Ltd (A4T) attached at appendix VI.

2. OVERVIEW

- 2.1 The Committee will be aware, that the Company finished the 2024 – 2025 year in a strong position, with a deficit figure at outturn of £29,843. This represents the best financial performance for the Company, which is excellent given it included, the continuation of operations at Southwell Leisure Centre, with no main pool.
- 2.2 As a result of finishing the 2024 – 2025 year in a good position, the start of the 2025 – 2026 financial year, commenced at a higher financial starting point than the original forecast.
- 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 teams.
- 2.4 Utilities experienced an increase in usage across several sites, and this was particularly noticeable for gas usage at Newark. Utility prices for 2025 – 2026 increased by an average of 12% over the previous financial year and as expected, this had a significant impact on the budgets for the Company.
- 2.5 Active4Today signed the Interim Leisure Agreement (ILA) with Southwell Leisure Centre Trust to operate their facility until the end of the 2025 – 2026 financial year. The contract was signed on 22nd May 2025, and any deficit rising from the operation of Southwell from this point, was to be met by the Trust.
- 2.6 During January 2026, the Southwell Leisure Centre Trust confirmed its new operator for the site, as Parkwood Leisure, who took over the leisure centre from 1st April 2026. Active4Today is currently finalising the final invoice payment with the Trust and once this is paid, the ILA, which both parties signed up to, will be complete.

- 2.7 All staff, who had a substantive number of contractual hours and all relief postholders with regular hours that worked at Southwell Leisure Centre, were all TUPE'd to Creative Active Futures (a company within Parkwood) from 1st April 2026. This process was supported by human resources, to ensure all employment law was complied with correctly.
- 2.8 During quarter 2 and quarter 3 of 2025 – 2026 financial year, the Company revised its budgets to enable accurate and up to date reporting to take place. The revised budget also included the separation of Southwell's budget from the Active4Today budget due to the ILA.
- 2.9 During 2025 – 2026, a price alignment exercise took place, which increased a large proportion of memberships by £1. However, membership sales and retention data remain stable, with less cancellations generated, than forecasted. Along with the budget starting higher than expected compared to the initial forecast, this has resulted in increased income throughout the year.
- 2.10 As reported previously to the committee, the Company alongside the Council completed the necessary documentation with solicitors to finalise the implementation of the Agency Model. The main benefit of this model is to reduce the amount of VAT the Company can recover. The financial implication of this is that the Company will be able to recover the VAT on all its purchases, where previously it was unable to. This new process, commenced on 1st April 2026.
- 2.11 During the year, the Company secured lease finance for new studio cycles across all three-leisure centre (Newark, Dukeries and Blidworth) and these were delivered on 15th January 2026. The cycles represent an investment of over £230,000 over five years and once the lease payments are completed, the cycles will be retained by Active4Today. The cost of this purchase in year one was over £60,000 and was contained within the in-year revised budget.

3. CURRENT POSITION

- 3.1. As reported above, the Company recently purchased studio cycles through a lease option. To ensure this was correctly recorded financially, the process was agreed with the Company's accountants (Wright Vigar). The full cost of the cycles has been included within the Company's revenue expenditure in year.
- 3.2. After advice regarding the treatment of the lease, the Company is treating the studio cycles as an asset and liability on the balance sheet. This is due to a change to IFRS 16 leases, which state that leases are now required to be recognised on the balance sheet as a right-of-use asset and a corresponding lease liability applied. In summary, this means that the full in year expenditure of over £60,000 cannot be treated as an in-year expense. Instead, only an element of this, which equates to approximately £30,000 can be an in-year cost. The

remaining amount of approximately £215,000 is then allocated to the balance sheet and shows as an asset and liability value.

- 3.3. Active4Today completed the internal audit on income collection, with the internal auditors (Nicholsons) during February 2026. The audit was a success with the audit finding that the Company displayed robust and effective internal processes. The main recommendation, however, is that the Company should investigate the use of integrated systems, for income collection as currently the system in place relies on manual intervention throughout the process. That said, during the audit testing, no errors with the current system were identified.
- 3.4. The Company has operated using these processes for several years and the system is integrated with the Council's software, with Active4Today being a user of their system. Management procedures are in place and appear sufficiently robust, as there have been no errors identified to date. The Company will, however, investigate the option to implement interfacing systems where possible, to further reduce any risk.
- 3.5. The Company along with the Council are currently investigating an issue with water usage, involving the Fire and Rescue Centre, located on the Dukeries Complex. It appears there has been an historical issue with the water records at the centre, since the introduction of the new swimming pool in July 2021. As a result, Active4Today has made provision within the 2025 – 2026 budget, for historical water usage at the site, if a settlement payment is required.
- 3.6. Communications to customers regarding Southwell members and their memberships took place during January, February and March 2026, to ensure customers were aware of the changes and the opportunities available to them, if they wished to remain a member with Active4Today. The Company has retained several members, and this will be monitored throughout the 2026 – 2027 financial year, as this may change again, as Parkwood aim to re-open the closed main pool and teaching pool at the site.
- 3.7. As part of the Company's social responsibilities, it has continued to support many residents within the community throughout 2025 – 2026 and these have included offering:
 - 385 1-day passes allowing FREE access to all leisure centres
 - 566 3-day passes allowing FREE access to all leisure centres
 - 14 concessionary membership types, offering financial discounts to many adults, juniors, 60+ and students, who meet the criteria aligned to the Department of Work and Pensions
 - 15 full membership bursaries for adults supported by DWP, based on a criteria of need
 - Over 45 free memberships to adults and junior refugees, talented individuals and bursaries for young people

- Over £12,000 in grant aid provided to clubs and individuals
- 40 clubs awarded funding
- Provision of recycling and clothing banks at leisure centres
- Access by 271 individuals into the Company's GP referral scheme, offering heavily discounted memberships, for those who qualify
- Successful funding received from Office of Police and Crime Commissioner of £67,000 for a 3 year 'Positive Pathways' project

4. **FINANCIAL HEADLINES UP TO 31st MARCH 2025**

4.1. Set out in the table below (table 1), Active4Today has provided the year-end 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 2025 – 2026, the revised budget at period 9, the final outturn budget and the variance between period 9 and final outturn.

4.2. In addition, attached at appendix I is the final accounts for the Company, which are provided for the committee.

Budget Category	Original full year budget for 2025 – 2026	Period 9 revised budget for 2025 – 2026	Final outturn budget for 2025 – 2026	Variance between the revised budget and final outturn
Membership income	-£3,772,210	-£3,250,950	-£3,277,715	-£26,765
Pay and play income	-£298,800	-£248,400	-£258,797	-£10,397
Facility hire income	-£430,300	-£389,400	-£401,981	-£12,581
Other income	-£103,700	-£98,500	-£93,719	£4,781
Total income	-£4,605,010	-£3,987,250	-£4,032,212	-£44,962
Staff	£2,805,600	£2,266,500	£2,190,459	-£76,041
Premises	£838,200	£721,850	£738,823	£16,973
Supplies and services	£1,020,600	£931,500	£1,025,313	£93,813
Total expenditure	£4,664,400	£3,919,850	£3,954,595	£34,745
Transfer to reserves	£50,000	£50,000	£50,000	£0
- Surplus/Deficit	£109,390	-£17,400	-£27,617	-£10,217

Table 1 – Financial performance update

4.2. The committee will note that within the table above, the period 9 revised budget and the outturn figures for income and expenditure are lower than the original budget. This is due to Southwell Leisure Centre's income and expenditure, being included within the original budget. However, from 22nd May 2025, this budget was extrapolated from Active4Today's budgets, due to the agreement with the Trust, with any deficit arising from the operation of the leisure centre, being met by the Trust separately to Active4Today's finance.

4.3. Below are the highlights from the financial information, in a bid to provide some narrative for the Shareholder Committee.

- I. **Membership income** – At the outturn position this budget has a positive variance of £26,765. This is reflective of the recent increase in sales, against the targets across the membership categories, which is attributed in part to the uptake in junior membership courses at Newark and Dukeries, from Southwell users, when the teaching pool closed in March. Cancellations remain at the expected levels, as set out in the budget.
- II. **Facility hire/pay and play income** – This income budget has a positive variance of £22,978 across the Company. Both wetside and dryside pay and play, and facility hires across all sites show favourable variances against the revised budget. There has also been an increase in wetside facility hire at Newark Sports and Fitness Centre, following an increase in pool time from Newark Swimming Club.
- III. **Other income** – This income budget has a negative variance of £4,781. This is largely made up of a decrease in vending income following the removal of a coffee machine at Newark Sports and Fitness Centre and a snack machine at Dukeries Leisure Centre. The Company has since found a new supplier for these provisions.
- IV. **Staffing** – This budget has seen a significant reduction of £76,041 in the outturn position. This is in the main due to the provision for a marketing post, which has remained vacant throughout the year. This original forecast equated to approximately £50,000, including on costs and the provision was made. However, although recruitment has not taken place in 2025 – 2026, this has been included within the 2026 – 2027 budget, and forms part of the new restructure, which was approved by the Board and Council during quarter 4. The Company has now commenced the recruitment for the identified post.

This budget line also included a training element, which is for staff to attend and complete several mandatory training modules. Much of this training however, took place during October and November, with payments to staff taking place in December. There remains a large element which has been budgeted for and not claimed by staff, due to several employees undertaking the training whilst at work. This contributed to the underspend, with a value of approximately £9,500.

Finally, there was a saving within the finance and memberships team, where recruitment for a post took place later than forecasted within the year, realising a residual amount at year end. This will be fully committed within 2026 – 2027.

- V. **Premises** – This budget is overspent by £16,973 across the expenditure codes. This is predominantly made up of a £16,000 overspend to the repairs and renewals budget line.

This additional amount is not specifically for one item of expenditure, however, supports several different works including, the development of a party room at Dukeries Leisure Centre, following the installation of the Air-X, increased decoration at Dukeries Leisure Centre, security works at Blidworth Leisure Centre and new storage provision at Newark Sports and Fitness Centre.

- VI. **Supplies and services** – Overall this budget line is overspent by £93,813 across several budget headers at the outturn position. As set out previously in the report, the impact of the treatment of the studio cycles has meant that the contractual services budget and bank charges outturn position has seen an underspend of £30,773 and an overspend of £7,685 respectively. In addition, professional services has now received additional provision at year end, to cover the potential settlement costs at the Dukeries Leisure Centre, regarding the historical water issue.

In addition to the above, irrecoverable VAT is showing an increase of £9,400 at year end. This is due to overspends across several codes which incur VAT, and which the Company cannot reclaim due to its partial exemption position. The NSDC support costs have increased due to the EICR testing, which was not included within the revised budget. This compliance requirement occurs every 3 years and costs circa £13,300.

Finally, equipment costs across the Company are showing a £23,420 overspend at the outturn position. This is made up of several essential purchases that the Company made in the quarter 4, including vacuums, a scrubber dryer, a pool vacuum, furniture, asset tags and gym equipment.

- VII. **Transfer from balances** – This line historically represented the expected shortfall of the Company's budget at year end. When the budget was set in December 2024, there was an identified shortfall of £109,390 with the information known at that time. During quarter 3 (period 9) this had been revised in line with the relevant updates to income and expenditure.

This included increases to membership income and the change to the funding of Southwell Leisure Centre, with any deficit being attributed to the Trust and not the Council. As a result of these changes, the revised budget showed a surplus position of £68,200. During quarter 3 (period 9) this was adjusted again to account for the leasing of the studio cycles, which reduced the surplus position to £17,400. The final outturn resulted in the year end surplus position of £27,616.87.

- VIII. **Reserves** - The Company has maintained its reserve at year end. Currently the reserve position is £767,960, which includes the annual contribution of £50,000, as well as the additional £27,616.87 from the in-year surplus.

5. FURTHER FINANCIAL UPDATES

- 5.1. The Company and the Council agreed to the implementation of the Agency Model which required legal advice and work to update the operating lease and agreements, which includes the treatment of any deficit or surplus position.
- 5.2. The Company alongside the Council is undergoing the process to upgrade the financial management system of both organisations. A representative from the Company is part of the project team, to implement the new system. This has a project target date of November 2026. In the meantime, the finance team will be testing the new system alongside the current system, to ensure accurate migration of data.
- 5.3. In the last report to the Shareholder Committee, the Company shared the 3-year surplus/deficit forecast. This is set out below in table 2, as well as the 3-year investment plan.

	2026 - 2027	2027 - 2028	2028 - 2029
Forecasted Surplus	£52,580	£53,840	£38,410
Reserves Contribution	£25,000	£25,000	£25,000
Reserves	£792,962.06	£817,962.06	£842,962.06

Table 2. 3-year forecasted deficit/ Investment Plan

- 5.4. The investment plan identifies a £25,000 forecast, which has been agreed within the Agency model governance, for the Company to retain, as an incentive to develop additional activities and programmes, to support increased utilisation.

6. OUTTURN REPORT

- 6.1. As per discussions with the Council, the Company presents this report for the Council to review the performance of the Company against the criteria set. The Company throughout the year has provided regular performance reports to the various committees, with this report providing the full year overview.
- 6.2. Below as agreed with the Council, the various headings are set out to provide reassurance to the Council that the Company is both performing well and is compliant in line with legislation. In addition, it is providing a quality experience for its customers, with value for money prices, supporting inclusivity and access.
- 6.3. **Performance against the annual Business Plan Actions and Performance Indicators**

	AIMS	LINKS TO COMMUNITY PLAN	ACTION	PROGRESS TO 31 ST MARCH 2026
1.	Healthy and active lifestyles			
1.1	Children and young people	Improve health and wellbeing / Raise people's skills level and	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	Activities held over 6 holiday periods at DLC and NSFC engaged 692 participants in free fun swims, squash and family sport sessions.

		create employment opportunities for them to fulfil their potential / Reduce crime and anti-social behaviour	school holiday week, in each holiday period. b) Offer school holiday activities to qualifying children on free school meals through the Holiday Activity and Food (HAF) funded programme. c) Develop the school holiday provision to include developmental sports clubs and provide experience for VISPA volunteers. d) Support the N&S Council to offer events to engage with new junior members. e) Identify 2 areas in the district for delivery of holiday activities with partners including Anti-Social Behaviour team and Youth Service	Whilst no HAF funding was awarded during 25/26, previous participants were offered the opportunity to access free swim passes at NSFC and DLC during the summer holiday period. 41 free passes were allocated. Newark Castle Archers and Newark Amateur Boxing Club participated in the holiday activity programme at NSFC which engaged 45 children. The sports council and member clubs were invited to attend 4 community events, including the Nottinghamshire Show and Positively Empowered Kids summer festival. NSSC Social Networking and AGM events engaged 12 clubs. Glow-in-the-dark basketball at DLC, boxing fitness at Hawtonville Young People's Centre, and a girls-only session at NSFC were delivered over February half term and Easter holiday periods. Sessions were promoted through ASB and youth engagement teams attracting 57 young people to sessions.
1.2	Inclusion	Improve health and wellbeing / Reduce crime and anti-social behaviour	a) 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 b) Investigate the expansion of the bursary scheme to other targeted groups i.e. young people with a disability, offering additional free passes to young people. 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.	A total of 13 applications were submitted by NCC Family Support and Safeguarding, TuVida, Suthers School, Magnus Academy, Dukeries Academy, and Joseph Whitaker School. Of these, 12 were approved at the panel and remain actively involved in the scheme. Complete – Insights gained from delivering group gym sessions and community sport activities with Orchard School led to the development of a new bursary scheme for young people with SEND. The scheme opened in June for applications from partner organisations, including Portland College, Wings School, REAL Education, Newark Orchard School, and Hope House School. There were 8 applications approved. Residents at Pathfinders Care, engaged in 10 weeks of Boccia sessions at DLC. Delivered in partnership with Boccia England, Notts Boccia Club and A4T coaches, 8-12 residents attended sessions each week. Other organisations were approached to participate and include Newark Autism Support Group and My Sight, Newark.

			d) Identify other areas in the district for addressing anti-social behaviour with young people with physical activity sessions. e) Identify sessions/activities, once per month that can be offered on a 'Pay what you can' basis. f) Investigate new pathways and partners to broaden the reach of the DWP bursary scheme in Newark, Ollerton and Boughton g) Showcase the accessibility of the leisure centre offer, and adaptability of fitness equipment, by developing content for use on social media, which will build confidence for new disabled users. h) Use links with Newark College to develop talking maps for new users with visual impairments	Funding received from Nottinghamshire Office of Police and Crime Commissioners enabled diversionary boxing and basketball activities to take place in hot-spot areas of Newark and Ollerton. Sessions engaging 97 unique young people resulting in 347 user visits between January and March. In light of limited availability, a number of sessions and activities have already been offered free of charge to targeted groups. This has included free passes for schools, free family sports sessions, free swim days, and free entry for specific schools for children receiving free school meals. 'Pay what you can' will be revisited. Engagement took place with Emmaus Trust, including supporting partnership events with DWP Newark and delivering health and volunteering information to residents. 10 bursary applications were received, 8 of these were awarded a full bursary and 2 awarded one-month memberships, due to starting part time employment. Website improved and 20 app notifications sent with accessibility of centres, fitness equipment and new studio cycles. In addition, new 1-to-1 swimming lessons were targeted for individuals with additional needs, resulting in demand reaching the highest level ever for these lessons. Lincoln College students produced draft talking maps to enable access to NSFC by the sight-loss community. 3 videos were created for access to reception, sports hall and toilet facilities, and amendments made, which will be updated by the new student cohort in 2026.
1.3	Volunteers and workforce	Raise people's skills level and create employment opportunities for them to fulfil their potential	a) Work with the district's secondary schools to develop volunteering opportunities for young people aged 14 and over. Engagement with 5 schools and a target of engaging 40 new young people on the VISPA programme. b) Include developmental/ mentoring opportunities for VISPA volunteers	School events including mock Interviews and Careers Fairs have engaged 169 young people. 46 VISPA applications have been received, and 15 volunteers inducted, supporting swimming, gymnastics and trampolining sessions at NSFC, DLC and SLC. 4 supported Footy Fun and 1 supported training in a club setting. 3 volunteers successfully gained employment with A4T at NSFC; 2 as swimming instructors and 1 as a gymnastic coach. 5 volunteers supported holiday programmes and sports camp sessions at NSFC.

			within the school holiday activity programme. c) Recruit 5 new sports clubs to engage with and offer VISPA volunteering placements. d) Develop a calendar of events i.e. careers fairs, open evenings, for attendance by the team to raise the profile of VISPA. e) Work with partners to develop and organise/deliver mental health training for identified staff. f) Develop a series of training opportunities for staff and external individuals, which will upskill the workforce and widen access to recognised courses, including Menopause and stroke rehab. g) Review the performance and self-reflection feedback from staff to identify key personnel, for succession planning and training.	5 clubs were approached to participate in the VISPA scheme with 2 completing the process. 1 club has taken on a volunteer to support their junior training activities. Complete – Calendar of events created and updated with new events and engagement numbers. Complete – 20 fitness instructors received training provided by the Active Lifestyles Officer. Working with the Stroke Association and NHS Physiotherapy teams training identified to support relevant staff to upskill or refresh skills relating to physical activity for stroke patients. Due to partner availability this course will be provided in 2026. A total of 873 CPD courses have been completed by 122 people through the internal Ambition Academy platform, with further learning planned for 2026/2027. 1 individual enrolled on L7 Senior Leader Apprenticeship and 3 individuals enrolled on L5 Management qualification.
1.4	New opportunities	Improve health and wellbeing	a) Investigate the possibilities of developing and implementing a charitable arm (NewCo) of the company, in a bid to attract external funding. b) Support the Council with the development of the new Lincoln Road Sports Facility and what this may provide to the community. This will focus on the look and feel of the facility, the operations day to day and the potential long term management opportunities. c) Engage with 40 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. d) Enrolment of 3 companies to convert to the full managed membership package for the corporate scheme.	This has been put on hold currently, due to the changes in governance brought about with the change to the Agency Model, in partnership with the Council. Comments and meetings taken place and A4T has contributed to the potential programme of usage and users. Awaiting further update from the Council. Engaged 43 new businesses; 24 through regular attendance at Newark Business Club and additional 19 through direct approaches. 192 corporate wellbeing checks took place across 5 partners, with relevant referrals being made to external services as needed. 1 new company enrolled onto the corporate membership scheme.

			e) Investigate the options for a bronze, silver, gold, and business centre packages, for corporate partners. f) Support NSDC with the development of all-weather pitches across the district, including the planning, operation and management of the pitches, for community use. g) Work with NTU's Business School, supporting the development of undergraduate projects, with particular focus on investigating a digital marketing strategy for the company, to support the business. h) Introduce a major new piece of dryside inflatable equipment at the Dukeries Leisure Centre, which will provide new activities at the site and offer greater opportunities to the young people of Ollerton and the surrounding areas. i) Introduce a new pool inflatable at the Dukeries Leisure Centre, which will support the wetside programme and offer new opportunities for the young people of Ollerton and the surrounding areas. j) Investigate options for new branding and website design. k) Develop a new programme of poolside activities, following the completion of the new disability changing facility, built within the Dukeries swimming pool hall. l) Develop a series of videos to promote the facilities, which can be streamed on social media and other platforms to raise exposure of the company.	SMEs and charities enquired about the scheme but did not meet entry criteria. An opportunity to support these organisations is being developed for 2027. Options have been investigated 3 packages created to support different business need. Marketing materials are in design and will be ready for use in 2026. Expressions of interest have been submitted to Football Foundation with Newark Academy being a viable location. The application has progressed to the next stage and pricing structure revised, with completion supported by A4T. Report produced following project completion. Review and actions identified, and further project planned for 2026, with the recruitment of a Head of Marketing and Communications, which was approved by the Board and Shareholder Committee. Following a successful pilot, Air-X was officially launched in December and programme of use around school holidays has been developed. Over 500 young people have taken part in a session, through free taster activities and paid sessions. Average attendance of 15 participants at each session since September. Plans in place following NTU Research project and new A4T website will be undertaken through NSDC project. Swimming timetable reviewed regularly. Adult swimming lessons, inflatable swims, aqua aerobics and additional swims included in school holiday timetable. Over 18 videos have been developed and shared on social media platforms. Leisure centre walk throughs in progress.
2.	Accessible facilities			
2.1	Long term health conditions	Improve health and wellbeing	a) Identify 10 new referral agencies/surgeries within the district and on the borders of the district per	30 referral organisations identified and 18 referral organisations engaged which led to

			year, advising them of the benefits of engaging with the GP referral programme. b) Recruit 5 new referring partners. c) Develop trusted partners network to signpost people to the exercise referral scheme d) Identify 2 staff for attendance/completion of the Level 3 GP/Exercise Referral qualification, to build capacity and resilience. e) Understand the demand from healthcare professionals for specialist health sessions in the Sherwood area of the district and develop an action plan to raise awareness of opportunities. f) Use 'World Hypertension Day' and 'Know your numbers' week to raise the profile of high blood pressure, do checks in leisure centres and community settings.	the recruitment 14 new individual partners from across the district and its fringes. 11 health care professionals recruited from NHS Local mental health teams, new GP practices and private healthcare services. 3 new partners recruited for the trusted partner pathway. 2 identified, 1 completed training. And is now supporting Exercise Referral scheme at both NSFC and SLC. Pilot cardiac rehab session launched at SLC for 8 weeks. Interest was low therefore attendees have been signposted to GP Referral scheme/induction with BACPR qualified instructor. Free blood pressure checks delivered across A4T sites and in the community with 132 conducted, at 5 events.
2.2	Partner sites	Improve health and wellbeing	a) Contact 2 schools with the offer to work with A4T with a target of developing two further partner sites within 2025-2026. b) Improve community access through partner facilities and review current SLAs with each partner site.	6 schools approached including Dukeries Academy, Worksop College and Magnus Academy. Proposals completed for 3 facilities with 1 new site recruited. Sherwood Avenue Tennis courts have now come under the operation of the company under a new SLA from April 2026.
2.3	Digital technology	Improve health and wellbeing	a) Improve the content and functionality of the App, including increased marketing, customer feedback. b) Undertake a digital customer survey 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, provided by the Company. d) Use artificial intelligence to improve building efficiency and operations i.e. cleaning robots, customer services,	Monthly meetings take place with developers. Air-X added with new online payment module launched. All amends completed with the removal of SLC. Complete – analysis included in main report. Complete - online sports grant application forms on website and in use. Cleaning robot in use at NSFC. AI Agent implemented for web chat, app and email to provide self-serve 24/7 access to enquiries.

			swimming programmes and social media Q&As.	
			e) Explore the options for leisure management system to be hosted off premise.	Meeting set up with existing software provider to explore alternatives.
2.4	Physical access		a) Continue to ensure the buildings where possible continue to be accessible for all our customers, including those who may have conditions, which make access more difficult.	Compliance in relation to Equalities Act and ensuring all facilities have appropriate access in use, i.e. lifts, hoists, Pool Pods and are regularly maintained. Digital switchover project will upgrade connectivity of emergency phones in lifts. Changing Places facility at DLC supports 2 weekly block bookings (27 individuals) in addition to use during public swim sessions.
3. Financial viability				
3.1	Pricing	Improve health and wellbeing	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. b) Undertake the remaining price re-alignments for the memberships with a target of achieving a full re-alignment of all memberships by the end of the financial year 2025/2026 c) Refining and streamlining of the block booking process and renewal of bookings, identification of other appropriate software packages.	As per the business plan for 2026/2027 and future years to be agreed in year. Review of concession criteria in progress. Membership attrition rates across the company remained broadly in line with previous years, with an approximate attrition rate of 4.81% across all sites. This delivered a favourable outturn of over £19,365 against budget. Several providers have offered demos and trial periods. Future developments with implementation of 3G pitches will dictate the successful provider.
3.3	Financial services and expenditure/income	Improve health and wellbeing	a) Approach sporting organisations to collect and administer the subscriptions made by members, through the Company's efficient direct debit membership collection process. b) Explore the options of alternative financial modelling with the Council, which will focus on an 'Agency' model to improve the company's and councils VAT position.	Financial modelling is undertaken to understand competitor options. 7 clubs have been approached with 2 requesting additional detail. Agency model governance successfully completed and will be introduced on 1st April 2026.
3.3	Sustainability	Reduce the impact of climate change	a) Expand the use of recycling pods for single use plastics and other recyclable materials. b) Review data of energy usage to understand patterns and trends alongside Environmental Audit and identify specific interventions, which will decrease the carbon footprint. c) Review findings of BMS investigations and implement appropriate actions.	Additional recycling bins have been purchased. This is being downloaded monthly and analysis takes place on usage, periods of highest usage, energy saving opportunities, BMS operations Complete – several upgrades have been undertaken to settings to improve efficiency of M&E.

Table 3. Performance against Business Plan Actions and Performance Indicator

- 6.4. The number of user visits followed seasonal trends throughout the year and despite the continued closure of the main swimming pool at Southwell Leisure Centre, all centres and partners sites achieved a total number of user visits of 1,177,304 which is an increase on the previous year of 74,368 (1,102,936).
- 6.5. As seen in appendix II, all key performance indicators with the exception of user visits from under 16's and junior memberships, have increased on the previous year, by various margins. This is positive and demonstrates the Company is using multiple methods to increase membership, engagement and usage.
- 6.6. Usage has increased due to several retention campaigns and new challenges across the membership base, which took place throughout peak times in the year. To support this, new technology was introduced in May 2025, for progress tracking of all children's classes.
- 6.7. The number of referrals received from healthcare professionals up to 31st March 2026 reached 481, which is an increase on the previous year's figure of 444 (8%). Referrals performed at a consistent rate in relation to conversions and finished the year at 56% in terms of successful sign-ups, with 271 individuals taking out the subsidised membership. This is an improvement on the previous year, with conversions increasing from 51%. Further details relating to the Exercise Referral scheme for the year is included at appendix IV.
- 6.8. The number of community groups supported reached 245, an increase of 71 from last year, which is a very good result from the sport and active lifestyles team. This has been assisted by recruitment of an active lifestyles assistant to the team in October, which has increased capacity within the team, to work with partners and attend community events. More details regarding the progress and performance of the sports and active lifestyles team are included in appendix III, IV and V.
- 6.9. Overall, since 1st April 2025, there has been 3,973 new membership sales across the various membership types, including junior memberships.
- 6.10. On 31st March 2026 there were 10,848 live memberships held across all sites. The table below provides the committee with total membership and how this has performed since March 2025. This is a decrease of 1,364 in year, due to the lost members based at Southwell Leisure Centre.
- 6.11. In direct comparison of all A4T centres, there is growth in year from 9,547 to 10,130, an increase of +583, which equates to 6.3%.

Month	BLC Adult	DLC Adult	NSFC Adult	SLC Adult	BLC Child	DLC Child	NSFC Child	SLC Child	TOTAL
March 2025	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
August	961	1,392	5,167	1,786	141	451	1,812	766	12,476
September	969	1,387	5,199	1,827	147	460	1,822	791	12,602
October	956	1,395	5,193	1,846	142	437	1,806	784	12,559
November	941	1,384	5,156	1,839	139	438	1,784	773	12,454
December	936	1,369	5,106	1,810	135	442	1,771	743	12,312
January 2026	959	1,431	5,256	1,779	149	473	1,819	764	12,630
February	947	1,427	5,247	1,669	150	471	1,823	437	12,171
March	957	1,438	5,275	559	150	473	1,837	159	10,848

Table 4. Live memberships held per site per month

- 6.12 From all 8 membership groupings, all A4T centres (6) have experienced growth over the course of the year. Due to the uncertainty around the operations at SLC, the membership base has significantly reduced.
- 6.13 The number of concessionary memberships held has increased by 8.7%, rising from 530 in March 2025, to 576 on 31st March 2026; an increase of 46.
- 6.14 NSFC is the largest facility within the Company, and has exceeded the 5,000 adult member milestone, reaching 5,275, demonstrating the site is still attracting more members despite being open for almost 10 years. This is testament to the dedication and commitment from the staff as well as investment in new programmes, maintenance and redecoration every year to keep the centre in good condition. Net growth equates to 5% with +251 more live memberships held from the start to the end of the year.
- 6.15 The junior membership at NSFC has also experienced a 6.3% increase in membership rising from 1,728 to 1,837 on 31st March 2026.
- 6.16 Although a small centre, membership at BLC is extremely positive, with an increase of 4.8% in adult membership through the year and 20% increase on juniors, proving it is a popular choice in the western side of the district.
- 6.17 The membership performance at DLC is more positive than in previous years, although its usage at certain times of the year can be unpredictable. Due to reduced usage and staffing difficulties at the site, gymnastics and trampoline classes ended, and participants transferred

to other sites. An increase in children's swimming lessons, however, has helped to keep numbers positive and has resulted in the centre experiencing growth in the membership base, with adults rising by 8.9% and juniors 8.5%.

- 6.18 Membership at SLC has decreased significantly in the final quarter of the year, due to the termination of the Interim Leisure Agreement on 31st March 2026 and the main pool works starting in March, which affected the teaching pool operations. A4T has worked with the Trust to manage this work and has managed to retain a proportion of its members which used SLC, by moving them to other A4T sites.

7. Statement of regulatory compliance (including Fire Safety, any reportable incidents etc)

- 7.1. The Company through a service level agreement with the Council, undertakes a host of health and safety and compliance works to ensure the fabric of the buildings are maintained correctly and are fit for purpose for their use. In addition, the Company ensures that the employees and customers working and using the facilities are safe when in the buildings and the Council as owners of the buildings are reassured by the operator.
- 7.2. To aid and support the reassurance for the Council, the Company employs external specialists/contractors through corporate property at Newark and Sherwood District Council, who provide the specialist advise with regards identifying appropriate contactors.
- 7.3. Throughout the year the Company works through its compliance requirements, and these can be seen below. As further compliance areas/requirements are identified, these are added to this list.
- 7.4. For the year 2025 – 2026, all compliance issues identified were actioned with all remedial works undertaken by appropriately qualified individuals or companies.

8. Programme of compliance checks – frequency and responsible body

- 8.1. In addition to the above compliance checks, which the Company undertakes through an SLA with Newark and Sherwood District Council, the Company also undertakes internal compliance checks, and these have been set out in the table below.
- 8.2. The list of checks is continually reviewed and in planning for the Digital Switchover and will potentially be adding Passenger lift inspections to the scope of works delivered by the Corporate Property team from April 2026.

ACTIONS	FREQUENCY	RESPONSIBLE
Poolside Safety Inspections	Daily	A4T
Defibrillator	Daily	A4T
Emergency Exits	Daily	A4T

Facility Inspections	Daily	A4T
Pool Water Samples	Daily	A4T
Onsite Alarm Inspections	Daily	A4T
Legionella Flushing	Weekly	A4T
Automatic Fire Doors	Weekly	A4T
Fire Call Points	Weekly	A4T
First Aid Boxes	Weekly	A4T
Microbiological Water Test	Monthly	A4T
Fire Extinguisher Checks	Monthly	A4T
Legionella Inspections	Monthly	NSDC
Accident & Incident Logbook	Monthly	A4T
Emergency Lighting Test	Monthly	A4T
Health & Safety Meeting	Quarterly	NSDC/A4T
Pool Policy Meetings	Quarterly	NSDC/A4T
Insurance Onsite Inspections	Quarterly	NSDC/A4T
Insurance Platforms and Lifts Inspections	Quarterly	NSDC/A4T
Insurance Plant & Machinery	Quarterly	NSDC/A4T
Outdoor Pitch Inspections	Quarterly	A4T
Passenger Lift Inspections	Quarterly	A4T
Pool Hoist Inspections	6 Monthly	A4T
CHP Unit Inspections	6 Monthly	A4T
Intruder Alarm Inspection	6 Monthly	NSDC
Fire Evacuation	6 Monthly	A4T
PPE Checks	6 Monthly	A4T
Fire Alarm Systems Inspection	6 Monthly	NSDC
Automatic Doors Inspection & Service	6 Monthly	A4T
Asbestos Risk Assessment	Annually	NSDC

Insurance Renewals	Annually	NSDC
Legionella Risk Assessment	Annually	NSDC
Fire EAP Review	Annually	A4T
Internal CCTV	Annually	A4T
Business Continuity	Annually	A4T
Travel Mileage Documents Licence MOT Insurance	Annually	A4T
Fire Extinguishers	Annually	NSDC
Boiler Gas Certificates	Annually	NSDC
Inflatable Testing Inspection	Annually	A4T
Trampoline Testing Inspection	Annually	A4T
Pool Plant Inspections	Annually	A4T
Sauna Steam Inspections	Annually	A4T
Man Safe Inspections	Annually	NSDC
Risk Assessments Review	Annually	A4T
NOP Review	Annually	A4T
COSHH Review	Annually	A4T
Health & Safety Site Inspection	Annually	NSDC
Pat Electrical Inspection	Annually	NSDC
Indoor Play Equipment Inspections	Annually	A4T
Sports Hall Equipment	Annually	A4T
Emergency Lighting Testing	Annually	NSDC
Fitness Equipment Inspections	Annually	A4T
Squash Courts Inspections	Annually	A4T
Air Conditioning Inspections	Annually	A4T
Hard Wire - Electrical System	3 Yearly	NSDC

Table 5. Company compliance checks

9. Strategic risk overview

- 9.1. The Company has been working extremely hard over the last year in an attempt to mitigate the ever-increasing costs of utilities, across all sites. This has included a series of housekeeping measures for example, adjustment of temperatures of heating and air conditioning units, installation of photocell and Passive Infrared Sensor (PIR) devices for lighting, closing areas when not in use, installation of LED lighting and general good

housekeeping throughout the facilities. As a result, there has been positive changes within the utility usage at Blidworth, Dukeries and Newark.

- 9.2. For the period April 2025 to March 2026 electricity kWh consumption across all sites was 890,771 kWh, compared to 964,262 kWh for the corresponding period April 2024 to March 2025. This represents a decrease of 73,491 kWh over the period. In finance terms, this translates into a saving of £15,877.
- 9.3. Over the period April 2025 to March 2026 the PV solar panels installed at Newark and Dukeries generated 112,712kWh. In finance terms, the PV generation represents a saving of £24,350.

10. Outcome of any formal complaints

- 10.1 There has been only one formal complaint received throughout the year, and this involved a club booking. This was resolved satisfactorily with the customer. Following the Company's complaints process, the customer was offered the option to refer the complaint to the ombudsman in the event escalation was required, however, this was not taken up as the complaint was successfully handled.

11. Inclusion of customer satisfaction data

- 11.1 The Company undertook a repeat of the Customer Satisfaction Survey during 2026, which is the third time this has been completed. This was available online and with paper copies, through the link shared on social media posts and on a push notification on the app. The link was also sent to all contacts that have a regular block booking at one of the centres.
- 11.2 In order to encourage as many returns as possible, the survey was incentivised and those returns that include an email address, were entered into a prize draw to win one months' membership. There were 10 individuals selected at random, who received one month pass, or if they were existing members had their next monthly direct debit reduced to £0 as the prize.
- 11.3 There were 730 responses received, a small decrease on 2025 responses of 158 (61%) which was due to the removal of Southwell Leisure Centre. The results gave an overall average score of **4.42 / 5** for the question – *please rate your overall experience with us*.
- 11.4 Investigating the data further, with regards to specific themes of the customer experience, the scores below provide a comparison data, to the scores received in 2024. All areas have experienced an improvement overall, which is extremely positive, and demonstrates the workforce's commitment, to continually improving the service to the customer.

Customer Satisfaction Themes Comparison (2024–2026)

Average score out of 5

■ 2024 ■ 2025 ■ 2026

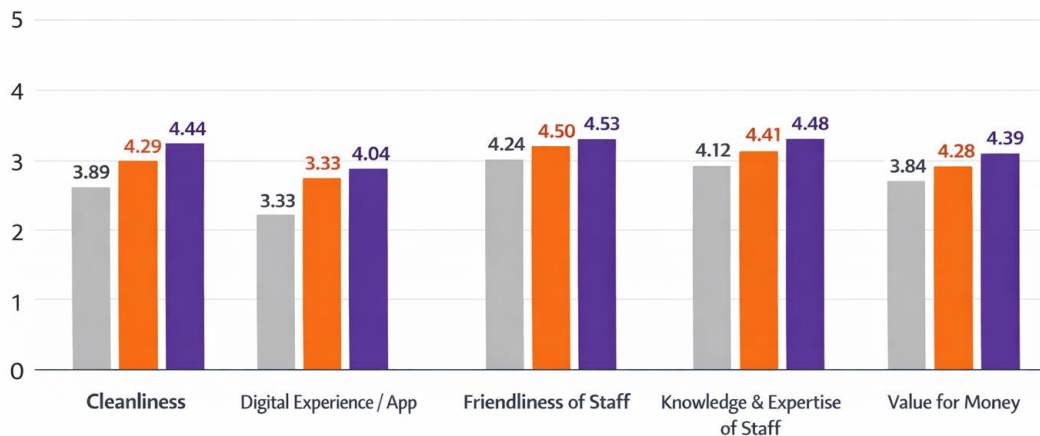


Chart 1 - comparison of key themes 2024 – 2026

11.5 There were several positive and negative comments received. The positive comments included –

- Blidworth – *“Always enjoy my visit to the gym, staff really friendly and professional and brilliant choice of equipment.”*
- Dukeries – *“First time coming, very impressed.”*
- Newark – *“Keep up the wonderful classes. The variety & expertise of all the instructors is great. Thank you.”*

11.6 Some of the negative comments were –

- Blidworth – *“Opening times in the morning could be from 6am.”*
- Dukeries – *“The staff are great and super friendly, however the amount of children in the gym is getting a lot, they mess around and it makes the gym not an enjoyable environment anymore.”*
- Newark – *“The issue of online booking is not great and often classes are fully booked before being able to book online.”*

11.7. There were comments received regarding the management and supervision of young people in the fitness suites. Adult members reported feeling uncomfortable with large groups, with some young people occupying equipment, whilst using their phones rather than exercising. Managers have developed some initial ideas to tackle this issue, which will be rolled out over the next two months.

11.8. The ongoing collection of customer feedback has been available throughout the year, however whilst the Customer Satisfaction Survey was available, numbers significantly reduced.

11.9. Throughout the year, there have been 190 comments reported with an associated score applied to the visit/experience. The method provides consistency and balance in dealing with feedback, with relevant comments shared wider across the workforce.

11.10. At times, there are comments received that are more complex, and require a meeting or telephone call to gain a better understanding of the issue. This enables the customer to discuss the concerns with a director and establish a course of action at that time. This approach has been well received by customers.

11.11. In terms of the nature of the comments, below provides an overview –

- Accidents and incidents - 3
- Facilities - 49
- Positive staff feedback – 47
- Negative staff feedback – 10
- Programming - 52
- Systems and pricing - 15
- Miscellaneous - 14

11.12. In comparison to the previous year, there were 9 more comments received regarding positive staff feedback and a decrease in negative staff feedback from 12 in 2024 – 2025 to 10 in 2025 – 2026.

11.13. Examples of the comments received have included –

- Customer was grateful of the help they received to resolve app and online booking issues, dealt with by a member of the customer services team
- Cancellation of a class that was low in attendance
- Support provided to a customer in finding their lost headphones
- Suggestion to purchase some smaller step blocks
- Positive staff feedback for the aquatone class delivery
- Gym area and facilities very clean and well maintained

11.14. The breakdown of scores relating to the comments are as follows, with 1 being the lowest score and 5 being the highest, therefore providing an overall score of 63%.

- Score of 1/5 – 54
- Score of 2/5 – 22
- Score of 3/5 – 25
- Score of 4/5 – 16
- Score of 5/5 – 73

12. Staff training plan

- 12.1. The Company has an annual training budget to provide regular training for existing staff, to ensure that the required qualifications for their roles are maintained and up to date. These include pool lifeguard and first aid.
- 12.2. In addition, training and workshops are delivered in house where gaps in knowledge are identified amongst specific teams, i.e. customer care, cyber security, fraud awareness, legionella, pool plant.
- 12.3. To boost the training and development opportunities due to many staff working remotely, in discussion with NSDC HR colleagues, the Company has purchased the Ambition Academy software for all staff, which was rolled out in quarter 2 of the year. A mandatory list of modules on the platform was created, as well as selected modules for different roles. Further training has been added to the platform and shared with staff.
- 12.4. Below is a table presenting the training delivered in 2025 – 2026 and the planned training for the forthcoming year.

Date	Training description	Staff members
April 2025	CPD for fitness delivered by Life Fitness	Fitness teams
May 2025	STA Swimming Teaching Tutor Award	Operations manager
June 2025	Conflict resolution and negotiation	Operations manager/reception
June 2025	Ambition Academy implementation Safeguarding for Adults and Children Equity, diversion and inclusion Handling complaints Fire Safety Manual Handling Safer Spaces to Move	All staff Operations managers / fitness staff
July 2025	GP Referral course	Fitness instructor at NSFC
August 2025	Apprenticeship Level 3 Sport and Health Officer	Active lifestyles assistant
August 2025	Apprenticeship Level 3 Duty Manager	Leisure attendant
August 2025	Fitness Suite Challenges and Customer Retention	Fitness Instructors
August 2025	Pool Lifeguard	New/existing staff
August 2025	Aqua-Aerobics Course	Fitness Instructor
September 2025	Neurodiversity for coaches	Coaching staff
October 2025 ongoing	Level 7 Senior Leader apprenticeship	Head of Partnerships and Community
October 2025	Kettles Course	Fitness Instructor
November 2025	Level 3 Personal Trainer	Fitness Instructors
December 2025	CPD Fitness Instructor Training	Fitness Instructors
January 2026	Reception Services Workshop	Reception and customer service staff
January 2026	Pool Plant online refresher	Operations managers
January 2026 ongoing	Level 5 Diploma in Leadership and Management	2 operations managers and active lifestyles officer
January 2026	CPD Inclusive and quality Swimming Lessons	Swimming Teachers
January 2026	Management Workshop	All line managers

February 2026	Renewal Data confident and Cyber Ninja's online modules	All staff with access to sensitive information
February 2026	Renewal of Data Protection	Staff with no access to sensitive data
February 2026	Cleaners Workshop	Cleaners
Monthly	Ongoing CPD for pool lifeguard	Leisure attendants
Planned for 2026/2027	Training description	Staff members
May - complete	Apprenticeship Level 2/3 Fitness	Fitness apprentice at NSFC
May	Clubspark Software Training	Admin staff and officer leads
May	COSHH update	All cleaners and leisure attendants
May	Partner Sites Training	New Site Attendants
May	Sharepoint Training	Managers, Officers and Admin
June	Operational Managers Workshop	Operations Managers
June	Fitness Leads Workshop	Operations Managers
July	STA Swimming Teacher Level 2 Certificate upgrade	Assistant coaches
July	STA Swimming Teacher Level 2 Certificate	New/existing staff
July	Pool Lifeguard	New/existing staff
August to complete	Apprenticeship Level 2/3 Fitness	Fitness apprentice at BLC
September to start	Apprenticeship Level 2/3 Fitness	Fitness apprentice at NSFC
September/October	CPD for fitness delivered by Life Fitness	Fitness Instructors
October	CPD Swimming Teachers	Swimming Teachers
November	Operations Managers Workshop	Operations Managers
December	Reception Services Workshop	Reception Service staff
December	Part 2 CPD delivered by Life Fitness	Fitness Instructors
December	Active4Today Software Training on company APP	Heads and admin staff
March	GP Referral course	Fitness instructor at NSFC
Monthly	Ongoing CPD for pool lifeguard	Leisure attendants

Table 6. Staff training plan