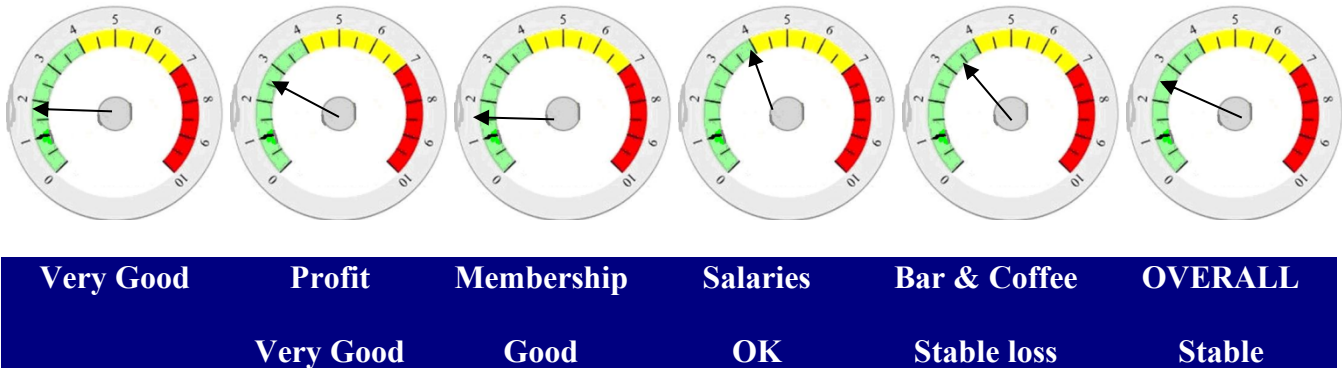


Report 2018-2019

Eleven Months to end of February

Summary



The original plan for this year was to make a loss of nearly £12,000 - caused by the lack of access to the capital grant of £35k.

As at the end of the February, the centre is ahead of target by £28,936 (£29,930 January, £23,645 December). Income is a key driver for this up 12% on last year. Continuation of this success will lead to a small surplus this year.

The centre has committed capital resources replacing a treadmill, upgrading the alarms, and paying interest on loans, cash that normally would be part of a capital grant. Should the financial position deteriorate, then the centre will claim per the process set up by CTC. The centre is still awaiting the £80k agreed by CTC to repay the loan, which will ease our financial burden this year, and going forward, saving us £20k a year in cash repayments.

	AVERAGE
	MONTHLY MEMBERSHIP £
2011/12	7,420
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	14,166

Our average monthly membership is now consistently the highest levels it has ever been - and has now crossed the average £14k per month.

This increased income is creating a cushion to fall back on, when the centre loses its revenue grant - post development.

In preparation for post redevelopment, and the loss of £35,000, whilst this appears bad and is not sustainable (we will have to make up £47,000 to break even following redevelopment), 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 £
CURRENT PLAN 2018/19	-12,025	-12,025
LOSS OF GRANT	-35,000	-35,000
NON CASH CONTRIBUTION		39,818
TOTAL TO MAKE UP	-47,025	-7,207
DEPRECIATION SAVING POST DEV	29,975	0
DROP IN MAINTENANCE	10,000	10,000
REPAYMENT OF LOAN	5,100	19,956
REVISED PLAN	-1,949	22,749
RESULTS TO DATE	37,360	37,360
BENEFIT POST DEVELOPMENT	35,411	60,110

In profit and loss, we need to make up £47k on today's budget. A new building, owned and asset maintained by CTC will mean the only depreciation we will carry in our books, will be for equipment. We expect maintenance spend to decrease, and the interest only charged to P&L will be cleared when the loan is repaid.

In cash terms the picture is rosier - the whole of the annual loan repayments is cleared, and also as depreciation is a non-cash element, all things being equal, we will have a cash surplus of £60k - to reinvest in equipment (per annum).

This success has come because income in the last 5 years has grown 42% - whereas expenditure for the same period has only increased by 16%.

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

Profit & Loss

The position shows a small deficit against target to date, whilst still maintaining a surplus to date.

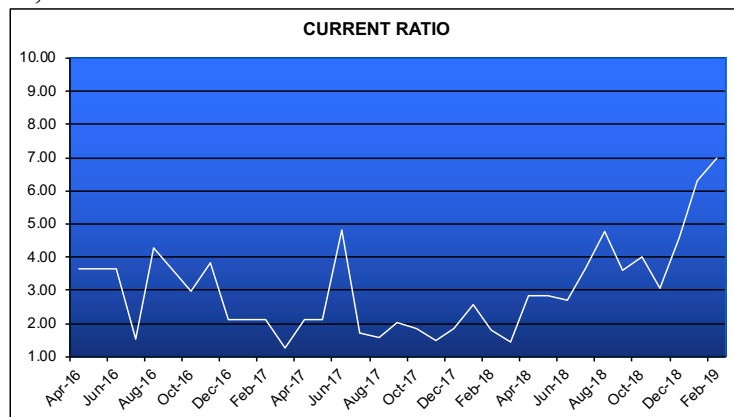
SUMMARY						
HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2018/19	PLAN FOR 11 Months Feb	ACTUAL TO END 11 months Feb	VARIANCE TO DATE	NOTES
INCOME	£	£	£	£	£	
INCOME	540,713	549,673	520,834	552,177	31,343	
EXPENDITURE	557,052	561,697	512,410	514,817	-2,407	
TOTAL	-16,339	-12,025	8,424	37,360	28,936	

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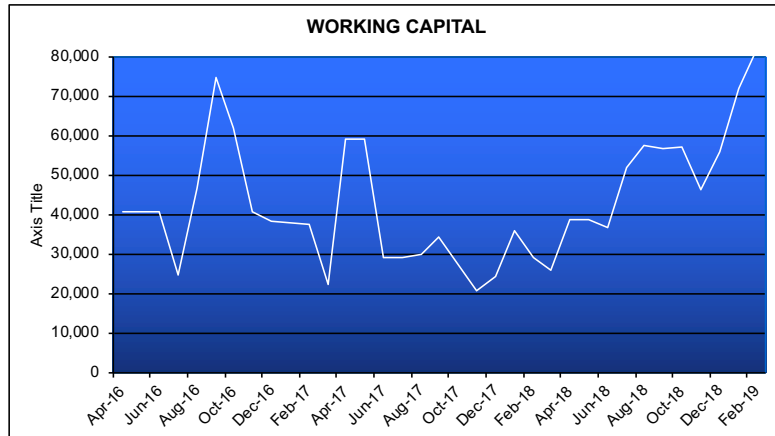
CASH IN HAND		REPRESENTED BY	
	£		£
As at 28th February 2019		B/F from above	37,360
Current Bank Account	19,052	Reserves	102,014
Business Investment	45,066	Tax/NI/Pension	8,740
EOY Accruals	-	Audit	-
Petty Cash	23	VAT	1,295
Debtors	20,953	Utilities	-
Prepaid Water	750	Deferred Grant	11,512
Assets (less depr)	133,800	Long term Loan	65,256
Float	345		-
Merchandise Stock	6,383	Misc Accruals	2,298
Bar Stock	2,103	TOTAL	228,475
TOTAL	228,475		

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;

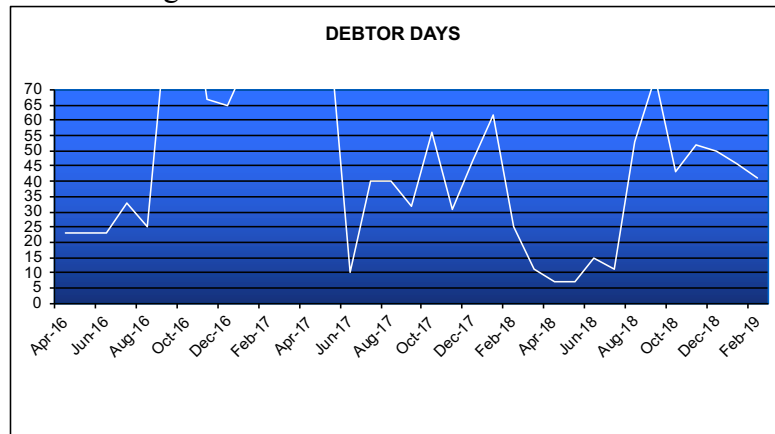
- Quick Ratio = Current Assets / Current Liabilities – ideally the higher the figure, the better our ability to meet short term debts, and concern would arise if it fell below 1:1 without any action plan in place.



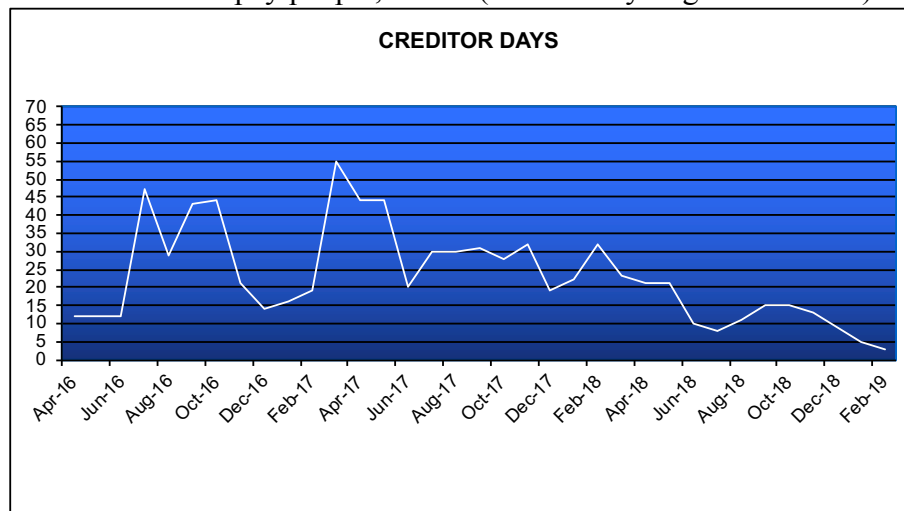
- The Net working capital = Current Assets minus Current Liabilities. This is a crude measure of what our positive balance is. It includes stock, but excludes fixed assets and the long term loan.



- 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 October.

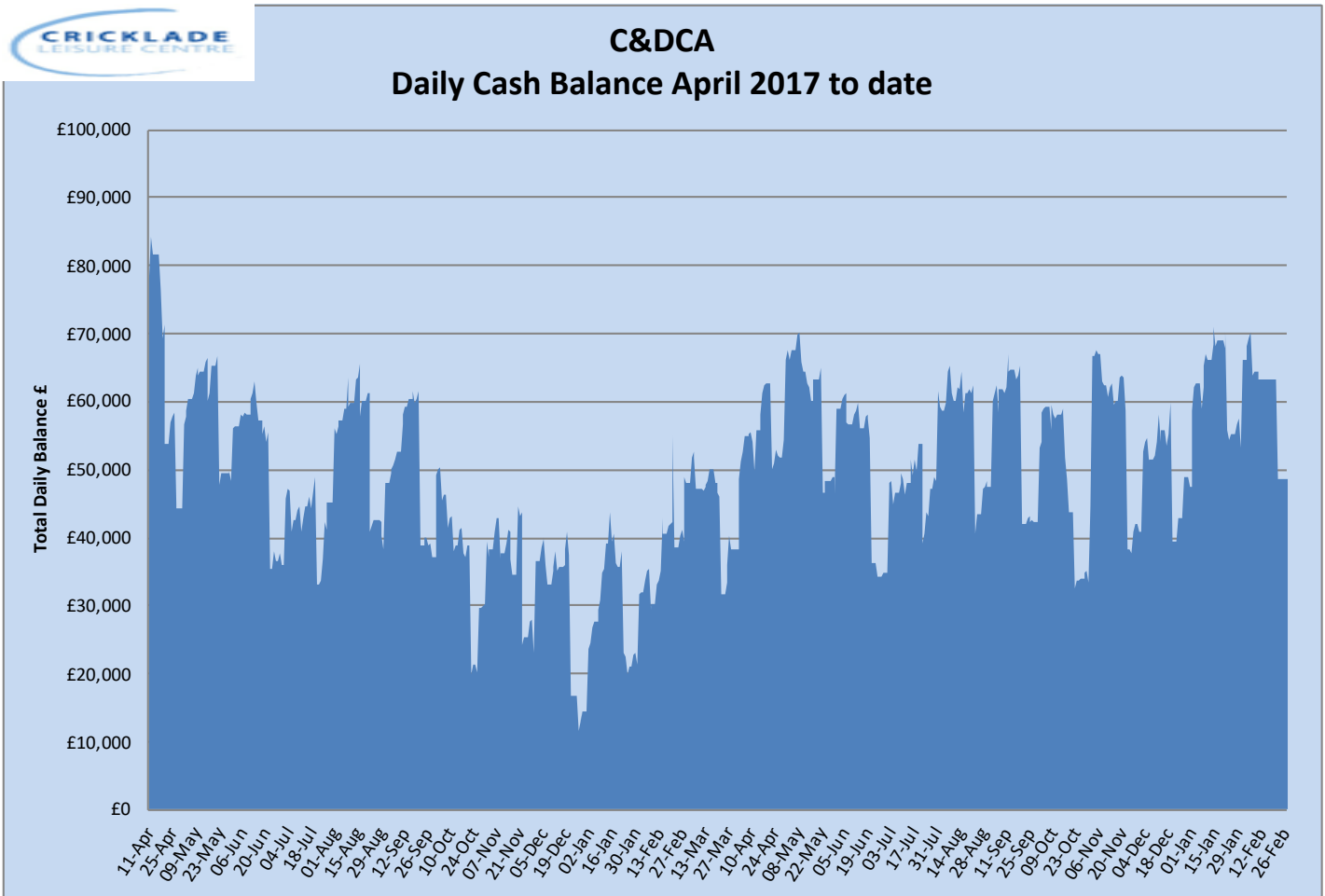


- The same ratio for how well we pay people, shows (distorted by large works bills)



Cash

Our cash management remains positive. No cause for concern.



Income

Overall income is 12% above last year's income. This shows a 42% increase in income since 2014 – over 8.5% per annum.

HEADING	INCOME FEBRUARY 2019 £	INCOME FEBRUARY 2018 £	INCOME FEBRUARY 2017 £	INCOME FEBRUARY 2016 £	INCOME FEBRUARY 2015 £	INCOME FEBRUARY 2014 £
Membership	156,046	137,647	139,305	154,452	134,385	127,243
Courses	139,640	136,569	124,613	95,637	91,526	95,131
Pay as you go	132,219	116,732	116,389	102,532	99,158	86,398
Miscellaneous	32,602	20,704	15,365	13,342	9,320	16,951
TOTAL	460,507	411,652	395,672	365,963	334,389	325,723
Eleven Months - to end of February						
HEADINGS	ACTUAL LAST YEAR £	PLAN FOR 2018/19 £	PLAN FOR 11 Months Feb	ACTUAL TO END 11 months Feb £	VARIANCE TO DATE £	NOTES
Revenue Grants						
Grant WCC		35,250	35,000	35,000	0	No capital grant approved
Boiler Grant		1,488	1,488	-	0	Grant matching expenditure
Swimming Grant		4,950	4,680	4,680	0	
TOTAL GRANTS		41,688	41,168	39,680	0	
Memberships						
Gold		2,769	3,000	2,780	3,131	351
Silver		115,507	120,000	111,203	117,676	6,473
Bronze		32,073	33,000	30,581	35,019	4,438
Friends		1,100	1,000	927	220	-707
TOTAL MEMBERSHIPS		151,449	157,000	145,491	156,046	10,555
Courses						
Swimming Courses		108,736	110,000	110,000	110,566	566
Swimming Certificates		1,628	1,500	1,500	1,593	93
NPLQ Income		2,775	2,500	2,500	3,742	1,242
Gym Course		24,278	24,000	24,000	23,739	-261
TOTAL COURSES		137,417	138,000	138,000	139,640	1,640
Activities						
Swimming Casual		22,755	23,000	21,314	26,437	5,123
School Swimming/Pool Hire		46,235	46,000	42,628	49,565	6,937
Badminton		14,682	15,000	13,900	14,417	517
Squash		5,865	6,000	5,560	5,148	-412
Main Hall		16,401	16,500	15,290	18,699	3,409
Gymnasium		3,928	4,000	3,707	4,399	692
Gym & Bounce		429	500	463	657	194
Tennis		2,028	1,000	927	1,363	436
Outdoor Football		3,105	3,000	2,780	250	-2,530
Fitness Classes		12,977	13,000	12,047	11,284	-763
TOTAL ACTIVITIES		128,405	128,000	118,617	132,219	13,602
Miscellaneous Income						
Donations/Triathlon/Fun run		4,449	4,500	4,125	3,823	-302
Interest		5	5	5	19	14
Party		4,035	4,000	3,667	6,206	2,539
Miscellaneous Income		7,314	7,000	6,417	5,537	-880
Holiday Club		5,175	8,000	8,000	14,478	6,478
Sale of Sports Equipment		2,043	2,000	1,833	2,539	706
TOTAL MISCELLANEOUS		23,021	25,505	24,046	32,602	8,556
TOTAL LEISURE INCOME		481,980	489,673	465,834	500,187	34,353

Expenditure

Expenditure is 3.4% up on last year – mainly due to the increase in pays costs. The increase over 5 years is 16.5% - just over 3% per annum.

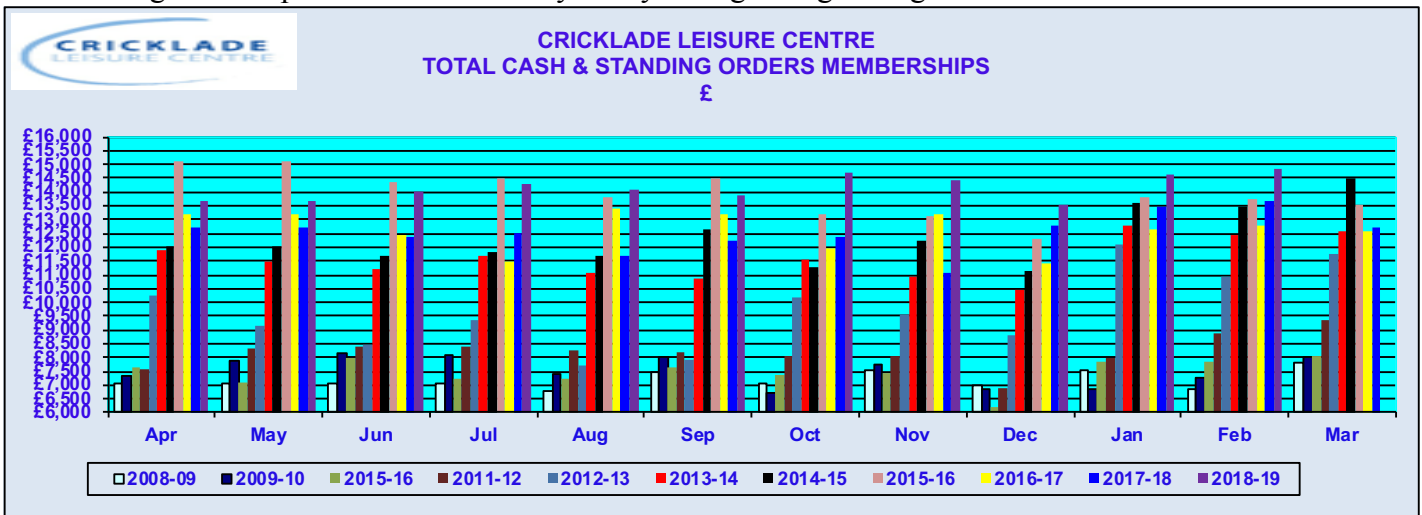
HEADING	EXPEND FEB 2019 £	EXPEND FEB 2018 £	EXPEND FEB 2017 £	EXPEND FEB 2016 £	EXPEND FEB 2015 £	EXPEND FEB 2014 £
Pay	294,074	276,303	278,610	248,773	240,100	232,379
Premises	122,235	128,872	115,164	125,048	120,165	115,487
Administration	31,646	32,604	34,711	46,387	43,738	38,618
Fees	15,875	15,681	15,810	14,519	15,916	15,845
TOTAL	463,830	453,460	444,295	434,727	419,921	402,329

HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2018/19	PLAN FOR 11 Months Feb	ACTUAL TO END 11 months Feb	VARIANCE TO DATE	NOTES
EXPENDITURE	£	£	£	£	£	
Wages						
Management	48,792	57,000	52,250	56,823	-4,573	Change in structure
Duty Managers	67,911	66,000	60,500	78,863	-18,363	
Reception/Administration	15,643	9,000	8,250	4,293	3,957	
Recreation Assistants	86,675	88,500	81,125	77,876	3,249	
Wetside Coaches	21,437	27,000	24,750	20,887	3,863	
Dryside Coaches	46,347	46,500	42,625	46,174	-3,549	
Cleaners	5,047	3,000	2,750	3,263	-513	
Maintenance	9,738	5,664	5,192	5,895	-703	
TOTAL PAY	301,590	302,664	277,442	294,074	-16,632	
NON PAY						
Premises						
Electricity	19,548	20,000	18,333	18,136	197	
Gas	15,956	18,000	16,500	15,894	606	
Insurance	4,619	4,750	4,750	4,767	-17	
Alarms Maint	2,254	1,000	917	2,532	-1,615	Alarm replacement
General Rates	7,808	9,800	8,983	8,036	947	
Rubbish	2,408	2,500	-	-	0	
Water Rates	3,825	6,000	5,500	8,300	-2,800	
Pool Chemicals	3,939	4,000	3,667	3,643	24	
Repairs & renewals	23,088	20,000	18,333	14,950	3,383	
Cleaning	10,045	10,000	9,167	9,784	-617	
Gardening	228	500	-	-	0	
Depreciation	39,818	39,483	36,193	36,193	0	
TOTAL PREMISES	133,536	136,033	122,343	122,235	108	
Administration						
Uniforms	941	500	458	275	183	
Training (incl travel)	5,532	5,500	5,042	3,821	1,221	
Advertising/Marketing	4,384	4,500	4,125	1,363	2,762	
Telephone	2,966	3,000	2,750	1,898	852	
Stationery/Postage	3,150	3,000	2,750	1,478	1,272	
Computing Equipment	2,363	2,500	2,292	1,457	835	
Office Equipment	1,189	1,000	917	2,819	-1,902	
Party Food	1,005	1,500	1,375	2,741	-1,366	
Sports Equipment (day to day)	7,543	6,500	5,958	7,060	-1,102	
Swimming Badges	1,335	1,500	1,375	1,404	-29	
Donations	-	-	-	-	0	
Misc	4,792	5,000	4,583	7,330	-2,747	
TOTAL ADMINISTRATION	35,200	34,500	31,625	31,646	-21	
Professional Fees						
Audit	1,720	2,000	2,000	1,510	490	
Legal/Licences	3,747	2,500	2,000	2,870	-870	PRS Annual fee
Payroll/Accounts	2,260	2,500	2,292	3,080	-788	
Loan Interest/Fee	5,057	5,100	4,675	4,050	625	Per loan Schedule
Bank/Credit Charges	4,406	6,000	5,500	4,365	1,135	
TOTAL PROFESSIONAL FEES	17,190	18,100	16,467	15,875	592	
TOTAL EXPENDITURE	487,516	491,297	447,876	463,830	-15,953	

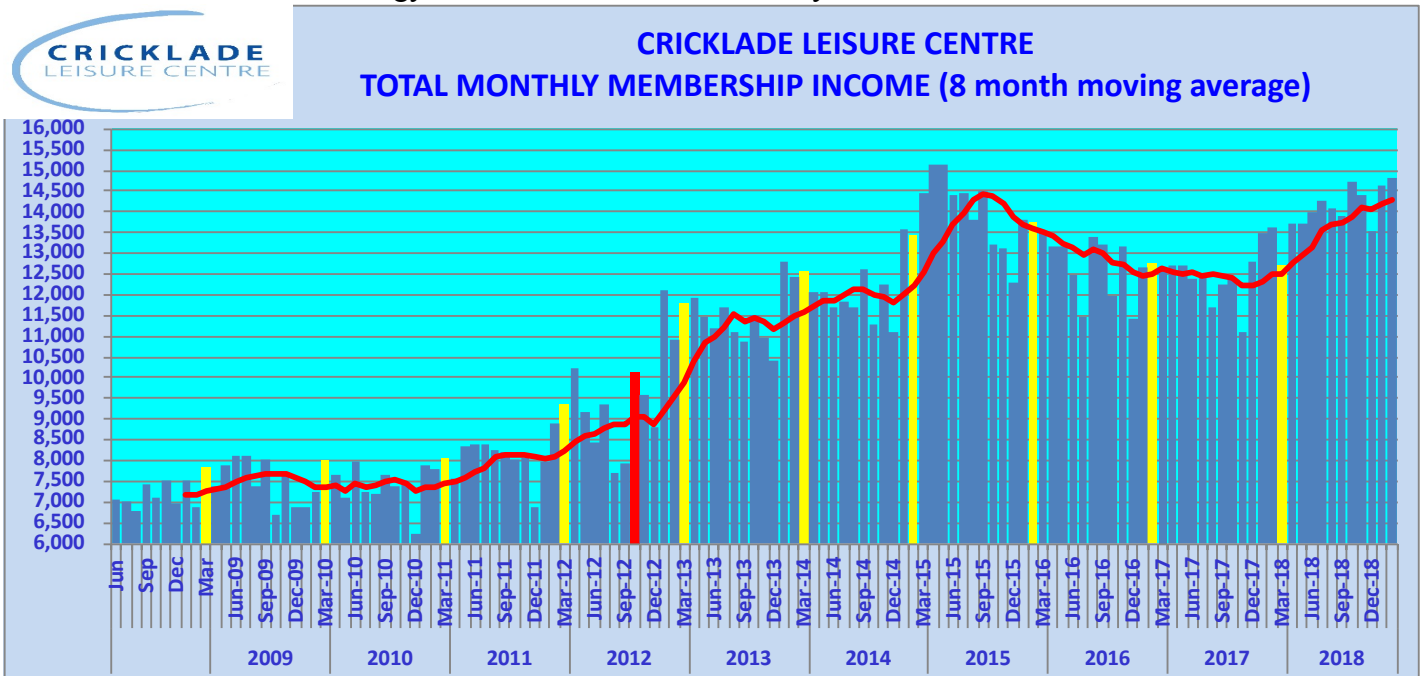
Key Success Factors

Membership

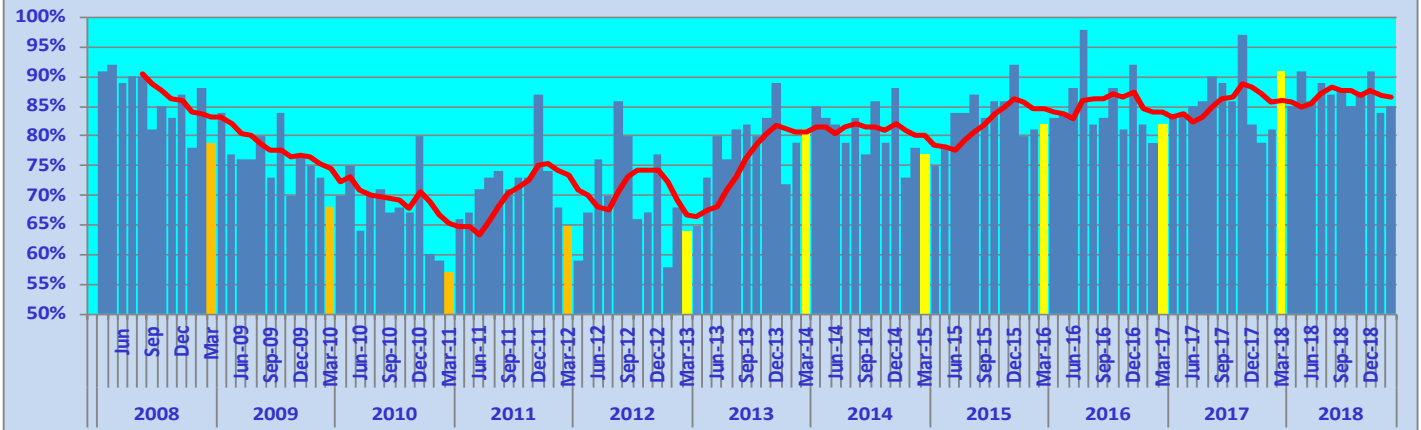
Membership is a key success to date since the new gym in 2012. This year's figures are now consistently higher and reaching the best period achieved nearly four years ago – a good sign for the future.



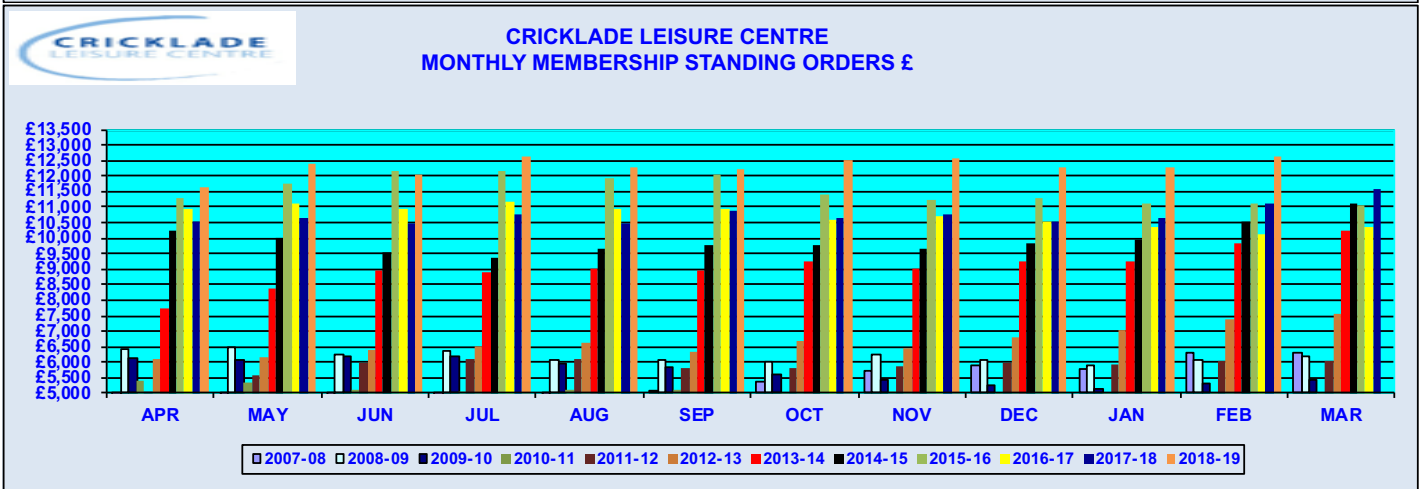
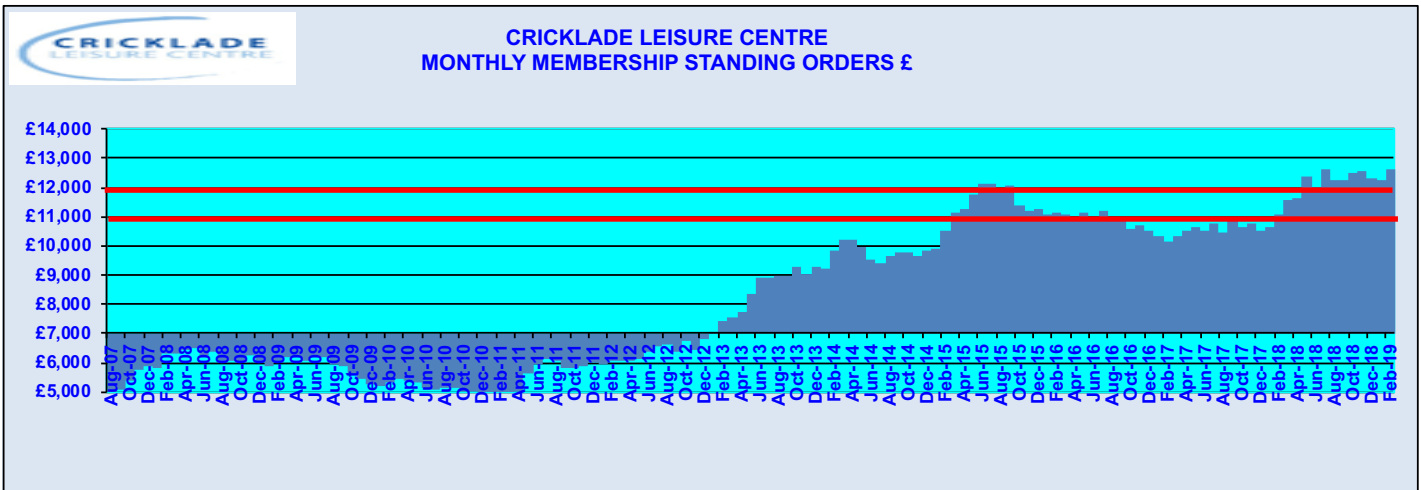
The red bar below is when the gym was refurbished. This clearly demonstrates the investment was worthwhile.



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



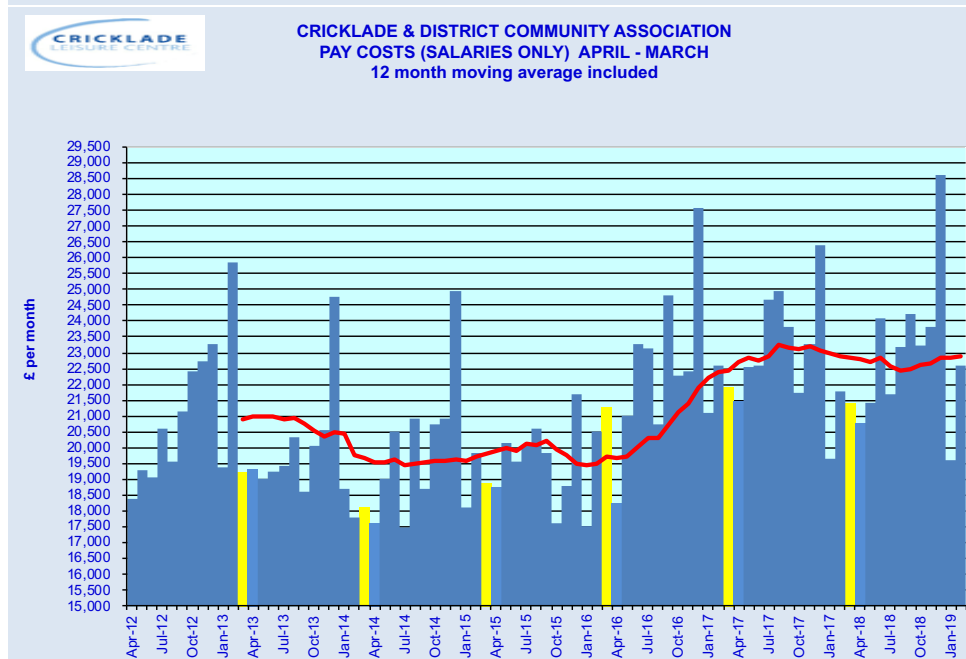
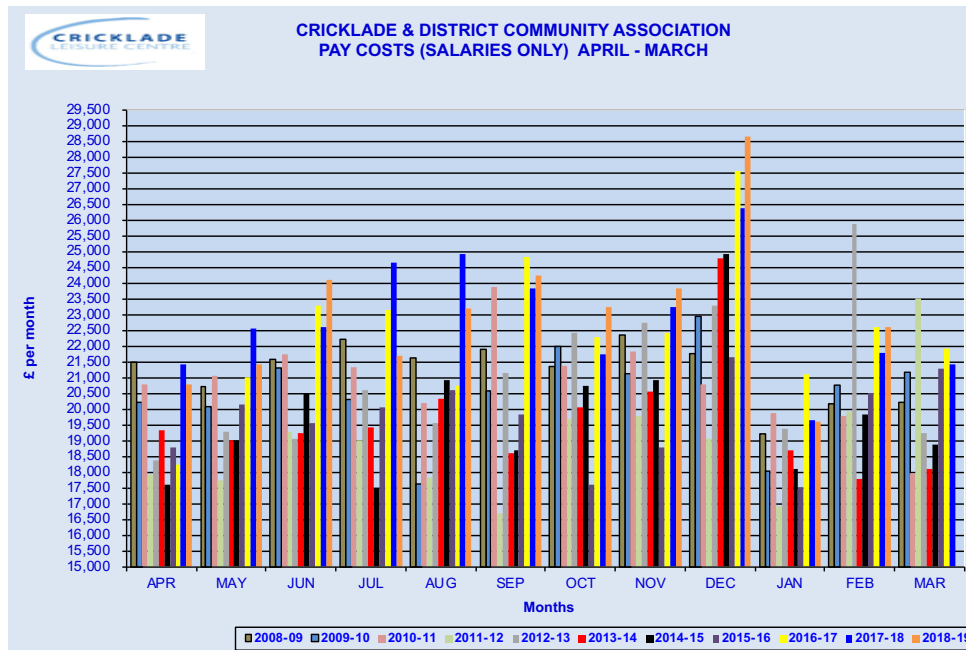
Cash memberships are an important part of our income. However, standing orders are important, because they are less prone to fluctuation! They are now running at almost £140k per annum.





Wages

Wages remain under control - 6.5% higher than this time last year - but reflects the additional services provided by the centre that have brought in 12% more income this year.



Bar/Coffee Shop

BAR/COFFEE SHOP	ACTUAL LAST YEAR	PLAN FOR 2018/19	PLAN FOR 11 Months Feb	ACTUAL TO END 11 months Feb	VARIANCE TO DATE	NOTES
	£	£	£	£	£	
INCOME						
Café/Bar Income	58,733	60,000	55,000	51,990	-3,010	33.30%
TOTAL INCOME	58,733	60,000	55,000	51,990	-3,010	TOTAL GROSS MARK UP
EXPENDITURE						
Salaries	22,812	23,000	21,083	15,245	5,838	
Drinks	15,579	16,000	14,667	10,413	4,254	
Coffee/Bar Consumables	29,981	30,000	27,500	24,266	3,234	
Bar Chemicals/Gases	211	250	229	305	-76	
Stock Take	806	1,000	917	620	297	
TV	147	150	138	138	-1	
TOTAL EXPENDITURE	69,536	70,400	64,533	50,987	13,546	
TOTAL BAR CONTRIBUTION	-	10,803	-	10,400	-	9,533
				1,003	10,536	

We are yet to put a full inspection on bar/café income.