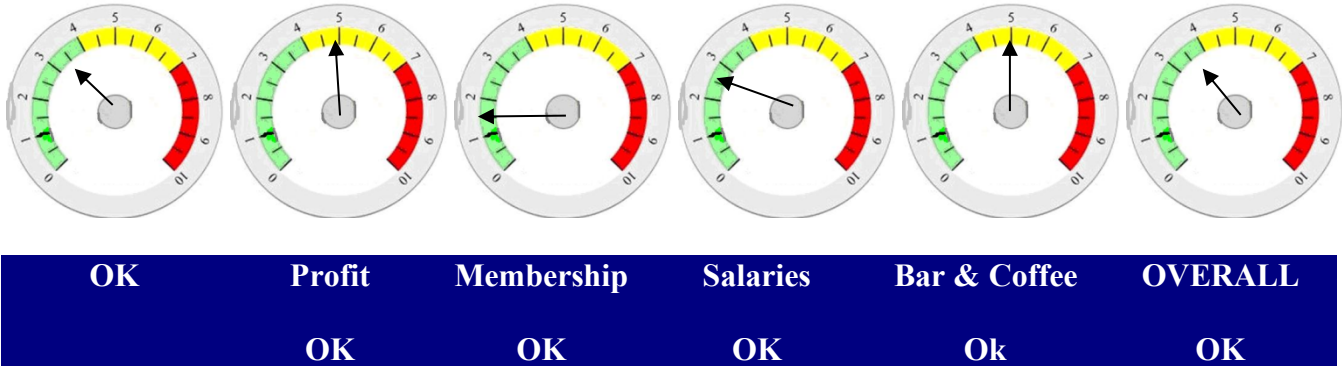


Report 2018-2019

Month 2 New Year

Summary



The budgets are provisional before agreeing with centre management.

The plan for this year is to make a loss of nearly £12,000.

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.

1. Post redevelopment the depreciation element related to the building will be reduced to zero, saving around £28k per annum.
2. Interest payments charged to P&L once the loan has been repaid, will save £4k per annum.
3. Our commitment for repairs and maintenance for the first number of years will drop by at least £10k.

In addition to the above, we expect more footfall, through an improved, and increased offering.

For the first two months, income is up 8%, which shows a good improvement on last year, including the highest monthly membership standing orders since our inception - a figure which has been surpassed again in July this year!



Profit & Loss

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

SUMMARY						
HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2018/19	PLAN FOR TWO MONTHS MAY	ACTUAL TO END OF MAY	VARIANCE TO DATE	NOTES
INCOME	£	£	£	£	£	
INCOME	540,713	549,673	112,593	110,129	-2,464	
EXPENDITURE	557,052	561,289	98,173	93,228	4,946	
TOTAL	-16,339	-11,617	14,420	16,902	2,481	

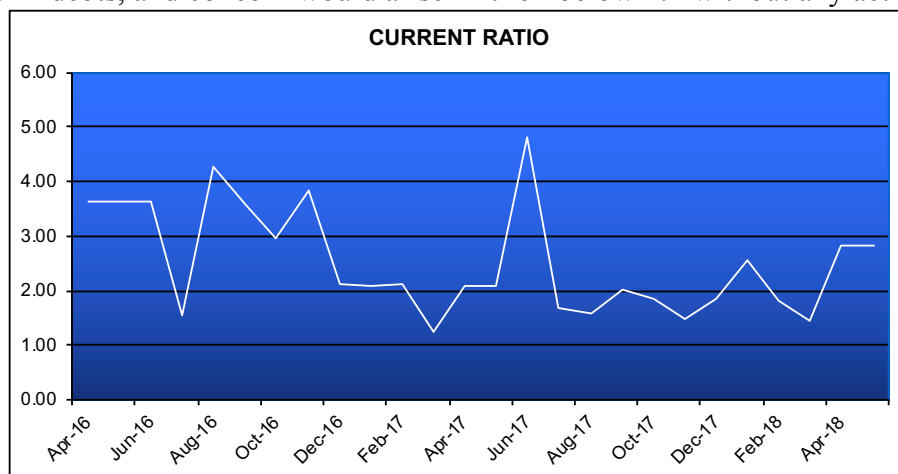
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CASH IN HAND	
As at 31st March 2018	£
Current Bank Account	9,105
Business Investment	39,966
EOY Accruals	1,816
Petty Cash	171
Debtors	2,020
Prepayments	-
Assets (less depr)	165,593
Float	345
Merchandise Stock	6,383
Bar Stock	2,103
TOTAL	227,502

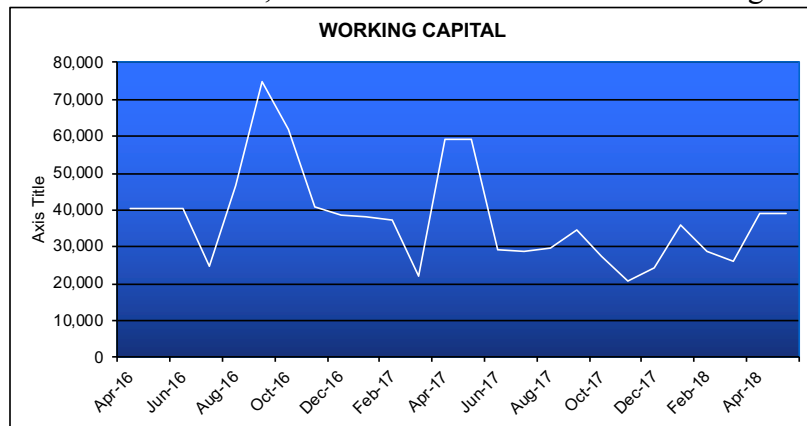
REPRESENTED BY	
	£
B/F from above	16,902
Reserves	100,681
Tax/NI/Pension	6,787
Audit	-
VAT	1,578
Utilities	-
Deferred Grant	11,512
Long term Loan	76,135
Bikes Loan	739
Accrued Income	-
Misc Accruals	14,646
TOTAL	227,502

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;

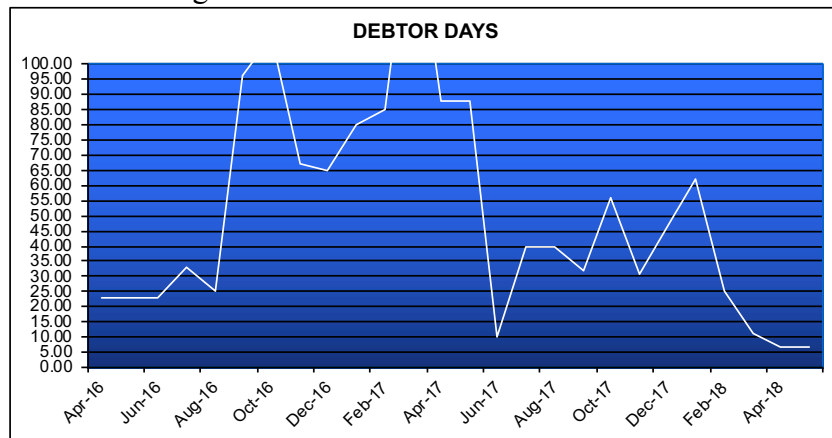
- Quick Ratio = Current Assets / Current Liabilities – ideally the higher the figure, the better our ability to meet short term debts, and concern would arise if it fell below 1:1 without any action plan in place.



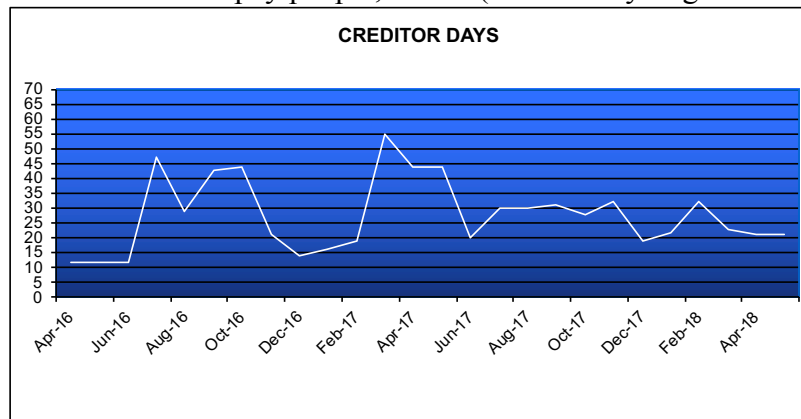
- The Net working capital = Current Assets minus Current Liabilities. This is a crude measure of what our positive balance is. It includes stock, but excludes fixed assets and the long term loan.



- 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.

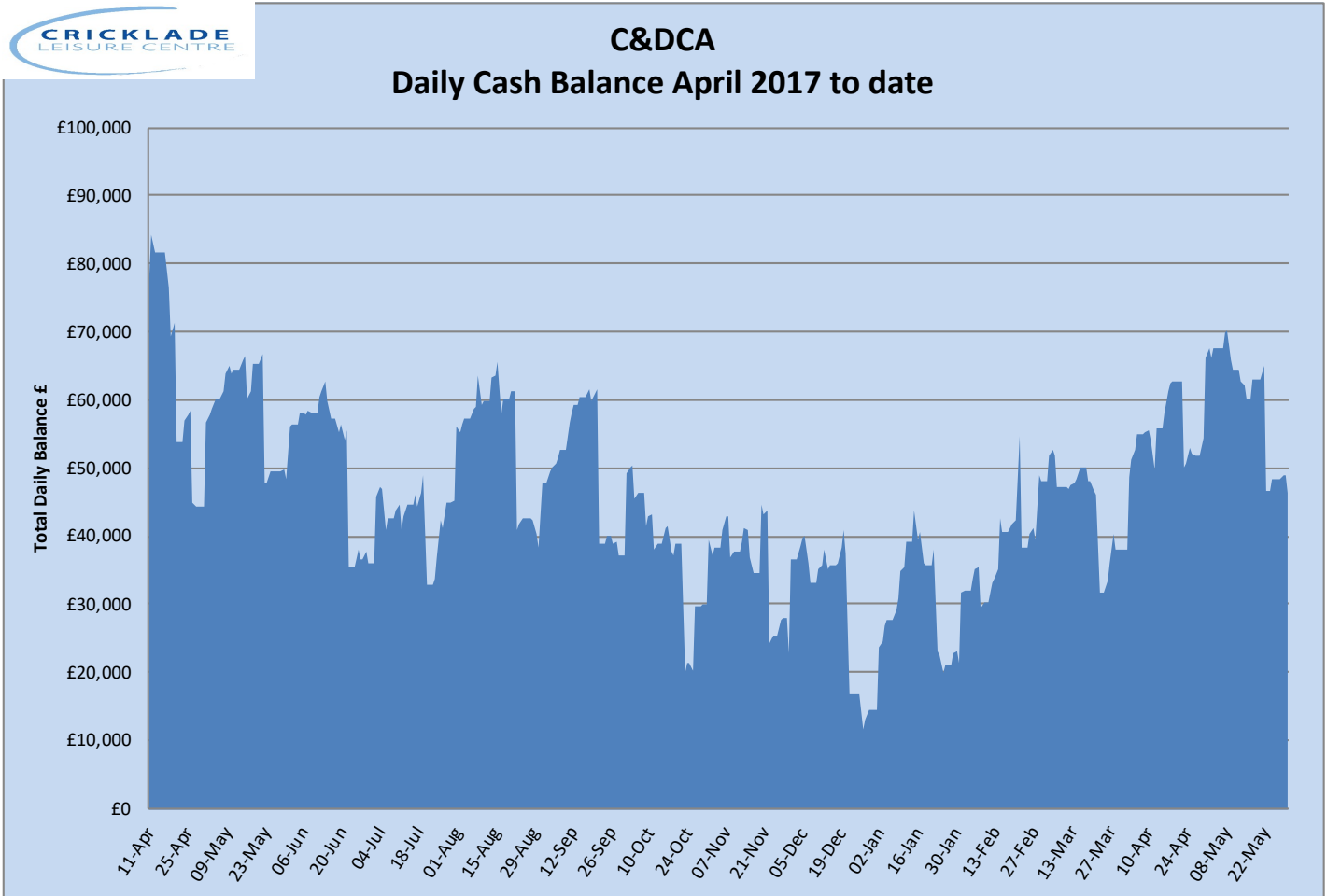


- The same ratio for how well we pay people, shows (distorted by large works bills)



Cash

Despite our loss of £35k income last year, our cash position gives no cause for immediate concern.



Income

Income is 8% up on last year to date. This position is 35% above income 5 years ago.

HEADING	INCOME MAY 2018 £	INCOME MAY 2017 £	INCOME MAY 2016 £	INCOME MAY 2015 £	INCOME MAY 2014 £	INCOME MAY 2013 £
Membership	27,565	25,639	26,506	30,340	24,486	23,148
Courses	42,192	40,993	38,120	31,664	28,548	31,880
Pay as you go	25,466	21,468	21,425	19,102	15,246	17,880
Miscellaneous	5,588	5,222	1,995	1,713	795	2,034
TOTAL	100,801	93,322	88,046	82,819	69,075	74,942

EARLY YEAR - 2 MONTHS IN						
HEADINGS INCOME	ACTUAL LAST YEAR £	PLAN FOR 2018/19 £	PLAN FOR TWO MONTHS MAY £	ACTUAL TO END OF MAY £	VARIANCE TO DATE £	NOTES
Revenue Grants						
Grant WCC	35,250	35,000	-	-	0	No capital grant approved
Boiler Grant	1,488	1,488	-	-	0	Grant matching expenditure
Swimming Grant	4,950	4,680	-	-	0	
TOTAL GRANTS	41,688	41,168	-	-	0	
Memberships						
Gold	2,769	3,000	537	607	70	
Silver	115,507	120,000	21,478	20,924	-554	
Bronze	32,073	33,000	5,906	5,876	-30	
Friends	1,100	1,000	179	158	-21	
TOTAL MEMBERSHIPS	151,449	157,000	28,100	27,565	-535	
Courses						
Swimming Courses	108,736	110,000	36,667	34,632	-2,035	
Swimming Certificates	1,628	1,500	500	144	-356	
NPLQ Income	2,775	2,500	833	-	-833	
Gym Course	24,278	24,000	8,000	7,416	-584	
TOTAL COURSES	137,417	138,000	46,000	42,192	-3,808	
Activities						
Swimming Casual	22,755	23,000	4,117	5,080	963	
School Swimming/Pool Hire	46,235	46,000	8,233	8,885	652	
Badminton	14,682	15,000	2,685	2,716	31	
Squash	5,865	6,000	1,074	980	-94	
Main Hall	16,401	16,500	2,953	4,431	1,478	
Gymnasium	3,928	4,000	716	810	94	
Gym & Bounce	429	500	89	80	-9	
Tennis	2,028	1,000	179	118	-61	
Outdoor Football	3,105	3,000	537	205	-332	
Fitness Classes	12,977	13,000	2,327	2,141	-186	
TOTAL ACTIVITIES	128,405	128,000	22,909	25,446	2,537	
Miscellaneous Income						
Donations/Triathlon/Fun run	4,449	4,500	750	524	-226	
Interest	5	5	1	3	2	
Party	4,035	4,000	667	828	161	
Miscellaneous Income	7,314	7,000	1,167	537	-630	
Holiday Club	5,175	8,000	2,667	3,135	468	
Sale of Sports Equipment	2,043	2,000	333	561	228	
TOTAL MISCELLANEOUS	23,021	25,505	5,584	5,588	4	
TOTAL LEISURE INCOME	481,980	489,673	102,593	100,791	-1,802	

Expenditure

No problems to date.

HEADING	EXPEND MAY 2018£	EXPEND MAY 2017 £	EXPEND MAY 2016 £	EXPEND MAY 2015 £	EXPEND MAY 2014 £	EXPEND MAY 2013£
Pay	49,631	47,643	45,933	43,550	38,137	39,002
Premises	26,175	24,245	23,061	19,857	23,258	20,437
Administration	4,517	4,509	9,528	8,927	8,088	7,250
Fees	4,320	4,925	3,726	1,881	5,871	1,265
TOTAL	84,643	81,282	82,248	74,215	75,354	67,954

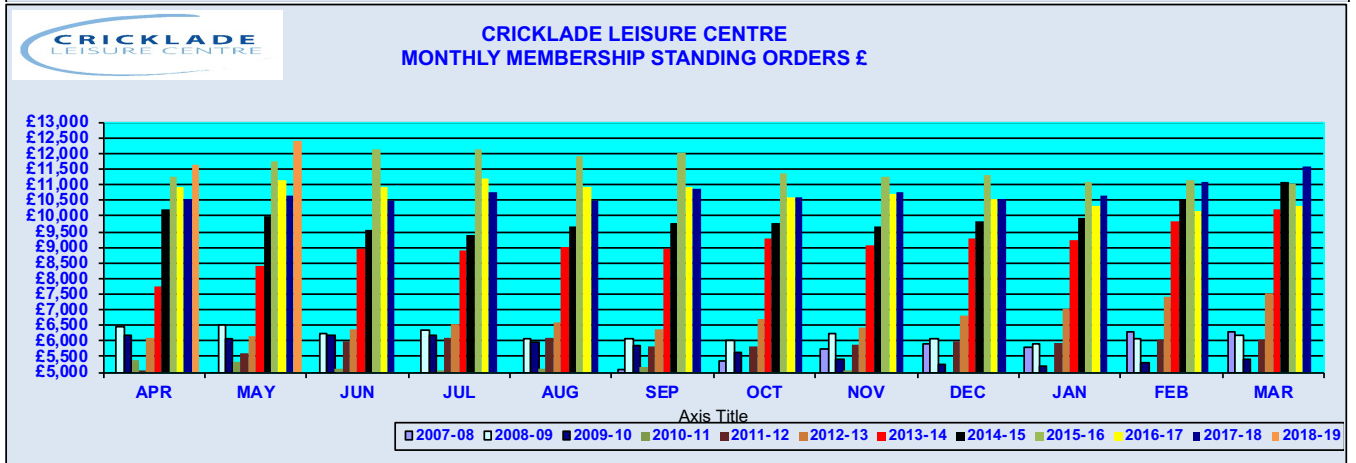
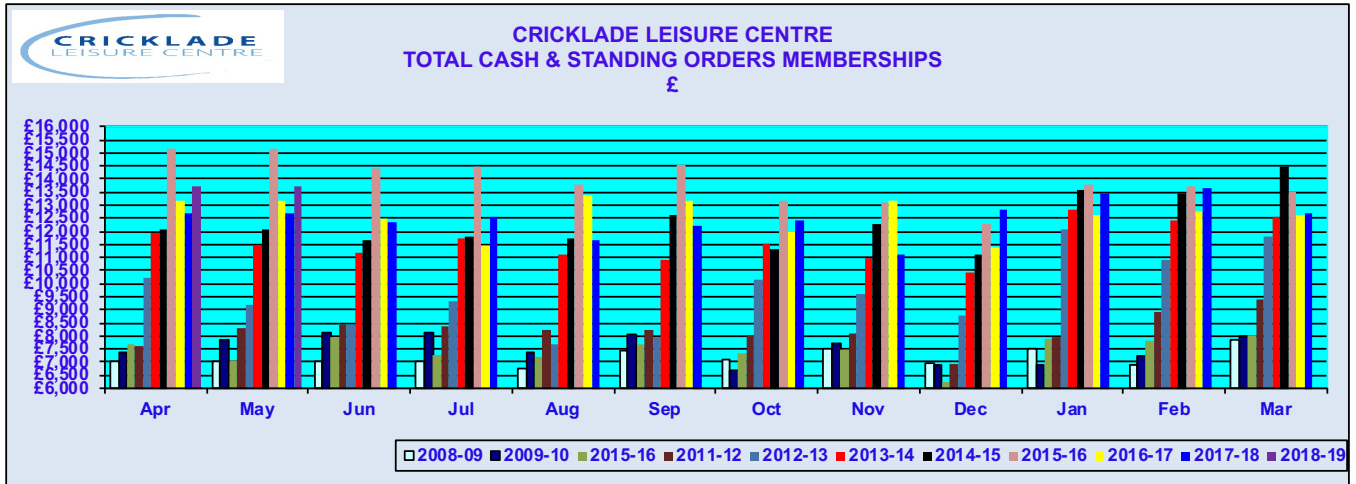
HEADINGS	ACTUAL LAST YEAR	PLAN FOR 2018/19	PLAN FOR TWO MONTHS MAY	ACTUAL TO END OF MAY	VARIANCE TO DATE	NOTES
EXPENDITURE	£	£	£	£	£	
Wages						
Management	48,792	57,000	9,500	9,394	106	Change in structure
Duty Managers	67,911	66,000	11,000	10,819	181	
Reception/Administration	15,643	9,000	1,500	1,386	114	
Recreation Assistants	86,675	88,500	14,750	14,681	69	
Wetside Coaches	21,437	27,000	4,500	4,228	272	
Dryside Coaches	46,347	46,500	7,750	7,668	82	
Cleaners	5,047	3,000	500	511	-11	
Maintenance	9,738	5,664	944	944	0	
TOTAL PAY	301,590	302,664	50,444	49,631	813	
NON PAY						
Premises						
Electricity	19,548	20,000	3,333	2,637	696	
Gas	15,956	18,000	3,000	2,877	123	
Insurance	4,619	4,750	4,750	4,767	-17	
Alarms Maint	2,254	1,000	167	2,418	-2,251	Alarm replacement
General Rates	7,808	9,800	1,633	1,604	29	
Rubbish	2,408	2,500	-	-	0	
Water Rates	3,825	6,000	1,000	861	139	
Pool Chemicals	3,939	4,000	667	751	-84	
Repairs & renewals	23,088	20,000	3,333	2,355	978	
Cleaning	10,045	10,000	1,667	1,392	275	
Gardening	228	500	-	-	0	
Depreciation	39,818	39,075	6,513	6,513	0	
TOTAL PREMISES	133,536	135,625	26,063	26,175	-112	
Administration						
Uniforms	941	500	-	-	0	
Training (incl travel)	5,532	5,500	917	830	87	
Advertising/Marketing	4,384	4,500	750	255	495	
Telephone	2,966	3,000	500	311	189	
Stationery/Postage	3,150	3,000	500	333	167	
Computing Equipment	2,363	2,500	417	66	351	
Office Equipment	1,189	1,000	167	718	-551	Lease for sports equipment
Party Food	1,005	1,500	250	529	-279	
Sports Equipment (day to day)	7,543	6,500	1,083	1,414	-331	
Swimming Badges	1,335	1,500	250	-	250	
Donations	-	-	-	-	0	
Misc	4,792	5,000	833	61	772	
TOTAL ADMINISTRATION	35,200	34,500	5,667	4,517	1,150	
Professional Fees						
Audit	1,720	2,000	-	-	0	
Legal/Licences	3,747	2,500	2,000	2,014	-14	PRS Annual fee
Payroll/Accounts	2,260	2,500	417	560	-143	
Loan Interest/Fee	5,057	5,100	850	840	10	Per loan Schedule
Bank/Credit Charges	4,406	6,000	1,000	906	94	
TOTAL PROFESSIONAL FEES	17,190	18,100	4,267	4,320	-53	
TOTAL EXPENDITURE	487,516	490,889	86,440	84,643	1,797	

Key Success Factors

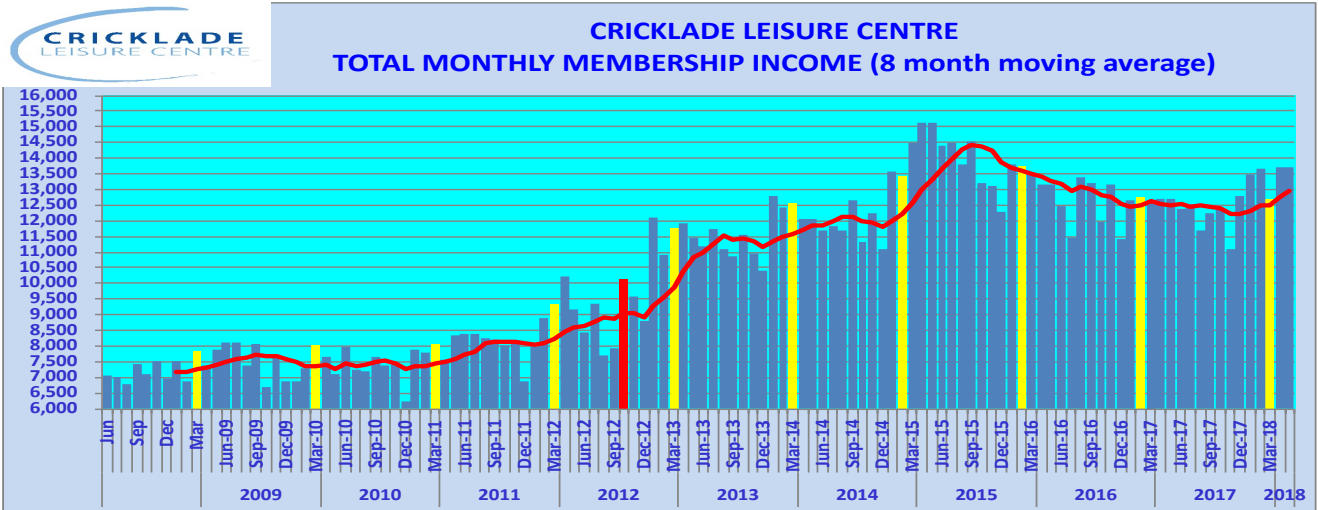
Membership

Membership is a key success to date, since the new gym.

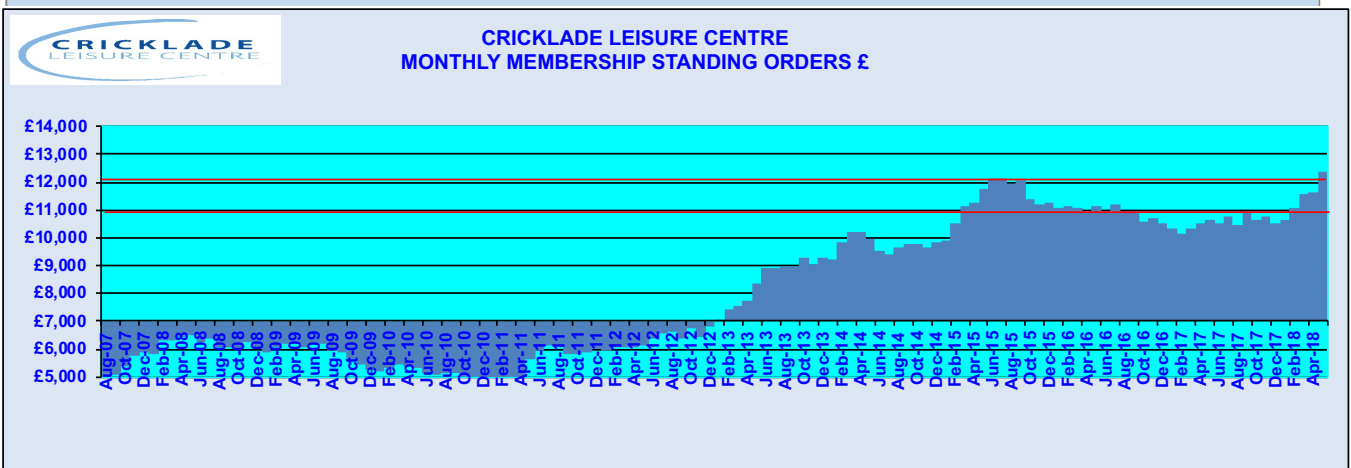
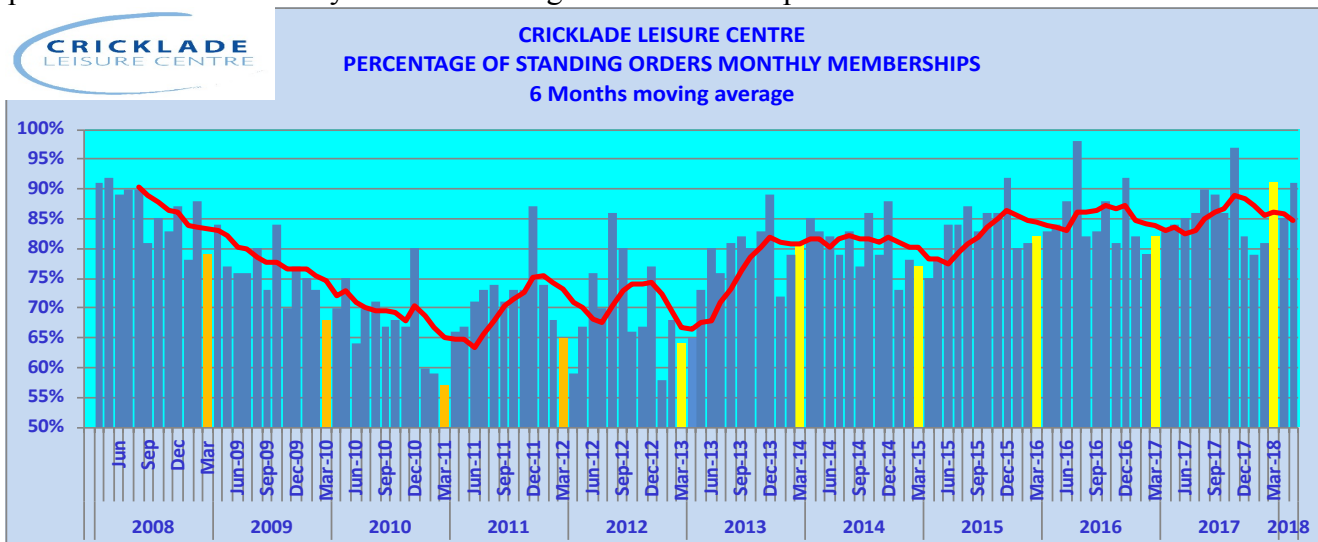
Of key note is our standing order memberships for May have been the highest ever.



The red bar below is when the gym was refurbished.

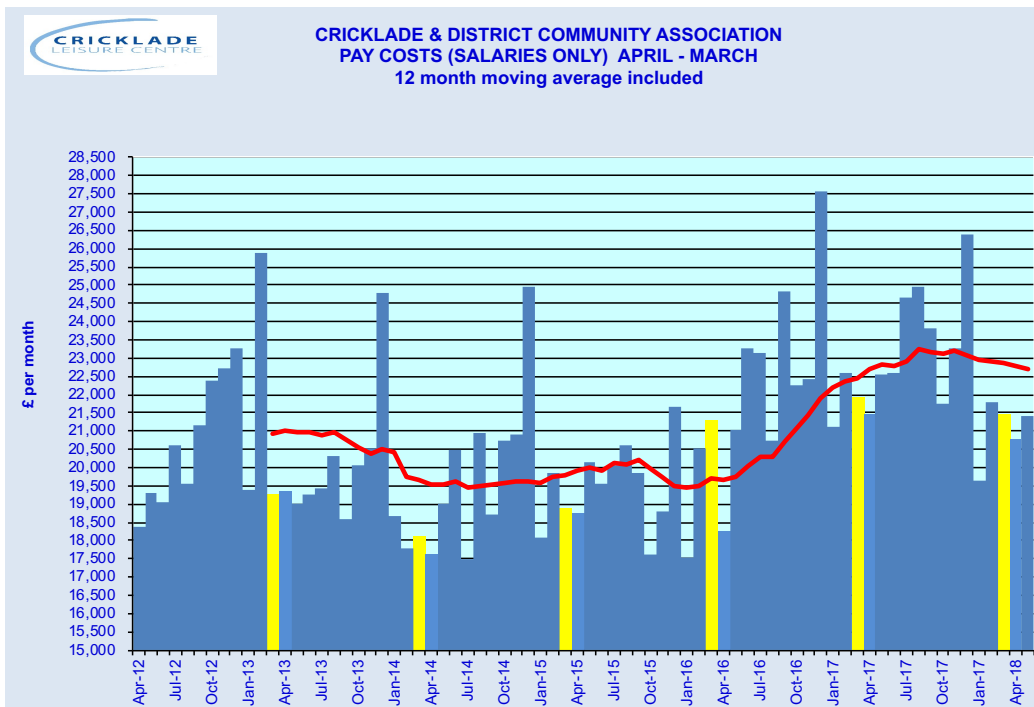
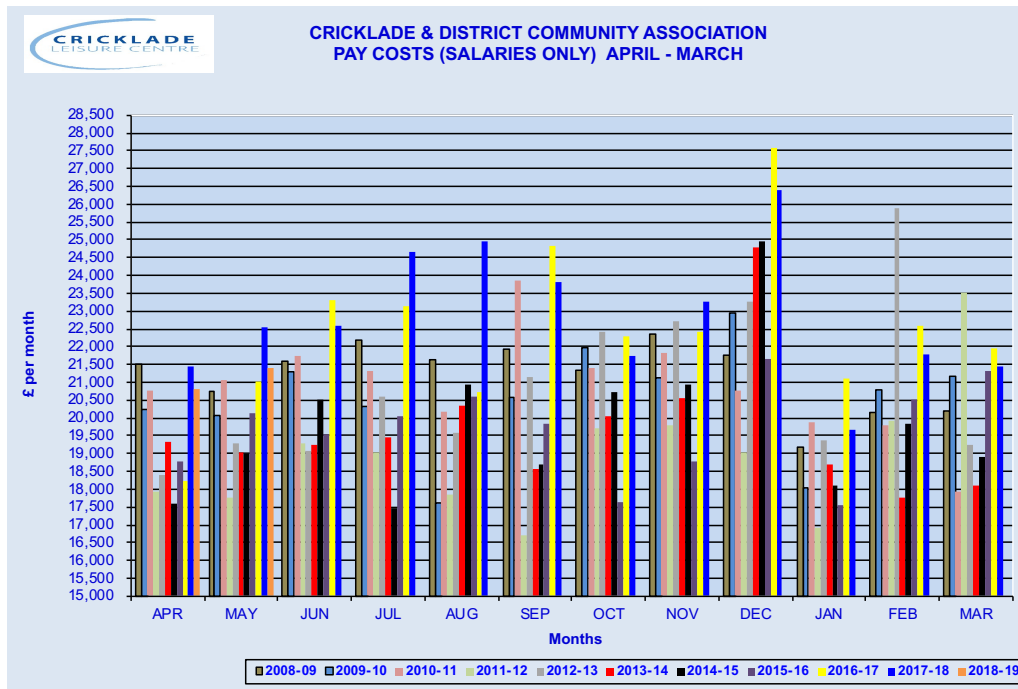


Cash memberships are an important part of our income. However, standing orders are important, because they are less prone to fluctuation! They are now running at almost £140k per annum.



Wages

Since the new management (9 months), wages have consistently been lower than previously (8 out of those 9 months). Wages represent 55-60% of total spend - so are a critical success factor in achieving a balance.



Bar/Coffee Shop

BAR/COFFEE SHOP	ACTUAL LAST YEAR	PLAN FOR 2018/19	PLAN FOR TWO MONTHS MAY	ACTUAL TO END OF MAY	VARIANCE TO DATE	NOTES
	£	£	£	£	£	
INCOME						
Café/Bar Income	58,733	60,000	10,000	9,338	-662	38.93%
TOTAL INCOME	58,733	60,000	10,000	9,338	-662	TOTAL GROSS MARK UP
EXPENDITURE						
Salaries	22,812	23,000	3,833	2,702	1,131	
Drinks	15,579	16,000	2,667	1,365	1,302	
Coffee/Bar Consumables	29,981	30,000	5,000	4,338	662	
Bar Chemicals/Gases	211	250	42	-	42	
Stock Take	806	1,000	167	155	12	
TV	147	150	25	25	0	
TOTAL EXPENDITURE	69,536	70,400	11,733	8,585	3,148	
TOTAL BAR CONTRIBUTION	- 10,803	- 10,400	- 1,733	753	2,486	

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