

BROXBOURNE SPORT

Business Plan Monitor – Period 3 (June 2018) – Financial Year 2018/19

Summary

Total Forecast Subsidy for Broxbourne Sport - P3 2018/19								
Trading operations (£000)	LTLC	JWSC	CPGC	Total	Estimate 2018/19	Variance	Actual 2017/18	Variance
Income	(2,560)	(1,694)	(600)	(4,854)	(5,070)	216	(4,474)	(380)
Employee costs	1,106	860	226	2,192	2,275	(83)	2,184	8
Premises costs	246	207	196	649	642	7	663	(14)
Travel costs	2	2	1	5	4	1	2	3
Supplies & services	270	283	197	750	765	(15)	724	26
Total trading costs	1,624	1,352	620	3,596	3,686	(90)	3,573	(2,953)
Trading (surplus)/deficit	(936)	(342)	20	(1,258)	(1,384)	126	(901)	921
Management fee	377	143	-	520	520	0	356	164
(Surplus)/deficit	(559)	(199)	20	(738)	(864)	126	(545)	(193)
Council	LTLC	JWSC	CPGC	Total	Estimate 2018/19	Variance	Actual 2017/18	Variance
Employee costs	5	-	-	5	5	-	5	-
Supplies & services	-	1	-	1	1	-	1	-
Business rates	-	39	36	75	75	-	78	(3)
Planned & preventative maintenance	39	59	19	117	117	-	120	(3)
Management fee	(377)	(143)	-	(520)	(520)	-	(356)	(164)
Misc Income	-	(38)	-	(38)	(38)	-	(38)	-
Council (surplus)/subsidy	(333)	(82)	55	(360)	(360)	-	(190)	(170)
Combined (surplus)/subsidy before recharges & depreciation	(892)	(281)	75	(1,098)	(1,224)	126	(735)	(363)
Trading support service charges	179	144	61	384	385	(1)	339	45
Trading internal costs	7	4	2	13	13	-	-	13
Council support service charges	16	11	-	27	27	-	37	(10)
Council internal costs	94	44	19	157	158	(1)	153	4
Depreciation	508	45	45	598	598	-	672	(74)
Combined trading and client subsidy	(88)	(33)	202	81	(43)	124	466	(385)

At the end of June 2018 Broxbourne Sport has a budgeted combined surplus of £1.1m. This is £126k under budget but £363k higher than 2017/18.

Attrition figures for March to June are shown below. There was an increase of 124 new memberships between the two sites, including Active Youth memberships.

April - June 2018	Number of members 2018/19			
	Start of period	Joiners	Leavers	End of period
Broxbourne Sport - Membership				
Fit&Well				
LTLC Fit&Well	3,777	525	459	3,843
JWSC Fit&Well	1,332	167	135	1,364
Total Fit&Well	5,109	692	594	5,207
Fit&Well Youth Active				
LTLC Fit&Well AY	170	45	30	185
JWSC Fit&Well AY	29	15	4	40
Total Fit&Well Active Youth	199	60	34	225
Net increase/(decrease)				124

* Start/End number of members is recorded as close as possible to the 1st of the month

Forecast income of £4.85 million is £216k (4.3%) lower than budget but £380k (7.5%) higher than 2017/18. This is mainly due to;

- Forecast food and beverage (F&B) income is £58k (12%) under budget, however, the forecast is showing an improvement when compared to 2017/18. The new menu is now available at John Warner and Cheshunt Park Golf Club and is proving to be popular but bar income is not performing to budget.
- Forecast Fit and Well (F&W) income is £36k (1.6%) lower than budget but £154k higher than 2017/18. This is partly due to not achieving budget income in personal training (PT) at LTLC. Revised PT profiles will be displayed within the gyms and on the Borough Website to further promote PT alongside professional photographs of the trainers. Growth in exercise class revenue has not been realised to date. A revised class timetable is due to be implemented in September which is anticipated to increase income and bring it closer to budget.
- Forecast wetside income is £80k (5.6%) lower than budget but £158k higher than 2017/18. This is mainly due to not achieving the budgeted growth in swim school income.
- Total golf income is £71k (10.6%) lower than budget. This is due to a combination of food and beverage and Golf income. Several new income streams have been put in place to encourage usage and increase golf income.

Trading costs of £3.6 million are £90k (2.4%) lower than budget mainly due to;

- Employee costs are £83k (3.6%) lower than budget, this is due to unfilled vacancies.
- Supplies and services costs are £15k (1.9%) lower than budget. This has been achieved by reducing repair and maintenance and purchases for resale expenditure.

The Laura Trott Leisure Centre (LTLC)

LTLC has a trading surplus of £934k, £74k less than budget but £195k higher than 2017/18.

LAURA TROTT LEISURE CENTRE MONITOR 2018/19 (Period 3 June 2018)

Table 2	FULL YEAR				
	2018/19				2017/18
	Budget £	Forecast £	Variance - budget (Fav)/Adv £	Variance - budget (Fav)/Adv %	Actual £
Income					
Food & Beverages	(30,100)	(29,112)	988	3.3%	(26,629)
Fit&Well	(1,678,985)	(1,647,695)	31,291	1.9%	(1,543,607)
Wetside	(698,860)	(656,685)	42,175	6.0%	(584,678)
Dryside	(199,909)	(203,156)	(3,247)	(1.6%)	(187,210)
Halls (excluding F&B)	0	(3,136)	(3,136)	n/a	(5,714)
Other	(24,000)	(20,288)	3,712	15.5%	(21,681)
Total income	(2,631,854)	(2,560,073)	71,782	2.7%	(2,369,519)
Expenditure					
Salaries	858,092	826,977	53	0.0%	1,109,163
Casuals	247,789	278,957	(211)	(0.8%)	1,314
Premises	246,935	246,492	(442)	(0.2%)	257,778
Transport	2,040	1,825	(215)	(10.5%)	1,314
Supplies & Services	269,004	271,434	2,431	0.9%	262,033
Total direct costs	1,623,859	1,625,686	1,827	0.1%	1,630,288
Operating (surplus)/deficit	(1,007,995)	(934,386)	73,609	7.3%	(739,231)
Indirect overhead costs					
Central Recharges	179,822	178,737	(1,085)	(0.6%)	159,119
Operation (surplus)/deficit after indirect overheads	(828,173)	(755,649)	72,524	n/a	(580,112)
Management Fee	377,051	377,051	0	0.0%	275,412
(Surplus)/deficit after management fee and indirect overheads	(451,122)	(378,598)	72,524	n/a	(304,700)

The John Warner Sports Centre (JWSC)

JWSC has a forecast trading surplus of £339k, £44k lower than budget but £138k higher than 2017/18. This is due to lower than budget income across. This has been partially offset by significant savings in expenditure.

JOHN WARNER SPORTS CENTRE MONITOR 2018/19 (Period 3 - June 2018)					
Table 2	FULL YEAR				2017/18
	2018/19				
	Budget £	Forecast £	Variance - budget (Fav)/Adv £	Variance - budget (Fav)/Adv %	Actual £
Income					
Food & Beverages	(175,019)	(155,527)	19,492	11.1%	(147,167)
Fit&Well	(587,772)	(583,159)	4,613	0.8%	(532,649)
Wetside	(723,935)	(685,992)	37,943	5.2%	(599,449)
Dryside	(268,162)	(253,327)	14,835	5.5%	(246,294)
Halls (excluding F&B)	(11,304)	(12,390)	(1,086)	(9.6%)	(12,158)
Other		(329)	(329)	n/a	(529)
Total income	(1,766,192)	(1,690,724)	75,468	4.3%	(1,538,246)
Expenditure					
Salaries	675,094	652,143	(14,626)	(1.7%)	852,382
Casuals	199,218	207,542			
Premises	211,567	206,864	(4,703)	(2.2%)	212,926
Transport	1,800	1,858	58	3.2%	1,164
Supplies & Services	294,961	283,023	(11,938)	(4.0%)	270,788
Total direct costs	1,382,639	1,351,430	(31,209)	(2.3%)	1,337,260
Operating (surplus)/deficit	(383,552)	(339,294)	44,259	11.5%	(200,986)
Indirect overhead costs					
Central Recharges	144,342	143,342	(1,000)	(0.7%)	126,045
Operation (surplus)/deficit after indirect overheads	(239,210)	(195,951)	43,259	n/a	(74,941)
Management Fee	142,800	142,800	0	0.0%	67,068
(Surplus)/deficit after management fee and indirect overheads	(96,411)	(53,152)	43,259	n/a	(7,873)

Cheshunt Park Golf Course (CPGC)

CPGC has a forecast trading deficit of £18k. The adverse variance in income is offset by the savings in direct costs

CHESHUNT PARK GOLF CENTRE MONITOR 2018/19 (Period 3 - June 2018)

Table 2	FULL YEAR				2017/18 Actual £
	2018/19				
	Budget £	Forecast £	Variance - budget (Fav)/Adv £	Variance - budget (Fav)/Adv %	
Income					
Food & Beverages	(275,180)	(237,850)	37,330	13.6%	(228,237)
Fit&Well		(137)	(137)	n/a	(696)
Dryside	(27,376)	(28,443)	(1,067)	(3.9%)	(29,332)
Golf (excluding F&B)	(365,610)	(330,892)	34,718	9.5%	(307,366)
Halls (excluding F&B)	(3,525)	(2,846)	679	19.3%	(425)
Other		(103)	(103)	n/a	(1,339)
Total income	(671,691)	(600,271)	71,420	10.6%	(567,395)
Expenditure					
Salaries	280,684	188,079] (69,367)	(23.5%)	223,313
Casuals	14,265	37,503			
Premises	194,296	195,728	1,433	0.7%	191,959
Transport	300	268	(32)	(10.6%)	393
Supplies & Services	202,891	197,103	(5,789)	(2.9%)	192,943
Total direct costs	692,435	618,681	(73,755)	(10.7%)	608,608
Operating (surplus)/deficit	20,744	18,410	(2,334)	(11.3%)	41,213
Indirect overhead costs					
Central Recharges	60,717	60,270	(447)	(0.7%)	52,903
Operation (surplus)/deficit after indirect overheads	81,461	78,680	(2,781)	n/a	94,116
Management Fee	0	0	0	0.0%	13,200
(Surplus)/deficit after management fee and indirect overheads	81,461	78,680	(2,781)	n/a	107,316