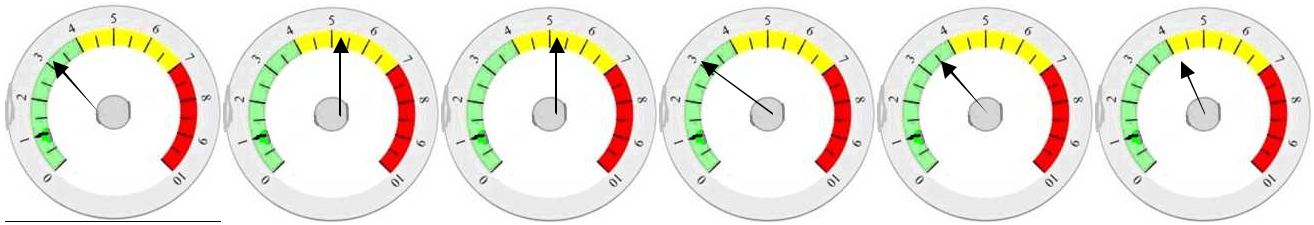


Month Report 2009-2010

To the end of October 2009

Summary



Cash	Profit & Loss	Membership	Salaries	Bar & Coffee	OVERALL
Marginally Worse	Same	Marginally Worse	Same	Same	Same

We have reviewed the month 6 performance, and adjusted the annual plan accordingly, in consultation with the manager. Budgets have been altered, with the objective of maintaining a planned £40,000 surplus for the year. Assuming performance over the next few months is in line with this objective. This allows us to plan for further capital expenditure.

Details of the changes are included within the relative sections below.

The performance to the end of October shows a small deficit to the planned budget. Key things in October are;

- We have concluded negotiations with the administrators of NWLL, and have achieved a payout of £14,500. (Received in early November).
- We have now received a further donation to the wall, and will be claiming gift aid, which will add a further £7,000 to the donations received to date. (Received mid November, gift aid to be claimed January).
- We have claimed the balance of the capital grant from Wiltshire County council, with the primary capital expenditure being the go ahead for storage behind the centre (£30,000), which gives us the decant space to proceed with plans for other major capital developments.
- The climbing wall is now open and achieving the planned revenues.

Profit & Loss

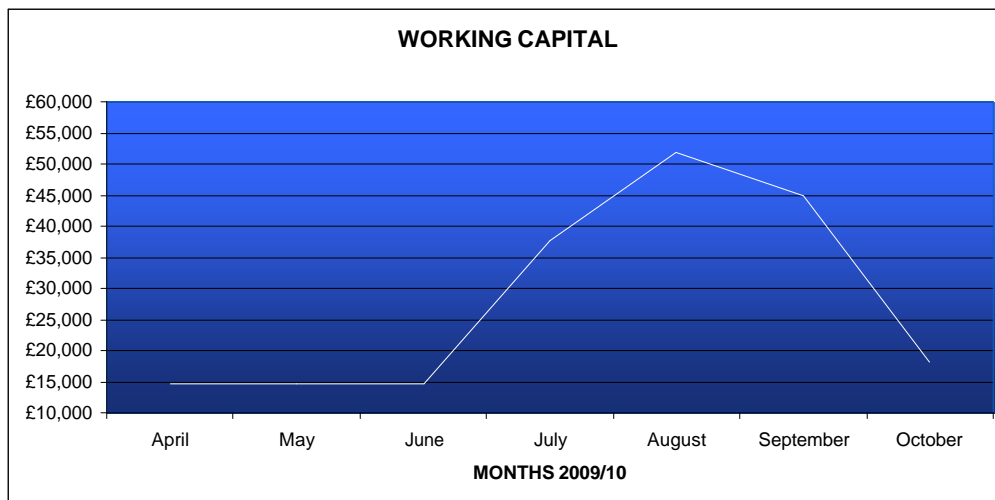
To the end of October – we are £28,000 in surplus (£54,000 last month), although this is slightly below where we anticipated being at this stage of the year. The change in surplus, (as planned) is because there is no ‘course’ income during October or November.

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;

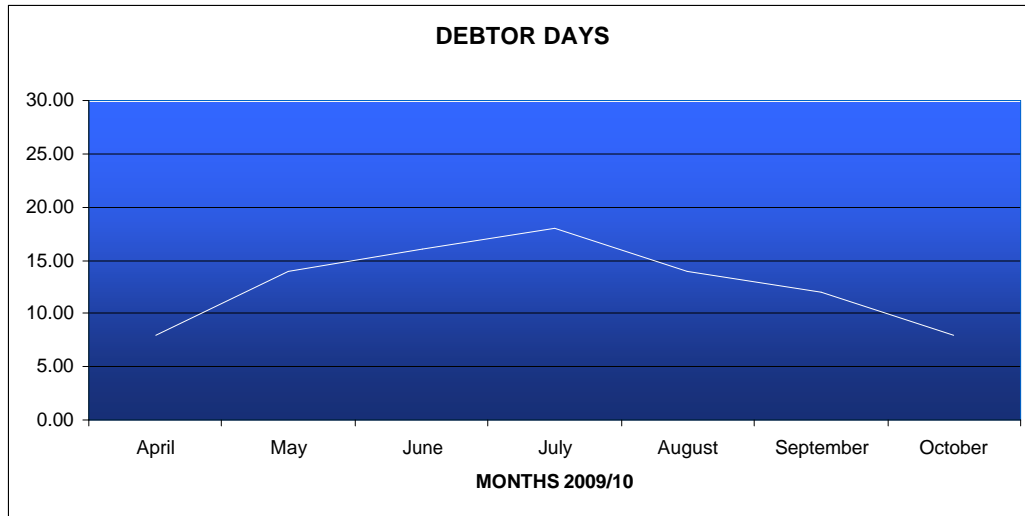
- Quick Ratio = Current Assets / Current Liabilities – ideally the higher the figure, the better our ability to meet short term debts, and concern would arise if it fell below 1:1 without any action plan in place.



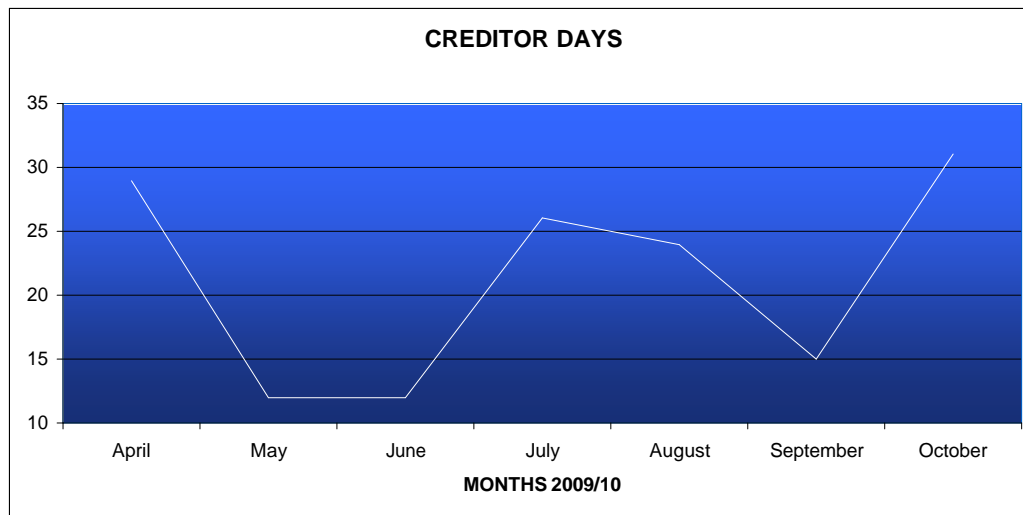
- The Net working capital = Current Assets minus Current Liabilities. This is a crude measure of what our positive balance is. It includes stock, but excludes fixed assets.



- 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.



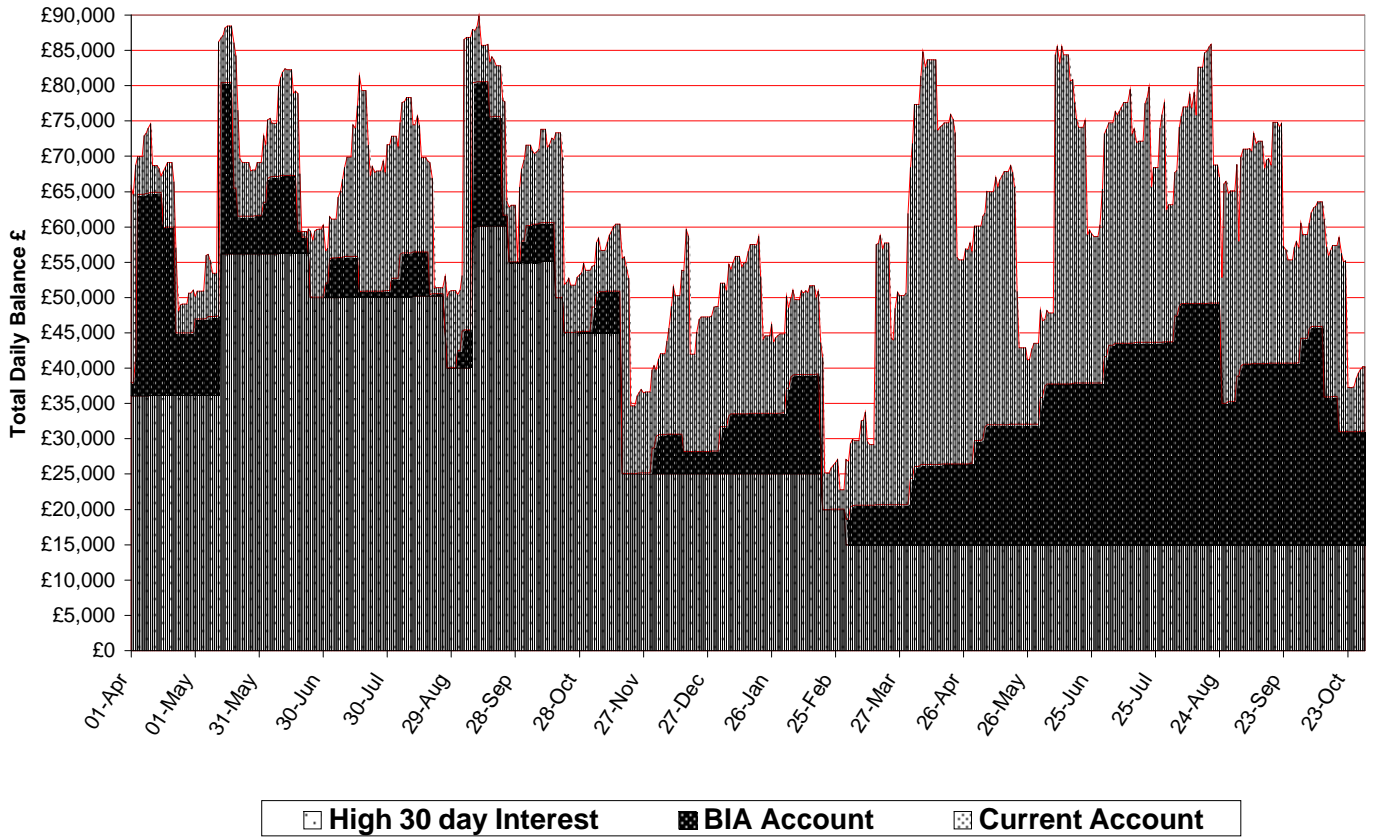
- The same ratio for how well we pay people, shows



Cash

We continue to manage our cash balances prudently.

C&DCA
Daily Cash Balance April 2009 to date



Income

Income is around target to the end of October.

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. We are expecting a further grant in the next month.

We also have received confirmation that the administrators have given us £14,500 from the dissolution of NWLL. This has followed a long campaign for restitution, and is a welcome boost to our capital potential.

We are expecting a further £35,000 being the capital element of our annual grant from Wiltshire County Council.

We have adjusted the initial budgets as follows;

- We have provided a budget to equal the administration elements of £14,500.
- We have reduced our membership target for the year by £6,500. This still maintains a target above last years total.
- We have increased the swimming course target by £10,000 – to reflect additional lessons put on.
- We have reduced the trampoline course to zero, as we are not planning any courses this year. We are re considering this and asking for interest locally.
- We have reduced our gym course target by £2,000.
- We have reduced our main hall income target by £8,000 – to reflect the lower income to date.
- We have increased our tennis target income to reflect performance to date, by £3,500, but recognizing the lower expectations of income in the winter months.
- We have increased our party income by £3,500 to reflect the performance to date.
- We have increased miscellaneous income by £5,000 and will look to 'split' this income up for next year to reflect the varied interest in this element.

FINANCIAL STATEMENTS FOR THE SEVEN MONTHS 2009/10

HEADINGS INCOME	Original Plan for Year £	Plan To Date OCTOBER 2009 £	Actual to Date OCTOBER 2009 £	Variance to date £	NOTES
Revenue Grants					
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
Administration Grant	14,500			0	Expected result of NWLL payout
Grant Cricklade Town Council	8,000	8,000	8,000	0	
TOTAL GRANTS	132,500	83,000	79,560	-3,440	
Memberships					
Gold	6,000	3,500	3,441	-59	
Silver	66,000	38,500	38,625	125	Less - for drop because of swimming
Bronze	19,500	11,375	11,545	170	Less - for drop because of swimming
Friends	1,000	583	852	269	
TOTAL MEMBERSHIPS	92,500	53,958	54,463	505	
Courses					
Swimming Courses	90,000	60,000	60,009	9	
Swimming Certificates	2,300	1,533	1,053	-480	
NPLQ Income	5,000	1,667	2,400	733	
Badminton Courses	1,100	733	529	-204	
Trampoline Course	-	-	34	34	No longer any courses
Gym Course	8,750	5,833	5,448	-385	
Athletics Course	350	233	361	128	
Holiday Club	3,500	1,750	1,433	-317	
Climbing Wall Courses	5,000	1,667	2,023	356	First set of courses now in place
TOTAL COURSES	116,000	73,417	73,290	-127	
Activities					
Swimming Casual	26,000	15,167	15,006	-161	Less - for drop because of swimming
School Swimming	10,500	6,125	6,479	354	
Badminton	9,500	5,542	6,134	592	
Squash	8,000	4,667	3,918	-749	
Main Hall	12,500	7,292	7,393	101	
Gymnasium	6,000	3,500	2,304	-1,196	
Gym & Bounce	1,000	583	650	67	
Football	1,000	583	558	-25	
Tennis	7,500	4,375	5,614	1,239	Club have paid annual subs (£1400)
Fitness Classes	15,000	8,750	8,057	-693	
Climbing Casual	5,000	1,667	812	-855	
TOTAL ACTIVITIES	102,000	58,250	56,925	-1,325	
Miscellaneous Income					
Donations	1,000	583	243	-340	Many donations this year - aimed to cl
Interest	50	29	12	-17	
Party	6,500	3,792	3,582	-210	
Miscellaneous Income	5,500	3,208	2,598	-610	Family night/showers etc
Sale of Sports Equipment	500	292	491	199	
Therapy Income	1,000	583	565	-18	
Leisure Events	12,000	7,000	6,992	-8	Direct income (less bar/coffee)
Sunbed	1,000	583	615	32	
Petanque	1,400	233	-	-233	
TOTAL MISCELLANEOUS	28,950	16,304	15,098	-1,206	
TOTAL LEISURE INCOME	471,950	284,929	279,336	-5,593	

Expenditure

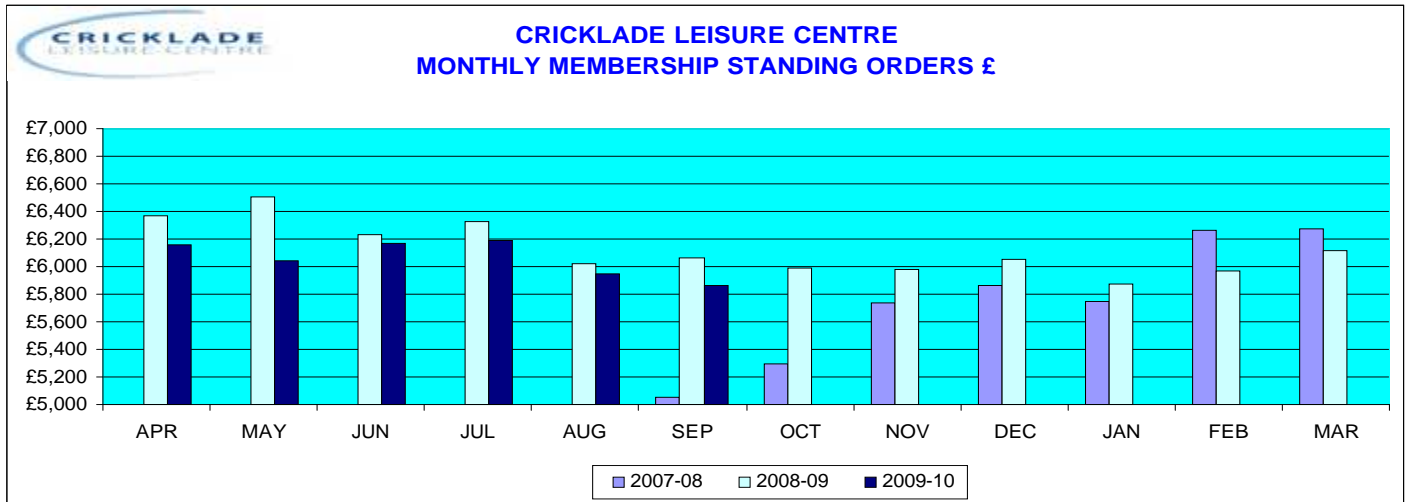
We have reviewed expenditure budgets and changed where they are sensible.

- We have added £18,000 to the wages budget to reflect the concern over the last several months over recreational assistants. The annual plan is still below the expenditure last year.
- We have lowered the utilities budget to reflect the VAT refund provided by £2,000.
- We have increased the miscellaneous budget by £8,000. We will look to split this into further categories next year.

HEADINGS EXPENDITURE	Original Plan for Year £	Plan To Date OCTOBER 2009 £	Actual to Date OCTOBER 2009 £	Variance to date £	NOTES
Wages					
Management	34,000	19,833	19,689	144	
Duty Managers	58,000	33,833	34,247	-414	
Reception/Administration	23,000	13,417	13,603	-186	
Recreation Assistants	70,000	40,833	42,145	-1,312	
Wetside Coaches	22,000	12,833	14,475	-1,642	
Dryside Coaches	33,000	19,250	16,199	3,051	
Maintenance	10,000	5,833	6,038	-205	
Climbing Coaching	8,500	2,833	2,588	245	
TOTAL PAY	258,500	148,667	148,984	-317	
NON PAY					
Premises					
Electricity	21,000	12,250	11,502	748	
Gas	8,500	4,958	4,360	598	VAT Refund of £2042
Refuse	1,150	1,150	1,106	44	
Insurance	5,300	5,300	5,131	169	
Alarms Maint	1,000	583	1,036	-453	
General Rates	6,400	4,480	4,412	68	
Rent	1,400	817	1,029	-212	
Water Rates	4,500	3,375	4,826	-1,451	
Pool Chemicals	1,700	992	1,880	-888	
Repairs & renewals	20,998	12,249	10,924	1,325	Refund from Afflecks
Cleaning	2,000	1,167	463	704	
Gardening	1,100	642	-	642	
Depreciation	23,368	11,684	11,684	0	
TOTAL PREMISES	98,416	59,646	58,353	1,293	
Administration					
Uniforms	750	438	489	-52	
Training (incl travel)	6,108	3,563	4,230	-667	
Advertising/Marketing	3,000	1,750	4,125	-2,375	Includes expense of open day
Telephone	3,000	1,750	1,780	-30	
Stationery/Postage	3,000	1,750	1,741	9	
Computing Equipment	2,500	1,458	758	700	
Office Equipment	3,500	2,042	3,064	-1,022	
Party Food	5,000	2,917	1,997	920	
Events Expenses	20,000	11,667	11,975	-308	B/day & Football /Golf day/ball
Sports Equipment (day to day)	2,500	1,458	5,596	-4,138	
Sports Equipment Maint	6,500	3,792	1,862	1,930	
Sunbed Share	1,000	583	360	223	
Swimming Badges	2,000	1,167	969	198	
Donations	2,000	1,000	1,203	-203	Climbing Wall VAT payment
Misc	11,250	6,563	5,354	1,209	
TOTAL ADMINISTRATION	72,108	41,897	45,503	-3,606	
Professional Fees					
Audit	1,200	-	-	0	Audit now completed
Bookeeping				0	
Legal/Licences	380	222	350	-128	Reviewed moved £1250 to miscellaneous
Payroll	1,000	583	821	-238	
Bank/Credit Charges	1,000	583	588	-5	
TOTAL PROFESSIONAL FEES	3,580	1,388	1,759	-371	
TOTAL EXPENDITURE	432,604	251,598	254,599	-3,001	

Key Success Factors

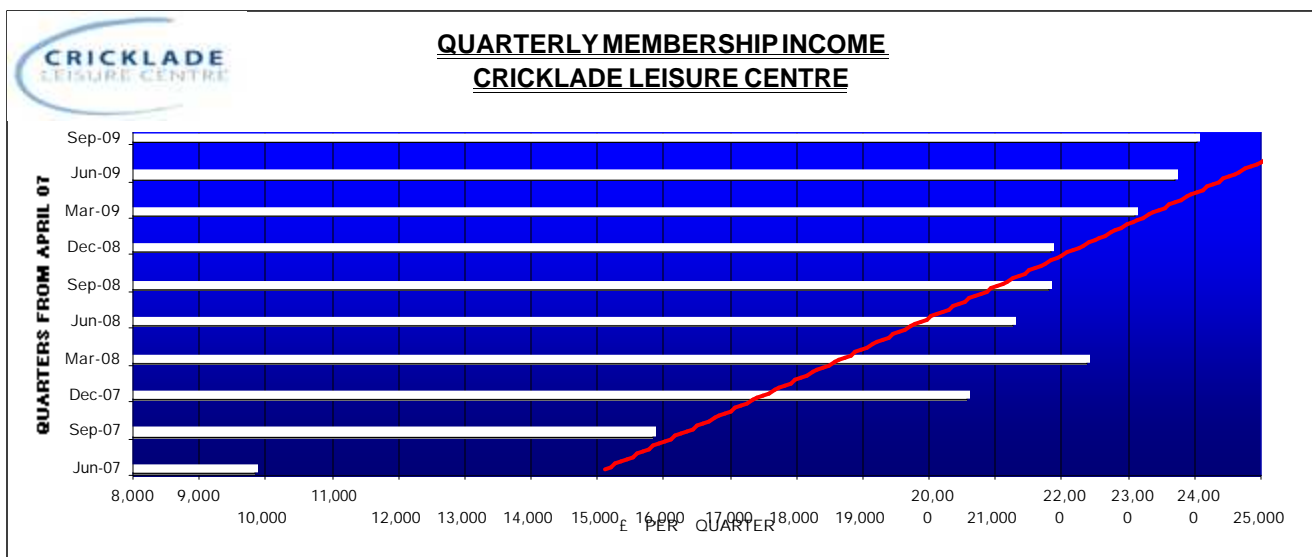
Membership



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-October 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.

Looking at performance for the last 2 years, INCLUDING CASH memberships, it suggests that people have switched from standing orders to cash..



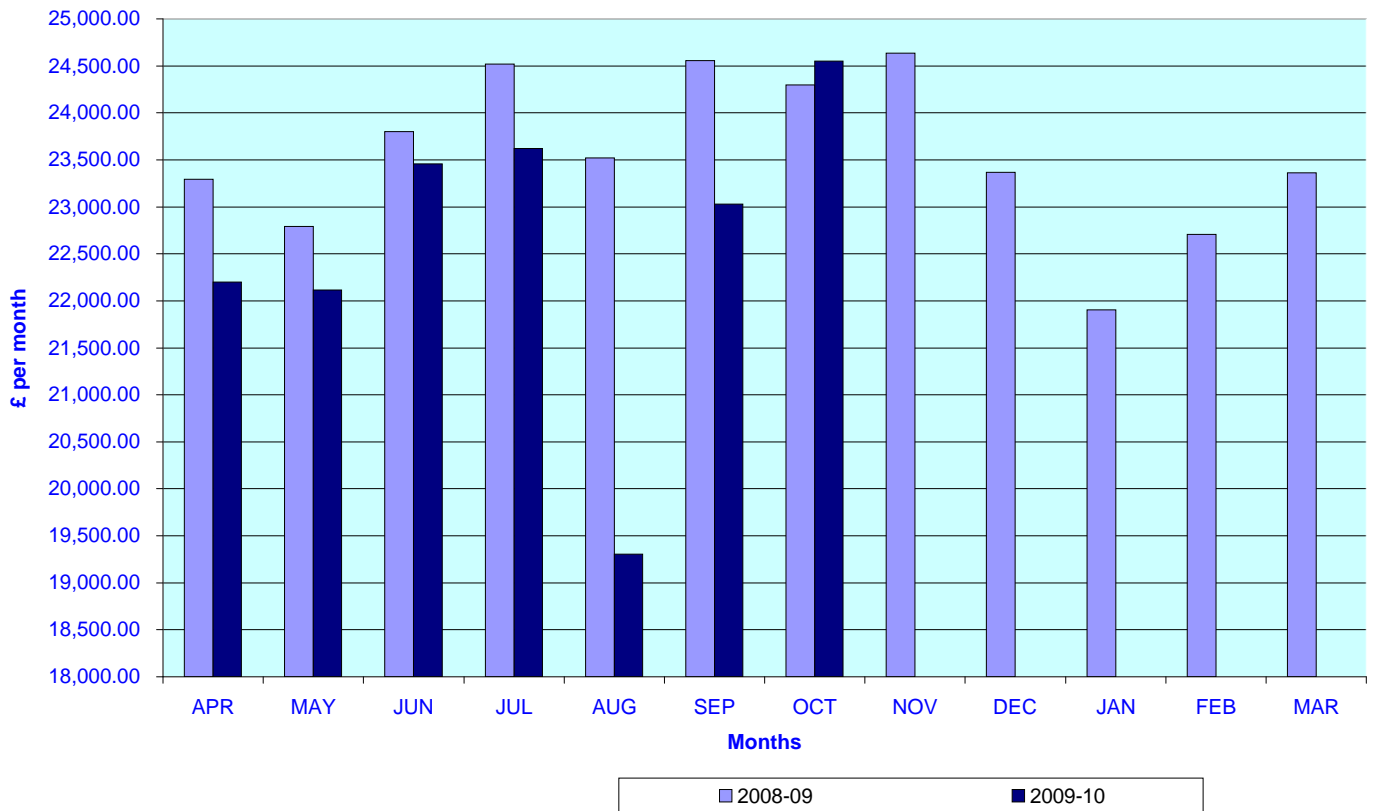
Wages

The bill for October is the first time this year that wages have been above the same period last year. However, when one takes into account;

- The climbing coach is an addition that was expected. Removing this cost would take the costs over £1,000 below last years.
- There has been significant holiday pay this month.



CRICKLADE & DISTRICT COMMUNITY ASSOCIATION PAY 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.

We have adjusted plans for the coffee shop to reflect the lower income of £7,000.

BAR/COFFEE SHOP	Original Plan for Year £	Plan To Date OCTOBER 2009 £	Actual to Date OCTOBER 2009 £	Variance to date £	NOTES
INCOME					
Bar Income	32,700	19,075	19,684	609	53%
Coffee Shop Income	10,000	5,833	4,962	-871	Mark up
Vending/Confectionery	13,772	8,034	9,261	1,227	
TOTAL INCOME	56,472	32,942	33,907	965	
EXPENDITURE					
Salaries	20,000	11,667	10,438	1,229	
Drinks	15,696	9,156	9,300	-144	
Bar consumables/Confect	12,119	7,069	6,992	77	
Bar Chemicals/Gases	1,603	935	559	376	
Coffee Consumables	5,000	2,917	2,535	382	
Stock Take	900	525	300	225	
TV	500	292	105	187	
TOTAL EXPENDITURE	55,818	32,561	30,229	2,332	
TOTAL BAR CONTRIBUTION	654	381	3,678	3,297	

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

We had a summer ball – which although was a huge PR success, loss £1,500 net of VAT. However, this was because of ticket sales being below target, had we sold a further 30-40 then we could make a significant contribution to the event (Ticket sales plus other expenditure). Our marketing team has taken on board lessons and believes next year will prove a financial success.

INCOME	INCOME		INCOME		EXPENDITURE	EXPENDITURE	
	INC VAT	EX VAT	INC VAT	EX VAT		INC VAT	EX VAT
	£	£	£	£		£	£
					COMMON COSTS		
					Toilet Hire	750	652
					Lights	330	287
					Marquee	2,300	2,000
					Food	3,566	3,101
					Advertising		
SATURDAY					SATURDAY		
Cash Ticket Sales	110	3,300	2,870		Band	850	850
Committee Tickets	20	600	522		Tasha Styles	175	175
Bar Takings		2,006	1,744		Bar COSTS	903	785
Auctions		650	650		DJ	250	250
Heads & Tails		100	100		Flowers	120	120
Raffle		275	275		Bar Staff Costs		
FRIDAY					FRIDAY		
Ticket Sales	80	480	417		Band	300	300
Bar Takings		1,200	1,043		Bar COSTS	540	470
					DJ	125	125
					Bar Staff Costs		
SUNDAY					SUNDAY		
Food					Claire	150	
Bar Takings					Bar COSTS	-	-
					Bar Staff Costs		
Income	Total	8,611	7,622	Expenditure	Total	10,359	9,115
Loss		1,748	1,493				

