

Liberty Leisure Limited Performance Report Quarter 4: 2025-26

LIBERTY LEISURE LTD UPATE QUARTER 4: 2025-26

SALES AND ATTENDANCES

1. 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	3,563 GYM BLC = 2,564 CO = 328 Exercise Referral = 559 Stapleford = 112	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell. Exceeded end of year target Bramcote and Chilwell slightly behind targets but growing

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	2,113	Swim School memberships are down on target, however, we are still achieving very good numbers. This drop is being seen nationally. Liaising with marketing to increase awareness and fill swim school memberships. Some good levels of interest and joiners

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	5,676	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers.
	GYM	GYM	
	BLC = 2,628	BLC = 2,564	By end of Q4, 102 off end of year total but increase of 163 compared to this time last year
	CO = 370	CO = 328	
	Exercise Referral = 490	Exercise Referral = 559	
	SWIM SCHOOL	SWIM SCHOOL	
	BLC = 2,290	BLC = 2,113	

4. ATTENDANCES

Achieved 2024-25	Target 2025-26	End Q2 2025-26	Target Q2	Comments
800,736	777,500	817,573	777,500	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 Q4 Total: 209,926

5. FINANCE 2025-26

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	1,776,665	1,856,529	-79,864	1,856,529	1,776,665	-79,864	Efficiency with staff, not directly covering maternity leave.
Utilities	202,721	372,998	-170,277	372,998	312,621	-60,377	
Opps Expenditure	443,169	438,453	4,716	438,453	436,117	-2,336	Significant credit in gas at Bramcote, £80k provision included but needs confirming with accountants
Insurance	28,000	30,200	-2,200	30,200	28,000	-2,200	
VAT	56,056	157,884	0	157,884	135,105	-22,778	
Service Charges	185,458	222,500	0	222,500	222,500	0	Costs higher at Stapleford than expected
TOTAL EXPENDITURE	2,692,068	3,078,564	-247,626	3,078,564	2,911,008	-167,556	
Schools	-114,416	-118,905	4,489	-118,905	-120,272	-1,367	Gym memberships exceeded target
Gym Membership Income	-1,060,343	-1,045,069	-15,274	-1,045,069	-1,063,264	-18,195	Swim memberships missed target but still strong and reflects national picture
Swim Membership Income	-729,611	-762,352	32,741	-762,352	-733,206	29,146	
Opps Other Income	-891,644	-825,407	-66,237	-825,407	-893,126	-67,719	Swim public and main hall at Chilwell forecasting well ahead of budget
TOTAL INCOME	-2,796,013	-2,751,733	-44,280	-2,751,733	-2,809,868	-58,134	
Operating Balance	-103,946	326,831	-291,906	326,831	101,140	-225,691	Only requested 50% of management fee due BLC gas credits and operational performance
Management Fee	-135,000	-269,000	0	-269,000	-135,000	134,000	
Surplus / Deficit	-238,946	57,831	-291,906	57,831	-33,860	-91,691	Forecasting a £33.8k surplus and £91.7k improvement against budget.

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. Credits applied for gas at Bramcote. Concern that this may not remain, provisional £80k provision included but need to be confirmed with accountants.
3. Increased National Insurance charges for staffing.
4. Reduction in VAT payable due to less gas paid and 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

End of Q3: £704,661

End of Q4: £643,658

11. SUMMARY OF ADDITIONAL WORK AND DEVELOPMENTS DURING Q4 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 Pavilion, open to the community on the 28th 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 leisure centre at the Bramcote Site.