



## **FREEDOM LEISURE ANNUAL REPORT**

**April 1<sup>st</sup> 2020 – March 31<sup>st</sup> 2021**

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## 1. Purpose of the report

- 1.1 The purpose of this report is to review Freedom Leisure's management of the Spectrum Leisure Complex, Ash Manor Sports Centre and the Guildford Lido against the targets and standards set out in the Leisure Partnership Agreement.
- 1.2 The report covers the period from April 1<sup>st</sup> 2020 to March 31<sup>st</sup> 2021
- 1.3 Based on the reported results it is recommended that the Council approve that
  - 1.3.1 The objectives set out in the Leisure Partnership Agreement ('LPA') are being achieved.
  - 1.3.2 A balanced service is being offered across the facilities meeting community and commercial needs.
  - 1.3.3 The overall performance of the partnership with Freedom Leisure is in line with the Council's objectives.

## 2. Introduction

- 2.1 Greenwich Leisure Limited (GLL) and the Council entered into the 10 year Leisure Partnership Agreement (LPA) on the 1st November 2011. GLL subcontracted the service to Freedom Leisure which means that Freedom Leisure provides the operational services whilst GLL is available for assistance if required.
- 2.2 Within this Guildford Contract Freedom Leisure directly employs 176 contracted staff and a further active 105 casual and coaching staff.
- 2.3 The facilities which Freedom Leisure operates on behalf of the Council comprise:

### **Spectrum Leisure Complex ('Spectrum')**

- 32-lane tenpin bowling centre
- Olympic sized ice rink with a capacity for over 2,000 spectators
- 4 swimming pools: a leisure pool, teaching pool, competition pool and a diving pool with 3 boards
- Outdoor athletics track with football pitch
- 78 station gym and spa
- 3 multi-purpose sports halls, including a main arena with 10 badminton courts
- "Rock Box" climbing facility
- A variety of restaurants including a 'Costa proud to serve' cafe and Burrito Loco
- Children's soft play area
- Crèche
- 2 sports related retail outlets – Ice Locker and Kit Kabin
- 2 squash courts

## Lido

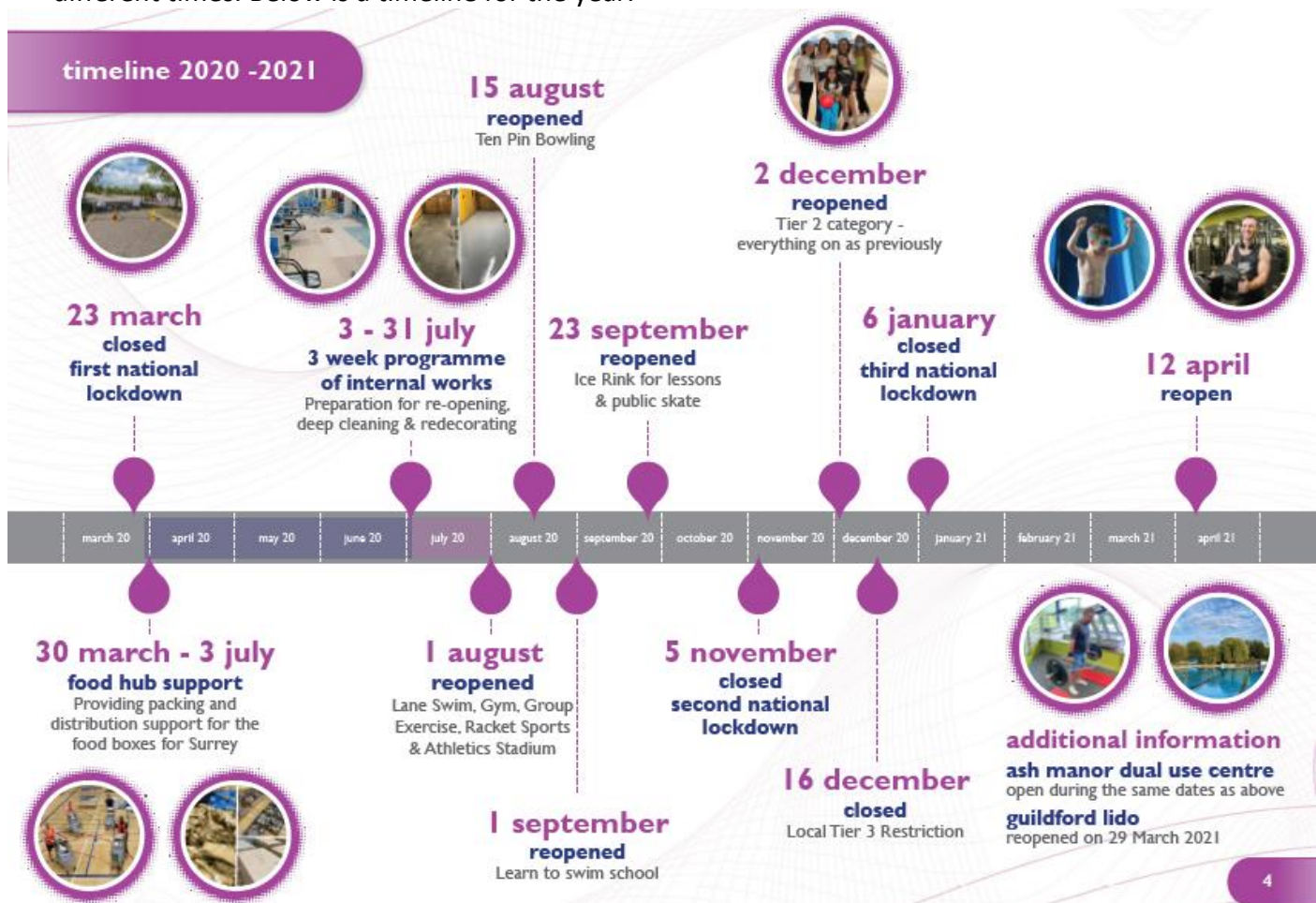
- 50 metre swimming pool, paddling pool and 4 acres of surrounding gardens and 3 water slides
- Specialised heavy weights gym

## Ash Manor Sports Centre: ('Ash Manor')

- 42 station gym
- 2 multiuse sports halls
- 3G all weather pitch
- A studio

## 3. Performance Overview

The following overview for 2020-21 demonstrates what a challenging year it was for the Guildford Leisure Contract, with 3 separate lockdown periods and different facilities being allowed to open at different times. Below is a timeline for the year.



### 3.1 Spectrum

In a year like no other the Guildford contract opened for a total of 16.5 trading weeks, the impact of the Covid pandemic is reflected in the detail below:

#### 3.1.1 Ice Rink

Ordinarily Flames would be the centre piece of the ice rink report; however, the Covid pandemic has seen an entire season wiped out with ice activity restricted to training ice and lessons with limited public skating and only in vastly reduced numbers to maintain social distancing.

Attendances across the two periods of opening in this year have been:

**August 1<sup>st</sup> – November 5<sup>th</sup> 2020** – 16,611 active participants

**December 2<sup>nd</sup> – December 19<sup>th</sup> 2020** – 7,945 active participants

Reactivation work has accelerated since the re-opening and additional learn to skate lessons for juniors have been programmed and a slight increase in public sessions capacities has also been allowed which is helping to support overall attendance in this area – albeit limited still by social distancing ratios.

##### 3.1.1.1 Ice Skating courses

	Number on programme 2020/21	Number on programme 2019/20
<b>Total</b>	<b>3,609</b>	<b>10,092</b>

#### 3.1.2 Bowling

Restrictions prevented the return of the League bowling and social distancing requirements saw a reduction in lane capacity from 32 to 16 lanes with family bubbles / contained small groups very much the pattern of play.

Attendances across the two periods of opening in this year have been:

**August 1<sup>st</sup> – November 5<sup>th</sup> 2020** – 25,322 games played

**December 2<sup>nd</sup> – December 19<sup>th</sup> 2020** – 3,156 games played

#### 3.1.3 Events 2020/21

Outside of the food hub there were no events. Food hub in numbers:

- 2327 food boxes collected
- 85 days of operation between 31 March 2020 to 3 July 2020
- Working in partnership with GBC, SCC, Team Rubicon, Transport (East Surrey Rural Transport Partnership & Bustler), Army, Fire, Police.

#### 3.1.4 Catering

Please see appendix one.

## 4. Ash Manor and Lido Overview

### 4.1 Maintenance

Essential maintenance work only completed during the closures. Reactivation / statutory maintenance works completed prior to each re-opening.

### 4.2 Lido

The Lido remained closed throughout the year with no winter programme, however, reactivated on March 29<sup>th</sup> 2021. We worked closely with The Friends Of Guildford Lido (FOGL) and GBC to reactivate the site successfully.



## 5. Finance and Participation Summary

### 5.1 Finance Summary

Guildford Finance Summary				
	Guildford Spectrum	Ash Manor	Guildford Lido	Total
<b>Income</b>	£5,456,617	£161,159	£117,361	£5,735,137
<b>Expenditure</b>	£5,103,383	£213,412	£336,247	£5,653,042
<b>Management Fee &amp; Repayments</b>	£30,645	£0	£51,450	£82,095
<b>Net Surplus/ (Deficit)</b>	£322,589	-£52,253	-£270,336	£0

### 5.2 Income Performance Payment (IPP)

IPP is only payable on achieving the bid figures which was not achieved this year and thus no payment has been made.

### 5.3 Participation

	2020/21	2019/20	Bid
<b>Spectrum</b>	225,067	1,707,671	1,750,102
<b>Ash Manor</b>	13,127	84,233	96,872
<b>Lido</b>	1,349	69,583	73,424
<b>Contract</b>	239,543	1,861,487	1,920,399

## 6. Memberships

Site	2019-20 Members 30.3.2020 (Based on 2019/20 report)	2020-21 Members 30.3.2021	Variance	Variance %
<b>Spectrum</b>	3,738	1,669	-2,069	-55%
<b>Guildford Lido</b>	110	43	-67	-61%
<b>Ash Manor</b>	659	395	-264	-40%
<b>Totals</b>	<b>4,507</b>	<b>2,107</b>	<b>-2,400</b>	<b>-53%</b>

On- going product augmentation activity is helping restore confidence in the offers with the new holistic area, relocated and larger spin studio and improved Group Exercise (indoor and outdoor) programme all already having a positive impact on recovery.

### 6.1 Local Community Participation

	2020/21	2019/20
Active Card	31,251	26,210
Green Card	4,523	5,281

Membership Type	Spectrum 2020/21	2019/20	Ash Manor 2020/21	2019/20	Lido 2020/21	2019/20
Disabled	221	290	0	1	2	0
Income	27	62	0	3	1	0



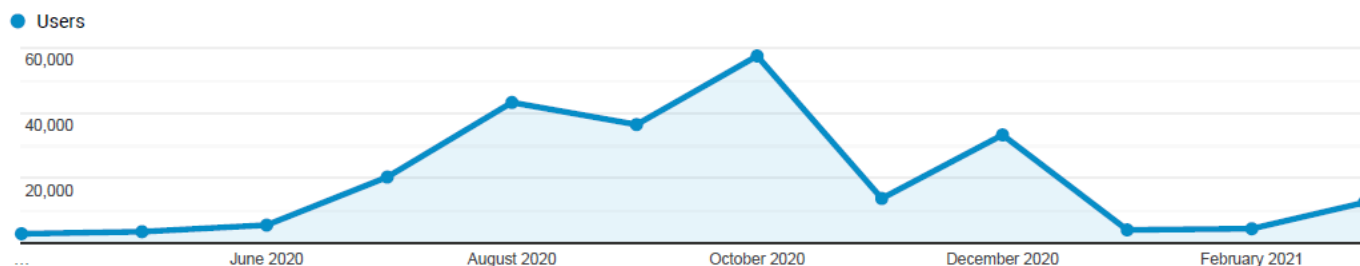
Support						
Senior Citizen	3712	4,286	346	327	137	272
Student	56	266	4	26	0	0
Unemployed	15	44	2	4	0	0
Total	<b>4,031</b>	<b>4,948</b>	<b>352</b>	<b>361</b>	<b>140</b>	<b>272</b>

## 7. Marketing

Much of our marketing activity was maintaining communication with our customers throughout the lockdown & re-activation periods.

### 7.1 Website traffic

The below demonstrates website traffic. The increases in traffic are a direct relation to the reactivations.



### 7.2 Digital Overview

	Totals 2020/21	Totals 2019/20
Sessions	340,036	960,950
Users	220,014	659,182
Page Views	1,039,173	3,036,307
Pages / Sessions	3.06	3
Avg. Session Duration	1.44	1.67
Bounce Rate %	33.52%	38.91%
New Visitor	81.00%	68.89%
Returning Visitor	19.00%	31.11%

### 7.3 Web Enquiries by type

	2019/20 Totals	2020/21 Totals
Ice school enquiries	1,851	307
Swim school enquiries	2,155	1,398



Contact us enquiries	774	1,518
Group booking enquiries	129	6
Birthday party enquiries	1,487	111
Total	6,396	3,340

#### 7.4 E-mails

A total of 39 customer emails were sent during the lockdown period with a very high open rate of 52%, this is an increase of 100% in comparison to 2019/20. Our open rate benchmark usually sits between 15-20%.

#### 7.5 Social media following

Site	Facebook followers	Instagram Followers	Twitter followers
Guildford Spectrum	14,053	2478	5280
Guildford Lido	11498	1881	146
Ash Manor	1200	347	N/A

## 8. Programming

### 8.1 Casual swimming

Leisure Pool	2020/21	2019/20	Toddler Splash	2020/21	2019/20
April	0	32,062	April	0	610
May	0	23,869	May	0	573
June	0	15,233	June	0	613
July	0	26,390	July	0	655
August	0	46,028	August	0	619
September	4282	18,432	September	694	765
October	10079	20,144	October	2885	600
November	2557	14,441	November	1107	504
December	7182	14,960	December	2597	441
January	0	20,940	January	0	710
February	0	31,632	February	0	871
March	0	6,786	March	0	454
	<b>24100</b>	<b>270,917</b>		<b>7283</b>	<b>7,415</b>

\* Toddler Splash sessions increased in frequency resulting in greater footfall per day

### 8.3 Swim School

Numbers declined dramatically from the April 2020 base point of 2,023 enrolled swimmers, falling away over the course of the year to a low of 1857 by March 31st 2021. We are pleased to report that the current position of the LTS programme is that it has both recovered and surpassed the pre Covid enrolment number and is sitting in excess of 2,497 swimmers – the largest swim school in the FL portfolio.

### 8.4 Holiday Courses

Only October Half Term was run this year with 24 attendees. No other courses were able to run during the course of 2020/21 due to the restrictions on household mixing and the social distancing requirements therein.

### 8.5 Group Fitness Classes

Group exercise similarly impacted with major restrictions throughout. In total 19,342 attendees visited the facility during the periods of opening.

### 8.6 Crèche

The crèche provision was permanently removed following consultation with GBC as significantly loss making and unable to operate throughout the pandemic. The area has now been converted and is a holistic room forming part of an improved Health and fitness offer.

## 8.7 Parties

Parties were another major casualty of the government restrictions and as such no party bookings were taken during the periods of opening.

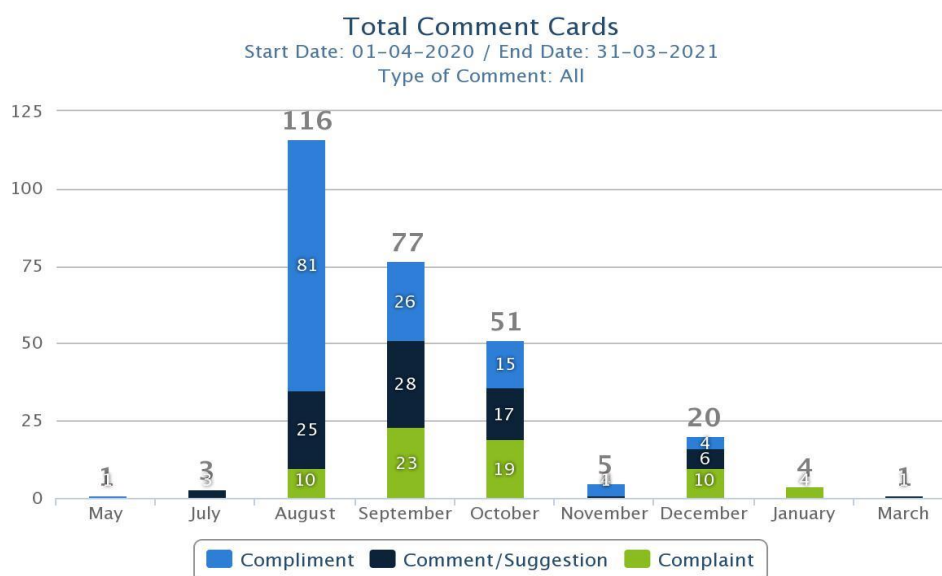
## 9. Customer Feedback

A summary of the results of our comprehensive Customer Research and Insight Programme for this reporting year are set out below.

### 9.1 Feedback Focus

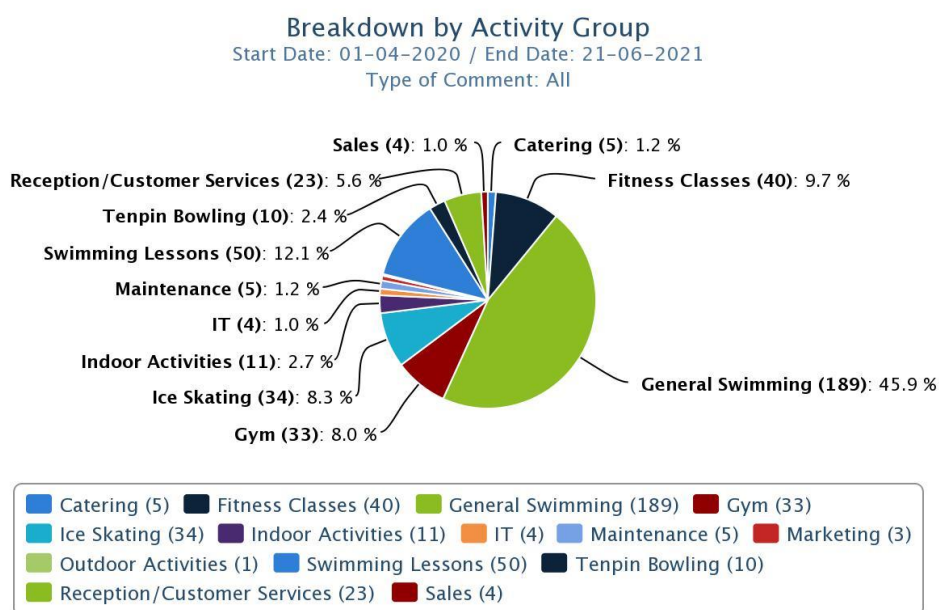
The continued use of Feedback Focus, a Leisure-net Solutions Ltd system, has enabled the gathering of more balanced qualitative feedback from customers. It has also helped with the recording, response tracking and overall management and analysis of customer feedback for each centre and department.

### 9.2 Total comment cards by type



Number and type of comments	2020/21	2019/20	Variance 2019/20-2020/21
Compliment	131	187	-56
Complaint	66	721	-655
Comment/suggestion	81	85	-4
Total	278	993	-715

### 9.3 Breakdown by activity type



- Swimming and swim lesson feedback represents over 50% of the total feedback. This is not uncommon.
- Customer Service is a critical measure in supporting membership retention and repeat visit desire from non-members and work is on-going to improve on current standards.
- No NPS scoring has been conducted in this year of unusual operation as meaningful results would be difficult to establish.

## 10. Health and Safety

Health and Safety is a primary consideration for Freedom Leisure and so there are a number of checks and balances in place to ensure that a continued level of excellence is achieved. These include internal and external audits within the Guildford facilities by Freedom Leisure Area Managers, GBC client officers, GBC Environmental Health and Surrey County Council (Ice Panto and Crèche only).

These audits provide the Freedom Leisure's senior management team with a steer on how the site is performing and whether any extra assistance is required. Any weaknesses that are identified are added to the site Safety Action Plan with realistic deadlines set.

Freedom Leisure accident reporting system is called STITCH. The charts below detail the prime areas of focus for the team from this year's incident reporting. There are some natural highs relating primarily to both swimming and ice skating so the focus remains firmly on accident reduction and minimisation of risk in all areas wherever possible.

### 10.1 Spectrum

	Number of Reports 2020/21	RIDDOR	Number of Reports 2019/20	RIDDOR
Ice Rink	16	0	328	0
Swimming Pool - Leisure	13	0	184	0

<b>Diving Board</b>	4	0	57	0
<b>Swimming Pool - Main</b>	14	0	43	0
<b>Sports Hall</b>	6	0	42	0
<b>Bowling Alley</b>	2	0	22	1
<b>Swim Pool - Teaching</b>	0	0	15	0
<b>Crèche</b>	0	0	14	0
<b>Flume</b>	1	0	11	0
<b>Changing Rooms - Village</b>	2	0	11	0
<b>Gym</b>	0	0	1	1
<b>Café Area</b>	0	0	1	1
<b>External grounds</b>	1	0	0	0
<b>Main Entrance</b>	2	0	0	0
<b>Soft Play</b>	2	0	0	0
<b>TOTAL</b>	<b>63</b>	<b>0</b>	<b>729</b>	<b>3</b>

### 10.2 Ash Manor

	Number of Reports 2020/21	Number of Reports 2019/20	<b>RIDDOR</b>
Fitness Studio (Gym)	0	5	0
3G Pitch	2	4	0
Sports Hall	0	3	0
Offsite	0	1	0
Grass Pitches	0	1	0
Unknown	0	1	0
Gymnasium	0	1	0
<b>Total</b>	<b>2</b>	<b>16</b>	<b>0</b>

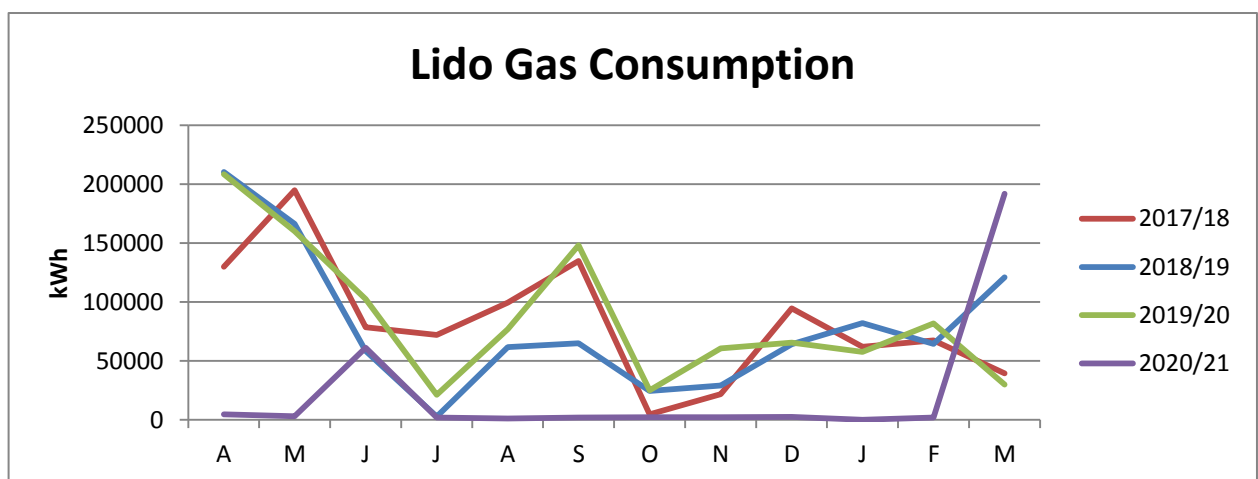
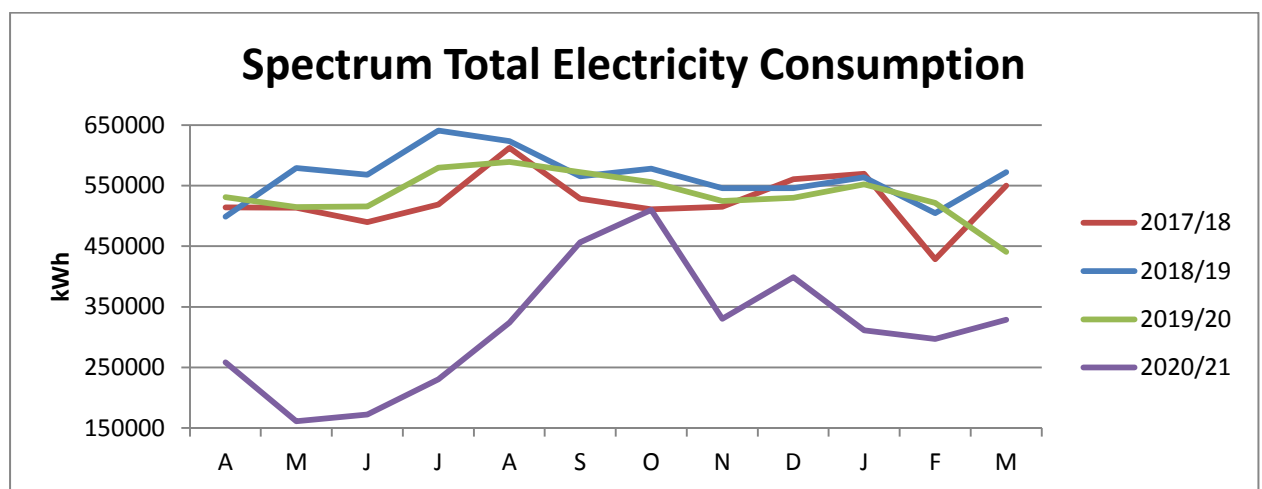
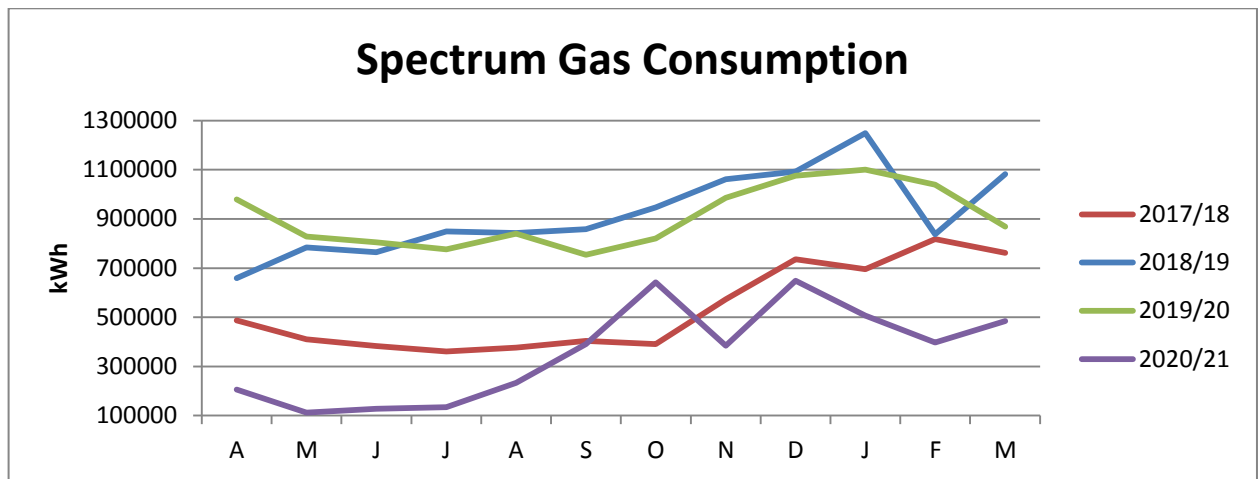
### 10.3 Lido

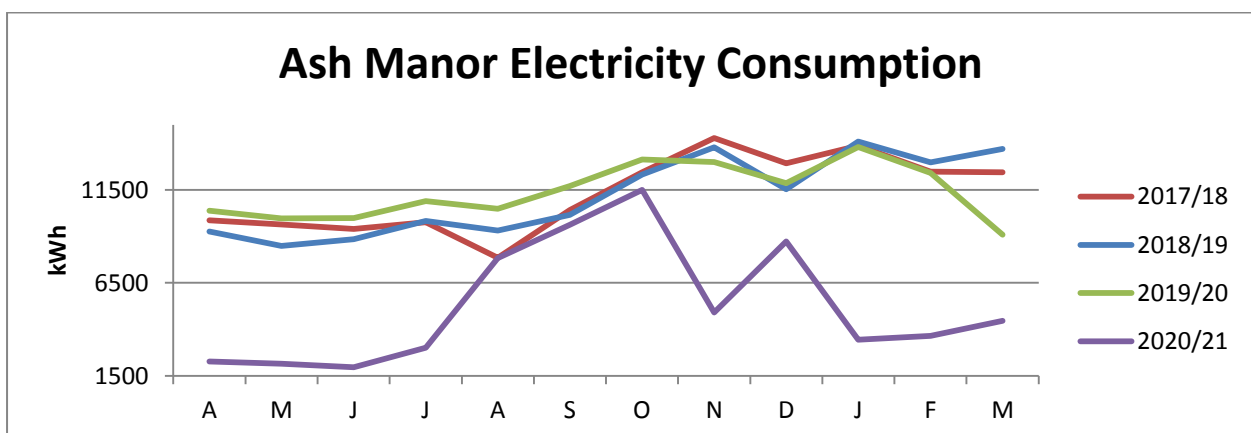
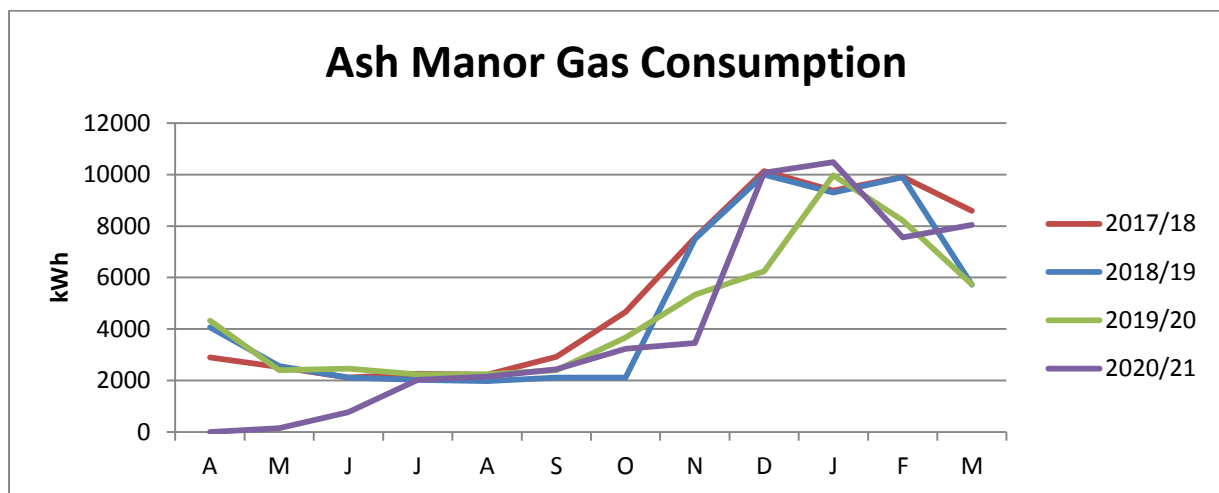
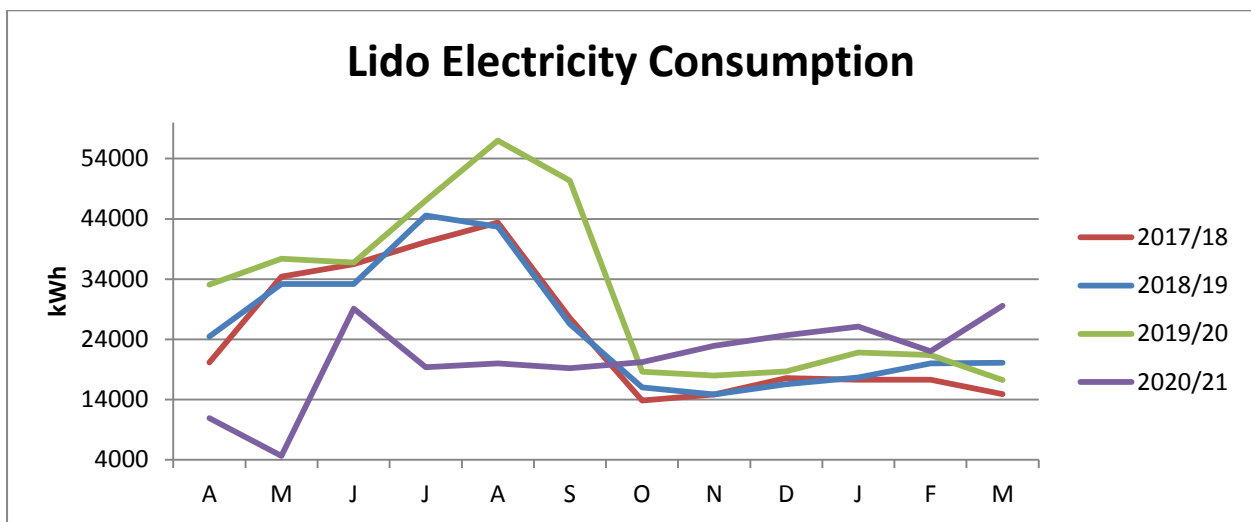
Facility closed and no reported accidents or incidents during the closure period – including any staff related.

Freedom Leisure remains committed to a focus on reducing risk and shrinking the likelihood of accident in all areas as a key driver in managing on-site Health and Safety.

## 11. Environmental

Overall gas and electricity consumption tracked below prior years' levels as would be expected for an operation that was ramped down for 70% of the financial year – some slight peaks during the period which are aligned to pre-reactivation activity generally.





## 12. Asset Management and 10 Year Plan Update

The 10 Year Plan sets out the longer term asset management plan - it generally relates to the maintenance and replacement of plant room equipment or service facilities. There was no capital spend in 2020-21, however capital expenditure has been identified and proposed within the contract extension negotiations but not formally agreed.



----- **END OF REPORT** -----

**MONITORING TEMPLATE  
PROJECTED OUTTURN**

DETAILS	CURRENT YEAR CUMULATIVE PERIOD BID	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	PREVIOUS YEAR FULL YEAR ACTUAL	CURRENT YEAR FULL YEAR BID	CURRENT YEAR FULL YEAR PROJECTED	VARIANCE CUMULATIVE ACTUAL TO FULL YEAR BID	VARIANCE CUMULATIVE ACTUAL TO FULL YEAR LAST YEAR
	£	£	£	£	£	%	%
<b>SPECTRUM</b>							
<b>Income</b>							
Administration	132,862	4,537	24,305	132,862	4,537	3%	19%
Marketing	165,291	1,133	9,653	165,291	1,133	1%	12%
Pools	2,425,119	546,015	3,117,115	2,425,119	546,015	23%	18%
Bowl	1,112,213	154,933	1,133,284	1,112,213	154,933	14%	14%
Ice Rink	2,528,326	282,616	2,368,514	2,528,326	282,616	11%	12%
Arena	834,120	44,357	368,141	834,120	44,357	5%	12%
Energy Level	728,260	184,711	1,015,981	728,260	184,711	25%	18%
Athletics	38,173	14,798	38,844	38,173	14,798	39%	38%
Catering & Shops	488,212	114,836	1,860,255	488,212	114,836	24%	6%
Other	42,199	4,108,681	1,051,388	42,199	4,108,681	9736%	391%
<b>TOTAL INCOME</b>	<b>8,494,775</b>	<b>5,456,617</b>	<b>10,987,480</b>	<b>8,494,775</b>	<b>5,456,617</b>	<b>64%</b>	<b>50%</b>
<b>Expenditure</b>							
Employees							
Salaries	1,964,866	2,358,294	2,735,403	1,964,866	2,358,294	120%	86%
Wages	858,636	422,800	916,342	858,636	422,800	49%	46%
Self Employed Instructors	644,235	75,188	504,320	644,235	75,188	12%	15%
NI & Pension	380,899	249,099	316,426	380,899	249,099	65%	79%
Training	18,000	1,227	34,138	18,000	1,227	7%	4%
Other Employee Expenses	16,164	995	35,190	16,164	995	6%	3%
Premises Related Expenses							
Building & Plant Maintenance	529,515	335,765	580,899	529,515	335,765	63%	58%
Plant Replacement	268,900	268,900	268,900	268,900	268,900	100%	100%
General Rates	114,264	0	128,016	114,264	0	0%	0%
Electricity	408,322	316,096	385,594	408,322	316,096	77%	82%
Gas	176,089	111,460	276,958	176,089	111,460	63%	40%
Water	69,074	74,138	121,042	69,074	74,138	107%	61%
Cleaning	92,579	34,801	106,142	92,579	34,801	38%	33%
Insurance	60,000	51,450	85,500	60,000	51,450	86%	60%
Other Premises Expenses	0	0	0	0	0	0%	#DIV/0!
Transport Related Expenses							
Travel & subsistence	15,568	25	685	15,568	25	0%	4%
Supplies and Services							
Marketing	176,889	7,205	127,477	176,889	7,205	4%	6%
Licences & Fees	35,209	13,619	33,634	35,209	13,619	39%	40%
ICT	49,377	54,571	69,128	49,377	54,571	111%	79%
Equipment maintenance	46,553	36,821	65,736	46,553	36,821	79%	56%
Equipment replacement	157,423	110,982	217,981	157,423	110,982	70%	51%
Events	52,682	24,364	571,292	52,682	24,364	46%	4%
Admin & postage	30,408	7,689	23,992	30,408	7,689	25%	32%
Bank charges	54,793	19,992	117,061	54,793	19,992	36%	17%
Catering & resale	15,211	27,893	745,527	15,211	27,893	183%	4%
Other supplies & services	495,770	143,651	732,680	495,770	143,651	29%	20%
Central Support Services	424,739	356,359	548,241	424,739	356,359	84%	65%
<b>TOTAL EXPENDITURE</b>	<b>7,156,165</b>	<b>5,103,383</b>	<b>9,748,303</b>	<b>7,156,165</b>	<b>5,103,383</b>	<b>71%</b>	<b>52%</b>
Management Fee	1,018,886	30,645	1,288,637	1,018,886	30,645		
<b>NET PROFIT</b>	<b>319,724</b>	<b>322,589</b>	<b>(49,460)</b>	<b>319,724</b>	<b>322,589</b>		

**MONITORING TEMPLATE  
PROJECTED OUTTURN**

#REF!

DETAILS	CURRENT YEAR CUMULATIVE PERIOD BID	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	PREVIOUS YEAR FULL YEAR ACTUAL	CURRENT YEAR FULL YEAR BID	CURRENT YEAR FULL YEAR PROJECTED	VARIANCE PROJECTED TO BID	VARIANCE PROJECTED TO LAST YEAR
	£	£	£	£	£	%	%
<b>LIDO</b>							
<b>Income</b>							
Swimming - Casual	213,949	15,641	316,951	213,949	15,641	7%	5%
Swimming - Memberships	18,528	0	42,063	18,528	0	0%	0%
Fitness - Casual	7,230	7	3,857	7,230	7	0%	0%
Fitness - Memberships	47,518	1,082	26,203	47,518	1,082	2%	4%
Catering & Vending	9,306	179	25,295	9,306	179	2%	1%
Goods For Resale	0	0	3,966	0	0	0%	0%
Car Parking	0	35,005	36,012	0	35,005	0%	97%
Other Income	17,243	65,447	34,756	17,243	65,447	380%	188%
<b>TOTAL INCOME</b>	<b>313,774</b>	<b>117,361</b>	<b>489,103</b>	<b>313,774</b>	<b>117,361</b>	<b>37%</b>	<b>24%</b>
<b>Expenditure</b>							
Employees							
Salaries	117,738	53,171	110,092	117,738	53,171	45%	48%
Wages	69,873	16,580	93,126	69,873	16,580	24%	18%
Self Employed Instructors	0	0	15,793	0	0	0%	0%
NI & Pension	22,515	5,026	12,678	22,515	5,026	22%	40%
Training	2,000	0	1,400	2,000	0	0%	0%
Other Employee Expenses	874	0	2,327	874	0	0%	0%
Premises Related Expenses							
Building & Plant Maintenance	48,303	52,999	72,866	48,303	52,999	110%	73%
Plant Replacement	30,000	30,000	30,000	30,000	30,000	100%	100%
General Rates	5,862	0	12,000	5,862	0	0%	0%
Electricity	12,590	22,548	31,138	12,590	22,548	179%	72%
Gas	20,714	7,865	28,382	20,714	7,865	38%	28%
Water	22,500	80,274	57,678	22,500	80,274	357%	139%
Cleaning	9,122	7,234	15,441	9,122	7,234	79%	47%
Insurance	5,000	3,630	2,600	5,000	3,630	73%	140%
Other Premises Expenses	0	0	0	0	0	0%	#DIV/0!
Transport Related Expenses							
Travel & subsistence	273	17	0	273	17	6%	#DIV/0!
Supplies and Services							
Marketing	5,058	0	5,499	5,058	0	0%	0%
Licences & Fees	3,230	955	2,812	3,230	955	30%	34%
ICT	4,020	2,693	2,782	4,020	2,693	67%	97%
Equipment maintenance	4,603	0	3,615	4,603	0	0%	0%
Equipment replacement	6,000	5,735	14,440	6,000	5,735	96%	40%
Events	5,973	0	0	5,973	0	0%	#DIV/0!
Admin & postage	1,174	1,026	1,505	1,174	1,026	87%	68%
Bank charges	826	99	3,004	826	99	12%	3%
Catering & resale	7,475	(158)	16,019	7,475	(158)	-2%	-1%
Other supplies & services	40,670	31,203	46,857	40,670	31,203	77%	67%
Central Support Services	15,689	15,350	23,611	15,689	15,350	98%	65%
<b>TOTAL EXPENDITURE</b>	<b>462,082</b>	<b>336,247</b>	<b>605,665</b>	<b>462,082</b>	<b>336,247</b>	<b>73%</b>	<b>56%</b>
Management Fee	(162,134)	51,450	(108,337)	(162,134)	51,450		
<b>NET PROFIT</b>	<b>13,827</b>	<b>(270,336)</b>	<b>(8,225)</b>	<b>13,827</b>	<b>(270,336)</b>		

**MONITORING TEMPLATE  
PROJECTED OUTTURN**

#REF!

DETAILS	CURRENT YEAR CUMULATIVE PERIOD BID	CURRENT YEAR CUMULATIVE PERIOD ACTUAL	PREVIOUS YEAR FULL YEAR ACTUAL	CURRENT YEAR FULL YEAR BID	CURRENT YEAR FULL YEAR PROJECTED	VARIANCE PROJECTED TO BID	VARIANCE PROJECTED TO LAST YEAR
	£	£	£	£	£	%	%
<b>ASH</b>							
<b>Income</b>							
Gym Casual	30,147	1,725	24,972	30,147	1,725	6%	7%
Gym Classes	26,057	2,464	13,170	26,057	2,464	9%	19%
Gym Memberships	173,165	47,227	214,180	173,165	47,227	27%	22%
Sport Hall Casual	37,873	1,858	8,223	37,873	1,858	5%	23%
Sport Hall Courses	7,859	0	2,671	7,859	0	0%	0%
Sport Hall Childrens Activities	4,148	(450)	3,995	4,148	(450)	-11%	-11%
Sport Hall Bookings	5,928	5,121	30,360	5,928	5,121	86%	17%
Outdoor Casual	119,835	6,453	35,806	119,835	6,453	5%	18%
Outdoor Bookings	0	17,920	53,240	0	17,920	0%	34%
Catering & Vending	24,985	663	9,598	24,985	663	3%	7%
Other Income	2,989	78,178	5,019	2,989	78,178	2616%	1558%
<b>TOTAL INCOME</b>	<b>432,986</b>	<b>161,159</b>	<b>401,234</b>	<b>432,986</b>	<b>161,159</b>	<b>37%</b>	<b>0%</b>
<b>Expenditure</b>							
Employees							
Salaries	119,195	84,396	92,650	119,195	84,396	71%	91%
Wages	45,138	27,373	58,551	45,138	27,373	61%	47%
Self Employed Instructors	1,500	294	1,251	1,500	294	20%	24%
Ni & Pension	18,104	7,118	7,476	18,104	7,118	39%	95%
Training	2,000	0	1,400	2,000	0	0%	0%
Other Employee Expenses	350	0	867	350	0	0%	0%
Premises Related Expenses							
Building & Plant Maintenance	32,254	19,787	27,153	32,254	19,787	61%	73%
Plant Replacement	5,000	5,000	5,000	5,000	5,000	100%	100%
General Rates	8,000	0	12,096	8,000	0	0%	0%
Electricity	20,329	10,874	20,560	20,329	10,874	53%	53%
Gas	9,084	11,585	16,120	9,084	11,585	128%	72%
Water	7,775	2,049	2,501	7,775	2,049	26%	82%
Cleaning	3,023	9,891	12,691	3,023	9,891	327%	78%
Insurance	5,290	2,473	3,804	5,290	2,473	47%	65%
Other Premises Expenses	0	0	0	0	0	0%	#DIV/0!
Transport Related Expenses							
Travel & subsistence	223	0	60	223	0	0%	0%
Supplies and Services							
Marketing	5,499	0	6,544	5,499	0	0%	0%
Licences & Fees	5,055	1,764	5,206	5,055	1,764	35%	34%
ICT	7,889	3,126	3,234	7,889	3,126	40%	97%
Equipment maintenance	1,000	0	5,807	1,000	0	0%	0%
Equipment replacement	24,280	6,249	7,448	24,280	6,249	26%	84%
Events	1,127	222	4,941	1,127	222	20%	4%
Admin & postage	1,320	332	729	1,320	332	25%	46%
Bank charges	1,280	367	2,744	1,280	367	29%	13%
Catering & resale	12,124	490	5,780	12,124	490	4%	8%
Other supplies & services	26,974	7,035	21,845	26,974	7,035	26%	32%
Central Support Services	21,651	12,987	19,985	21,651	12,987	60%	65%
<b>TOTAL EXPENDITURE</b>	<b>385,464</b>	<b>213,412</b>	<b>346,442</b>	<b>385,464</b>	<b>213,412</b>	<b>55%</b>	<b>62%</b>
Management Fee	39,485	0	40,774	39,485	0		
<b>NET PROFIT</b>	<b>8,037</b>	<b>(52,253)</b>	<b>14,018</b>	<b>8,037</b>	<b>(52,253)</b>		

## Spectrum Catering Profit and Loss Report

Freedom	MARCH 2021		YTD
			Actual
		TOTAL INCOME	113,643
		TOTAL EXPENDITURE	147,271
		Stock	28,159
		Consumables	817
		Equipment & Maintenance	1,400
		Staff	87,772
		Staff NI & Pension	7,636
		Utilities	10,000
		Insurance	4,667
		Bank charges	1,136
		Overhead recovery	5,682
TOTAL CATERING PROFIT/LOSS			- 33,629
CAFE			
		Income	86,523
		Expenditure	58,097
TOTAL CAFE			28,426
BAR			
		Income	1,125
		Expenditure	2,976
TOTAL BAR			- 1,851
WIMPY			
		Income	-
		Expenditure	-
TOTAL WIMPY			-
BOWL EATERY			
		Income	14,933
		Expenditure	32,767
TOTAL BOWL EATERY			- 17,835
HARVEYS			
		Income	1,162
		Expenditure	296
TOTAL HARVEYS			865
SATELLITES AND HOSPITALITIES			
		Income	3,339
		Expenditure	5,432
TOTAL SATELLITES AND HOSPITALITIES			- 2,094
VENDING			
		Income	6,561
		Expenditure	1,673
TOTAL VENDING			4,888
EQUIPMENT AND MANAGEMENT COSTS			
		Expenditure	46,029
TOTAL EQUIPMENT AND MANAGEMENT COSTS			- 46,029