Appendix 4 Option 2X New build Quarry site Updated August 15 V2



Aug-15

Shropshire County Council Financial Summary

Option 2X New build Quarry Site

Business Plan						Summary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Total Income	£ 769,30	3 £ 867,237	£ 961,830	£ 1,066,556	£ 1,163,640	£ 4,828,567	£ 1,163,640	£ 5,818,201	£ 10,646,767	£ 1,064,677
Total Expenditure	£ 922,24	3 £ 958,118	£ 992,173	£ 1,027,721	£ 1,063,041	£ 4,963,296	£ 1,063,041	£ 5,315,204	£ 10,278,499	£ 1,027,850
Operational Surplus / Loss	152,90	90,881	30,343	£ 38,835	£ 100,599	£ 134,729	£ 100,599	£ 502,997	£ 368,268	£ 36,827
Full Repair and Lease Costs	66,82	3 66,823	66,823	66,823	66,823	334,113	66,823	334,113	668,225	66,823
		•	•		•					
Gross Surplus / Loss	219,76	3 157,703	97,165	27,987	33,777	468,842	33,777	168,885	299,957	29,996

25 metre, 8 lane competition pool with a part sectioned moveable floor	
20 metre x 10 metre learner pool - moveable floor	
Minimum of 50 additional station Fitness Suite	
Changing Village	
Vending	

Financial Summary

Option 2X New build Quarry Site					Sum	mary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 147,177	£ 220,394	£ 293,611	£ 376,677	£ 451,727	£ 1,489,587	£ 451,727	£ 2,258,636	£ 3,748,222	£ 374,822
Swimming	£ 581,820	£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 3,058,235	£ 642,220	£ 3,211,100	£ 6,269,335	£ 626,933
Secondary Spend (Vending/ Merchandising)	£ 40,306	£ 50,478	£ 56,944	£ 63,323	£ 69,693	£ 280,745	£ 69,693	£ 348,465	£ 629,210	£ 62,921
	£ 769,303	£ 867,237	£ 961,830	£ 1,066,556	£ 1,163,640	£ 4,828,567	£ 1,163,640	£ 5,818,201	£ 10,646,767	£ 1,064,677
Staffing	£ 559,162	£ 573,141	£ 587,469	£ 602,156	£ 617,210	£ 2,939,137	£ 617,210	£ 3,086,049	£ 6,025,185	£ 602,519
Premises	£ 196,000		£ 205,923	£ 211,071	£ 216,347	£ 1,030,240	£ 216,347	£ 1,081,737	£ 2,111,977	
Admin and Marketing			£ 61,342							
Supplies and Services			£ 41,256	£ 44,963	£ 48,672				£ 447,527	£ 44,753
Support Costs			£ 96,183	£ 106,656	£ 116,364	£ 482,857	£ 116,364	£ 581,820	£ 1,064,677	£ 106,468
Total Expenditure	£ 922,243	£ 958,118	£ 992,173	£ 1,027,721	£ 1,063,041	£ 4,963,296	£ 1,063,041	£ 5,315,204	£ 10,278,499	£ 1,027,850
Surplus / Loss	450 004	00.004	20 242	£ 38,835	£ 100.599	£ 134,729	£ 100.599	£ 502,997	£ 368.268	£ 36,827
Surpius / Loss	152,904	90,881	30,343	£ 30,033	£ 100,599	£ 134,729	£ 100,599	£ 502,997	£ 300,200	£ 30,021
Surpius / Loss	152,904	90,881	30,343	£ 30,033	£ 100,599	£ 134,729	£ 100,599	£ 502,997	£ 300,200	2 30,021
·	152,904 41.423	Í	41,423	41,423	41.423	207.113	41.423		£ 300,200	•
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F	·	41,423 25,400	ŕ	,	,		,	207,113 127,000	,	41,423 25,400
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	207,113	41,423	207,113	414,225	41,423
Gym Equipment Lease costs	41,423 25,400	41,423 25,400	41,423 25,400	41,423 25,400	41,423 25,400	207,113 127,000	41,423 25,400	207,113 127,000	414,225 254,000	41,423 25,400
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	207,113 127,000 334,113	41,423 25,400 66,823	207,113 127,000 334,113	414,225 254,000 668,225	41,423 25,400 66,823
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	207,113 127,000 334,113	41,423 25,400 66,823	207,113 127,000 334,113 168,885	414,225 254,000 668,225	41,423 25,400 66,823 29,996
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss	41,423 25,400 66,823 219,763 83% £3.34	41,423 25,400 66,823 157,703 91% £3.01	41,423 25,400 66,823 97,165	41,423 25,400 66,823 27,987	41,423 25,400 66,823 33,777	207,113 127,000 334,113 468,842 97% £3.01	41,423 25,400 66,823 33,777	207,113 127,000 334,113 168,885	414,225 254,000 668,225 299,957 104% £2.96	41,423 25,400 66,823 29,996 104% £2,96
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate	41,423 25,400 66,823 219,763	41,423 25,400 66,823 157,703	41,423 25,400 66,823 97,165	41,423 25,400 66,823 27,987	41,423 25,400 66,823 33,777	207,113 127,000 334,113 468,842 97% £3.01	41,423 25,400 66,823 33,777	207,113 127,000 334,113 168,885	414,225 254,000 668,225 299,957	41,423 25,400 66,823 29,996 104% £2,96
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head	41,423 25,400 66,823 219,763 83% £3.34	41,423 25,400 66,823 157,703 91% £3,01 £0,32 66,1%	41,423 25,400 66,823 97,165 97% £2.96 £0.99 61.1%	41,423 25,400 66,823 27,987 104% £2,95 £0,11 56,5%	41,423 25,400 66,823 33,777	207,113 127,000 334,113 468,842 97% £3.01	41,423 25,400 66,823 33,777	207,113 127,000 334,113 168,885 109% £2,92 £0,25 53,0%	414,225 254,000 668,225 299,957 104% £2,96 £0.10 56,6%	41,423 25,400 66,823 29,996 104% £2,96 £0,100 56,6%
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	41,423 25,400 66,823 219,763 83% £3.34 £0.66	41,423 25,400 66,823 157,703 91% £3.01 £0.32	41,423 25,400 66,823 97,165 97% £2,96	41,423 25,400 66,823 27,987 104% £2.95 £0.11	41,423 25,400 66,823 33,777 109% £2.92 £0.25	207,113 127,000 334,113 468,842 97% £3.01 £0.08	41,423 25,400 66,823 33,777 109% £2.92 £0.25	207,113 127,000 334,113 168,885 109% £2,92 £0.25	414,225 254,000 668,225 299,957 104% £2.96 £0.10	41,423 25,400 66,823 29,996 104% £2,96 £0.10

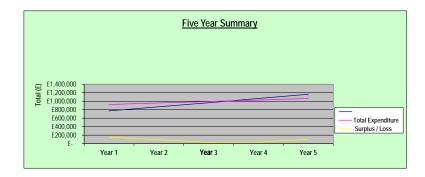
SENSITIVITY ANALYSIS

BASELINE

BASELINE				
		INCOME	EXPENDITURE	PROFIT/LOSS
	YEAR 1	£769,303	£922,243	-£152,940
	YEAR 2	£867,237	£958,118	-£90,881
	YEAR 3	£961,830	£992,173	-£30,343
	YEAR 4	£1,066,556	£1,027,721	£38,835
	YEAR 5	£1,163,640	£1,063,041	£100,599
		. , ,	,,,,,,,	,
GENERAL SENSITIVITY				-£134,729
5% LESS INCOME				
	YEAR 1	£732,670	£922,243	-£189,574
	YEAR 2	£825,940	£958,118	-£132,178
	YEAR 3	£916,028	£992,173	-£76,144
	YEAR 4	£1,015,768	£1,027,721	-£11,953
	YEAR 5	£1,108,229	£1,063,041	£45,188
10% LESS INCOME				-£364,661
	WEAD 4	2000 207	0000 040	2000 077
	YEAR 1	£699,367	£922,243	-£222,877
	YEAR 2	£788,398	£958,118	-£169,721
	YEAR 3	£874,391	£992,173	-£117,782
	YEAR 4	£969,596	£1,027,721	-£58,124
	YEAR 5	£1,057,855	£1,063,041	-£5,186
5% MORE INCOME				-£573,690
	YEAR 1	£807,768	£922,243	-£114,475
	YEAR 2	£910,599	£958,118	-£47,519
	YEAR 3	£1,009,921	£992,173	£17,749
	YEAR 4	£1,119,884	£1,027,721	£92,163
	YEAR 5	£1,221,822	£1,063,041	£158,781
10% MORE INCOME				£106,699
	YEAR 1	£846,234	£922,243	-£76,010
	YEAR 2	£953,961	£958,118	-£4,157
	YEAR 3	£1,058,013	£992,173	£65,840
	YEAR 4	£1,173,212	£1,027,721	£145,491
	YEAR 5	£1,280,004	£1,063,041	£216,963
5% LESS EXPENDITURE				£348,128
	WEAD 4	0700 000	0070 007	2402.024
	YEAR 1	£769,303	£878,327	-£109,024
	YEAR 2	£867,237	£912,493	-£45,256
	YEAR 3	£961,830	£944,926	£16,903
	YEAR 4	£1,066,556	£978,782	£87,774
	YEAR 5	£1,163,640	£1,012,420	£151,220
10% LESS EXPENDITURE				£101,618
	YEAR 1	£769,303	£838,403	-£69,100
	YEAR 2	£867,237	£871,017	-£3,779
	YEAR 3	£961,830	£901,975	£59,855
	YEAR 4	£1,066,556	£934,292	£132,264
	YEAR 5	£1,163,640	£966,401	£197,239
5% MORE EXPENDITURE	. =	,,	2000, 101	£316,480
	YEAR 1	£769,303	£968,356	-£199,052
	YEAR 2	£867,237	£1,006,024	-£138,787
	YEAR 3	£961,830	£1,041,781	-£79,951
	YEAR 4	£1,066,556	£1,079,107	-£12,551
	YEAR 5	£1,163,640	£1,116,193	£47,447
10% MORE EXPENDITURE				-£382,894
-				
	YEAR 1	£769,303	£1,014,468	-£245,164
	YEAR 2	£867,237	£1,053,930	-£186,693
	YEAR 3	£961,830	£1,091,390	-£129,560
	YEAR 4	£1,066,556	£1,130,493	-£63,937
	YEAR 5	£1,163,640	£1,169,345	-£5,705
WORST CASE SCENARIO	, 11(0	21,100,040	21,100,040	-£631,059
10% LESS INCOME/10%				2001,009
MORE EXPENDITURE	YEAR 1	£699,367	£1,014,468	-£315,101
	YEAR 2	£788,398	£1,053,930	-£265,532
	YEAR 3	£874,391	£1,091,390	-£216,999
	YEAR 4	£969,596	£1,130,493	-£160,896
	YEAR 5	£1,057,855	£1,169,345	-£111,490
BEST CASE SCENARIO				-£1,070,019
10% MORE INCOME/10% LESS EXPENDITURE	YEAR 1	£846,234	£838,403	£7,831
LLOS LAFENDII UNE				
	YEAR 2	£953,961	£871,017	£82,945
	YEAR 3	£1,058,013	£901,975	£156,038
	YEAR 4	£1,173,212	£934,292	£238,920
	YEAR 5	£1,280,004	£966,401	£313,603
				£799,336



Graphs



Detailed Budget		Five Yea	r Estimates (Inflation	n 2.5%)				
	Year 1	Year 2	Year 3	Year 4	Year 5	6 to 10 year Average	Total 10 years	10 year Averag
Total Income	769,303	867,237	961,830	1,066,556	1,163,640	1,163,640	10,646,767.05	1,064,67
Total 'Operating' Expenditure	922,243	958,118	992,173	1,027,721	1,063,041	1,063,041	10,278,499.09	1,027,85
let Profit / Loss	£ 152,904	£ 90,881	£ 30,343	£ 38,835	£ 100,599	£ 100,599	£ 368,268	£ 36,827
	·		·					
Income Health & Fitness	147,177	220,394	293,611	376,677	451,727	451,727	3,748,222	374,82
Swimming	581,820	596,365	611,274	626,556	642,220	642,220	6,269,335	626,93
Sub-Total	728,997	816,759	904,885	1,003,233	1,093,947	1,093,947	10,017,557	1,001,75
Secondary Spend								
Merchandising	17,274	21,633	24,405	27,138	29,868	29,868	269,661	26,96
Food and Beverage (Vending)	23,032	28,845	32,540	36,185	39,825	39,825	359,549	35,9
Sub Total Secondary Spend	40,306	50,478	56,944	63,323	69,693	69,693	629,210	62,92
Total Income	£769,303	£867,237	£961,830	£1,066,556	£1,163,640	£1,163,640	£10,646,767	£1,064,677
	2. 00,000	2001,201	2001,000	21,000,000		21,100,010	210,010,101	21,001,011
Expenditure]		<u> </u>	
Staffing								
Staff Costs	553,625	567,466	581,653	596,194	611,099	611,099	5,965,530	596,55
Staff Training Staffing Sub Total	5,536 550 163	5,675	5,817	5,962	6,111	6,111	59,655	5,96
Staffing Sub Total	559,162	573,141	587,469	602,156	617,210	617,210	6,025,185	602,51
Premises								
Electricity & Gas	106,500	109,163	111,892	114,689	117,556	117,556	1,147,579	114,7
Water / Sewerage	20,000	20,500	21,013	21,538	22,076	22,076	215,508	21,58
Insurance NNDR (0% as currently)	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,16
Building Maintenance & Repairs	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,77
Equipment Purchase	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,77
Equipment Lease (Not H & F)	2,000	2,050	2,101	2,154	2,208	2,208	21,551	2,15
Equipment Maintenance & Repairs	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,69
Maintenance Contracts	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,77
Chemicals	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,16
Trade Waste Collection Premises sub total	5,000 196,000	5,125 200,900	5,253 205,923	5,384 211,071	5,519 216,347	5,519 216,347	53,877 2,111,977	5,38 211,19
. Torribos our total	100,000	200,000	200,020	211,011		210,011	2,,	211,10
Administration and Marketing								
Design, marketing & advertising	15,386	15,771	16,165	16,569	16,983	16,983	165,791	16,57
Postage	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,38
Printing & Stationery Photocopier	5,000 3,000	5,125 3,075	5,253 3,152	5,384 3,231	5,519 3,311	5,519 3,311	53,877 32,326	5,38 3,23
Security Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,69
Bank Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,69
Professional Fees & licences	7,000	7,175	7,354	7,538	7,727	7,727	75,428	7,54
Telephone	8,000	8,200	8,405	8,615	8,831	8,831	86,203	8,62
Sundries/General Expenses	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,77
Sub Total Admin and Marketing	58,386	59,846	61,342	62,875	64,447	64,447	629,133	62,91
Supplies and Services								
Cleaning Supplies	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,38
Items for re-sale	21,765.49	27,258	30,750	34,194	37,634	37,634	339,773	33,97
Misc Expenses Sub Total Supplies and Services	5,000 31,765	5,125 37,508	5,253 41,256	5,384 44,963	5,519 48,672	5,519 48,672	53,877 447,527	5,38 44,7 5
Overhand and Buefit Conta								
Overhead and Profit Costs Central Support	76,930	86,724	96,183	106,656	116,364	116,364	1,064,677	106,46
Sub Total Support Costs	76,930	86,724	96,183	106,656	116,364	116,364	1,064,677	106,46
Total Operating Expenditure	922,243	958,118	992,173	1,027,721	1,063,041	1,063,041	10,278,499	1,027,85
Net Operating Surplus / Loss	152,904	90,881	30,343	38,835	100,599	100,599	368,268	36,82
								·
Sym Equipment Lease costs	/11 /122	/11 /122	41 422	/1/ /22	41 423	/1 /22	414 225	/1/ /2
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	41,423	414,225	41,42
Gym Equipment Lease costs Equipment centre Fit Out Excluding H & F	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	414,225 254,000 668,225	41,42 25,40 66,82

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 25 CV Stations £ 87,500 £ 3,500 (Replaced 5 Years) Based on 25 Fixed WeightStations £ 87,500 £ 3,500 (Replaced 10 Years)

Average Annual Lease Costs

41,423

Fixed Weights 10 Years

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	87,500											TOTALS
PRINCIPAL Min 4% of capital sum		8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	87,500
OUTSTANDING		78,750	70,000	61,250	52,500	43,750	35,000	26,250	17,500	8,750	-	
INTEREST	6%	4,725	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	130,72
TOTAL ANNUAL PAYABLE		13,475	36,750	33,250	29,750	26,250	22,750	19,250	15,750	12,250	8,750	218,22
AVERAGE ANNUAL PAYABLE		21,823										

41,423

CV Equipment 5 Years

Equipn	nent	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
AMOUNT	87,500						TOTALS
PRINCIPAL Min 4% of capital sum	i	17,500	17,500	17,500	17,500	17,500	87,500
OUTSTANDING		70,000	52,500	35,000	17,500	-	-
INTEREST	6%	4,200	3,150	2,100	1,050	-	10,500
TOTAL ANNUAL PAYABLE		21,700	20,650	19,600	18,550	17,500	98,000
AVERAGE ANNUAL PAYABLE		19,600					

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,00
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400										

£

Throughput Summary

Health and Fitness Swimming Spectators/Events Total

	Year 1	Year 2	Year 3	Year 4	Year 5
۶Ľ	46,100	82,550	119,000	155,450	191,850
эГ	175,723	196,396	196,396	196,396	196,396
sГ	8,500	9,500	10,000	10,000	10,000
ıΓ	230,323	288,446	325,396	361,846	398,246

Main Pool - Termtime (averages)

Programme		Mo	ndav	Tue	sdav	Wedt	nesdav	Thur	sdav	Fri	dav	Satı	ırdav	Sur	ıdav		
7-8am																	
9-10am 10 15 10 10 15 10 10 15 10 10 10 10 10 10 10 10 10 10 10 10 10	7-8am			15	15			15	15	15	15	j					
10-11am	8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
11-12noon 11-12nb 30 20 30 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 30 20 30 20 30 20 30 30 20 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 30 30 30 30 30 30 30 30 30 30 30	9-10am	10	15		15		15		15		15	32	10	32	15		
12-Ipm	10-11am	10	15		15		15		15		15	32	10				
1-2pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 10 32 1	11-12noon	10	15		15		15		15		15	32	10	32			
2-3pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 30 34 34 34 32 10 32	12-1pm	30	20	30		30		30		30		10		10			
3-4pm 5		5															
4-5pm 32 10	2-3pm	5	15		15		15		15		15	10					
5-6pm 32 10	3-4pm											10					
6-7pm 7-8pm 20 10 20 110 11	4-5pm																
7-8pm 8-pm 15 15 15 15 15 15 15 15 15 15 15 15 15	5-6pm	32	10	32		32		32		32							
8-9pm 15 15 15 15 15 15 15 15 15 15 15 15 15	6-7pm	20	10	20	10	20	10	20	10	20	10				10		
9-10pm 10 15 10 15 10 15 10 15 10 15 10 15 10 15 25 25 100 25 100 10 10 10 10 10 10 10 10 10 10 10 10	7-8pm	20	25		25		25		25		25				25		
10-11pm	8-9pm	15													10		
Bookings Throughput Throughput Bookings Throughput Through	9-10pm	10	15		15		15		15		25	25	100	25			
Casual/Lanes Bookings Throughput Throug	10-11pm	-	-	-		-		-		-		-		-			
Casual/Lanes - 250 - 250 - 250 - 250 - 250 - 210 - 310 - 305 - 1185 Club Bookings 3 50 3 50 3 50 3 50 3 50 2 50 - 2 50 - 2 50 - 2 50 Schol Bookings 5 75 5 75 5 75 5 75 5 75 2 25 33 Schol Bookings 5 76 6 77 5 5 75 5 75 5 75 2 25 33 Lessons 2 64 2 64 2 64 2 64 2 64 2 64 2 64 128 4 128 18 55 Private Hires																Weekl	y Totals
Club Bookings 3 50 3 50 3 50 3 50 3 50 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 75 5 75 5 75 5		Bookings	Throughput	Bookings	Throughput												
School Bookings 5 75 1 0.1	Casual/Lanes	-	250		250		250		250		210		310	-	305		1,825
Lessons 2 64 2 64 2 64 2 64 2 64 2 64 128 4 128 18 55 Private Hire	Club Bookings	3	50	3	50	3	50	3	50	3	50		-	2	35	17	285
Private Hires	School Bookings	5	75	5	75	5	75	5	75	5	75			-		25	375
Gala		2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Total 10 439 10 439 10 439 10 439 10 439 10 402 4 453 6 469 60 3,00 Termtime Totals	Private Hires	-			-	-				0.1	3	0.2	5	0.05	1	0.4	9
Termtime Totals	Gala	-		-				-		-		0.1	10			0	10
	Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469	60	3,080
At one time capacity 140 Bookings Throughpu																Termtin	ne Totals
	At one time capacity		140													Bookings	Throughput
	Kev														Casual/Lanes		54.750
			1													510	8.550
																	11.250
			i														17.280
			ĺ														263
			1								36						300
																	92,393
	Private Hire															.,	,
Galas 1,440 Staff Training	Private Hire Galas															.,	,

Main Pool - Non-term time (averages)

	Mo	ndav	Tue	sdav	Wedt	esdav	Thu	sdav	Fri	dav	Satu	rday	Sur	ndav	i	
		amme		amme		ramme		amme		amme		amme		amme		
7-8am	20	15	20	15	20	15	20	15	20	15	rrogi	dillille	rrogi	diffile		
8-9am	10	10	10	10	10	10	10	10	10	10	32	30	32	15		
9-10am	24	25	24	25	24	25	24	25	24	25	32	20	32	15		
10-11am	24	25	24	25	24	25	24		24		32	30	32	25		
11-12noon	24	25	24	25	24	25	24		24		32	30	32			
12-1pm	30		30	20	30		30		30		10	25	10			
1-2pm	50	50	50	50	50	50	50	50	50	50	10		20			
		50		50		50		50		50	10					
2-3pm		50				50		50			10					
3-4pm			5	5	5		5		5		10					
4-5pm	32	10	32		32	10	32		32 32							
5-6pm	32	10	32	10	32	10	32	10		10				10		
6-7pm		25		25		25		25		25				25		
7-8pm		25		25		25		25		25		20		25		
8-9pm		20		20		20		20		20	10	10	5	10	I	
9-10pm	10	15		15	10	15	10	15	10	25	25	100	25	-		
10-11pm		-		-		-	-	-	-	-		-	-	-		
																y Totals
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Through								
Casual/Lanes		395		395		395		395		380		400		315		2.
ub Bookings	3	70	3	70	3	70	3	70	3	70			2	50	17	
ool Bookings		-														
Lessons	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	
Private Hires									0.1	3	0.2	5	0.05	1	0	
Gala				-							0.1	10	- 0.00		0	
		601		601		601		604								
Total	8	601	8	601	8	601	8	601	8	589	4	543	- 6	494	50	
	8			601	8	601	8	601							50 Non-term	time Totals
	8	140		601	8	601	8	601					6	494	50 Non-term Bookings	time Totals Through
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	50 Non-term Bookings	time Total: Through 53
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	Non-term Bookings - 340	Through 53.
time capacity	8			601	8	601	8	601		589			6	494 Casual/Lanes lub Bookings ool Bookings	Non-term Bookings	Through 53.
a time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings - 340 - 660	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings - 340 - 660 7 2	4, time Totals Through 53. 8.
ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
a time capacity ual/Recreation Lanes Lessons Clubs Schools Private Hire	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2	time Totals Through 53, 8,
a time capacity all/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18,
time capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings - 340 - 660 7 2 1,009	Through 53. 8. 18. 80. col Totals Through
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Schi	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings	time Totals Through 53. 8. 18. 80. sool Totals Through
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes ub Bookings sool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108.
atime capacity Ital/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108. 16.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings 340 - 660 7 2 1,009 Main Pc Bookings - 850 750 1,200	time Totals Through 53 8 18 80 80 For Totals Through 108 16 111 366
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53 8 18 80 col Totals Through 108 16

Teaching Pool (20m x 10m) - Termtime (averages)

	Mor	ndav	Tues	sdav	Wedn	esdav	Thur	sdav	Frie	dav	Satu	ırdav	Sur	dav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progra	amme	Progr	amme	Progr	amme		
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10		10		10		10		10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24						
5-6pm		24		24		24		24		24						
6-7pm												10		10		
7-8pm		10		10		10		10		10		10 10		10 10		
8-9pm		10 10		10 10		10 10		10 10		10 10		10		10		
9-10pm 10-11pm		10		10		10		10		10						
io-ripin				-				-		-					Weekh	/ Totals
1																
		Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	
Caeual/I anne	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput
Casual/Lanes	-	30	-	30	-	30		30	-	30	-	40		40		230
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	Bookings - 2		Bookings - 2		- 14	230 140
Club Bookings School Bookings	- 2 5	30 20 50	2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	2	40 20	- 2	40 20 -	- 14 25	230 140 250
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	- 2	40 20	2	40 20	- 14	230 140
Club Bookings School Bookings Lessons	2 5 3	30 20 50 72	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 - 6	40 20 - 144	2 - 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	6	40 20 - 144	2 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 -
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - - 66 Termtin	230 140 250 648 - 1,268 ne Totals Throughput
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6 - 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204 Casual/Lanes	- 14 25 27 - - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - - 172	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings	- 14 25 27 66 Termtin Bookings - 420 750	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200 7,500
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings Lessons	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons sbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings pol Bookings Lessons Private Hires	14 25 27 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 ne Totals Throughput 6,900 4,200 7,500 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Jbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440

Teaching Pool (20m x 10m) - Non-term time (averages)

	Mon	ndav	Tue	sdav	Wedn	esdav	Thur	sdav	Fri	dav	Satu	rday	Sur	ndav		
		amme														
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		
10-11am		24 24		24 24		24 24		24 24		24		24		24 24		
11-12noon 12-1pm		8		8		24		8		24 8		24 8		24		
1-1pm		24		24		24		24		24		24		24		
2-3pm		24		24		24		24		24		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		8		8		
5-6pm		24		24		24		24		24						
6-7pm												8		8		
7-8pm		8		8		8		8		8		8		8		
8-9pm 9-10pm		8		8		8		<u>8</u>		8		8		8		
9-10pm 10-11pm		8		8		8		- 8		8						
iv-ripin j		-		-		•				-		-		-	Wookh	v Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes	3	24	3	24	3	24	3	24	3	24	4	32	4	32	23	184
Club Bookings	2	16	2	16	2	16	2	16	2	16	2	16	2	16	14	112
School Bookings		-		-	-	-		-		-				-		
Lessons	8	192	8	192	8	192	8	192	8	192	6	144	6	144	52	1,248
Private Hires		-	-	-		-		-	-	-		-	-	-	-	-
Gala	-	-	-	-	-	-		-		-		-	-	-	-	-
Total	13	232	13	232	13	232	13	232	13	232	12	192	12	192	89	1,544
		25	i i												Bookings	ne Totals Throughput
At one time capacity Key		20												Casual/Lanes	460	3,680
Casual/Recreation														cial Bookings	280	2,240
Lanes														ool Bookings	-	2,240
Lessons														Lessons	1,040	24,960
ubs/Special Sessions														Private Hires		
Schools														Gala	-	-
Private Hire														Total	1,780	30,880
Galas																
Staff Training																Pool Totals
Closed															Bookings	Throughput
Closed														Casual/Lanes	460 700	10,580
														ool Bookings	750	6,440 7,500
													SCN	Lessons	1,850	44,400
														Private Hires	1,030	-
														Gala	-	_
														Total	3,760	68,920
															-,	,

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	80,400
Private Hires	18	438
Gala	5	500
Total	6,583	241,908

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
LE330N3			raiticipants	Net File L			
	Course	Annually			£		25m Pool x 8 Lane and 20m x 10m teaching pool
Juniors							
	8.00	2897.5	64320	4.00	257,280		
Adults							
	8.00	305	8040	4.00	32,160		
Total			72,360		289,440		
SCHOOLS							
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price	Income	
				Hours	£	£	
Schools & Colleges							
Secondary schools	2 3	5 5	38 38	380 570	35.00 35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
	1000				,		
Total					62,000		
Total	L				02,000		
CASUAL SWIMMING 25m Pool							
CASUAL SWIMMING 25III POOI							
	Swimming	Utilisation	1	Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
	Hours	Swiilis per III	Usage	L	-		
Adult			31193	3.20	99,817		
Child			44561		71,298		
Concession			13368	1.60	21,389		
Concession			13308	1.00	21,389		
Total			89123		192,505		
TOTAL					192,505		
			Total Casual	89123			
Other Swimming Income							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	150.00	2,625		
Gala			5	400.00	2,000		
Total							
			Total Other	4625			
SWIMMING INCOME							
- I I I I I I I I I I I I I I I I I I I	Annual		1				
	Anilludi						
25m POOL							
Cocuel	103 505						
Casual	192,505						
Lessons	289,440						
Other	4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	581,820		4				
			-				

Health & Fitness

Number of Stations Attrition Rate		50 48%							
	Price	Year 4	2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4 Price Increase	Year 5
Session Duration - Monthly									
Adult Couple		£32.00 £60.00	£32.80 £61.50	75% 7.5%	£3,120.00 £585.00	£6,240.00 £1,170.00	£9,360.00 £1,755.00	£12,792.00 £2,398.50	£15,990.00 £2,998.13
Concession Corporate Child		£27.00 £25.00 £15.00	£27.70 £25.70 £15.40	10% 2.5% 2.5%	£351.00 £81.25 £48.75	£702.00 £162.50 £97.50	£1,053.00 £243.75 £146.25	£1,440.40 £334.10 £200.20	£1,800.50 £417.63 £250.25
Off Peak (Adult Only) Total		£20.00	£20.50	2.5%	£65.00 £4,251.00	£130.00 £8,502.00	£195.00 £12,753.00	£266.50 £17,431.70	£333.13 £21,789.63
Existing Memberships New Memberships					0 250	130 250	260 250	390 250	520 250
Loss of Memberships Total Memberships					120 130	120 260	120 390	120 520	120 650
Session Duration - 6 Months									
Adult Couple Concession		£185.00 £330.00 £150.00	£189.70 £338.30 £153.80	75% 7.5% 15%	£18,037.50 £3,217.50 £2,925.00	£36,075.00 £6,435.00 £5,850.00	£54,112.50 £9,652.50 £8,775.00	£73,983.00 £13,193.70 £11,996.40	£92,478.75 £16,492.13 £14,995.50
Corporate Child Off Peak (Adult Only)	NA NA	£60.00	£61.50	2.5%	£195.00	£390.00	£585.00	£780.00	£975.00
Total					£24,375.00	£48,750.00	£73,125.00	£99,953.10	£124,941.38
Existing Memberships New Memberships Loss of Memberships Total Memberships					0 250 120 130	130 250 120 260	260 250 120 390	390 250 120 520	520 250 120 650
Session Duration - 12 Months	5								
Adult Couple Concession		£325.00 £625.00 £240.00	£333.20 £640.70 £246.00	70% 7.5% 15%	£29,575.00 £6,093.75 £4,680.00	£53,235.00 £10,968.75 £8,424.00	£76,895.00 £15,843.75 £12,168.00	£103,092.08 £21,239.21 £16,309.80	£127,349.04 £26,236.67 £20,147.40
Corporate Child Off Peak (Adult Only)	NA NA	£120.00	£123.00	2.5%	£390.00	£702.00	£1,014.00	£1,326.00	£1,638.00
Total	INA				£40,738.75	£73,329.75	£105,920.75	£141,967.09	£175,371.11
Existing Memberships New Memberships Loss of Memberships					0 250 120 130	130 200 96 234	234 200 96 338	338 200 96 442	442 200 96 546
Total Memberships					390	754 £130,581.75	1118 £191,798.75	1482 £259,351.89	1846
Total Membership Incon Membership Income per					£69,364.75 £1,387	£130,581.75 £2,612	£191,798.75 £3,836	£259,351.89 £5,187	£322,102.11 £6,442

Casual Use			Users Per Day U	Jsers Per Week U	Isers PA	Total Income	
Price	Year 4 2.5	% Increase				Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	15	105	5250	£31,500.00	£32,550.00
Junior	£2.75	£2.90	5	35	1750	£4,812.50	£5,075.00
Concession	£5.00	£5.20	10	70	3500	£17,500.00	£18,200.00
School	£1.45	£1.50	0	0	0	£0.00	£0.03
Total			30	210	10500	£53,812.50	£55,825.00
			Year 1	Year 2	Year 3	Year 4	Year 5
Total H&F Income			£135,177.25	£202,394.25	£269,611.25	£345,926.89	£414,827.11
Total Income Per Station			£2,704	£4,048	£5,392	£6,919	£8,297
		GP Referral	12,000	18,000	24,000	30,750	36,900
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	<u>Cost</u>	On-costs	<u>Total</u>
Centre Manager	1	40	33,000	5,610	38,610
Admin Assistants	1`	40	15,000	2,550	17,550
Sub Total	1.0	80	48,000	8,160	56,160
Duty Manager	3	120	20,000	3,400	23,400
Sub Total	3	120	20,000	3,400	23,400
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.5	112.5	50,400	8,568	58,968
Sub Total	6	153	68,400	11,628	80,028
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	2	80	36,000	6,120	42,120
Sub Total	2	80	36,000	6,120	67,860
Sports Centre Assistants/Lifeguards	9	360	135,000	22,950	157,950
Sports Centre Assistants (Part-time)	3	120	45,000	7,650	52,650
Sub Total	12	480	180,000	30,600	210,600
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	3	120	45,000	7,650	52,650
Sub Total	3.0	120	45,000	7,650	52,650
Cleaners	1.5	30	9,000	1,530	10,530
Sub Total	2	30	9,000	1,530	10,530

	<u>Number</u>	<u>Hours</u>	Cost	On-costs	<u>Total</u>
Totals	28	1,103	424,400	72,148	522,288
Sickness/AL cover	6%				31,337
Staff Total Cost					553,625
		_			
			cost average NI %	14%	
		W	orkplace Pension	3%	
			FTE @40 hours	27.56	

Appendix 4 Option 2Y New build Quarry site Updated August 15 V2



Aug-15

Shropshire County Council Financial Summary

New Shrewsbury Swimming Provision - Other Location

Option 2 Business Plan					Sum	mary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Total Income	£ 862,717	£ 971,311	£ 1,076,563	£ 1,207,767	£ 1,328,057	£ 5,446,415	£ 1,328,057	£ 6,640,284	£ 12,086,699	£ 1,208,670
Total Expenditure	£ 976,822	£ 1,015,348	£ 1,052,081	£ 1,091,918	£ 1,131,228	£ 5,267,398	£ 1,131,228	£ 5,656,141	£ 10,923,539	£ 1,092,354
Operational Surplus / Loss	£ 114,105	£ 44,037	£ 24,482	£ 115,849	£ 196,829	£ 179,017	£ 196,829	£ 984,143	£ 1,163,160	£ 116,316
Full Reapair and Lease Costs	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
Gross Surplus / Loss	209,750	139,682	71,163	20,204	101,184	299,208	101,184	505,918	206,710	20,671

25 metre, 8 lane competition pool with a part sectioned moveable floor	
20 metre x 10 metre learner pool - moveable floor	
Minimum of 100 additional station Fitness Suite	
Changing Village	
Vending	

Financial Summary

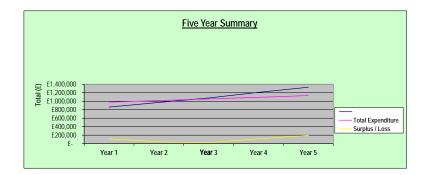
Option 2 Business Plan					Sum	mary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 237,861	£ 320,828	£ 403,795	£ 512,428	£ 609,774	£ 2,084,685	£ 609,774	£ 3,048,869	£ 5,133,554	£ 513,355
Swimming	£ 581,820	£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 3,058,235	£ 642,220	£ 3,211,100	£ 6,269,335	£ 626,933
Secondary Spend (Vending/ Merchandising)	£ 43,036	£ 54,118	£ 61,494	£ 68,783	£ 76,063	£ 303,495	£ 76,063	£ 380,315	£ 683,810	£ 68,381
	£ 862,717	£ 971,311	£ 1,076,563	£ 1,207,767	£ 1,328,057	£ 5,446,415	£ 1,328,057	£ 6,640,284	£ 12,086,699	£ 1,208,670
Staffing	£ 585,466	£ 600.103	£ 615,105	£ 630,483	£ 646,245	£ 3.077.403	£ 646,245	£ 3,231,226	£ 6,308,628	£ 630.863
Premises	£ 211,590	£ 216,880	£ 222,302	£ 227,859	£ 233,556	£ 1,112,187	£ 233,556	£ 1,167,779	£ 2,279,965	£ 227,997
Admin and Marketing	£ 60,254	£ 61,761	£ 63,305	£ 64,887	£ 66,510	£ 316,717	£ 66,510	£ 332,548	£ 649,264	£ 64,926
Supplies and Services	£ 33,240	£ 39,474	£ 43,713	£ 47,912	£ 52,112	£ 216,450	£ 52,112	£ 260,561	£ 477,011	£ 47,701
Support Costs	£ 86,272	£ 97,131	£ 107,656	£ 120,777	£ 132,806	£ 544,641	£ 132,806	£ 664,028	£ 1,208,670	£ 120,867
Total Expenditure	£ 976,822	£ 1,015,348	£ 1,052,081	£ 1,091,918	£ 1,131,228	£ 5,267,398	£ 1,131,228	£ 5,656,141	£ 10,923,539	£ 1,092,354
Surplus / Loss	£ 114,105	£ 44,037	£ 24,482	£ 115,849	£ 196,829	£ 179,017	£ 196,829	£ 984,143	£ 1,163,160	£ 116,316
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	351,225	70,245	351,225	702,450	70,245
Equipment Leisure Centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	127,000	25,400	127,000	254,000	25,400
· · ·	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
Gross Surplus / Loss	209,750	139,682	71,163	20,204	101,184	299,908	101,184	505,918	206,710	20,671
Operating Recovery Rate	88%	96%	102%	111%	117%	103%	117%	117%	111%	111%
Operating Recovery Rate Spend per Head	£3.51	£3.14	102% £3.06	111% £3.07	117% £3.06	103% £3.14	£3.06	117% £3.06	111% £3.09	£3.09
	£3.51 £0.46		£3.06 £0.07	£3.07 £0.29	£3.06 £0.45	£3.14 £0.10	£3.06 £0.45	£3.06 £0.45	£3.09 £0.30	£3.09 £0.30
Spend per Head Subsidy/Profit per Head Staffing/Income %	£3.51 £0.46 67.9%	£3.14 £0.14 61.8%	£3.06 £0.07 57.1%	£3.07 £0.29 52.2%	£3.06 £0.45 48.7%	£3.14 £0.10 56.5%	£3.06 £0.45 48.7%	£3.06 £0.45 48.7%	£3.09 £0.30 52.2%	£3.09 £0.30 52.2%
Spend per Head Subsidy/Profit per Head	£3.51 £0.46	£3.14 £0.14	£3.06 £0.07	£3.07 £0.29	£3.06 £0.45	£3.14 £0.10	£3.06 £0.45	£3.06 £0.45	£3.09 £0.30	£3.09 £0.30

SENSITIVITY ANALYSIS

BASELINE

BASELINE				
		INCOME	EXPENDITURE	PROFIT/LOSS
	YEAR 1	£862,717	£976,822	-£114,105
	YEAR 2	£971,311	£1,015,348	-£44,037
	YEAR 3	£1,076,563	£1,052,081	£24,482
	YEAR 4	£1,207,767	£1,091,918	£115,849
	YEAR 5	£1,328,057	£1,131,228	£196,829
GENERAL SENSITIVITY				£179,017
5% LESS INCOME				
5% LESS INCOME				
	YEAR 1	£821,635	£976,822	-£155,187
	YEAR 2	£925,058	£1,015,348	-£90,290
	YEAR 3	£1,025,298	£1,052,081	-£26,783
	YEAR 4	£1,150,255	£1,091,918	£58,337
10% LESS INCOME	YEAR 5	£1,264,816	£1,131,228	£133,588 -£80,336
10% LESS INCOME				-£80,330
	YEAR 1	£784,288	£976,822	-£192,534
	YEAR 2	£883,010	£1,015,348	-£132,338
	YEAR 3	£978,694	£1,052,081	-£73,388
	YEAR 4	£1,097,970	£1,091,918	£6,052
	YEAR 5	£1,207,324	£1,131,228	£76,096
5% MORE INCOME				-£316,111
	YEAR 1	£905,853	£976,822	-£70,969
	YEAR 2	£1,019,876	£1,015,348	£4,528
	YEAR 3	£1,130,391	£1,052,081	£78,310
	YEAR 4	£1,268,156	£1,091,918	£176,238
	YEAR 5	£1,394,460	£1,131,228	£263,231
10% MORE INCOME		21,000 1, 100		£451,338
	YEAR 1	£948,988	£976,822	-£27,833
	YEAR 2	£1,068,442	£1,015,348	£53,094
	YEAR 3	£1,184,219	£1,052,081	£132,138
	YEAR 4	£1,328,544	£1,091,918	£236,626
	YEAR 5	£1,460,863	£1,131,228	£329,634
5% LESS EXPENDITURE	TEAR O	21,400,000	21,101,220	£723,659
	VEAD 4	5050 747	0020 207	CC7 F00
	YEAR 1	£862,717	£930,307	-£67,590
	YEAR 2	£971,311	£966,998	£4,313
	YEAR 3	£1,076,563	£1,001,982	£74,581
	YEAR 4	£1,207,767	£1,039,922	£167,845
10% LESS EXPENDITURE	YEAR 5	£1,328,057	£1,077,360	£250,697 £429,846
1070 2200 2711 211211 0112				2 120,0 10
	YEAR 1	£862,717	£888,020	-£25,303
	YEAR 2	£971,311	£923,044	£48,267
	YEAR 3	£1,076,563	£956,438	£120,126
	YEAR 4	£1,207,767	£992,653	£215,115
	YEAR 5	£1,328,057	£1,028,389	£299,668
5% MORE EXPENDITURE				£657,872
	YEAR 1	£862,717	£1,025,663	-£162,946
	YEAR 2	£971,311	£1,066,115	-£94,805
	YEAR 3	£1,076,563	£1,104,685	-£28,122
	YEAR 4	£1,207,767	£1,146,514	£61,253
	YEAR 5	£1,328,057	£1,187,790	£140,267
10% MORE EXPENDITURE				-£84,353
	YEAR 1	£862,717	£1,074,504	-£211,787
	YEAR 2	£971,311	£1,116,883	-£145,572
	YEAR 3	£1,076,563	£1,157,289	-£80,726
	YEAR 4	£1,207,767	£1,201,110	£6.657
	YEAR 5	£1,328,057	£1,244,351	£83,706
WORST CASE SCENARIO	1 E/ II C O	21,020,001	21,244,001	-£347,723
10% LESS INCOME/10%				
MORE EXPENDITURE	YEAR 1	£784,288	£1,074,504	-£290,216
	YEAR 2	£883,010	£1,116,883	-£233,873
	YEAR 3	£978,694	£1,157,289	-£178,596
	YEAR 4	£1,097,970	£1,201,110	-£103,140
	YEAR 5	£1,207,324	£1,244,351	-£37,027
BEST CASE SCENARIO		,,	,,==	-£842,851
10% MORE INCOME/10% LESS EXPENDITURE	YEAR 1	£948,988	£888.020	£60,969
LLOG LAI LIIDII GILL	YEAR 2	£1,068,442	£923,044	£145,398
	YEAR 3	£1,000,442 £1,184,219	£956,438	£227,782
	YEAR 4	£1,164,219 £1,328,544	£992,653	£335,891
	YEAR 5	£1,460,863	£1,028,389	£432,473
	ILAK	21,400,000	21,020,000	£1,202,513
				2.,202,010

Graphs



New Shrewsbury Swimming Provision - Other Location

Detailed Budget Option 2			r Estimates (Inflatio	n 2 5%)				
Detailed Budget Option 2	V4		,	,	V5	6 to 10 year	T-1-140	40
T-4-11	Year 1	Year 2	Year 3	Year 4 1,207,767	Year 5	Average	Total 10 years	10 year Average
Total Income	862,717	971,311	1,076,563		1,328,057	1,328,057	12,086,699.05	1,208,670
Total 'Operating' Expenditure Net Profit / Loss	976,822 £ 114,105	1,015,348 £ 44,037	1,052,081 £ 24,482	1,091,918 £ 115,849	1,131,228 £ 196,829	1,131,228 £ 196,829	10,923,538.85 £ 1,163,160	1,092,354 £ 116,316
Net Front / Loss	£ 114,105	£ 44,037	2 24,402	2 115,049	£ 190,029	190,029	£ 1,103,100	£ 110,310
Income								
Health & Fitness	237,861	320 828	403,795	512 // 28	609,774	600 774	5,133,554	513,355
Swimming	581,820	320,828 596,365	611,274	512,428 626,556	642,220	609,774 642,220	6,269,335	626,933
Sub-Total Sub-Total	819,680	917,193	1,015,069	1,138,984	1,251,994	1,251,994	11,402,889	1,140,289
Secondary Spend								
Merchandising	18,444	23,193	26,355	29,478	32,598	32,598	293,061	29,306
Food and Beverage (Vending)	24,592	30,925	35,140	39,305	43,465	43,465	390,749	39,075
Sub Total Secondary Spend	43,036	54,118	61,494	68,783	76,063	76,063	683,810	68,381
Total Income	£862,717	£971,311	£1,076,563	£1,207,767	£1,328,057	£1,328,057	£12,086,699	£1,208,670
		·						
Expenditure								
Staffing								
Staff Costs	579,669	594,161	609,015	624,241	639,847	639,847	6,246,166	624,617
Staff Training Staffing Sub Total	5,797 585,466	5,942 600,103	6,090 615,105	6,242 630,483	6,398 646,245	6,398 646,245	62,462 6,308,628	6,246 630,863
Ottaining Out Fotal	303,400	000,103	015,105	030,403	040,243	040,243	0,300,020	030,003
Premises	1							
Electricity & Gas	117,090	120,017	123,018	126,093	129,245	129,245	1,261,691	126,169
Water / Sewerage	20,000	20,500	21,013	21,538	22,076	22,076	215,508	21,551
Insurance	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
NNDR (0% currently)	-	-	-	-	-	-	-	-
Building Maintenance & Repairs Equipment Purchase	15,000 10,000	15,375 10,250	15,759 10,506	16,153 10,769	16,557 11,038	16,557 11,038	161,631 107,754	16,163 10,775
Equipment Lease (Not H & F)	2,000	2,050	2,101	2,154	2,208	2,208	21,551	2,155
Equipment Maintenance & Repairs	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Maintenance Contracts	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Chemicals	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Trade Waste Collection	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Premises sub total	211,590	216,880	222,302	227,859	233,556	233,556	2,279,965	227,997
Administration and Marketing								
Design, marketing & advertising	17,254	17,686	18,128	18,581	19,046	19,046	185,922	18,592
Postage	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Printing & Stationery	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Photocopier	3,000	3,075	3,152	3,231	3,311	3,311	32,326	3,233
Security Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Bank Charges Professional Fees & licences	2,500 7,000	2,563 7,175	2,627 7,354	2,692 7,538	2,760 7,727	2,760 7,727	26,938 75,428	2,694 7,543
Telephone	8,000	8,200	8,405	8,615	8,831	8,831	86,203	8,620
Sundries/General Expenses	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Sub Total Admin and Marketing	60,254	61,761	63,305	64,887	66,510	66,510	649,264	64,926
Supplies and Services	1							
Cleaning Supplies	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Items for re-sale	23,239.69	29,224	33,207	37,143	41,074	41,074	369,257	36,926
Misc Expenses	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Sub Total Supplies and Services	33,240	39,474	43,713	47,912	52,112	52,112	477,011	47,701
Overhead and Profit Costs								
Central Support	86,272	97,131	107,656	120,777	132,806	132,806	1,208,670	120,867
Sub Total Support Costs	86,272	97,131	107,656	120,777	132,806	132,806	1,208,670	120,867
Total Operation Franco diture	070 000	4.045.240	4 050 004	4 004 040	4 424 220	4 424 222	40.000.500	4 000 054
Total Operating Expenditure	976,822	1,015,348	1,052,081	1,091,918	1,131,228	1,131,228	10,923,539	1,092,354
Net OperatingSurplus / Loss	114,105	44,037	24,482	115,849	196,829	196,829	1,163,160	116,316
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	70,245	702,450	70,245
Equipment centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	25,400	254,000	25,400
Equipment centre int Out Excluding in a F	95,645	95,645	95,645	95,645	95,645	95,645	956,450	
One of Complete II and	,							95,645
Gross Surplus / Loss	209,750	139,682	71,163	20,204	101,184	101,184	206,710	20,671

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 50 CV Stations £
Based on 50 Fixed WeightStations £

175,000 £ 3,500 (Replaced 5 Years) 175,000 £ 3,500 (Replaced 10 Years)

_

Average Annual Lease Costs

70,245

Fixed Weights 10 Years

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	175,000											TOTALS
PRINCIPAL Min 4% of capital sum		17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	175,000
OUTSTANDING		157,500	140,000	122,500	105,000	87,500	70,000	52,500	35,000	17,500	-	
INTEREST	6%	9,450	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	135,450
TOTAL ANNUAL PAYABLE		26,950	45,500	42,000	38,500	35,000	31,500	28,000	24,500	21,000	17,500	310,450
AVERAGE ANNUAL PAYABLE		31,045										

70,245

CV Equipment 5 Years

Equipm	ent	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
AMOUNT	175,000						TOTALS
PRINCIPAL Min 4% of capital sum		35,000	35,000	35,000	35,000	35,000	175,000
OUTSTANDING		140,000	105,000	70,000	35,000	-	-
INTEREST	6%	8,400	6,300	4,200	2,100	-	21,000
TOTAL ANNUAL PAYABLE		43,400	41,300	39,200	37,100	35,000	196,000
AVERAGE ANNUAL PAYABLE		39,200					

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400										

£

Throughput Summary

Health and Fitness Swimming Spectators/Events **Total**

	Year 1	Year 2	Year 3	Year 4	Year 5
s[61,700	103,350	145,000	186,650	228,250
эГ	175,723	196,396	196,396	196,396	196,396
şГ	8,500	9,500	10,000	10,000	10,000
ı	245,923	309,246	351,396	393,046	434,646

Main Pool - Termtime (averages)

Programme		Mo	ndav	Tue	sdav	Wedt	nesdav	Thur	sdav	Fri	dav	Satı	ırdav	Sur	ıdav		
7-8am																	
9-10am 10 15 10 10 15 10 10 15 10 10 10 10 10 10 10 10 10 10 10 10 10	7-8am			15	15			15	15	15	15	j					
10-11am	8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
11-12noon 11-12nb 30 20 30 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 30 20 30 20 30 20 30 30 20 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 30 30 30 30 30 30 30 30 30 30 30	9-10am	10	15		15		15		15		15	32	10	32	15		
12-Ipm	10-11am	10	15		15		15		15		15	32	10				
1-2pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 10 32 1	11-12noon	10	15		15		15		15		15	32	10	32			
2-3pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 30 34 34 34 32 10 32	12-1pm	30	20	30		30		30		30		10		10			
3-4pm 5		5															
4-5pm 32 10	2-3pm	5	15		15		15		15		15	10					
5-6pm 32 10	3-4pm											10					
6-7pm 7-8pm 20 10 20 110 11	4-5pm																
7-8pm 8-pm 15 15 15 15 15 15 15 15 15 15 15 15 15	5-6pm	32	10	32		32		32		32							
8-9pm 15 15 15 15 15 15 15 15 15 15 15 15 15	6-7pm	20	10	20	10	20	10	20	10	20	10				10		
9-10pm 10 15 10 15 10 15 10 15 10 15 10 15 10 15 25 25 100 25 100 10 10 10 10 10 10 10 10 10 10 10 10	7-8pm	20	25		25		25		25		25				25		
10-11pm	8-9pm	15													10		
Bookings Throughput Throughput Bookings Throughput Through	9-10pm	10	15		15		15		15		25	25	100	25			
Casual/Lanes Bookings Throughput Throug	10-11pm	-	-	-		-		-		-		-		-			
Casual/Lanes - 250 - 250 - 250 - 250 - 250 - 210 - 310 - 305 - 1185 Club Bookings 3 50 3 50 3 50 3 50 3 50 2 50 - 2 50 - 2 50 - 2 50 Schol Bookings 5 75 5 75 5 75 5 75 5 75 2 25 33 Schol Bookings 5 76 6 77 5 5 75 5 75 5 75 2 25 33 Lessons 2 64 2 64 2 64 2 64 2 64 2 64 2 64 128 4 128 18 55 Private Hires																Weekl	y Totals
Club Bookings 3 50 3 50 3 50 3 50 3 50 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 75 5 75 5 75 5		Bookings	Throughput	Bookings	Throughput												
School Bookings 5 75 1 0.1	Casual/Lanes	-	250		250		250		250		210		310	-	305		1,825
Lessons 2 64 2 64 2 64 2 64 2 64 2 64 128 4 128 18 55 Private Hire	Club Bookings	3	50	3	50	3	50	3	50	3	50		-	2	35	17	285
Private Hires	School Bookings	5	75	5	75	5	75	5	75	5	75			-		25	375
Gala		2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Total 10 439 10 439 10 439 10 439 10 439 10 402 4 453 6 469 60 3,00 Termtime Totals	Private Hires	-			-	-				0.1	3	0.2	5	0.05	1	0.4	9
Termtime Totals	Gala	-		-				-		-		0.1	10			0	10
	Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469	60	3,080
At one time capacity 140 Bookings Throughpu																Termtin	ne Totals
	At one time capacity		140													Bookings	Throughput
	Kev														Casual/Lanes		54.750
			1													510	8.550
																	11.250
			i														17.280
			ĺ														263
			1								36						300
																	92,393
	Private Hire															.,	,
Galas 1,440 Staff Training	Private Hire Galas															.,	,

Main Pool - Non-term time (averages)

	Mo	ndav	Tue	sdav	Wedt	esdav	Thu	sdav	Fri	dav	Satu	rday	Sur	ndav	i	
		amme		amme		ramme		amme		amme		amme		amme		
7-8am	20	15	20	15	20	15	20	15	20	15	rrogi	dillille	rrogi	diffile		
8-9am	10	10	10	10	10	10	10	10	10	10	32	30	32	15		
9-10am	24	25	24	25	24	25	24	25	24	25	32	20	32	15		
10-11am	24	25	24	25	24	25	24		24		32	30	32	25		
11-12noon	24	25	24	25	24	25	24		24		32	30	32			
12-1pm	30		30	20	30		30		30		10	25	10			
1-2pm	50	50	50	50	50	50	50	50	50	50	10		20			
		50		50		50		50		50	10					
2-3pm		50				50		50			10					
3-4pm			5	5	5		5		5		10					
4-5pm	32	10	32		32	10	32		32 32							
5-6pm	32	10	32	10	32	10	32	10		10				10		
6-7pm		25		25		25		25		25				25		
7-8pm		25		25		25		25		25		20		25		
8-9pm		20		20		20		20		20	10	10	5	10	I	
9-10pm	10	15		15	10	15	10	15	10	25	25	100	25	-		
10-11pm		-		-		-	-	-	-	-		-	-	-		
																y Totals
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Through								
Casual/Lanes		395		395		395		395		380		400		315		2.
ub Bookings	3	70	3	70	3	70	3	70	3	70			2	50	17	
ool Bookings		-														
Lessons	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	
Private Hires									0.1	3	0.2	5	0.05	1	0	
Gala				-							0.1	10	- 0.00		0	
		601		601		601		604								
Total	8	601	8	601	8	601	8	601	8	589	4	543	- 6	494	50	
	8			601	8	601	8	601							50 Non-term	time Totals
	8	140		601	8	601	8	601					6	494	50 Non-term Bookings	time Totals Through
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	50 Non-term Bookings	time Total: Through 53
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	Non-term Bookings - 340	Through 53.
time capacity	8			601	8	601	8	601		589			6	494 Casual/Lanes lub Bookings ool Bookings	Non-term Bookings	Through 53.
a time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings - 340 - 660	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings - 340 - 660 7 2	4, time Totals Through 53. 8.
ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
a time capacity ual/Recreation Lanes Lessons Clubs Schools Private Hire	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2	time Totals Through 53, 8,
a time capacity all/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18,
time capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings - 340 - 660 7 2 1,009	Through 53. 8. 18. 80. col Totals Through
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Schi	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings	time Totals Through 53. 8. 18. 80. sool Totals Through
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes ub Bookings sool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108.
atime capacity Ital/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108. 16.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings 340 - 660 7 2 1,009 Main Pc Bookings - 850 750 1,200	time Totals Through 53 8 18 80 80 For Totals Through 108 16 111 366
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53 8 18 80 col Totals Through 108 16

Teaching Pool (20m x 10m) - Termtime (averages)

	Mor	ndav	Tues	sdav	Wedn	esdav	Thur	sdav	Frie	dav	Satu	ırdav	Sur	dav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progra	amme	Progr	amme	Progr	amme		
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10		10		10		10		10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24						
5-6pm		24		24		24		24		24						
6-7pm												10		10		
7-8pm		10		10		10		10		10		10 10		10 10		
8-9pm		10 10		10 10		10 10		10 10		10 10		10		10		
9-10pm 10-11pm		10		10		10		10		10						
io-ripin				-				-		-					Weekh	/ Totals
1																
		Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	
Caeual/I anne	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput
Casual/Lanes	-	30	-	30	-	30		30	-	30	-	40		40		230
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	Bookings - 2		Bookings - 2		- 14	230 140
Club Bookings School Bookings	- 2 5	30 20 50	2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	2	40 20	- 2	40 20 -	- 14 25	230 140 250
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	- 2	40 20	2	40 20	- 14	230 140
Club Bookings School Bookings Lessons	2 5 3	30 20 50 72	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 - 6	40 20 - 144	2 - 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	6	40 20 - 144	2 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 -
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - - 66 Termtin	230 140 250 648 - 1,268 ne Totals Throughput
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6 - 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204 Casual/Lanes	- 14 25 27 - - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - - 172	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings	- 14 25 27 66 Termtin Bookings - 420 750	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200 7,500
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings Lessons	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons sbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings pol Bookings Lessons Private Hires	14 25 27 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 ne Totals Throughput 6,900 4,200 7,500 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Jbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440

Teaching Pool (20m x 10m) - Non-term time (averages)

	Mon	ndav	Tue	sdav	Wedn	esdav	Thur	sdav	Fri	dav	Satu	rday	Sur	ndav		
		amme														
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		
10-11am		24 24		24 24		24 24		24 24		24		24		24 24		
11-12noon 12-1pm		8		8		24		8		24 8		24 8		24		
1-1pm		24		24		24		24		24		24		24		
2-3pm		24		24		24		24		24		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		8		8		
5-6pm		24		24		24		24		24						
6-7pm												8		8		
7-8pm		8		8		8		8		8		8		8		
8-9pm 9-10pm		8		8		8		<u>8</u>		8		8		8		
9-10pm 10-11pm		8		8		8		- 8		8						
iv-ripin j		-		-		•				-		-		-	Wookh	v Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes	3	24	3	24	3	24	3	24	3	24	4	32	4	32	23	184
Club Bookings	2	16	2	16	2	16	2	16	2	16	2	16	2	16	14	112
School Bookings		-		-	-	-		-		-				-		
Lessons	8	192	8	192	8	192	8	192	8	192	6	144	6	144	52	1,248
Private Hires		-	-	-		-		-	-	-		-	-	-	-	-
Gala	-	-	-	-	-	-		-		-		-	-	-	-	-
Total	13	232	13	232	13	232	13	232	13	232	12	192	12	192	89	1,544
		25	1												Bookings	ne Totals Throughput
At one time capacity Key		20												Casual/Lanes	460	3,680
Casual/Recreation														cial Bookings	280	2,240
Lanes														ool Bookings	-	2,240
Lessons														Lessons	1,040	24,960
ubs/Special Sessions														Private Hires		
Schools														Gala	-	-
Private Hire														Total	1,780	30,880
Galas																
Staff Training																Pool Totals
Closed															Bookings	Throughput
Closed														Casual/Lanes	460 700	10,580
														ool Bookings	750	6,440 7,500
													SCN	Lessons	1,850	44,400
														Private Hires	1,030	-
														Gala	-	_
														Total	3,760	68,920
															-,	,

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	80,400
Private Hires	18	438
Gala	5	500
Total	6,583	241,908

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
LE330N3			raiticipants	Net File L			
	Course	Annually			£		25m Pool x 8 Lane and 20m x 10m teaching pool
Juniors							
	8.00	2897.5	64320	4.00	257,280		
Adults							
	8.00	305	8040	4.00	32,160		
Total			72,360		289,440		
SCHOOLS							
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price	Income	
				Hours	£	£	
Schools & Colleges							
Secondary schools	2 3	5 5	38 38	380 570	35.00 35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
	1000				,		
Total					62,000		
Total	L				02,000		
CASUAL SWIMMING 25m Pool							
CASUAL SWIMMING 25III POOI							
	Swimming	Utilisation	1	Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
	Hours	Swiilis per III	Usage	L	-		
Adult			31193	3.20	99,817		
Child			44561		71,298		
Concession			13368	1.60	21,389		
Concession			13308	1.00	21,389		
Total			89123		192,505		
TOTAL					192,505		
			Total Casual	89123			
Other Swimming Income							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	150.00	2,625		
Gala			5	400.00	2,000		
Total							
			Total Other	4625			
SWIMMING INCOME							
- I I I I I I I I I I I I I I I I I I I	Annual		1				
	Anilludi						
25m POOL							
Cocuel	103 505						
Casual	192,505						
Lessons	289,440						
Other	4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	581,820		4				
			-				

Health & Fitness

Number of Stations		100							
Attrition Rate		48%							
	Price	Year 4 2.	5% Increase % Spli	it	Year 1	Year 2	Year 3	Year 4	Year 5
								Price Increase	
Session Duration - Montl	hly								
Adult		£32.00	£32.80	75%	£4,368.00	£7,488.00	£10,608.00	£14,071.20	£17,269.2
Couple		£60.00	£61.50	7.5%	£819.00	£1,404.00	£1,989.00	£2,638.35	£3,237.98
Concession		£27.00	£27.70	10%	£491.40	£842.40	£1,193.40	£1,584.44	£1,944.5
Corporate		£25.00	£25.70	2.5%	£113.75	£195.00	£276.25	£367.51	£451.0
Child		£15.00	£15.40	2.5%	£68.25	£117.00	£165.75	£220.22	£270.27
Off Peak (Adult Only)		£20.00	£20.50	2.5%	£91.00	£156.00	£221.00	£293.15	£359.78
Total					£5,951.40	£10,202.40	£14,453.40	£19,174.87	£23,532.80
Existing Memberships					0	182	312	442	572
New Memberships					350	250	250	250	250
Loss of Memberships					168	120	120	120	120
Total Memberships					182	312	442	572	702
Session Duration - 6 Mor	nths								
Adult		£185.00	£189.70	75%	£25,252.50	£50,505.00	£75,757.50	£103,576.20	£129,470.25
Couple		£330.00	£338.30	7.5%	£4,504.50	£9,009.00	£13,513.50	£18,471.18	£23,088.98
Concession		£150.00	£153.80	15%	£4,095.00	£8,190.00	£12,285.00	£16,794.96	£20,993.70
Corporate	NA								
Child		£60.00	£61.50	2.5%	£273.00	£546.00	£819.00	£1,092.00	£1,365.00
Off Peak (Adult Only)	NA								
Total					£34,125.00	£68,250.00	£102,375.00	£139,934.34	£174,917.93
Existing Memberships					0	182	364	546	728
New Memberships					350	350	350	350	350
Loss of Memberships					168	168	168	168	168
Total Memberships					182	364	546	728	910
Session Duration - 12 Mo	onths								
Adult		£325.00	£333.20	70%	£41,405.00	£65,065.00	£88,725.00	£115,220.56	£139,477.52
Couple		£625.00	£640.70	7.5%	£8,531.25	£13,406.25	£18,281.25	£23,737.94	£28,735.40
Concession		£240.00	£246.00	15%	£6,552.00	£10,296.00	£14,040.00	£18,228.60	£22,066.20
Corporate	NA								
Child		£120.00	£123.00	2.5%	£546.00	£858.00	£1,170.00	£1,482.00	£1,794.00
Off Peak (Adult Only) Total	NA				£57,034.25	£89,625.25	C422 246 2E	£158,669.10	£192,073.12
Iotai					£57,034.25	289,625.25	£122,216.25	£158,669.10	£192,073.12
Existing Memberships					0	182	286	390	494
New Memberships					350	200	200	200	200
Loss of Memberships					168	96	96	96	96
					182	286	390	494	598
Total Memberships					546	962	1378	1794	2210
· ·									
Total Membership In					£97,110.65	£168,077.65	£239,044.65	£317,778.31	£390,523.84
Membership Income	per Station				£971	£1,681	£2,390	£3,178	£3,905

Casual Use			Users Per Day Use	ers Per Week U		Total Income	
Price	Year 4 2.5	% Increase				Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	30	210	10500	£63,000.00	£65,100.00
Junior	£3.00	£3.10	10	70	3500	£10,500.00	£10,850.00
Concession	£2.75	£2.90	20	140	7000	£19,250.00	£20,300.00
Total			60	420	21000	£92,750.00	£96,250.00
			Year 1	Year 2	Year 3	Year 4	Year 5
Total H&F Income			£213,860.65	£290,827.65	£367,794.65	£463,228.31	£548,273.84
Total Income Per Station			£2,139	£2,908	£3,678	£4,632	£5,483
		GP Referral	24,000	30,000	36,000	49,200	61,500
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	Cost	On-costs	<u>Total</u>
Centre Manager	1	40	33,000	5,610	38,610
Admin Assistants	1	40	15,000	2,550	17,550
Sub Total	2.0	80	48,000	8,160	56,160
Duty Manager	3	120	20,000	3,400	23,400
Sub Total	3	120	20,000	3,400	23,400
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.5	112.5	50,400	8,568	58,968
Sub Total	6	153	68,400	11,628	80,028
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	3	120	54,000	9,180	63,180
Sub Total	3	120	54,000	9,180	88,920
Sports Centre Assistants/Lifeguards	9	360	135,000	22,950	157,950
Sports Centre Assistants (Part-time)	3	160	45,000	7,650	52,650
Sub Total	12	520	180,000	30,600	210,600
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	3	120	45,000	7,650	52,650
Sub Total	3.0	120	45,000	7,650	52,650
Cleaners	2	40	12,000	2,040	14,040
Sub Total	2	40	12,000	2,040	14,040
	Number	<u>Hours</u>	Cost	On-costs	Total
Totala			<u>Cost</u>		Total
Totals	31	1,193	445,400	75,718	546,858
Sickness/AL cover	6%				32,811
Staff Total Cost					579,669

On cost average NI % Workplace Pension

FTE @40 hours

14% 3%

29.81

Appendix 4 Option 2Z New build Quarry site Updated August 15 V2



Aug-15

Shropshire County Council Financial Summary

New Shrewsbury Swimming Provision - Other Location

Option 3 Business Plan		Summary									
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average	
Total Income	£ 876,159	£ 985,133	£ 1,090,718	£ 1,222,263	£ 1,342,901	£ 5,517,173	£ 1,342,901	£ 6,714,505	£ 12,231,678	£ 1,223,168	
Total Expenditure	£ 988,112	£ 1,026,949	£ 1,063,964	£ 1,104,089	£ 1,143,695	£ 5,326,811	£ 1,143,695	£ 5,718,476	£ 11,045,287	£ 1,104,529	
Operational Surplus / Loss	(£ 111,954)	(£ 41,816)	£ 26,754	£ 118,173	£ 199,206	£ 190,363	£ 199,206	£ 996,029	£ 1,186,391	£ 118,639	
Full Repair and Lease	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645	
Gross Surplus / Loss	207,599	137,461	68,891	22,528	103,561	287,682	103,561	517,804	229,941	22,994	

25 metre, 10 lane competition pool with a part sectioned moveable floor	
20 metre x 10 metre learner pool - moveable floor	
Minimum of 100 additional station Fitness Suite	
Changing Village	
Vending	

Financial Summary

Option 3 Business Plan					Sum	mary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 237,861	£ 320,828	£ 403,795	£ 512,428	£ 609,774	£ 2,084,685	£ 609,774	£ 3,048,869	£ 5,133,554	£ 513,355
Swimming	£ 594,780	£ 609,649	£ 624,890	£ 640,513	£ 656,525	£ 3,126,357	£ 656,525	£ 3,282,627	£ 6,408,984	£ 640,898
Secondary Spend (Vending/ Merchandising)	£ 43,518	£ 54,657	£ 62,033	£ 69,322	£ 76,602	£ 306,131	£ 76,602	£ 383,008	£ 689,140	£ 68,914
	£ 876,159	£ 985,133	£ 1,090,718	£ 1,222,263	£ 1,342,901	£ 5,517,173	£ 1,342,901	£ 6,714,505	£ 12,231,678	£ 1,223,168
Staffing	£ 588,973	£ 603.698	£ 618,790	£ 634,260	£ 650.116	£ 3.095.838	£ 650.116	£ 3,250,582	£ 6.346.420	£ 634.642
Premises	£ 217,500		£ 228.511	£ 234,200	£ 240.079	£ 3,093,838	£ 240,079		£ 0,340,420 £ 2.343,648	£ 234,365
Admin and Marketing	£ 217,500 £ 60,523		£ 228,511 £ 63.587	£ 234,224 £ 65,177	£ 240,079 £ 66.806		£ 240,079		£ 2,343,646 £ 652.161	£ 234,365 £ 65,216
Supplies and Services	£ 33,500		£ 44.004		£ 52,403				£ 479,889	£ 47.989
Support Costs					£ 134,290					£ 122,317
Total Expenditure										
Total Experiuntile	2 300,112	1,020,949	1,000,304	1,104,009	1,143,033	2 3,320,011	2 1,143,093	2 3,710,470	2 11,043,207	1,104,329
Surplus / Loss	£ 111,954	£ 41,816	£ 26,754	£ 118,173	£ 199,206	£ 190,363	£ 199,206	£ 996,029	£ 1,186,391	£ 118,639
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	351,225	70,245	351,225	702,450	70,245
Equipment Leisure Centre Fit Out Excluding H & F										
Equipment Leisure Centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	127,000	25,400	127,000	254,000	25,400
Equipment Leisure Centre Fit Out Excluding H & F	25,400 95,645	25,400 95,645	25,400 95,645	25,400 95,645	25,400 95,645	127,000 478,225	25,400 95,645	127,000 478,225	254,000 956,450	25,400 95,645
Gross Surplus / Loss										
•	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
•	95,645	95,645 137,461	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
Gross Surplus / Loss	95,645 207,599 89% £3.52	95,645 137,461 96% £3.15	95,645 68,891	95,645 22,528	95,645 103,561	478,225 287,862	95,645 103,561 117% £3.07	478,225 517,804 117% £3.07	956,450 229,941	95,645 22,994 111% £3.11
Gross Surplus / Loss Operating Recovery Rate	95,645 207,599 89% £3.52 £0.45	95,645 137,461 96%	95,645 68,891 103% £3.08 £0.08	95,645 22,528 111% £3.09 £0.30	95,645 103,561 117% £3.07 £0.46	478,225 287,862 104% £3.15 £0.11	95,645 103,561 117% £3.07 £0.46	478,225 517,804 117%	956,450 229,941 111% £3.11 £0.30	95,645 22,994 111% £3.11 £0.30
Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head Staffing/Income %	95,645 207,599 89% £3.52 £0.45 67.2%	95,645 137,461 96% £3.15 £0.13 61.3%	95,645 68,891 103% £3.08 £0.08	95,645 22,528 1111% £3.09 £0.30 51.9%	95,645 103,561 117% £3.07 £0.46 48.4%	478,225 287,862 104% £3.15 £0.11 56.1%	95,645 103,561 117% £3.07 £0.46 48.4%	478,225 517,804 117% £3.07 £0.46 48.4%	956,450 229,941 111% £3.11 £0.30 51.9%	95,645 22,994 111% £3.11 £0.30 51.9%
Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	95,645 207,599 89% £3.52 £0.45	95,645 137,461 96% £3.15 £0.13	95,645 68,891 103% £3.08 £0.08	95,645 22,528 111% £3.09 £0.30	95,645 103,561 117% £3.07 £0.46	478,225 287,862 104% £3.15 £0.11	95,645 103,561 117% £3.07 £0.46	478,225 517,804 117% £3.07 £0.46	956,450 229,941 111% £3.11 £0.30	95,645 22,994 111% £3.11 £0.30

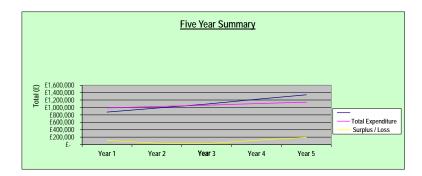
SENSITIVITY ANALYSIS

BASELINE

BASELINE				
		INCOME	EXPENDITURE	PROFIT/LOSS
	YEAR 1	£876,159	£988,112	-£111,954
	YEAR 2	£985,133	£1,026,949	-£41,816
	YEAR 3	£1,090,718	£1,063,964	£26,754
	YEAR 4	£1,222,263	£1,104,089	£118,173
	YEAR 5	£1,342,901	£1,143,695	£199,206
GENERAL SENSITIVITY				£190,363
5% LESS INCOME				
	YEAR 1	£834,437	£988,112	-£153,676
	YEAR 2	£938,222	£1,026,949	-£88,727
	YEAR 3	£1,038,779	£1,063,964	-£25,185
	YEAR 4	£1,164,060	£1,104,089	£59,970
	YEAR 5	£1,278,953	£1,143,695	£135,258
10% LESS INCOME			21,112,000	-£72,360
	YEAR 1	£796,508	£988,112	-£191,605
	YEAR 2	£895,576	£1,026,949	-£131,374
	YEAR 3	£991,562	£1,063,964	-£72,402
	YEAR 4	£1,111,148	£1,104,089	£7,058
	YEAR 5	£1,220,819	£1,143,695	£77,124
5% MORE INCOME	12,410	21,220,010	21,110,000	-£311,198
	YEAR 1	£919,967	£988,112	-£68,146
	YEAR 2	£1,034,390	£1,026,949	£7,441
	YEAR 3	£1,145,254	£1,063,964	£81,290
	YEAR 4	£1,283,376	£1,104,089	£179,286
	YEAR 5	£1,410,046	£1,143,695	£266,351
10% MORE INCOME		21,112,012	,,	£466,221
	YEAR 1	£963,775	£988,112	-£24,338
	YEAR 2	£1,083,647	£1,026,949	£56,697
	YEAR 3	£1,199,790	£1,063,964	£135,826
	YEAR 4	£1,344,489	£1,104,089	£240,399
	YEAR 5	£1,477,191	£1,143,695	£333,496
5% LESS EXPENDITURE	TEAR 5	£1,477,191	£1,143,093	£742,080
	YEAR 1	£876,159	£941,059	-£64,901
	YEAR 2	£985,133	£978,047	£7,086
	YEAR 3	£1,090,718	£1,013,299	£77,419
	YEAR 4	£1,222,263	£1,051,514	£170,749
10% LESS EXPENDITURE	YEAR 5	£1,342,901	£1,089,234	£253,667 £444,020
10% LESS EXPENDITURE				1,444,020
	YEAR 1	£876,159	£898,284	-£22,125
	YEAR 2	£985,133	£933,590	£51,543
	YEAR 3	£1,090,718	£967,240	£123,478
	YEAR 4	£1,222,263	£1,003,718	£218,545
	YEAR 5	£1,342,901	£1,039,723	£303,178
5% MORE EXPENDITURE				£674,618
	YEAR 1	£876.159	£1.037.518	-£161,359
	YEAR 2	£985,133		
			£1,078,297	-£93,164
	YEAR 3	£1,090,718	£1,117,162	-£26,444
	YEAR 4	£1,222,263	£1,159,294	£62,969
	YEAR 5	£1,342,901	£1,200,880	£142,021
10% MORE EXPENDITURE				-£75,978
	YEAR 1	£876,159	£1,086,924	-£210,765
	YEAR 2	£985,133	£1,129,644	-£144,511
	YEAR 3	£1,090,718	£1,170,361	-£79,643
	YEAR 4	£1,222,263	£1,214,498	£7,764
	YEAR 5	£1,342,901	£1,258,065	£84,836
WORST CASE SCENARIO				-£342,318
10% LESS INCOME/10%				
MORE EXPENDITURE	YEAR 1	£796,508	£1,086,924	-£290,416
	YEAR 2	£895,576	£1,129,644	-£234,069
	YEAR 3	£991,562	£1,170,361	-£178,799
	YEAR 4	£1,111,148	£1,214,498	-£103,351
	YEAR 5	£1,111,148 £1,220,819	£1,258,065	-£103,331 -£37,246
BEST CASE SCENARIO	ILAN	£1,220,019	£1,230,000	-£843,880
10% MORE INCOME/10%				-2045,000
LESS EXPENDITURE	YEAR 1	£963,775	£898,284	£65,490
•	YEAR 2	£1,083,647	£933,590	£150,056
	YEAR 3	£1,199,790	£967,240	£232,550
	YEAR 4		£967,240 £1,003,718	
		£1,344,489		£340,771
	YEAR 5	£1,477,191	£1,039,723	£437,468
				£1,226,336



Graphs



New Shrewsbury Swimming Provision - Other Location

Detailed Budget Option 3	TOTIOION OF		r Estimates (Inflatio	on 2.5%)				
	Year 1	Year 2	Year 3	Year 4	Year 5	6 to 10 year Average	Total 10 years	10 year Average
Total Income	876,159	985,133	1,090,718	1,222,263	1,342,901	1,342,901	12,231,677.95	1,223,168
	988,112	1,026,949	1,063,964	1,104,089	1,143,695	1,143,695	11,045,286.63	1,104,529
Total 'Operating' Expenditure Net Profit / Loss								
Net Front / Loss	£ 111,954	£ 41,816	£ 26,754	£ 118,173	£ 199,206	£ 199,206	£ 1,186,391	£ 118,639
Income								
Health & Fitness	237,861	220 020	403,795	E12 /20	609,774	600.774	E 122 EE/	513,355
Swimming	594,780	320,828 609,649	624,890	512,428 640,513	656,525	609,774 656,525	5,133,554 6,408,984	640,898
Sub-Total	832,640	930,477	1,028,685	1,152,941	1,266,299	1,266,299	11,542,538	1,154,254
		,	, , , , , , , , , , , , , , , , , , , ,	, , , ,	, , , , ,	, ,	, , ,	, , , ,
Secondary Spend								
Merchandising	18,651	23,424	26,586	29,709	32,829	32,829	295,346	29,535
Food and Beverage (Vending)	24,868	31,232	35,447	39,612	43,772	43,772	393,794	39,379
Sub Total Secondary Spend	43,518	54,657	62,033	69,322	76,602	76,602	689,140	68,914
Total Income	£876,159	£985,133	£1,090,718	£1,222,263	£1,342,901	£1,342,901	£12,231,678	£1,223,168
Total income	2070,133	2903,133	21,030,710	21,222,203	21,342,301	21,342,301	212,231,070	21,223,100
Expenditure								
Staffing								
Staff Costs	583,142	597,721	612,664	627,980	643,680	643,680	6,283,585	628,358
Staff Training	5,831	5,977	6,127	6,280	6,437	6,437	62,836	6,284
Staffing Sub Total	588,973	603,698	618,790	634,260	650,116	650,116	6,346,420	634,642
Premises								
Electricity & Gas	123,000	126,075	129,227	132,458	135,769	135,769	1,325,373	132,537
Water / Sewerage	20,000 15,000	20,500 15,375	21,013 15,759	21,538 16,153	22,076 16,557	22,076 16,557	215,508 161,631	21,551 16,163
Insurance NNDR (0% currently)	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Building Maintenance & Repairs	15,000	15.375	15,759	16.153	16,557	16,557	161,631	16.163
Equipment Purchase	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Equipment Lease (Not H & F)	2,000	2,050	2,101	2,154	2,208	2,208	21,551	2,155
Equipment Maintenance & Repairs	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Maintenance Contracts	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Chemicals	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Trade Waste Collection Premises sub total	5,000 217,500	5,125 222,938	5,253 228,511	5,384 234,224	5,519 240,079	5,519 240,079	53,877 2,343,648	5,388 234,365
Tremises sub total	217,000	£££,500	220,011	204,224	240,015	240,013	2,040,040	204,000
Administration and Marketing								
Design, marketing & advertising	17,523	17,961	18,410	18,871	19,342	19,342	188,819	18,882
Postage	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Printing & Stationery	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Photocopier	3,000	3,075	3,152	3,231	3,311	3,311	32,326	3,233
Security Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Bank Charges Professional Fees & licences	2,500 7,000	2,563 7,175	2,627 7,354	2,692 7,538	2,760 7,727	2,760 7,727	26,938 75,428	2,694 7,543
Telephone	8,000	8,200	8,405	8,615	8,831	8,831	86,203	8,620
Sundries/General Expenses	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Sub Total Admin and Marketing	60,523	62,036	63,587	65,177	66,806	66,806	652,161	65,216
Supplies and Services								
	5,000	5,125	5 252	5 204	5,519	5.640	53,877	5 200
Cleaning Supplies Items for re-sale	23,499.94	5,125 29,515	5,253 33,498	5,384 37,434	5,519 41,365	5,519 41,365	372,135	5,388 37,214
Misc Expenses	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Sub Total Supplies and Services	33,500	39,765	44,004	48,203	52,403	52,403	479,889	47,989
Overhead and Profit Costs	_						\vdash	
Central Support	87,616	98.513	109.072	122,226	134.290	134,290	1,223,168	122.317
Sub Total Support Costs	87,616	98,513	109,072	122,226	134,290	134,290	1,223,168	122,317
Total Operating Expenditure	988,112	1,026,949	1,063,964	1,104,089	1,143,695	1,143,695	11,045,287	1,104,529
Net Operating Surplus / Loss	(111,954)	(41,816)	26,754	118,173	199,206	199,206	1,186,391	118,639
Operating out place? 2000	(111,934)	(41,010)	20,734	110,173	199,200	199,200	1,100,391	110,039
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	70,245	702,450	70,245
Equipment centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	25,400	254,000	25,400
	95,645	95,645	95,645	95,645	95,645	95,645	956,450	95,645
								,-,-

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 50 CV Stations £ 175,000 £ 3,500 (Replaced 5 Years) Based on 50 Fixed Weight Stations £ 175,000 £ 3,500 (Replaced 10 Years)

Average Annual Lease Costs

70,245

Fixed Weights 10 Years

LOCAL AUTHORITY												
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	175,000											TOTALS
PRINCIPAL Min 4% of capital sum		17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	175,000
OUTSTANDING		157,500	140,000	122,500	105,000	87,500	70,000	52,500	35,000	17,500	-	
INTEREST	6%	9,450	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	135,450
TOTAL ANNUAL PAYABLE		26,950	45,500	42,000	38,500	35,000	31,500	28,000	24,500	21,000	17,500	310,450
AVERAGE ANNUAL PAYABLE		31,045									<u>.</u>	
	<u></u>											
i e e e e e e e e e e e e e e e e e e e												

70,245

CV Equipment 5 Years

Equipment			YEAR 3	YEAR 4	YEAR 5	
175,000						TOTALS
	35,000	35,000	35,000	35,000	35,000	175,000
	140,000	105,000	70,000	35,000	-	-
6%	8,400	6,300	4,200	2,100	-	21,000
	43,400	41,300	39,200	37,100	35,000	196,000
	39,200					
<u> </u>	· · · · · · · · · · · · · · · · · · ·					
	175,000	175,000 35,000 140,000 6% 8,400 43,400	175,000 35,000 35,000 140,000 105,000 6% 8,400 6,300 43,400 41,300	175,000 35,000 35,000 35,000 140,000 105,000 70,000 6% 8,400 6,300 4,200 43,400 41,300 39,200	175,000 35,000 35,000 35,000 35,000 140,000 105,000 70,000 35,000 8,400 6,300 4,200 2,100 43,400 41,300 39,200 37,100	175,000 35,000 35,000 35,000 35,000 35,000 140,000 105,000 70,000 35,000 - 8,400 6,300 4,200 2,100 - 43,400 41,300 39,200 37,100 35,000

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

LOCAL AUTHORITY												
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400									-	
	-											

Throughput Summary

Health and Fitness Swimming Spectators/Events **Total**

Year 1	Year 2	Year 3	Year 4	Year 5
61,700	103,350	145,000	186,650	228,250
178,477	199,474	199,474	199,474	199,474
8,500	9,500	10,000	10,000	10,000
248,677	312,324	354,474	396,124	437,724

Main Pool - Termtime (averages)

	Moi	ndav	Tues	sdav	Wedr	nesdav	Thur	sdav	Fri	dav	Satu	ırdav	Sur	ndav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progr	amme	Progr	amme	Progr	amme		
7-8am	15	15	15	15	15	15	15	15	15	15						
8-9am	10	10	10	10	10	10	10	10	10	10	36	10	36	15		
9-10am	10	15		15		15		15		15	36	10	36	15		
10-11am	10	15		15		15		15		15	36	10	36			
11-12noon	10	15		15		15		15		15	36	10	36			
12-1pm	30		30		30		30		30		10		10			
1-2pm	5	15		15		15		15		15	10					
2-3pm	5	15		15		15		15		15	10					
3-4pm	5		5		5		5		5		10					
4-5pm	36		36		36		36		36							
5-6pm	36		36		36		36		36							
6-7pm	20	10		10		10		10		10				10		
7-8pm	20	25		25		25		25		25				25		
8-9pm	15	15		15		15		15		15		10		10		
9-10pm	10	15		15		15		15		25	25	100	25			
10-11pm	-	-		-	-	-			-		-		-			
															Weekl	y Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes		250		250		250		250		210		310	-	305		1,825
Club Bookings	3	50	3	50	3	50	3	50	3	50			2	35	17	285
School Bookings	5	75	5	75	5	75	5	75	5	75			-		25	375
Lessons	2	72	2	72	2	72	2	72	2	72	4	144	4	144	18	648
Private Hires		-							0.1	3	0.2	5	0.05	1	0.4	9
Gala		-									0.1	10	-		0	10
Total	10	447	10	447	10	447	10	447	10	410	4	469	6	485	60	3,152
															Termtin	ne Totals
At one time capacity		140													Bookings	Throughput
Kev														Casual/Lanes		54,750
Casual/Recreation		l												ub Bookings	510	8,550
Lanes		l												ool Bookings	750	11.250
Lessons		i												Lessons	540	19,440
Clubs		ĺ												Private Hires	11	263
Schools										36				Gala	3	300
										40				Total	1.814	94,553
Private Hire										1 440						
										1,440						
Key Casual/Recreation Lanes Lessons Clubs		140								36			C Sch	ool Bookings Lessons Private Hires Gala	510 750 540 11	

Main Pool - No	Jii-teriii tiii	io (aro. ag	es)													
	Mor	ndav	Tue	sdav	Wedn	esdav	Thur	edav	Fri	dav	Satu	rday	Sun	day		
		ramme		amme		amme		amme		amme	Progr		Progra			
7-8am	20	15	20	15	20	15	20	15	20	15						
8-9am	10	10	10	10	10	10	10	10	10	10	36	30	36	15		
9-10am	24		24		24		24		24		36	20	36	15		
10-11am	24		24		24		24		24		36	30	36	25		
11-12noon	24		24		24		24		24		36	30	36	25		
12-1pm	30		30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50		50		50		50		50	10			20		
2-3pm	5	50		50		50		50		50	10			20		
3-4pm	5		5		5		5		5		10			20		
4-5pm	36	10	36		36	10	36		36					15		
5-6pm	36		36	10	36	10	36	10	36	10				10		
6-7pm	15	25		25		25		25		25			10	25		
7-8pm	20 15	25		25 20		25		25		25		20 10	5	25		
8-9pm	15 10	20 15		20 15		20 15		20 15		20 25	10	10 100	5	10		
9-10pm	10	15		15				15		25	25		25			
10-11pm	-	-	-	-	-	-	-	-	-	•	-	-	-	-		
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	/ Totals
Casual/Lanes	Bookings	i nrougnput 395	Bookings	395	Bookings	395		395	Bookings	380		1 nrougnput 400		315		Throughp 2.6
Club Bookings	3		3	70	3	70	3	70	3	70		400	- 2	50	17	2,0
School Bookings	3	70	-	- 70		70	3	- 70	3	- 70	-	-		- 30	- 17	
Lessons		144	5	144	5	144	5	144	5	144	4	144	- 4	144	33	1,0
Private Hires	-	144		- 1	-		-	- 199	0.1	3	0.2	5	0.05	1 1	0	1,0
Gala	-	-	-	-	-		-	-	0.1		0.1	10	0.03		0	
Total	8	609	8	609	8	609	8	609	8	597	4	559	6	510	50	4.1
Total		003		003		003		003		331		333	•	310		ime Totals
one time capacity		140													Bookings	Throughp
9y																
Casual/Recreation														asual/Lanes		
														Casual/Lanes		53,5
Lanes													CI	Casual/Lanes ub Bookings ool Bookings		
										66			CI	ub Bookings	340	53,5 8,0
Lanes										66 12			CI Scho	ub Bookings ool Bookings	340	53,5 8,0
Lanes Lessons													CI Scho	ub Bookings ool Bookings Lessons	340 - 660	53,5 8,0 - 20,1
Lanes Lessons Clubs										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires	340 - 660 7 2	53,5 8,0 - 20,1 1 2
Lanes Lessons Clubs Schools Private Hire										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7	53,5 8,0 - 20,1 1
Lanes Lessons Clubs Schools Private Hire										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53,5 8,0 - 20,1 1 2
Lanes Lessons Clubs Schools Private Hire day Fun Sessions										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53,5 8,0 - 20,1 1 2 82,0 ol Totals
Lanes Lessons Clubs Schools Private Hire day Fun Sessions Galas										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53.5 8.0 - 20,1 1 2 82,0 ol Totals Throughp
Lanes Lessons Clubs Schools Private Hire day Fun Sessions Galas Staff Training										12			Ci Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total	340 - 660 7 2 1,009	53.5 8.0 20,1 1 2 82,0 ol Totals Throughp
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total	340 - 660 7 2 1,009 Main Po	53.5 8.0 20,1 1 2 82,0 ol Totals Throughp 108,2 16,5
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total	340 - 660 7 2 1,009 Main Po Bookings	53.5 8.0 20.1 1 2 82,0 ol Totals Throughp 108.2 16.5 11,2
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	340 - 660 7 2 1,009 Main Po Bookings - 850 750	53.5 8.0 20.1 1 2 82,0 ol Totals Throughp 108.2 16.5 11,2
Lanes Lessons Clubs Schools Private Hire liday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings Lessons	340 - 660 7 2 1,009 Main Pc Bookings 850 750	53,5 8.0 - 20,1 1 2 82,0

Teaching Pool (20m x 10m) - Termtime (averages)

ĺ	Moi	nday	Tue	sday	Wedr	nesday	Thur	sday	Frie	day	Satu	ırday	Sur	nday		
	Progr	ramme	Progr	amme	Progr	ramme	Progr	amme	Progr	amme	Progr	amme	Progr	amme		
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10		10		10		10		10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24						
5-6pm		24		24		24		24		24						
6-7pm												10		10		
7-8pm		10		10		10		10		10		10		10		
8-9pm		10 10		10		10		10		10		10		10		
9-10pm		10		10		10		10		10						
10-11pm		-		•		-		-		•		•		•		v Totals
ı																
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput								
Casual/Lanes Club Bookings	- 2	30 20	2	30 20	2	30 20	- 2	30 20	- 2	30 20	2	40 20	- 2	40 20	- 14	230 140
School Bookings	5		5	50	5	50	5	50	5	50			_	20	25	250
Lessons	3		3	72	3		3	72	3	72	- 6	144	- 6	144	27	648
Private Hires	- 3	12	- 3	- 12	- 3	- 12	- 3	- 12		- 12		144		144	- 21	548
Gala	-	-		-	-	-	-		-			- :	-	-	- :	-
Total	10	172	10	172	10	172	10	172	10	172	- 8	204	- 8	204	66	1,268
Total				172					10	1/2		204		204		ne Totals
At one time capacity		25													Bookings	Throughput
Kev		20												Casual/Lanes	- Dookings	6,900
Casual/Recreation														ial Bookings	420	4,200
Lanes										27				ool Bookings	750	7,500
Lessons										40			0011	Lessons	810	19,440
ubs/Special Sessions										1.080				Private Hires	-	13,440
		1								1,000				Gala		
Schools																
Schools Private Hire														Total	1,980	38.040
Private Hire														Total	1,980	38,040
														Total	1,980	38,040

Teaching Pool (20m x 10m) - Non-term time (averages)

	Mon	ndav	Tue	sdav	Wedr	esdav	Thur	sdav	Fri	dav	Satu	rday	Sur	ndav		
		amme	Progr			amme										
7-8am	Ĭ		Ĭ				Ť		Ť				Ť			
8-9am																
9-10am		24		24		24		24		24		24		24		
10-11am		24		24		24		24		24		24		24		
11-12noon		24		24		24		24		24		24		24		
12-1pm		8 24		8		8		8		8		8		8		
1-2pm 2-3pm		24		24 24												
2-3pm 3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		8		8		
5-6pm		24		24		24		24		24						
6-7pm		8		8		8		8		8						
7-8pm												8		8		
8-9pm		8		8		8		8		8		8		8		
9-10pm		8		8		8		8		8						
10-11pm		-				-		-		-		-		-		
																y Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes	3	24	3	24	3	24	3	24	3	24	4	32	4	32	23	184
Club Bookings	2	16	2	16	2	16	2	16	2	16	2	16	2	16	14	112
School Bookings		-	-	-	-	-	-	-	-	-			-	-	-	
Lessons	8	192	8	192	8	192	8	192	8	192	6	144	6	144	52	1,248
Private Hires	-	-				-	-			-				-	-	
Gala		-		-		-	-	-	-	-		-	-		-	*
Total	13	232	13	232	13	232	13	232	13	232	12	192	12	192	89	1,544
At one time capacity		25	1													ne Totals
Key		20												Casual/Lanes	Bookings 460	Throughput 3,680
Casual/Recreation		i												ial Bookings	280	2,240
Lanes														ool Bookings	200	2,240
Lessons													ocii	Lessons	1.040	24.960
ubs/Special Sessions														Private Hires	1,040	24,000
Schools														Gala		
Private Hire														Total	1,780	30,880
Galas															1,1.00	
Staff Training															Teaching	Pool Totals
Closed															Bookings	Throughput
Closed														Casual/Lanes	460	10.580
		.!!											C	ub Bookings	700	6,440
													Sch	ool Bookings	750	7,500
														Lessons	1,850	44,400
														Private Hires	-	-
														Gala	-	-
														Total	3,760	68,920

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	84,000
Private Hires	18	438
Gala	5	500
Total	6,583	245,508

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
	Course	Annually			£		25m Pool x 10 Lane and 20m x 10m teachin
Juniors							
	8.00	2897.5	67200	4.00	268,800		
Adults							
Addits	8.00	305	8400	4.00	33,600		
Total			75,600		302,400		
SCH00LS							
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price	Income	1
				Hours	£	£	+
Schools & Colleges							
Secondary schools	2	5	38 38	380	35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
							_
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
Total					62,000		
						•	
CASUAL SWIMMING 25m Pool							
CASUAL SWIMMING 25M POOI							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Adult			31193				
Child Concession			44561 13368	1.60 3 1.60			
Concession			10000	, 1.00	21,007		
Total			89123		192,505		
TOTAL			Total Casual	89123	192,503		

Other Swimming Income							
	Swimming	Utilisation	1	Net Price/	Income	1	
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	150.00	2,625		
Gala			5	5 400.00	2,000		
Total			Total Other	4625			
			- S.I.I. Outd	4023			
SWIMMING INCOME			7				
	Annual						
25m POOL							
Casual	192,505 302,400						
Lessons Other	302,400 4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	594,780		4				

Health & Fitness

Number of Stations		100							
Attrition Rate		48%							
						., .			
	Price	Ye	ar 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4 Price Increase	Year 5
							· · · · · · · ·	rice increase	
Session Duration - Monthly									
Adult		£32.00	£32.80	75%	£4,368.00	£7,488.00	£10,608.00	£14,071.20	£17,269.20
Couple		£60.00	£61.50	7.5%	£819.00	£1,404.00	£1,989.00	£2,638.35	£3,237.98
Concession		£27.00	£27.70	10%	£491.40	£842.40	£1,193.40	£1,584.44	£1,944.54
Corporate		£25.00	£25.70	2.5%	£113.75	£195.00	£276.25	£367.51	£451.04
Child		£15.00	£15.40	2.5%	£68.25	£117.00	£165.75	£220.22	£270.27
Off Peak (Adult Only)		£20.00	£20.50	2.5%	£91.00	£156.00	£221.00	£293.15	£359.78
Total					£5,951.40	£10,202.40	£14,453.40	£19,174.87	£23,532.80
Existing Memberships					0	182	312	442	572
New Memberships					350	250	250	250	250
Loss of Memberships					168	120	120	120	120
Total Memberships					182	312	442	572	702
Session Duration - 6 Months									
Adult		£185.00	£189.70	75%	£25,252.50	£50,505.00	£75,757.50	£103,576.20	£129,470.25
Couple		£330.00	£338.30		£4,504.50	£9,009.00	£13,513.50	£18,471.18	£23,088.98
Concession		£150.00	£153.80		£4,095.00	£8,190.00	£12,285.00	£16,794.96	£20,993.70
Corporate	NA								
Child		£60.00	£61.50	2.5%	£273.00	£546.00	£819.00	£1,092.00	£1,365.00
Off Peak (Adult Only)	NA								
Total					£34,125.00	£68,250.00	£102,375.00	£139,934.34	£174,917.93
Existing Memberships					0	182	364	546	728
New Memberships					350	350	350	350	350
Loss of Memberships					168	168	168	168	168
Total Memberships					182	364	546	728	910
Session Duration - 12 Months	5								
Adult		£325.00	£333.20	70%	£41,405.00	£65,065.00	£88,725.00	£115,220.56	£139,477.52
Couple		£625.00	£640.70	7.5%	£8,531.25	£13,406.25	£18,281.25	£23,737.94	£28,735.40
Concession		£240.00	£246.00	15%	£6,552.00	£10,296.00	£14,040.00	£18,228.60	£22,066.20
Corporate	NA								
Child		£120.00	£123.00	2.5%	£546.00	£858.00	£1,170.00	£1,482.00	£1,794.00
Off Peak (Adult Only)	NA								
Total					£57,034.25	£89,625.25	£122,216.25	£158,669.10	£192,073.12
Existing Memberships					0	182	286	390	494
New Memberships					350	200	200	200	200
Loss of Memberships					168	96	96	96	96
					182	286	390	494	598
Total Mambarahina					546	962	1378	1794	2040
Total Memberships									2210
Total Membership Incon					£97,110.65	£168,077.65	£239,044.65	£317,778.31	£390,523.84
Membership Income per	Station				£971	£1,681	£2,390	£3,178	£3,905

Casual Use Price	Year 4 2.5	% Increase	Users Per Day	Users Per Week	Users PA	Total Income Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	30	210	10500	£63,000.00	£65,100.00
Junior	£3.00	£3.10	10	70	3500	£10,500.00	
Concession	£2.75	£2.90	20	140	7000	£19,250.00	£20,300.00
Total			60	420	21000	£92,750.00	£96,250.00
			Year 1	Year 2	Year 3	Year 4	Year 5
Total H&F Income			£213,860.65	£290,827.65	£367,794.65	£463,228.31	£548,273.84
Total Income Per Station			£2,139	£2,908	£3,678	£4,632	£5,483
		GP Referral	24,000	30,000	36,000	49,200	61,500
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	Cost	On-costs	<u>Total</u>
Centre Manager	1	40	33,000	5,610	38,610
Admin Assistants	1	40	15,000	2,550	17,550
Sub Total	2.0	80	48,000	8,160	56,160
Duty Manager	3	120	20,000	3,400	23,400
Sub Total	3	120	20,000	3,400	23,400
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.75	118.75	53,200	9,044	62,244
Sub Total	6	159	71,200	12,104	83,304
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	3	120	54,000	9,180	63,180
Sub Total	3	120	54,000	9,180	88,920
Sports Centre Assistants/Lifeguards	9	360	135,000	22,950	157,950
Sports Centre Assistants (Part-time)	3	120	45,000	7,650	52,650
Sub Total	12	480	180,000	30,600	210,600
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	3	120	45,000	7,650	52,650
Sub Total	3.0	120	45,000	7,650	52,650
Cleaners	2	40	12,000	2,040	14,040
Sub Total	2	40	12,000	2,040	14,040
	Number	Hours	Cost	On-costs	<u>Total</u>
Totals	31	1,159	448,200	76 ,194	
Sickness/AL cover	6%	.,		. 5,101	33,008
	0 /0				·
Staff Total Cost					583,142

On cost average NI % Workplace Pension

FTE @40 hours

14% 3%

28.97

Appendix 4 Option 3X New build on alternative site Updated August 15 V2



Aug-15

Shropshire County Council Financial Summary

Option 3X New build on alternative site base model

Business Plan						Summary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Total Income	£ 769,303	£ 867,237	£ 961,830	£1,066,556	£ 1,163,640	£ 4,828,567	£ 1,163,640	£ 5,818,201	£ 10,646,767	£ 1,064,677
Total Expenditure	£ 919,963	£ 955,781	£ 989,777	£1,025,265	£ 1,060,524	£ 4,951,311	£ 1,060,524	£ 5,302,620	£ 10,253,931	£ 1,025,393
Operational Surplus / Loss	£ 150,660	£ 88,544	£ 27,947	£ 41,291	£ 103,116	£ 122,745	£ 103,116	£ 515,580	£ 392,836	£ 39,284
Full Repair and Lease	66,823	66,823	66,823	66,823	66,823	334,113	66,823	334,113	668,225	66,823
Gross Surplus / Loss	217,483	155,366	94,770	25,532	36,294	456,857	36,294	181,468	275,389	27,539

v build on alternative site base model	
25 metre, 8 lane competition pool with a part sectioned moveable floor	
20 metre x 10 metre learner pool - moveable floor	
Minimum of 50 additional station Fitness Suite	
☐ Changing Village	
□ Vending	

Financial Summary

Base Business Plan					Sum	ımary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness			£ 293,611					£ 2,258,636	£ 3,748,222	£ 374,822
Swimming			£ 611,274	£ 626,556	£ 642,220		£ 642,220	£ 3,211,100	£ 6,269,335	£ 626,933
Secondary Spend (Vending/ Merchandising)			£ 56,944							
	£ 769,303	£ 867,237	£ 961,830	£ 1,066,556	£ 1,163,640	£ 4,828,567	£ 1,163,640	£ 5,818,201	£ 10,646,767	£ 1,064,677
Staffing			£ 587,469		£ 617,210					
Premises	£ 193,720		£ 203,527	£ 208,615	£ 213,831		£ 213,831	£ 1,069,153		£ 208,741
Admin and Marketing			£ 61,342				£ 64,447		£ 629,133	
Supplies and Services Support Costs			£ 41,256 £ 96,183		£ 48,672				£ 447,527	£ 44,753 £ 106,468
Total Expenditure	.,								£ 1,064,677 £ 10,253,931	
Total Expenditure	1 919,963	£ 900,761	£ 909,777	1,025,265	1,000,524	2 4,951,311	1,060,524	1 5,302,620	10,253,931	1,025,393
Surplus / Loss	£ 150.660	£ 88.544	£ 27,947	£ 41.291	£ 103.116	£ 122.745	£ 103.116	£ 515.580	£ 392.836	£ 39,284
Ourpius / Eoss	£ 150,000	2 00,344	2 21,941	2.41,291	£ 103,110	£ 122,740	£ 103,110	£ 313,300	£ 392,030	£ 39,204
l										
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	207,113	41,423	207,113	414,225	41,423
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F	41,423 25,400	41,423 25,400	41,423 25,400	41,423 25,400	41,423 25,400	207,113 127,000	41,423 25,400	207,113 127,000	414,225 254,000	41,423 25,400
	25,400	25,400	25,400	25,400	25,400	127,000	25,400	127,000	254,000	25,400
Equipment Leisure Centre Fit Out Excluding H & F	25,400 66,823	25,400 66,823	25,400 66,823	25,400 66,823	25,400 66,823	127,000 334,113	25,400 66,823	127,000 334,113	254,000 668,225	25,400 66,823
Equipment Leisure Centre Fit Out Excluding H & F	25,400 66,823	25,400 66,823	25,400 66,823	25,400 66,823 25,532	25,400 66,823	127,000 334,113 456,857	25,400 66,823	127,000 334,113 181,468	254,000 668,225	25,400 66,823 27,539
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss	25,400 66,823 217,483 84% £3.34	25,400 66,823 155,366 91% £3.01	25,400 66,823 94,770 97% £2.96	25,400 66,823 25,532 104% £2.95	25,400 66,823 36,294	127,000 334,113 456,857 98%	25,400 66,823 36,294 110% £2.92	127,000 334,113 181,468	254,000 668,225 275,389 104% £2.96	25,400 66,823 27,539 104% £2.96
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	25,400 66,823 217,483 84% £3.34 £0.65	25,400 66,823 155,366 91% £3.01 £0.31	25,400 66,823 94,770 97% £2.96 £0.09	25,400 66,823 25,532 104% £2.95 £0.11	25,400 66,823 36,294 110% £2.92 £0.26	127,000 334,113 456,857 98% £3.01 £0.08	25,400 66,823 36,294 110% £2,92 £0,26	127,000 334,113 181,468 110% £2.92 £0.26	254,000 668,225 275,389 104% £2.96 £0.11	25,400 66,823 27,539 104% £2.96
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head Staffing/Income %	25,400 66,823 217,483 84% £3.34 £0.65 72.7%	25,400 66,823 155,366 91% £3.01 £0.31 66.1%	25,400 66,823 94,770 97% £2.96 £0.09 61.1%	25,400 66,823 25,532 104% £2.95 £0.11 56.5%	25,400 66,823 36,294 110% £2.92 £0.26 53.0%	127,000 334,113 456,857 98% £3.01 £0.08 60.9%	25,400 66,823 36,294 110% £2.92 £0.26 53.0%	127,000 334,113 181,468 110% £2.92 £0.26 53.0%	254,000 668,225 275,389 104% £2.96 £0.11 56.6%	25,400 66,823 27,539 104% £2.96 £0.11 56.6%
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	25,400 66,823 217,483 84% £3.34 £0.65 72.7% 60.8%	25,400 66,823 155,366 91% £3.01 £0.31	25,400 66,823 94,770 97% £2.96 £0.09	25,400 66,823 25,532 104% £2.95 £0.11	25,400 66,823 36,294 110% £2.92 £0.26	127,000 334,113 456,857 98% £3.01 £0.08	25,400 66,823 36,294 110% £2,92 £0,26	127,000 334,113 181,468 110% £2,92 £0,26	254,000 668,225 275,389 104% £2.96 £0.11	25,400 66,823 27,539 104% £2.96 £0.11

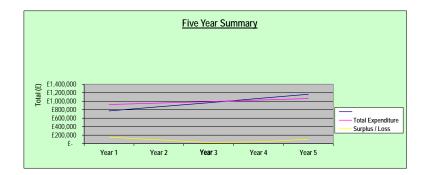
SENSITIVITY ANALYSIS

BASELINE

BASELINE		INCOME	EXPENDITURE	PROFIT/LOSS
	YEAR 1	£769,303	£919,963	-£150,660
	YEAR 2	£867,237	£955,781	-£88,544
	YEAR 3 YEAR 4	£961,830 £1,066,556	£989,777 £1,025,265	-£27,947 £41,291
	YEAR 5	£1,163,640	£1,025,265 £1,060,524	£41,291 £103,116
GENERAL SENSITIVITY				-£122,745
5% LESS INCOME				
	YEAR 1	£732,670	£919,963	-£187,294
	YEAR 2	£825,940	£955,781	-£129,841
	YEAR 3 YEAR 4	£916,028 £1,015,768	£989,777 £1,025,265	-£73,749 -£9,498
	YEAR 5	£1,108,229	£1,025,265 £1,060,524	£47,705
10% LESS INCOME		2.,,===	,,	-£352,676
	YEAR 1	£699,367	£919,963	-£220,597
	YEAR 2	£788,398	£955,781	-£167,384
	YEAR 3 YEAR 4	£874,391 £969,596	£989,777 £1,025,265	-£115,386 -£55,669
	YEAR 5	£1,057,855	£1,060,524	-£2,669
5% MORE INCOME		21,221,222	,,	-£561,705
	YEAR 1	£807,768	£919,963	-£112,195
	YEAR 2 YEAR 3	£910,599 £1,009,921	£955,781 £989,777	-£45,182 £20,144
	YEAR 4	£1,119,884	£1,025,265	£94,618
	YEAR 5	£1,221,822	£1,060,524	£161,298
10% MORE INCOME				£118,684
	YEAR 1	£846,234	£919,963	-£73,730
	YEAR 2	£953,961	£955,781	-£1,820
	YEAR 3	£1,058,013	£989,777	£68,236
	YEAR 4	£1,173,212	£1,025,265	£147,946
5% LESS EXPENDITURE	YEAR 5	£1,280,004	£1,060,524	£219,480 £360,112
	YEAR 1	£769,303	£876,156	-£106,852
	YEAR 2	£867,237	£910,268	-£100,832 -£43,030
	YEAR 3	£961,830	£942,645	£19,185
	YEAR 4	£1,066,556	£976,443	£90,113
10% LESS EXPENDITURE	YEAR 5	£1,163,640	£1,010,023	£153,617 £113,032
	YEAR 1	£769,303	£836,330	-£67,027
	YEAR 2 YEAR 3	£867,237 £961,830	£868,892 £899,797	-£1,655 £62,032
	YEAR 4	£1,066,556	£932,059	£134,497
5% MORE EXPENDITURE	YEAR 5	£1,163,640	£964,113	£199,527 £327,375
0,0 mont 2,0 2 mont				
	YEAR 1 YEAR 2	£769,303	£965,962	-£196,658
	YEAR 2 YEAR 3	£867,237 £961,830	£1,003,570 £1,039,266	-£136,333 -£77,436
	YEAR 4	£1,066,556	£1,076,529	-£9,973
	YEAR 5	£1,163,640	£1,113,550	£50,090
10% MORE EXPENDITURE				-£370,310
	YEAR 1	£769,303	£1,011,960	-£242,656
	YEAR 2	£867,237	£1,051,359	-£184,122
	YEAR 3 YEAR 4	£961,830 £1,066,556	£1,088,755 £1,127,792	-£126,925 -£61,236
	YEAR 5	£1,163,640	£1,166,576	-£2,936
WORST CASE SCENARIO	TE/WO	21,100,040	21,100,070	-£617,876
10% LESS INCOME/10% MORE EXPENDITURE	YEAR 1	£699,367	£1,011,960	-£312,593
	YEAR 2	£788,398	£1,051,359	-£312,993 -£262,962
	YEAR 3	£874,391	£1,088,755	-£214,364
	YEAR 4	£969,596	£1,127,792	-£158,196
DEGT OAGE GOENARIO	YEAR 5	£1,057,855	£1,166,576	-£108,722
BEST CASE SCENARIO 10% MORE INCOME/10%				-£1,056,836
LESS EXPENDITURE	YEAR 1	£846,234	£836,330	£9,903
	YEAR 2	£953,961	£868,892	£85,069
	YEAR 3 YEAR 4	£1,058,013 £1,173,212	£899,797 £932,059	£158,215 £241,152
	YEAR 5	£1,280,004	£964,113	£315,891
				£810,231



Graphs



Option 3X New build on alternative site base model

Detailed Budget		Five Yea	r Estimates (Inflatio	n 2.5%)				
	Year 1	Year 2	Year 3	Year 4	Year 5	6 to 10 year Average	Total 10 years	10 year Average
Total Income	769,303	867,237	961,830	1,066,556	1,163,640	1,163,640	10,646,767.05	1,064,677
	919,963		989,777		1,060,524		10,253,931.20	
Total 'Operating' Expenditure		955,781		1,025,265		1,060,524		1,025,393
Net Profit / Loss	£ 150,660	£ 88,544	£ 27,947	£ 41,291	£ 103,116	£ 103,116	£ 392,836	£ 39,284
Income	-						+	
Income	147,177	000 004	293,611	070.077	451,727	451,727	3,748,222	374,822
Health & Fitness Swimming	581,820	220,394 596,365	611,274	376,677 626,556	642,220	642,220	6,269,335	626,933
Sub-Total	728,997	816,759	904,885	1,003,233	1,093,947	1,093,947	10,017,557	1,001,756
Secondary Spend								
Merchandising	17,274	21,633	24,405	27,138	29,868	29,868	269,661	26,966
Food and Beverage (Vending)	23,032	28,845	32,540	36,185	39,825	39,825	359,549	35,955
Sub Total Secondary Spend	40,306	50,478	56,944	63,323	69,693	69,693	629,210	62,921
Total Income	£769,303	£867,237	£961,830	£1,066,556	£1,163,640	£1,163,640	£10,646,767	£1,064,677
Expenditure							\vdash	
Staffing								
Staff Costs	553,625	567,466	581,653	596,194	611,099	611,099	5,965,530	596,553
Staff Training	5,536	5,675	5,817	5,962	6,111	6,111	59,655	5,966
Staffing Sub Total	559,162	573,141	587,469	602,156	617,210	617,210	6,025,185	602,519
Premises	+						\vdash	
Electricity & Gas	104,220	106,826	109,496	112,234	115,039	115,039	1,123,011	112,301
Water / Sewerage	20,000	20,500	21,013	21,538	22,076	22,076	215,508	21,551
Insurance	15,000	20,500 15,375	15,759	16,153	16,557	16,557	161,631	16,163
NNDR (0% as currently)	-	-	-	-	-	-	-	-
Building Maintenance & Repairs	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Equipment Purchase	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Equipment Lease (Not H & F)	2,000	2,050	2,101	2,154	2,208	2,208	21,551	2,155
Equipment Maintenance & Repairs	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Maintenance Contracts	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Chemicals	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Trade Waste Collection Premises sub total	5,000 193,720	5,125 198,563	5,253 203,527	5,384 208,615	5,519 213,831	5,519 213,831	53,877 2,087,409	5,388 208,741
Fremises sub total	193,720	196,303	203,321	200,013	213,031	213,631	2,067,409	200,741
Administration and Marketing								
Design, marketing & advertising	15,386	15,771	16,165	16,569	16,983	16,983	165,791	16,579
Postage	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Printing & Stationery	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Photocopier	3,000	3,075	3,152	3,231	3,311	3,311	32,326	3,233
Security Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Bank Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Professional Fees & licences Telephone	7,000 8,000	7,175 8,200	7,354 8,405	7,538 8,615	7,727 8,831	7,727	75,428 86,203	7,543 8,620
Sundries/General Expenses	10,000	10,250	10,506	10,769	11,038	8,831 11,038	107,754	10,775
Sub Total Admin and Marketing	58,386	59,846	61,342	62,875	64,447	64,447	629,133	62,913
	,	,70	,- 12	,	,	+ 1,	,:50	
Supplies and Services								
Cleaning Supplies	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Items for re-sale	21,765.49	27,258	30,750	34,194	37,634	37,634	339,773	33,977
Misc Expenses	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Sub Total Supplies and Services	31,765	37,508	41,256	44,963	48,672	48,672	447,527	44,753
Overhead and Profit Costs	1							
Central Support	76,930	86,724	96,183	106,656	116,364	116,364	1,064,677	106,468
Sub Total Support Costs	76,930	86,724	96,183	106,656	116,364	116,364	1,064,677	106,468
Total Operating Expenditure	919,963	955,781	989,777	1,025,265	1,060,524	1,060,524	10,253,931	1,025,393
Net Operating Surplus/ Loss	£ 150,660	£ 88,544	£ 27,947	£ 41,291	103,116	103,116	392,836	39,284
Cum Equipment Lease secto	44 400	44 400	44 400	44 422	44 422	44 400	414 225	44 400
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	41,423	414,225	41,423
Equipment centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	25,400	254,000	25,400
	66,823	66,823	66,823	66,823	66,823	66,823	668,225	66,823
Gross Surplus/ Loss	217,483	155,367	94,770	(25,532)	36,294	36,294	(275,389)	(27,539)

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 25 CV Stations £ 87,500 £ 3,500 (Replaced 5 Years) Based on 25 Fixed WeightStations £ 87,500 £ 3,500 (Replaced 10 Years)

Average Annual Lease Costs

41,423

Fixed Weights 10 Years

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	87,500											TOTALS
PRINCIPAL Min 4% of capital sum		8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	87,500
OUTSTANDING		78,750	70,000	61,250	52,500	43,750	35,000	26,250	17,500	8,750	-	
INTEREST	6%	4,725	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	130,72
TOTAL ANNUAL PAYABLE		13,475	36,750	33,250	29,750	26,250	22,750	19,250	15,750	12,250	8,750	218,22
AVERAGE ANNUAL PAYABLE		21,823										

41,423

CV Equipment 5 Years

Equipn	nent	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
AMOUNT	87,500						TOTALS
PRINCIPAL Min 4% of capital sum	i	17,500	17,500	17,500	17,500	17,500	87,500
OUTSTANDING		70,000	52,500	35,000	17,500	-	-
INTEREST	6%	4,200	3,150	2,100	1,050	-	10,500
TOTAL ANNUAL PAYABLE		21,700	20,650	19,600	18,550	17,500	98,000
AVERAGE ANNUAL PAYABLE		19,600					

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,00
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400										

£

Throughput Summary

Health and Fitness Swimming Spectators/Events Total

	Year 1	Year 2	Year 3	Year 4	Year 5
۶Ľ	46,100	82,550	119,000	155,450	191,850
эГ	175,723	196,396	196,396	196,396	196,396
sГ	8,500	9,500	10,000	10,000	10,000
ıΓ	230,323	288,446	325,396	361,846	398,246

Main Pool - Termtime (averages)

Programme		Mo	ndav	Tue	sdav	Wedt	nesdav	Thur	sdav	Fri	dav	Sati	ırdav	Sur	ıdav		
7-8am																	
9-10am 10 15 10 10 15 10 10 15 10 10 10 10 10 10 10 10 10 10 10 10 10	7-8am			15	15			15	15	15	15	j					
10-11am	8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
11-12noon 11-12nb 30 20 30 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 30 20 30 20 30 20 30 20 30 30 30 30 30 30 30 30 30 30 30 30 30	9-10am	10	15		15		15		15		15	32	10	32	15		
12-Ipm	10-11am	10	15		15		15		15		15	32	10				
1-2pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 10 32 1	11-12noon	10	15		15		15		15		15	32	10	32			
2-3pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 30 34 34 34 32 10 32	12-1pm	30	20	30		30		30		30		10		10			
3-4pm 5		5															
4-5pm 32 10	2-3pm	5	15		15		15		15		15	10					
5-6pm 32 10	3-4pm											10					
6-7pm 7-8pm 20 10 20 110 11	4-5pm																
7-8pm 8-pm 15 15 15 15 15 15 15 15 15 15 15 15 15	5-6pm	32	10	32		32		32		32							
8-9pm 15 15 15 15 15 15 15 15 15 15 15 15 15	6-7pm	20	10	20	10	20	10	20	10	20	10				10		
9-10pm 10 15 10 15 10 15 10 15 10 15 10 15 10 15 25 25 100 25 100 10 10 10 10 10 10 10 10 10 10 10 10	7-8pm	20	25		25		25		25		25				25		
Total Tota	8-9pm	15													10		
Bookings Throughput Throughput Bookings Throughput Bookings Throughput Bookings Throughput	9-10pm	10	15		15		15		15		25	25	100	25			
Casual/Lanes Bookings Throughput Throug	10-11pm	-	-	-		-		-		-		-		-			
Casual/Lanes - 250 - 250 - 250 - 250 - 250 - 210 - 310 - 305 - 1185 Club Bookings 3 50 3 50 3 50 3 50 3 50 2 50 - 2 50 - 2 50 - 2 50 Schol Bookings 5 75 5 75 5 75 5 75 5 75 2 35 17 25 Schol Bookings 5 76 6 77 5 5 75 5 75 5 75 2 25 33 Lessons 2 64 2 64 2 64 2 64 2 64 2 64 2 64 12 8 4 128 18 15 Private Hires																Weekl	y Totals
Club Bookings 3 50 3 50 3 50 3 50 3 50 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 50 5 75 5 75 5 75 5 75 5 75 5 7		Bookings	Throughput	Bookings	Throughput												
School Bookings 5 75 1 0.1	Casual/Lanes	-	250		250		250		250		210		310	-	305		1,825
Lessons 2 64 2 64 2 64 2 64 2 64 2 64 128 4 128 18 55 Private Hire	Club Bookings	3	50	3	50	3	50	3	50	3	50		-	2	35	17	285
Private Hires	School Bookings	5	75	5	75	5	75	5	75	5	75			-		25	375
Gala		2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Total 10 439 10 439 10 439 10 439 10 439 10 402 4 453 6 469 60 3,00 Termtime Totals	Private Hires	-			-	-				0.1	3	0.2	5	0.05	1	0.4	9
Termtime Totals	Gala	-		-				-		-		0.1	10			0	10
	Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469	60	3,080
At one time capacity 140 Bookings Throughpu																Termtin	ne Totals
	At one time capacity		140													Bookings	Throughput
	Kev														Casual/Lanes		54.750
			1													510	8.550
																	11.250
			i														17.280
			ĺ														263
			1								36						300
																	92,393
	Private Hire															.,	,
Galas 1,440 Staff Training	Private Hire Galas															.,	,

Main Pool - Non-term time (averages)

	Mo	ndav	Tue	sdav	Wedt	esdav	Thu	sdav	Fri	dav	Satu	rday	Sur	ndav	i	
		amme		amme		ramme		amme		amme		amme		amme		
7-8am	20	15	20	15	20	15	20	15	20	15	rrogi	dillille	rrogi	diffile		
8-9am	10	10	10	10	10	10	10	10	10	10	32	30	32	15		
9-10am	24	25	24	25	24	25	24	25	24	25	32	20	32	15		
10-11am	24	25	24	25	24	25	24		24		32	30	32	25		
11-12noon	24	25	24	25	24	25	24		24		32	30	32			
12-1pm	30		30	20	30		30		30		10	25	10			
1-2pm	50	50	50	50	50	50	50	50	50	50	10		20			
		50		50		50		50		50	10					
2-3pm		50				50		50			10					
3-4pm			5	5	5		5		5		10					
4-5pm	32	10	32		32	10	32		32 32							
5-6pm	32	10	32	10	32	10	32	10		10				10		
6-7pm		25		25		25		25		25				25		
7-8pm		25		25		25		25		25		20		25		
8-9pm		20		20		20		20		20	10	10	5	10	I	
9-10pm	10	15		15	10	15	10	15	10	25	25	100	25	-		
10-11pm		-		-		-	-	-	-	-		-	-	-		
																y Totals
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Through								
Casual/Lanes		395		395	-	395		395		380		400		315		2.
ub Bookings	3	70	3	70	3	70	3	70	3	70			2	50	17	
ool Bookings		-														
Lessons	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	
Private Hires									0.1	3	0.2	5	0.05	1	0	
Gala				-							0.1	10	- 0.00		0	
		601		601		601		604								
Total	8	601	8	601	8	601	8	601	8	589	4	543	- 6	494	50	
	8			601	8	601	8	601							50 Non-term	time Totals
	8	140		601	8	601	8	601					6	494	50 Non-term Bookings	time Totals Through
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	50 Non-term Bookings	time Total: Through 53
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	Non-term Bookings - 340	Through 53.
time capacity	8			601	8	601	8	601		589			6	494 Casual/Lanes lub Bookings ool Bookings	Non-term Bookings	Through 53.
a time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings - 340 - 660	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings - 340 - 660 7 2	4, time Totals Through 53. 8.
ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
a time capacity ual/Recreation Lanes Lessons Clubs Schools Private Hire	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2	time Totals Through 53, 8,
a time capacity all/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18,
time capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18. 80. col Totals Through
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Schi	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings	time Totals Through 53. 8. 18. 80. sool Totals Through
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes ub Bookings sool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108.
atime capacity Ital/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108. 16.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings 340 - 660 7 2 1,009 Main Pc Bookings - 850 750 1,200	time Totals Through 53 8 18 80 80 For Totals Through 108 16 111 366
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53 8 18 80 col Totals Through 108 16

Teaching Pool (20m x 10m) - Termtime (averages)

	Moi	ndav	Tue	sdav	Wedn	esday	Thu	sday	Fri	dav	Satu	rdav	Sur	ndav		
		ramme		amme		ramme		amme	Progr		Progr			amme		
7-8am		diffine	riogi	diffilio	riogi	umme	rrogi	dillille	riogi	diffile	rrogi	annine	1109	unnine		
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10				10				10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24				10		
5-6pm		24		24		24		24		24				10		
6-7pm												10		10		
7-8pm		10		10		10		10		10		10		10		
8-9pm		10		10 10		10 10		10 10		10 10		10		10		
9-10pm		10						10		10						
10-11pm				-		•						-			Weste	Totals
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughpu
Casual/Lanes	BOOKINGS	30	Bookings	30	BOOKINGS	30	Bookings	30	bookings	30	BOOKINGS	40	BOOKINGS	40	BOOKINGS	23
Club Bookings	2															
						20	2		2		2		2			
School Bookings			2	20	2	20 50	2	20	2	20	2	20	2	20	14	14
School Bookings Lessons	5	50	5	50	5	50	2 5	20 50	5	20 50		20		20	14 25	14 25
School Bookings Lessons Private Hires		50					5	20		20		20		20	14	14 25
Lessons	5 3	50 72	5 3	50 72	5 3	50 72	5	20 50 72	5 3	20 50 72	- 6	20 - 144	- 6	20 - 144	14 25 27	14 25 64
Lessons Private Hires	5 3	50 72	5 3	50 72	5 3	50 72	5 3	20 50 72	5 3	20 50 72	6	20 - 144 -	- 6	20 - 144 -	14 25 27	14 25 64 -
Lessons Private Hires Gala	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 -	- 6 -	20 - 144 - -	6	20 - 144 - -	14 25 27 -	14 25 64 - - - 1,26
Lessons Private Hires Gala Total	5 3 -	50 72 - - 172	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 -	- 6 -	20 - 144 - -	6	20 - 144 - -	14 25 27 - - 66 Termtin	14 25 64 - - 1,26 ne Totals
Lessons Private Hires Gala Total At one time capacity	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 -	- 6 -	20 - 144 - -	- 6 - - 8	20 - 144 - - 204	14 25 27 - - 66	14 25 64 - - 1,26 ne Totals Throughpu
Lessons Private Hires Gala Total At one time capacity	5 3 -	50 72 - - 172	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 -	- 6 -	20 - 144 - -	6 - 8	20 - 144 - -	14 25 27 - - 66 Termtim Bookings	14 25 64 - - 1,26 ne Totals Throughpu 6.90
Lessons Private Hires Gala Total At one time capacity Key	5 3 -	50 72 - - 172	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 - - 172	- 6 -	20 - 144 - -	- 6 8 Club/Spec	20 - 144 - - 204 Casual/Lanes	14 25 27 - - 66 Termtim Bookings	14 25 64 - - 1,26 ne Totals Throughpu
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation	5 3 -	50 72 - - 172	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 -	- 6 -	20 - 144 - -	- 6 8 Club/Spec	20 - 144 204 Casual/Lanes	14 25 27 - - 66 Termtin Bookings	14 25 64 - 1,26 te Totals Throughpu 6,90 4,20
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons	5 3 -	50 72 - - 172	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 - - 172	- 6 -	20 - 144 - -	6 - 8 8 Club/Spee	20 - 144 - 204 Casual/Lanes cial Bookings ool Bookings	14 25 27 - - 66 Termtin Bookings - 420 750	14 25 64 - 1,26 te Totals Throughpu 4,20 7,50
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons sc/Special Sessions Schools	5 3 -	50 72 - - 172	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 - - 172	- 6 -	20 - 144 - -	6 - 8 8 Club/Spee	20 - 144 204 Casual/Lanes cial Bookings ool Bookings Lessons Private Hires Gala	14 25 27 66 Termtin Bookings - 420 750 810	14 25 64 - - 1,26 er Totals Throughpu 6,90 4,20 7,50 19,44
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons abs/Special Sessions	5 3 -	50 72 - - 172	5 3 -	50 72 -	5 3 -	50 72 -	5 3 -	20 50 72 -	5 3 -	20 50 72 - - 172	- 6 -	20 - 144 - -	6 - 8 8 Club/Spee	20	14 25 27 - - - 66 Termtim Bookings - 420 750 810	14 25 64 - - 1,26 er Totals Throughpu 6,90 4,20 7,56 19,44

Teaching Pool (17m x 8.5m) - Non-term time (averages)

Club Bookings																	
9-10am																	
10-11am			04		04		04		04		04		0.4		04		
11-12-non			24										24		24		
12-1pm																	
1-20m			8				8		8		8		8		8		
2-3 mm			24		24		24		24		24		24		24		
4-5pm			24				24		24				24				
S-6pm							24		24				24				
6-7pm 7-8pm 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	4-5pm														8		
7-8pm 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8			24		24		24		24		24				8		
8-9pm 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8															8		
9-10m 10-11pm 8 8 8 8 8 8 8 8 8							8				8						
10-11pm													8		8		
Casual/Lanes			8		8		8		8		8						
Bookings Throughput Throughput Bookings Throughput	10-11pm		-		-		-		-		-		-		-		
Casual/Lanes 3																	
Club Bookings 2 16 2 16 2 16 2 16 2 16 2 16 2 16 2 16 14 11																	
School Bookings - - - - - - - - -																	184
Lessons 8 192 8 192 8 192 8 192 8 192 8 192 6 144 6 144 52 1.24 Private Hire Casual/Recreation Lanes Lessons Schools Private Hire Galas Staff Training Closed Clo																	112
Private Hires																	
Gala																	
At one time capacity Key Casual/Recreation Lanes Lessons School Bookings Private Hire Galas Staff Training Closed																	
At one time capacity Key Casual/Lanes Casual/Recreation Lanes Lessons Lessons Lessons At one time capacity Casual/Recreation Lanes Lessons Lessons School Bookings Private Hires Galas Staff Training Closed Club Special Residues Casual/Lanes Teaching Pool Totals Casual/Lanes Casual/Lanes Teaching Pool Totals Casual/Lanes Casual/Lanes Teaching Pool Totals Teaching Poo																	
At one time capacity \$\frac{5}{Key}\$ Casual/Recreation Casual	lotai	13	232	13	232	13	232	13	232	13	232	12	192	12	192		
Casual/Recreation			05	i											-		
Casual/Recreation Casual/Lens Casual/		ļ	20											,	Sacual/Lanca		
Lanes																	
Lessons Lessons Lessons Lessons Lessons Divide Hires Div																	
### Description ### Descrip														Julia			
Schools																	
Private Hire Galas Staff Training Closed Casual/Lanes															Gala		
Teaching Pool Totals Staff Training Teaching Pool Totals Sookings Throughput Closed Casual/Lanes Glub Bookings Throughput Closed Casual/Lanes Glub Bookings 700 6.44 Gala Casual/Lanes Glub Bookings 700 750 750 750 Casual/Lanes Gala Casual/Lanes Gala Casual/Lanes Gala Casual/Lanes Gala Casual/Lanes Gala Casual/Lanes Cas	Private Hire															1.780	30,880
Teaching																.,	,
Closed Casual/Lanes Casual/Lan															T I	Teaching	Pool Totals
Closed Casual/Lanes																	
Club Bookings 700 6,44 Schol Bookings 750 7,50 Lessons 1,850 44,40 Private Hires															Casual/Lanes		10,580
Lessons 1,850 44,40 Private Hires - - Gala - -														CI	ub Bookings	700	6,440
Private Hires Gala														Scho	ool Bookings		7,500
Gala																1,850	44,400
Total 3,760 68,92																	

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	80,400
Private Hires	18	438
Gala	5	500
Total	6,583	241,908

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
LE330N3			raiticipants	Net File L			
	Course	Annually			£		25m Pool x 8 Lane and 20m x 10m teaching pool
Juniors							
	8.00	2897.5	64320	4.00	257,280		
Adults							
	8.00	305	8040	4.00	32,160		
Total			72,360		289,440		
SCHOOLS							
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price	Income	
				Hours	£	£	
Schools & Colleges							
Secondary schools	2 3	5 5	38 38	380 570	35.00 35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
	1000				,		
Total					62,000		
Total	L				02,000		
CASUAL SWIMMING 25m Pool							
CASUAL SWIMMING 25III POOI							
	Swimming	Utilisation	1	Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
	Hours	Swiilis per III	Usage	L	-		
Adult			31193	3.20	99,817		
Child			44561		71,298		
Concession			13368	1.60	21,389		
Concession			13308	1.00	21,389		
Total			89123		192,505		
TOTAL					192,505		
			Total Casual	89123			
Other Swimming Income							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	150.00	2,625		
Gala			5	400.00	2,000		
Total							
			Total Other	4625			
SWIMMING INCOME							
T. T	Annual		1				
	Anilludi						
25m POOL							
Cocuel	103 505						
Casual	192,505						
Lessons	289,440						
Other	4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	581,820		4				
			-				

Health & Fitness

Number of Stations Attrition Rate		50 48%							
	Price	Year 4	2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4 Price Increase	Year 5
Session Duration - Monthly									
Adult Couple		£32.00 £60.00	£32.80 £61.50	75% 7.5%	£3,120.00 £585.00	£6,240.00 £1,170.00	£9,360.00 £1,755.00	£12,792.00 £2,398.50	£15,990.00 £2,998.13
Concession Corporate Child		£27.00 £25.00 £15.00	£27.70 £25.70 £15.40	10% 2.5% 2.5%	£351.00 £81.25 £48.75	£702.00 £162.50 £97.50	£1,053.00 £243.75 £146.25	£1,440.40 £334.10 £200.20	£1,800.50 £417.63 £250.25
Off Peak (Adult Only) Total		£20.00	£20.50	2.5%	£65.00 £4,251.00	£130.00 £8,502.00	£195.00 £12,753.00	£266.50 £17,431.70	£333.13 £21,789.63
Existing Memberships New Memberships					0 250	130 250	260 250	390 250	520 250
Loss of Memberships Total Memberships					120 130	120 260	120 390	120 520	120 650
Session Duration - 6 Months									
Adult Couple Concession		£185.00 £330.00 £150.00	£189.70 £338.30 £153.80	75% 7.5% 15%	£18,037.50 £3,217.50 £2,925.00	£36,075.00 £6,435.00 £5,850.00	£54,112.50 £9,652.50 £8,775.00	£73,983.00 £13,193.70 £11,996.40	£92,478.75 £16,492.13 £14,995.50
Corporate Child Off Peak (Adult Only)	NA NA	£60.00	£61.50	2.5%	£195.00	£390.00	£585.00	£780.00	£975.00
Total					£24,375.00	£48,750.00	£73,125.00	£99,953.10	£124,941.38
Existing Memberships New Memberships Loss of Memberships Total Memberships					0 250 120 130	130 250 120 260	260 250 120 390	390 250 120 520	520 250 120 650
Session Duration - 12 Months	5								
Adult Couple Concession		£325.00 £625.00 £240.00	£333.20 £640.70 £246.00	70% 7.5% 15%	£29,575.00 £6,093.75 £4,680.00	£53,235.00 £10,968.75 £8,424.00	£76,895.00 £15,843.75 £12,168.00	£103,092.08 £21,239.21 £16,309.80	£127,349.04 £26,236.67 £20,147.40
Corporate Child Off Peak (Adult Only)	NA NA	£120.00	£123.00	2.5%	£390.00	£702.00	£1,014.00	£1,326.00	£1,638.00
Total	INA				£40,738.75	£73,329.75	£105,920.75	£141,967.09	£175,371.11
Existing Memberships New Memberships Loss of Memberships					0 250 120 130	130 200 96 234	234 200 96 338	338 200 96 442	442 200 96 546
Total Memberships					390	754 £130,581.75	1118 £191,798.75	1482 £259,351.89	1846
Total Membership Incon Membership Income per					£69,364.75 £1,387	£130,581.75 £2,612	£191,798.75 £3,836	£259,351.89 £5,187	£322,102.11 £6,442

Casual Use			Users Per Day U	Jsers Per Week U	Isers PA	Total Income	
Price	Year 4 2.5	% Increase				Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	15	105	5250	£31,500.00	£32,550.00
Junior	£2.75	£2.90	5	35	1750	£4,812.50	£5,075.00
Concession	£5.00	£5.20	10	70	3500	£17,500.00	£18,200.00
School	£1.45	£1.50	0	0	0	£0.00	£0.03
Total			30	210	10500	£53,812.50	£55,825.00
			Year 1	Year 2	Year 3	Year 4	Year 5
Total H&F Income			£135,177.25	£202,394.25	£269,611.25	£345,926.89	£414,827.11
Total Income Per Station			£2,704	£4,048	£5,392	£6,919	£8,297
		GP Referral	12,000	18,000	24,000	30,750	36,900
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	<u>Cost</u>	On-costs	<u>Total</u>
Centre Manager	1	40	33,000	5,610	38,610
Admin Assistants	1`	40	15,000	2,550	17,550
Sub Total	1.0	80	48,000	8,160	56,160
Duty Manager	3	120	20,000	3,400	23,400
Sub Total	3	120	20,000	3,400	23,400
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.5	112.5	50,400	8,568	58,968
Sub Total	6	153	68,400	11,628	80,028
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	2	80	36,000	6,120	42,120
Sub Total	2	80	36,000	6,120	67,860
Sports Centre Assistants/Lifeguards	9	360	135,000	22,950	157,950
Sports Centre Assistants (Part-time)	3	120	45,000	7,650	52,650
Sub Total	12	480	180,000	30,600	210,600
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	3	120	45,000	7,650	52,650
Sub Total	3.0	120	45,000	7,650	52,650
Cleaners	1.5	30	9,000	1,530	10,530
Sub Total	2	30	9,000	1,530	10,530

	<u>Number</u>	<u>Hours</u>	Cost	On-costs	<u>Total</u>
Totals	28	1,103	424,400	72,148	522,288
Sickness/AL cover	6%				31,337
Staff Total Cost					553,625
		_			
			cost average NI %	14%	
		W	orkplace Pension	3%	
			FTE @40 hours	27.56	

Appendix 4 Option 3Y New build on alternative site Updated August 15 V2



Aug-15

Shropshire County Council Financial Summary

Option 3Y New build on alternative site

option of from band on alternative elle										
Option 3Y Business Plan					S	ummary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Total Income	£ 862,717	£ 971,311	£ 1,076,563	£ 1,207,767	£ 1,328,057	£ 5,446,415	£ 1,328,057	£ 6,640,284	£ 12,086,699	£ 1,208,670
Total Expenditure	£ 974,542	£ 1,013,011	£ 1,049,686	£ 1,089,463	£ 1,128,712	£ 5,255,413	£1,128,712	£ 5,643,558	£ 10,898,971	£ 1,089,897
Operational Surplus / Loss	£ 111,825	£ 41,700	£ 26,877	£ 118,305	£ 199,345	£ 191,002	£ 199,345	£ 996,726	£ 1,187,728	£ 118,773
Full Repairing Lease	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
Gross Surplus / Loss	207,470	137,345	68,768	22,660	103,700	287,223	103,700	518,501	231,278	23,128

on 3Y New b	build on alternative site	
	25 metre, 8 lane competition pool with a part sectioned moveable floor	
	20 metre x 10 metre learner pool - moveable floor	
	Minimum of 100 additional station Fitness Suite	
	Changing Village	
	Vending	

Financial Summary

Option 3Y Business Plan					Sum	mary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 237,861	£ 320,828	£ 403,795	£ 512,428	£ 609,774	£ 2,084,685	£ 609,774	£ 3,048,869	£ 5,133,554	£ 513,355
Swimming	£ 581,820	£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 3,058,235	£ 642,220	£ 3,211,100	£ 6,269,335	£ 626,933
Secondary Spend (Vending/ Merchandising)	£ 43,036	£ 54,118	£ 61,494	£ 68,783	£ 76,063	£ 303,495	£ 76,063	£ 380,315	£ 683,810	£ 68,381
	£ 862,717	£ 971,311	£ 1,076,563	£ 1,207,767	£ 1,328,057	£ 5,446,415	£ 1,328,057	£ 6,640,284	£ 12,086,699	£ 1,208,670
Staffing	£ 585,466	£ 600,103	£ 615,105	£ 630.483	£ 646.245	£ 3.077.403	£ 646,245	£ 3,231,226	£ 6,308,628	£ 630,863
Premises	£ 209,310	£ 214,543	£ 219,906	£ 225,404	£ 231,039	£ 1,100,202	£ 231,039	£ 1,155,195	£ 2,255,398	£ 225,540
Admin and Marketing	£ 60,254		£ 63,305		£ 66,510	£ 316,717	£ 66,510		£ 649,264	£ 64,926
Supplies and Services			£ 43,713	£ 47,912	£ 52,112	£ 216,450	£ 52,112	£ 260,561	£ 477,011	£ 47,701
Support Costs		£ 97,131	£ 107,656	£ 120,777	£ 132,806		£ 132,806	£ 664,028	£ 1,208,670	£ 120,867
Total Expenditure	£ 974,542	£ 1,013,011	£ 1,049,686	£ 1,089,463	£ 1,128,712	£ 5,255,413	£ 1,128,712	£ 5,643,558	£ 10,898,971	£ 1,089,897
Surplus / Loss	£ 111,825	£ 41,700	£ 26,877	£ 118,305	£ 199,345	£ 191,002	£ 199,345	£ 996,726	£ 1,187,728	£ 118,773
Gym Equipment Lease costs	70,245	70.245	70,245	70,245	70,245	351,225	70,245	351,225	702.450	70,245
Equipment Leisure Centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400		107.000	/			
				23,400	25,400	127,000	25,400	127,000	254,000	25,400
1	95,645	95,645	95,645	95,645	25,400 95,645	127,000 478,225	25,400 95,645	127,000 478,225	254,000 956,450	25,400 95,645
Gross Surplus / Loss										
Gross Surplus / Loss	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
Gross Surplus / Loss Operating Recovery Rate	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
	95,645 207,470	95,645 137,345	95,645 68,768	95,645 22,660	95,645 103,700	478,225 287,223	95,645 103,700	478,225 518,501	956,450 231,278	95,645 23,128
Operating Recovery Rate	95,645 207,470 89% £3.51 £0.45	95,645 137,345 96%	95,645 68,768 103% £3.06 £0.08	95,645 22,660 111% £3.07 £0.30	95,645 103,700 118% £3.06 £0.46	478,225 287,223 104% £3.14 £0.11	95,645 103,700 118% £3.06 £0.46	478,225 518,501 118% £3.06 £0.46	956,450 231,278 111% £3.09 £0.30	95,645 23,128 111% £3.09 £0.30
Operating Recovery Rate Spend per Head SubsidyProfit per Head Staffing/Income %	95,645 207,470 89% £3.51 £0.45 67.9%	95,645 137,345 96% £3.14 £0.13 61.8%	95,645 68,768 103% £3.06 £0.08 57.1%	95,645 22,660 111% £3.07 £0.30 52.2%	95,645 103,700 118% £3.06 £0.46 48.7%	478,225 287,223 104% £3.14 £0.11 56.5%	95,645 103,700 118% £3.06 £0.46 48.7%	478,225 518,501 118% £3.06 £0.46 48.7%	956,450 231,278 111% £3.09 £0.30 52.2%	95,645 23,128 1111% £3.09 £0.30 52.2%
Operating Recovery Rate Spend per Head Subsidy/Profit per Head	95,645 207,470 89% £3.51 £0.45	95,645 137,345 96% £3.14 £0.13	95,645 68,768 103% £3.06 £0.08	95,645 22,660 111% £3.07 £0.30	95,645 103,700 118% £3.06 £0.46	478,225 287,223 104% £3.14 £0.11	95,645 103,700 118% £3.06 £0.46	478,225 518,501 118% £3.06 £0.46	956,450 231,278 111% £3.09 £0.30	95,645 23,128 111% £3.09 £0.30

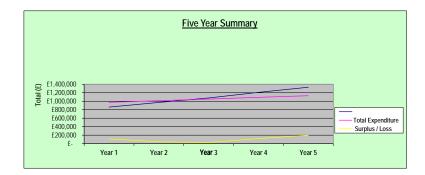
SENSITIVITY ANALYSIS

BASELINE

BASELINE		MOOME	EVENIDITUE	DDOCIT# 000
	YEAR 1	INCOME £862.717	EXPENDITURE £974.542	PROFIT/LOSS -£111.825
	YEAR 2	£971,311	£1,013,011	-£41,700
	YEAR 3	£1,076,563	£1,049,686	£26,877
	YEAR 4	£1,207,767	£1,089,463	£118,305
	YEAR 5	£1,328,057	£1,128,712	£199,345
GENERAL SENSITIVITY				£191,002
5% LESS INCOME				
	YEAR 1	£821,635	£974,542	-£152,907
	YEAR 2	£925,058	£1,013,011	-£87,953
	YEAR 3	£1,025,298	£1,049,686	-£24,388
	YEAR 4	£1,150,255	£1,089,463	£60,792
10% LESS INCOME	YEAR 5	£1,264,816	£1,128,712	£136,104 -£68,351
	YEAR 1	£784,288	£974,542	-£190,254
	YEAR 2	£883,010	£1,013,011	-£130,001
	YEAR 3	£978,694	£1,049,686	-£70,992
	YEAR 4	£1,097,970	£1,089,463	£8,508
5% MORE INCOME	YEAR 5	£1,207,324	£1,128,712	£78,613 -£304,127
370 MORE INCOME				•
	YEAR 1 YEAR 2	£905,853 £1.019.876	£974,542	-£68,689 £6.865
	YEAR 2 YEAR 3	£1,019,876 £1,130,391	£1,013,011 £1,049,686	£80,705
	YEAR 4	£1,268,156	£1,089,463	£178,693
	YEAR 5	£1,394,460	£1,128,712	£265,748
10% MORE INCOME				£463,322
	YEAR 1	£948,988	£974,542	-£25,553
	YEAR 2	£1,068,442	£1,013,011	£55,431
	YEAR 3	£1,184,219	£1,049,686	£134,534
	YEAR 4	£1,328,544	£1,089,463	£239,081
5% LESS EXPENDITURE	YEAR 5	£1,460,863	£1,128,712	£332,151 £735,643
	YEAR 1	£862,717	£928,135	-£65,418
	YEAR 2	£971,311	£964,772	£6,538
	YEAR 3	£1,076,563	£999,701	£76,862
	YEAR 4	£1,207,767	£1,037,584	£170,184
10% LESS EXPENDITURE	YEAR 5	£1,328,057	£1,074,963	£253,093 £441,259
10/0 2200 2/11 2/12/11 0/12				
	YEAR 1	£862,717	£885,947	-£23,230
	YEAR 2 YEAR 3	£971,311 £1,076,563	£920,919 £954,260	£50,392 £122,303
	YEAR 4	£1,207,767	£990,421	£217,347
	YEAR 5	£1,328,057	£1,026,101	£301,955
5% MORE EXPENDITURE				£668,766
	YEAR 1 YEAR 2	£862,717	£1,023,269 £1,063,662	-£160,552
	YEAR 3	£971,311 £1,076,563	£1,102,170	-£92,351 -£25,607
	YEAR 4	£1,207,767	£1,143,936	£63,831
	YEAR 5	£1,328,057	£1,185,147	£142,910
10% MORE EXPENDITURE				-£71,769
	YEAR 1	£862,717	£1,071,996	-£209,279
	YEAR 2	£971,311	£1,114,312	-£143,001
	YEAR 3 YEAR 4	£1,076,563	£1,154,654 £1,198,409	-£78,091 £9,358
	YEAR 5	£1,207,767 £1,328,057	£1,241,583	£86,474
WORST CASE SCENARIO	12/4/0	21,020,001	21,211,000	-£334,540
10% LESS INCOME/10% MORE EXPENDITURE	YEAR 1	£704 200	£1,071,996	£207 700
MONE EXPENDITURE	YEAR 1	£784,288 £883,010	£1,071,996 £1,114,312	-£287,708 -£231,302
	YEAR 3	£978,694	£1,154,654	-£175,961
	YEAR 4	£1,097,970	£1,198,409	-£100,439
	YEAR 5	£1,207,324	£1,241,583	-£34,258
BEST CASE SCENARIO 10% MORE INCOME/10%				-£829,668
LESS EXPENDITURE	YEAR 1	£948,988	£885,947	£63,041
	YEAR 2	£1,068,442	£920,919	£147,523
	YEAR 3 YEAR 4	£1,184,219 £1,328,544	£954,260 £990,421	£229,960 £338,123
	YEAR 5	£1,460,863	£1,026,101	£434,761
		2.,.22,200	,,	£1,213,408



Graphs



Option 3Y New build on alternative site

Detailed Budget		Five Yea	r Estimates (Inflatio	n 2.5%)				
	Year 1	Year 2	Year 3	Year 4	Year 5	6 to 10 year Average	Total 10 years	10 year Average
Total Income	862,717	971,311	1,076,563	1,207,767	1,328,057	1,328,057	12,086,699.05	1,208,670
Total 'Operating' Expenditure	974,542	1,013,011	1,049,686	1,089,463	1,128,712	1,128,712	10,898,970.95	1,089,897
Net Profit / Loss	£ 118,825	£ 41,700	£ 26,877	£ 118,305	£ 199,345			
Net FIOR / LOSS	£ 110,020	£ 41,700	£ 20,011	£ 116,305	£ 199,345	£ 199,345	£ 1,187,728	£ 118,773
Income							+	
Health & Fitness	237,861	320,828	403,795	512,428	609,774	609,774	5,133,554	513,355
Swimming	581,820	596,365	611,274	626,556	642,220	642,220	6,269,335	626,933
Sub-Total	819,680	917,193	1,015,069	1,138,984	1,251,994	1,251,994	11,402,889	1,140,289
Secondary Spend	40.444	00.400	00.055	00.470	00.500	20.500	000.004	00.000
Merchandising Food and Beverage (Vending)	18,444 24,592	23,193 30,925	26,355 35,140	29,478 39,305	32,598 43,465	32,598 43,465	293,061 390,749	29,306 39,075
Sub Total Secondary Spend	43,036	54,118	61,494	68,783	76,063	76,063	683,810	68,381
ous rotal occordary opena	.0,000	0.,	0.,.0.	00,100	10,000	. 0,000	555,515	
Total Income	£862,717	£971,311	£1,076,563	£1,207,767	£1,328,057	£1,328,057	£12,086,699	£1,208,670
Evnanditura								
Expenditure							 	
Staffing	579,669	594,161	609,015	624,241	639,847	639,847	6,246,166	624,617
Staff Costs Staff Training	5,79,669	5,94,161	6,090	624,241	639,847	639,847	6,246,166	6,246
Staffing Sub Total	585,466	600,103	615,105	630,483	646,245	646,245	6,308,628	630,863
	232,400	555,100	3.3,100	223,400	3.3,240	5.0,240	3,555,525	222,000
Premises								
Electricity & Gas	114,810	117,680	120,622	123,638	126,729	126,729	1,237,123	123,712
Water / Sewerage	20,000	20,500	21,013	21,538	22,076	22,076	215,508	21,551
Insurance	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
NNDR (0% currently)			-		-		-	-
Building Maintenance & Repairs Equipment Purchase	15,000 10,000	15,375 10,250	15,759 10,506	16,153 10,769	16,557 11,038	16,557 11,038	161,631 107,754	16,163 10,775
Equipment Purchase Equipment Lease (Not H & F)	2,000	2,050	2,101	2,154	2,208	2,208	21,551	2,155
Equipment Maintenance & Repairs	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Maintenance Contracts	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Chemicals	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Trade Waste Collection	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Premises sub total	209,310	214,543	219,906	225,404	231,039	231,039	2,255,398	225,540
Administration and Marketing								
Design, marketing & advertising	17,254	17,686	18,128	18,581	19,046	19,046	185,922	18,592
Postage	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Printing & Stationery	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Photocopier	3,000	3,075	3,152	3,231	3,311	3,311	32,326	3,233
Security Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Bank Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Professional Fees & licences	7,000	7,175	7,354	7,538	7,727	7,727	75,428	7,543
Telephone Sundries/General Expenses	8,000 10,000	8,200 10,250	8,405 10,506	8,615 10,769	8,831 11,038	8,831 11,038	86,203 107,754	8,620 10,775
Sub Total Admin and Marketing	60,254	61,761	63,305	64,887	66,510	66,510	649,264	64,926
Supplies and Services								
Cleaning Supplies	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Items for re-sale	23,239.69	29,224 5,125	33,207	37,143	41,074	41,074	369,257	36,926
Misc Expenses Sub Total Supplies and Services	5,000 33,240	5,125 39,474	5,253 43,713	5,384 47,912	5,519 52,112	5,519 52,112	53,877 477,011	5,388 47,701
	,-10	,	,. 10	,	,		,	,
Overhead and Profit Costs								
Central Support	86,272	97,131	107,656	120,777	132,806	132,806	1,208,670	120,867
Sub Total Support Costs	86,272	97,131	107,656	120,777	132,806	132,806	1,208,670	120,867
			·	·				·
Total Operating Expenditure	974,542	1,013,011	1,049,686	1,089,463	1,128,712	1,128,712	10,898,971	1,089,897
Net Operating Surplus / Loss	118,825	41,700	26,877	118,305	199,345	199,345	1,187,728	118,773
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	70,245	702,450	70,245
Equipment centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	25,400	254,000	25,400
Equipment centre i it out Excluding i i & i	95,645	95,645	95,645	95,645	95,645	95,645	956,450	95,645
Gross Surplus / Loss	,	,	,					
Gross Surpius / Loss	207,470	137,345	68,768	22,660	103,700	103,700	231,278	23,128

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 50 CV Stations £
Based on 50 Fixed WeightStations £

175,000 £ 3,500 (Replaced 5 Years) 175,000 £ 3,500 (Replaced 10 Years)

_

Average Annual Lease Costs

70,245

Fixed Weights 10 Years

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	175,000											TOTALS
PRINCIPAL Min 4% of capital sum		17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	175,000
OUTSTANDING		157,500	140,000	122,500	105,000	87,500	70,000	52,500	35,000	17,500	-	
INTEREST	6%	9,450	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	135,450
TOTAL ANNUAL PAYABLE		26,950	45,500	42,000	38,500	35,000	31,500	28,000	24,500	21,000	17,500	310,450
AVERAGE ANNUAL PAYABLE		31,045										

70,245

CV Equipment 5 Years

Equipm	ent	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
AMOUNT	175,000						TOTALS
PRINCIPAL Min 4% of capital sum		35,000	35,000	35,000	35,000	35,000	175,000
OUTSTANDING		140,000	105,000	70,000	35,000	-	-
INTEREST	6%	8,400	6,300	4,200	2,100	-	21,000
TOTAL ANNUAL PAYABLE		43,400	41,300	39,200	37,100	35,000	196,000
AVERAGE ANNUAL PAYABLE		39,200					

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400										

£

Throughput Summary

Health and Fitness Swimming Spectators/Events **Total**

	Year 1	Year 2	Year 3	Year 4	Year 5
s[61,700	103,350	145,000	186,650	228,250
ıΓ	175,723	196,396	196,396	196,396	196,396
şГ	8,500	9,500	10,000	10,000	10,000
ı[245,923	309,246	351,396	393,046	434,646

Main Pool - Termtime (averages)

Programme		Mo	ndav	Tue	sdav	Wedt	nesdav	Thur	sdav	Fri	dav	Satı	ırdav	Sur	ıdav		
7-8am																	
9-10am 10 15 10 10 15 10 10 15 10 10 10 10 10 10 10 10 10 10 10 10 10	7-8am			15	15			15	15	15	15	j					
10-11am	8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
11-12noon 11-12nb 30 20 30 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 30 20 30 20 30 20 30 20 30 30 30 30 30 30 30 30 30 30 30 30 30	9-10am	10	15		15		15		15		15	32	10	32	15		
12-Ipm	10-11am	10	15		15		15		15		15	32	10				
1-2pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 10 32 1	11-12noon	10	15		15		15		15		15	32	10	32			
2-3pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 30 34 34 34 32 10 32	12-1pm	30	20	30		30		30		30		10		10			
3-4pm 5		5															
4-5pm 32 10	2-3pm	5	15		15		15		15		15	10					
5-6pm 32 10	3-4pm											10					
6-7pm 7-8pm 20 10 20 110 11	4-5pm																
7-8pm 8-pm 15 15 15 15 15 15 15 15 15 15 15 15 15	5-6pm	32	10	32		32		32		32							
8-9pm 15 15 15 15 15 15 15 15 15 15 15 15 15	6-7pm	20	10	20	10	20	10	20	10	20	10				10		
9-10pm 10 15 10 15 10 15 10 15 10 15 10 15 10 15 25 25 100 25 100 10 10 10 10 10 10 10 10 10 10 10 10	7-8pm	20	25		25		25		25		25				25		
Total Tota	8-9pm	15													10		
Bookings Throughput Throughput Bookings Throughput Bookings Throughput Bookings Throughput	9-10pm	10	15		15		15		15		25	25	100	25			
Casual/Lanes Bookings Throughput Throug	10-11pm	-	-	-		-		-		-		-		-			
Casual/Lanes - 250 - 250 - 250 - 250 - 250 - 210 - 310 - 305 - 1185 Club Bookings 3 50 3 50 3 50 3 50 3 50 2 50 - 2 50 - 2 50 - 2 50 Schol Bookings 5 75 5 75 5 75 5 75 5 75 2 35 177 25 Schol Bookings 5 76 6 77 5 5 75 5 75 5 75 2 25 33 Lessons 2 64 2 64 2 64 2 64 2 64 2 64 2 64 12 8 4 128 18 15 Private Hires																Weekl	y Totals
Club Bookings 3 50 3 50 3 50 3 50 3 50 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 50 5 75 5 75 5 75 5 75 5 75 5 7		Bookings	Throughput	Bookings	Throughput												
School Bookings 5 75 1 0.1	Casual/Lanes	-	250		250		250		250		210		310	-	305		1,825
Lessons 2 64 2 64 2 64 2 64 2 64 2 64 128 4 128 18 55 Private Hire	Club Bookings	3	50	3	50	3	50	3	50	3	50		-	2	35	17	285
Private Hires	School Bookings	5	75	5	75	5	75	5	75	5	75			-		25	375
Gala		2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Total 10 439 10 439 10 439 10 439 10 439 10 402 4 453 6 469 60 3,00 Termtime Totals	Private Hires	-			-	-				0.1	3	0.2	5	0.05	1	0.4	9
Termtime Totals	Gala	-		-				-		-		0.1	10			0	10
	Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469	60	3,080
At one time capacity 140 Bookings Throughpu																Termtin	ne Totals
	At one time capacity		140													Bookings	Throughput
	Kev														Casual/Lanes		54.750
			1													510	8.550
																	11.250
			i														17.280
			ĺ														263
			1								36						300
																	92,393
	Private Hire															.,	,
Galas 1,440 Staff Training	Private Hire Galas															.,	,

Main Pool - Non-term time (averages)

	Mo	ndav	Tue	sdav	Wedt	esdav	Thu	sdav	Fri	dav	Satu	rday	Sur	ndav	i	
		amme		amme		ramme		amme		amme		amme		amme		
7-8am	20	15	20	15	20	15	20	15	20	15	rrogi	dillille	rrogi	diffile		
8-9am	10	10	10	10	10	10	10	10	10	10	32	30	32	15		
9-10am	24	25	24	25	24	25	24	25	24	25	32	20	32	15		
10-11am	24	25	24	25	24	25	24		24		32	30	32	25		
11-12noon	24	25	24	25	24	25	24		24		32	30	32			
12-1pm	30		30	20	30		30		30		10	25	10			
1-2pm	50	50	50	50	50	50	50	50	50	50	10		20			
		50		50		50		50		50	10					
2-3pm		50				50		50			10					
3-4pm			5	5	5		5		5		10					
4-5pm	32	10	32		32	10	32		32 32							
5-6pm	32	10	32	10	32	10	32	10		10				10		
6-7pm		25		25		25		25		25				25		
7-8pm		25		25		25		25		25		20		25		
8-9pm		20		20		20		20		20	10	10	5	10	I	
9-10pm	10	15		15	10	15	10	15	10	25	25	100	25	-		
10-11pm		-		-		-	-	-	-	-		-	-	-		
																y Totals
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Through								
Casual/Lanes		395		395		395		395		380		400		315		2.
ub Bookings	3	70	3	70	3	70	3	70	3	70			2	50	17	
ool Bookings		-														
Lessons	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	
Private Hires									0.1	3	0.2	5	0.05	1	0	
Gala				-							0.1	10	- 0.00		0	
		601		601		601		604								
Total	8	601	8	601	8	601	8	601	8	589	4	543	- 6	494	50	
	8			601	8	601	8	601							50 Non-term	time Totals
	8	140		601	8	601	8	601					6	494	50 Non-term Bookings	time Totals Through
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	50 Non-term Bookings	time Total: Through 53
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	Non-term Bookings - 340	Through 53.
time capacity	8			601	8	601	8	601		589			6	494 Casual/Lanes lub Bookings ool Bookings	Non-term Bookings	Through 53.
a time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings - 340 - 660	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings - 340 - 660 7 2	4, time Totals Through 53. 8.
ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
a time capacity ual/Recreation Lanes Lessons Clubs Schools Private Hire	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2	time Totals Through 53, 8,
a time capacity all/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18,
time capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18. 80. col Totals Through
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Schi	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings	time Totals Through 53. 8. 18. 80. sool Totals Through
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes ub Bookings sool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108.
atime capacity Ital/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108. 16.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings 340 - 660 7 2 1,009 Main Pc Bookings - 850 750 1,200	time Totals Through 53 8 18 80 80 For Totals Through 108 16 111 366
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53 8 18 80 col Totals Through 108 16

Teaching Pool (20m x 10m) - Termtime (averages)

	Mor	ndav	Tues	sdav	Wedn	esdav	Thur	sdav	Frie	dav	Satu	ırdav	Sur	dav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progra	amme	Progr	amme	Progr	amme		
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10		10		10		10		10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24						
5-6pm		24		24		24		24		24						
6-7pm												10		10		
7-8pm		10		10		10		10		10		10 10		10 10		
8-9pm		10 10		10 10		10 10		10 10		10 10		10		10		
9-10pm 10-11pm		10		10		10		10		10						
io-ripin				-				-		-					Weekh	/ Totals
1																
		Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	
Caeual/I anne	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput
Casual/Lanes	-	30	-	30	-	30		30	-	30	-	40		40		230
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	Bookings - 2		Bookings - 2		- 14	230 140
Club Bookings School Bookings	- 2 5	30 20 50	2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	2	40 20	- 2	40 20	- 14 25	230 140 250
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	- 2	40 20	2	40 20	- 14	230 140
Club Bookings School Bookings Lessons	2 5 3	30 20 50 72	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 - 6	40 20 - 144	2 - 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	6	40 20 - 144	2 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - - 66	230 140 250 648 -
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - - 66	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - - 66 Termtin	230 140 250 648 - 1,268 ne Totals Throughput
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6 - 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204 Casual/Lanes	- 14 25 27 - - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings	- 14 25 27 66 Termtin Bookings - 420 750	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200 7,500
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings Lessons	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons sbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings pol Bookings Lessons Private Hires	14 25 27 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 ne Totals Throughput 6,900 4,200 7,500 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Jbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440

Teaching Pool (20m x 10m) - Non-term time (averages)

	Mon	ndav	Tue	sdav	Wedn	esdav	Thur	sdav	Fri	dav	Satu	rday	Sur	ndav		
		amme														
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		
10-11am		24 24		24 24		24 24		24 24		24		24		24 24		
11-12noon 12-1pm		8		8		24		8		24 8		24 8		24		
1-1pm		24		24		24		24		24		24		24		
2-3pm		24		24		24		24		24		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		8		8		
5-6pm		24		24		24		24		24						
6-7pm												8		8		
7-8pm		8		8		8		8		8		8		8		
8-9pm 9-10pm		8		8		8		<u>8</u>		8		8		8		
9-10pm 10-11pm		8		8		8		- 8		8						
iv-ripin j		-		-		•				-		-		-	Wookh	v Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes	3	24	3	24	3	24	3	24	3	24	4	32	4	32	23	184
Club Bookings	2	16	2	16	2	16	2	16	2	16	2	16	2	16	14	112
School Bookings		-		-	-	-		-		-				-		
Lessons	8	192	8	192	8	192	8	192	8	192	6	144	6	144	52	1,248
Private Hires		-	-	-		-		-	-	-		-	-	-	-	-
Gala	-	-	-	-	-	-		-		-		-	-	-	-	-
Total	13	232	13	232	13	232	13	232	13	232	12	192	12	192	89	1,544
		25	i i												Bookings	ne Totals Throughput
At one time capacity Key		20												Casual/Lanes	460	3,680
Casual/Recreation														cial Bookings	280	2,240
Lanes														ool Bookings	-	2,240
Lessons														Lessons	1,040	24,960
ubs/Special Sessions														Private Hires		-
Schools														Gala	-	-
Private Hire														Total	1,780	30,880
Galas																
Staff Training																Pool Totals
Closed															Bookings	Throughput
Closed														Casual/Lanes	460 700	10,580
														ool Bookings	750	6,440 7,500
													SCN	Lessons	1,850	44,400
														Private Hires	1,030	-
														Gala	-	_
														Total	3,760	68,920
															-,	,

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	80,400
Private Hires	18	438
Gala	5	500
Total	6,583	241,908

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
LE330N3			raiticipants	Net File L			
	Course	Annually			£		25m Pool x 8 Lane and 20m x 10m teaching pool
Juniors							
	8.00	2897.5	64320	4.00	257,280		
Adults							
	8.00	305	8040	4.00	32,160		
Total			72,360		289,440		
SCHOOLS							
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price	Income	
				Hours	£	£	
Schools & Colleges							
Secondary schools	2 3	5 5	38 38	380 570	35.00 35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
	1000				,		
Total					62,000		
Total	L				02,000		
CASUAL SWIMMING 25m Pool							
CASUAL SWIMMING 25III POOI							
	Swimming	Utilisation	1	Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
	Hours	Swiilis per III	Usage	L	-		
Adult			31193	3.20	99,817		
Child			44561		71,298		
Concession			13368	1.60	21,389		
Concession			13308	1.00	21,389		
Total			89123		192,505		
TOTAL					192,505		
			Total Casual	89123			
Other Swimming Income							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	150.00	2,625		
Gala			5	400.00	2,000		
Total							
			Total Other	4625			
SWIMMING INCOME							
T. T	Annual		1				
	Anilludi						
25m POOL							
Cocuel	103 505						
Casual	192,505						
Lessons	289,440						
Other	4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	581,820		4				
			-				

Health & Fitness

Number of Stations		100							
Attrition Rate		48%							
	Price	Year 4 2.	5% Increase % Spli	it	Year 1	Year 2	Year 3	Year 4	Year 5
								Price Increase	
Session Duration - Montl	hly								
Adult		£32.00	£32.80	75%	£4,368.00	£7,488.00	£10,608.00	£14,071.20	£17,269.2
Couple		£60.00	£61.50	7.5%	£819.00	£1,404.00	£1,989.00	£2,638.35	£3,237.98
Concession		£27.00	£27.70	10%	£491.40	£842.40	£1,193.40	£1,584.44	£1,944.5
Corporate		£25.00	£25.70	2.5%	£113.75	£195.00	£276.25	£367.51	£451.0
Child		£15.00	£15.40	2.5%	£68.25	£117.00	£165.75	£220.22	£270.27
Off Peak (Adult Only)		£20.00	£20.50	2.5%	£91.00	£156.00	£221.00	£293.15	£359.78
Total					£5,951.40	£10,202.40	£14,453.40	£19,174.87	£23,532.80
Existing Memberships					0	182	312	442	572
New Memberships					350	250	250	250	250
Loss of Memberships					168	120	120	120	120
Total Memberships					182	312	442	572	702
Session Duration - 6 Mor	nths								
Adult		£185.00	£189.70	75%	£25,252.50	£50,505.00	£75,757.50	£103,576.20	£129,470.25
Couple		£330.00	£338.30	7.5%	£4,504.50	£9,009.00	£13,513.50	£18,471.18	£23,088.98
Concession		£150.00	£153.80	15%	£4,095.00	£8,190.00	£12,285.00	£16,794.96	£20,993.70
Corporate	NA								
Child		£60.00	£61.50	2.5%	£273.00	£546.00	£819.00	£1,092.00	£1,365.00
Off Peak (Adult Only)	NA								
Total					£34,125.00	£68,250.00	£102,375.00	£139,934.34	£174,917.93
Existing Memberships					0	182	364	546	728
New Memberships					350	350	350	350	350
Loss of Memberships					168	168	168	168	168
Total Memberships					182	364	546	728	910
Session Duration - 12 Mo	onths								
Adult		£325.00	£333.20	70%	£41,405.00	£65,065.00	£88,725.00	£115,220.56	£139,477.52
Couple		£625.00	£640.70	7.5%	£8,531.25	£13,406.25	£18,281.25	£23,737.94	£28,735.40
Concession		£240.00	£246.00	15%	£6,552.00	£10,296.00	£14,040.00	£18,228.60	£22,066.20
Corporate	NA								
Child		£120.00	£123.00	2.5%	£546.00	£858.00	£1,170.00	£1,482.00	£1,794.00
Off Peak (Adult Only) Total	NA				£57,034.25	£89,625.25	C422 246 2E	£158,669.10	£192,073.12
Iotai					£57,034.25	289,625.25	£122,216.25	£158,669.10	£192,073.12
Existing Memberships					0	182	286	390	494
New Memberships					350	200	200	200	200
Loss of Memberships					168	96	96	96	96
					182	286	390	494	598
Total Memberships					546	962	1378	1794	2210
· ·									
Total Membership In					£97,110.65	£168,077.65	£239,044.65	£317,778.31	£390,523.84
Membership Income	per Station				£971	£1,681	£2,390	£3,178	£3,905

Casual Use			Users Per Day Use	ers Per Week U		Total Income	
Price	Year 4 2.5	% Increase				Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	30	210	10500	£63,000.00	£65,100.00
Junior	£3.00	£3.10	10	70	3500	£10,500.00	£10,850.00
Concession	£2.75	£2.90	20	140	7000	£19,250.00	£20,300.00
Total			60	420	21000	£92,750.00	£96,250.00
			Year 1	Year 2	Year 3	Year 4	Year 5
Total H&F Income			£213,860.65	£290,827.65	£367,794.65	£463,228.31	£548,273.84
Total Income Per Station			£2,139	£2,908	£3,678	£4,632	£5,483
		GP Referral	24,000	30,000	36,000	49,200	61,500
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	Cost	On-costs	<u>Total</u>
Centre Manager	1	40	33,000	5,610	38,610
Admin Assistants	1	40	15,000	2,550	17,550
Sub Total	2.0	80	48,000	8,160	56,160
Duty Manager	3	120	20,000	3,400	23,400
Sub Total	3	120	20,000	3,400	23,400
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.5	112.5	50,400	8,568	58,968
Sub Total	6	153	68,400	11,628	80,028
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	3	120	54,000	9,180	63,180
Sub Total	3	120	54,000	9,180	88,920
Sports Centre Assistants/Lifeguards	9	360	135,000	22,950	157,950
Sports Centre Assistants (Part-time)	3	160	45,000	7,650	52,650
Sub Total	12	520	180,000	30,600	210,600
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	3	120	45,000	7,650	52,650
Sub Total	3.0	120	45,000	7,650	52,650
Cleaners	2	40	12,000	2,040	14,040
Sub Total	2	40	12,000	2,040	14,040
	Number	<u>Hours</u>	Cost	On-costs	Total
Totala			<u>Cost</u>		Total
Totals	31	1,193	445,400	75,718	546,858
Sickness/AL cover	6%				32,811
Staff Total Cost					579,669

On cost average NI % Workplace Pension

FTE @40 hours

14% 3%

29.81

Appendix 4 Option 3Z New build on alternative site Updated August 15 V2



Aug-15

Shropshire County Council Financial Summary

Option 3Z New build on alternative site

Business Plan					Sui	mmary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Total Income	£ 876,159	£ 985,133	£ 1,090,718	£ 1,222,263	£ 1,342,901	£ 5,517,173	£ 1,342,901	£ 6,714,505	£ 12,231,678	£ 1,223,168
Total Expenditure	£ 985,832	£ 1,024,612	£ 1,061,569	£ 1,101,634	£ 1,141,178	£ 5,314,826	£ 1,141,178	£ 5,705,892	£ 11,020,719	£ 1,102,072
Operational Surplus / Loss	£ 109,674	£ 39,479	£ 29,149	£ 120,628	£ 201,722	£ 202,347	£ 201,722	£ 1,008,612	£ 1,210,959	£ 121,096
Full Repairing Lease	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
Gross Surplus / Loss	205,319	135,124	66,496	24,983	106,077	275,878	106,077	530,387	254,509	25,451

tion 32 New b	build on alternative site	
	25 metre, 10 lane competition pool with a part sectioned moveable floor	
	20 metre x 10 metre learner pool - moveable floor	
	Minimum of 100 additional station Fitness Suite	
	Changing Village	
	Vending	

Financial Summary Option 3Z New build on alternative site

Option 3Z Business Plan					Sum	mary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 237,861	£ 320,828	£ 403,795	£ 512,428	£ 609,774	£ 2,084,685	£ 609,774	£ 3,048,869	£ 5,133,554	£ 513,355
Swimming	£ 594,780	£ 609,649	£ 624,890	£ 640,513	£ 656,525	£ 3,126,357	£ 656,525	£ 3,282,627	£ 6,408,984	
Secondary Spend (Vending/ Merchandising)	£ 43,518	£ 54,657	£ 62,033	£ 69,322	£ 76,602	£ 306,131	£ 76,602	£ 383,008	£ 689,140	£ 68,914
	£ 876,159	£ 985,133	£ 1,090,718	£ 1,222,263	£ 1,342,901	£ 5,517,173	£ 1,342,901	£ 6,714,505	£ 12,231,678	£ 1,223,168
Staffing	£ 588,973	£ 603,698	£ 618,790	£ 634,260	£ 650,116	£ 3,095,838	£ 650,116	£ 3,250,582	£ 6,346,420	£ 634,642
Premises	£ 215,220		£ 226,116				£ 237,563		£ 2,319,080	
Admin and Marketing	£ 60,523		£ 63,587						£ 652,161	
Supplies and Services			£ 44,004				£ 52,403		£ 479,889	
Support Costs	£ 87,616	£ 98,513	£ 109,072	£ 122,226	£ 134,290	£ 551,717	£ 134,290	£ 671,450	£ 1,223,168	£ 122,317
Total Expenditure	£ 985,832	£ 1,024,612	£ 1,061,569	£ 1,101,634	£ 1,141,178	£ 5,314,826	£ 1,141,178	£ 5,705,892	£ 11,020,719	£ 1,102,072
Surplus / Loss	£ 109,674	£ 39,479	£ 29,149	£ 120,628	£ 201,722	£ 202,347	£ 201,722	£ 1,008,612	£ 1,210,959	£ 121,096
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	351,225	70,245	351,225	702,450	
	25,400	25,400	25,400	25,400	25,400	127,000	25,400	127,000	254,000	25,400
Equipment Leisure Centre Fit Out Excluding H & F										25,400
Equipment Leisure Centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	127,000	25,400	127,000	254,000	25,400 95,645
Equipment Leisure Centre Fit Out Excluding H & F	25,400 95,645	25,400 95,645	25,400 95,645	25,400 95,645	25,400 95,645	127,000 478,225	25,400 95,645	127,000 478,225	254,000 956,450	25,400 95,645
	25,400 95,645 205,319	25,400 95,645 135,124	25,400 95,645 66,496	25,400 95,645 24,983	25,400 95,645 106,077	127,000 478,225 275,878	25,400 95,645 106,077	127,000 478,225 530,387	254,000 956,450 254,509	25,400 95,645 25,451
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss	25,400 95,645 205,319 89% £3.52	25,400 95,645 135,124 96% £3.15	25,400 95,645 66,496 103% £3.08	25,400 95,645 24,983 111% £3.09	25,400 95,645 106,077 118% £3.07	127,000 478,225 275,878 104% £3.15	25,400 95,645 106,077	127,000 478,225 530,387	254,000 956,450 254,509 111% £3.11	25,400 95,645 25,451 1119 £3.1
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate	25,400 95,645 205,319 89% £3.52 £0.44	25,400 95,645 135,124 96% £3.15 £0.13	25,400 95,645 66,496 103% £3.08 £0.08	25,400 95,645 24,983 111% £3.09	25,400 95,645 106,077	127,000 478,225 275,878	25,400 95,645 106,077 118% £3.07 £0.46	127,000 478,225 530,387 118% £3.07 £0.46	254,000 956,450 254,509 1111% £3.11 £0.31	25,400 95,645 25,451 1119 £3.1: £0.3
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head Staffing/Income %	25,400 95,645 205,319 89% £3.52 £0.44 67.2%	25,400 95,645 135,124 96% £3.15 £0.13 61.3%	25,400 95,645 66,496 103% £3.08 £0.08 56.7%	25,400 95,645 24,983 111% £3.09 £0.30 51.9%	25,400 95,645 106,077 118% £3.07 £0.46 48.4%	127,000 478,225 275,878 104% £3.15 £0.12 56.1%	25,400 95,645 106,077 118% £3.07 £0.46 48.4%	127,000 478,225 530,387 118% £3.07 £0.46 48.4%	254,000 956,450 254,509 111% £3.11 £0.31 51.9%	25,400 95,645 25,451 1119 £3.1: £0.3: 51.99
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	25,400 95,645 205,319 89% £3.52 £0.44	25,400 95,645 135,124 96% £3.15 £0.13	25,400 95,645 66,496 103% £3.08 £0.08	25,400 95,645 24,983 1111% £3.09 £0.30	25,400 95,645 106,077 118% £3.07 £0.46	127,000 478,225 275,878 104% £3.15 £0.12	25,400 95,645 106,077 118% £3.07 £0.46	127,000 478,225 530,387 118% £3.07 £0.46	254,000 956,450 254,509 1111% £3.11 £0.31	70,245 25,400 95,645 25,451 111% £3.111 £0.31 51.9% 57.6%

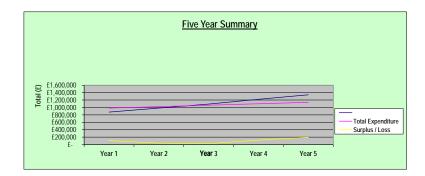
SENSITIVITY ANALYSIS

BASELINE

BASELINE				
		INCOME	EXPENDITURE	PROFIT/LOSS
	YEAR 1	£876,159	£985,832	-£109,674
	YEAR 2	£985,133	£1,024,612	-£39,479
	YEAR 3	£1,090,718	£1,061,569	£29,149
	YEAR 4	£1,222,263	£1,101,634	£120,628
	YEAR 5	£1,342,901	£1,141,178	£201,722
GENERAL SENSITIVITY				£202,347
5% LESS INCOME				
	YEAR 1	£834,437	£985,832	-£151,396
	YEAR 2	£938.222	£1.024.612	-£86,390
	YEAR 3	£1,038,779	£1,061,569	-£22,790
	YEAR 4	£1,164,060	£1,101,634	£62,425
	YEAR 5	£1,278,953	£1,141,178	£137,775
10% LESS INCOME	TEARS	£1,270,955	21,141,170	-£60,375
	YEAR 1	£796,508	£985.832	-£189,325
	YEAR 2	£895,576	£1,024,612	-£129,037
	YEAR 3	£991,562	£1,061,569	-£70,007
	YEAR 4	£1.111.148	£1,101,634	£9.514
	YEAR 5	£1,111,148 £1,220,819	£1,141,178	£79,641
5% MORE INCOME	TEAR 5	£1,220,819	£1,141,170	£79,641 -£299,214
	YEAR 1	£919,967	£985,832	-£65,866
	YEAR 2	£1,034,390	£1,024,612	£9,778
	YEAR 3 YEAR 4	£1,145,254	£1,061,569 £1,101,634	£83,685 £181,742
	YEAR 5	£1,283,376 £1,410,046	£1,101,634 £1,141,178	
10% MORE INCOME	TEAR 5	£1,410,046	£1,141,170	£268,867 £478,206
	YEAR 1	£963,775	£985,832	-£22,058
	YEAR 2	£1,083,647	£1,024,612	£59,034
	YEAR 3	£1,199,790	£1,061,569	£138,221
	YEAR 4	£1,344,489	£1,101,634	£242,855
	YEAR 5	£1,477,191	£1,141,178	£336,013
5% LESS EXPENDITURE	TEAR 5	£1,477,191	£1,141,170	£754,065
	YEAR 1	£876,159	£938,888	-£62,729
	YEAR 2	£985,133	£975,821	£9,312
	YEAR 3			
		£1,090,718	£1,011,018	£79,700
	YEAR 4	£1,222,263	£1,049,175	£173,087
10% LESS EXPENDITURE	YEAR 5	£1,342,901	£1,086,837	£256,064 £455,434
	YEAR 1	£876,159	£896,211	-£20,053
	YEAR 2	£985,133	£931,466	£53,668
	YEAR 3	£1,090,718	£965,062	£125,655
	YEAR 4	£1,222,263	£1,001,486	£220,777
5% MORE EXPENDITURE	YEAR 5	£1,342,901	£1,037,435	£305,466 £685,513
	VEAD 4	C07C 4F0	C4 025 424	C4E0 0CE
	YEAR 1 YEAR 2	£876,159	£1,035,124	-£158,965
	YEAR 3	£985,133 £1,090,718	£1,075,843 £1,114,647	-£90,710
	YEAR 4	£1,222,263	£1,156,716	-£23,929 £65,547
10% MORE EXPENDITURE	YEAR 5	£1,342,901	£1,198,237	£144,663 -£63,394
	VEAD 4	C07C 4F0	C4 004 44C	C200 257
	YEAR 1	£876,159	£1,084,416	-£208,257
	YEAR 2	£985,133	£1,127,074	-£141,940
	YEAR 3	£1,090,718	£1,167,726	-£77,008
	YEAR 4	£1,222,263	£1,211,798	£10,465
WORST CASE SCENARIO	YEAR 5	£1,342,901	£1,255,296	£87,605 -£329,135
10% LESS INCOME/10%				
MORE EXPENDITURE	YEAR 1	£796,508	£1,084,416	-£287,908
	YEAR 2	£895,576	£1,127,074	-£231,498
	YEAR 3	£991,562	£1,167,726	-£176,164
	YEAR 4	£1,111,148	£1,211,798	-£100,650
DEST CASE SCENARIO	YEAR 5	£1,220,819	£1,255,296	-£34,477
BEST CASE SCENARIO 10% MORE INCOME/10%				-£830,697
LESS EXPENDITURE	YEAR 1	£963,775	£896,211	£67,563
	YEAR 2	£1,083,647	£931,466	£152,181
	YEAR 3	£1,199,790	£965,062	£234,727
	YEAR 4	£1,344,489	£1,001,486	£343,003
	YEAR 5	£1,477,191	£1,037,435	£439,756
				£1,237,231



Graphs



Option 3Z New build on alternative site

Detailed Budget		Five Yea	r Estimates (Inflatio	n 2.5%)				
	Year 1	Year 2	Year 3	Year 4	Year 5	6 to 10 year Average	Total 10 years	10 year Average
Total Income	876,159	985,133	1,090,718	1,222,263	1,342,901	1,342,901	12,231,677.95	1,223,168
Total 'Operating' Expenditure	985,832	1,024,612	1,061,569	1,101,634	1,141,178	1,141,178	11,020,718.73	
								1,102,072
Net Profit / Loss	£ 109,674	£ 39,479	£ 29,149	£ 120,628	£ 201,722	£ 201,722	£ 1,210,959	£ 121,096
Income								
Health & Fitness	237,861	320,828	403,795	512,428	609,774	609,774	5,133,554	513,355
Swimming	594,780	609,649	624,890	640,513	656,525	656,525	6,408,984	640,898
Sub-Total	832,640	930,477	1,028,685	1,152,941	1,266,299	1,266,299	11,542,538	1,154,254
0 0 1								
Secondary Spend	40.054	00.404	00.500	00.700	20,000	00.000	005.040	00 505
Merchandising Food and Beverage (Vending)	18,651 24,868	23,424 31,232	26,586 35,447	29,709 39,612	32,829 43,772	32,829 43,772	295,346 393,794	29,535 39,379
Sub Total Secondary Spend	43,518	54,657	62,033	69,322	76,602	76,602	689,140	68,914
, , , , , , , , , , , , , , , , , , , ,			·					
Total Income	£876,159	£985,133	£1,090,718	£1,222,263	£1,342,901	£1,342,901	£12,231,678	£1,223,168
Expenditure								
Staffing								
Staff Costs	583,142	597,721	612,664	627,980	643,680	643,680	6,283,585	628,358
Staff Training	583,142	597,721	6,127	6,280	6,437	6,437	62,836	6.284
Staffing Sub Total	588,973	603,698	618,790	634,260	650,116	650,116	6,346,420	634,642
otaling out Fotal	000,010	000,000	0.0,.00	00.,200	300,110	300,110	0,010,120	00 1,0 12
Premises								
Electricity & Gas	120,720	123,738	126,831	130,002	133,252	133,252	1,300,805	130,081
Water / Sewerage	20,000	20,500	21,013	21,538	22,076	22,076	215,508	21,551
Insurance	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
NNDR (0% currently)	-	-	-	-	-	-	-	-
Building Maintenance & Repairs	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Equipment Purchase	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Equipment Lease (Not H & F)	2,000	2,050	2,101	2,154	2,208	2,208	21,551	2,155
Equipment Maintenance & Repairs Maintenance Contracts	2,500 10,000	2,563 10,250	2,627	2,692 10,769	2,760 11,038	2,760 11,038	26,938 107,754	2,694 10,775
Chemicals	15,000	15,375	10,506 15,759	16,153	16,557	16,557	161,631	16,163
Trade Waste Collection	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Premises sub total	215,220	220,601	226,116	231,768	237,563	237,563	2,319,080	231,908
Administration and Marketing								
Administration and Marketing	47.500	47.004	40.440	40.074	40.040	40.040	400.040	40.000
Design, marketing & advertising	17,523 5,000	17,961 5,125	18,410 5,253	18,871 5,384	19,342 5,519	19,342 5,519	188,819 53,877	18,882
Postage Printing & Stationery	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388 5,388
Photocopier Photocopier	3,000	3,075	3,152	3,231	3,311	3,311	32,326	3,233
Security Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Bank Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Professional Fees & licences	7,000	7,175	7,354	7,538	7,727	7,727	75,428	7,543
Telephone	8,000	8,200	8,405	8,615	8,831	8,831	86,203	8,620
Sundries/General Expenses	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Sub Total Admin and Marketing	60,523	62,036	63,587	65,177	66,806	66,806	652,161	65,216
Supplies and Services								
Cleaning Supplies	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Items for re-sale	23,499.94	29,515	33,498	37,434	41,365	41,365	372,135	37,214
Misc Expenses	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Sub Total Supplies and Services	33,500	39,765	44,004	48,203	52,403	52,403	479,889	47,989
Overhead and Profit Costs								
Central Support	87,616	98,513	109,072	122,226	134,290	134,290	1,223,168	122,317
Sub Total Support Costs	87,616	98,513	109,072	122,226	134,290	134,290	1,223,168	122,317
Total Operating Expenditure	985,832	1,024,612	1,061,569	1,101,634	1,141,178	1,141,178	11,020,719	1,102,072
Net Operating Surplus / Loss	109,674	39,479	29,149	120,628	201,722	201,722	1,210,959	121,096
· · · · · · · · · · · · · · · · · · ·								
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	70,245	702,450	70,245
Equipment centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	25,400	254,000	25,400
•	95,645	95,645	95,645	95,645	95,645	95,645	956,450	95,645

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 50 CV Stations £ 175,000 £ 3,500 (Replaced 5 Years)
Based on 50 Fixed Weight Stations £ 175,000 £ 3,500 (Replaced 10 Years)

Average Annual Lease Costs

70,245

Fixed Weights 10 Years

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	175,000											TOTALS
PRINCIPAL Min 4% of capital sum		17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	175,000
OUTSTANDING		157,500	140,000	122,500	105,000	87,500	70,000	52,500	35,000	17,500	-	
INTEREST	6%	9,450	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	135,450
TOTAL ANNUAL PAYABLE		26,950	45,500	42,000	38,500	35,000	31,500	28,000	24,500	21,000	17,500	310,450
AVERAGE ANNUAL PAYABLE		31,045										

70,245

CV Equipment 5 Years

LOCAL AUTHORITY							
Equipn	nent	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
AMOUNT	175,000						TOTALS
PRINCIPAL Min 4% of capital sum	1	35,000	35,000	35,000	35,000	35,000	175,000
OUTSTANDING		140,000	105,000	70,000	35,000	-	-
INTEREST	6%	8,400	6,300	4,200	2,100	-	21,000
TOTAL ANNUAL PAYABLE		43,400	41,300	39,200	37,100	35,000	196,000
AVERAGE ANNUAL PAYABLE		39,200					
	<u> </u>						

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400										

Throughput Summary

Health and Fitness Swimming Spectators/Events **Total**

Year 1	Year 2	Year 3	Year 4	Year 5
61,700	103,350	145,000	186,650	228,250
178,477	199,474	199,474	199,474	199,474
8,500	9,500	10,000	10,000	10,000
248,677	312,324	354,474	396,124	437,724

Main Pool - Termtime (averages)

	Moi	ndav	Tues	sdav	Wedr	nesdav	Thur	sdav	Fri	dav	Satu	ırdav	Sur	ndav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progr	amme	Progr	amme	Progr	amme		
7-8am	15	15	15	15	15	15	15	15	15	15						
8-9am	10	10	10	10	10	10	10	10	10	10	36	10	36	15		
9-10am	10	15		15		15		15		15	36	10	36	15		
10-11am	10	15		15		15		15		15	36	10	36			
11-12noon	10	15		15		15		15		15	36	10	36			
12-1pm	30		30		30		30		30		10		10			
1-2pm	5	15		15		15		15		15	10					
2-3pm	5	15		15		15		15		15	10					
3-4pm	5		5		5		5		5		10					
4-5pm	36		36		36		36		36							
5-6pm	36		36		36		36		36							
6-7pm	20	10		10		10		10		10				10		
7-8pm	20	25		25		25		25		25				25		
8-9pm	15	15		15		15		15		15		10		10		
9-10pm	10	15		15		15		15		25	25	100	25			
10-11pm	-	-		-	-	-			-		-		-			
															Weekl	y Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes		250		250		250		250		210		310		305		1,825
Club Bookings	3	50	3	50	3	50	3	50	3	50			2	35	17	285
School Bookings	5	75	5	75	5	75	5	75	5	75			-		25	375
Lessons	2	72	2	72	2	72	2	72	2	72	4	144	4	144	18	648
Private Hires		-							0.1	3	0.2	5	0.05	1	0.4	9
Gala		-									0.1	10	-		0	10
Total	10	447	10	447	10	447	10	447	10	410	4	469	6	485	60	3,152
															Termtin	ne Totals
At one time capacity		140													Bookings	Throughput
Kev														Casual/Lanes		54,750
Casual/Recreation		l												ub Bookings	510	8,550
Lanes		l												ool Bookings	750	11.250
Lessons		i												Lessons	540	19,440
Clubs		ĺ												Private Hires	11	263
Schools										36				Gala	3	300
										40				Total	1.814	94,553
Private Hire										1 440						
										1,440						
Key Casual/Recreation Lanes Lessons Clubs		140								36			C Sch	ool Bookings Lessons Private Hires Gala	510 750 540 11	

Main Pool - No	Jii-teriii tiii	io (aro. ag	es)													
	Mor	ndav	Tue	sdav	Wedn	esdav	Thur	edav	Fri	dav	Satu	rday	Sun	day		
		ramme		amme		amme		amme		amme	Progr		Progra			
7-8am	20	15	20	15	20	15	20	15	20	15						
8-9am	10	10	10	10	10	10	10	10	10	10	36	30	36	15		
9-10am	24		24		24		24		24		36	20	36	15		
10-11am	24		24		24		24		24		36	30	36	25		
11-12noon	24		24		24		24		24		36	30	36	25		
12-1pm	30		30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50		50		50		50		50	10			20		
2-3pm	5	50		50		50		50		50	10			20		
3-4pm	5		5		5		5		5		10			20		
4-5pm	36	10	36		36	10	36		36					15		
5-6pm	36		36	10	36	10	36	10	36	10				10		
6-7pm	15	25		25		25		25		25			10	25		
7-8pm	20 15	25		25 20		25		25		25		20 10	5	25		
8-9pm	15 10	20 15		20 15		20 15		20 15		20 25	10	10 100	5	10		
9-10pm	10	15		15				15		25	25		25			
10-11pm	-	-	-	-	-	-	-	-	-	•	-	-	-	-		
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	/ Totals
Casual/Lanes	Bookings	i nrougnput 395	Bookings	395	Bookings	395		395	Bookings	380		1 nrougnput 400		315		Throughp 2.6
Club Bookings	3		3	70	3	70	3	70	3	70		400	- 2	50	17	2,0
School Bookings	3	70	-	- 70	3	70	3	- 70	3	- 70	-	-		- 30	17	
Lessons		144	5	144	5	144	5	144	5	144	4	144	- 4	144	33	1,0
Private Hires	-	144		- 144	-		-	- 199	0.1	3	0.2	5	0.05	1 1	0	1,0
Gala	-	-	-	-	-		-	-	0.1		0.1	10	0.03		0	
Total	8	609	8	609	8	609	8	609	8	597	4	559	6	510	50	4.1
Total		003		003		003		003		331		333 [•	310		ime Totals
one time capacity		140													Bookings	Throughp
9y																
Casual/Recreation														asual/Lanes		
														Casual/Lanes		53,5
Lanes													CI	Casual/Lanes ub Bookings ool Bookings		
										66			CI	ub Bookings	340	53,5 8,0
Lanes										66 12			CI Scho	ub Bookings ool Bookings	340	53,5 8,0
Lanes Lessons													CI Scho	ub Bookings ool Bookings Lessons	340 - 660	53,5 8,0 - 20,1
Lanes Lessons Clubs										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires	340 - 660 7 2	53,5 8,0 - 20,1 1 2
Lanes Lessons Clubs Schools Private Hire										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7	53,5 8,0 - 20,1 1
Lanes Lessons Clubs Schools Private Hire										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53,5 8,0 - 20,1 1 2
Lanes Lessons Clubs Schools Private Hire day Fun Sessions										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53,5 8,0 - 20,1 1 2 82,0 ol Totals
Lanes Lessons Clubs Schools Private Hire day Fun Sessions Galas										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53.5 8.0 - 20,1 1 2 82,0 ol Totals Throughp
Lanes Lessons Clubs Schools Private Hire day Fun Sessions Galas Staff Training										12			Ci Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total	340 - 660 7 2 1,009	53.5 8.0 20,1 1 2 82,0 ol Totals Throughp
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total	340 - 660 7 2 1,009 Main Po	53.5 8.0 20,1 1 2 82,0 ol Totals Throughp 108,2 16,5
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total	340 - 660 7 2 1,009 Main Po Bookings	53.5 8.0 20.1 1 2 82,0 ol Totals Throughp 108.2 16.5 11,2
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	340 - 660 7 2 1,009 Main Po Bookings - 850 750	53.5 8.0 20.1 1 2 82,0 ol Totals Throughp 108.2 16.5 11,2
Lanes Lessons Clubs Schools Private Hire liday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings Lessons	340 - 660 7 2 1,009 Main Pc Bookings 850 750	53,5 8.0 - 20,1 1 2 82,0

Teaching Pool (20m x 10m) - Termtime (averages)

ĺ	Moi	nday	Tue	sday	Wedr	nesday	Thur	sday	Frie	day	Satu	ırday	Sur	nday		
	Progr	ramme	Progr	amme	Progr	ramme	Progr	amme	Progr	amme	Progr	amme	Progr	amme		
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10		10		10		10		10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24						
5-6pm		24		24		24		24		24						
6-7pm												10		10		
7-8pm		10		10		10		10		10		10		10		
8-9pm		10 10		10		10		10		10		10		10		
9-10pm		10		10		10		10		10						
10-11pm		-		•		-		-		•		•		•		v Totals
ı																
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput								
Casual/Lanes Club Bookings	- 2	30 20	2	30 20	2	30 20	- 2	30 20	- 2	30 20	2	40 20	- 2	40 20	- 14	230 140
School Bookings	5		5	50	5	50	5	50	5	50			_	20	25	250
Lessons	3		3	72	3		3	72	3	72	- 6	144	- 6	144	27	648
Private Hires	- 3	12	- 3	- 12	- 3	- 12	- 3	- 12		- 12		144		144	- 21	548
Gala	-	-		-	-	-	-		-			- :	-	-	- :	-
Total	10	172	10	172	10	172	10	172	10	172	- 8	204	- 8	204	66	1,268
Total			10	172					10	1/2		204		204		ne Totals
At one time capacity		25													Bookings	Throughput
Kev		20												Casual/Lanes	- Dookings	6,900
Casual/Recreation														ial Bookings	420	4,200
Lanes										27				ool Bookings	750	7,500
Lessons										40			0011	Lessons	810	19,440
ubs/Special Sessions										1.080				Private Hires	-	13,440
		1								1,000				Gala		
Schools																
Schools Private Hire														Total	1,980	38.040
Private Hire														Total	1,980	38,040
														Total	1,980	38,040

Teaching Pool (20m x 10m) - Non-term time (averages)

	Mon	ndav	Tue	sdav	Wedr	esdav	Thur	sdav	Fri	dav	Satu	rday	Sur	ndav		
		amme	Progr			amme										
7-8am	Ĭ		Ĭ				Ť		Ť				Ť			
8-9am																
9-10am		24		24		24		24		24		24		24		
10-11am		24		24		24		24		24		24		24		
11-12noon		24		24		24		24		24		24		24		
12-1pm		8 24		8		8		8		8		8		8		
1-2pm 2-3pm		24		24 24												
2-3pm 3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		8		8		
5-6pm		24		24		24		24		24						
6-7pm		8		8		8		8		8						
7-8pm												8		8		
8-9pm		8		8		8		8		8		8		8		
9-10pm		8		8		8		8		8						
10-11pm		-		-		-		-		-		-		-		
																y Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes	3	24	3	24	3	24	3	24	3	24	4	32	4	32	23	184
Club Bookings	2	16	2	16	2	16	2	16	2	16	2	16	2	16	14	112
School Bookings		-	-	-		-	-	-	-	-			-	-	-	
Lessons	8	192	8	192	8	192	8	192	8	192	6	144	6	144	52	1,248
Private Hires	-	-				-	-			-				-	-	
Gala		-		-		-	-	-	-	-		-	-		-	*
Total	13	232	13	232	13	232	13	232	13	232	12	192	12	192	89	1,544
At one time capacity		25	i i													ne Totals
Key		20												Casual/Lanes	Bookings 460	Throughput 3,680
Casual/Recreation		i												ial Bookings	280	2,240
Lanes														ool Bookings	200	2,240
Lessons													ocii	Lessons	1.040	24.960
ubs/Special Sessions														Private Hires	1,040	24,000
Schools														Gala		
Private Hire														Total	1,780	30,880
Galas															1,1.00	
Staff Training															Teaching	Pool Totals
Closed															Bookings	Throughput
Closed														Casual/Lanes	460	10.580
		.!!											C	ub Bookings	700	6,440
													Sch	ool Bookings	750	7,500
														Lessons	1,850	44,400
														Private Hires	-	-
														Gala	-	-
														Total	3,760	68,920

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	84,000
Private Hires	18	438
Gala	5	500
Total	6,583	245,508

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
	Course	Annually			£		25m Pool x 10 Lane and 20m x 10m teachin
Juniors							
	8.00	2897.5	67200	4.00	268,800		
Adults							
Addits	8.00	305	8400	4.00	33,600		
Total			75,600		302,400		
SCH00LS							
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price	Income	1
				Hours	£	£	+
Schools & Colleges							
Secondary schools	2	5	38 38	380	35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
							_
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
Total					62,000		
						•	
CASUAL SWIMMING 25m Pool							
CASUAL SWIMMING 25M POOI							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Adult			31193				
Child Concession			44561 13368	1.60 3 1.60			
Concession			10000	, 1.00	21,007		
Total			89123		192,505		
TOTAL			Total Casual	89123	192,503		

Other Swimming Income							
	Swimming	Utilisation	1	Net Price/	Income	1	
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	150.00	2,625		
Gala			5	5 400.00	2,000		
Total			Total Other	4625			
			- S.I.I. Outd	4023			
SWIMMING INCOME			7				
	Annual						
25m POOL							
Casual	192,505 302,400						
Lessons Other	302,400 4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	594,780		4				

Health & Fitness

Number of Stations		100							
Attrition Rate		48%							
						., .			
	Price	Ye	ar 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4 Price Increase	Year 5
							· · · · · · · · ·	rice increase	
Session Duration - Monthly									
Adult		£32.00	£32.80	75%	£4,368.00	£7,488.00	£10,608.00	£14,071.20	£17,269.20
Couple		£60.00	£61.50	7.5%	£819.00	£1,404.00	£1,989.00	£2,638.35	£3,237.98
Concession		£27.00	£27.70	10%	£491.40	£842.40	£1,193.40	£1,584.44	£1,944.54
Corporate		£25.00	£25.70	2.5%	£113.75	£195.00	£276.25	£367.51	£451.04
Child		£15.00	£15.40	2.5%	£68.25	£117.00	£165.75	£220.22	£270.27
Off Peak (Adult Only)		£20.00	£20.50	2.5%	£91.00	£156.00	£221.00	£293.15	£359.78
Total					£5,951.40	£10,202.40	£14,453.40	£19,174.87	£23,532.80
Existing Memberships					0	182	312	442	572
New Memberships					350	250	250	250	250
Loss of Memberships					168	120	120	120	120
Total Memberships					182	312	442	572	702
Session Duration - 6 Months									
Adult		£185.00	£189.70	75%	£25,252.50	£50,505.00	£75,757.50	£103,576.20	£129,470.25
Couple		£330.00	£338.30		£4,504.50	£9,009.00	£13,513.50	£18,471.18	£23,088.98
Concession		£150.00	£153.80		£4,095.00	£8,190.00	£12,285.00	£16,794.96	£20,993.70
Corporate	NA								
Child		£60.00	£61.50	2.5%	£273.00	£546.00	£819.00	£1,092.00	£1,365.00
Off Peak (Adult Only)	NA								
Total					£34,125.00	£68,250.00	£102,375.00	£139,934.34	£174,917.93
Existing Memberships					0	182	364	546	728
New Memberships					350	350	350	350	350
Loss of Memberships					168	168	168	168	168
Total Memberships					182	364	546	728	910
Session Duration - 12 Months	6								
Adult		£325.00	£333.20	70%	£41,405.00	£65,065.00	£88,725.00	£115,220.56	£139,477.52
Couple		£625.00	£640.70	7.5%	£8,531.25	£13,406.25	£18,281.25	£23,737.94	£28,735.40
Concession		£240.00	£246.00	15%	£6,552.00	£10,296.00	£14,040.00	£18,228.60	£22,066.20
Corporate	NA								
Child		£120.00	£123.00	2.5%	£546.00	£858.00	£1,170.00	£1,482.00	£1,794.00
Off Peak (Adult Only)	NA								
Total					£57,034.25	£89,625.25	£122,216.25	£158,669.10	£192,073.12
Existing Memberships					0	182	286	390	494
New Memberships					350	200	200	200	200
Loss of Memberships					168	96	96	96	96
					182	286	390	494	598
Total Mambarahina					546	962	1378	1794	2040
Total Memberships									2210
Total Membership Incon					£97,110.65	£168,077.65	£239,044.65	£317,778.31	£390,523.84
Membership Income per	Station				£971	£1,681	£2,390	£3,178	£3,905

Casual Use Price	Year 4 2.5	% Increase	Users Per Day	Users Per Week	Users PA	Total Income Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	30	210	10500	£63,000.00	£65,100.00
Junior	£3.00	£3.10	10	70	3500	£10,500.00	
Concession	£2.75	£2.90	20	140	7000	£19,250.00	£20,300.00
Total			60	420	21000	£92,750.00	£96,250.00
			Year 1	Year 2	Year 3	Year 4	Year 5
Total H&F Income			£213,860.65	£290,827.65	£367,794.65	£463,228.31	£548,273.84
Total Income Per Station			£2,139	£2,908	£3,678	£4,632	£5,483
		GP Referral	24,000	30,000	36,000	49,200	61,500
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	Cost	On-costs	<u>Total</u>
Centre Manager	1	40	33,000	5,610	38,610
Admin Assistants	1	40	15,000	2,550	17,550
Sub Total	2.0	80	48,000	8,160	56,160
Duty Manager	3	120	20,000	3,400	23,400
Sub Total	3	120	20,000	3,400	23,400
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.75	118.75	53,200	9,044	62,244
Sub Total	6	159	71,200	12,104	83,304
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	3	120	54,000	9,180	63,180
Sub Total	3	120	54,000	9,180	88,920
Sports Centre Assistants/Lifeguards	9	360	135,000	22,950	157,950
Sports Centre Assistants (Part-time)	3	120	45,000	7,650	52,650
Sub Total	12	480	180,000	30,600	210,600
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	3	120	45,000	7,650	52,650
Sub Total	3.0	120	45,000	7,650	52,650
Cleaners	2	40	12,000	2,040	14,040
Sub Total	2	40	12,000	2,040	14,040
	Number	Hours	Cost	On-costs	<u>Total</u>
Totals	31	1,159	448,200	76 ,194	
Sickness/AL cover	6%	.,		. 5,101	33,008
	0 /0				· ·
Staff Total Cost					583,142

On cost average NI % Workplace Pension

FTE @40 hours

14% 3%

28.97

Appendix 4 Option 4X New build on Sports Village site Updated August 15 V2



Aug-15

Shropshire County Council Financial Summary

Option 4X New build on Sports Village site

Option 4X New Build on Oports Village 3										
Option 4X Business Plan		Summary								
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Total Income	£ 951,546	£ 1,040,020	£ 1,125,153	£ 1,222,213	£ 1,309,292	£ 5,648,223	£ 1,309,292	£ 6,546,458	£ 12,194,681	£ 1,219,468
Total Expenditure	£ 811,746	£ 842,707	£ 871,760	£ 902,398	£ 932,482	£ 4,361,093	£ 932,482	£ 4,662,411	£ 9,023,504	£ 902,350
Operational Surplus / Loss	£ 139,800	£ 197,314	£ 253,392	£ 319,815	£ 376,809	£ 1,287,130	£ 376,809	£ 1,884,047	£ 3,171,177	£ 317,118
Full Repairing Lease	66,823	66,823	66,823	66,823	66,823	334,113	66,823	334,113	668,225	66,823
					•					
Gross Surplus / Loss	72,978	130,491	186,570	252,992	309,987	953,018	309,987	1,549,934	2,502,952	250,295

build on Sports Village site	
25 metre, 8 lane competition pool with a part sectioned moveable floor	
20 metre x 10 metre learner pool - moveable floor	
Minimum of 50 additional station Fitness Suite	
Changing Village	
□ Vending	

Financial Summary

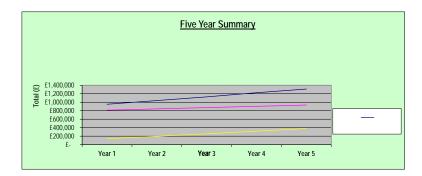
Base Business Plan	Summary									
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 310,275	£ 374,942	£ 439,609	£ 515,919	£ 581,874	£ 2,222,618	£ 581,874	£ 2,909,368	£ 5,131,986	£ 513,199
Swimming			£ 611,274				£ 642,220		£ 6,269,335	
Secondary Spend (Vending/ Merchandising)	£ 59,451	£ 68,713	£ 74,269	£ 79,738	£ 85,198	£ 367,370	£ 85,198	£ 425,990	£ 793,360	£ 79,336
	£ 951,546	£ 1,040,020	£ 1,125,153	£ 1,222,213	£ 1,309,292	£ 5,648,223	£ 1,309,292	£ 6,546,458	£ 12,194,681	£ 1,219,468
Staffing	£ 436,407	£ 447,317	£ 458,500	£ 469,962	£ 481,711	£ 2,293,896	£ 481,711	£ 2,408,556	£ 4,702,452	£ 470,245
Premises	£ 176,050	£ 180,451	£ 184,963	£ 189,587	£ 194,326	£ 925,377	£ 194,326	£ 971,631	£ 1,897,008	£ 189,701
Admin and Marketing	£ 62,031	£ 63,582	£ 65,171	£ 66,801	£ 68,471	£ 326,055	£ 68,471	£ 342,353	£ 668,408	£ 66,841
Supplies and Services	£ 42,104		£ 50,612	£ 53,827	£ 57,045	£ 250,943	£ 57,045	£ 285,225	£ 536,168	
Support Costs	£ 95,155	£ 104,002	£ 112,515	£ 122,221	£ 130,929	£ 564,822	£ 130,929	£ 654,646	£ 1,219,468	£ 121,947
Total Expenditure	£ 811,746	£ 842,707	£ 871,760	£ 902,398	£ 932,482	£ 4,361,093	£ 932,482	£ 4,662,411	£ 9,023,504	£ 902,350
Gross Surplus / Loss	£ 139.800	£ 197.314	£ 253.392	£ 319,815	£ 376.809	£ 1.287.130	£ 376.809	£ 1.884.047	£ 3,171,177	£ 317,118
0.000 Ga. piac , 2000	~ 100,000	~ 101,014								
0.000 04.19.100 1 2000	2 100,000	2 101,014		2010,010		, , , , , , , , , , , , , , , , , , , ,	2010,000	2 1,00 1,011	, ,	
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	207,113	41,423	, , ,	414,225	41,423
·	,	,	,		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	207,113 127,000	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	, , ,		41,423 25,400
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423		41,423	207,113	414,225	
Gym Equipment Lease costs	41,423 25,400	41,423 25,400	41,423 25,400	41,423 25,400	41,423 25,400	127,000	41,423 25,400	207,113 127,000	414,225 254,000	25,400
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	127,000 334,113	41,423 25,400 66,823	207,113 127,000 334,113	414,225 254,000 668,225	25,400 66,823
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	41,423 25,400 66,823	127,000 334,113	41,423 25,400 66,823	207,113 127,000 334,113 1,549,934	414,225 254,000 668,225	25,400 66,823
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss	41,423 25,400 66,823 72,978	41,423 25,400 66,823 130,491	41,423 25,400 66,823 186,570	41,423 25,400 66,823 252,992	41,423 25,400 66,823 309,987	127,000 334,113 953,018	41,423 25,400 66,823 309,987	207,113 127,000 334,113 1,549,934	414,225 254,000 668,225 2,502,952	25,400 66,823 250,295
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate	41,423 25,400 66,823 72,978	41,423 25,400 66,823 130,491	41,423 25,400 66,823 186,570	41,423 25,400 66,823 252,992 135% £2.68	41,423 25,400 66,823 309,987	127,000 334,113 953,018	41,423 25,400 66,823 309,987	207,113 127,000 334,113 1,549,934 140% £2.69	414,225 254,000 668,225 2,502,952	25,400 66,823 250,295
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head	41,423 25,400 66,823 72,978 117% £2,80 £0,41 45,9%	41,423 25,400 66,823 130,491 123% £2,65 £0,50 43,0%	41,423 25,400 66,823 186,570 129% £2,65 £0,60 40,7%	41,423 25,400 66,823 252,992 135% £2.68	41,423 25,400 66,823 309,987 140% £2.69	127,000 334,113 953,018 130% £2.69	41,423 25,400 66,823 309,987 140% £2.69	207,113 127,000 334,113 1,549,934 140% £2.69 £0.77	414,225 254,000 668,225 2,502,952 135% £2.69	25,400 66,823 250,295 135% £2.69 £0.70 38.6%
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	41,423 25,400 66,823 72,978 117% £2.80 £0.41	41,423 25,400 66,823 130,491 123% £2,65 £0.50	41,423 25,400 66,823 186,570 129% £2.65 £0.60	41,423 25,400 66,823 252,992 135% £2.68 £0.70	41,423 25,400 66,823 309,987 140% £2.69 £0.77	127,000 334,113 953,018 130% £2.69 £0.61	41,423 25,400 66,823 309,987 140% £2.69 £0.77	207,113 127,000 334,113 1,549,934 140% £2.69 £0.77 36.8%	414,225 254,000 668,225 2,502,952 135% £2.69 £0.70	25,400 66,823 250,295 135% £2.69 £0.70

SENSITIVITY ANALYSIS

BASELINE

BASELINE				
	YEAR 1	INCOME £951.546	EXPENDITURE £811,746	PROFIT/LOSS £139,800
	YEAR 2	£1,040,020	£842,707	£197,314
	YEAR 3	£1,125,153	£871,760	£253,392
	YEAR 4	£1,222,213	£902,398	£319,815
	YEAR 5	£1,309,292	£932,482	£376,809
GENERAL SENSITIVITY				£1,287,130
5% LESS INCOME				
	YEAR 1	£906,234	£811,746	£94,489
	YEAR 2	£990,495	£842,707	£147,789
	YEAR 3	£1,071,574	£871,760	£199,814
	YEAR 4	£1,164,012	£902,398	£261,614
10% LESS INCOME	YEAR 5	£1,246,944	£932,482	£314,462 £1,018,167
	YEAR 1	£865,042	£811,746	£53,296
	YEAR 2	£945,473	£842,707	£102.766
	YEAR 3	£1,022,866	£871,760	£151,106
	YEAR 4	£1,111,102	£902,398	£208,705
	YEAR 5	£1,190,265	£932,482	£257,783
5% MORE INCOME				£773,655
	YEAR 1	£999,123	£811,746	£187,378
	YEAR 2	£1,092,021	£842,707	£249,315
	YEAR 3	£1,181,410	£871,760	£309,650
	YEAR 4	£1,283,323	£902,398	£380,925
10% MORE INCOME	YEAR 5	£1,374,756	£932,482	£442,274 £1,569,541
	YEAR 1	£1.046.701	£811.746	£234.955
	YEAR 2	£1,144,022	£842,707	£301,316
	YEAR 3	£1,237,668	£871,760	£365,908
	YEAR 4	£1,344,434	£902,398	£442,036
5% LESS EXPENDITURE	YEAR 5	£1,440,221	£932,482	£507,738 £1,851,953
5% LESS EXPENDITURE				
	YEAR 1	£951,546	£773,091	£178,455
	YEAR 2 YEAR 3	£1,040,020	£802,578	£237,442
	YEAR 4	£1,125,153 £1,222,213	£830,248 £859,427	£294,905 £362,786
	YEAR 5	£1,309,292	£888,078	£421,213
10% LESS EXPENDITURE	TEARCO	21,000,232	2000,070	£1,494,801
	YEAR 1	£951,546	£737,951	£213,595
	YEAR 2	£1,040,020	£766,097	£273,923
	YEAR 3	£1,125,153	£792,509	£332,643
	YEAR 4	£1,222,213	£820,362	£401,851
5% MORE EXPENDITURE	YEAR 5	£1,309,292	£847,711	£461,580 £1,683,593
3/8 MORE EXPENDITORE				21,000,090
	YEAR 1	£951,546	£852,333	£99,213
	YEAR 2	£1,040,020	£884,842	£155,178
	YEAR 3 YEAR 4	£1,125,153 £1,222,213	£915,348 £947,518	£209,804 £274,695
	YEAR 5	£1,222,213 £1,309,292	£979,106	£330,185
10% MORE EXPENDITURE	TEARCO	21,000,232	2373,100	£1,069,076
	YEAR 1	£951,546	£892,920	£58,626
	YEAR 2	£1,040,020	£926.977	£113,043
	YEAR 3	£1,125,153	£958,936	£166,216
	YEAR 4	£1,222,213	£992,638	£229,575
	YEAR 5	£1,309,292	£1,025,730	£283,561
WORST CASE SCENARIO 10% LESS INCOME/10%				£851,021
MORE EXPENDITURE	YEAR 1	£865,042	£892,920	-£27,878
	YEAR 2	£945,473	£926,977	£18,496
	YEAR 3	£1,022,866	£958,936	£63,930
	YEAR 4	£1,111,102	£992,638	£118,465
BEST CASE SCENARIO	YEAR 5	£1,190,265	£1,025,730	£164,535
BEST CASE SCENARIO 10% MORE INCOME/10%				£337,546
LESS EXPENDITURE	YEAR 1	£1,046,701	£737,951	£308,750
	YEAR 2 YEAR 3	£1,144,022 £1,237,668	£766,097 £792,509	£377,925 £445,158
	YEAR 4	£1,344,434	£820,362	£524,072
	YEAR 5	£1,440,221	£847,711	£592,510
		, ., .,	, ,	£2,248,416

Graphs



Option 4X New build on Sports Village site

Detailed Budget		Five Yea	r Estimates (Inflatio	n 2.5%)				
•	V4				Y5	6 to 10 year	T-1-140	40
Total Income	Year 1	Year 2	Year 3	Year 4	Year 5	Average	Total 10 years	10 year Average
	951,546	1,040,020	1,125,153	1,222,213	1,309,292	1,309,292	12,194,680.68	1,219,468
Total 'Operating' Expenditure	811,746	842,707	871,760	902,398	932,482	932,482	9,023,503.81	902,350
Net Profit / Loss	£ 139,800	£ 197,314	£ 253,392	£ 319,815	£ 376,809	£ 376,809	£ 3,171,177	£ 317,118
Income								
Health & Fitness	310,275	374,942	439,609	515,919	581,874	581,874	5,131,986	513,199
Swimming	581,820	596,365	611,274	626,556	642,220	642,220	6,269,335	626,933
Sub-Total Sub-Total	892,095	971,307	1,050,883	1,142,475	1,224,093	1,224,093	11,401,321	1,140,132
0								
Secondary Spend Merchandising	25.479	29,448	31.830	34.173	36.513	36.513	340.011	34.001
Food and Beverage (Vending)	33,972	39,265	42,440	45,565	48,685	48,685	453,349	45,335
Sub Total Secondary Spend	59,451	68,713	74,269	79,738	85,198	85,198	793,360	79,336
Total Income	£951,546	£1,040,020	£1,125,153	£1,222,213	£1,309,292	£1,309,292	£12,194,681	£1,219,468
Expenditure								
Staffing								
Staff Costs	432,086	442,888	453,960	465,309	476,942	476,942	4,655,893	465,589
Staff Training	4,321	4,429	4,540	4,653	4,769	4,769	46,559	4,656
Staffing Sub Total	436,407	447,317	458,500	469,962	481,711	481,711	4,702,452	470,245
Premises								
Electricity & Gas	86,550	88,714	90,932	93,205	95,535	95,535	932,610	93,261
Water / Sewerage	20,000	20,500	21,013	21,538	22.076	22,076	215,508	21,551
Insurance	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
NNDR (0% currently)	-	-	-	_	-	-	-	-
Building Maintenance & Repairs	10,000	10,250 10,250	10,506	10,769 10,769	11,038 11,038	11,038 11,038	107,754	10,775 10,775
Equipment Purchase Equipment Lease (Not H & F)	10,000 2,000	2,050	10,506 2,101	2,154	2,208	2,208	107,754 21,551	2,155
Equipment Maintenance & Repairs	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Maintenance Contracts	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Chemicals	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Trade Waste Collection Premises sub total	5,000 176,050	5,125 180,451	5,253 184,963	5,384 189,587	5,519 194,326	5,519 194,326	53,877 1,897,008	5,388 189,701
Temises sub total	170,030	100,431	104,303	103,307	134,320	194,320	1,037,000	109,701
Administration and Marketing								
Design, marketing & advertising	19,031	19,507	19,994	20,494	21,007	21,007	205,066	20,507
Postage	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Printing & Stationery	5,000 3,000	5,125 3,075	5,253 3,152	5,384 3,231	5,519 3,311	5,519 3,311	53,877 32,326	5,388 3,233
Photocopier Security Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Bank Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Professional Fees & licences	7,000	7,175	7,354	7,538	7,727	7,727	75,428	7,543
Telephone	8,000	8,200	8,405	8,615	8,831	8,831	86,203	8,620
Sundries/General Expenses Sub Total Admin and Marketing	10,000 62,031	10,250 63,582	10,506 65,171	10,769 66,801	11,038 68,471	11,038 68,471	107,754 668,408	10,775 66,841
	52,501	55,532	55,.71	20,031	33, 1	33,1	333, .30	55,571
Supplies and Services								
Cleaning Supplies	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Items for re-sale	32,103.79	37,105 5.125	40,105	43,059 5,384	46,007	46,007 5,519	428,414	42,841
Misc Expenses Sub Total Supplies and Services	5,000 42,104	5,125 47,355	5,253 50,612	5,384 53,827	5,519 57,045	5,519 57,045	53,877 536,168	5,388 53,617
			·					
Overhead and Profit Costs	95,155	104,002	112,515	122,221	130,929	130,929	1,219,468	121,947
Central Support	95,155	104,002	112,515	122,221	130,929	130,929	1,219,468	121,947
Sub Total Support Costs	95,155	104,002	112,515	122,221	130,929	130,929	1,219,468	121,947
Total Operating Expenditure	811,746	842,707	871,760	902,398	932,482	932,482	9,023,504	902,350
Net Operating Surplus / Loss	139,800	197,314	253,392	319,815	376,809	376,809	3,171,177	317,118
		·						
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	41,423	414,225	41,423
Equipment centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	25,400	254,000	25,400
	66,823	66,823	66,823	66,823	66,823	66,823	668,225	66,823
Gross Surplus / Loss	72,978	130,491	186,570	252,992	309,987	309,987	2,502,952	250,295

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 25 CV Stations £ 87,500 £ 3,500 (Replaced 5 Years) Based on 25 Fixed WeightStations £ 87,500 £ 3,500 (Replaced 10 Years)

Average Annual Lease Costs

41,423

Fixed Weights 10 Years

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	87,500											TOTALS
PRINCIPAL Min 4% of capital sum		8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	87,500
OUTSTANDING		78,750	70,000	61,250	52,500	43,750	35,000	26,250	17,500	8,750	-	
INTEREST	6%	4,725	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	130,72
TOTAL ANNUAL PAYABLE		13,475	36,750	33,250	29,750	26,250	22,750	19,250	15,750	12,250	8,750	218,22
AVERAGE ANNUAL PAYABLE		21,823										

41,423

CV Equipment 5 Years

Equipn	nent	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
AMOUNT	87,500						TOTALS
PRINCIPAL Min 4% of capital sum	i	17,500	17,500	17,500	17,500	17,500	87,500
OUTSTANDING		70,000	52,500	35,000	17,500	-	-
INTEREST	6%	4,200	3,150	2,100	1,050	-	10,500
TOTAL ANNUAL PAYABLE		21,700	20,650	19,600	18,550	17,500	98,000
AVERAGE ANNUAL PAYABLE		19,600					

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,00
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400										

£

Throughput Summary

Health and Fitness
Swimming
Spectators/Events
Total

	Year 1	Year 2	Year 3	Year 4	Year 5
۶Ľ	155,500	186,750	218,000	249,250	280,450
ıГ	175,723	196,396	196,396	196,396	196,396
şГ	8,500	9,500	10,000	10,000	10,000
ı[339,723	392,646	424,396	455,646	486,846

Main Pool - Termtime (averages)

Programme		Mo	ndav	Tue	sdav	Wedt	nesdav	Thur	sdav	Fri	dav	Satı	ırdav	Sur	ıdav		
7-8am																	
9-10am 10 15 10 10 15 10 10 15 10 10 10 10 10 10 10 10 10 10 10 10 10	7-8am			15	15			15	15	15	15	j					
10-11am	8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
11-12noon 11-12nb 30 20 30 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 20 30 30 20 30 20 30 20 30 30 20 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 20 30 30 30 30 30 30 30 30 30 30 30 30 30	9-10am	10	15		15		15		15		15	32	10	32	15		
12-Ipm	10-11am	10	15		15		15		15		15	32	10				
1-2pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 15 5 15 5 15 5 15 5 15 10 20 20 20 20 3-4pm 5 10 32 1	11-12noon	10	15		15		15		15		15	32	10	32			
2-3pm 5 15 5 15 5 15 5 15 5 15 5 15 5 15 0 20 20 20 30 34 34 34 32 10 32	12-1pm	30	20	30		30		30		30		10		10			
3-4pm 5		5															
4-5pm 32 10	2-3pm	5	15		15		15		15		15	10					
5-6pm 32 10 32 32 10 32 32 32 32 32 32 32 32 32 32 32 32 32	3-4pm											10					
6-7pm 7-8pm 20 10 20 110 11	4-5pm																
7-8pm 8-pm 15 15 15 15 15 15 15 15 15 15 15 15 15	5-6pm	32	10	32		32		32		32							
8-9pm 15 15 15 15 15 15 15 15 15 15 15 15 15	6-7pm	20	10	20	10	20	10	20	10	20	10				10		
9-10pm 10 15 10 15 10 15 10 15 10 15 10 15 10 15 25 25 100 25 100 10 10 10 10 10 10 10 10 10 10 10 10	7-8pm	20	25		25		25		25		25				25		
10-11pm	8-9pm	15													10		
Bookings Throughput Throughput Bookings Throughput Through	9-10pm	10	15		15		15		15		25	25	100	25			
Casual/Lanes Bookings Throughput Throug	10-11pm	-	-	-		-		-		-		-		-			
Casual/Lanes - 250 - 250 - 250 - 250 - 250 - 210 - 310 - 305 - 1185 Club Bookings 3 50 3 50 3 50 3 50 3 50 2 50 - 2 50 - 2 50 - 2 50 Schol Bookings 5 75 5 75 5 75 5 75 5 75 2 25 33 Schol Bookings 5 76 6 77 5 5 75 5 75 5 75 2 25 33 Lessons 2 64 2 64 2 64 2 64 2 64 2 64 2 64 128 4 128 18 55 Private Hires																Weekl	y Totals
Club Bookings 3 50 3 50 3 50 3 50 3 50 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 35 17 22 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 76 2 5 35 17 22 5 5 5000 Blookings 5 75 5 75 5 75 5 75 5 75 5 75 5 75 5		Bookings	Throughput	Bookings	Throughput												
School Bookings 5 75 1 0.1	Casual/Lanes	-	250		250		250		250		210		310	-	305		1,825
Lessons 2 64 2 64 2 64 2 64 2 64 2 64 128 4 128 18 55 Private Hire	Club Bookings	3	50	3	50	3	50	3	50	3	50		-	2	35	17	285
Private Hires	School Bookings	5	75	5	75	5	75	5	75	5	75			-		25	375
Gala		2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Total 10 439 10 439 10 439 10 439 10 439 10 402 4 453 6 469 60 3,00 Termtime Totals	Private Hires	-			-	-				0.1	3	0.2	5	0.05	1	0.4	9
Termtime Totals	Gala	-		-				-		-		0.1	10			0	10
	Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469	60	3,080
At one time capacity 140 Bookings Throughpu																Termtin	ne Totals
	At one time capacity		140													Bookings	Throughput
	Kev														Casual/Lanes		54.750
			1													510	8.550
																	11.250
			i														17.280
			ĺ														263
			1								36						300
																	92,393
	Private Hire															.,	,
Galas 1,440 Staff Training	Private Hire Galas															.,	,

Main Pool - Non-term time (averages)

	Mo	ndav	Tue	sdav	Wedt	esdav	Thu	sdav	Fri	dav	Satu	rday	Sur	ndav	i	
		amme		amme		ramme		amme		amme		amme		amme		
7-8am	20	15	20	15	20	15	20	15	20	15	rrogi	dillille	rrogi	diffile		
8-9am	10	10	10	10	10	10	10	10	10	10	32	30	32	15		
9-10am	24	25	24	25	24	25	24	25	24	25	32	20	32	15		
10-11am	24	25	24	25	24	25	24		24		32	30	32	25		
11-12noon	24	25	24	25	24	25	24		24		32	30	32			
12-1pm	30		30	20	30		30		30		10	25	10			
1-2pm	50	50	50	50	50	50	50	50	50	50	10		20			
		50		50		50		50		50	10					
2-3pm		50				50		50			10					
3-4pm			5	5	5		5		5		10					
4-5pm	32	10	32		32	10	32		32 32							
5-6pm	32	10	32	10	32	10	32	10		10				10		
6-7pm		25		25		25		25		25				25		
7-8pm		25		25		25		25		25		20		25		
8-9pm		20		20		20		20		20	10	10	5	10	I	
9-10pm	10	15		15	10	15	10	15	10	25	25	100	25	-		
10-11pm		-		-		-	-	-	-	-		-	-	-		
																y Totals
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Through								
Casual/Lanes		395		395		395		395		380		400		315		2.
ub Bookings	3	70	3	70	3	70	3	70	3	70			2	50	17	
ool Bookings		-														
Lessons	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	
Private Hires									0.1	3	0.2	5	0.05	1	0	
Gala				-							0.1	10	- 0.00		0	
		601		601		601		604								
Total	8	601	8	601	8	601	8	601	8	589	4	543	- 6	494	50	
	8			601	8	601	8	601							50 Non-term	time Totals
	8	601 140		601	8	601	8	601					6	494	50 Non-term Bookings	time Totals Through
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	50 Non-term Bookings	time Total: Through 53
time capacity	8			601	8	601	8	601					6	494 Casual/Lanes	Non-term Bookings - 340	Through 53.
time capacity	8			601	8	601	8	601		589			6	494 Casual/Lanes lub Bookings ool Bookings	Non-term Bookings	Through 53.
a time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings bol Bookings Lessons	50 Non-term Bookings - 340 - 660	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons	8			601	8	601	8	601		589			6 Ci Sch	Casual/Lanes lub Bookings bol Bookings Lessons	50 Non-term Bookings - 340 - 660 7 2	4, time Totals Through 53. 8.
ual/Recreation Lanes Lessons Clubs	8			601	8	601	8	601		589 66 12			6 Ci Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires	50 Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
a time capacity ual/Recreation Lanes Lessons Clubs Schools Private Hire	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2	time Totals Through 53, 8,
a time capacity all/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18,
time capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Sch	Casual/Lanes lub Bookings bool Bookings Lessons Private Hires Gala	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18. 80. col Totals Through
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas	8			601	8	601	8	601		589 66 12			6 Ci Schi	494 Casual/Lanes lub Bookings sool Bookings Lessons Private Hires Gala Total	50 Non-term Bookings	time Totals Through 53. 8. 18. 80. sool Totals Through
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes ub Bookings sool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80. col Totals Through 108.
atime capacity Ital/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Sch	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53. 8. 18. 80, col Totals Through 108. 16.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings ool Bookings Lessons	50 Non-term Bookings 340 - 660 7 2 1,009 Main Pc Bookings - 850 750 1,200	time Totals Through 53 8 18 80 80 For Totals Through 108 16 111 366
atime capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training	8			601	8	601	8	601		589 66 12			6 Cl Schi	494 Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	50 Non-term Bookings	time Totals Through 53 8 18 80 col Totals Through 108 16

Teaching Pool (20m x 10m) - Termtime (averages)

	Mor	ndav	Tues	sdav	Wedn	esdav	Thur	sdav	Frie	dav	Satu	ırdav	Sur	dav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progra	amme	Progr	amme	Progr	amme		
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10		10		10		10		10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24						
5-6pm		24		24		24		24		24						
6-7pm												10		10		
7-8pm		10		10		10		10		10		10 10		10 10		
8-9pm		10 10		10 10		10 10		10 10		10 10		10		10		
9-10pm 10-11pm		10		10		10		10		10						
10-11piii				-				-		-					Weekh	/ Totals
1																
		Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	
Caeual/I anne	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput
Casual/Lanes	-	30	-	30	-	30		30	-	30	-	40		40		230
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	Bookings - 2		Bookings - 2		- 14	230 140
Club Bookings School Bookings	- 2 5	30 20 50	2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	2	40 20	- 2	40 20 -	- 14 25	230 140 250
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	- 2	40 20	2	40 20	- 14	230 140
Club Bookings School Bookings Lessons	2 5 3	30 20 50 72	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 - 6	40 20 - 144	2 - 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	6	40 20 - 144	2 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 -
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - - 66 Termtin	230 140 250 648 - 1,268 ne Totals Throughput
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6 - 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204 Casual/Lanes	- 14 25 27 - - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - - 172	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings	- 14 25 27 66 Termtin Bookings - 420 750	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200 7,500
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings Lessons	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Jbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings pol Bookings Lessons Private Hires	14 25 27 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 ne Totals Throughput 6,900 4,200 7,500 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings pol Bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Jbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings pol Bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440

Teaching Pool (20m x 10m) - Non-term time (averages)

	Mon	ndav	Tue	sdav	Wedn	esdav	Thur	sdav	Fri	dav	Satu	rday	Sur	ndav		
		amme														
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		
10-11am		24 24		24 24		24 24		24 24		24		24		24 24		
11-12noon 12-1pm		8		8		24		8		24 8		24 8		24		
1-1pm		24		24		24		24		24		24		24		
2-3pm		24		24		24		24		24		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		8		8		
5-6pm		24		24		24		24		24						
6-7pm												8		8		
7-8pm		8		8		8		8		8		8		8		
8-9pm 9-10pm		8		8		8		<u>8</u>		8		8		8		
9-10pm 10-11pm		8		8		8		- 8		8						
iv-ripin j		-		-		•				-		-		-	Wookh	v Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes	3	24	3	24	3	24	3	24	3	24	4	32	4	32	23	184
Club Bookings	2	16	2	16	2	16	2	16	2	16	2	16	2	16	14	112
School Bookings		-		-	-	-		-		-				-		
Lessons	8	192	8	192	8	192	8	192	8	192	6	144	6	144	52	1,248
Private Hires		-	-	-		-		-	-	-		-	-	-	-	-
Gala	-	-	-	-	-	-		-		-		-	-	-	-	-
Total	13	232	13	232	13	232	13	232	13	232	12	192	12	192	89	1,544
		25	1												Bookings	ne Totals Throughput
At one time capacity Key		20												Casual/Lanes	460	3,680
Casual/Recreation														cial Bookings	280	2,240
Lanes														ool Bookings	-	2,240
Lessons														Lessons	1,040	24,960
ubs/Special Sessions														Private Hires		
Schools														Gala	-	-
Private Hire														Total	1,780	30,880
Galas																
Staff Training																Pool Totals
Closed															Bookings	Throughput
Closed														Casual/Lanes	460 700	10,580
														ool Bookings	750	6,440 7,500
													SCN	Lessons	1,850	44,400
														Private Hires	1,030	-
														Gala	-	_
														Total	3,760	68,920
															-,	,

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	80,400
Private Hires	18	438
Gala	5	500
Total	6,583	241,908

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
LE330N3			raiticipants	Net File L			
	Course	Annually			£		25m Pool x 8 Lane and 20m x 10m teaching pool
Juniors							
	8.00	2897.5	64320	4.00	257,280		
Adults							
	8.00	305	8040	4.00	32,160		
Total			72,360		289,440		
SCHOOLS							
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price	Income	
				Hours	£	£	
Schools & Colleges							
Secondary schools	2 3	5 5	38 38	380 570	35.00 35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
	1000				,		
Total					62,000		
Total	L				02,000		
CASUAL SWIMMING 25m Pool							
CASUAL SWIMMING 25III POOI							
	Swimming	Utilisation	1	Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
	Hours	Swiilis per III	Usage	L	-		
Adult			31193	3.20	99,817		
Child			44561		71,298		
Concession			13368	1.60	21,389		
Concession			13308	1.00	21,389		
Total			89123		192,505		
TOTAL					192,505		
			Total Casual	89123			
Other Swimming Income							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	150.00	2,625		
Gala			5	400.00	2,000		
Total							
			Total Other	4625			
SWIMMING INCOME							
- I I I I I I I I I I I I I I I I I I I	Annual		1				
	Anilludi						
25m POOL							
Cocuel	103 505						
Casual	192,505						
Lessons	289,440						
Other	4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	581,820		4				
			-				

Health & Fitness

Price Vear 4 2.5% Increase % Split Year 1 Year 2 Year 3 Year 4 Year 5	Number of Stations Attrition Rate		50 48%							
Session Duration - Monthly Session Duration - Session Duration - Monthly Session Duration - Session	Turning Turning		4070							
dult E32.00 £32.80 75% £13.872.00 £16.992.00 £20.112.00 £23.812.80 £27.00 £20.112.00 £23.812.80 £27.00 £20.112.00 £23.812.80 £27.00 £20.00 £31.50 7.5% £2.601.00 £31.86.00 £3.771.00 £4.464.90 £5.06 £		Price	Ye	ar 4 2.5% Increase	% Split	Year 1	Year 2			Year 5
Description Engloy Englo	Session Duration - Monthly									
Description Engloy Englo	Adult		£32.00	£32.80) 75	£13,872.00	£16,992.00	£20,112.00	£23,812.80	£27,010.8
Concession E27.00 E27.70 10% E1.580.60 E1.911.80 E2.282.60 E2.881.36 E3.04 E7.05 E2.05 E2.500	Couple		£60.00	£61.50	7.5		£3,186,00	£3,771.00	£4,464,90	£5,064.
Exercised E25.00 E25.70 E25.70 E25.70 E25.70 E25.70 E25.70 E25.70 E25.70 E26.50 E234.25 E26.25 E234.25 E274.26 E27										
End										
E18,900.60 E23,151.60 E27,402.60 E32,449.78 E36,807										
Lew Memberships	Total		£20.00	£20.50	2.3					£36,807.
2 120	Existing Memberships					500		708		9
Session Duration - 6 Months Session Duration - 12 Months Sessi	New Memberships					150	250	250	250	2
State Stat	Loss of Memberships					72	120	120	120	1.
dult	Total Memberships					578	708	838	968	10
Double E330.00 E338.30 7.5% E14,305.50 E16,236.00 E18,166.50 E20,062.47 E22,581	Session Duration - 6 Months									
Concession E150.00 E153.80 15% E13,005.00 E14,760.00 E16,515.00 E18,732.84 E20,532 E20,502 E20	Adult							£101,842.50		£126,624.
Deporate NA	Couple		£330.00	£338.30	7.5	£14,305.50	£16,236.00	£18,166.50	£20,602.47	£22,581.
Child £60.00 £61.50 2.5% £867.00 £984.00 £1,101.00 £1,218.00 £1,335 Off Peak (Adult Only) NA £108,375.00 £123,000.00 £1156,080.61 £171,073 Existing Memberships 500 578 656 734 500 lew Memberships 150	Concession		£150.00	£153.80) 15	£13,005.00	£14,760.00	£16,515.00	£18,732.84	£20,532.3
Child £60.00 £61.50 2.5% £867.00 £984.00 £1,101.00 £1,218.00 £1,335 Off Peak (Adult Only) NA £108,375.00 £123,000.00 £1156,080.61 £171,073 Existing Memberships 500 578 656 734 500 lew Memberships 150	Corporate	NA								
\$\frac{\text{total}}{\text{cotal}} \	Child		£60.00	£61.50	2.5	£867.00	£984.00	£1,101.00	£1,218.00	£1,335.0
Lew Memberships 150	Total	NA				£108,375.00	£123,000.00	£137,625.00	£156,080.61	£171,073.5
Cost of Memberships 12	Existing Memberships					500	578	656	734	8
Session Duration - 12 Months	New Memberships					150	150	150	150	1
Session Duration - 12 Months	Loss of Memberships					72	72	72	72	
Adult £325.00 £333.20 70% £74,620.00 £98,280.00 £121,940.00 £149,273.60 £173,53.60 Couple £625.00 £640.70 7.5% £15,375.00 £20,250.00 £25,125.00 £30,753.60 £35,751 Corporate NA NA 15% £11,808.00 £15,552.00 £19,296.00 £23,616.00 £27,453 Corporate NA NA 15% £984.00 £1,296.00 £1,608.00 £1,920.00 £2,323 Off Peak (Adult Only) NA ***********************************	Total Memberships									8
Couple £625.00 £640.70 7.5% £15,375.00 £20,250.00 £25,125.00 £30,753.60 £35,751 Concession £240.00 £246.00 15% £11,808.00 £15,552.00 £19,296.00 £23,616.00 £27,453 Corporate NA NA Properties NA Properties £102,000 £135,000 £1,296.00 £1,608.00 £1,920.00 £2,232 Off Peak (Adult Only) NA Properties £102,787.00 £135,378.00 £167,969.00 £205,563.20 £238,967 Existing Memberships 250 328 432 536 6 Lew Memberships 150 200	Session Duration - 12 Months	s								
Concession £240.00 £246.00 15% £11,808.00 £15,552.00 £19,296.00 £23,616.00 £27,453 Corporate NA	Adult							£121,940.00		£173,530.
Corporate NA Child £120.00 £123.00 2.5% £984.00 £1,296.00 £1,608.00 £1,920.00 £2,232 Off Peak (Adult Only) NA F102,787.00 £135,378.00 £167,969.00 £205,563.20 £238,967 Existing Memberships 250 328 432 536 6 Elew Memberships 150 200 <	Couple		£625.00	£640.70	7.5	£15,375.00	£20,250.00	£25,125.00	£30,753.60	£35,751.
Corporate NA Child £120.00 £123.00 2.5% £984.00 £1,296.00 £1,608.00 £1,920.00 £2,232 Off Peak (Adult Only) NA F102,787.00 £135,378.00 £167,969.00 £205,563.20 £238,967 Existing Memberships 250 328 432 536 6 Ewisting Memberships 150 200	Concession		£240.00	£246.00) 15	£11,808.00	£15,552.00	£19,296.00	£23,616.00	£27,453.
Off Peak (Adult Only) NA ordal £102,787.00 £135,378.00 £167,969.00 £205,563.20 £238,967 Existing Memberships 250 328 432 536 60	Corporate	NA								
fotal £102,787.00 £135,378.00 £167,969.00 £205,563.20 £238,967 Existing Memberships 250 328 432 536 6 lew Memberships 150 200 200 200 200 loss of Memberships 72 96 96 96 96 328 432 536 640 5 Total Memberships 1484 1796 2108 2420 27 Total Membership Income £230,062.60 £281,529.60 £332,996.60 £394,093.59 £446,848.	Child	NA	£120.00	£123.00	2.5	£984.00	£1,296.00	£1,608.00	£1,920.00	£2,232.
lew Memberships 150 200	Total	INA				£102,787.00	£135,378.00	£167,969.00	£205,563.20	£238,967.
lew Memberships 150 200	Existing Memberships					250	328	432	536	6
Total Memberships 72 96										2
328 432 536 640 Fotal Memberships 1484 1796 2108 2420 27 Fotal Membership Income £230,062.60 £281,529.60 £332,996.60 £394,093.59 £446,848.										-
Total Membership Income £230,062.60 £281,529.60 £332,996.60 £394,093.59 £446,848.										7-
Total Membership Income £230,062.60 £281,529.60 £332,996.60 £394,093.59 £446,848.							4===	0	0.455	
	Total Membership Incom	ne				£230,062.60	£281,529.60	£332,996.60	£394,093.59	£446,848.
	· · · · · · · · · · · · · · · · · · ·					£4,601	£5,631	£6,660	£7,882	£8,93

Casual Use		<u> </u>	Users Per Day L	Jsers Per Week U	Isers PA	Total Income	
Price	Year 4 2.5	% Increase				Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	15	105	5250	£31,500.00	£32,550.00
Junior	£2.75	£2.90	5	35	1750	£4,812.50	£5,075.00
Concession	£5.00	£5.20	10	70	3500	£17,500.00	£18,200.00
School	£1.45	£1.50	0	0	0	£0.00	£0.00
Total			30	210	10500	£53,812.50	£55,825.00
			Year 1	Year 2	Year 3	Year 4	Year 5
Total H&F Income			£297,075.10	£355,142.10	£413,209.10	£482,918.59	£542,273.50
Total Income Per Station			£5,942	£7,103	£8,264	£9,658	£10,845
		GP Referral	13,200	19,800	26,400	33,000	39,600
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	<u>Cost</u>	On-costs	<u>Total</u>
Admin Assistants	0.5	40	7,500	1,275	8,775
Sub Total	0.5	40	7,500	1,275	8,775
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.5	112.5	50,400	8,568	58,968
Sub Total	6	153	68,400	11,628	80,028
Sports Centre Assistants/Lifeguards	9	360	135,000	22,950	157,950
Sports Centre Assistants (Part-time & casual)	3	120	45,000	7,650	52,650
Sub Total	12	480	180,000	30,600	210,600
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	2	80	36,000	6,120	42,120
Sub Total	3	120	58,000	9,860	67,860
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	0.5	20	7,500	1,275	8,775
Sub Total	1	20	7,500	1,275	8,775
Cleaners	1.5	30	9,000	1,530	10,530
Sub Total	2	30	9,000	1,530	10,530
	<u>Number</u>	<u>Hours</u>	<u>Cost</u>	On-costs	<u>Total</u>
Totals	21	763	290,400	49,368	407,628
Sickness/AL cover	6%		·	·	24,458
Staff Total Cost	0,0				432,086
Stail Total Cost					432,000
			t NII 0/	4.407	
		O	n cost average NI %	14%	
			Workplace Pension	3%	
			FTE @40 hours	19.06	

Appendix 4 Option 4Y New build on Sports Village site Updated August 15 V2



Aug-15

Shropshire County Council Financial Summary

Option 4Y New build on Sports Village site

Option 4Y Business Plan					Sui	mmary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Total Income	£ 1,092,710	£ 1,202,505	£ 1,308,957	£ 1,445,411	£ 1,567,500	£ 6,617,082	£ 1,567,500	£ 7,837,500	£ 14,454,582	£ 1,445,458
Total Expenditure	£ 871,759	£ 906,908	£ 940,177	£ 976,865	£ 1,012,589	£ 4,708,297	£ 1,012,589	£ 5,062,945	£ 9,771,243	£ 977,124
Operational Surplus / Loss	£ 220,952	£ 295,597	£ 368,780	£ 468,546	£ 554,911	£ 1,908,785	£ 554,911	£ 2,774,554	£ 4,683,339	£ 468,334
Full Repair and Lease	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
Gross Surplus / Loss	125,307	199,952	273,135	372,901	459,266	1,430,560	459,266	2,296,329	3,726,889	372,689

25 metre, 8 lane competition pool with a part sectioned moveable floor	
20 metre x 10 metre learner pool - moveable floor	
Minimum of 100 additional station Fitness Suite	
Changing Village	
Vending Vending	

Financial Summary

Option 2 Business Plan					Sum	mary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 445,979	£ 530,146	£ 614,313	£ 728,196	£ 827,342	£ 3,145,978	£ 827,342	£ 4,136,710	£ 7,282,687	£ 728,269
Swimming		£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 3,058,235	£ 642,220	£ 3,211,100	£ 6,269,335	
Secondary Spend (Vending/ Merchandising)						£ 412,870		£ 489,690	£ 902,560	
	£ 1,092,710	£ 1,202,505	£ 1,308,957	£ 1,445,411	£ 1,567,500	£ 6,617,082	£ 1,567,500	£ 7,837,500	£ 14,454,582	£ 1,445,458
Staffing		£ 474,279	£ 486,136	£ 498,289	£ 510,747	£ 2,432,162			£ 4,985,895	
Premises	£ 189,870		£ 199,482	£ 204,469	£ 209,581	£ 998,019		£ 1,047,905	£ 2,045,924	£ 204,592
Admin and Marketing			£ 68,137	£ 69,841	£ 71,587	£ 340,895				
Supplies and Services	£ 45,052		£ 55,526	£ 59,724	£ 63,925	£ 275,513		£ 319,623	£ 595,136	
Support Costs		£ 120,250	£ 130,896	£ 144,541	£ 156,750					
Total Expenditure	£ 871,759	£ 906,908	£ 940,177	£ 976,865	£ 1,012,589	£ 4,708,297	£ 1,012,589	£ 5,062,945	£ 9,771,243	£ 977,124
Surplus / Loss	£ 220,952	£ 295,597	£ 368,780	£ 468,546	£ 554,911	£ 1,908,785	£ 554,911	£ 2,774,554	£ 4,683,339	£ 468,334
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	351,225	70,245	351,225	702,450	70,245
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F	70,245 25,400		70,245 25,400	70,245 25,400	70,245 25,400	351,225 127,000	70,245 25,400	351,225 127,000	702,450 254,000	70,245 25,400
Equipment Leisure Centre Fit Out Excluding H & F		25,400								
	25,400	25,400	25,400	25,400	25,400	127,000	25,400	127,000	254,000	25,400
Equipment Leisure Centre Fit Out Excluding H & F	25,400 95,645	25,400 95,645	25,400 95,645	25,400 95,645	25,400 95,645	127,000 478,225	25,400 95,645	127,000 478,225	254,000 956,450	25,400 95,645
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss	25,400 95,645 125,307	25,400 95,645 199,952	25,400 95,645 273,135	25,400 95,645 372,901	25,400 95,645 459,266	127,000 478,225 1,430,560	25,400 95,645 459,266	127,000 478,225 2,296,329	254,000 956,450 3,726,889	25,400 95,645 372,689
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate	25,400 95,645 125,307	25,400 95,645 199,952	25,400 95,645 273,135	25,400 95,645 372,901	25,400 95,645 459,266	127,000 478,225 1,430,560	25,400 95,645 459,266	127,000 478,225 2,296,329	254,000 956,450 3,726,889	25,400 95,645 372,689
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head	25,400 95,645 125,307 125% £2.95	25,400 95,645 199,952 133% £2.77	25,400 95,645 273,135 139% £2.75	25,400 95,645 372,901 148% £2.79	25,400 95,645 459,266 155% £2.80	127,000 478,225 1,430,560 141% £2.80	25,400 95,645 459,266 155% £2.80	127,000 478,225 2,296,329 155% £2.80	254,000 956,450 3,726,889 148% £2.80	25,400 95,645 372,689 148% £2.80
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	25,400 95,645 125,307 125,29 £2.95	25,400 95,645 199,952 133% £2.77 £0.68	25,400 95,645 273,135 139% £2.75 £0.77	25,400 95,645 372,901 148% £2.79 £0.90	25,400 95,645 459,266 155% £2.80 £0.99	127,000 478,225 1,430,560 141% £2.80 £0.81	25,400 95,645 459,266 155% £2.80 £0.99	127,000 478,225 2,296,329 155% £2.80 £0.99	254,000 956,450 3,726,889 148% £2.80 £0.91	25,400 95,645 372,689 148% £2.80 £0.91
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head Staffing/Income %	25,400 95,645 125,307 125,807 £2.95 £0.60 42.3%	25,400 95,645 199,952 133% £2.77 £0.68 39.4%	25,400 95,645 273,135 139% £2.75 £0.77 37.1%	25,400 95,645 372,901 148% £2.79 £0.90 34.5%	25,400 95,645 459,266 155% £2.80 £0.99 32.6%	127,000 478,225 1,430,560 141% £2.80 £0.81 36.8%	25,400 95,645 459,266 155% £2.80 £0.99	127,000 478,225 2,296,329 155% £2.80 £0.99 32.6%	254,000 956,450 3,726,889 148% £2.80 £0.91 34.5%	25,400 95,645 372,689 148% £2.80 £0.91
Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	25,400 95,645 125,307 125,29 £2.95	25,400 95,645 199,952 133% £2.77 £0.68 39.4% 52.37	25,400 95,645 273,135 139% £2.75 £0.77	25,400 95,645 372,901 148% £2.79 £0.90	25,400 95,645 459,266 155% £2.80 £0.99	127,000 478,225 1,430,560 141% £2.80 £0.81	25,400 95,645 459,266 155% £2.80 £0.99	127,000 478,225 2,296,329 155% £2.80 £0.99	254,000 956,450 3,726,889 148% £2.80 £0.91	25,400 95,645

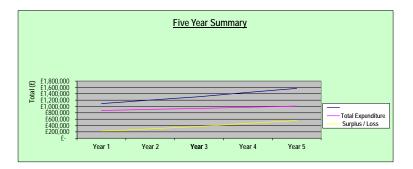
SENSITIVITY ANALYSIS

BASELINE

BASELINE				
		INCOME	EXPENDITURE	PROFIT/LOSS
	YEAR 1	£1,092,710	£871,759	£220,952
	YEAR 2	£1,202,505	£906,908	£295,597
	YEAR 3	£1,308,957	£940,177	£368,780
	YEAR 4	£1,445,411	£976,865	£468,546
	YEAR 5	£1,567,500	£1,012,589	£554,911
	TEARS	21,507,500	21,012,000	
GENERAL SENSITIVITY				£1,908,785
5% LESS INCOME				
	YEAR 1	£1.040.677	£871.759	£168,918
	YEAR 2	£1,145,242	£906,908	£238,334
	YEAR 3	£1,246,626	£940,177	£306,449
	YEAR 4	£1,376,581	£976,865	£399,717
10% LESS INCOME	YEAR 5	£1,492,857	£1,012,589	£480,268 £1,593,686
10% LESS INCOME				£1,393,000
	YEAR 1	£993,373	£871,759	£121,615
	YEAR 2	£1,093,186	£906,908	£186,278
	YEAR 3	£1,189,961	£940,177	£249,784
	YEAR 4	£1,314,010	£976,865	£337,145
	YEAR 5	£1,425,000	£1,012,589	£412,411
5% MORE INCOME	TEAR 5	1,425,000	11,012,309	£1,307,232
	YEAR 1	£1,147,346	£871,759	£275,587
	YEAR 2	£1,262,630	£906,908	£355,722
	YEAR 3	£1,374,405	£940,177	£434,228
	YEAR 4	£1,517,681	£976,865	£540,816
	YEAR 5	£1,645,875	£1,012,589	£633,286
10% MORE INCOME	12/4(0	21,010,010	21,012,000	£2,239,639
	VE45.4	04 004 000	0074 750	
	YEAR 1	£1,201,982	£871,759	£330,223
	YEAR 2	£1,322,755	£906,908	£415,847
	YEAR 3	£1,439,853	£940,177	£499,676
	YEAR 4	£1,589,952	£976,865	£613,087
	YEAR 5	£1,724,250	£1,012,589	£711,661
5% LESS EXPENDITURE				£2,570,493
	YEAR 1	C4 000 740	0000 040	0000 404
		£1,092,710	£830,246	£262,464
	YEAR 2	£1,202,505	£863,722	£338,783
	YEAR 3	£1,308,957	£895,407	£413,550
	YEAR 4	£1,445,411	£930,347	£515,063
	YEAR 5	£1,567,500	£964,371	£603,129
10% LESS EXPENDITURE				£2,132,990
	YEAR 1	£1.092.710	£792.508	£300,203
	YEAR 2	£1,202,505	£824,462	£378,043
	YEAR 3	£1,308,957		
			£854,706	£454,251
	YEAR 4	£1,445,411	£888,059	£557,352
5% MORE EXPENDITURE	YEAR 5	£1,567,500	£920,536	£646,964 £2,336,812
O/O MIGHT EXILENCE				22,000,012
	YEAR 1	£1,092,710	£915,347	£177,364
	YEAR 2	£1,202,505	£952,253	£250,251
	YEAR 3	£1,308,957	£987,186	£321,771
	YEAR 4	£1,445,411	£1,025,708	£419,703
	YEAR 5	£1,567,500	£1,063,219	£504,281
10% MORE EXPENDITURE				£1,673,370
	V=+5.4	04 000 710	0050 004	0400 ===
	YEAR 1	£1,092,710	£958,934	£133,776
	YEAR 2	£1,202,505	£997,599	£204,906
	YEAR 3	£1,308,957	£1,034,195	£274,762
	YEAR 4	£1,445,411	£1,074,551	£370,859
	YEAR 5	£1,567,500	£1,113,848	£453,652
WORST CASE SCENARIO				£1,437,955
10% LESS INCOME/10%				
MORE EXPENDITURE	YEAR 1	£993,373	£958,934	£34,439
	YEAR 2	£1,093,186	£997,599	£95,587
	YEAR 3	£1,189,961	£1,034,195	£155,766
	YEAR 4	£1,314,010	£1,074,551	£239,458
	YEAR 5	£1,425,000	£1,113,848	£311,152
BEST CASE SCENARIO	TE/IIC O	21,720,000	21,110,040	£836,402
10% MORE INCOME/10%				2000,402
LESS EXPENDITURE	YEAR 1	£1,201,982	£792,508	£409,474
	YEAR 2	£1,322,755	£824,462	£498,293
	YEAR 3	£1,439,853	£854,706	£585,146
	YEAR 4			
		£1,589,952	£888,059	£701,893
	YEAR 5	£1,724,250	£920,536	£803,714
				£2,998,520



Graphs



Option 4Y New build on Sports Village site

Option 41 New build on Spor	is village site	7						
Detailed Budget		Five Ye	ar Estimates (Inflati	on 2.5%)				
-						6 to 10 year		
	Year 1	Year 2	Year 3	Year 4	Year 5	Average	Total 10 years	10 year Average
Total Income	1,092,710	1,202,505	1,308,957	1,445,411	1,567,500	1,567,500	14,454,582.18	1,445,458
Total 'Operating' Expenditure	871,759	906,908	940,177	976,865	1,012,589	1,012,589	9,771,242.76	977,124
Net Profit / Loss	£ 220,952	£ 295,597	£ 368,780	£ 468,546	£ 554,911	£ 554,911	£ 4,683,339	£ 468,334
Income								
Health & Fitness	445,979	530,146	614,313	728,196	827,342	827,342	7,282,687	728,269
Swimming Sub-Total	581,820 1,027,799	596,365 1,126,511	611,274 1,225,588	626,556	642,220 1,469,562	642,220 1,469,562	6,269,335 13,552,022	626,933
Sub-1 otal	1,027,799	1,126,511	1,225,588	1,354,753	1,469,562	1,469,562	13,552,022	1,355,202
Secondary Spend								
Merchandising	27,819	32,568	35,730	38,853	41,973	41,973	386,811	38,681
Food and Beverage (Vending)	37,092	43,425	47,640	51,805	55,965	55,965	515,749	51,575
Sub Total Secondary Spend	64,911	75,993	83,369	90,658	97,938	97,938	902,560	90,256
, i		,			,		,	
Total Income	£1,092,710	£1,202,505	£1,308,957	£1,445,411	£1,567,500	£1,567,500	£14,454,582	£1,445,458
					•			
Expenditure								
Staffing								
Staff Costs	458,130	469,583	481,323	493,356	505,690	505,690	4,936,529	493,653
Staff Training	4,581	4,696	4,813	4,934	5,057	5,057	49,365	4,937
Staffing Sub Total	462,711	474,279	486,136	498,289	510,747	510,747	4,985,895	498,589
Premises								
Electricity & Gas	95,370	97,754	100,198	102,703	105,271	105,271	1,027,649	102,765
Water / Sewerage	20,000	20,500	21,013	21,538	22,076	22,076	215,508	21,551
Insurance NNDR (0% Currently)	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Building Maintenance & Repairs	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Equipment Purchase	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Equipment Lease (Not H & F)	2,000	2,050	2,101	2,154	2,208	2,208	21,551	2,155
Equipment Maintenance & Repairs	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Maintenance Contracts	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Chemicals	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,163
Trade Waste Collection Premises sub total	5,000 189,870	5,125 194,617	5,253 199,482	5,384 204,469	5,519 209,581	5,519 209,581	53,877 2,045,924	5,388 204,592
Fremises sub total	109,070	194,017	199,402	204,409	209,361	209,361	2,045,924	204,392
Administration and Marketing								
Design, marketing & advertising	21,854	22,401	22,961	23,535	24,123	24,123	235,488	23,549
Postage	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Printing & Stationery	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Photocopier	3,000	3,075	3,152	3,231	3,311	3,311	32,326	3,233
Security Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,694
Bank Charges Professional Fees & licences	2,500 7,000	2,563 7,175	2,627 7,354	2,692 7,538	2,760 7,727	2,760 7,727	26,938 75,428	2,694 7,543
Telephone	8,000	8,200	8,405	8,615	8,831	8,831	86,203	8,620
Sundries/General Expenses	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,775
Sub Total Admin and Marketing	64,854	66,476	68,137	69,841	71,587	71,587	698,830	69,883
Supplies and Services								
Cleaning Supplies	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Items for re-sale	35,052.19	41,036	45,019	48,955	52,887	52,887	487,382	48,738
Misc Expenses	5,000 45,052	5,125 51,286	5,253 55,526	5,384 59,724	5,519 63,925	5,519	53,877 595,136	5,388 59,514
Sub Total Supplies and Services	45,052	51,286	55,526	59,724	63,925	63,925	595,136	59,514
Overhead and Profit Costs								
Central Support	109,271	120,250	130,896	144,541	156,750	156,750	1,445,458	144,546
Soma Support	103,271	120,230	150,080	144,041	130,730	100,700	1,775,730	144,040
Sub Total Support Costs	109,271	120,250	130,896	144,541	156,750	156,750	1,445,458	144,546
Total Operating Expenditure	871,759	906,908	940,177	976,865	1,012,589	1,012,589	9,771,243	977,124
Grand Sumbles / Long	222.252	225 525		100 510	551011	551011	1 222 222	100.001
Gross Surplus / Loss	220,952	295,597	368,780	468,546	554,911	554,911	4,683,339	468,334
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	70,245	702,450	70,245
Equipment centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	25,400	254,000	25,400
Equipment centre i it out Excluding i i & F	95,645	95,645	95,645	95,645	95,645	95,645	956,450	95,645
Gross Surplus / Loss								
Gross Gurpius / Loss	125,307	199,952	273,135	372,901	459,266	459,266	3,726,889	372,689

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 50 CV Stations £
Based on 50 Fixed WeightStations £

175,000 £ 3,500 (Replaced 5 Years) 175,000 £ 3,500 (Replaced 10 Years)

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Average Annual Lease Costs

70,245

Fixed Weights 10 Years

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	175,000											TOTALS
PRINCIPAL Min 4% of capital sum		17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	175,000
OUTSTANDING		157,500	140,000	122,500	105,000	87,500	70,000	52,500	35,000	17,500	-	
INTEREST	6%	9,450	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	135,450
TOTAL ANNUAL PAYABLE		26,950	45,500	42,000	38,500	35,000	31,500	28,000	24,500	21,000	17,500	310,450
AVERAGE ANNUAL PAYABLE		31,045										

70,245

CV Equipment 5 Years

Equipm	ent	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
AMOUNT	175,000						TOTALS
PRINCIPAL Min 4% of capital sum		35,000	35,000	35,000	35,000	35,000	175,000
OUTSTANDING		140,000	105,000	70,000	35,000	-	-
INTEREST	6%	8,400	6,300	4,200	2,100	-	21,000
TOTAL ANNUAL PAYABLE		43,400	41,300	39,200	37,100	35,000	196,000
AVERAGE ANNUAL PAYABLE		39,200					

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400										

£

Throughput Summary

Health and Fitness
Swimming
Spectators/Events
Total

	Year 1	Year 2	Year 3	Year 4	Year 5
۶Ľ	186,700	228,350	270,000	311,650	353,250
эГ	175,723	196,396	196,396	196,396	196,396
sГ	8,500	9,500	10,000	10,000	10,000
ı[370,923	434,246	476,396	518,046	559,646

Main Pool - Termtime (averages)

	Mor	ndav	Tues	sdav	Wedn	esdav	Thur	sdav	Fri	dav	Satu	ırdav	Sur	day		
		amme	Progr			ramme	Progr			amme		amme	Progr			
7-8am	15	15	15	15	15	15	15	15	15	15						
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
9-10am		15		15		15		15		15	32	10	32	15		
10-11am		15		15		15		15		15	32	10	32	20		
11-12noon		15		15		15		15		15	32	10	32	25		
12-1pm	30		30		30		30		30		10		10	20		
1-2pm		15		15		15		15		15	10			20		
2-3pm		15		15		15		15		15	10			20		
3-4pm											10			20		
4-5pm	32		32		32		32		32					15		
5-6pm	32		32		32		32		32					10		
6-7pm		10		10		10		10		10				10		
7-8pm		25		25		25		25		25				25		
8-9pm		15		15		15		15		15		10		10		
9-10pm		15		15		15		15		25	25	100	25			
10-11pm		-			-	-	-		-		-		-			
· -															Weekly	y Totals
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput
Casual/Lanes		250		250		250		250		210	-	310		305		1,825
Club Bookings	3	50	3	50	3	50	3	50	3	50		-	2	35	17	285
School Bookings								75								
	5	75	5	75	5	75	5	/5	5	75					25	375
Lessons	5 2	75 64	5 2	75 64	5	75 64	2	64	5	64	4	128	- 4	128	25 18	375 576
																576 9
Lessons	2	64	2	64	2	64	2	64	2	64	4	128	4		18	576
Lessons Private Hires	2	64	2	64	2	- 64	2	64	0.1	64 3	4 0.2	128 5	4 0.05	128 1	18 0.4	576 9
Lessons Private Hires Gala	2	64 -	2	64	2	64	2	64 - -	0.1 -	64 3	4 0.2 0.1	128 5 10	0.05	128 1	18 0.4 0 60	576 9 10
Lessons Private Hires Gala	2	64 -	2	64	2	64	2	64 - -	0.1 -	64 3	4 0.2 0.1	128 5 10	0.05	128 1	18 0.4 0 60	576 9 10 3,080
Lessons Private Hires Gala Total	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3	4 0.2 0.1	128 5 10	0.05	128 1	18 0.4 0 60 Termtin	576 9 10 3,080 ne Totals
Lessons Private Hires Gala Total At one time capacity	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3	4 0.2 0.1	128 5 10	0.05 - 6	128 1 - 469	18 0.4 0 60 Termtin Bookings	576 9 10 3,080 ne Totals Throughput
Lessons Private Hires Gala Total At one time capacity Key	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3	4 0.2 0.1	128 5 10	4 0.05 - 6	128 1 - 469 Casual/Lanes	18 0.4 0 60 Termtin Bookings	576 9 10 3,080 ne Totals Throughput 54,750
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3	4 0.2 0.1	128 5 10	4 0.05 - 6	128 1 - 469 Casual/Lanes ub Bookings	18 0.4 0 60 Termtin Bookings - 510	576 9 10 3,080 ne Totals Throughput 54,750 8,550
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3	4 0.2 0.1	128 5 10	4 0.05 - 6 Cl Sch	128 1 - 469 Casual/Lanes ub Bookings pol Bookings	18 0.4 0 60 Termtin Bookings - 510 750	576 9 10 3,080 ne Totals Throughput 54,750 8,550 11,250
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3	4 0.2 0.1	128 5 10	4 0.05 - 6 Cl Sch	128 1 - 469 Casual/Lanes ub Bookings bol Bookings Lessons	18 0.4 0 60 Termtin Bookings - 510 750 540	576 9 10 3,080 ne Totals Throughput 54,750 8,550 11,250 17,280
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Clubs	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3 - 402	4 0.2 0.1	128 5 10	4 0.05 - 6 Cl Sch	128 1 - 469 Casual/Lanes ub Bookings sool Bookings Lessons Private Hires	18 0.4 0 60 Termtin Bookings - 510 750 540 11	576 9 10 3,080 ne Totals Throughput 54,750 8,550 11,250 17,280 263
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Clubs Schools	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3 - 402	4 0.2 0.1	128 5 10	4 0.05 - 6 Cl Sch	128 1 - 469 Casual/Lanes ub Bookings sool Bookings Lessons Private Hires Gala	18 0.4 0 60 Termtin Bookings - 510 750 540 111 3	576 9 10 3,080 ne Totals Throughput 54,750 8,550 11,250 17,280 283 300
Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Clubs Schools Private Hire	2	64 - - 439	2	64	2	64	2	64 - -	0.1 -	64 3 - 402	4 0.2 0.1	128 5 10	4 0.05 - 6 Cl Sch	128 1 - 469 Casual/Lanes ub Bookings sool Bookings Lessons Private Hires Gala	18 0.4 0 60 Termtin Bookings - 510 750 540 111 3	576 9 10 3,080 ne Totals Throughput 54,750 8,550 11,250 17,280 283 300

Main Pool - Non-term time (averages)

	Mo	ndav	Tue	sdav	Wedt	esdav	Thu	sdav	Fri	dav	Sati	rdav	Sur	ndav		
		amme		amme		ramme		amme		amme		amme		amme		
7-8am	20	15	20	15	20	15	20	15	20	15	11091	dillille	rrogi	diffile		
8-9am	10	10	10	10	10	10	10	10	10	10	32	30	32	15		
9-10am	24	25	24	25	24	25	24	25	24	25	32	20	32	15		
10-11am	24	25	24	25	24	25	24		24		32	30	32	25		
11-12noon	24	25	24	25	24	25	24		24		32	30	32			
12-1pm	30		30	20	30		30		30		10	25	10			
1-2pm	50	50	50	50	50	50	50	50	50	50	10		20			
		50		50		50		50		50	10					
2-3pm		50				50		50			10					
3-4pm			5	5	5		5		5		10					
4-5pm	32	10	32		32	10	32		32 32							
5-6pm	32	10	32	10	32	10	32	10		10				10		
6-7pm		25		25		25		25		25				25		
7-8pm		25		25		25		25		25		20		25		
8-9pm		20		20		20		20		20	10	10	5	10		
9-10pm	10	15		15	10	15	10	15	10	25	25	100	25	-		
10-11pm		-	-	-		-	-	-	-	-	-	-	-	-		
																y Totals
	Bookings	Throughput	Bookings	Throughput	Bookings	Through										
Casual/Lanes		395		395		395		395		380		400		315		2
ub Bookings	3	70	3	70	3	70	3	70	3	70			2	50	17	
ool Bookings																
Lessons	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	
Private Hires									0.1	3	0.2	5	0.05	1	0	
Gala				-							0.1	10	- 0.00		0	
Total	8	601					8	601								
												E42	•		EO	4
iotai		601	8	601	8	601		001	8	589	4	543	6	494	50	
	-		•	601		601		001	8	589	4	543	6	494	Non-term	time Totals
		140	•	601	8	601		001	8	589	4	543			Non-term Bookings	time Totals Through
time capacity			•	601	8	601		001	8	589	4_	543	(Casual/Lanes	Non-term Bookings	time Total: Through 53
time capacity			•	601	8	601		001	8	589	4	543	C	Casual/Lanes	Non-term Bookings - 340	Through 53,
e time capacity			•	601	8	601		001	8		4	543	C	Casual/Lanes lub Bookings ool Bookings	Non-term Bookings - 340	Through 53.
a time capacity ual/Recreation Lanes Lessons			•	601	8	601	•	001	8	66	4	543	C Sch	Casual/Lanes lub Bookings ool Bookings Lessons	Non-term Bookings - 340 - 660	Through 53, 8,
e time capacity ual/Recreation Lanes Lessons Clubs			•	601	8	601		001	8	66 12	4	543	C Sch	Casual/Lanes lub Bookings bol Bookings Lessons Private Hires	Non-term Bookings - 340 - 660 7	time Totals Through 53, 8,
e time capacity ual/Recreation Lanes Lessons			•	601	8	601	8	301	8	66	4	543	C Sch	Casual/Lanes lub Bookings ool Bookings Lessons	Non-term Bookings - 340 - 660 7 2	4, time Totals Through 53, 8,
ual/Recreation Lanes Lessons Clubs			•	601	8	601	8	301	8	66 12	4	543	C Sch	Casual/Lanes lub Bookings bol Bookings Lessons Private Hires	Non-term Bookings - 340 - 660 7	Through 53. 8.
a time capacity ual/Recreation Lanes Lessons Clubs Schools Private Hire			•	601	8	601		301	8	66 12	4	543	C Sch	Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala	Non-term Bookings - 340 - 660 7 2	time Totals Through 53, 8,
ual/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions			•	601	8	601	0	301	8	66 12	4	543	C Sch	Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala	Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18.
al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas			•	601	8	601	0	001	8	66 12	4	543	C Sch	Casual/Lanes lub Bookings ool Bookings Lessons Private Hires Gala	Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18.
atime capacity Ital/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training			•	601	8	601	•		8	66 12	4	543	(C) Sch	Casual/Lanes bub Bookings bool Bookings Lessons Private Hires Gala Total	Non-term Bookings - 340 - 660 7 2 1,009	time Totals Through 53. 8. 18. 80. soil Totals Through
atime capacity Italians Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas			•	601	8	601	•	001	8	66 12	4	543	(Ci Schi	Casual/Lanes lub Bookings col Bookings Lessons Private Hires Gala Total	Non-term Bookings	### Totals ### Through ### 53 ### 88 ### 88 ### 80 ### 80 ### Through ### 108
e time capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training			•	601	8	601	•	001	8	66 12	4	543	(C) Sch	Casual/Lanes lub Bookings pol Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings	Non-term Bookings	time Totals Through 53 8 18 80 col Totals Through 108 16
e time capacity ual/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training			•	601	8	601	•	001	8	66 12	4	543	(C) Sch	Casual/Lanes lub Bookings col Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings sool Bookings	Non-term Bookings - 340 - 660 7 2 1,009 Main Pc Bookings - 850 750	time Totals Through 53. 8. 18. 80, col Totals Through 108. 16.
e time capacity al/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training			•	601	8	601	•		8	66 12	4	543	(C)	Casual/Lanes ub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings ool Bookings Lessons	Non-term Bookings 340 - 660 7 2 1,009 Main Pe Bookings 850 750 1,200	time Totals Through 53 8 18 80 80 100 Totals Through 108 16 11 366
e time capacity ual/Recreation Lanes Lessons Clubs Schools Private Hire Fun Sessions Galas Staff Training			•	601	8	601	•	-	8	66 12	4	543	(C)	Casual/Lanes lub Bookings col Bookings Lessons Private Hires Gala Total Casual/Lanes lub Bookings sool Bookings	Non-term Bookings - 340 - 660 7 2 1,009 Main Pc Bookings - 850 750	time Totals Through 53. 8. 18.

Teaching Pool (20m x 10m) - Termtime (averages)

	Mor	ndav	Tues	sdav	Wedn	esdav	Thur	sdav	Frie	dav	Satu	ırdav	Sur	dav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progra	amme	Progr	amme	Progr	amme		
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10		10		10		10		10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24						
5-6pm		24		24		24		24		24						
6-7pm												10		10		
7-8pm		10		10		10		10		10		10 10		10 10		
8-9pm		10 10		10 10		10 10		10 10		10 10		10		10		
9-10pm 10-11pm		10		10		10		10		10						
10-11piii				-				-		-					Weekh	/ Totals
1																
		Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	
Caeual/I anne	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput
Casual/Lanes	-	30	-	30	-	30		30	-	30	-	40		40		230
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	Bookings - 2		Bookings - 2		- 14	230 140
Club Bookings School Bookings	- 2 5	30 20 50	2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	2	40 20	- 2	40 20 -	- 14 25	230 140 250
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	- 2	40 20	2	40 20	- 14	230 140
Club Bookings School Bookings Lessons	2 5 3	30 20 50 72	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 - 6	40 20 - 144	2 - 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	6	40 20 - 144	2 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 -
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - - 66 Termtin	230 140 250 648 - 1,268 ne Totals Throughput
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6 - 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204 Casual/Lanes	- 14 25 27 - - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - - 172	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings	- 14 25 27 66 Termtin Bookings - 420 750	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200 7,500
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings Lessons	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons sbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings pol Bookings Lessons Private Hires	14 25 27 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 ne Totals Throughput 6,900 4,200 7,500 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Jbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440

Teaching Pool (20m x 10m) - Non-term time (averages)

	Mon	ndav	Tue	sdav	Wedn	esdav	Thur	sdav	Fri	dav	Satu	rday	Sur	ndav		
		amme														
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		
10-11am		24 24		24 24		24 24		24 24		24		24		24 24		
11-12noon 12-1pm		8		8		24		8		24 8		24 8		24		
1-1pm		24		24		24		24		24		24		24		
2-3pm		24		24		24		24		24		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		8		8		
5-6pm		24		24		24		24		24						
6-7pm												8		8		
7-8pm		8		8		8		8		8		8		8		
8-9pm 9-10pm		8		8		8		<u>8</u>		8		8		8		
9-10pm 10-11pm		8		8		8		- 8		8						
iv-ripin j		-		-		•				-		-		-	Wookh	v Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes	3	24	3	24	3	24	3	24	3	24	4	32	4	32	23	184
Club Bookings	2	16	2	16	2	16	2	16	2	16	2	16	2	16	14	112
School Bookings		-		-	-	-		-		-				-		
Lessons	8	192	8	192	8	192	8	192	8	192	6	144	6	144	52	1,248
Private Hires		-	-	-		-		-	-	-		-	-	-	-	-
Gala	-	-	-	-	-	-		-		-		-	-	-	-	-
Total	13	232	13	232	13	232	13	232	13	232	12	192	12	192	89	1,544
		25	1												Bookings	ne Totals Throughput
At one time capacity Key		20												Casual/Lanes	460	3,680
Casual/Recreation														cial Bookings	280	2,240
Lanes														ool Bookings	-	2,240
Lessons														Lessons	1,040	24,960
ubs/Special Sessions														Private Hires		-
Schools														Gala	-	-
Private Hire														Total	1,780	30,880
Galas																
Staff Training																Pool Totals
Closed															Bookings	Throughput
Closed														Casual/Lanes	460 700	10,580
														ool Bookings	750	6,440 7,500
													SCN	Lessons	1,850	44,400
														Private Hires	1,030	-
														Gala	-	_
														Total	3,760	68,920
															-,	,

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	80,400
Private Hires	18	438
Gala	5	500
Total	6,583	241,908

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
	Course	Annually			£		25m Pool x 8 Lane and 20m x 10m teaching pool
Juniors	40.00	0007.5	44000	4.00	057.000		
	10.00	2897.5	64320	4.00	257,280		
Adults							
	10.00	305	8040	4.00	32,160		
Total			72,360		289,440		
Total			72,300		209,440		
SCHOOLS							
							, ,
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price £	Income	
			<u> </u>	Hours	t .	£	
Schools & Colleges							
Secondary schools	2	5	38 38	380	35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
Total	L			730		33,230	<u> </u> -
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
Takal					62,000		
Total					62,000		
CASUAL SWIMMING 25m Pool							
	Swimming	Utilisation		Net Price/	Income f		
	Hours	Swims per hr	Usage	£	Ł		
Adult			31193		99,817		
Child			44561	1.60	71,298		
Concession			13368	1.60	21,389		
Total			89123		192,505		
			Total Casual	89123			
Other Swimming Income							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	3 150.00	2,625		
Gala			18	400.00	2,025		
Cuid				, 100.00	2,000		
Total							
Total	1		Total Other	4625			
			0 0	4025			
SWIMMING INCOME							
	Annual						
2F POOL			-				
25m POOL Casual	102 505						
Lessons	192,505 289,440						
Other	4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	581,820		1				

Health & Fitness

Number of Stations		100							
Attrition Rate		48%							
	Between				V 4	V 2	V 2	Van 4	Veer F
	Price	Year 4 2	.5% Increase % Sp	plit	Year 1	Year 2	Year 3 P	Year 4 rice Increase	Year 5
Session Duration - Month	ly								
Adult		£32.00	£32.80	75%	£16,368.00	£19,488.00	£22,608,00	£26,371.20	£29.569.20
Couple		£60.00	£61.50	7.5%	£3,069.00	£3,654.00	£4,239.00	£4,944.60	£5,544.23
Concession		£27.00	£27.70	10%	£1,841.40	£2,192.40	£2,543.40	£2,969.44	£3,329.54
Corporate		£25.00	£25.70	2.5%	£426.25	£507.50	£588.75	£688.76	£772.29
Child		£15.00	£15.40	2.5%	£255.75	£304.50	£353.25	£412.72	£462.77
Off Peak (Adult Only)		£20.00	£20.50	2.5%	£341.00	£406.00	£471.00	£549.40	£616.03
Total					£22,301.40	£26,552.40	£30,803.40	£35,936.12	£40,294.05
Existing Memberships					500	682	812	942	1072
New Memberships					350	250	250	250	250
Loss of Memberships					168	120	120	120	120
Total Memberships					682	812	942	1072	1202
Session Duration - 6 Mont	ths								
Adult		£185.00	£189.70	75%	£94,627.50	£119,880.00	£145,132.50	£174,713.70	£200,607.75
Couple		£330.00	£338.30	7.5%	£16,879.50	£21,384.00	£25,888.50	£31,157.43	£35,775.23
Concession		£150.00	£153.80	15%	£15,345.00	£19,440.00	£23,535.00	£28,329.96	£32,528.70
Corporate	NA								
Child Off Peak (Adult Only)	NA	£60.00	£61.50	2.5%	£1,023.00	£1,296.00	£1,569.00	£1,842.00	£2,115.00
Total	INA				£127,875.00	£162,000.00	£196,125.00	£236,043.09	£271,026.68
Existing Memberships					500	682	864	1046	1228
New Memberships					350	350	350	350	350
Loss of Memberships					168	168	168	168	168
Total Memberships					682	864	1046	1228	1410
Session Duration - 12 Mor	nths								
Adult		£325.00	£333.20	70%	£98,280.00	£121,940.00	£145,600.00	£173,530.56	£197,787.52
Couple		£625.00	£640.70	7.5%	£20,250.00	£25,125.00	£30,000.00	£35,751.06	£40,748.52
Concession		£240.00	£246.00	15%	£15,552.00	£19,296.00	£23,040.00	£27,453.60	£31,291.20
Corporate	NA								
Child		£120.00	£123.00	2.5%	£1,296.00	£1,608.00	£1,920.00	£2,232.00	£2,544.00
Off Peak (Adult Only)	NA								
Total					£135,378.00	£167,969.00	£200,560.00	£238,967.22	£272,371.24
Existing Memberships					250	432	536	640	744
New Memberships					350	200	200	200	200
Loss of Memberships					168	96	96	96	96
					432	536	640	744	848
Total Memberships					1796	2212	2628	3044	3460
Total Membership Inc					£285,554.40	£356,521.40	£427,488.40	£510,946.43	£583,691.96
Membership Income p	per Station				£2,856	£3,565	£4,275	£5,109	£5,837

Casual Use			Users Per Day Us	ers Per Week Us	ers PA	Total Income	
Price	Year 4 2.5%	Increase				Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	30	210	10500	£63,000.00	£65,100.00
Junior	£2.75	£2.90	10	70	3500	£9,625.00	£10,150.00
Concession	£5.00	£5.20	20	140	7000	£35,000.00	£36,400.00
Total			60	420	21000	£107,625.00	£111,650.00
			Year 1	Year 2	Year 3	Year 4	Year 5
Total H&F Income			£419,579.40	£497,146.40	£574,713.40	£675,396.43	£761,341.96
Total Income Per Station			£4,196	£4,971	£5,747	£6,754	£7,613
		GP Referral	26,400	33,000	39,600	52,800	66,000
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	Cost	On-costs	<u>Total</u>
Admin Assistants	0.5	40	7,500	1,275	8,775
Sub Total	0.5	40	7,500	1,275	8,775
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.5	112.5	50,400	8,568	58,968
Sub Total	6	153	68,400	11,628	80,028
Sports Centre Assistants/Lifeguards	9	360	135,000	22,950	157,950
Sports Centre Assistants (Part-time & casual)	3	120	45,000	7,650	52,650
Sub Total	12	480	180,000	30,600	210,600
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	3	120	54,000	9,180	63,180
Sub Total	4	160	76,000	12,920	88,920
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	0.5	20	7,500	1,275	8,775
Sub Total	1	20	7,500	1,275	8,775
Cleaners	2	40	12,000	2,040	14,040
Sub Total	2	40	12,000	2,040	14,040
	<u>Number</u>	<u>Hours</u>	<u>Cost</u>	On-costs	<u>Total</u>
Totals	22	773	293,400	49,878	432,198
Sickness/AL cover	6%		,	·	25,932
Staff Total Cost	0,0				
Stail Total Cost					458,130
			Am and allowant NII O/	4.40/	
		C			
			FIE W40 nours	19.31	
		C	on cost average NI % Workplace Pension FTE @40 hours	14% 3% 19.31	

Appendix 4 Option 4Z New build on Sports Village site Updated August 2015 V2



Aug-15

Shropshire County Council Financial Summary

Option 4Z New build on Sports Village site

Option 4Z Business Plan					Su	ımmary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Total Income	£ 1,106,152	£ 1,216,327	£ 1,323,112	£ 1,459,906	£ 1,582,344	£ 6,687,841	£ 1,582,344	£ 7,911,720	£ 14,599,561	£ 1,459,956
Total Expenditure	£ 883,049	£ 918,509	£ 952,060	£ 989,036	£ 1,025,056	£ 4,767,710	£ 1,025,056	£ 5,125,280	£ 9,892,991	£ 989,299
Operational Surplus / Loss	£ 223,103	£ 297,818	£ 371,052	£ 470,870	£ 557,288	£ 1,920,131	£ 557,288	£ 2,786,440	£ 4,706,571	£ 470,657
Full Repair and Lease	95,645	95,645	95,645	95,645	95,645	478,225	95,645	478,225	956,450	95,645
Gross Surplus / Loss	127,458	202,173	275,407	375,225	461,643	1,441,906	461,643	2,308,215	3,750,121	375,012

1 72 INCW	build on Sports Village site	
	25 metre, 10 lane competition pool with a part sectioned moveable floor	
	20 metre x 10 metre learner pool - moveable floor	
	Minimum of 100 additional station Fitness Suite	
	Changing Village	
	Vending	

Financial Summary

Base Business Plan					Sum	mary				
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 445,979	£ 530,146	£ 614,313	£ 728,196	£ 827,342	£ 3,145,978	£ 827,342	£ 4,136,710	£ 7,282,687	£ 728,269
Swimming	£ 594,780	£ 609,649	£ 624,890	£ 640,513	£ 656,525	£ 3,126,357	£ 656,525	£ 3,282,627	£ 6,408,984	£ 640,898
Secondary Spend (Vending/ Merchandising)	£ 65,393	£ 76,532	£ 83,908	£ 91,197	£ 98,477	£ 415,506	£ 98,477	£ 492,383	£ 907,890	£ 90,789
	£ 1,106,152	£ 1,216,327	£ 1,323,112	£ 1,459,906	£ 1,582,344	£ 6,687,841	£ 1,582,344	£ 7,911,720	£ 14,599,561	£ 1,459,956
Staffing	£ 466,218	£ 477,874	£ 489,821	£ 502,066	£ 514,618	£ 2,450,597	£ 514,618	£ 2,573,090	£ 5,023,687	£ 502,369
Premises	£ 195,780	£ 200,675	£ 205,691	£ 210,834	£ 216,104	£ 1,029,084	£ 216,104	£ 1,080,522	£ 2,109,606	
Admin and Marketing	£ 65,123			£ 70,130			£ 71,884		£ 701,726	
Supplies and Services	£ 45,312		£ 55,817				£ 64,216		£ 598,014	
Support Costs			£ 132,311	£ 145,991	£ 158,234	£ 668,784	£ 158,234	£ 791,172	£ 1,459,956	£ 145,996
Total Expenditure	£ 883,049	£ 918,509	£ 952,060	£ 989,036	£ 1,025,056	£ 4,767,710	£ 1,025,056	£ 5,125,280	£ 9,892,991	£ 989,299
Surplus / Loss	£ 223.103	£ 297.818	£ 371.052	£ 470.870	£ 557.288	£ 1.920.131	£ 557.288	£ 2.786.440	£ 4.706.571	£ 470,657
Juipius / Loss	£ 223,103	£ 291,010	2 37 1,032	£ 470,670	£ 337,200	2 1,020,101	£ 331,200	£ 2,700,440	2 4,700,371	2 41 0,001
·			,	,	,		,	, ,	, , .	·
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	351,225	70,245	351,225	702,450	70,245
·	70,245 25,400	70,245 25,400	70,245 25,400	70,245 25,400	70,245 25,400	351,225 127,000	70,245 25,400	351,225 127,000	702,450 254,000	70,245 25,400
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F	70,245 25,400 95,645	70,245 25,400 95,645	70,245 25,400 95,645	70,245 25,400 95,645	70,245 25,400 95,645	351,225 127,000 478,225	70,245 25,400 95,645	351,225 127,000 478,225	702,450 254,000 956,450	70,245 25,400 95,645
Gym Equipment Lease costs	70,245 25,400	70,245 25,400	70,245 25,400	70,245 25,400	70,245 25,400	351,225 127,000	70,245 25,400	351,225 127,000 478,225	702,450 254,000	70,245 25,400 95,645
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss	70,245 25,400 95,645 127,458	70,245 25,400 95,645 202,173	70,245 25,400 95,645 275,407	70,245 25,400 95,645 375,225	70,245 25,400 95,645 461,643	351,225 127,000 478,225 1,441,906	70,245 25,400 95,645 461,643	351,225 127,000 478,225 2,308,215	702,450 254,000 956,450 3,750,121	70,245 25,400 95,645 375,012
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate	70,245 25,400 95,645 127,458	70,245 25,400 95,645 202,173	70,245 25,400 95,645 275,407	70,245 25,400 95,645 375,225	70,245 25,400 95,645 461,643	351,225 127,000 478,225 1,441,906	70,245 25,400 95,645 461,643	351,225 127,000 478,225 2,308,215	702,450 254,000 956,450 3,750,121	70,245 25,400 95,645 375,012
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head	70,245 25,400 95,645 127,458	70,245 25,400 95,645 202,173	70,245 25,400 95,645 275,407 139% £2.76	70,245 25,400 95,645 375,225 148% £2.80	70,245 25,400 95,645 461,643 154% £2.81	351,225 127,000 478,225 1,441,906	70,245 25,400 95,645 461,643 154% £2.81	351,225 127,000 478,225 2,308,215	702,450 254,000 956,450 3,750,121 148% £2.81	70,245 25,400 95,645 375,012 148% £2.81
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	70,245 25,400 95,645 127,458 125% £2.96 £0.60	70,245 25,400 95,645 202,173 132% £2.78 £0.68	70,245 25,400 95,645 275,407 139% £2.76 £0.77	70,245 25,400 95,645 375,225 148% £2.80 £0.90	70,245 25,400 95,645 461,643 154% £2.81 £0.99	351,225 127,000 478,225 1,441,906 140% £2.82 £0.81	70,245 25,400 95,645 461,643 154% £2.81 £0.99	351,225 127,000 478,225 2,308,215 154% £2.81 £0.99	702,450 254,000 956,450 3,750,121 148% £2.81 £0.91	70,245 25,400 95,645 375,012 148% £2.81 £0.91
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head Staffing/Income %	70,245 25,400 95,645 127,458 125% £2.96 £0.96 42.1%	70,245 25,400 95,645 202,173 132% £2.78 £0.68 39.3%	70,245 25,400 95,645 275,407 139% £2.76 £0.77 37.0%	70,245 25,400 95,645 375,225 148% £2.80 £0.90	70,245 25,400 95,645 461,643 154% £2.81 £0.99	351,225 127,000 478,225 1,441,906 140% £2.82 £0.81 36.6%	70,245 25,400 95,645 461,643 154% £2.81 £0.89 32.5%	351,225 127,000 478,225 2,308,215 154% £2,811 £0,99 32,5%	702,450 254,000 956,450 3,750,121 148% £2,81 £0,91	70,245 25,400 95,645 375,012 148% £2.81 £0.91
Gym Equipment Lease costs Equipment Leisure Centre Fit Out Excluding H & F Gross Surplus / Loss Operating Recovery Rate Spend per Head Subsidy/Profit per Head	70,245 25,400 95,645 127,458 125% £2.96 £0.60	70,245 25,400 95,645 202,173 132% £2.78 £0.68	70,245 25,400 95,645 275,407 139% £2.76 £0.77	70,245 25,400 95,645 375,225 148% £2.80 £0.90	70,245 25,400 95,645 461,643 154% £2.81 £0.99	351,225 127,000 478,225 1,441,906 140% £2.82 £0.81	70,245 25,400 95,645 461,643 154% £2.81 £0.99	351,225 127,000 478,225 2,308,215 154% £2,811 £0,99 32,5%	702,450 254,000 956,450 3,750,121 148% £2.81 £0.91	70,245 25,400 95,645 375,012 148% £2.81 £0.91

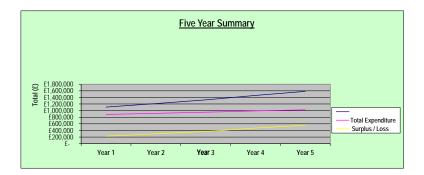
SENSITIVITY ANALYSIS

BASELINE

DASELINE				
		INCOME	EXPENDITURE	PROFIT/LOSS
	YEAR 1	£1,106,152	£883,049	£223,103
	YEAR 2	£1,216,327	£918,509	£297,818
	YEAR 3	£1,323,112	£952,060	£371,052
	YEAR 4	£1,459,906	£989,036	£470,870
	YEAR 5	£1,582,344	£1,025,056	£557,288
GENERAL SENSITIVITY				£1,920,131
5% LESS INCOME				
	YEAR 1	£1,053,478	£883,049	£170,429
	YEAR 2	£1,158,407	£918,509	£239,897
	YEAR 3	£1,260,106	£952,060	£308,047
	YEAR 4	£1,390,386	£989,036	£401,350
	YEAR 5	£1,506,994	£1,025,056	£481,938
10% LESS INCOME	TEAR 5	1,500,994	£1,025,056	£1,601,662
10/0 2200 111001112				21,001,002
	YEAR 1	£1,005,593	£883,049	£122,544
	YEAR 2	£1,105,752	£918,509	£187,243
	YEAR 3	£1,202,829	£952,060	£250,769
		£1,202,629		£230,769
	YEAR 4	£1,327,187	£989,036	£338,151
	YEAR 5	£1,438,495	£1,025,056	£413,439
5% MORE INCOME				£1,312,145
	YEAR 1	£1,161,460	£883,049	£278,411
	YEAR 2	£1,277,144	£918,509	£358,634
	YEAR 3	£1,389,267	£952,060	£437,207
	YEAR 4	£1,532,901	£989,036	£543,865
	YEAR 5	£1,661,461		
10% MORE INCOME	TEAR 5	£1,001,401	£1,025,056	£636,405 £2,254,523
1070 MORE INCOME				22,204,020
	YEAR 1	£1,216,768	£883,049	£333,718
	YEAR 2		£918,509	
		£1,337,960		£419,451
	YEAR 3	£1,455,423	£952,060	£503,363
	YEAR 4	£1,605,896	£989,036	£616,860
	YEAR 5	£1,740,578	£1,025,056	£715,522
5% LESS EXPENDITURE			,,	£2,588,915
	YEAR 1	£1,106,152	£840,999	£265,153
	YEAR 2	£1,216,327	£874,771	£341,556
	YEAR 3	£1,323,112	£906,724	£416,388
	YEAR 4	£1,459,906	£941,939	£517,967
10% LESS EXPENDITURE	YEAR 5	£1,582,344	£976,244	£606,100 £2,147,164
10% LESS EXPENDITURE				£2,147,164
	YEAR 1	£1,106,152	£802,772	£303,380
	YEAR 2	£1,216,327	£835,009	£381,319
	YEAR 3	£1,323,112	£865,509	£457,603
	YEAR 4	£1,459,906	£899,124	£560,782
	YEAR 5	£1,582,344	£931,869	£650,475
5% MORE EXPENDITURE		,,		£2,353,559
	YEAR 1	£1,106,152	£927,202	£178,951
	YEAR 2	£1,216,327	£964,435	£251,892
	YEAR 3	£1,323,112	£999,663	£323,449
	YEAR 4	£1,459,906	£1,038,488	£421,418
	YEAR 5	£1,582,344	£1,076,309	£506,035
10% MORE EXPENDITURE				£1,681,745
	YEAR 1	£1,106,152	£971,354	£134,798
	YEAR 2	£1,216,327	£1,010,360	£205,967
	YEAR 3	£1,323,112	£1,047,266	£275,846
	YEAR 4	£1,459,906	£1,087,940	£371,966
	YEAR 5	£1,582,344	£1,127,562	£454,782
WORST CASE SCENARIO		. , , . , .	. , , , , , , , , , , , , , , , , , , ,	£1,443,360
10% LESS INCOME/10%				
MORE EXPENDITURE	YEAR 1	£1.005.593	£971,354	£34.239
	YEAR 2	£1,105,752	£1,010,360	£95,392
	YEAR 3	£1,202,829	£1,047,266	£155,563
	YEAR 4	£1,327,187	£1,087,940	£239,247
	YEAR 5	£1,438,495	£1,127,562	£310,933
BEST CASE SCENARIO				£835,374
10% MORE INCOME/10%	WEAD :	04 5 :	0005 ===	
LESS EXPENDITURE	YEAR 1	£1,216,768	£802,772	£413,996
	YEAR 2	£1,337,960	£835,009	£502,951
	YEAR 3	£1,455,423	£865,509	£589,914
	YEAR 4	£1,605,896	£899,124	£706,773
	YEAR 5		£931,869	
	I EAR 3	£1,740,578	1931,009	£808,709
				£3,022,343



Graphs



Option 4Z New build on Sports Village site

Detailed Budget		Five Year Estimates (Inflation 2.5%)							
U						6 to 10 year			
	Year 1	Year 2	Year 3	Year 4	Year 5	Average	Total 10 years	10 year Average	
Total Income	1,106,152	1,216,327	1,323,112	1,459,906	1,582,344	1,582,344	14,599,561.07	1,459,95	
Total 'Operating' Expenditure	883,049	918,509	952,060	989,036	1,025,056	1,025,056	9,892,990.54	989,29	
Net Profit / Loss	£ 223,103	£ 297,818	£ 371,052	£ 470,870	£ 557,288	£ 557,288	£ 4,706,571	£ 470,657	
Income									
Health & Fitness	445,979	530,146	614,313	728,196	827,342	827,342	7,282,687	728,26	
Swimming	594,780	609,649	624,890	640,513	656,525	656,525	6,408,984	640,89	
Sub-Total	1,040,759	1,139,795	1,239,204	1,368,709	1,483,867	1,483,867	13,691,671	1,369,16	
Secondary Spend									
Merchandising	28,026	32,799	35,961	39.084	42.204	42,204	389,096	38.9	
Food and Beverage (Vending)	37,368	43,732	47,947	52,112	56,272	56,272	518,794	51,87	
Sub Total Secondary Spend	65,393	76,532	83,908	91,197	98,477	98,477	907,890	90,78	
Total Income	£1,106,152	£1,216,327	£1,323,112	£1,459,906	£1,582,344	£1,582,344	£14,599,561	£1,459,956	
Total medite	21,100,132	21,210,327	21,020,112	21,400,000	21,302,344	21,002,044	214,000,001	21,400,000	
Expenditure									
Staffing									
Staff Costs	461,602	473,143	484,971	497,095	509,523	509,523	4,973,948	497,39	
Staff Training	4,616	4,731	4,850	4,971	5,095	5,095	49,739	4,97	
Staffing Sub Total	466,218	477,874	489,821	502,066	514,618	514,618	5,023,687	502,36	
Premises									
Electricity & Gas	101,280	103,812	106,407	109,067	111,794	111,794	1,091,332	109,13	
Water / Sewerage	20,000	20,500	21,013	21,538	22,076	22,076	215,508	21,55	
Insurance NNDR (20% currently)	15,000	15,375	15,759	16,153	16,557	16,557	161,631	16,16	
Building Maintenance & Repairs	15,000	15,375	15,759	16,153	- 16,557	16,557	161,631	16,16	
Equipment Purchase	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,77	
Equipment Lease (Not H & F)	2,000	2,050	2,101	2,154	2,208	2,208	21,551	2,15	
Equipment Maintenance & Repairs	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,69	
Maintenance Contracts	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,77	
Chemicals	15,000	15,375	15,759	16,153	16,557	16,557 5,519	161,631	16,16	
Trade Waste Collection Premises sub total	5,000 195,780	5,125 200,675	5,253 205,691	5,384 210,834	5,519 216,104	5,519 216,104	53,877 2,109,606	5,38 210,9 6	
								- 7	
Administration and Marketing Design, marketing & advertising	22,123	22,676	23,243	23,824	24,420	24,420	238,385	23,83	
Postage	5,000	5,125	5,253	5,384	5.519	5,519	53,877	5,38	
Printing & Stationery	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,38	
Photocopier	3,000	3.075	3,152	3,231	3,311	3,311	32,326	3,23	
Security Charges	2,500	3,075 2,563	2,627	3,231 2,692	2,760	3,311 2,760	26,938	3,23 2,69	
Bank Charges	2,500	2,563	2,627	2,692	2,760	2,760	26,938	2,69	
Professional Fees & licences	7,000	7,175	7,354	7,538	7,727	7,727	75,428	7,54	
Telephone	8,000	8,200	8,405	8,615	8,831	8,831	86,203	8,62	
Sundries/General Expenses	10,000	10,250	10,506	10,769	11,038	11,038	107,754	10,77	
Sub Total Admin and Marketing	65,123	66,751	68,420	70,130	71,884	71,884	701,726	70,17	
Supplies and Services									
Cleaning Supplies	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,38	
Items for re-sale	35,312.44	41,327	45,310	49,246	53,177	53,177	490,260	49,02	
Misc Expenses Sub Total Supplies and Services	5,000 45,312	5,125 51,577	5,253 55,817	5,384 60,015	5,519 64,216	5,519 64,216	53,877 598,014	5,38 59,8 0	
Overhead and Profit Costs Central Support	110,615	121,633	132,311	145,991	158,234	158,234	1,459,956	145,99	
Sub Total Support Costs	110,615	121,633	132,311	145,991	158,234	158,234	1,459,956	145,99	
Total Operating Expenditure	883,049	918,509	952,060	989,036	1,025,056	1,025,056	9,892,991	989,29	
Net Operating Surplus / Loss	000 400	207.040	274 050	470.070	EE7 000	FF7 000	4 700 F74	470.05	
ver Operating Surplus / Loss	223,103	297,818	371,052	470,870	557,288	557,288	4,706,571	470,65	
Gym Equipment Lease costs	70,245	70,245	70,245	70,245	70,245	70,245	702,450	70,24	
Equipment centre Fit Out Excluding H & F	25,400	25,400	25,400	25,400	25,400	25,400	254,000	25,40	
·	95,645	95,645	95,645	95,645	95,645	95,645	956,450	95,64	
	,0	202,173	275,407	375,225	461,643	461,643	3,750,121	375,01	

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Ave Cost per station

Based on 50 CV Stations £ 175,000 £ 3,500 (Replaced 5 Years)
Based on 50 Fixed Weight Stations £ 175,000 £ 3,500 (Replaced 10 Years)

Average Annual Lease Costs

70,245

Fixed Weights 10 Years

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	175,000											TOTALS
PRINCIPAL Min 4% of capital sum		17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	175,000
OUTSTANDING		157,500	140,000	122,500	105,000	87,500	70,000	52,500	35,000	17,500	-	
INTEREST	6%	9,450	28,000	24,500	21,000	17,500	14,000	10,500	7,000	3,500	-	135,450
TOTAL ANNUAL PAYABLE		26,950	45,500	42,000	38,500	35,000	31,500	28,000	24,500	21,000	17,500	310,450
AVERAGE ANNUAL PAYABLE		31,045										

70,245

CV Equipment 5 Years

LOCAL AUTHORITY							
Equipn	nent	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
AMOUNT	175,000						TOTALS
PRINCIPAL Min 4% of capital sum	1	35,000	35,000	35,000	35,000	35,000	175,000
OUTSTANDING		140,000	105,000	70,000	35,000	-	-
INTEREST	6%	8,400	6,300	4,200	2,100	-	21,000
TOTAL ANNUAL PAYABLE		43,400	41,300	39,200	37,100	35,000	196,000
AVERAGE ANNUAL PAYABLE		39,200					
	<u> </u>						

Estimated cost of fit out excluding H & F

£ 200,000

(Replaced 10 Years)

Average Annual Lease Costs

25,400

Centre Fit Out Excluding H & F

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
AMOUNT	200,000											TOTALS
PRINCIPAL Min 4% of capital sum		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
OUTSTANDING		180,000	160,000	140,000	120,000	100,000	80,000	60,000	40,000	20,000	-	
INTEREST	6%	10,800	9,600	8,400	7,200	6,000	4,800	3,600	2,400	1,200	-	54,000
TOTAL ANNUAL PAYABLE		30,800	29,600	28,400	27,200	26,000	24,800	23,600	22,400	21,200	20,000	254,000
AVERAGE ANNUAL PAYABLE		25,400										

Throughput Summary

Health and Fitness Swimming Spectators/Events **Total**

	Year 1	Year 2	Year 3	Year 4	Year 5
۶Ľ	186,700	228,350	270,000	311,650	353,250
эГ	178,477	199,474	199,474	199,474	199,474
sГ	8,500	9,500	10,000	10,000	10,000
ıΓ	373,677	437,324	479,474	521,124	562,724

Main Pool - Termtime (averages)

	Moi	ndav	Tues	sdav	Wedr	nesdav	Thur	sdav	Fri	dav	Satu	ırdav	Sur	ndav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progr	amme	Progr	amme	Progr	amme		
7-8am	15	15	15	15	15	15	15	15	15	15						
8-9am	10	10	10	10	10	10	10	10	10	10	36	10	36	15		
9-10am	10	15		15		15		15		15	36	10	36	15		
10-11am	10	15		15		15		15		15	36	10	36			
11-12noon	10	15		15		15		15		15	36	10	36			
12-1pm	30		30		30		30		30		10		10			
1-2pm	5	15		15		15		15		15	10					
2-3pm	5	15		15		15		15		15	10					
3-4pm	5		5		5		5		5		10					
4-5pm	36		36		36		36		36							
5-6pm	36		36		36		36		36							
6-7pm	20	10		10		10		10		10				10		
7-8pm	20	25		25		25		25		25				25		
8-9pm	15	15		15		15		15		15		10		10		
9-10pm	10	15		15		15		15		25	25	100	25			
10-11pm	-	-		-	-	-			-		-		-			
															Weekl	y Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes		250		250		250		250		210		310		305		1,825
Club Bookings	3	50	3	50	3	50	3	50	3	50			2	35	17	285
School Bookings	5	75	5	75	5	75	5	75	5	75			-		25	375
Lessons	2	72	2	72	2	72	2	72	2	72	4	144	4	144	18	648
Private Hires		-							0.1	3	0.2	5	0.05	1	0.4	9
Gala		-									0.1	10	-		0	10
Total	10	447	10	447	10	447	10	447	10	410	4	469	6	485	60	3,152
															Termtin	ne Totals
At one time capacity		140													Bookings	Throughput
Kev														Casual/Lanes		54,750
Casual/Recreation		l												ub Bookings	510	8,550
Lanes		l												ool Bookings	750	11.250
Lessons		i												Lessons	540	19,440
Clubs		ĺ												Private Hires	11	263
Schools										36				Gala	3	300
										40				Total	1.814	94,553
Private Hire										1 440						
										1,440						
Key Casual/Recreation Lanes Lessons Clubs		140								36			C Sch	ool Bookings Lessons Private Hires Gala	510 750 540 11	

Main Pool - No	Jii-teriii tiii	io (aro. ag	es)													
	Mor	ndav	Tue	sdav	Wedn	esdav	Thur	edav	Fri	dav	Satu	rday	Sun	day		
		ramme		amme		amme		amme		amme	Progr		Progra			
7-8am	20	15	20	15	20	15	20	15	20	15						
8-9am	10	10	10	10	10	10	10	10	10	10	36	30	36	15		
9-10am	24		24		24		24		24		36	20	36	15		
10-11am	24		24		24		24		24		36	30	36	25		
11-12noon	24		24		24		24		24		36	30	36	25		
12-1pm	30		30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50		50		50		50		50	10			20		
2-3pm	5	50		50		50		50		50	10			20		
3-4pm	5		5		5		5		5		10			20		
4-5pm	36	10	36		36	10	36		36					15		
5-6pm	36		36	10	36	10	36	10	36	10				10		
6-7pm	15	25		25		25		25		25			10	25		
7-8pm	20 15	25		25 20		25		25		25		20 10	5	25		
8-9pm	15 10	20 15		20 15		20 15		20 15		20 25	10	10 100	5	10		
9-10pm	10	15		15				15		25	25		25			
10-11pm	-	-	-	-	-	-	-	-	-	•	-	-	-	-		
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	/ Totals
Casual/Lanes	Bookings	i nrougnput 395	Bookings	395	Bookings	395		395	Bookings	380		1 nrougnput 400		315		Throughp 2.6
Club Bookings	3		3	70	3	70	3	70	3	70		400	- 2	50	17	2,0
School Bookings	3	70	-	- 70		70	3	- 70	3	- 70	-	-		- 30	- 17	
Lessons		144	5	144	5	144	5	144	5	144	4	144	- 4	144	33	1,0
Private Hires	-	144		- 1	-		-	- 199	0.1	3	0.2	5	0.05	1 1	0	1,0
Gala	-	-	-	-	-		-	-	0.1		0.1	10	0.03		0	
Total	8	609	8	609	8	609	8	609	8	597	4	559	6	510	50	4.1
Total		003		003		003		003		331		333	•	310		ime Totals
one time capacity		140													Bookings	Throughp
9y																
Casual/Recreation														asual/Lanes		
														Casual/Lanes		53,5
Lanes													CI	Casual/Lanes ub Bookings ool Bookings		
										66			CI	ub Bookings	340	53,5 8,0
Lanes										66 12			CI Scho	ub Bookings ool Bookings	340	53,5 8,0
Lanes Lessons													CI Scho	ub Bookings ool Bookings Lessons	340 - 660	53,5 8,0 - 20,1
Lanes Lessons Clubs										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires	340 - 660 7 2	53,5 8,0 - 20,1 1 2
Lanes Lessons Clubs Schools Private Hire										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7	53,5 8,0 - 20,1 1
Lanes Lessons Clubs Schools Private Hire										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53,5 8,0 - 20,1 1 2
Lanes Lessons Clubs Schools Private Hire day Fun Sessions										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53,5 8,0 - 20,1 1 2 82,0 ol Totals
Lanes Lessons Clubs Schools Private Hire day Fun Sessions Galas										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala	340 - 660 7 2 1,009	53.5 8.0 - 20,1 1 2 82,0 ol Totals Throughp
Lanes Lessons Clubs Schools Private Hire day Fun Sessions Galas Staff Training										12			Ci Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total	340 - 660 7 2 1,009	53.5 8.0 20,1 1 2 82,0 ol Totals Throughp
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total	340 - 660 7 2 1,009 Main Po	53.5 8.0 20,1 1 2 82,0 ol Totals Throughp 108,2 16,5
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings bol Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings	340 - 660 7 2 1,009 Main Po Bookings	53.5 8.0 20.1 1 2 82,0 ol Totals Throughp 108.2 16.5 11,2
Lanes Lessons Clubs Schools Private Hire iday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings ool Bookings	340 - 660 7 2 1,009 Main Po Bookings - 850 750	53.5 8.0 20.1 1 2 82,0 ol Totals Throughp 108.2 16.5 11,2
Lanes Lessons Clubs Schools Private Hire liday Fun Sessions Galas Staff Training										12			CI Scho	ub Bookings ool Bookings Lessons Private Hires Gala Total Casual/Lanes ub Bookings Lessons	340 - 660 7 2 1,009 Main Pc Bookings 850 750	53,5 8.0 - 20,1 1 2 82,0

Teaching Pool (20m x 10m) - Termtime (averages)

	Mor	ndav	Tues	sdav	Wedn	esdav	Thur	sdav	Frie	dav	Satu	ırdav	Sur	dav		
	Progr	amme	Progr	amme	Progr	ramme	Progr	amme	Progra	amme	Progr	amme	Progr	amme		
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		
10-11am		10		10		10		10		10		24		24		
11-12noon		10		10		10		10		10		24		24		
12-1pm		10		10		10		10		10		10		10		
1-2pm		10		10		10		10		10		24		24		
2-3pm		10		10		10		10		10		24		24		
3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24						
5-6pm		24		24		24		24		24						
6-7pm												10		10		
7-8pm		10		10		10		10		10		10 10		10 10		
8-9pm		10 10		10 10		10 10		10 10		10 10		10		10		
9-10pm 10-11pm		10		10		10		10		10						
10-11piii				-				-		-					Weekh	/ Totals
1																
		Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	Throughput	Rookinge	
Caeual/I anne	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput
Casual/Lanes	-	30	-	30	-	30		30	-	30	-	40		40		230
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	Bookings - 2		Bookings - 2		- 14	230 140
Club Bookings School Bookings	- 2 5	30 20 50	2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	- 2 5	30 20 50	2	40 20	- 2	40 20 -	- 14 25	230 140 250
Club Bookings	- 2	30 20	2	30 20	- 2	30 20	- 2	30 20	- 2	30 20	- 2	40 20	2	40 20	- 14	230 140
Club Bookings School Bookings Lessons	2 5 3	30 20 50 72	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 5 3	30 20 50 72	- 2 - 6	40 20 - 144	2 - 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 5 3	30 20 50 72	2 - 6	40 20 - 144	2 6	40 20 - 144	14 25 27	230 140 250 648
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 -
Club Bookings School Bookings Lessons Private Hires Gala	2 5 3	30 20 50 72	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - -	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6	40 20 - 144 -	- 14 25 27 - - 66 Termtin	230 140 250 648 - 1,268 ne Totals Throughput
Club Bookings School Bookings Lessons Private Hires Gala Total	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	6 - 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 -	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204	- 14 25 27 - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172	2 - 6	40 20 - 144 -	- 2 - 6 8	40 20 - 144 - - 204 Casual/Lanes	- 14 25 27 - - - 66 Termtin Bookings	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - - 172	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings	- 14 25 27 66 Termtin Bookings - 420 750	230 140 250 648 - - 1,268 ne Totals Throughput 6,900 4,200 7,500
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings Lessons	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons sbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings pol Bookings Lessons Private Hires	14 25 27 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 ne Totals Throughput 6,900 4,200 7,500 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes .bs/Special Sessions Schools	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440
Club Bookings School Bookings Lessons Private Hires Gala Total At one time capacity Key Casual/Recreation Lanes Lessons Jbs/Special Sessions Schools Private Hire	2 5 3	30 20 50 72 - - 172	2 5 3 -	30 20 50 72 -	2 5 3	30 20 50 72	- 2 5 3	30 20 50 72 -	- 2 5 3	30 20 50 72 - - 172 27 40	2 - 6	40 20 - 144 -	2 - 6 8 8 (Club/Spec Schr	40 20 - 144 - 204 Casual/Lanes ial Bookings bookings Lessons Private Hires Gala	14 25 27 - - 66 Termtin Bookings - 420 750 810	230 140 250 648 - 1,268 he Totals Throughput 6,900 4,200 19,440

Teaching Pool (20m x 10m) - Non-term time (averages)

	Mon	ndav	Tue	sdav	Wedr	esdav	Thur	sdav	Fri	dav	Satu	rday	Sur	ndav		
		amme	Progr			amme										
7-8am	Ĭ		Ĭ				Ť		Ť				Ť			
8-9am																
9-10am		24		24		24		24		24		24		24		
10-11am		24		24		24		24		24		24		24		
11-12noon		24		24		24		24		24		24		24		
12-1pm		8 24		8		8		8		8		8		8		
1-2pm 2-3pm		24		24 24												
2-3pm 3-4pm		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		8		8		
5-6pm		24		24		24		24		24						
6-7pm		8		8		8		8		8						
7-8pm												8		8		
8-9pm		8		8		8		8		8		8		8		
9-10pm		8		8		8		8		8						
10-11pm		-		-		-		-		-		-		-		
																y Totals
	Bookings	Throughput	Bookings	Throughput												
Casual/Lanes	3	24	3	24	3	24	3	24	3	24	4	32	4	32	23	184
Club Bookings	2	16	2	16	2	16	2	16	2	16	2	16	2	16	14	112
School Bookings		-	-	-	-	-	-	-	-	-			-	-	-	
Lessons	8	192	8	192	8	192	8	192	8	192	6	144	6	144	52	1,248
Private Hires	-	-				-	-			-				-	-	
Gala		-		-		-	-	-	-	-		-	-		-	*
Total	13	232	13	232	13	232	13	232	13	232	12	192	12	192	89	1,544
At one time capacity		25	i i													ne Totals
Key		20												Casual/Lanes	Bookings 460	Throughput 3,680
Casual/Recreation		i												ial Bookings	280	2,240
Lanes														ool Bookings	200	2,240
Lessons													ocii	Lessons	1.040	24.960
ubs/Special Sessions														Private Hires	1,040	24,000
Schools														Gala		
Private Hire														Total	1,780	30,880
Galas															1,1.00	
Staff Training															Teaching	Pool Totals
Closed															Bookings	Throughput
Closed														Casual/Lanes	460	10.580
		.!!											C	ub Bookings	700	6,440
													Sch	ool Bookings	750	7,500
														Lessons	1,850	44,400
														Private Hires	-	-
														Gala	-	-
														Total	3,760	68,920

	All	Pools
	Bookings	Throughput
Casual/Lanes	460	118,830
Club Bookings	1,550	22,990
School Bookings	1,500	18,750
Lessons	3,050	84,000
Private Hires	18	438
Gala	5	500
Total	6,583	245,508

Swimming							
LESSONS	Av Participants/	No. Lessons	Participants	Net Price £	Income		SWIMMING POOL PROGRAMME
	Course	Annually			£		25m Pool x 10 Lane and 20m x 10m teachin
Juniors							
	8.00	2897.5	67200	4.00	268,800		
Adults							
Addits	8.00	305	8400	4.00	33,600		
Total			75,600		302,400		
SCH00LS							
Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool	Net Price	Income	1
				Hours	£	£	+
Schools & Colleges							
Secondary schools	2	5	38 38	380	35.00	13,300	
Primary Schools	3	5	38	570	35.00	19,950	
Total				950		33,250	
							_
CLUBS							
	Total		Weeks/	Net Price	Income		
	Sessions		Year				
Main Pool and Learner	1550			40	62,000		
Total					62,000		
						•	
CASUAL SWIMMING 25m Pool							
CASUAL SWIMMING 25M POOL							
	Swimming	Utilisation		Net Price/	Income		
	Hours	Swims per hr	Usage	£	£		
Adult			31193				
Child Concession			44561 13368	1.60 3 1.60			
Concession			10000	, 1.00	21,007		
Total			89123		192,505		
TOTAL			Total Casual	89123	192,503		

Other Swimming Income							
	Swimming	Utilisation	1	Net Price/	Income	1	
	Hours	Swims per hr	Usage	£	£		
Private Hires			18	150.00	2,625		
Gala			5	5 400.00	2,000		
Total			Total Other	4625			
			- S.I.I. Outd	4023			
SWIMMING INCOME			7				
	Annual						
25m POOL							
Casual	192,505 302,400						
Lessons Other	302,400 4,625						
Clubs	62,000						
Schools	33,250						
Sub Total	594,780		4				

Health & Fitness

March E32.00	Number of Stations Attrition Rate		100 48%							
March E32.00		Price	Yea	ar 4 2.5% Increase	% Split	Year 1	Year 2			Year 5
Dougle E80.00 E81.50 7.5% E20.89 C20.50 E4.238.00 E4.238.00 E4.238.00 E5.544.60 E5.544.60 E5.544.60 E5.544.60 E5.544.60 E5.329.60 E7.70 E7.7	Session Duration - Monthly									
Dougle E80.00 E81.50 7.5% E20.89 C20.50 E4.238.00 E4.238.00 E4.238.00 E5.544.60 E5.544.60 E5.544.60 E5.544.60 E5.544.60 E5.329.60 E7.70 E7.7	Adult		£32.00	£32.80) 7	5% £16.368.00	£19.488.00	£22.608.00	£26.371.20	£29.569.2
Section E27.00 E27.70 10% E18.81.40 E2.792.40 E2.53.40 E2.654.40 E2.323.40 E2.650.44 E2.323.40 E2.650.44 E2.323.40 E2.650.44 E2.323.40 E2.650.44 E2.650.										
Part										
Def Peak (Adult Only) £20.00										
Sew Memberships	Total		220.00	220.00	,					£40,294.0
168 120	Existing Memberships									1072
Fotal Memberships	New Memberships									250
Adult £185.00 £189.70 75% £94.627.50 £119.880.00 £145.132.50 £174.713.70 £200.607.7 20uple £330.00 £133.80 7.5% £16.879.50 £21.384.00 £25.888.50 £31.157.43 £25.775.2 20uple £330.00 £153.80 15% £15.345.00 £21.384.00 £25.888.50 £31.157.43 £35.775.2 20uple £150.00 £150.00 £153.80 15% £15.345.00 £19.440.00 £23.535.00 £28.329.96 £32.528.7 20uplorate NA £60.00 £61.50 2.5% £1.023.00 £1.296.00 £1.596.00 £1.842.00 £21.150.01 20uplorate NA £60.00 £61.50 2.5% £1.023.00 £1.296.00 £1.596.00 £1.842.00 £271.026.01 20uplorate NA £60.00 £161.50 2.5% £1.023.00 £1.296.00 £1.961.025.00 £236,043.09 £271.026.01 20uplorate NA £120.00 £130.00 £196,125.00 £236,043.09 £271.026.01 20uplorate NA £120.00 £23.00 £333.20 70% £98.280.00 £12.940.00 £145.600.00 £173.530.56 £197.787.50 20uplorate NA £240.00 £246.00 £246.00 £155.20 £25.250.0 £30.000.00 £23,751.06 £40.748.20 20uplorate NA £100.00 £123.00 £25% £1.296.00 £1.996.00 £23.940.00 £27.435.00 £21.291.00 20uplorate NA £100.00 £123.00 £123.00 £155.00 £1.996.00 £23.940.00 £27.435.00 £21.291.00 20uplorate NA £100.00 £123.00 £123.00 £1.550.00 £1.996.00 £23.940.00 £27.435.00 £21.291.00 20uplorate NA £100.00 £123.00 £123.00 £1.550.00 £1.996.00 £23.940.00 £27.435.00 £21.291.00 20uplorate NA £100.00 £123.00 £123.00 £1.550.00 £1.996.00 £23.940.00 £27.435.00 £21.291.00 20uplorate NA £100.00 £123.00 £1.25% £1.296.00 £1.996.00 £23.940.00 £27.435.00 £21.291.00 20uplorate NA £100.00 £123.00 £1.25% £1.296.00 £1.996.00 £23.996.00 £22.230.00	Loss of Memberships					168	120	120		120
Adult £185.00 £189.70 75% £94.627.50 £119.880.00 £145.132.50 £174.713.70 £200.60.77 Couple £330.00 £338.30 7.5% £16.879.50 £21.384.00 £25.888.50 £31,157.43 £35.775.2 Concession £150.00 £153.80 15% £15,345.00 £21,384.00 £23,535.00 £28,329.86 £32,528.7 Corporate NA Child £60.00 £61.50 2.5% £1,023.00 £1.296.00 £1.569.00 £1.569.00 £23,633.00 £2.115.00 F10 Feak (Adult Only) NA Total E127,875.00 £162,000.00 £196,125.00 £36,043.09 £271,026.60 Existing Memberships E271,026.60 E335.00 350 350 350 350 350 350 350 350 350 3	Total Memberships					682	812	942	1072	1202
Couple E330.00 E338.30 7.5% E18,879.50 E21,384.00 E25,888.50 E31,157.43 E35,775.20 E30000000000000000000000000000000000	Session Duration - 6 Month	s								
Concession	Adult		£185.00	£189.70) 7	5% £94,627.50	£119,880.00	£145,132.50	£174,713.70	£200,607.75
Deporate NA Deporate NA E60.00 E61.50 2.5% E1,023.00 E1,296.00 E1,569.00 E1,842.00 E2,115.00 E2,115.00 E1,610.00 E2,115.00 E2,115.00 E2,115.00 E1,610.00 E1,610.00 E1,610.00 E1,610.00 E2,115.00 E2,115.00 E2,115.00 E1,000.00 E1,000.00 E1,000.00 E2,115.00 E2,115.00 E1,000.00 E1,000.00 E1,000.00 E2,000.00 E2,000.00 E2,000.00 E2,000.00 E2,000.00 E2,000.00 E1,000.00 E1,000.	Couple		£330.00	£338.30) 7	5% £16,879.50	£21,384.00	£25,888.50	£31,157.43	£35,775.23
Child E60.00 E61.50 2.5% E1,023.00 E1,296.00 E1,569.00 E1,842.00 E2,115.00 E2,115.00 E162,000.00 E1,842.00 E2,115.00 E162,000.00 E1,842.00 E2,115.00 E2,	Concession		£150.00	£153.80) 1	5% £15,345.00	£19,440.00	£23,535.00	£28,329.96	£32,528.70
Child E60.00 E61.50 2.5% E1,023.00 E1,296.00 E1,569.00 E1,842.00 E2,115.00 E2,115.00 E162,000.00 E1,842.00 E2,115.00 E162,000.00 E1,842.00 E2,115.00 E2,	Corporate	NA								
E127,875.00 £162,000.00 £196,125.00 £236,043.09 £271,026.65	Child	NΔ	£60.00	£61.50) 2	5% £1,023.00	£1,296.00	£1,569.00	£1,842.00	£2,115.00
New Memberships 350	Total	IVA				£127,875.00	£162,000.00	£196,125.00	£236,043.09	£271,026.68
New Memberships	Existing Memberships					500	682	864	1046	1228
Cotal Memberships	New Memberships					350	350	350	350	350
Cotal Memberships	Loss of Memberships					168	168	168	168	168
Adult £325.00 £333.20 70% £98,280.00 £121,940.00 £145,600.00 £173,530.56 £197,787.50	Total Memberships					682	864	1046	1228	1410
Couple £625.00 £640.70 7.5% £20,250.00 £25,125.00 £30,000.00 £35,751.06 £40,748.5 Concession £240.00 £246.00 15% £15,552.00 £19,296.00 £23,040.00 £27,453.60 £31,291.2 Corporate NA NA 251,296.00 £1,608.00 £1,920.00 £2,232.00 £2,544.0 Child £120.00 £123.00 2.5% £1,296.00 £167,969.00 £10,920.00 £2,232.00 £2,544.0 Fotal Total £135,378.00 £167,969.00 £200,560.00 £238,967.22 £272,371.2 Existing Memberships 250 432 536 640 74 4 lew Memberships 350 200 200 200 20 2.0ss of Memberships 168 96 96 96 96 96 432 536 640 744 84 450 432 536 640 744 84 451 432 536 640<	Session Duration - 12 Mont	hs								
Couple £625.00 £640.70 7.5% £20,250.00 £25,125.00 £30,000.00 £35,751.06 £40,748.5 Concession £240.00 £246.00 15% £15,552.00 £19,296.00 £23,040.00 £27,453.60 £31,291.2 Corporate NA NA 251,296.00 £1,608.00 £1,920.00 £2,232.00 £2,544.0 Child £120.00 £123.00 2.5% £1,296.00 £167,969.00 £10,920.00 £2,232.00 £2,544.0 Fotal Total £135,378.00 £167,969.00 £200,560.00 £238,967.22 £272,371.2 Existing Memberships 250 432 536 640 74 4 lew Memberships 350 200 200 200 20 2.0ss of Memberships 168 96 96 96 96 96 432 536 640 744 84 450 432 536 640 744 84 451 432 536 640<	Adult		£325.00	£333.20) 7	0% £98,280.00	£121,940.00	£145,600.00	£173,530.56	£197,787.52
Concession £240.00 £246.00 15% £15,552.00 £19,296.00 £23,040.00 £27,453.60 £31,291.2 Corporate NA Child £120.00 £123.00 2.5% £1,296.00 £1,608.00 £1,920.00 £2,232.00 £2,544.00 Dif Peak (Adult Only) NA Fotal £135,378.00 £167,969.00 £200,560.00 £238,967.22 £272,371.2 Existing Memberships 250 432 536 640 74 New Memberships 350 200 200 200 200 200 New Memberships 350 200 200 200 200 New Memberships 350 200 200 200 200 New Memberships 350 350 36 640 744 New Memberships 350 200 200 200 200 New Memberships 350 200 200 New Memberships 350 200 New Memberships 35	Couple		£625.00	£640.70	7	5% £20,250.00	£25,125.00	£30,000.00	£35,751.06	£40,748.52
Corporate	Concession			£246.00						£31,291.20
Off Peak (Adult Only) NA Fotal £135,378.00 £167,969.00 £200,560.00 £238,967.22 £272,371.2 Existing Memberships 250 432 536 640 74 view Memberships 350 200 200 200 20 coss of Memberships 168 96 96 96 96 432 536 640 744 84 Fotal Memberships 1796 2212 2628 3044 346 Fotal Membership Income £285,554.40 £356,521.40 £427,488.40 £510,946.43 £583,691.9	Corporate	NA								
Fotal £135,378.00 £167,969.00 £200,560.00 £238,967.22 £272,371.2 Existing Memberships 250 432 536 640 74 vew Memberships 350 200 200 200 20 coss of Memberships 168 96 96 96 96 432 536 640 744 84 Fotal Memberships 1796 2212 2628 3044 346 Fotal Membership Income £285,554.40 £356,521.40 £427,488.40 £510,946.43 £583,691.9	Child	NA	£120.00	£123.00) 2	5% £1,296.00	£1,608.00	£1,920.00	£2,232.00	£2,544.00
New Memberships 350 200 200 200 20 <td>Total</td> <td>INA</td> <td></td> <td></td> <td></td> <td>£135,378.00</td> <td>£167,969.00</td> <td>£200,560.00</td> <td>£238,967.22</td> <td>£272,371.24</td>	Total	INA				£135,378.00	£167,969.00	£200,560.00	£238,967.22	£272,371.24
New Memberships 350 200 200 200 20 <td>Existing Memberships</td> <td></td> <td></td> <td></td> <td></td> <td>250</td> <td>432</td> <td>536</td> <td>640</td> <td>744</td>	Existing Memberships					250	432	536	640	744
Loss of Memberships 168 96 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>200</td>										200
Fotal Memberships 1796 2212 2628 3044 346 Fotal Membership L285,554.40 £356,521.40 £427,488.40 £510,946.43 £583,691.9										96
Total Membership Income £285,554.40 £356,521.40 £427,488.40 £510,946.43 £583,691.9										848
Total Membership Income £285,554.40 £356,521.40 £427,488.40 £510,946.43 £583,691.9										
Membership Income per Station £2.856 £3.565 £4.275 £5.400 £5.83	Total Membership Inco	me				£285,554.40	£356,521.40	£427,488.40	£510,946.43	£583,691.96
	• • • • • • • • • • • • • • • • • • •					£2,856		£4,275	£5,109	£5,837

Casual Use Price	Year 4 2.5	% Increase	Users Per Day L	Jsers Per Week	Users PA	Total Income Year 1,2 & 3	Year 4 & 5
Adult	£6.00	£6.20	30	210	10500	£63,000.00	£65,100.00
Junior	£2.75	£2.90	10	70	3500	£9,625.00	£10,150.00
Concession	£5.00	£5.20	20	140	7000	£35,000.00	£36,400.00
Total			60	420	21000	£107,625.00	£111,650.00
Joining Fees			Year 1 Year 1	Year 2 Year 2	Year 3 Year 3	Year 4 Year 4	Year 5 Year 5
Total H&F Income			£419,579.40	£497,146.40	£574,713.40	£675,396.43	£761,341.96
Total Income Per Station			£4,196	£4,971	£5,747	£6,754	£7,613
		GP Referral	26,400	33,000	39,600	52,800	66,000
Induction - Adult	£20.50						
Induction - Junior/Concession	£12.00						
Induction - School Pupils	£5.00						
Fitness Test Non Member	£15.00						
Fitness Test Member	£10.00						

Staffing

<u>Designation</u>	<u>Number</u>	<u>Hours</u>	Cost	On-costs	<u>Total</u>
Admin Assistants	0.5	40	7,500	1,275	8,775
Sub Total	0.5	40	7,500	1,275	8,775
Aquatics Coordinator	1	40	18,000	3,060	21,060
Swimming Teachers	4.75	118.75	53,200	9,044	62,244
Sub Total	6	159	71,200	12,104	83,304
Sports Centre Assistants/Lifeguards		360	135,000	22,950	157,950
Sports Centre Assistants (Part-time & casual)		120	45,000	7,650	52,650
Sub Total	12	480	180,000	30,600	210,600
Fitness Manager	1	40	22,000	3,740	25,740
Fitness Assistants	3	120	54,000	9,180	63,180
Sub Total	4	160	76,000	12,920	88,920
Maintenance Technician	1	40	18,000	3,060	21,060
Sub Total	1	40	18,000	3,060	21,060
Receptionists	0.5	20	7,500	1,275	8,775
Sub Total	1	20	7,500	1,275	8,775
Cleaners	2	40	12,000	2,040	14,040
Sub Total	2	40	12,000	2,040	14,040
	<u>Number</u>	<u>Hours</u>	<u>Cost</u>	On-costs	<u>Total</u>
Totals	22	779	296,200	50,354	435,474
Sickness/AL cover	6%				26,128
Staff Total Cost					461,602
Otan Total Ooot					