

BROXBOURNE SPORT

Business Plan Monitor – Period 6 (September 2018) – Financial Year 2018/19

Summary

Total Forecast for Broxbourne Sport - P6 2018/19								
Trading operations (£000)	LTLC	JWSC	CPGC	Total	Estimate 2018/19	Variance	Actual 2017/18	Variance
Income	(2,547)	(1,700)	(564)	(4,811)	(5,070)	259	(4,474)	(337)
Employee costs	1,086	860	209	2,155	2,275	(120)	2,184	(29)
Premises costs	256	214	182	652	642	10	663	(11)
Travel costs	2	2	1	5	4	1	2	3
Supplies & services	263	272	167	702	765	(63)	724	(22)
Total trading costs	1,607	1,348	559	3,514	3,686	(172)	3,573	(3,014)
Trading (surplus)/deficit	(940)	(352)	(5)	(1,297)	(1,384)	87	(901)	896
Management fee	377	143	-	520	520	0	356	164
(Surplus)/deficit	(563)	(209)	(5)	(777)	(864)	87	(545)	(232)
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	-	42	39	81	75	6	78	3
Planned & preventative maintenance	39	39	19	97	117	- 20	120	(23)
Management fee	(377)	(143)	-	(520)	(520)	-	(356)	(164)
Misc Income	-	(38)	-	(38)	(38)	-	(38)	-
Council (surplus)/subsidy	(333)	(99)	58	(374)	(360)	- 14	(190)	(184)
Combined (surplus)/subsidy before recharges & depreciation	(896)	(308)	53	(1,151)	(1,224)	73	(735)	(416)
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	(92)	(60)	180	28	(43)	71	466	(438)

At the end of September 2018 Broxbourne Sport has a budgeted combined surplus of £1.2m. This is £73k under budget but £416k higher than 2017/18.

Attrition figures for July to September are shown below. There was a net increase of 119 new memberships between the two sites.

July - September 2018	Number of members			
	Start of period	Joiners	Leavers	End of period
Broxbourne Sport - Membership				
Fit&Well				
LTLC Fit&Well	3,843	434	471	3,806
JWSC Fit&Well	1,364	374	191	1,547
Total Fit&Well	5,207	808	662	5,353
Fit&Well Youth Active				
LTLC Fit&Well AY	185	24	56	153
JWSC Fit&Well AY	40	21	16	45
Total Fit&Well Active Youth	225	45	72	198
Net Increase/(Decrease)	5432	853	734	119

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

Forecast income of £4.8 million is £259k (5.1%) lower than budget but £337k (6.6%) higher than 2017/18. This is mainly due to;

- Forecast food and beverage (F&B) income is £75k (15.6%) under budget, however, the forecast is showing an improvement when compared to 2017/18. There are some food promotions planned in the run up to Christmas which are expected to increase footfall at the Place; the Cheshunt Park Golf Club restaurant. It is anticipated that this will prevent further growth in the adverse variance and ensure that the budget for the second half of the year is met.
- Forecast Fit and Well (F&W) income is £45k (1.9%) lower than budget but £146k higher than 2017/18. The refurbishment to the gym at John Warner is expected to reduce this adverse variance and bring income closer to budget.
- Forecast wetside income is £65k (4.6%) lower than budget but £173k higher than 2017/18. This is an improvement from the Quarter 1 forecast and is the result of an increase in casual pool use over the summer months.
- Golf income, excluding F&B income, is £50k (12.9%) lower than budget, however this is £34k higher than 2017/18. This is due to a combination of a long dry summer and additional income streams. The introduction of Groupon has helped to bring new users to the site, online tee time bookings have increased compared to last year and income from the driving range have contributed to an overall increase in golf income.

Trading costs of £3.5 million are £172k (4.7%) lower than budget mainly due to;

- Employee costs are £120k (5.3%) lower than budget, this is due to unfilled vacancies.
- Supplies and services costs are £63k (8.2%) lower than budget. This has been achieved by reducing repair and maintenance expenditure and reduced marketing costs.

The Laura Trott Leisure Centre (LTLC)

LTLC has a trading surplus of £939k, £69k less than budget but £200k higher than 2017/18.

LAURA TROTT LEISURE CENTRE MONITOR 2018/19 (Period 6 - October 2018)						
Table 2	FULL YEAR					Comments
	2018/19				2017/18	
	Budget £	Forecast £	Variance - budget (Fav)/Adv £	Variance - budget (Fav)/Adv %	Actual £	
Income						
Food & Beverages	(30,100)	(26,545)	3,555	11.8%	(26,629)	
Fit&Well	(1,678,985)	(1,637,023)	41,962	2.5%	(1,543,607)	
Wetside	(698,860)	(661,442)	37,419	5.4%	(584,678)	
Dryside	(199,909)	(193,850)	6,059	3.0%	(187,210)	
Halls (excluding F&B)	0	(3,353)	(3,353)	n/a	(5,714)	Internal hall hire
Other	(24,000)	(25,012)	(1,012)	(4.2%)	(21,681)	Biomass rebate
Total income	(2,631,854)	(2,547,225)	84,629	3.2%	(2,369,519)	
Expenditure						
Salaries	858,092	787,317	(70,775)	(8.1%)	1,109,163	
Casuals	247,789	301,434	53,645	21.7%		
Premises	246,935	254,818	7,883	3.2%	257,778	
Transport	2,040	1,532	(508)	(24.9%)	1,314	
Supplies & Services	269,004	263,014	(5,990)	(2.2%)	262,033	
Total direct costs	1,623,859	1,608,115	(15,745)	(1.0%)	1,630,288	
Operating (surplus)/deficit	(1,007,995)	(939,110)	68,885	6.8%	(739,231)	
Indirect overhead costs						
Central Recharges	179,822	177,539	(2,283)	(1.3%)	159,119	
Operation (surplus)/deficit after indirect overheads	(828,173)	(761,572)	66,601	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)	(384,521)	66,601	n/a	(304,700)	

The John Warner Sports Centre (JWSC)

JWSC has a forecast trading surplus of £353k, £30k lower than budget but £152k higher than 2017/18.

JOHN WARNER SPORTS CENTRE MONITOR 2018/19 (Period 6 - September 2018)						
Table 2	FULL YEAR					Comments
	2018/19				2017/18	
	Budget £	Forecast £	Variance - budget (Fav)/Adv £	Variance - budget (Fav)/Adv %	Actual £	
Income						
Food & Beverages	(175,019)	(157,838)	17,181	9.8%	(147,167)	
Fit&Well	(587,772)	(584,769)	3,002	0.5%	(532,649)	
Wetside	(723,935)	(696,204)	27,731	3.8%	(599,449)	
Dryside	(268,162)	(245,222)	22,940	8.6%	(246,294)	
Halls (excluding F&B)	(11,304)	(15,688)	(4,384)	(38.8%)	(12,158)	
Total income	(1,766,192)	(1,699,512)	66,680	3.8%	(1,538,246)	
Expenditure						
Salaries	675,094	633,075	(42,019)	(6.2%)	852,382	
Casuals	199,218	226,486	27,268	13.7%	212,926	
Premises	211,567	213,880	2,313	1.1%	212,926	
Transport	1,800	1,767	(33)	(1.8%)	1,164	
Supplies & Services	294,961	271,684	(23,277)	(7.9%)	270,788	
Total direct costs	1,382,639	1,346,891	(35,748)	(2.6%)	1,337,260	
Operating (surplus)/deficit	(383,552)	(352,621)	30,931	8.1%	(200,986)	
Indirect overhead costs						
Central Recharges	144,342	142,146	(2,196)	(1.5%)	126,045	
Operation (surplus)/deficit after indirect overheads	(239,210)	(210,475)	28,735	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)	(67,676)	28,735	n/a	(7,873)	

Cheshunt Park Golf Course (CPGC)

CPGC has a forecast trading deficit of £4k. The adverse variance in income is offset by the savings in direct costs.

CHESHUNT PARK GOLF CENTRE MONITOR 2018/19 (Period 6 - September 2018)						
Table 2	FULL YEAR				2017/18	Comments
	2018/19					
	Budget £	Forecast £	Variance - budget (Fav)/Adv £	Variance - budget (Fav)/Adv %	Actual £	
Income						
Food & Beverages	(275,180)	(220,915)	54,265	19.7%	(228,237)	
Dryside	(876)	(587)	289	33.0%	(29,332)	
Golf (excluding F&B)	(392,110)	(341,628)	50,482	12.9%	(307,366)	
Halls (excluding F&B)	(3,525)	(294)	3,231	91.7%	(425)	
Other		(198)	(198)	n/a	(1,339)	
Total income	(671,691)	(564,254)	107,437	16.0%	(567,395)	
Expenditure						
Salaries	280,684	149,758	(75,307)	(25.5%)	223,313	
Casuals	14,265	69,884				
Premises	194,296	181,913	(12,382)	(6.4%)	191,959	
Transport	300	364	64	21.3%	393	
Supplies & Services	202,891	166,598	(36,293)	(17.9%)	192,943	
Total direct costs	692,435	568,517	(123,918)	(17.9%)	608,608	
Operating (surplus)/deficit	20,744	4,263	(16,481)	(79.4%)	41,213	
Indirect overhead costs						
Central Recharges	60,717	59,823	(894)	(1.5%)	52,903	
Operation (surplus)/deficit after indirect overheads	81,461	64,086	(17,375)	n/a	94,116	
Management Fee	0	0	0	0.0%	13,200	
(Surplus)/deficit after management fee and indirect overheads	81,461	64,087	(17,375)	n/a	107,316	