Gedling Borough Council

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.

<u>Carlton Forum and Richard Herrod Centres</u>

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 its 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	
2024/25Current Subsidy	£540,300
Net Income of Core	(£186,300)
Net Incoe 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 Councils 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 or subsidy cannot be sustained. This leaves two options for the Council, which has a duty to deliver its core statutory services, either investment 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 if 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