

Liberty Leisure Limited Performance Report Quarter 3: 2025-26LIBERTY LEISURE LTD UPATE QUARTER 3: 2025-26SALES AND ATTENDANCES1. FITNESS MEMBERSHIPS

Achieved 2024-25	Target 2025-26	End Q3 2025-26	Comments
3,320	3,488 GYM BLC = 2,628 CO = 370 Exercise Referral = 490	3,495 GYM BLC = 2,498 CO = 341 Exercise Referral = 545 Stapleford = 92	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell. Close to end of year target at the end of Quarter 3. All sites should increase in quarter 4. 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 Q3 2025-26	Comments
2,193	2,290	2,120	Swim School memberships are slightly down on target, however, have shown an increase over the last few months and still achieving very good numbers. Liaising with marketing to increase awareness and fill swim school memberships. Some good levels of interest and joiners in Jan Some lessons been cancelled due to low numbers, saving on staff costs

### 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 Q3 2025-26	Comments
5,513	5,778 GYM BLC = 2,628 CO = 370 Exercise Referral = 490  SWIM SCHOOL BLC = 2,290	5,615 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.  By end of Q3, only 163 net memberships needed to achieve end of year total

4. ATTENDANCES

Achieved 2024-25	Target 2025-26	End Q3 2025-26	Target Q3	Comments
800,736	777,500	607,647	583125	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 Q3 Total: 204,977

5. FINANCE 2025-26

<b>TOTALS SUMMARY</b>	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	1,350,571	1,392,397	-41,826	1,856,529	1,792,045	-64,484	Reduction in staffing.
Utilities	157,499	279,749	-122,249	372,998	389,505	16,507	Possible reduction in gas charges, but reviewing meter readings
Opps Expenditure	311,218	328,840	-17,622	438,453	461,107	22,654	
Insurance	28,000	22,650	5,350	30,200	28,000	-2,200	Increase in water and electricity charges
VAT	21,333	118,413	0	157,884	162,555	4,672	
Service Charges	0	166,875	0	222,500	222,500	0	Costs higher at Stapleford than expected
<b>TOTAL EXPENDITURE</b>	<b>1,868,621</b>	<b>2,308,923</b>	<b>-176,347</b>	<b>3,078,564</b>	<b>3,055,713</b>	<b>-22,850</b>	
Schools	-96,848	-89,179	-7,669	-118,905	-119,105	-200	Gym memberships are on track with the addition of Stapleford Pavilion
Gym Membership Income	-782,280	-783,802	1,522	-1,045,069	-1,049,041	-3,972	
Swim Membership Income	-547,800	-571,764	23,964	-762,352	-730,400	31,952	Swim memberships are currently below financial budget
Opps Other Income	-622,094	-619,055	-3,039	-825,407	-869,531	-44,324	Swim public is forecasting well ahead of budget
<b>TOTAL INCOME</b>	<b>-2,049,022</b>	<b>-2,063,800</b>	<b>14,777</b>	<b>-2,751,733</b>	<b>-2,768,078</b>	<b>-16,545</b>	
Operating Balance	-180,401	245,123	-161,569	326,831	287,636	-39,395	Currently forecasting an improvement on original budget
Management Fee	0	-201,750	0	-269,000	-269,000	0	
<b>Surplus / Deficit</b>	<b>-180,401</b>	<b>43,373</b>	<b>-161,569</b>	<b>57,831</b>	<b>18,636</b>	<b>-39,395</b>	

**SUMMARY OF 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.

**TRANSFER FROM BALANCES**

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

**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  
End of Q3: £704,661

**SUMMARY OF ADDITIONAL WORK AND DEVELOPMENTS DURING Q3 2025-26**

- a) The Company continues to operate Exercise Referral at Greasley Sport and 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 28 October 2025.
- c) Some aspects of the Pavilion have been slower to pick up such as padel and 3G pitch bookings, although this is complicated by the Football Foundation requirements for a Football Steering Group.
- d) The Company is contributing towards developing plans for a new replacement leisure centre at the Bramcote site.