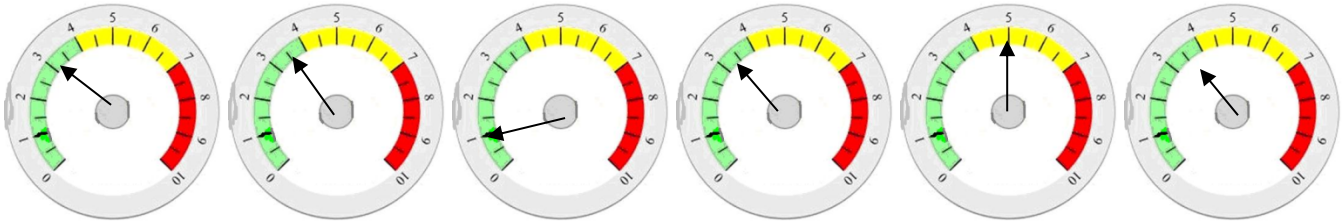


Report 2019-2020

Third Quarter

Summary



OK Slight Improvement	Profit OK	Membership Improving	Salaries Improving	Bar & Coffee Ok	OVERALL Slight Improvement
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	AVERAGE
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	14,355

Phase two of our works to refurbish the centre commence in mid-February. From this date, it is unclear what our performance will be, as we will be providing gym services in a temporary facility, and the pool, tennis courts and squash courts are closed.

A provisional budget has been set for the closure period, and it assumes that we will make a circa £25k loss for the period – against a £150k drop in income. However, we anticipate going into the new financial year with at least £75k cash reserves to carry us through the difficult period of the closure.

We will be monitoring closely the performance in March-June the first quarter.

The centre has a small deficit to the end of December of just under £3,000 (£17,000 surplus last month), but this is £8,200 better than planned at this stage. There is no cause for concern at this stage of the financial year.

Membership continues to be healthy – and maintaining and average higher than in previous years.

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. Term three is only a 'half term' and it is likely that we will not fill all the slots for the half term.

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.

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.

This gives us and others confidence going forward that we have a sustainable business model post development, and removal of grant.

	P&L £	CASH £	NOTES
CURRENT PLAN 2019-20	11,453	11,453	
Loss of revenue grant	- 35,000	- 35,000	Post development
Non-cash contribution		37,760	Depreciation is 'non cash'
TOTAL TO MAKE UP	- 23,547	14,213	Shortfall
Depreciation saved	28,099		Current building depreciation
Maintenance savings	10,000	10,000	Reduced premises spend
Loan Repayment	5,100	19,956	Loan cleared
POSITION ON THIS YEARS PLAN	19,651	44,169	
AHEAD ON PLAN THIS YEAR	8,233	8,233	
BENEFIT POST DEVELOPMENT	27,884	52,401	

This success has come because income in the last 5 years has grown 43% - whereas expenditure for the same period has only increased by 15%.

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

Profit & Loss

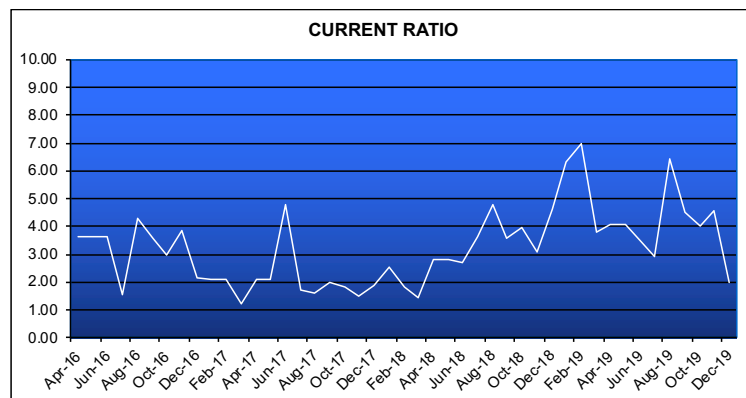
There are no major issues showing in the first nine months.

SUMMARY						
HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2019/20	PLAN TO DATE	YEAR TO DATE	VARIANCE TO DATE	NOTES
INCOME	£	£	£	£	£	
INCOME	594,435	576,723	414,681	413,636	-1,045	
EXPENDITURE	570,468	565,270	425,793	416,515	9,278	
TOTAL	23,967	11,453	-11,112	-2,879	8,233	

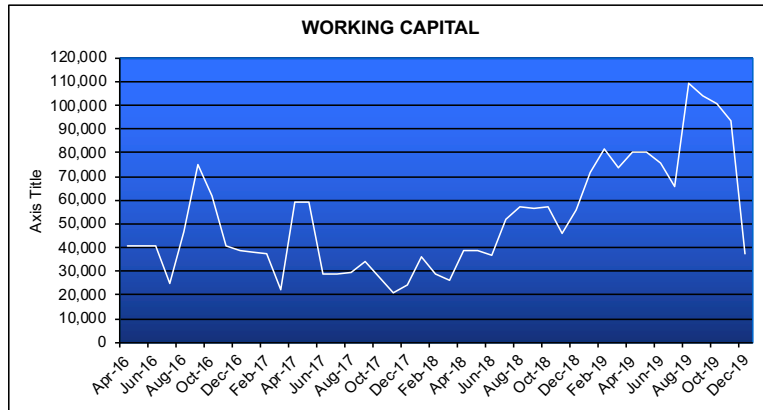
CASH IN HAND		REPRESENTED BY	
	£		£
As at 30th September 2019		B/F from above	-2,879
Current Bank Account	14,374	Reserves	126,789
Business Investment	18,647	Tax/NI/Pension	10,003
PrePaid Water	2,000	Utilities Accrual	7,000
Petty Cash	45	VAT	1,883
Debtors	9,805		-
Various Stock reductions	-	Deferred Grant	10,024
Assets (less depr)	115,726	Long term Loan	-
Float	330	Prepayments	12,400 Jan Term Courses
Merchandise Stock	6,012		
Bar Stock	2,338	Misc Accruals	4,057
TOTAL	169,277	TOTAL	169,277

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;

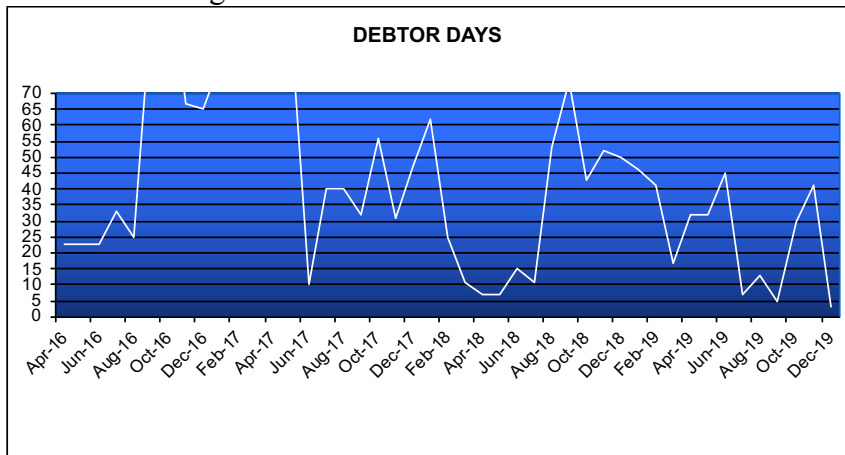
- Quick Ratio = Current Assets / Current Liabilities – ideally the higher the figure, the better our ability to meet short term debts, and concern would arise if it fell below 1:1 without any action plan in place.



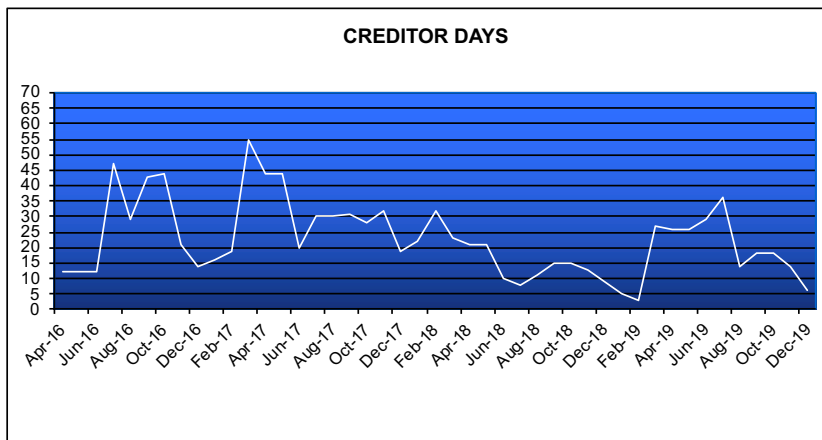
- The Net working capital = Current Assets minus Current Liabilities. This is a crude measure of what our positive balance is. It includes stock, but excludes fixed assets and the long term loan.



- 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.

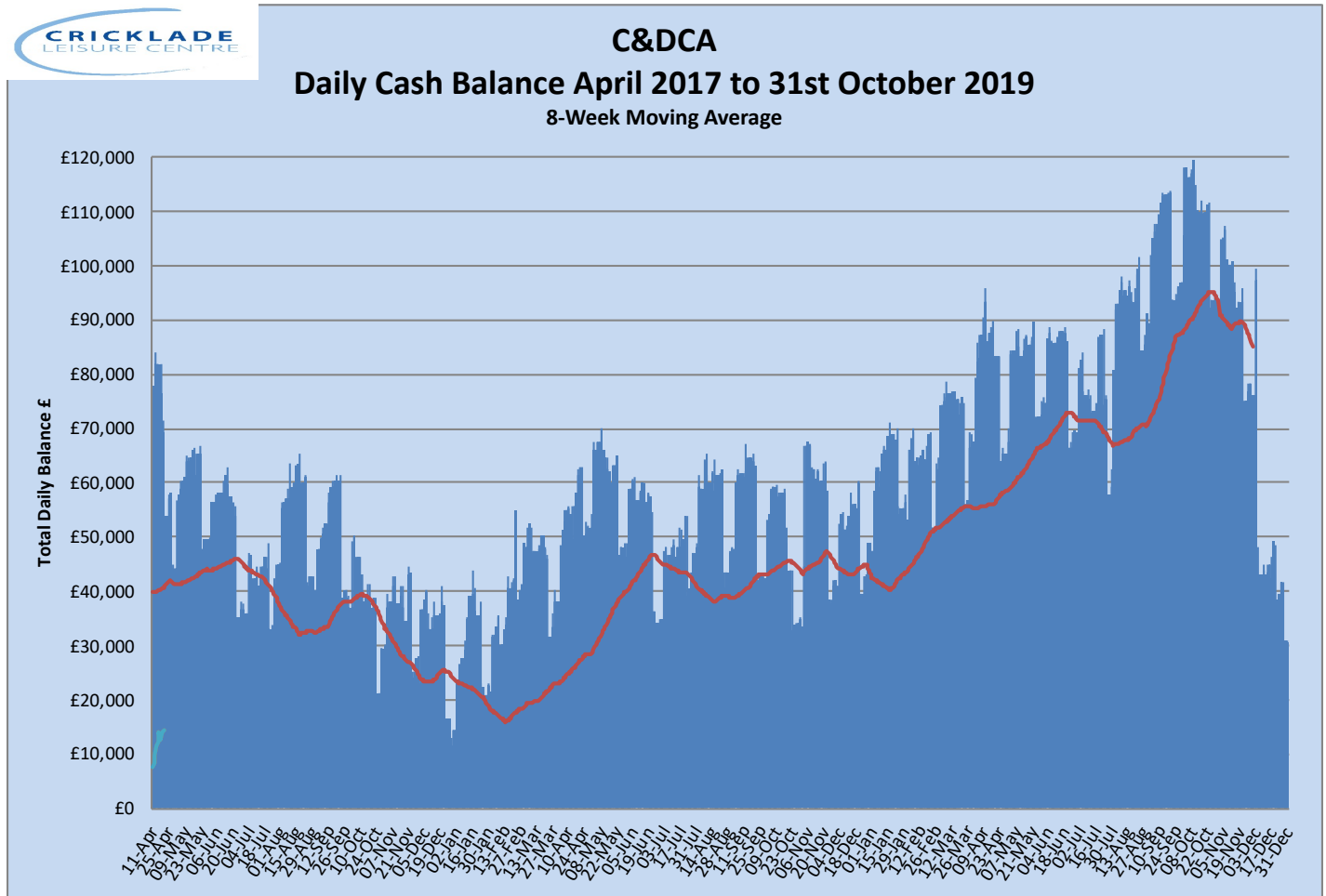


- The same ratio for how well we pay people, shows (distorted by large works bills)



Cash

Cash remains a key positive for the centre. The drop-in cash for December was as a result of a delay between us paying off the remaining balance of the £55k loan, and Wiltshire Council repaying that sum as agreed (they did so in early January).



Income

For the first time in several years, we have period where income is below that of last year. 3rd quarter income is down – purely because of the swimming courses – cash was received for the 3rd course earlier last year.

HEADING	INCOME DEC 2019 £	INCOME DEC 2018 £	INCOME DEC 2017 £	INCOME DEC 2016 £	INCOME DEC 2015 £	INCOME DEC 2014 £
Membership	129,357	126,569	111,431	113,808	126,795	107,362
Courses	86,987	126,685	116,009	119,254	85,416	89,215
Pay as you go	106,940	103,638	89,168	95,051	80,594	77,292
Miscellaneous	18,959	25,954	19,466	12,152	11,739	5,615
TOTAL	342,243	382,846	336,074	340,265	304,544	279,484

3rd QUARTER						
HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2019/20	PLAN TO DATE	YEAR TO DATE	VARIANCE TO DATE	NOTES
INCOME	£	£	£	£	£	
Revenue Grants						
Grant WCC	35,000	35,000	26,250	26,250	0	
Boiler Grant	1,488	1,488	-	-	0	Grant matching expenditure
Swimming Grant	4,680	4,680	3,510	3,510	0	
TOTAL GRANTS	41,168	41,168	29,760	29,760	0	
Memberships						
Gold	3,131	3,000	2,223	2,416	193	
Silver	127,487	125,000	92,607	95,991	3,384	
Bronze	39,779	40,000	29,634	30,791	1,157	
Friends	223	250	185	159	-26	
TOTAL MEMBERSHIPS	170,620	168,250	124,649	129,357	4,708	
Courses						
Swimming Courses	110,566	110,000	72,439	67,139	-5,300	
Swimming Certificates	1,926	2,000	439	1,554	1,115	
NPLQ Income	3,992	2,500	1,277	1,000	-277	
Gym Course	23,739	24,000	15,805	17,294	1,489	
TOTAL COURSES	140,223	138,500	89,960	86,987	-2,973	
Activities						
Swimming Casual	29,436	30,000	22,226	22,933	707	
School Swimming/Pool Hire	57,080	55,000	40,747	39,855	-892	
Badminton	15,833	15,000	11,113	11,624	511	
Squash	5,636	2,500	1,852	2,600	748	No further squash income
Main Hall	25,925	20,000	14,817	16,181	1,364	
Gymnasium	4,835	4,000	2,963	4,275	1,312	
Gym & Bounce	799	500	370	558	188	
Tennis	1,363	1,000	741	980	239	
Outdoor Football	302	300	222	22	-200	
Fitness Classes	12,451	13,000	9,631	7,912	-1,719	
TOTAL ACTIVITIES	153,660	141,300	104,683	106,940	2,257	
Miscellaneous Income						
Donations/Triathlon/Fun run	4,078	4,500	3,375	1,568	-1,807	
Interest	21	5	4	28	24	
Party	6,761	4,000	3,000	3,952	952	
Miscellaneous Income	5,300	7,000	5,250	3,171	-2,079	
Holiday Club	15,100	15,000	11,250	8,644	-2,606	
Sale of Sports Equipment	2,773	2,000	1,500	1,596	96	
TOTAL MISCELLANEOUS	34,033	32,505	24,379	18,959	-5,420	
TOTAL LEISURE INCOME	539,704	521,723	373,431	372,003	-1,428	

Expenditure

Expenditure is under control.

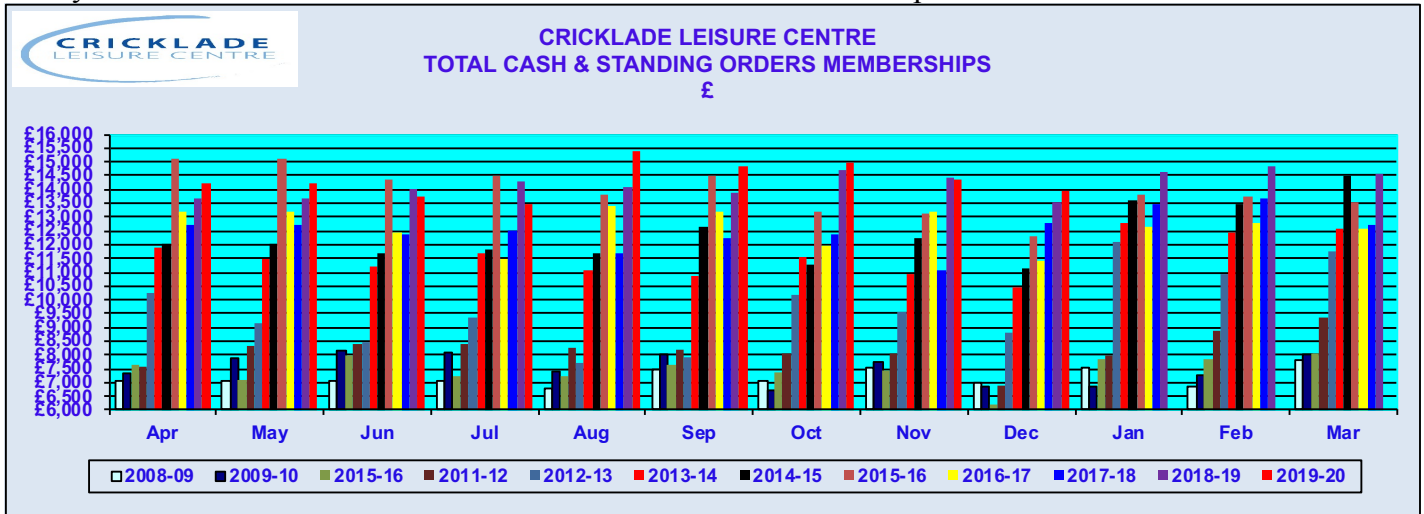
HEADING	EXPEND DEC 2019 £	EXPEND DEC 2018 £	EXPEND DEC 2017 £	EXPEND DEC 2016 £	EXPEND DEC 2015 £	EXPEND DEC 2014£
Pay	242,018	245,127	226,453	230,269	203,325	196,420
Premises	105,224	102,569	105,588	96,777	99,307	100,083
Administration	18,507	28,428	25,655	41,870	33,501	34,795
Fees	12,242	13,762	14,113	13,722	12,159	14,103
TOTAL	377,991	389,846	371,809	382,638	348,292	345,401

HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2019/20	PLAN TO DATE	YEAR TO DATE	VARIANCE TO DATE	NOTES
EXPENDITURE	£	£	£	£	£	
Wages						
Management	61,709	60,000	45,000	48,925	-3,925	Change in structure
Duty Managers	85,860	85,000	63,750	49,398	14,352	
Reception/Administration	4,628	7,500	5,625	5,932	-307	
Recreation Assistants	81,461	85,000	63,750	80,486	-16,736	
Wetside Coaches	24,121	25,000	18,750	14,237	4,513	
Dryside Coaches	51,330	50,000	37,500	35,526	1,974	
Cleaners	3,518	3,000	2,250	2,477	-227	
Maintenance	6,428	5,664	4,248	5,037	-789	
TOTAL PAY	319,055	321,164	240,873	242,018	-1,145	
NON PAY						
Premises						
Electricity	27,894	28,000	21,000	21,725	-725	
Gas	17,885	18,000	13,500	13,810	-310	
Insurance	4,767	4,750	4,750	5,037	-287	
Alarms Maint	2,532	1,000	750	3,070	-2,320	
General Rates	8,036	9,800	7,350	7,393	-43	
Rubbish	-	-	-	-	0	
Water Rates	9,967	7,500	5,625	5,706	-81	
Pool Chemicals	4,339	4,000	3,000	2,463	537	
Repairs & renewals	17,914	20,000	15,000	10,881	4,119	
Cleaning	10,655	10,000	7,500	6,819	681	
Gardening	-	296	-	-	0	
Depreciation	39,483	37,760	28,320	28,320	0	
TOTAL PREMISES	143,472	141,106	106,795	105,224	1,571	
Administration						
Uniforms	275	500	375	205	170	
Training (incl travel)	4,621	5,500	4,125	1,593	2,532	
Advertising/Marketing	1,558	4,500	3,375	1,181	2,194	
Telephone	2,139	3,000	2,250	1,421	829	
Stationery/Postage	1,478	3,000	2,250	402	1,848	
Computing Equipment	1,499	2,500	1,875	1,475	400	
Office Equipment	2,819	1,000	750	1,887	-1,137	
Party Food	3,032	1,500	1,125	602	523	
Sports Equipment (day to day)	7,173	6,500	4,875	3,124	1,751	
Swimming Badges	1,948	1,500	1,125	1,799	-674	
Donations	-	-	-	-	0	
Misc	6,972	5,000	3,750	4,818	-1,068	
TOTAL ADMINISTRATION	33,514	34,500	25,875	18,507	7,368	
Professional Fees						
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	1,875	2,520	-645	
Loan Interest/Fee	4,341	5,100	3,825	2,511	1,314	Per loan Schedule
Bank/Credit Charges	4,916	6,000	4,500	3,746	754	
TOTAL PROFESSIONAL FEES	17,103	17,100	13,700	12,242	1,458	
TOTAL EXPENDITURE	513,144	513,870	387,243	377,991	9,252	

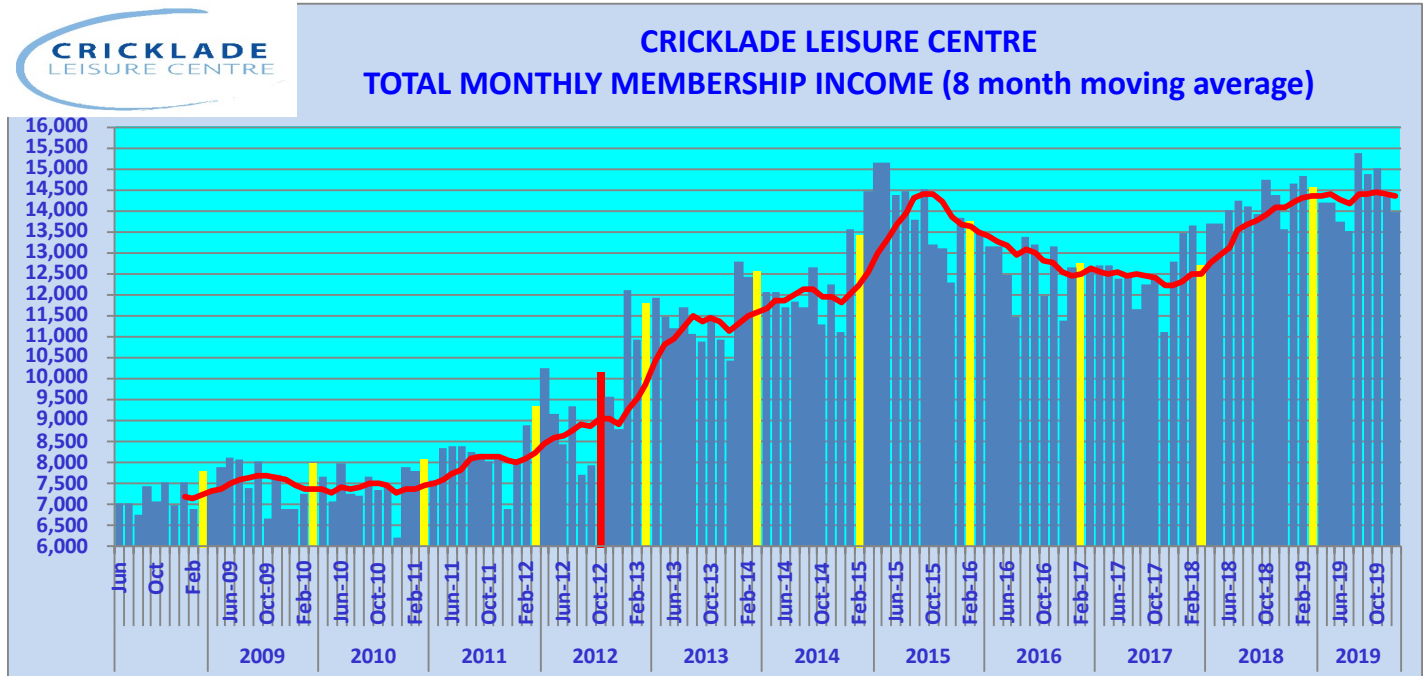
Key Success Factors

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.



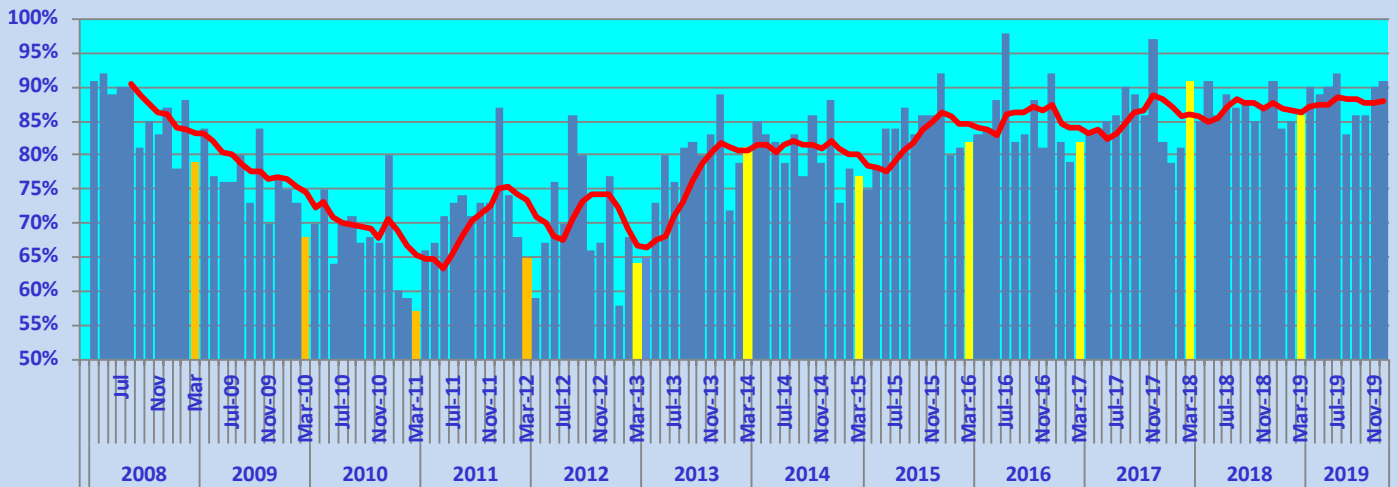
The red bar below is when the gym was refurbished. August 2019 was the highest ever monthly membership income.



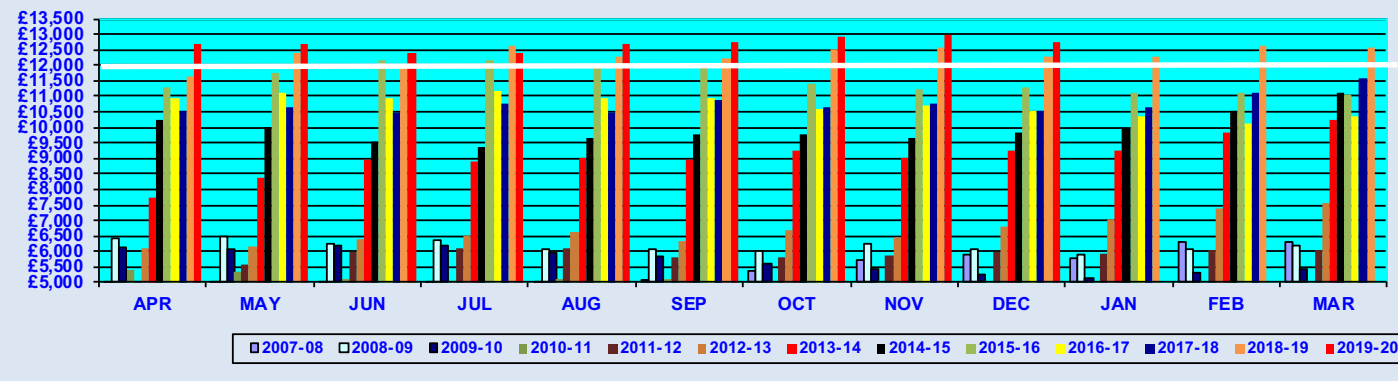
Cash memberships are an important part of our income. However, standing orders are important, because they are less prone to fluctuation! They are now running above £150k per annum.



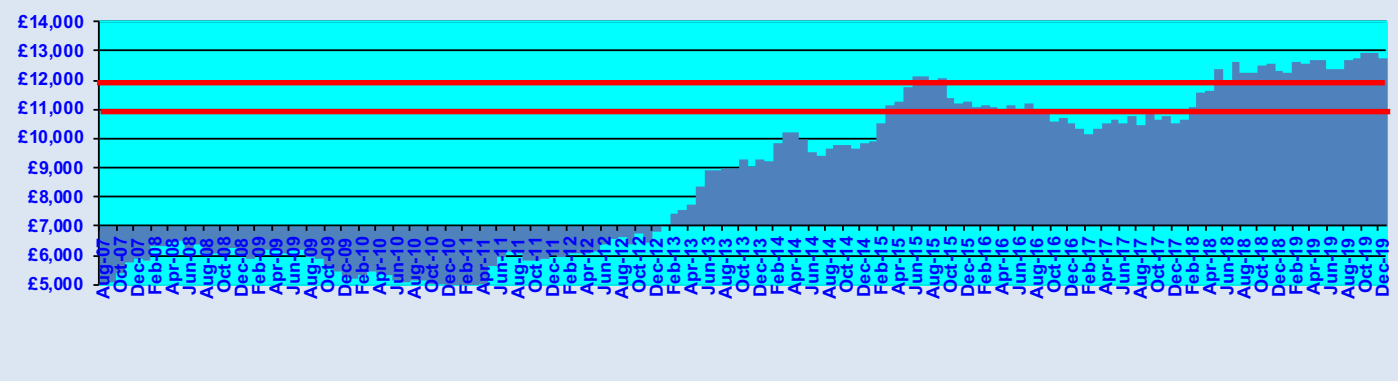
CRICKLADE LEISURE CENTRE
PERCENTAGE OF STANDING ORDERS MONTHLY MEMBERSHIPS
6 Months moving average



CRICKLADE LEISURE CENTRE
MONTHLY MEMBERSHIP STANDING ORDERS £

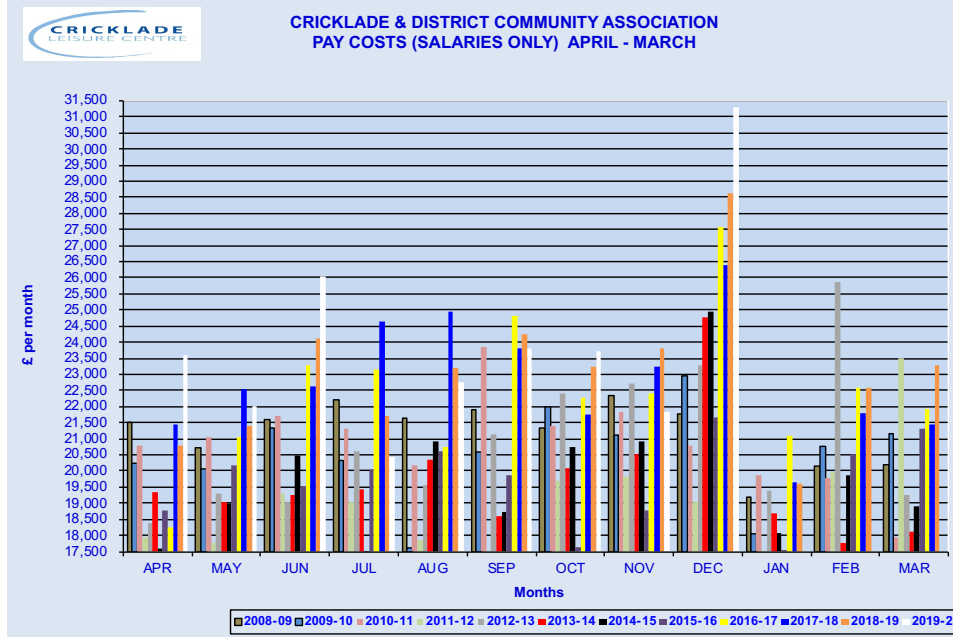
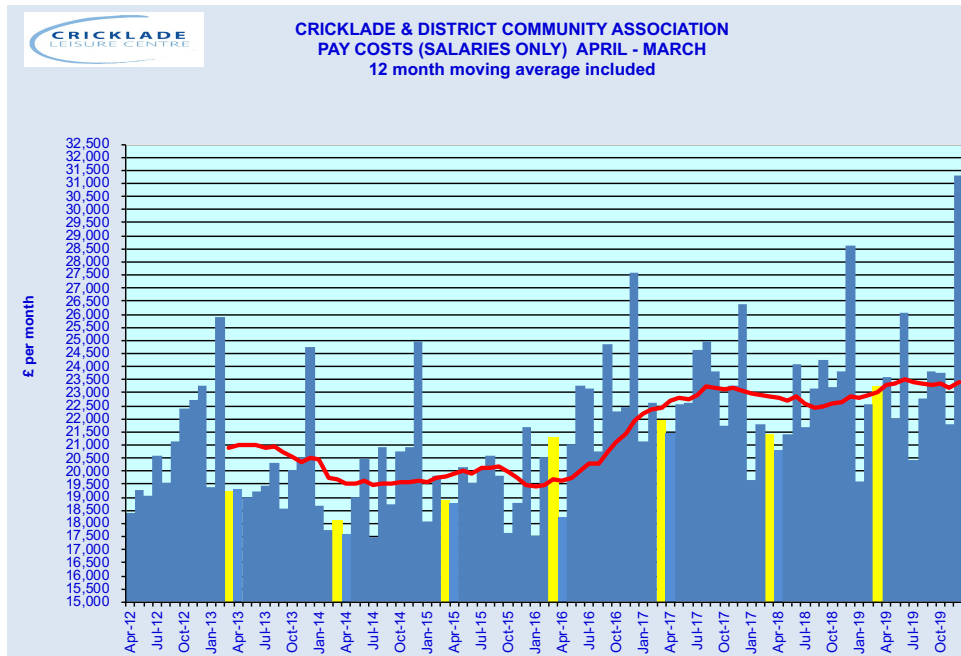


CRICKLADE LEISURE CENTRE
MONTHLY MEMBERSHIP STANDING ORDERS £



Wages

Wages are above that of last year – and December reflects a bonus awarded to the staff for a successful last financial year.



Bar/Coffee Shop

BAR/COFFEE SHOP	ACTUAL LAST YEAR £	PLAN FOR 2019/20 £	PLAN TO DATE £	YEAR TO DATE £	VARIANCE TO DATE £	NOTES
INCOME						
Café/Bar Income	54,731	55,000	41,250	41,633	383	44.70%
TOTAL INCOME	54,731	55,000	41,250	41,633	383	TOTAL GROSS MARK UP
EXPENDITURE						
Salaries	16,596	18,000	13,500	14,741	-1,241	
Drinks	11,420	12,000	9,000	6,002	2,998	
Coffee/Bar Consumables	28,078	20,000	15,000	17,019	-2,019	
Bar Chemicals/Gases	305	250	188	182	6	
Stock Take	775	1,000	750	465	285	
TV	150	150	113	115	-3	
TOTAL EXPENDITURE	57,324	51,400	38,550	38,524	26	
TOTAL BAR CONTRIBUTION	-	2,593	3,600	2,700	3,109	409

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