



KIRKHAM AND DISTRICT SWIMMING TRUST

RURAL SPLASH

PRELIMINARY BUSINESS PLAN

October 2008

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OCTOBER 2008**

AIM OF THIS DOCUMENT:

To evaluate and quantify the implications of the pool's transfer to a charitable trust for operation after 1st April 2009.

INTRODUCTION:

“Swimming is the only sport activity which can be done at any age and by all sections of the population. It can be done in all weathers, has a major impact on health and fitness and is now part of the National Curriculum for primary school children”

London Pools Campaign

“Swimming is one of the easiest and most enjoyable sports to participate in and, unlike other sports, it was singled out to be mandatory in primary schools because, as well as being a superb recreational activity, it is critical in reducing the risk of drowning..”

Kate Houey Daily Telegraph 29/02/08

Rural Splash is presenting this Business Plan as British swimmers have returned triumphant from the Beijing Olympic and Paralympic Games. The Plan has been researched during the build up to London 2012 and at a time when there are major health concerns throughout the Nation. Ironically despite this, swimming opportunities for smaller communities such as those in Rural Fylde are threatened.

Kirkham Pool has an historical and sentimental place in the community. Built in 1914 at the bequest of local JP William Segar Hodgson, to help rehabilitate wounded soldiers, it was extended in 1984 with the addition of a small learner pool and larger changing rooms.

According to Fylde Borough Council's own figures the Pool serves a catchment area of 30 000 Rural Fylde residents, and receives between 4,000 and 7,000 swimmers each month. Whilst not always meeting ideal present day expectations, the swimming pool building forms a significant part of Kirkham's landscape and social fabric.

For a number of years, during each FBC budget, the pool has been threatened with closure. In March 2008 3000 residents marched peacefully through Kirkham and Wesham to demonstrate their anger. A simultaneous demonstration took place in St Annes. St. Annes Pool closed on July 31st, but Kirkham was reprieved until 31st March 2009.

A vigorous campaign of letter writing by dedicated residents followed, and resulted in a small group being formed to try to find an alternative future for Kirkham Baths. This group known as Rural Splash comprises of residents from different backgrounds and interest groups, with the sole intention to keep the Baths open for all in Rural Fylde.

At the time of the reprieve of Kirkham Baths until March 2009, senior Members of the Council indicated that they were minded to assist in every way and to consider a proper level of financial support if a viable Trust option could be developed by the local community.

Contact has been made with a number of community trusts around Britain. Each has faced similar issues and challenges in order to secure the future of not only the swimming pools, but also community life. These case studies have helped form the direction for Rural Splash. The business plan is both practical and aspirational. There is room for growth and development within the existing building, there is the potential to create a facility that will become the "hub" of Rural Fylde.

PRESENT SERVICE:

At Annex 1 appear details of the present service available at Kirkham Baths.

Annex 2 .1 shows the original budget for the pool for the present financial year and 2.2 lists the revised budget after the decision to retain the pool was made subject to a savings target.

Stripping out the accounting consideration of the asset value, in net terms the Council's real net cost of running the pool is in the order of £300,000 a year.

OPTIONS FOR FUTURE OPERATION:

In determining the future fate of the baths at Kirkham, the Council should consider all these options

- Direct operation
- Operation through a contractor – charitable or private sector

Sale of the pool to the private sector for continued operation

Vesting in a charitable trust (leisure)

- Direct operation by the trust
- Operation through another contractor

Close the pool

- Dispose of site for other purpose
- Mothball while considering options.....

This paper will evaluate the option of the pool being operated directly by the Kirkham and District Swimming Trust (formerly the Friends of Kirkham Baths and now operationally titled Rural Splash)

ASSUMPTIONS:

Based on a series of meetings of members of the steering group and technical sub-groups for the Trust and a meeting with the Chief Executive and key Chief Officers at Fylde, the under-noted matters are taken as given:

- Ownership of the pool and adjacent car parking area will transfer, without cost, to the Trust, subject to its use continuing for a community leisure/swimming purpose
- Staff redundancy costs, with or without a TUPE transfer arrangement, will be met in full by the Council and that only operational staff at the pool would be construed as potentially transferable
- The Council will arrange for energy procurement via their own purchasing agreement
- Operating stocks of consumable materials and spares etc will be transferred free of charge
- The Council will pass over copies of all documents, plans, policies and procedures to the new operator.

PREMISES:

A technical sub-group has carried out a Condition Assessment of the pool premises. They have referred to Council reports concerning recent reviews of the pool and have considered the present and potential condition of the fabric, plant, electrics etc

In summary their view is that:

- Sound building
- Poor quality/appearance of recent extension to frontage
- Plant in good condition
- Decor and finish in reception and changing areas poor and unappealing
- Suspended ceiling over pool MUST be improved
- Layout of interior poorly designed and grossly under-utilised
- Car parking /grounds area requires re-orientating
- Baths house accommodation under exploited
- Energy efficiency measures require improvement
- THERE IS SCOPE FOR SIGNIFICANT IMPROVEMENT AND COMPLEMENTARY DEVELOPMENT WITH MODEST GRANT FUNDING

PRELIMINARY THOUGHTS ON BUSINESS DEVELOPMENT

Several members of the team at Croft Goode, architects based in Kirkham, have joined the group and have brought forward their preliminary ideas and concepts for the development of the baths into a modern community facility offering a wide range of leisure activities in addition to swimming. Following public consultation, and if the main proposals of this business plan are accepted, they intend to work up detailed project plans to allow bids to be made to a number of identified sources for capital funding that will allow incremental improvements over the next 5 years.

At annex 3 appear:

- A site plan
- A movement chart
- Bubble analysis
- An alternate internal lay-out
- An initial design to remodel the building.

Initial research shows that for a properly constituted charitable trust there are a number of potential funding sources for development of the existing pool that could see the realisation of the sort of improvements now advanced within a 3 to 5 year time frame.

DEMAND:

The group has examined current patronage levels by type and concludes;

School use

- Schools and pupil numbers are stable and likely to increase as new building developments in the area are completed

- An analysis of alternative venues in terms of distance/costs/school-time lost indicate that there is some room for cost increases to schools consistent with their likely budget pressures

Swimming Lessons

- Current figures demonstrate continuing popularity in the area, in spite of some migration on account of fears of the pool closing
- There is a lack of alternative cost-effective provision in the area in the private sector

Club use

- The present utilisation is high and will increase if the uncertainties for the future are lifted
- There is capacity for further development of non-public swimming
- Undoubtedly the 2012 Olympics factor will influence the popularity of club activity

Leisure/health use

- The availability of competing swimming pool/leisure centre services within a 5 mile radius is limited and the private sector operations are expensive and exclusive
- With appropriate marketing and the development of community membership packages there is scope for considerable improvement in patronage
- Preliminary discussion with PCT staff shows that there is scope for funded schemes to target health improvement to 'at risk' groups

Conclusions

- The present business can be held and with proper promotion, developed significantly
- With enhancements to the quality of the swim experience, the leisure swim load can be grown
- Development of dry-side gym and fitness suites and complementary activities and pay-as-you-go tariffs will attract low-use users from elsewhere and new customers who cannot afford full commercial membership fees
- There is the potential for fitness on prescription schemes etc with local GP's and PCT
- Scope has been identified for other leisure/recreational/training use through Extended Schools cluster and Community and Sporting groups
- Social opportunities e.g. Children's parties can be exploited vigorously.

PRICING AND INCOME:

A preliminary analysis of alternative facilities pricing and the cost and deterrent of travelling 8 to 10 miles to other public sector pools, would indicate that prices could be increased without significant fall off

Information from other Trust pools shows that tailored swim packages will intensify utilisation, as will family subscriptions and supporters discount tickets.

With close cooperation with the PCT and local GPs there are opportunities to get local funding schemes.

The recently-announced Government grants for free swim arrangements for certain groups will be available PROVIDED there is a local pool!

Secondary spend income requires exploitation especially

- Catering – directly run or by concession
- Sweets and snacks
- Drinks
- Sports/swim wear and equipment
- Personal trainers/swim teachers concessions

A summary of income for the first 3 years of operation appears in the budget sheet at annex 4

OPERATING COSTS:

STAFFING

- The Trust will critically review staffing numbers in order to provide the most cost effective delivery consistent with customer and health and safety demands.
- The roles and designations will require revision to match flexible working patterns within operating staff rotas.
- All staff members will be required to participate in operational activities
- Limited opening of Learner pool will reduce pool-side attendance
- The judicious use of trainees, seasonal staff and volunteers will help augment the basic establishment
- In some cases club and commercial users could play a role in caretaking/key-holding to avoid costly out-of-hours cover

TERMS AND CONDITIONS OF EMPLOYMENT:

- The trust must apply voluntary sector pay and statutory minimum conditions for holidays/sickness etc as quickly as practicable if a TUPE transfer is applied in place of the Council meeting redundancy arrangements.
- The Trust will not seek Admitted Body status under the Local Government Superannuation Scheme but will operate an employee funded private scheme.

T.U.P.E. TRANSFER:

- Discussions with the Council are essential to seek to provide grounds for the transfer of the business to the Trust. This may necessitate the closure of business before Trust take-over.
- Failing this, if a transfer is effected, the Trust will rationalise pay and conditions in accordance with statutory reasoning within the first year.
- Costs associated with transfer and/or redundancies should be met by FBC.

POOL MANAGEMENT:

- There is a need for the Trust to appoint a Chief Operating Officer (General Manager) to run the business and to service the Trust Board.
- A senior member of the pool team will be required to act as deputy
- Local administration/finance duties will be linked to the reception/ ticket office function
- In the absence of the manager or deputy a staff member will be designated Shift leader(with a plus rate) to cover operational hours
- Arrangements for other cover from come from a stand-by reserve list as appropriate

SUPPORT SERVICES:

- Architectural, HR, Legal services are pledged to be supplied pro-bono from local professional supporters of the Trust
- Payroll, finance and I.T.will be bought in from local service suppliers
- Engineering and technical support will be bought in as required.

BUILDING AND PLANT MAINTENANCE:

- The Trust will make budget provision for local building/electrical services as necessary for planned and re-active work
- Contract arrangements on a draw-down basis will be set up for specialist support
- The Trust is concerned that the required budget saving from the Pool's operating budget will be largely achieved by avoiding maintenance work usually undertaken, and as a consequence, work skimped in this year will be an added problem and cost for the Trust.

ENERGY AND WATER:

- The trust is aware of the volatile market place and is planning for steep price inflation in the early years.
- Following officer discussion, it is planned to tie into Fylde Council's procurement arrangement
- An urgent energy efficiency audit is required to identify short pay-back measures to be implemented as soon as possible.
- The trust propose to investigate grant aided systems, fuels and insulation options available

TAXES:

- The Charity status of the Trust will significantly reduce the Business Rate
- The Trust will investigate whether Fylde will allow further Discretionary Relief to the charity
- At this stage the group is checking VAT status for a trading charity, but preliminary signs are not hopeful.

PROVISION FOR FUTURE CAPITAL PROJECTS:

- Without the benefit of any capital the trust must make prudent annual provision to build a capital reserve for:
 - Matched funding for grant schemes
 - Development/enhancement schemes
 - Unexpected repairs/renewals

FINANCIAL SUMMARY:

A projected 3 year budget is shown at Annex 4

REVENUE SUBSIDY:

The preliminary financial appraisal shows that in spite of significant cost reductions and sizeable income generation schemes, there is a shortfall in funding over the 3 year forecast period.

- In Year 1, if the Council does not deal with redundancies on closure of the municipal facility there is a need to account for TUPE transfer and rationalisation costs -estimated at £40,000
- Aside from this, in all 3 years forecast, the operating shortfall is in the order of £120,000
- The longer-term financial strategy, based on the development plan outlined previously, will allow a tapered reduction in the need for subsidy, but the Trust believe- on the information learned from all other trust organisations contacted- that there will be a continuing funding gap in the order of £60,000 a year
- WITHOUT THE FINANCIAL SUPPORT AT THE LEVELS NOW DESCRIBED THE TRUST CANNOT CONSIDER THE OPERATION OF THE KIRKHAM POOL.

SOURCES OF FINANCIAL SUBSIDY:

Capital:

- Grant Applications
 - National Lottery
 - Sport England
 - Other National/regional bodies
- Local Sources
 - Rotary etc
 - Charities
 - Business sponsorship
- Local Strategic partnership
- Fylde Borough Council – from asset disposals

Revenue support:

- Lancashire County Council – declined unless delivering their stated core activities
- Primary Care Trust – no routine support, but would participate in approved health/fitness schemes to meet identified local targets
- Local Strategic Partnership – revenue support is not within current scope of their funding unless for pump-priming or start-up objects
- Fylde Borough Council –
 - Preliminary indications are that funding is tight for the next financial year but at the outset of their request for the exploration of the Trust option, senior members indicated that appropriate support funding would be available.
 - The authority will incur costs if the pool is closed.
 - Redundancy costs would be incurred. However, these would be neutral as there is an indication that the Council will either pay out for redundancy or cover the first year cost of the TUPE transfer to the time of rationalisation.
 - The Council will still have to find 50% of the Business Rate
 - Extra security and regular inspection will be necessary
 - Additionally, the boarding-up, securing, painting etc to keep tidy will be essential.
 - The Council will face vandal damage, requiring action
 - Basic grounds maintenance and litter picking of the outside areas will have to continue.
 - Some space heating will be required to protect building and plant with consequent energy and water costs
 - Mothballing the plant prior to disposal will require visits to run plant and deal with first-line maintenance
 - Ultimately, the Council will have to face demolition costs and site sanitation
 - These costs are estimated to be well in excess of £25,000 a year, and could be avoided, if the pool is passed to a third party for continuing operation.
- Local Town and Parish Councils - many within the immediate locality have pledged support in principle. However, as many have seen a significant rise in precept levels this year on the

assignment of responsibility for direct funding of open spaces, the capacity for financial support is likely to be limited.

Other Funding Options:

At a meeting between Trust representatives and the Chief Executive and other chief officers at Fylde Borough council in late June, an alternative offer was suggested, whereby the Trust would take over some of its assets in Kirkham, and operate them to generate income to subsidise the pool deficit. Then mentioned were:

- Car parks at Mill St., Eagles Court and Orders lane
- The former municipal offices in Moor St.
- A parcel of land (without road access) in Wesham - though subsequently, this was not confirmed in writing...

A full evaluation of the car park option has been made, with estimations of current usage by day and time, generated from a random activity sample. Bearing in mind the use of the car park for both long stay workers and short stay shoppers, only a proportional low rate tariff could be applied.

Without costly manned entrance/exit controls, either third party clamping/removal enforcement or the use of sub-contracted local authority control and enforcement would be necessary. The former is unacceptable to the Trust and the latter would be expensive.

The availability of considerable alternative supermarket car park capacity next door and nearby street parking would reduce patronage of a paying car park very significantly.

Lastly, the costs of introducing the pay and display equipment and the need for provision for re-surfacing, grounds maintenance and the lack of adoption of the access road all would generate risks that would not make the venture worthwhile.

However, as the Council is minded to dispose of this asset – in fact a balance sheet liability, in terms of council finances- its assignment to Kirkham Town Council rather than to the Trust, would meet their aspirations and allow the freeing up resources of at least £15,000, towards the sum necessary to subsidise the pool.

In the matter of the Moor St Offices, at this stage, it is unclear as to whether the offer is still open, as it is understood that the Council was considering disposing of the site as part of a larger development parcel. Our preliminary evaluation is that, if the Trust were to take ownership, the rental income would cover the operating costs showing a very small revenue yield. However, its capital value as an asset (with or without disposal) would assist in providing matched funding for future community development projects on the site. Again, on the Fylde Council books, these offices cost the Council Tax payers something in the order of £10,000 a year, so their transfer to the Trust would reduce FBC costs and free up further resources to help support the Trust. If still offered, this building should be accepted.

The Trust has made overtures to all of the above listed bodies to seek help with revenue funding.

After a presentation in late September to Parish and Town Councils, the Trust is hopeful that a sum in the order of £10,000 a year could be delivered through this source.

The balance of around £120,000 a year could only realistically be found from Fylde Borough in return for a long-term Service Level Agreement to provide agreed levels of service. From the Council's standpoint, this option would provide a cost effective service for less than 40% of the cost currently falling on Council tax payers. In the short-term over the next few years, the real cost would be even less as there will be costs to Council remaining even if the pool were to close.

SET-UP COSTS AND INITIAL CASH FLOW:

As the Trust is likely to have few financial resources at the outset, and undoubtedly there will be costs of staffing, equipment and other resources, falling before operational take-over of the facilities and additionally, there could be cash flow problems arising in the early months of trading, it will be necessary to pre-fund the Trust with something in the order of £30,000. If the Council accepts the Trust's proposals, it is suggested that an urgent bid is made to the Fylde Strategic Partnership for the necessary pre-funding.

COLLABORATION WITH YMCA:

Discussions have taken place with the YMCA over the past three months to see if there could be collaboration over the way a charitable trust could run the bath at Kirkham.

There are two options, namely that the YMCA acts as agents to the Trust in the running of the pool, or that the YMCA takes the pool and under its umbrella organisation a local Management Board is established to oversee its operation.

The Trust steering group favours the latter option and would be happy to provide the same level of input and support as would be required for a stand-alone Trust.

TIMING:

Whether through the YMCA or through a separate local trust, the decision to provide the financial support to keep Kirkham Baths operational after 1st April 2009, must be made by the end of November, as there is a considerable lead time in establishing the governance and management arrangements necessary to have the resources in place to take over the pool from the Council. Unfortunately the Council's usual budget timetable would not allow sufficient leeway if a final decision is delayed until mid February 2009. Thus, if the Council is willing to back a trust option, it must make a binding decision to commit expenditure to this cause in the November Committee cycle.



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Kirkham Pool

Fylde Borough Council operates Kirkham Swimming Baths. For details regarding swimming lessons please see the criteria for to the right of the page.



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Day	Open	Time
Monday	7:00	8:30
<i>Adults Only</i>	12:00	20:00
	20:00	21:15
Tuesday	7:00	8:00
	12:00	13:00
	15:00	18:30
Wednesday	7:00	8:30
	12:00	13:15
	14:45	19:00
Thursday	7:00	8:30
	12:00	20:00
Friday	7:00	8:00
	12:00	18:30
Saturday	8:00	14:00
<i>Inflexible</i>	14:30	19:30
Sunday	9:00	12:30

Admission

Adult Swim £3.00

Junior Swim £2.10

Family Swim £3.40 2+2

Monthly Contract Start to end of same month £13.75

Future Courses run at Kirkham Baths Training Center

National Pool Umpire's Qualification (NPLC)

First Aid at Work

First Aid Appointed Person

http://www.fylde.gov.uk/Category.aspx?cat=1749

25/04/2008

14

Code Level Enquiry

Name: ad-htoc
 Desc: 28/04/2008 15:44:17
 Cost Centre
 Dimension 1: Detail Code
 Dimension 2: 3065
 Dimension 1 Code: Kirkham Baths
 Original Estimate

March

BF

2008/2009
 Current Year 2008 Period 1

Code	Description	Actual	Commitment	Budget	Variance	Variance PC
	Totals	-18,459.31	0.00	319,480	537,939.31	
10000	Salaries - Basic Pay	0.00	0.00	174,674.00	174,674.00	100.00
10201	Salaries - Bonus Payments	0.00	0.00	9,480.00	9,480.00	100.00
11000	National Insurance	0.00	0.00	10,818.00	10,818.00	100.00
12000	Superannuation	0.00	0.00	25,077.00	25,077.00	100.00
12099	FRS17 Adjustments	0.00	0.00	1,425.00	1,425.00	100.00
14001	First Aid Allowance	0.00	0.00	879.00	879.00	100.00
18100	Insurance - Employers Liability	0.00	0.00	1,634.00	1,634.00	100.00
20103	Other Miscellaneous Repairs	-2,345.73	0.00	47,302.00	49,647.73	104.96
22000	Electricity	0.00	0.00	18,018.00	18,018.00	100.00
22501	Gas	0.00	0.00	31,447.00	31,447.00	100.00
22502	Business Rates	0.00	0.00	19,818.00	19,818.00	100.00
24000	Water Charges-Mixed	0.00	0.00	11,257.00	11,257.00	100.00
24001	Sewerage and Environmental Sncas	0.00	0.00	1,819.00	1,819.00	100.00
27001	Trade Refuse Collection	0.00	0.00	412.00	412.00	100.00
28001	Engineering Insurance	0.00	0.00	1,599.00	1,599.00	100.00
40100	Purchase of Equipment	0.00	0.00	3,590.00	3,590.00	100.00
40101	Prchse of Tools and Implements	0.00	0.00	100.00	100.00	100.00
40503	Water Treatment - Baths	120.00	0.00	200.00	200.00	100.00
40502	Welding Machine Provisions	375.75	0.00	1,200.00	1,080.00	90.00
41500	Uniforms Purchase/Replac	0.00	0.00	0.00	7,024.25	97.80
42000	Printing	0.10	0.00	1,000.00	1,000.00	100.00
42101	Photocopying Charges	0.00	0.00	260.00	246.81	94.32
42102	Photocopying Stationery	0.00	0.00	681.00	681.00	100.00
42500	Security Services	0.00	0.00	99.00	99.00	100.00
42603	Other Fees	477.00	0.00	3,000.00	3,000.00	100.00
46104	Insurance - Loss of Profit	0.00	0.00	4,500.00	6,023.00	92.99
46106	Insurance - Public Liability	0.00	0.00	107.00	107.00	100.00
46200	Advertising	0.00	0.00	2,243.00	2,243.00	100.00
46900	Savings Target	0.00	0.00	2,000.00	2,000.00	100.00
70000	SS - Executive Board	0.00	0.00	-20,010.00	-20,010.00	-100.00
70101	SS - Accuracy Services	1,119.00	0.00	0.00	0.00	0.00
70102	SS - Finance Administration	0.00	0.00	1,119.00	1,119.00	100.00
70103	SS - Internal Audit	0.00	0.00	8,617.00	8,617.00	100.00
70200	SS - Computer Services	0.00	0.00	2,411.00	2,411.00	100.00
		0.00	0.00	7,162.00	7,162.00	100.00

ANNEX 21

c

70300	SS - Human Resources	0.00	7,427	7,427.00	100.00						
77001	SS - Payroll	0.00	1,107	1,107.00	100.00						
77400	SW - Cultural Svcs Mgt Team	0.00	10,796	10,796.00	100.00						
75302	SW - Leisure Team	0.00	22,628	22,628.00	100.00						
75403	SW - Corporate Safety Team	0.00	1,456	1,456.00	100.00						
80003	Capital Charges - Depreciation	0.00	39,210	39,210.00	100.00						
82000	Bathing Receipts	0.00	-71,340	-71,340.00	-78.64						
83001	Swimming Instruction Fees	0.00	-70,000	-70,000.00	-77.72						
84003	Miscellaneous Receipts	0.00	-1,132	-1,061.80	-93.89						

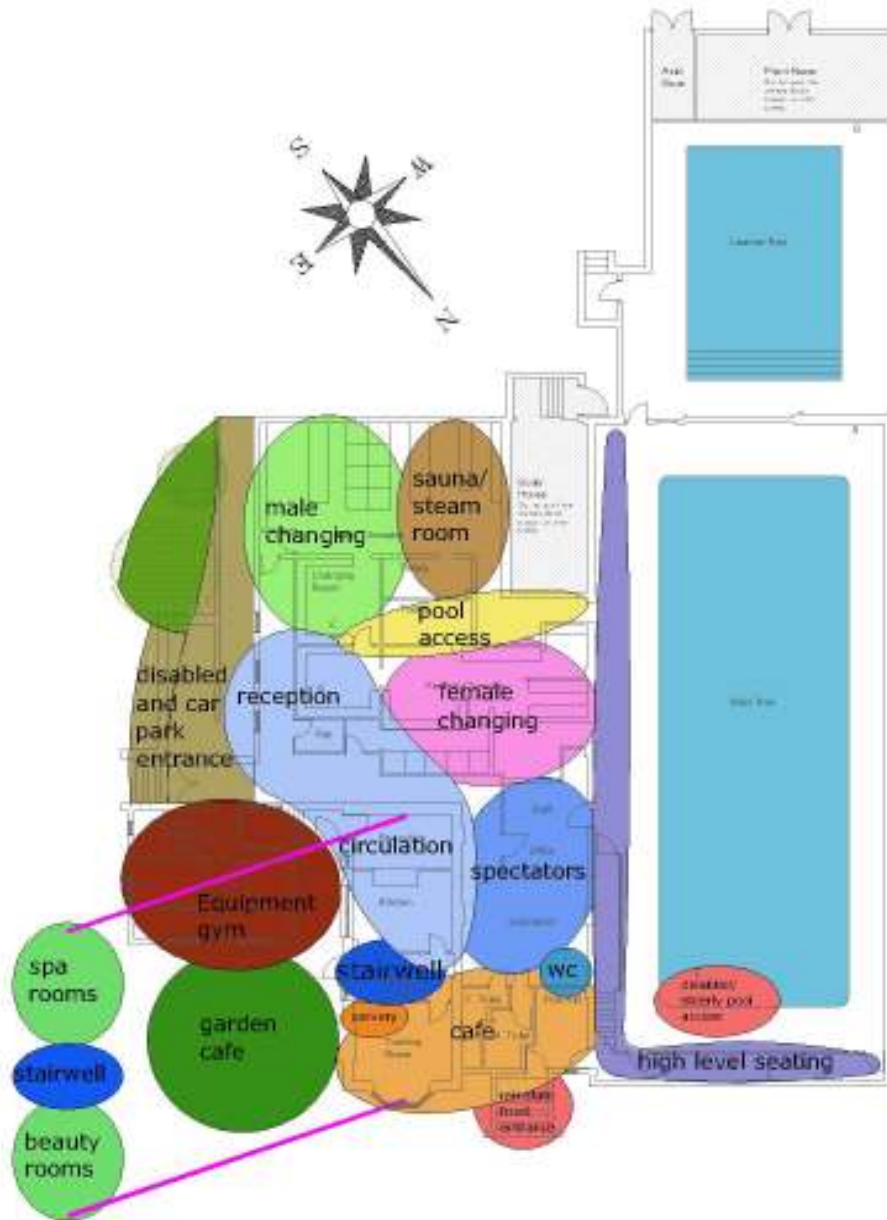
ANNEX 2.1
(Contd)

DRAFT BUDGET 2008/09
COMMUNITY & CULTURAL SERVICES

BUDGET HOLDER :	Actual Amount	Actual Amount	Original Estimate	Revised Estimate	Original Estimate
PAUL NORRIS	2006/07	2007/08	2007/08	2007/08	2008/09
<i>as at 18/01/2008</i>					
Supplies and Services					
300540100 Purchase of Equipment	16,768	11,343	11,343	11,343	11,343
300540300 Office of Tools and Equipment	141	139	140	140	140
300540300 Cleaning Materials	114	48	10	49	60
300540500 Toilet rolls	1381	109	230	130	130
300540800 Paper Tissues - Bath	1996	41,325	11,200	11,200	11,200
300541100 Writing Machines - Personal	11,664	13,182	10,000	10,000	10,000
300541300 Office Purchase Paper	1490	1490	11,200	11,200	11,200
300542000 Printing	1719	1718	1700	1700	1700
300542100 Photocopying Charges	49	49	49	49	49
300542100 Photocopying Stations	49	49	49	49	49
300542500 Security Services	12,077	12,028	11,800	11,800	11,800
300542600 Other Hire	15,900	15,228	14,300	14,500	14,300
300543000 Telephony - Mobile	1092	1173	10	10	10
300544000 Telephony - Fixed	1000	10	10	10	10
300544100 Insurance - Loss of Profit	1000	1182	1100	1100	1100
300544100 Insurance - Public Liability	12,221	11,236	11,757	11,136	11,241
300544200 Advertising	11,813	11,210	12,200	11,800	12,000
300544300 Professional Expenses	1178	10	10	10	10
Sub Total: Supplies and Services	120,918	119,863	118,213	120,768	120,960
Support Services					
300570000 CC - Executive Board	178,000	130,527	140,130	10	10
300570100 SS - Accounting Services	10	10	10	11,700	11,110
300570100 SS - Finance Administration	10	10	10	13,714	13,617
300570100 SS - Internal Audit	10	10	10	10,200	11,431
300570200 SS - Computer Services	10	10	10	11,000	11,161
300570300 CC - Human Resources	10	10	10	15,611	15,427
300570300 SS - Payroll	10	10	10	14,187	14,187
300570300 SS - Cultural Over-Head Costs	10	10	10	110,651	110,750
300570300 SS - Leisure Facilities	10	10	10	128,100	122,820
300570400 SS - Corporate Safety Team	10	10	10	15,810	11,450
Sub Total: Support Services	178,060	130,627	140,130	126,742	126,983
Capital Charges					
300580000 Capital Charges - Depreciation	136,212	132,218	108,864	136,218	136,218
Sub Total: Capital Charges	136,212	132,218	108,864	136,218	136,218
Income					
300590000 Utility Receipts	101,281	101,104	177,000	171,540	171,540
300590000 Evening and Public Fees	117,726	172,051	170,000	170,000	170,000
300590400 Miscellaneous Receipts	11,176	11,000	412	11,100	11,100
300590900 Other Income	128	10	10	10	10
Sub Total: Income	230,311	284,165	347,412	352,640	352,640

LOSS CORRECT WITH BATS +90
319,240





ANNEX 3.4

First Floor



ANNEX 3.5



ANNEX 3.6



ANNEX 4

RURAL SPLASH – SUMMARY FINANCIAL FORECAST

2009 – 2012

Item	£ 2009/10	£ 2010/11	£ 2011/12	Notes
Salaries	172,000	138,600	145,530	Yr 1 £40K TUPE/Rdndcy Yr2+ 5%pa
Manager costs	35,000	36,750	38,590	+5% pa.
Energy	50,000	57,500	60,380	+15% yr2 – thereafter 5%
Other premises costs	88,000	92,400	97,020	+5% pa.
Insurance	2,500	2630	2760	+5% pa.
Support services	15,000	15,750	16,540	+5% pa.
Promotion	5,000	5250	5,510	+5% pa.
Contribution to capital		35,000	36,750	Set up funding Yr1 +5% after Yr2
TOTAL EXPENDITURE	367,500	383880	403,080	
Swimming Instruction	72,500	79,750	87,720	+10% after Yr2
Leisure swimming	120,000	132,000	145,200	+ 10%after Yr2
Secondary spend/misc	5,000	20,000	30,000	Yr2 400%, Yr3 50%
Corporate sponsorship	15,000	15,750	16,540	+5% pa.
TOTAL INCOME	212,500	247,500	279,460	
SHORTFALL	155,000	136,380	123,620	
GRANT REQUEST - FYLDE	145,000	125,880	112,600	
PARISH/TOWN COUNCILS	10,000	10,500	11,020	Yr 2- thereafter 5%