

LIBERTY LEISURE LTD PERFORMANCE REPORT QUARTER 1: 2025-26

SALES AND ATTENDANCES

1. FITNESS MEMBERSHIPS

Achieved 2024-25	Target 2025-26	End Q1 2025-26	Comments
3,320	3,488	3,341	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell.
	GYM BLC = 2,628 CO = 370 Exercise Referral = 490	GYM BLC = 2,470 CO = 340 Exercise Referral = 531	Exercise Referral memberships are exceeding targets with the use of Greasley and Wise Moves

ACTIONS TO GROW MEMBERSHIPS

1. Continue with planned marketing activities to encourage new people to join at one of the leisure centre sites.
2. Review and improve the digital journey to increase the number of members accessing health improvement programmes.
3. Grow Exercise Referral through direct marketing being undertaken by General Practices.
4. Continue to deliver exercise referral in the north of the borough with Greasley Sports and Community Centre.
5. Continue to grow the recently started corporate health checks to encourage more take-up of corporate memberships.
6. Continue to deliver member workshops to improve member retention by adding value to the membership.
7. Monitor fitness class programme across both sites to ensure high occupancy.

2. SWIM SCHOOL MEMBERSHIPS

Achieved 2024-25	Target 2025-26	End Q1 2025-26	Comments
2,193	2,290	2,151	Swim School memberships are on track for end of year target. Direct marketing swim school memberships to increase uptake

ACTIONS TO GROW MEMBERSHIPS

1. Continue to recruit and support volunteers to enable them to become swim teacher to increase the number of available swim teachers to deliver the programme.
2. Review the cancellation process of Swim School leavers.
3. Review the swim programme to increase occupancy and identify ways to improve retention.
4. Monitor public swimming programme to make use of the more popular sessions and improve attendances.

3. MEMBERSHIP TOTALS

Achieved 2024-25	Target 2025-26	End Q1 2025-26	Comments
5,513	5,778	5,492	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers.
	GYM BLC = 2,628 CO = 370 Exercise Referral = 490	GYM BLC = 2,470 CO = 340 Exercise Referral = 531	Currently 286 memberships down from end of year total
	SWIM SCHOOL BLC = 2,290	SWIM SCHOOL BLC = 2,151	

4. ATTENDANCES

Achieved 2024-25	Target 2025-26	End Q1 2025-26	Target Q1	Comments
800,736	777,500	202,469	194,375	Achieved target for attendance across Swim, fitness and exercise referral Estimated GSCC figures due to timing delay

5. FINANCE 2025-26

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	453,389	464,132	-10,743	1,856,529	1,813,722	-42,807	Increased NI, water and electricity charges
Utilities	58,313	93,250	-34,936	372,998	377,292	4,294	
Opps Expenditure	133,497	109,613	23,884	438,453	436,571	-1,882	
Insurance	0	7,550	-7,550	30,200	30,200	0	
VAT	0	39,413	0	157,652	157,652	0	
Service Charges	0	55,625	0	222,500	222,500	0	
TOTAL EXPENDITURE	645,199	769,583	-29,346	3,078,332	3,037,937	-40,395	
Schools	-17,568	-29,726	12,158	-118,905	-118,905	0	Gym and Swim memberships currently below financial budget
Gym Membership Income	-255,997	-261,267	5,271	-1,045,069	-1,023,986	21,083	
Swim Membership Income	-181,274	-190,588	9,314	-762,352	-725,097	37,255	
Opps Other Income	-193,363	-206,352	14,110	-825,407	-843,449	-18,042	
TOTAL INCOME	-648,201	-687,933	40,853	-2,751,733	-2,711,437	40,296	
Operating Balance	-3,002	81,650	11,507	326,599	326,499	-100	
Management Fee	0	-67,250	0	-269,000	-269,000	0	

							Currently forecasting at budget target
Surplus / Deficit	-3,002	14,400	11,507	57,599	57,499	100	

SUMMARY OF THE FACTORS INFLUENCING INCOME AND EXPENDITURE FOR 2025-26

1. The company completed a range of efficiencies including a staffing restructure in 2024/25, reviewed licenses, banking costs and introduced a pricing strategy. The purpose of the improving efficiencies was to mitigate continued rising costs and to try and reduce the costs to the council.
2. Increased water charges and electricity costs, whilst currently showing a reduction in gas.
3. Increased National Insurance charges for staffing.
4. Reduction in VAT payable due to less management fee to be received throughout the year.
5. The 2025-26 annual pay award is expected to be around a 3% increase (included in the staffing budget).
6. Operating income is broadly derived from three areas. Gym and Swim School Direct Debits are the most significant of these with income from general sports hire being spread over a range of activities.
7. Significant reduction in cost of insurance for 2025/26.
8. The total allocated management fee for 2025-26 is £269k + VAT, 2024-25 was £369k + VAT. Of this, £123k + VAT was not invoiced for.

9. TRANSFER FROM BALANCES

No money was transferred from balances during 2024-25. Operating gain of £794 in 2024/25.

10. RESERVES

Maximum reserve is set at £500,000 agreed with the council and the Board of Directors. The reserves at the start of 2024/25 were £442,033, and closed on £442,827.

Bank Balance:

End of Q1: £592,626

11. SUMMARY OF ADDITIONAL WORK AND DEVELOPMENTS DURING Q1 2025-26

- a) Continue to operate Exercise Referral at Greasley Sport & Community Centre to allow for continuous service in the north of the borough.
- b) The Company continues to work with the council and a range of partners to deliver the exciting pavilion project at Stapleford Pavilion, with an expected opening date in November.
- c) The Company is contributing towards developing plans for a new leisure centre at the Bramcote Site.