

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	£ 769,303	£ 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	£ 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
Operational Surplus / Loss	152,904	90,881	30,343	£ 38,835	£ 100,599	£ 134,729	£ 100,599	£ 502,997	£ 368,268	£ 36,827
Full Repair and Lease Costs	66,823	66,823	66,823	66,823	66,823	334,113	66,823	334,113	668,225	66,823
Gross Surplus / Loss	219,763	157,703	97,165	27,987	33,777	468,842	33,777	168,885	299,957	29,996

Option 2X New build Quarry 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

Option 2X New build Quarry Site

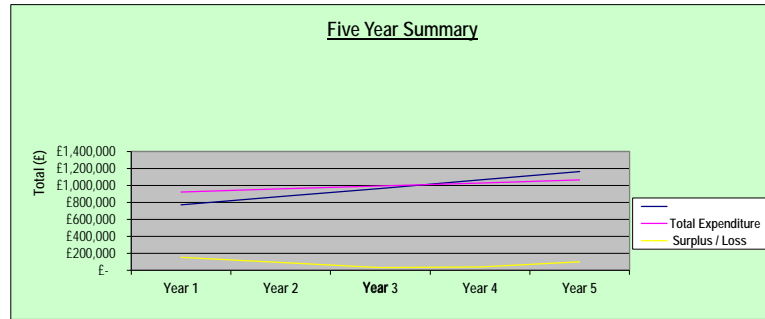
Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 147,177	£ 220,394	£ 293,611	£ 376,677	£ 451,727	£ 1,489,587	£ 451,727	£ 2,258,636	£ 3,748,222	£ 374,822
Swimming	£ 581,820	£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 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	£ 200,900	£ 205,923	£ 211,071	£ 216,347	£ 1,030,240	£ 216,347	£ 1,081,737	£ 2,111,977	£ 211,198
Admin and Marketing	£ 58,386	£ 59,846	£ 61,342	£ 62,875	£ 64,447	£ 306,896	£ 64,447	£ 322,236	£ 629,133	£ 62,913
Supplies and Services	£ 31,765	£ 37,508	£ 41,256	£ 44,963	£ 48,672	£ 204,165	£ 48,672	£ 243,362	£ 447,527	£ 44,753
Support Costs	£ 76,930	£ 86,724	£ 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	£ 152,904	£ 90,881	£ 30,343	£ 38,835	£ 100,599	£ 134,729	£ 100,599	£ 502,997	£ 368,268	£ 36,827
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	207,113	41,423	207,113	414,225	41,423
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
	66,823	66,823	66,823	66,823	66,823	334,113	66,823	334,113	668,225	66,823
Gross Surplus / Loss	£ 219,763	£ 157,703	£ 97,165	£ 27,987	£ 33,777	£ 468,842	£ 33,777	£ 168,885	£ 299,957	£ 29,996

Operating Recovery Rate	83%	91%	97%	104%	109%	97%	109%	109%	104%	104%
Spend per Head	£3.34	£3.01	£2.96	£2.95	£2.92	£3.01	£2.92	£2.92	£2.96	£2.96
Subsidy/Profit per Head	£0.66	£0.32	£0.09	£0.11	£0.25	£0.08	£0.25	£0.25	£0.10	£0.10
Staffing/Income %	72.7%	66.1%	61.1%	56.5%	53.0%	60.9%	53.0%	53.0%	56.6%	56.6%
Staffing/Expenditure %	60.6%	59.8%	59.2%	58.6%	58.1%	59.2%	58.1%	58.1%	58.6%	58.6%
Estimated Throughput	230,323	288,446	325,396	361,846	398,246	1,604,256	398,246	1,991,229	3,595,486	359,549

SENSITIVITY ANALYSIS

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
5% MORE INCOME			
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
10% MORE INCOME			-£573,690
5% LESS EXPENDITURE			
YEAR 1	£807,768	£922,243	-£114,475
YEAR 2	£910,599	£958,118	-£47,519
YEAR 3	£1,009,821	£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
5% LESS EXPENDITURE			
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
10% MORE INCOME			£348,128
5% MORE EXPENDITURE			
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
5% MORE EXPENDITURE			
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
10% MORE EXPENDITURE			£316,480
10% MORE EXPENDITURE			
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
WORST CASE SCENARIO			
10% LESS INCOME/10% MORE EXPENDITURE			
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
10% LESS INCOME/10% MORE EXPENDITURE			-£631,059
BEST CASE SCENARIO			
10% MORE INCOME/10% LESS EXPENDITURE			
YEAR 1	£846,234	£838,403	£7,831
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
10% MORE INCOME/10% LESS EXPENDITURE			£799,336

Graphs



Option 2X New build Quarry Site

Detailed Budget

	Five Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
Total Income	769,303	867,237	961,830	1,066,556	1,163,640	1,163,640	10,646,767.05	1,064,677
Total 'Operating' Expenditure	922,243	958,118	992,173	1,027,721	1,063,041	1,063,041	10,278,499.09	1,027,850
Net 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	374,822
Swimming	581,820	596,365	611,274	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								
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								
Electricity & Gas	106,500	109,163	111,892	114,689	117,556	117,556	1,147,579	114,758
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% 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	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Premises sub total	196,000	200,900	205,923	211,071	216,347	216,347	2,111,977	211,198
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	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	58,386	59,846	61,342	62,875	64,447	64,447	629,133	62,913
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								
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	922,243	958,118	992,173	1,027,721	1,063,041	1,063,041	10,278,499	1,027,850
Net Operating Surplus / Loss	152,904	90,881	30,343	38,835	100,599	100,599	368,268	36,827
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	219,763	157,703	97,165	27,987	33,777	33,777	299,957	29,996

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

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

Ave Cost per station

Average Annual Lease Costs **41,423**

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	TOTALS
AMOUNT	87,500											87,500
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	-	130,725
TOTAL ANNUAL PAYABLE		13,475	36,750	33,250	29,750	26,250	22,750	19,250	15,750	12,250	8,750	218,225
AVERAGE ANNUAL PAYABLE		21,823										

41,423

CV Equipment 5 Years

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment	87,500						
AMOUNT		17,500	17,500	17,500	17,500	17,500	87,500
PRINCIPAL Min 4% of capital sum		70,000	52,500	35,000	17,500	-	-
OUTSTANDING		4,200	3,150	2,100	1,050	-	10,500
INTEREST	6%						
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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										

£ 100,000 (Replaced 10 Years)

Throughput Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness	46,100	82,550	119,000	155,450	191,850
Swimming	175,723	196,396	196,396	196,396	196,396
Spectators/Events	8,500	9,500	10,000	10,000	10,000
Total	230,323	288,446	325,396	361,846	398,246

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	32	10	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
9-10am	10	15	10	15	10	15	10	15	5	15	32	10	32	15		
10-11am	10	15	10	15	10	15	10	15	5	15	32	10	32	20		
11-12noon	10	15	10	15	10	15	10	15	5	15	32	10	32	25		
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20		
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	15	10	10		
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	10		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25		
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Casual/Lanes	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Club Bookings	5	75	5	75	5	75	5	75	5	75	-	-	-	25	375	
School Bookings	2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60	3,080
Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469		

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

36
40
1,440

	Bookings	Throughput
Casual/Lanes	-	54,750
Club Bookings	510	8,550
School Bookings	750	11,250
Lessons	540	17,280
Private Hires	11	263
Gala	3	300
Total	1,814	92,393

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	32	30	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	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	25	24	25	32	30	32	25		
11-12noon	24	25	24	25	24	25	24	25	24	25	32	30	32	25		
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	20	10	10		
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25		
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Casual/Lanes	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Club Bookings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Bookings	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	936
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	4,030
Total	8	601	8	601	8	601	8	601	8	589	4	543	6	494		

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
holiday Fun Sessions	Light Red
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

66
12
792

	Bookings	Throughput
Casual/Lanes	-	53,500
Club Bookings	340	8,000
School Bookings	-	-
Lessons	660	18,720
Private Hires	7	175
Gala	2	200
Total	1,009	80,595

Main Pool Totals	
Bookings	Throughput
Casual/Lanes	108,250
Club Bookings	850
School Bookings	750
Lessons	1,200
Private Hires	18
Gala	5
Total	2,823

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		24
10-11am		10		10		10		10		10		24		24		24
11-12noon		10		10		10		10		10		24		24		24
12-1pm		10		10		10		10		10		24		24		24
1-2pm		10		10		10		10		10		24		24		24
2-3pm		10		10		10		10		10		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		24		24		24
5-6pm		24		24		24		24		24		10		10		10
6-7pm		10		10		10		10		10		10		10		10
7-8pm		10		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		10		10
10-11pm		-		-		-		-		-		-		-		-
Bookings																
Throughput																
Casual/Lanes		30		30		30		30		30		40		40		230
Club Bookings	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
School Bookings	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
Lessons	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268

At one time capacity

25

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Purple
Private Hire	Light Orange
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	6,900
Club/Special Bookings	420
School Bookings	750
Lessons	810
Private Hires	-
Gala	-
Total	1,980

Termtime Totals	Bookings	Throughput
	420	4,200
	750	7,500
	810	19,440
	-	-
	-	-
Total	1,980	38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		24
10-11am		24		24		24		24		24		24		24		24
11-12noon		24		24		24		24		24		24		24		24
12-1pm		24		24		24		24		24		24		24		24
1-2pm		24		24		24		24		24		24		24		24
2-3pm		24		24		24		24		24		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		8		8		8
5-6pm		24		24		24		24		24		8		8		8
6-7pm		8		8		8		8		8		8		8		8
7-8pm		8		8		8		8		8		8		8		8
8-9pm		8		8		8		8		8		8		8		8
9-10pm		8		8		8		8		8		8		8		8
10-11pm		-		-		-		-		-		-		-		-
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

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Purple
Private Hire	Light Orange
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	460
Club/Special Bookings	280
School Bookings	-
Lessons	1,040
Private Hires	-
Gala	-
Total	1,780

Teaching Pool Totals	Bookings	Throughput
	460	10,580
	700	6,440
	750	7,500
	1,850	44,400
	-	-
	-	-
Total	3,760	68,920

All Pools	Bookings	Throughput
	460	118,830
	1,550	22,990
	1,500	18,750
	3,050	80,400
	18	438
	5	500
Total	6,583	241,908

Swimming

SWIMMING POOL PROGRAMME
25m Pool x 8 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
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 Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	289,440
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	581,820

Health & Fitness

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

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	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			£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>	<u>On-costs</u>	<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
Totals					
	Number	Hours	Cost	On-costs	Total
	28	1,103	424,400	72,148	522,288
Sickness/AL cover	6%				31,337
Staff Total Cost					553,625
			On cost average NI %	14%	
			Workplace 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	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	£ 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 Repair 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

New Shropshire Swimming Provision Facility Mix - Option 2

- 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

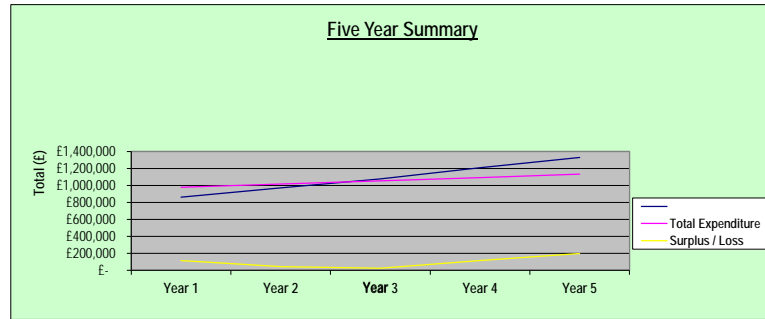
Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 237,861	£ 320,828	£ 403,795	£ 512,428	£ 609,774	£ 2,084,685	£ 609,774	£ 3,048,869	£ 5,133,554	£ 513,355
Swimming	£ 581,820	£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 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%
Spend per Head	£3.51	£3.14	£3.06	£3.07	£3.06	£3.14	£3.06	£3.06	£3.09	£3.09
Subsidy/Profit per Head	£0.46	£0.14	£0.07	£0.29	£0.45	£0.10	£0.45	£0.45	£0.30	£0.30
Staffing/Income %	67.9%	61.8%	57.1%	52.2%	48.7%	56.5%	48.7%	48.7%	52.2%	52.2%
Staffing/Expenditure %	59.9%	59.1%	58.5%	57.7%	57.1%	58.4%	57.1%	57.1%	57.8%	57.8%
Estimated Throughput	245,923	309,246	351,396	393,046	434,646	1,734,256	434,646	2,173,229	3,907,486	390,749

SENSITIVITY ANALYSIS

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
			£179,017
GENERAL SENSITIVITY			
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
YEAR 5	£1,264,816	£1,131,228	£133,588
			-£80,336
10% LESS INCOME			
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
			-£316,111
5% MORE INCOME			
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
			£451,338
10% MORE INCOME			
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
			£723,659
5% LESS EXPENDITURE			
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
YEAR 5	£1,328,057	£1,077,360	£250,697
			£429,846
10% LESS EXPENDITURE			
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
			£657,872
5% MORE EXPENDITURE			
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
			-£84,353
10% MORE EXPENDITURE			
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
			-£347,723
WORST CASE SCENARIO			
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
			-£842,851
BEST CASE SCENARIO			
10% MORE INCOME/10% LESS EXPENDITURE			
YEAR 1	£948,988	£888,020	£60,969
YEAR 2	£1,068,442	£923,044	£145,398
YEAR 3	£1,184,219	£956,438	£227,782
YEAR 4	£1,328,544	£992,653	£335,891
YEAR 5	£1,460,863	£1,028,389	£432,473
			£1,202,513

Graphs



New Shrewsbury Swimming Provision - Other Location

Detailed Budget Option 2

	Five Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
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	976,822	1,015,348	1,052,081	1,091,918	1,131,228	1,131,228	10,923,538.85	1,092,354
Net Profit / Loss	£ 114,105	£ 44,037	£ 24,482	£ 115,849	£ 196,829	£ 196,829	£ 1,163,160	£ 116,316
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								
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	5,797	5,942	6,090	6,242	6,398	6,398	62,462	6,246
Staffing Sub Total	585,466	600,103	615,105	630,483	646,245	646,245	6,308,628	630,863
Premises								
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	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	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	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	60,254	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	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 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 Operating Surplus / 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
	95,645	95,645	95,645	95,645	95,645	95,645	956,450	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

Based on 50 CV Stations	£	175,000	Ave Cost per station	£	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	TOTALS
AMOUNT	175,000											175,000
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		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment	175,000						
AMOUNT	175,000						175,000
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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										

£ 100,000 (Replaced 10 Years)

Throughput Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness	61,700	103,350	145,000	186,650	228,250
Swimming	175,723	196,396	196,396	196,396	196,396
Spectators/Events	8,500	9,500	10,000	10,000	10,000
Total	245,923	309,246	351,396	393,046	434,646

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	32	10	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
9-10am	10	15	10	15	10	15	10	15	5	15	32	10	32	15		
10-11am	10	15	10	15	10	15	10	15	5	15	32	10	32	20		
11-12noon	10	15	10	15	10	15	10	15	5	15	32	10	32	25		
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20		
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	15	10	10		
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	10		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25		
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Casual/Lanes	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Club Bookings	5	75	5	75	5	75	5	75	5	75	-	-	-	25	375	
School Bookings	2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60	3,080
Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469		

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

36
40
1,440

	Bookings	Throughput
Casual/Lanes	-	54,750
Club Bookings	510	8,550
School Bookings	750	11,250
Lessons	540	17,280
Private Hires	11	263
Gala	3	300
Total	1,814	92,393

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	32	30	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	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	25	24	25	32	30	32	25		
11-12noon	24	25	24	25	24	25	24	25	24	25	32	30	32	25		
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	20	10	10		
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25		
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Casual/Lanes	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Club Bookings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Bookings	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	936
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	4,030
Total	8	601	8	601	8	601	8	601	8	589	4	543	6	494		

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
holiday Fun Sessions	Light Red
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

66
12
792

	Bookings	Throughput
Casual/Lanes	-	53,500
Club Bookings	340	8,000
School Bookings	-	-
Lessons	660	18,720
Private Hires	7	175
Gala	2	200
Total	1,009	80,595

Main Pool Totals	
Bookings	Throughput
Casual/Lanes	108,250
Club Bookings	850
School Bookings	750
Lessons	1,200
Private Hires	18
Gala	5
Total	2,823

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		24
10-11am		10		10		10		10		10		24		24		24
11-12noon		10		10		10		10		10		24		24		24
12-1pm		10		10		10		10		10		24		24		24
1-2pm		10		10		10		10		10		24		24		24
2-3pm		10		10		10		10		10		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		24		24		24
5-6pm		24		24		24		24		24		10		10		10
6-7pm		10		10		10		10		10		10		10		10
7-8pm		10		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		10		10
10-11pm		-		-		-		-		-		-		-		-
Bookings																
Throughput																
Casual/Lanes		30		30		30		30		30		40		40		230
Club Bookings	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
School Bookings	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
Lessons	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268

At one time capacity

25

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	6,900
Club/Special Bookings	420
School Bookings	750
Lessons	810
Private Hires	-
Gala	-
Total	1,980

Termtime Totals	
Bookings	1,980
Throughput	38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		24
10-11am		24		24		24		24		24		24		24		24
11-12noon		24		24		24		24		24		24		24		24
12-1pm		24		24		24		24		24		24		24		24
1-2pm		24		24		24		24		24		24		24		24
2-3pm		24		24		24		24		24		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		8		8		8
5-6pm		24		24		24		24		24		8		8		8
6-7pm		8		8		8		8		8		8		8		8
7-8pm		8		8		8		8		8		8		8		8
8-9pm		8		8		8		8		8		8		8		8
9-10pm		8		8		8		8		8		8		8		8
10-11pm		-		-		-		-		-		-		-		-
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

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	460
Club/Special Bookings	280
School Bookings	-
Lessons	1,040
Private Hires	-
Gala	-
Total	1,780

Teaching Pool Totals	
Bookings	3,760
Throughput	68,920

All Pools	
Bookings	6,583
Throughput	241,908

Swimming

SWIMMING POOL PROGRAMME
25m Pool x 8 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
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 Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	289,440
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	581,820

Health & Fitness

Number of Stations		100						
Attrition Rate		48%						
	Price	Year 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4	Year 5
							Price 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	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 Months								
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
Total Memberships				182	286	390	494	598
Total Memberships				546	962	1378	1794	2210
Total Membership Income				£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	£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>	<u>Cost</u>	<u>On-costs</u>	<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
Totals					
	Number	Hours	Cost	On-costs	Total
	31	1,193	445,400	75,718	546,858
Sickness/AL cover	6%				32,811
Staff Total Cost					579,669
			On cost average NI %	14%	
			Workplace Pension	3%	
			FTE @40 hours	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

New Shropshire Swimming Provision Facility Mix - Option 3

- 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

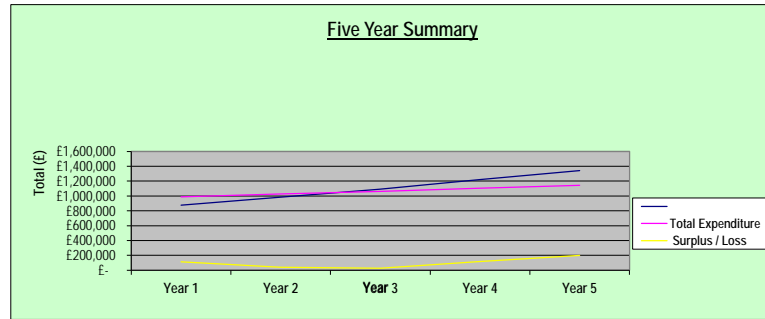
Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 237,861	£ 320,828	£ 403,795	£ 512,428	£ 609,774	£ 2,084,685	£ 609,774	£ 3,048,869	£ 5,133,554	£ 513,355
Swimming	£ 594,780	£ 609,649	£ 624,890	£ 640,513	£ 656,525	£ 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	£ 222,938	£ 228,511	£ 234,224	£ 240,079	£ 1,143,251	£ 240,079	£ 1,200,397	£ 2,343,648	£ 234,365
Admin and Marketing	£ 60,523	£ 62,036	£ 63,587	£ 65,177	£ 66,806	£ 318,130	£ 66,806	£ 334,031	£ 652,161	£ 65,216
Supplies and Services	£ 33,500	£ 39,765	£ 44,004	£ 48,203	£ 52,403	£ 217,874	£ 52,403	£ 262,015	£ 479,889	£ 47,989
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	£ 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
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	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	207,599	137,461	68,891	22,528	103,561	287,862	103,561	517,804	229,941	22,994

Operating Recovery Rate	89%	96%	103%	111%	117%	104%	117%	117%	111%	111%
Spend per Head	£3.52	£3.15	£3.08	£3.09	£3.07	£3.15	£3.07	£3.07	£3.11	£3.11
Subsidy/Profit per Head	£0.45	£0.13	£0.08	£0.30	£0.46	£0.11	£0.46	£0.46	£0.30	£0.30
Staffing/Income %	67.2%	61.3%	56.7%	51.9%	48.4%	56.1%	48.4%	48.4%	51.9%	51.9%
Staffing/Expenditure %	59.6%	58.8%	58.2%	57.4%	56.8%	58.1%	56.8%	56.8%	57.5%	57.5%
Estimated Throughput	248,677	312,324	354,474	396,124	437,724	1,749,322	437,724	2,188,619	3,937,942	393,794

SENSITIVITY ANALYSIS

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
			£190,363
GENERAL SENSITIVITY			
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
			-£72,360
10% LESS INCOME			
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
			-£311,198
5% MORE INCOME			
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
			£466,221
10% MORE INCOME			
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
			£742,080
5% LESS EXPENDITURE			
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
YEAR 5	£1,342,901	£1,089,234	£253,667
			£444,020
10% LESS EXPENDITURE			
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
			£674,618
5% MORE EXPENDITURE			
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
			-£75,978
10% MORE EXPENDITURE			
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
			-£342,318
WORST CASE SCENARIO			
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	£1,220,819	£1,258,065	-£37,246
			-£843,880
BEST CASE SCENARIO			
10% MORE INCOME/10% 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	£1,344,489	£1,003,718	£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

	Five Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
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	988,112	1,026,949	1,063,964	1,104,089	1,143,695	1,143,695	11,045,286.63	1,104,529
Net Profit / Loss	£ 111,954	£ 41,816	£ 26,754	£ 118,173	£ 199,206	£ 199,206	£ 1,186,391	£ 118,639
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
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
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	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	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	217,500	222,938	228,511	234,224	240,079	240,079	2,343,648	234,365
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	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	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
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
Gross Surplus / Loss	207,599	137,461	68,891	22,528	103,561	103,561	229,941	22,994

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Based on 50 CV Stations	£	175,000	Ave Cost per station	£	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	TOTALS
AMOUNT	175,000											175,000
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		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment							
AMOUNT	175,000						175,000
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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

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

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	36	10	36	15		
8-9am	10	10	10	10	10	10	10	10	10	10	36	10	36	15		
9-10am	10	15	10	15	10	15	10	15	5	15	36	10	36	15		
10-11am	10	15	10	15	10	15	10	15	5	15	36	10	36	25		
11-12noon	10	15	10	15	10	15	10	15	5	15	36	10	36	25		
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20		
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	20		
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	36	10	36	10	36	10	36	10	36	10	15	20	15	15		
5-6pm	36	10	36	10	36	10	36	10	36	10	15	15	10	10		
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	5		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25		
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	25	25	100	25	25	25		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Casual/Lanes	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Club Bookings	5	75	5	75	5	75	5	75	5	75	-	-	-	25	375	
School Bookings	2	72	2	72	2	72	2	72	2	72	4	144	4	144	18	648
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60	3,152
Total	10	447	10	447	10	447	10	447	10	410	4	469	6	485		

	Termtime Totals	
	Bookings	Throughput
Casual/Lanes	-	54,750
Club Bookings	510	8,550
School Bookings	750	11,250
Lessons	540	19,440
Private Hires	11	263
Gala	3	300
Total	1,814	94,553

	At one time capacity
At one time capacity	140

Key	Value
Casual/Recreation	
Lanes	
Lessons	
Clubs	
Schools	36
Private Hire	40
Galas	1,440
Staff Training	
Closed	

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	36	30	36	15		
8-9am	10	10	10	10	10	10	10	10	10	10	36	30	36	15		
9-10am	24	25	24	25	24	25	24	25	24	25	36	20	36	15		
10-11am	24	25	24	25	24	25	24	25	24	25	36	30	36	25		
11-12noon	24	25	24	25	24	25	24	25	24	25	36	30	36	25		
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	36	10	36	10	36	10	36	10	36	10	15	20	15	15		
5-6pm	36	10	36	10	36	10	36	10	36	10	15	20	10	10		
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25		
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	25		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Casual/Lanes	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Club Bookings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Bookings	5	144	5	144	5	144	5	144	5	144	4	144	4	144	33	1,008
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	4,102
Total	8	609	8	609	8	609	8	609	8	597	4	559	6	510		

	Non-termtime Totals	
	Bookings	Throughput
Casual/Lanes	-	53,500
Club Bookings	340	8,000
School Bookings	-	-
Lessons	660	20,160
Private Hires	7	175
Gala	2	200
Total	1,009	82,035

	At one time capacity
At one time capacity	140

Key	Value
Casual/Recreation	
Lanes	
Lessons	
Clubs	
Schools	12
Private Hire	792
holiday Fun Sessions	
Galas	
Staff Training	
Closed	

Main Pool Totals		
	Bookings	Throughput
Casual/Lanes	-	108,250
Club Bookings	850	16,550
School Bookings	750	11,250
Lessons	1,200	39,600
Private Hires	18	438
Gala	5	500
Total	2,823	176,588

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals			
7-8am																		
8-9am																		
9-10am		10		10		10		10		10		24		24		24		
10-11am		10		10		10		10		10		24		24		24		
11-12noon		10		10		10		10		10		24		24		24		
12-1pm		10		10		10		10		10		24		24		24		
1-2pm		10		10		10		10		10		24		24		24		
2-3pm		10		10		10		10		10		24		24		24		
3-4pm		24		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		24		24		24		
5-6pm		24		24		24		24		24		10		10		10		
6-7pm		10		10		10		10		10		10		10		10		
7-8pm		10		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		10		10		
10-11pm		-		-		-		-		-		-		-		-		
Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	
Casual/Lanes	30	-	30	-	30	-	30	-	30	-	30	-	40	-	40	-	230	
Club Bookings	2	20	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
School Bookings	5	50	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
Lessons	3	72	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268

At one time capacity

25

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

27
40
1,080

Casual/Lanes	6,900	
Club/Special Bookings	420	4,200
School Bookings	750	7,500
Lessons	810	19,440
Private Hires	-	-
Gala	-	-
Total	1,980	38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals		
7-8am																	
8-9am																	
9-10am		24		24		24		24		24		24		24		24	
10-11am		24		24		24		24		24		24		24		24	
11-12noon		24		24		24		24		24		24		24		24	
12-1pm		24		24		24		24		24		24		24		24	
1-2pm		24		24		24		24		24		24		24		24	
2-3pm		24		24		24		24		24		24		24		24	
3-4pm		24		24		24		24		24		24		24		24	
4-5pm		24		24		24		24		24		24		8		8	
5-6pm		24		24		24		24		24		24		8		8	
6-7pm		8		8		8		8		8		8		8		8	
7-8pm		8		8		8		8		8		8		8		8	
8-9pm		8		8		8		8		8		8		8		8	
9-10pm		8		8		8		8		8		8		8		8	
10-11pm		-		-		-		-		-		-		-		-	
Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	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

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	460	3,680
Club/Special Bookings	280	2,240
School Bookings	-	-
Lessons	1,040	24,960
Private Hires	-	-
Gala	-	-
Total	1,780	30,880

Teaching Pool Totals		
Bookings	Throughput	
Casual/Lanes	460	10,580
Club Bookings	700	6,440
School 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

SWIMMING POOL PROGRAMME
25m Pool x 10 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
Juniors	8.00	2897.5	67200	4.00	268,800
Adults	8.00	305	8400	4.00	33,600
Total			75,600		302,400

SCHOOLS

Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	302,400
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	594,780

Health & Fitness

Number of Stations		100						
Attrition Rate		48%						
	Price	Year 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4 Price Increase	Year 5
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	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 Months								
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
Total Memberships				182	286	390	494	598
Total Memberships				546	962	1378	1794	2210
Total Membership Income				£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	£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
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>	<u>On-costs</u>	<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
Totals					
	Number	Hours	Cost	On-costs	Total
	31	1,159	448,200	76,194	550,134
Sickness/AL cover	6%				33,008
Staff Total Cost					583,142
			On cost average NI %	14%	
			Workplace Pension	3%	
			FTE @40 hours	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

Option 3X New 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

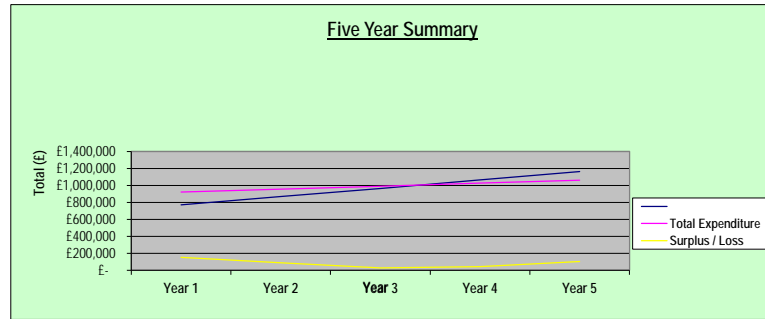
Base Business Plan

	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	£ 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	£ 193,720	£ 198,563	£ 203,527	£ 208,615	£ 213,831	£ 1,018,256	£ 213,831	£ 1,069,153	£ 2,087,409	£ 208,741
Admin and Marketing	£ 58,386	£ 59,846	£ 61,342	£ 62,875	£ 64,447	£ 306,896	£ 64,447	£ 322,236	£ 629,133	£ 62,913
Supplies and Services	£ 31,765	£ 37,508	£ 41,256	£ 44,963	£ 48,672	£ 204,165	£ 48,672	£ 243,362	£ 447,527	£ 44,753
Support Costs	£ 76,930	£ 86,724	£ 96,183	£ 106,656	£ 116,364	£ 482,857	£ 116,364	£ 581,820	£ 1,064,677	£ 106,468
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
Surplus / Loss	£ 150,660	£ 88,544	£ 27,947	£ 41,291	£ 103,116	£ 122,745	£ 103,116	£ 515,580	£ 392,836	£ 39,284
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	207,113	41,423	207,113	414,225	41,423
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
	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
Operating Recovery Rate	84%	91%	97%	104%	110%	98%	110%	110%	104%	104%
Spend per Head	£3.34	£3.01	£2.96	£2.95	£2.92	£3.01	£2.92	£2.92	£2.96	£2.96
Subsidy/Profit per Head	£0.65	£0.31	£0.09	£0.11	£0.26	£0.08	£0.26	£0.26	£0.11	£0.11
Staffing/Income %	72.7%	66.1%	61.1%	56.5%	53.0%	60.9%	53.0%	53.0%	56.6%	56.6%
Staffing/Expenditure %	60.8%	60.0%	59.4%	58.7%	58.2%	59.4%	58.2%	58.2%	58.8%	58.8%
Estimated Throughput	230,323	288,446	325,396	361,846	398,246	1,604,256	398,246	1,991,229	3,595,486	359,549

SENSITIVITY ANALYSIS

BASELINE	INCOME	EXPENDITURE	PROFIT/LOSS
YEAR 1	£769,303	£919,963	-£150,660
YEAR 2	£867,237	£955,781	-£88,544
YEAR 3	£961,830	£989,777	-£27,947
YEAR 4	£1,066,556	£1,025,265	£41,291
YEAR 5	£1,163,640	£1,060,524	£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	£916,028	£989,777	-£73,749
YEAR 4	£1,015,768	£1,025,265	-£9,498
YEAR 5	£1,108,229	£1,060,524	£47,705
10% LESS INCOME			-£352,676
5% MORE INCOME			
YEAR 1	£699,367	£919,963	-£220,597
YEAR 2	£788,398	£955,781	-£167,384
YEAR 3	£874,391	£989,777	-£115,386
YEAR 4	£969,596	£1,025,265	-£55,669
YEAR 5	£1,057,855	£1,060,524	-£2,669
10% MORE INCOME			-£561,705
5% LESS EXPENDITURE			
YEAR 1	£807,768	£919,963	-£112,195
YEAR 2	£910,599	£955,781	-£45,182
YEAR 3	£1,009,821	£989,777	£20,144
YEAR 4	£1,119,884	£1,025,265	£94,618
YEAR 5	£1,221,822	£1,060,524	£161,298
10% MORE EXPENDITURE			£118,684
5% LESS EXPENDITURE			
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
YEAR 5	£1,280,004	£1,060,524	£219,480
10% MORE EXPENDITURE			£360,112
5% LESS EXPENDITURE			
YEAR 1	£769,303	£876,156	-£106,852
YEAR 2	£867,237	£910,268	-£43,030
YEAR 3	£961,830	£942,645	£19,185
YEAR 4	£1,066,556	£976,443	£90,113
YEAR 5	£1,163,640	£1,010,023	£153,617
10% LESS EXPENDITURE			£113,032
5% MORE EXPENDITURE			
YEAR 1	£769,303	£836,330	-£67,027
YEAR 2	£867,237	£868,892	-£1,655
YEAR 3	£961,830	£899,797	£62,032
YEAR 4	£1,066,556	£932,059	£134,497
YEAR 5	£1,163,640	£964,113	£199,527
10% MORE EXPENDITURE			£327,375
5% LESS EXPENDITURE			
YEAR 1	£769,303	£965,962	-£196,658
YEAR 2	£867,237	£1,003,570	-£136,333
YEAR 3	£961,830	£1,039,266	-£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
WORST CASE SCENARIO			
10% LESS INCOME/10% MORE EXPENDITURE			
YEAR 1	£699,367	£1,011,960	-£312,593
YEAR 2	£788,398	£1,051,359	-£262,962
YEAR 3	£874,391	£1,088,755	-£214,364
YEAR 4	£969,596	£1,127,792	-£158,196
YEAR 5	£1,057,855	£1,166,576	-£108,722
BEST CASE SCENARIO			-£1,056,836
10% MORE INCOME/10% LESS EXPENDITURE			
YEAR 1	£846,234	£836,330	£9,903
YEAR 2	£953,961	£868,892	£85,069
YEAR 3	£1,058,013	£899,797	£158,215
YEAR 4	£1,173,212	£932,059	£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 Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
Total Income	769,303	867,237	961,830	1,066,556	1,163,640	1,163,640	10,646,767.05	1,064,677
Total 'Operating' Expenditure	919,963	955,781	989,777	1,025,265	1,060,524	1,060,524	10,253,931.20	1,025,393
Net Profit / Loss	£ 150,660	£ 88,544	£ 27,947	£ 41,291	£ 103,116	£ 103,116	£ 392,836	£ 39,284
Income								
Health & Fitness	147,177	220,394	293,611	376,677	451,727	451,727	3,748,222	374,822
Swimming	581,820	596,365	611,274	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								
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								
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	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	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Premises sub total	193,720	198,563	203,527	208,615	213,831	213,831	2,087,409	208,741
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	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	58,386	59,846	61,342	62,875	64,447	64,447	629,133	62,913
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								
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
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

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

Ave Cost per station

Average Annual Lease Costs **41,423**

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	TOTALS
AMOUNT	87,500											87,500
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	
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	-	130,725
TOTAL ANNUAL PAYABLE		13,475	36,750	33,250	29,750	26,250	22,750	19,250	15,750	12,250	8,750	218,225
AVERAGE ANNUAL PAYABLE		21,823										

41,423

CV Equipment 5 Years

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment	87,500						
AMOUNT		17,500	17,500	17,500	17,500	17,500	87,500
PRINCIPAL Min 4% of capital sum		70,000	52,500	35,000	17,500	-	-
OUTSTANDING		4,200	3,150	2,100	1,050	-	10,500
INTEREST	6%						
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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	
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										

£ 100,000 (Replaced 10 Years)

Throughput Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness	46,100	82,550	119,000	155,450	191,850
Swimming	175,723	196,396	196,396	196,396	196,396
Spectators/Events	8,500	9,500	10,000	10,000	10,000
Total	230,323	288,446	325,396	361,846	398,246

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	32	10	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
9-10am	10	15	10	15	10	15	10	15	5	15	32	10	32	15		
10-11am	10	15	10	15	10	15	10	15	5	15	32	10	32	20		
11-12noon	10	15	10	15	10	15	10	15	5	15	32	10	32	25		
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20		
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	15	10	10		
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	10		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25		
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Casual/Lanes	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Club Bookings	5	75	5	75	5	75	5	75	5	75	-	-	-	25	375	
School Bookings	2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60	3,080
Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469		

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

36
40
1,440

	Bookings	Throughput
Casual/Lanes	-	54,750
Club Bookings	510	8,550
School Bookings	750	11,250
Lessons	540	17,280
Private Hires	11	263
Gala	3	300
Total	1,814	92,393

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	32	30	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	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	25	24	25	32	30	32	25		
11-12noon	24	25	24	25	24	25	24	25	24	25	32	30	32	25		
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	20	10	10		
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25		
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Casual/Lanes	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Club Bookings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Bookings	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	936
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	4,030
Total	8	601	8	601	8	601	8	601	8	589	4	543	6	494		

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
holiday Fun Sessions	Light Red
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

66
12
792

	Bookings	Throughput
Casual/Lanes	-	53,500
Club Bookings	340	8,000
School Bookings	-	-
Lessons	660	18,720
Private Hires	7	175
Gala	2	200
Total	1,009	80,595

Main Pool Totals	
Bookings	Throughput
Casual/Lanes	108,250
Club Bookings	850
School Bookings	750
Lessons	1,200
Private Hires	18
Gala	5
Total	2,823

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
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		24		24			
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		10			
5-6pm	24		24		24		24		24		10		10			
6-7pm	10		10		10		10		10		10		10			
7-8pm	10		10		10		10		10		10		10			
8-9pm	10		10		10		10		10		10		10			
9-10pm	10		10		10		10		10		10		10			
10-11pm	-		-		-		-		-		-		-			
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput
Casual/Lanes	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
Club Bookings	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
School Bookings	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Lessons	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268
															Termtime Totals	
															Bookings	Throughput
															Casual/Lanes	6,900
															Club/Special Bookings	4,200
															School Bookings	7,500
															Lessons	19,440
															Private Hires	-
															Gala	-
															Total	1,980 38,040

At one time capacity 25

Key

Casual/Recreation	
Lanes	
Lessons	
Jobs/Special Sessions	
Schools	
Private Hire	
Galas	
Staff Training	
Closed	

27
40
1,080

Casual/Lanes	6,900
Club/Special Bookings	4,200
School Bookings	7,500
Lessons	19,440
Private Hires	-
Gala	-
Total	1,980 38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
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		8		8		8		8		8		8			
1-2pm	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		24		24			
5-6pm	24		24		24		24		24		24		24			
6-7pm	8		8		8		8		8		8		8			
7-8pm	8		8		8		8		8		8		8			
8-9pm	8		8		8		8		8		8		8			
9-10pm	8		8		8		8		8		8		8			
10-11pm	-		-		-		-		-		-		-			
	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	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
															Termtime Totals	
															Bookings	Throughput
															Casual/Lanes	3,680
															Club/Special Bookings	2,240
															School Bookings	-
															Lessons	24,960
															Private Hires	-
															Gala	-
															Total	1,780 30,880
															Teaching Pool Totals	
															Bookings	Throughput
															Casual/Lanes	10,580
															Club Bookings	6,440
															School Bookings	7,500
															Lessons	44,400
															Private Hires	-
															Gala	-
															Total	3,760 68,920

At one time capacity 25

Key

Casual/Recreation	
Lanes	
Lessons	
Jobs/Special Sessions	
Schools	
Private Hire	
Galas	
Staff Training	
Closed	

Casual/Lanes	3,680
Club/Special Bookings	2,240
School Bookings	-
Lessons	24,960
Private Hires	-
Gala	-
Total	1,780 30,880

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

Swimming

SWIMMING POOL PROGRAMME
25m Pool x 8 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
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 Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	289,440
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	581,820

Health & Fitness

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

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	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			£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>	<u>On-costs</u>	<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
Totals					
	Number	Hours	Cost	On-costs	Total
	28	1,103	424,400	72,148	522,288
Sickness/AL cover	6%				31,337
Staff Total Cost					553,625
			On cost average NI %	14%	
			Workplace 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 3Y 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	£ 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

Option 3Y New 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

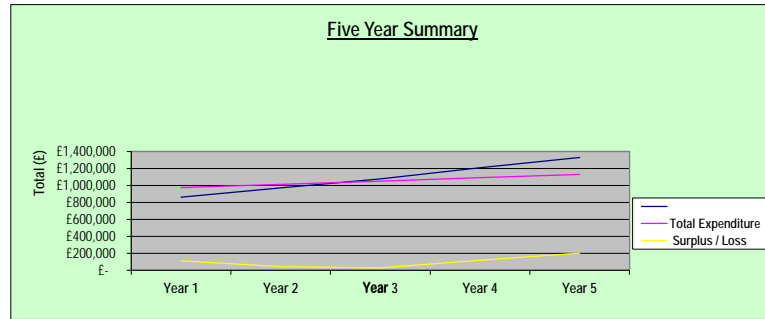
Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 237,861	£ 320,828	£ 403,795	£ 512,428	£ 609,774	£ 2,084,685	£ 609,774	£ 3,048,869	£ 5,133,554	£ 513,355
Swimming	£ 581,820	£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 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	£ 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	£ 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	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	207,470	137,345	68,768	22,660	103,700	287,223	103,700	518,501	231,278	23,128

Operating Recovery Rate	89%	96%	103%	111%	118%	104%	118%	118%	111%	111%
Spend per Head	£3.51	£3.14	£3.06	£3.07	£3.06	£3.14	£3.06	£3.06	£3.09	£3.09
Subsidy/Profit per Head	£0.45	£0.13	£0.08	£0.30	£0.46	£0.11	£0.46	£0.46	£0.30	£0.30
Staffing/Income %	67.9%	61.8%	57.1%	52.2%	48.7%	56.5%	48.7%	48.7%	52.2%	52.2%
Staffing/Expenditure %	60.1%	59.2%	58.6%	57.9%	57.3%	58.6%	57.3%	57.3%	57.9%	57.9%
Estimated Throughput	245,923	309,246	351,396	393,046	434,646	1,734,256	434,646	2,173,229	3,907,486	390,749

SENSITIVITY ANALYSIS

BASELINE	INCOME	EXPENDITURE	PROFIT/LOSS
YEAR 1	£862,717	£974,542	-£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
			£191,002
GENERAL SENSITIVITY			
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
YEAR 5	£1,264,816	£1,128,712	£136,104
			-£68,351
10% LESS INCOME			
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
YEAR 5	£1,207,324	£1,128,712	£78,613
			-£304,127
5% MORE INCOME			
YEAR 1	£905,853	£974,542	-£68,689
YEAR 2	£1,019,876	£1,013,011	£6,865
YEAR 3	£1,130,391	£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
			£463,322
10% MORE INCOME			
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
YEAR 5	£1,460,863	£1,128,712	£332,151
			£735,643
5% LESS EXPENDITURE			
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
YEAR 5	£1,328,057	£1,074,963	£253,093
			£441,259
10% LESS EXPENDITURE			
YEAR 1	£862,717	£885,947	-£23,230
YEAR 2	£971,311	£920,919	£50,392
YEAR 3	£1,076,563	£954,260	£122,303
YEAR 4	£1,207,767	£990,421	£217,347
YEAR 5	£1,328,057	£1,026,101	£301,955
			£668,766
5% MORE EXPENDITURE			
YEAR 1	£862,717	£1,023,269	-£160,552
YEAR 2	£971,311	£1,063,662	-£92,351
YEAR 3	£1,076,563	£1,102,170	-£25,607
YEAR 4	£1,207,767	£1,143,936	£63,831
YEAR 5	£1,328,057	£1,185,147	£142,910
			-£71,769
10% MORE EXPENDITURE			
YEAR 1	£862,717	£1,071,996	-£209,279
YEAR 2	£971,311	£1,114,312	-£143,001
YEAR 3	£1,076,563	£1,154,654	-£78,091
YEAR 4	£1,207,767	£1,198,409	£9,358
YEAR 5	£1,328,057	£1,241,583	£86,474
			-£334,540
WORST CASE SCENARIO			
10% LESS INCOME/10% MORE EXPENDITURE			
YEAR 1	£784,288	£1,071,996	-£287,708
YEAR 2	£883,010	£1,114,312	-£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
			-£829,668
BEST CASE SCENARIO			
10% MORE INCOME/10% LESS EXPENDITURE			
YEAR 1	£948,988	£885,947	£63,041
YEAR 2	£1,068,442	£920,919	£147,523
YEAR 3	£1,184,219	£954,260	£229,960
YEAR 4	£1,328,544	£990,421	£338,123
YEAR 5	£1,460,863	£1,026,101	£434,761
			£1,213,408

Graphs



Option 3Y New build on alternative site

Detailed Budget

	Five Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
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	£ 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								
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	5,797	5,942	6,090	6,242	6,398	6,398	62,462	6,246
Staffing Sub Total	585,466	600,103	615,105	630,483	646,245	646,245	6,308,628	630,863
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	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	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	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								
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 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
	95,645	95,645	95,645	95,645	95,645	95,645	956,450	95,645
Gross Surplus / 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

Based on 50 CV Stations	£	175,000	Ave Cost per station	£	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	TOTALS
AMOUNT	175,000											175,000
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		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment	175,000						
AMOUNT	175,000						175,000
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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										

£ 100,000 (Replaced 10 Years)

Throughput Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness	61,700	103,350	145,000	186,650	228,250
Swimming	175,723	196,396	196,396	196,396	196,396
Spectators/Events	8,500	9,500	10,000	10,000	10,000
Total	245,923	309,246	351,396	393,046	434,646

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	-	-	-	-	305	1,825
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15	17	285
9-10am	10	15	10	15	10	15	10	15	5	15	32	10	32	15	25	375
10-11am	10	15	10	15	10	15	10	15	5	15	32	10	32	20	18	576
11-12noon	10	15	10	15	10	15	10	15	5	15	32	10	32	25	0.4	9
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20	10	10
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	20	3	300
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	20	-	-
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20	-	-
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15	-	-
5-6pm	32	10	32	10	32	10	32	10	32	10	15	15	10	10	-	-
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	10	-	-
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25	-	-
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10	-	-
9-10pm	10	15	10	15	10	15	10	15	-	25	25	100	25	-	-	-
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Throughput	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Casual/Lanes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Club Bookings	3	75	3	75	3	75	3	75	3	75	-	-	-	25	375	-
School Bookings	2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469	60	3,080

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Yellow
Schools	Light Purple
Private Hire	Light Orange
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

Termtime Totals	
Bookings	Throughput
Casual/Lanes	54,750
Club Bookings	510
School Bookings	750
Lessons	540
Private Hires	11
Gala	3
Total	1,814

36
40
1,440

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	-	-	-	-	315	2,675
8-9am	10	10	10	10	10	10	10	10	10	10	32	30	32	15	17	400
9-10am	24	25	24	25	24	25	24	25	24	25	32	20	32	15	33	936
10-11am	24	25	24	25	24	25	24	25	24	25	32	30	32	25	0	9
11-12noon	24	25	24	25	24	25	24	25	24	25	32	30	32	25	0	10
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25	-	-
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20	-	-
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20	-	-
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20	-	-
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15	-	-
5-6pm	32	10	32	10	32	10	32	10	32	10	15	20	10	10	-	-
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25	-	-
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25	-	-
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10	-	-
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	-	-	-
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Throughput	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Casual/Lanes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Club Bookings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Bookings	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	936
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	8	601	8	601	8	601	8	601	8	589	4	543	6	494	50	4,030

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Yellow
Schools	Light Purple
Private Hire	Light Orange
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

Non-termtime Totals	
Bookings	Throughput
Casual/Lanes	53,500
Club Bookings	340
School Bookings	750
Lessons	660
Private Hires	7
Gala	2
Total	1,009

66
12
792

Main Pool Totals	
Bookings	Throughput
Casual/Lanes	108,250
Club Bookings	850
School Bookings	750
Lessons	1,200
Private Hires	18
Gala	5
Total	2,823

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		24
10-11am		10		10		10		10		10		24		24		24
11-12noon		10		10		10		10		10		24		24		24
12-1pm		10		10		10		10		10		24		24		24
1-2pm		10		10		10		10		10		24		24		24
2-3pm		10		10		10		10		10		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		24		24		24
5-6pm		24		24		24		24		24		10		10		10
6-7pm		10		10		10		10		10		10		10		10
7-8pm		10		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		10		10
10-11pm		-		-		-		-		-		-		-		-
Bookings																
Throughput																
Casual/Lanes		30		30		30		30		30		40		40		230
Club Bookings	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
School Bookings	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
Lessons	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268

At one time capacity

25

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Purple
Private Hire	Light Orange
Galas	Light Red
Staff Training	Light Blue-Gray
Closed	Red

Casual/Lanes	6,900
Club/Special Bookings	420
School Bookings	750
Lessons	810
Private Hires	-
Gala	-
Total	1,980

Termtime Totals	
Bookings	1,980
Throughput	38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		24
10-11am		24		24		24		24		24		24		24		24
11-12noon		24		24		24		24		24		24		24		24
12-1pm		24		24		24		24		24		24		24		24
1-2pm		24		24		24		24		24		24		24		24
2-3pm		24		24		24		24		24		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		8		8		8
5-6pm		24		24		24		24		24		8		8		8
6-7pm		8		8		8		8		8		8		8		8
7-8pm		8		8		8		8		8		8		8		8
8-9pm		8		8		8		8		8		8		8		8
9-10pm		8		8		8		8		8		8		8		8
10-11pm		-		-		-		-		-		-		-		-
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

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Purple
Private Hire	Light Orange
Galas	Light Red
Staff Training	Light Blue-Gray
Closed	Red

Casual/Lanes	460
Club/Special Bookings	280
School Bookings	-
Lessons	1,040
Private Hires	-
Gala	-
Total	1,780

Teaching Pool Totals	
Bookings	3,760
Throughput	68,920

All Pools	
Bookings	6,583
Throughput	241,908

Casual/Lanes	460
Club Bookings	1,550
School Bookings	1,500
Lessons	3,050
Private Hires	18
Gala	5
Total	6,583

Swimming

SWIMMING POOL PROGRAMME
25m Pool x 8 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
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 Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	289,440
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	581,820

Health & Fitness

Number of Stations		100						
Attrition Rate		48%						
	Price	Year 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4	Year 5
							Price 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	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 Months								
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
Total Memberships				182	286	390	494	598
Total Memberships				546	962	1378	1794	2210
Total Membership Income				£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	£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>	<u>Cost</u>	<u>On-costs</u>	<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
Totals					
	Number	Hours	Cost	On-costs	Total
	31	1,193	445,400	75,718	546,858
Sickness/AL cover	6%				32,811
Staff Total Cost					579,669
			On cost average NI %	14%	
			Workplace Pension	3%	
			FTE @40 hours	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	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	£ 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

Option 3Z New 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

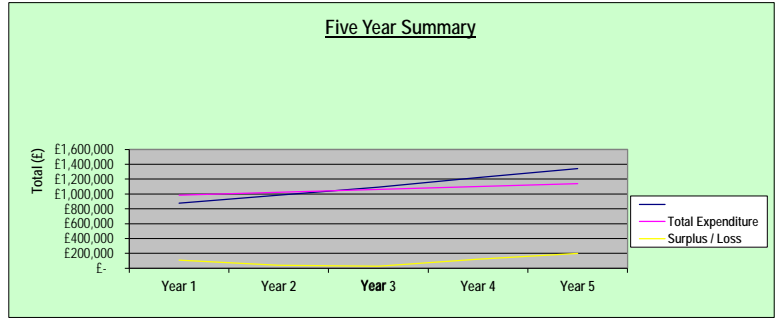
Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 237,861	£ 320,828	£ 403,795	£ 512,428	£ 609,774	£ 2,084,685	£ 609,774	£ 3,048,869	£ 5,133,554	£ 513,355
Swimming	£ 594,780	£ 609,649	£ 624,890	£ 640,513	£ 656,525	£ 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	£ 215,220	£ 220,601	£ 226,116	£ 231,768	£ 237,563	£ 1,131,267	£ 237,563	£ 1,187,813	£ 2,319,080	£ 231,908
Admin and Marketing	£ 60,523	£ 62,036	£ 63,587	£ 65,177	£ 66,806	£ 318,130	£ 66,806	£ 334,031	£ 652,161	£ 65,216
Supplies and Services	£ 33,500	£ 39,765	£ 44,004	£ 48,203	£ 52,403	£ 217,874	£ 52,403	£ 262,015	£ 479,889	£ 47,989
Support Costs	£ 87,616	£ 98,513	£ 109,072	£ 122,226	£ 134,290	£ 561,717	£ 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	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	205,319	135,124	66,496	24,983	106,077	275,878	106,077	530,387	254,509	25,451

Operating Recovery Rate	89%	96%	103%	111%	118%	104%	118%	118%	111%	111%
Spend per Head	£3.52	£3.15	£3.08	£3.09	£3.07	£3.15	£3.07	£3.07	£3.11	£3.11
Subsidy/Profit per Head	£0.44	£0.13	£0.08	£0.30	£0.46	£0.12	£0.46	£0.46	£0.31	£0.31
Staffing/Income %	67.2%	61.3%	56.7%	51.9%	48.4%	56.1%	48.4%	48.4%	51.9%	51.9%
Staffing/Expenditure %	59.7%	58.9%	58.3%	57.6%	57.0%	58.2%	57.0%	57.0%	57.6%	57.6%
Estimated Throughput	248,677	312,324	354,474	396,124	437,724	1,749,322	437,724	2,188,619	3,937,942	393,794

SENSITIVITY ANALYSIS

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
			£202,347
GENERAL SENSITIVITY			
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
			-£60,375
10% LESS INCOME			
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	£1,220,819	£1,141,178	£79,641
			-£299,214
5% MORE INCOME			
YEAR 1	£919,967	£985,832	-£65,866
YEAR 2	£1,034,390	£1,024,612	£9,778
YEAR 3	£1,145,254	£1,061,569	£83,685
YEAR 4	£1,283,376	£1,101,634	£181,742
YEAR 5	£1,410,046	£1,141,178	£268,867
			£478,206
10% MORE INCOME			
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
			£754,065
5% LESS EXPENDITURE			
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
YEAR 5	£1,342,901	£1,086,837	£256,064
			£455,434
10% LESS EXPENDITURE			
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
YEAR 5	£1,342,901	£1,037,435	£305,466
			£685,513
5% MORE EXPENDITURE			
YEAR 1	£876,159	£1,035,124	-£158,965
YEAR 2	£985,133	£1,075,843	-£90,710
YEAR 3	£1,090,718	£1,114,647	-£23,929
YEAR 4	£1,222,263	£1,156,716	£65,547
YEAR 5	£1,342,901	£1,198,237	£144,663
			-£63,394
10% MORE EXPENDITURE			
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
YEAR 5	£1,342,901	£1,255,296	£87,605
			-£329,135
WORST CASE SCENARIO			
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
YEAR 5	£1,220,819	£1,255,296	-£34,477
			-£830,697
BEST CASE SCENARIO			
10% MORE INCOME/10% 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 Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
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
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
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	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	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	215,220	220,601	226,116	231,768	237,563	237,563	2,319,080	231,908
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	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
Gross Surplus / Loss	205,319	135,124	66,496	24,983	106,077	106,077	254,509	25,451

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Based on 50 CV Stations	£	175,000	Ave Cost per station	£	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	TOTALS
AMOUNT	175,000											175,000
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		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment	175,000						
AMOUNT	175,000						175,000
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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

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

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	36	10	36	15		
8-9am	10	10	10	10	10	10	10	10	10	10	36	10	36	15		
9-10am	10	15	10	15	10	15	10	15	5	15	36	10	36	15		
10-11am	10	15	10	15	10	15	10	15	5	15	36	10	36	25		
11-12noon	10	15	10	15	10	15	10	15	5	15	36	10	36	25		
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20		
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	20		
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	36	10	36	10	36	10	36	10	36	10	15	20	15	15		
5-6pm	36	10	36	10	36	10	36	10	36	10	15	15	10	10		
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	10		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25		
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Throughput	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Casual/Lanes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Club Bookings	3	75	3	75	3	75	3	75	3	75	-	-	-	25	375	
School Bookings	2	72	2	72	2	72	2	72	2	72	4	144	4	144	18	648
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60	3,152
Total	10	447	10	447	10	447	10	447	10	410	4	469	6	485	60	3,152

	Termtime Totals	
	Bookings	Throughput
Casual/Lanes	-	54,750
Club Bookings	510	8,550
School Bookings	750	11,250
Lessons	540	19,440
Private Hires	11	263
Gala	3	300
Total	1,814	94,553

	At one time capacity
Key	140
Casual/Recreation	
Lanes	
Lessons	
Clubs	
Schools	36
Private Hire	40
Galas	1,440
Staff Training	
Closed	

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	36	30	36	15		
8-9am	10	10	10	10	10	10	10	10	10	10	36	10	36	15		
9-10am	24	25	24	25	24	25	24	25	24	25	36	20	36	15		
10-11am	24	25	24	25	24	25	24	25	24	25	36	30	36	25		
11-12noon	24	25	24	25	24	25	24	25	24	25	36	30	36	25		
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	36	10	36	10	36	10	36	10	36	10	15	20	15	15		
5-6pm	36	10	36	10	36	10	36	10	36	10	15	20	10	10		
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25		
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Throughput	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Casual/Lanes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Club Bookings	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
School Bookings	5	144	5	144	5	144	5	144	5	144	4	144	4	144	33	1,008
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	4,102
Total	8	609	8	609	8	609	8	609	8	597	4	559	6	510	50	4,102

	Non-termtime Totals	
	Bookings	Throughput
Casual/Lanes	-	53,500
Club Bookings	340	8,000
School Bookings	660	20,160
Lessons	7	175
Private Hires	2	200
Gala	1,009	82,035
Total	1,009	82,035

	At one time capacity
Key	140
Casual/Recreation	
Lanes	
Lessons	
Clubs	
Schools	66
Private Hire	12
Galas	792
Staff Training	
Closed	

	Main Pool Totals	
	Bookings	Throughput
Casual/Lanes	-	108,250
Club Bookings	850	16,550
School Bookings	750	11,250
Lessons	1,200	39,600
Private Hires	18	438
Gala	5	500
Total	2,823	176,588

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals			
7-8am																		
8-9am																		
9-10am		10		10		10		10		10		24		24		24		
10-11am		10		10		10		10		10		24		24		24		
11-12noon		10		10		10		10		10		24		24		24		
12-1pm		10		10		10		10		10		24		24		24		
1-2pm		10		10		10		10		10		24		24		24		
2-3pm		10		10		10		10		10		24		24		24		
3-4pm		24		24		24		24		24		24		24		24		
4-5pm		24		24		24		24		24		24		24		24		
5-6pm		24		24		24		24		24		10		10		10		
6-7pm		10		10		10		10		10		10		10		10		
7-8pm		10		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		10		10		
10-11pm		-		-		-		-		-		-		-		-		
Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	
Casual/Lanes	30	-	30	-	30	-	30	-	30	-	30	-	40	-	40	-	230	
Club Bookings	2	20	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
School Bookings	5	50	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
Lessons	3	72	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268

At one time capacity

25

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

27
40
1,080

Casual/Lanes	6,900	
Club/Special Bookings	420	4,200
School Bookings	750	7,500
Lessons	810	19,440
Private Hires	-	-
Gala	-	-
Total	1,980	38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals		
7-8am																	
8-9am																	
9-10am		24		24		24		24		24		24		24		24	
10-11am		24		24		24		24		24		24		24		24	
11-12noon		24		24		24		24		24		24		24		24	
12-1pm		24		24		24		24		24		24		24		24	
1-2pm		24		24		24		24		24		24		24		24	
2-3pm		24		24		24		24		24		24		24		24	
3-4pm		24		24		24		24		24		24		24		24	
4-5pm		24		24		24		24		24		24		8		8	
5-6pm		24		24		24		24		24		24		8		8	
6-7pm		8		8		8		8		8		8		8		8	
7-8pm		8		8		8		8		8		8		8		8	
8-9pm		8		8		8		8		8		8		8		8	
9-10pm		8		8		8		8		8		8		8		8	
10-11pm		-		-		-		-		-		-		-		-	
Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	Bookings	Throughput	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

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	460	3,680
Club/Special Bookings	280	2,240
School Bookings	-	-
Lessons	1,040	24,960
Private Hires	-	-
Gala	-	-
Total	1,780	30,880

Teaching Pool Totals		
Bookings	Throughput	
Casual/Lanes	460	10,580
Club Bookings	700	6,440
School 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

SWIMMING POOL PROGRAMME
25m Pool x 10 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
Juniors	8.00	2897.5	67200	4.00	268,800
Adults	8.00	305	8400	4.00	33,600
Total			75,600		302,400

SCHOOLS

Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	302,400
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	594,780

Health & Fitness

Number of Stations		100						
Attrition Rate		48%						
	Price	Year 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4 Price Increase	Year 5
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	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 Months								
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
Total Memberships				182	286	390	494	598
Total Memberships				546	962	1378	1794	2210
Total Membership Income				£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	£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
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>	<u>On-costs</u>	<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
Totals					
	Number	Hours	Cost	On-costs	Total
	31	1,159	448,200	76,194	550,134
Sickness/AL cover	6%				33,008
Staff Total Cost					583,142
			On cost average NI %	14%	
			Workplace Pension	3%	
			FTE @40 hours	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 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

Option 4X New 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

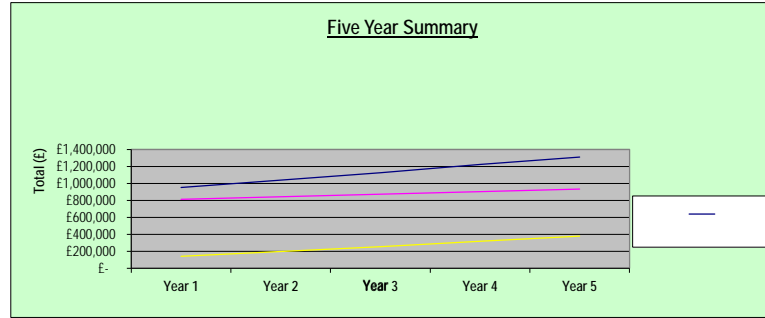
	Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average	
Health & Fitness	£ 310,275	£ 374,942	£ 439,609	£ 515,919	£ 581,874	£ 2,222,618	£ 581,874	£ 2,909,368	£ 5,131,986	£ 513,199	
Swimming	£ 581,820	£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 3,058,235	£ 642,220	£ 3,211,100	£ 6,269,335	£ 626,933	
Secondary Spend (Vending/ Merchandising)	£ 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	£ 47,355	£ 50,612	£ 53,827	£ 57,045	£ 250,943	£ 57,045	£ 285,225	£ 536,168	£ 53,617	
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	
Gym Equipment Lease costs	41,423	41,423	41,423	41,423	41,423	207,113	41,423	207,113	414,225	41,423	
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	
	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	

Operating Recovery Rate	117%	123%	129%	135%	140%	130%	140%	140%	135%	135%
Spend per Head	£2.80	£2.65	£2.65	£2.68	£2.69	£2.69	£2.69	£2.69	£2.69	£2.69
Subsidy/Profit per Head	£0.41	£0.50	£0.60	£0.70	£0.77	£0.61	£0.77	£0.77	£0.70	£0.70
Staffing/Income %	45.9%	43.0%	40.7%	38.5%	36.8%	40.6%	36.8%	36.8%	38.6%	38.6%
Staffing/Expenditure %	53.8%	53.1%	52.6%	52.1%	51.7%	52.6%	51.7%	51.7%	52.1%	52.1%
Estimated Throughput	339,723	392,646	424,396	455,646	486,846	2,099,256	486,846	2,434,229	4,533,486	453,349

SENSITIVITY ANALYSIS

BASELINE	INCOME	EXPENDITURE	PROFIT/LOSS
YEAR 1	£951,546	£811,746	£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
YEAR 5	£1,246,944	£932,482	£314,462
10% LESS INCOME			£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	£1,082,021	£842,707	£249,315
YEAR 3	£1,181,410	£871,760	£309,650
YEAR 4	£1,283,323	£902,398	£380,925
YEAR 5	£1,374,756	£932,482	£442,274
10% MORE INCOME			£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
YEAR 5	£1,440,221	£932,482	£507,738
5% LESS EXPENDITURE			£1,851,953
YEAR 1	£951,546	£773,091	£178,455
YEAR 2	£1,040,020	£802,578	£237,442
YEAR 3	£1,125,153	£830,248	£294,905
YEAR 4	£1,222,213	£859,427	£362,786
YEAR 5	£1,309,292	£888,078	£421,213
10% LESS EXPENDITURE			£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
YEAR 5	£1,309,292	£847,711	£461,580
5% MORE EXPENDITURE			£1,683,593
YEAR 1	£951,546	£852,333	£99,213
YEAR 2	£1,040,020	£884,842	£155,178
YEAR 3	£1,125,153	£915,348	£209,804
YEAR 4	£1,222,213	£947,518	£274,695
YEAR 5	£1,309,292	£979,106	£330,185
10% MORE EXPENDITURE			£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			£851,021
10% LESS INCOME/10% 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
YEAR 5	£1,190,265	£1,025,730	£164,535
BEST CASE SCENARIO			£337,546
10% MORE INCOME/10% LESS EXPENDITURE			
YEAR 1	£1,046,701	£737,951	£308,750
YEAR 2	£1,144,022	£766,097	£377,925
YEAR 3	£1,237,668	£792,509	£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 Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
Total Income	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	892,095	971,307	1,050,883	1,142,475	1,224,093	1,224,093	11,401,321	1,140,132
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	10,506	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	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Premises sub total	176,050	180,451	184,963	189,587	194,326	194,326	1,897,008	189,701
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	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	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	62,031	63,582	65,171	66,801	68,471	68,471	668,408	66,841
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	40,105	43,059	46,007	46,007	428,414	42,841
Misc Expenses	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Sub Total Supplies and Services	42,104	47,355	50,612	53,827	57,045	57,045	536,168	53,617
Overhead and Profit Costs								
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

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

Ave Cost per station

Average Annual Lease Costs **41,423**

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	TOTALS
AMOUNT	87,500											87,500
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	
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	-	130,725
TOTAL ANNUAL PAYABLE		13,475	36,750	33,250	29,750	26,250	22,750	19,250	15,750	12,250	8,750	218,225
AVERAGE ANNUAL PAYABLE		21,823										

41,423

CV Equipment 5 Years

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment	87,500						
AMOUNT		17,500	17,500	17,500	17,500	17,500	87,500
PRINCIPAL Min 4% of capital sum		70,000	52,500	35,000	17,500	-	-
OUTSTANDING		4,200	3,150	2,100	1,050	-	10,500
INTEREST	6%						
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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	
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										

£ 100,000 (Replaced 10 Years)

Throughput Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness	155,500	186,750	218,000	249,250	280,450
Swimming	175,723	196,396	196,396	196,396	196,396
Spectators/Events	8,500	9,500	10,000	10,000	10,000
Total	339,723	392,646	424,396	455,646	486,846

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	32	10	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
9-10am	10	15	10	15	10	15	10	15	5	15	32	10	32	15		
10-11am	10	15	10	15	10	15	10	15	5	15	32	10	32	20		
11-12noon	10	15	10	15	10	15	10	15	5	15	32	10	32	25		
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20		
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	15	10	10		
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	10		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25		
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Casual/Lanes	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Club Bookings	5	75	5	75	5	75	5	75	5	75	-	-	-	25	375	
School Bookings	2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60	3,080
Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469		

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

36
40
1,440

	Bookings	Throughput
Casual/Lanes	-	54,750
Club Bookings	510	8,550
School Bookings	750	11,250
Lessons	540	17,280
Private Hires	11	263
Gala	3	300
Total	1,814	92,393

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	32	30	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	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	25	24	25	32	30	32	25		
11-12noon	24	25	24	25	24	25	24	25	24	25	32	30	32	25		
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	20	10	10		
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25		
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Casual/Lanes	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Club Bookings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Bookings	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	936
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	4,030
Total	8	601	8	601	8	601	8	601	8	589	4	543	6	494		

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
holiday Fun Sessions	Light Red
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

66
12
792

	Bookings	Throughput
Casual/Lanes	-	53,500
Club Bookings	340	8,000
School Bookings	-	-
Lessons	660	18,720
Private Hires	7	175
Gala	2	200
Total	1,009	80,595

Main Pool Totals	
Bookings	Throughput
Casual/Lanes	108,250
Club Bookings	850
School Bookings	750
Lessons	1,200
Private Hires	18
Gala	5
Total	2,823

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		24
10-11am		10		10		10		10		10		24		24		24
11-12noon		10		10		10		10		10		24		24		24
12-1pm		10		10		10		10		10		24		24		24
1-2pm		10		10		10		10		10		24		24		24
2-3pm		10		10		10		10		10		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		24		10		19
5-6pm		24		24		24		24		24		24		10		19
6-7pm		19		10		10		10		10		10		10		19
7-8pm		19		19		19		19		19		19		10		19
8-9pm		10		10		10		10		10		10		10		10
9-10pm		10		10		10		10		10		10		10		10
10-11pm		-		-		-		-		-		-		-		-
Bookings																
Throughput																
Casual/Lanes		30		30		30		30		30		40		40		230
Club Bookings	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
School Bookings	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
Lessons	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268

At one time capacity

25

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
Galas	Light Pink
Staff Training	Light Red
Closed	Red

27
40
1,080

Casual/Lanes	6,900
Club/Special Bookings	420
School Bookings	750
Lessons	810
Private Hires	-
Gala	-
Total	1,980

Weekly Totals	Bookings	Throughput
	66	1,268
Termtime Totals	Bookings	Throughput
	1,980	38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		24
10-11am		24		24		24		24		24		24		24		24
11-12noon		24		24		24		24		24		24		24		24
12-1pm		24		24		24		24		24		24		24		24
1-2pm		24		24		24		24		24		24		24		24
2-3pm		24		24		24		24		24		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		24		8		8
5-6pm		24		24		24		24		24		24		8		8
6-7pm		8		8		8		8		8		8		8		8
7-8pm		8		8		8		8		8		8		8		8
8-9pm		8		8		8		8		8		8		8		8
9-10pm		8		8		8		8		8		8		8		8
10-11pm		-		-		-		-		-		-		-		-
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

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
Galas	Light Pink
Staff Training	Light Red
Closed	Red

Casual/Lanes	460
Club/Special Bookings	280
School Bookings	-
Lessons	1,040
Private Hires	-
Gala	-
Total	1,780

Teaching Pool Totals	Bookings	Throughput
	3,760	68,920

All Pools	Bookings	Throughput
Casual/Lanes	460	10,580
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

SWIMMING POOL PROGRAMME
25m Pool x 8 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
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 Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	289,440
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	581,820

Health & Fitness

Number of Stations		50						
Attrition Rate		48%						
	Price	Year 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4 Price Increase	Year 5
Session Duration - Monthly								
Adult	£32.00	£32.80	75%	£13,872.00	£16,992.00	£20,112.00	£23,812.80	£27,010.80
Couple	£60.00	£61.50	7.5%	£2,601.00	£3,186.00	£3,771.00	£4,464.90	£5,064.53
Concession	£27.00	£27.70	10%	£1,560.60	£1,911.60	£2,262.60	£2,681.36	£3,041.46
Corporate	£25.00	£25.70	2.5%	£361.25	£442.50	£523.75	£621.94	£705.47
Child	£15.00	£15.40	2.5%	£216.75	£265.50	£314.25	£372.68	£422.73
Off Peak (Adult Only)	£20.00	£20.50	2.5%	£289.00	£354.00	£419.00	£496.10	£562.73
Total				£18,900.60	£23,151.60	£27,402.60	£32,449.78	£36,807.71
Existing Memberships				500	578	708	838	968
New Memberships				150	250	250	250	250
Loss of Memberships				72	120	120	120	120
Total Memberships				578	708	838	968	1098
Session Duration - 6 Months								
Adult	£185.00	£189.70	75%	£80,197.50	£91,020.00	£101,842.50	£115,527.30	£126,624.75
Couple	£330.00	£338.30	7.5%	£14,305.50	£16,236.00	£18,166.50	£20,602.47	£22,581.53
Concession	£150.00	£153.80	15%	£13,005.00	£14,760.00	£16,515.00	£18,732.84	£20,532.30
Corporate	NA							
Child	£60.00	£61.50	2.5%	£867.00	£984.00	£1,101.00	£1,218.00	£1,335.00
Off Peak (Adult Only)	NA							
Total				£108,375.00	£123,000.00	£137,625.00	£156,080.61	£171,073.58
Existing Memberships				500	578	656	734	812
New Memberships				150	150	150	150	150
Loss of Memberships				72	72	72	72	72
Total Memberships				578	656	734	812	890
Session Duration - 12 Months								
Adult	£325.00	£333.20	70%	£74,620.00	£98,280.00	£121,940.00	£149,273.60	£173,530.56
Couple	£625.00	£640.70	7.5%	£15,375.00	£20,250.00	£25,125.00	£30,753.60	£35,751.06
Concession	£240.00	£246.00	15%	£11,808.00	£15,552.00	£19,296.00	£23,616.00	£27,453.60
Corporate	NA							
Child	£120.00	£123.00	2.5%	£984.00	£1,296.00	£1,608.00	£1,920.00	£2,232.00
Off Peak (Adult Only)	NA							
Total				£102,787.00	£135,378.00	£167,969.00	£205,563.20	£238,967.22
Existing Memberships				250	328	432	536	640
New Memberships				150	200	200	200	200
Loss of Memberships				72	96	96	96	96
Total Memberships				328	432	536	640	744
Total Memberships				1484	1796	2108	2420	2732
Total Membership Income				£230,062.60	£281,529.60	£332,996.60	£394,093.59	£446,848.50
Membership Income per Station				£4,601	£5,631	£6,660	£7,882	£8,937

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	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
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>	<u>On-costs</u>	<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
Totals					
	Number	Hours	Cost	On-costs	Total
	21	763	290,400	49,368	407,628
Sickness/AL cover	6%				24,458
Staff Total Cost					432,086
			On 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	Summary									
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	total 6-10 Year	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

Option 4Y New 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 100 additional station Fitness Suite
- Changing Village
- Vending

Financial Summary

Option 2 Business Plan

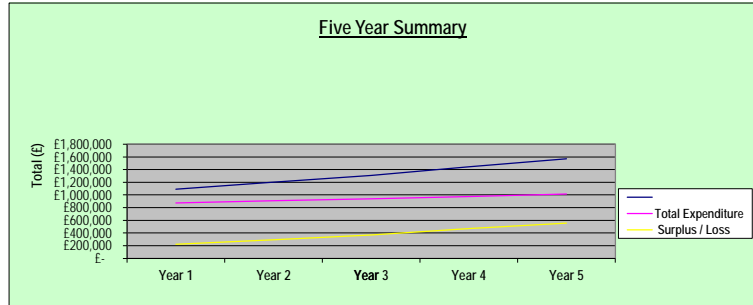
	Summary									
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 445,979	£ 530,146	£ 614,313	£ 728,196	£ 827,342	£ 3,145,978	£ 827,342	£ 4,136,710	£ 7,282,687	£ 728,269
Swimming	£ 581,820	£ 596,365	£ 611,274	£ 626,556	£ 642,220	£ 3,058,235	£ 642,220	£ 3,211,100	£ 6,269,335	£ 626,933
Secondary Spend (Vending/ Merchandising)	£ 64,911	£ 75,993	£ 83,369	£ 90,658	£ 97,938	£ 412,870	£ 97,938	£ 489,690	£ 902,560	£ 90,256
	£ 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	£ 462,711	£ 474,279	£ 486,136	£ 498,289	£ 510,747	£ 2,432,162	£ 510,747	£ 2,553,733	£ 4,985,895	£ 498,589
Premises	£ 189,870	£ 194,617	£ 199,482	£ 204,469	£ 209,581	£ 998,019	£ 209,581	£ 1,047,905	£ 2,045,924	£ 204,592
Admin and Marketing	£ 64,854	£ 66,476	£ 68,137	£ 69,841	£ 71,587	£ 340,895	£ 71,587	£ 357,935	£ 698,830	£ 69,883
Supplies and Services	£ 45,052	£ 51,286	£ 55,526	£ 59,724	£ 63,925	£ 275,513	£ 63,925	£ 319,623	£ 595,136	£ 59,514
Support Costs	£ 109,271	£ 120,250	£ 130,896	£ 144,541	£ 156,750	£ 661,708	£ 156,750	£ 783,750	£ 1,445,458	£ 144,546
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
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	125,307	199,952	273,135	372,901	459,266	1,430,560	459,266	2,296,329	3,726,889	372,689
Operating Recovery Rate	125%	133%	139%	148%	155%	141%	155%	155%	148%	148%
Spend per Head	£2.95	£2.77	£2.75	£2.79	£2.80	£2.80	£2.80	£2.80	£2.80	£2.80
Subsidy/Profit per Head	£0.60	£0.68	£0.77	£0.90	£0.99	£0.81	£0.99	£0.99	£0.91	£0.91
Staffing/Income %	42.3%	39.4%	37.1%	34.5%	32.6%	36.8%	32.6%	32.6%	34.5%	34.5%
Staffing/Expenditure %	53.1%	52.3%	51.7%	51.0%	50.4%	51.7%	50.4%	50.4%	51.0%	51.0%
Estimated Throughput	370,923	434,246	476,396	518,046	559,646	2,359,256	559,646	2,798,229	5,157,486	515,749

SENSITIVITY ANALYSIS

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
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
YEAR 5	£1,492,857	£1,012,589	£480,268
10% LESS INCOME			£1,593,686
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			£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			£2,239,639
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	£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
YEAR 5	£1,567,500	£920,536	£646,964
5% MORE EXPENDITURE			£2,336,812
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
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			£836,402
10% MORE INCOME/10% 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

Detailed Budget

	Five Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
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	581,820	596,365	611,274	626,556	642,220	642,220	6,269,335	626,933
Sub-Total	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
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	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	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	189,870	194,617	199,482	204,469	209,581	209,581	2,045,924	204,592
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	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	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	5,125	5,253	5,384	5,519	5,519	53,877	5,388
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
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
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
	95,645	95,645	95,645	95,645	95,645	95,645	956,450	95,645
Gross Surplus / 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

Based on 50 CV Stations	£	175,000	Ave Cost per station	£	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	TOTALS
AMOUNT	175,000											175,000
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		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment	175,000						
AMOUNT	175,000						175,000
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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										

£ 100,000 (Replaced 10 Years)

Throughput Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness	186,700	228,350	270,000	311,650	353,250
Swimming	175,723	196,396	196,396	196,396	196,396
Spectators/Events	8,500	9,500	10,000	10,000	10,000
Total	370,923	434,246	476,396	518,046	559,646

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	32	10	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	32	15		
9-10am	10	15	10	15	10	15	10	15	5	15	32	10	32	15		
10-11am	10	15	10	15	10	15	10	15	5	15	32	10	32	20		
11-12noon	10	15	10	15	10	15	10	15	5	15	32	10	32	25		
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20		
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	25		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	15	10	10		
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	10		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25		
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	25	25	100	25	25	25		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Casual/Lanes	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Club Bookings	5	75	5	75	5	75	5	75	5	75	-	-	-	25	375	
School Bookings	2	64	2	64	2	64	2	64	2	64	4	128	4	128	18	576
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	0	10	
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	439	10	439	10	439	10	439	10	402	4	453	6	469	60	3,080

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

36
40
1,440

	Bookings	Throughput
Casual/Lanes	-	54,750
Club Bookings	510	8,550
School Bookings	750	11,250
Lessons	540	17,280
Private Hires	11	263
Gala	3	300
Total	1,814	92,393

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	32	30	32	15		
8-9am	10	10	10	10	10	10	10	10	10	10	32	10	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	25	24	25	32	30	32	25		
11-12noon	24	25	24	25	24	25	24	25	24	25	32	30	32	25		
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	32	10	32	10	32	10	32	10	32	10	15	20	15	15		
5-6pm	32	10	32	10	32	10	32	10	32	10	15	20	10	10		
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25		
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	25		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Casual/Lanes	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Club Bookings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Bookings	5	136	5	136	5	136	5	136	5	136	4	128	4	128	33	936
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	0	10	
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	8	601	8	601	8	601	8	601	8	589	4	543	6	494	50	4,030

At one time capacity **140**

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Clubs	Light Purple
Schools	Light Orange
Private Hire	Light Yellow
holiday Fun Sessions	Light Red
Galas	Light Red
Staff Training	Light Green
Closed	Light Red

66
12
792

	Bookings	Throughput
Casual/Lanes	-	53,500
Club Bookings	340	8,000
School Bookings	-	-
Lessons	660	18,720
Private Hires	7	175
Gala	2	200
Total	1,009	80,595

Main Pool Totals	
Bookings	Throughput
Casual/Lanes	108,250
Club Bookings	850
School Bookings	750
Lessons	1,200
Private Hires	18
Gala	5
Total	2,823

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		24
10-11am		10		10		10		10		10		24		24		24
11-12noon		10		10		10		10		10		24		24		24
12-1pm		10		10		10		10		10		24		24		24
1-2pm		10		10		10		10		10		24		24		24
2-3pm		10		10		10		10		10		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		24		10		19
5-6pm		24		24		24		24		24		24		10		19
6-7pm		19		10		10		10		10		10		10		19
7-8pm		19		19		19		19		19		19		10		19
8-9pm		10		10		10		10		10		10		10		10
9-10pm		10		10		10		10		10		10		10		10
10-11pm		-		-		-		-		-		-		-		-
Bookings																
Throughput																
Casual/Lanes		30		30		30		30		30		40		40		230
Club Bookings	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
School Bookings	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
Lessons	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268

At one time capacity

25

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	6,900
Club/Special Bookings	420
School Bookings	750
Lessons	810
Private Hires	-
Gala	-
Total	1,980

Termtime Totals	
Bookings	1,980
Throughput	38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		24
10-11am		24		24		24		24		24		24		24		24
11-12noon		24		24		24		24		24		24		24		24
12-1pm		24		24		24		24		24		24		24		24
1-2pm		24		24		24		24		24		24		24		24
2-3pm		24		24		24		24		24		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		24		8		8
5-6pm		24		24		24		24		24		24		8		8
6-7pm		8		8		8		8		8		8		8		8
7-8pm		8		8		8		8		8		8		8		8
8-9pm		8		8		8		8		8		8		8		8
9-10pm		8		8		8		8		8		8		8		8
10-11pm		-		-		-		-		-		-		-		-
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

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	460
Club/Special Bookings	280
School Bookings	-
Lessons	1,040
Private Hires	-
Gala	-
Total	1,780

Teaching Pool Totals	
Bookings	3,760
Throughput	68,920

All Pools	
Bookings	6,583
Throughput	241,908

Swimming

SWIMMING POOL PROGRAMME
25m Pool x 8 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
Juniors	10.00	2897.5	64320	4.00	257,280
Adults	10.00	305	8040	4.00	32,160
Total			72,360		289,440

SCHOOLS

Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	289,440
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	581,820

Health & Fitness

Number of Stations		100						
Attrition Rate		48%						
Price	Year 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4	Year 5	
						Price Increase		
Session Duration - Monthly								
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 Months								
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	£60.00	£61.50	2.5%	£1,023.00	£1,296.00	£1,569.00	£1,842.00	£2,115.00
Off Peak (Adult Only)	NA							
Total				£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 Months								
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
Total Memberships				432	536	640	744	848
Total Memberships				1796	2212	2628	3044	3460
Total Membership Income				£285,554.40	£356,521.40	£427,488.40	£510,946.43	£583,691.96
Membership Income per Station				£2,856	£3,565	£4,275	£5,109	£5,837

Casual Use	Price	Year 4 2.5% Increase	Users Per Day	Users Per Week	Users PA	Total Income	Year 4 & 5
						Year 1,2 & 3	
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
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>	<u>On-costs</u>	<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
Totals					
	Number	Hours	Cost	On-costs	Total
	22	773	293,400	49,878	432,198
Sickness/AL cover	6%				25,932
Staff Total Cost					458,130
			On cost average NI %	14%	
			Workplace Pension	3%	
			FTE @40 hours	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	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	£ 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

Option 4Z New 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

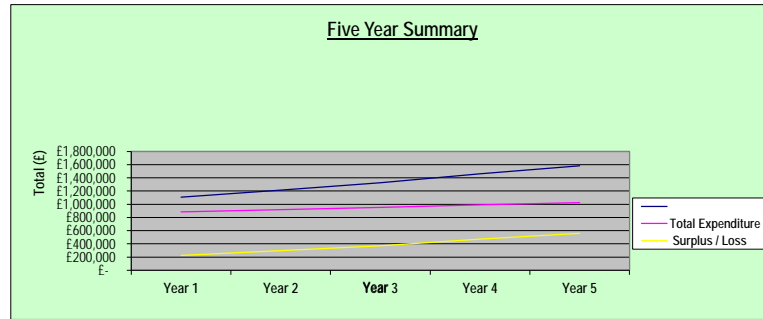
	Summary									
	Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years	Year 6-10	Total 6-10 Years	10 Year Total	Average
Health & Fitness	£ 445,979	£ 530,146	£ 614,313	£ 728,196	£ 827,342	£ 3,145,978	£ 827,342	£ 4,136,710	£ 7,282,687	£ 728,269
Swimming	£ 594,780	£ 609,649	£ 624,890	£ 640,513	£ 656,525	£ 3,126,357	£ 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	£ 210,961
Admin and Marketing	£ 65,123	£ 66,751	£ 68,420	£ 70,130	£ 71,884	£ 342,308	£ 71,884	£ 359,418	£ 701,726	£ 70,173
Supplies and Services	£ 45,312	£ 51,577	£ 55,817	£ 60,015	£ 64,216	£ 276,937	£ 64,216	£ 321,078	£ 598,014	£ 59,801
Support Costs	£ 110,615	£ 121,633	£ 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
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	127,458	202,173	275,407	375,225	461,643	1,441,906	461,643	2,308,215	3,750,121	375,012

Operating Recovery Rate	125%	132%	139%	148%	154%	140%	154%	154%	148%	148%
Spend per Head	£2.96	£2.78	£2.76	£2.80	£2.81	£2.82	£2.81	£2.81	£2.81	£2.81
Subsidy/Profit per Head	£0.60	£0.68	£0.77	£0.90	£0.99	£0.81	£0.99	£0.99	£0.91	£0.91
Staffing/Income %	42.1%	39.3%	37.0%	34.4%	32.5%	36.6%	32.5%	32.5%	34.4%	34.4%
Staffing/Expenditure %	52.8%	52.0%	51.4%	50.8%	50.2%	51.4%	50.2%	50.2%	50.8%	50.8%
Estimated Throughput	373,677	437,324	479,474	521,124	562,724	2,374,322	562,724	2,813,619	5,187,942	518,794

SENSITIVITY ANALYSIS

BASELINE	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			£1,601,662
5% MORE INCOME			
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
YEAR 4	£1,327,187	£989,036	£338,151
YEAR 5	£1,438,495	£1,025,056	£413,439
10% MORE INCOME			£1,312,145
5% LESS EXPENDITURE			
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	£1,025,056	£636,405
10% MORE INCOME			£2,254,523
5% MORE EXPENDITURE			
YEAR 1	£1,216,768	£883,049	£333,718
YEAR 2	£1,337,960	£918,509	£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
10% MORE EXPENDITURE			£2,588,915
10% LESS EXPENDITURE			
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
YEAR 5	£1,582,344	£976,244	£606,100
5% MORE EXPENDITURE			£2,147,164
5% MORE EXPENDITURE			
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
10% MORE EXPENDITURE			£2,353,559
10% MORE EXPENDITURE			
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
10% MORE EXPENDITURE			
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% 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	£1,740,578	£931,869	£808,709
			£3,022,343

Graphs



Option 4Z New build on Sports Village site

Detailed Budget

	Five Year Estimates (Inflation 2.5%)					6 to 10 year Average	Total 10 years	10 year Average
	Year 1	Year 2	Year 3	Year 4	Year 5			
Total Income	1,106,152	1,216,327	1,323,112	1,459,906	1,582,344	1,582,344	14,599,561.07	1,459,956
Total 'Operating' Expenditure	883,049	918,509	952,060	989,036	1,025,056	1,025,056	9,892,990.54	989,299
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	728,269
Swimming	594,780	609,649	624,890	640,513	656,525	656,525	6,408,984	640,898
Sub-Total	1,040,759	1,139,795	1,239,204	1,368,709	1,483,867	1,483,867	13,691,671	1,369,167
Secondary Spend								
Merchandising	28,026	32,799	35,961	39,084	42,204	42,204	389,096	38,910
Food and Beverage (Vending)	37,368	43,732	47,947	52,112	56,272	56,272	518,794	51,879
Sub Total Secondary Spend	65,393	76,532	83,908	91,197	98,477	98,477	907,890	90,789
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
Expenditure								
Staffing								
Staff Costs	461,602	473,143	484,971	497,095	509,523	509,523	4,973,948	497,395
Staff Training	4,616	4,731	4,850	4,971	5,095	5,095	49,739	4,974
Staffing Sub Total	466,218	477,874	489,821	502,066	514,618	514,618	5,023,687	502,369
Premises								
Electricity & Gas	101,280	103,812	106,407	109,067	111,794	111,794	1,091,332	109,133
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 (20% 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	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	195,780	200,675	205,691	210,834	216,104	216,104	2,109,606	210,961
Administration and Marketing								
Design, marketing & advertising	22,123	22,676	23,243	23,824	24,420	24,420	238,385	23,838
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	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	65,123	66,751	68,420	70,130	71,884	71,884	701,726	70,173
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	35,312.44	41,327	45,310	49,246	53,177	53,177	490,260	49,026
Misc Expenses	5,000	5,125	5,253	5,384	5,519	5,519	53,877	5,388
Sub Total Supplies and Services	45,312	51,577	55,817	60,015	64,216	64,216	598,014	59,801
Overhead and Profit Costs								
Central Support	110,615	121,633	132,311	145,991	158,234	158,234	1,459,956	145,996
Sub Total Support Costs	110,615	121,633	132,311	145,991	158,234	158,234	1,459,956	145,996
Total Operating Expenditure	883,049	918,509	952,060	989,036	1,025,056	1,025,056	9,892,991	989,299
Net Operating Surplus / Loss	223,103	297,818	371,052	470,870	557,288	557,288	4,706,571	470,657
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
Gross Surplus / Loss	127,458	202,173	275,407	375,225	461,643	461,643	3,750,121	375,012

STRATEGIC LEISURE COST OF CAPITAL ANALYSIS

Estimated cost of H & F Equipment

Based on 50 CV Stations	£	175,000	Ave Cost per station	£	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	TOTALS
AMOUNT	175,000											175,000
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		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Equipment	175,000						
AMOUNT	175,000						175,000
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

LOCAL AUTHORITY		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTALS
AMOUNT	200,000											200,000
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

	Year 1	Year 2	Year 3	Year 4	Year 5
Health and Fitness	186,700	228,350	270,000	311,650	353,250
Swimming	178,477	199,474	199,474	199,474	199,474
Spectators/Events	8,500	9,500	10,000	10,000	10,000
Total	373,677	437,324	479,474	521,124	562,724

Main Pool - Termtime (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	15	15	15	15	15	15	15	15	15	15	36	10	36	15		
8-9am	10	10	10	10	10	10	10	10	10	10	36	10	36	15		
9-10am	10	15	10	15	10	15	10	15	5	15	36	10	36	15		
10-11am	10	15	10	15	10	15	10	15	5	15	36	10	36	25		
11-12noon	10	15	10	15	10	15	10	15	5	15	36	10	36	25		
12-1pm	30	25	30	25	30	25	30	25	30	25	10	20	10	20		
1-2pm	5	15	5	15	5	15	5	15	5	15	10	20	20	20		
2-3pm	5	15	5	15	5	15	5	15	5	15	10	20	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	36	10	36	10	36	10	36	10	36	10	15	20	15	15		
5-6pm	36	10	36	10	36	10	36	10	36	10	15	15	10	10		
6-7pm	20	10	20	10	20	10	20	10	20	10	20	15	10	10		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	15	5	25		
8-9pm	15	15	15	15	15	15	15	15	15	15	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	250	-	250	-	250	-	250	-	210	-	310	-	305	-	1,825
Casual/Lanes	3	50	3	50	3	50	3	50	3	50	-	-	2	35	17	285
Club Bookings	5	75	5	75	5	75	5	75	5	75	-	-	-	25	375	
School Bookings	2	72	2	72	2	72	2	72	2	72	4	144	4	144	18	648
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0.4	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60	3,152
Total	10	447	10	447	10	447	10	447	10	410	4	469	6	485		

	Termtime Totals	
	Bookings	Throughput
Casual/Lanes	-	54,750
Club Bookings	510	8,550
School Bookings	750	11,250
Lessons	540	19,440
Private Hires	11	263
Gala	3	300
Total	1,814	94,553

	At one time capacity
Key	140
Casual/Recreation	
Lanes	
Lessons	
Clubs	
Schools	36
Private Hire	40
Galas	1,440
Staff Training	
Closed	

Main Pool - Non-term time (averages)

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am	20	15	20	15	20	15	20	15	20	15	36	30	36	15		
8-9am	10	10	10	10	10	10	10	10	10	10	36	30	36	15		
9-10am	24	25	24	25	24	25	24	25	24	25	36	20	36	15		
10-11am	24	25	24	25	24	25	24	25	24	25	36	30	36	25		
11-12noon	24	25	24	25	24	25	24	25	24	25	36	30	36	25		
12-1pm	30	20	30	20	30	20	30	20	30	20	10	25	10	25		
1-2pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
2-3pm	5	50	5	50	5	50	5	50	5	50	10	25	20	20		
3-4pm	5	5	5	5	5	5	5	5	5	5	10	20	20	20		
4-5pm	36	10	36	10	36	10	36	10	36	10	15	20	15	15		
5-6pm	36	10	36	10	36	10	36	10	36	10	15	20	10	10		
6-7pm	15	25	15	25	15	25	15	25	15	25	10	20	10	25		
7-8pm	20	25	20	25	20	25	20	25	20	25	15	20	5	25		
8-9pm	15	20	15	20	15	20	15	20	15	20	10	10	5	10		
9-10pm	10	15	10	15	10	15	10	15	10	25	25	100	25	10		
10-11pm	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bookings	-	395	-	395	-	395	-	395	-	380	-	400	-	315	-	2,675
Casual/Lanes	3	70	3	70	3	70	3	70	3	70	-	-	2	50	17	400
Club Bookings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
School Bookings	5	144	5	144	5	144	5	144	5	144	4	144	4	144	33	1,008
Lessons	-	-	-	-	-	-	-	-	0.1	3	0.2	5	0.05	1	0	9
Private Hires	-	-	-	-	-	-	-	-	-	-	0.1	10	-	-	0	10
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	4,102
Total	8	609	8	609	8	609	8	609	8	597	4	559	6	510		

	Non-termtime Totals	
	Bookings	Throughput
Casual/Lanes	-	53,500
Club Bookings	340	8,000
School Bookings	-	-
Lessons	660	20,160
Private Hires	7	175
Gala	2	200
Total	1,009	82,035

	At one time capacity
Key	140
Casual/Recreation	
Lanes	
Lessons	
Clubs	
Schools	66
Private Hire	12
holiday Fun Sessions	792
Galas	
Staff Training	
Closed	

	Main Pool Totals	
	Bookings	Throughput
Casual/Lanes	-	108,250
Club Bookings	850	18,550
School Bookings	750	11,250
Lessons	1,200	39,600
Private Hires	18	438
Gala	5	500
Total	2,823	176,588

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		10		10		10		10		10		24		24		24
10-11am		10		10		10		10		10		24		24		24
11-12noon		10		10		10		10		10		24		24		24
12-1pm		10		10		10		10		10		24		24		24
1-2pm		10		10		10		10		10		24		24		24
2-3pm		10		10		10		10		10		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		24		24		24
5-6pm		24		24		24		24		24		10		10		10
6-7pm		10		10		10		10		10		10		10		10
7-8pm		10		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		10		10
10-11pm		-		-		-		-		-		-		-		-
Bookings																
Throughput																
Casual/Lanes		30		30		30		30		30		40		40		230
Club Bookings	2	20	2	20	2	20	2	20	2	20	2	20	2	20	14	140
School Bookings	5	50	5	50	5	50	5	50	5	50	-	-	-	-	25	250
Lessons	3	72	3	72	3	72	3	72	3	72	6	144	6	144	27	648
Private Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gala	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	10	172	10	172	10	172	10	172	10	172	8	204	8	204	66	1,268

At one time capacity

25

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

27
40
1,080

Casual/Lanes	6,900
Club/Special Bookings	420
School Bookings	750
Lessons	810
Private Hires	-
Gala	-
Total	1,980

Weekly Totals	Bookings	Throughput
	66	1,268
Termtime Totals	Bookings	Throughput
	1,980	38,040

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

	Monday Programme		Tuesday Programme		Wednesday Programme		Thursday Programme		Friday Programme		Saturday Programme		Sunday Programme		Weekly Totals	
7-8am																
8-9am																
9-10am		24		24		24		24		24		24		24		24
10-11am		24		24		24		24		24		24		24		24
11-12noon		24		24		24		24		24		24		24		24
12-1pm		24		24		24		24		24		24		24		24
1-2pm		24		24		24		24		24		24		24		24
2-3pm		24		24		24		24		24		24		24		24
3-4pm		24		24		24		24		24		24		24		24
4-5pm		24		24		24		24		24		8		8		8
5-6pm		24		24		24		24		24		8		8		8
6-7pm		8		8		8		8		8		8		8		8
7-8pm		8		8		8		8		8		8		8		8
8-9pm		8		8		8		8		8		8		8		8
9-10pm		8		8		8		8		8		8		8		8
10-11pm		-		-		-		-		-		-		-		-
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

Key

Casual/Recreation	Blue
Lanes	Light Blue
Lessons	Light Green
Jobs/Special Sessions	Light Yellow
Schools	Light Orange
Private Hire	Light Purple
Galas	Light Red
Staff Training	Light Green
Closed	Red

Casual/Lanes	460
Club/Special Bookings	280
School Bookings	-
Lessons	1,040
Private Hires	-
Gala	-
Total	1,780

Teaching Pool Totals	Bookings	Throughput
	3,760	68,920

All Pools	Bookings	Throughput
Casual/Lanes	460	10,580
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

SWIMMING POOL PROGRAMME
25m Pool x 10 Lane and 20m x 10m teaching pool

LESSONS	Av Participants/ Course	No. Lessons Annually	Participants	Net Price £	Income £
Juniors	8.00	2897.5	67200	4.00	268,800
Adults	8.00	305	8400	4.00	33,600
Total			75,600		302,400

SCHOOLS

Type of Use	Hours/ Day	Days/ Week	Weeks/ Year	Pool Hours	Net Price £	Income £
Schools & Colleges						
Secondary schools	2	5	38	380	35.00	13,300
Primary Schools	3	5	38	570	35.00	19,950
Total				950		33,250

CLUBS

	Total Sessions	Weeks/ Year	Net Price	Income
Main Pool and Learner	1550		40	62,000
Total				62,000

CASUAL SWIMMING 25m Pool

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Adult			31193	3.20	99,817
Child			44561	1.60	71,298
Concession			13368	1.60	21,389
Total			89123		192,505

Total Casual 89123 89123

Other Swimming Income

	Swimming Hours	Utilisation Swims per hr	Usage	Net Price/ £	Income £
Private Hires			18	150.00	2,625
Gala			5	400.00	2,000
Total					

Total Other 4625 4625

SWIMMING INCOME

	Annual
25m POOL	
Casual	192,505
Lessons	302,400
Other	4,625
Clubs	62,000
Schools	33,250
Sub Total	594,780

Health & Fitness

Number of Stations		100						
Attrition Rate		48%						
	Price	Year 4 2.5% Increase	% Split	Year 1	Year 2	Year 3	Year 4 Price Increase	Year 5
Session Duration - Monthly								
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 Months								
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	£60.00	£61.50	2.5%	£1,023.00	£1,296.00	£1,569.00	£1,842.00	£2,115.00
Off Peak (Adult Only)	NA							
Total				£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 Months								
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
Total Memberships				432	536	640	744	848
Total Memberships				1796	2212	2628	3044	3460
Total Membership Income				£285,554.40	£356,521.40	£427,488.40	£510,946.43	£583,691.96
Membership Income per Station				£2,856	£3,565	£4,275	£5,109	£5,837

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	£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 2	Year 3	Year 4	Year 5
			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>	<u>Cost</u>	<u>On-costs</u>	<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	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
Totals					
	Number	Hours	Cost	On-costs	Total
	22	779	296,200	50,354	435,474
Sickness/AL cover	6%				26,128
Staff Total Cost					461,602