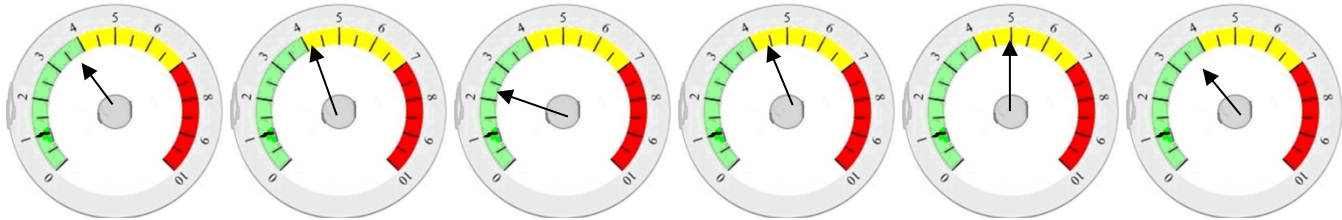


## Report 2019-2020

### First Five Months

#### Summary



<b>OK</b>	<b>Profit</b>	<b>Membership</b>	<b>Salaries</b>	<b>Bar &amp; Coffee</b>	<b>OVERALL</b>
	<b>OK</b>	<b>Improving</b>	<b>Slightly Higher</b>	<b>Ok</b>	<b>OK</b>

Following the success of the last financial year, where we made a £27k surplus - we have set a provisional budget for this year of nearly a circa £15k surplus - to reflect uncertainty over the redevelopment affect in this financial year. If the redevelopment commences this financial year, we will have to seriously adjust our targets - but can only do this following some experience of that closure.

The centre has a surplus to the end of August of just under £39000 (£955 last month), £408 worse than planned at this stage. There is no cause for concern at this stage of the financial year.

2010/11	7,468
2011/12	8,200
2012/13	9,684
2013/14	11,579
2014/15	12,342
2015/16	13,927
2016/17	12,618
2017/18	12,529
2018/19	14,200
2019/20	14,206

Our average monthly membership is now consistently the highest levels it has ever been. Fairford leisure centre shut for members 31<sup>st</sup> August, and we have seen a drift of members over to us - which will be reflected in the highest monthly membership ever in September.

There has been uncertainty around our pool closure, which has meant swimming lesson income appears not to be as good as last years - term two has shown a fall in course income.

In preparation for post redevelopment, and the loss of £35,000, whilst this appears bad and is not sustainable this is not as bad as it looks.

We have achieved significant income gains in the last few years (contrary to the Strategic Leisure Report prediction). Without further increases in income, we are in a position, if we continued with the current trend to be sustainable POST development.

	P&L £	CASH £	NOTES
CURRENT PLAN 2018-19	15,352	15,352	
Loss of revenue grant	- 35,000	- 35,000	Post development
Non-cash contribution		37,360	Depreciation is 'non cash'
<b>TOTAL TO MAKE UP</b>	<b>- 19,648</b>	<b>17,713</b>	<b>Shortfall</b>
Depreciation saved	28,099		Current building depreciation
Maintenance savings	10,000	10,000	Reduced premises spend
Loan Repayment	5,100	19,956	Loan cleared
<b>POSITION ON THIS YEARS PLAN</b>	<b>23,551</b>	<b>47,669</b>	
<b>BEHIND ON PLAN THIS YEAR</b>	<b>- 408</b>	<b>- 408</b>	
<b>BENEFIT POST DEVELOPMENT</b>	<b>23,143</b>	<b>47,261</b>	

Assuming we achieve the same result next year as this year, with the known changes, in P&L terms we will be in profit, and more importantly, in cash terms we will be in surplus.

Of course, offsetting this will be a substantial loss in income during the redevelopment which we are currently assessing. However, this gives us and others confidence going forward that we have a sustainable business model post development, and removal of grant.

forward that we have a sustainable business model post development, and removal of grant.

This success has come because income in the last 5 years has grown 42% - whereas expenditure for the same period has only increased by 20%.

The membership income continues to provide a strong financial position and is this year exceeding our high point of 2015/16.

## Profit & Loss

There are no major issues showing in the first five months.

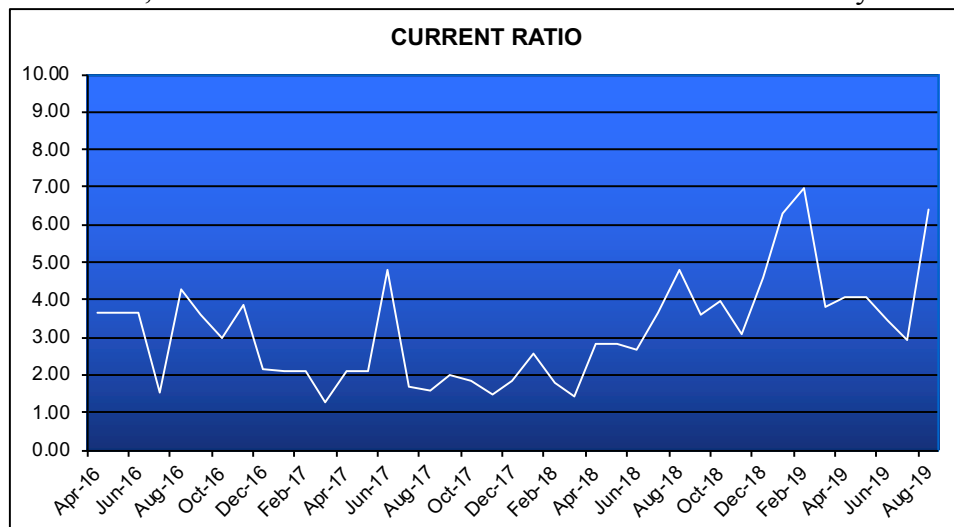
HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2019/20	PLAN TO DATE	YEAR TO DATE	VARIANCE TO DATE	NOTES
INCOME	£	£	£	£	£	
INCOME	594,435	580,223	279,304	263,694	-15,610	
EXPENDITURE	570,468	564,870	240,052	224,850	15,202	
<b>TOTAL</b>	<b>23,967</b>	<b>15,352</b>	<b>39,252</b>	<b>38,844</b>	<b>-408</b>	

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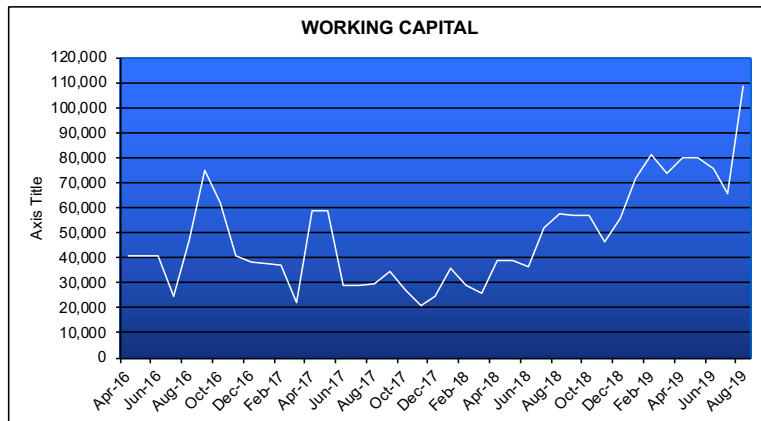
CASH IN HAND		REPRESENTED BY	
As at 31st August 2019		£	
Current Bank Account	6,431	<b>B/F from above</b>	<b>38,844</b>
Business Investment	87,612	Reserves	126,789
Next months course fees	10,432	Tax/NI/Pension	7,631
Petty Cash	293	Audit	-
Debtors	13,292	VAT	1,315
Prepaid Water	4,494		-
Assets (less depr)	120,731	Deferred Grant	10,024
Float	330	Long term Loan	57,158
Merchandise Stock	6,012	Prepayments	-
Bar Stock	2,338		
<b>TOTAL</b>	<b>251,965</b>	Misc Accruals	10,204
		<b>TOTAL</b>	<b>251,965</b>

In terms of our ability to meet any short term debts should the centre for any reason be wound up, as measured by our liquidity ratio, the measures are as follows;

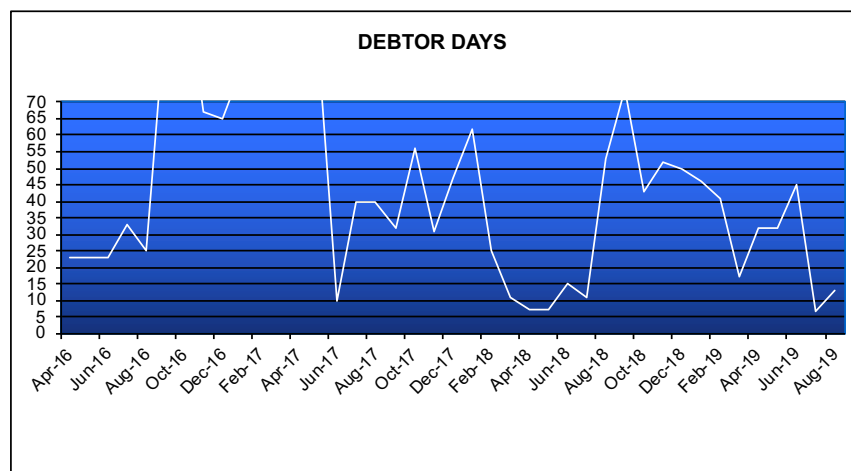
- Quick Ratio = Current Assets / Current Liabilities – ideally the higher the figure, the better our ability to meet short term debts, and concern would arise if it fell below 1:1 without any action plan in place.



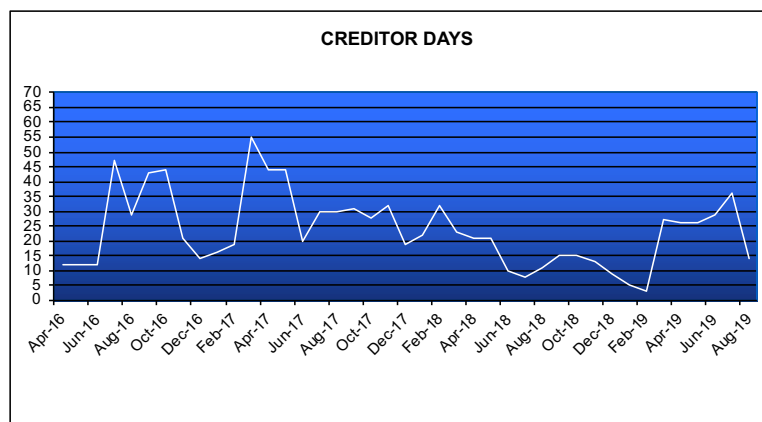
- The Net working capital = Current Assets minus Current Liabilities. This is a crude measure of what our positive balance is. It includes stock, but excludes fixed assets and the long term loan.



- Days Sales Outstanding = Shows our efficiency in collecting debts. Most of our income is paid in cash – or grant. Approximately 10% of our income is invoiced to customers. The current year is distorted by the fact we have invoiced for the grant – but it was not received until June.

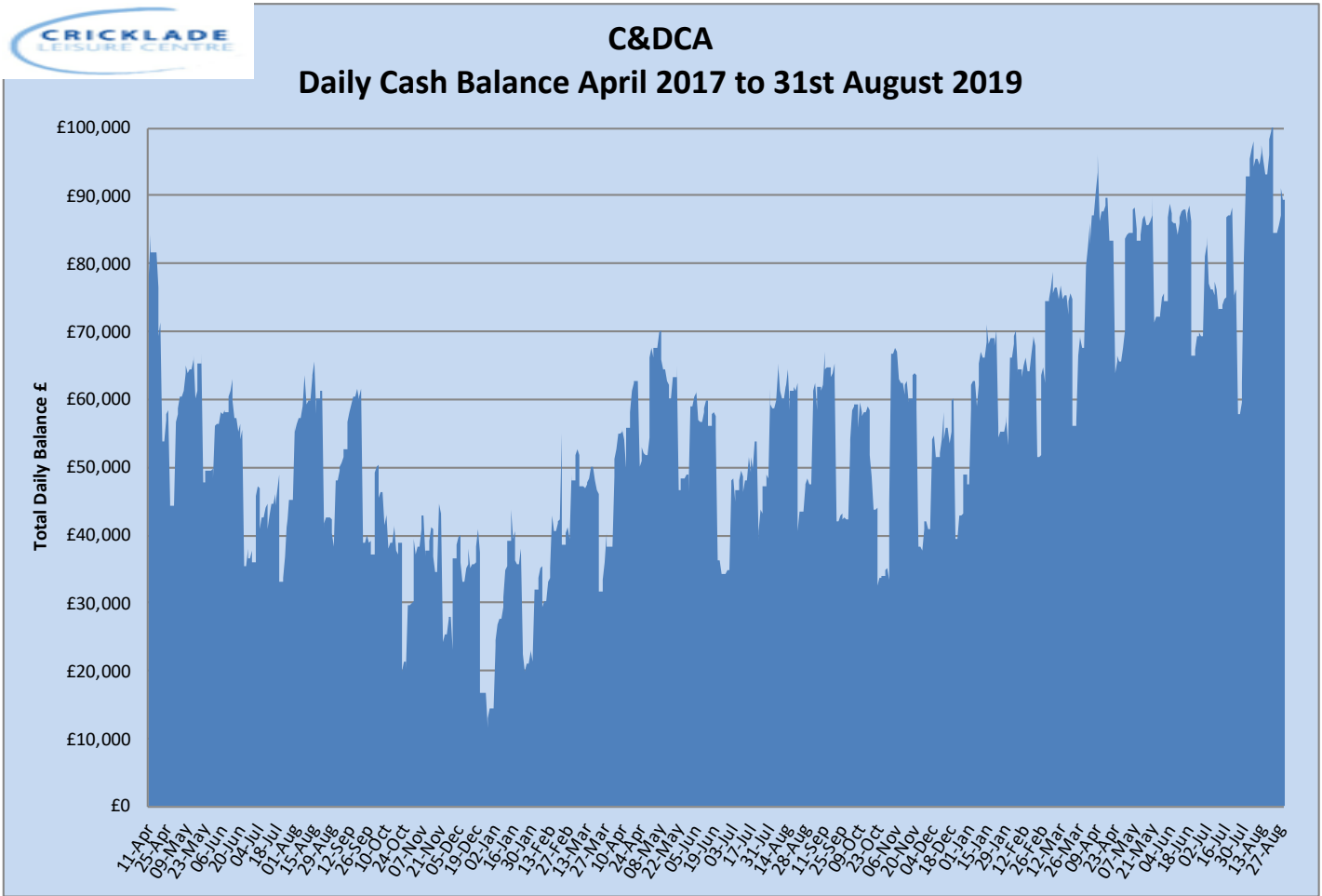


- The same ratio for how well we pay people, shows (distorted by large works bills)



# Cash

Cash remains a key positive for the centre. The graph clearly shows average daily balance is increasing over time, which bodes well to act as a buffer when the redevelopment goes ahead.



## Income

Income for all but courses is holding its own against results in previous years. Course income is below that of last year - all other elements are holding their own.

HEADING	INCOME AUG 2019 £	INCOME AUG 2018 £	INCOME AUG 2017 £	INCOME AUG 2016 £	INCOME AUG 2015 £	INCOME AUG 2014 £
Membership	71,121	69,769	62,652	64,305	73,125	59,036
Courses	81,561	97,316	79,045	79,557	57,290	59,124
Pay as you go	55,872	54,041	52,197	53,088	45,054	37,254
Miscellaneous	13,476	16,360	11,432	7,131	4,646	2,776
<b>TOTAL</b>	<b>222,030</b>	<b>237,486</b>	<b>205,326</b>	<b>204,081</b>	<b>180,115</b>	<b>158,190</b>

HEADINGS INCOME	ACTUAL LAST YEAR £	PLAN FOR 2019/20 £	PLAN TO DATE £	YEAR TO DATE £	VARIANCE TO DATE £	NOTES
<b>Revenue Grants</b>						
Grant WCC	35,000	35,000	17,500	17,500	0	
Boiler Grant	1,488	1,488	-	-	0	Grant matching expenditure
Swimming Grant	4,680	4,680	2,340	2,340	0	
<b>TOTAL GRANTS</b>	<b>41,168</b>	<b>41,168</b>	<b>19,840</b>	<b>19,840</b>	<b>0</b>	
<b>Memberships</b>						
Gold	3,131	3,000	1,273	1,452	179	
Silver	127,487	125,000	53,042	52,033	-1,009	
Bronze	39,779	40,000	16,973	17,546	573	
Friends	223	250	106	90	-16	
<b>TOTAL MEMBERSHIPS</b>	<b>170,620</b>	<b>168,250</b>	<b>71,394</b>	<b>71,121</b>	<b>-273</b>	
<b>Courses</b>						
Swimming Courses	110,566	110,000	72,439	64,372	-8,067	
Swimming Certificates	1,926	2,000	439	822	383	
NPLQ Income	3,992	2,500	1,061	1,000	-61	
Gym Course	23,739	24,000	15,805	15,367	-438	
<b>TOTAL COURSES</b>	<b>140,223</b>	<b>138,500</b>	<b>89,744</b>	<b>81,561</b>	<b>-8,183</b>	
<b>Activities</b>						
Swimming Casual	29,436	30,000	12,730	11,452	-1,278	
School Swimming/Pool Hire	57,080	55,000	23,338	21,243	-2,095	Budget uplifted
Badminton	15,833	15,000	6,365	5,546	-819	
Squash	5,636	6,000	2,546	1,616	-930	
Main Hall	25,925	20,000	8,487	8,300	-187	
Gymnasium	4,835	4,000	1,697	2,139	442	
Gym & Bounce	799	500	212	253	41	
Tennis	1,363	1,000	424	743	319	
Outdoor Football	302	300	127	22	-105	
Fitness Classes	12,451	13,000	5,516	4,558	-958	
<b>TOTAL ACTIVITIES</b>	<b>153,660</b>	<b>144,800</b>	<b>61,444</b>	<b>55,872</b>	<b>-5,572</b>	
<b>Miscellaneous Income</b>						
Donations/Triathlon/Fun run	4,078	4,500	1,875	1,568	-307	
Interest	21	5	2	14	12	
Party	6,761	4,000	1,667	1,757	90	
Miscellaneous Income	5,300	7,000	2,917	1,456	-1,461	
Holiday Club	15,100	15,000	6,250	7,863	1,613	
Sale of Sports Equipment	2,773	2,000	833	818	-15	
<b>TOTAL MISCELLANEOUS</b>	<b>34,033</b>	<b>32,505</b>	<b>13,544</b>	<b>13,476</b>	<b>-68</b>	
<b>TOTAL LEISURE INCOME</b>	<b>539,704</b>	<b>525,223</b>	<b>255,965</b>	<b>241,870</b>	<b>-14,095</b>	

## Expenditure

Expenditure under control.

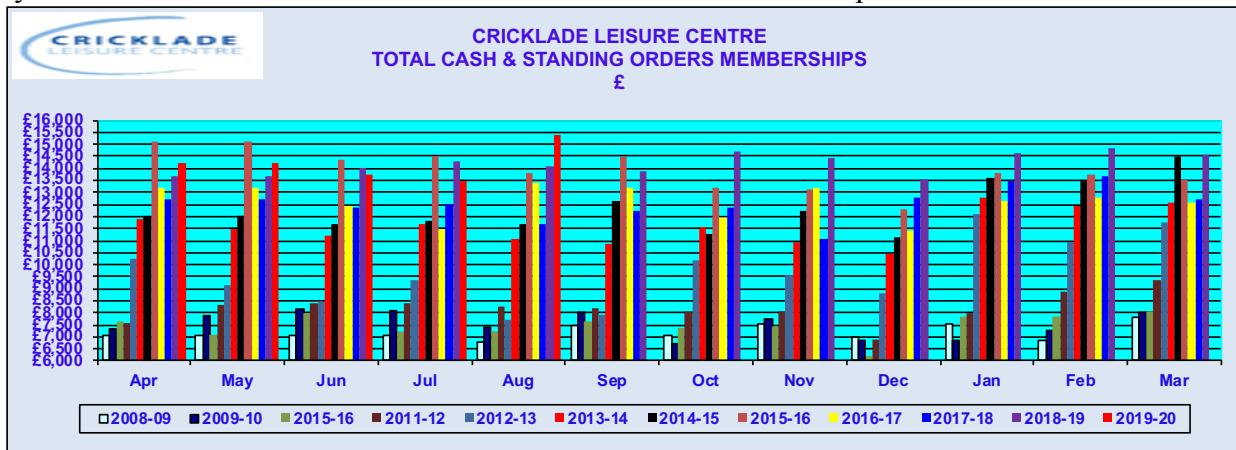
HEADING	EXPEND AUG 2019 £	EXPEND AUG 2018 £	EXPEND AUG 2017 £	EXPEND AUG 2016 £	EXPEND AUG 2015 £	EXPEND AUG 2014£
Pay	128,547	128,284	123,648	121,376	110,648	102,982
Premises	56,072	58,087	59,148	57,033	60,388	57,391
Administration	11,865	14,581	18,863	19,687	16,844	18,944
Fees	8,245	7,594	7,665	7,864	6,335	8,856
<b>TOTAL</b>	<b>204,729</b>	<b>208,546</b>	<b>209,324</b>	<b>205,960</b>	<b>194,215</b>	<b>188,173</b>

HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2019/20	PLAN TO DATE	YEAR TO DATE	VARIANCE TO DATE	NOTES
EXPENDITURE	£	£	£	£	£	
<b>Wages</b>						
Management	61,709	60,000	25,000	26,196	-1,196	Change in structure
Duty Managers	85,860	85,000	35,417	30,851	4,566	
Reception/Administration	4,628	7,500	3,125	3,086	39	
Recreation Assistants	81,461	85,000	35,417	39,067	-3,650	
Wetside Coaches	24,121	25,000	10,417	6,891	3,526	
Dryside Coaches	51,330	50,000	20,833	18,520	2,313	
Cleaners	3,518	3,000	1,250	1,334	-84	
Maintenance	6,428	5,664	2,360	2,602	-242	
<b>TOTAL PAY</b>	<b>319,055</b>	<b>321,164</b>	<b>133,818</b>	<b>128,547</b>	<b>5,271</b>	
<b>NON PAY</b>						
<b>Premises</b>						
Electricity	27,894	28,000	11,667	9,554	2,113	
Gas	17,885	18,000	7,500	6,943	557	
Insurance	4,767	4,750	4,750	5,037	-287	
Alarms Maint	2,532	1,000	417	1,058	-641	
General Rates	8,036	9,800	4,083	4,105	-22	
Rubbish	-	-	-	-	0	
Water Rates	9,967	7,500	3,125	3,211	-86	
Pool Chemicals	4,339	4,000	1,667	1,161	506	
Repairs & renewals	17,914	20,000	8,333	5,416	2,917	
Cleaning	10,655	10,000	4,167	4,020	147	
Gardening	-	296	-	-	0	
Depreciation	39,483	37,360	15,567	15,567	0	
<b>TOTAL PREMISES</b>	<b>143,472</b>	<b>140,706</b>	<b>61,275</b>	<b>56,072</b>	<b>5,204</b>	
<b>Administration</b>						
Uniforms	275	500	208	205	3	
Training (incl travel)	4,621	5,500	2,292	1,337	955	
Advertising/Marketing	1,558	4,500	1,875	455	1,420	
Telephone	2,139	3,000	1,250	886	364	
Stationery/Postage	1,478	3,000	1,250	397	853	
Computing Equipment	1,499	2,500	1,042	1,307	-265	
Office Equipment	2,819	1,000	417	1,379	-962	
Party Food	3,032	1,500	625	490	135	
Sports Equipment (day to day)	7,173	6,500	2,708	1,820	888	
Swimming Badges	1,948	1,500	625	804	-179	
Donations	-	-	-	-	0	
Misc	6,972	5,000	2,083	2,785	-702	
<b>TOTAL ADMINISTRATION</b>	<b>33,514</b>	<b>34,500</b>	<b>14,375</b>	<b>11,865</b>	<b>2,510</b>	
<b>Professional Fees</b>						
Audit	1,510	1,500	1,500	1,525	-25	
Legal/Licences	2,976	2,000	2,000	1,940	60	PRS Annual fee
Payroll/Accounts	3,360	2,500	1,042	1,400	-358	
Loan Interest/Fee	4,341	5,100	2,125	1,470	655	Per loan Schedule
Bank/Credit Charges	4,916	6,000	2,500	1,910	590	
<b>TOTAL PROFESSIONAL FEES</b>	<b>17,103</b>	<b>17,100</b>	<b>9,167</b>	<b>8,245</b>	<b>922</b>	
<b>TOTAL EXPENDITURE</b>	<b>513,144</b>	<b>513,470</b>	<b>218,635</b>	<b>204,729</b>	<b>13,907</b>	

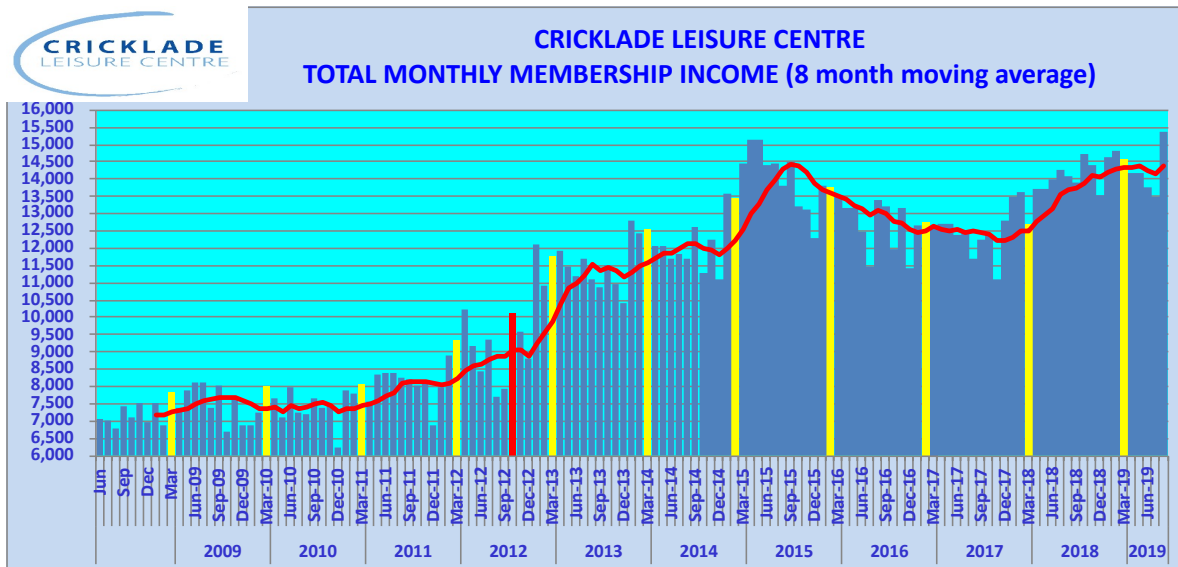
## Key Success Factors

### Membership

Membership is a key part of our financial sustainability. Whilst we had suffered a small drop, the closure of Tetbury and Fairford leisure centre has resulted in some new memberships from that area.

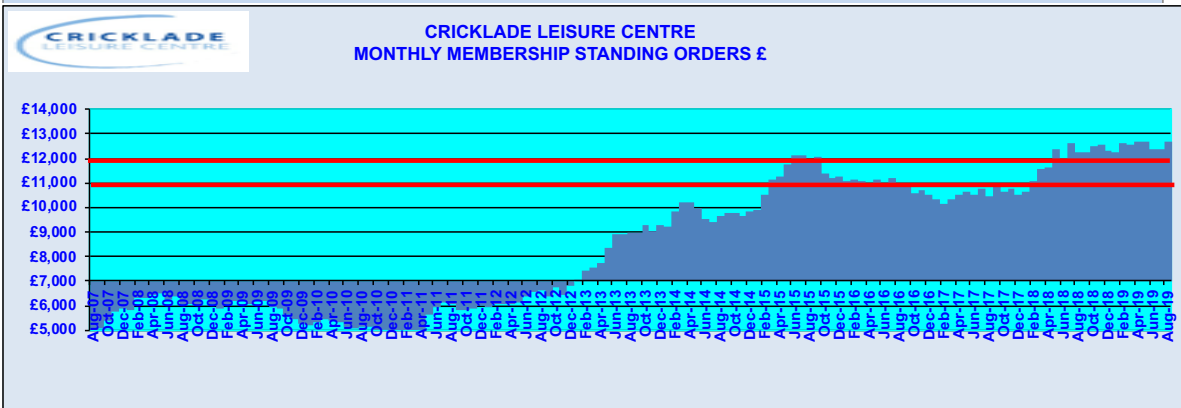
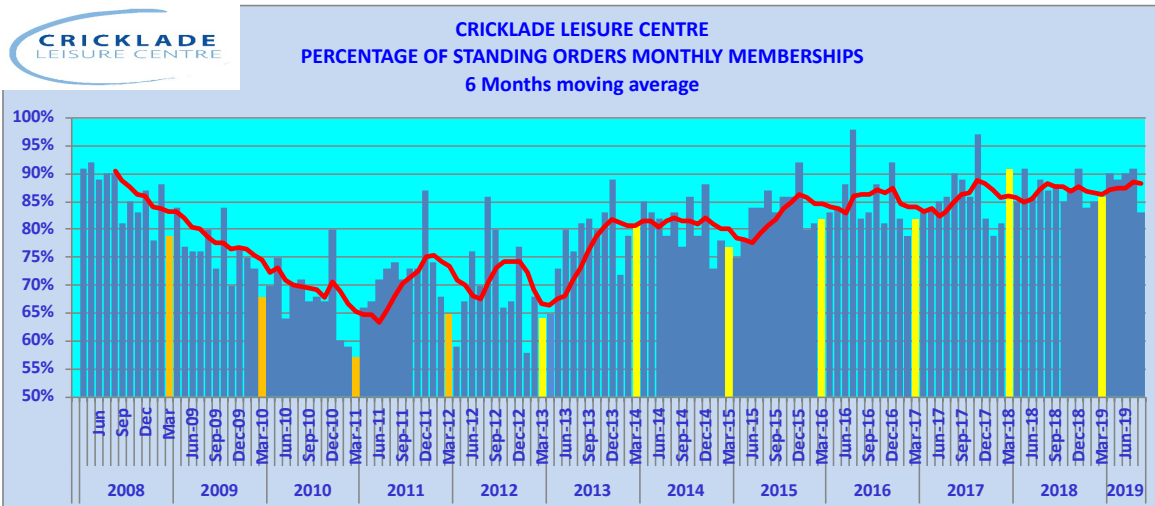
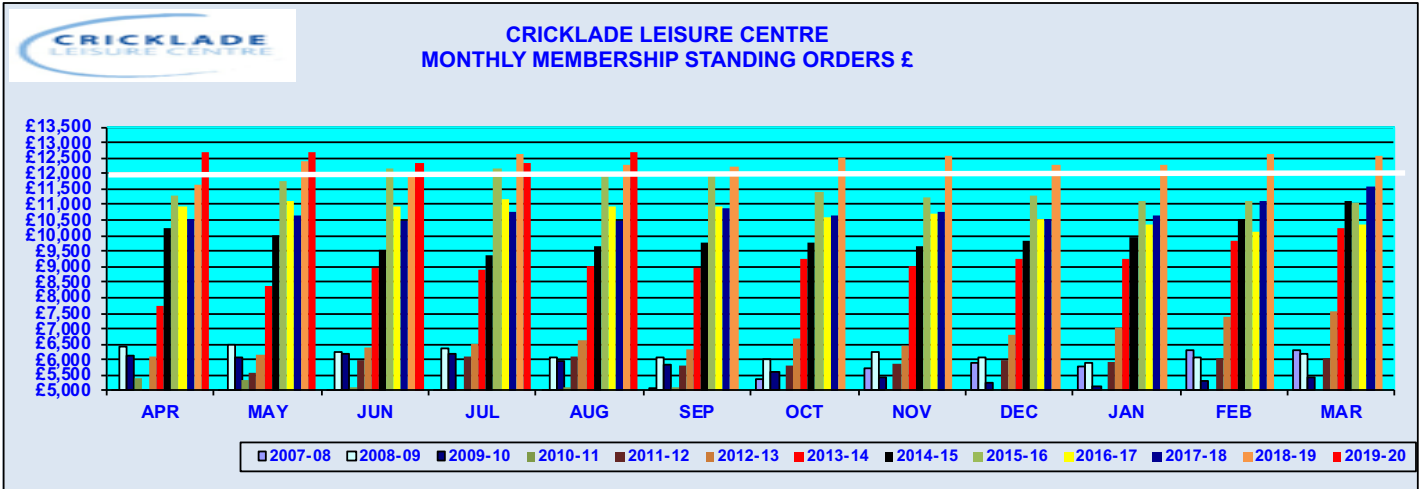


The red bar below is when the gym was refurbished. August 2019 was the highest ever monthly membership income.



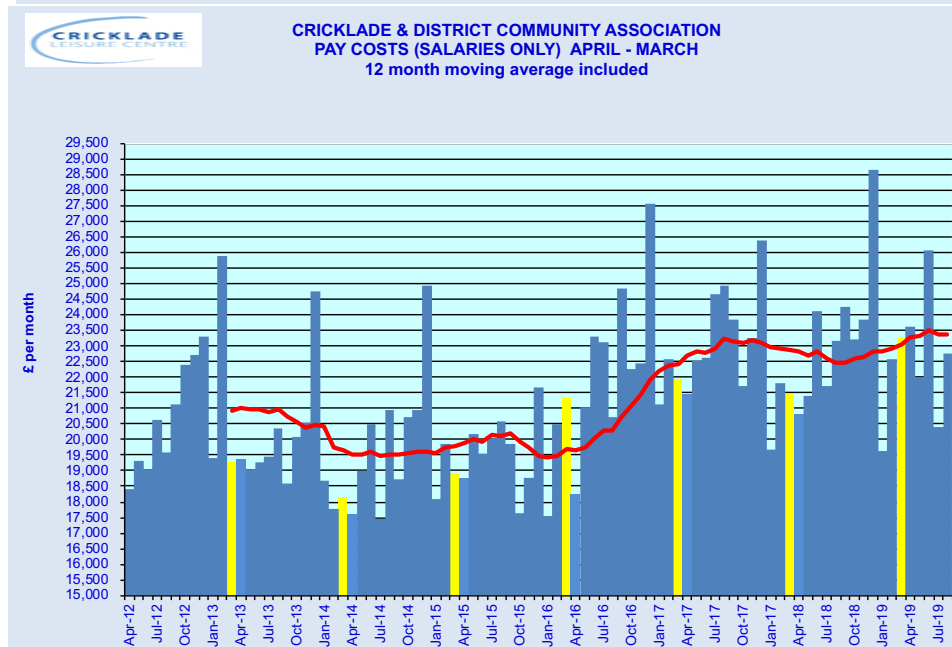
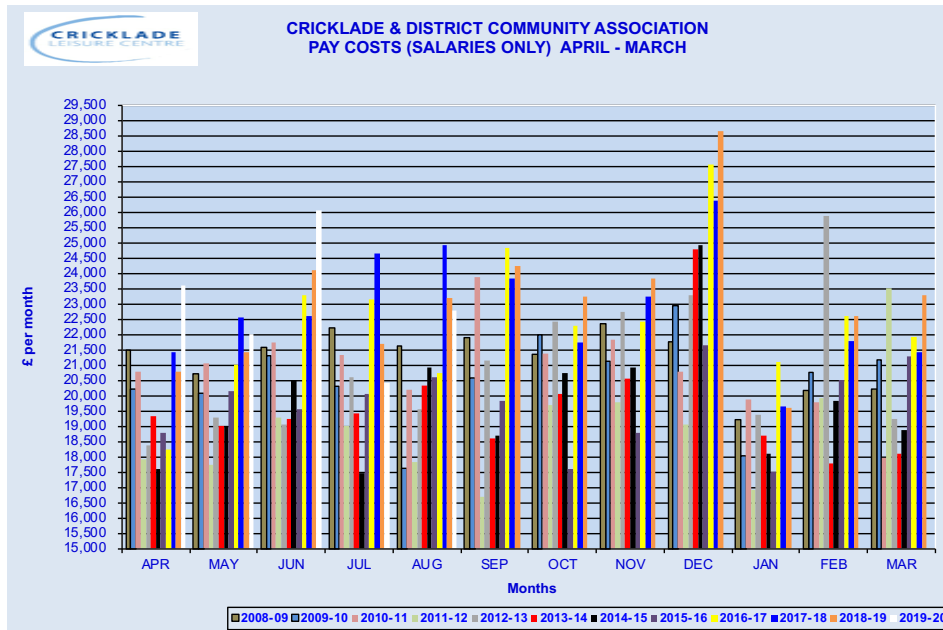
Cash memberships are an important part of our income. However, standing orders are important, because they are less prone to fluctuation! They are now running above £150k per annum.





## Wages

Wages are above that of last year - but still no cause for concern.



## Bar/Coffee Shop

BAR/COFFEE SHOP	ACTUAL LAST YEAR	PLAN FOR 2019/20	PLAN TO DATE	YEAR TO DATE	VARIANCE TO DATE	NOTES
	£	£	£	£	£	
<b>INCOME</b>						
Café/Bar Income	54,731	55,000	23,338	21,824	-1,514	46.50%
<b>TOTAL INCOME</b>	<b>54,731</b>	<b>55,000</b>	<b>23,338</b>	<b>21,824</b>	<b>-1,514</b>	<b>TOTAL GROSS MARK UP</b>
<b>EXPENDITURE</b>						
Salaries	16,596	18,000	7,500	7,890	-390	
Drinks	11,420	12,000	5,000	2,812	2,188	
Coffee/Bar Consumables	28,078	20,000	8,333	8,863	-530	
Bar Chemicals/Gases	305	250	104	182	-78	
Stock Take	775	1,000	417	310	107	
TV	150	150	63	64	-2	
<b>TOTAL EXPENDITURE</b>	<b>57,324</b>	<b>51,400</b>	<b>21,417</b>	<b>20,121</b>	<b>1,296</b>	
<b>TOTAL BAR CONTRIBUTION</b>	<b>-</b>	<b>2,593</b>	<b>3,600</b>	<b>1,922</b>	<b>1,703</b>	<b>-219</b>

The bar takings are now combined – and the mark up reflects the mark up for bar and coffee takings.