

Agenda

Cabinet

Date: **Thursday 25 September 2025**

Time: **2.00 pm**

Place: **Council Chamber**

For any further information please contact:

Democratic Services

committees@gedling.gov.uk

0115 901 3906

Cabinet

Membership

Chair	Councillor John Clarke
Vice-Chair	Councillor Jenny Hollingsworth
	Councillor David Ellis
	Councillor Kathryn Fox
	Councillor Viv McCrossen
	Councillor Marje Paling
	Councillor Lynda Pearson
	Councillor Henry Wheeler

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Responsibility of committee:

Cabinet is the meeting of all executive members. The Executive will carry out all of the local authority's functions which are not the responsibility of any other part of the local authority, whether by law or under the Constitution. Cabinet Portfolios are detailed within Section 6, Part 9 of the Council's Constitution.

AGENDA

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|----------|---|-----------------|
| 1 | Apologies for Absence. | |
| 2 | To approve, as a correct record, the minutes of the meeting held on 04.09.25. | 5 - 9 |
| 3 | Declaration of Interests. | |
| 4 | Forward Plan
Report of the Democratic Services Manager. | 11 - 16 |
| 5 | Leisure Transformation update
Report of the Leisure and Wellbeing Transformation Programme Manager. | 17 - 296 |
| 6 | Any other items the Chair considers urgent. | |

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MINUTES CABINET

Thursday 4 September 2025

Councillor John Clarke (Chair)

Present: Councillor Jenny Hollingsworth Councillor Viv McCrossen
Councillor David Ellis Councillor Lynda Pearson
Councillor Kathryn Fox Councillor Henry Wheeler

Absent: Councillor Marje Paling

Officers in Attendance: M Hill, F Whyley, T Adams, M Avery, P Whitworth,
D Reason, J Krawczyk, J Goodall, L Squires and
L Widdowson

17 APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillors Marje Paling.

18 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 30/07/2025.

RESOLVED:

That the minutes of the above meeting, having been circulated, be approved as a correct record.

19 DECLARATION OF INTERESTS.

None

20 FORWARD PLAN

Consideration was given to a report of the Democratic Services Manager, which had been circulated prior to the meeting, detailing the Executive's draft Forward Plan for the next six-month period.

RESOLVED:

- 1) That the report be noted

21 COMMUNITY INFRASTRUCTURE LEVY STRATEGIC REVIEW – CONSULTATION RESPONSE AND FUNDING DECISION

The Community Infrastructure Levy and Section 106 Monitoring Officer introduced a report which had been circulated ahead of the meeting to note the representations and comments received in relation to the CIL

Strategic Review public consultation and seek approval of the updated Infrastructure List to include suitable strategic infrastructure projects in accordance with Officer recommendations.

A motion was made that project SIP7 be moved under recommendation 2 being to hold for future consideration which was seconded.

RESOLVED:

That Cabinet approved

- 1) The addition of Project SIP5 - Carlton Leisure and Community Centre onto Gedling Borough Council's Infrastructure List for future funding through Strategic CIL receipts.
- 2) Projects SIP1, SIP2, SIP3, SIP4 and SIP7 be held for future consideration as part of the Stage 2 full CIL Review to commence prior to the adoption of the Gedling Local Development Plan.
- 3) Projects SIP6, SIP8, SIP9, SIP10, SIP11 and SIP12 are not added to Gedling Borough Council's Infrastructure List.
- 4) The existing Project Secondary School Contributions at Top Wighay Farm be retained on Gedling Borough Council's Infrastructure List.
- 5) The existing Projects Gedling Access Road, Gedling County Park Visitors Centre, and Secondary School Contributions at Chase Farm / Gedling Colliery be removed from Gedling Borough Council's Infrastructure List.
- 6) The publication of the revised Infrastructure List set out in Appendix 3 to the report.

22

UPDATE ON HOUSES IN MULTIPLE OCCUPATION (HMOs) IN NETHERFIELD

The Assistant Director of Development introduced a report which had been circulated ahead of the meeting, to inform Members of the suitability of implementing an Article 4 direction to introduce a requirement for planning permission to change from a Use Class C3 Dwellinghouse (dwelling) to a Use Class C4 HMO (3-6 unrelated people who share facilities) in the Netherfield Ward.

A motion was made to bring a new boroughwide report for HMO's to be brought to cabinet, which was seconded.

RESOLVED:

THAT Cabinet:

- 1) Agreed that there was insufficient evidence to demonstrate that an Article 4 direction or any other measure be necessary to protect local amenity or the well-being of the Netherfield Ward.
- 2) Agreed that the overall number of HMOs in the Netherfield Ward should be monitored.

- 3) Agreed that a new boroughwide report for HMOs be brought before the committee within the next three months.

23 TEMPORARY MAINTENANCE POLICY

The Assistant Director of Housing and Resettlement circulated a report ahead of the meeting to seek approval to implement a Temporary Accommodation Maintenance Policy and Landlord Health and Safety Compliance Policy with an additional 6 supporting Safety Management Plans which will ensure the Council meets its legal and regulatory duties as a landlord in providing interim and temporary accommodation for those individuals and families that are homeless or at risk of becoming homeless.

A motion was made to consult with the Selective Licensing Board prior to publication of the Safety Management Plans to ensure the Council holds to the same standard as private landlords, which was seconded.

RESOLVED:

THAT Cabinet:

- 1) Approved the Temporary Accommodation Maintenance Policy enclosed at Appendix 1.
- 2) Approved the Safety Compliance Policy and associated Safety Management Plans enclosed at Appendix 2-8.
- 3) To consult with the Selective Licensing Board prior to publication of the Safety Management Plans to ensure the Council holds to the same standards as private landlords.

24 UPDATE ON THE WORK OF THE POLICY ADVISORS

The Chief Executive circulated a report ahead of the meeting, to update Cabinet on the actions and activities that the Policy Advisors have undertaken since the last report to Cabinet in September 2024.

RESOLVED:

- 1) That members noted the content of the report, and the actions and activities undertaken by the Policy Advisors since September 2024.

25 BUDGET MONITORING AND VIREMENT REPORT FOR THE PERIOD APRIL TO JULY 2025

The Senior Leadership Team circulated a report ahead of the meeting, to update Cabinet on the forecast outturn for Revenue and Capital Budgets for 2025/26. The budgets include all approved carried forward amounts from the 2024/25 financial year.

RESOLVED:

That Cabinet

- 1) Approved the General Fund Budget virements set out in Appendix 1;
- 2) Noted the use of reserves and funds during April to July 2025 as detailed in Appendix 2;
- 3) Approved the changes to the capital programme included in paragraph 2.3.

26 PRUDENTIAL CODE INDICATOR MONITORING 2025/26 AND TREASURY ACTIVITY REPORT FOR THE PERIOD APRIL 2025 TO JULY 2025

The Principal Finance Business Partner circulated a report ahead of the meeting, to inform Members of the performance monitoring of the 2025/26 Prudential Code Indicators, and to advise Members of the Treasury activity as required by the Treasury Management Strategy.

RESOLVED:

That Cabinet

- 1) Noted the report, together with the Treasury Activity Report 2025/26 for Period 4 at Appendix 1, and the Prudential and Treasury Indicator Monitoring 2025/26 for the period April to July 2025, at Appendix 2.
- 2) Approved the changes to Prudential Indicators detailed at paragraph 2.7 to align with the latest revenue and capital budgets being reported to members as part of the Budget Monitoring and Virement Report for the period April 2025 to July 2025.

27 GEDLING PLAN - QUARTER 1 2025/26 REPORT

The Senior Leadership Team circulated a report ahead of the meeting, to inform Cabinet in summary of the position against Performance Indicators and Annual Delivery Plan Actions in Quarter 1 of 2025/26.

RESOLVED:

That

- 1) The progress against Improvement Performance Indicators for quarter 1 of 2025/26 be noted.

28 ANY OTHER ITEMS THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 4.09 pm

Signed by Chair:
Date:

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Gedling **FORWARD PLAN**

FOR THE PERIOD 1 OCTOBER 2025 TO 30 APRIL 2026

This Forward Plan sets out the details of the key and non-key decisions which the Executive Cabinet expect to take during the next six months.

The current members of the Executive Cabinet are:

Councillor John Clarke – Leader of the Council and Portfolio Holder for Corporate Resources and Performance

Councillor Jenny Hollingsworth – Deputy Leader and Portfolio Holder for Sustainable Growth and Economy

Councillor David Ellis – Portfolio Holder for Public Protection

Councillor Kathryn Fox – Portfolio Holder for Life Chances and Vulnerability

Councillor Marje Paling – Portfolio Holder for Environmental Services (Operations)

Page 11 Councillor Lynda Pearson – Portfolio Holder for Communities and Place

Councillor Viv McCrossen – Portfolio Holder for Climate Change and Natural Habitat

Councillor Henry Wheeler – Portfolio Holder for Lifestyles, Health and Wellbeing.

1.1 Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Open / Exempt (and reason if the decision is to be taken in private) Is this a Key Decision?
Leisure Transformation update To give members an update on the Leisure Transformation project	25 Sep 2025 Cabinet	Lance Juby, Assistant Director of Communities, Leisure & Wellbeing	Officer Report	Portfolio Holder for Lifestyles, Health and Wellbeing	Open Yes
Annual report of Senior Information Risk Owner 2024/25 To give members the annual report of Senior Information Risk Owner for the 2024/25 year	9 Oct 2025 Cabinet	Francesca Whyley, Deputy Chief Executive & Monitoring Officer	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open No
Burton and Station Road development options To assess the potential development of the Burton and Station Road sites	9 Oct 2025 Cabinet	Paul Whitworth, Assistant Director - Housing and Resettlement	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Part exempt Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 Yes
Ambition Arnold To seek approval of design work to regenerate land at Arnold Leisure Centre, with delivery subject to significant funding either from government, private investors or a combination of the two.	9 Oct 2025 Cabinet	Nathan Wall, Assistant Director - Economic Growth and Regen	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes
Gedling Borough Statement of Community Involvement October 2025 To seek approval of the revised Gedling Borough Statement of Community Involvement October 2025.	9 Oct 2025 Cabinet	Graeme Foster, Principal Planning Officer	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open n/a Yes
Artificial Intelligence (AI) Policy To seek Cabinet approval for the introduction of an Artificial Intelligence Policy to ensure appropriate, lawful and ethical use of AI within the Council.	9 Oct 2025 Cabinet	Dan Reason, Assistant Director - Digital, data and technology	Officer Report	Leader of the Council	Open Yes

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
Nottingham and Nottinghamshire Local Nature Recovery Strategy To confirm the Council is content for Nottinghamshire County Council to publish the Nottingham and Nottinghamshire Local Nature Recovery Strategy and to note and implement the Strategy	9 Oct 2025 Cabinet	John Krawczyk, Assistant Director - Development	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes
Business Case for Revised Cemetery Opening Hours	6 Nov 2025 Cabinet	Sarah Troman, Andrew Burgin, Julie Snowdon	Officer Report	Portfolio Holder for Climate Change and Natural Habitat	Open Yes
Gedling Plan Q2 Performance 2025/2026 report To inform Cabinet in summary of the position against Improvement Actions and Performance Indicators in the 2023-27 Gedling Plan at the end of Quarter 2 of 2025/26.	6 Nov 2025 Cabinet	Dan Reason, Assistant Director - Digital, data and technology	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open No
Council Tax Reduction Scheme Consultation The purpose of this report is to seek approval to consult on proposed changes to the operation of the Council's Council Tax Reduction Scheme.	12 Nov 2025 Council	Andrew Solley, Assistant Director Revenues & Welfare Services	Officer Report	Leader of the Council	Open Yes
Greater Carlton Long Term Plan for Neighbourhoods To seek approval of the Regeneration Plan and 4 Year Investment Plan	20 Nov 2025 Cabinet	Nathan Wall, Assistant Director - Economic Growth and Regen	Officer Report	Leader of the Council	Open Yes
Fees and Charges 2026/27 To determine the level of fees and charges for 2026/27 in accordance with the Corporate Charging Policy.	11 Dec 2025 Cabinet 21 Jan 2026 Council	Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open No

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
Council Tax Reduction Scheme The purpose of this report is to seek approval for the adoption of the Council's Council Tax Reduction Scheme for 2026/27.	21 Jan 2026 Council	Andrew Solley, Assistant Director Revenues & Welfare Services	Officer Report	Leader of the Council	Open Yes
Review of Polling Districts, Places and Stations - St Albans Parish For Council to approve a new scheme of Polling Districts, Polling Places and Polling Stations following the review process across the current parish of St Albans	21 Jan 2026 Council	Emma McGinlay, Democratic Services Manager	Officer Report	Leader of the Council	Open No
Budget Monitoring and Virement Report August to November 2025 To update Cabinet on the forecast outturn for Revenue and Capital Budgets for 2025/26. To request approval from Cabinet for the changes to the budget as set out in this report.	29 Jan 2026 Cabinet 4 Mar 2026 Council	Tina Adams, Chief Finance Officer & S151 Officer, Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Prudential Code Indicator Monitoring 2025/26 and Treasury Activity Report for the period ended 30 November 2025 To inform Members of the performance monitoring of the 2025/26 Prudential Code Indicators, and to advise Members of the Treasury activity as required by the Treasury Management Strategy.	29 Jan 2026 Cabinet 4 Mar 2026 Council	James Goodall	Officer Report	Leader of the Council	Open Yes
Housing Strategy 2025-2030 The Housing Strategy set out Gedling Borough Councils vision and priorities for housing in the Borough over the next five year period.	29 Jan 2026 Cabinet	Paul Whitworth, Assistant Director - Housing and Resettlement	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
Boroughwide Houses in Multiple Occupation update To give Cabinet an overview of the volume of HMOs across the borough	29 Jan 2026 Cabinet	John Krawczyk, Assistant Director - Development	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open No
General Fund Revenue Budget 2026/27 This report sets out the revenue budget for 2026/27 which aligns to the Gedling Plan priorities, objectives and priority actions for the Council for the forthcoming year.	19 Feb 2026 Cabinet 4 Mar 2026 Council	Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Capital Programme and Capital Investment Strategy 2026/27 to 2030/31 This report summarises: a) The proposed Capital Investment strategy for 2026/27 to 2030/31. b) The proposed Capital Programme for 2026/27 through to 2028/29 for approval, and the indicative Capital Programme for 2029/30 and 2030/31, and c) The Flexible Use of Capital Receipts Strategy 2026/27.	19 Feb 2026 Cabinet 4 Mar 2026 Council	Scott Anderson, Finance Business Partner	Officer Report	Leader of the Council	Open Yes
Prudential and Treasury Indicators and Treasury Management Strategy Statement (TMSS) 2026/27 To present for Members' approval the Council's Prudential Code Indicators and Treasury Strategy for 2026/27, for referral to Full Council on 4 March 2026.	19 Feb 2026 Cabinet 4 Mar 2026 Council	James Goodall	Officer Report	Leader of the Council	Open Yes
Gedling Plan Quarter 2 Performance 2025/2026 report To inform Cabinet in summary of the position against Annual Delivery Plan Actions and Performance Indicators at the end of Quarter 2 of 2025/26	19 Feb 2026 Cabinet	Dan Reason, Assistant Director - Digital, data and technology	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open No



Report to Cabinet

Subject: Leisure Transformation Programme

Date: 25 September 2025

Author: Tom Fletcher, Leisure and Wellbeing Transformation Programme Manager

Recommendation(s)

THAT:

1. Cabinet notes the research, findings and recommendations from the updated Leisure Strategy which forms the evidence base and strategic framework for future investment and management of the Council's leisure portfolio.
2. Cabinet notes the results of the 2025 Leisure Transformation Consultation and Stakeholder Engagement.
3. Cabinet approves further feasibility work on the recommended outline facility mix for the Carlton Leisure and Community Wellbeing Centre ("Carlton Active"), based on Option 3 - core facilities with soft play. At this stage this will not include a 3G football pitch.
4. Cabinet agrees, in line with the Leisure Facilities Strategy, that the Council will continue to engage with and offer non-financial support to Gedling Indoor Bowls Club in exploring relocation options.
5. Cabinet agrees to undertake consultation to seek a public view on the Council withdrawing its service provision from the joint use agreement leisure centre sites, in line with the recommendations of the Leisure Strategy.

1 Background

- 1.1 On 17 July 2024 Cabinet agreed to progress feasibility work on a replacement for Carlton Forum Leisure Centre and the Richard Herrod Centre, consisting of a new leisure and community facility on the Richard Herrod site, this development will be referred to as Carlton Active throughout this report. Last July Cabinet approved resources to take the project through to RIBA Stage 2. That decision was informed by the Strategic Outcomes Planning Model (SOPM) and Strategic Review of Community Facilities considered by Cabinet in November 2023 and July 2024 and highlighted the unsustainable position of the Council's existing leisure portfolio and the urgent need to modernise provision.
- 1.2 To address the SOPM findings and to support delivery of the Medium-Term Financial Plan (MTFP), the Council embarked on its Leisure Transformation Programme in January 2025 which includes the Carlton Active project. The MTFP identifies a requirement for an additional £3.3m of efficiency savings over the next five years. Leisure currently requires one of the highest subsidies of any service area, costing the Council over £1.3m per year, with facilities that are ageing, inefficient and increasingly expensive to maintain. Transformation is therefore essential both to achieve financial sustainability and to support wider health and wellbeing outcomes in the community.
- 1.3 To support its feasibility work on Carlton Active, the Council appointed Alliance Leisure as its Development Partner through the UK Leisure Framework. This route provides compliant procurement, sector expertise and a proven model for project delivery from feasibility through to construction.
- 1.4 The Council commissioned Max Associates through the UK Leisure Framework to update the SOPM and prepare a new Leisure Strategy set out in Appendix A. This refresh was commissioned to reflect improved leisure performance and recovery from the Covid-19 pandemic, to review the entire leisure portfolio, consider additional options, take account of new Government and NHS policies, and to respond to the Council's changing financial position. It was also required to test whether consolidating the Richard Herrod Centre and Carlton Forum into a single new facility remained the right direction for the Council. The updated strategy will support further detailed feasibility work on Carlton Active
- 1.5 The updated Leisure Strategy confirms the need to rationalise the portfolio into fewer, higher-quality facilities, with investment focused in Carlton and Arnold as the Borough's two strategic hubs. In Carlton, this means replacing Carlton Forum and Richard Herrod with a single consolidated hub on the Richard Herrod site. This consolidation addresses significant maintenance liabilities at both centres, reduces subsidy, and provides a clear strategic direction for the future of leisure provision in the Borough.
- 1.6 Carlton Forum currently acts as the flagship site in terms of participation and financial performance, but it is also the highest risk in asset management terms. The building is over 50 years old with significant maintenance issues, and it operates under a joint use agreement with Nottinghamshire County Council and

Redhill Academy Trust. As the Council does not own the site, asset management responsibility is shared, and the Council has limited direct control. By contrast, the Richard Herrod Centre is fully owned and maintained by the Council, but it attracts the highest subsidy of all leisure facilities at £515,147 (2024/2025). There is therefore a continued strong case to review the options and financial business case for developing a new-build leisure facility, and to explore investment routes that would sustain leisure provision at the level required to meet both current and future demand.

- 1.7 Alongside the Leisure Strategy update, in May 2025 the Council delivered a comprehensive Leisure Transformation engagement and consultation programme with residents, stakeholders, staff and national governing bodies which can be found in Appendix C and Appendix D. This engagement, combined with the opportunity analysis, at Appendix F, as part of RIBA Stage 0 development, has provided a clear brief for Carlton Active. It has confirmed the facilities most valued by the community, identified the gaps in provision, and established the outline facility mix that will guide the next stage of design development. This process also ensures that the proposed scheme can maximise financial viability if development is approved to proceed.
- 1.8 The updated Leisure Strategy demonstrated that the Council's leisure portfolio is financially unsustainable, costing over £1.3m per year in subsidy, with Carlton Forum and the Richard Herrod Centre alone facing more than £2m of backlog works. Redhill Leisure Centre and Arnold Leisure Centre operate from split wet and dry sites, creating duplication and inefficiency. The Strategy therefore recommends consolidating provision into two modern hubs in Carlton and Arnold, with the new Carlton site being the priority for investment due to the age and maintenance challenges faced at the Carlton Forum site. It also recommends reviewing the long-term role of Redhill and Calverton, both of which (along with Carlton Forum) operate under joint use agreements.
- 1.9 The completion of RIBA Stage 0 has brought together strategic definition, business case, consultation outcomes and initial facility requirements, providing a clear direction for the Carlton Active development. Alongside this, the updated Leisure Strategy has reviewed the long-term sustainability of all Council leisure facilities.
- 1.10 **Leisure Strategy**

The Strategic Outcomes Planning Model, completed in 2023, provided the initial case for change but pre-dated the Covid recovery period, recent participation trends, and updated financial performance of centres. The refresh in 2025 was therefore required to:

- Update evidence on demand and participation.
- Reassess the financial position of facilities.

- Reflect wider strategic priorities, including the Gedling Plan and carbon reduction commitments.

The work was commissioned through the UK Leisure Framework, with Max Associates appointed as lead consultants on behalf of the Council. It follows Sport England's 4-stage approach:

1. Outcomes – developing shared strategic outcomes.
2. Insight – understanding communities, demographics and usage.
3. Interventions – identifying the optimal and sustainable mix of facilities and services.
4. Commitment – securing delivery.

1.11 **Leisure Strategy - Insight**

Stage Two of the Leisure Strategy provides a comprehensive evidence base, including:

- Demographic and health profile, active travel and physical activity rates, and deprivation mapping.
- Indoor facilities need assessment, condition surveys, catchment analysis and performance review.
- Outdoor leisure provision and Playing Pitch Strategy.
- Engagement findings on local behaviour patterns, barriers to activity and motivators.

The analysis identified:

- Considerable overlap of catchments, with Arnold covering most of Calverton and all centres extending into Nottingham.
- Carlton and Arnold serve slightly younger age profiles, requiring targeted programmes for young people.
- A younger age profile in Carlton and Arnold, requiring targeted programmes for teenagers and young adults, alongside a growing older population in the Borough driving demand for assisted fitness, active ageing and accessible activity.
- Socio-economic variation, with Carlton serving more affluent ABC1 groups (higher disposable income) and Arnold/Calverton serving more deprived areas, where affordability and accessibility are critical.

- Both a new Arnold and new Carlton centre could each sustain circa 3,000 fitness members, requiring gyms of circa 100 stations
- Arnold faces high private sector competition in terms of additional commercial provision, so no commercial play is proposed there, whereas Carlton has a gap in family/soft play within a 10-minute drive.

In summary, the Leisure Strategy shows the current portfolio is financially unsustainable costing Gedling Borough Council £1.3m a year (2024/2025), duplicated across catchments, and does not fully meet local demand. It demonstrates the need to consolidate provision into modern, efficient hubs at Carlton and Arnold, while reviewing the long-term role of Redhill and Calverton.

1.12 **Leisure Strategy - Interventions**

The updated Indoor Built Facilities Strategy set out in Appendix B, developed alongside the Leisure Strategy, provides a detailed review of the Council's leisure centres - their condition, performance and future role within the portfolio. Its purpose is to ensure that Gedling has the right facilities, in the right places, operating on a financially sustainable basis.

From this evidence, the Strategy sets out specific recommendations for each Council-operated leisure centre. These reflect condition surveys, financial performance, demand analysis and the Leisure Transformation public engagement findings.

The analysis confirmed that the current estate is fragmented, heavily subsidised and inefficient, and therefore requires rationalisation into fewer, higher-quality facilities. The recommended approach is to focus investment on two strategic hubs at Carlton and Arnold, supported by safeguarded community access to Sports hall, 3G and Swimming provision at Redhill and Calverton.

Arnold Leisure Centre

The Leisure Strategy identified Arnold as one of the Borough's two strategic hubs, with a large and growing catchment that includes more deprived communities where affordability and accessibility are critical. Demographic analysis showed strong demand for swimming and fitness but highlighted that the existing wet and dry facilities are split across two sites at Arnold Leisure Centre and Redhill Leisure Centre, creating duplication, inefficiency and higher operating costs.

The Indoor Built Facilities Strategy therefore recommends progressing with the Ambition Arnold project to deliver a new consolidated leisure centre in the town centre, replacing the existing split-site provision. However, it acknowledges that the priority for short to medium term investment should be a new strategic hub in Carlton, the case for which is detailed in section 2.

Redhill Leisure Centre

The Leisure Strategy confirmed that Redhill's fitness facilities should be consolidated into a new facility in Arnold, with most users able to be served by the proposed new Arnold facility. While Redhill's sports hall and all-weather pitch perform well financially and are valued by the community, the centre requires ongoing subsidy. Condition issues, including roof works, further increase the financial burden. Redhill also operates under a joint use agreement with the Redhill Academy Trust, which limits the Council's ability to directly invest in and manage the facility.

The Strategy therefore recommends that Redhill Leisure Centre is removed from the Council's portfolio once the new Arnold facility is operational, but that community access to the sports hall and all-weather pitch is retained for community use, with alternative delivery models explored in partnership with Redhill Academy Trust, local partners, and relevant National Governing Bodies. safeguarded by working alongside our partner Redhill Academy Trust. Day-to-day management could transfer to the school, ensuring continuity of use while reducing Council liability. Formal consultation will be required with the community on withdrawal from the joint use agreement, which requires a two-year notice period. This will form part of the consultation exercise proposed for approval within this report.

Calverton Leisure Centre

The Leisure Strategy found that Calverton's catchment reflects national averages, with participation spread across all age groups and a strong reliance on the local pool and sports hall. However, the site requires an annual subsidy of around £180,000, making long-term Council operation financially unsustainable. There is an overlap with the catchment for Arnold and Redhill Leisure Centres in terms of provision, it is the only joint use site not currently directly referenced within future development proposals.

The site is not owned by the Council but operated through two joint use agreements with Redhill Academy Trust and Nottinghamshire County Council.

In terms of the state of the assets, In terms of the state of the assets, Calverton has £44,000 of major upgrade works identified in the last site condition report (2017).

The Leisure strategy highlighted the importance of sufficient access, particularly to swimming facilities, as Swim England identified a Borough-wide shortfall in water space. Fitness income at the site is low and could be absorbed by the new Arnold facility. If the Council retains management in the short term, the fitness suite should remain as part of the council's portfolio as it helps subsidise less profitable activities. The Strategy therefore recommends retaining Calverton Leisure Centre for community use in the short term (at a minimum, the sports hall, pitch, and swimming pool), while seeking opportunities to work with local partners and National Governing Bodies to explore new delivery models that remove the Council's financial subsidy. Protecting community access will remain a priority but will be subject to overall financial viability. Any withdrawal from the joint use

agreement would require consultation with the local community and is subject to a two-year notice period. This would offer time to explore alternative delivery models for retaining facilities for the Calverton area.

The Strategy therefore recommends that Calverton Leisure Centre is retained for community use in the short term, but with the opportunity to transfer management back to the school and Nottinghamshire County Council, or work with another provider to manage to reduce the Council's liability. Any transfer would seek to ensure continued community access to the pool, sports hall and 3G pitch. Consultation with the local community will be required by any proposed withdrawal from the joint use agreement, which has a two year notice period.

Leisure Transformation consultation feedback, as set out in Appendix D, highlighted strong support for maintaining and upgrading facilities at Calverton, this feedback makes clear that Calverton residents value the centre and wish to see facilities improved. These views will be considered carefully as part of the joint use consultation process.

Carlton Forum and Richard Herrod Centres

The Leisure Strategy confirmed that Carlton is a strategic hub for investment, with a younger catchment, higher numbers of ABC1 socio-economic groups (greater disposable income) and strong demand for swimming, fitness, children's activities and community/social provision. Consultation reinforced this, showing support for a new facility in Carlton, with priorities including swimming pools, a larger gym, group exercise space, soft play, family hubs, café and community/social areas.

The Strategy therefore recommends that Carlton Forum and Richard Herrod are replaced with a single flagship facility on the Richard Herrod site - Carlton Active. This will consolidate Leisure and Community provision, reduce subsidy, and create a modern, inclusive hub to serve the wider Carlton community. The Strategy also identifies the importance of working with Redhill Academy Trust and Nottinghamshire County Council to secure ongoing community access to the sports hall provision within the Carlton Academy site, ensuring that local residents continue to benefit from indoor sports facilities alongside the new Carlton Active development. The proposed facility mix, informed by engagement and latent demand modelling, is set out later in this report.

The Indoor Built Facilities Strategy and updated Leisure Strategy provide a clear direction for the future of Gedling's leisure portfolio. Together, the interventions:

- Consolidate investment into two modern hubs at Carlton and Arnold, addressing condition liabilities and reduce duplication
- Propose the Council's withdrawal from Redhill Leisure Centre and Calverton Leisure Centre joint use agreements, reflecting high subsidy costs, limited control over investment, and significant catchment overlap. In both cases, community access to valued facilities such as sports halls, pitches and pools

should be explored through new management arrangements with schools and partners.

- Support the Council's Medium-Term Financial Plan by reducing the overall leisure subsidy.
- Deliver significant health and wellbeing outcomes.
- Contribute to the Council's carbon reduction targets set out in Appendix H by replacing inefficient, high-cost buildings with modern, energy-efficient facilities.

Taken together, these measures will reshape the Borough's leisure estate into a more sustainable, inclusive and efficient network of facilities that supports better long-term health outcomes for residents while delivering the financial savings required by the Council's MTFP.

2 Carlton Active Proposal

- 2.1 The Leisure Strategy confirmed that Carlton Active should act as one of the Borough's two strategic leisure hubs. Carlton Forum, is the Borough's flagship Leisure site for participation, is over 50 years old, reaching the end of its life with significant maintenance issues, and operates under a joint use agreement that limits the Council's direct control. The Richard Herrod Centre, fully owned by the Council, attracts the highest subsidy of any site. Together, the two facilities require over £2m of condition survey works and an annual net subsidy of around £545,000, making them unsustainable in their current form and making new provision in the Carlton area a priority for investment.
- 2.2 Although Carlton Forum currently operates with only a small subsidy of £25,175 in 2024/25, this is against a backdrop of escalating lifecycle costs and major reinvestment needs set out in Appendix A Table 1.
- 2.3 In addition, the centre is already experiencing serious drainage issues linked to the age of the building. Responsibility for repair lies with Nottinghamshire County Council under the joint use agreement. In 2024/25 around £24,000 was spent attempting to alleviate the issue and there is currently no viable long-term fix. If the drains were to fail, the centre would be forced to close and given its condition and the scale of backlog works, there is a real risk it would not be possible to re-open. This would leave Carlton without a leisure facility, with significant consequences for participation, resident well-being income, and the Council's reputation.
- 2.4 Max Associates were commissioned through the UK Leisure Framework to update the Leisure Strategy, prepare an Indoor Built Facilities Strategy, and develop a business case for Carlton Active which is set out in Appendix B. Their work reinforced that rationalising Carlton Forum and Richard Herrod into a single modern hub would:
- Support strategic objectives including carbon reduction, inclusivity and accessibility.

- Increase water space in Carlton, reducing the shortfall identified by Swim England.
- Provide modern fitness, studio and social facilities to capture unmet demand and broaden participation.
- Offer flexible community space to integrate health, wellbeing and family services.

Deliver long-term financial sustainability by reducing the ongoing Council subsidy.

- 2.5 The next step for Cabinet is to agree the outline facility mix for Carlton Active. This will form the brief for design development, provide the framework for testing affordability and funding options, and set the strategic direction of the project.

Carlton Active - Needs and Demand Analysis

- 2.6 The evidence from the Leisure Strategy and the Opportunity report set out in Appendix G confirms that Carlton has the strongest demand profile in the Borough for modern leisure provision. A 15-minute drivetime from the Richard Herrod site covers over 323,000 people, giving Carlton one of the largest potential catchments of any Gedling leisure facility.
- 2.7 The catchment is characterised by a younger age profile than the Borough average, with high proportions of children and families, alongside a growing older population (21.6% of residents aged over 65). This dual profile highlights the need for facilities that support both family activity and active ageing, including assisted fitness and rehabilitation.
- 2.8 Demand analysis demonstrates that Carlton could sustain up to 3,053 fitness members, an increase of 550 on current levels. The existing pool at Carlton Forum is already performing at high benchmarks, suggesting it is close to capacity, while Swim England modelling identified a shortfall of water space across the Borough. Expanding aquatics provision is therefore essential to meet both current and future demand.
- 2.9 The analysis also highlighted a gap in family soft play provision, with no dedicated facility within a 10-minute drivetime of Carlton. Introducing a soft play offer within Carlton Active would both meet local family demand and provide an additional income stream to strengthen financial viability. The combined evidence shows a clear need for a modern multi-purpose facility in Carlton that increases water space, expands fitness capacity, caters for family audiences, and provides accessible facilities for older adults and people with health conditions.

Leisure Transformation Consultation

- 2.10 To inform the development of Carlton Active, the Council commissioned a comprehensive consultation and engagement programme for 8 weeks between May and July 2025. The purpose was to understand how residents and

stakeholders currently use leisure facilities, what barriers they face, and which facilities and services they most value.

- 2.11 The programme combined a borough-wide online survey, which attracted 1,490 responses, with more than 20 dedicated focus groups and targeted stakeholder sessions. These included engagement with young people, older adults, equalities groups, local sports clubs, Gedling Indoor Bowls Club, Leisure workforce, and strategic partners such as Sport England, Swim England, the English Indoor Bowls Association, Active Notts and local and national health bodies.
- 2.12 This extensive consultation set out in Appendix C and Appendix D provides a strong evidence base for investment in Carlton. Its findings directly inform the proposed facility mix and business case for Carlton Active.

Leisure Transformation Responses

- 2.13 Of the 1,490 survey respondents, 87% currently use Gedling leisure centres, and 88% live within the Borough, giving confidence that the consultation reflects local views. The most frequently used sites were Carlton Forum and Calverton (27% each), followed by Richard Herrod (21%), Arnold (14%) and Redhill (11%).
- 2.14 The survey achieved a broad demographic spread. The largest age cohorts were 35- 44 (22%), followed by 25- 34 (18%), 55–64 (18%), and 45- 54 (17%), indicating a strong mix of both younger families and older adults. Over a third of respondents (36%) were retired, while nearly one in five (19%) reported living with a long-term health condition or disability, underlining the importance of inclusive and accessible provision.
- 2.15 Survey responses stated they currently use the Main pool (28%), Gym (19%), Exercise classes (13%), Bowls (8%), Sports hall (6%), Community space (6%).

Priorities for Carlton Active (Current Leisure users)

- 2.16 When asked about their priorities for a redeveloped Carlton Active, current Leisure user respondents placed the greatest emphasis on health and fitness. Among existing users, the gym (19%), mind and body classes such as yoga and Pilates (13%), and health-related services including physiotherapy and rehabilitation (11%) and general health improvement activities (11%) were most frequently selected. Group exercise studios (11%) and bowls (9%) also attracted support, reflecting a broad interest in wellness and physical activity.
- 2.17 Aquatics provision was another strong theme. The main pool was the most frequently chosen priority (32%), followed by sauna and steam rooms (15%), family swimming sessions (12%), and the learner pool (11%). These responses highlight the importance of maintaining and expanding core swimming facilities alongside opportunities for family and wellness-focused use.
- 2.18 For family-oriented facilities, respondents expressed interest in activities that could broaden the centre's appeal. The most popular were a climbing wall (15%), soft play (14%), and water inflatables (13%), though over a third indicated that such

features were not a priority for them, reflecting the older profile of some survey participants.

- 2.19 Among older adults, priorities focused on provision that supports active ageing. The most selected options were social and group activities (21%), water-based classes (18%), and treatment rooms (14%), with a further 11% expressing interest in power-assisted equipment.
- 2.20 Finally, for community and social space, respondents valued the inclusion of welcoming, flexible areas. A café (33%) was the most popular choice, followed by provision for social events (19%), meeting rooms (12%), and flexible workspace (9%). These results underline the importance of Carlton Active not only as a sporting venue but also as a community hub.

Priorities for Carlton Active (Non-Leisure users)

- 2.21 The consultation also explored what would encourage non-users of Gedling's facilities to visit leisure facilities more often. Over half (58%) said they would be more likely to use Carlton Active if it was developed.
- 2.22 In terms of facility priorities, non-users expressed a strong interest in health and wellness provision. The most frequently chosen options were the gym (18%), group exercise studios (18%), health improvement services (16%), physiotherapy and rehabilitation (15%), and mind and body classes such as yoga and Pilates (15%). More specialised facilities such as group cycling (6%), HIIT studios (6%) and bowls (4%) attracted lower levels of support.
- 2.23 Swimming also featured prominently, with non-users most frequently selecting the main pool (35%), followed by sauna and steam rooms (20%), the learner pool (14%), family swimming sessions (11%), and splash play (8%).
- 2.24 For family facilities, the most valued features were a climbing wall (15%), soft play (15%), and water inflatables (13%), with children's parties (11%) and sensory play (10%) also attracting interest. However, more than a third (37%) said family facilities were not a priority, reflecting the older demographic of many respondents.
- 2.25 Among older non-users, the strongest interest was in social and group activities (19%), alongside treatment rooms (18%), water-based classes (18%), and power-assisted equipment (16%). A quarter (26%) did not see senior-specific provision as important.
- 2.26 Finally, in relation to community and social space, non-users most frequently selected a café, followed by provision for social events and meeting rooms.
- 2.27 Overall, the responses from non-users mirror those of regular users, with consistent demand for modern swimming and fitness facilities, supported by social, community and family provision. The results highlight that redevelopment of Carlton Active presents a clear opportunity to attract new audiences and broaden participation.

Focus groups

- 2.28 Alongside the survey, over 20 focus groups were held with residents, clubs, equalities groups, the workforce and strategic partners to explore priorities in more depth. These discussions set out in Appendix D reinforced the survey findings while adding richer context on specific needs. Young people, including the Youth Council and local schools, highlighted the importance of affordability, safe social spaces and more youth-focused programming. Older adults, represented through the Gedling Senior Council and community groups, prioritised warm-water swimming, water-based exercise classes and assisted exercise provision, alongside accessible design features and spaces for social interaction. Health partners, including NHS and public health representatives, viewed Carlton Active as a potential hub for prevention, rehabilitation and social prescribing. They expressed interest in co-locating services and delivering joint health and wellbeing programmes within the facility. Leisure workforce emphasised the need for modern, safe and flexible facilities to deliver services effectively, and highlighted opportunities for more efficient programming and customer service within a new centre.
- 2.29 The Council has undertaken two dedicated workshops with Gedling Indoor Bowls Club, based at the Richard Herrod Centre, attended by more than 200 people. These sessions provided a clear picture of the club's priorities and concerns regarding the future of bowls provision in Gedling. Feedback from these sessions are set out in Appendix A.
- 2.30 Members emphasised that a six-rink facility is essential for sustaining participation, hosting county competitions, and ensuring the club's long-term viability. A reduction to three rinks set out in the original SOPM review was viewed as unviable, with many stating that it would undermine both the competitive programme and the club's financial sustainability.
- 2.31 Concerns were also raised about continuity of provision during redevelopment. It was suggested that a temporary facility would be required if construction disrupts access, as members feared some would not return to the sport if they lost the opportunity to play for an extended period.
- 2.32 Stakeholders highlighted the historic and strategic significance of the club. Gedling is recognised as the birthplace of Disability Bowls England and continues to serve as a national hub for inclusive participation. Members warned that downgrading the facility could constitute discrimination against disabled players and older residents.
- 2.33 The workshops underlined the wider health and wellbeing role of bowls, particularly for older and disabled residents. Members expressed concern that loss or reduction of provision would increase loneliness, harm mental health, and reduce opportunities for social connection.
- 2.34 Reflecting these findings, the Leisure Facilities Strategy recommends that the Council progress business case work to test the feasibility of both with' and without a six-rink bowls hall at Carlton Active. This approach acknowledges that the original

proposal of a reduced three-rink offer would not be viable for the club to continue and ensures that the financial impacts of different options are fully understood before final decisions are made.

- 2.35 Cabinet is therefore asked to note the strength of community and governing body support for retaining six-rink provision, and to note that both “with” and “without” bowls options have been tested through the Carlton Active business case work.

Engagement with National Governing Bodies

- 2.36 As part of the consultation, the Council engaged directly with national governing bodies of sport (NGBs) to ensure Carlton Active aligns with national strategies and standards. These responses are set out in Appendix B.

- 2.37 The consultation findings confirms demand for:

- Expanded aquatics facilities.
- Larger gym and more studios, including mind & body and rehabilitation space.
- Assisted exercise provision to support older adults and those with health conditions.
- Family and children’s facilities, particularly soft play.
- Community and social space, especially a café and flexible rooms.
- Football and outdoor provision, through a new 3G pitch.
- Indoor Bowls, with both “with” and “without” six-rink options to be tested at RIBA 0 feasibility stage.

- 2.38 Cabinet is asked to note the Leisure Transformation consultation findings, which have directly shaped the proposed facility mix and business case for Carlton Active.

3 Facility Mix Proposal and Business Case

- 3.1 Max Associates have developed a full business case for Carlton Active which is set out in Appendix B. This has been informed by the Strategic Outcomes Planning Model, the Leisure Strategy, Borough-wide Leisure Transformation consultation and the opportunity analysis undertaken for Carlton Active. The business case sets out the facility mix recommendations from this combined evidence base.

- 3.2 The business case for Carlton Active has been developed using a robust methodology that combines analysis of the current performance of Carlton Forum and Richard Herrod with external benchmarking, market testing and consultation evidence. Income and expenditure projections have been informed by the 2023/24 and 2024/25 financial performance of the existing centres, comparisons with the

Moving Communities database and Max Associates' internal benchmarks, and the recommendations of the updated Leisure Strategy.

3.3 Projections also take account of latent demand analysis for fitness memberships, demographic and catchment profiling, agreed membership and casual pricing structures, and a review of local competition and comparable facilities. This ensures that the business case is both evidence-based and commercially realistic.

3.4 The financial modelling for Carlton Active is based on an in-house management scenario only. Work is currently being undertaken to review the wider management options for the leisure portfolio, and a separate report will be brought to Cabinet to consider these in detail.

3.5 The recommended core offer for Carlton Active is:

- 8-lane main pool
- Teaching pool
- Gym - approximately 100 stations
- Assisted exercise suite
- Two group exercise studios
- Dedicated spin studio
- Multi-use community room - suitable for sporting and non-sporting activities and community hire.
- Café linked to reception
- Full-size 3G all-weather pitch

In addition, two optional elements have been considered:

- Soft play aimed at under 8 year olds.
- Six-rink indoor bowls facility

3.6 To assess the financial implications of these additional elements, business plans have been developed for four options:

1. Core facility mix only (no bowls or soft play)
2. Core mix with six-rink bowls only
3. Core mix with soft play only
4. Core mix with six-rink bowls and soft play

- 3.7 Throughout the development of the Leisure Strategy, the Council has undertaken extensive engagement with Gedling Indoor Bowls Club. In response to this, feasibility options have been developed both with and without a six-rink indoor bowls facility.
- 3.8 Throughout the development of the Leisure Strategy, the Council has also undertaken extensive engagement with local sports clubs and the Football Foundation. A significant number of responses were received from football clubs, highlighting the need for additional 3G pitch provision across the borough. The Football Foundation's Playing Pitch Plan (June 2025) identified a requirement for four new 3G pitches within Gedling, with Carlton highlighted as a priority location. Engagement with the Football Foundation has confirmed both the strategic need and the opportunity to secure potential match funding to support delivery of the 3G pitch at Carlton Active. This evidence base, combined with strong community demand, underpins its inclusion within the core facility mix.
- 3.9 Throughout the development of the Leisure Strategy, the Council has undertaken extensive engagement with Gedling Indoor Bowls Club. In response to this, feasibility options have been developed both with and without a six-rink indoor bowls facility
- 3.10 The core Leisure Centre Capital Cost is expected to be in the region of Circa £30M (This excludes the Bowls, Soft Play & the 3G Pitch). The funding requirements for this are not known with any certainty and will be considered once the Full Business case has been developed early in 2026. However, the capital funding is expected to come from a variety of sources which includes, Capital Receipts, Community Infrastructure Levy, Earmarked Reserves and External Grants.

Whilst the exact funding streams have not yet been identified the Council can say with some degree of certainty that it will not be able to raise sufficient capital funds without taking out additional borrowing, therefore it is essential that a facilities mix which can maximise income is approved and delivered, all facilities proposals must make a net income surplus to support the repayment of borrowing costs.

Table 1					
	Option1	Option 2	Option 3	Option 4	Option 5
Revenue Table	Core Only	Bowls Only	Soft Play Only	Bowls & Soft Play	3G Only
Income	(£2,656,000)	(£113,300)	(£177,800)	(£297,400)	(£88,400)
Expenditure	£2,293,800	£144,100	£83,300	£238,500	£5,000
Central Costs	£175,900	£0	£0	£0	£0
Additional borrowing repayment costs	TBC	£521,600	£44,000	£565,600	£41,200
3G Sinking Fund	£0		£0	£0	£27,000
Total (Surplus) / Cost	(£186,300)	£552,400	(£50,500)	£506,700	(£15,200)

Table 1 sets out the net income position of each of the facilities options.

Option 1 Core Only would give a net income of £186,300, based on current levels of forecasting income and expenditure.

Option 2 Incorporating a 6 lane Bowls pitch would return a net deficit of £552,400 per year, this is due to the additional borrowing costs of including Bowls, but also a net deficit of £30,800 as forecast income (which includes secondary spend from the café) does not cover the forecast running costs of the facility. Even without the additional borrowing costs the inclusion of Bowls would result in a net deficit which would need to be subsidised by the taxpayer.

Option 3 Soft Play would result in additional capital spend of £650,000 which would mean an additional annual cost of borrowing of £44,000. However, this facility would produce an annual income of £177,800 providing a net income surplus of £50,500.

Option 4 Incorporating Bowls and a Soft play, whilst this option would reduce the deficit of a bowls only option, the additional income from soft play is not sufficient to cover the deficit that would be generated by including Bowls.

Option 5 Incorporating a 3G pitch would increase net income by £15,200. This is dependent upon receiving at least 60% grant funding towards the capital costs of the build and 40% of the cost is assumed to be funded by borrowing. The net income forecast is after taking into account these costs of borrowing.

3.11 **Demand and Income Drivers**

The business case for Carlton Active is underpinned by robust demand modelling, informed by consultation evidence, latent demand analysis and the Council's recent performance. With the significantly larger gym, additional group exercise studios and new swimming pools, income is projected to increase by nearly 50% in a mature year compared with 2023/24 actual levels.

Fitness memberships are the largest source of income. Memberships are priced at £34 per month or £374 annually, with concessionary options available. It is assumed that the new centre will operate at a gross yield of £32 per member, a 10% increase on the existing yield, reflecting the higher quality of facilities. Membership sales are phased over the first three years, with attrition of 5% per month applied. The largest growth in new members is expected in Years 1–2, with stabilisation by Year 3.

Assisted exercise will also be introduced as a new membership category. Memberships are priced at £27 per month, in line with the Council's concessionary offer. A pre-sale of 50 members is assumed, growing to 165 members by the end of Year 1, 227 members by Year 2 and 250 members in a mature year. This equates to £83,000 annual income once mature, providing a dedicated offer for residents with health conditions and older adults.

Swimming remains a key driver of income. Total casual swimming usage is assumed at 33,487 visits in a mature year, with an additional 12,000 visits from clubs, school swimming and parties. This equates to £252,000 income per year. Carlton Forum already delivers one of the most successful swimming lesson programmes in the region, generating £1,661 per m², well above benchmarks. It is assumed that this programme will transfer to the new facility, delivering circa 2,050 pupils and generating £698,000 annual income in Year 1. While the larger pool space dilutes income per m², the overall programme remains at the top end of industry benchmarks.

As part of a wider “Big Wave” growth programme for leisure, in-house modelling shows that further expansion of the swim school is achievable, suggesting that the assumptions used in the business case are prudent rather than optimistic.

Community room hire is expected to generate around £79,000 per annum, based on charges of £69 per hour, 40% peak occupancy and 25% off-peak occupancy. This space will also be used for delivery of health and wellbeing programmes in partnership with local stakeholders.

The 3G pitch will provide income predominantly from local club hire, supplemented by centre-run children’s courses (assumed at six hours per week).

Soft play, where included, is expected to generate around £121,000 per year once mature, with further uplift in café spend as families spend longer in the facility.

Café, vending and retail income is modelled at £179,000–£270,000 per year, with higher figures achieved where soft play or bowls are included.

While indoor bowls generates membership and hire income, the net return is limited due to the higher staffing, rates and energy costs. Its inclusion therefore delivers more in terms of social and equalities benefits than financial return.

Taken together, these income assumptions show that Carlton Active can deliver a sustainable revenue model, with fitness, swimming and family provision as the core income streams, supported by secondary spend and community hire.

3.12 **Secondary Income - Food and Beverage**

The business case also includes income from secondary spends, reflecting the importance of a food and beverage offering in modern leisure centres. Table 12 in Appendix A sets out how facilities both enhance the customer experience and generate additional income that contributes to financial sustainability.

These projections show that soft play has the greatest impact on secondary income, generating significant café spend per visit (average £2.50). When bowls is also included, spend per head among regular users is also assumed to increase.

In total, secondary spend is projected to contribute between £179k and £270k per year, depending on the final facility mix. This provides a further important revenue

stream, strengthens the financial case, and supports Carlton Active's role as a welcoming community hub.

Cabinet is therefore asked to note the importance of secondary spend as both a financial and community driver, particularly linked to family-focused facilities such as soft play.

3.13 **Expenditure Assumptions**

The business case for Carlton Active has been developed based on cautious but realistic operating cost assumptions, benchmarked against comparable modern leisure facilities.

Staffing is the largest area of expenditure. Costs are projected to represent 69% of income in Year 1, reflecting the phased build-up of memberships and activity, but reduce to 61% in the mature year as income grows. This is consistent with industry norms and reflects the efficiencies gained by consolidating two ageing facilities into a single modern hub.

Other major expenditure items include NNDR (business rates), equipment replacement, IT and communications, and repairs and maintenance. A planned replacement programme and full lifecycle sinking fund are built into the modelling, ensuring that maintenance is managed in a proactive and sustainable way rather than the reactive repair cycle currently experienced at Carlton Forum and Richard Herrod.

The new facility will also deliver significant utility cost savings compared with the existing centres. Under the core option, savings are projected at around £116,092 in Year 1, equating to approximately £100,000 per year on a recurring basis. Where bowls is included, savings are reduced to £74,092 in Year 1 due to the increased footprint and associated energy demand. This reinforces the financial and environmental case for consolidating into a modern, energy-efficient facility.

Taken together, these assumptions demonstrate that the business case has been developed on a prudent basis, with staffing, utilities, rates and lifecycle costs fully accounted for. The result is a sustainable long-term operating model that avoids the escalating expenditure associated with the existing portfolio.

The Medium-Term Financial Plan (MTFP) identifies the need to deliver significant efficiency savings across the Council. Leisure currently represents one of the largest areas of net subsidy, with Carlton Forum and Richard Herrod accounting for more than £540k per year. Carlton Active is forecast to reduce this subsidy requirement by between £668k and £794k per year once mature, directly supporting the Council's financial sustainability.

3.14 **Capital Costs**

The current design equates to a Gross Internal Floor Area of 4,369 m².

The indicative project cost is estimated in the range of Circa £30m (ex VAT). This is based on construction rates of £5,500- £6,500 per m², benchmarked against current industry data.

The estimate includes:

- 6% inflation allowance between £2.5m and £3.1m.
- 10% client-held risk contingency between £4.3m and £5.3m (to cover early-stage design risks, returnable to the Council if not used).

Allowances for professional fees, fixtures and fittings, surveys and preliminaries.

It is important to note that these figures are indicative only, based on benchmark GIFA rates. They will be refined at RIBA Stages 1-2 through detailed surveys, design development and market testing.

Alongside this, the Council will work with its contractors over the coming months to test the feasibility of a refurbishment option for the existing Richard Herrod. Early advice from consultants indicates that a new build is likely to be more sustainable, more energy efficient and operationally effective, and simpler to deliver in development terms. However, the forthcoming site surveys will provide more detailed evidence to inform this comparison.

3.15 **Additional Capital Costs - Bowls and Soft Play**

A six-rink bowls hall would increase the footprint by around 1,400 m² and add between £5.6m and £7.7m to the capital requirement. This option would also increase operating costs.

By contrast, soft play requires a relatively modest additional capital allowance of £650,000 but provides a strong financial return, generating a projected £121,000 net income per year once mature. Beyond its direct income, soft play also acts as a gateway activity, drawing in families who might not otherwise use the leisure centre. This creates opportunities to convert casual visitors into fitness members or enrol children into the swim school programme, further strengthening revenue across the wider facility.

Table 2	
Potential Borrowing Supported	
2024/25 Current Subsidy	£540,300
Net Income of Core	(£186,300)
Net Income of Soft Play	(£50,500)
Net Income of 3G	(£15,200)
Total Improved Position	(£792,300)
Borrowing This Would Support	£11,500,000

Table 2 above sets out the current subsidy of both Richard Herrod and Carlton Forum combined and the revenue that would be available for borrowing of the recommended facilities mix of Core, Soft Play & 3G pitch. The improved position of £792,300 would support borrowing of between £11.5m - £12m dependent on the interest rates at the time the borrowing is taken out.

Inclusion of bowls would reduce the amount that could be borrowed to £2.5m which is significantly short of the level of borrowing that is expected to be required to build a new Leisure Centre.

Following a review of the financial and capital costs associated with the delivery of a 3G pitch, the Council does not wish to over-commit at this stage. The position and options for 3G provision, including Carlton, will be revisited at later stages of the project as part of the wider review of pitch needs across the borough. Consultants will also be asked to re-test the financial modelling to assess the impact of excluding the 3G pitch from the core facility mix.

The recommended facilities mix on a financial basis would be to progress with the core offering and the soft play, without the inclusion of a 3G football pitch this would maximise the amount of income that would be able to support borrowing to enable the facility to be constructed. This recommendation would bring the current deficit from Richard Herrod and Carlton Forum into a net surplus.

Cabinet is asked to note that the Strategy commits the Council to engaging with and supporting Gedling Indoor Bowls Club in exploring relocation options. While the Council can commit officer time, support will be deemed non-financial, but can include advise and exploration regarding external funding options should any be available.

The Carlton Active project will also contribute to the Council's wider objectives, including efficiency savings within the Medium-Term Financial Plan, delivery of the Council's net zero commitments, and compliance with duties under the Equality Act (Appendix E).

On this basis, Cabinet is recommended to approve Option 3 – the core facility with the inclusion of soft play, but without a 3G football pitch – as the outline facility mix for Carlton Active to be taken forward into design development.

3.2 Financial Implications

The Council's Leisure Services currently operates as a subsidised service. The Medium-Term Financial Plan sets out that in addition to previously identified efficiencies the Council still needs to identify and deliver additional efficiency savings of £3.2m. One way of helping to achieve efficiencies is to reduce the subsidy of Leisure Services. Whilst the recommended proposals in this report clearly make a significant savings to the current subsidy by bringing it to a surplus for these two sites, it is important to note that any savings used to support borrowing cannot then be used as an efficiency saving. It will, therefore, be imperative for additional savings to be generated from other sites across not only in the Leisure

portfolio but across all assets that the Council currently owns. The optimal position would be that if the Council were to fund the build of Carlton Active without the need for borrowing the required efficiency figures in the MTFP would reduce by c£800,000.

It should also be noted that whilst the Council may need to borrow in the short term to fund the construction of Carlton Active, if future Capital Receipts are received by the Council this can be used to repay borrowing, and the release of revenue funding required to repay borrowing will be available to be used towards efficiency targets.

The proposal to go ahead and construct Carlton Active will come forward for approval early in 2026, once the Full Business Case has been developed and considered, affordability has been established, and funding has been identified.

4 Proposal

4.1 It is proposed that Cabinet:

- Cabinet notes the research, findings and recommendations from the updated Leisure Strategy, which forms the evidence base and strategic framework for the future investment and management of the Council's leisure portfolio.
- This will ensure decisions are grounded in robust analysis of need, demand and financial sustainability.
- Cabinet notes the results of the 2025 Leisure Transformation Consultation and Stakeholder Engagement.
- This consultation was undertaken to ensure residents, clubs, and partners were actively involved in shaping proposals for the future of leisure services. The consultation provides valuable insight into local priorities, including strong support for swimming, fitness, family provision, and community hub facilities and ensures transparency and accountability in the Council's decision-making.
- Cabinet approves further feasibility work on the recommended outline facility mix for the new Carlton Leisure and Community Wellbeing Centre ("Carlton Active"), based on Option 3 - core facilities with soft play. At this stage this will not include a 3G football pitch.
- This reflects community demand but also business case evidence and the Council's current Medium Term Financial Plan, and the best balance between affordability and long-term sustainability.
- Cabinet agrees, in line with the Leisure Facilities Strategy, that the Council will continue to engage with and offer non-financial support to Gedling Indoor Bowls Club in exploring relocation options.

- Cabinet agrees to undertake consultation to seek a public view on the Council withdrawing its service provision from the joint use agreement leisure centre sites, in line with the recommendations of the Leisure Strategy.
- This consultation is necessary to understand community impact, explore alternative delivery models with schools and partners, and ensure any changes safeguard reasonable levels of community access while reducing Council financial liability.

5 Alternative Options

- 5.1 Cabinet does not use the Leisure Strategy as an evidence base to drive financial sustainability and enhanced provision for its leisure centres. However, following Sport England's most up to date modelling ensures that a robust assessment of community supply and demand has been undertaken to inform sustainable investment. As strategic documents they are essential to inform investment into facilities and community programmes that support the healthy lifestyles of our residents, in line with the Gedling Plan 2023- 2027 priorities. This approach strengthens the capabilities of the Council and to obtain strategic funding to support the development of leisure facilities from national funding bodies and housing development contributions and also to develop business cases that inform future investment.
- 5.2 That Cabinet considers developing an alternative evidence base and Built Facilities Assessment to inform its future leisure strategy. This is not recommended, as the Strategic Outcomes Planning Model is based on Sport England's national framework and represents a comprehensive assessment of the Council's leisure and community facilities. It incorporates extensive stakeholder engagement, detailed analysis of community health and wellbeing needs, and a thorough review of facility performance and long-term sustainability.
- 5.3 An option is for the Council to do nothing. However, the operational leisure assets are currently at end of life and cost the Council circa £1.3m to operate. Given the current finances of the Council, as set out in the Medium-Term Financial Plan, this level of subsidy cannot be sustained. This leaves two options for the Council, which has a duty to deliver its core statutory services, either investment in the discretionary leisure service through new facilities or potential closure.
- 5.4 Cabinet could choose not to progress with the recommended Facility Mix and instead adopt an alternative mix. The financial modelling demonstrates that all four options would reduce the current subsidy requirement and achieve a surplus by Year 2. The inclusion of soft play provided the strongest financial outcome, reflecting both higher secondary spend and strong support identified through consultation. It also provides the best balance between financial sustainability, community demand and alignment with the Leisure Facilities Strategy. By contrast, the inclusion of a six-rink bowls hall would add £5.6m–£7.7m to the capital cost and reduce the projected surplus, although the social and equalities benefits of bowls are acknowledged.

Cabinet could determine not to consult on the future of wider leisure facilities across the borough, however this is not recommended as the council needs to ensure strong engagement with the public and stakeholders to inform future direction at a formative stage.

6 Legal Implications

- 6.1 The project is being procured through the UK Leisure Framework, which provides a compliant route under the Public Contracts Regulations 2015. Alliance Leisure has been appointed as the Council's Development Partner under this framework, ensuring that procurement requirements are met and specialist expertise is available to the Council.
- 6.2 The Council has a duty of Best Value under the Local Government Act 1999, requiring it to ensure that services are delivered effectively and efficiently. The business case shows that Carlton Active will significantly reduce ongoing subsidy, provide modern facilities that meet current and future need, and therefore represents compliance with this duty.
- 6.3 The proposed development site at the Richard Herrod Centre is in the freehold ownership of Gedling Borough Council, providing certainty over deliverability.
- 6.4 The Council has a duty under the Equality Act 2010 to have due regard to the need to eliminate discrimination and advance equality of opportunity. A full Equality Impact Assessment has been completed and will be kept under review as the project progresses. This can be found at Appendix E. Cabinet is asked to note that equalities implications have been considered in developing the recommended facility mix.
- 6.5 A borough-wide consultation has already been undertaken to inform the development of Carlton Active. This included a survey of 1,490 residents, over 20 focus groups and targeted engagement with stakeholders.
- 6.6 Before any decision is taken in relation to other Leisure facilities and joint use sites, the Council is legally required to carry out proportionate and meaningful consultation with affected users, partners and communities. This process will be undertaken in line with statutory and case law principles to ensure that any decision is robust.
- 6.7 If Cabinet confirms consultation involving decisions on joint use agreements at Redhill, Carlton Forum and Calverton, this will require legal notification to Nottinghamshire County Council and Redhill academy Trust. Any decision must follow a lawful consultation process and be subject to appropriate legal advice. The joint use agreements require a two year notice period for any withdrawal from a site.
- 6.8 As a major capital scheme, the Carlton Active project will need to comply with the UK Subsidy Control regime in relation to borrowing and external funding. This will

be addressed as part of the funding strategy reported back to Cabinet at RIBA Stage 2.

7 Equalities Implications

- 7.1 National research from Sport England shows there are some clear inequalities in opportunities, accessibility and experiences of physical activity, leisure and sport most of which are long-term inequalities seen for many years.
- 7.2 Tackling inequalities is at the very heart of this Leisure review, the Council's ethos is that every person should have an equal chance to benefit from living an active life. The Leisure Strategy will focus on the areas that will make the greatest difference. This includes ensuring people and communities have improved access to opportunities to be active in environments that are inclusive, safe and accessible, as well as being able to enjoy experiences with confidence, motivation and the capability to take part.
- 7.3 The strategies seek to have a positive impact on certain protected characteristics based on the data and consultation analysis undertaken. In particular it seeks to address health inequalities, and this will support the opportunity for protected characteristic groups to benefit from opportunities to get active.
- 7.4 The Equality Impact Assessment (EIA) at Appendix E highlights a potential adverse impact on older adults and disabled users due to the possible loss of the indoor bowls facility currently based at the Richard Herrod Centre. Bowls is recognised nationally as an inclusive, low-impact sport. Mitigation is being pursued through ongoing feasibility work, consultation and engagement. This includes exploring relocation opportunities for the Gedling Indoor Bowls Club, and expanding alternative inclusive provision within Carlton Active such as the assisted exercise suite, accessible programming and community spaces, as well as building on the existing special characteristic provision for targeted population groups currently offered at Carlton Forum Leisure Centre. This provision is documented in the EIA.
- 7.5 The EIA will remain a live document and will be reviewed at each RIBA stage to ensure equality impacts are addressed throughout the design and delivery of the project.

8 Carbon Reduction/Environmental Sustainability Implications

- 8.1 The Carlton Active project will make a significant contribution to the Council's environmental objectives by replacing two ageing, inefficient facilities with a single modern, energy-efficient building. Both Carlton Forum and Richard Herrod are ageing building, with the former over 50 years old, and have high energy consumption, poor thermal efficiency and rising maintenance costs. Their replacement will reduce carbon emissions and support the Council's net zero ambitions.

- 8.2 The project will be designed in line with Sport England's Environmental Sustainability and Climate Change Framework and the Council's Carbon Management Plan, with sustainability embedded at each RIBA stage.
- 8.3 The capital cost plan includes an allowance for carbon reduction measures, but final scope and specification will be developed through RIBA Stages 1–2. Cabinet should note that design choices made at these stages will determine the level of carbon reduction achievable and may carry capital cost implications.

9 Appendices

- 9.1 Appendix A Leisure Strategy 2025
- 9.2 Appendix B Business Plan Report
- 9.3 Appendix C Gedling Borough Council Engagement Report
- 9.4 Appendix D Gedling Borough Council Focus Group Report
- 9.5 Appendix E Equality Impact Assessment
- 9.6 Appendix F Opportunity Report
- 9.7 Appendix G Climate Impact Assessment

10 Background Papers

- 10.1 Strategic Outcomes Planning Model
- 10.2 General Fund Revenue Budget 2025/26
- 10.3 Carbon Management Strategy

11 Reasons for Recommendations

- 11.1 The updated Leisure Strategy provides a robust evidence base for decision-making, confirming that the current portfolio is financially unsustainable in order to deliver the Council's Medium Term Financial Plan. Adoption of the Strategy will ensure that future decisions are aligned with national policy, local health priorities and best value obligations.
- 11.2 The Strategy recommends rationalising the estate into fewer, higher quality facilities and consulting on potential withdrawal from joint use agreements. It commits to working with partners and the local community to find sustainable solutions to protect community leisure provision where this is financially viable. For Carlton, the evidence from the Strategy, consultation and business case supports replacing two ageing sites with a new consolidated facility at the Richard Herrod site. The recommended outline facility mix - core facilities with soft play - provides

the strongest financial outcome and directly reflects community demand identified through consultation.

Given that some demand is identified for indoor bowls, but the recommendation that a 6 lane rink in the capital programme for the new centre is not viable, it is considered appropriate that support is offered to Gedling Indoor Bowls Club in considering the viability of alternative premises.

- 11.3 The recommendations therefore ensure that Cabinet is acting on the most comprehensive evidence base available, addressing financial sustainability and efficiency, responding to resident feedback, and delivering modern, inclusive facilities that support health, wellbeing and carbon reduction objectives.

Statutory Officer approval

Approved by:

Date:

On behalf of the Chief Financial Officer

Approved by:

Date:

On behalf of the Monitoring Officer



Leisure Strategy 2025



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1. Introduction

- 1.1. Max Associates has been commissioned to review the leisure facilities across the Council area and using robust evidence provide a strategy for investment and/or rationalisation.
- 1.2. This strategy provides an update of some of the evidence used in the strategic outcomes planning model (SOPM) report including updated:
 - National and local strategic review;
 - Demographic profile;
 - Health profile; and
 - Physical activity profile.
- 1.3. It also reviews the facility interventions from the SOPM, Built Facility Recommendations and Playing Pitch Strategy and the latest plans under Ambition Arnold.
- 1.4. An updated assessment of financial performance has been completed to understand areas of strength and opportunities for improvement.
- 1.5. Using the updated evidence recommendations on the options for each leisure centre have been provided.
- 1.6. The facilities included within the scope of this strategy are:
 - Arnold Leisure Centre
 - Redhill Leisure Centre
 - Carlton Forum Leisure Centre
 - Richard Herrod Centre
 - Calverton Leisure Centre

- 1.7. Carlton Forum, Calverton and Redhill Leisure Centres are not owned by Gedling Borough Council, but are located on education sites. Carlton Forum and Calverton are managed under a joint use agreement between Gedling Borough Council, Nottinghamshire County Council and Redhill Academy Trust. Redhill is managed under a joint use agreement between Gedling Borough Council and Redhill Academy Trust.
- 1.8. The Bonington Theatre currently forms part of the existing Arnold Leisure Centre site, however it is understood that plans under the Ambition Arnold development include creating a new standalone theatre. Therefore, the theatre is excluded from this review.

Map 1 - Location of Leisure Centres



Bonington Theatre. Further information on the plans can be found here: [Ambition Arnold - Gedling Borough Council](#)

1.9.2. The current plans for the new leisure centre under Ambition Arnold include:

- 25m 8 lane pool
- Learner pool
- Health Suite
- Gym
- 2 x studios
- Spin studio
- Meeting Room
- Café/vending

1.9. Ambition Arnold

1.9.1. The Council is currently considering a wider masterplan for the development of Arnold town centre. This development includes the replacement of Arnold Leisure Centre and

2. National Picture

2.1. National Strategic Review

2.1.1. There are several national strategies and reports that are important to consider in the shaping of local authority active wellbeing services. It is recognised that increasing participation rates in physical activity can have a far wider impact than an individual's physical wellbeing. It cuts across all sectors from public health to environmental sustainability and regeneration and economic growth. The priorities from these strategies have common themes including connecting communities, inclusivity, improving environmental sustainability and taking a place-based approach to the delivery of services and investment¹.

2.1.2. In August 2023, the Government released its latest strategy, 'Get Active: a strategy for the future of sport and physical activity' which details the ambition to help build a healthier nation by tackling high levels of inactivity, and by making sure the sport and physical activity sector thrives for future generations. The Government aims to ensure that everyone has the opportunity to be active with a vision to; make sport and physical activity accessible, resilient, fun and fair, for now and the years to come - for the benefit of individuals and the country. The target by 2030 is to see 2.5 million more adults and 1 million more children being classed as active in England.

¹ A full list of the strategies and their respective priorities is included in [Appendix 1](#).

Sport England

- Uniting the Movement 2021-2031
- Future of Public leisure Services 2022
- Every Move Sustainability Strategy and Action plan 2024
- Sustainable Facilities & Planning 2020

Department for Culture media & Sports

- Get Active Strategy: A Strategy for the Future of Sport and Physical Activity 2023

Department for Health

- Fit for the Future: 10 year Health Plan for England

Public Health England

- PHE Strategy 2020-2025

British Medical Association

- BMA Physical Activity Briefing – Get a Move on 2019

Department for Education

- School Sport and Activity Action plan – July 2023
- National Curriculum in England – Physical Education Programmes of Study

Department for Transport

- Gear Change: A Bold Vision for Cycling and Walking 2020
- The Second Cycling and Walking investment Strategy (CWIS2) – March 2023

Ministry of Housing Communities & Local Government

- National Planning Policy Framework – Dec 2024
- English Devolution White Paper – 2024

2.1.3. The strategy highlights that:

“Public leisure provision has an important role to play in contributing to a happier and healthier society. Providing more than just a venue for people to play sport and get active, public leisure and sport facilities also support wider community wellbeing. For the leisure sector to be fit for the future, it needs to be flexible and innovative in adapting to changes in participation habits and in securing investment. This includes consideration within the wider local authority landscape for how it can contribute to improving physical and mental health outcomes for individuals across the community, rather than sometimes just offering an alternative to other gym provision.”

2.1.4. In December 2022, Sport England published its “Future of Public Sector Leisure” report. The report prompts local and national partners to re-examine the purpose of their leisure services and assess whether they are delivering local community outcomes and aligning to broader strategic outcomes, particularly around health and wellbeing. It advocates that local authorities follow its direction of travel.

2.1.5. In November 2023 Sport England announced £250m investment into their Place Partnership expansion programme. £190m of this funding will be focused on over 100 new places, which have the greatest need. An additional £35m will be invested to strengthen work with existing place partnerships, with a further £25m being made available to create a Universal Offer of key tools and resources, ensuring every area of England can access support. The first tranche of Places was announced in March 2025.

Figure 1 - Sport England - Future of Public Leisure Services



2.2. Health of the Nation

2.2.1. The need to increase participation in physical activity is highlighted when looking at the current health profile of England.

2.2.2. England has an ageing population, with many rural and coastal areas ageing at a faster rate and over recent years (Post-Covid) healthy life expectancy at birth has reduced².

2.2.3. People living with multiple health problems is increasingly common, particularly in people of working age. This includes conditions such as diabetes, heart disease, cancer, mental illness and musculoskeletal conditions, many of which can be positively impacted by increased participation in physical activity.

2.2.4. Evidence is also stark when comparing health issues and life expectancy for those living in the most and least deprived areas. The graph opposite³ demonstrates how those in the most deprived areas have a significantly lower life expectancy to those in the least deprived areas, as well as a considerably lower healthy life expectancy (how many years spent in good health).

2.2.5. Some of the key national statistics for health conditions across England are set out below.

Figure 2 - Projected Rise in England's Population Aged 75 and Over

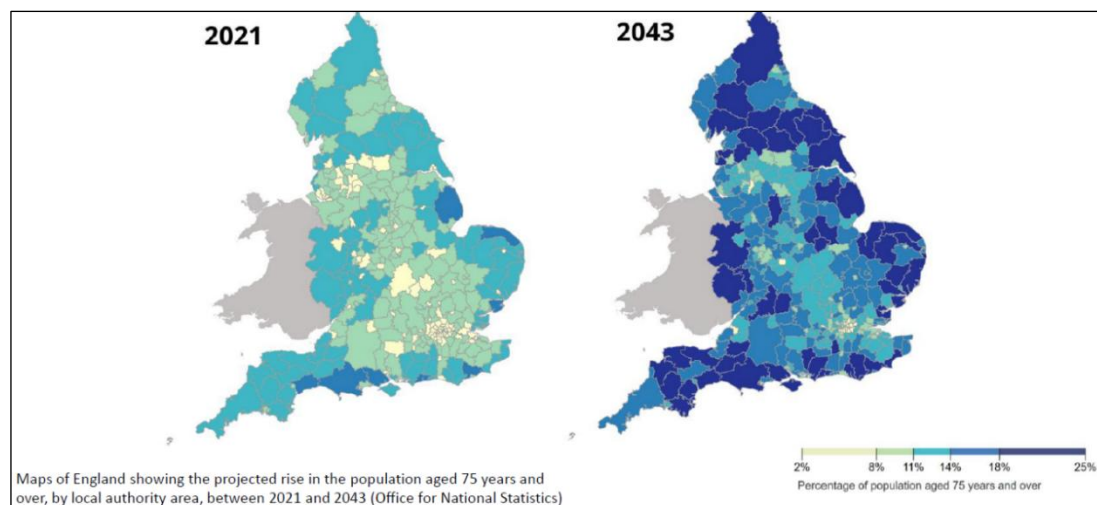
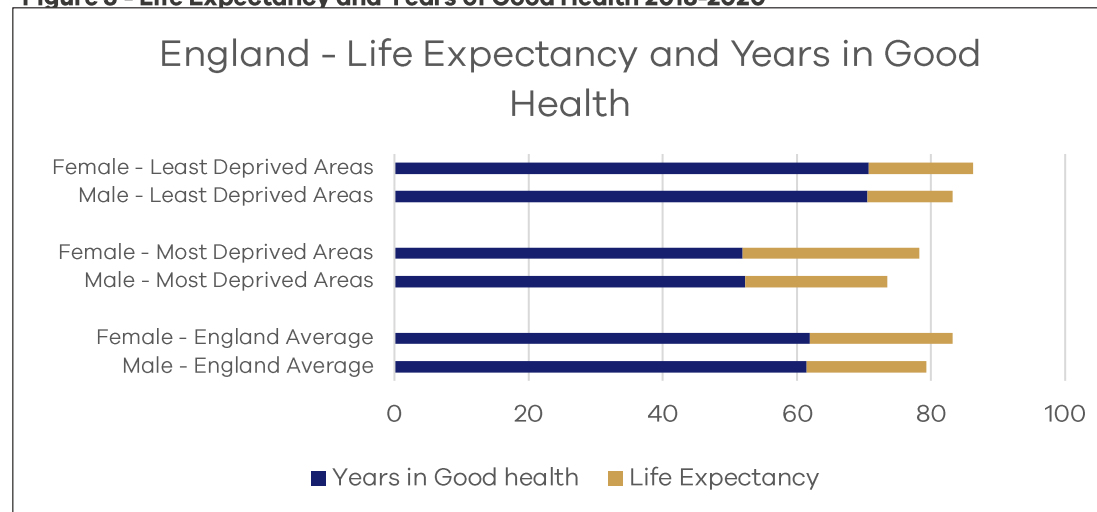


Figure 3 - Life Expectancy and Years of Good Health 2018-2020



² DCMO – Improving Life Expectancy for all through activity and creativity – November 2024

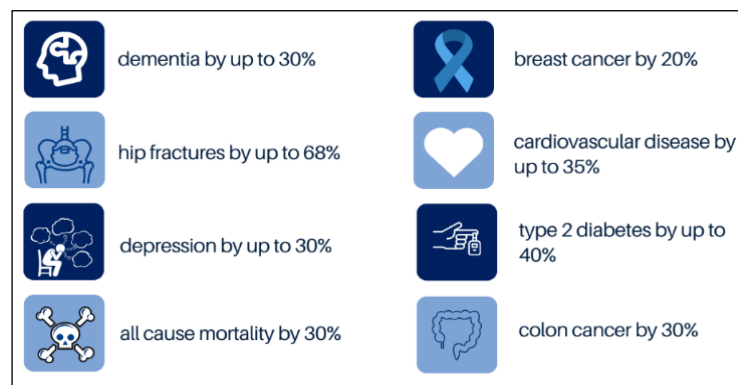
³ [Inequalities in life expectancy and healthy life expectancy | The Health Foundation](#)

- **64% of adults are overweight (including obesity)**, adult obesity prevalence has doubled over the last two decades.
- 35.8% of year 6 children are overweight (including obesity).
- From 2021-2022 to 2022/23 **Type 2 Diabetes registrations rose by c.168k.**
- **982k people are estimated to be living with dementia** in the UK and is projected to rise to 1.4m in 2040.
- **20.3% of 8–16-year-olds had a mental health difficulty** in 2023.
- The rate of emergency hospital admissions for **hip fractures is 547 per 100,000 people.**

2.3. Benefits of Physical Activity

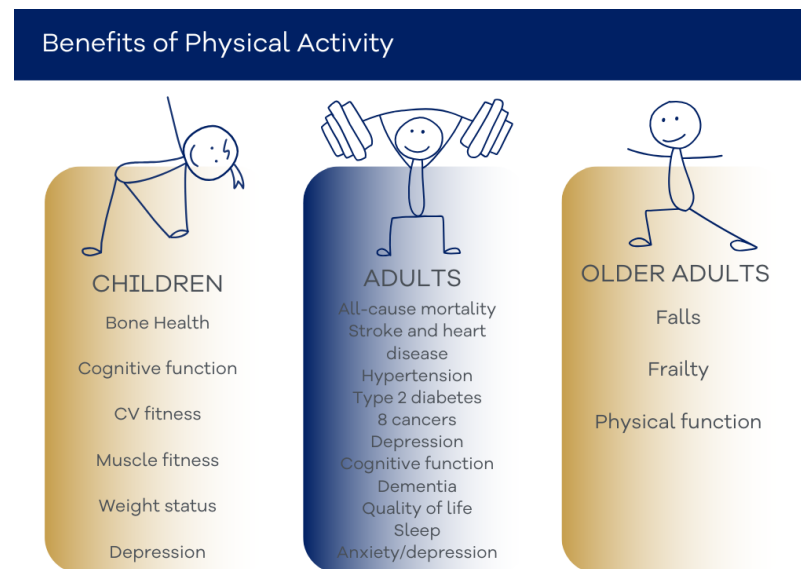
2.3.1. Data shows there is a strong correlation between regular physical activity and reducing the risk of several health conditions, such as those in Figure 4⁴. Given the concerning national health statistics, there is an opportunity for active

Figure 5 - Health Impact of Physical Activity



⁴ [UK Chief Medical Officers' Physical Activity Guidelines](#)

Figure 4 - Benefits of Physical Activity



wellbeing to play a critical role in prevention, treatment and rehabilitation.

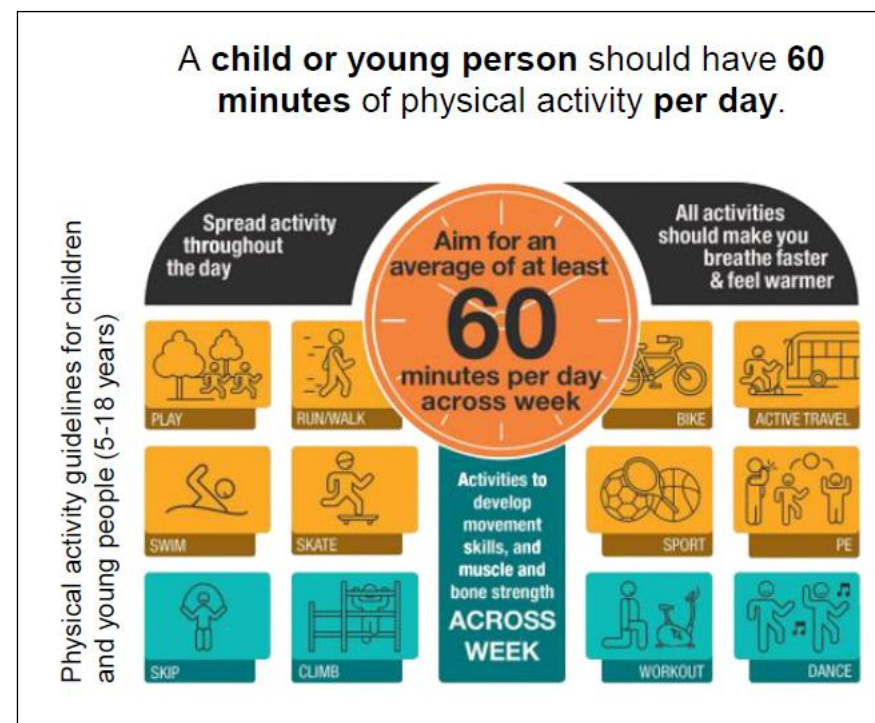
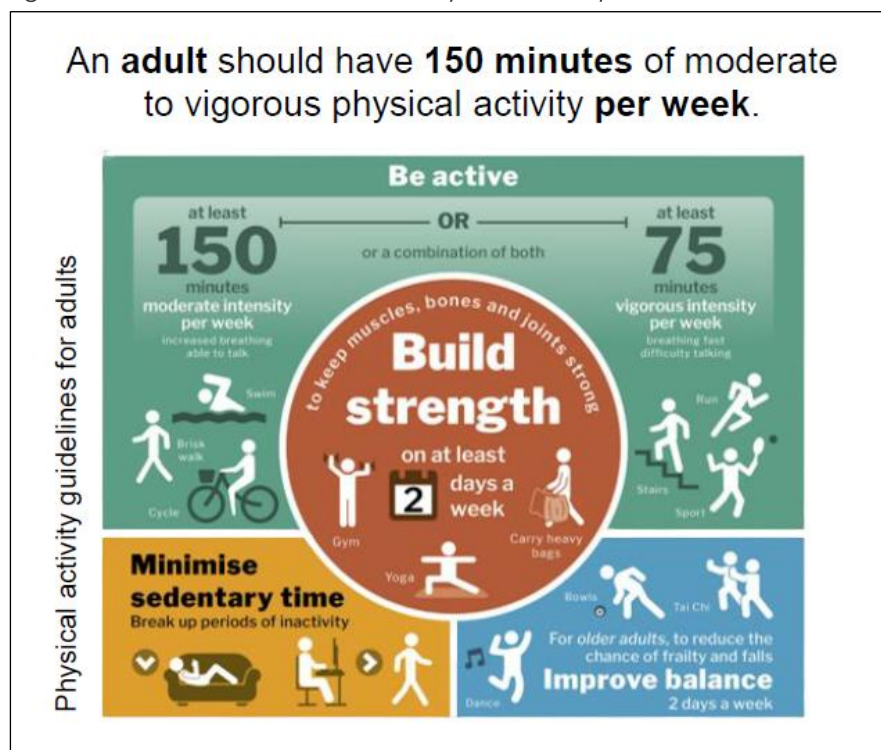
2.3.2. Additionally, recent research by the Youth Sport Trust⁵ shows sports participation in school is associated with higher levels of wellbeing for young people and a significant predictor of self-belief and mental toughness, which are key life skills for young people.

2.3.3. There is also a positive association between activity levels and mental wellbeing in that people who engage in sport and physical activity are less likely to feel lonely.

⁵ The benefits of sport participation and physical activity in schools - Youth Sport Trust

2.3.4. To achieve the benefits highlighted in Figure 56, the following levels of physical activity are recommended by the Chief Medical Office⁷.

Figure 6 - Recommended Levels of Physical Activity



⁶ <https://www.gov.uk/government/publications/physical-activity-applying-all-our-health/physical-activity-applying-all-our-health>

⁷ [UK Chief Medical Officers' Physical Activity Guidelines](#)

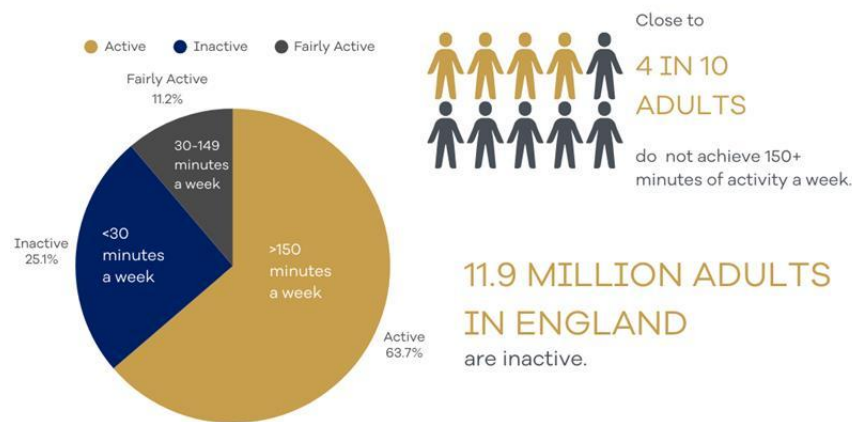
2.4. Physical Activity

2.4.1. The UK population is around 20% less active than in the 1960's and if current trends continue it will be 35% less active by 2030.⁸

2.4.2. Just over a quarter of all adults aged 16+ in England are classed as inactive and less than 50% of children are reaching the Chief Medical Officers (CMO) Guidelines of being active for at least 60 minutes per day⁹.

Figure 7 – Adult & Children Rates of Physical Activity – Sport England (2024)

Physical Activity: Adults



2.4.3. As with health conditions, there are significant inequalities with regards to physical activity participation in the most and least deprived areas.

2.4.4. However, there are also other demographic factors that impact rates of physical activity including gender, ethnicity and health. Figure 910 demonstrates how those aged 75 and over, those who are long-term unemployed or have never worked, those with a disability or long-term health condition, those from ethnic minority groups and women are all likely to be more inactive.

Physical Activity: Children



⁸ <https://www.gov.uk/government/publications/physical-activity-applying-all-our-health/physical-activity-applying-all-our-health>

⁹ [Active Lives | Sport England](#)

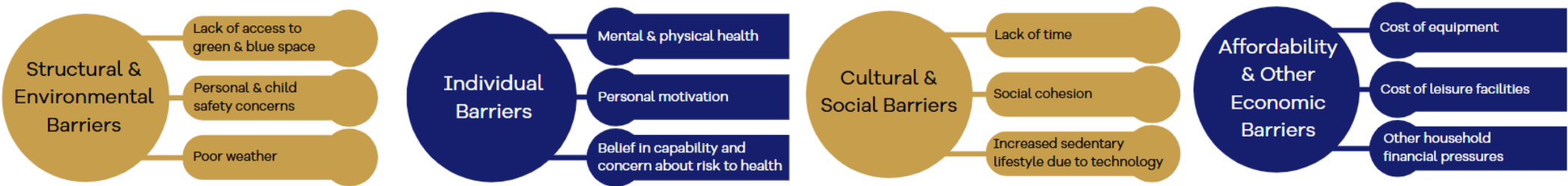
¹⁰ Sport England Active lives Survey 2024

Figure 8 - Physical Activity Participation Across Demographic Groups



2.4.5. There are a range of barriers that inhibit people from participating physical activity. These barriers can be split into four key themes. Examples are included in Figure 10¹¹.

Figure 9 - Example Barriers to Physical Activity



¹¹ DCMO – Improving Life Expectancy for all through activity and creativity – November 2024

2.5. Wider impact of Physical Activity

2.5.1. As well as the well-known health benefits, physical activity contributes to wider social, community and economic priorities. Recent Sport England data calculates the total annual social value of sport and physical activity in England to be £107.2 billion¹².

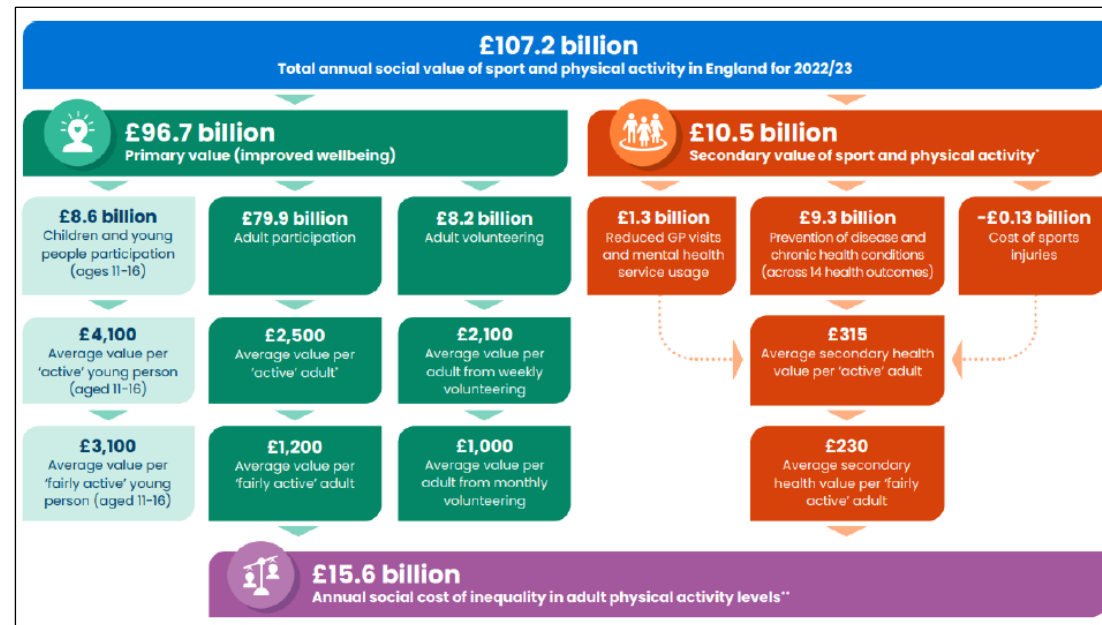
Figure 11 - Wellbeing Impact of Different Demographic Groups



¹² Sport England – Social Value of Sport Report 2024

¹³ Primary Value – direct benefit and value to individuals of improved wellbeing.
Secondary Value – The wider value to society, including the state.

Figure 10 - Social Value Impact of Sport & Physical Activity



2.5.2. The report highlights that for those that are more likely to be inactive (as set out in 2.4.4), the wellbeing value is significantly higher. The annual social cost of the inequalities in adult physical activity levels is £15.6 billion (across primary and secondary values¹³).

2.6. Leisure Centre Investment

2.6.1. Since the Covid-19 pandemic Max Associates has been involved in a number of strategic outcomes planning and feasibility projects where local authorities are considering how to ensure the long term sustainability of their leisure portfolio, which includes improving the ongoing subsidy requirement.

2.6.2. In these projects each one has focused on local community need, ensuring that the correct facilities are developed to meet demand. This has included the completion of Built Facility Strategies to inform any over or under supply of sports facilities as well as considering other factors such as community engagement findings, financial performance and current usage.

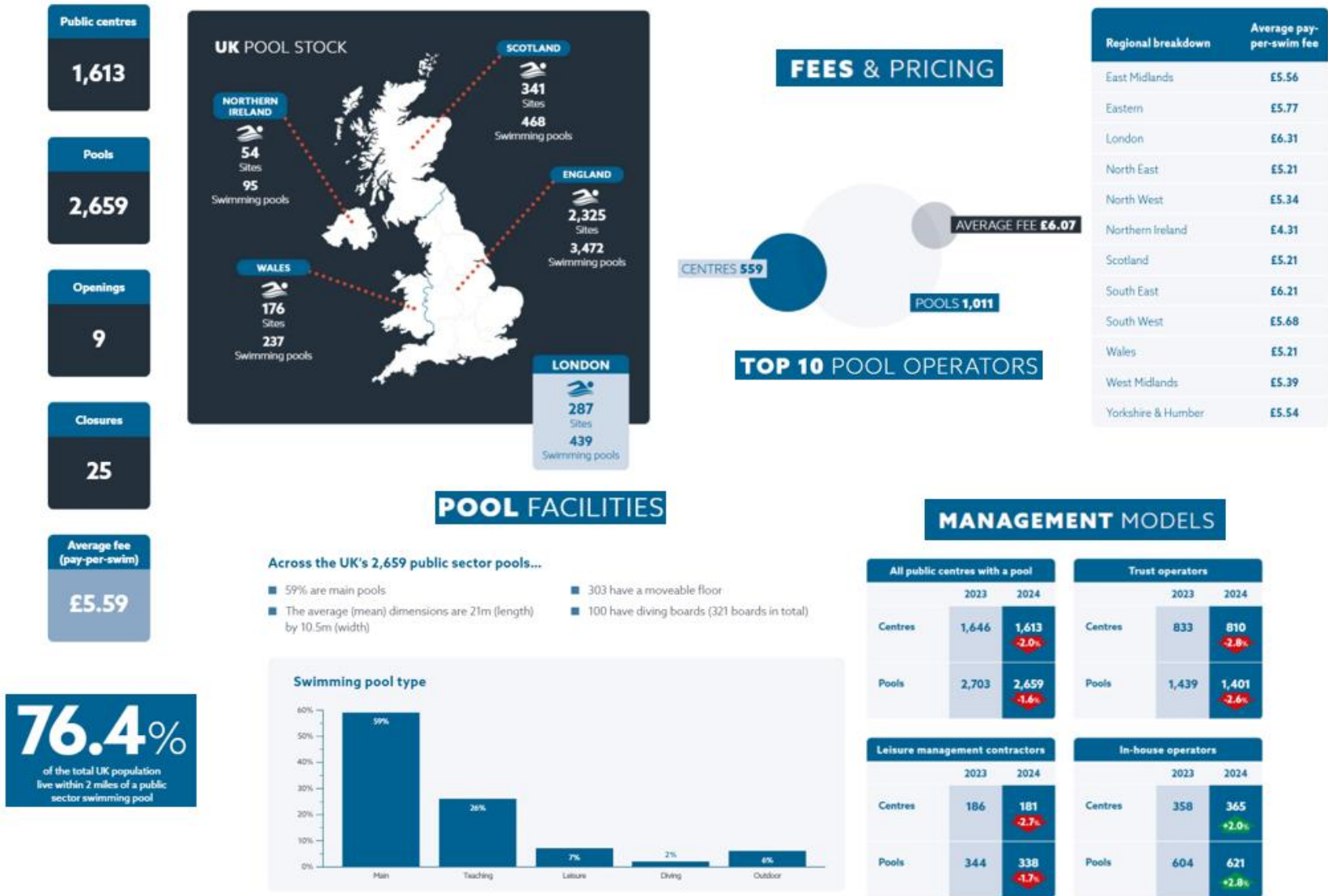
2.6.3. Projects have considered how leisure centres can be made more commercially viable by including activities that are profitable to subsidise non-profitable activities, such as swimming. These projects have included activities such as soft play, TAGactive, clip 'n' climb and ten pin bowling.

2.7. State of the UK Swimming Industry Report 2024

2.7.1. The most recent State of the UK Swimming Industry Report key findings are below;

- Across the UK, there are now 1,613 public sector centres with pools, down 2% from 1,646 in 2023.
- The average pay-per-swim fee across the top ten public sector operators is £6.07, passing £6 for the first time. This represents an increase of 7.1% on 2023, when the average fee was £5.67. In comparison, the average fee for the whole of the UK has risen to £5.59 past £5.50 for the first time, a 7% increase on 2023.
- 76.4% of the total UK population live within two miles of a public sector swimming pool, dropping 0.6% from 2023.
- The sector is seeing high levels of demand and decreasing levels of supply.
- School swimming is increasing by 4% year-on-year with over 220,000 swim students every week and casual swimming being up 10%.
- AI driven data is going to level up the insight sites are getting from their pools, at the moment only turnstile data is available, i.e. how many people are using the pools and when. With AI lifeguarding technology, its intelligent camera system is able to detect everyone in the pool. With this data users will be able to create heat maps to show hotspots and under-used capacity in pools, enabling the fine tuning of programming to maximise yield.

Figure 12 – State of the UK Swimming Industry Report 2024

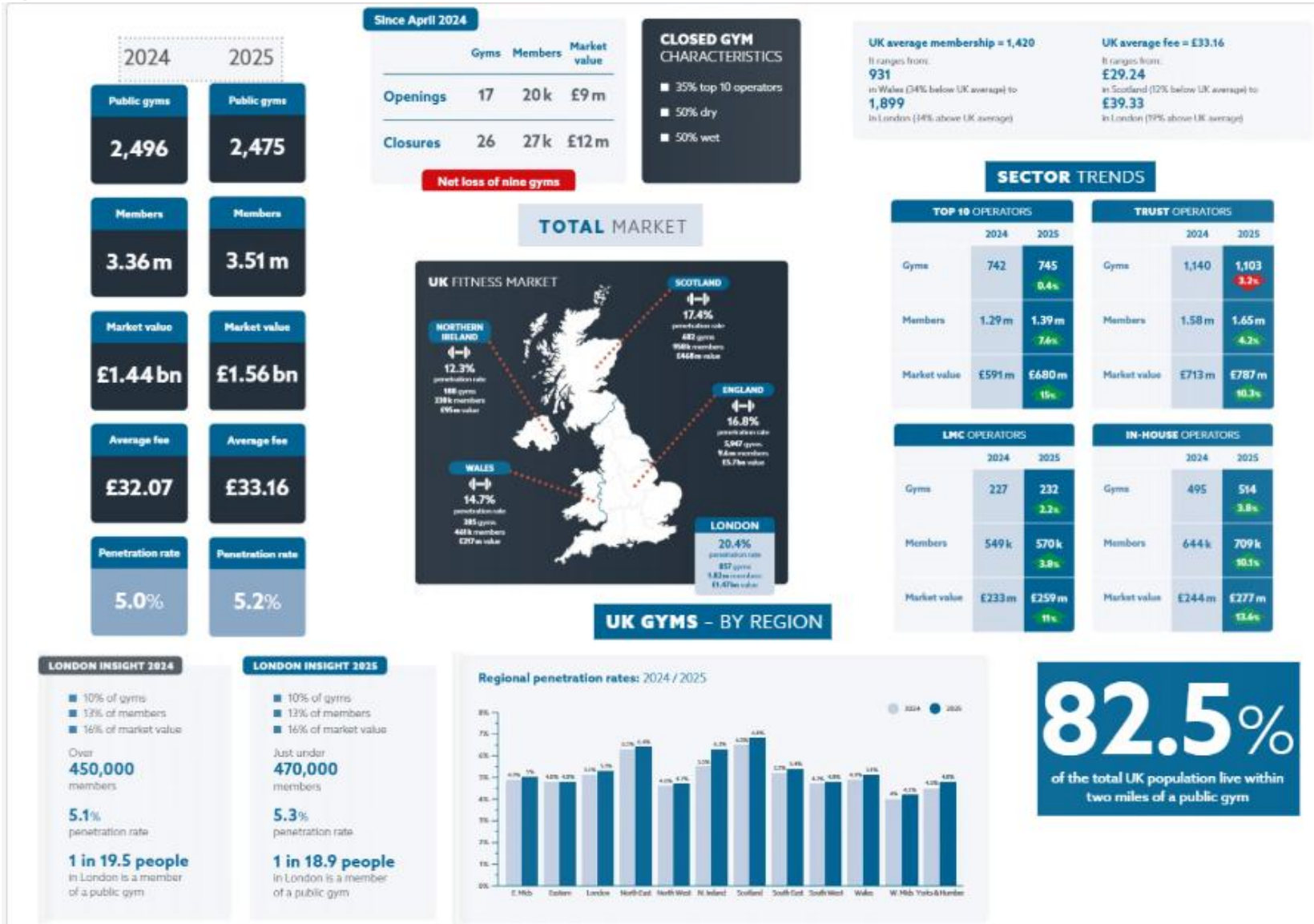


2.8. State of the UK Fitness Industry Report 2025

2.8.1. The key findings from the Leisure Database 2025 report for public gyms are set out below and shown in the infographic overleaf.

- There are now **2,475 public sector gyms** in the UK, down slightly from 2,496 in 2024, but **membership has increased by 4.5% to 3.51 million**, and **penetration has risen to 5.2%**, continuing the upward trend.
- There was a **net loss of 9 public gyms** since April 2024, with **17 new openings** and **26 closures**. Closed gyms were evenly split between wet and dry sites, and **35% were operated by top 10 providers**.
- The **top 10 operators** now run **745 gyms**, up from 742 last year, with total membership rising to **1.32 million** and combined **market value increasing by 11.7% to £660 million**.
- **Trust operators** have seen a reduction in facilities, from 1,140 gyms in 2024 to **1,103 in 2025**, and membership fell from 1.58 million to **1.45 million**, but **market value grew by 10.3% to £787 million**.
- **In-house operators** now run **514 gyms**, up from 495 the previous year, with membership increasing to **709,000** and **market value rising by 13.5% to £277 million**.
- **LMC operators** increased their sites from 227 to **232 gyms**, adding 21,000 members and growing market value by **11% to £259 million**.
- **82.5% of the UK population live within two miles of a public gym**, highlighting the sector's accessibility and reach.
- **London continues to lead the market**, accounting for **10% of UK gyms, 13% of members**, and **16% of market value**, with just under **470,000 members** and a **5.3% penetration rate** – meaning **1 in 18.9 people** in London are members of a public gym.
- The **UK average gym membership per site** is **1,420 people**.
- The **average membership fee** across the UK is **£33.16**, ranging from **£29.24 in Wales** to **£39.33 in London**.
- The **highest regional penetration rate** in 2025 is in the **North East** at just over **6.8%**, while the **lowest is in Wales**, at approximately **3.5%**.

Figure 13 – State of the UK Fitness Industry Report 2024



3. Local Context

3.1. Local Strategic Priorities

3.1.1. The figure below outlines the key strategic documents and plans within the Council area. A summary of the Council's visions and priorities from these strategies can be found in [Appendix 2](#).

Figure 14 – Local Strategies



3.1.2. When considering investment into leisure facilities, the Council will need to consider the following, based on recurring themes throughout the strategies.

- Addressing inequality is a common theme across multiple strategies, including the Active Notts and Nottinghamshire Integrated Care System.
- Multiple strategies also highlighted the need for a town that emphasises walkable and accessible places.
- The Council's strategies also show the need for consideration of social inclusion, particularly through social spaces and physical activity.
- The need for financial sustainability

3.2. Draft Gedling Local Development Plan 2043

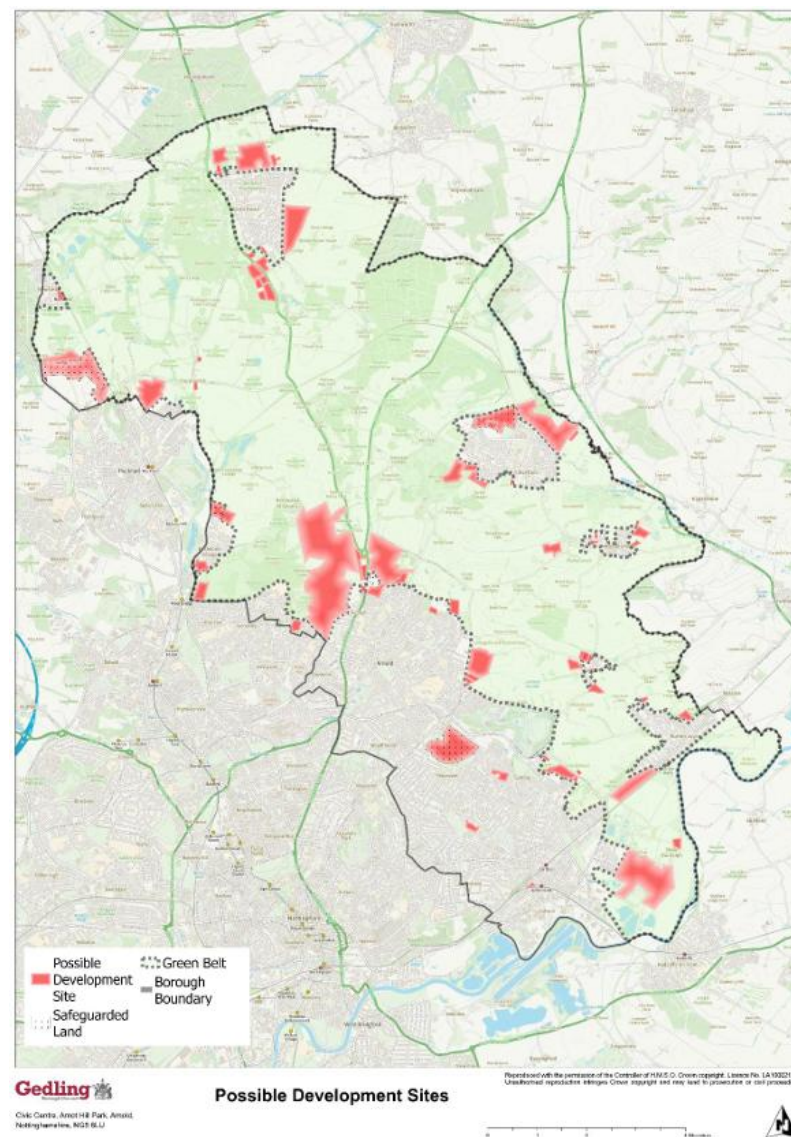
3.2.1. Initially, Gedling Borough Council had been preparing the Greater Nottingham Strategic Plan in conjunction with Broxtowe Borough, Nottingham City and Rushcliffe Borough Councils. However, Gedling Borough Council has decided to opt out of the Greater Nottingham Strategic Plan and develop its own Local Plan to ensure delivery against the Governments new housing targets.

3.2.2. The target for new housing over the plan period (to 2045) is 11,358 dwellings.

3.2.3. The map below shows potential development sites, with a large area to the North/Northwest of Arnold. There are smaller sites around Carlton as well as sites identified around Calverton.

The additional housing developments will all create additional demand for the leisure provision in each town.

Map 2 - Gedling Local Development Plan - Potential Development Sites



3.3. Strategic Outcomes Planning Model Recommendations

3.3.1. The Strategic Outcomes Planning Report follows Sport England guidance, taking a place based approach to determine the facility and service interventions required to deliver against the strategic outcomes.

3.3.2. Following detailed research, engagement with key stakeholders and residents the strategy identified the strategic outcomes in Figure 15.

3.3.3. The strategic outcomes in Figure 15 were adopted by Gedling Borough Council's Cabinet in November 2023 and the detailed insight, analysis and recommendations of the Strategic Outcomes Planning Model were reported to the Cabinet in July 2024. At that July meeting it was agreed by Cabinet to progress feasibility work regarding a new Carlton site to RIBA Stage 2 and undertake further community and stakeholder consultation.

3.3.4. The SOPM identified the following facility interventions for the Council's leisure portfolio, which took into account the Built Facility Strategy recommendations, resident and stakeholder feedback and current financial performance.

- **Replace Arnold Leisure Centre** with a new build facility aligned with the original levelling up funding application
- Retain or provide a **separate venue for the Bonington Theatre**
- **Replace Carlton Forum Leisure Centre** with a new build on the Richard Herrod site, incorporating a 3-rink indoor bowls facility

- **Remove Redhill** from the Council Portfolio and work with the Redhill Academy Trust to keep the sports hall and 3G pitches available for community use
- Work with on-site partners Nottinghamshire County Council and Redhill Academy Trust to undertake an intrusive condition survey of Calverton Leisure to determine the future viability of the site.

3.3.5. The Council has also embarked on its regeneration programme Ambition Arnold. In December 2024, Cabinet approved a visionary masterplan for Arnold Town Centre that included proposals to develop plans for new leisure and cultural facilities for the town which would replace existing facilities.

3.4. Gedling Borough Council Medium Term Financial Plan 2025-2030

3.4.1. The Medium-Term Financial Plan (MTFP) is included within the agreed General Fund Revenue Budget 2025/26 report approved by Gedling Borough Council in March 2025. The Local Government Act 2003, introduced a requirement for the Council's Chief Financial Officer to comment on the robustness of the Council's estimates, and the need to look at the medium term in order to produce the required indicators as detailed in the Prudential Code. The MTFP 2025/26 to 2029/30 identifies the need to deliver significant additional efficiencies of £3.3m across the Council to maintain a balanced budget over the period. The Leisure service currently represents one of the largest areas of subsidy, the budget for the service in 2024/25 was £1.3m.

Figure 15 - Strategic Outcomes



Strategic Review - What does this mean for investment in leisure?

- Leisure needs to be accessible to all community groups.
- Leisure provision needs to consider accessibility for people with disabilities and long-term health conditions. Considering specialised facilities/equipment, for example Innerva/easy gym equipment would support individuals with limited mobility, long term health issues and disabilities.
- Leisure provision needs to consider specialist activity programmes to support active ageing, illness prevention and health condition support that seeks to address social isolation and improve physical health.
- Ensuring affordable membership options for those with lower incomes, along with targeted programmes and classes, such as women-only sessions, will meet the needs of different demographics and communities, reducing inequalities.
- Provisions such as bike racks and connections to nearby paths for access to public transport would support increased accessibility. This would, in turn, encourage active commuting and reduce car dependence, aligning with carbon reduction goals.
- Factoring in community spaces, such as cafés, to the design of any new leisure centres will support social inclusion and wider wellbeing.
- New or refurbished leisure centres will be more efficient and environmentally sustainable contributing to the aim to be carbon neutral by 2030.
- Leisure should continue to provide employment, training and volunteer opportunities for residents.
- The Council should work with transport and highways partners to advocate for public transport and accessible active travel options that are adequate for serving high footfall new leisure centres.
- Given the Council's Medium Term Financial Plan position and the need to raise capital funds for future investment, all proposals for enhancing and retaining leisure facilities will need to be based on a robust financial business case.

3.5. Key Demographic and Health Data

3.5.1. Demographic Profile

3.5.2. The figure overleaf sets out the insight data used to understand the socio demographic context of the Council area to 2028. The new leisure centres will need to meet the needs of the current and future demographic and health profile of the area and local catchment.

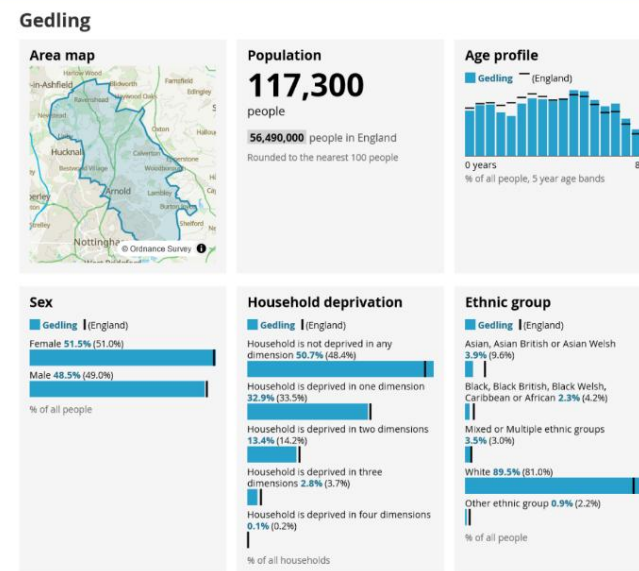
3.5.3. Population growth is projected over the next three years in Gedling, with the age group 80-84 years having the largest increase by 34%. The 35-39 age group is predicted to be the largest age group in 2028 followed by 40-44 year olds.¹⁴

3.5.4. Gedling currently has much lower numbers of residents aged 15-29 years compared to the national average and higher numbers of people aged 50+ years when compared to the national average.

3.5.5. The Council area has a low proportion of residents from ethnic minority groups, nearly 11% below the national average.

Figure 16 – Key Demographic Statistics

Demographic Profile



Source: Office for National Statistics - Census 2021



The population in 2022 was circa 117,300 and is predicted to increase to 120,928 by 2028 with the largest rise within the 80-84 age group by 34%¹

16.4%

of all dependent children under 16 live in **absolute low income families**. This is **higher** than the England average of 15.6%²

35-39

is predicted to be the largest age group in 2028³

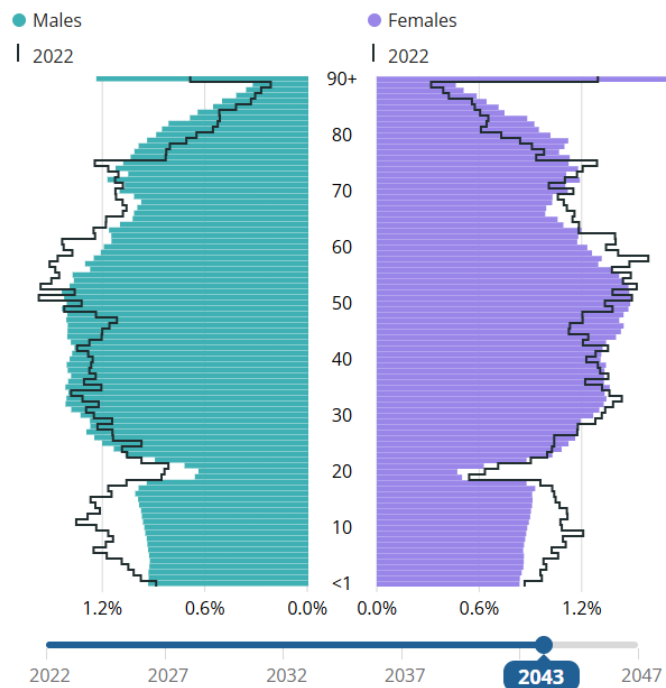
SOURCE:
1,3 – ONS DATA (2022) / 2 – PHE FINGERTIPS (2022/2023)

¹⁴ ONS Data 2022

3.5.6. The figure below demonstrates the detailed age profile for Gedling for 2043 compared to 2022. The colours represent the 2043 age profile levels and the black line show the population numbers within those ages in 2022.¹⁵

3.5.7. Gedling is projected to see a significant drop in children and young adults (under 20 years) as well as a reduction in those aged 55-70. An increase is projected in the 40-50 age range and 85 and over, with a significant increase in those aged 90+.

Figure 17 - Population projections to 2043



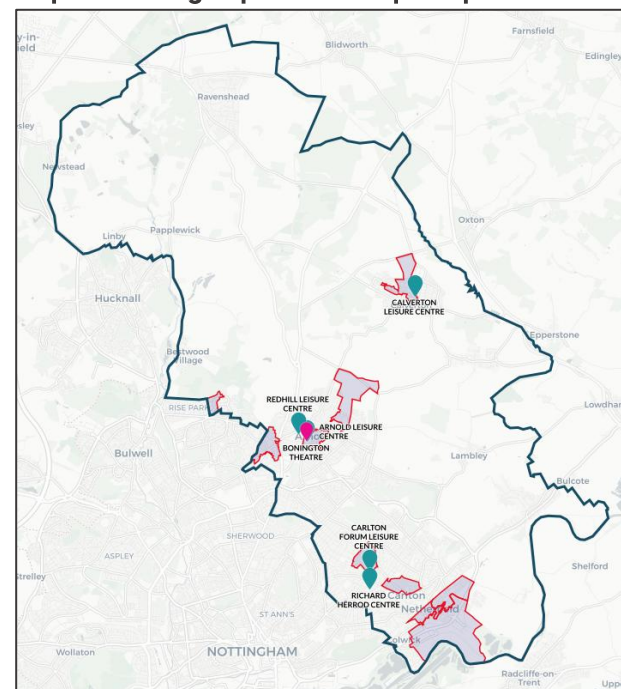
¹⁵ ONS Population Projections 2022

3.5.8. Deprivation

3.5.9. Although, overall, there are average levels of deprivation, there are pockets of high deprivation within the borough. Map 2 overleaf shows the top 30% most deprived Lower Super Output Areas (LSOAs) in Gedling. Notably, the LSOA to the east of Arnold Leisure Centre is the only top 10% most deprived area in the borough.

3.5.10. The number of all dependent children living in absolute low-income families is higher than the national average.

Map 3 – Gedling Deprivation Map – Top 30% Most Deprived¹⁶



¹⁶ <https://datahubmaps.com/Gedling-Leisure-Centres/>

3.5.11. **Child Poverty**

3.5.12. An assessment of child poverty in Nottinghamshire¹⁷ shows that wards close to Carlton Forum Leisure Centre and the Richard Herrod Centre experience some of the highest rates of child poverty across the District.

3.5.13. Carlton Hill ward 29.4% of children live in poverty and in Cavendish it is 29.7%.

3.5.14. Netherfield ward to the South East of the Richard Herrod Centre (within a 10-15 minute drive time) has the highest rates of child poverty in the District at 33.9%

3.5.15. In Arnold, Daybrook ward has a high child poverty rate of 32.3%. Arnold Leisure Centre is just outside of this ward and is within a 20 minute walk-time catchment.

3.5.16. **Health Profile**

3.5.17. Overall, the health profile for Gedling is good. Whilst the levels of those self-reporting as being in very good health is lower than the England average, both the 'good health' and 'fair health' are slightly higher than average.

3.5.18. Two key health indicators are hip fractures and dementia diagnosis rates. Although dementia diagnosis rates are lower than England averages. For hip fractures the rate is higher than the England average.

3.5.19. Adult obesity levels are higher than the England average, which could, in part, be due to the older age profile as data shows that as people get older, they tend to be less active¹⁸, which can lead to obesity as well as other long term health conditions, such as diabetes.

3.5.20. For adults aged under 75, the mortality rate from cancer is lower than the England average.

3.5.21. Levels of Year 6 children classed as overweight (including obesity) are lower in the Council area compared to the England average.

3.5.22. For both men and women, life expectancy and inequality in life expectancy for those in the most and least deprived areas are both lower than the national average.¹⁹

3.5.23. The estimated diabetes diagnosis rate and hospital admissions for alcohol related conditions are both higher than the England average.

3.5.24. The diagnosis rate for emergency hospital admissions for intentional self-harm rate is lower than the England average.

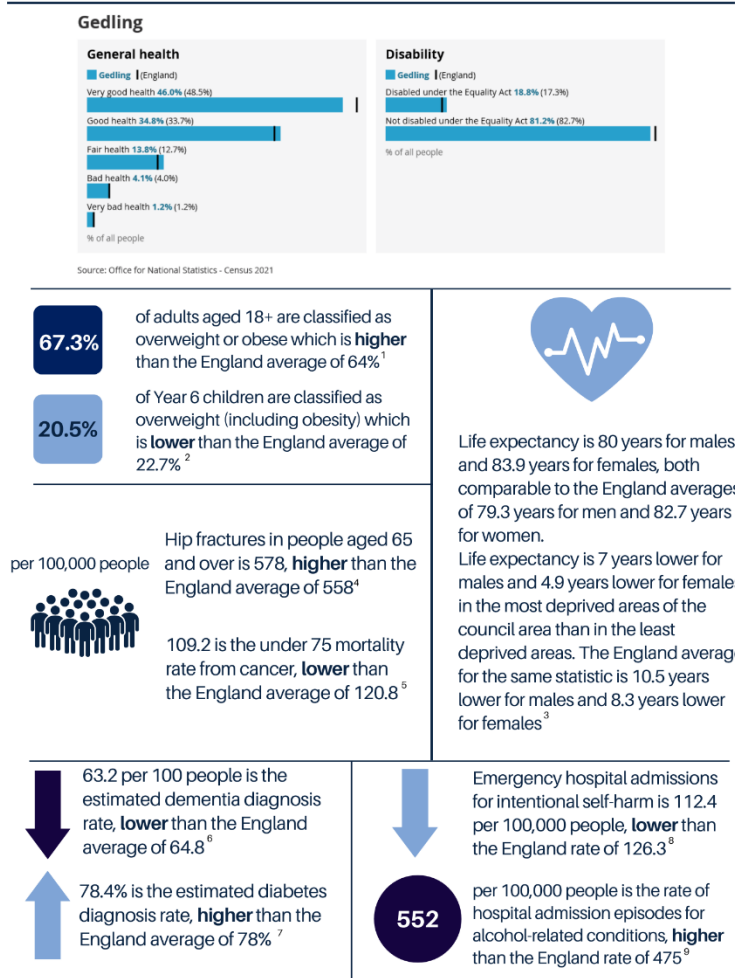
¹⁷ [Child poverty 2023/2024](#)

¹⁸ Sport England Active Lives 2022-23

¹⁹ PHE Fingertips 2018-2020

Figure 18 – Key Health Statistics

Health Profile

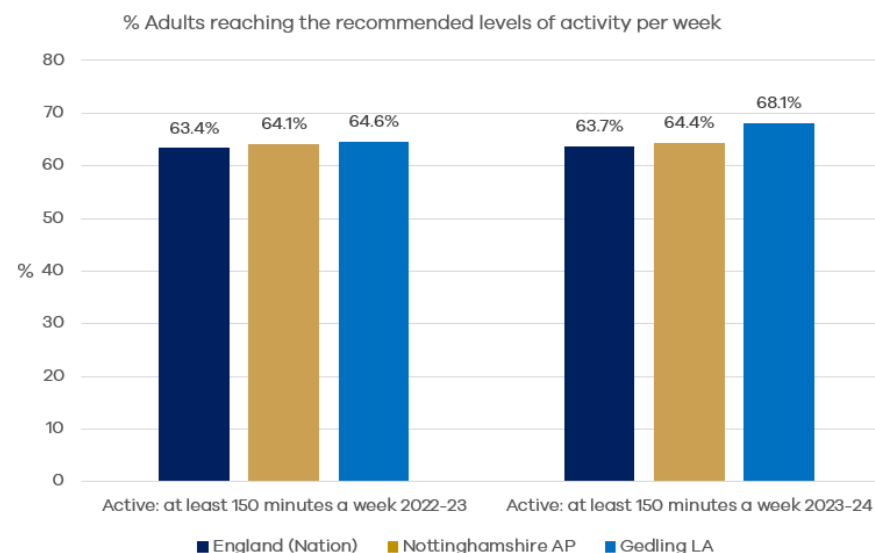


3.6. Physical Activity Levels

3.6.1. The number of adults classed as active in the Council area is higher than the county and England averages, with 68.1% of the adult population defined as active.

3.6.2. For adults within Gedling there has been an increase of 3.5% in activity levels when compared to 2022/23. Nationally and regionally there has only been a 0.3% increase from 2022/23 to 2023/24. Gedling exceeds regional and national rates. Overall, the change is positive.

Figure 19 – Gedling Borough Council Physical Activity Levels in Adults²⁰

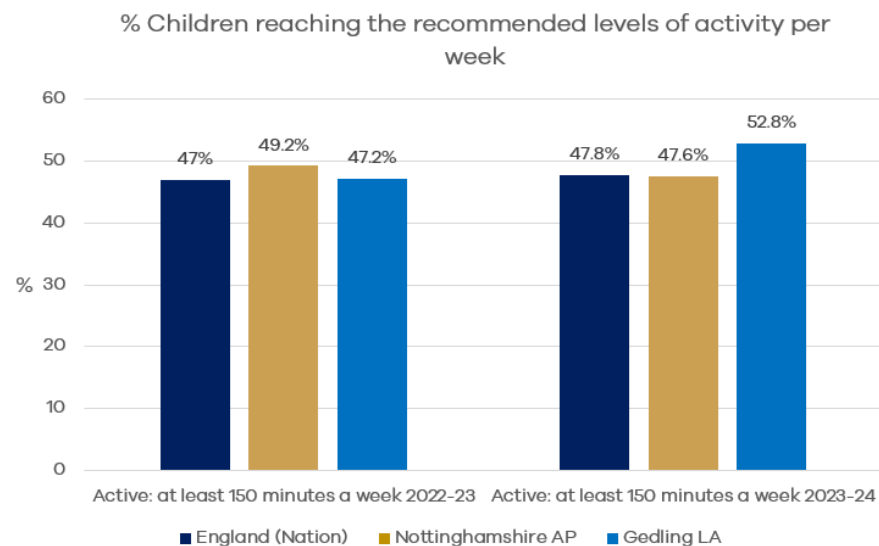


²⁰ Sport England Active Lives 2021-22/2022-23

3.6.3. The number of children and young people in the Council area currently meeting the CMO guidelines is higher than both the county and England averages.

3.6.4. There has been a 5.6% increase in children classed as active when compared to 2022/23, which is a significant increase when compared to national levels which have only increased by 0.8% and regionally the rate has decreased by 1.6%.

Figure 20 – Gedling Borough Council Physical Activity Levels in Children and Young People²¹



²¹ Sport England Active Lives 2021-22/2022-23

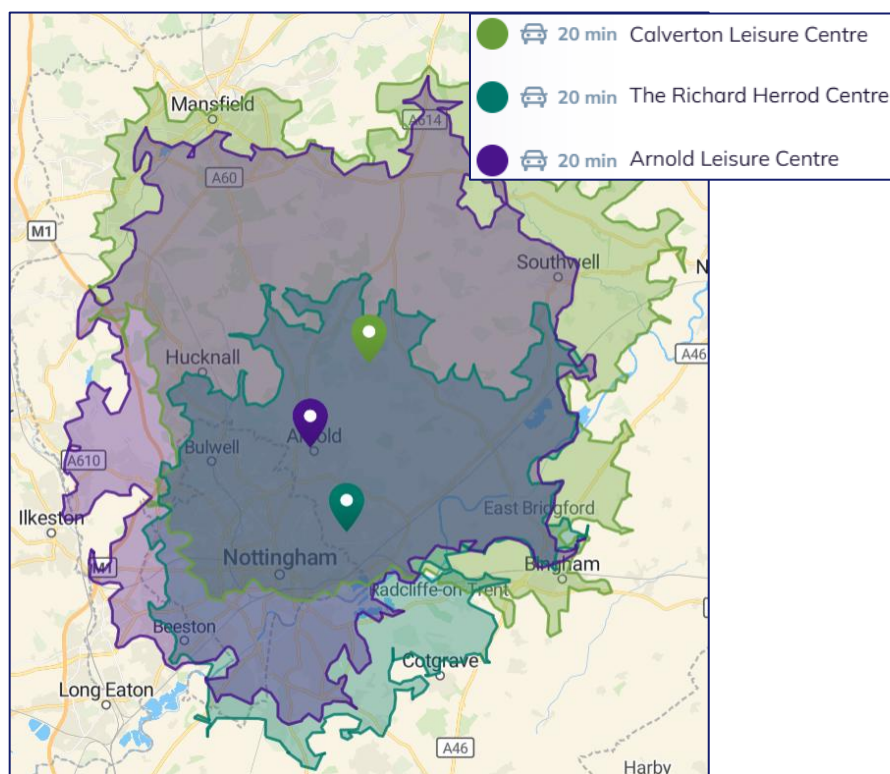
Demographic and Health Profile Review - What does this mean for leisure investment across Gedling?

- When looking at the population projections and age profile, the centres will need to continue to serve a growing and ageing population, which is particularly important considering the older age profile of the Council area.
- Future activities and programming must continue to serve high levels of activity for both adults and children, and attract a wide range of ages.
- There is an opportunity to support improved health of residents, increasing those who self-report as being in 'good' or 'very good' health.
- With pockets of deprivation and high levels of child poverty, there is an opportunity for leisure provision to provide key community services working in partnership with local providers and stakeholders such as Life Chances for Children and Families Strategic Partnership, which works across Nottinghamshire. A flexible facility mix can maximise opportunities for funding to deliver services such as the recent Family Hubs and Start for Life programme, which has allocated £126m funding to support local authorities in delivering essential services.
- Increasing physical activity among adults is important to help address the higher than average obesity levels. The number of children classed as overweight or obese is lower than average, therefore ensuring the leisure centres support participation through the teenage years and into adulthood is important.
- Increased participation in physical activity through new or improved leisure provision can positively impact other health conditions, such as diabetes and support improved mental health.
- Retaining community leisure centre provision in the current locations will ensure accessibility for some of the most deprived areas in the borough.

4. Catchment Assessment

- 4.1. To understand the potential demand for leisure facilities across Gedling, a catchment assessment has been completed for the Richard Herrod Centre/Carlton Forum Leisure Centre, Calverton Leisure Centre and Arnold Leisure Centre.
- 4.2. Below is a map and catchment assessment of all three centres. The map highlights that much of the Calverton catchment area is covered by Arnold Leisure Centre.

Map 4 - 20-Minute Drive Time of All Three Centres.



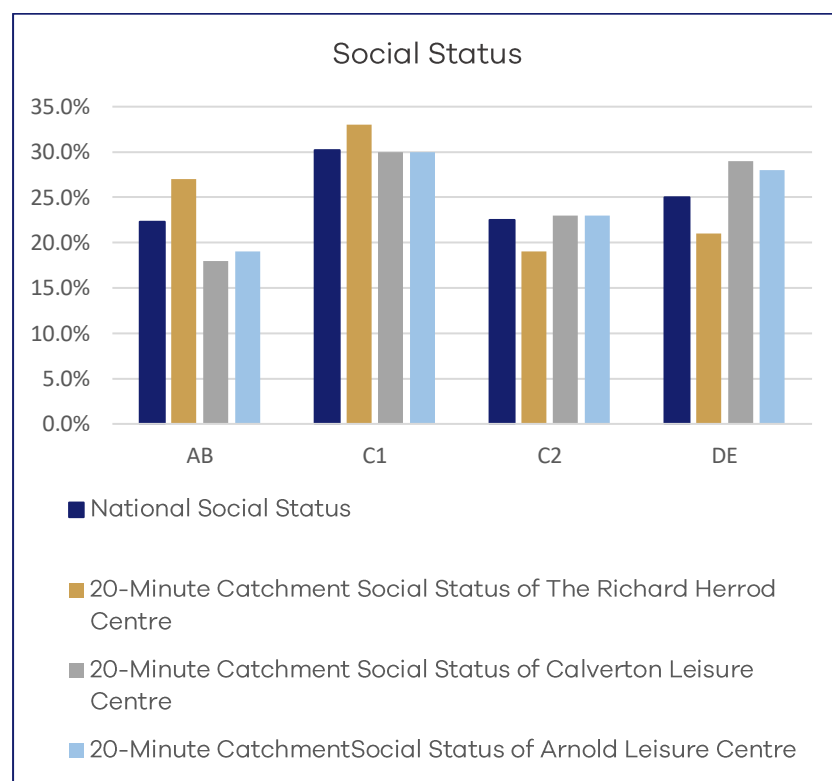
4.3. Catchment Population

- 4.3.1. [Appendix 3](#) demonstrates the number of residents living within a 20-minute drive time catchment of all three centres.
- 4.3.2. A comparison of the population age profiles within each 20-minute catchment highlights key demographic differences that influence leisure demand. The Richard Herrod Centre/Carlton Forum serves a population of 431,726, with a notably younger demographic profile. The 20–24 age group is 4.2% above the national average and the 15–19 group is 1.9% higher, indicating a strong presence of students and young adults. In contrast, older age groups such as 70–79 are underrepresented.
- 4.3.3. Calverton Leisure Centre, with a catchment of 318,120, presents a population profile that closely aligns with national averages across all age groups. The absence of significant variation indicates a stable, mixed-age community where broad, inclusive provision may be most appropriate.
- 4.3.4. Arnold Leisure Centre, by comparison, has a much larger catchment of 752,042 and also shows an elevated proportion of 15–24 year-olds, though to a lesser extent than Richard Herrod/Carlton Forum. The size and relative youthfulness of Arnold's catchment suggest strong market potential for both mainstream and youth-oriented leisure services.
- 4.3.5. Overall, Calverton's demographic balance supports a generalist approach, while Richard Herrod/Carlton Forum and Arnold may benefit from targeted provision that appeals to bespoke demographic groups as well as the wider population.

4.3.6. For a breakdown of all three centres population levels, please refer to [Appendix 3](#).

4.3.7. Figure 21 compares the social status levels of those living within a 20-minute drive time from all three sites²².

Figure 21 – Social Status



- AB: Higher and intermediate managerial, administrative and professional occupations
- C1: Supervisory, clerical and junior managerial, administrative and professional occupations
- C2: Skilled manual occupations
- DE: Semi-skilled and unskilled manual occupations; unemployed and lowest grade occupations

4.3.8. An analysis of social status across the three leisure centre catchments reveals notable differences in the socio-economic profiles of the populations they serve. The Richard Herrod Centre stands out with 54% of its 20-minute catchment population classified as ABC1, indicating a slightly less affluent demographic than the national average (56%) according to YouGov data²³. This suggests a slightly lower proportion of residents with less disposable income, slightly worse education, and lower access to healthcare and housing. The remaining 46% fall into the C2DE classification, which is marginally above the national average (44%).

4.3.9. In contrast, both Calverton and Arnold Leisure Centres have catchments that lean more heavily towards the C2DE groups, at 52% and 51% respectively, with ABC1 proportions sitting at 48% and 49%. These figures are below the national ABC1 average and imply a slightly more deprived audience with potentially lower spending power. While the total population in Arnold's catchment is significantly higher (over 750,000), both centres will need to carefully consider pricing, programming, and accessibility to meet the needs of a more cost-sensitive

²² [Approximated Social Grade data - Office for National Statistics](#)

²³ <https://yougov.co.uk/politics/articles/26525-how-well-do-abc1-and-c2de-correspond-our-own-class>

population. These socio-economic factors are crucial when evaluating the potential for investment or service development, ensuring that leisure provision aligns with community need and local affordability.

4.4. Competition - Commercial Leisure

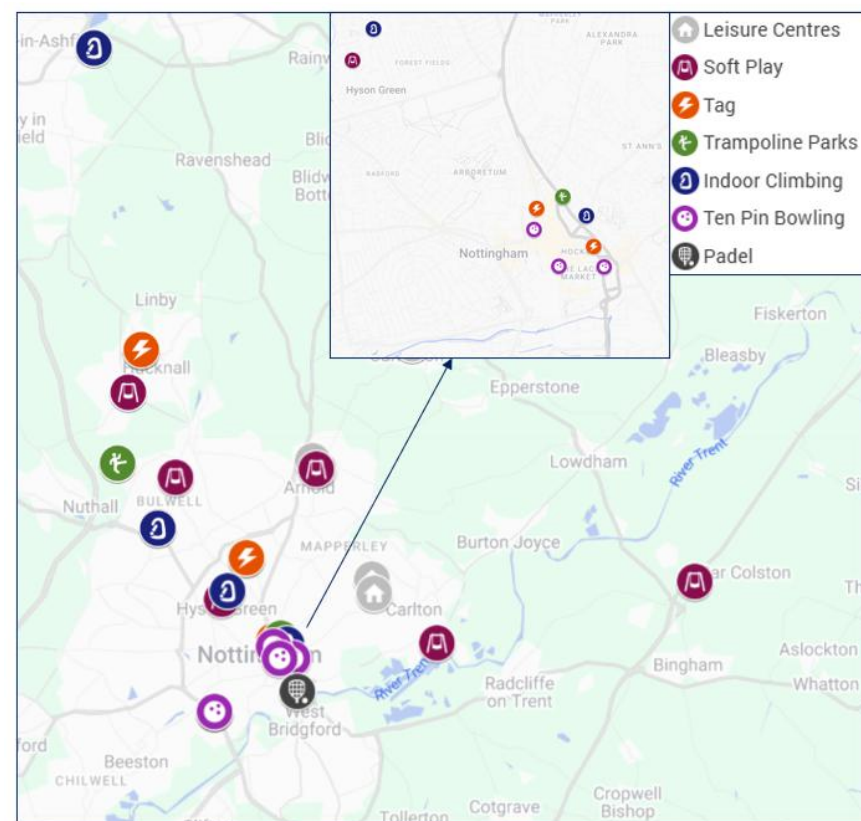
4.4.1. A review of commercial leisure competition within a 20 minute drive time of each leisure centre has been completed. Due to the location of the leisure centres and the close proximity of Nottingham City Centre, there is considerable commercial leisure competition within the catchment areas.

4.4.2. There are five soft play centres within a 20 minute drive of all Gedling's leisure centres, one of which is located in Arnold. However there is limited provision in Carlton.

4.4.3. There is also four ten pin bowling venues, three indoor climbing centres and two trampoline parks within the catchment area.

4.4.4. Within a 20 minute drive time of Arnold and Carlton there is Nottingham Padel Centre, which has four outdoor all weather padel courts. There are also three Padel courts at Nottingham Tennis Centre

Map 5 - Commercial Leisure Competition



4.5. Latent Demand for Fitness

4.5.1. Arnold Leisure Centre

4.5.2. A latent demand report for fitness was commissioned from the Leisure Database Company. Full details can be found in [Appendix 4](#). The fitness latent demand has been calculated on

the assumption that there will be significant improvements to the facilities either as part of a refurbishment or new build.

4.5.3. In estimating the latent demand for fitness, a 10-minute drive time from Arnold Leisure Centre has been used. This area has almost 100,000 people and of these 82,099 are adults aged 15+. An allowance has been made for those who travel further.

4.5.4. The 'Family Basics' demographic, representing 14% of the fitness catchment population, is one of the most prominent mosaic groups. This category primarily consists of two subgroups: I38 ('Childcare Squeeze' – 5.37%) and I39 ('Families with Needs' – 5.67%) (see figure 15).

4.5.5. Families within this mosaic group typically have school-aged children and face financial pressures due to limited budgets. These families often have lower incomes and struggle to make ends meet due to the significant costs associated with raising children.

4.5.6. The 'Childcare Squeeze' subgroup is made up of families with younger children who have stretched their finances to

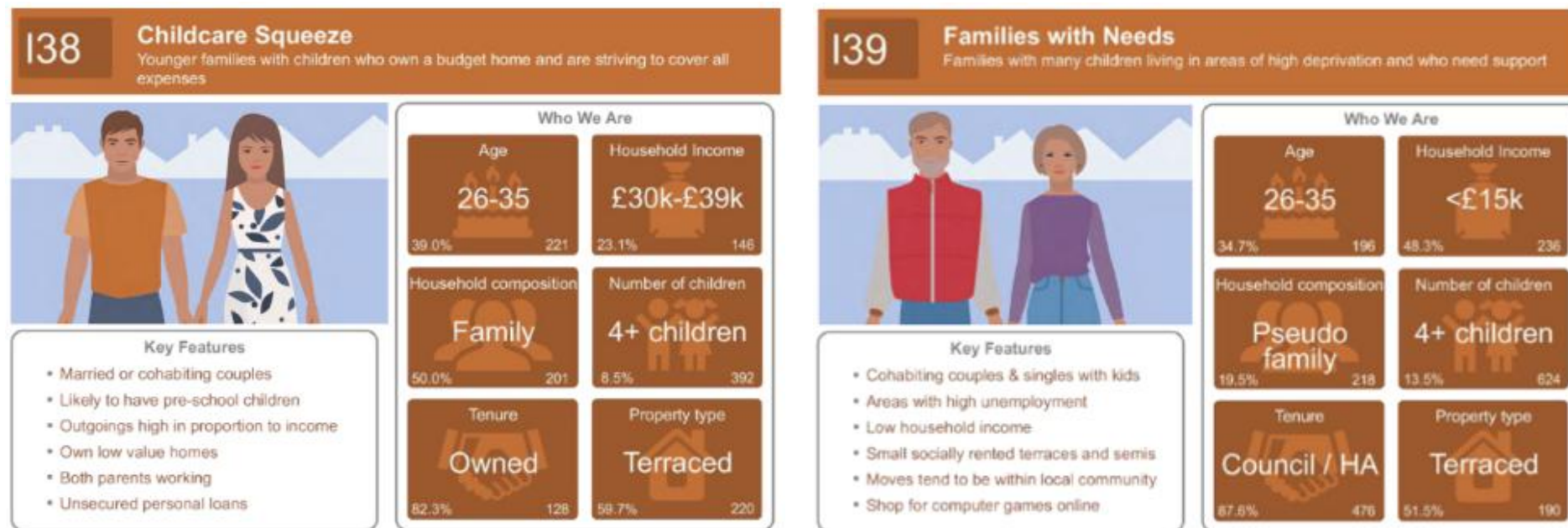
purchase low-cost homes. Although both parents often work, their combined income is modest, making it difficult to cover household bills and childcare expenses.

4.5.7. The 'Families with Needs' subgroup includes parents with children living in low-value council housing on municipal estates, often located on the outskirts of large towns and cities. These areas experience high unemployment and low wages, resulting in significant levels of deprivation. Many families in this group require additional support.

4.5.8. Within the catchment area there are six gyms, three of which are considered key competitors: Nottingham F&W Gym, Southglade Leisure Centre and The Gym Group.

4.5.9. Taking into account the catchment population, current catchment and competition, the estimated total demand for fitness at Arnold Leisure Centre is **3,100 members**.

Figure 22 – Arnold - Latent Demand Mosaic Groups



4.5.10. Carlton Forum Leisure Centre/Richard Herrod Centre

4.5.11. An assessment of demand for fitness has been undertaken for Carlton Forum Leisure Centre (see [Appendix 5](#)), the estimated total demand considers that there could be one new site, combining facilities at the Richard Herrod site.

4.5.12. Within a mile of Richard Herrod Centre, there are over 42k people; this rises significantly to almost 117k in 2-miles (as you begin to include the central Nottingham population). An 8-minute drive time reaches almost 85k people and this is where most members come from. Of the 85k people in this area, 69,047 are adults aged 15+. This forms the basis of our latent

demand report, but an allowance has been made for those members who travel further (78% of current members live within 8-minutes' drive).

4.5.13. The dominant Mosaic group is J (Transient Renters); it accounts for just over 17% of the population. These are young single people in their 20s and 30s who rent affordable living spaces. Many residents work full-time earning relatively low wages. Group H (Aspiring Homemakers) makes up a further 15% and these are young people in their 20s and 30s who are putting down roots in pleasant homes. Households are a mix of young couples and single people. Around two-thirds have started families and have young children.

4.5.14. There are no other fitness gyms within a mile of Carlton Forum but there are two large private clubs within the 8-minute drive time. Nottingham Fitness & Wellbeing (Nuffield) & Everlast Fitness Club both have large gyms and pools. A new PureGym opened on the edge of the catchment in September 2023 and competition increases significantly as you get closer to Nottingham city centre, to the southwest.

4.5.15. The estimated total demand for fitness in Carlton is 3,053 – this is the total number of members that could be achieved. This includes allowance for 25% of members who are likely to travel from outside the catchment area (22% currently travel further). It also includes some negative consideration for the competition. Subtracting the current fitness membership of approx. 1,894, it highlights a potential increase of 1,159 members.

Figure 23 – Carlton Forum/Richard Herrod - Latent Demand Mosaic Groups



Catchment Review - What does this mean for investment in leisure across Gedling?

- There is considerable overlap of catchment areas for the existing leisure portfolio. A 20 minute drivetime from Arnold Leisure Centre covers the majority of the Calverton catchment. A 20 minute drive time from all the leisure centres cover Nottingham city centre.
- With a slightly younger age profile at Carlton Forum/Richard Herrod and Arnold Leisure Centre the sites would benefit from targeted facilities and programmes for teenagers and young adults. Calverton's catchment reflects national averages and therefore needs to continue to appeal to all age groups.
- The catchment of Carlton Forum/Richard Herrod has higher numbers of people on social classifications ABC1, suggesting higher levels of disposable income and are therefore more likely to utilise leisure facilities. Arnold and Calverton's catchment have higher levels of deprivation and therefore it is important that facilities in these areas remain accessible to people on lower incomes.
- Arnold Leisure Centre has the potential to reach over 3,000 members suggesting the demand for at least a 120 station gym.
- Carlton Forum/Richard Herrod could also achieve a fitness membership base of c.3,000, suggesting demand for 110-120 stations.
- There is extensive commercial competition within the catchment area of Arnold Leisure Centre and therefore current plans under the Ambition Arnold development do not propose to include a commercial play offer.
- Carlton is also well served by commercial leisure opportunities within a 30 minute drive time, with four ten pin facilities and three indoor climbing facilities. Whilst there are several soft play facilities within 20 minutes there are none within a ten minute drive time. Therefore a soft play facility could work well in the Carlton area, particularly given the younger age profile and dominant mosaic groups and opportunity to link to other facilities in a leisure centre setting.

5. Current Performance Review

5.1. A performance review has been completed for the existing Leisure Centres to understand areas of success and also

areas where improvements could be made through investment.

Table 1 - Leisure Centre Income & Expenditure Summary

	2023/24 Arnold LC	2024/25 Arnold LC	2023/24 Redhill LC	2024/25 Redhill LC	2023/24 Carlton Forum LC	2024/25 Carlton Forum LC	2023/24 Richard Herrod	2024/25 Richard Herrod	2023/24 Calverton LC	2024/25 Calverton LC	2023/24 Total	2024/25 Total
Fitness Memberships	-£122,952	-£151,888	-£351,617	-£395,261	-£700,306	-£753,752	-£257	-£218	-£195,823	-£214,859	-£1,370,955	-£1,515,979
Fitness Casual	£0	£0	-£164	£0	£0	£0	£0	£0	-£396	£0	-£560	£0
Group Exercise	£0	£0	-£16,082	-£16,330	-£4,645	-£2,588	£0	£0	-£3,410	-£4,769	-£24,137	-£23,687
Swimming - Casual	-£120,739	-£140,947	£0	£0	-£143,442	-£150,366	£0	£0	-£39,797	-£46,258	-£303,977	-£337,572
Swimming - Lessons	-£534,985	-£607,692	£0	£0	-£579,676	-£686,131	£0	£0	-£108,191	-£142,290	-£1,222,852	-£1,436,114
Health Suite	£0	£0	£0	£0	-£5,368	-£5,950	£0	£0	£0	£0	-£5,368	-£5,950
Activity Room	£0	£0	£0	£0	-£16,712	-£16,918	-£1,327	-£135	-£18,072	-£16,931	-£36,111	-£33,985
Main Hall	£0	£0	-£65,238	-£68,169	-£77,154	-£89,639	-£38,378	-£57,853	-£42,958	-£46,926	-£223,728	-£262,587
Bowls	£0	£0	£0	£0	£0	£0	-£40,500	-£78,004	£0	£0	-£40,500	-£78,004
Squash	£0	£0	-£9	£0	-£9,342	-£11,789	£0	£0	-£3,149	-£1,200	-£12,499	-£12,989
Holiday Activities	-£157	£0	£0	£0	£0	£0	£0	£0	-£4,029	-£4,519	-£4,186	-£4,519
All Weather Pitch	£0	£0	-£79,710	-£83,639	£0	£0	£0	£0	-£16,306	-£10,773	-£96,016	-£94,412
Retail	-£2,680	-£9,894	-£51	-£31	-£3,003	-£1,608	£0	£0	-£1,568	-£2,464	-£7,302	-£13,997
Catering/Vending	-£3,245	-£2,890	-£2,661	-£2,222	-£11,877	-£6,810	-£122,344	-£144,288	-£3,436	-£2,646	-£143,563	-£158,856
Miscellaneous	£561	-£5,878	£1,363	-£2,821	-£3,036	-£12,372	-£11,205	-£26,181	£334	£332	-£11,983	-£46,921
Room Hire	£0	£0	£0	£0	£0	£0	-£2,078	-£1,351	£0	£0	-£2,078	-£1,351
Joint Use Income	£0	£0	-£24,320	-£24,320	-£116,421	-£116,421	£0	£0	-£78,960	-£82,913	-£219,701	-£223,654
Contribution from Reserves	-£1,352	-£845	-£10,611	-£17,509	-£35,109	-£10,000	£0	£0	£0	£0	-£47,072	-£28,354
Total Income	-£785,549	-£920,034	-£549,099	-£610,301	-£1,706,090	-£1,864,346	-£216,089	-£308,030	-£515,763	-£576,217	-£3,772,590	-£4,278,928
Employee Expenses	£579,278	£674,110	£412,577	£438,377	£990,624	£1,056,325	£307,144	£336,334	£362,580	£386,932	£2,652,202	£2,892,078
Other Staff Costs	£5,178	£5,103	£2,394	£2,275	£7,827	£8,208	£460	£269	£4,198	£4,356	£20,057	£20,210
Repairs and Maintenance	£52,995	£75,533	£27,252	£25,337	£57,656	£53,789	£43,833	£35,978	£25,474	£11,096	£207,210	£201,733
Energy	£285,805	£185,606	£70,424	£66,487	£137,699	£179,954	£150,307	£132,743	£118,271	£106,314	£762,506	£671,103
NNDR	£36,764	£42,179	£49,664	£52,962	£120,320	£128,310	£24,399	£30,576	£38,464	£48,867	£269,611	£302,894
Cleaning/Chemicals	£10,274	£9,363	£4,428	£5,204	£9,177	£9,983	£0	£0	£1,880	£2,997	£25,759	£27,546
Other Premises	£4,368	£6,014	£2,531	£2,941	£6,863	£11,082	£5,248	£6,333	£4,703	£4,974	£23,713	£31,343
Insurance	£9,069	£12,175	£3,724	£5,258	£8,921	£17,975	£6,900	£7,953	£3,873	£5,291	£32,487	£48,651
Transport	£309	£404	£377	£391	£432	£465	£917	£340	£350	£330	£2,386	£1,929
Equipment	£19,125	£15,869	£24,381	£21,192	£51,633	£66,652	£3,358	£4,337	£12,691	£13,429	£111,186	£121,479
Other Supplies	£12,080	£7,423	£8,640	£8,791	£16,118	£18,725	£10,881	£11,410	£7,439	£6,472	£55,158	£52,821
Administration	£8,330	£14,751	£35,620	£27,869	£53,882	£67,879	£34,512	£55,727	£10,539	£9,703	£142,883	£175,929
Marketing/Advertising	£4,525	£7,787	£13,517	£15,038	£15,724	£27,442	£12,393	£9,593	£6,946	£9,328	£53,106	£69,188
Capital Interest	£331	£318	£13	£9	£942	£785	£440	£517	£168	£157	£1,895	£1,786
IT/Communications	£37,073	£35,406	£34,188	£38,011	£53,104	£64,590	£35,276	£35,800	£22,128	£29,423	£181,770	£203,229
Depreciation	£130,472	£130,467	£16,392	£16,392	£40,763	£4,072	£108,254	£104,605	£4,299	£4,299	£300,180	£259,835
All Weather Pitch-payment to school	£0	£0	£0	£0	£0	£0	£0	£0	£13,000	£10,773	£13,000	£10,773
Joint Use Costs	£0	£0	£17,453	£29,669	£86,394	£48,083	£0	£0	£30,985	£36,429	£134,831	£114,181
Trading Expenditure	£1,195,976	£1,222,506	£723,575	£756,204	£1,658,079	£1,764,316	£744,324	£772,513	£667,986	£691,169	£4,989,940	£5,206,708
Central Support Services	£60,904	£90,490	£40,969	£66,061	£120,649	£115,077	£45,764	£50,664	£41,116	£61,760	£309,403	£384,052
Contribution to Reserves	£0	£0	£18,000	£18,000	£49,670	£10,128	£0	£0	£6,284	£1,051	£73,954	£29,179
Total Expenditure	£1,256,880	£1,312,996	£782,544	£840,265	£1,828,398	£1,889,521	£790,088	£823,177	£715,386	£753,980	£5,373,296	£5,619,938
Net Subsidy/Surplus	£471,332	£392,962	£233,445	£229,964	£122,308	£25,175	£573,999	£515,147	£199,624	£177,763	£1,600,707	£1,341,010

- 5.2. Table 2 shows that the total subsidy in 2023/24 was £1.6m across the leisure sites (excluding the theatre), this reduced to £1.34m in 2024/25.
- 5.3. There has been a growth in income over the last two years of over £500k, with fitness memberships and swimming lessons contributing the most towards this growth. However, there has also been an increase in staff costs of nearly £240k and an increase in central support costs of £75k. Whilst the centres incurred these and other minor increases in costs, there were substantial savings of over

£90k in utility costs in 2024/25 compared to the previous year.

- 5.4. Table 3 highlights key industry benchmarks across the centres.

Table 2 - Leisure Centre Financial Performance Benchmarks

	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25
	Arnold LC	Arnold LC	Redhill LC	Redhill LC	Carlton Forum LC	Carlton Forum LC	Richard Herrod	Richard Herrod	Calverton LC	Calverton LC
Income per Visit	£3.70	£3.78	£2.74	£2.95	£3.43	£3.38	£4.06	£4.57	£3.62	£3.65
Expenditure per Visit	£5.63	£5.03	£3.62	£3.65	£3.33	£3.20	£13.99	£11.46	£4.69	£4.38
Cost Recovery (excl. Central Costs)	66%	75%	76%	81%	103%	106%	29%	40%	77%	83%
Cost Recovery (incl. Central Costs)	62%	70%	70%	73%	93%	99%	27%	37%	72%	76%
Swimming Income per m2	£1,811	£2,068			£1,751	£2,025			£1,028	£1,309
Swimming Lesson Income per m2	£1,478	£1,679			£1,404	£1,661			£751	£988
Main Hall income per Court			£21,746	£22,723	£15,431	£17,928			£14,319	£15,642
Fitness Income per Station			£5,412	£6,081	£7,781	£8,375			£3,270	£3,581
Staff costs as % Income	74%	73%	75%	72%	58%	57%	142%	109%	70%	67%
Central costs % expenditure	8%	10%	7%	11%	7%	6%	21%	16%	8%	11%

- 5.5. Generally income per visit is good with all sites, except Carlton Forum showing an improvement on the previous year.
- 5.6. Swimming income across all sites is good, with Arnold Leisure Centre and Carlton Forum performing strongly, any centre achieving over £1,200 per m2 for total swimming lessons is considered excellent, therefore at over £2k per m2 both sites are demonstrating clear demand for swimming and it could also suggest a need for additional water space.
- 5.7. Swimming lesson income is also very good, with benchmarks that are more aligned to external contractors than in-house operations. Whilst Calverton Leisure Centre's benchmarks are lower, this is reflective of the size of the pool and dual use arrangement. The centre is still performing in line with industry standards.
- 5.8. Fitness income per station at Redhill and Calverton is below average but potential is limited by the dual use nature of the sites. Performance is better at Carlton Forum Leisure Centre and we would expect a good gym to achieve £8-10k per station.
- 5.9. Main Hall Income per court is good with all centres achieving higher than the industry benchmark of £15k per court. This suggests clear demand for the existing facilities.
- 5.10. Staff costs as a percentage of income is in line with benchmarks for in-house operations but they are higher than the external contractor benchmarks who typically operate at 50%-60%. Carlton Forum is the only centre

achieving comparable benchmarks. Richard Herrod staffing costs are particularly high, at over 100% staff costs outweigh total income generated.

- 5.11. Richard Herrod also has higher than average central support costs.
- 5.12. As a result of higher expenditure in some areas, the centres have lower cost recovery rates, with Carlton Forum being the only centre close to 100%. Richard Herrod has a particularly low cost recovery due to the staff costs and low income generating facilities.

Current Performance Review - What does this mean for investment in leisure across Gedling?

- Richard Herrod requires the highest subsidy, therefore there is an opportunity to consider the facility mix and investment opportunities to reduce the subsidy.
- There is clear demand for water space and additional water space at Arnold and Carlton Forum should be considered.
- Sports halls are performing well and suggests these facilities have demand and should be retained.
- Whilst fitness income is below average, new and improved fitness facilities could support improved sales and income, ensuring the centres remain competitive in the local market.
- Expenditure per visit is higher than average, ongoing maintenance, lifecycle and energy costs need to be considered alongside income generation opportunities.
- The financial performance of Arnold Leisure Centre and Redhill supports the Councils plans to build a new Arnold Leisure Centre providing swimming and fitness facilities.
- Both Arnold and Carlton have two sites within the town, with Arnold having split wet and dry facilities. There is an opportunity to create a more efficient operation by creating reducing the number of sites in each town.

6. Built Facility Strategy and Playing Pitch Strategy Recommendations

6.1. Built Facility Strategy

6.1.1. A built facility strategy was completed in 2023. This strategy considers the supply and demand for indoor sports facilities in

the borough. This strategy is a technical assessment of the facility needs and does not take into account financial performance and community engagement. It does however, factor in feedback from Sport England, National Governing Bodies (NGBs), sports clubs and schools. The key recommendations are set out in the table below.

Table 3 - Built Facility Strategy Recommendations

Facility	Recommendations
Swimming Pools	Replace both Arnold Swimming Pool and Carlton Forum swimming pools with an 8 lane swimming pool and teaching pool at each facility. Replacement pools should be located at the same or close to existing locations Calverton swimming pool should undergo a full intrusive survey to identify planned maintenance and refurbishment works costs for the next 10 years. All new sports facilities design specifications will need to include sustainable construction requirements including supply chain consideration. The schemes will need to include EV charging provision and the greening of new safe accessible public realm and pedestrian routes.
Sports Halls	Replace the sports hall at Carlton Forum with an 8 court sports hall, in conjunction with the pool replacement. However, this level of provision should be subject to a full feasibility study and understanding of raising appropriate capital funds. Calverton Leisure Centre and Redhill sports halls should undergo intrusive surveys to identify planned maintenance and refurbishment works and costs for the next ten years. All new sports facilities design specifications will need to include sustainable construction requirements including supply chain consideration. The schemes will need to include EV charging provision and the greening of new safe accessible public realm and pedestrian routes.
Indoor Bowls	Further consultation should take place with Gedling Indoor Bowls Club to ascertain whether the indoor bowls provision could be reduced to 3 rinks. A feasibility should be completed and any investment should be subject to the financial sustainability of the club meeting the required costs of a dedicated facility.
Fitness	Existing levels of community accessible and affordable fitness suite provision in Gedling Borough should be retained at the Council's sport and leisure facilities as a minimum.

Facility	Recommendations
Studio Space	Provision of studio space facilities should be considered within new builds/refurbished facilities to ensure sports hall activities are not occupied by fitness classes and sports halls can provide space for the groups and clubs that require the size of the hall e.g., basketball, volleyball, and netball etc.
Squash	If Carlton Forum/Richard Herrod is replaced the inclusion of two squash courts should be considered with moveable walls to provide additional flexible space.

6.1.2. The quality audits and recommendations from the Indoor Built Facility Strategy identified that, despite the generally good/standard condition of facilities in the Borough, Arnold Leisure Centre, built 1982, is approaching end of life. A condition survey undertaken in 2019 identified that a further investment of over £900,000 would be required. There has been investment of almost £200,000 since that time.

6.1.3. The centre provides limited capacity and fails to be able to meet current and projected demand for swimming. The site currently has no dryside facilities such as sports courts, gym, or studios.

6.1.4. A condition survey for Carlton Forum Leisure Centre identified significant costs of nearly £1m are required to keep the site in its current condition/operational.

6.1.5. It should be noted that since 2023, both Gedling Borough Council and Nottinghamshire County Council has faced ongoing rising maintenance costs to mitigate issues with Carlton Forum Leisure Centre's drain infrastructure. This is required to keep the site operational, however a long-term solution for keeping drains functioning has not been identified, due to the site's ageing building structure not being suitable for excavation. Gedling Borough Council has escalated this as

a high risk within its corporate risk register, due to the potential health and safety and financial implications of the drains not being operational, and the impact on resident wellbeing should the centre be forced to close.

6.1.6. A further £1.2m of condition survey works were identified at Richard Herrod Centre.

6.2. Playing Pitch Strategy

6.2.1. The strategy produced in 2023 found that the existing position for all sports is either that demand is being met or that there is a shortfall, whereas the future position shows the exacerbation of current shortfalls and the creation of additional shortfalls.

6.2.2. There is a clear need to protect all existing playing pitch and outdoor sport provision until all demand is met, or there is a requirement to replace provision to an equal or better quantity and quality before it is lost, in line with national planning policy.

6.2.3. The strategy highlighted that the Council should look to provide an additional full size 3G pitch provision due to a large degree of unmet demand.

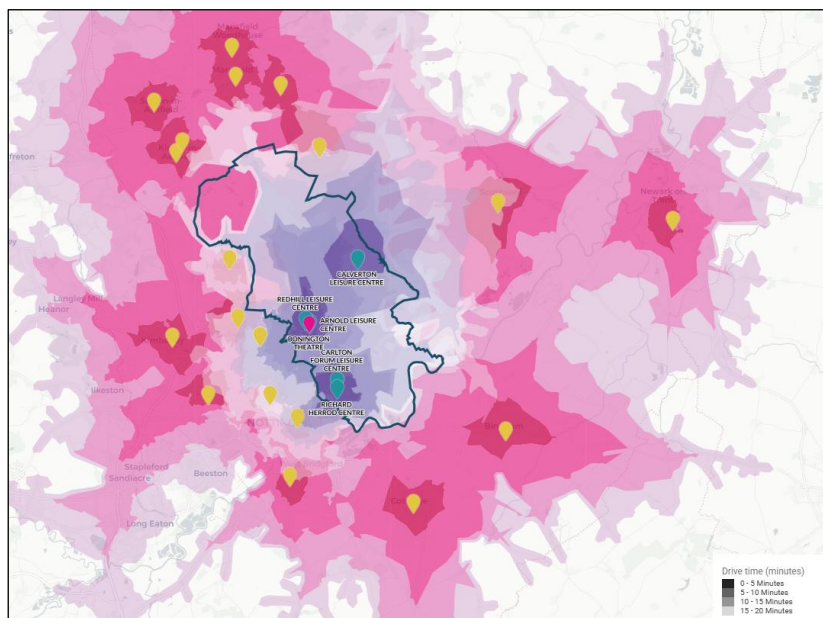
6.2.4. In June 2025, the Football Foundation published the Gedling Local Football Facility Plan. This investment plan identified a requirement for further growth in 3G football provision in the Borough to meet the current and future increased demand for

the sport locally. The Plan defines a priority list of projects, which included a new 3G pitch for the Carlton area.

7. Neighbouring Leisure Facilities

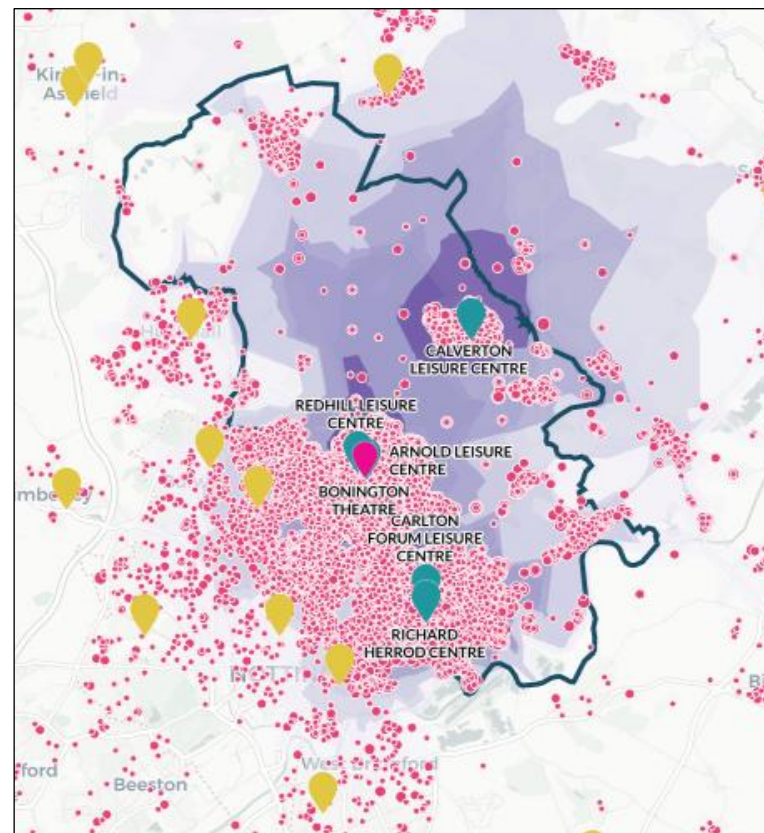
- 7.1. The map below shows the Council's leisure centres and neighbouring authority leisure centres along with a 20 minute drive time catchment.

Map 6 - Neighbouring Leisure Centres & 20 Minute Catchment



- 7.2. There is a significant supply to the South West in Nottingham and the North in Mansfield. Whilst Arnold Leisure Centre and Carlton Forum Leisure Centre have neighbouring authority leisure centres within a 20 minute drive time (Southglade Leisure Centre, Victoria Leisure Centre and Ken Martin Leisure Centre), the known user mapping highlights that the leisure centres are still attracting users from over the border in Nottingham.

Map 7 - Known User Mapping



- 7.3. To the west, Calverton Lesure Centre's user base primarily falls within a 0-10 minute drive time. The nearest neighbouring authority leisure centre is outside of the 20 minute catchment in Southwell. Suggesting that Calverton serves its local community well.

8. Consultation Findings

8.1. Member Engagement

8.1.1. A drop-in session was held for Gedling Borough Council elected members to discuss the opportunity for investment in Carlton with feedback covering Carlton Forum leisure Centre and the Richard Herrod Centre. The key themes from this session are set out below.

8.2. Health & Wellbeing Workshops

8.2.1. In June 2025, the Council undertook a workshop with 30 professionals from health, voluntary and community sectors and neighbourhood support services. This focus group formed part of the wider community consultation for the proposed Carlton Leisure and Wellbeing Hub. Key themes are outlined overleaf.

Figure 24 - Elected Member Engagement - Key Themes



Figure 25 - Health & Wellbeing Engagement - Key Themes

The Centre as a social anchor

- Designed to socially connect
- Community first environment
- Cafe, lounges and foyers should be essential
- Welcoming environment

Intergenerational activity

- Health and wellbeing embedded into family life
- Joint classes for adults/children
- Family friendly sessions and pricing
- No barriers for parents/carers to spectate

Co-located Support Services

- Co-locate services that address determinants of poor wellbeing such as, food insecurity, social isolation, debt and housing stress and poor access to services
- Need for low threshold consultation spaces
- Signposting of other services

Overcoming Cultural, Financial and Confidence Barriers

- Cultural sensitivity, with cultural appropriate sessions
- Pricing Strategy
- Referral schemes and social prescribing

Mental Health & Youth

- Early intervention and emotional support
- Youth drop-in space
- Counselling access
- non-clinical workshops

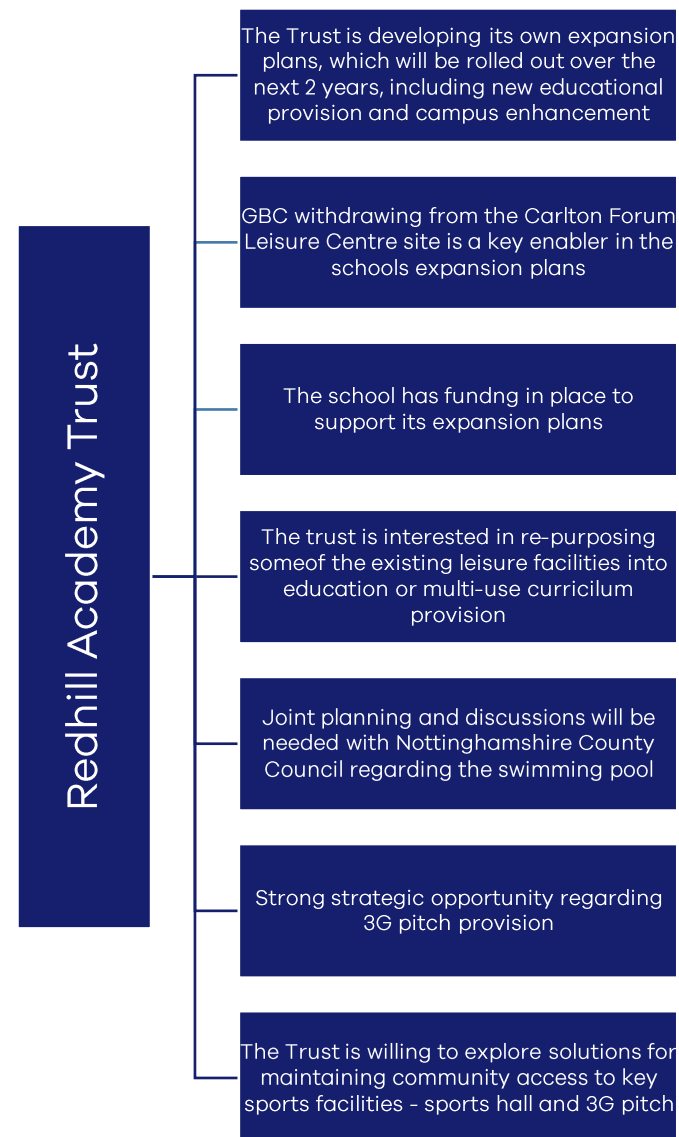
Flexible Space

- Maximise impact and reach of footprint
- Pop-up spaces
- Community rooms
- Digital information

8.3. Redhill Academy Trust

8.3.1. The Council met with the Operations Director of Redhill Academy Trust To explore the future of the Carlton Forum Leisure Centre site and the joint use agreement as part of any new leisure centre development. The key take aways from this session are:

Figure 26 - Redhill Academy Trust Engagement - Key Findings



8.4. National Governing Body Engagement

8.4.1. Key National Governing Bodies (NGBs) were contacted to understand if there had been any changes to their priorities

and known local demand since the completion of the built facility strategy in 2023.

8.4.2. English Indoor Bowling Association (EIBA)

Table 4 - EIBA Survey Responses

Question	EIBA Response
Previous engagement through the BFS highlighted the need to retain the existing indoor bowls facility at The Richard Herrod Centre, as the only other facility within a 30 minute drive is across Nottingham City Centre, can you confirm if this is still the view of EIBA?	Yes
If an indoor bowls facility is retained what would the recommended size of facility be based on the current membership base at Gedling Indoor Bowls Club. Our understanding is the club currently has (c.300 members)?	Much will depend upon the “Business Plan and Sports Development Plan”, to ascertain whether the new facility will be sustainable. If it is a standalone facility, it will need to operate for 12 months a year. The maximum number of people that can use any Rink is 8. As such, much will depend upon the demand for the use of the facility – e.g. if there are only 4 rinks between 10 am and 12 noon, will more than 32 people wish to play at that time.
What level of competition do you envisage being delivered from any indoor bowls provision in Gedling. Are there other venues nearby that hold regional and national competitions?	Internal - Club Leagues/Competitions and Social Bowling Inter Club Fixtures and County League fixtures; Preliminary Rounds of County and EIBA National Competitions
Can you confirm what size rink is required to deliver regional and national competitions?	All games must be played on a Rink that complies with the Laws of the Sport, as for Club and County games
Are you aware of any other planned investment into indoor bowls across the Nottinghamshire region?	No

Question	EIBA Response
If the Council was to replace any indoor bowls facilities do you have any funding available to support this investment?	No – just limited numbers of Coaching Bursaries

8.4.3. Nottinghamshire Football Association (FA)

Table 5 – Nottinghamshire FA Response

Questions	Nottinghamshire FA Response
What are your NGBs current priorities for the Gedling area?	The current Local Football Facility Plan (LFFP) identifies 5 priority projects in Gedling: • Lambley Lane North – new 11v11 Floodlight 3G FTP • Carlton Area – 3G FTP Project – new 11v11 Floodlight 3G FTP – need for additional provision in the Carlton area • Gedling Area – 3G FTP Projects – 2 x new 11v11 Floodlight 3G FTP – includes Calverton area • Based on potential future growth, particularly of youth and women’s football there could be demand for up to 4 additional 11v11 3G FTPs • Canonville Coaching Football Centre – Refurbish existing 11v11 3G FTP
Is there a sufficient supply of facilities to meet current and future demand for your sport in Gedling?	See response to question 1
Can you tell us what level of competitions are held in Gedling and does your NGB have any	A range of leagues are participated in, including: • Central Midlands Alliance (adult male) - home and away • East Midlands PAN Disability Football League (adult and youth mixed) - central venue • East Midlands Public Authorities League (adult male) - home and away • East Midlands Veterans Football League (adult male) - central venue

Questions	Nottinghamshire FA Response
development needs?	• East Midlands Women's League (adult female) - central venue • KickStart Youth Football League - Sunday (youth mixed) - central venue • Northern Premier League (adult male) - home and away • Nottinghamshire Girls And Ladies Football League (adult and youth female) - home and away • Nottinghamshire Senior Football League (adult male) - home and away • Notts Sunday Football League (adult male) - home and away • Notts Youth FL (Sat) (youth male) - home and away • Notts Youth FL (Sun) (youth male) - home and away • United Counties Football League (adult male) - home and away • Young Elizabethan F.L. (Sat) (youth mixed) - home and away • Young Elizabethan F.L. (Sun) (youth mixed) - home and away
Do you have any long-term plans or developments in mind/progress within the Gedling or Nottinghamshire area?	We're currently in the process of updating LFFP (Local Football Facility Plan) Football Foundation Local Plans across all Local Authorities in Nottinghamshire. This is the strategic document that highlights the demand for facilities within a local authority and is delivered in partnership with each Local Authority, Sport England, Football Foundation & others. The refresh includes a review of projects which have been delivered, and an assessment as to whether other projects identified in the original LFFP are still considered a priority for inclusion, or whether they have been deemed unviable. This will allow for appropriate priority projects and needs to be reflected in the new plans – and potentially unlocking funding streams towards new facilities. Plans such as Ashfield, Bassetlaw, Mansfield , Newark & Sherwood & Rushcliffe have been updated. Gedling, Broxtowe and Nottingham (City) are still to be finalised.
Do you have access to any funding to support facility investment in Gedling?	Details on the funding available can be found here: What we fund Football Foundation

Questions	Nottinghamshire FA Response
Do you have any further comments?	No

8.4.4. **Swim England**

8.4.5. Swim England did not provide a direct response to the survey issued, however they have provided a paper setting out they’re assessment of water space available and demand.

8.4.6. Swim England calculate demand based on 12m2 per one thousand population. On this basis they project a shortfall of 488m2.

8.4.7. The proposed pool development as part of Ambition Arnold, increases the water space available by 207m2, resulting in a reduced shortfall against Swim England’s Projections of 281m2.

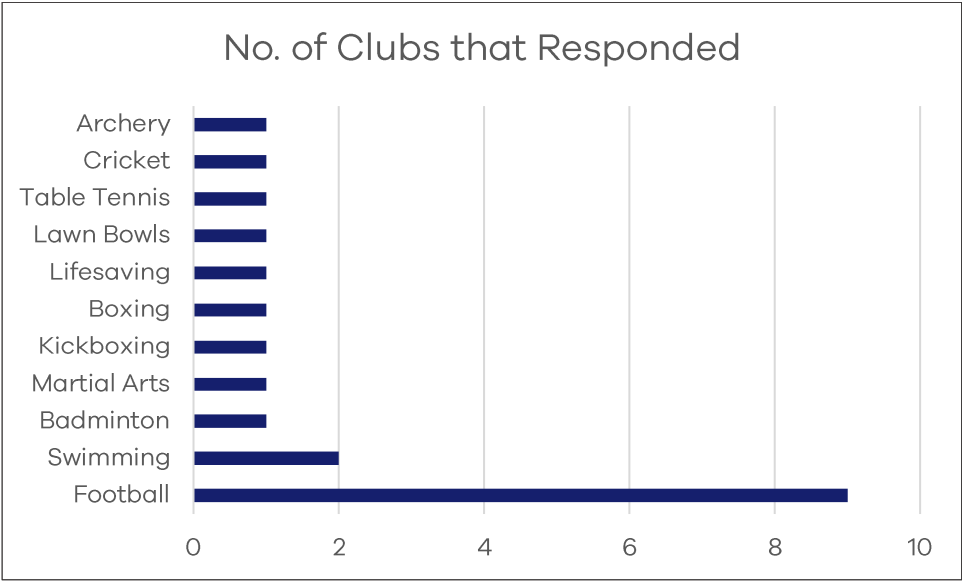
8.4.8. Swim England also recommend:

- Future water provision should look to have open community access, making the water space even more accessible to the local population.
- Facility mixes in the future needs to consider the versatility of its water space and the use of movable floor/boom system.

8.5. **Sports Club Engagement**

8.5.1. A survey was issued to local sports clubs to understand their current usage of the leisure centres and future demand for facilities. The survey was open for three weeks and received 20 responses.

Figure 27 - Sports Club Survey Responses



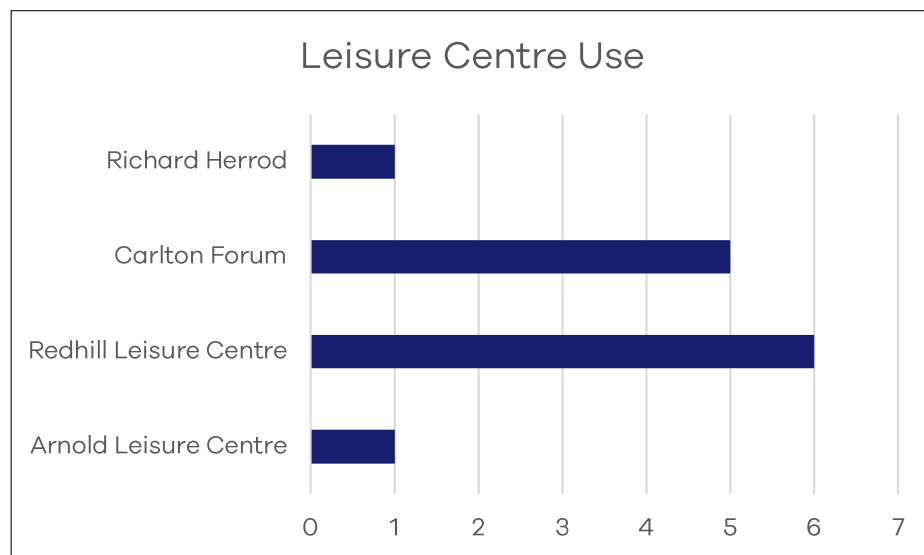
8.5.2. Of the 20 clubs that responded 13 use the Council's leisure centres.

8.5.3. Five of the six clubs that use Redhill are football clubs using the 3G pitch. The club utilising Richard Herrod is also a football club.

8.5.4. Of the two swimming clubs, one uses Arnold Leisure Centre and the other Carlton Forum Leisure Centre.

8.5.5. At Carlton Forum the clubs also utilise the sports hall.

Figure 28 - Sports Club Leisure Centre Use



8.5.6. All of the respondents that use the Council's leisure centres stated that the quality of facilities was 'good' or 'excellent'. However six clubs stated they did not have a sufficient amount

of hours to meet the demands of the club. Five of the clubs that responded no are football clubs with all saying they would like more use of the 3G pitch at Redhill.

8.5.7. Arnold Swimming Club also stated they would like additional pool time at Arnold Leisure Centre.

8.5.8. **Gedling Indoor Bowls Club**

8.5.9. The Council has undertaken separate workshops with Gedling Indoor Bowls Club, based at the Richard Herrod Centre. The workshops were attended by over 200 people.

8.5.10. Any proposed closure or downsizing of Gedling Indoor Bowls Club has generated strong community opposition. The club is widely regarded not only locally but within the wider area of Nottinghamshire.

8.5.11. A reduction to three rinks is viewed as unviable, with many insisting that a six-rink facility is essential for sustaining current participation levels, county competitions, and the club's long-term viability.

8.5.12. It has been suggested that temporary facility would be required if redevelopment takes place as there are concerns that some members would not return to bowls if there were no facility available.

8.5.13. Lack of public transport to the Richard Herrod Centre has also been raised as a concern.

8.5.14. Members highlighted that Gedling Indoor Bowls Club holds historical and strategic importance. Gedling is recognised as the birthplace of Disability Bowls England and continues to

serve as a national hub for inclusive participation. Stakeholders state that downgrading its facilities would constitute discrimination against those who depend on accessible, ground-floor venues.

8.5.15. There is widespread concern about the impact on health, wellbeing, and social inclusion particularly for older and disabled residents if bowls facilities were reduced or closed. Focus groups, stakeholder letters, and member testimonials consistently highlight the clubs as vital lifelines that support mental and physical health, reduce loneliness, and offer routine, purpose and friendship.

8.5.16. Concerns highlighted that closure or insufficient replacement would lead to social isolation, mental health decline, and increased pressure on the NHS and social care systems.

8.5.17. Responses highlight the emotional and health-related benefits of bowls. For many the club is their only source of social interaction and exercise, particularly in winter. Personal stories state how bowling improves memory, combats depression, and helps individuals with a disability.

8.5.18. The health and wellbeing concerns regarding any closure of the bowls facility centre on:

- The critical role of bowls in supporting older and disabled residents.
- Fears of increased loneliness and declining mental health if facilities are lost or reduced.
- The importance of maintaining a full six-rink, accessible venue to preserve inclusion, legacy, and community health outcomes.

8.5.19. **Gedling Indoor Bowls Club Business Plan**

8.5.20. Gedling Indoor Bowls Club has provided the Council with a business plan to help inform the future options at Richard Herrod Centre. The business case provides the clubs strategic, financial and social rationale for retaining indoor bowling at the centre.

8.5.21. The business plan sets out the clubs growth from 160 members to over 300 members in the last two years and membership is projected to reach 450 by 2030, an additional 150 members over the next 5 years.

8.5.22. The club has plans to increase summer usage to at least 1,000 visits per month (from 750) and they are actively looking to expand community and commercial offerings.

8.5.23. The club has provided financial projections that state the anticipated rent of £74,500 for 2025/26 is affordable and has suggested that refurbishing the building for energy efficiency would reduce the operational costs going forward to maintain rent at current levels.

8.5.24. The club also states that it would be financially beneficial if food and beverage facilities were reinstated to the club. Currently the Council takes bar revenue from all users (including bowls) and therefore retains all income. The clubs business plan has made assumptions of an average spend of £4 per head, however the current performance review shows

secondary spend per head of £2.14 in 2024/25²⁴. A projected average spend of £8-£10 per visit per person, if managed by the club, is very ambitious.

8.5.25. The business plan also sets out the strategic and community impact of the bowls facility and highlights 6 core recommendations:

- I. Retain Indoor Bowling at Richard Herrod Centre (with 6 rinks)
 - a. Maintain continuity of provision during any refurbishment
- II. Invest in Refurbishment
 - a. Improve accessibility and energy efficiency (target 30% savings)
- III. Reinstate Food and Beverage Facilities
 - a. Capture lost bar/catering revenue, improve member / visitor experience
- IV. Improve GBC Promotion of Indoor Bowls
 - a. Actively market the facility as a borough-wide community asset
 - b. Fulfil joint responsibility for public access promotion
- V. Formalise Shared Benefit Model
 - a. Explore revenue share or subsidy mechanisms to reflect club's role in generating GBC income

²⁴ Spend per head = total catering/vending income divided by the total number of visits

VI. Avoid a Multi-Year Closure

- a. Maintain staged access or secure a temporary accessible venue

8.5.26. The business plan presents evidence and data showing the impact of the indoor bowls centre, however this will need to be considered alongside the strategic need for other facilities and site size and constraints as well as capital affordability. Whilst the Club has highlighted current rent is affordable the business plan does not set out future income growth or measures that would mitigate the risk of increases in expenditure, including rent. The income opportunities currently identified by the club is partially reliant on the Council losing other sources of income (catering & vending).

Secondary income from bowls users only cannot be quantified in the accounts therefore can only be calculated across the whole centre.

Engagement Review - What does this mean for investment in leisure across Gedling?

- EIBA and Gedling Indoor Bowls Club feedback highlights their preference to retain a six rink indoor bowls facility at Richard Herrod Centre.
- Gedling Indoor Bowls club has developed a business plan to retain the bowls facility and has demonstrated the financial, strategic and social impact, this will need to be considered alongside the other facility demands in the area and how retention of the bowls would impact other facility need. The business plan is also predicated on the rent remaining at current levels, which may not be achievable depending on maintenance costs, utility demand and capital cost of a new facility. Whilst recognising the importance of the bowls club to the local community the Council will need to base its decisions taking all evidence and supply and demand analysis into account.
- From the sports club feedback there is significant demand for football pitches/3G pitches so it is important to consider opportunities for pitch provision as part of any development.
- Arnold Swimming Club would like additional use of the pool facilities, this could be addressed through the new pool provision proposed as part of the Ambition Arnold development.
- Nottinghamshire FA has identified demand for additional 3G pitches, which is supported by local club feedback where five football clubs would like additional hours at Redhill Leisure Centre.
- Swim England has highlighted a shortfall in water space across the borough. This will in part be addressed through the new pool provision as part of the Ambition Arnold project, however additional water space should be considered. They also highlight the need for water space to be flexible and maximise community access.
- Redhill Academy Trust is prepared to work with the Council on its plans for leisure centre re-development, with the potential withdrawal from the existing Carlton Forum site supporting their own strategic objectives and expansion opportunities. The existing dual-site arrangement is not a barrier to progressing investment opportunities.

9. Facility Recommendations

- 9.1. Collating the evidence in sections 2-8 of this strategic review, Table 6 makes recommendations for the Council's wider leisure portfolio.
- 9.2. Each recommendation has been given a priority of short (1-2 years), medium (3-5 years) and long term (5 years +). This has been assessed based on the following criteria:
- the urgent need to replace existing buildings due to current asset maintenance liabilities.
 - the financial sustainability of each site and the need to deliver the Council's Medium Term Financial Plan.
 - the need to protect service provision in the Borough by taking action where demand is highest, mitigating negative impact on community needs.
 - the need to raise significant capital investment for new facilities, including borrowing potential and availability of external funding

Table 6 - Leisure Centre investment Recommendations

Leisure Centre	Recommendation	Facility mix	Rationale	Priority
Arnold Leisure Centre	Progress with the Ambition Arnold project, improving the swimming and fitness offer for the town.	• 25m 8 lane pool • Learner pool • Health Suite • Gym • 2 x studios • Spin studio • Meeting Room • Café/vending	• Supports strategic objectives including, carbon reduction, increasing participation in physical activity and leisure provision being inclusive and accessible. • Supports the Built Facility Strategy and strategic outcomes planning recommendations. • Facility mix appeal to adults and children. • High demand for swimming and swimming financial performance is strong. • The existing centre is expensive to operate and maintain. • Engagement highlighted demand for the facilities, particularly the swimming pool. • Improved fitness offer will attract the latent demand for fitness. • Improved and larger pool facilities will support demand from potential housing growth in Arnold. • Asset management liabilities are greater at Carlton Forum site and to progress the capital programme Ambition Arnold will require additional external	Medium to long-term

Leisure Centre	Recommendation	Facility mix	Rationale	Priority
			funding, yet to be identified; therefore this recommendation is a medium to longer-term ambition.	
Redhill Leisure Centre	In the delivery of Ambition Arnold, retain the sports hall and pitches for community use, however an alternative delivery model for these could be explored with local partners and National Governing Bodies.	3 Court Sports Hall - All Weather Pitch Fitness no longer required as being provided as part of the new Arnold Leisure Centre.	- The sports hall and all weather pitch perform very well financially highlighting clear demand for the facilities. - Engagement highlighted demand for facilities – particularly the all-weather pitch. - Supports Built Facility Strategy recommendations - Existing level of sports hall provision meets demand and should be retained. - Supports Playing Pitch and Outdoor Sport Strategy recommendations – protect existing pitch provision and projected shortfall in future years. - Ensuring community access is retained will support demand from potential housing growth in Arnold. - Withdrawal from the joint use agreement requires a two-year notice period. This would offer time to explore alternative delivery models for retaining facilities on the site.	Medium to long-term
Carlton Forum Leisure Centre	Replace the existing leisure centre, providing new swimming, fitness and community facilities at the Richard Herrod Centre site. Sports hall provision needs to be retained, this could be the existing sports hall on the school site remaining open for community use. An alternative delivery model for the community use could be explored with local partners and National Governing Bodies.	Core Facility Mix 8 lane main pool - Teaching pool - Gym – c. 100 stations - Assisted Exercise Suite 2 x Group Exercise Studios - Spin Studio - Community Room – available for a range of sporting/non-sporting activities, community hire,	- Supports strategic objectives including, carbon reduction, increasing participation in physical activity and leisure provision being inclusive and accessible. - Supports the Built Facility Strategy and strategic outcomes planning recommendations. - Increases water space from existing provision in Carlton, reducing the shortfall identified by Swim England. - Carlton Forum is an ageing building reaching the end of its life span, with known ongoing maintenance issues. - Both Carlton Forum and Richard Herrod Centre require significant condition survey work, totalling over £2m. - Swimming financial performance is strong showing demand. Benchmarks are very high, suggesting the	Short-term

Leisure Centre	Recommendation	Facility mix	Rationale	Priority
Richard Herrod Centre	Combine the offer at Richard Herrod with the replacement Carlton Forum Leisure Centre to create one sports and active wellbeing facility for the town.	family hub, health services, etc. • Café linked to reception and play • 3G All-weather pitch Existing school site • 5 Court Sports Hall - with community access retained Additional Options Subject to RIBA 0 Business Plan • Soft Play aimed at under 8's • 6 lane Bowls rink Based on the engagement findings it is suggested that there is some demand for indoor bowls provision, however provision of this does not have to be located at the new leisure centre. The Council could support Gedling Indoor Bowls Club in finding alternative premises. It is recommended that both a with and without indoor bowls option is considered as part of the early feasibility business planning stage (RIBA 0) for the new Carlton centre. This will help to understand the	pool could be at capacity and there is demand for additional water space. • There is latent demand for fitness, improved fitness facilities could help improve the fitness membership base. • Sports hall income is good, demonstrating demand for the facility. • Flexible community space could support the developing Family Hubs and Integrated Neighbourhood Teams to provide locally accessible services and pathways into preventative community provision. • Rationalisation of facilities in Carlton will reduce the ongoing financial subsidy from the Council to support the Medium Term Financial Plan and the case for borrowing to fund future capital investment to protect leisure provision across the Borough. • Assisted exercise suite will support the ageing population. • Flexible activity and social space will support active ageing, delivery of preventative health and wellbeing programmes and address social isolation. • Opportunity to maximise usage by having all facilities in one location • High demand for all weather pitches highlighted through the engagement and Playing Pitch and Outdoor Sport Strategy highlighted need for an additional full size 3G pitch in the borough. • Additional pitch provision in Carlton supports the Local Football Facilities Plan priorities • Engagement with England Indoor Bowls Association and Gedling Indoor Bowls Club demonstrated demand to retain a 6 rink indoor facility in Gedling • Improved and larger facilities (pool and gym) will support the potential housing growth around Carlton.	Short-term

Leisure Centre	Recommendation	Facility mix	Rationale	Priority
		commercial impact, viability of capital build options and financial sustainability.	- Currently no soft play facilities within Carlton, new provision will increase opportunities for young children to be active and support the centre as a family destination, from early years through to later in life. - Withdrawal from the Carlton Forum joint use agreement requires a two-year notice period. This would offer time to explore alternative delivery models for retaining facilities on the existing site, to support Nottinghamshire County Council and Carlton Academy to plan for the future use of that site and enable Gedling Borough Council to keep Carlton Forum operational during any construction of the new leisure centre at Richard Herrod. - Funding options to be explored to support delivery of these recommendations include Carlton Neighbourhoods Fund and Strategic Community Infrastructure Levy.	
Calverton Leisure Centre	Retain the existing facility for community use (min. sports hall, pitch and swimming pool) but seek an opportunity to work with local partners and National Governing Bodies to explore new delivery models that remove the Council's financial subsidy. Protecting community access will be subject to financial viability.	3 court sports hall 18m pool - Rubber crumb pitch	- Financial performance demonstrates there is demand for the swimming and sports hall, however the site does require a current subsidy of c.£180k per annum. - Pitch income is low, which is likely to be due to the dual use nature of the site. However, given the overall demand for all-weather pitches community access should be retained. - Fitness income is low and whilst likely to operate at a profit fitness demand can be met at other local facilities, particularly when the new Arnold Leisure Centre is built, which is a c.10 minute drive away. If the Council retains responsibility for managing the site then commercially the fitness should remain, as it's likely to be subsidising non-profit making activities. Alternative management options would need to be financially viable should the Council no longer be the operator of the facility, therefore fitness could be considered as part of that.	Short-term

Leisure Centre	Recommendation	Facility mix	Rationale	Priority
			• Withdrawal from the joint use agreement requires a two-year notice period. This would offer time to explore alternative delivery models for retaining facilities for the Calverton area. • Swim England identified a shortfall in water space, removing community access from the pool would increase the shortfall further. • Ensuring community access is retained will support demand from potential housing growth in Calverton. • Reducing the Council’s leisure subsidy will support the Medium Term Financial Plan and the case for borrowing to fund future capital investment to protect leisure provision across the Borough.	

Appendix 1 – National Strategy Summary

Strategy/Report	Key Priorities/Purpose
Get Active: a strategy for the future of sport and physical activity 2023	• Being unapologetically ambitious in making the nation more active, whether in government or in the sport sector • Ensuring everyone is focused on increasing physical activity, meaning fewer inactive children, and narrowing the gap on inactivity where groups are not being reached, with visible progress across the country by 2030 • Making sport and physical activity more inclusive and welcoming for all so that everyone can have confidence that there is a place for them in sport • Helping the sector to be welcoming to all, by promoting women's and disability sport, championing diversity across the sector and holding the sector to account for investing in these groups • Setting the future direction for facilities and spaces where people can be active • Working towards a more environmentally sustainable sector that delivers on the government's net-zero ambitions.
Uniting the Movement Sport England 2021-2031 Future of public leisure Sport England 2022 Every Move sustainability strategy and action plan 2024 Sustainable facilities and planning Sport England	• Connecting communities • Positive experiences for children and young people • Strengthening the connection to health • Connecting with health and wellbeing • Alignment of leisure, physical health, mental health and social care • Transitioning from traditional leisure services into an active wellbeing service • Champion equality, diversity and inclusion • Place-based provision • Active environments • Environmental sustainability • Blue-green environment quality and use • Site selection, transport plan, site layout, facility design, construction elements, M&E specifications, energy recovery and conservation methods
PHE Strategy 2020 to 2025	• Healthier diets, healthier weights • Better mental health • Best start in life • Smoke free society • Creating cleaner air • Reduce health inequalities

Strategy/Report	Key Priorities/Purpose
	• Create connected, resilient, more cohesive communities • Work with partners in the voluntary and community sector to develop their capacity and • strengthen the place of community at the centre of the public health system
Fit for the future: 10 Year Health Plan for England (accessible version) - GOV.UK	• Re-Invent the NHS through: ○ Hospital to community ○ Analogue to digital ○ Sickness to prevention
Get a move on 2019	• Physical health - Prevent or manage over 20 chronic conditions and diseases, including cancer, stroke and type 2 diabetes • Mental health - Reduce the risk of, and manage, depression, stress and anxiety, and can increase motivation, drive and self-confidence • Social - Provide opportunities for social interaction, build stronger communities and reduce isolation • Environmental - Prevent climate change and air pollution when active travel is facilitated, by reducing the number of vehicles on the road • Societal - Save the NHS and wider society money. The cost of physical inactivity to the UK is estimated to be £7.4 billion per year
Gear change: a bold vision for cycling and walking (publishing.service.gov.uk) The second cycling and walking investment strategy (CWIS2) (updated 2023)	• Better streets for cycling and people • Cycling at the heart of decision making • Empowering and encouraging Local Authorities • Enabling people to cycle and protecting them when they do • To see a step-change in cycling and walking • England will be a great walking and cycling nation • Healthier, happier and greener communities • Convenient and accessible travel • Increase the percentage of short journeys in towns and cities to 46% in 2025 • Increase walking activity by 2025 • Increase the percentage of children aged five to ten who usually walk to school to 55% in 2025
National Planning Policy Framework (updated Dec 2024) Planning Practice Guidance (updated Feb 2024)	• Building and strong, competitive economy • Promoting healthy and safe communities • Promoting sustainable transport • Achieving well-designed and beautiful places • Meeting the challenge of climate change, flooding and coastal change

Strategy/Report	Key Priorities/Purpose
English Devolution White Paper - GOV.UK	• Universal coverage in England of Strategic Authorities – which should be a number of councils working together, covering areas that people recognise and work in • Unitary councils can lead to better outcomes for residents, save significant money which can be reinvested in public services, and improve accountability with fewer politicians who are more able to focus on delivering for residents. • This White Paper announces that we will facilitate a programme of local government reorganisation for two-tier areas, and for unitary councils where there is evidence of failure or where their size or boundaries may be hindering their ability to deliver sustainable and high-quality public services. • New unitary councils must be the right size to achieve efficiencies, improve capacity and withstand financial shocks. For most areas this will mean creating councils with a population of 500,000 or more.
The School Sport and Activity Action Plan July 2019 (Updated 2023) National curriculum in England: physical education programmes of study - Sept 2013	• Aims to improve the quality of PE and school sport provision • Encourages 2 hours of PE a week • Helps to ensure equality of access to sport for girls and boys • Helps to increase the number of children playing sport in school and meeting curriculum expectations, including for swimming and water safety • Develop competence to excel in a broad range of physical activities • Are physically active for sustained periods of time • Engage in competitive sports and activities • Lead healthy, active lives

Appendix 2 – Local Strategy Summary

Table 7 – Local Strategy Summary

Strategy	Vision	Existing Key Priorities Active Wellbeing Hubs can contribute towards
Gedling Plan 2023-2027	"Serving people, improving lives"	- To provide vibrant town and local centres that attract shoppers and leisure users. - Work with Health Service partners to enable residents to lead healthy lives through positive social and physical activity. - Cleanliness of our built environment and the protection and enhancement of our natural environment, including our waterways, parks and open spaces, habitats and wildlife; minimising pollution and waste by influencing the council's and borough's carbon emissions. - We strive to make improvements by doing things differently and collaboratively, using digital transformation of our services - Our customer experience is the best possible and our facilities and services are accessible to all.
Gedling Borough Council Medium Term Financial Plan, 2025-2030	Prepare a five-year financial forecast for the Council	Planned budget reductions and efficiency savings required to achieve a balanced budget.
Gedling Strategic Outcomes Planning Model 2023	"Gedling is a healthy borough with its people more active, more often, and promotes health equality across our communities."	Economy - Sport, leisure and physical activity sector has a diverse, well trained, professional workforce and voluntary sector - Employers to support workers to be active throughout their day and promote active travel initiatives to travel to work - Ensure the active environment is part of future town centre designs Community - Communities are more connected through increased levels of physical activity - Leisure provision is inclusive and accessible to all people across the borough - Build healthier communities that promote social inclusion, accessibility, disability and diversity across all leisure provision encouraging movement not just sport - Support people that need it most to be physically active - Make physical activity part of everyday life - Support people to live well, stay healthier and live independently for longer through having physically active lives

Strategy	Vision	Existing Key Priorities Active Wellbeing Hubs can contribute towards
		- Use physical activity to help reduce health inequalities Place - Leisure centres are carbon neutral by 2030 - Ensure the active environment is part of future town centre designs - Improve health and wellbeing through walking and cycling - Ensure green spaces are good quality, safe and accessible Financial sustainability - This has been identified as a key driver across the delivery of all Outcomes. All interventions for the future will need to balance community need against financial achievability and viability.
Nottinghamshire Joint Health and Wellbeing Strategy 2022-2026	- Give every child the best chance of maximising their potential - Create healthy and sustainable places - Everyone can access the right support to improve their health Keep our communities safe and healthy	We want to support residents to have control over their weight to improve their health and wellbeing. To do this we will work to help make healthy food choices more readily available and the environment around us easier for people to move around more and to lose weight.
Active Notts Making Our Move 2021-2031	To address inequality and empower everyone to be active in a way that works for them. Through working together and local action to create lasting change.	- Being clear about how physical activity can help address inequalities & building a workforce of 'people like me' in our neighbourhoods - Getting closer to health, planning and transport and the zero carbon agenda to create integrated, strategic planning - Person-centred approaches consider what's needed to be active for people living with long term health conditions and disabilities - Resource and capacity is proportionally focussed on people and neighbourhoods experiencing the greatest inequality - Places are walkable and connected, making it easier and safer for people to move more
Sport and Physical Activity Strategy 2022-2025	This vision is based on the principles of "Working together", "Local action" and "Creating	Places are walkable and connected, making it easier and safer for people to move more, including those in the ageing population, those with a limiting illness or disability, children and families most in need and neighbourhoods where inactivity exists

Strategy	Vision	Existing Key Priorities Active Wellbeing Hubs can contribute towards
	lasting change". Figure 4 highlights the importance of being active and the benefits to both our health and nation's economy (Active Notts, 2021). This Strategy seeks to work alongside Active Notts in delivering "Making Our Move" within Gedling Borough.	• Improve access and signposting to sport and physical activity opportunities • Contribute to cohesive, diverse and safe communities through sport
Green Space Strategy 2021-2026	• To enhance people's quality of life through the provision of sufficient, accessible and attractive green spaces. • To promote the central role that green spaces play in contributing to the borough's biodiversity, sustainability and heritage. • To provide green spaces and play and sports facilities to enable residents to undertake a wide range of recreational and educational activities for healthy living. • To actively involve the community in their local green spaces. • To increase participation in green spaces for sport and recreation.	• Combat loneliness through providing an environment for social interaction and community integration, in turn supporting an increased sense of belonging. • Promote and protect the environment by minimising pollution and waste and becoming carbon neutral • Support physically active lifestyles
Gedling Local Football Facility Plan, 2025	The Football Foundation's funding partners have significantly increased investment to accelerate efforts to deliver more and better football facilities for the grassroots game. The	The current Local Football Facility Plan (LFFP) identifies 5 priority projects in Gedling: • Lambley Lane North – new 11v11 Floodlight 3G FTP • Carlton Area – 3G FTP Project – new 11v11 Floodlight 3G FTP – need for additional provision in the Carlton area

Strategy	Vision	Existing Key Priorities Active Wellbeing Hubs can contribute towards
	purpose of this plan is to identify the priority projects for potential investment in this area.	- Gedling Area – 3G FTP Projects – 2 x new 11v11 Floodlight 3G FTP – includes Calverton area - Based on potential future growth, particularly of youth and womens football there could be demand for up to 4 additional 11v11 3G FTPs - Canonville Coaching Football Centre – Refurbish existing 11v11 3G FTP
Gedling Carbon Management Strategy Action Plan 2021-2030	‘To take robust action to tackle the threat of climate change, both internally and externally, working in partnership with local organisations and residents to facilitate behavioural change contributing to sustainable communities.’	- The Built Environment - Transport - Reduce the need to travel by diesel or petrol cars within the borough’s boundaries - Promote the uptake of active travel - Energy Generation - Expand local low carbon energy generation in the borough - Consumption and behavioural change - Waste Reduction and Recycling Green infrastructure – carbon offsetting
Nottingham and Nottinghamshire Integrated Care Primary Care Strategy 2025-2030	A more resilient, efficient, and patient-centred primary care provider sector that meets the needs of our population both now and in the future	- Accelerating our integration of health and care teams at Neighbourhood level - Promoting greater provider collaboration at Place and system level - Accelerating collaborative commissioning approaches and creating the conditions for success Our intention over the next five years is to move more care out of traditional hospital based settings and into communities. The integrated neighbourhood health model consists of: - NHS and social care working together to prevent people spending unnecessary time in hospital or care homes. - Strengthening primary care community based care to enable more people to be supported closer to home. - Connecting people accessing health and care to wider public service and third sector support, including social care, public health and other local government services.
East Midlands Combined County Authority Corporate Plan 2025-26	To ensure long-term systemic impact created by and for the benefit of our residents, businesses and communities. This purpose is built on the foundation	- A greener future: We will help businesses and homes use cleaner energy to protect our environment and keep energy supplies reliable. - Skills for success: We will match training with the jobs people need so everyone has the chance to build a better future

Strategy	Vision	Existing Key Priorities Active Wellbeing Hubs can contribute towards
	of systems leadership and partnership working. By bringing decision-making closer to our region, we aim to deliver the vision for a region that is more prosperous, sustainable and fairer, helping our businesses to create and seize new opportunities.	• Fairer opportunities: We will work to reduce inequality, helping everyone to reach their full potential. • Healthier lives: We will support better healthcare and well-being, focusing on those who need it most. • More green spaces: We will invest in parks and natural spaces, bringing more wildlife back into our communities.
Greater Carlton Plan for Neighbourhoods, 2026-2036	To produce a ten-year Neighbourhood Plan for Carlton, setting out the activity that will be pursued to achieve the three strategic objectives of the programme: • Thriving places • Stronger communities • Taking back control	• Cohesion • Education and opportunity • Health and wellbeing • Housing • Regeneration, high streets and heritage • Safety and security • Transport • Work, productivity and skills

Appendix 3 – Catchment Population

Table 8 - 20-Minute Catchment Population for The Richard Herrod Centre

Age Bandings	Area	National Average	Variance	Catchment
0 to 4	5.2%	5.4%	-0.2%	22,401
5 to 9	5.7%	5.9%	-0.2%	24,491
10 to 14	5.7%	6.0%	-0.3%	24,621
15 to 19	7.6%	5.7%	1.9%	32,920
20 to 24	10.3%	6.0%	4.2%	44,419
25 to 29	7.0%	6.5%	0.5%	30,337
30 to 34	7.0%	7.0%	0.1%	30,329
35 to 39	6.4%	6.7%	-0.3%	27,742
40 to 44	5.9%	6.3%	-0.4%	25,656
45 to 49	5.9%	6.4%	-0.5%	25,276
50 to 54	6.2%	6.9%	-0.7%	26,969
55 to 59	6.1%	6.8%	-0.7%	26,240
60 to 64	5.0%	5.8%	-0.8%	21,687
65 to 69	4.2%	4.9%	-0.7%	18,302
70 to 79	7.2%	8.6%	-1.4%	31,251
80 and over	4.4%	5.0%	-0.6%	19,085
Total				431,726

Table 9 - 20-Minute Catchment Population for Calverton Leisure Centre

Age Bandings	Area	National Average	Variance	Catchment
0 to 4	5.4%	5.4%	0.0%	17,310
5 to 9	6.0%	5.9%	0.1%	19,015
10 to 14	6.0%	6.0%	0.0%	19,064
15 to 19	6.0%	5.7%	0.3%	18,956
20 to 24	6.6%	6.0%	0.5%	20,959
25 to 29	6.7%	6.5%	0.1%	21,174
30 to 34	7.0%	7.0%	0.1%	22,376
35 to 39	6.6%	6.7%	-0.1%	20,843
40 to 44	6.1%	6.3%	-0.2%	19,382
45 to 49	6.3%	6.4%	-0.1%	19,951
50 to 54	6.9%	6.9%	0.0%	22,022
55 to 59	6.9%	6.8%	0.1%	21,810
60 to 64	5.7%	5.8%	-0.1%	18,041
65 to 69	4.8%	4.9%	-0.2%	15,218
70 to 79	8.4%	8.6%	-0.2%	26,706
80 and over	4.8%	5.0%	-0.2%	15,294
Total				318,120

Table 10 - 20-Minute Catchment Population for Arnold Leisure Centre

Age Bandings	Area	National Average	Variance	Catchment
0 to 4	5.2%	5.4%	-0.2%	38,943
5 to 9	5.7%	5.9%	-0.2%	42,895
10 to 14	5.7%	6.0%	-0.3%	43,064
15 to 19	6.5%	5.7%	0.8%	48,782
20 to 24	7.9%	6.0%	1.8%	59,092
25 to 29	6.7%	6.5%	0.2%	50,394
30 to 34	7.0%	7.0%	0.0%	52,311
35 to 39	6.4%	6.7%	-0.3%	47,964
40 to 44	5.9%	6.3%	-0.4%	44,311
45 to 49	6.1%	6.4%	-0.3%	45,626
50 to 54	6.8%	6.9%	-0.1%	51,003
55 to 59	6.7%	6.8%	-0.1%	50,192
60 to 64	5.6%	5.8%	-0.2%	41,983
65 to 69	4.8%	4.9%	-0.2%	35,846
70 to 79	8.4%	8.6%	-0.2%	63,154
80 and over	4.8%	5.0%	-0.2%	36,473
Total				752,042

Appendix 4 – Arnold Latent Demand for Health and Fitness



Appendix 5 – Carlton Forum/Richard Herrod Latent Demand for Health and Fitness



Estimate of Latent Demand for Health & Fitness

NEW Carlton Forum (based at Richard Herrod Centre) - 8 minute drive time

Mosaic Type		Total Adult Population (15+)	Total Health & Fitness Demand
A01	World-Class Wealth	0	0
A02	Uptown Elite	28	1
A03	Penthouse Chic	0	0
A04	Metro High-Flyers	0	0
B05	Premium Fortunes	18	0
B06	Diamond Days	75	3
B07	Alpha Families	37	1
B08	Bank of Mum and Dad	205	7
B09	Empty-Nest Adventure	936	24
C10	Wealthy Landowners	0	0
C11	Rural Vogue	0	0
C12	Scattered Homesteads	0	0
C13	Village Retirement	5	0
D14	Satellite Settlers	113	3
D15	Local Focus	0	0
D16	Outlying Seniors	0	0
D17	Far-Flung Outposts	0	0
E18	Legacy Elders	1,299	33
E19	Bungalow Haven	1,316	37

E20	Classic Grandparents	3,240	108
E21	Solo Retirees	3,004	92
F22	Boomerang Boarders	1,530	76
F23	Family Ties	1,385	65
F24	Fledgling Free	373	15
F25	Dependable Me	792	32
G26	Cafés and Catchments	358	16
G27	Thriving Independence	4,690	145
G28	Modern Parents	104	5
G29	Mid-Career Convention	480	19
H30	Primary Ambitions	2,343	95
H31	Affordable Fringe	4,339	190
H32	First-Rung Futures	2,388	102
H33	Contemporary Starts	786	19
H34	New Foundations	328	5
H35	Flying Solo	373	11
I36	Solid Economy	688	26
I37	Budget Generations	961	45
I38	Economical Families	3,547	141
I39	Families on a Budget	5,154	193
J40	Value Rentals	10	0
J41	Youthful Endeavours	1,245	36
J42	Midlife Renters	6,025	256
J43	Renting Rooms	4,694	277
K44	Inner City Stalwarts	196	1
K45	City Diversity	0	0
K46	High Rise Residents	139	4
K47	Single Essentials	1,752	57
K48	Mature Workers	191	7
L49	Flatlet Seniors	1,322	15
L50	Pocket Pensions	704	11
L51	Retirement Communities	446	4
L52	Estate Veterans	496	18

L53	Seasoned Survivors	1,176	48
M54	Down-to-Earth Owners	112	4
M55	Back with the Folks	1,484	72
M56	Self Supporters	2,736	100
N57	Community Elders	682	21
N58	Culture & Comfort	85	2
N59	Large Family Living	616	18
N60	Ageing Access	264	9
O61	Career Builders	852	22
O62	Central Pulse	217	4
O63	Flexible Workforce	170	3
O64	Bus-Route Renters	1,565	43
O65	Learners & Earners	501	3
O66	Student Scene	472	8
Sub Total		69,047	2,552
<i>Add consideration for 25% of members from outside catchment</i>			<i>+851</i>
<i>Minus consideration for competition / decay on catchment fringes</i>			<i>-350</i>
Estimate of Total Demand for Health & Fitness			3,053
<i>Minus current membership number (approx.)</i>			<i>-1,894</i>
Estimate of Latent Demand for Health & Fitness			1,159

Disclaimer

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

Max Associates cannot be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any information provided within this report. We have relied in a number of areas on information provided by the client and have not undertaken additional independent verification of this data.



Business Plan Report

Carlton Forum Leisure Centre/Richard Herrod Centre

2025



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1. Introduction

- 1.1. Max Associates has been commissioned to produce an updated Leisure Strategy and Revenue Business Plan for any proposed development in Carlton.
- 1.2. An updated Leisure Strategy has been produced, which incorporates stages 1-8 from the methodology opposite. The Strategy proposes that a new leisure centre is built to replace the existing Carlton Forum Leisure Centre and Richard Herrod Centre.
- 1.3. The proposed facility mix is:
 - 8 lane main pool
 - Teaching pool
 - Gym – circa 100 stations
 - Assisted Exercise Suite
 - 2 x group Exercise Studios
 - Spin Studio
 - Community Room – available for a range of sporting/non-sporting activities, community hire, family hub etc.
 - Café linked to reception
 - 3G All-weather pitch
- 1.4. Additional options:
 - Soft Play aimed at under 8's
 - 6 rink indoor bowls facility
- 1.5. It is recommended that the sports hall and squash facilities remain at the school site, and the Council works with the school to form a community use agreement for these facilities.

- 1.6. Throughout the development of the Leisure Strategy there has been significant engagement with Gedling Indoor Bowls Club, who are currently located at Richard Herrod Centre. The feasibility options have been developed including and excluding a six rink indoor bowls facility.
- 1.7. Both Carlton Forum Leisure Centre and Richard Herrod Centre are currently managed in-house by Gedling Borough Council, which has three other centres including: Arnold Leisure Centre, Redhill Leisure Centre and Calverton Leisure Centre.
- 1.8. In considering the investment opportunity in Carlton, the condition of the existing leisure centre building has been taken into account. The table below outlines the known lifecycle and maintenance works that are required for the current centre to remain operational.

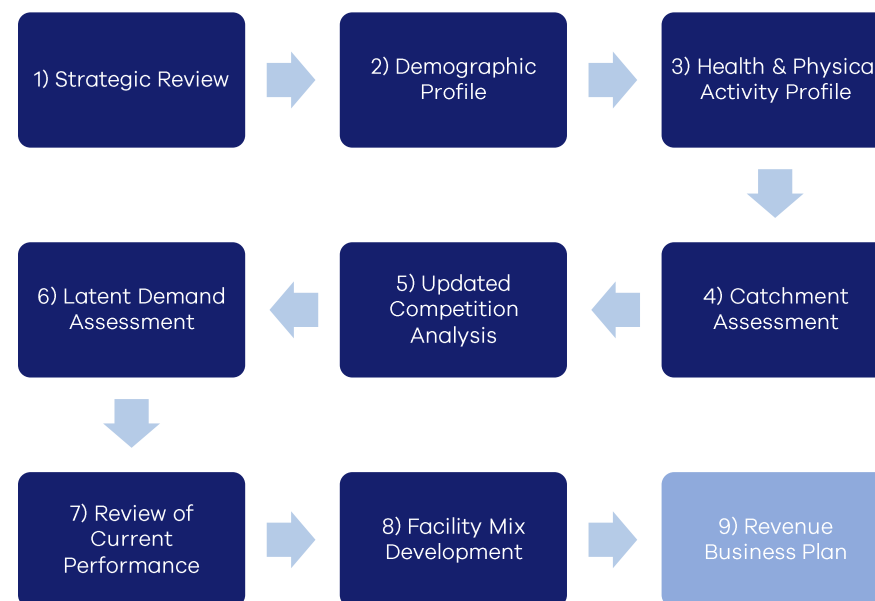
Table 1 – Known lifecycle & Maintenance Costs for Carlton Forum Leisure Centre

Investment area	Action Required	Estimated Cost
Drains	Ongoing flushing (excavating and repair not possible) Full centre drain re-lining	£24k per annum £109k every 2 years
Air handling	All 4 need replacing over next 5-10 years	£120k per unit
Pool Plant	Age based maintenance repairs	£85k over last 5 years – expected to increase
Pool re-tiling	Full re-tiling required in next 5-10 years	£220k

Investment area	Action Required	Estimated Cost
Fitness Suite	Full refurbishment required in 2027	£350k
Fixed electrical works	System will need upgrading	£285k
General repairs & maintenance	Additional ground work R&M costs	£30k £180k over last 5 years – expected to increase
Boilers	Need replacing in next 10 years	£150k
Security Costs	Continued investment in security guards	£75k per annum

1.9. The following methodology has been implemented to complete the feasibility.

Figure 1 – Methodology



1.10. To understand the revenue impact of the bowls and soft play, business plans have been produced for the following options:

1. Without Indoor Bowls and Soft Play
2. Indoor Bowls Only
3. Soft Play Only
4. Including Indoor Bowls and Soft Play

2. Revenue Business Plan

2.1. When projecting potential income streams, the following has been considered:

- A review of the financial performance of the existing Carlton Forum Leisure Centre and Richard Herrod Centre in 2023/24 and 2024/25;
- benchmarked income and expenditure using Moving Communities database¹ and Max Associates internal financial performance database;
- recommendations and findings of the updated Leisure Strategy report;
- commercial assessment of latent demand for fitness², so growth in the centre's membership could be projected;
- demographic and catchment analysis;
- membership pricing;
- pricing structures for casual use; and
- competition and comparable facility review.

2.2. Expenditure projections are based on the following:

- Staffing resource and costs, taking into account existing structures, pay grades and on-costs;
- industry rates for R&M and utilities given the meter square size of the proposed new building;
- costs above the rate of inflation have been included for utilities given the volatility of the market; and
- industry standards for other areas of expenditure including marketing and cost of sales.

2.3. Year one is based on 2025/26 prices. Increases for inflation have not been included within the projections at this stage (except for costs over and above inflation as per above).

2.4. Opening hours – the core opening hours for the new centre are set out in the table overleaf.

¹<https://movingcommunities.org>

² Undertaken by Leisure Database Company

Table 2 – Opening Hours

Opening Hours				Total Hours
		Open	Close	
Reception	M-F	07:00 AM	09:30 PM	92:30
	S/S	08:00 AM	06:00 PM	
Fitness Suite	M-F	07:00 AM	10:00 PM	95:00
	S/S	08:00 AM	06:00 PM	
Main Pool	M-F	07:00 AM	10:00 PM	95:00
	S/S	08:00 AM	06:00 PM	
Learner Pool	M-F	09:00 AM	08:00 PM	75:00
	S/S	08:00 AM	06:00 PM	
Soft Play	M-F	10:00 AM	06:00 PM	58:00
	S/S	10:00 AM	06:00 PM	
Cafe	M-F	10:00 AM	06:00 PM	56:00
	S/S	10:00 AM	06:00 PM	

2.5. **Pricing** – The key prices are based on existing Gedling Council’s pricing policies and membership packages. Soft Play entry has been priced at £5.00 per child.

2.6. **Income and Expenditure Summary**

- 2.6.1. The tables overleaf provide a summary of the income and expenditure projections for the first five years of operation for each of the four options. Year five is anticipated to be a mature year of operation. The table includes the combined 2024/25 actuals for the existing Carlton Forum Leisure Centre and Richard Herrod Centre for comparison.
- 2.6.2. All options are expected to operate at a surplus by year five, however all options will require a subsidy in year one.

Table 3 – Option 1 - Income and Expenditure Summary

	CF & RHC					
SUMMARY	2024/25 Actuals	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
INCOME						
Health & Fitness Memberships	753,970	963,208	1,117,786	1,159,755	1,175,307	1,175,180
Fitness casual	0	24,150	24,150	24,150	24,150	24,150
Group Exercise Casual	2,588	40,425	40,425	40,425	40,425	40,425
Assisted Exercise Suite	0	38,251	65,346	79,512	83,492	83,445
Swimming Casual	150,366	155,111	163,275	163,275	163,275	163,275
Swimming Lessons	686,131	698,796	698,796	698,796	698,796	698,796
Swimming Hire and other	0	80,136	89,040	89,040	89,040	89,040
Bowls Hall Rent	78,004	0	0	0	0	0
Community Room Hire	57,988	79,063	79,063	79,063	79,063	79,063
Outdoor - 3G Pitch	0	88,356	98,173	98,173	98,173	98,173
Secondary	152,706	175,022	196,968	202,561	204,474	204,461
Miscellaneous	164,974	0	0	0	0	0
Other income (not transferring)	125,648	0	0	0	0	0
TOTAL INCOME	2,172,376	2,342,518	2,573,022	2,634,750	2,656,195	2,656,007
EXPENDITURE						
Salaries	1,401,135	1,611,480	1,611,480	1,611,480	1,611,480	1,611,480
Utilities	312,697	196,605	200,537	204,548	208,639	212,812
NNDR	158,886	100,000	100,000	100,000	100,000	100,000
Insurance	25,927	0	0	0	0	0
Repairs & Maintenance	119,898	49,151	65,535	65,535	65,535	65,535
Grounds Maintenance	5,778	9,500	9,500	9,500	9,500	9,500
Cleaning	9,983	8,738	8,738	8,738	8,738	8,738
Equipment	70,989	21,845	21,845	21,845	21,845	21,845
Other Supplies	30,134	23,425	25,730	26,348	26,562	26,560
Advertising & Marketing	37,035	85,138	38,595	39,521	39,843	39,840
I.T & Communications	100,389	46,850	51,460	52,695	53,124	53,120
Other Administration	123,606	32,230	32,230	32,230	32,230	32,230
Costs of Sales	0	87,511	98,484	101,280	102,237	102,231
Capital Costs	109,979	0	0	0	0	0
Irrecoverable VAT	0	0	0	0	0	0
Other	66,302	0	0	0	0	0
TOTAL EXPENDITURE	2,572,738	2,272,473	2,264,135	2,273,720	2,279,733	2,283,890
Central Costs	175,869	175,869	175,869	175,869	175,869	175,869
SURPLUS / DEFICIT	-576,231	-105,824	133,018	185,161	200,594	196,248
3G Pitch Sinking Fund		27,000	27,000	27,000	27,000	27,000
SURPLUS / DEFICIT	-576,231	-132,824	106,018	158,161	173,594	169,248

Table 4 – Option 2 - Income & Expenditure Summary

	CF & RHC					
SUMMARY	2024/25 Actuals	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
INCOME						
Health & Fitness Memberships	753,970	963,208	1,117,786	1,159,755	1,175,307	1,175,180
Fitness casual	0	24,150	24,150	24,150	24,150	24,150
Group Exercise Casual	2,588	40,425	40,425	40,425	40,425	40,425
Assisted Exercise Suite	0	38,251	65,346	79,512	83,492	83,445
Swimming Casual	150,366	155,111	163,275	163,275	163,275	163,275
Swimming Lessons	686,131	698,796	698,796	698,796	698,796	698,796
Swimming Hire and other	0	80,136	89,040	89,040	89,040	89,040
Bowls Hall Rent	78,004	80,000	80,000	80,000	80,000	80,000
Community Room Hire	57,988	79,063	79,063	79,063	79,063	79,063
Outdoor - 3G Pitch	0	88,356	98,173	98,173	98,173	98,173
Secondary	152,706	204,624	229,314	235,606	237,759	237,744
Miscellaneous	164,974	0	0	0	0	0
Other income (not transferring)	125,648	0	0	0	0	0
TOTAL INCOME	2,172,376	2,452,120	2,685,368	2,747,795	2,769,479	2,769,290
EXPENDITURE						
Salaries	1,401,135	1,626,031	1,626,031	1,626,031	1,626,031	1,626,031
Utilities	312,697	238,605	243,377	248,245	253,210	258,274
NNDR	158,886	132,044	132,044	132,044	132,044	132,044
Insurance	25,927	0	0	0	0	0
Repairs & Maintenance	119,898	74,351	99,135	99,135	99,135	99,135
Grounds Maintenance	5,778	9,500	9,500	9,500	9,500	9,500
Cleaning	9,983	8,738	8,738	8,738	8,738	8,738
Equipment	70,989	21,845	21,845	21,845	21,845	21,845
Other Supplies	30,134	23,721	26,054	26,678	26,895	26,893
Advertising & Marketing	37,035	85,582	39,081	40,017	40,342	40,339
I.T & Communications	100,389	47,442	52,107	53,356	53,790	53,786
Other Administration	123,606	32,521	32,521	32,521	32,521	32,521
Costs of Sales	0	102,312	114,657	117,803	118,879	118,872
Capital Costs	109,979	0	0	0	0	0
Irrecoverable VAT	0	0	0	0	0	0
Other	66,302	0	0	0	0	0
TOTAL EXPENDITURE	2,572,738	2,402,693	2,405,090	2,415,912	2,422,929	2,427,978
Central Costs	175,869	175,869	175,869	175,869	175,869	175,869
SURPLUS / DEFICIT	-576,231	-126,441	104,410	156,014	170,682	165,444
3G Pitch Sinking Fund		27,000	27,000	27,000	27,000	27,000
SURPLUS / DEFICIT	-576,231	-153,441	77,410	129,014	143,682	138,444

Table 5 – Option 3 – Income & Expenditure Summary

	CF & RHC					
SUMMARY	2024/25 Actuals	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
INCOME						
Health & Fitness Memberships	753,970	963,208	1,117,786	1,159,755	1,175,307	1,175,180
Fitness casual	0	24,150	24,150	24,150	24,150	24,150
Group Exercise Casual	2,588	40,425	40,425	40,425	40,425	40,425
Assisted Exercise Suite	0	38,251	65,346	79,512	83,492	83,445
Swimming Casual	150,366	155,111	163,275	163,275	163,275	163,275
Swimming Lessons	686,131	698,796	698,796	698,796	698,796	698,796
Swimming Hire and other	0	80,136	89,040	89,040	89,040	89,040
Bowls Hall Rent	78,004	0	0	0	0	0
Community Room Hire	57,988	79,063	79,063	79,063	79,063	79,063
Soft Play	0	133,146	121,042	121,042	121,042	121,042
Outdoor - 3G Pitch	0	88,356	98,173	98,173	98,173	98,173
Secondary	152,706	237,470	253,739	259,332	261,245	261,232
Miscellaneous	164,974	0	0	0	0	0
Other income (not transferring)	125,648	0	0	0	0	0
TOTAL INCOME	2,172,376	2,538,111	2,750,835	2,812,563	2,834,008	2,833,820
EXPENDITURE						
Salaries	1,401,135	1,643,700	1,643,700	1,643,700	1,643,700	1,643,700
Utilities	312,697	203,355	207,422	211,571	215,802	220,118
NNDR	158,886	103,433	103,433	103,433	103,433	103,433
Insurance	25,927	0	0	0	0	0
Repairs & Maintenance	119,898	50,839	67,785	67,785	67,785	67,785
Grounds Maintenance	5,778	9,500	9,500	9,500	9,500	9,500
Cleaning	9,983	9,038	9,038	9,038	9,038	9,038
Equipment	70,989	22,595	22,595	22,595	22,595	22,595
Other Supplies	30,134	25,381	27,508	28,126	28,340	28,338
Advertising & Marketing	37,035	88,072	41,263	42,188	42,510	42,507
I.T & Communications	100,389	50,762	55,017	56,251	56,680	56,676
Other Administration	123,606	32,874	32,874	32,874	32,874	32,874
Costs of Sales	0	118,735	126,869	129,666	130,623	130,616
Capital Costs	109,979	0	0	0	0	0
Irrecoverable VAT	0	0	0	0	0	0
Other	66,302	0	0	0	0	0
TOTAL EXPENDITURE	2,572,738	2,358,284	2,347,005	2,356,727	2,362,881	2,367,182
Central Costs	175,869	175,869	175,869	175,869	175,869	175,869
SURPLUS / DEFICIT	-576,231	3,958	227,961	279,967	295,258	290,769
3G Pitch Sinking Fund		27,000	27,000	27,000	27,000	27,000
SURPLUS / DEFICIT	-576,231	-23,042	200,961	252,967	268,258	263,769

Table 6 – Option 4 – Income & Expenditure Summary

	CF & RHC					
SUMMARY	2024/25 Actuals	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
INCOME						
Health & Fitness Memberships	753,970	963,208	1,117,786	1,159,755	1,175,307	1,175,180
Fitness casual	0	24,150	24,150	24,150	24,150	24,150
Group Exercise Casual	2,588	40,425	40,425	40,425	40,425	40,425
Assisted Exercise Suite	0	38,251	65,346	79,512	83,492	83,445
Swimming Casual	150,366	155,111	163,275	163,275	163,275	163,275
Swimming Lessons	686,131	698,796	698,796	698,796	698,796	698,796
Swimming Hire and other	0	80,136	89,040	89,040	89,040	89,040
Bowls Hall Rent	78,004	80,000	80,000	80,000	80,000	80,000
Community Room Hire	57,988	79,063	79,063	79,063	79,063	79,063
Soft Play	0	137,729	125,208	125,208	125,208	125,208
Outdoor - 3G Pitch	0	88,356	98,173	98,173	98,173	98,173
Secondary	152,706	269,364	288,168	294,460	296,613	296,598
Miscellaneous	164,974	0	0	0	0	0
Other income (not transferring)	125,648	0	0	0	0	0
TOTAL INCOME	2,172,376	2,654,589	2,869,431	2,931,858	2,953,542	2,953,352
EXPENDITURE						
Salaries	1,401,135	1,665,073	1,665,073	1,665,073	1,665,073	1,665,073
Utilities	312,697	245,355	250,262	255,267	260,373	265,580
NNDR	158,886	135,477	135,477	135,477	135,477	135,477
Insurance	25,927	0	0	0	0	0
Repairs & Maintenance	119,898	76,039	101,385	101,385	101,385	101,385
Grounds Maintenance	5,778	9,500	9,500	9,500	9,500	9,500
Cleaning	9,983	11,838	11,838	11,838	11,838	11,838
Equipment	70,989	22,595	22,595	22,595	22,595	22,595
Other Supplies	30,134	25,746	27,894	28,519	28,735	28,734
Advertising & Marketing	37,035	88,619	41,841	42,778	43,103	43,100
I.T & Communications	100,389	51,492	55,789	57,037	57,471	57,467
Other Administration	123,606	33,301	33,301	33,301	33,301	33,301
Costs of Sales	0	134,682	144,084	147,230	148,306	148,299
Capital Costs	109,979	0	0	0	0	0
Irrecoverable VAT	0	0	0	0	0	0
Other	66,302	0	0	0	0	0
TOTAL EXPENDITURE	2,572,738	2,499,716	2,499,040	2,510,000	2,517,158	2,522,349
Central Costs	175,869	175,869	175,869	175,869	175,869	175,869
SURPLUS / DEFICIT	-576,231	-20,996	194,522	245,989	260,516	255,134
3G Pitch Sinking Fund		27,000	27,000	27,000	27,000	27,000
SURPLUS / DEFICIT	-576,231	-47,996	167,522	218,989	233,516	228,134

2.7. Usage

2.7.1. Usage projections for each facility area are set out below in comparison to 2024/25. The usage for 2024/25 excludes the sports hall and squash facilities which will remain at the school.

Table 7 – Option 1 – Five-Year Usage Summary

USAGE	2024/25	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Health & Fitness	170,490	299,819	340,919	353,619	358,240	358,208
Assisted Exercise Suite	0	10,316	18,812	22,891	24,010	24,003
Swimming	173,250	129,769	144,187	144,187	144,187	144,187
Bowls	0	0	0	0	0	0
Outdoor	0	16,412	18,235	18,235	18,235	18,235
Other Dryside	42,884	68,750	68,750	68,750	68,750	68,750
TOTAL	386,624	525,065	590,904	607,683	613,423	613,383

Table 8 – Option 2 Five-Year Usage Summary

USAGE	2024/25	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Health & Fitness	170,490	299,819	340,919	353,619	358,240	358,208
Assisted Exercise Suite	0	10,316	18,812	22,891	24,010	24,003
Swimming	173,250	129,769	144,187	144,187	144,187	144,187
Bowls	20,600	20,600	20,600	20,600	20,600	20,600
Outdoor	0	16,412	18,235	18,235	18,235	18,235
Other Dryside	42,884	68,750	68,750	68,750	68,750	68,750
TOTAL	407,224	545,665	611,504	628,283	634,023	633,983

Table 9 – Option 3 – Five-Year Usage Summary

USAGE	2024/25	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Health & Fitness	170,490	299,819	340,919	353,619	358,240	358,208
Assisted Exercise Suite	0	10,316	18,812	22,891	24,010	24,003
Swimming	173,250	129,769	144,187	144,187	144,187	144,187
Bowls	20,600	0	0	0	0	0
Adventure Play	0	29,975	27,250	27,250	27,250	27,250
Outdoor	0	16,412	18,235	18,235	18,235	18,235
Other Dryside	42,884	68,750	68,750	68,750	68,750	68,750
TOTAL	407,224	555,040	618,154	634,933	640,673	640,633

Table 10 – Option 4 – Five-Year Usage Summary

USAGE	2024/25	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Health & Fitness	170,490	299,819	340,919	353,619	358,240	358,208
Assisted Exercise Suite	0	10,316	18,812	22,891	24,010	24,003
Swimming	173,250	129,769	144,187	144,187	144,187	144,187
Bowls	20,600	20,600	20,600	20,600	20,600	20,600
Adventure Play	0	31,075	28,250	28,250	28,250	28,250
Outdoor	0	16,412	18,235	18,235	18,235	18,235
Other Dryside	42,884	68,750	68,750	68,750	68,750	68,750
TOTAL	407,224	576,740	639,754	656,533	662,273	662,233

2.8. Income Assumptions

2.8.1. The key usage and income assumptions are set out below.

2.8.2. Fitness Memberships

2.8.3. A commercial assessment for the latent demand for memberships was commissioned from the Leisure Database Company.

2.8.4. There is total demand for just over 3,053 members within the catchment area.

2.8.5. The membership prices are £34 per month or £374 annually, there are also concession memberships. It is assumed that the new leisure centre will operate at a gross yield of £32 per member (10% increase on existing yield), with the significantly improved facilities in the new centre. This yield has been used to project membership income.

2.8.6. Membership sales have been built up over the first three years, with attrition included at 5% per month.

2.8.7. The largest growth of new members has been planned over the first two years.

Table 11 – Fitness Membership Projections

	Current/ Pre-sale	Year 1	Year 2	Year 3	Year 4	Year 5
Members	2,100	2,789	2,956	3,053	3,053	3,053

2.8.8. It is projected that membership base will generate £1.17m in a mature year.

2.8.9. It is also projected that there will be casual use of the fitness facilities. Total casual income is projected to be £24k per annum.

2.8.10. Assisted Exercise Suite

2.8.11. It is assumed that this facility would have its own membership, costing £27 per month, in line with the Council's concessionary membership option.

2.8.12. A pre-sale of 50 memberships is assumed reaching 165 members by the end of year one, 227 members by the end of year two and 250 members in a mature year.

2.8.13. This equates to annual income of £83k in a mature year.

2.8.14. Group Exercise

2.8.15. The plans provide two studios with a capacity of 45 and 30 people each and a separate spin studio with 20 bikes. A programme of 50 classes per week has been assumed. Average occupancy of classes is projected to be 60% for off-peak and 85% for peak classes. Access to classes will be included within the all-inclusive membership. It is projected that of all users 10% will be casual, generating income of £40k per annum.

2.8.16. Swimming

2.8.17. The facility planning model completed for the Built Facility Strategy in 2023 highlighted that Carlton has the highest level of demand in Gedling. The proposed new pool is an 8-lane 25m pool with a 10m x 8m teaching pool.

2.8.18. Casual Swimming and Swimming Hire

2.8.19. Total casual usage is assumed at 33,487 in a mature year, with additional usage of 12,000 from clubs, school swimming and parties.

2.8.20. Total swimming income across these two streams is £252k in a mature year.

2.8.21. The review of current performance highlighted that the existing pool is performing very well with a very high income per m², therefore, whilst some growth in casual income is expected due to the new facility, total growth is limited.

2.8.22. Swimming Lessons

2.8.23. Carlton Forum Leisure Centre already has a strong swimming lesson programme, generating lesson income of £1,661 per m², therefore it is assumed that this programme will transfer over to the new pool. As this is at the top end of benchmarks, a small growth in swimming lesson income is assumed, however, overall it leads to a slight reduction per m² due to the increased water space.

2.8.24. Total income is projected to increase from £686k (2024/25 actuals) at the existing centre to £698k at the new centre. As

growth is limited it is expected to be achieved within the first year of operation. This equates to circa 2,050 pupils, which is within targets set by Big Wave, who provide programming and marketing support for swimming lessons. Maximum capacity of the swimming lessons is projected to be c.2,300, therefore the business plan projects operating at just over 85% occupancy.

2.8.25. Community Room

2.8.26. It is assumed that this facility will be available to hire for sporting and non-sporting activities. It will be a key facility for the delivery of health and wellbeing programmes and partnership work with local stakeholders.

2.8.27. The cost of hire is assumed at £69 per hour in line with current prices and occupancy is assumed at 40% during peak hours and 25% during off peak hours, generating total net income of £79k per annum.

2.8.28. 3G Pitch

2.8.29. It is assumed the income will predominantly come from pitch hire by local clubs, however there will be some children's courses delivered directly by the centre (six hours per week assumed).

2.8.30. 12 hours per week club use has been assumed with casual/one-off bookings available outside these hours.

2.8.31. Total income is projected to be £98k per annum.

2.8.32. Indoor Bowls (Options 2 and 4 only)

2.8.33. In line with the clubs proposed business plan, rent for the indoor bowls facility is in line with existing rent at £80k per annum.

2.8.34. Soft Play (options 3 and 4 only)

2.8.35. It is assumed that the soft play will have a capacity of 50 and will operate at an average utilisation rate of 20%. Pricing is assumed at £5 per child, which has been compared to local competition. Party income is also included with an average of three parties per week.

2.8.36. Total income is projected to be £121k, with annual usage of 27,250. A slightly higher income is assumed in year one with it settling from year two onwards.

2.8.37. Of the casual users it is assumed that on average people will visit once every two months, which equates to 4,333 unique users. Within a 20 minute drive time there are 46,892 0-10 year olds, suggesting a penetration rate of 9%.

2.8.38. Secondary income – Retail & Vending

2.8.39. It is assumed that a good quality wet retail offer will be provided, with a retail spend of 5p per head included in the business plan.

2.8.40. Catering/vending spend per head varies slightly for each option based on the facility mix, as set out below. Where bowls is included the spend per head is expected to increase.

Table 12 – Secondary Spend per Head

Option	Spend per head	Total Net Catering/Vending Income
Option 1 – Excl. Bowls and Soft Play	Centre users - £0.35	£178,903
Option 2 – Bowls Only	Centre users - £0.40	£211,328
Option 3 – Soft Play Only	Centre users - £0.35 Soft Play Users - £2.50	£235,674
Option 4 – Incl. Bowls & Soft Play	Centre users - £0.40 Soft Play Users - £2.50	£270,182

2.9. Expenditure Assumptions

2.9.1. Staffing Structures and Costs

2.9.2. The total staffing budget of £1.6m is based on the staffing structure set out in the table below. The senior management roles are apportioned in line with existing arrangements.

Table 13 – Option 1 – Staff Full Time Equivalents

Designation	Salary (£)	Total Salary (£)	FTE	Total Cost (£)
Centre Manager	39,228	58,713	1.00	58,713
Leisure Business Strategy Manager	41,771	62,519	0.25	15,630
Assistant Dir- Communities, Leisure & Wellbeing	78,774	117,901	0.10	11,790
Swim & Inclusion Promotions Officer	35,412	53,001	0.45	23,851
Membership Support Officer	26,824	40,147	0.45	18,066
Fitness Promotion Officer	35,412	53,001	0.55	29,151
Assistant Managers	35,604	53,289	2.00	106,577
Duty Managers	29,914	44,772	2.00	89,545

Designation	Salary (£)	Total Salary (£)	FTE	Total Cost (£)
Admin Assistant	26,080	39,034	1.00	39,034
Receptionists	26,080	39,034	3.75	146,377
Leisure Assistants	26,080	39,034	12.84	501,111
Gym Manager	29,914	44,772	1.00	44,772
Gym Assistants	2,680	4,011	3.85	15,448
Gym Sales Staff	26,080	39,034	1.00	39,034
F&B Manager	28,559	42,744	0.50	21,372
F&B Assistants	25,694	38,456	1.51	58,204
Cleaners	25,694	38,456	1.00	38,456
Instructors - Swimming	27,282	40,833	6.32	258,241
Instructors - Schools Swimming	27,282	40,833	0.43	17,658
Instructors - Aerobics	34,632	51,834	1.35	70,046
Instructors - Aquafit	34,632	51,834	0.16	8,405
TOTAL		993,252	42	1,611,480

2.9.3. Staff on-costs for each post have been included at:

- National Insurance – 15%
- Pension Contribution – 19.6%
- Training & Sickness – 3%
- Holiday – 12.1%

2.9.4. Staff costs as a percentage of income are comparable to current levels in year one at 69% with the expectation that they will reduce to 61% in a mature year.

2.9.5. There are slight variances in each option related to the catering offer. Where bowls and soft play are included, additional catering resource is assumed to support the increased throughput and known demand on secondary spend from these activities. Within the soft play options party

hosts are also included. It is assumed that the soft play will not require staff supervision.

Table 14 – Additional Staff Costs for each Option

Options	Catering & Play Staff Costs
Option 2 – Bowls Only	F&B Manager - £21,372 F&B Assistants - £72,755
Option 3 – Soft Play Only	F&B Manager - £21,372 F&B Assistants - £87,306 Party Hosts - £3,118
Option 4 – Incl. Bowls & Soft Play	F&B Manager - £42,744 F&B Assistants - £87,306 Party Hosts - £3,118

2.9.6. Other Costs

2.9.7. The assumptions in relation to the expenditure are detailed in the table below.

Table 15 – Other Expenditure Assumptions

Activity Area	Expenditure Projections – Mature Year
Cost of Sales	These have been included at 50% of secondary income retail.
Utility Costs	Utility costs have been projected at £45 per m ² . Over the first five years a further above-inflation rise has been included at 2%. However, it is not known at this stage the level of efficiency / BREEAM standard the specification of the building will be. For options 2 and 4 utility costs for the bowls rink is included at £30 per m ² .
NNDR	Current costs are in the region of £160k across both Carlton Forum and Richard Herrod Centre.

Activity Area	Expenditure Projections – Mature Year
	Therefore, a PC sum has been assumed for each option: Option 1 - £100k Option 2 – £132k Option 3 - £104k Option 4 - £135k Higher costs are assumed in the options with a larger footprint (GIFA). At this stage no NNDR relief has been assumed for the bowls facility, however they may be entitled as a CASC. The Council will need to understand how the different facility areas will operate, the management structures and whether NNDR relief can be applied to part of the building.
Insurance	It is assumed that the centre insurance costs are included as part of the central charges (see below).
Repairs & Maintenance / Lifecycle	Ongoing repairs and maintenance costs have been included at £15 per m². This is for the planned and reactive maintenance requirements of the centre. These costs are in line with industry benchmarks. This will ensure the new facility is well maintained. Additional lifecycle costs have not been included within the revenue business plan as they will fluctuate depending on the final specification of the fit out and build.
Equipment	Equipment costs have been calculated for providing replacement pool, group exercise equipment, ICT and general equipment replacement. It is noted that in year six/seven wholesale replacement of fitness equipment will need to be budgeted for.

Activity Area	Expenditure Projections – Mature Year
	It is assumed that the initial FFE budget will come from the capital budget for the centre. It is assumed that the bowls club would be responsible for purchasing and replacing all equipment for the bowls facility.
Marketing	A marketing budget has been included at 1.5% of income, an additional £50k has been included in year one for the launch of the new centre.
Central Costs	Within these projections, central costs have been assumed at the existing level (8% of income). It is anticipated that additional central costs will not be required and sufficient resource is in place to support the new centre.
Capital costs	Capital costs are not included in this revenue business plan.
Irrecoverable VAT	The business plan includes no irrecoverable VAT allowances.

2.10. Sensitivity Analysis and Key Performance Indicators

- 2.10.1. A revenue sensitivity analysis has been included for each business plan (excluding central costs and 3G sinking fund) to understand the impact in a mature year on the bottom line if key areas of income or expenditure under or over-perform.
- 2.10.2. As the table below shows for Option 1, for example, a 20% increase in utility costs would reduce the trading surplus to £230k per annum, or a 20% increase in staff costs would reduce the trading surplus to £50k. Conversely, an increase in income by 10%, would increase the trading surplus to £638k.

Table 16 – Option 1 Sensitivity Analysis

AMENDMENT TO BASE PLAN	Year 5			
	Variance	Income (£)	Exp (£)	Net (£)
Base Plan		2,656,007	2,283,890	372,117
Increased Income (%)	10%	2,921,608	2,283,890	637,717
Reduced Income (%)	10%	2,390,406	2,283,890	106,516
Increased Health and Fitness Income per Station	1000	2,786,007	2,283,890	502,117
Reduced Health and Fitness Income per Station	1000	2,526,007	2,283,890	242,117
Increased Swimming Income (%)	10%	2,672,335	2,283,890	388,444
Decreased Swimming Income (%)	10%	2,639,680	2,283,890	355,789
Increased Expenditure (%)	10%	2,656,007	2,512,279	143,728
Reduced Expenditure (%)	10%	2,656,007	2,055,501	600,506
Increased Staff Costs (%)	20%	2,656,007	2,606,186	49,821
Reduced Staff Costs (%)	10%	2,656,007	2,122,742	533,265
Increased Utility Costs (%)	20%	2,656,007	2,326,453	329,554
Decreased Utility Costs (%)	10%	2,656,007	2,262,609	393,398
Increased Repairs and Maintenance Costs (%)	10%	2,656,007	2,290,444	365,563
Decreased Repairs and Maintenance Costs (%)	10%	2,656,007	2,277,337	378,670

Table 17 – Option 2 – Sensitivity Analysis

AMENDMENT TO BASE PLAN	Year 5			
	Variance	Income (£)	Exp (£)	Net (£)
Base Plan		2,769,290	2,427,978	341,312
Increased Income (%)	10%	3,046,219	2,427,978	618,241
Reduced Income (%)	10%	2,492,361	2,427,978	64,383
Increased Health and Fitness Income per Station	1000	2,899,290	2,427,978	471,312
Reduced Health and Fitness Income per Station	1000	2,639,290	2,427,978	211,312
Increased Swimming Income (%)	10%	2,785,617	2,427,978	357,640
Decreased Swimming Income (%)	10%	2,752,962	2,427,978	324,985
Increased Expenditure (%)	10%	2,769,290	2,670,775	98,514
Reduced Expenditure (%)	10%	2,769,290	2,185,180	584,110
Increased Staff Costs (%)	20%	2,769,290	2,753,184	16,106
Reduced Staff Costs (%)	10%	2,769,290	2,265,374	503,915
Increased Utility Costs (%)	20%	2,769,290	2,479,632	289,657
Decreased Utility Costs (%)	10%	2,769,290	2,402,150	367,140
Increased Repairs and Maintenance Costs (%)	10%	2,769,290	2,437,891	331,399
Decreased Repairs and Maintenance Costs (%)	10%	2,769,290	2,418,064	351,226

Table 18 – Option 3 – Sensitivity Analysis

AMENDMENT TO BASE PLAN	Year 5			
	Variance	Income (£)	Exp (£)	Net (£)
Base Plan		2,833,820	2,367,182	466,638
Increased Income (%)	10%	3,117,202	2,367,182	750,020
Reduced Income (%)	10%	2,550,438	2,367,182	183,256
Increased Health and Fitness Income per Station	1000	2,963,820	2,367,182	596,638
Reduced Health and Fitness Income per Station	1000	2,703,820	2,367,182	336,638
Increased Swimming Income (%)	10%	2,850,147	2,367,182	482,966
Decreased Swimming Income (%)	10%	2,817,492	2,367,182	450,311
Increased Expenditure (%)	10%	2,833,820	2,603,900	229,920
Reduced Expenditure (%)	10%	2,833,820	2,130,463	703,356
Increased Staff Costs (%)	20%	2,833,820	2,695,922	137,898
Reduced Staff Costs (%)	10%	2,833,820	2,202,812	631,008
Increased Utility Costs (%)	20%	2,833,820	2,411,205	422,614
Decreased Utility Costs (%)	10%	2,833,820	2,345,170	488,650
Increased Repairs and Maintenance Costs (%)	10%	2,833,820	2,373,960	459,860
Decreased Repairs and Maintenance Costs (%)	10%	2,833,820	2,360,403	473,417

Table 19 – Option 4 – Sensitivity Analysis

AMENDMENT TO BASE PLAN	Year 5			
	Variance	Income (£)	Exp (£)	Net (£)
Base Plan		2,953,352	2,522,349	431,003
Increased Income (%)	10%	3,248,687	2,522,349	726,338
Reduced Income (%)	10%	2,658,017	2,522,349	135,668
Increased Health and Fitness Income per Station	1000	3,083,352	2,522,349	561,003
Reduced Health and Fitness Income per Station	1000	2,823,352	2,522,349	301,003
Increased Swimming Income (%)	10%	2,969,680	2,522,349	447,331
Decreased Swimming Income (%)	10%	2,937,025	2,522,349	414,676
Increased Expenditure (%)	10%	2,953,352	2,774,584	178,768
Reduced Expenditure (%)	10%	2,953,352	2,270,114	683,238
Increased Staff Costs (%)	20%	2,953,352	2,855,364	97,989
Reduced Staff Costs (%)	10%	2,953,352	2,355,842	597,510
Increased Utility Costs (%)	20%	2,953,352	2,575,465	377,887
Decreased Utility Costs (%)	10%	2,953,352	2,495,791	457,561
Increased Repairs and Maintenance Costs (%)	10%	2,953,352	2,532,488	420,865
Decreased Repairs and Maintenance Costs (%)	10%	2,953,352	2,512,211	441,142

2.11. Key Performance Indicators

2.11.1. The following tables highlight the key performance indicators projected for the new leisure centre in comparison with current performance.

Table 20 – Option 1 – Key Performance Indicators

PERFORMANCE INDICATOR based on SENBS	2024/25	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Subsidy per visit (£)	-£1.49	-£0.20	£0.23	£0.30	£0.33	£0.32
% Cost Recovery	84%	96%	105%	108%	108%	108%
Salaries as a % of income	64%	69%	63%	61%	61%	61%
Income per visit	£5.62	£4.46	£4.35	£4.34	£4.33	£4.33
Secondary income per visit	£0.39	£0.33	£0.33	£0.33	£0.33	£0.33
Expenditure per visit	£5.62	£4.66	£4.13	£4.03	£4.00	£4.01
R&M per m ²	£27.44	£11.25	£15.00	£15.00	£15.00	£15.00
Utility Costs per m ²	£71.57	£45.00	£45.90	£46.82	£47.75	£48.71
Health & Fitness income per station	£8,377	£7,595	£8,784	£9,107	£9,227	£9,226
Swimming lesson income per m ²	£1,661	£1,384	£1,384	£1,384	£1,384	£1,384
Swimming income per m ²	£2,025	£1,850	£1,883	£1,883	£1,883	£1,883

Table 21 – Option 2 – Key Performance Indicators

PERFORMANCE INDICATOR based on SENBS	2024/25	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Subsidy per visit (£)	-£1.42	-£0.23	£0.17	£0.25	£0.27	£0.26
% Cost Recovery	84%	95%	104%	106%	107%	106%
Salaries as a % of income	64%	66%	61%	59%	59%	59%
Income per visit	£5.33	£4.49	£4.39	£4.37	£4.37	£4.37
Secondary income per visit	£0.37	£0.38	£0.38	£0.38	£0.38	£0.38
Expenditure per visit	£5.33	£4.73	£4.22	£4.13	£4.10	£4.11
R&M per m ²	£20.78	£12.89	£17.18	£17.18	£17.18	£17.18
Utility Costs per m ²	£54.20	£41.36	£42.19	£43.03	£43.89	£44.77
Health & Fitness income per station	£8,377	£7,595	£8,784	£9,107	£9,227	£9,226
Swimming lesson income per m ²	£1,661	£1,384	£1,384	£1,384	£1,384	£1,384
Swimming income per m ²	£2,025	£1,850	£1,883	£1,883	£1,883	£1,883

Table 22 – Option 3 – Key Performance Indicators

PERFORMANCE INDICATOR based on SENBS	2024/25	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Subsidy per visit (£)	-£1.42	£0.01	£0.37	£0.44	£0.46	£0.45
% Cost Recovery	84%	100%	109%	111%	112%	111%
Salaries as a % of income	64%	65%	60%	58%	58%	58%
Income per visit	£5.33	£4.57	£4.45	£4.43	£4.42	£4.42
Secondary income per visit	£0.37	£0.43	£0.41	£0.41	£0.41	£0.41
Expenditure per visit	£5.33	£4.57	£4.08	£3.99	£3.96	£3.97
R&M per m ²	£26.53	£11.25	£15.00	£15.00	£15.00	£15.00
Utility Costs per m ²	£69.20	£45.00	£45.90	£46.82	£47.75	£48.71
Health & Fitness income per station	£8,377	£7,595	£8,784	£9,107	£9,227	£9,226
Swimming lesson income per m ²	£1,661	£1,384	£1,384	£1,384	£1,384	£1,384
Swimming income per m ²	£2,025	£1,850	£1,883	£1,883	£1,883	£1,883

Table 23 – Option 4 – Key Performance Indicators

PERFORMANCE INDICATOR based on SENBS	2024/25	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Subsidy per visit (£)	-£1.42	-£0.04	£0.30	£0.37	£0.39	£0.39
% Cost Recovery	84%	99%	107%	109%	110%	109%
Salaries as a % of income	64%	63%	58%	57%	56%	56%
Income per visit	£5.33	£4.60	£4.49	£4.47	£4.46	£4.46
Secondary income per visit	£0.37	£0.47	£0.45	£0.45	£0.45	£0.45
Expenditure per visit	£5.33	£4.64	£4.18	£4.09	£4.07	£4.07
R&M per m ²	£20.26	£12.85	£17.13	£17.13	£17.13	£17.13
Utility Costs per m ²	£52.83	£41.45	£42.28	£43.13	£43.99	£44.87
Health & Fitness income per station	£8,377	£7,595	£8,784	£9,107	£9,227	£9,226
Swimming lesson income per m ²	£1,661	£1,384	£1,384	£1,384	£1,384	£1,384
Swimming income per m ²	£2,025	£1,850	£1,883	£1,883	£1,883	£1,883

2.12. Business Plan Summary

2.12.1. It is projected that a new leisure centre to replace Carlton Forum Leisure Centre and Richard Herrod Centre could operate in a surplus position from year two onwards, under all options.

2.12.2. The current subsidy of Carlton Forum Leisure Centre and Richard Herrod Centre was c.£545k in 2024/25, therefore substantial revenue savings could be achieved.

2.12.3. The table below summarises the four options in a mature year (year five).

Table 24 – Business Plan Summary – All Options

	Option1	Option 2	Option 3	Option 4
	Excl. Bowls & Adv Play	Bowls Only	Adv. Play Only	Incl. Bowls & Adv. Play
Income	£2,656,007	£2,769,290	£2,833,820	£2,953,352
Expenditure	£2,283,890	£2,427,978	£2,367,182	£2,522,349
Central Costs	£175,869	£175,869	£175,869	£175,869
Operating Surplus	£196,248	£165,444	£290,769	£255,134
3G Sinking Fund	£27,000	£27,000	£27,000	£27,000
Total Surplus	£169,248	£138,444	£263,769	£228,134
2024/25 CF & RH Subsidy	-£576,231	-£576,231	-£576,231	-£576,231
Potential Revenue Improvement	£745,479	£714,674	£840,000	£804,365

2.12.4. A key finding from the options including bowls is that the current rent only covers maintenance and utility costs. However, when considering a new build, a six rink indoor bowls facility adds an additional 1,400m² to the footprint. This will have an impact on the NNDR payable. Therefore, whilst the business plans suggest that the proposed bowls club rent will continue to cover maintenance and utility costs, it does not cover additional NNDR costs, hence the reduction in surplus in Options 2 and 4.

2.12.5. At this stage, NNDR has only been estimated per m², but an additional NNDR cost of £32k is assumed with the bowls options based on the increased footprint. Therefore, if bowls were to be included, the rent should also include the proportion of NNDR costs allocated to the facility. It is noted that depending on the governance structure of the club they may be entitled to NNDR relief, which would need to be considered from a design, build and operational perspective as to how that could be applied in a shared site.

2.12.6. If the rent from the bowls club included all relevant costs (NNDR) or they secured 100% NNDR relief for the bowls facility, the bowls facility is still not anticipated to generate additional profit to pay the additional cost of capital for the bowls facility. High level estimates of the capital costs for bowls are set out below, based on a 1,400m² facility.

Table 25 – Indicative Bowls Rink Capital Costs

Cost per m ²	Estimated Total Cost
£4,000	£5,600,000
£4,500	£6,300,000
£5,000	£7,000,000
£5,500	£7,700,000

2.12.7. Consequently, whilst the wider social value benefits and outcomes from a bowls facility are recognised and important, it is not anticipated that the bowls club will be able to financially contribute towards the cost of capital.

2.12.8. The estimated capital costs for the soft play are set out below based on a 150 m² facility. A full size 3G pitch with floodlighting is expected to cost in the region of £1m to build.

Table 26 – Indicative Soft Play Capital Costs

Cost per m ²	Estimated Total Cost
£4,000	£600,000
£4,500	£675,000
£5,000	£750,000
£5,500	£825,000

2.12.9. Cost of Capital – Bowls, Soft Play and 3G Pitch

2.12.10. A high level assessment of the cost of capital for the additional facilities has been undertaken. The table below sets out the additional income, expenditure and net position of options 2-4 and the 3G pitch against option 1, which excludes the bowls and play facilities.

Table 27 – Cost of Capital Impact

Revenue Table & Cost of Capital	Option 2 – Bowls Only	Option 3 – Soft Play Only	Option 4 – Bowls & Soft Play	3G Only
Additional Income	(£113,300)	(£177,800)	(£297,400)	(£88,400)
Additional Expenditure	£144,100	£83,300	£238,400	£5,000
Additional Central Costs	£0	£0	£0	£0
(Surplus)/Cost	£30,800	(£94,500)	(£59,000)	(£83,400)
Additional borrowing repayment costs	£521,600	£44,000	£565,600	£41,200
3G Sinking Fund	£0	£0	£0	£27,000
Total (Surplus) / Cost	£552,400	(£50,500)	£506,600	(£15,200)

2.12.11. Incorporating a 6 lane Bowls rink would return a net deficit of £552,400 per year, this is due to the additional borrowing costs of including Bowls, but also a net deficit of £30,800 as forecast income (which includes secondary spend from the café) does not cover the forecast running costs of the facility. Even if the rental income is adjusted to cover the full operational costs of the bowls facility Option 2 and 4 would still operate at a significant net deficit, including cost of capital.

2.12.12. Soft Play would result in additional capital spend of £650,000 which would mean an additional annual cost of borrowing of £44,000. However, this facility would produce an annual income of £177,800 providing a net income surplus of £50,500.

2.12.13. Incorporating Bowls and a Soft Play, whilst this option would reduce the deficit of a bowls only option, the additional income from soft play is not sufficient to cover the deficit that would be generated by including Bowls.

2.12.14. Incorporating a 3G pitch would increase net income by £15,200. This is dependent upon receiving at least 60% grant funding towards the capital costs of the build and 40% of the cost is assumed to be funded by borrowing. The net income forecast is after taking into account these costs of borrowing.

2.12.15. Financial Recommendation

2.12.16. The recommended facilities mix on a financial basis would be to progress with the core offering, the soft play and the 3G pitch as this would maximise the amount of income that would be able to support borrowing to enable the facility to be constructed. This recommendation would bring the current deficit from Richard Herrod and Carlton Forum into a net surplus.

Table 28 - Potential Borrowing Supported

Potential Borrowing Supported	
2024/25Current Subsidy	£576,200
Net Income of Core	(£196,200)
Net Incoe of Soft Play	(£50,500)
Net Income of 3G	(£15,200)
Total Improved Position	(£838,100)
Borrowing This Would Support	£11,500,000

Disclaimer

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

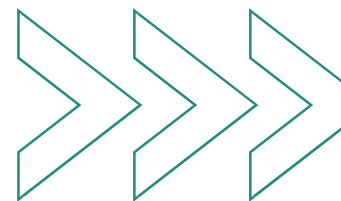
Max Associates cannot be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any information provided within this report. We have relied in a number of areas on information provided by the client and have not undertaken additional independent verification of this data.

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Gedling Borough Council Engagement Survey

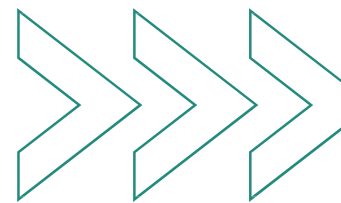


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1 Project Background



Project Background

This research was commissioned by Gedling Borough Council to gain insight into residents' engagement with local leisure facilities, with a particular focus on the planned redevelopment of Carlton Forum Leisure Centre. The survey explored current usage patterns, travel behaviours, facility preferences and barriers to participation. It also examined residents' motivations for exercise and their expectations for the upgraded centre. The findings will help guide the redevelopment to better meet community needs, improve access and encourage healthier, more active lifestyles.

About Active-Insight

Active-Insight, a recognised leader in customer insight and market intelligence within the active leisure sector, is pleased to present this report on behalf of Gedling Borough Council.

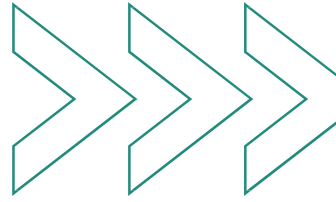
Research Methodology

Data for this study was gathered through an online survey developed and promoted by the Council. The survey ran from May to July 2025 and received a total of 1,490 responses, using a self-selection approach.

It is important to note that surveys of this nature often attract participants who hold strong opinions about local services, particularly those already engaged in sport and leisure activities. Therefore, the results should be interpreted with this potential bias in mind.

To maximise participation and ensure a diverse range of respondents, the survey was promoted across multiple channels, including the Council's social media platforms, targeting both current users of leisure facilities and the broader community.

2 Key Findings & Recommendations



Key Findings:

User Profile and Usage Patterns

- A strong majority (87%) currently use Gedling Borough Council leisure centres, primarily residents of the Borough (88%).
- Calverton and Carlton Forum Leisure Centres are the most frequented, each attracting about a quarter of users.
- Over 60% of users attend leisure facilities at least twice a week, with 25% going more than three times weekly, indicating a committed core user base.

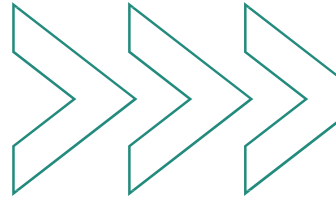
Travel and Transport

- Most users travel to leisure facilities within 20 minutes, with a notable willingness to travel further for preferred services; those currently travelling 15 minutes or more nearly double when asked about willingness to travel that distance.
- The primary modes of transport are car (58%) and walking (36%), emphasising the importance of accessible parking and pedestrian routes.
- Non-users also primarily rely on cars and walking for leisure centre access, highlighting convenience.

Facility Usage and Preferences

- The main pool, gym and exercise classes are the most commonly used facilities.
- Barriers to accessing facilities are minimal for most users, with 89% reporting nothing prevents access; parking is the main physical barrier cited (4%).
- Health and wellness services such as physiotherapy, mind & body classes and health improvement activities are popular upgrade preferences.
- Swimming upgrades focus on maintaining and enhancing the main pool, sauna, and learner pools.

2 Key Findings & Recommendations



Key Findings continued:

- Family-oriented features like climbing walls, soft play and water inflatables are favoured but less important to many respondents, possibly reflecting the demographic makeup.
- Active seniors' express interest in social/group activities, water-based classes and treatment rooms.
- Social/community space upgrades are most desired for cafés and social events, highlighting a need for welcoming communal areas.

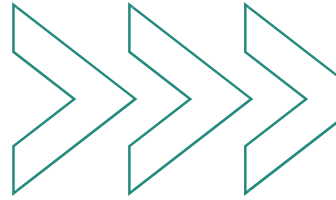
Non-Users' Insights

- 58% of non-users would consider visiting Carlton Forum Leisure Centre more often if it were redeveloped.
- Non-users have lower engagement with fitness clubs or casual leisure centre visits, indicating untapped potential.
- Cost, access and lack of time are the main barriers to increased exercise among non-users.
- Non-users prioritise gym facilities, health improvement services and swimming pools in potential upgrades.
- A significant portion of non-users do not find family or senior-specific features important, possibly due to personal circumstances or demographics.

Exercise Motivation and Barriers

- The main motivations to exercise are maintaining/improving health, fitness, mental wellbeing and weight management.
- Barriers include lack of time, cost, health issues, confidence, and access to facilities.
- A notable portion of respondents feel they are already active enough, showing varied readiness levels for increasing activity.

2 Key Findings & Recommendations



Key Findings continued:

Customer Satisfaction and Visit Frequency

- Most users rate the leisure facilities positively, with over two-thirds rating them as good or very good.
- Nearly 80% visited a leisure centre within the last week, reflecting consistent engagement.
- Pay-as-you-go users represent nearly one-third of respondents, indicating flexibility in usage patterns.

Recommendations:

Enhance Accessibility and Convenience

- Improve parking facilities and pedestrian access to support primary transport modes.
- Consider shuttle or public transport incentives to reduce travel barriers, especially for non-users.

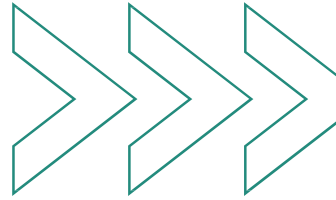
Target Redevelopment to Boost Usage

- Prioritise upgrading the main pool, gym and wellness facilities to attract both current users and non-users.
- Include family-friendly features like soft play and climbing walls to broaden appeal, while recognising not all users value these.

Expand Health and Wellness Programmes

- Develop physiotherapy, rehabilitation, mind & body and health improvement classes to meet user demand.
- Enhance social and group activities, particularly for active seniors, to foster community and increase participation.

2 Key Findings & Recommendations



Recommendations continued:

Address Barriers to Exercise

- Introduce cost-effective membership options or subsidised programmes to reduce financial barriers.
- Promote time-efficient classes and flexible scheduling to accommodate busy lifestyles.
- Provide beginner-friendly programmes and confidence-building initiatives to support new or less active users.

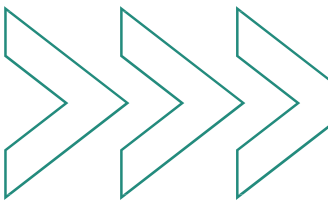
Increase Community Engagement and Social Spaces

- Invest in café and social event spaces to encourage leisure centre visits beyond exercise.
- Facilitate community-driven social activities and flexible working spaces to enhance centre appeal.

Focus Marketing on Non-Users

- Highlight redevelopment plans and new facilities to re-engage non-users.
- Emphasise convenience, upgraded amenities and health benefits tailored to their interests.

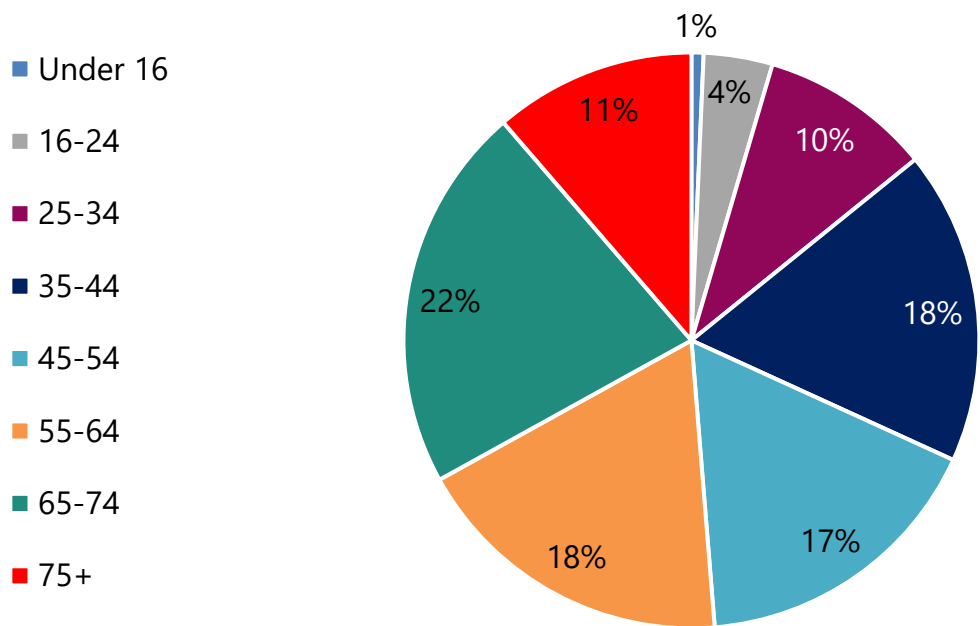
3 Survey Results



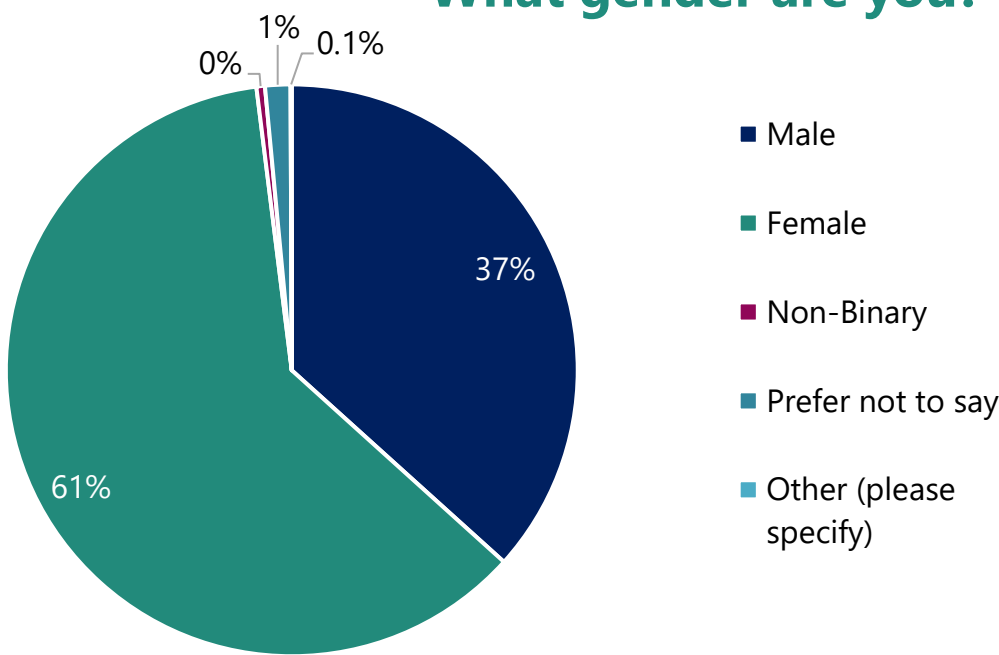
The Survey in Numbers

SAMPLE 1,490

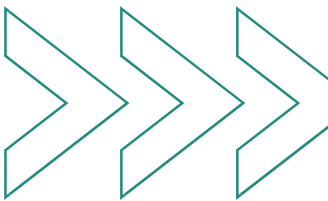
What age are you?



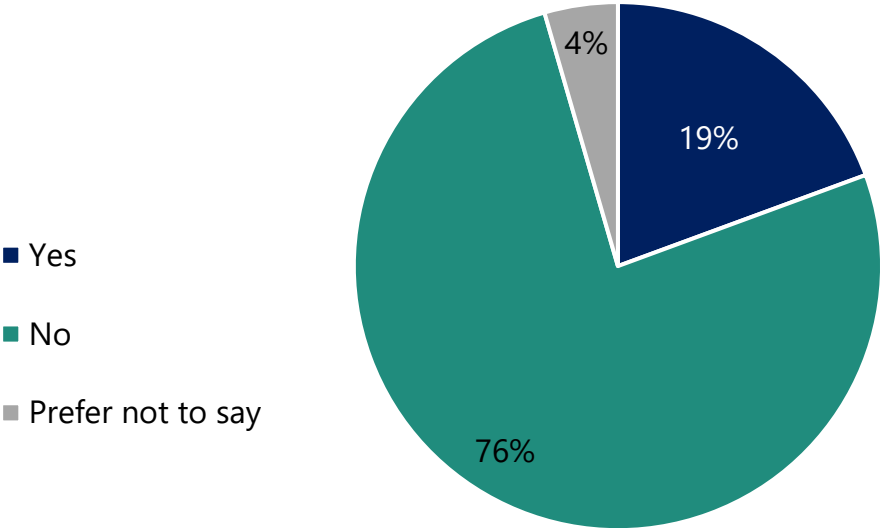
What gender are you?



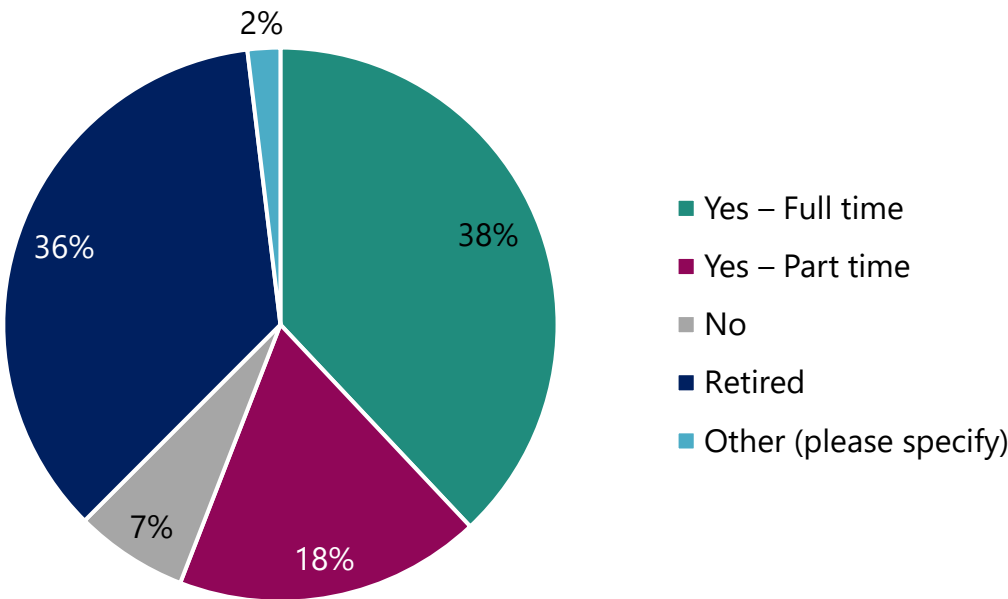
3 Survey Results



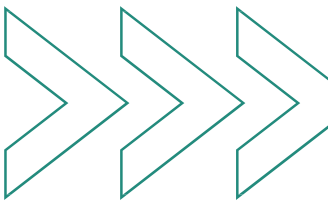
Are your day-to-day activities limited because of a health condition or disability which has lasted, or is expected to last, at least 12 months



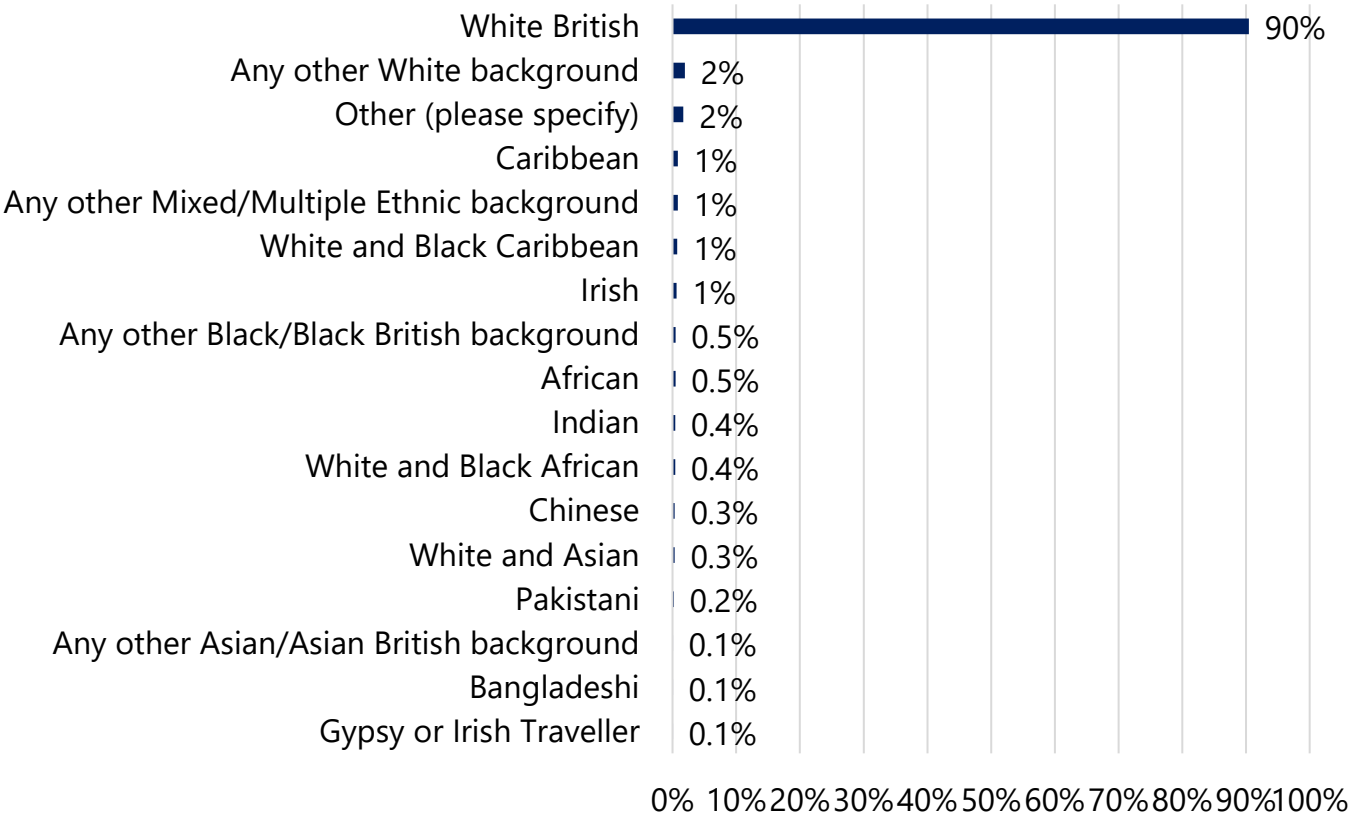
Are you in employment?



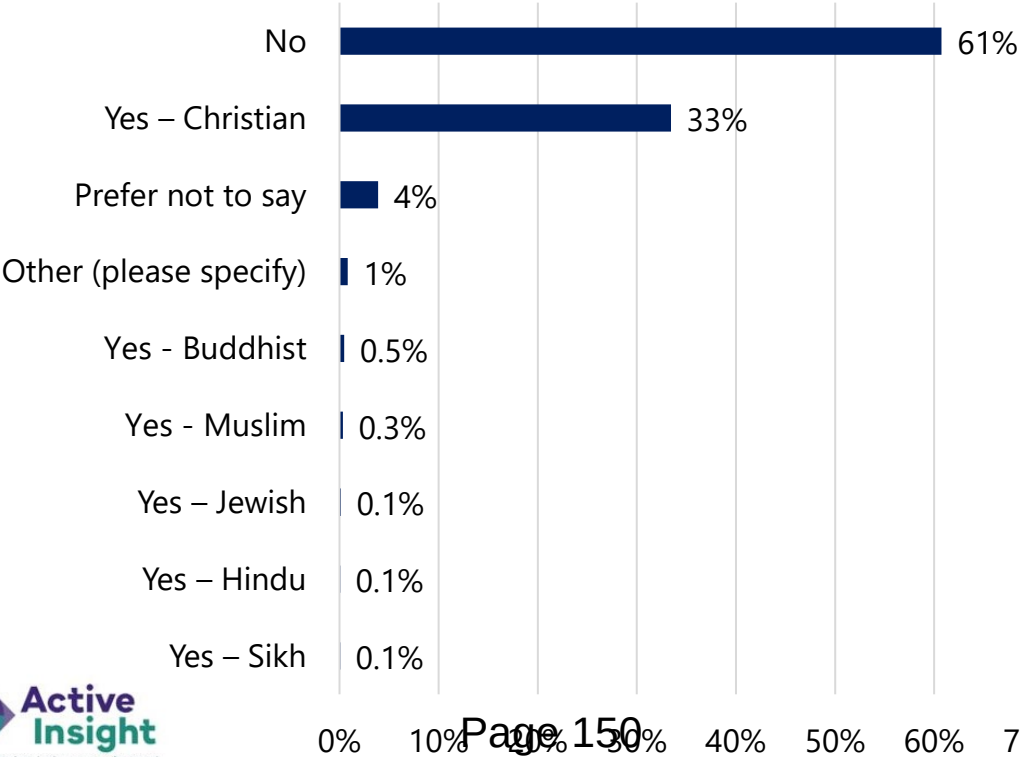
3 Survey Results



Ethnicity

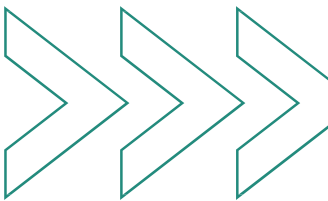


Do you belong to a religion or faith group?



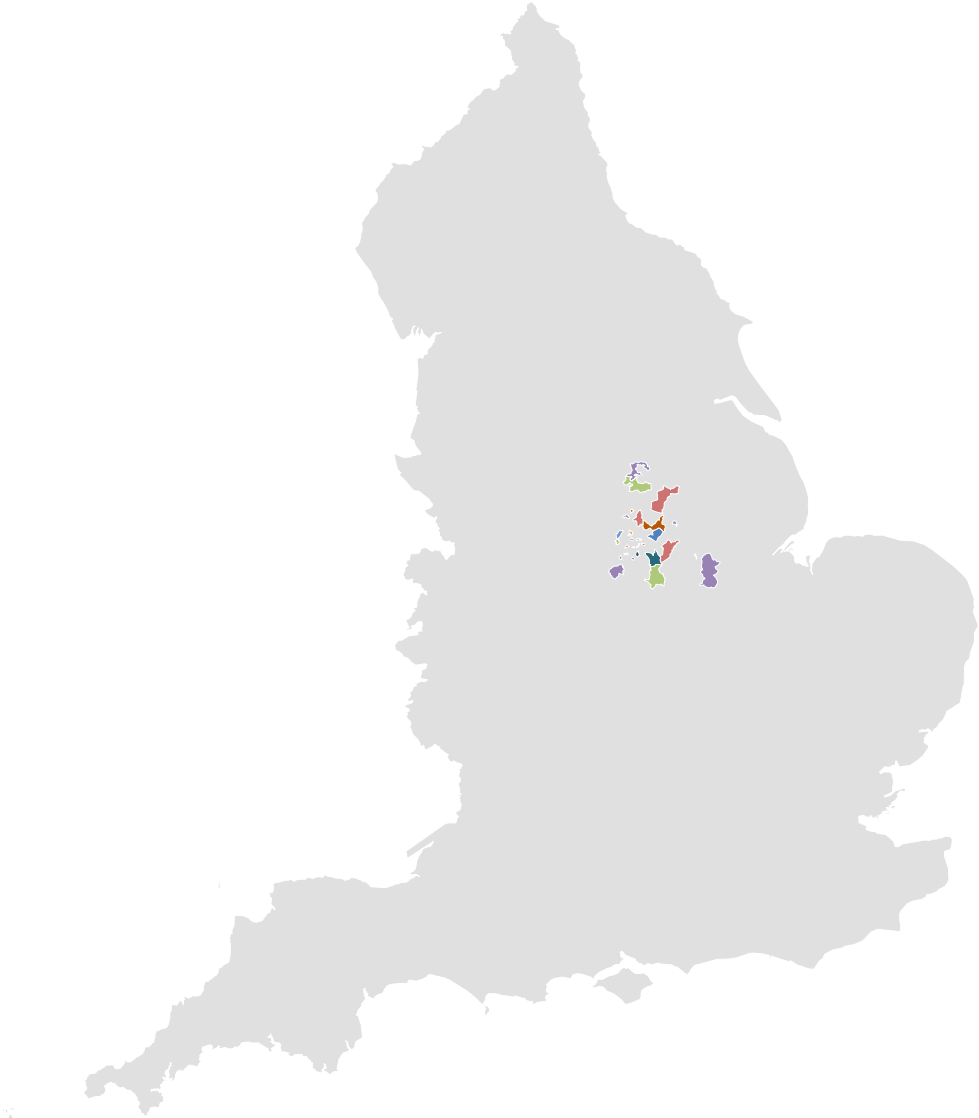
3 Survey Results

Postcodes



This table shows the top five postcode areas of respondents who completed the survey, with NG14 having the highest number at 34%. The map below visually represents the distribution of all responses by postcode across the local area.

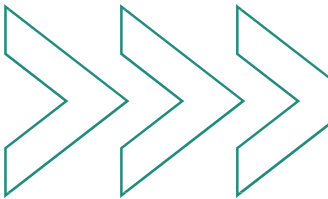
Top 5 areas	Number	%
NG14	496	34%
NG4	317	22%
NG5	254	18%
NG3	170	12%
NG41	33	2%



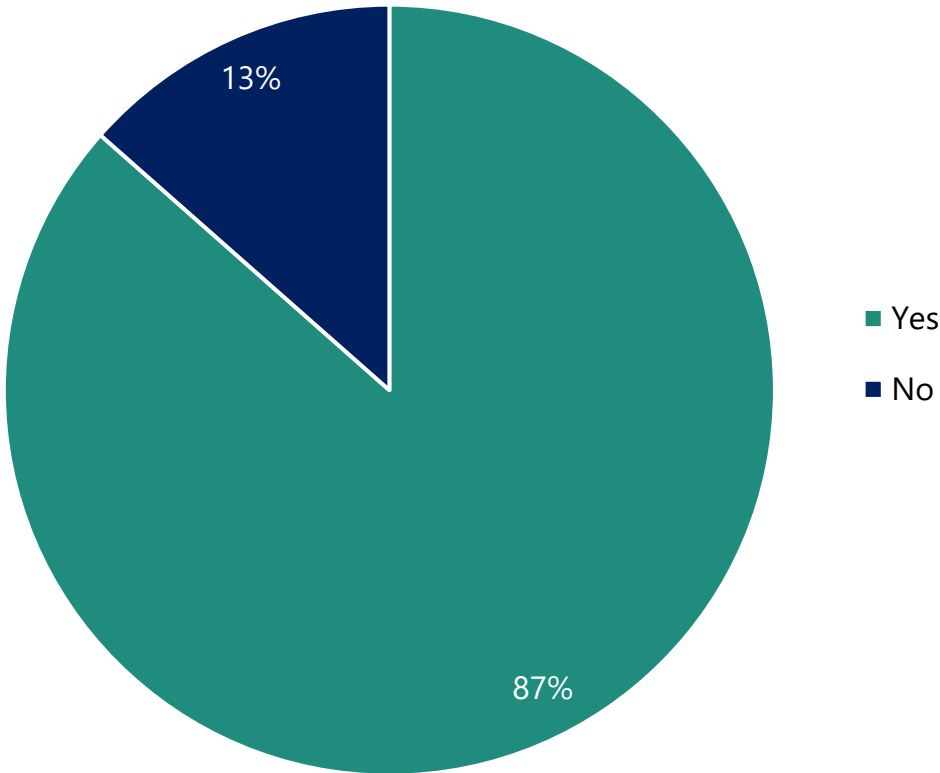
Powered by Bing
© Microsoft, Open Places

496 317 254 170 33 14 13 10 8 7 6 5 4 3 2 1

4 Question Breakdown



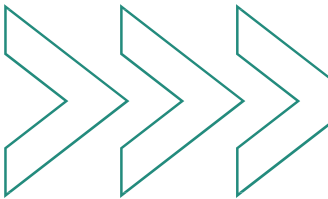
Do you currently use any of the Gedling Borough Council Leisure Centres?



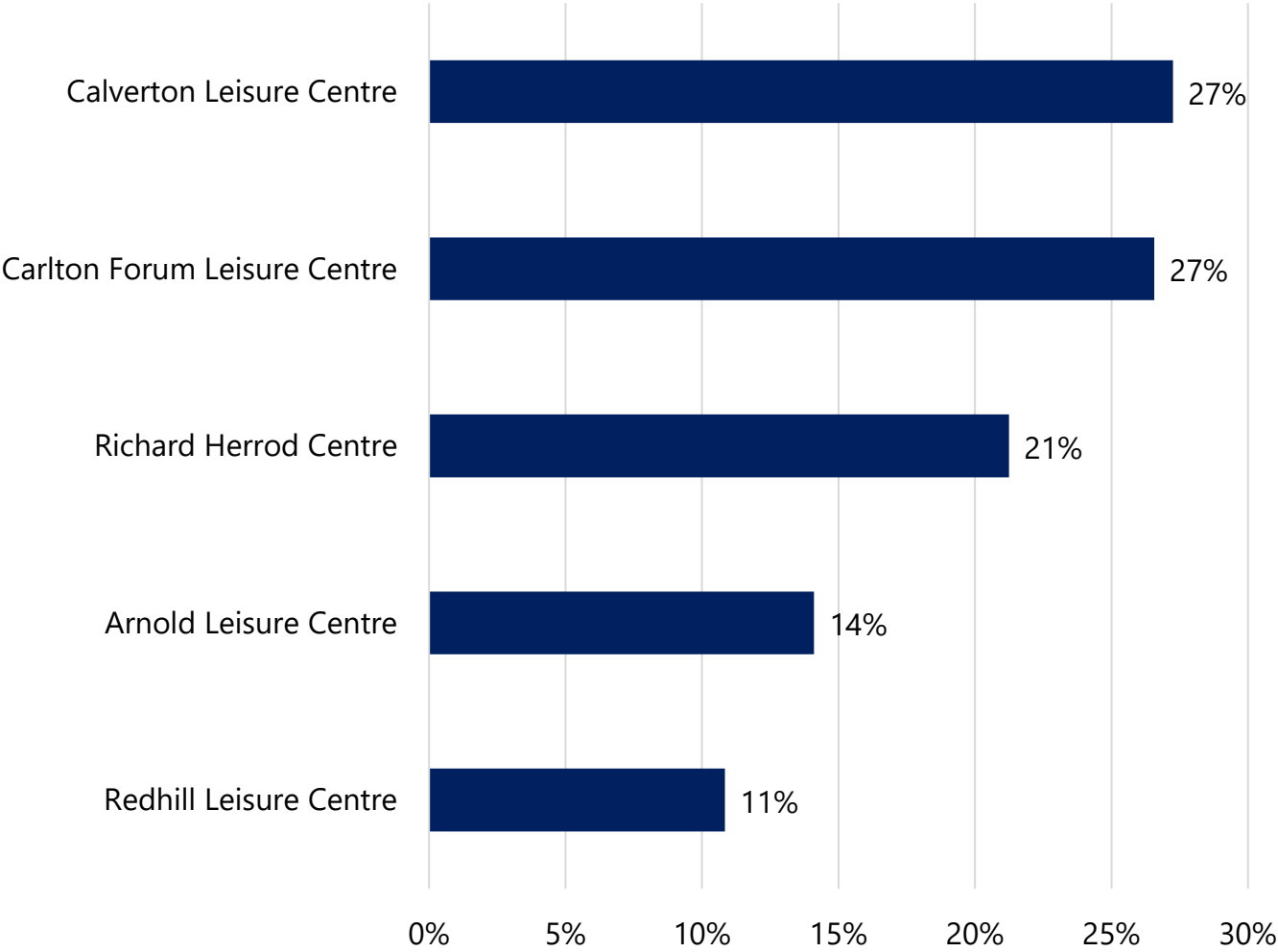
A large majority of respondents (87%) currently use Gedling Borough Council leisure centres, indicating strong local engagement with these facilities.

4.1 Question Breakdown

Users

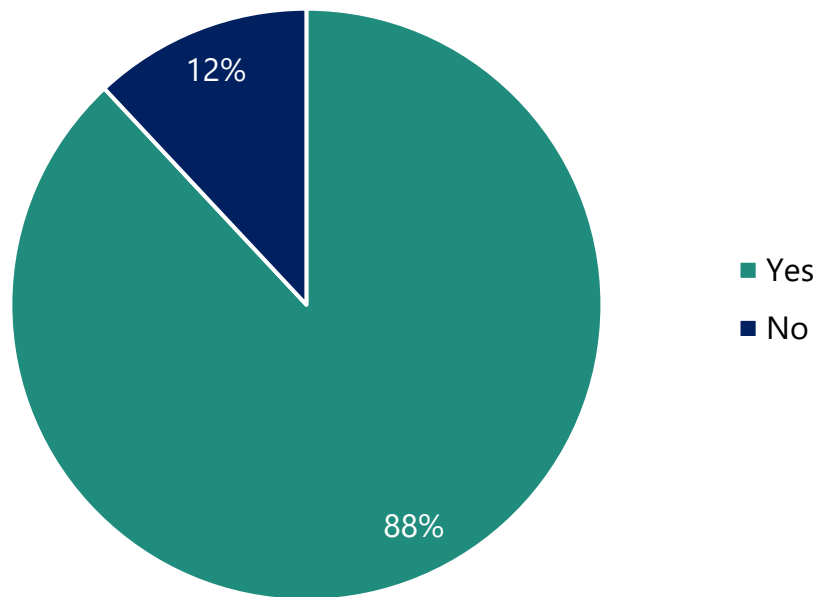


Which one/s do you use?
(Participants were asked to select all that apply)

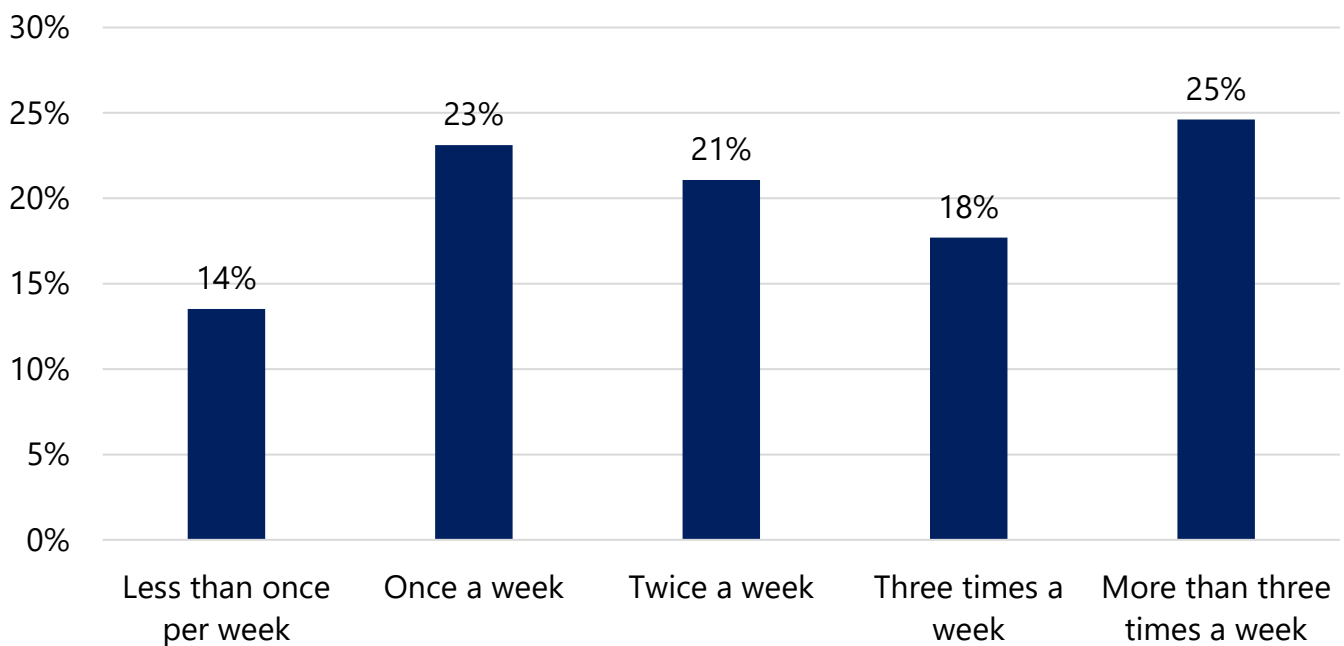


Based on overall responses (as participants could select more than one), Carlton Forum and Calverton Leisure Centres were the most frequently used, each chosen by 27% of respondents, followed by the Richard Herrod Centre at 21%.

Do you live in the Borough of Gedling?

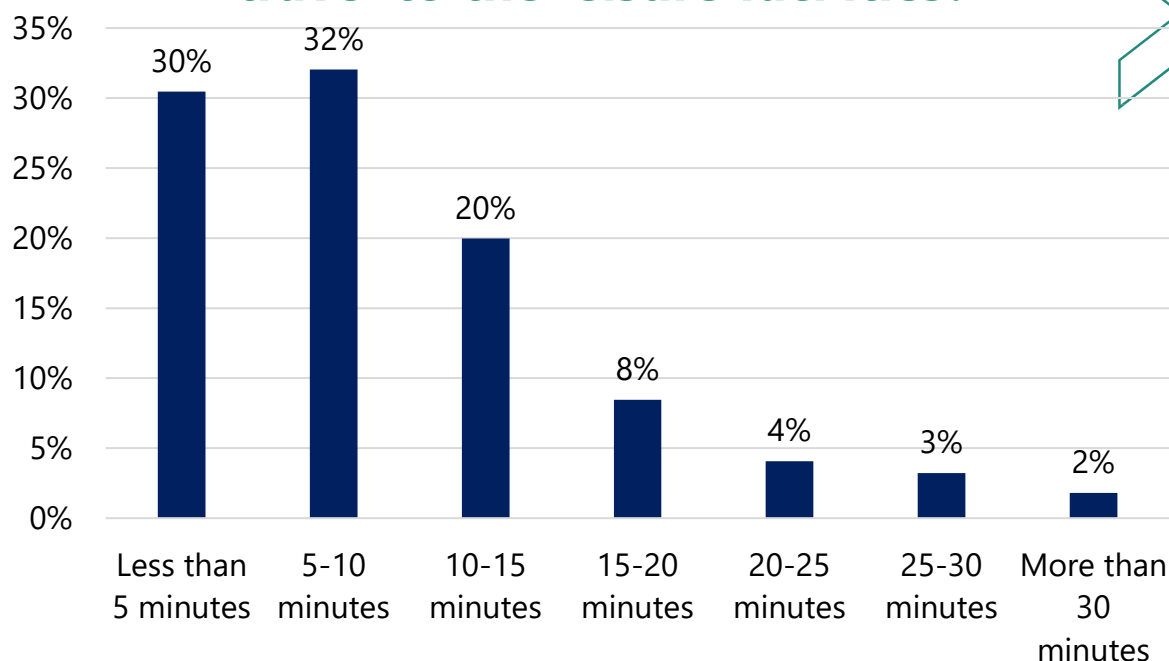


How often do you currently use the leisure facilities? 'Leisure facilities' refer to any of the centres listed on previous page

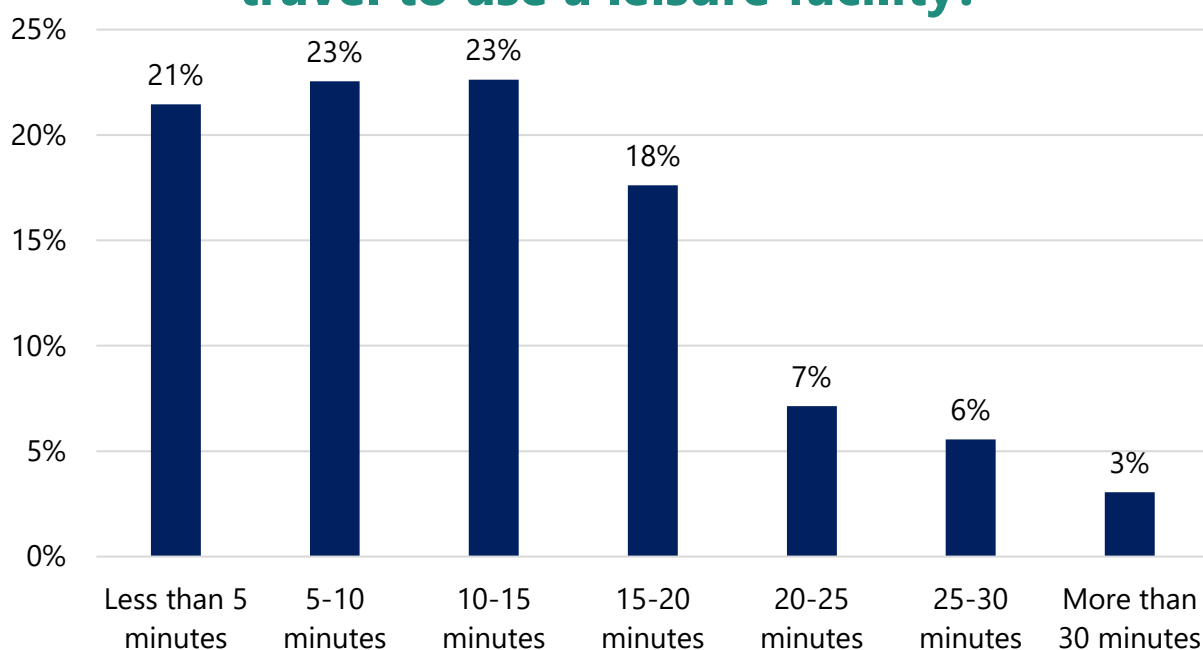


A quarter of respondents (25%) reported using leisure facilities more than three times a week, with the majority attending at least once a week, highlighting frequent and consistent engagement with local centres.

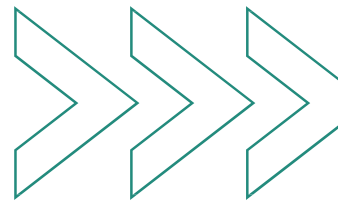
How long does it usually take you to travel to the leisure facilities?



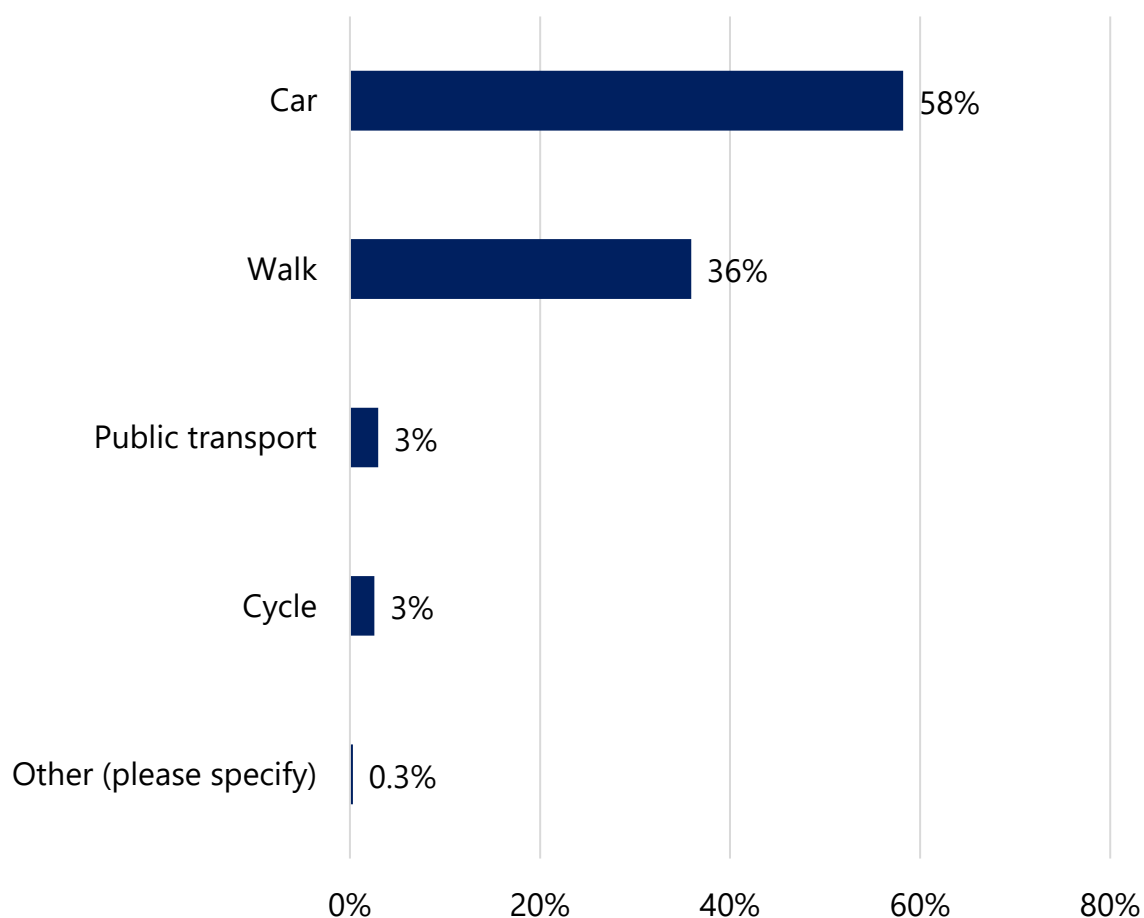
How long would you be willing to travel to use a leisure facility?



Most respondents currently travel relatively short distances to leisure facilities, with over 60% taking less than 10 minutes to get there. However, when asked about their willingness to travel, respondents are open to travelling longer. This suggests that, although most people use nearby facilities, there is significant potential for attracting users willing to travel farther for preferred options.



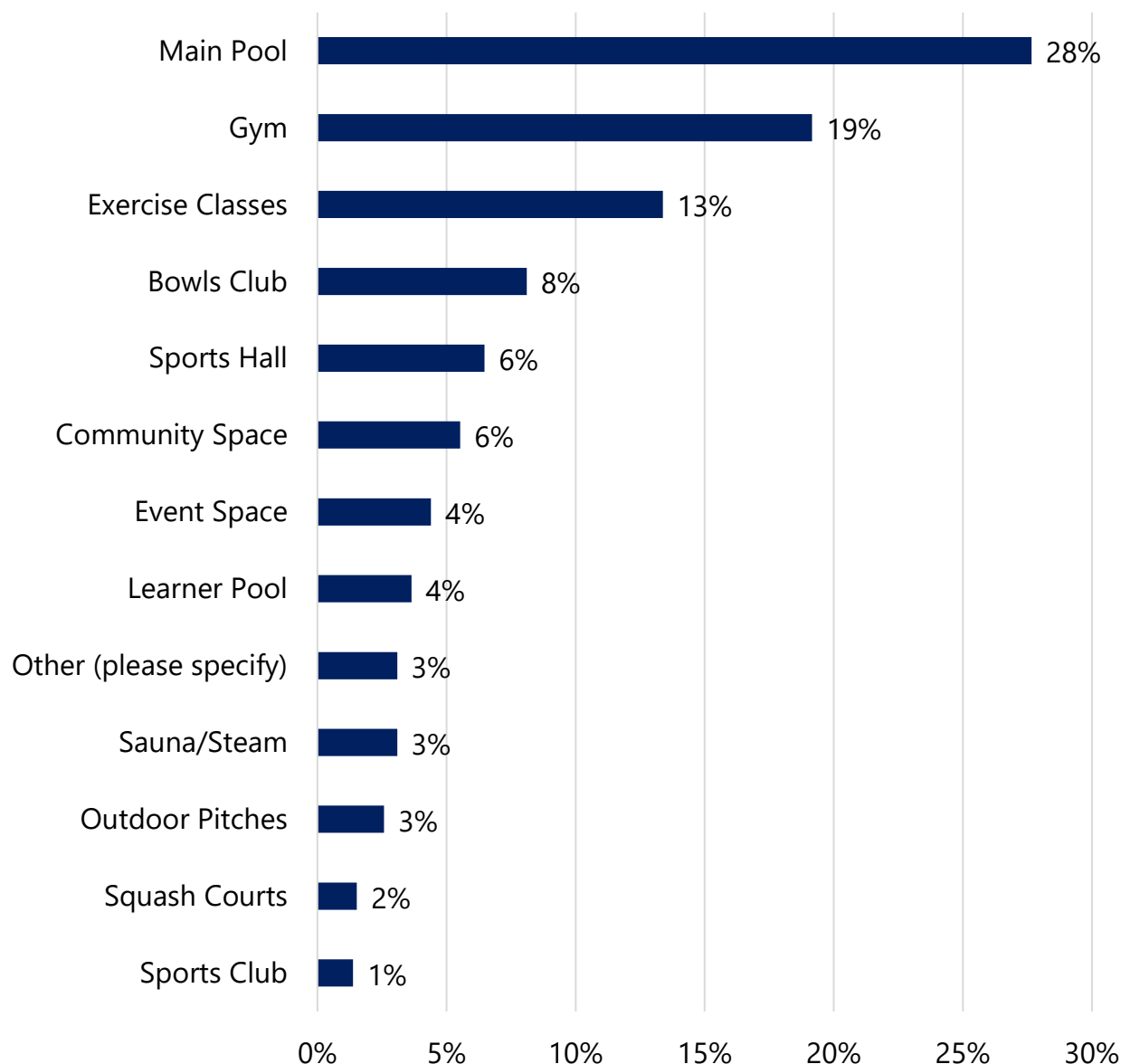
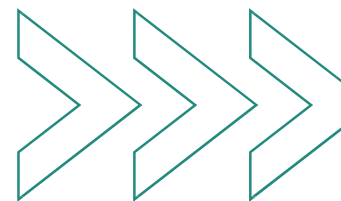
How do you usually travel to the leisure facilities?



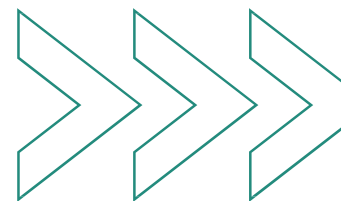
The majority of respondents primarily travel to leisure facilities by car (58%), followed by a significant portion who walk (36%).

What facilities do you use currently?

(Participants were asked to select all that apply)

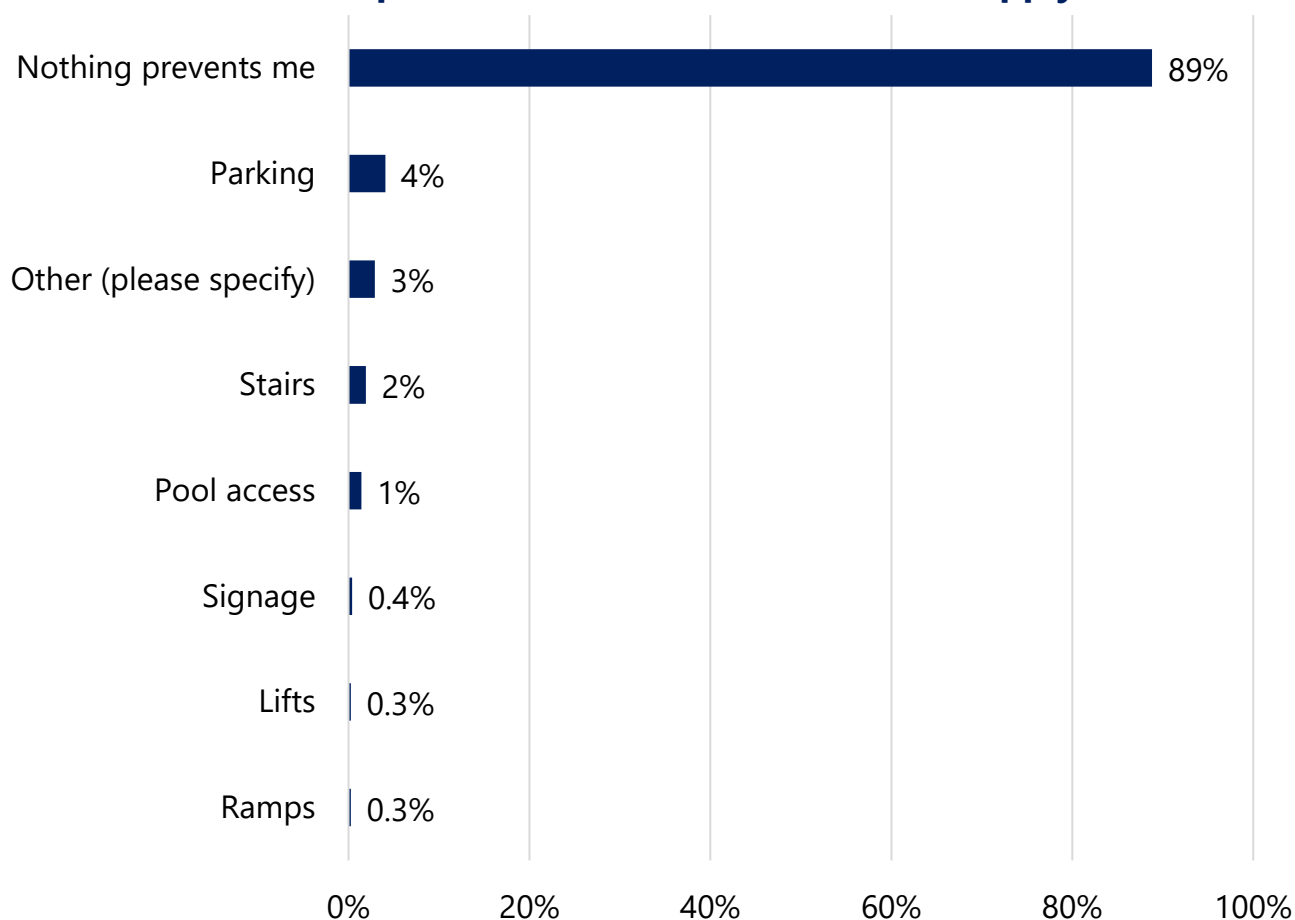


Respondents use a variety of leisure facilities, with the main pool (28%) and gym (19%) being the most popular. Exercise classes and bowls club also attract notable usage. Since respondents could select multiple options, this indicates a diverse engagement across different facility types, with specialised facilities like squash courts and sauna/steam rooms seeing less frequent use.

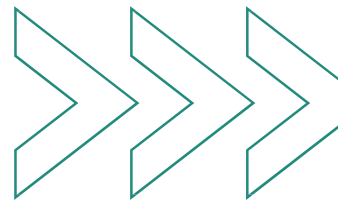


Is there anything that prevents you from accessing the facilities?

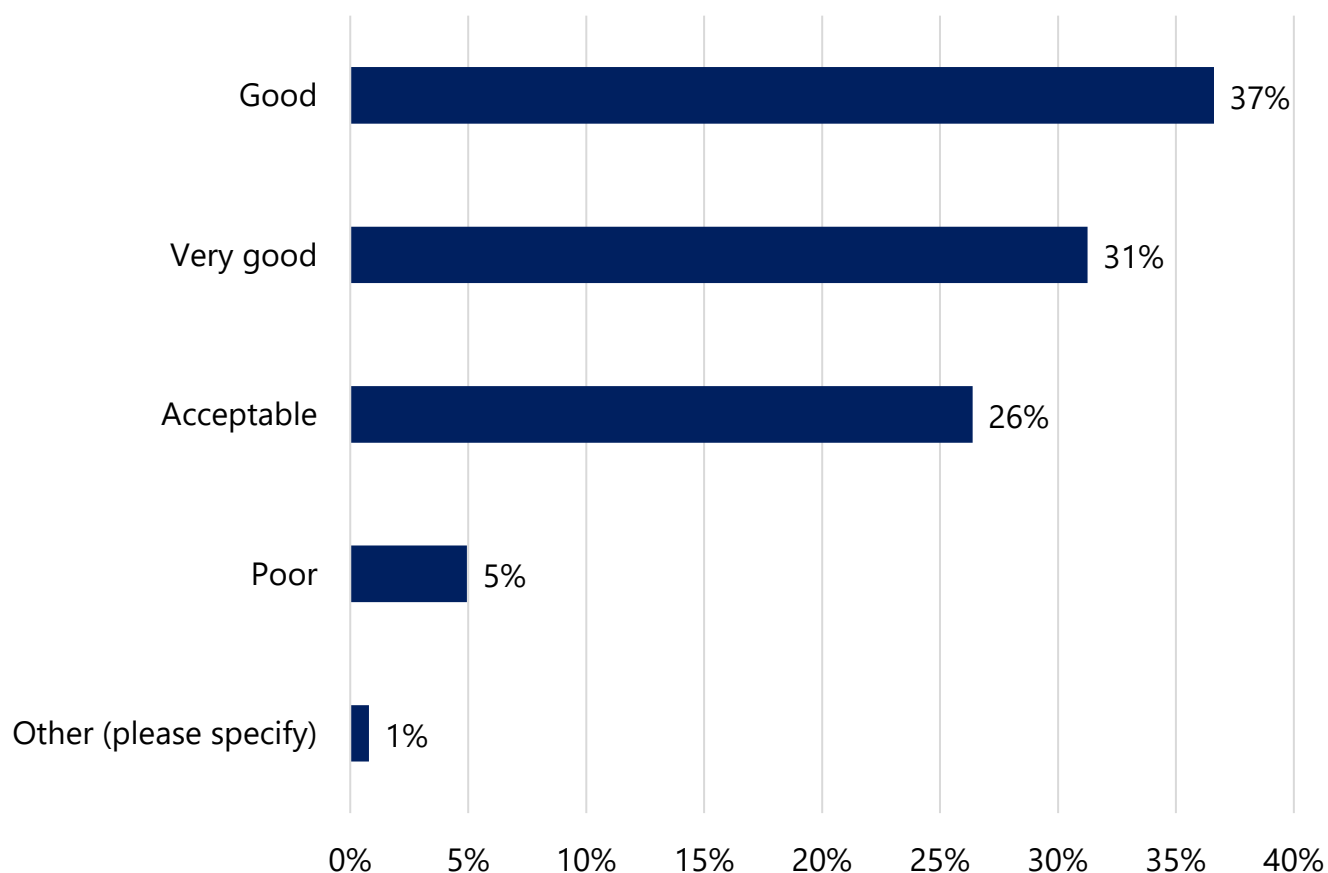
(Participants were asked to select all that apply)



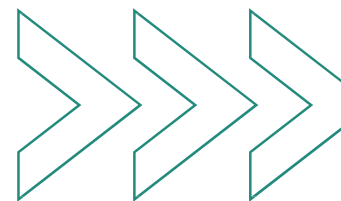
The vast majority of respondents (89%) report no barriers preventing them from accessing leisure facilities. Among those who do face obstacles, parking (4%) and stairs (2%) are the most commonly mentioned issues, while accessibility features like ramps, lifts and signage are rarely reported as barriers.



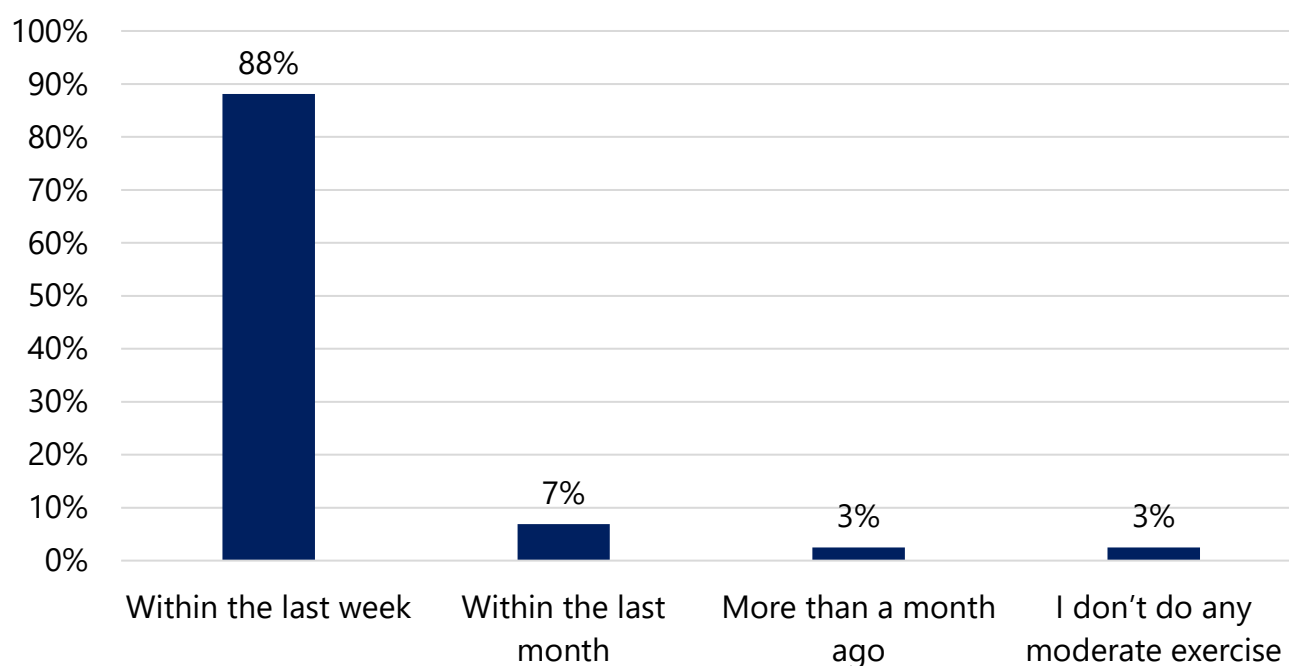
Overall, how would you rate the leisure facilities?



Most respondents rate the leisure facilities positively, with 68% rating them as either "Good" or "Very good." About a quarter find the facilities "Acceptable," while a small minority (5%) rate them as "Poor."



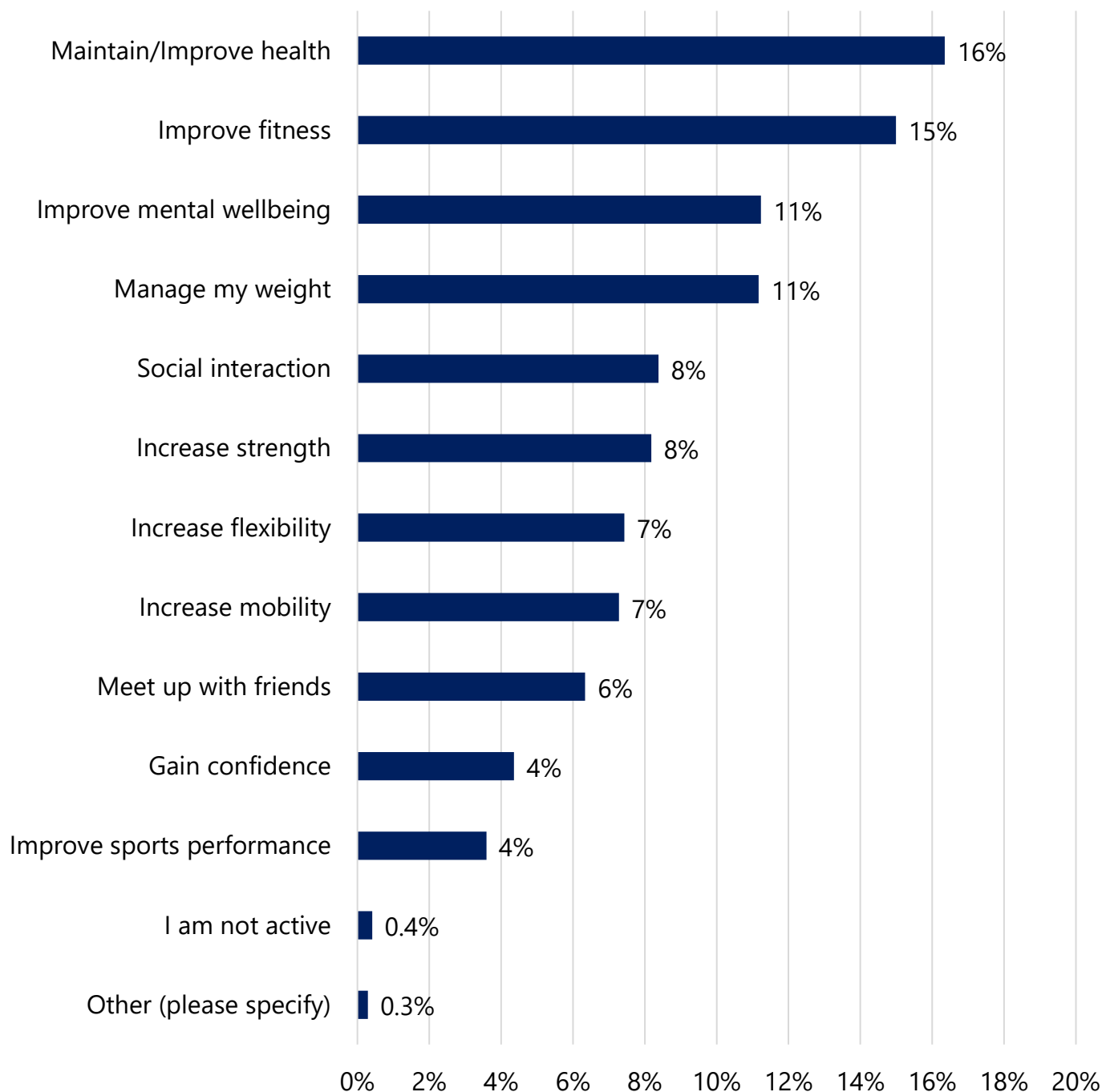
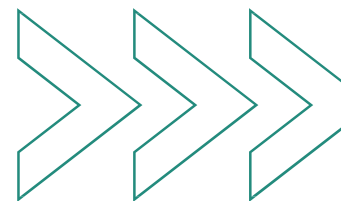
When was the last time you completed any type of moderate exercise/activity?



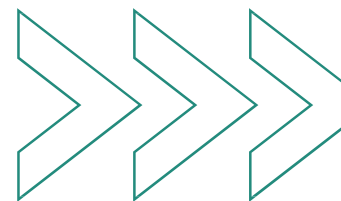
The vast majority of respondents (88%) have completed moderate exercise within the last week, indicating a highly active population. Only a small proportion report doing moderate activity less frequently or not at all.

Why do you choose to exercise?

(Participants were asked to select all that apply)

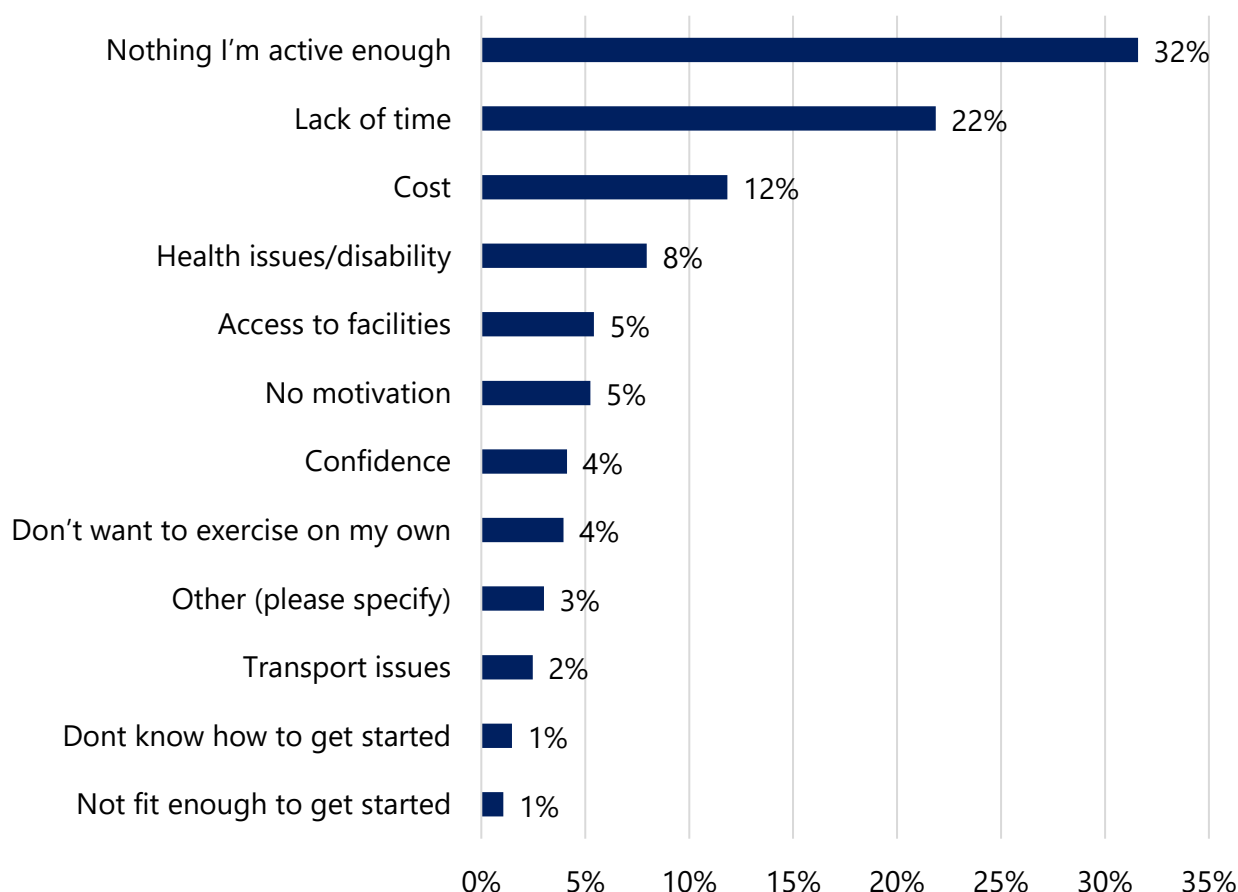


Health and wellbeing are the primary motivations for exercise, with most respondents choosing to be active to maintain or improve their health, fitness and mental wellbeing. Weight management, strength and social benefits are also common drivers, while fewer respondents cite sports performance or socialising as their main reasons.



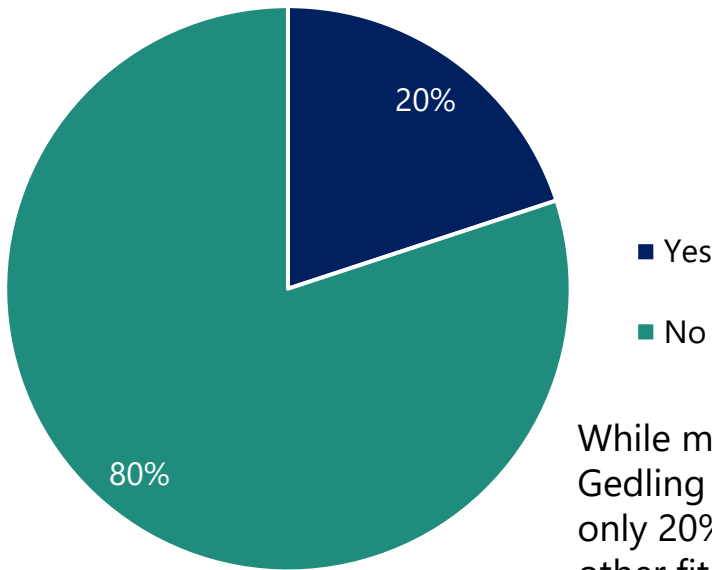
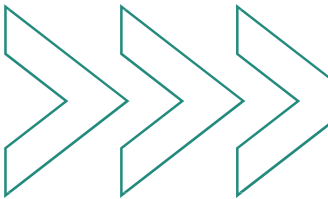
What stops you doing more exercise than you do now?

(Participants were asked to select all that apply)



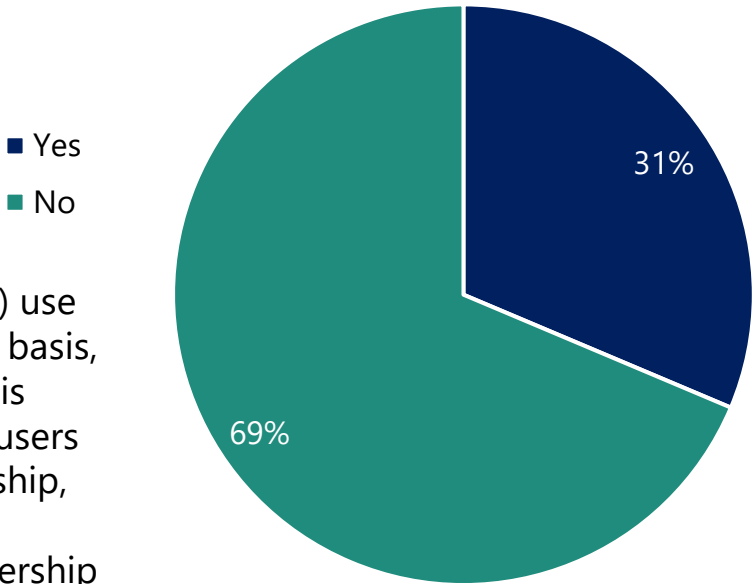
While nearly a third of respondents feel they're already active enough, the most common barriers to doing more exercise are lack of time and cost. Health issues, access to facilities and low motivation are also notable factors. Confidence, transport and not wanting to exercise alone affect a smaller group, indicating that while some barriers are practical, others are psychological or social in nature.

Are you currently a member or user of any other fitness or sports clubs?



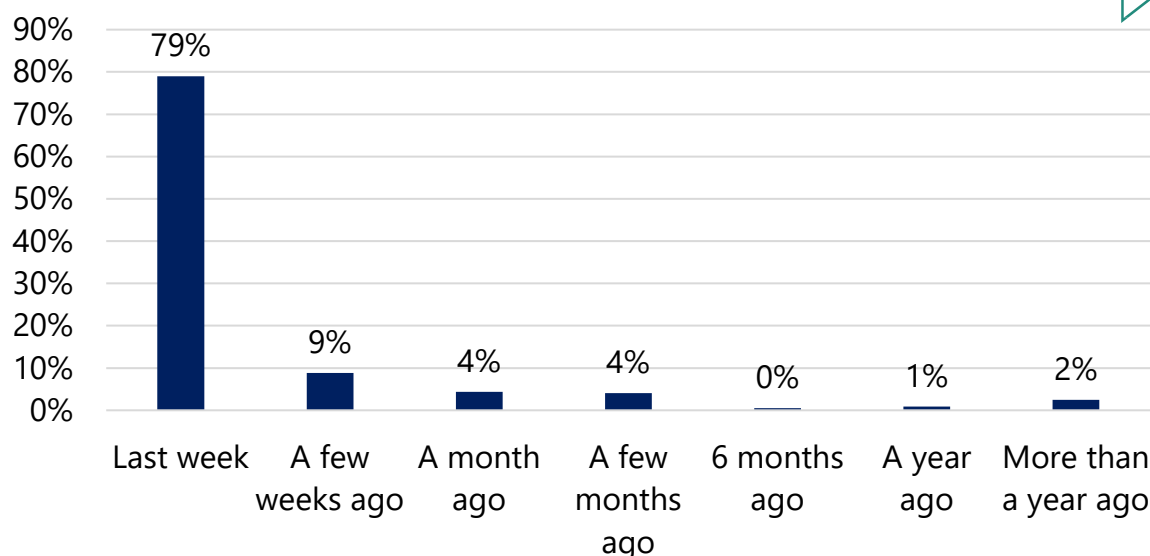
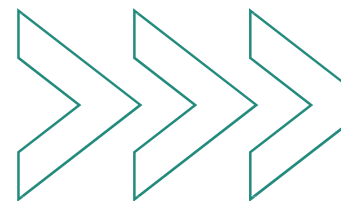
While most respondents currently use Gedling Borough Council's leisure centres, only 20% report being members or users of other fitness or sports clubs. This suggests that local leisure centres are the primary source of physical activity for the majority of respondents,

Do you attend a leisure centre on a pay-as-you-go (per visit) basis without membership?



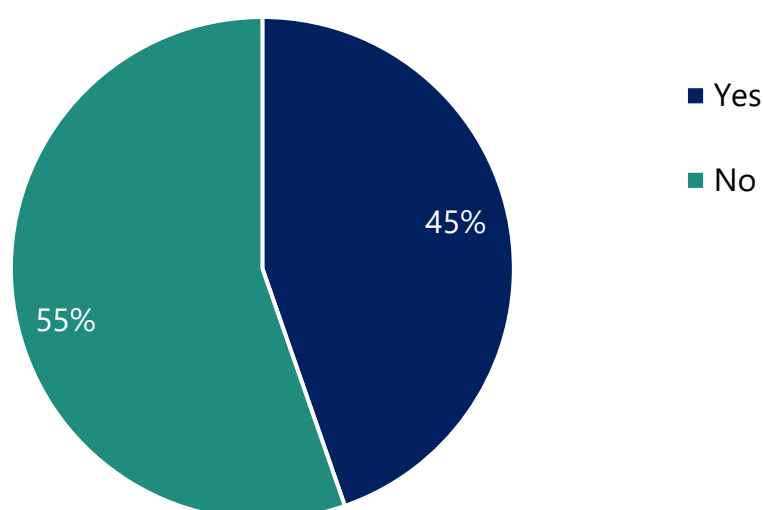
Nearly a third of respondents (31%) use leisure centres on a pay-as-you-go basis, while the majority (69%) do not. This indicates a substantial segment of users who prefer flexibility over membership, suggesting the importance of maintaining accessible, non-membership options to support broader participation.

When was the last time you visited a leisure centre?

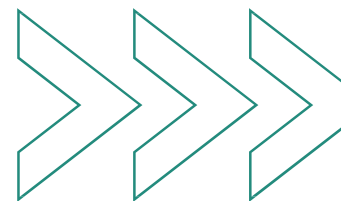


Most respondents are frequent users of leisure centres, with nearly 80% having visited within the last week. Only a small minority have not visited in the past few months, indicating strong and regular engagement with local leisure facilities.

If the Carlton Leisure Centre were to be redeveloped, would you want to visit more often?



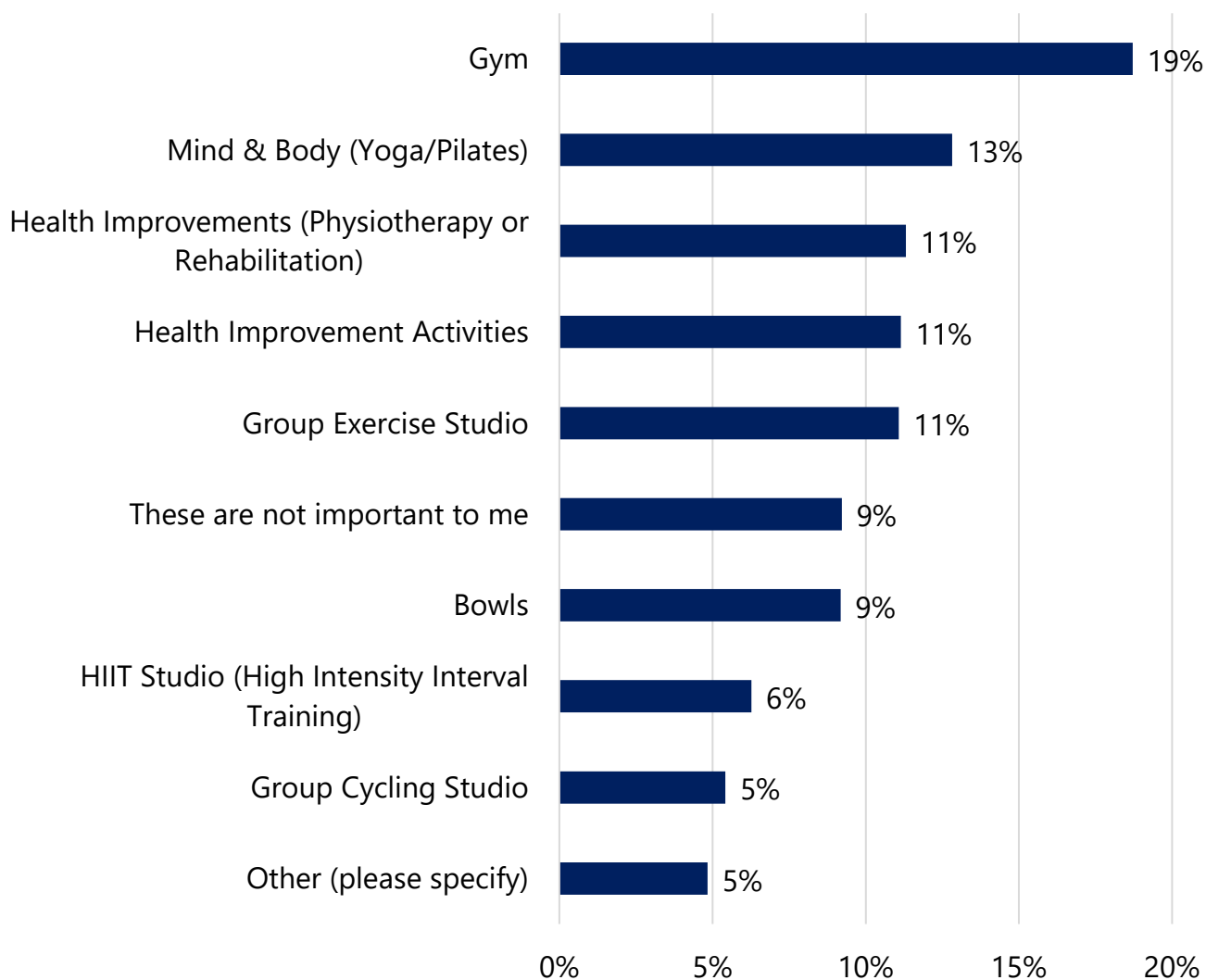
While 45% of respondents say they would want to visit more often if Carlton Leisure Centre were redeveloped, a slight majority (55%) indicate that redevelopment alone would not influence their frequency of visits.



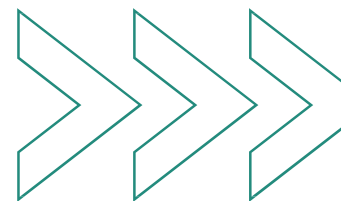
HEALTH AND WELLNESS

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select their top 3)



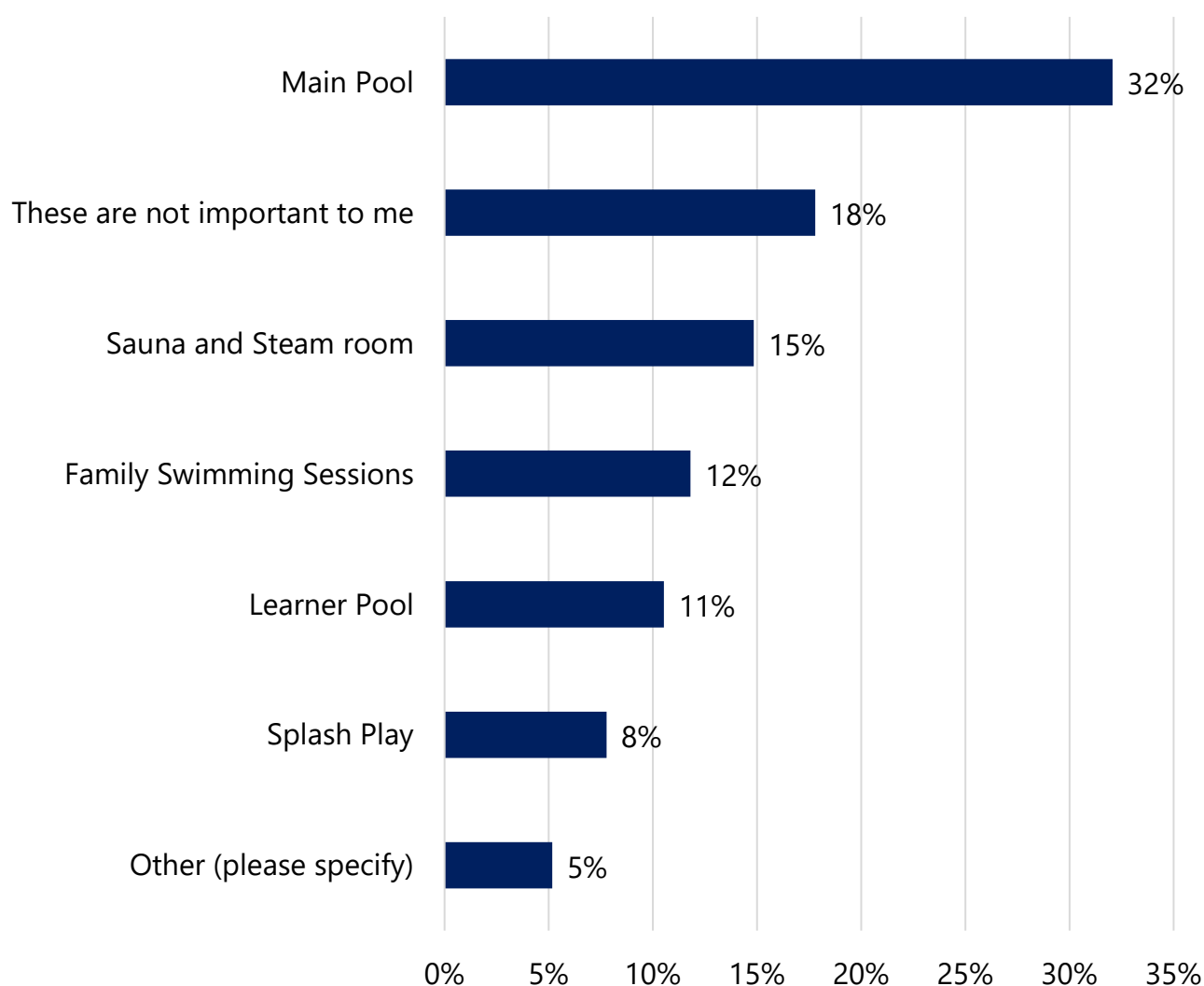
When asked to select their top three priorities for a redeveloped leisure centre, respondents most frequently chose the gym, followed by mind & body activities (e.g. yoga, Pilates) and health-focused services such as physiotherapy, rehabilitation and general health improvement activities. These selections highlight a strong community interest in both physical fitness and holistic wellness offerings. Traditional activities like bowls and group exercise also received notable support, while relatively few respondents indicated that none of the options were important to them.



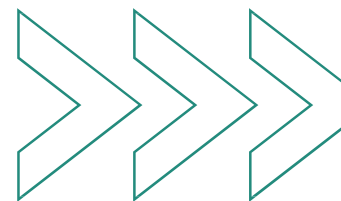
SWIMMING

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select their top 3)



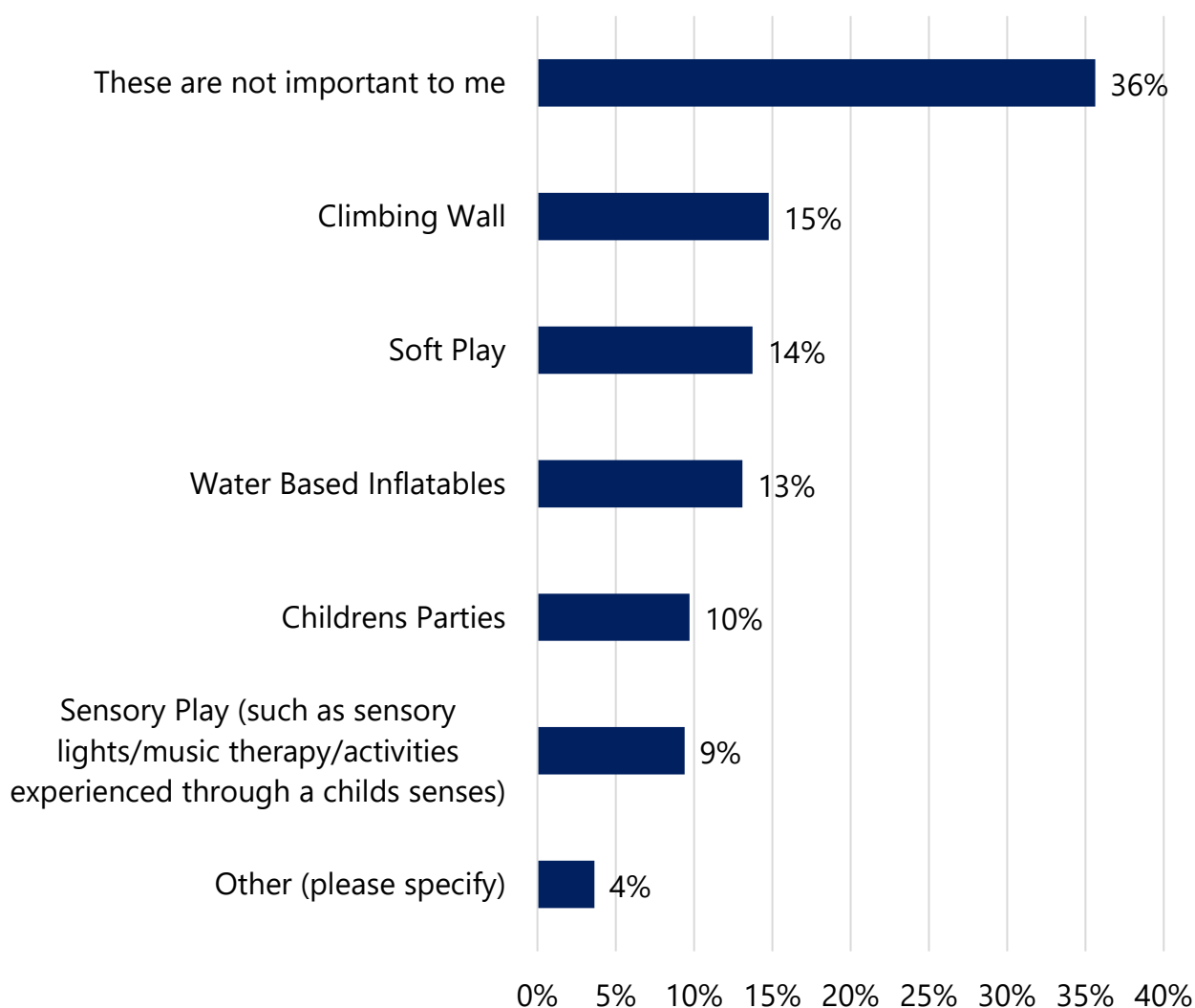
When selecting their top three swimming-related priorities for the leisure centre upgrade, respondents most frequently chose the main pool, followed by sauna and steam rooms and family swimming sessions. Learner pools and splash play received moderate interest, while nearly one-fifth of respondents indicated these swimming features were not important to them. This suggests a strong preference for core swimming facilities and wellness amenities in the upgrade.



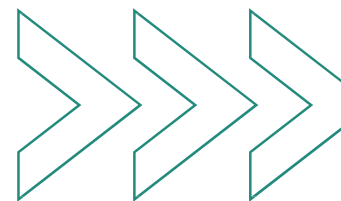
FAMILY

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select their top 3)



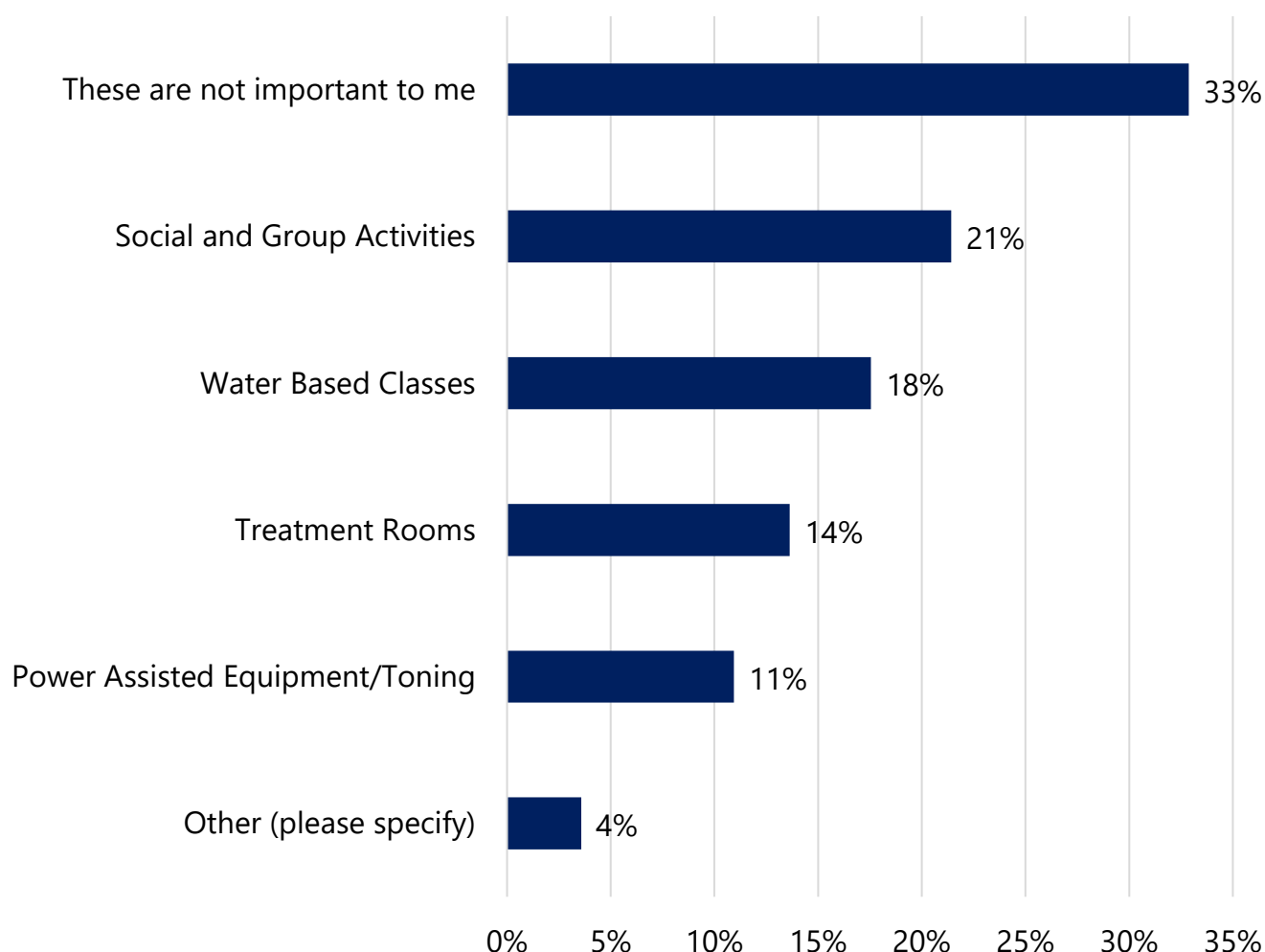
When selecting their top three family-oriented features for the leisure centre upgrade, respondents most often chose climbing walls, soft play and water-based inflatables, with children's parties and sensory play also receiving moderate interest. However, over a third indicated these features were not important to them, which may reflect that a significant portion of respondents do not have young children or family needs.



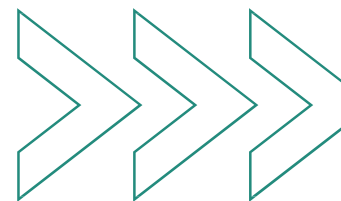
ACTIVE SENIORS

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select their top 3)



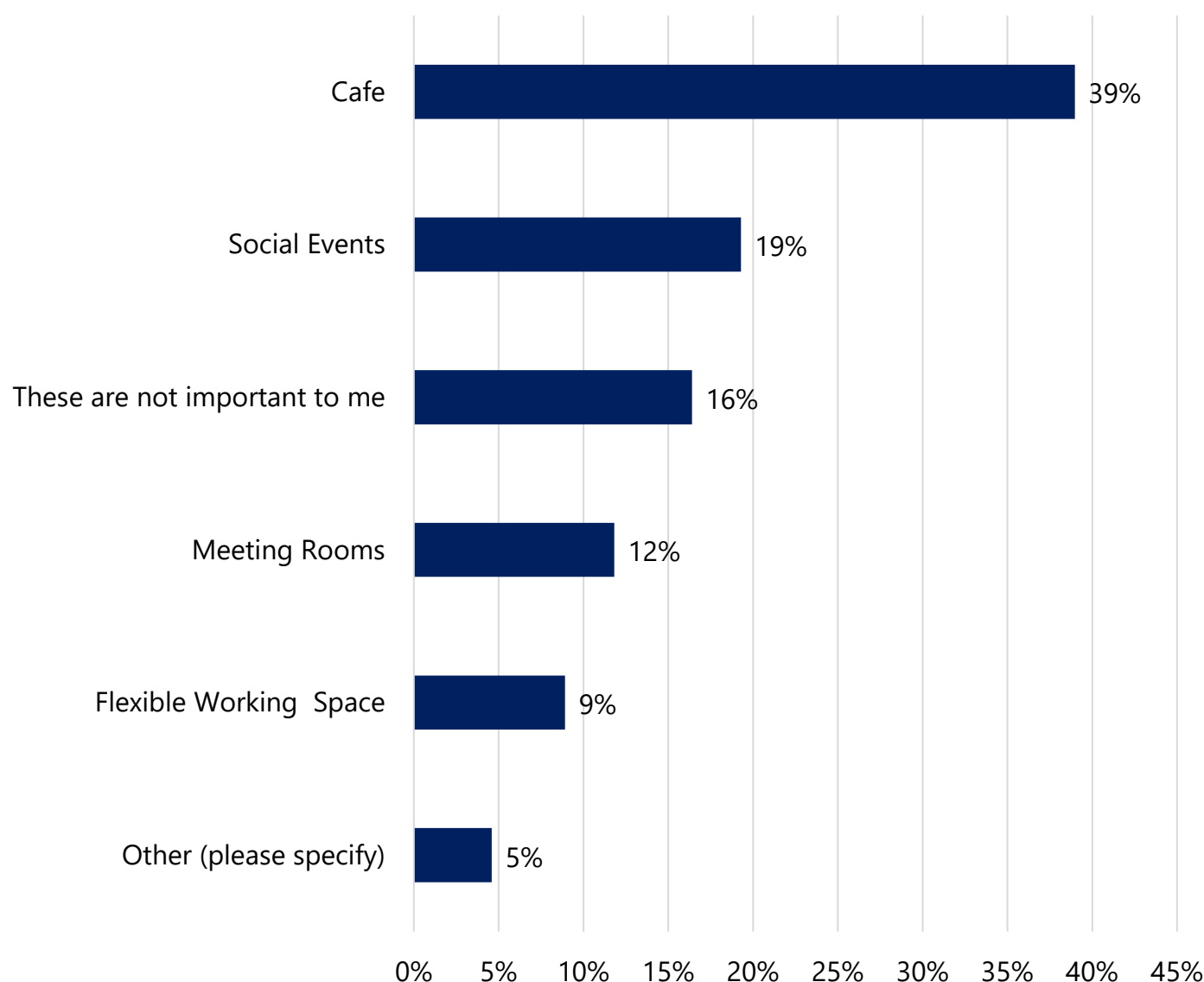
When selecting their top three priorities for the leisure centre upgrade, active seniors most frequently chose social and group activities, water-based classes and treatment rooms, with power-assisted equipment also popular. However, about one-third indicated these options were not important to them, which may suggest that some respondents did not identify as seniors or have senior-specific needs.



SOCIAL/COMMUNITY SPACES

Which of the following would you like to see as part of the upgrade to the leisure centre?

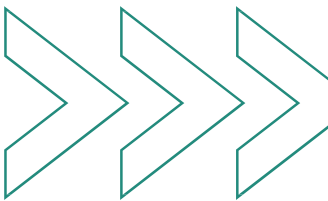
(Participants were asked to select their top 3)



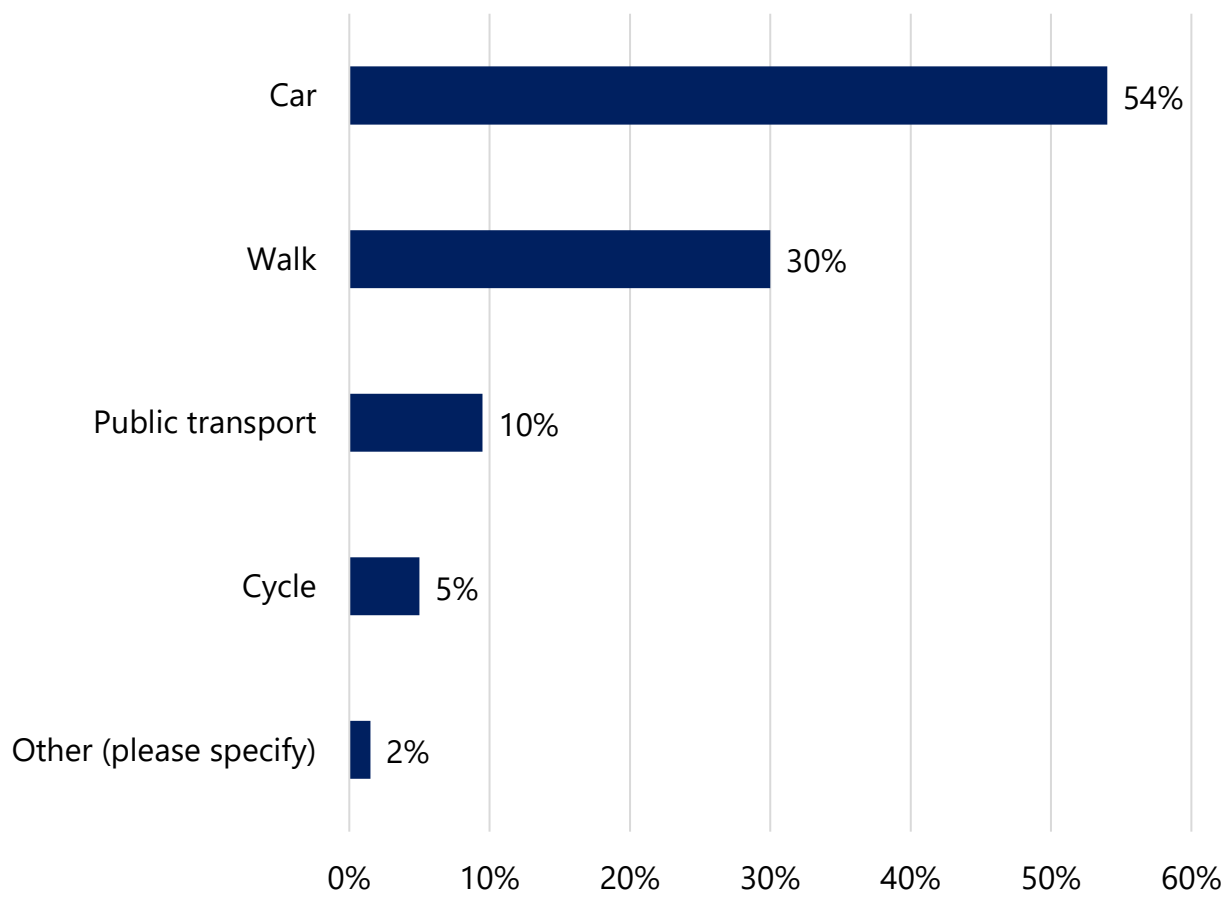
When asked to select their top three priorities for social and community spaces in the leisure centre upgrade, respondents most frequently chose a café, social events and meeting rooms. Flexible working spaces also received notable interest. However, 16% of respondents indicated these features were not important to them, suggesting that while social spaces are valued by many, they may not be a priority for all users.

4.2 Question Breakdown

Non Users

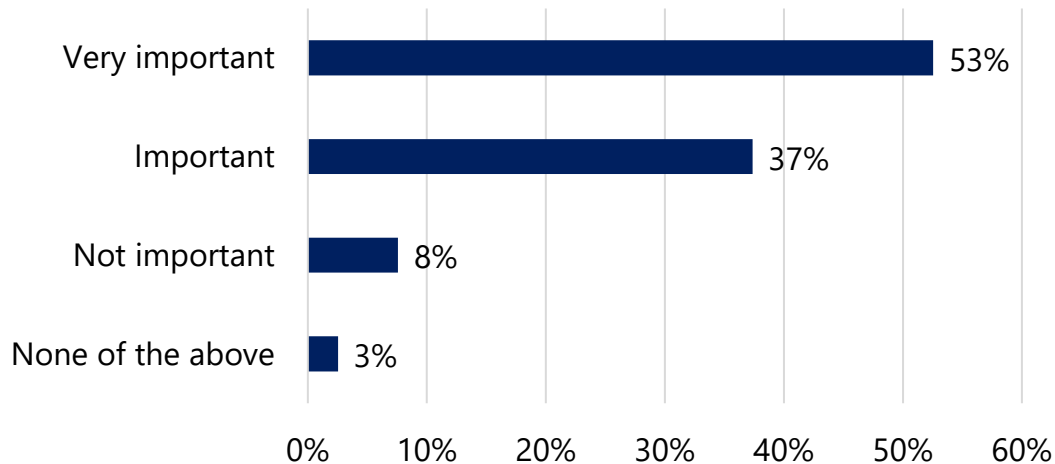


If you were to use one of Gedling Borough Council's leisure centres, how would you get there?



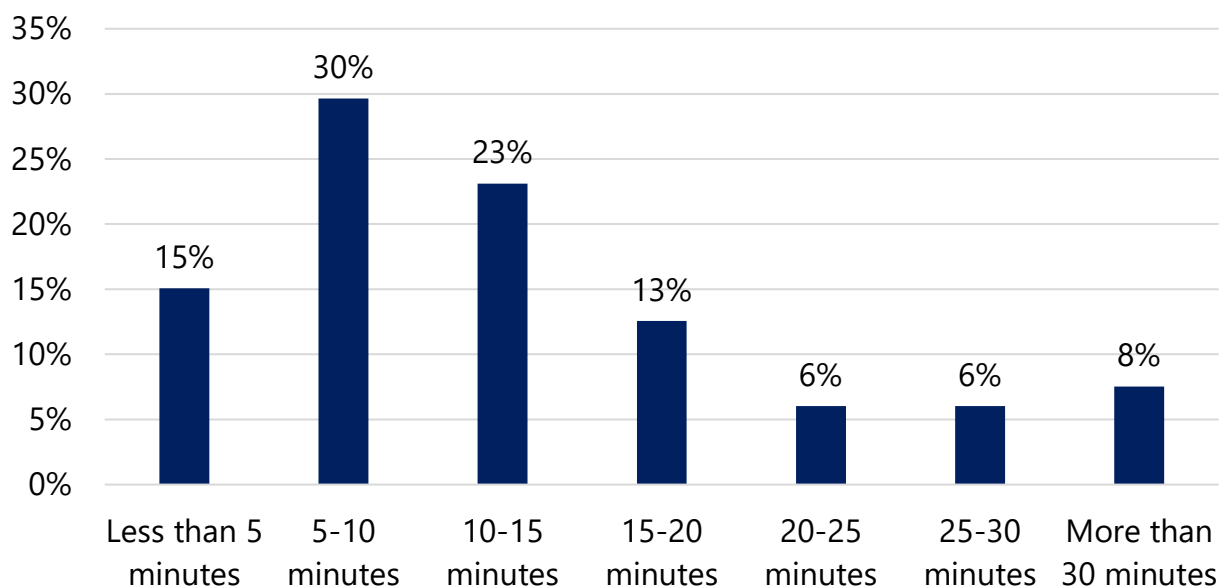
Among respondents who do not currently use Gedling Borough Council leisure centres, over half (54%) would travel by car if they were to use the facilities. Walking is the second most common mode of transport (30%), followed by public transport (10%) and cycling (5%). This highlights the importance of accessible parking and pedestrian-friendly routes for attracting new users.

How important is proximity and convenience to use leisure facilities?

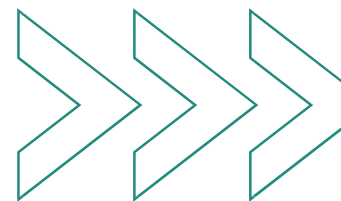


Proximity and convenience are highly valued by respondents when using leisure facilities, with 90% considering them important or very important. Only a small minority view these factors as not important or irrelevant, underscoring the need for accessible locations to encourage facility use.

How long would it take you to travel to the centre of your choice?

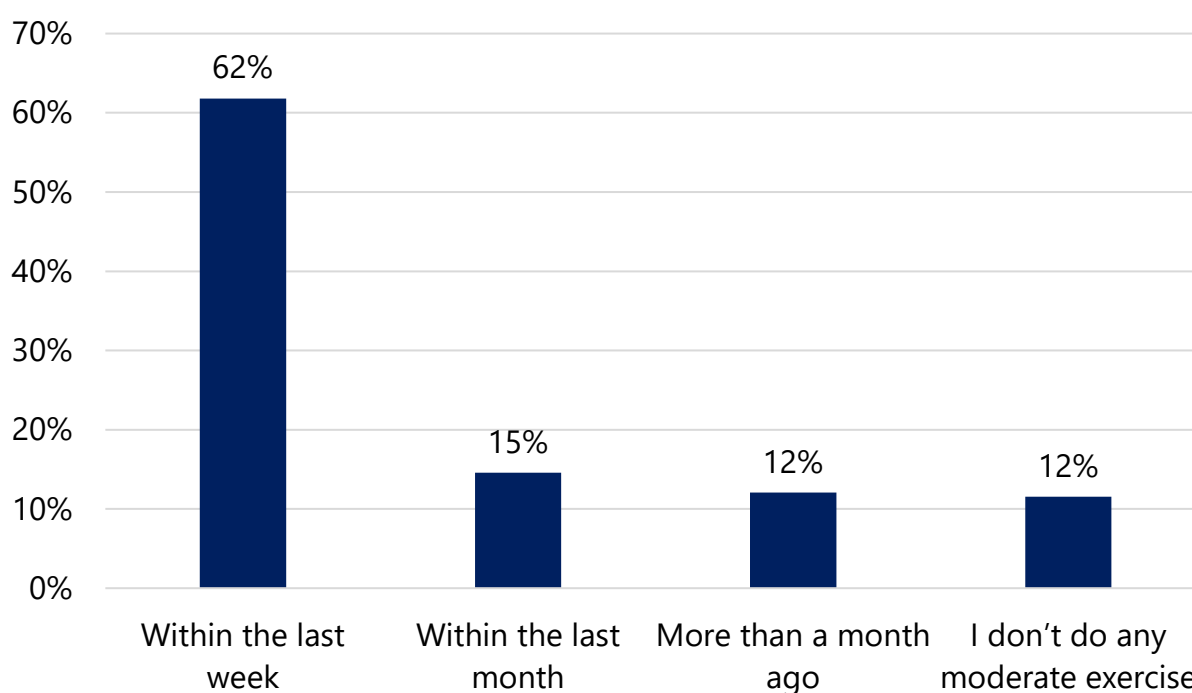


Among non-users, the majority would be willing to travel up to 15 minutes to reach their leisure centre of choice, with nearly two-thirds indicating a travel time of 15 minutes or less. However, a notable portion (around 30%) are willing to travel beyond 15 minutes, suggesting some flexibility in acceptable travel distances for leisure centre use.

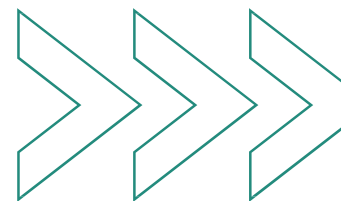


When was the last time you completed any type of moderate exercise/activity?

(Non-Users)

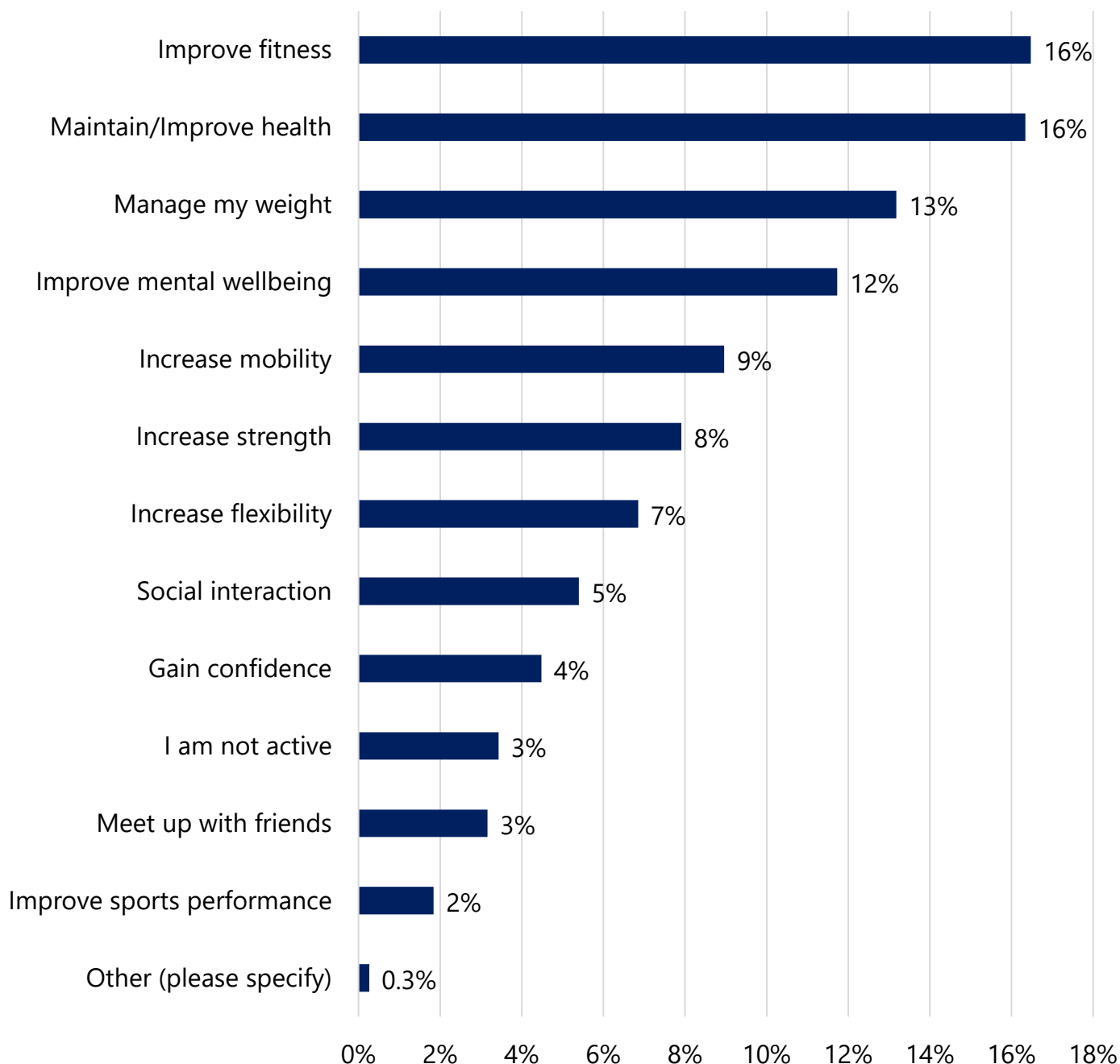


Among respondents who do not currently use Gedling Borough Council leisure centres, 62% have completed moderate exercise within the last week, indicating a majority remain active despite not using the facilities. However, 12% report not doing any moderate exercise, suggesting some inactivity within this group.

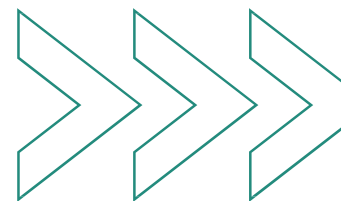


Why do you choose to exercise?

(Participants were asked to select all that apply)

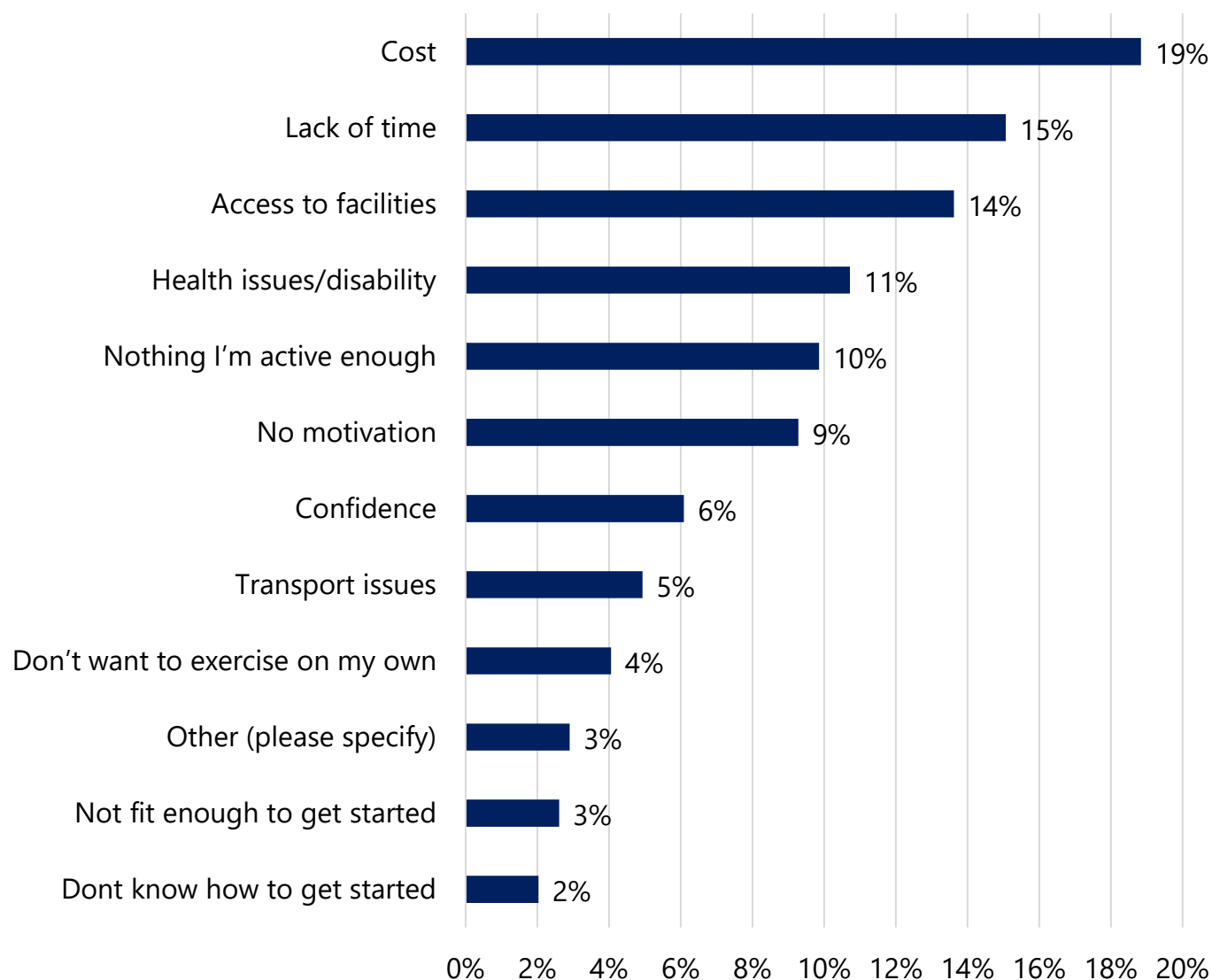


Non-users primarily exercise to maintain or improve health and fitness, with mental wellbeing and weight management also important motivators. Social reasons like meeting friends and interaction are less frequently cited, indicating a stronger focus on personal health benefits rather than social or performance goals among this group.



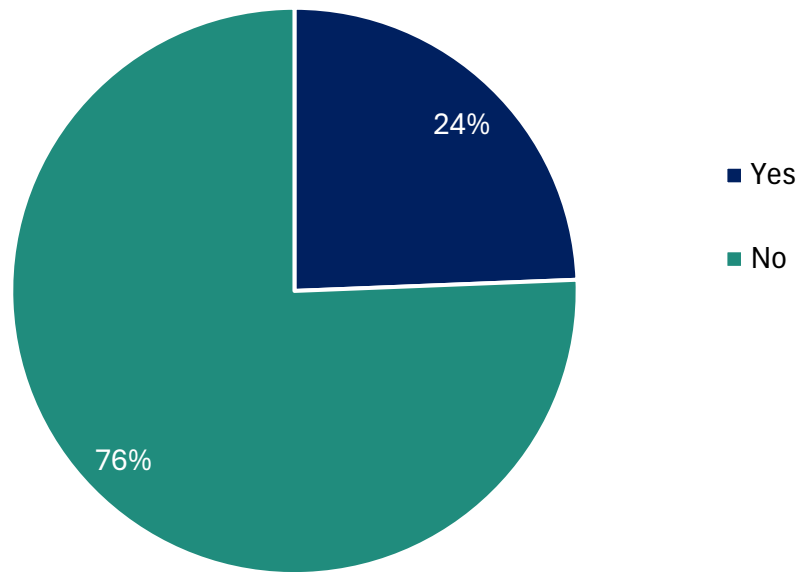
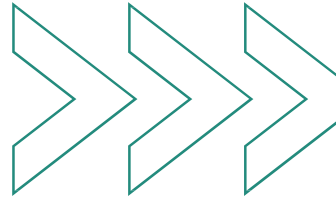
What stops you doing more exercise than you do now?

(Participants were asked to select all that apply)

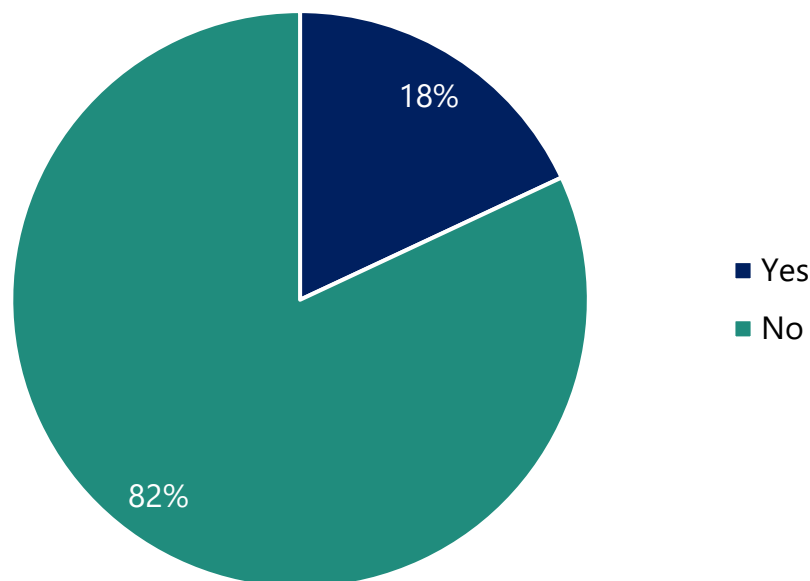


Non-users face multiple barriers to increasing their exercise levels, with cost, lack of time and access to facilities being the most common obstacles. Health issues and disabilities also present significant challenges, while confidence and motivation affect a smaller but notable portion.

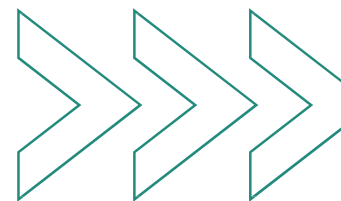
Are you currently a member or user of any other fitness or sports clubs?



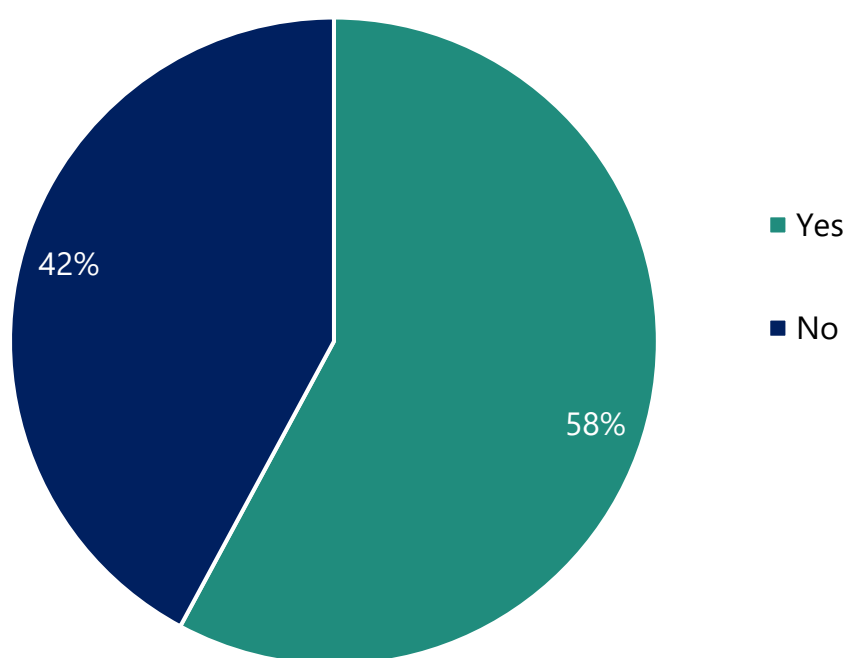
Do you attend a leisure centre on a casual basis?



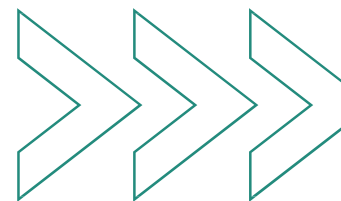
Among non-users of Gedling Borough Council leisure centres, only a quarter are members of other fitness or sports clubs and fewer than one in five attend leisure centres on a casual (pay-as-you-go) basis. This indicates that most non-users are not currently engaged with alternative fitness facilities, highlighting an opportunity to attract new users to local leisure centres.



If Carlton Forum Leisure Centre, were to be redeveloped, would you want to visit more often?



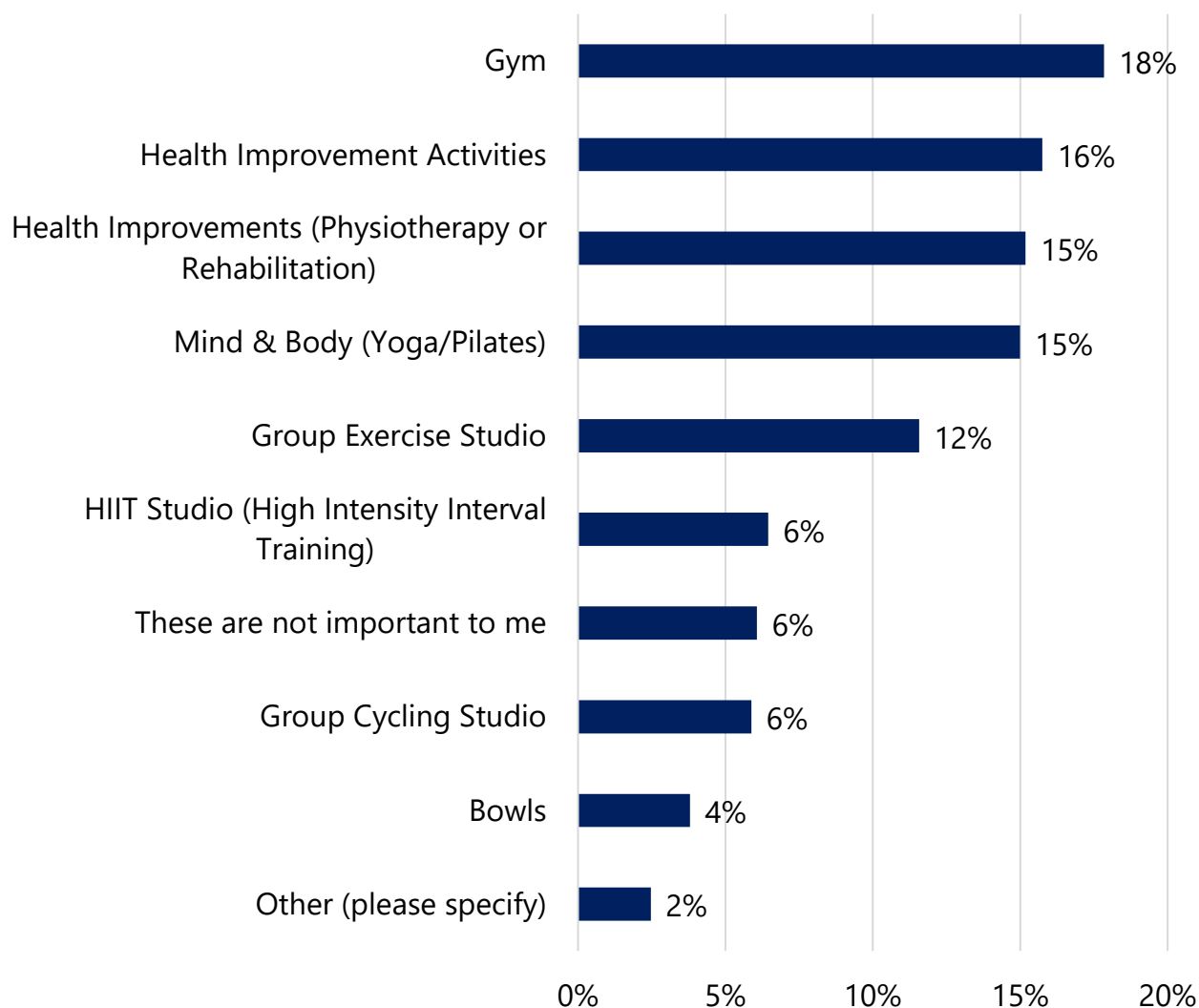
Among non-users, a majority (58%) indicated they would want to visit Carlton Forum Leisure Centre more often if it were redeveloped, suggesting that improvements could significantly increase engagement from this group. However, 42% remain unlikely to increase their visits, indicating that redevelopment alone may not address all barriers to usage.



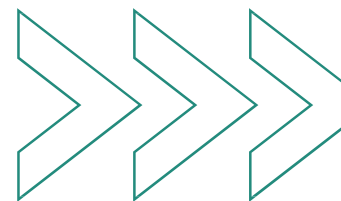
HEALTH AND WELLNESS

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select all that apply)
(Non-Users)



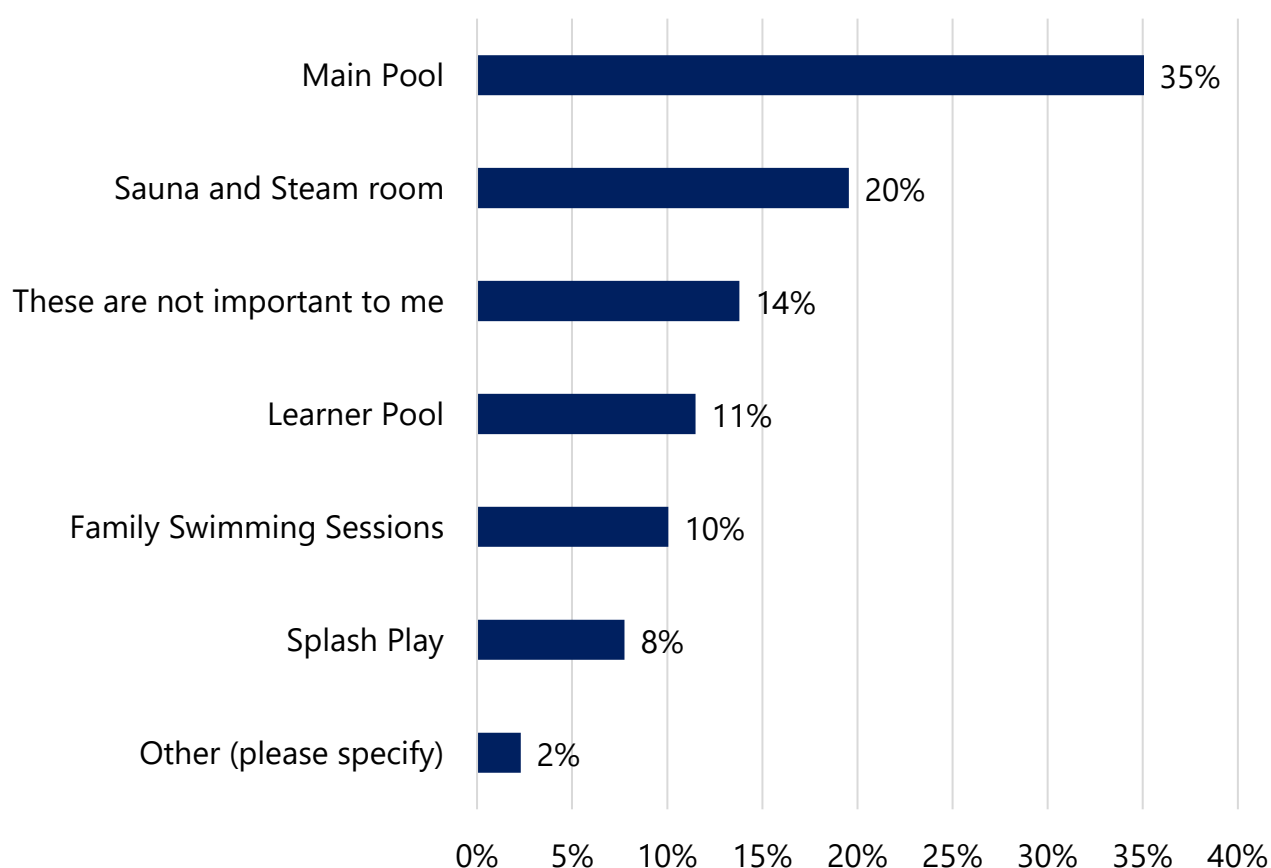
Non-users showed the strongest interest in gym facilities, followed by health improvement activities, physiotherapy or rehabilitation services and mind & body classes such as yoga and Pilates. Group exercise and high-intensity interval training (HIIT) studios also attracted moderate interest, while a small portion (6%) indicated that these options were not important to them. This suggests non-users value a mix of fitness and wellness services in potential upgrades.



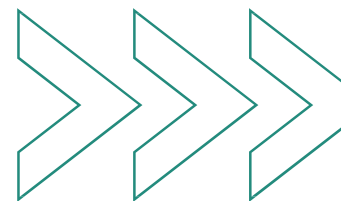
SWIMMING

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select all that apply)
(Non-Users)



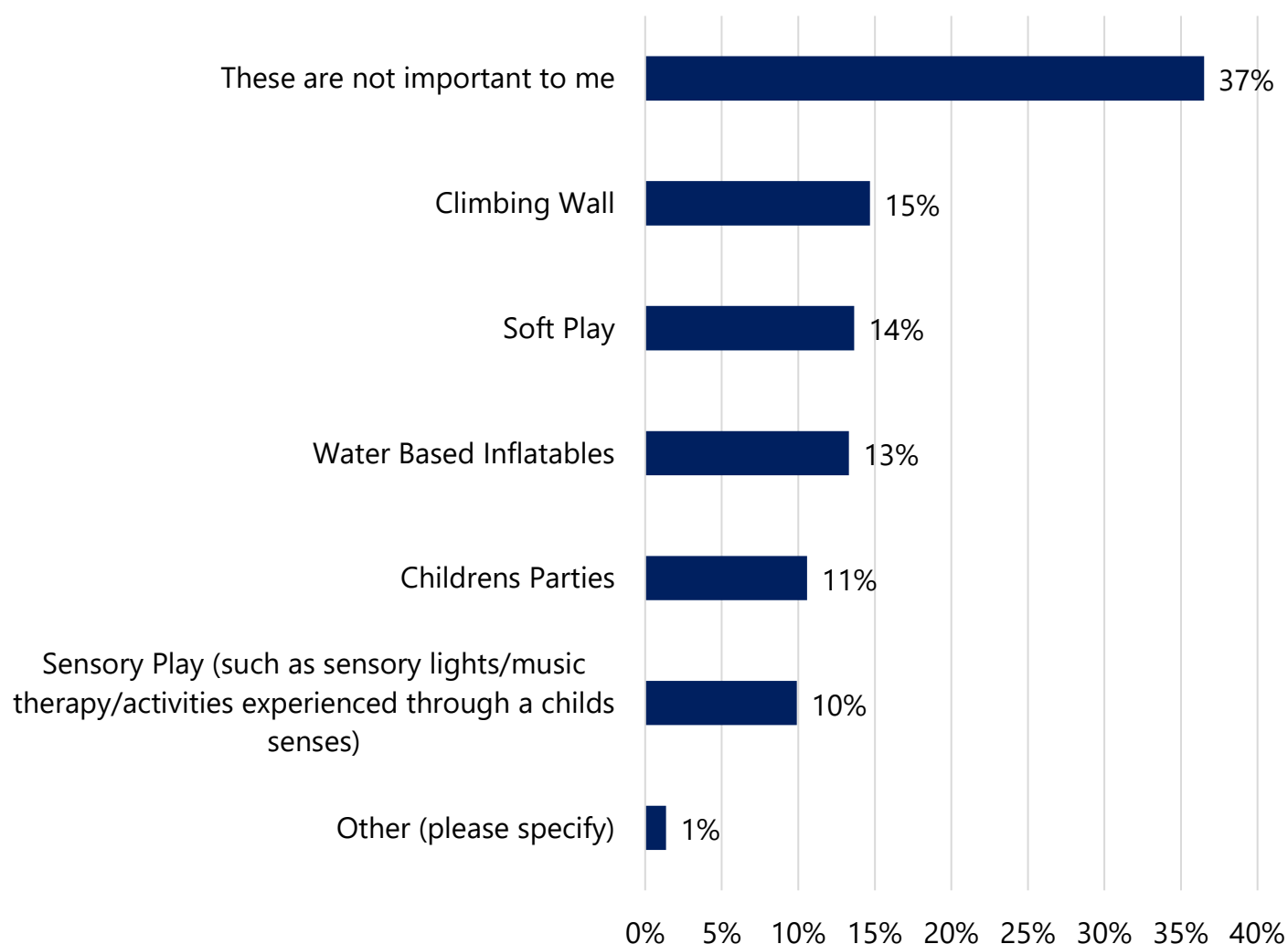
Among non-users, the main pool was the most desired swimming facility for the leisure centre upgrade, followed by sauna and steam rooms, learner pools and family swimming sessions. Splash play attracted moderate interest, while 14% of respondents indicated swimming features were not important to them. This highlights a strong preference for core swimming and wellness amenities among potential new users.



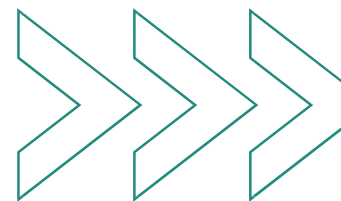
FAMILY

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select all that apply)
(Non-Users)



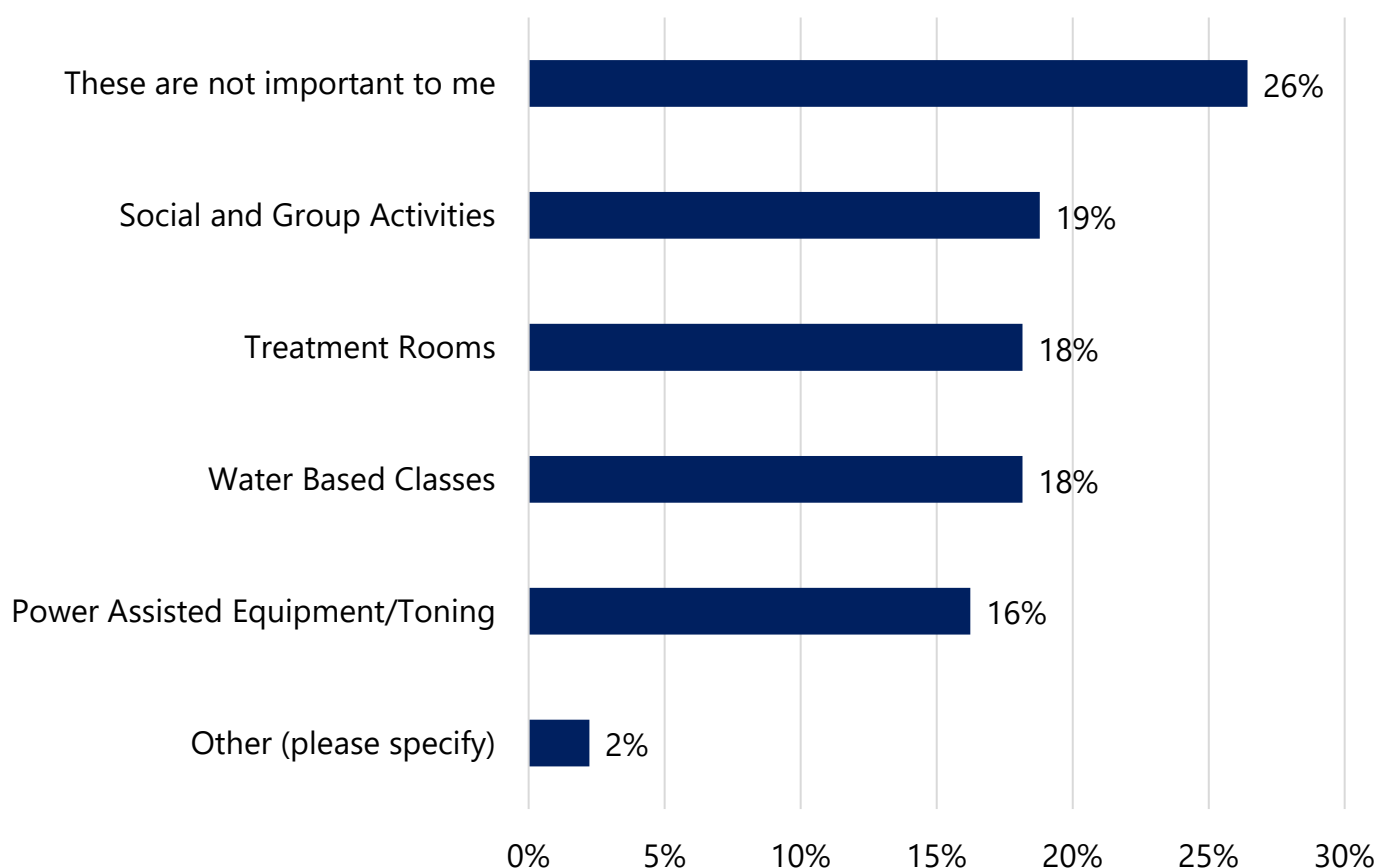
Among non-users, climbing walls, soft play and water-based inflatables were the most popular family-oriented features desired in the leisure centre upgrade. Children's parties and sensory play also attracted interest. However, over one-third of respondents indicated these family features were not important to them, which may reflect that many non-users do not have young children or family-focused needs.



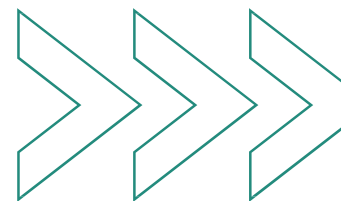
ACTIVE SENIORS

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select all that apply)
(Non-Users)



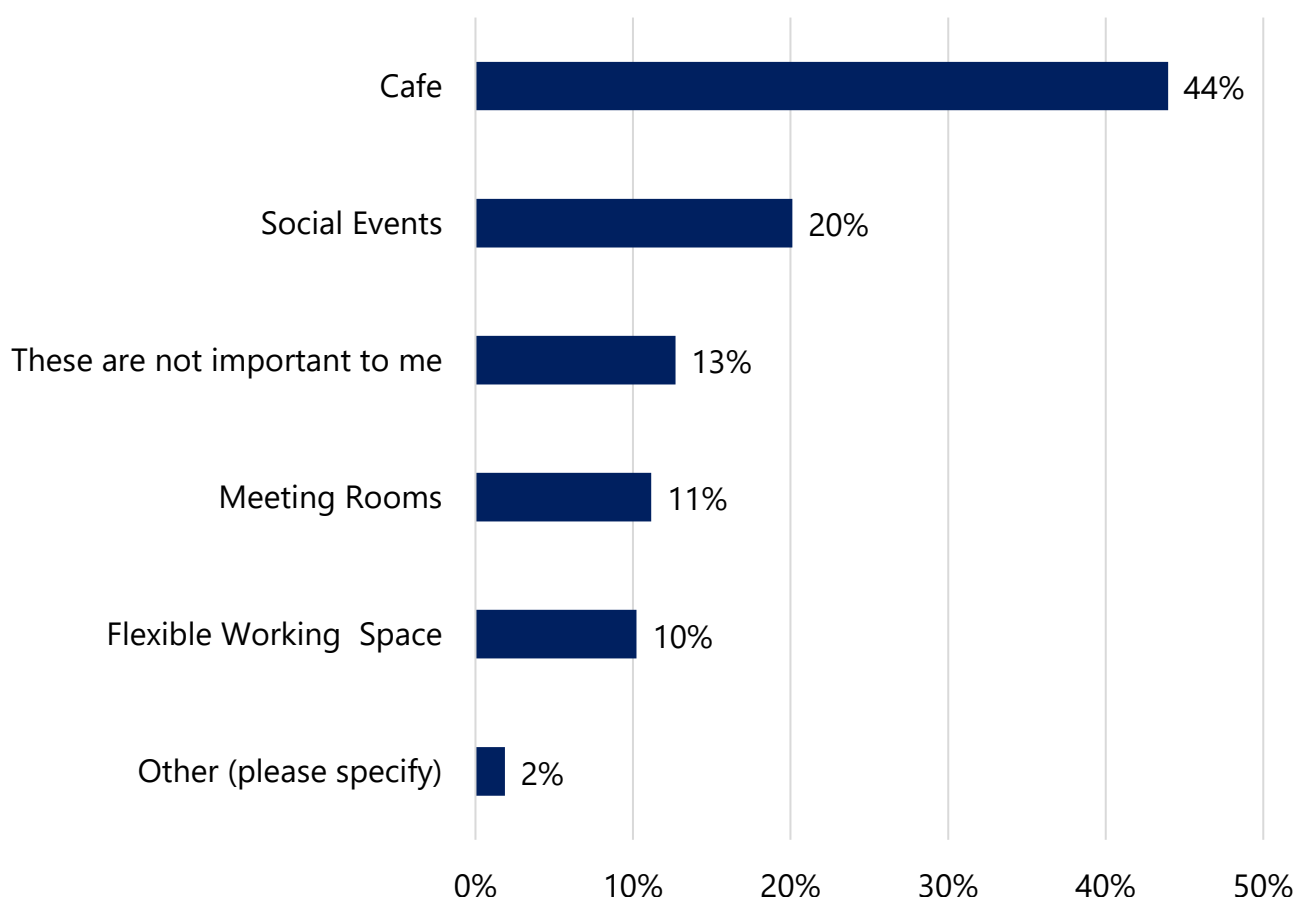
Active seniors among non-users expressed the greatest interest in social and group activities, water-based classes and treatment rooms, with power-assisted equipment also valued. However, about a quarter indicated these options were not important to them, possibly reflecting differing needs or that some respondents may not identify as seniors.



SOCIAL/COMMUNITY SPACES

Which of the following would you like to see as part of the upgrade to the leisure centre?

(Participants were asked to select all that apply)
(Non-Users)



Among non-users, the café was the most desired social/community space in the leisure centre upgrade, followed by social events and meeting rooms. Flexible working spaces also attracted some interest, while 13% indicated these features were not important to them. This suggests that social and communal areas could play a key role in attracting new visitors.

5 Appendix - Open Responses

USERS - What facilities do you use currently?
Other (please specify)



Top 3 Trends:

Bar/Bar-related facilities – 42%

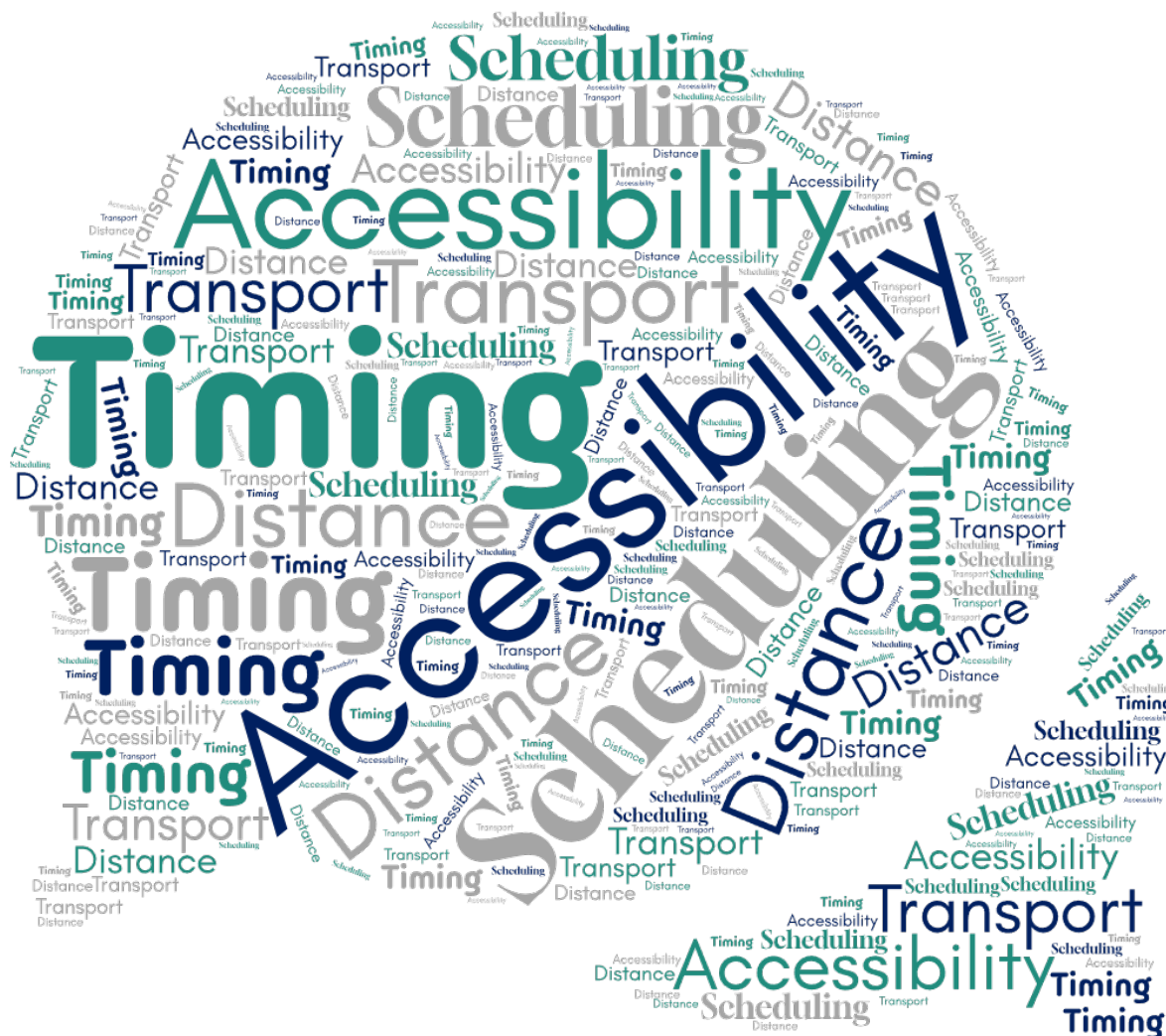
Theatre/Cinema – 14%

Snooker/Pool/Table games – 9%

Open Responses

USERS - Is there anything that prevents you from accessing the facilities?

Other – (please specify)



Top 3 Trends:

Accessibility (including disability parking, changing/toilet facilities, lift access and steep entrances) – 23%

Timing/Scheduling Issues (session times, opening hours, crowding, overbooking) – 20%

Transport and Distance (public transport, location, walking distance) – 15%

Open Responses

USERS - What stops you doing more exercise than you do now?
Other (please specify)

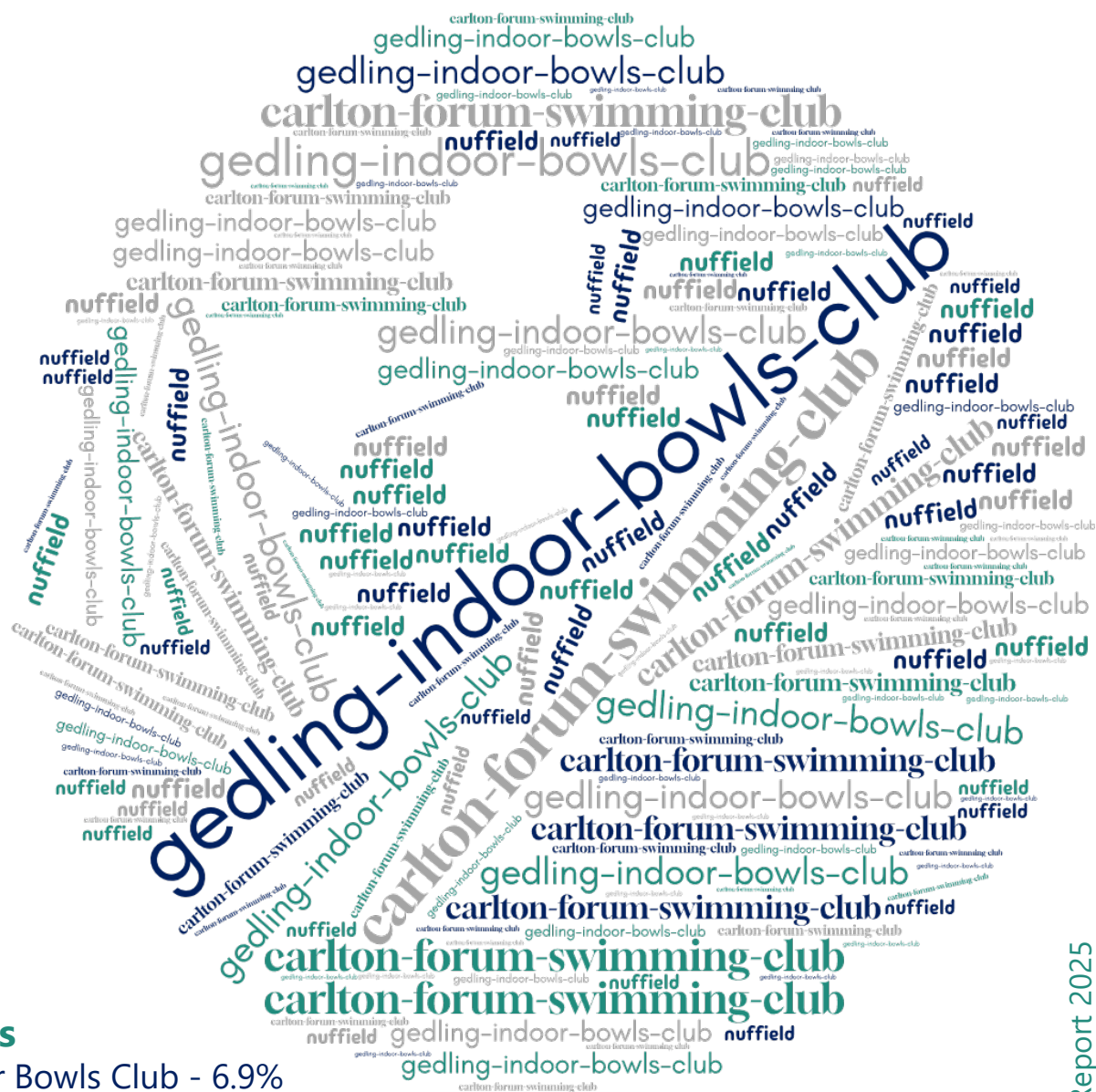


Top 3 Trends:

Class Availability & Scheduling (timing, full sessions, not enough variety) – 20%
Personal Health or Caring Responsibilities (injury, illness, pregnancy, caring for others) – 18%
Work/Other Commitments (work hours, school, life responsibilities) – 16%

Open Responses

USERS - Are you currently a member or user of any other fitness or sports clubs? (If Yes) Which ones?



Top 3 Trends

Gedling Indoor Bowls Club - 6.9%
Carlton Forum Swimming Club - 4.5%
Nuffield Health/Gym – 4%

Here are the Top 3 most frequently mentioned categories, grouped more generally:

Bowls clubs – 24%
Gym providers – 10%
Swimming clubs – 6%

Open Responses

USERS - Please explain why a refurbishment would not make you want to attend the leisure centre more often. (Breakdown of the three most prevalent themes)

Top 3 trends

1. Distance/Location Concerns - Preference for Calverton

Approximately 65-70% of responses

The overwhelming majority of respondents express that Carlton is "too far away" and prefer to use Calverton Leisure Centre instead. Key phrases include:

- "Too far to travel" / "Too far away"
- "I live in Calverton" / "Calverton is my local leisure centre"
- "I can walk to Calverton" / "Calverton is on my doorstep"
- Concerns about travel time, fuel costs and environmental impact
- Lack of direct public transport from Calverton to Carlton

2. Demand for Investment in Calverton Instead of Carlton

Approximately 40-45% of responses

Many respondents explicitly call for refurbishment of Calverton Leisure Centre rather than Carlton:

- "Calverton needs refurbishment/investment"
- "Why not invest in Calverton instead?"
- "Calverton has been neglected/forgotten by the council"
- References to Calverton's growing population due to new housing developments
- Complaints that Carlton has already received significant investment

USERS - Please explain why a refurbishment would not make you want to attend the leisure centre more often. (Breakdown of the three most prevalent themes continued)

Top 3 trends continued

3. Concerns About Bowling Facilities (Richard Herrod Centre)

Approximately 15-20% of responses

A significant subset of responses focus on preserving the indoor bowling facilities:

- Concerns about reducing from 6 rinks to 3 rinks
- Impact on competitive leagues and tournaments
- Importance for elderly residents' social interaction and mental health
- Disability bowling considerations
- References to the facility being adequate as it currently stands

Open Responses

USERS - HEALTH AND WELLNESS: Which of the following would you like to see as part of the upgrade to the leisure centre?

Other – (Please specify)

Top 3 Priorities - Health and Wellness upgrade

1. Upgrade / Redevelopment of Calverton Leisure Centre

Mentioned in approx. 74 responses (30% of total responses)

- Many respondents explicitly said they do not use Carlton and feel Calverton is being overlooked.
- Requests ranged from refurbished showers, improved changing rooms, a larger pool and expanded facilities.
- Frustration about perceived unfair investment in Carlton was common.

2. Social Spaces: Café, Bar, and Function Room

Mentioned in approx. 29 responses (12% of total responses)

A strong desire for spaces to socialise before or after activities.

Requests included:

- Bar / sports bar
- Coffee area/café
- Social hub or lounge seating.
- Function room for events.

3. Wellness Facilities: Sauna, Steam, Spa

Mentioned in approx. 16 responses (6.5% of total responses)

Multiple calls for spa-style facilities to support relaxation and recovery.

Specific requests included:

- Sauna and steam rooms
- Spa area
- Warmer pool options for therapeutic use

Open Responses

USERS - **SWIMMING:** Which of the following would you like to see as part of the upgrade to the leisure centre?

Other (please specify)

Top 3 Priorities – Swimming Facility Upgrade

1. Upgrade & Investment in Calverton Pool

Mentioned in ~56 responses (Approx. 41% of total)

Strong and repeated emphasis on refurbishing Calverton, including:

- General upgrades
- Shower and changing room improvements
- Pool temperature and cleanliness
- Frustration over perceived neglect compared to Carlton

2. Improved Changing & Shower Facilities

Mentioned in ~21 responses (Approx. 15% of total)

Many called out poor changing spaces, hygiene concerns and the need for:

- Accessible changing rooms
- Family- and disability-friendly spaces
- More showers and better layouts

3. Spectator Seating & Support for Swimming Clubs

Mentioned in ~13 responses (Approx. 10% of total)

Emphasis on the need for:

- Poolside viewing areas
- Space for galas and competitions
- Support for local swimming clubs, especially those producing elite athletes

Open Responses

USERS - **FAMILY**: Which of the following would you like to see as part of the upgrade to the leisure centre?

Other (please specify)

Top 3 Priorities – Family Use in the Upgrade

1. Upgrades & Investment in Calverton

Mentioned in ~37 responses (Approx. 41% of total)

A clear majority expressed a desire to see Calverton prioritised, especially for local, family-oriented access.

Common suggestions:

- General upgrades
- Accessibility and equipment improvements
- Preference for investment in Calverton over Carlton

2. Café / Social Area / Family Hub

Mentioned in ~8 responses (Approx. 9% of total)

Many respondents want a café or space to relax and socialise as part of a family visit.

Mentions included:

- Café for refreshments
- Community/family lounge areas
- Social interaction space around the leisure offer

3. Leisure/Soft Play Features (Slides, Inflatables, Soft Play)

Mentioned in ~7 responses (Approx. 8% of total)

Requests focused on family-friendly fun:

- Pool slides and water inflatables
- Dedicated soft play areas (including for disabled young adults)
- More interactive features for children

Open Responses

USERS - **ACTIVE SENIORS**: Which of the following would you like to see as part of the upgrade to the leisure centre?

Other (please specify)

Top 3 Priorities – Active Seniors in the Upgrade

1. Indoor Bowls Facilities (and Investment in Bowls)

Mentioned in ~33 responses (Approx. 44% of total)

Bowls was the most frequently mentioned priority—both for maintaining and upgrading current facilities.

Comments highlighted:

- The need for at least 6 rinks (some asked for 8)
- Support for competitions and disability access
- The social and physical benefits of bowls for older people

2. Calverton Investment Over Carlton

Mentioned in ~27 responses (Approx. 36% of total)

Many respondents said they only use Calverton and want it upgraded—not Carlton.

Themes included:

- Keeping Calverton local, accessible and walkable
- Avoiding money being spent elsewhere
- Requests for more aqua and exercise classes at Calverton

3. Accessible Facilities (e.g. disability-friendly changing, social areas)

Mentioned in ~6 responses (Approx. 8% of total)

There was clear interest in access improvements and age-friendly upgrades, including:

- Showers with hoists
- Accessible changing and pool entry
- Social interaction spaces like cafés or bars

Open Responses

USERS - **SOCIAL/COMMUNITY SPACES:** Which of the following would you like to see as part of the upgrade to the leisure centre?

Other (please specify)

Top 3 Priorities – Social/Community Space Users in the Upgrade

1. Bar and Social Area

Mentioned in ~44 responses (Approx. 46% of total)

The overwhelming theme was the desire to retain or create a bar and social hub.

Variations included:

- Bar area for drinks and relaxation
- Bar with games like darts/snooker
- Bar as a central point for family and community meetups
- Function room/bar combo for events

2. Investment in Calverton, not Carlton

Mentioned in ~30 responses (Approx. 32% of total)

Many respondents emphasized they only use Calverton and want resources focused there.

Themes included:

- Calverton lacking a café or bar
- Wanting walkable access and local provision
- Opposition to upgrading Carlton over Calverton

3. Café, Food, and Refreshment Spaces

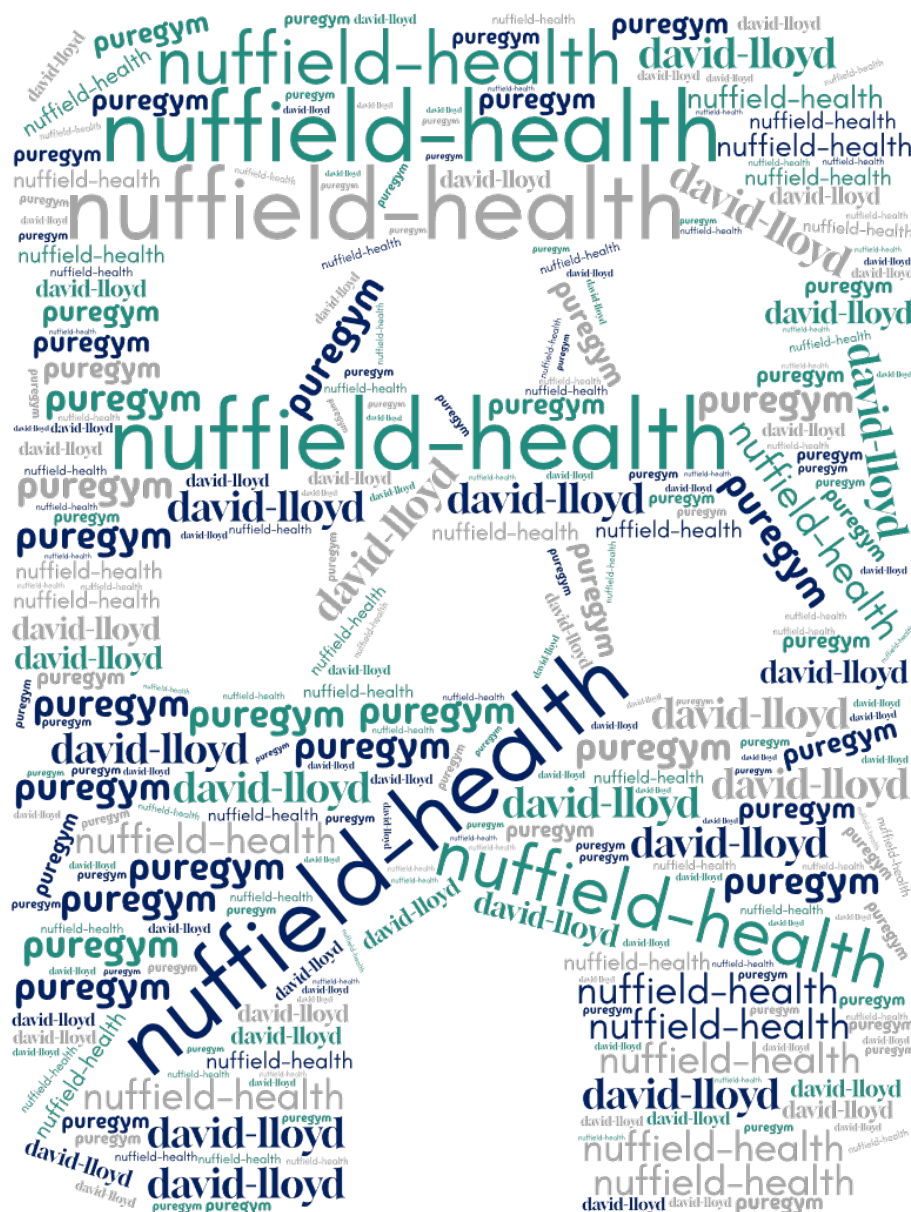
Mentioned in ~12 responses (Approx. 13% of total)

Requests for café spaces included:

- Healthy food options
- A place to relax post-exercise
- Spaces to gather with friends and family

Open Responses

NON-USERS - Are you currently a member or user of any other fitness or sports clubs? (If Yes) Which ones?



Top 3 Trends:

Nuffield Health – 15%

David Lloyd – 6%

PureGym – 6%

Open Responses

NON-USERS - What type of support or arrangements would help you transition smoothly to using alternative leisure facilities?

Top 3 trends

1. Affordability and Flexible Payment Options

Mentioned in ~ 32 responses (Approx 23% of total)

Many respondents raised concerns about cost as a barrier to participation, particularly among older residents, people with health conditions, or those no longer working. There was a strong desire for flexible, low-cost access.

Common suggestions included:

- Pay-as-you-go options rather than monthly memberships
- Free or discounted sessions for older adults (e.g. over 60s or 70s)
- Concessions for people with health conditions or disabilities
- Financial help to encourage uptake (especially post-pandemic)

2. Accessibility and Transport

Mentioned in ~ 28 responses (Approx. 20% of total)

Geography and public transport availability were key barriers. This was especially common for residents in villages like Bestwood or Calverton, who noted that local centres are either too far or poorly served by public transport.

Frequent needs included:

- Improved public transport links to centres
- Free or easier parking
- A centre in the north of the borough
- Accessible buildings and changing spaces for disabled people
- Later session times for working-age older

Open Responses

NON-USERS - What type of support or arrangements would help you transition smoothly to using alternative leisure facilities?

Top 3 continued

3. Clean, Modern, and Inclusive Facilities

Mentioned in ~ 26 responses (Approx 18.5% of total)

Respondents highlighted the importance of the physical environment — noting that unclean or outdated facilities put them off. Some had stopped using existing centres for this reason. There was also a strong emphasis on inclusivity and feeling comfortable, particularly among disabled users and trans people.

Key points raised included:

- Cleanliness of changing rooms and pools
- Good-quality, modern facilities with appropriate equipment
- Inclusive, respectful spaces for disabled people, women, and trans individuals
- Safer and more welcoming environments for older people

NON-USERS - Please explain why a refurbishment would not make you want to attend the leisure centre more often.

Top 3 trends

1. Location: “Too far away” or “Not my local centre” – 49%

Key message: Nearly half of respondents said Carlton Forum is not convenient for them due to distance or locality. Many referenced living in Arnold, Calverton, Bestwood, or other areas that are poorly connected or simply closer to other centres.

2. Not Interested/No Need for a Leisure Centre – 25%

Key message: A quarter of respondents said they had no interest in using a leisure centre at all — either due to lifestyle choices (e.g. outdoor exercise), age, or personal preferences.

3. Cost or Accessibility Barriers - 16%

Key message: Financial concerns, health limitations, transport access, and exclusion (especially for disabled users and those on low income) were common themes that would prevent increased usage even if the site was refurbished.

Public and Stakeholder Engagement Report for Gedling BC

August 2025



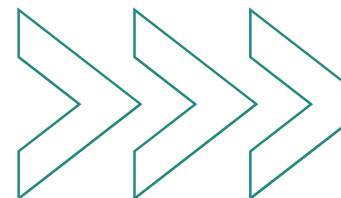
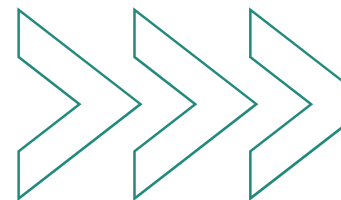


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1 Project Background



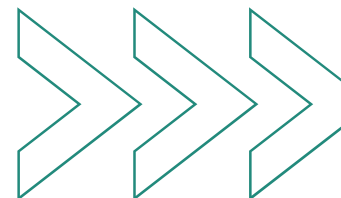
Active Insight, the industry leader for Customer Insight and Market Intelligence in the active leisure industry, is delighted to present this report. This report summarises the key findings of the Public and Stakeholder engagement groups undertaken on behalf of Gedling Borough Council and Alliance Leisure.

Gedling Borough Council is planning a major redevelopment of its leisure facilities to create a new Carlton Leisure, Wellbeing & Community Centre on the Richard Herrod site. This initiative aims to address the challenges posed by ageing infrastructure, high maintenance costs and limited accessibility. The proposed facility will integrate leisure, health and community services under one roof, offering spaces for fitness, wellbeing, social activities and potential health services. The Council seeks community feedback to ensure the new centre meets the needs of residents and promotes inclusivity, sustainability and environmental goals.

Two public engagement sessions took place, one with staff from the centres, and a total of 16 other sessions were held with various stakeholders/partners. The sessions were conducted by Active Insight Director Julie Allen, the team at Alliance Leisure or members of the client's own team, during July 2025.

In addition, 11 letters were received expressing groups or individuals' views, and one school survey was submitted as being relevant to the consultation. A list of all groups who were consulted is detailed below and the names of people/groups submitting letters are listed in the Appendix.

2 List of groups consulted



Public Engagement X 2

Sports Groups

- Muslim Sports Foundation
- Bowls Club Group

Young People/Education Groups

- Redhill Academy Trust
- Primary Schols (5–11-year-olds)
- Public Youth Clubs and Active Notts
- Youth Council
- Hollinsclough and Cavendish Academies

Older People Groups

- Senior Council (Older Adults)
- U3A
- Older adults – New Community Health and Wellbeing Club

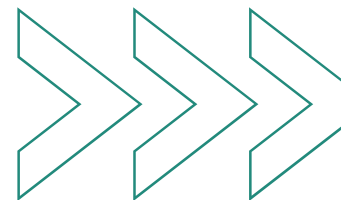
Health and Wellbeing groups

- Active Notts and Gedling Leisure Transformation
- Arnold Primary Care Network
- Calton PCN and NNE Directors
- Gedling Health and Wellbeing Co-production
- Carlton Community Health and Wellbeing Hub – INT and PBP Development

Other Professional Groups

- Community Hubs and Partners Network
- NCC Planning – Spatial Planning Framework
- Gedling BC Workforce

3 Key Findings – Public Engagement - Group 1



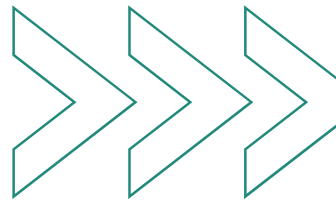
Facilitated by Julie Allen – 6 attendees

Summary:

This group stressed the critical role that physical activity plays in overall wellbeing, transcending age and health status. Attendees ranged from active seniors to those with long-term health conditions, all emphasizing the importance of staying active for mental and emotional health.

Social connection was repeatedly highlighted as a vital component, with group activities such as team sports, U3A classes and family outings providing purpose and camaraderie. Many attendees were motivated but faced barriers like limited programming options (especially early mornings and specific activities like walking football), transport difficulties and uneven pavements increasing fall risks.

Cultural barriers, particularly for women requiring women-only sessions, were noted. The group advocated for diverse, inclusive and adaptable facilities—including multi-purpose indoor sports halls, dementia-friendly atmospheres and social spaces like cafes—plus amenities like better changing facilities, showers and more engaging activity options for older adults and those living alone. They also expressed interest in health services like MOTs and physiotherapy to promote proactive wellbeing.

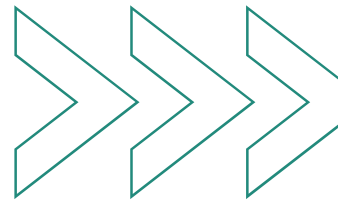


Key Findings – Public Engagement - Group 1 (continued)

Key points/Recommendations:

- Develop flexible, multi-use indoor sports facilities suitable for various age groups and conditions.
- Incorporate dementia-friendly design features and safe outdoor walkable spaces.
- Schedule diverse programming times, including early mornings, to accommodate different needs.
- Introduce culturally sensitive options such as women-only sessions.
- Enhance changing and shower facilities to meet increased demand.
- Create social spaces like cafes and community rooms to foster social interactions.
- Integrate health promotion services like MOTs and physiotherapy to support proactive health care.

Key Findings – Public Engagement – Group 2



Facilitated by Julie Allen – 6 attendees

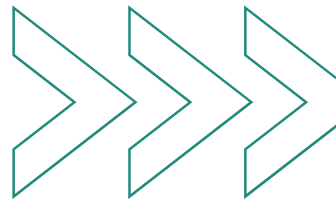
Summary:

Participants in this session displayed a strong desire to become more active, emphasising physical and social wellbeing, especially for those recovering from health challenges such as lung cancer and stroke. The group included long-time fitness enthusiasts, recovering individuals seeking confidence and seniors actively engaging with community activities.

Barriers included issues with changing amenities, concerns about costs, physical discomforts like cold pools and environmental factors such as lighting and space within gyms. The members sought inviting, light-filled spaces, better facilities (e.g., gyms with windows, more equipment) and a relaxed environment for socializing over coffee. They proposed expanding health partnerships with NHS physiotherapists, blood donation clinics and rehab services, recognizing the link between community fitness and health management.

The importance of inclusive, accessible design and programs was underlined, with specific calls for dedicated family areas, improved changing rooms and support for mental wellbeing.

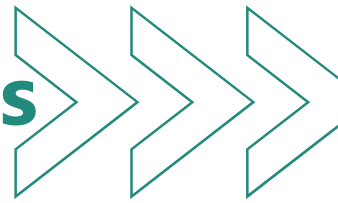
Key Findings – Public Engagement – Group 2 (continued)



Key Points/Recommendations:

- Upgrade changing areas, improve climate control (e.g., pool temperature) and enhance gym environments with natural light.
- Incorporate dedicated social zones like cafes with comfortable seating, fostering community and conversation.
- Develop health partnerships with NHS, offering physiotherapy, rehab and health screening services.
- Increase gym and exercise class options, including specialist classes for recovery and gentle exercise.
- Consider implementing affordable pricing tiers to improve access.
- Maintain existing amenities such as squash courts, ensuring they remain a part of the facility.

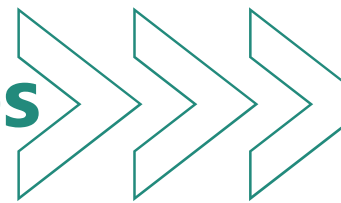
4 Key Findings – Sports Groups



Summary:

- Mental health is widely regarded as a taboo topic within British Muslim communities, despite recognition of its importance and the positive impact of physical activity on wellbeing.
- There is low awareness and usage of formal mental health services, with a preference for faith-based coping strategies like prayer and support from family and friends.
- Mosques and local community hubs are underutilized for mental health support, though there is community backing for Islamic perspectives encouraging help-seeking.
- Sport and physical activity are seen as valuable tools for mental wellness, with potential for culturally sensitive, faith-linked programs such as group movements and mindfulness activities.
- Women, young people and less active individuals require targeted, gender-sensitive and youth-specific programming, including women-only spaces, modest attire options and prayer-friendly facilities.
- Recommendations for facilities include creating private consultation spaces, training staff in cultural competence, delivering culturally resonant activities, partnering with community leaders and establishing ongoing community advisory panels.

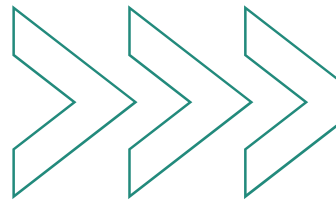
4 Key Findings – Sports Groups



Bowls Focus Group Summary:

- The bowls club community expresses strong concern that their facility and membership are being overlooked, with feelings that decisions about closure have been predetermined without adequate community input.
- The club emphasizes that the current bowls facility is well-maintained and in use; they advocate for refurbishing or expanding the existing site rather than relocating, to preserve social, health and inclusion benefits for older residents.
- Many participants stress the critical role of bowls in supporting mental health, social connection and routine for seniors and disabled individuals, warning that closure would significantly harm these vulnerable groups.
- Concerns are raised over transportation and accessibility issues, including poor public transport options and parking limitations at the proposed site, which could hinder ongoing participation.
- The community highlights the need for sufficient facilities—specifically six lanes or more—to sustain the club’s activities, competitions and growth, citing examples from other councils like Rushcliffe, where limited lanes led to club closure.
- Participants demand transparency regarding impact assessments, re-homing plans and project timelines and strongly oppose perceived discrimination against the elderly by closing the club, emphasizing that bowls is vital for their health, social inclusion and wellbeing.

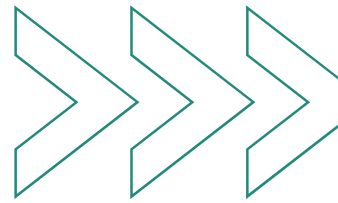
5 Key Findings – Young People/Education



Summary:

- Community engagement highlights the importance of community-led initiatives and building social infrastructure alongside physical activities to foster relationships and inclusivity in the new leisure centre.
- Youth-specific features should include dedicated spaces for mental health support, flexible activity zones for structured and informal use, youth advisory committees for influence and sustainable, affordable programming through partnerships.
- The centre should cater to diverse interests by offering traditional sports, creative spaces and multi-generational areas, leveraging existing community assets to ensure sustainable operations and community integration.
- Stakeholder discussions with Redhill Academy Trust confirm strategic alignment on the redevelopment, with plans to expand educational facilities, repurpose underused estate areas like squash courts and maintain community access to sports facilities amid site transitions.
- The Trust emphasizes collaboration with GBC and NCC to ensure smooth transitions, with potential opportunities for shared use of existing 3G pitches and maintaining community sports access outside school hours, supporting both educational growth and local wellbeing.
- Primary school children's preferences strongly favour water-based facilities such as standard pools, inflatables and slides, highlighting their importance for fun, socialization and physical activity; dry-side activities like padel tennis and soft play are also valued for family inclusion and peer interaction, emphasizing a balanced, engaging mix to attract young users.

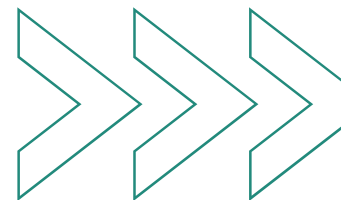
6 Key Findings – Older People



Summary:

- Transport and accessibility are major concerns, with a need for improved public transport links, parking and daytime scheduling to support older adults' participation.
- There is concern that a new flagship centre might threaten existing smaller community venues; a strategy to support and integrate these smaller centres is essential.
- Transparency around funding and financial sustainability of the redevelopment project is important to gain community trust and support.
- The facility should feature flexible, accessible spaces with high-quality AV infrastructure suitable for large groups and community activities.
- Programming should include low-impact, social activities like pickleball, pétanque, walking and dance, catering to older adults' physical and social needs.
- Continuity during redevelopment is crucial, with suggestions for phased construction or concurrent operation of existing and new centres to avoid disrupting services.

7 Key Findings – Health and Wellbeing Groups



Summary:

The new Carlton Centre should function as a holistic health and wellbeing hub, integrating leisure, community, social and health services to support prevention, social connection and early intervention.

- It must prioritize inclusive design and accessible infrastructure, including neurodiversity, dementia-friendly features and targeted outreach to underrepresented groups such as disabled residents, ethnic communities and youth.
- Strong emphasis on co-locating services like mental health support, social prescribing, welfare advice and health screenings, with dedicated private spaces and referral pathways.
- Location and transport access are critical; collaborations with regional transport providers, cycle infrastructure and community shuttles should be developed to ensure equitable access for all residents.
- The centre should serve as a community connector, with flexible multi-use spaces, digital information screens and resident-led engagement that reflects Carlton's local identity and encourages social interaction.
- Partnership working and alignment with existing local infrastructure and partners are essential to prevent service duplication, support small venues and maximize community impact.

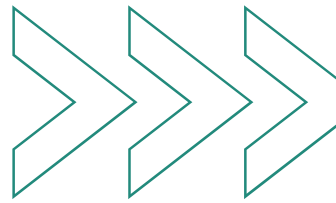
8 Key Findings – Other Professional Groups



Summary:

- The Gedling Borough Community Hubs should be designed as inclusive, multi-functional spaces that prioritize neurodiversity, dementia-friendly features and accommodate vulnerable populations through sensory-friendly environments and clear signage.
- There is a significant need for large-scale, flexible community venues, supporting cross-sector events, civic participation and reducing service duplication by integrating existing local hubs.
- Co-located services such as welfare advice, social prescribing, mental health support and health screenings should be embedded within hubs to address social determinants of health and foster early intervention.
- Improving access through active travel infrastructure, public transport collaborations, cycle storage and community transport options is crucial to ensure equitable reach, especially for disadvantaged and mobility-restricted residents.
- The facilities should serve as strong community connectors, with flexible and digital spaces for local groups, residents and neighbourhood engagement, reflecting local identity and fostering social cohesion.
- Embedding health impact considerations into planning via the NCC Spatial Planning & Health Framework—including the use of RHIA, sustainable design principles and ongoing assessment—will enhance the health and sustainability of the developments.

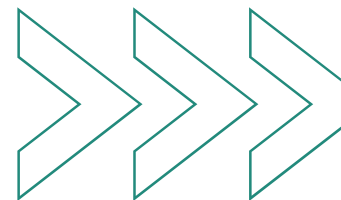
9 Key Findings – Gedling Leisure Workforce



Facilitated by Tom Fletcher - Leisure & Wellbeing Transformation Programme Manager

Attendees: 20 Leisure centre staff from Carlton Forum, Redhill, Calverton, Arnold and Richard Herrod, representing the following roles:

- Duty Managers
- Fitness Instructors
- Swimming Teachers
- Lifeguards
- Receptionists
- Swim School Coordinators
- Group Exercise Coordinators
- Leisure Centre Assistants
- Operations Managers



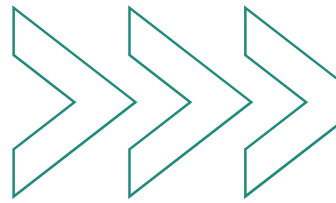
Key Findings – Gedling Workforce (Continued)

Summary:

Staff highlighted the vital role existing centres, especially Calverton Leisure Centre, play in serving vulnerable populations: older adults, disabled people and families needing accessible, community-focused environments. They stressed the importance of inclusivity and the need for facilities that support rehabilitation, low-impact activity and social engagement.

Pool design was identified as a priority, with features like movable floors to enhance versatility for lessons, disability access and rehabilitative sessions. The team pointed out operational challenges such as poor transport links, inadequate staff and customer parking, safety concerns related to anti-social behaviour and the need for training and development spaces.

Customer experience was a key focus: welcoming reception areas, private spaces for sensitive services and outdoor activity zones to encourage healthy lifestyles. Revenue-generating ideas included community events, birthday parties and sport courts, which could attract different age groups and income streams. Staff emphasized designing a future-proof, flexible and inclusive centre that meets operational, community and health needs.

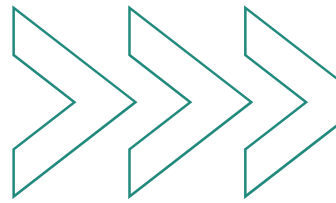


Key Findings – Gedling Workforce (Continued)

Key Points/Recommendations:

- Incorporate flexible pool features such as movable floors and accessible swimming lessons.
- Design the site for excellent customer flow and experience, including welcoming reception and private service areas.
- Develop a comprehensive transport plan, including improved links and active travel infrastructure.
- Build in operational facilities such as staff parking, training rooms and safety measures for security.
- Expand community engagement with flexible outdoor spaces, activity zones and revenue opportunities like parties and teen-focused facilities.
- Address physical accessibility throughout the site, including improved access for disabled users and families.
- Continue offering inclusive programs for vulnerable groups and those with specific health needs.

Appendix - Letters submitted



Letters submitted:

- Dale Hudson
- Gedling Indoor Bowling Club
- Notts Ladies Association – Jayne Croxall
- Nottingham County Federation
- Nottinghamshire County Ladies Association
- Maggie Smith MBE
- Retford Bowling Club
- Richard Herrod Sports Centre
- Ruth Boden
- Susan Gee

Acknowledgements

With special thanks to:

- The public and stakeholder groups for their engagement and contribution to this piece of research.

Contact Us



julieallen@active-insight.org



07940 937 866

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Name of project, policy, function, service or proposal being assessed:	Carlton Active (redevelopment proposals for the Richard Herrod site)				
The main objective of (please insert the name of accessed document stated above):	The Carlton Active Project aims to deliver a modern, inclusive, and financially sustainable facility to replace the ageing Carlton Forum Leisure Centre. Located at the refurbished Richard Herrod Centre, the project will provide a high-quality, multi-functional space that meets the health, fitness, and wellbeing needs of the local community. Environmental sustainability is a core priority, with the design incorporating energy-efficient systems, low and zero-carbon technologies, and features aligned to best-practice environmental standards. The project also supports the Council's strategic goal of improving operational efficiency by consolidating services, reducing annual subsidies, and enhancing long-term viability. Crucially, the development is being shaped through ongoing community and stakeholder engagement, ensuring the outcome reflects local priorities and delivers inclusive, accessible services. The scheme forms a key part of Gedling Borough Council's broader leisure transformation strategy, aiming to modernise provision, address financial challenges, and provide high-quality leisure services for future generations.				
What impact will the Carlton Active project have on the following groups? Please note that you should consider both external and internal impact: • External (e.g. stakeholders, residents, local businesses etc.) • Internal (staff)					
Please use only 'Yes' where applicable	Negative	Positive	Neutral	Comments	
	External		X		The facility will be designed to meet the needs of all

<u>Gender</u>					users regardless of gender. This includes providing private, gender-neutral changing spaces, offering women-only sessions where appropriate, and ensuring that programming and marketing are inclusive and representative
	Internal		X		The project offers an opportunity to promote gender equality through inclusive recruitment, training, and progression within the operational team. Consideration should be given to flexible working, equal pay, and creating a safe, supportive environment for all genders.
<u>Gender Reassignment</u>	External		x		The facility design should accommodate the needs of trans and non-binary users by including private, gender-neutral changing areas and signage that reflects inclusive language. Programming and customer service should also reflect a respectful, inclusive approach to gender identity.
	Internal		x		The project should ensure that workplace policies are inclusive of trans and non-

					binary staff, including clear guidance on, access to facilities, and zero-tolerance of discrimination or harassment. Inclusive staff training and a supportive culture are key considerations.
<u>Age</u>	External	X			The facility is designed to be accessible and appealing across all age groups-from children and young people to older adults. Considerations include offering age-appropriate programming (e.g. swim lessons, youth fitness, senior wellbeing classes) and ensuring the environment is physically accessible and welcoming for all ages. The potential resizing, re-location or closure of the bowls facility at the current Richard Herrod Centre may negatively impact older residents in the borough. Gedling Indoor Bowls Club currently serves 300 members, the majority of whom are older adults. The club plays a vital role in promoting physical activity, social connection, and

					mental wellbeing for this demographic. Indoor bowls is particularly important for those with reduced mobility or long-term health conditions, and its absence may limit access to suitable leisure options for older residents. However, this is being actively considered as part of feasibility and engagement work. The RIBA 0 business plan has identified that inclusion of a 6 lane indoor bowls rink in the new Carlton Active facility will require significant capital borrowing. As a result, the Cabinet report on 25/09/25 proposes that this 6 lane rink is not included in the RIBA 0 facility mix. To mitigate this as a potential loss of provision, the report seeks Cabinet approval for the Council to provide non-financial support to Gedling Indoor Bowls Club, working with other relevant partners, to explore alternative venue
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					options to enable ongoing indoor bowls provision. The proposed new RIBA 0 facility mix will also include age-friendly facilities, such as an assisted exercise studio, accessible design, community spaces, and targeted programming to support the health and wellbeing of older residents. The new centre will seek to build on existing service provision for special characteristics groups currently offered at the Carlton Forum Leisure Centre. Details of this provision can be found in Appendix A of this Equality Impact Assessment.
	Internal		x		The project should promote age-inclusive employment practices, ensuring fair recruitment, development, and retention across all age groups. Considerations include supporting younger staff through training and mentoring, and older staff

					through flexible working and age-friendly policies.
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Equality Impact Assessment



<u>Marriage and civil partnership</u>	External			x	There is no specific service impact expected based on marital or civil partnership status. However, the facility should remain inclusive and welcoming to all individuals and families, regardless of relationship status, ensuring equal access to services and community spaces.
	Internal			x	The project should ensure that all employees, regardless of marital or civil partnership status, are treated equally in relation to employment terms, benefits, and policies. Considerations include non-discrimination in recruitment, parental leave, and flexible working arrangements
<u>Disability</u>	External	x			The facility will be designed to meet the needs of users with physical, sensory, and hidden disabilities. This includes step-free access, accessible changing rooms, pool hoists, assisted exercise equipment, and inclusive programming. Continued engagement with disabled users and

					advocacy groups is essential to ensure services are fully accessible and inclusive The potential resizing, re-location or removal of the bowls facility at the Richard Herrod Centre could disproportionately impact disabled residents. Gedling Indoor Bowls Club regularly hosts sessions for disabled bowlers and Disability Bowls England events. Losing this facility would risk reducing access to an inclusive, low-impact sport that supports physical activity, social participation, and mental wellbeing for disabled residents. The new centre will seek to build on existing service provision for special characteristics groups currently offered at the Carlton Forum Leisure Centre. Details of this provision can be found in Appendix A of this Equality Impact Assessment.
	Internal		x		The project must ensure an inclusive working

					environment where disabled staff are supported through reasonable adjustments, accessible facilities, and inclusive recruitment practices. Training and policies should promote disability awareness and eliminate barriers to participation and progression.
<u>Race & Ethnicity</u>	External		X		The facility should be welcoming and culturally sensitive to users from all racial and ethnic backgrounds. Considerations include inclusive communication, diverse representation in marketing, and programming that respects cultural preferences—such as women-only swim sessions or community-led events that reflect local demographics.
	Internal		X		The project should promote a diverse and inclusive workplace, ensuring fair recruitment, training, and progression opportunities regardless of race or ethnicity. Anti-discrimination policies and cultural awareness training

					can help create a respectful, inclusive environment for all staff.
<u>Sexual Orientation</u>	External		X		The facility should provide a welcoming and safe space for users of all sexual orientations. Considerations include inclusive marketing, respectful customer service, and creating an environment where all individuals and families feel accepted and represented without fear of discrimination.
	Internal		X		The project should ensure an inclusive and supportive environment for LGBTQ+ staff through clear anti-discrimination policies, inclusive language, and staff training. Recruitment and workplace culture should reflect a commitment to equality and respect for all sexual orientations.
<u>Religion or Belief (or no Belief)</u>	External		X		The facility should be welcoming to people of all faiths and beliefs. Considerations include offering culturally sensitive programming (e.g. women-only sessions), providing private changing areas, and

					ensuring respectful communication and representation in community engagement and service delivery.
	Internal		X		The project should ensure staff are supported in observing their religious beliefs through inclusive policies, flexible scheduling where feasible, and respectful workplace culture. Provision for prayer space and religious observance should be considered where appropriate.
<u>Pregnancy & Maternity</u>	External		X		The facility will provide a family-friendly environment with features such as baby-changing areas, accessible toilets, and spaces suitable for parents with prams. Programming should consider pre- and post-natal fitness options, and facilities should be welcoming and accessible to parents and carers with young children.
	Internal		X		The project should support pregnant employees and new parents through inclusive maternity policies, risk assessments, flexible

					working options, and a supportive return-to-work process. The workplace must remain free from discrimination related to pregnancy or parental status.
Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.) Please state the group/s: Low income	External		X		The facility aims to reduce financial barriers by offering concessionary pricing, free or low-cost programmes, and community outreach initiatives. By ensuring affordability, the project supports wider access to health and wellbeing services for individuals and families on lower incomes. The community space and designated leisure membership categories will provide support for other groups in the community such as armed forces veterans. Continuation of the armed forces social group at Richad Herrod and the 274 free armed forces leisure memberships at Carlton Forum Leisure Centre will have a positive impact on the local community. Appendix A provides an overview of

					the provision currently available for special characteristics groups at Carlton Forum that will need to be embedded and expanded at the new Carlton Active centre.
	Internal		X		The project should ensure fair and equitable employment practices, including paying at or above the Real Living Wage, offering stable contracts, and providing opportunities for skills development and progression to support economic inclusion

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?		Yes	There is evidence of a disproportionate adverse impact on older people and disabled individuals who currently participate in indoor bowls due to the potential closure, re-location or resizing of the indoor bowls facility. Gedling Indoor Bowls Club is a key asset for both groups, particularly for older adults and disabled residents who rely on accessible, low-impact physical activity.
Is there an opportunity to mitigate or alleviate any such impacts?		Yes	Mitigation is being actively pursued through ongoing feasibility work, consultation, and strategic planning. Options include: Commitment to provide non-financial support to Gedling Indoor Bowls Club in identifying options for alternative facilities to play indoor bowls.

			- Identifying an alternative site that meets accessibility and functional requirements and assessing the financial viability of this. - Maintaining or expanding inclusive leisure opportunities within the new Carlton centre, such as assisted exercise studios and accessible programming. - Continuing targeted engagement with bowls users, disabled residents, and older people to shape the final offer. - Ensuring that special characteristic group activities currently delivered at Carlton Forum Leisure Centre are embedded in the new Carlton Active facility, supporting older residents, disabled users and those with health conditions. To support this engagement with users, residents and partners, such as primary and secondary care, social prescribers, the local voluntary sector and public health, is required to enable such services are meeting the needs of the local population.
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?		No	
In response to the information provided above please provide a set of proposed action including any consultation that is going to be carried out:			
Planned Actions	Timeframe	Success Measure	Responsible Officer
Inclusive Design Reviews	RIBA 3	Conduct accessibility and inclusive design audits at key RIBA stages to ensure compliance with best practice and legal requirements.	Leisure Transformation Team

Ongoing Stakeholder Engagement	Throughout programme	Continue targeted consultation with equality groups, disability forums, community organisations, and underrepresented users throughout design and pre-opening stages.	Leisure Transformation Team
Gender-Neutral Facilities	RIBA 3	Incorporate private and gender-neutral changing areas to support inclusion for trans, non-binary, and gender-diverse users. Respond to emerging industry guidance as it is released.	Leisure Transformation Team
Family-Friendly Features	RIBA 3	Include baby-changing facilities, parent/child spaces, pram access, and programming for pregnant people and new parents.	Leisure Transformation Team
Affordable Access	RIBA 5	Implement concessionary pricing, subsidised memberships, and community outreach programmes to reduce financial barriers for low-income users.	Leisure Transformation Team
Culturally Inclusive Programming	RIBA 5	Offer women-only sessions, faith-sensitive swim times, and events shaped by feedback from diverse community groups.	Leisure Transformation Team
Accessibility Features	RIBA 3	Ensure step-free access, accessible toilets and changing areas, pool hoists, and inclusive gym equipment (e.g. Innerva) are included.	Leisure Transformation Team
Inclusive Communication	Throughout Programme	Use accessible, representative language and imagery across all marketing and signage, including alternative formats where needed (e.g. Easy Read, large print).	Leisure Transformation Team

Authorisation and Review

Completing Officer	Tom Fletcher Leisure and Wellbeing Transformation Programme Manager
Authorising Head of Service/Director	Lance Juby Assistant Director Communities, Leisure and Wellbeing
Date	12th February 2025
Review date (if applicable)	17th September 2025

Appendix A: Special Population and Active Senior Usage at Carlton Forum

Active Seniors

- Carlton Forum currently has 2541 contacts of the Gladstone System that are aged 65 and over.
- 64% of these seniors have had a subscription or membership in the last 5 years.
- CFLC currently has 233 members aged 65 and over with a DNA Membership, making up 12% of the centre membership base.

Membership	LIVE Members
Senior DNA Membership	177
Senior DNA + Health Suite	22
Annual Senior DNA	21
Annual Senior DNA + Health Suite	4
Health Suite Only	9
Total	233

- CFLCs 233 Senior Members is comparable to Redhill's 97, Arnolds 96 and Calverton's 59.
- 214 Seniors have an active Senior Gedling Leisure Card and make use of CFLCs facilities in a Pay As You Go basis.
- CFLC hosts a popular 50+ club Monday – Friday afternoons. The club includes Table Tennis, Volleyball, Health Suite and Fitness Suite Access, Relaxation Swimming, and occasional Badminton and Pickleball sessions during the school holidays. The club includes complementary hot drinks and has a strong social element, with members usually spending over an hour of socialising in between activities.
- CFLCs 50+ had 1084 users recorded in 24/25 and this number has been growing yearly since COVID-19 reopening, when the club increased from two days a week to the current five-day arrangement.
- CFLC Adult Swimming Lessons has 9 learners over 65. Making up 24% of all adult learners.
- 50,088 bookings have been made by customers aged 65 and over in the last 12 months. The ten most popular sessions for this age group can be seen below.
 - Swim4All
 - Relaxation Swim
 - Pilates
 - Studio Strength

- Group Cycle
- Yoga
- Zumba
- DNA health
- Aqua Aerobics
- Bums, Tums and Thighs

Armed Forces Membership

- CFLC currently has 274 active Armed Forces members
- 22% of these members are over 65 years old.

Customers Living with Disabilities

- CFLC has 851 users with a disclosed disability.
- 54% of these users have a DNA or Swim Membership
- 20% are aged 65 and over
- Disclosed disabilities are broken down as per the below.

Disability	Members
Hearing Impairment	48
Learning Difficulty	250
Mental Health	97
Physical Impairment	294
Visual Impairment	31
Prefer not to specify	131
Total	851

- CFLC offers Assisted Fitness Programmes to DNA members who require additional assistance in the Fitness Suite. 5 DNA members currently make use of this.

Health Sessions

- CFLC currently partners with Connect Health to provide Fitness Suite based physiotherapy to NHS patients following a recovery pathway. 611 Connect Health Referrals have been made in the last 12 months. 30% of these referrals were for people aged 65 and over. Currently 10% of these referrals have joined a DNA membership since being referred.
- CFLC runs three DNA Health sessions a week, which are group exercise GP referral classes. DNA Health Usage was 597 for 24/25, with 87% of these customers being over 65.
- With the recent recruitment of the Health Activator post, the Gedling Health programme is currently being planned and is set to introduce the following rehabilitation classes over the next 12 months.
 - Cardiac
 - Pulmonary
 - Parkinsons
 - Stroke
 - Cancer
 - Falls Prevention
- Based on the current high demand for rehabilitation classes of this kind in the local area, the expected total usage is set to exceed 144 weekly users at CFLC when the scheme is fully operational.
- CFLC and Gedling Health colleagues are also working towards ongoing follow-on sessions from the initial 12-week programmes and a new Gedling Health Membership that covers these programmes.
- Further health projects including making CFLC a Dementia Hub are currently in progress.
- CFLC had 174 people attend Goodboost Sessions in 24/25, which have now been rolled out into Accessibility Swims due to popularity.

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Carlton Health Forum Opportunity and Community Engagement Report



May 2025



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Appendices

- A. Xx
- B. Xx
- C. Xx



Executive Summary | Background

Background

Strategic Outcomes Planning Model

In August 2022, Gedling Borough Council (GBC) agreed to undertake a Strategic Review of Community Facilities, based on Sport England's Strategic Outcomes Planning Model (SOPM).

The purpose of the review was to understand 'why', 'where' and 'how' local physical activity, leisure, sport, wellbeing and community services can be continued to be delivered in a sustainable manner.

Max Associates acted as lead consultants on behalf of the Council for the development of the SOPM and an Indoor Built Facilities Strategy.

The SOPM is developed through 4 stages:

1. **Outcomes:** Develop shared local strategic outcomes for your place.
2. **Insight:** Understand your community and your place
3. **Interventions:** Identify how the outcomes can be delivered sustainably.
4. **Commitment:** Secure commitment to a strategic approach and delivery of outcomes

This work was based on Sport England guidance and frameworks to ensure it is robust to inform future business planning, resource allocation and applications for external resource.

The strategic need for investment into the Boroughs physical activity, leisure, sport, wellbeing and community services has been set out in this strategy.

In November 2023, GBC adopted the Strategic Outcomes Planning Model Stage 1 Vision and Outcomes and the Playing Pitch and Outdoor Sport Strategy.

The Stage 1 Strategy identified the following vision statement:

"Gedling is a healthy borough with its people more active, more often, and promotes health equality across our communities."

Facility Interventions and Indoor Built Facility Strategy

A separate Indoor Sport Built Facility Strategy (IBFS) has been produced and its recommendations have informed the facility interventions of the SOPM. This has considered future needs and requirements for:

- Swimming pools
- Sports halls
- Health and Fitness
- Studios
- Squash
- Indoor Bowls
- Indoor Tennis
- Gymnastics

The facility intervention recommendations include:

Carlton

Replace Carlton Forum Leisure Centre with a new facility on the Richard Herrod Centre site, incorporating an 8-lane swimming pool, teaching pool, gym, studios, multi court sports hall, community space and assisted exercise suite. This would consider the need for future indoor bowls provision on that site and any wider community health and wellbeing hub activity.

The Council has consulted with leading leisure development experts Alliance Leisure Services Limited (ALS) to review the scope and opportunities for this new centre through an initial Feasibility approach with potential for follow-on RIBA stages to be instructed in continuation.

Carlton Forum Leisure Centre

Due to the aging infrastructure of the existing Clifton Forum Leisure Centre, which, despite past refurbishments, is no longer considered fit for purpose.

Carlton Forum currently acts as the flagship site in terms of participation and financial performance but is at the highest risk in terms of asset management due to the building and its infrastructure being over 50 years old. This site is managed under a joint use agreement with Nottinghamshire County Council and Redhill Academy Trust and not owned by Gedling Borough Council. Therefore, asset management is a joint responsibility of the respective joint use partners.

Richard Herrod Centre site is owned and maintained solely by Gedling Borough Council but has the highest subsidy of all its leisure facilities. With a combination of future capital receipts and borrowing the Council can only afford to build new on one of its existing sites. Due to these factors the priority need for future leisure facility investment by the Council is the development of a new Carlton centre on the current Richard Herrod site.

Executive Summary | Needs & Demand

Optimising the Programme

Develop programmes catering to middle-aged and older adults, while maintaining offerings for youth to encourage future engagement. Core activities such as fitness, swimming and sports hall provision will ensure sustainable revenue and participation. Consideration should also be given for targeted provision to ensure the facility remains inclusive and accessible for the community.

Fitness

Fitness gyms are a core provision within leisure centres as they attract a wide audience, provide a consistent revenue stream, and support public health by promoting physical and mental well-being. They complement other facilities like swimming pools and sports halls, encouraging social engagement and member retention.

With relatively low operational costs and year-round usage, gyms maximise space efficiency and contribute to the financial sustainability of the new leisure centre, making them essential for both community health and sustainable operations.

Latent demand analysis suggests a new CFLC could attract c3,600 fitness members, approximately +1,100 compared to existing.

Group Exercise

Attracting new customers and motivating your existing ones, can all be enhanced by high quality innovative design features within the group exercise spaces.

Creating a fun, welcoming, and inclusive environment can leave a lasting impression and keep participants coming back for more.

Swimming

Swimming pools are essential within leisure centres as they provide inclusive, low-impact exercise suitable for all ages and abilities. They support public health by improving cardiovascular fitness, strength, and mobility, especially for older adults and those with disabilities or injuries. Pools encourage water safety education, offering swimming lessons that are vital life skills for children and adults alike. They also serve as hubs for social engagement, hosting family activities, aqua fitness classes, toddler splash play and competitive swimming.

Active Ageing

Active ageing fitness programs enhance mobility, strength, and heart health while reducing fall risk and managing chronic conditions. They support cognitive function, reduce stress, and improve sleep. Social benefits include reducing isolation and boosting confidence. Overall, these programs promote longevity, independence, and a better quality of life.

As of the 2021 Census, Gedling Borough had a population of approximately 117,300 people. Of these, about 25,300 individuals were aged 65 and over, representing 21.6% of the borough's population. This proportion is higher than the national average for England, where 18.4% of the population were aged 65 and over in 2021.

Between 2011 and 2021, the number of residents aged 65 to 74 in Gedling rose by approximately 2,400, a 21.7% increase.

In summary, Gedling Borough has a higher proportion of older residents compared to the national average, with a notable increase in the 65 to 74 age group over the past decade.

Active Play

Active play solutions can significantly improve the health of a local population by promoting physical activity in an engaging and accessible way.

A play solution not only offers these benefits to children within the community, but it also helps turn the facility into a family destination, which increases dwell time, and adds further revenue potential and commercial gain for the facility.

Family play provision can provide a wide of range of economic and social value. Play is essential to children's physical, mental and social development, health and well-being.

1. Encourage Movement – Playful environments motivate children and adults to be more active, helping combat sedentary lifestyles.
2. Improve Physical Health – Regular activity improves cardiovascular fitness, muscle strength, coordination, and overall well-being.
3. Support Mental Well-being – Active play reduces stress, anxiety, and depression, enhancing mood and cognitive function.

The borough has an over-representation of 0–14-year-olds and 15–24 year olds relative to the rest of England.

Children aged 0 to 14 years made up approximately 17.7% of Gedling Borough's population. This is slightly higher than the national average for England, where 17.4% of the population were in this age group.

Executive Summary | Product & Programming

Product and Programming

The report concludes with a product directory of some of the latest innovations and trends that could be considered if investment was available in the future.

Unique User Experiences

Creating memorable experiences involves going beyond traditional workouts to engage participants on a deeper level. This can include incorporating innovative training techniques, music, lighting, and social activities that foster a sense of community and connection among participants.

Creating a fun, welcoming, and inclusive environment can leave a lasting impression and keep participants coming back for more.

Innovative Product Solutions

Innovative product solutions can attract users from a larger catchment and provide a differential from the competition.

Product solutions that appeal to user groups such as active ageing, families or group exercise enthusiasts can have a transformative impact on the social value and commercial return of the facility.

- ◆ Family entertainment solutions
- ◆ Active ageing products
- ◆ Experience/signature exercise studios
- ◆ Inspirational gym design
- ◆ Multi-purpose solutions such as 360 projection

10 reasons why unique experiences and product innovation should be considered

1. Competitive Differentiation

Unique products will help Carlton Forum Leisure Centre (CFLC) stand out as a service and within competitive markets such as Inverness. With many national operators, gyms and fitness facilities offer similar services, therefore having distinctive products attracts attention and creates a unique identity.

2. Increased Member Engagement

Innovative products, such as specialised equipment, gamified workouts, or wellness technology, keep members motivated and engaged. This novelty can enhance the overall experience, encouraging long-term commitment.

3. Attracting Niche Markets

Unique products allow operators to target specific demographics, such as reformer Pilates enthusiasts, strength trainers, Padel tennis lovers, or tech-savvy individuals who value wearable fitness devices and smart training solutions.

4. Enhanced Highlife Brand Value

Offering something exclusive elevates the perceived value of CFLC. Members associate the gym or studio with innovation and quality, increasing brand loyalty.

5. Revenue Growth Opportunities

Unique products, such as immersive exercise studios, boutique classes, age focused equipment such as Innerva or play, can open additional revenue streams beyond standard membership fees.

6. Improved Retention Rates

Providing unique and tailored experiences helps build a stronger emotional connection with members. This reduces churn and boosts retention, as customers feel their needs are being uniquely met.

7. Social Media and Word-of-Mouth Marketing

Uncommon or exclusive offerings generate buzz and social media shares, attracting new members through organic exposure. People are more likely to talk about and recommend a fitness operator that offers something different.

8. Catering to Trends and Technology

The fitness industry constantly evolves with new trends (e.g., functional fitness, virtual reality workouts). Unique products will keep CFLC current and/or ahead of the curve, appealing to tech-forward or trend-conscious individuals.

9. Encouraging Personalisation

Products that cater to individual preferences, such as customised nutrition plans or AI-driven training schedules, make the experience more relevant for members, leading to higher satisfaction and better results.

10. Building a Community

Unique offerings, like exclusive events, challenges, or signature classes such as Box12 or Immersive Spin, foster a sense of belonging among members. A vibrant community encourages participation and strengthens loyalty.

Introduction

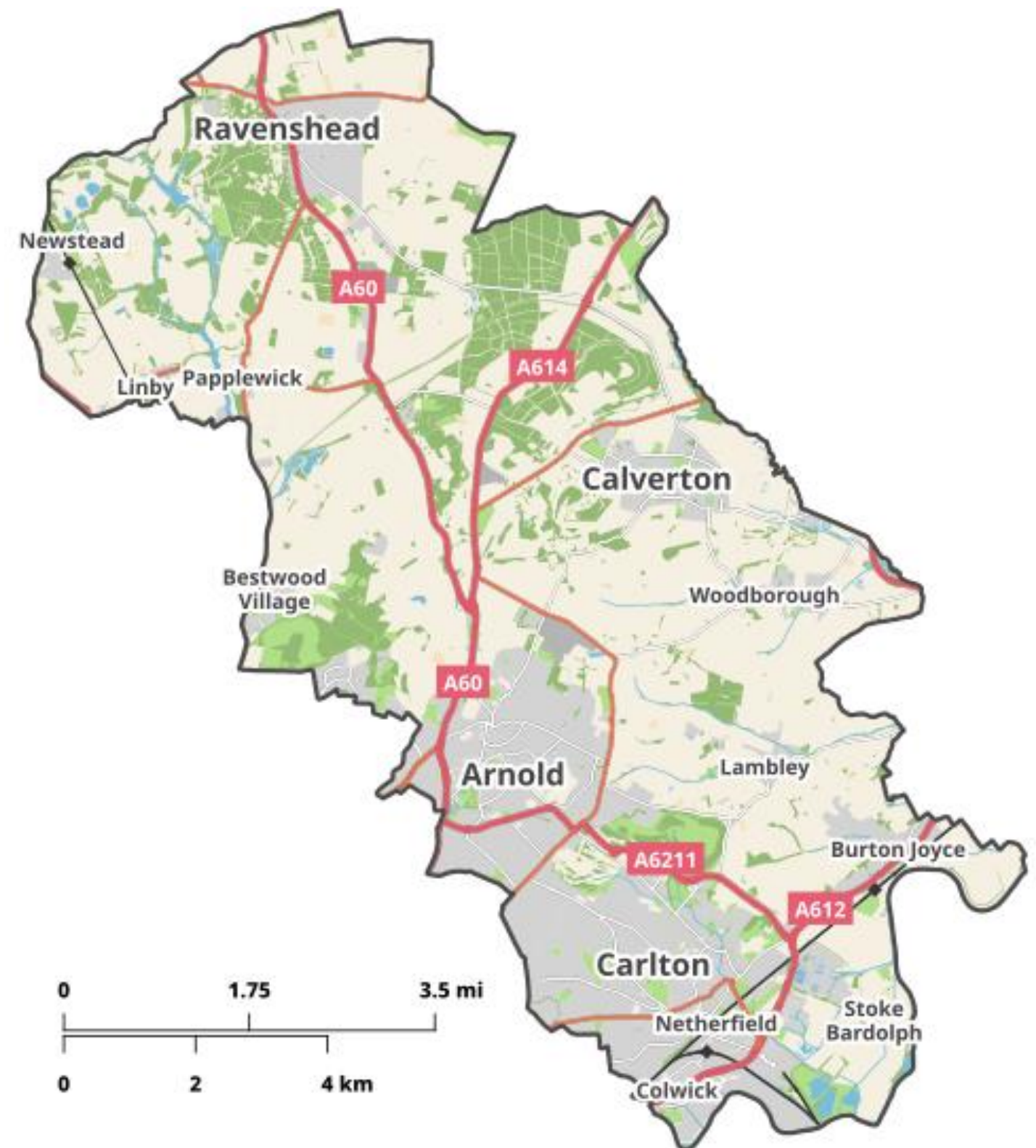
2.1 Borough of Gedling

Gedling Borough Council

Gedling is a local government district with borough status in Nottinghamshire, England. The council is based in Arnold. The borough also includes Carlton along with villages and rural areas to the north-east of Nottingham.. According the latest census, the borough has a population of 117,298 residents (2021).

Carlton Health Forum

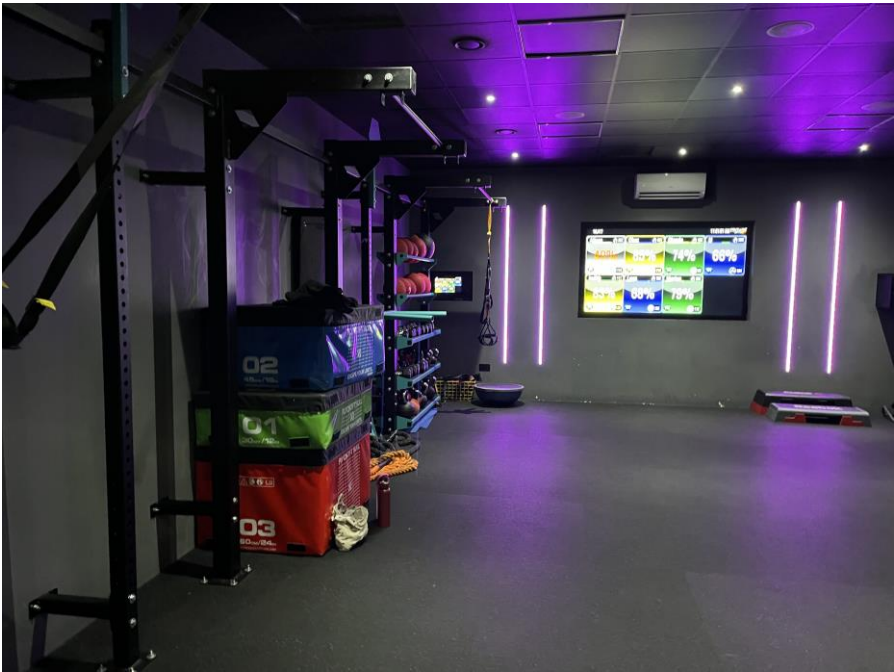
Carlton Forum Leisure Centre, located on Coningswath Road in Carlton, Nottingham (NG4 3SH), is a comprehensive community facility managed by Gedling Borough Council. The centre comprises of a 25m main pool, teaching pool, 5-court sports hall, c85-station gym, exercise studios, steam/sauna.



Site Context and Existing Facilities

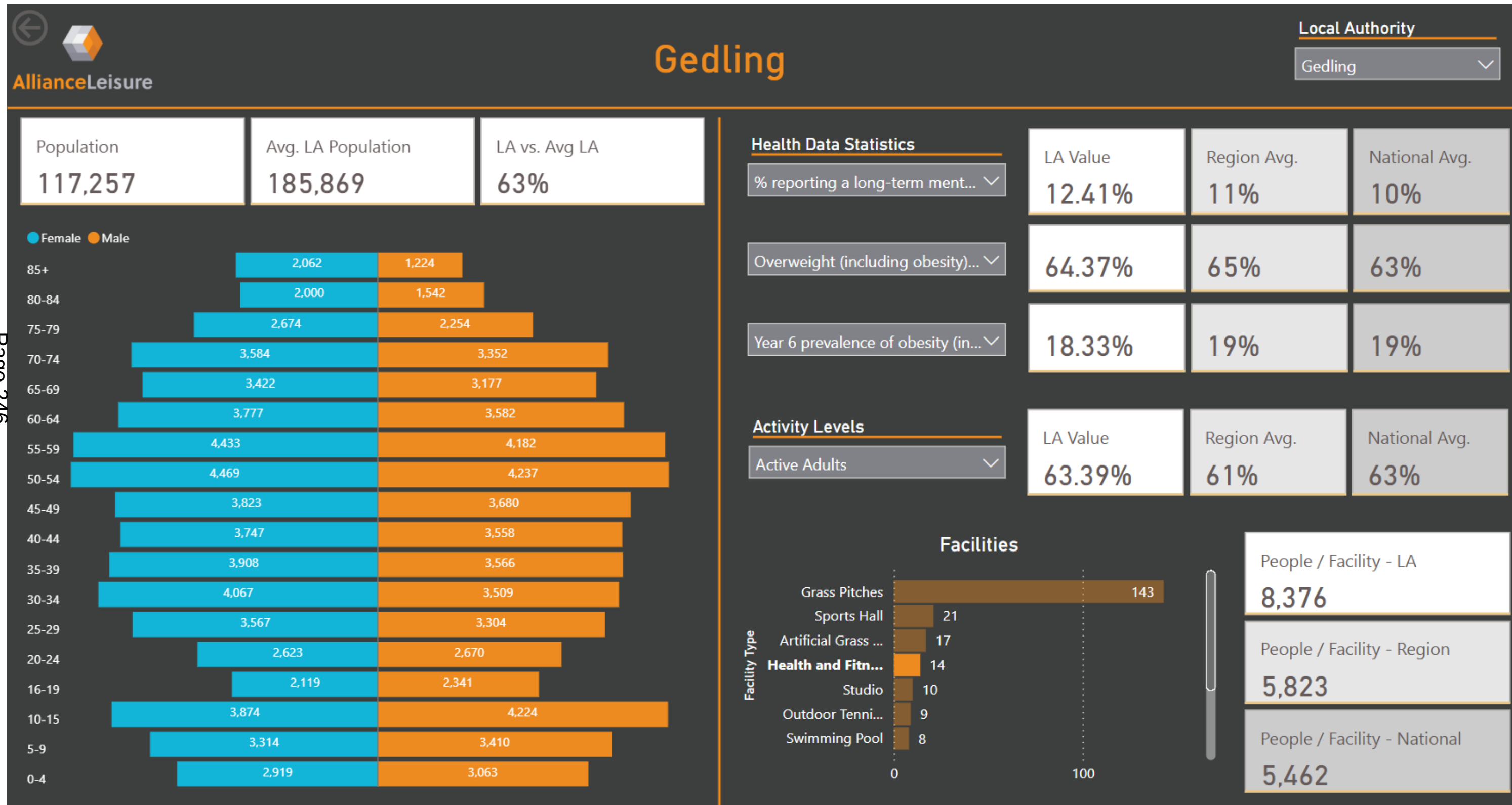
3.1 Existing Facility Mix | Carlton Forum Leisure Centre

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Public and Stakeholder Engagement

4.2 Focus Groups



Catchment and Demographics

5.2 Catchment | 15 -minute drive time

Catchment (based on a 15-minute drive time)

This “catchment” spans across Carlton, Netherfield, Colwick, Burton Joyce, parts of Nottingham city—roughly a 5-mile radius by road network during off-peak traffic.

Geography & Key Communities

1. Carlton & Gedling

Primarily residential suburbs with pockets of retail and light industrial parks. High concentration of family-oriented neighbourhoods around Carlton Hill and Victoria Retail Park

2. Netherfield & Colwick

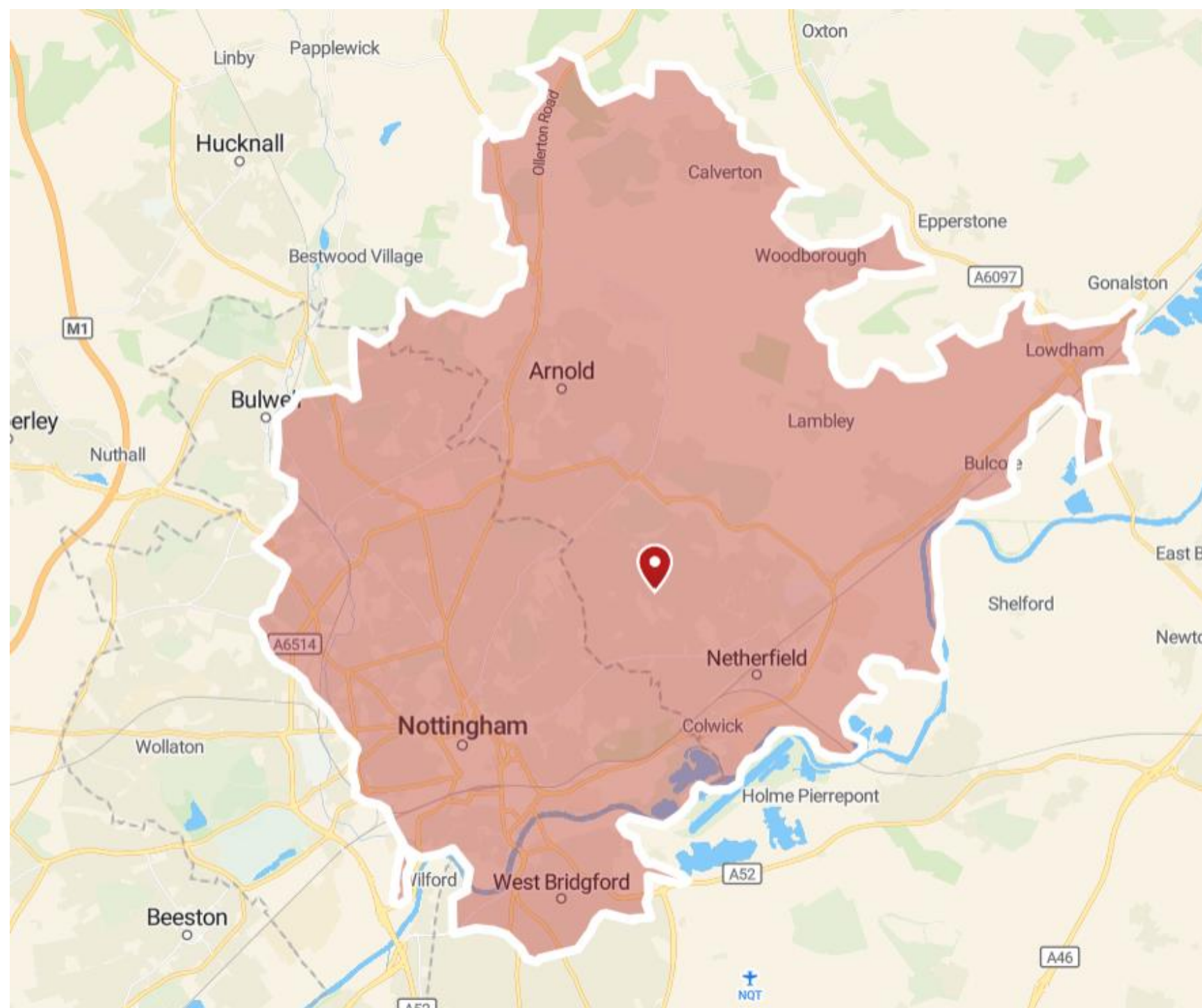
Mix of older Victorian terraces and newer housing estates. Colwick Country Park is a major green space.

3. Burton Joyce & Lowdham

(outer edge)Semi-rural villages along the River Trent, higher average incomes, commuter belt into Nottingham.

4. Nottingham City Fringe

Areas such as Sneinton, The Meadows, and St. Ann’s fall into the 15-minute drive, bringing denser urban populations, student accommodation, and regeneration zones like the Waterside.



Catchment and Demographics

5.3 Catchment Summary | 15 -minute drive time

Catchment (based on a 15-minute drive time)

Total population: ~323,121

The population of Gedling in Nottinghamshire was around 117,300 in 2021.

Residents Age Profile

- 0–14 yrs: 18%
- 15–29 yrs: 22% (including UoN and NTU students in city areas)
- 30–49 yrs: 28%
- 50–64 yrs: 17%
- 65+ yrs: 15%

Household Composition

- Families with children: ~45%
- Single-person households: ~30% (higher in city fringe)
- Couples without children: ~25%

Socio-Economic & Lifestyle Insights

Employment & Income

- Median household income: ~£32K p.a. (below national average of £36K)
- Key employment sectors: retail (Carlton), manufacturing & logistics (Gedling), public sector (Nottingham city), education & health.

Car Ownership

- 1+ cars: 75% of households
- No car: 25% (predominantly in urban Nottingham fringes)

Home Ownership

- Owned outright or with mortgage: ~65%
- Private rented: ~20%
- Social rented: ~15%

Facilities & Activity Drivers

Sports and Leisure

Carlton Forum itself (swimming, gym, classes) + nearby venues: Nottingham Tennis Centre, Gedling Country Park, Colwick Athletics Stadium.

Retail Hubs

Victoria Retail Park (DIY, supermarkets), Netherfield Retail Park, Carlton High Street.

Schools and Universities

Several primary & secondary schools feed into the catchment—The Carlton Academy, Richard Waterhouse Centre—and easy access to Nottingham Trent University campuses.

Transport Links

- A52 “Ring Road East” for east–west routes
- A612 towards Nottingham city centre
- Tram stops at Nottingham Road and Netherfield (Line 1)

Participation Potential

Primary target segments

1. Families with children (Swim lessons, soft play, splash play, sensory play, imagination play)
2. Young adults/students (gym memberships, group fitness classes, sports)
3. Older adults (Active ageing, aquarobics, low-impact classes, low impact sports)

Secondary Segments

1. Commuters (early-morning/late-evening gym and group exercise visits)
2. 5. Active retirees (casual swims, walking sports/groups, active ageing activity, bowls)

Summary

The 15-minute drive catchment around Carlton Forum is a blend of suburban family communities, urban fringes with younger adults, and semi-rural villages. Family-focused households and student groups are key, supported by good car-ownership levels and transport links.

Leisure provision can be tailored towards core activities such as fitness, group exercise and swimming inclusive of lessons. Additionally, family focused activities such as adventure play should be considered.

Fitness Catchment and Latent Demand

6.1 Latent Demand | 12-min Drive Time Catchment

Refined Catchment Area

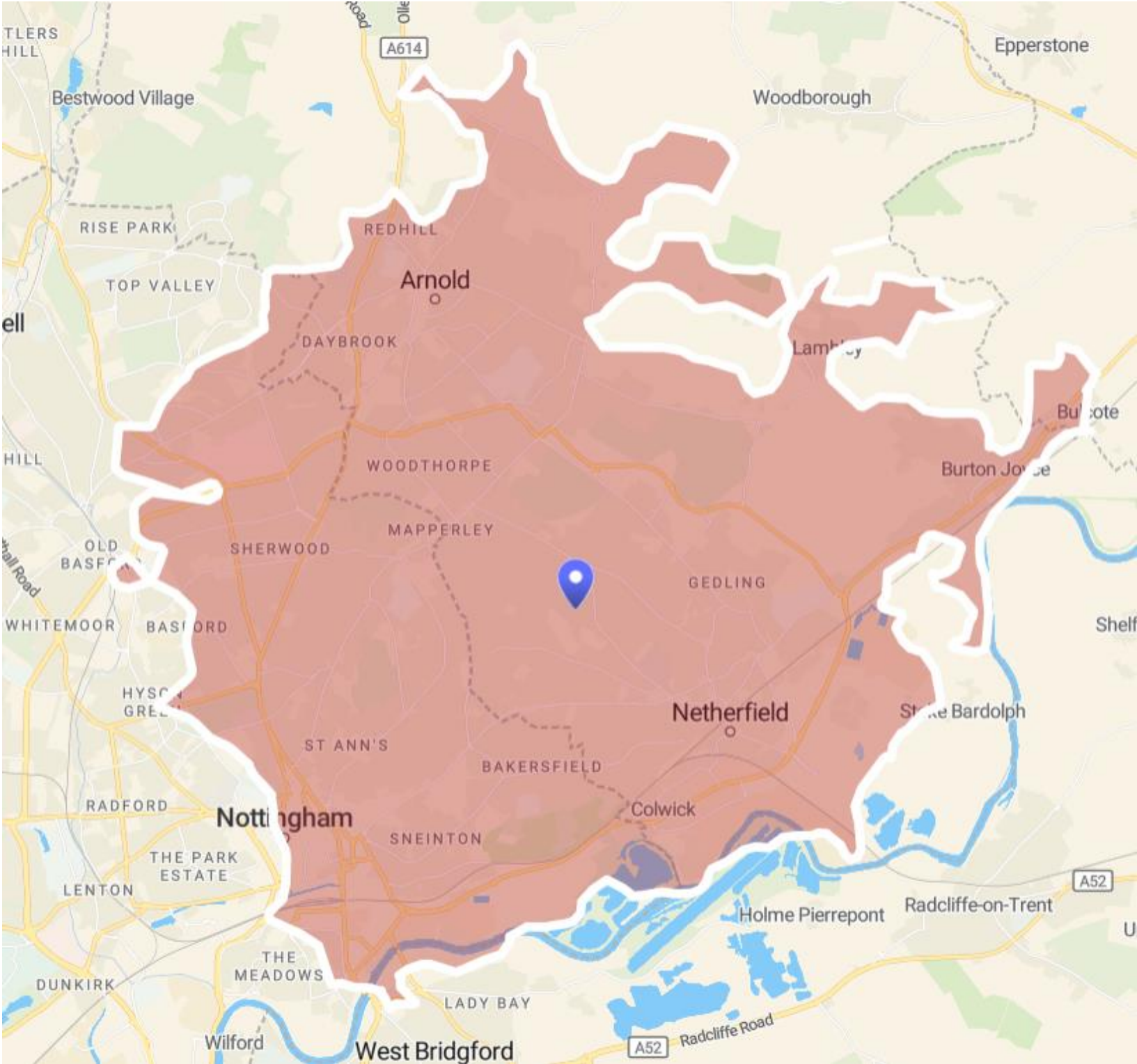
To estimate the latent demand for fitness membership, we have reduced the catchment to focus on a 12-minute drive time. Due to the competition, it is unlikely that people from the west of the city will travel to the Carlton Forum LC and this adjusted catchment reflects that.

The total population within a 12minute drive time is 196,424.

82% are aged 15+ resulting in a total catchment of 161,068.

The table below reflects the key postcodes within the catchment and the % of coverage.

District postcode	% of coverage
NG3	98
NG4	81
NG1	66
NG5	51
NG2	23
NG14	8
NG7	6



Fitness Catchment and Latent Demand

6.2 UK Fitness Market | National Context

UK Fitness Market | Total

According to the [State of the UK Fitness Industry Report](#) 15.9% of the UKs population is a member of a gym.

Public Sector

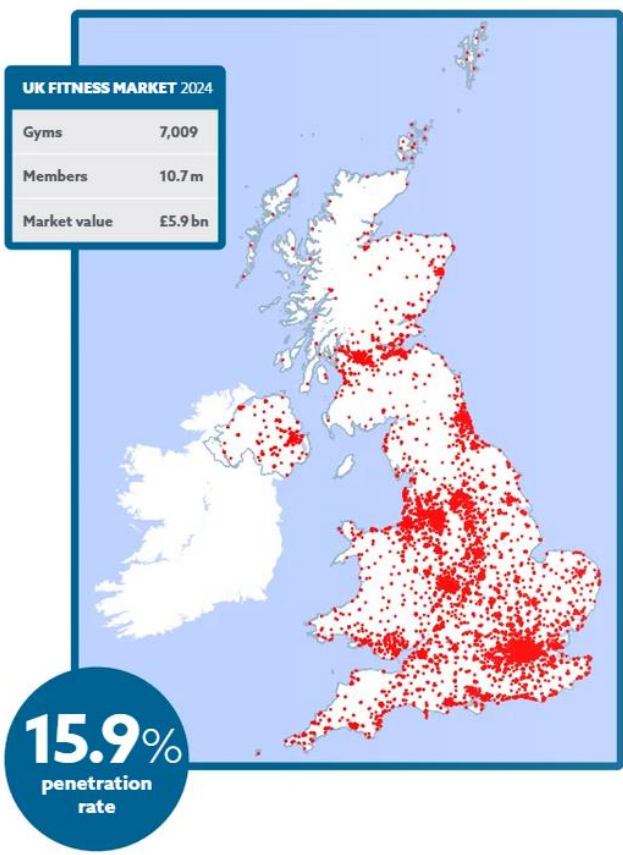
5% of the UKs population is a member of public sector gym.

East Midlands

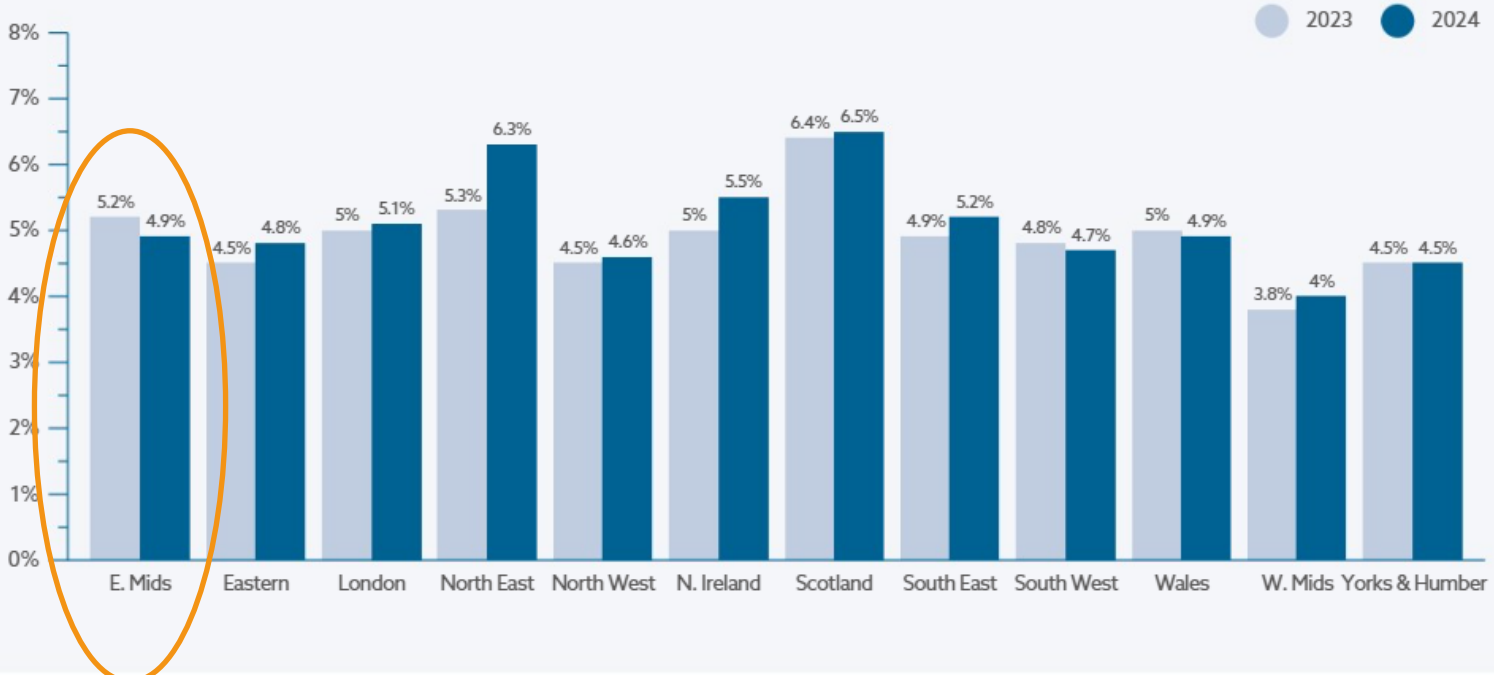
4.9% of the E.Mids regions population is a member of a [public sector gym](#).

Pricing

The '2024 UK state of the Industry Report' highlights that the average headline monthly fee for UK public sector gyms is £32.07, with the E.Mids reported as £31.31.



Regional penetration rates: 2023 / 2024



Regional breakdown			
Region	Gyms	Members	Average fee
East Midlands	168	242 k	£31.31
Eastern	214	303 k	£33.45
London	246	453 k	£37.87
North East	118	167 k	£29.89
North West	259	341 k	£30.06
Northern Ireland	79	105 k	£28.27
Scotland	339	359 k	£28.54
South East	315	484 k	£36.27
South West	240	273 k	£32.75
Wales	171	153 k	£32.92
West Midlands	183	237 k	£29.32
Yorkshire & Humber	164	246 k	£29.29

Fitness Catchment and Latent Demand

6.3 Fitness | Latent Demand



Penetration rate for East Mids

The 2024 fitness penetration rate for the East Mids is 13.9%, meaning that 13.9% of the E.Mids population has a health club membership. The E.Mids penetration rate for local authorities is 4.9% for public sector facilities and 9% for private facilities.

Catchment Population for Carlton Forum LC

The total population for people aged 15+ is 161,068 in 2024.

This is based on a 12 min drive time.

This equates to (13.9%) 22,388 people within the catchment having a gym membership.

We have made a small allowance for the population growth of c1% per year and an estimated completion time of +2years.

Competing Provision

We have reduced the penetration rate for public sector by -1.5% to reflect the proximity of Redhill Leisure Centre within the catchment.

In Nottingham, the estimated private sector penetration rate is estimated to be higher than the national average due to the volume of good quality private operators. As such, we have applied a 40% decay on penetration rates to reflect the competing provision within the private sector.

Estimated Latent Demand

Total Population within 12-minute drive: 161.068 + 2% population growth = 164,289

Total fitness members within catchment (13.9%): 22,838

Target penetration for Carlton Forum LC (4.9% - 1.5%) 3.9% of 129,606 = 5,586 members

Deduct 40% to reflect enhanced private sector provision. - 2,235

New Catchment: 3,352

Add in 5% for people joining outside of the catchment + 279

Total Demand: 3,631 members (2.2% penetration rate)

Current Carlton Health LC membership (15+): -2,500 members

Latent demand +1,131 members.

Membership Fee (Average Yield)

The average yield for public sector gyms in the East Midlands was reported as £31.31 in 2024.

We have made a -£2 allowance to reflect the deprivation within the area.

Proposed average yield: £29.31

Gym Size

NGBs recommend 4.5m2 per gym station.

Members-Per-Station

The UK leisure industry uses a member-per-station indicator across a range of facilities and products. This provides a benchmark when considering user experience and commercial opportunity.

Typically, a public leisure centre offering would target a members per station of between 25-35.

Stations	Space (m2)	Members	Penetration Rate	Annual Revenue
75	337.50	2250	1.37%	£791,370
100	450.00	3000	1.83%	£1,055,160
125	562.50	3750	2.28%	£1,318,950
150	675.00	4500	2.74%	£1,582,740
175	787.50	5250	3.20%	£1,846,530

Fitness Catchment and Latent Demand

6.4 Latent Demand | Fitness



Site & Catchment Selection

Carlton Forum LC (12 mins)

Catchment

161,068

Drivetime

12 mins

Est. Comp. Facs

14

Est. Comp. LA Facs

6

Region

East Midlands

Adj. Total Pen. Rate

0.00%

Adj. LA Pen. Rate

-1.50%

% Decay & Competition

40.00%

% Members Outside

5.00%

Adj. Curr. Membership

2500

Fitness Pen. Rate

13.90%

Fitness Catchment

22,838

Pen. Rate for LA

3.40%

Catchment (LA Members)

5,586

Members Lost

2,235

New Catchment

3,352

Outside Members

279

Total Demand

3,631

Current Membership

2,500

Fac. Latent Demand

1,131

Annual Pop. Growth

1.00%

Years to Completion

2.00

Pop. Adjustment

--

Station Range

75

175

Mems / St.

30

Adj. Mem Fee

£29.31

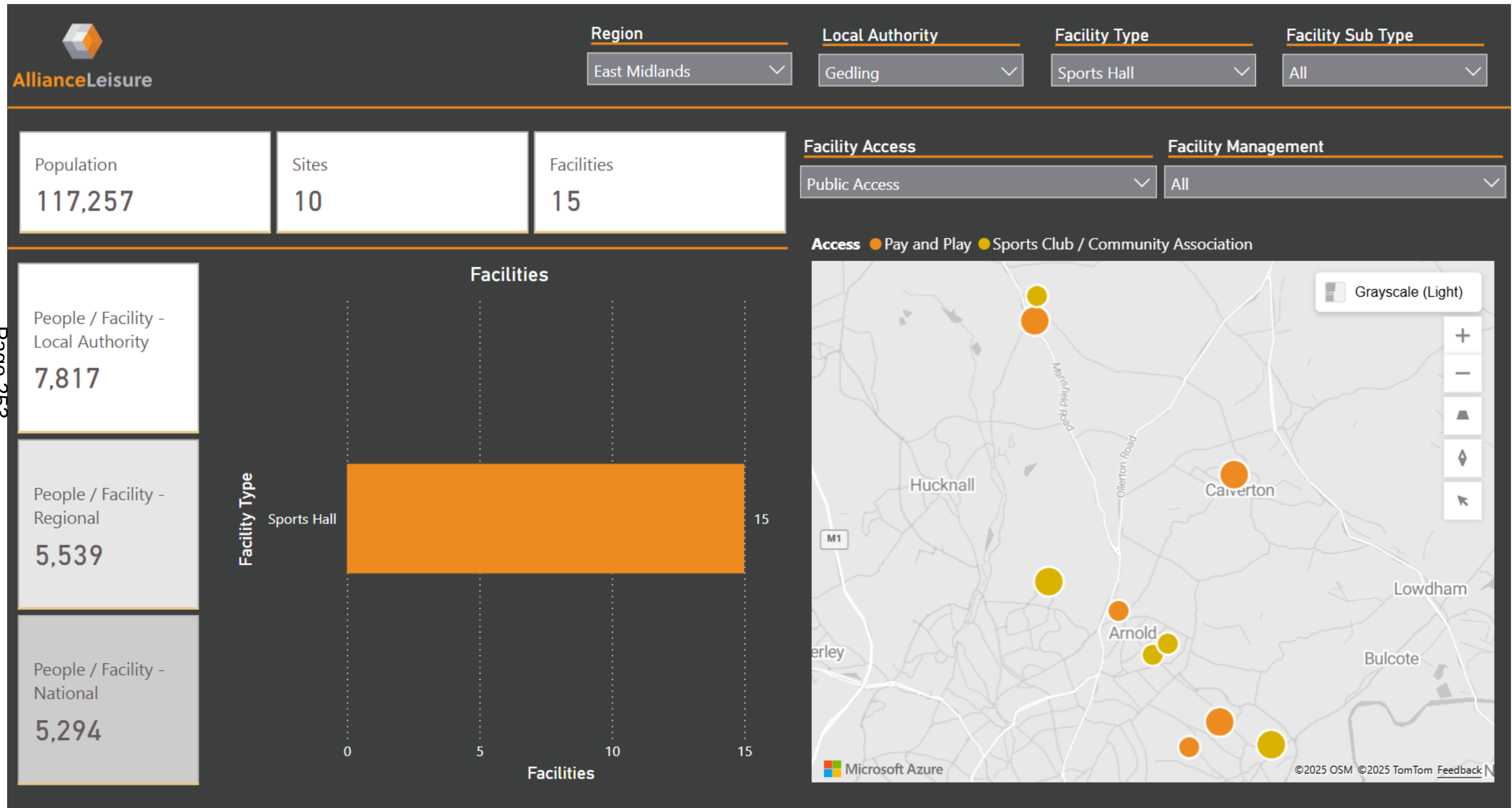
Mem. Fee

£29.31

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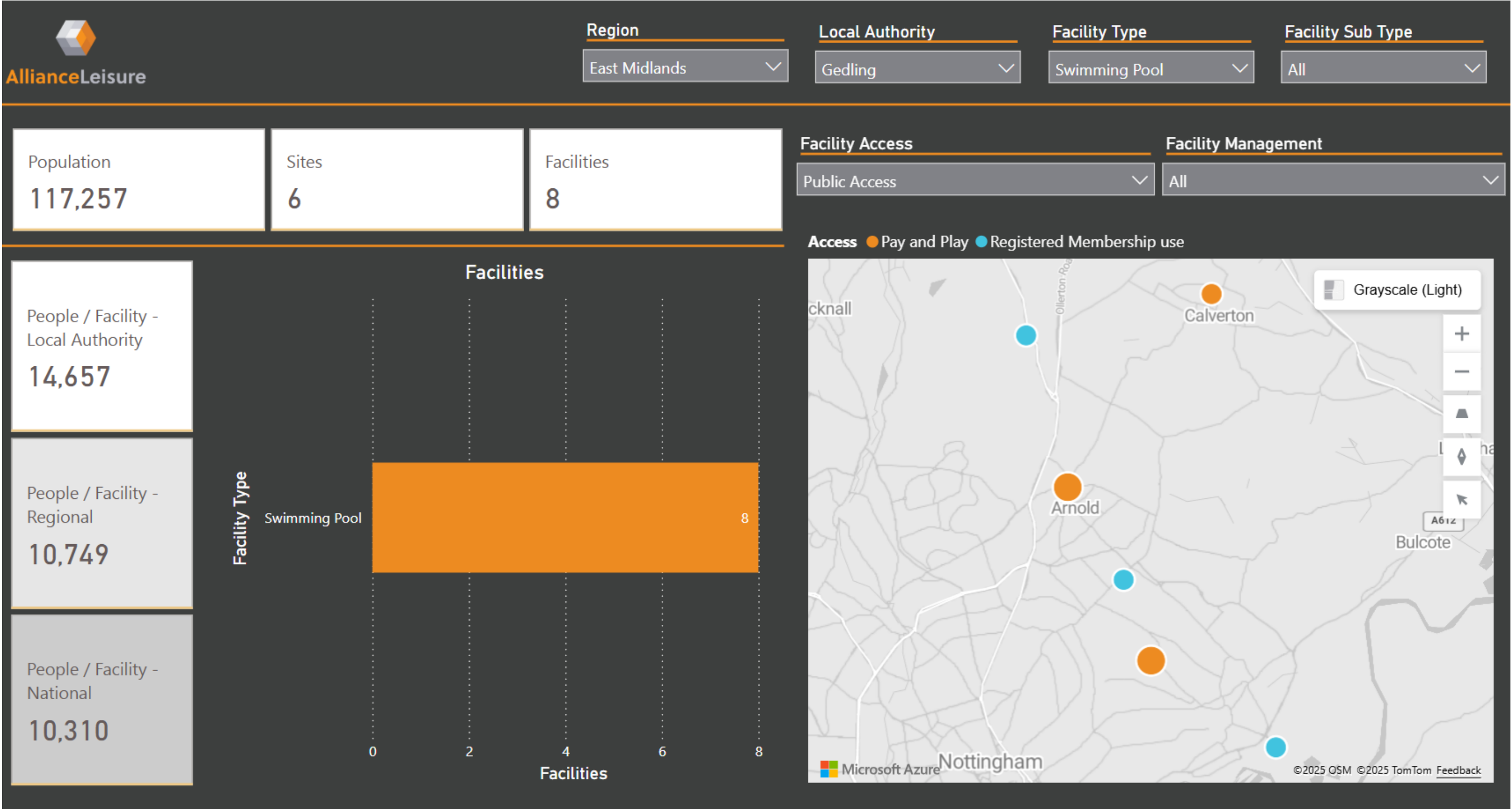
Facilities Provision

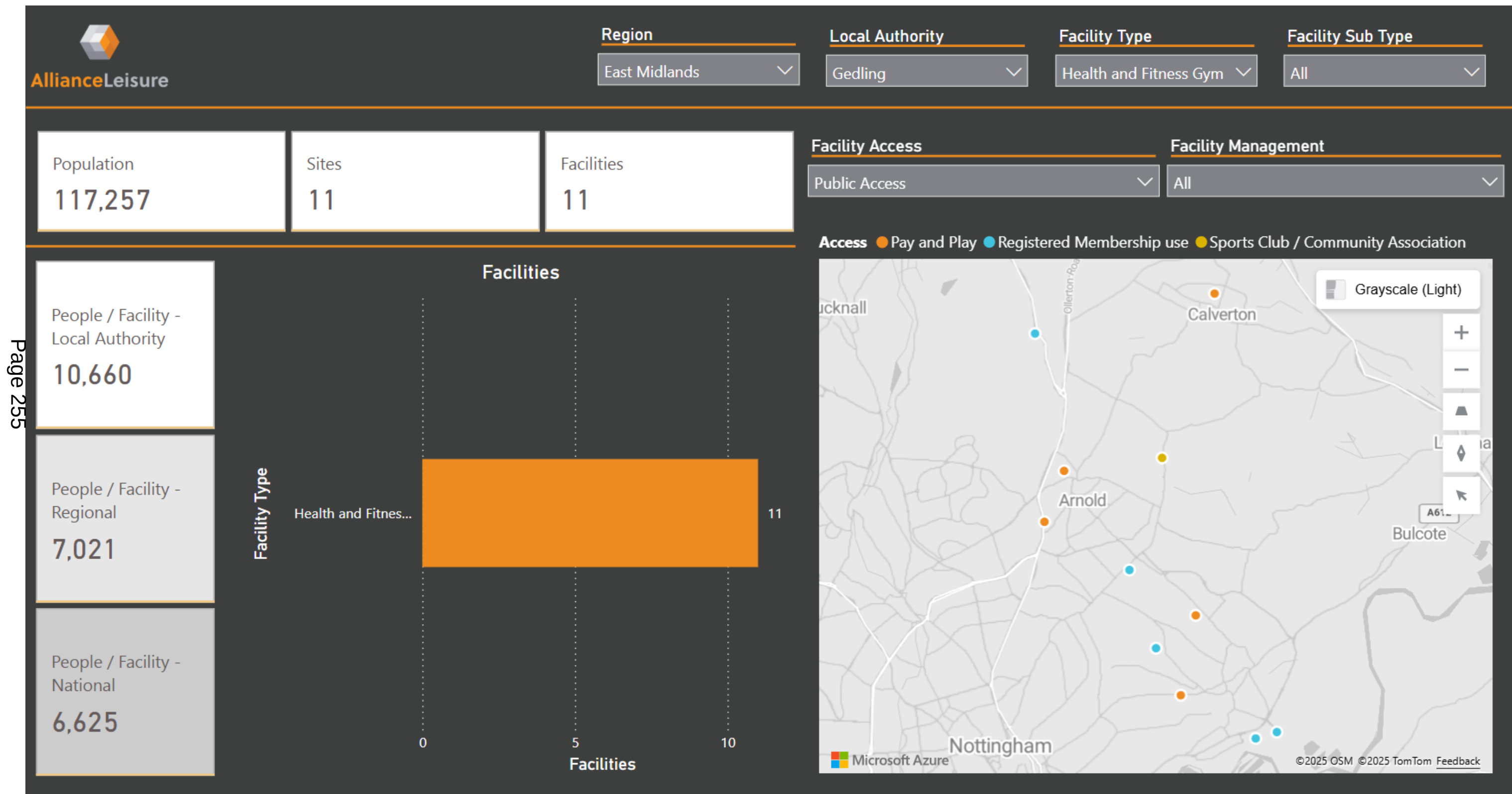
7.1 Sports Hall | Public Access



Facilities Provision

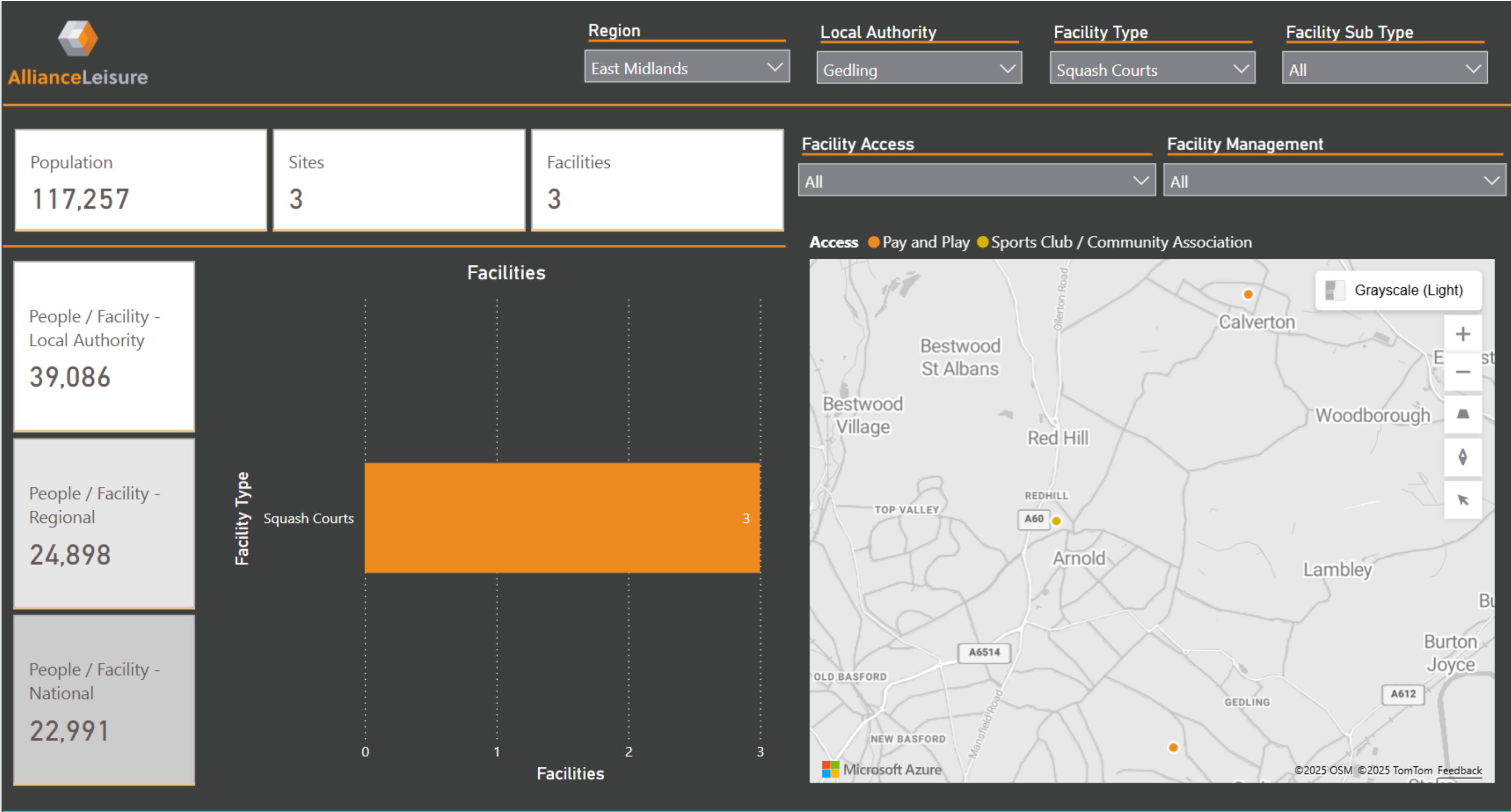
7.2 Swimming| Public Access





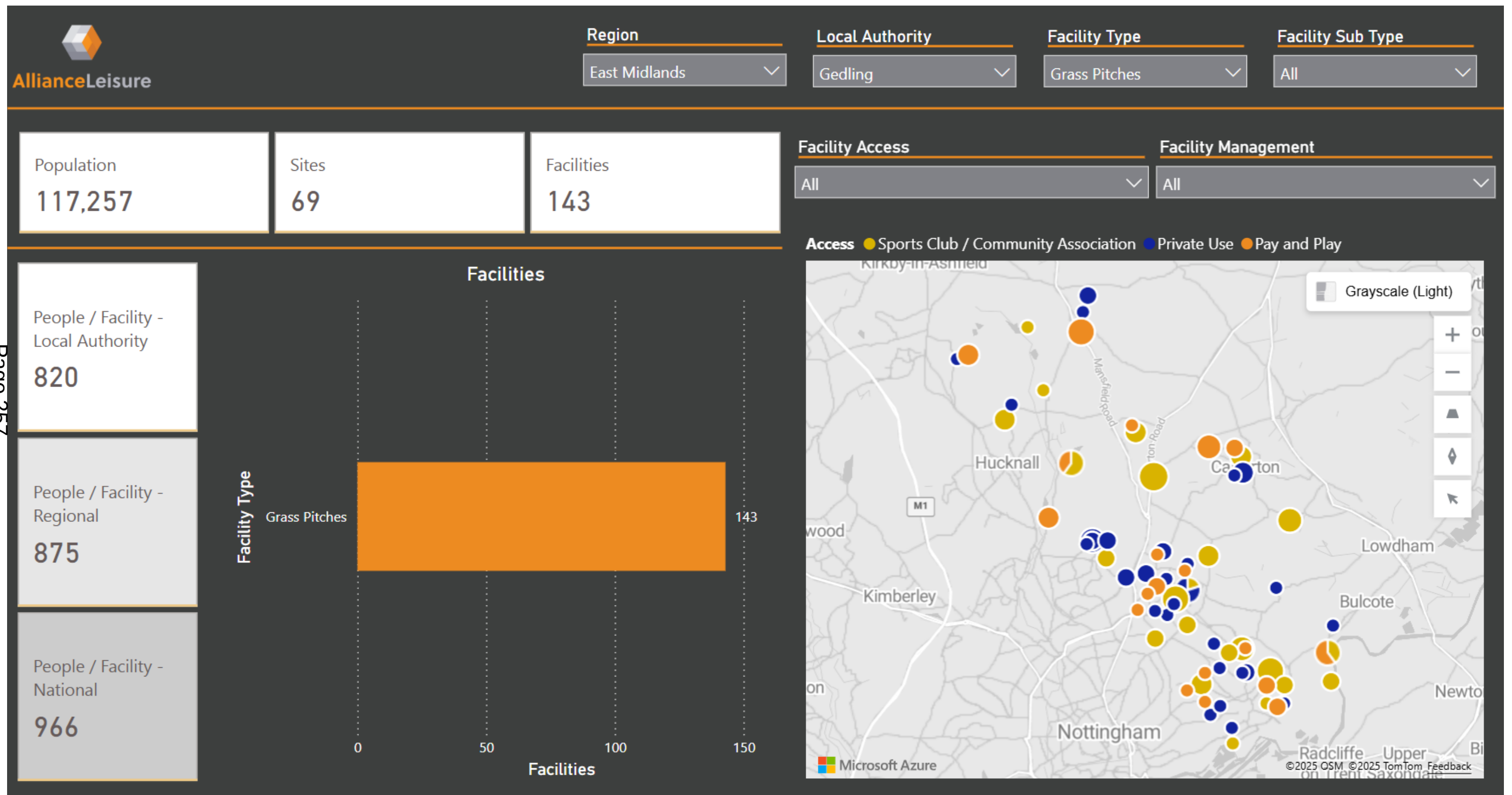
Facilities Provision

7.4 Squash | Public Access



Facilities Provision

7.5 Grass Pitches | Public Access



Fitness

There are **30 other fitness and leisure facilities within a 20-minute drive (approx. 3–4 miles)** of Carlton Forum Leisure Centre, offering a mix of budget gyms, personal training studios, public leisure centres, and premium health clubs.

This includes **PureGym Nottingham Colwick**, a low-cost gym open 24/7 and priced at **£29.99 per month**, offering a large gym space, classes, and free parking. **Gym Group Nottingham Sherwood** and **Gym Group Nottingham City** are also low-cost providers nearby, both priced at **£15.99 per month**.

In the mid-market bracket is **Everlast Gym**, offering a large multi-zone gym, three studios, a pool, sauna, and steam room for **£45.00 per month**. Other similarly priced private gyms include **Real World Fitness (£45.00)**, **Paradigm Gym (£44.99)**, and **TGS Nottingham (£35.00)**.

There are a number of **independent personal training facilities** including **TBH Bootcamp**, **TLB Fitness Studio**, **Witness the Fitness**, and **Cannoville Gym** — all of which focus on small group sessions and 1-1 coaching, with prices generally ranging between **£26.00 and £65.00 per month** where listed, or available upon request.

Premium facilities in the catchment area include **Virgin Active Nottingham** at **£79.99 per month**, offering extensive group exercise timetables, a pool, spa, and multiple fitness zones, alongside **Nuffield Health Nottingham** at **£83.00 per month**, which also includes a pool, sauna, steam room, and wellbeing services.

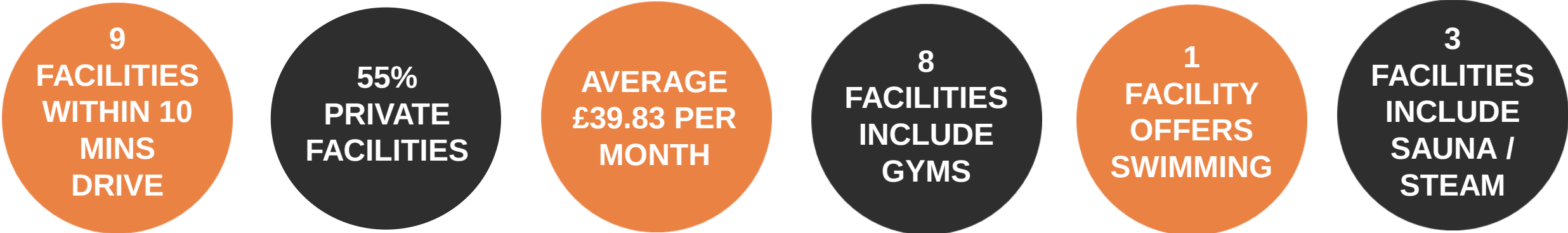
The public leisure provision includes **Victoria Leisure Centre (£37.99)**, **Djanogly Leisure Centre (£37.99)**, and council-run facilities such as **Arnold, Carlton, Calverton, and Redhill Leisure Centres**, typically priced around **£36.00 per month**. These venues offer access to gyms, pools, and group exercise classes but tend to be more limited in gym size and premium services compared to private health clubs.

Competition Analysis

8.2 Overview of the local market | Fitness

The below table highlights Carlton Forum Leisure Centre's closest competitors (by drive time).

Site Name	Facility Type	Drive time (minutes)	Monthly Membership Fee	Gym	Group Ex Studio	No. of Group Ex Studios	Dedicated Group Cycle Studio	Swimming Pool	Sauna / Steam
TBH Bootcamp	Personal training club	6	Price available upon request	No	Yes	2	No	No	No
Nuffield Health Nottingham	Private facility	7	£83.00	Yes	Yes	2	Yes	Yes	Yes
TLB Fitness Studio	Personal training club	7	Price available upon request	Yes	No	0	No	No	No
KK Sports and Leisure Centre	Private facility	7	£30.00	Yes	Yes	1	No	No	Yes
Witness the Fitness Nottingham	Personal training club	8	Price available upon request	Yes	Yes	1	No	No	No
Gym Group Nottingham Sherwood	Private facility	9	£15.99	Yes	No	0	No	No	No
Fitness 4 Women	Private facility	9	£49.99	Yes	No	0	No	No	Yes
Winners Gym	Personal training club	10	£26.00	Yes	No	0	No	No	No
PureGym Nottingham Colwick	Private facility	10	£29.99	Yes	Yes	2	No	No	No



Competition Analysis

8.3 Competitors - Fitness

TBH Bootcamp

Personal training facility – 6 mins drive from CFLC

- Price depends on PT package
- Group ex only – no open-access gym
- 2 group ex studios
- No dedicated group cycle studio, swim or sauna / steam



Nuffield Health Nottingham

Private facility–7 mins drive from CFLC

- £83 per month
- Includes gym, swim, group ex and sana / steam
- Dedicated group cycling studio
- 2 group ex studios



TLB Fitness Studio

Personal training facility – 7 mins drive from CFLC

- Price depends on PT package
- Includes gym and group ex
- No dedicated group ex or group cycling studio
- No swim or sauna / steam



Competition Analysis

8.4 Competitors - Fitness

KK Sports and Leisure Centre

Private facility – 7 mins drive from CFLC

- £30 per month
- Includes gym, group ex and sauna / steam
- 1 group ex studio
- No swimming



Witness the Fitness Nottingham

Personal training facility–8 mins drive from CFLC

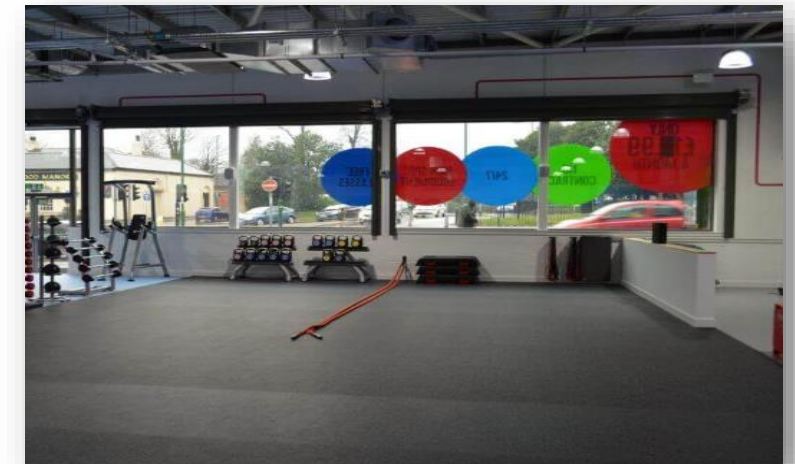
- Price depends on PT package
- Includes gym and group ex
- 1 group ex studio
- No dedicated group cycle studio, swim or sauna / steam



Gym Group Nottingham Sherwood

Private facility – 9 mins drive from CFLC

- £15.99 per month
- Includes gym and group ex
- No dedicated group ex or group cycling studio
- No swim or sauna / steam



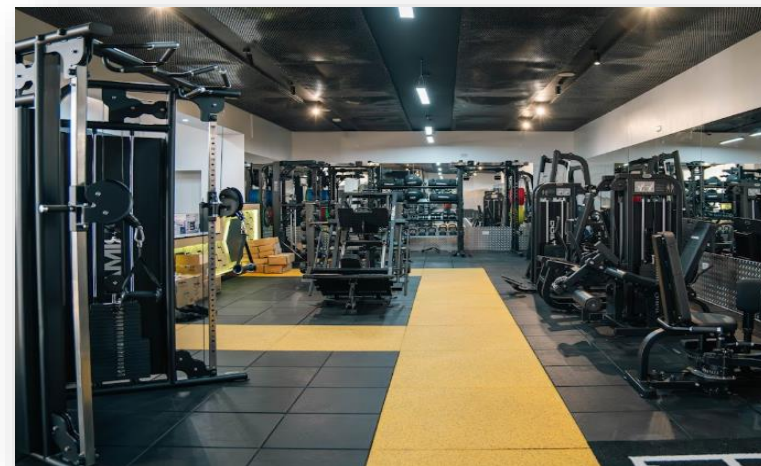
Competition Analysis

8.5 Competitors - Fitness

Fitness 4 Women

Private facility – 9 mins drive from CFLC

- ◆ £49.99 per month
- ◆ Includes gym, group ex and sauna
- ◆ No dedicated group ex or group cycling studio
- ◆ No swim



Winners Gym

Personal training facility – 10 mins drive from CFLC

- ◆ £26 per month
- ◆ Includes gym and group ex
- ◆ No dedicated group ex or group cycling studio
- ◆ No swim or sauna / steam



PureGym Nottingham Colwick

Private facility – 10 mins drive from CFLC

- ◆ £29.99 per month
- ◆ Includes gym and group ex
- ◆ 2 group ex studios
- ◆ No dedicated group cycling studio, swim or sauna / steam



Play

There are **15 indoor play, leisure and activity centres within a 25-minute drive** of Carlton Forum Leisure Centre, offering a range of family entertainment options, from bowling alleys to soft play centres, trampoline parks and climbing walls.

Notably, **three bowling alleys** operate within the catchment:

- **Disco Bowl Nottingham (12 mins)** offers bowling from **£9.50 for adults** and **£8 for juniors**, with additional activities including mini golf and karaoke.
- **Roxy Lanes (15 mins)** provides a social gaming experience with bowling priced around **£10**, alongside American pool, batting cages, karaoke and basketball courts.
- **Tenpin Nottingham (21 mins)** offers bowling from **£9.25** and also features an arcade, karaoke, and an escape room experience.

Slightly further afield is **Hollywood Bowl Derby (42 mins)**, a popular regional destination with adult bowling from **£7.30** and amusements.

For indoor climbing, **three climbing centres** serve the area:

- **Depot Climbing (10 mins)** offers sessions from **£11 for adults**.
- **Nottingham Climbing Centre (16 mins)** provides a more traditional climbing gym set-up, with prices from **£12**, and amenities like an equipment shop and training courses.
- **Clip 'n' Climb Nottingham (22 mins)** appeals to families and groups with prices around **£16 per session** and options for school and fitness events.

The **soft play and role-play market** is well served, however **locally to Carlton Forum Leisure Centre** is lacking.

- **Planet Bounce Inflatable Park (13 mins)** provides inflatable play sessions for children and adults from **£16.00**, with SEN sessions available.
- **Tiny Town Adventures (16 mins)** offers role-play experiences for children aged 1–7 at **£6.50 per child**.
- **Tumble Town Play Centre (11 mins)** offers combined soft play and roleplay options from **£4.75 to £10**, with wheelchair access.
- **Fun Valley Nottingham (9 mins)** and **Pirates Play, Party & Laser Centre (13 mins)** also serve this market with pricing from **£1–£11.20**, both offering baby changing, SEN sessions, and character events.

Additional options include **Laser Tag Nottingham (11 mins)** at **£6 per person**, **RedKangaroo Trampoline Park (25 mins)** with varied session pricing around **£16**, and **Mousetrap Soft Play (19 mins)**, offering toddler and junior areas at **£7.50 per child**.

The below table highlights Carlton Forum Leisure Centre's closest play competitors (by drive time).

Site Name	Address	Distance (minutes)	Facility type	Admission fee	Children's parties	Tag Arena / Laser tag	Bowling	Additional features	F&B
Fun Valley Nottingham	Unit 11-14 Armitage, Business Park Private road No3 Nottingham NG4 2BA	9	Soft play centre	Adults £1.50; 0-4 years £8.70; 5+ years £11.20; Under 12 months £3.75 or free with paying sibling	Yes	No	No	Free parking Free wifi Baby changing	Yes
Depot Climbing Nottingham	4 King Edward Street Nottingham NG1 1EU	10	Climbing centre	Adults £11; Under 18 £8; Under 5's free	No	No	No	Training sessions Equipment hire Equipment shop	No
Laser Tag Nottingham	22 Cranbrook Street Nottingham NG1 1ER	11	Laser tag centre	£6 per person	Yes	Yes	No	Private arena hire	No
Tumble Town Play Centre	107b High Street Arnold Nottingham NG5 7DS	11	Soft play and role play centre	Soft play only 6 - 23 months £4.75; Soft play only 2-8 years £7.50; Soft play and roleplay up to 6 years £10; Babies £1; Adult £1.75	Yes	No	No	Wheelchair accessible	Yes
Disco Bowl Nottingham	Belward Street Nottingham NG1 1JZ	12	Bowling alley	Adult £9.50; Junior £8	Yes	No	Yes	Mini golf Karaoke	Yes
Planet Bounce Inflatable Park	153-155 Huntingdon Street Nottingham NG1 3NL	13	Inflatable amusement park	Under 1 year free; 5 years and under £7.50; Under 8 years £16; 8-15 years £16.00; 16+ years £16.00	Yes	No	No	SEN sessions	Yes
Pirates Play, Party & Laser Centre	41 Rowley Drive Nottingham NG5 1GD	13	Soft play centre	Under 6 months £1; 6 months - 3 years £5.50; 4 - 11 years £6.50; Adults £1	Yes	Yes	No	Build-a-bear style facility; Adults only events; Baby and toddler sessions; SEN sessions; Baby changing; Wheelchair accessible	Yes
Roxy Lanes	The Pod 12 Bottle Ln Nottingham NG1 2HL	15	Bowling alley	Prices vary depending on session; Bowling £10	Yes	No	Yes	American pool tables Batting cage Basketball Karaoke Tech darts	Yes

Competition Analysis

8.8 Competitors - Play

Fun Valley Nottingham

Soft play centre – 9 mins drive from CFLC

- Adults £1.50; 0-4 years £8.70; 5+ years £11.20; Under 12 months £3.75 or free with paying sibling
- Offers children's parties and F&B
- Offers free parking, free wifi and baby changing



Depot Climbing Nottingham

Climbing centre - 10 mins drive from CFLC

- Adults £11; Under 18 £8; Under 5's free
- No children's parties or F&B
- Offers training sessions, equipment hire and equipment shop



Laser Tag Nottingham

Laser tag centre – 11 mins drive from CFLC

- £6 per person
- Offers children's parties
- No F&B
- Offers private arena hire and equipment shop



Competition Analysis

8.9 Competitors - Play

Tumble Town Play Centre

Soft play and roleplay centre – 11 mins drive from CFLC

- 6-23 months £4.75; 2-8 years £7.50; Babies £1; Adult £1.75
- Offers children's parties and F&B
- Wheelchair accessible



Disco Bowl Nottingham

Bowling alley – 12 mins drive from CFLC

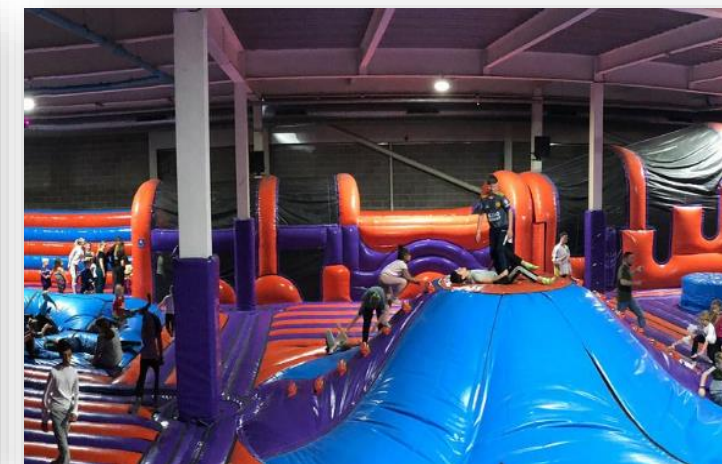
- Disco Bowl Nottingham
- Offers children's parties and F&B
- Offers mini golf and karaoke



Planet Bounce Inflatable Park

Inflatable amusement park – 13 mins drive from CFLC

- Under 1 year free; 5 years and under £7.50; Under 8 years £16; 8-15 years £16.00; 16+ years £16.00
- Offers children's parties, F&B and SEN sessions



Competition Analysis

8.10 Competitors - Play

Pirates Play, Party & Laser Centre

Soft play centre – 13 mins drive from CFLC

- Under 6 months £1; 6 months - 3 years £5.50; 4 - 11 years £6.50; Adults £1
- Offers children's parties, F&B and laser tag
- Offers numerous additional facilities



Roxy Lanes

Bowling alley – 15 mins drive from CFLC

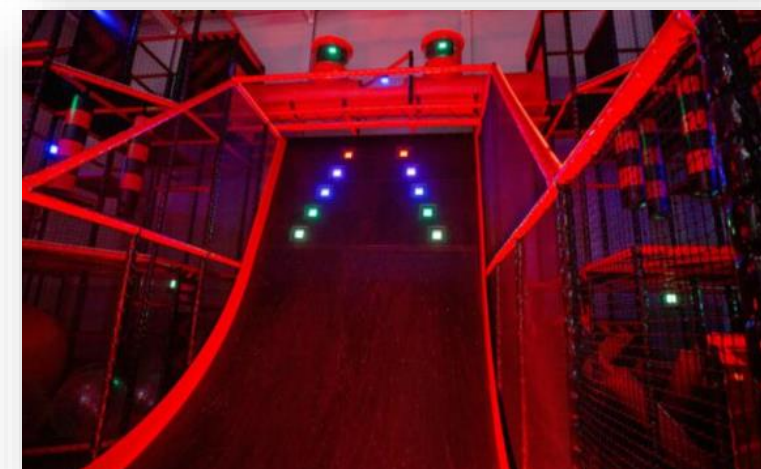
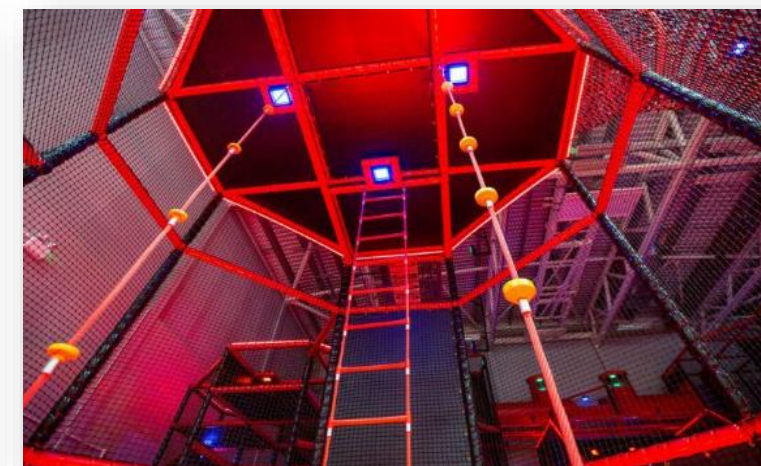
- Prices depend on session – approx £10 per person
- Offers children's parties and F&B
- Offers numerous additional facilities



TAGactive, Lammas Leisure Centre

Leisure centre – 35 mins drive from CFLC

- £6.25 per person
- Offers children's parties and F&B
- Various other facilities in Leisure Centre



Competition Analysis

8.11 Competitors - Padel

Nottingham Padel Centre

13 mins drive from CFLC

- ◆ £24 per court
- ◆ 4 courts available
- ◆ Kit hire available on-site



We Are Padel Derby

38 mins drive from CFLC

- ◆ Approx £50 per court
- ◆ 11 courts available
- ◆ Kit hire available on-site

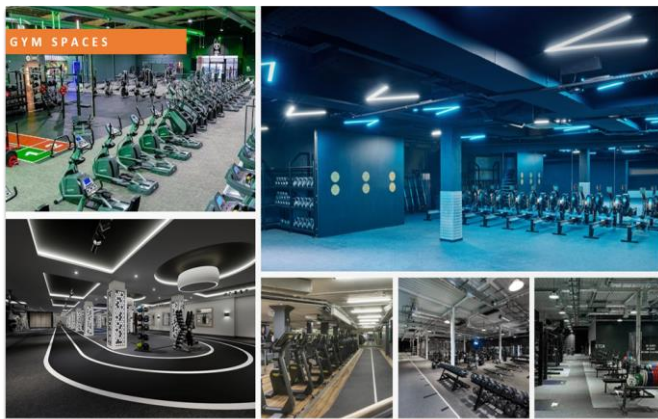


The Opportunity

9.2 Suggested CORE Product Mix | New Carlton Forum Leisure Centre

CORE FACILITIES

130 Station Gym



Studio (45 person)



Studio (30 person)



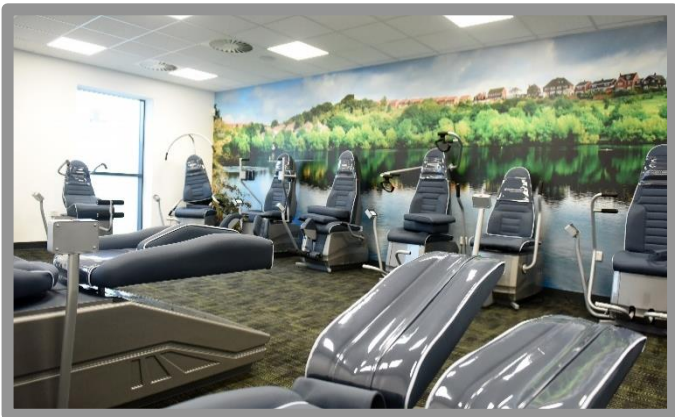
Cycling (20 person)



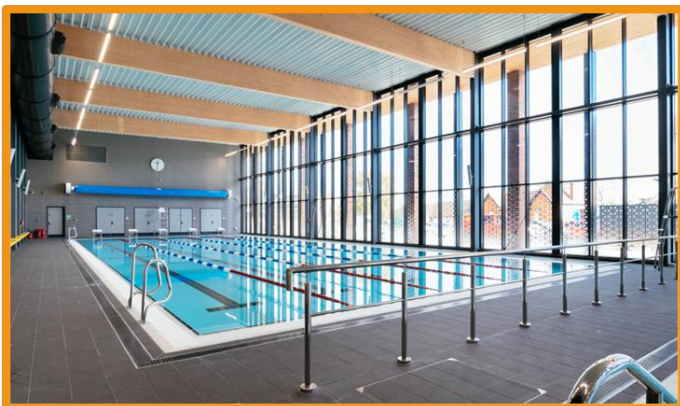
Café linked to reception



Power Assisted Exercise (Active Ageing)



8 lane x 25m main pool



8m x 10m learner pool



Community Room

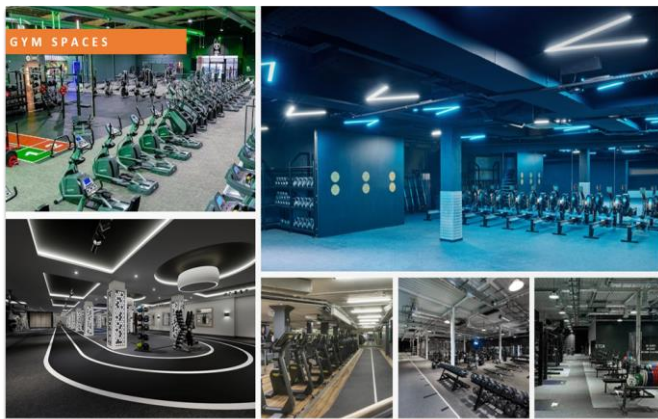


The Opportunity

9.3 Suggested CORE PLUS Product Mix | New Carlton Forum Leisure Centre

CORE FACILITIES

130 Station Gym



Studio (45 person)



Future Studio (30 person)



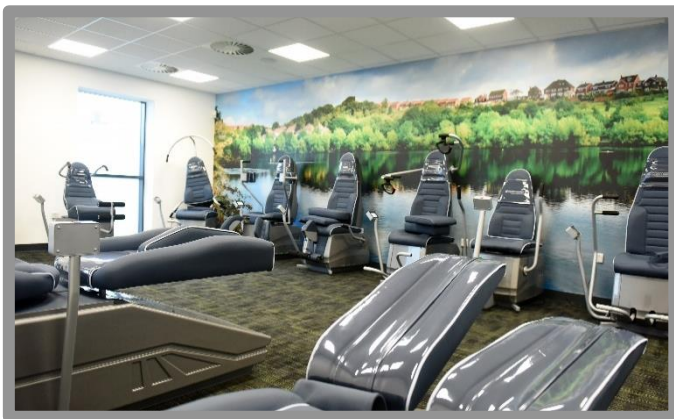
Immersive Cycling (35 person)



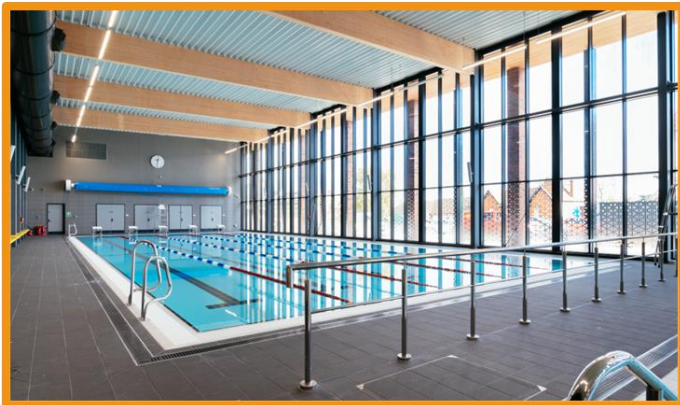
Café linked to reception



Power Assisted Exercise (Active Ageing)



8 lane x 25m main pool



Vario Pool (Moveable floor, splash pad and teaching pool)



Community Room



Soft Play



Padel



Product Solutions

10.1 Product Solutions | Gym

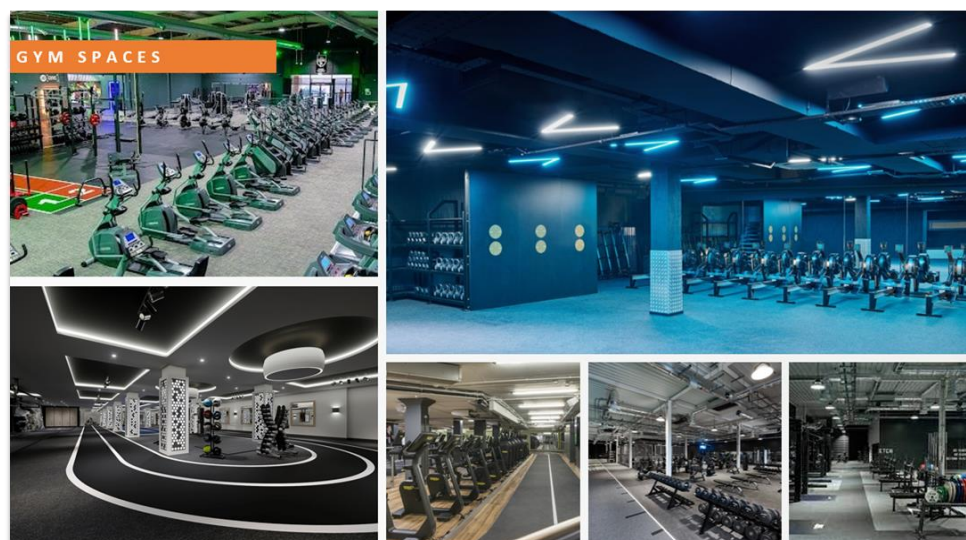
Gym

Developing a modern, fit-for-purpose fitness space is more than choosing an equipment supplier and picking some free weights. Creating a welcoming environment with the appropriate levels and types of equipment will see happier customers achieving their fitness goals.

Gym spaces can be zones to accommodate a variety of users with a variety of training needs, from boxing stations and functional spaces to more traditional cardio and strength equipment.

Based on the research and analysis detailed within this report we would recommend the following considerations for any future development of the Fitness offering at Carlton Forum Leisure Centre.

We would recommend a c130 station/space offering to protect current levels and support with total member level opportunity of around 3,600. This equates to 35 members per station/space based on full membership capacity) This allows an increased capacity from existing provision and space to grow membership while maintaining sufficient space for a quality exercise experience.



example station/zone mix could look something like

Cardio - 30% of total space

- Include self-powered equipment to minimise energy costs and increase flexibility on layout
- Include performance/connected ranges

Strength - 40% of total space (broken down into)

- Pin operated strength, 40%
- Plate loaded strength, 20%
- Cables, 10%
- Platforms/racks, 10%
- Free weights, 10%

Functional/ HIIT zone - 15% of total space

- Used as gym floor class space as well as free use
- Functional Rig
- Small equipment
- Track/sled track
- Instructional Digital Screens

Boxing zone - 5-10% of total space

- Punchbags
- Box 12 Pods

Stretch/Core/Recovery - 5-10% of total space

- Fixed matting
- Small mobility/core equipment
- Exercise Guidance

Consultation/member areas

- Consultation space
- Body composition scales
- Member notice board
- Hydration/Sanitation stations



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Cardio



Strength



Functional



Boxing



Recovery



Consultation

Product Solutions

10.2 Fitness Members-Per-Station

Members-Per-Station

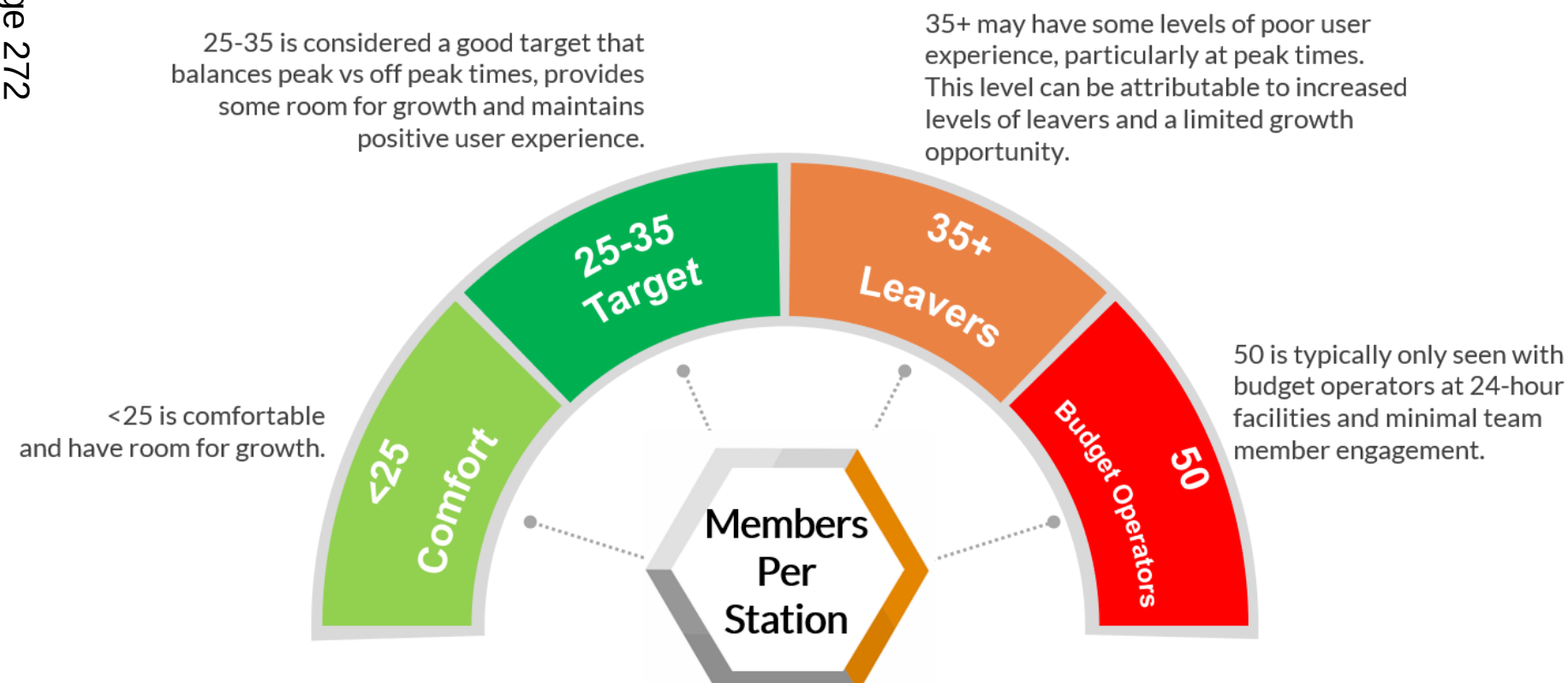
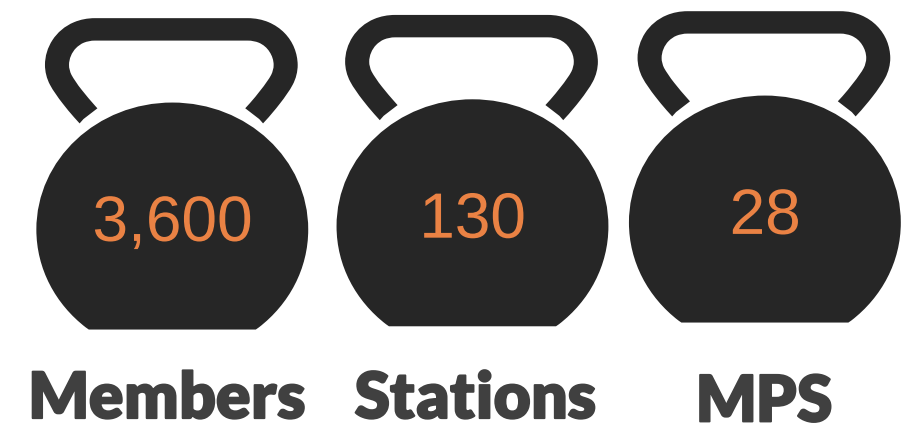
The UK leisure industry uses a member-per-station indicator across a range of facilities and products. This provides a benchmark when considering user experience and commercial opportunity.

Typically, a public leisure centre offering would target a members per station of between 25-35.

Based on the fitness demand assessment and ALS expectation, we would suggest gym stations of c130 to meet the expectation and cater for future growth opportunities.

Opportunity

Based on the fitness demand assessment and ALS expectation, we would suggest gym stations of c100 to meet the expectation and cater for future growth opportunities.



Product Considerations

10.3 Gym Design

Functional Fitness

Functional fitness areas are spaces designed for individuals to perform exercises that target multiple muscle groups and improve overall physical performance. These areas typically include equipment such as kettlebells, medicine balls, resistance bands, rigs, and TRX suspension systems.

Understanding your target audience will help decide how much floor utilisation is required for your functional training space.

Boutique Fitness

Boutique fitness studios have become increasingly popular in the UK, offering a more personalized and upscale fitness experience compared to traditional gyms.

These studios typically specialize in specific exercise disciplines such as yoga, Pilates, or high-intensity interval training. They offer a more intimate and exclusive atmosphere, with smaller class sizes, specialized equipment, and highly trained instructors.

While often more expensive than traditional gym memberships, boutique studios cater to a growing demand for high-quality fitness experiences.

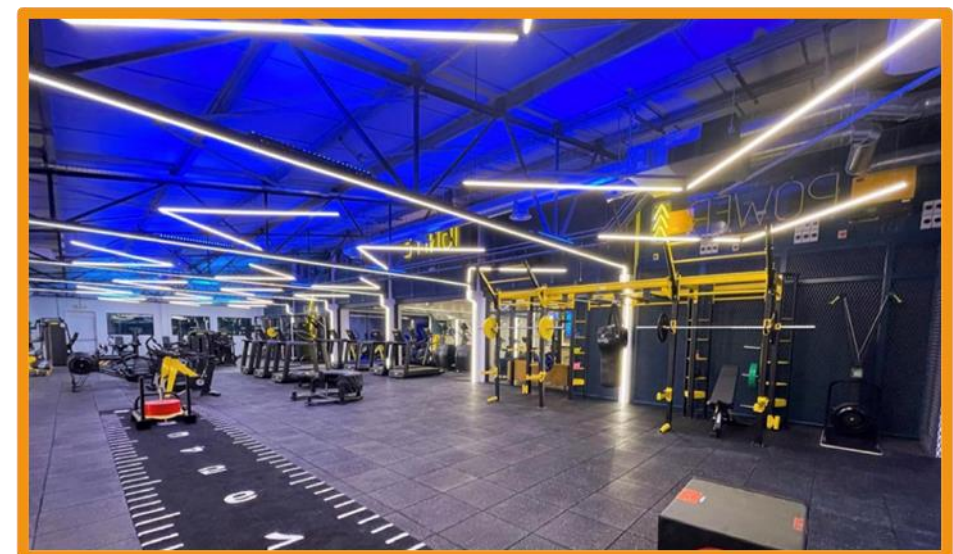
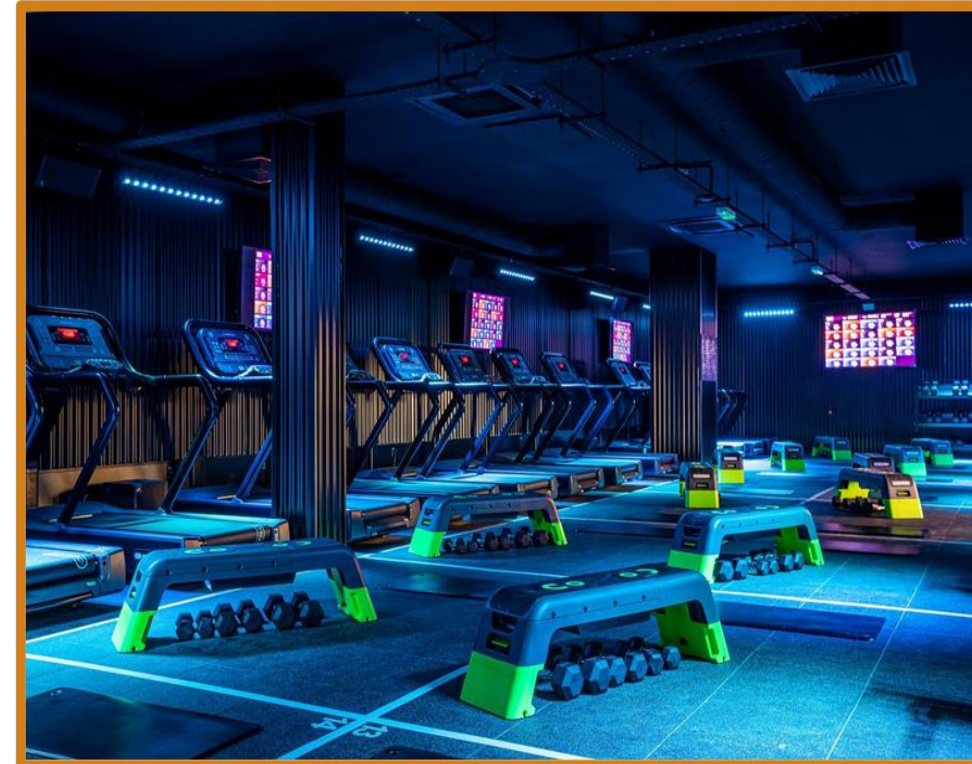
UK-based examples include Trib3, Barry's, Graft Haus, Cave Fit, Blok Box Clever, F45 and 1Rebel.

Innovative Design

Attracting new customers and motivating your existing ones, can all be enhanced by high quality innovative design features. This can include lighting features, clever use of floor space, wall art and projection graphics.

But good quality design shows through when all areas complement each other to emphasise the organisation's brand and values.

Page 273



Product Considerations

10.4 Studio Spaces

Creating Innovative Studio Spaces

Attracting new customers and motivating your existing ones, can all be enhanced by high quality innovative design features within the group exercise spaces.

This can include lighting features, clever use of floor space, wall art and projection graphics.

Memorable Experiences

Creating memorable fitness experiences involves going beyond traditional workouts to engage participants on a deeper level. This can include incorporating innovative training techniques, music, lighting, and social activities that foster a sense of community and connection among participants.

And this goes beyond design and physical features to also include personalised attention, encouragement, and positive reinforcement from instructors.

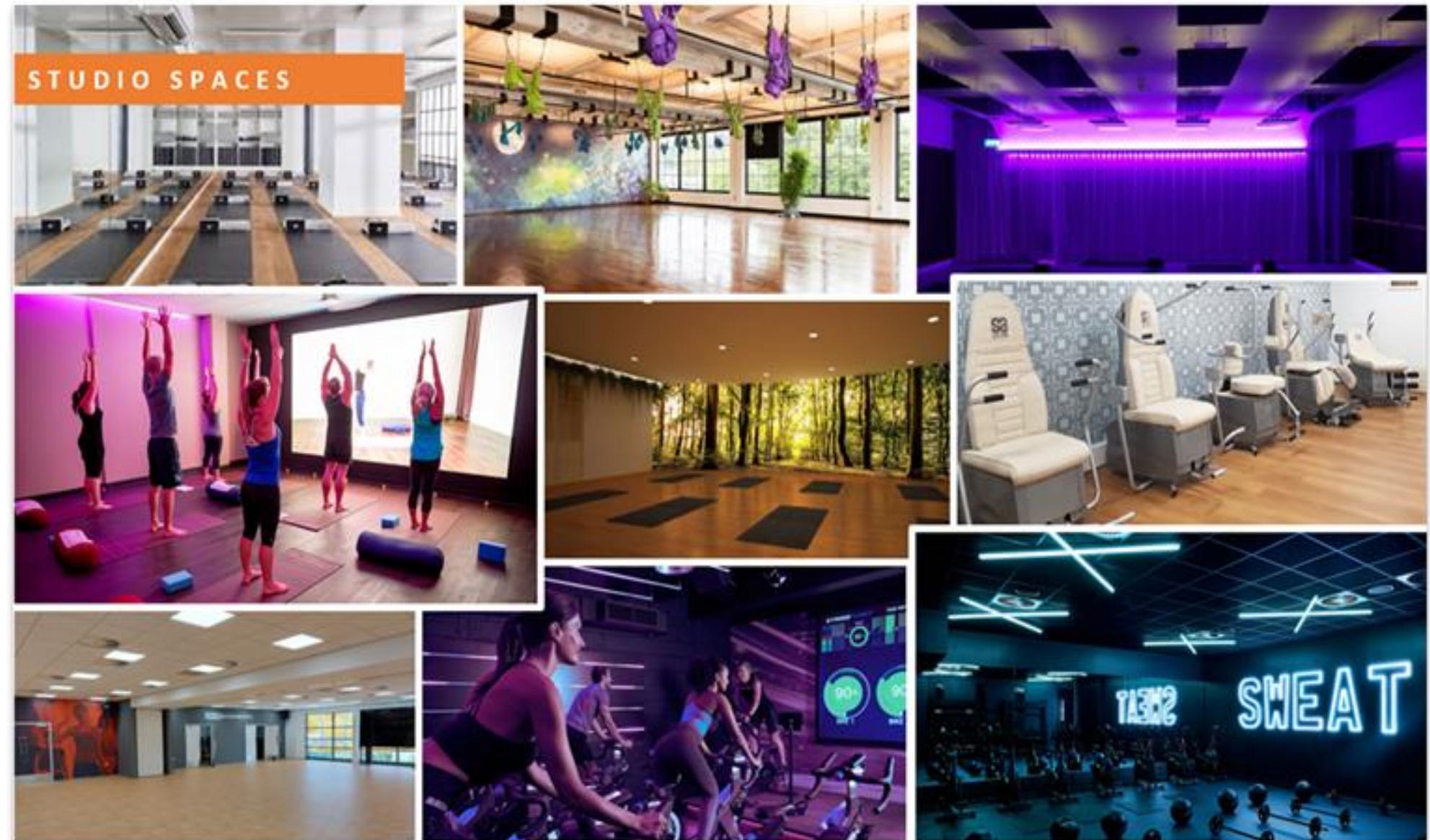
Creating a fun, welcoming, and inclusive environment can leave a lasting impression and keep participants coming back for more.

Welcoming Environments

Often creating a more intimate and community-oriented atmosphere than traditional gyms, your studio spaces can offer something to all users from yoga and Pilates to indoor cycling and HIIT workouts.

Studios can either be a dedicated space created around a specific genre, or they can be multi-functional allowing a variety of activities to take place

DEMAND MEETS INNOVATION



Product Considerations

10.5 Product Solutions | Future Studio

Immersive Feature Studio (Future Studios)

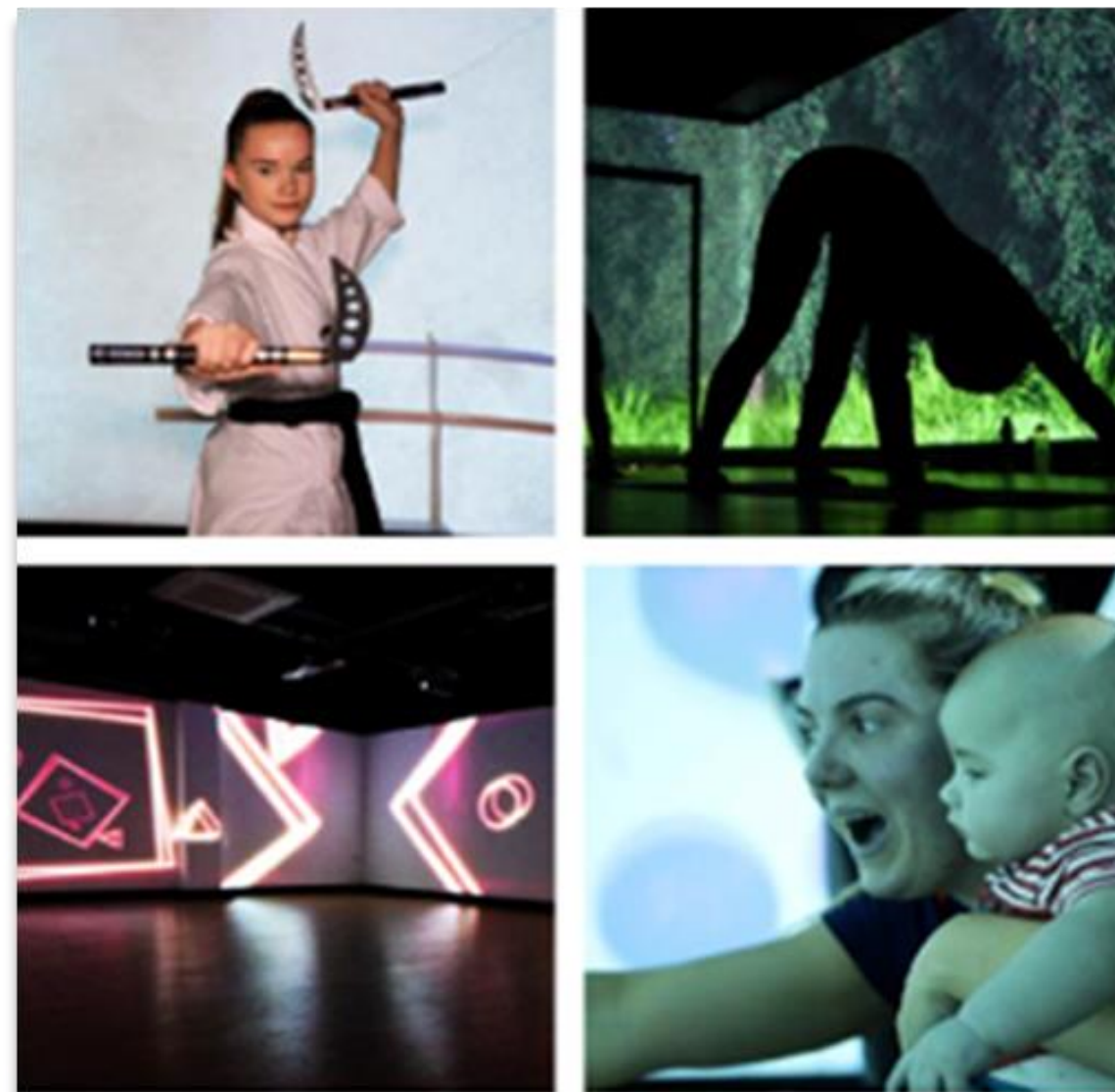
Future Studios is a 360 immersive studio experience. You can turn your space into anywhere, a dojo for martial arts classes, a chilled-out forest for yoga or a high intensity body pump class! You can even Host kids' birthday parties with animated balloons or transform it into an old ballroom to support local dementia patients and charities.

- Exercise classes
- Community events
- Meeting/corporate events
- Birthday parties
- Arts and Crafts
- Merchandise area
- Birthday parties
- Bespoke events
- Immersive art experiences
- Martial arts
- Dance workshops
- Ballroom for dance (Dementia friendly)
- Sensory rooms (SEN Children)

Inclusive and Immersive Experiences

This technology creates all-inclusive experiences for as many different communities as desired.

Utilising large and often underused spaces we work with not only the active community, but as many different people across a multitude of demographics to captivate them to visit our facilities/



Flexible
Space

Innovative
Solution

Product Considerations

10.6 Product Solutions | Studios

BOX12

BOX12 is a 36-minute workout consisting of 12, 3-minute rounds that combine boxing and functional fitness exercises.

Sessions are guided by staff who will inspire members to achieve and learn the basics of fitness boxing combined with functional exercises.

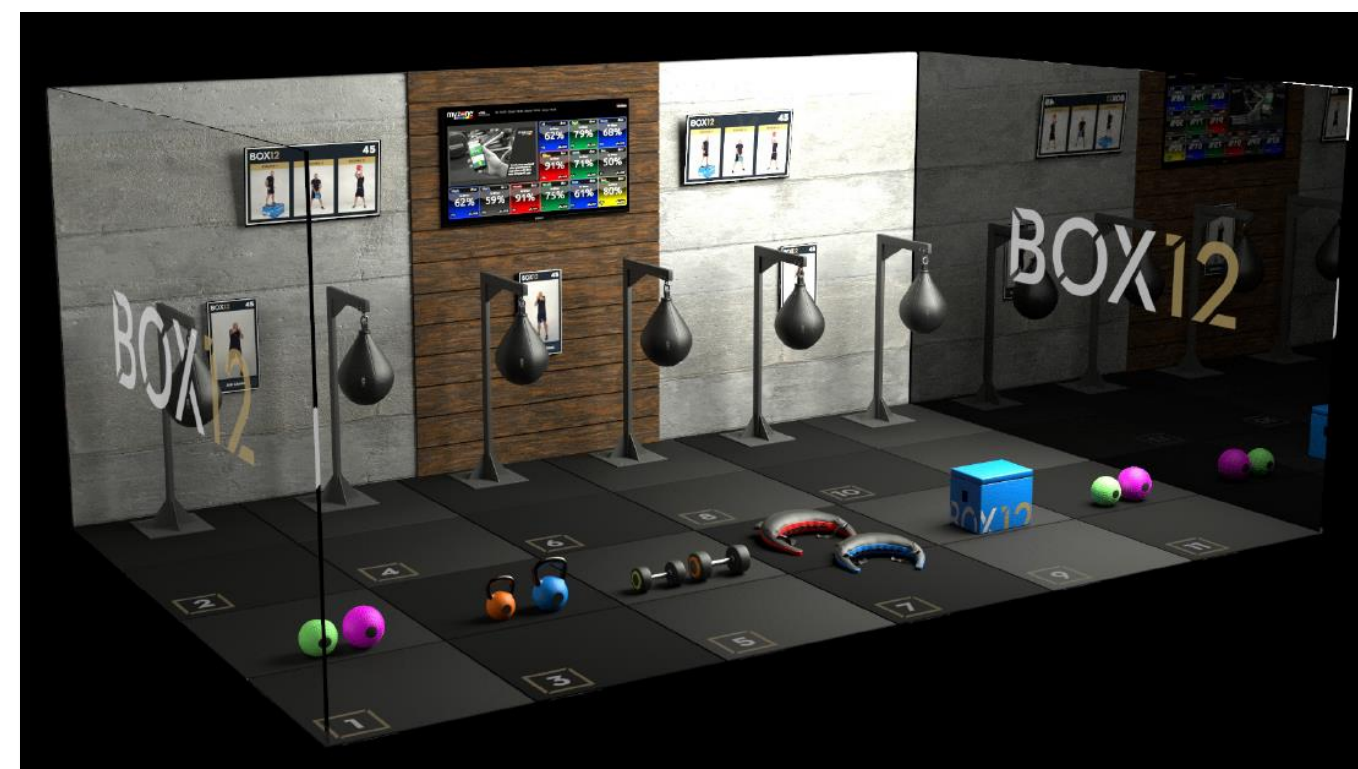
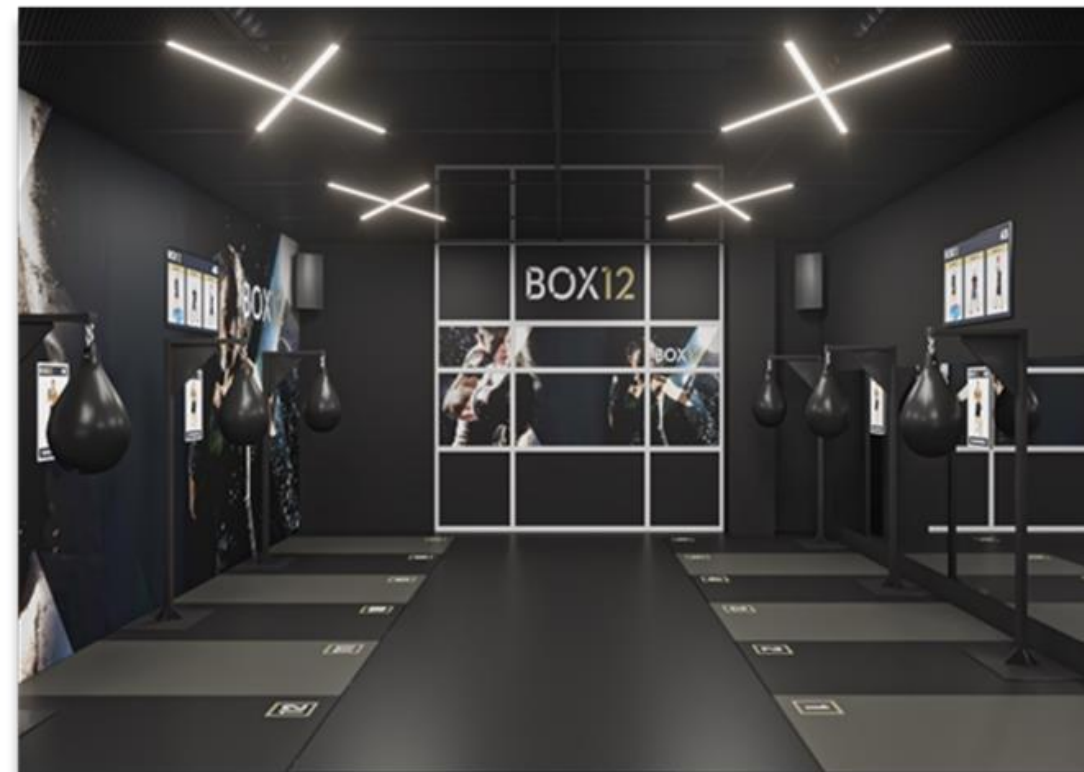
Workouts are tailored to various fitness level using integrated and wearable Myzone technology, providing real-time feedback.

Typical User

- Gender Ratio
 - 51% males, 49% Females
- Average age: 38.5
- Fitness Experience – Average
- Boxing Experience – Negligible

Requirements

- Space requirement is 80sqm for circuit
- 110sqm for circuit and small group training
- BOX12 has a clear focus on delivering a high quality experience and varied, effective workouts
- Lean staffing model and low running costs make the in club model highly profitable
- BOX12 in club model is designed to provide the operator with a tech-focussed circuit based fitness boxing offering that will supersede and therefore remove the competition of 9Round and 12RNDs.



**Male &
Female
Appeal**

Product Considerations

10.7 Product Solutions | Reformer Pilates

Reformer Pilates

Reformer Pilates is a full-body workout that combines traditional Pilates movements with the use of a specialized machine called the Reformer.

The reformer is a brilliant way of developing a strong core, strengthening muscles in your hips, quads, glutes, and shoulders. It's also great for building power, flexibility, balance and better posture. It's a low-impact full-body workout to build a more functional and efficient engine, and regular practice can even improve the quality of other workouts like strength training.

Typical User

- Gender Ratio
 - 20% males, 80% Females
- Age 24-59
- Fitness Experience – Suitable for first time users
- Affluence: Generally higher level of affluence

The Reformer

A bed-like machine with a flat platform called the carriage, springs, ropes, and a foot bar. The carriage rolls back and forth on wheels within the frame and is attached to one end by springs. The springs can be adjusted to increase resistance and suit your fitness level.

Benefits

Reformer Pilates can help improve strength, flexibility, balance, posture, and coordination. It can also help you



**Growing
Demand**

Product Considerations

10.8 Studios | Feature Studios

Immersive Cycling studio

Experience a world of ice glaciers, jungles and underwater caverns with group cycle class The Trip™ by Les Mills.



See it in action
CLICK HERE

The Trip™ is an innovative cycling fitness class, perfect for thrill-seekers, fun-lovers and anyone that loves a creative approach to exercise. This 40-minute multi-peak cycling workout features a journey through digitally-created worlds, thanks to a cinema-scale screen and cutting-edge sound system.

With ever-developing technology the range of immersive experiences is expanding and can offer more in your studio than just indoor cycling...

Innovative
Solution



HIIT Boutique Studio

- Feedback technology such as Myzone
- Consider unique products like Box 12

Boutique fitness studios have become increasingly popular in the UK, offering a more personalized and upscale fitness experience. These studios typically specialize in specific exercise disciplines such as yoga, Pilates, or high-intensity interval training. They offer a more intimate and exclusive atmosphere, with smaller class sizes, specialized equipment, and highly trained instructors.

Growing
Demand



Product Considerations

10.9 Active Ageing Studios

Active Ageing

Power assisted exercise technology provides a ‘helping hand’ in a low impact, full-body workout circuit for exercisers who demand to work smart and effectively.

Power assisted exercise solutions attracts older adults, those living with long term conditions and also people who are intimidated by a traditional gym environment to leisure and rehabilitation centres. Power assisted exercise is safe for all age groups and abilities, as users do not need to provide the motive force to overcome inertia.

A power assisted wellness suite could provide the development with revenue opportunities in addition to aligning with wider social value objectives.

Target Users

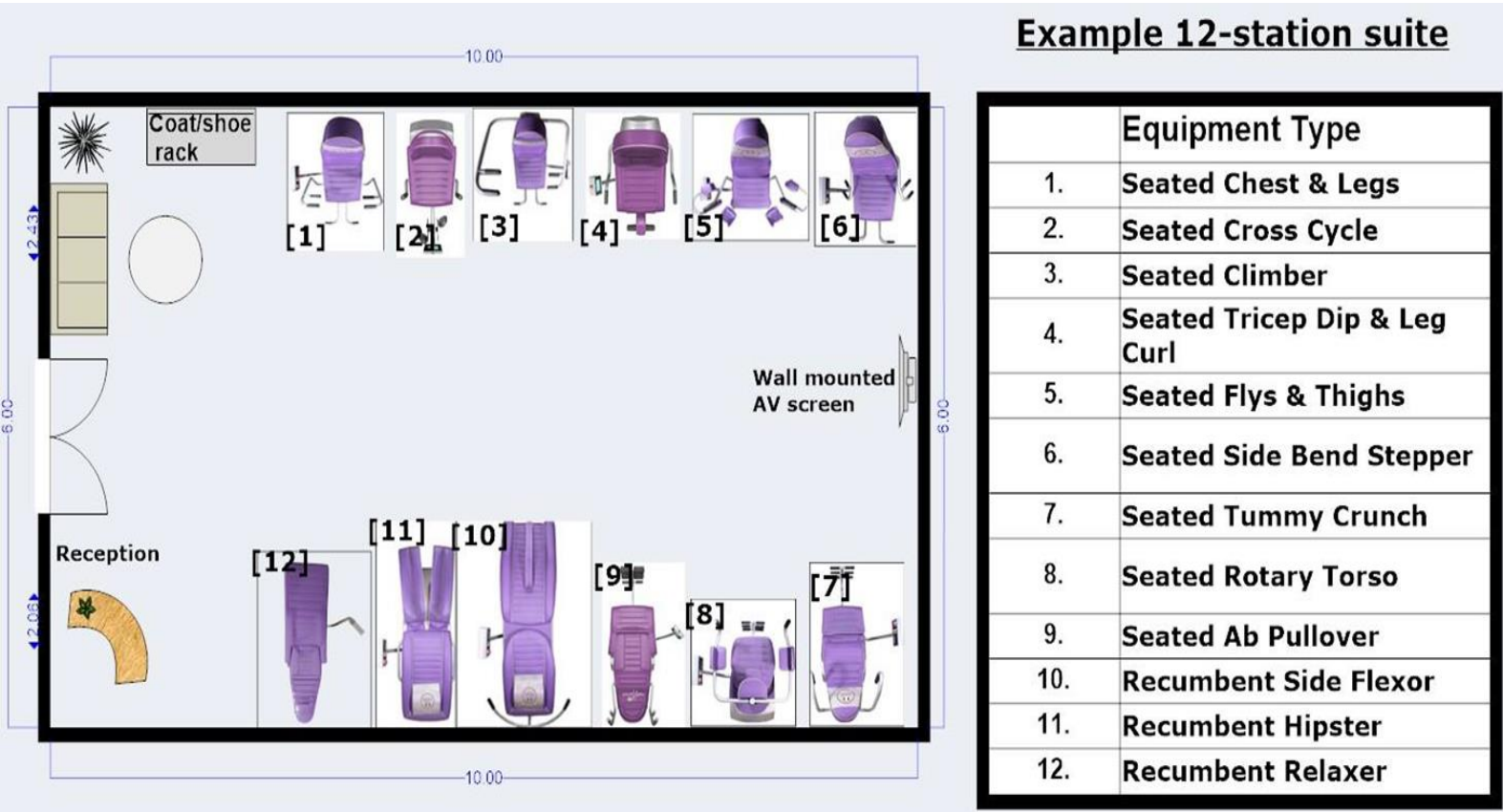
- The over 60s – the active ageing market
- People living with disabilities, poor mobility or long-term health conditions
- Anyone who feels intimidated by a traditional ‘gym’ environment and wants to try a different and fun way to exercise

Benefits Include

- Health – Physical & Mental, building a future resilience
- Longer term independence for older adults –improved mobility, balance and confidence
- Reduces social isolation and improves quality of life



Ageing Population



Product Considerations

10.10 Product Solutions | Young Children

Soft Play

An imperative part of the consideration when developing Family Entertainment Concepts is the consideration of multi-child families. Whilst it may not be considered a 'primary concept' due to existing supply against demand, having some form of attraction for all ages is a staple of an inclusive family offering.

A play solution not only offers these benefits to children within the community, but it also helps turn the facility into a family destination, which increases dwell time, and adds further revenue potential and commercial gain for the facility.

Page 280 Family play provision can provide a wide of range of economic and social value. Play is essential to children's physical, mental and social development, health and well-being.



Toy Town – Imagination Play

For families and young people, a dedicated Toy Town area filled with inspirational and imaginative playrooms that entertains the younger ages,

Play is essential to children's physical, mental and social development, health and well-being.

Role play is not just a source of amusement; it plays a vital role in your child's development. It nurtures confidence, creativity, communication, physical growth, and problem-solving skills, making it an invaluable experience.

Rooms could include a Police Station, Fire Station, Vets, Doctor's Surgery, Safari Adventure, Salon, Construction Area, Shop, Café, Park Area and a car garage.



Sensory Rooms

A Multi Sensory Environment is specifically designed to cater for various diversities, including Asperger's, Autism, ADHD, Cerebral Palsy, Down Syndrome and many more. A sensory room is not only a beneficial activity for the local community but improves the wider offering of the facility to help create a destination and provides additional revenue opportunities.



Product Considerations

10.11 Product Solutions | Sports

Padel

Padel is one of the fastest-growing sports in the world.

Padel's an innovative form of tennis that's fun, easy to learn and extremely sociable. Played on an enclosed court about a third the size of a tennis court, groups of mixed ages and abilities can play together.

A padel court is a rectangle that is 10 meters wide and 20 meters long. It is surrounded by walls made of concrete, glass, or wire mesh. The flooring can be made of cement, concrete, wood, or artificial turf. A net with a maximum height of 33cm in the middle and 92 cm at the edges divides the court into two. The service area is within 3 meters from the back wall.

Indoor courts with all four walls made of glass are becoming popular but generally use the same materials as outdoor courts.



Product Considerations

10.12 Product Solutions | Aquatics

Aquatics Innovation

A brand-new development in the design of movable pool floors. These floors increase the profitability of swimming pools by allowing multiple target groups to make use of the pool at the same time.

Movable floor

One of the most important ways to make pools suitable for a variety of target groups is a movable floor that can be set to the required pool depth. It can be used across the entire pool surface or just cover part of the pool. With a movable floor, the pool is transformed into a highly versatile pool surface suitable for a variety of purposes.

Examples include anything from pool exercise for seniors to swimming lessons for toddlers and pre-schoolers. The desire to make the swimming pool more versatile led to the idea for turning swimming pools into recreational areas at will. With this technology, several 25-meter pools with a movable floor can easily be transformed into a recreational landscape or used as a pool for a specific target group to expand an area for toddlers and pre-schoolers, for instance.

Interactive swimming pool floor

Turn your swimming pool into an interactive playground for young and old. The options range from water games to fountains that spray upwards in response to actions from the various games available.

This allows the visitor to interact with the various

designs projected onto the pool floor, drawing them into the game. The pool floor is elevated to about 10 cm below the water surface, after which the projection can begin. A very powerful projector equipped with 3D tracking cameras is placed above the pool, mounted in a special housing.

Innovation through years of development

Area H2O is operated by means of a touch screen located on the poolside.

The system is easy to operate and the games can be started in quick succession. The 3D tracking camera analyses the users' movements and jumps. The game will respond to this and project the image of the game onto the movable floor. As a result, Area H2O comes to life!



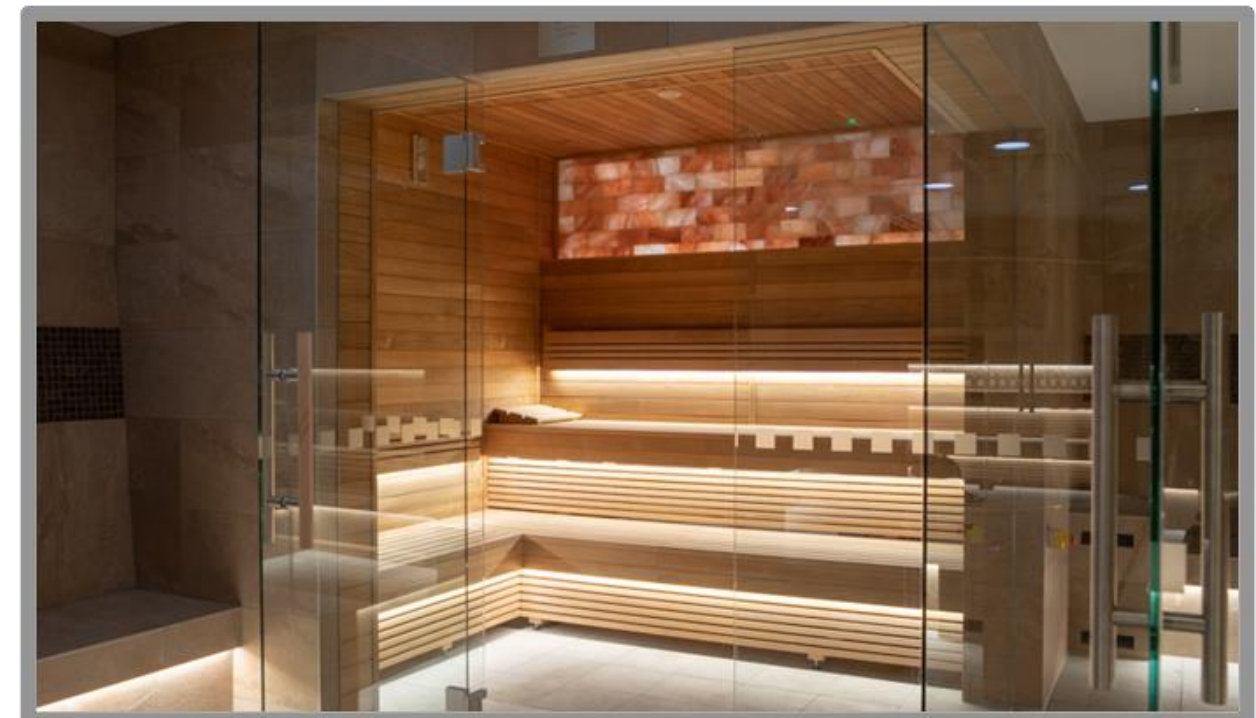
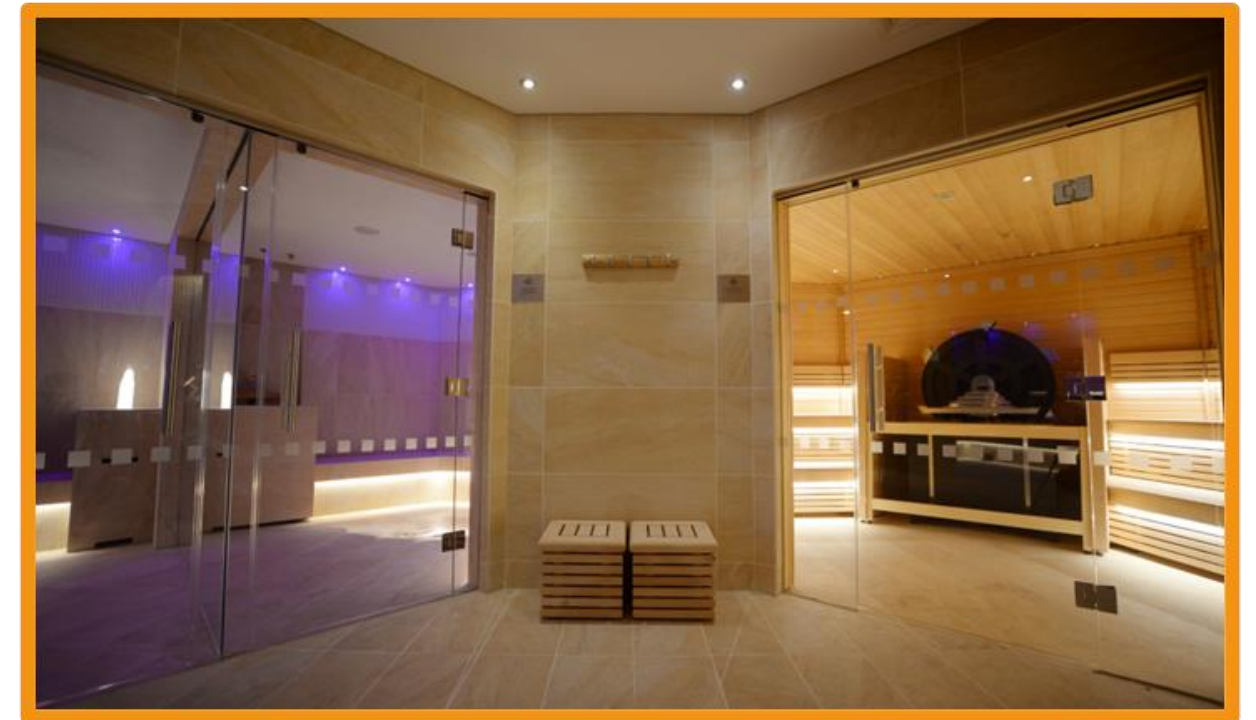
**Unique
Innovation**

Product Solutions

10.13 Product Solutions | Sauna and Steam

Sauna and Steam

Saunas and steam rooms are heat therapies that have been used for centuries to promote relaxation and health. They both involve exposing the body to high temperatures but differ in the way they produce heat. Saunas use dry heat while steam rooms use moist heat. Both can help to improve circulation, relieve muscle tension, and promote detoxification.



Product Considerations

10.14 Product Solutions | Food and Beverage

Food and Beverage

To compliment the indoor leisure solutions, a good F&B offering is vital to maximise on foot traffic, dwell times and increased secondary spend.

Catering options can vary from small serving pods that might specialise in hot beverages and snacks, through to full restaurants offering table service.





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Name of project, policy, function, service or proposal being assessed:	Carlton Leisure, Wellbeing & Community Centre			
The main objective of (please insert the name of accessed document stated above):	The Carlton Leisure, Wellbeing & Community Centre Project aims to deliver a modern, inclusive, and financially sustainable facility to replace the ageing Carlton Forum Leisure Centre. Located at the refurbished Richard Herrod Centre, the project will provide a high-quality, multi-functional space that meets the health, fitness, and wellbeing needs of the local community. The proposed facility mix includes swimming pools, a large gym, group and specialist studios, community rooms, a café, and indoor bowls provision—shaped through consultation and evidence-based planning. Environmental sustainability is a core priority, with the design incorporating energy-efficient systems, low and zero-carbon technologies, and features aligned to best-practice environmental standards. The project also supports the Council’s strategic goal of improving operational efficiency by consolidating services, reducing annual subsidies, and enhancing long-term viability. Crucially, the development is being shaped through ongoing community and stakeholder engagement, ensuring the final outcome reflects local priorities and delivers inclusive, accessible services. The scheme forms a key part of Gedling Borough Council’s broader leisure transformation strategy, aiming to modernise provision, address financial challenges, and provide high-quality leisure services for future generations.			
What impact will this (please insert the name) have on the following Please read guidance before completing.				
Category	Negative	Positive	No impact/ Negligible change	Mitigation/ Comments

Behaviour & Culture Change		X		The new Carlton Leisure, Wellbeing & Community Centre must reflect a growing cultural shift towards sustainability. Users increasingly expect environmentally responsible design and operations, and the facility can play a key role in promoting climate-conscious behaviour. Considerations include enabling sustainable travel (cycling, walking, EVs), providing clear environmental messaging, integrating flexible, resilient spaces, and embedding sustainability into staff training and operations. Visible green features and inclusive engagement will help foster a community culture of climate responsibility, positioning the Centre as a leader in environmental wellbeing
Built Environment		X		The Carlton Leisure, Wellbeing & Community Centre will have a positive impact on the built environment by replacing an ageing,

				inefficient facility with a modern, low-carbon, and climate-resilient building. Design features such as improved insulation, low/zero carbon technologies, efficient MEP systems, and sustainable materials reduce emissions and future-proof the site against rising energy costs and extreme weather. The development also improves local environmental quality through better land use, accessibility, and energy performance.
Transport		X		The project is expected to have a positive impact on transport-related climate outcomes. By consolidating leisure services into a single, modern site, the Carlton Leisure, Wellbeing & Community Centre can reduce the need for cross-borough travel. The design encourages low-carbon travel through improved pedestrian access, cycle storage, and consideration of active

				travel routes. Integration with public transport and provision for electric vehicle (EV) charging further supports sustainable travel behaviour, helping reduce transport-related emissions.
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Climate Impact Assessment



Energy, Natural Resources & Climate Change		X		The project will have a positive impact by prioritising energy efficiency and resource-conscious design. The new facility is being developed to incorporate low and zero-carbon technologies, energy-efficient building systems, and compliance with Part L building regulations. Design elements such as natural ventilation, solar gain management, LED lighting, and high-performance insulation will reduce energy consumption and operational emissions. The project also aims to minimise waste during construction and operation, supporting a low-resource, climate-resilient approach.
Waste Reduction & Recycling		X		The project is anticipated to have a positive impact by embedding waste reduction. Once operational, the facility will feature clear recycling infrastructure, responsible waste

				management systems, and promote circular behaviours among users and staff. These measures will help reduce landfill contribution and support long-term sustainability goals.
Blue-Green Infrastructure/Biodiversity		X		The project is expected to have a positive impact by incorporating elements that support biodiversity and natural water management. Opportunities exist to enhance green space around the site, introduce native planting, and integrate sustainable drainage systems to manage surface water and reduce flood risk.
Procurement & Purchasing		X		The project aims to have a positive impact by embedding sustainable procurement practices throughout the supply chain. By working through the UK Leisure Framework and engaging experienced partners, the project can prioritise low-carbon materials, local sourcing, and suppliers with strong environmental

				credentials. This approach reduces embodied carbon, supports ethical and responsible purchasing, and encourages circular economy principles, contributing to the overall sustainability of the development.
In response to the information provided above please provide if there is any proposed action including any consultation that is going to be carried out				
Planned Actions	Timeframe	Potential Outcome	Responsible Officer	
Consultation 1	8-12 weeks	- Identifies community priorities such as energy efficiency, sustainable travel, biodiversity, and waste reduction. - Ensures climate-related feedback is reflected in the final design and operation of the facility. - Supports stronger community buy-in and engagement with the project. - Informs behaviour change initiatives promoting sustainability.	Lance Juby	
Consultation 2	4 weeks	Enables stakeholders to visualise and understand	Lance Juby	

		the centre's low-carbon and sustainable design features. • Provides an opportunity to gather feedback on climate-resilient elements such as natural ventilation, daylighting, and green infrastructure. • Encourages input on how the layout supports sustainable behaviours, including walking, cycling, and efficient energy use. • Demonstrates the project's commitment to climate action, helping to build community trust and support. • Informs potential enhancements to environmental performance by highlighting user preferences and concerns early in the design process.	
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Sustainable Design Integration	12 weeks	The facility will incorporate energy-efficient systems, low and zero-carbon technologies, and	Tom Fletcher
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		design features that respond to Part L regulations and environmental best practice (e.g. solar gain control, natural ventilation, high-efficiency MEP systems).	
Climate-Resilient Infrastructure	2 months	Consideration is being given to flood mitigation, sustainable drainage systems (SuDS), and materials that reduce overheating and energy demand	Tom Fletcher
Carbon Management and Performance Monitoring	6 weeks	A carbon management strategy will be developed, supported by metering, monitoring systems, and energy performance targets across RIBA design stages.	Tom Fletcher
Sustainable Travel Support	3 months	Plans include active travel infrastructure (cycle storage, pedestrian links), EV charging points, and integration with public transport to reduce transport-related emissions.	Tom Fletcher/ Lance Juby/ Nathan Wall

Authorisation and Review

Completing Officer	
Authorising Head of Service/Director	
Date	
Review date (if applicable)	

