Gedling Borough Council

Leisure Strategy 2025

CONTENTS

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.

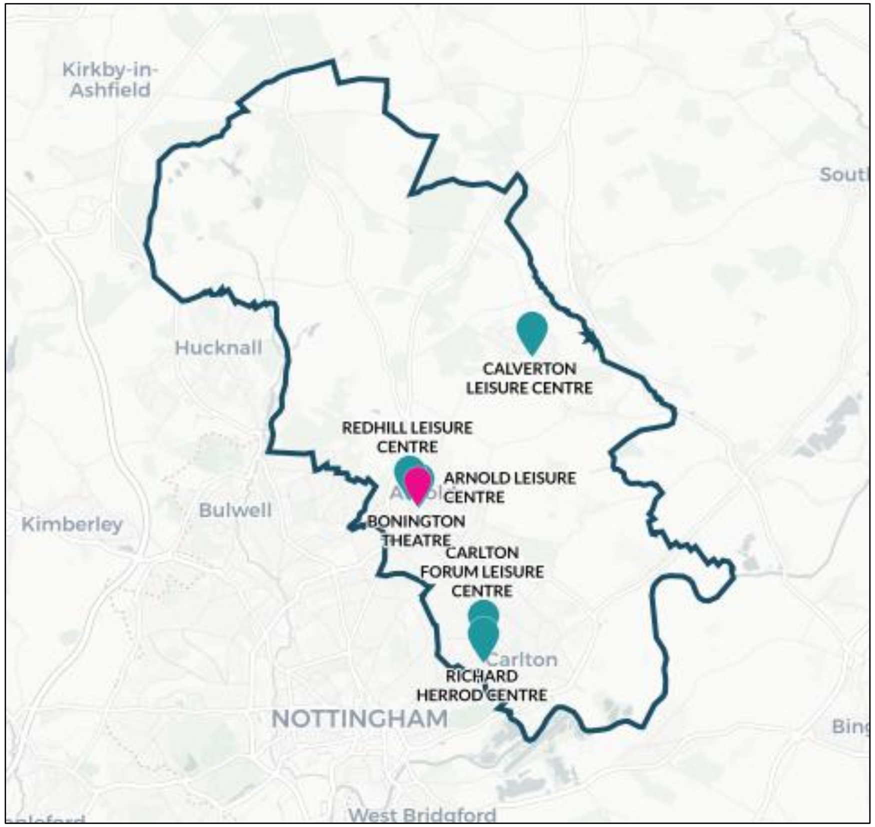
1.6. The facilities included within the scope of this strategy are:

- 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



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 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

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 investment[1].

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.

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

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

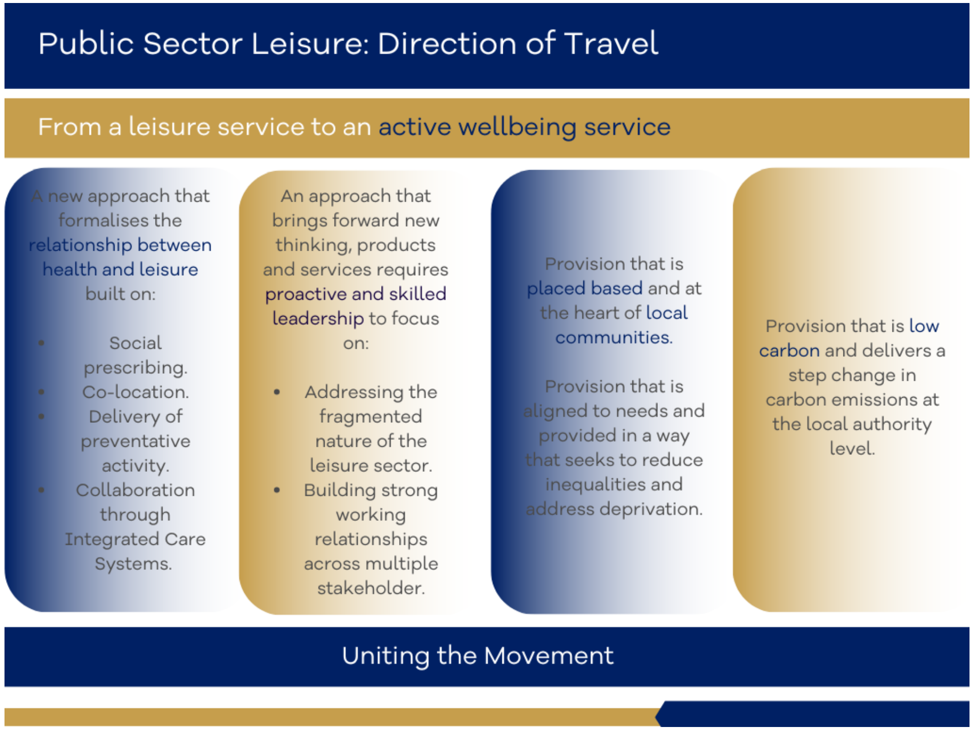
2.1.3. The strategy highlights that:

"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.

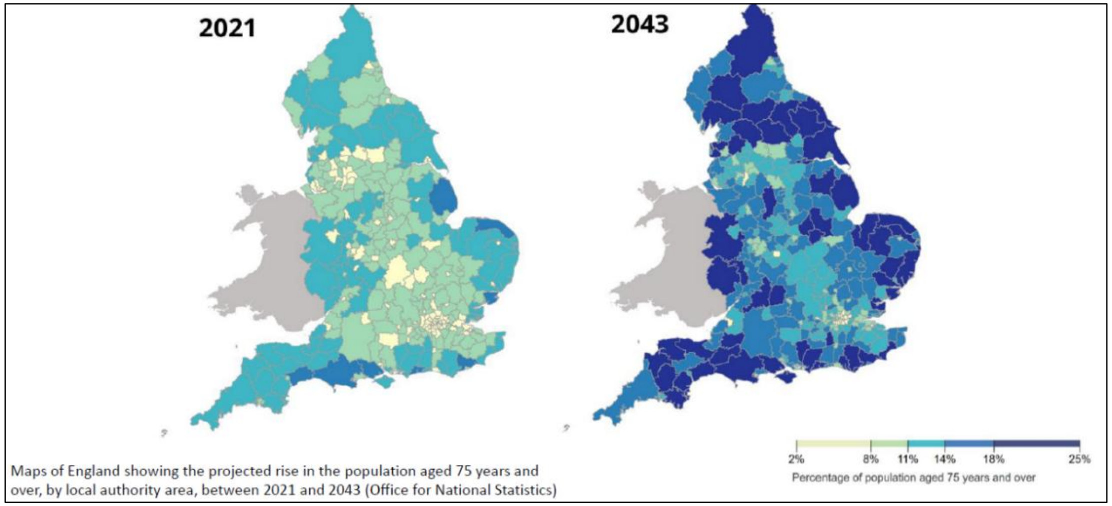
2.2.2. England has an ageing population, with many rural and coastal areas ageing at a faster rate and over recent years (Post-Covid) healthy life expectancy at birth has reduced[2].

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).

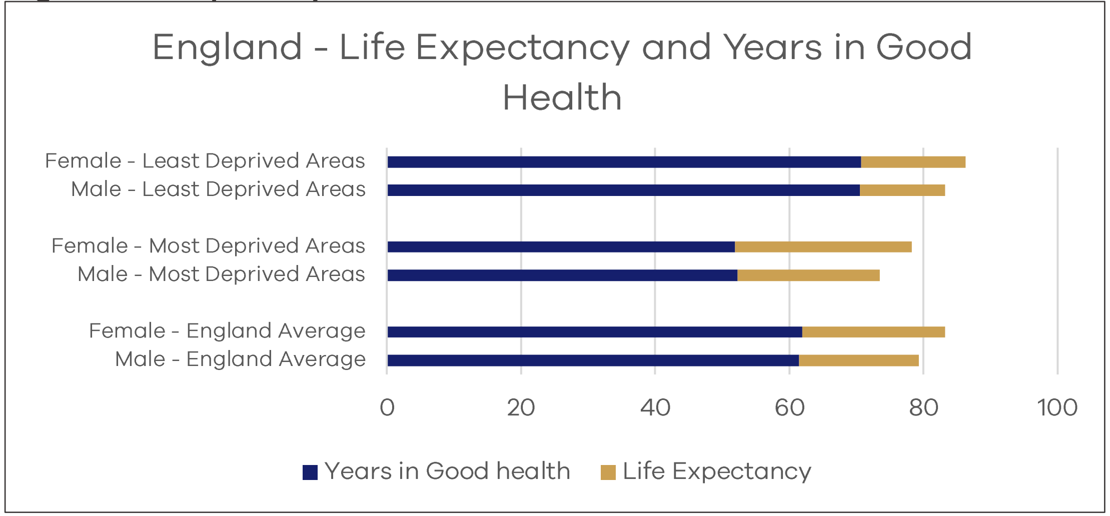
2.2.5. Some of the key national statistics for health conditions across England are set out below.

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



Maps of England showing the projected rise in the population aged 75 years and over, by local authority area, between 2021 and 2043 (Office for National Statistics)

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 4[4]. Given the concerning national health statistics, there is an opportunity for active wellbeing to play a critical role in prevention, treatment and rehabilitation.

Figure 5 - Health Impact of Physical Activity

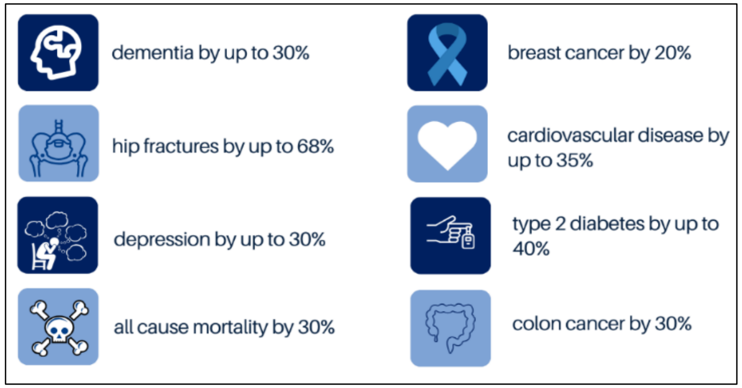
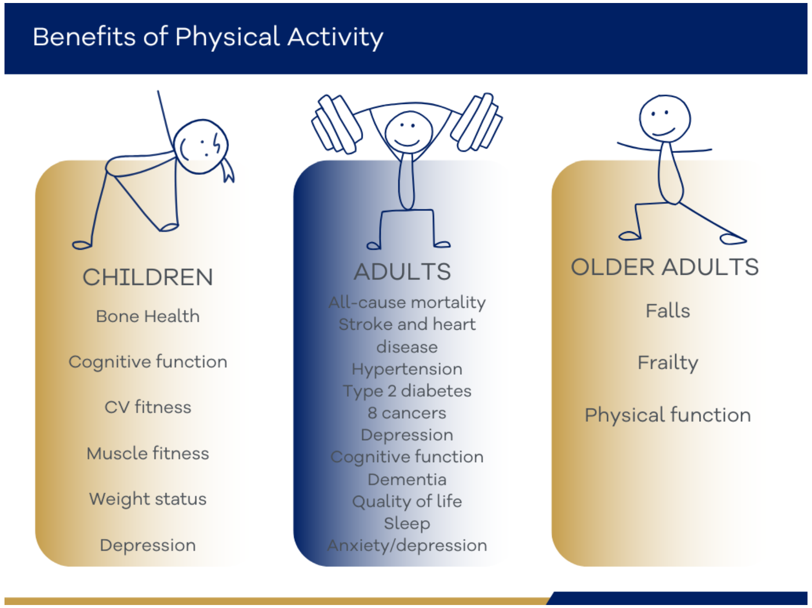


Figure 4 - Benefits of Physical Activity



2.3.2. Additionally, recent research by the Youth Sport Trust[5] 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.

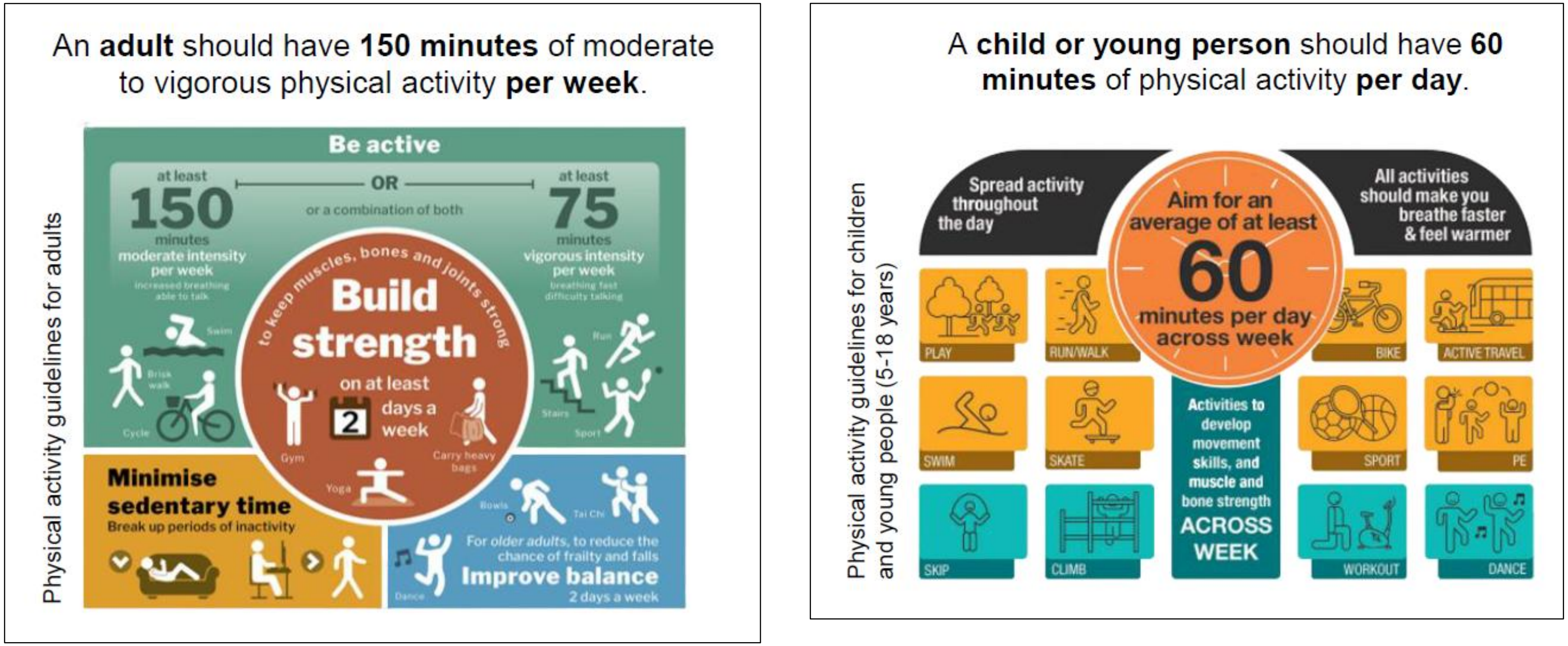
2.3.3. There is also a positive association between activity levels and mental wellbeing in that people who engage in sport and physical activity are less likely to feel lonely.

[4] UK Chief Medical Officers' Physical Activity Guidelines

[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 Office[7].

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

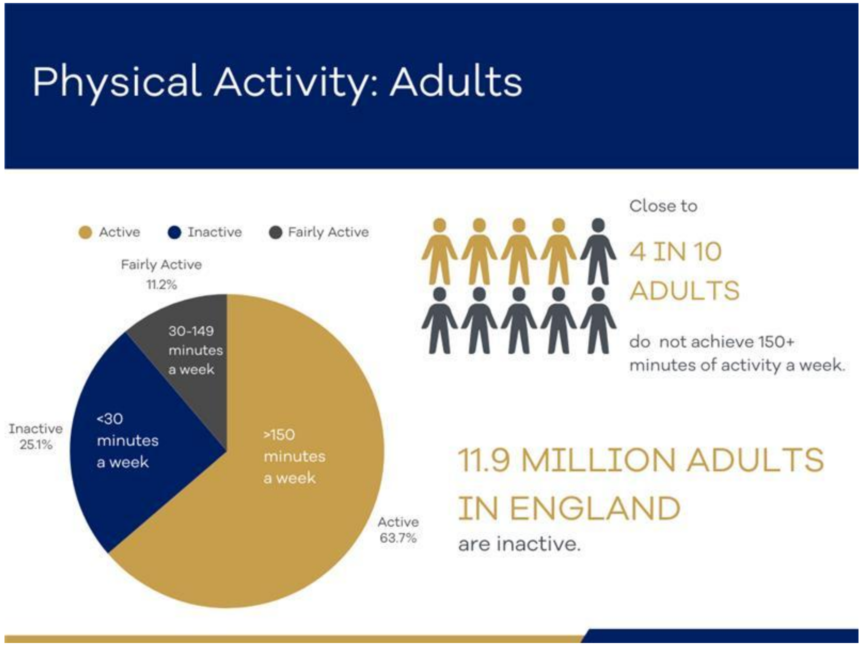
2.4.1. The UK population is around 20% less active than in the 1960's and if current trends continue it will be 35% less active by 2030.[8]

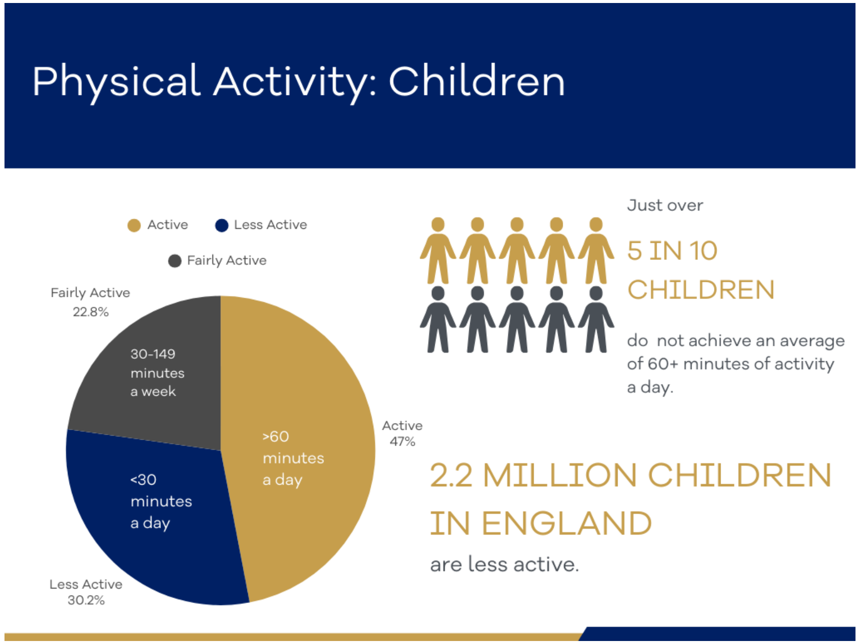
2.4.2. Just over a quarter of all adults aged 16+ in England are classed as inactive and less than 50% of children are reaching the Chief Medical Officers (CMO) Guidelines of being active for at least 60 minutes per day[9].

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.

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





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

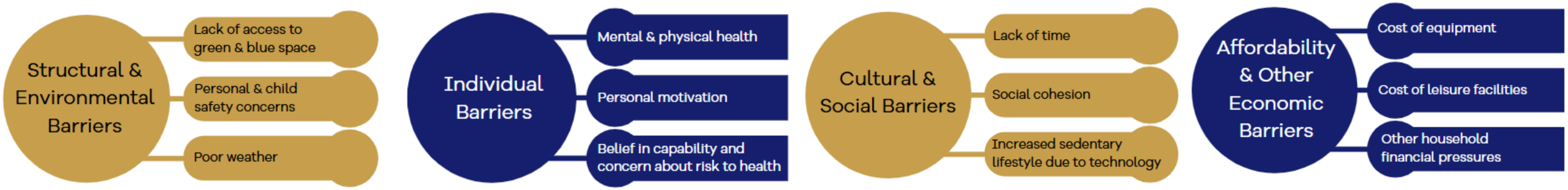
[9] Active Lives | Sport England

[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 10[11].

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 billion[12].

Figure 11 - Wellbeing Impact of Different Demographic Groups

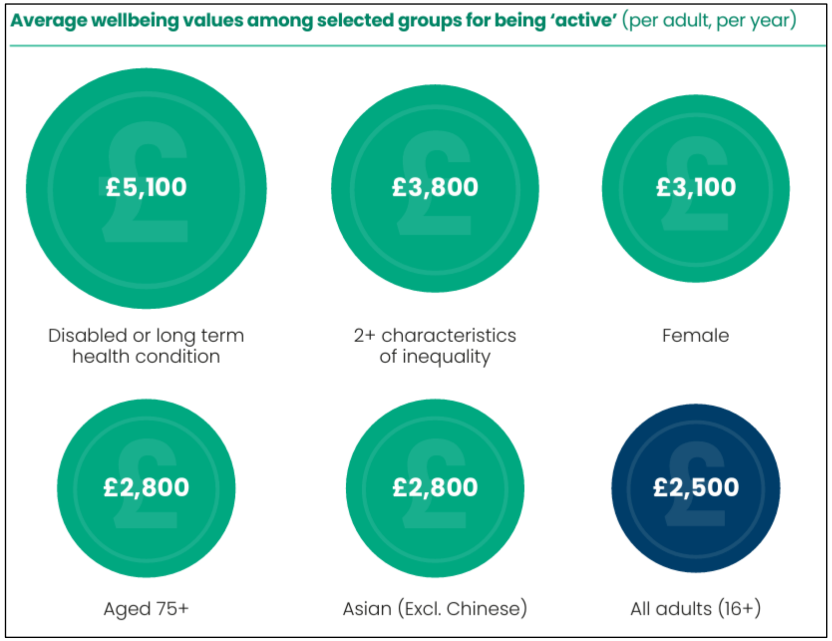
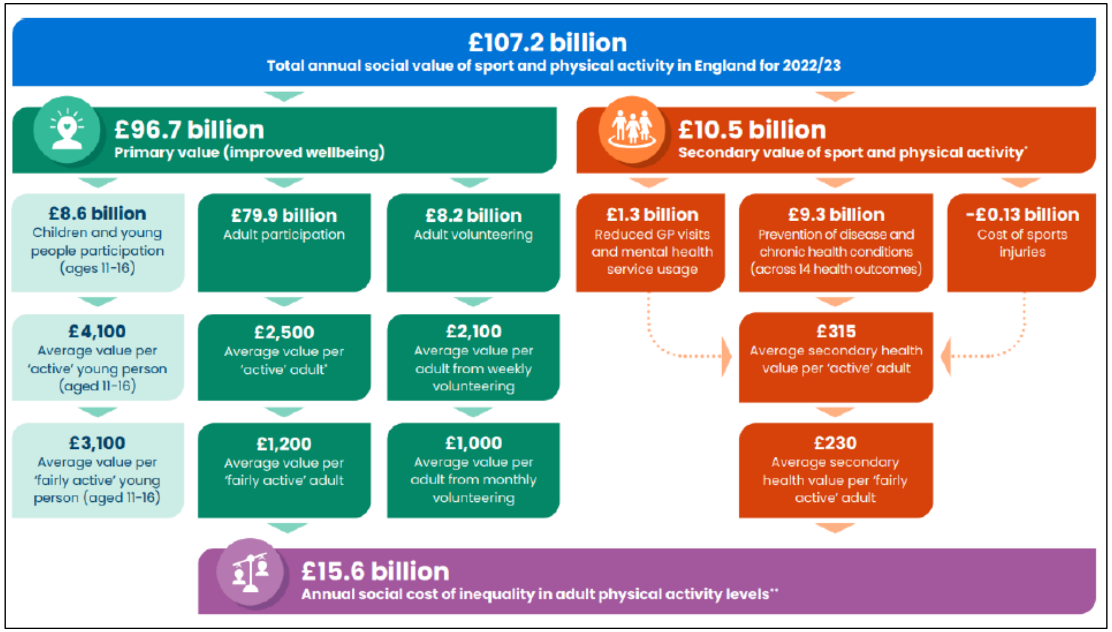


Figure 10 - Social Value Impact of Sport & Physical Activity



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).

[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.

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

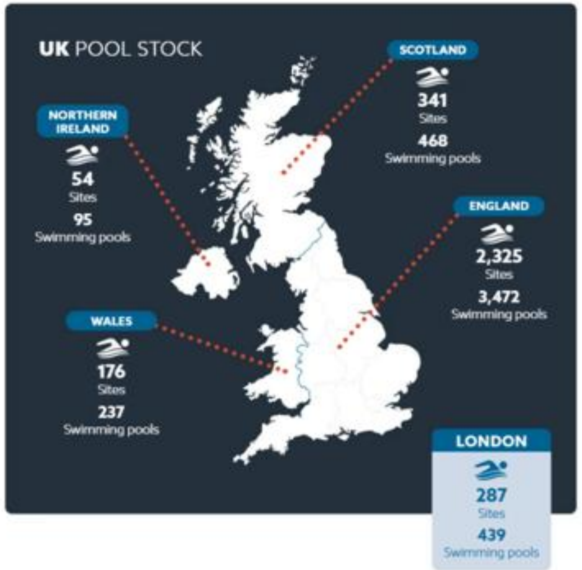
2.7.1. The most recent State of the UK Swimming Industry Report key findings are below;

- 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

Public centres	1,613
Pools	2,659
Openings	9
Closures	25
Average fee (pay-per-swim)	£5.59

76.4% of the total UK population live within 2 miles of a public sector swimming pool



FEES & PRICING

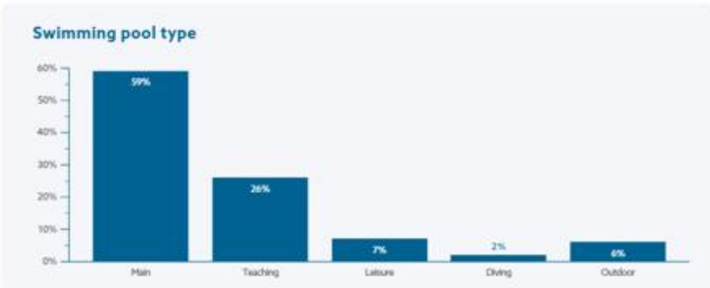
TOP 10 POOL OPERATORS

Regional breakdown	Average pay-per-swim fee
East Midlands	£5.56
Eastern	£5.77
London	£6.31
North East	£5.21
North West	£5.34
Northern Ireland	£4.31
Scotland	£5.21
South East	£6.21
South West	£5.68
Wales	£5.21
West Midlands	£5.39
Yorkshire & Humber	£5.54

POOL FACILITIES

Across the UK's 2,659 public sector pools...

- 59% are main pools
- The average (mean) dimensions are 21m (length) by 10.5m (width)
- 303 have a moveable floor
- 100 have diving boards (321 boards in total)



MANAGEMENT MODELS

All public centres with a pool	2023	2024
Centres	1,646	1,613 (-2.0%)
Pools	2,703	2,659 (-1.6%)

Trust operators	2023	2024
Centres	833	810 (-2.8%)
Pools	1,439	1,401 (-2.6%)

Leisure management contractors	2023	2024
Centres	186	181 (-2.7%)
Pools	344	338 (-1.7%)

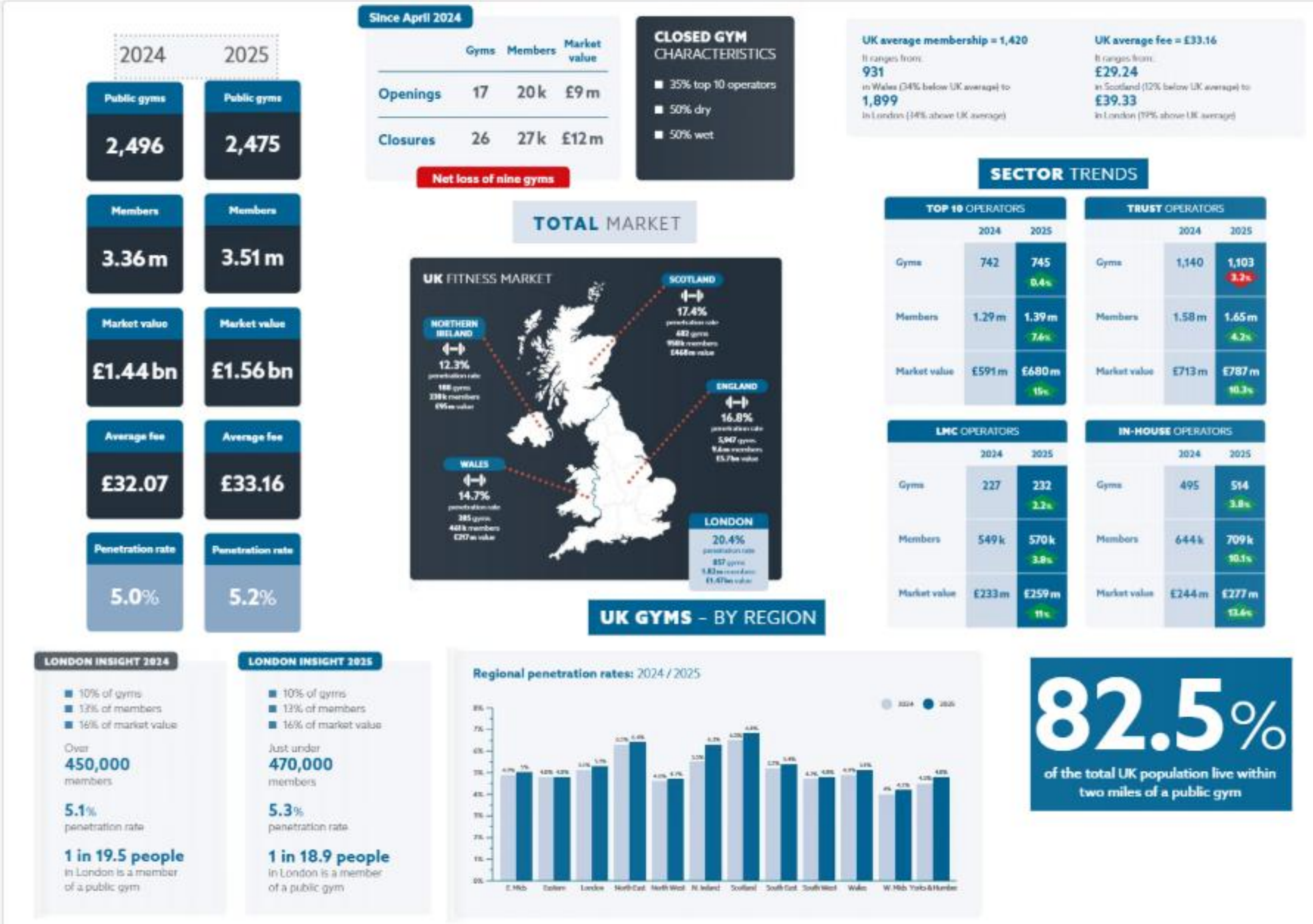
In-house operators	2023	2024
Centres	358	365 (+2.0%)
Pools	604	621 (+2.8%)

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

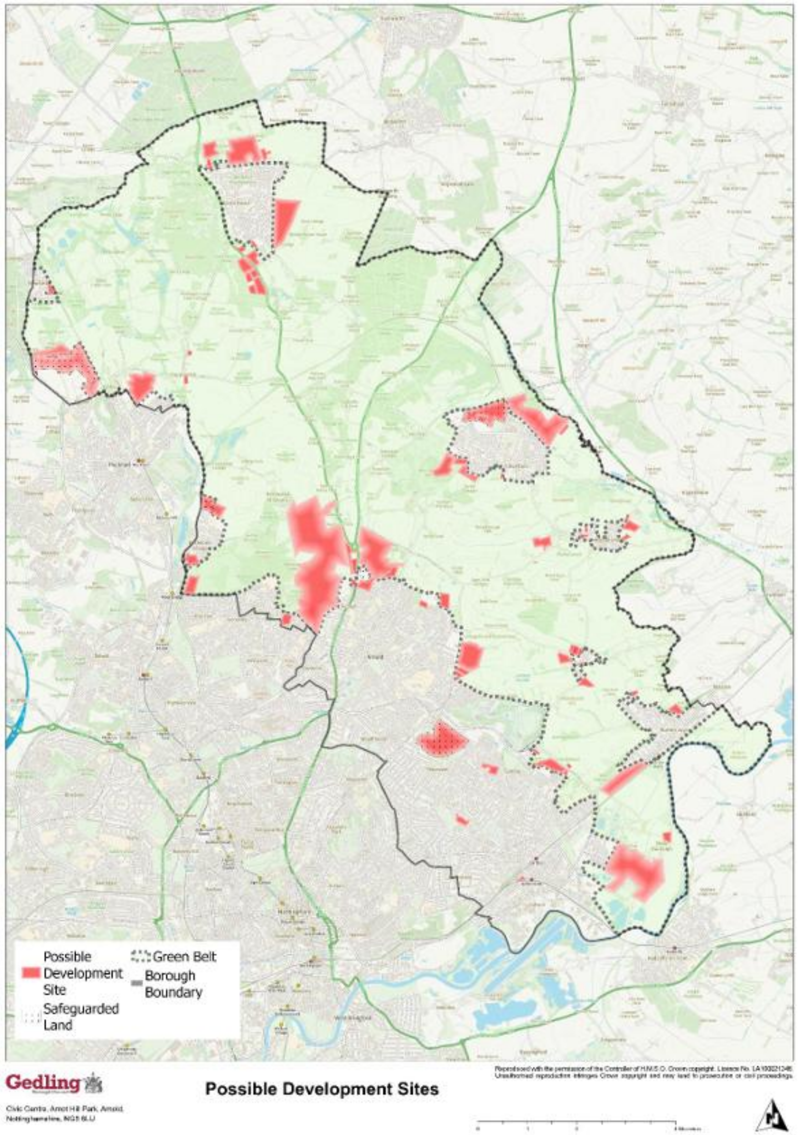
3.2.1. Initially, Gedling Borough Council had been preparing the Greater Nottingham Strategic Plan in conjunction with Broxtowe Borough, Nottingham City and Rushcliffe Borough Councils. However, Gedling Borough Council has decided to opt out of the Greater Nottingham Strategic Plan and develop its own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

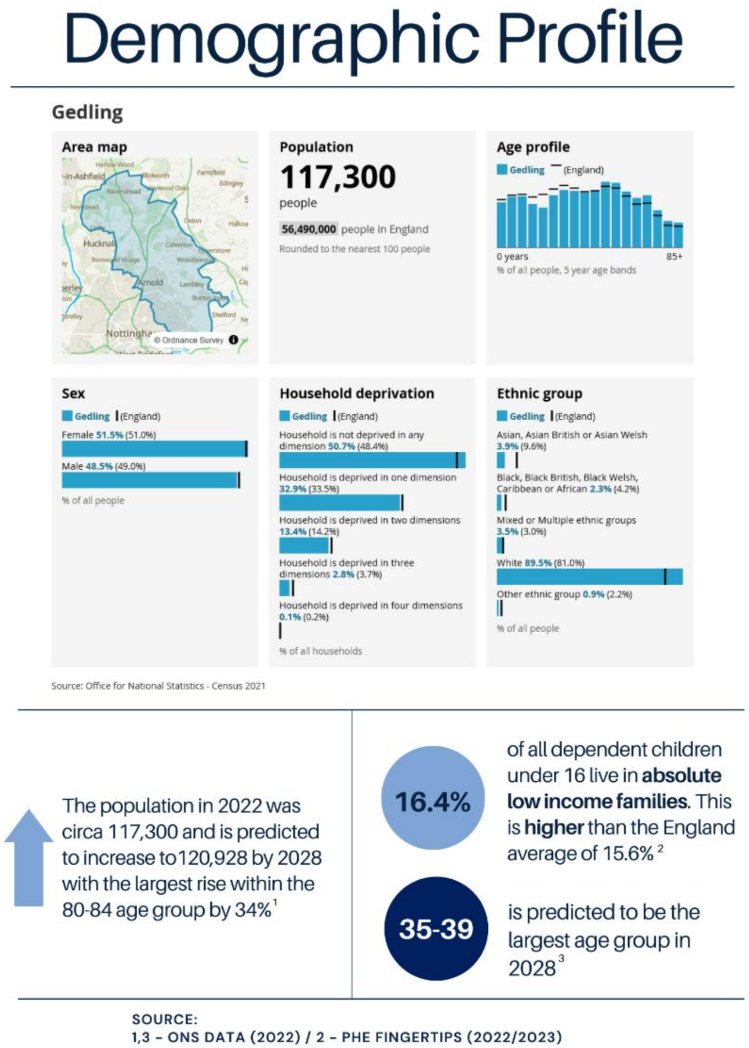
3.5.2. The figure overleaf sets out the insight data used to understand the socio demographic context of the Council area to 2028. The new leisure centres will need to meet the needs of the current and future demographic and health profile of the area and local catchment.

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

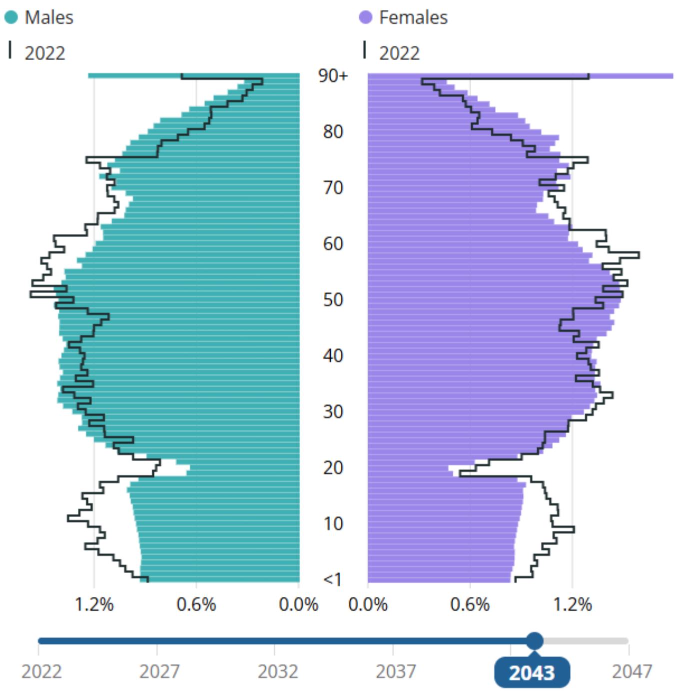


14 ONS Data 2022

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



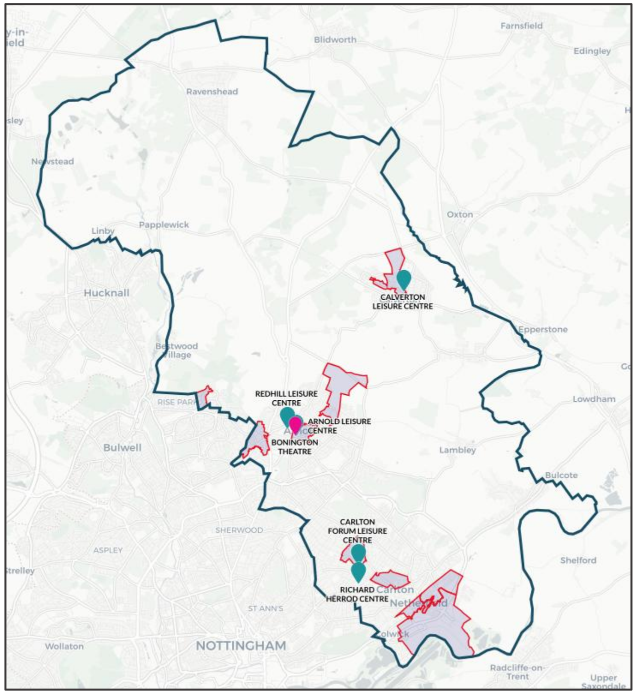
15 ONS Population Projections 2022

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 Deprived[16]



[16] https://datahubmaps.com/Gedling-Leisure-Centres/

3.5.11. **Child Poverty**

3.5.12. An assessment of child poverty in Nottinghamshire[17] 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.

[17] Child poverty 2023/2024
[18] Sport England Active Lives 2022-23

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 active[18], 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.

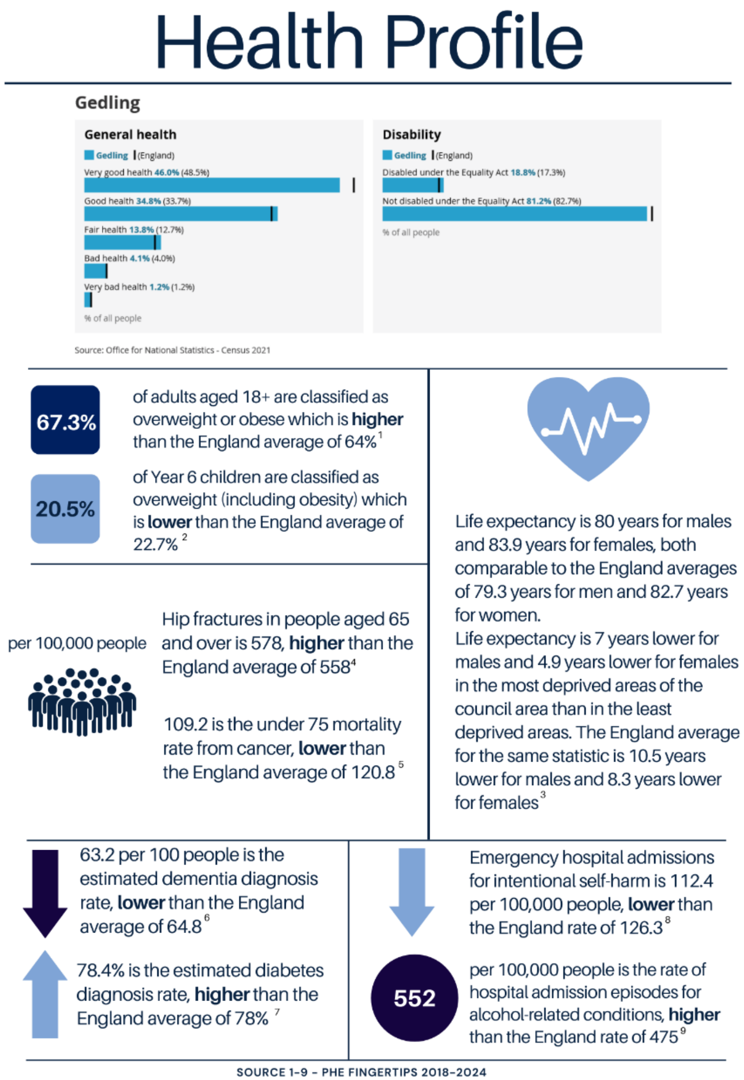
3.5.22. For both men and women, life expectancy and inequality in life expectancy for those in the most and least deprived areas are both lower than the national average.[19]

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.

[19] PHE Fingertips 2018-2020

Figure 18 – Key Health Statistics

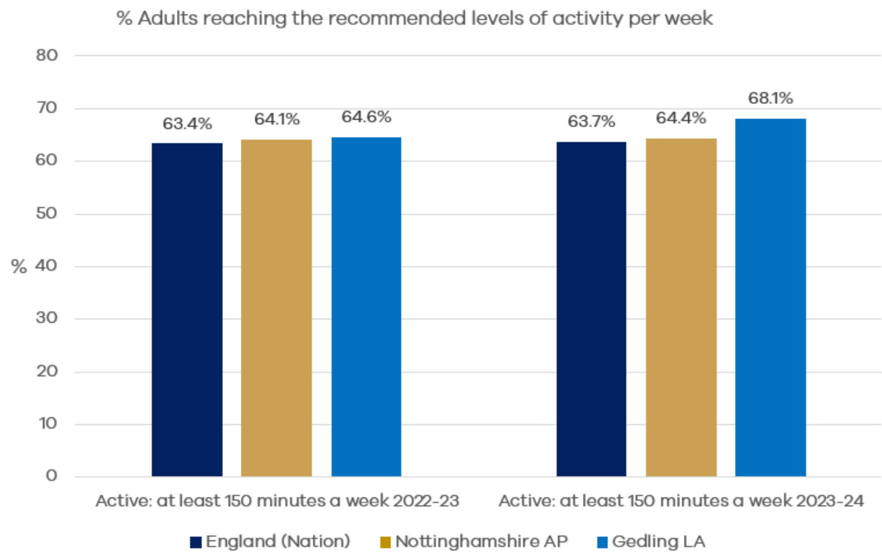


3.6. Physical Activity Levels

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 Adults[20]

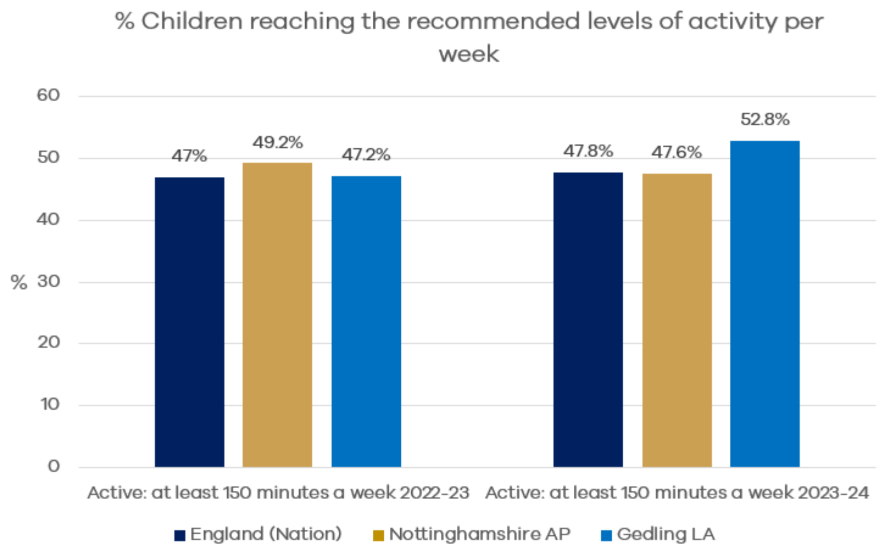


[20] Sport England Active Lives 2021-22/2022-23

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 People[21]



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

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

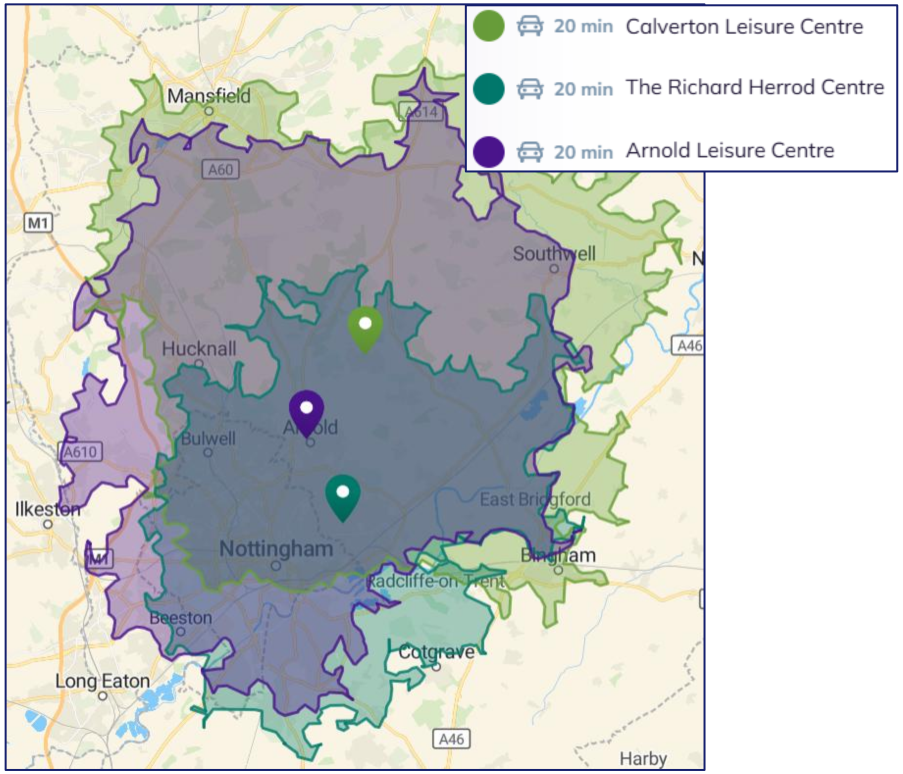
- When looking at the population projections and age profile, the centres will need to continue to serve a growing and ageing population, which is particularly important considering the older age profile of the Council area.
- Future activities and programming must continue to serve high levels of activity 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.

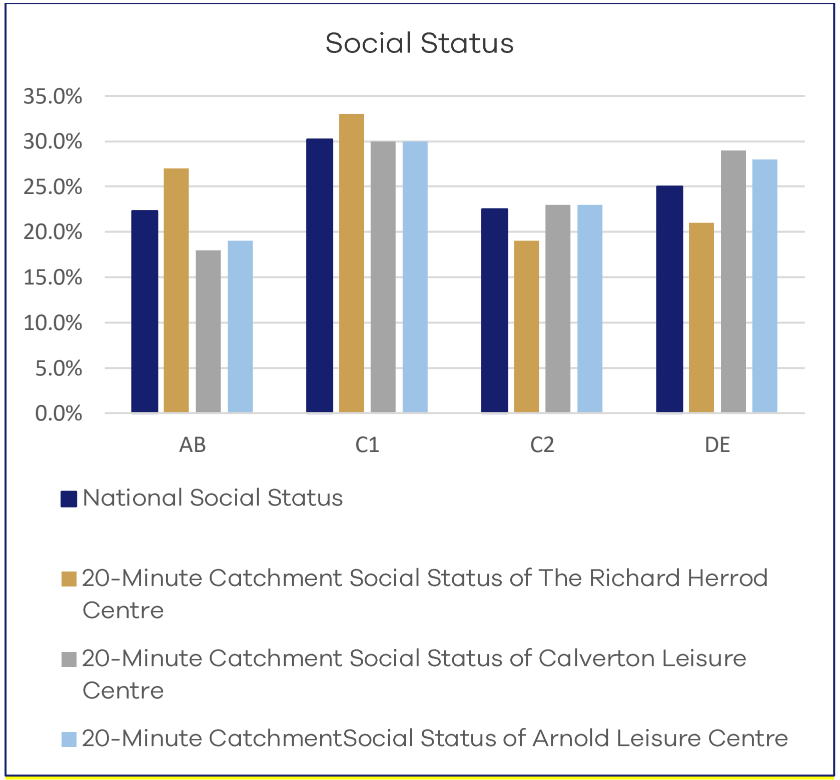
4.3.4. Arnold Leisure Centre, by comparison, has a much larger catchment of 752,042 and also shows an elevated proportion of 15–24 year-olds, though to a lesser extent than Richard Herrod/Carlton Forum. The size and relative youthfulness of Arnold's catchment suggest strong market potential for both 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 sites[22].

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 data[23]. 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

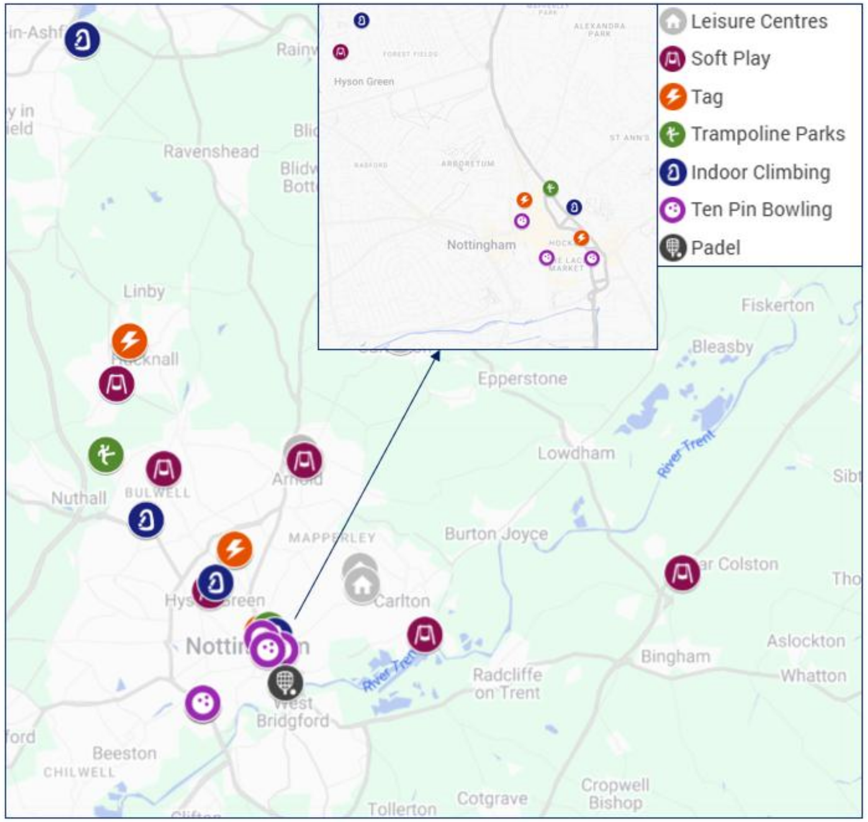
4.4.1. A review of commercial leisure competition within a 20 minute drive time of each leisure centre has been completed. Due to the location of the leisure centres and the close proximity of Nottingham City Centre, there is considerable commercial leisure competition within the catchment areas.

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.

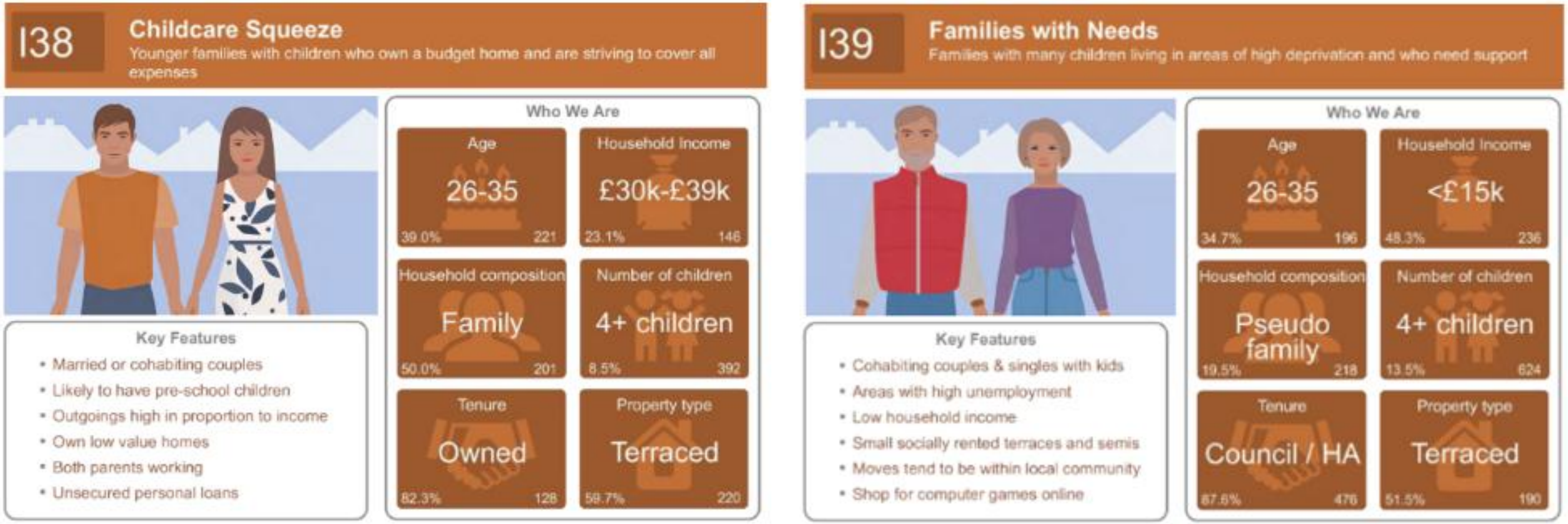
4.5.6. The 'Childcare Squeeze' subgroup is made up of families with younger children who have stretched their finances to purchase low-cost homes. Although both parents often work, their combined income is modest, making it difficult to cover household bills and childcare expenses.

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.

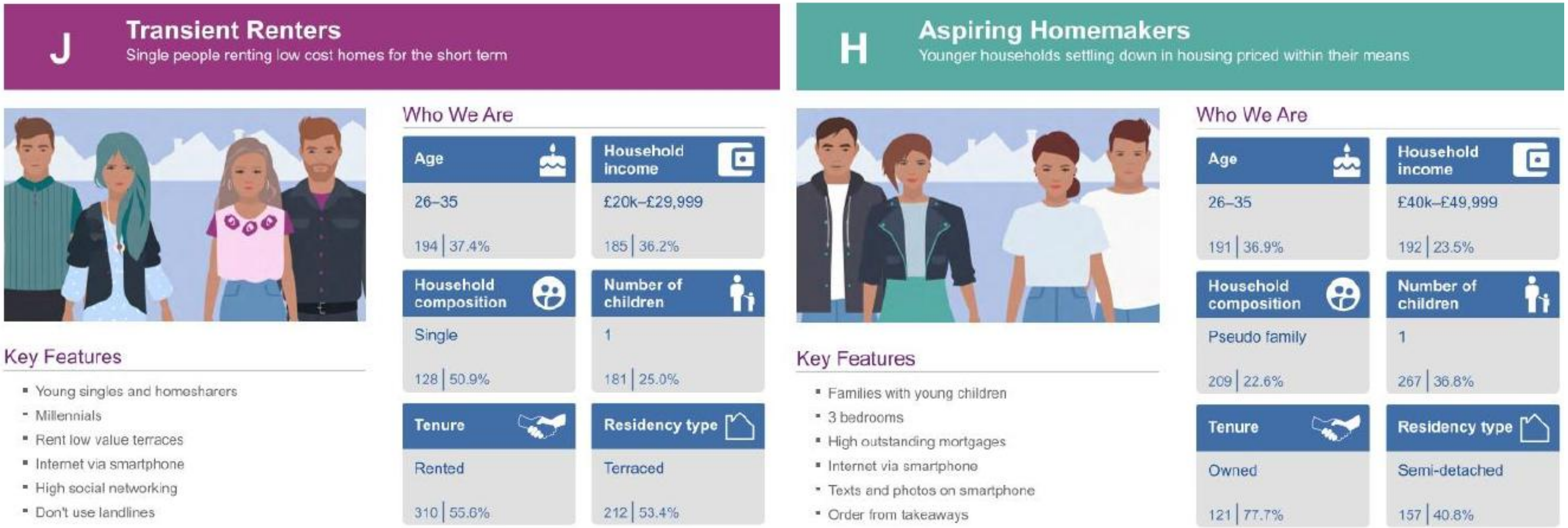
4.5.12. Within a mile of Richard Herrod Centre, there are over 42k people; this rises significantly to almost 117k in 2-miles (as you begin to include the central Nottingham population). An 8-minute drive time reaches almost 85k people and this is where most members come from. Of the 85k people in this 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			-£40,500	-£78,004			-£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 Supsidy/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 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
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 technically 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.

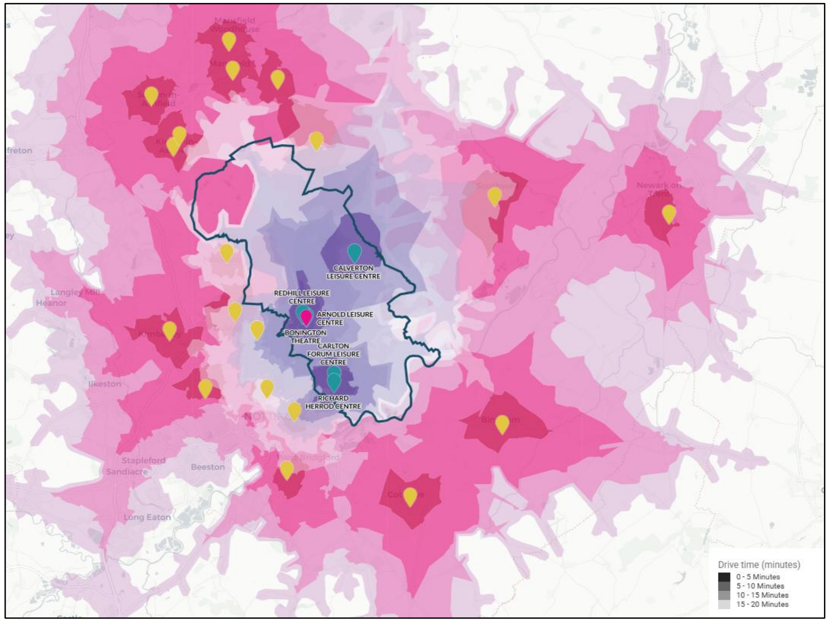
6.2.3. The strategy highlighted that the Council should look to provide an additional full size 3G pitch provision due to a large degree of unmet demand.

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

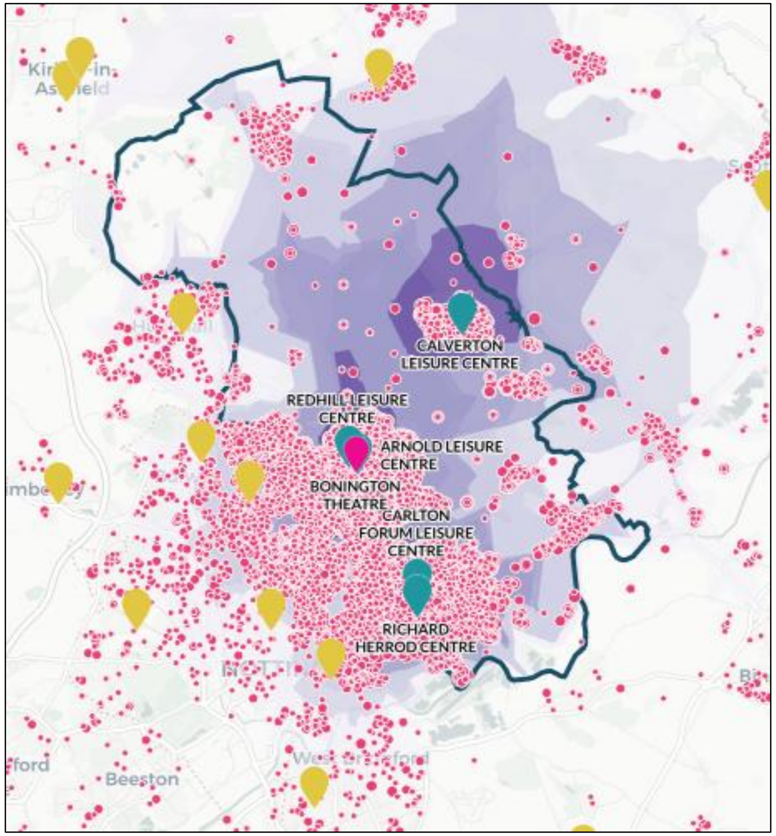
7.1. The map below shows the Council's leisure centres and neighbouring authority leisure centres along with a 20 minute drive time catchment.

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

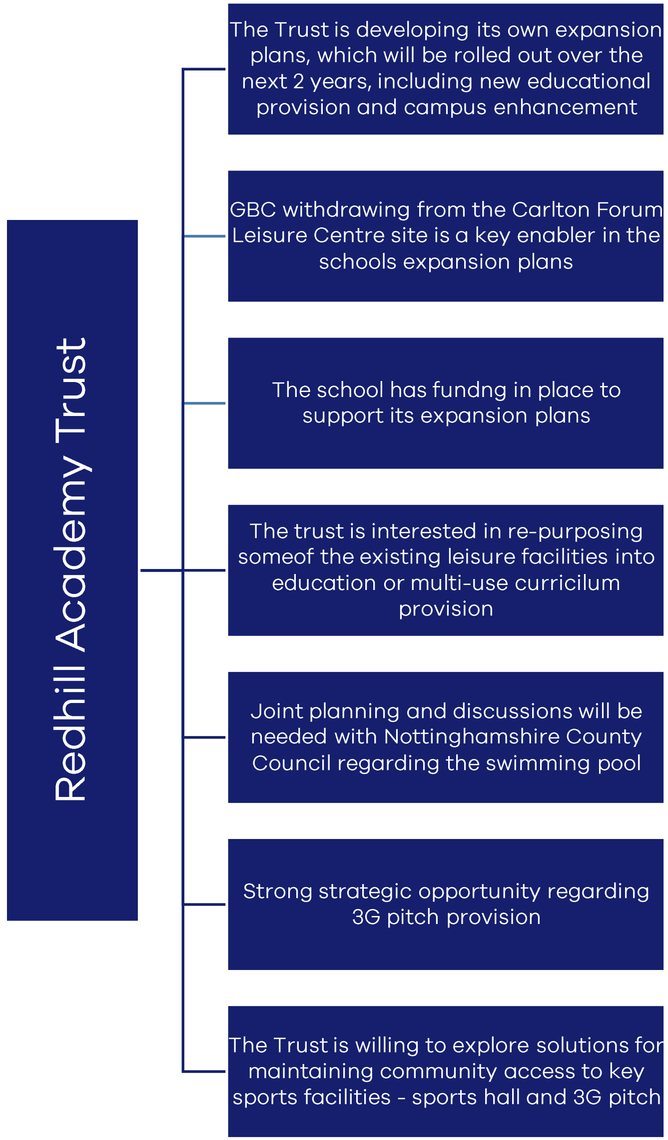
Figure 25 - Health & Wellbeing Engagement - Key Themes

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. They 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.

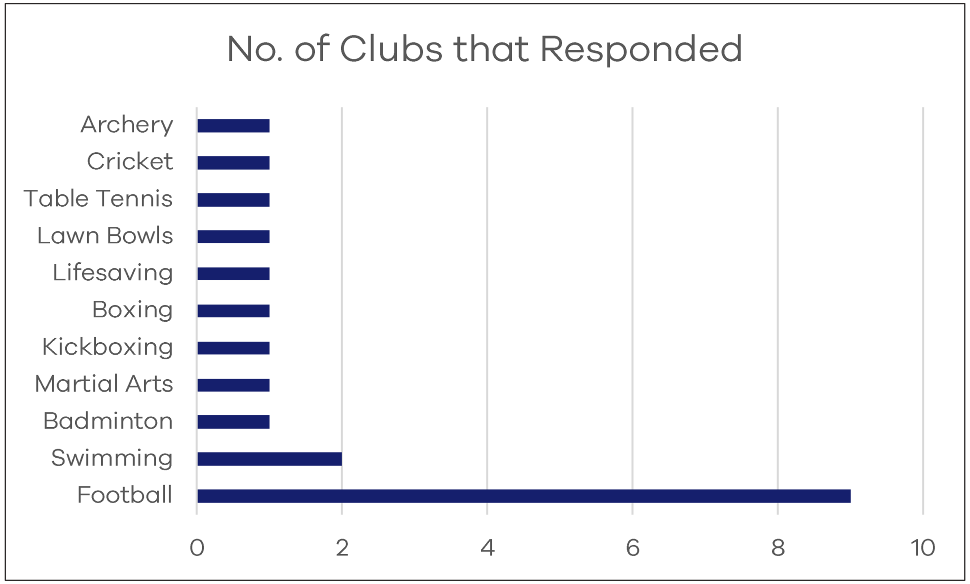
8.4.8. Swim England also recommend:

- 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



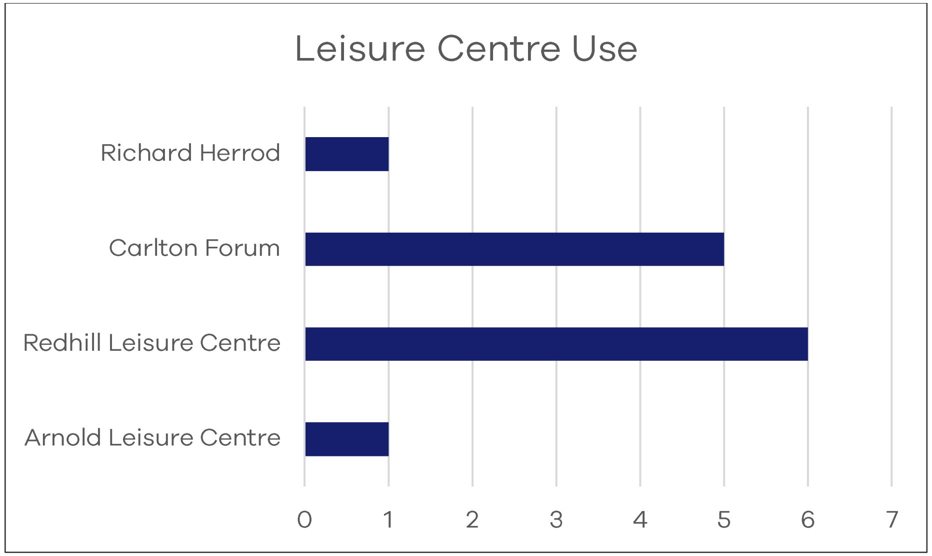
8.5.2. Of the 20 clubs that responded 13 use the Councils leisure centres.

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 2024/25[24]. 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

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).

[24] Spend per head = total catering/vending income divided by the total number of visits 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**
Add consideration for 25% of members from outside catchment			*+851*
Minus consideration for competition / decay on catchment fringes			*-350*
Estimate of Total Demand for Health & Fitness			**3,053**
Minus current membership number (approx.)			*-1,894*
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.