

LIBERTY LEISURE LTD UPDATE QUARTER 1: 2026-27SALES AND ATTENDANCES1. FITNESS MEMBERSHIPS

Achieved 2025-26	Target 2026-27	End Q1 2026-27	Comments
3,582	3846	3593	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell.
GYM	GYM	GYM	
BLC = 2,564	BLC = 2,700	BLC = 2541	Get active – 548 Exercise Referral, 47 Wise Moves and 6 Stronger with Parkinsons
CO = 328	CO = 395	CO = 330	
SCP = 112	SCP = 250	SCP = 121	
Ex Referral = 578	Ex. Referral = 580	Ex. Referral = 601	Small increase but not a busy time of year and July started well

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 and partnership work
4. New marketing campaign specifically targeting those that don't feel they fit in a gym, supporting them to get started
5. Continue to deliver member workshops to improve member retention by adding value to the membership
6. Monitor fitness class programme across both sites to ensure high occupancy

2. SWIM SCHOOL MEMBERSHIPS

Achieved 2025-26	Target 2026-27	End Q1 2026-27	Comments
2,113	2,300	2,091	Target set in October 25 and appears to be too high Recent success in marketing campaign around trial sessions, created a good amount of interest and memberships growing in July.

ACTIONS TO GROW MEMBERSHIPS

1. Continue to promote free trial sessions to get new swimmer prospects
2. 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
3. Review the cancellation process of Swim School leavers
4. Review the swim programme to increase occupancy and identify ways to improve retention
5. Monitor public swimming programme to make use of the more popular sessions and improve attendances

3. MEMBERSHIP TOTALS

Achieved 2025-26	Target 2026-27	End Q1 2026-27	Comments
5,695	6,278	5,684	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers. Get active – 548 Exercise Referral, 47 Wise Moves and 6 Stronger with Parkinsons
GYM	GYM	GYM	
BLC = 2,564	BLC = 2,700	BLC = 2541	
CO = 328	CO = 395	CO = 330	
SCP = 112	SCP = 250	SCP = 121	
Get Active = 578	Get Active = 633	Get Active = 601	
SWIM SCHOOL	SWIM SCHOOL	SWIM SCHOOL	
BLC = 2,113	BLC = 2,300	BLC = 2,091	

4. ATTENDANCES

Achieved 2025-26	Target 2026-27	End Q1 2026-27	Target Q1	Comments
817,573	960,000	249,005	240,000	Achieved target for attendance across Swim, fitness and exercise referral Slightly down on target at BLC and CO but Stapleford is significantly up and increasing well

5. FINANCE 2026-27

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	455,397	478,304	-22,907	1,913,217	1,869,043	-44,174	Salaries well managed and savings from careful rota management and not backfilling maternity leave Possibility of significant savings on gas at BLC
Utilities	-69,038	108,096	-177,134	432,383	441,329	8,946	
Opps Expenditure	194,314	124,558	69,477	498,230	515,192	16,962	
Insurance	0	6,125	-6,125	24,500	24,500	0	
VAT	0	44,075	0	176,299	176,299	0	
Service Charges	0	56,738	0	226,950	226,950	0	
TOTAL EXPENDITURE	580,672	817,895	-136,689	3,271,579	3,253,313	-18,266	
Schools	-13,581	-30,467	16,887	-121,869	-121,869	0	Income performing well, slightly down on gym memberships but tracking well in July
Gym Membership Income	-279,368	-282,261	2,893	-1,129,042	-1,123,561	5,481	
Swim Membership Income	-190,058	-189,904	-154	-759,616	-760,231	-615	
Opps Other Income	-269,425	-266,492	-3,752	-1,065,967	-1,077,753	-11,786	
TOTAL INCOME	-752,431	-769,124	15,873	-3,076,495	-3,083,414	-6,919	
Operating Balance	-171,758	48,771	-120,816	195,084	169,899	-25,185	Currently forecasting £25k ahead of budget
Management Fee	0	-48,771	0	-195,085	-195,085	0	
Surplus / Deficit	-171,758	0	-120,816	-1	-25,186	-25,185	

6. SUMMARY OF THE FACTORS INFLUENCING INCOME AND EXPENDITURE FOR 2026-27

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 gas costs are currently being monitored due to previous credits, possible large cost saving.
3. To combat the increasing costs, for the last 4 years prices have been increased in April and there has been minor impact in reduced memberships or attendance.
4. The 2026-7 annual pay award budgeted for 3%.
5. 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.
6. The total allocated management fee for 2026-27 is £195k+VAT. In 2025-26 LLL only required £135k+VAT of the allocated £269k+VAT and in 2024-25 £246k+VAT was required of the allocated £369k+VAT.

7. TRANSFER FROM BALANCES

No money was transferred from balances during 2025-26 and there was an operating gain of £2,302.

8. RESERVES

Maximum reserve is set at £500,000 agreed with the council and the Board of Directors. The reserves at the start of 2025/26 were £442,827 and closed on £445,129.

Bank Balance: End of Q1: £763,062

9. 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.