

# Appendix 8 – Detailed Revenue Projections

## Including Lifecycle Costs

### Income

Dry side  
Health & Fitness  
Wetside  
Other Member ships  
Rentals  
Secondary  
Outdoor

### Total Income

### Expenditure

#### Staffing costs:

Permanent staff costs  
Casual staff costs  
Employer NIC Contribution  
Staff training  
Uniforms  
Sub Total

#### Premises costs:

Utilities - electricity  
Utilities - gas  
Utilities - water  
Repairs & maintenance  
Planned maintenance  
Grounds maintenance  
Cleaning and refuse  
Pool chemicals  
Rent/Lease  
Equipment refresh  
H&F equipment leasing  
3G pitch sinking fund  
NDR  
Lifecycle costs  
Capital costs  
Sub Total

#### Management costs:

Launch marketing and promotion  
Marketing, advertising and promotion  
Insurances  
Print, post and stationery  
Telephone  
Audit and legal  
Licences and subscriptions  
Other administration costs  
Irrecoverable VAT  
Sub Total

#### Cost of sales:

Food and beverage cost of sales  
Retail cost of sales  
Sub Total

#### Other costs:

Central costs  
Profit  
Performance Bond  
Contingency  
Sub Total

### Total Expenditure

### Profit/Loss (Management Fee)



# Appendix 9 – Sensitivity Analysis

## Including Lifecycle Costs

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
<b>BASE</b>	Higher income & base costs	Higher income & higher costs	Higher income & lower costs	Base income & lower costs	Base income & higher costs	Lower income & higher costs	Lower income & Lower costs
<b>Income</b>							
Dry side	[Redacted]						
Health & Fitness							
Wetside							
Other Memberships							
Rentals							
Secondary							
Outdoor							
<b>Total Income</b>							
<b>Expenditure</b>							
Staffing costs:	0%	8%	-8%	-8%	8%	8%	-8%
Premises costs:	[Redacted]						
Management costs:							
Cost of sales:							
Other costs:							
<b>Total Expenditure</b>							
<b>Net Surplus/Deficit</b>							



# Appendix 10 – Detailed Programme