

Appendix

Liberty Leisure Limited Performance Report Quarter 2: 2025-26LIBERTY LEISURE LTD UPATE QUARTER 2: 2025-26SALES AND ATTENDANCES1. FITNESS MEMBERSHIPS

Achieved 2024-25	Target 2025-26	End Q2 2025-26	Comments
3,320	3,488 GYM BLC = 2,628 CO = 370 Exercise Referral = 490	3,417 GYM BLC = 2,518 CO = 341 Exercise Referral = 558	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell. Stapleford to increase membership totals in Quarter 3. 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 Q2 2025-26	Comments
2,193	2,290	2,160	<p>Swim School memberships are slightly down on target, however, have shown an increase over the last few months.</p> <p>Liaising with marketing to increase awareness and fill swim school memberships.</p>

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 Q2 2025-26	Comments
5,513	5,778 GYM BLC = 2,628 CO = 370 Exercise Referral = 490 SWIM SCHOOL BLC = 2,290	5,574 GYM BLC = 2,518 CO = 341 Exercise Referral = 558 SWIM SCHOOL BLC = 2,160	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers. Currently 204 memberships down from end of year total.

4. ATTENDANCES

Achieved 2024-25	Target 2025-26	End Q2 2025-26	Target Q2	Comments
800,736	777,500	402,670	388,750	Achieved target for attendance across Swim, fitness and exercise referral. Estimated GSCC and BLC swim school figures due to timing delay. Q1 Total: 202,469 Q2 Total: 200,201

5. FINANCE 2025-26

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	904,913	928,265	-23,351	1,856,529	1,819,299	-37,230	Reduction in staffing.
Utilities	93,995	186,499	-92,504	372,998	390,817	17,819	
Opps Expenditure	219,982	219,227	755	438,453	435,232	-3,221	
Insurance	0	15,100	-15,100	30,200	29,500	-700	
VAT	21,333	78,942	0	157,884	158,788	904	
Service Charges	0	111,250	0	222,500	222,500	0	Increase in water and electricity charges
TOTAL EXPENDITURE	1,240,223	1,539,282	-130,200	3,078,564	3,056,136	-22,428	
Schools	-73,424	-59,453	-13,972	-118,905	-119,105	-200	
Gym Membership Income	-519,553	-522,535	2,982	-1,045,069	-1,051,106	-6,037	Gym memberships are on track with the addition of Stapleford Pavilion
Swim Membership Income	-365,529	-381,176	15,647	-762,352	-731,059	31,293	
Opps Other Income	-371,581	-412,704	39,193	-825,407	-868,449	-43,242	Swim memberships are currently below financial budget
TOTAL INCOME	-1,330,087	-1,375,867	43,850	-2,751,733	-2,769,719	-18,186	
Operating Balance	-89,864	163,415	-86,350	326,831	286,417	-40,614	
Management Fee	0	-134,500	0	-269,000	-269,000	0	Currently forecasting an improvement on original budget
Surplus / Deficit	-89,864	28,915	-86,350	57,831	17,417	-40,414	

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 was 3.2%, back paid in August.
6. Operating income is broadly derived from three areas. Gym and Swim School Direct Debits are the most significant of these, as well as general sports hire.
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

End of Q2: £622,357

11. SUMMARY OF ADDITIONAL WORK AND DEVELOPMENTS DURING Q2 2025-26

- a) The Company continues to operate Exercise Referral at Greasley Sport & Community Centre to allow for continuous service in the North of the Borough.
- b) The Company also continues to work with the Council and a range of partners to have the exciting new project, Stapleford Community Pavilion, open to the community on the 28 October 2025.
- c) The Company is contributing towards developing plans for a new leisure centre at the Bramcote Site.