

**YRCC - Business Case
DETAILED ACTUALS AND FORECASTS**

Clause 5.10.1 Separable Part A

	SHIRE MANAGEMENT - FOUR YEAR ACTUALS				SHIRE MANAGEMENT - FORECAST AS CURRENT MANAGEMENT			PROJECTIONS BASED ON BELGRAVIA Appendix 3.2 - FULLY COSTED BUSINESS PLAN			SHIRE EXPENDITURE PROJECTIONS BASED ON 2020/21 ACTUALS AT MATCHING SERVICE LEVEL			Assumptions
	SHIRE MANAGEMENT Actual				SHIRE MANAGEMENT Forecast - No change			BELGRAVIA LEISURE Guaranteed Lump Sum			SHIRE MANAGEMENT Forecast - inc service			
	2017/18	2018/19	2019/20	2020/21	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	
REVENUES														
STADIUM HIRE CHARGES	3,398	2,882	2,923	3,398	3,439	3,480	3,522				3,439	3,480	3,522	CPI only
PAVILION HIRE CHARGES	192	16	302	407	412	417	422				412	417	422	CPI only
YRCC INCOME - GREEN FEES TENNIS	1,502	672	794	1,136	1,150	1,163	1,177				1,150	1,163	1,177	CPI only
YRCC INCOME - HIRE	9,236	3,017	1,501	2,477	2,507	2,537	2,567				2,507	2,537	2,567	CPI only
YRCC INCOME - GYM	20,999	23,651	15,851	24,214	24,505	24,799	25,096				24,505	25,117	25,745	Increase in gym fees due to programming
YRCC INCOME - CONFERENCES	46,825	24,955	19,330	35,829	36,259	36,694	37,135				36,259	37,166	38,095	Private hire, parties etc - available days are limited due to increase to trading.
YRCC INCOME - BAR	186,855	161,788	141,337	159,285	161,197	163,131	165,089				175,214	205,876	241,904	Income 20/21 based on 2 nights p/w . Inc to 3 nights 21/22 and 4 nights in 22/23
YRCC INCOME - CAFE/RESTAURANT	112,090	107,494	106,081	143,019	144,735	146,472	148,230				157,321	184,852	217,201	Income 20/21 based on 2 nights per week . Increased to 3 nights 21/22 and 4 nights in 22/23
YRCC INCOME - CANTEEN	18,806	14,399	10,762	5,001	5,061	5,122	5,183				14,572	14,747	14,924	Future revenue based on 2018/19 due to COVID and reduced fixtures in 2019/20 and 2020/21.
<i>Non-core - Programs (Belgravia)</i>								6,000	6,180	6,365				
<i>Core - Bar/Rest (Belgravia)</i>								388,619	466,343	536,294				
Total Sales	399,903	338,874	298,881	374,767	379,264	383,815	388,421	394,619	472,523	542,659	415,378	475,355	545,558	
EXPENSES ⁽³⁾														
YRCC EXPENDITURE - GYM	10,019	9,627	7,221	11,091	11,224	11,359	11,495				11,311	11,535	11,763	
YRCC EXPENDITURE - CONFERENCES	32,702	20,649	15,547	28,105	28,442	28,784	29,129				28,673	29,389	30,124	
YRCC EXPENDITURE - BAR	128,935	113,688	91,918	110,291	111,615	112,954	114,310				118,496	132,348	146,774	
YRCC EXPENDITURE - CAFE/RESTAURANT	135,402	142,947	130,678	185,136	187,358	189,606	191,881				195,317	211,097	227,140	
YRCC EXPENDITURE - CANTEEN	20,303	15,889	10,587	7,981	8,077	8,173	8,272				8,144	8,311	8,480	
<i>Bar/Rest purchases (Belgravia)</i>								174,879	209,854	241,332				
<i>Assoc personnel (Belgravia)</i>								157,502	163,301	168,201				
<i>Other empl costs (Belgravia)</i>								40,037	41,638	42,887				
Total Cost of Sales	327,361	302,800	255,951	342,605	346,716	350,877	355,087	372,418	414,793	452,420	361,940	392,680	424,282	Based on the % of total income, the expense has been increased also
Gross Profit	72,542	36,074	42,930	32,162	32,548	32,938	33,334	22,201	57,730	90,239	53,437	82,675	121,276	
CENTRE COSTS														
FORREST OVAL CONVENTION CENTRE	85,176	86,075	80,878	79,126	80,075	81,036	82,009	78,520	81,586	84,787	107,184	161,568	164,557	
YRCC MARKETING & PROMOTIONS	1,091	1,409	1,436	1,540	1,559	1,577	1,596	6,560	6,756	6,959	10,000	10,120	10,241	
RECREATION - SALARIES	48,985	91,299	55,435	57,256	58,688	60,155	61,659	155,000	158,100	162,843	286,688	293,855	301,201	Plus \$155K for management, \$25K for A&I, \$40K for cleaning, \$9k Gym Instructor
RECREATION - SUPERANNUATION	26,896	25,754	26,524	29,428	30,164	30,918	31,691	29,688	30,281	31,190	30,164	30,918	31,691	Shire forecast - no change: assume CPI except wages which is 2.5% in current EBA
Total Expenses	162,148	204,537	164,273	167,351	170,486	173,687	176,955	269,768	276,723	285,779	434,036	496,461	507,690	
<i>Belgravia Management Fee</i>								79,080	81,452	83,896				
NET PROFIT/(LOSS)	-89,606	-168,463	-121,343	-135,189	-137,938	-140,748	-143,621	-326,647	-300,445	-279,436	-380,599	-413,785	-386,415	Guaranteed lump sum payable to Belgravia
ESTIMATED SHIRE OVERHEADS	193,905	196,260	198,649	198,649	203,615	208,706	213,923	116,085	117,478	118,888	201,033	203,445	205,887	
YRCC BUILDING MAINTENANCE COSTS	26,744	11,392	21,704	21,060	21,313	21,568	21,827	21,491	21,930	22,379	21,491	21,930	22,379	Not included as part of management arrangement but still an ongoing cost to Shire.
Indicative cost to Council - Year 1	-310,255	-376,115	-341,696	-354,898	-362,866	-371,022	-379,372	-464,223	-439,853	-420,703	-603,122	-639,161	-614,680	Full cost to Council for facility, inc overheads.

YRCC - Business Case
SUMMARY ACTUALS AND FORECASTS

Financial Summary	Shire Actuals				Shire Forecast - no change			Belgravia Forecast			Shire Forecast - inc service		
	2017/18	2018/19	2019/20	2020/21	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
Total Sales	399,903	338,874	298,881	374,767	379,264	383,815	388,421	394,619	472,523	542,659	415,378	475,355	545,558
Total Cost of Sales	327,361	302,800	255,951	342,605	346,716	350,877	355,087	372,418	414,793	452,420	361,940	392,680	424,282
Gross Profit	72,542	36,074	42,930	32,162	32,548	32,938	33,334	22,201	57,730	90,239	53,437	82,675	121,276
Centre Costs	162,148	204,537	164,273	167,351	170,486	173,687	176,955	269,768	276,723	285,779	434,036	496,461	507,690
Net profit/loss	-89,606	-168,463	-121,343	-135,189	-137,938	-140,748	-143,621	-247,567	-218,993	-195,540	-380,599	-413,785	-386,415
Overheads/Management fee	193,905	196,260	198,649	198,649	203,615	208,706	213,923	195,165	198,930	202,784	201,033	203,445	205,887
YRCC BUILDING MAINTENANCE COSTS	26,744	11,392	21,704	21,060	21,313	21,568	21,827	21,491	21,930	22,379	21,491	21,930	22,379
Indicative cost to Council - Year 1	-310,255	-376,115	-341,696	-354,898	-362,866	-371,022	-379,372	-464,223	-439,853	-420,703	-603,122	-639,161	-614,680

COMPARISON TABLES

Table A. 'Comparison between Shire 20/21 actuals and Belgravia Offer	Total cost Yr 1	Total cost Yr 2	Total cost Yr 3
Shire of York 20/21 Actuals	-354,898	-354,898	-354,898
Belgravia Leisure	-464,223	-439,853	-420,703
Variance	109,325	84,955	65,805

Table B. 'Comparison between Shire Forecast no change and Belgravia Offer	Total cost Yr 1	Total cost Yr 2	Total cost Yr 3
Shire forecast no change	-362,866	-371,022	-379,372
Belgravia Leisure	-464,223	-439,853	-420,703
Variance	101,357	68,831	41,331

Table C. 'Comparison between Belgravia Offer and Shire forecast matching Belgravia service level	Total cost Yr 1	Total cost Yr 2	Total cost Yr 3
Belgravia Leisure	-464,223	-439,853	-420,703
Shire of York forecast inc Service level	-603,122	-639,161	-614,680
Variance	138,899	199,308	193,977

Table D. 'Comparison between Shire forecast no change and Shire forecast matching belgravia service level	Total cost Yr 1	Total cost Yr 2	Total cost Yr 3
Shire forecast no change	-362,866	-371,022	-379,372
Shire of York forecast inc Service level	-603,122	-639,161	-614,680
Variance	240,256	268,138	235,308