

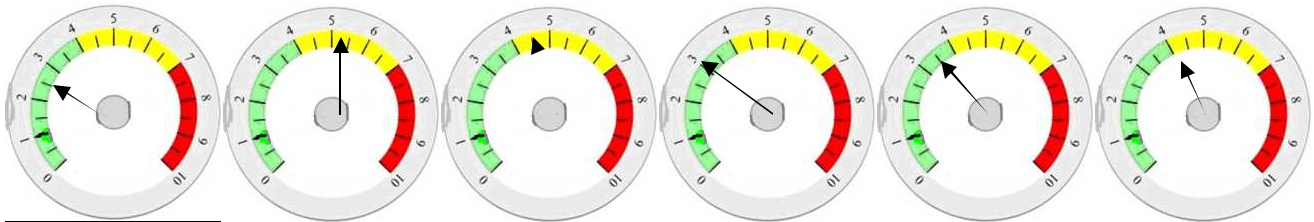
## Month Report 2009-2010

### Half Year Results

#### Summary

The following are the key performance indicators for the Leisure Centre. We have developed a dashboard, indicating the following;

- Green = on target causing no problems
- Amber = one to watch, action required to avert any further deterioration.
- Red = problem requires addressing.



<b>Cash</b>	<b>Profit &amp; Loss</b>	<b>Membership</b>	<b>Salaries</b>	<b>Bar &amp; Coffee</b>	<b>OVERALL</b>
<b>Marginally Worse</b>	<b>Same</b>	<b>Marginally Worse</b>	<b>Better</b>	<b>Marginally Better</b>	<b>Same</b>

The annual budget as stated below shows a plan to achieve a £60,000 surplus. This is mainly due to spending a considerable sum of money on the climbing wall – the asset costs spread over a 10 year period, income achieved in year one.

To date we are marginally worse than target, although all measures are holding their own.

Some notable messages this month;

- Whilst the summer ball was considered a fabulous event, there was a loss incurred of just under £1,500. This was mainly due to ticket sales – and lessons have been learnt for next year.
- The climbing wall has opened, and we have already a significant waiting list for courses. We urgently need to develop another activity room, to allow for more access to the climbing wall.
- We had a very successful review meeting with the county council, who see the centre as potential model for the future provision of leisure services. With their support, we may be able to carry out further extensive refurbishments to enhance the centre.

## Profit & Loss

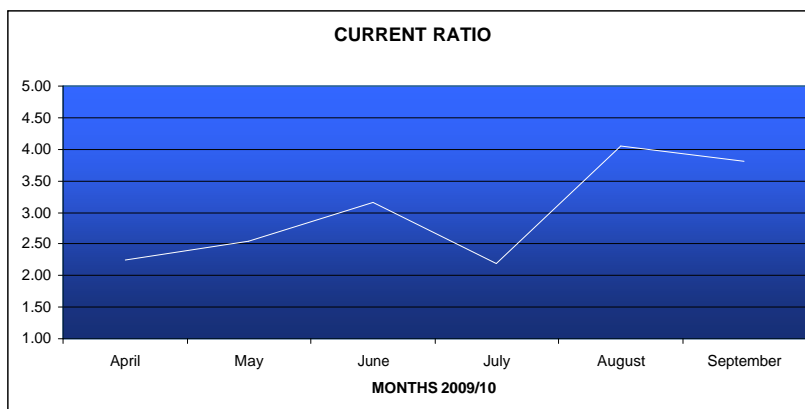
We continue to have a healthy balance of reserves.

To the end of September – we are £54,000 in surplus (£39,000 last month), although this is slightly below where we anticipated being at this stage of the year. August and September are normally quieter months.

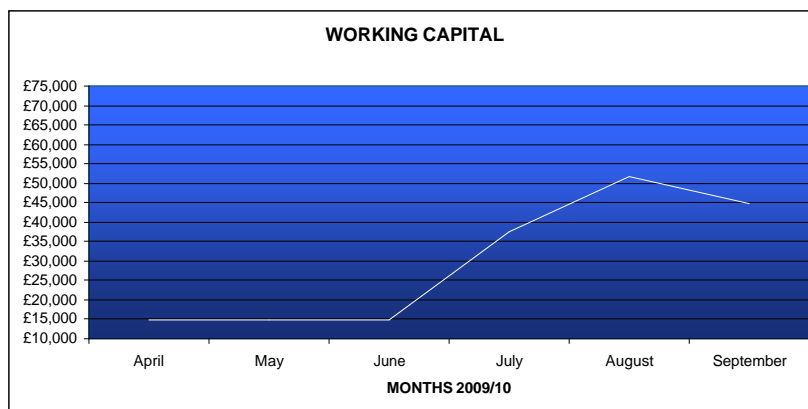
We have virtually all the cash in to cover the cost of the wall and equipment. This month we were awarded a donation of £1,600 from the Sportsmen’s association for the purpose of equipment for the wall.

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;

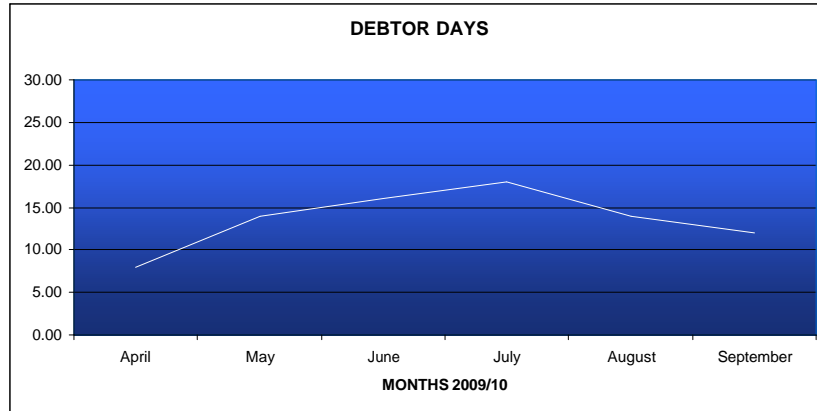
- Quick Ratio = Current Assets / Current Liabilities – ideally the higher the figure, the better our ability to meet short term debts, and concern would arise if it fell below 1:1 without any action plan in place.



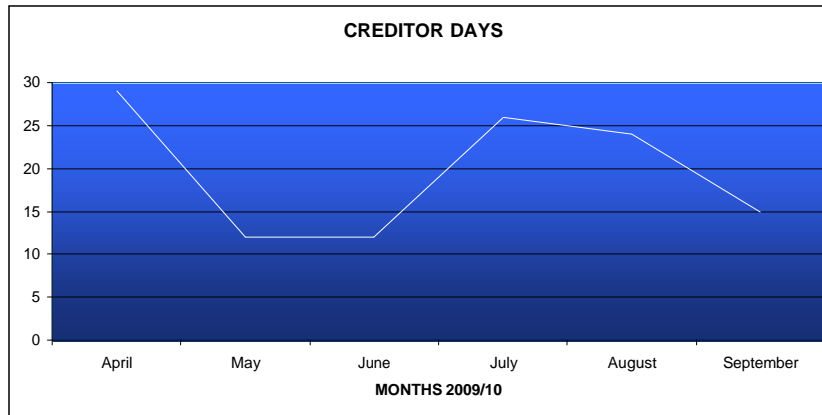
- The Net working capital = Current Assets minus Current Liabilities. This is a crude measure of what our positive balance is. It includes stock, but excludes fixed assets.



- 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 same ratio for how well we pay people, shows

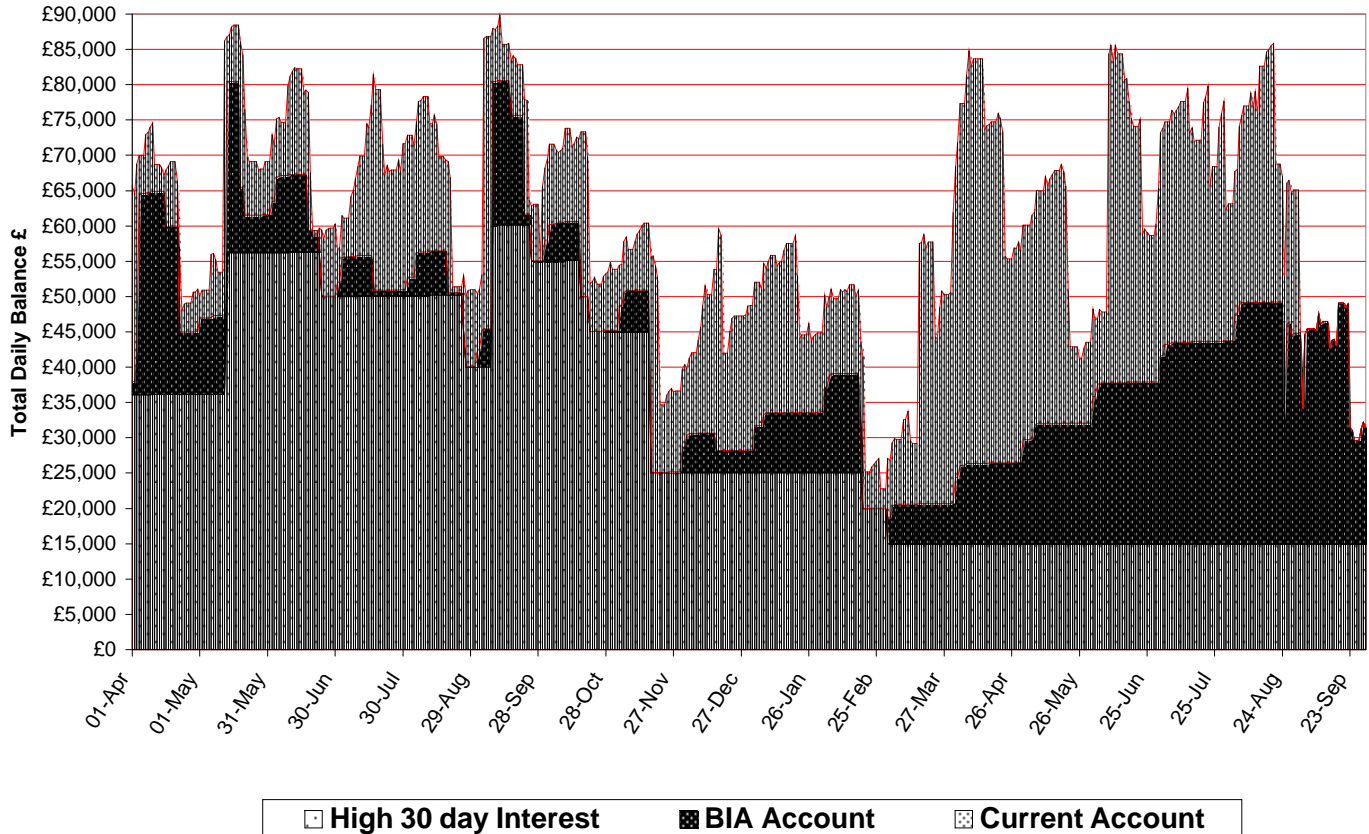


## Cash

We continue to manage our cash balances prudently. We are expecting the next tranche of our grant in the next month – which will add £35,000 to our balances.



**C&DCA**  
Daily Cash Balance April 2009 to date



## Income

Income is around target to the end of September. We have been given additional grant income from providing free swimming to over 60's and under 16's for certain sessions. We have adjusted down our income from memberships and casual swimming to compensate.

The income from a number of events has contributed to the additional income – and is described later.

DRAFT BUDGET SUBJECT TO AGREEMENT  
**FINANCIAL STATEMENTS FOR THE HALF YEAR 2009/10**

HEADINGS INCOME	Original Plan for Year £	Plan To Date SEPTEMBER 2009 £	Actual to Date SEPTEMBER 2009 £	Variance to date £	NOTES
<b>Revenue Grants</b>					
Grant NWDC	70,000	35,000	35,000	0	
Swimming Grant	5,000	5,000	5,000	0	Further swimming monies promised
Climbing Wall Donations	35,000	35,000	31,560	-3,440	Expecting further £3000 pledge
Grant Cricklade Town Council	8,000	8,000	8,000	0	
<b>TOTAL GRANTS</b>	<b>118,000</b>	<b>83,000</b>	<b>79,560</b>	<b>-3,440</b>	
<b>Memberships</b>					
Gold	7,000	3,500	2,961	-539	
Silver	70,000	35,000	33,902	-1,098	Less - for drop because of swimming
Bronze	17,000	8,500	10,058	1,558	Less - for drop because of swimming
Friends	1,000	500	807	307	
<b>TOTAL MEMBERSHIPS</b>	<b>95,000</b>	<b>47,500</b>	<b>47,728</b>	<b>228</b>	
<b>Courses</b>					
Swimming Courses	80,000	53,333	59,461	6,128	
Swimming Certificates	2,300	1,533	1,050	-483	
NPLQ Income	5,000	1,667	2,400	733	
Badminton Courses	1,100	733	524	-209	
Trampoline Course	3,400	3,400	34	-3,366	No longer any courses
Gym Course	10,750	7,167	5,310	-1,857	
Athletics Course	350	233	361	128	
Holiday Club	3,500	1,750	1,286	-464	
Climbing Wall Courses	5,000	833	1,229	396	First set of courses now in place
<b>TOTAL COURSES</b>	<b>111,400</b>	<b>70,650</b>	<b>71,655</b>	<b>1,005</b>	
<b>Activities</b>					
Swimming Casual	26,000	13,000	13,072	72	Less - for drop because of swimming
School Swimming	10,500	5,250	5,224	-26	
Badminton	9,500	4,750	5,342	592	
Squash	8,000	4,000	3,080	-920	
Main Hall	20,500	10,250	6,237	-4,013	
Gymnasium	6,000	3,000	1,956	-1,044	
Gym & Bounce	1,750	875	564	-311	
Football	2,500	1,250	558	-692	
Tennis	4,000	2,000	5,382	3,382	Club have paid annual subs (£1400)
Fitness Classes	15,000	7,500	6,947	-553	
Climbing Casual	5,000	833	116	-717	
<b>TOTAL ACTIVITIES</b>	<b>108,750</b>	<b>52,708</b>	<b>48,478</b>	<b>-4,230</b>	
<b>Miscellaneous Income</b>					
Donations	1,000	500	243	-257	Many donations this year - aimed to cl
Interest	50	25	9	-16	
Party	3,500	1,750	3,459	1,709	
Miscellaneous Income	500	250	2,276	2,026	Family night/showers etc
Sale of Sports Equipment	500	250	310	60	
Therapy Income	1,000	500	493	-7	
Leisure Events	16,500	8,250	6,962	-1,288	Football/B/day party//ball
Sunbed	1,000	500	541	41	
Petanque	1,400	233	-	-233	
<b>TOTAL MISCELLANEOUS</b>	<b>25,450</b>	<b>12,258</b>	<b>14,293</b>	<b>2,035</b>	
<b>TOTAL LEISURE INCOME</b>	<b>458,600</b>	<b>266,117</b>	<b>261,714</b>	<b>-4,403</b>	

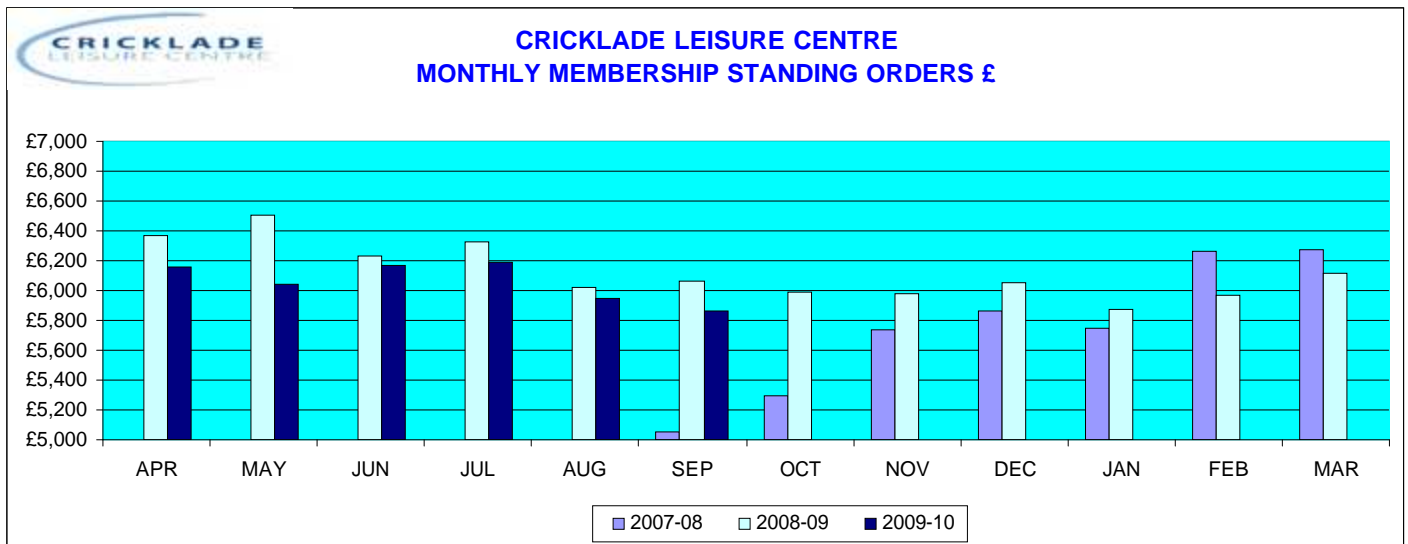
## Expenditure

The manager set himself some stringent targets on salaries. We are reviewing the recreation assistant budget. We have received a one off £2000 VAT refund on power – due to our charitable status. We have this month concluded our discussions with a local company to cover costs incurred when their actions created problems at the centre. The credit received was nearly £3,000.

HEADINGS EXPENDITURE	Original Plan for Year £	Plan To Date SEPTEMBER 2009 £	Actual to Date SEPTEMBER 2009 £	Variance to date £	NOTES
<b>Wages</b>					
Management	40,000	20,000	17,306	2,694	
Duty Managers	64,000	32,000	28,778	3,222	
Reception/Administration	23,000	11,500	11,296	204	
Recreation Assistants	40,000	20,000	36,652	-16,652	
Wetside Coaches	22,000	11,000	12,337	-1,337	
Dryside Coaches	33,000	16,500	12,143	4,357	
Maintenance	10,000	5,000	5,146	-146	
Climbing Coaching	8,500	1,417	1,235	182	
<b>TOTAL PAY</b>	<b>240,500</b>	<b>117,417</b>	<b>124,893</b>	<b>-7,476</b>	
<b>NON PAY</b>					
<b>Premises</b>					
Electricity	21,000	10,500	7,527	2,973	
Gas	10,500	5,250	5,267	-17	VAT Refund of £2042
Refuse	1,150	1,150	1,106	44	
Insurance	5,300	5,300	5,131	169	
Alarms Maint	1,000	500	948	-448	
General Rates	6,400	3,840	3,781	59	
Rent	1,400	700	902	-202	
Water Rates	4,500	2,250	2,966	-716	
Pool Chemicals	1,700	850	1,880	-1,030	
Repairs & renewals	20,998	10,499	8,262	2,237	Refund from Afflecks
Cleaning	2,000	1,000	278	722	
Gardening	1,100	550	-	550	
Depreciation	23,263	11,631	11,631	0	
<b>TOTAL PREMISES</b>	<b>100,311</b>	<b>54,020</b>	<b>49,679</b>	<b>4,341</b>	
<b>Administration</b>					
Uniforms	750	375	85	290	
Training (incl travel)	6,108	3,054	3,141	-87	
Advertising/Marketing	3,000	1,500	4,485	-2,985	Includes expense of open day
Telephone	3,000	1,500	1,763	-263	
Stationery/Postage	3,000	1,500	1,790	-290	
Computing Equipment	2,500	1,250	712	538	
Office Equipment	3,500	1,750	2,272	-522	
Party Food	5,000	2,500	1,814	686	
Events Expenses	15,000	7,500	7,768	-268	B/day & Football /Golf day/ball
Sports Equipment (day to day)	2,500	1,250	4,021	-2,771	
Sports Equipment Maint	6,500	3,250	1,862	1,388	
Sunbed Share	1,000	500	345	155	
Swimming Badges	2,000	1,000	921	79	
Donations	2,000	1,000	1,220	-220	Climbing Wall VAT payment
Misc	3,250	1,625	4,035	-2,410	
<b>TOTAL ADMINISTRATION</b>	<b>59,108</b>	<b>29,554</b>	<b>36,234</b>	<b>-6,680</b>	
<b>Professional Fees</b>					
Audit	1,200	-	-	0	Audit now completed
Bookkeeping				0	
Legal/Licences	250	125	65	60	Reviewed moved £1250 to miscellaneous
Payroll	1,000	500	717	-217	
Bank/Credit Charges	1,000	500	513	-13	
<b>TOTAL PROFESSIONAL FEES</b>	<b>3,450</b>	<b>1,125</b>	<b>1,295</b>	<b>-170</b>	
<b>TOTAL EXPENDITURE</b>	<b>403,369</b>	<b>202,116</b>	<b>212,101</b>	<b>-9,985</b>	

## Key Success Factors

### Membership



Membership continues to be a key success factor for the centre. A proxy for that success is the amount of membership fees paid through **standing orders**. As can be seen from the above, monthly standing orders since December 2008 have been at or around £6,000 per month.

Year on year the standing orders for April- August 2009 are marginally below the same time last year, but performance is felt to be good, allowing for the severe downturn in economic climate we have had over the last 12 months.

There is a threat we will lose some memberships over the next few months as Wiltshire County Council has given grant aid to centres to provide for free swimming to over 60 and 16 year olds. We have reduced our membership target by £3,000 per annum to compensate for the £5,000 awarded to date.

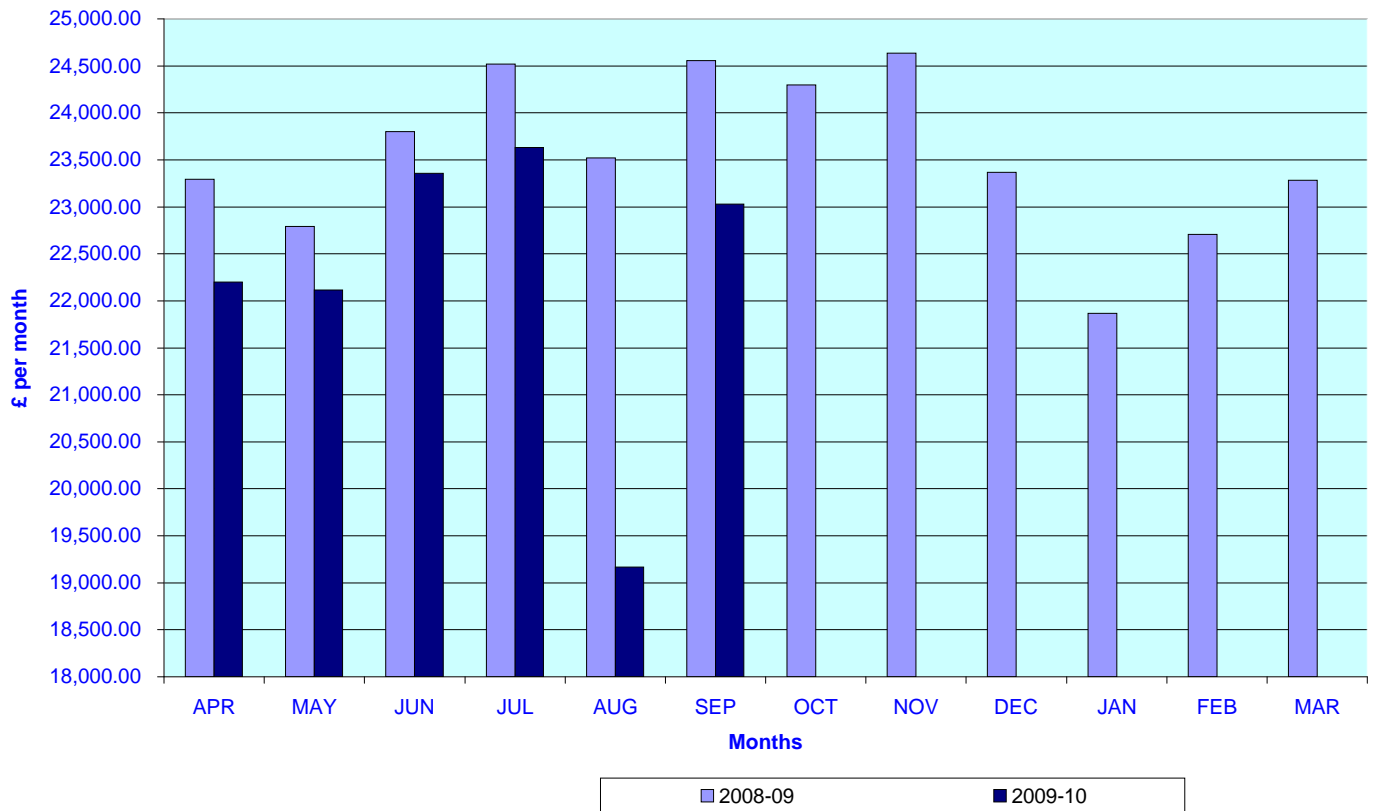
## Wages

Wages are the largest commitment the centre has with 66% of its total expenditure going on the salary bill. It is therefore key to keep on top of this.

Due to recent resignations of senior staff, we have taken the opportunity to review the wages bill. The actions show that our wages bill is consistently below last years month on month.



### CRICKLADE & DISTRICT COMMUNITY ASSOCIATION COSTS (Including Coaches) APRIL - MARCH



## Bar/Coffee Shop

We have set a target to get the bar/coffee area into a position where it is a direct positive contribution to the revenue. For last year it lost £12,000 (mainly a result of the coffee facility being staffed for all hours the leisure centre is open).

We are already clear that it attracts customers to the centre – and therefore are prepared to run it at a marginal loss.

In the last quarter of last year, we took steps to;

- Run the coffee shop in quiet periods from the main body of recreation assistants – thereby reducing labour costs.
- Increase bar prices to marginally below high street bar prices.
- Plan to increase events at the centre.

The first few month results on the face of it show the hard work put in to change the bar - have paid off. This will be monitored closely over the quiet summer months.

BAR/COFFEE SHOP	Original Plan for Year £	Plan To Date SEPTEMBER 2009 £	Actual to Date SEPTEMBER 2009 £	Variance to date £	NOTES
<b>INCOME</b>					
Bar Income	32,700	16,350	16,978	628 54%	
Coffee Shop Income	15,430	7,715	4,588	-3,127	Mark up
Vending/Confectionery	13,772	6,886	8,058	1,172	
<b>TOTAL INCOME</b>	<b>61,902</b>	<b>30,951</b>	<b>29,624</b>	<b>-1,327</b>	
<b>EXPENDITURE</b>					
Salaries	20,000	10,000	8,424	1,576	
Drinks	15,696	7,848	7,806	42	
Bar consumables/Confect	12,119	6,060	5,846	214	
Bar Chemicals/Gases	1,603	802	477	325	
Coffee Consumables	6,326	3,163	2,010	1,153	
Stock Take	900	450	300	150	
TV	500	250	83	167	
<b>TOTAL EXPENDITURE</b>	<b>57,144</b>	<b>28,572</b>	<b>24,946</b>	<b>3,626</b>	
<b>TOTAL BAR CONTRIBUTION</b>	<b>4,758</b>	<b>2,379</b>	<b>4,678</b>	<b>2,299</b>	

## Events

Overall in the first quarter, we have held several events which have proved popular – and in the case of the birthday party and football tournament a successful one.

Open day in early June was hampered by torrential rain – which meant we lost nearly £900 on the day. We have learnt lessons, and next year, we will plan accordingly!

### OPEN DAY EARLY JUNE

	Income £		Expenditure £
Coffee	181	Staff	551
Tuck Shop	45	Coffee Shop	73
BBQ	575	Tuck Shop	62
Rides	634	BBQ	409
Bar	630	Rides	1,513
		Bar	315
		Miscellaneous	285
LOSS FOR DAY	893	Less Stock to be resold	- 250
TOTAL	2,958	TOTAL	2,958

We held a very successful football tournament weekend, for adults on the Saturday and youth football on the Sunday.

## FOOTBALL TOURNAMENTS LATE JUNE

	Income £		Expenditure £
BBQ	1,033	Staff	344
Bar	700	BBQ	505
Entry Fees	1,444	Bar	350
		Prizes/Refs etc	982
		Profit For Day	996
TOTAL	3,177	TOTAL	3,177

We made a small profit for our birthday party.

## BIRTHDAY PARTY MAY

	Income £		Expenditure £
Ticket Sales	1,200	Catering	830
Bar	944	Bar Cost	472
		Band	160
		Miscellaneous	130
		Staff	276
		Profit For Day	276
TOTAL	2,144	TOTAL	2,144

THE BALL FIGURES WILL BE PUBLISHED NEXT MONTH