

- **Swanscombe Park:**

The WW1 Commemoration benches have been installed at the memorial, which has also been planted out, and the Dedication Event took place on 10 November 2018.

The planting of the shrub beds and winter bedding plants has been completed.

The autumn reparation works on the Bowls Green have been undertaken.

The painting of the containers in the old putting area has finished.

The in-filling of the eroded area outside of the play area has been undertaken using the tractor.

- **Broomfield:**

The autumn reparation works on the cricket square has been completed.

The prunus (cherry) tree which died in January 2018 was scheduled to be delivered and planted on 15 November 2018.

- **Knockhall:**

The changing room roof has been completed, by contractors, so that the entire area now has a sloping roof with gutter and down pipe which will extend the lifespan of the facility (water tight and reduces need to climb onto the roof to retrieve balls).

As previously agreed, all the old "wire" benches and bins have been replaced with the new style.

- **Heritage Park:**

As part of our Visual Management Plan with Natural England a contractor will be undertaking some tree work in December, to better protect the excavation sites for future archaeological and geological works.

As part of our ongoing improvements (Heritage Sub-Committee) Initial work has been undertaken on the pond by North Kent Countryside Partnership and a mini-digger is scheduled to be on site to complete the excavation works.

- **Grove Hall:**

The Town Council worked with Ebbsfleet Academy (and KCC Community Warden, Billy Unsworth) on their Academy Day (14 November 2018) and x2 sides of the exterior walls were painted and a litter pick was also undertaken.

- **Vehicles**

Both vans have had a full service and passed their MOT's.

Since the successful notification that the funding bid was successful (July 2018) the Senior Groundsman / Gardener has been researching the purchase of a new vehicle.

- **Staff**

Unfortunately Employee 63 has had to have a minor operation which resulted in 10 days certified unfit to work.

Since the previous meeting there have been 8.5 days annual leave.

Recommended:

To note.

GRAVESHAM COMMUNITY LEISURE LIMITED SWANSCOMBE AND GREENHITHE TOWN COUNCIL	DATE: 28/09/18
---	-----------------------

TITLE: ANNUAL REPORT – THE SWANSCOMBE CENTRE - 2017	ITEM NO.
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REPORTING OFFICER: MANAGING DIRECTOR	
---	--

INTRODUCTION

The purpose of this report is to update Swanscombe and Greenhithe Town Council (SGTC) on the performance and trends of The Swanscombe Centre during the period January to December 2017.

GCLL has worked in partnership with SGTC to provide leisure and recreation services at The Swanscombe Centre since July 2004 with a great deal of success being achieved over the years. The initial contract was from 2004 to 2014 and, due to the success, was extended to 2029.

Significant investment has been committed by GCLL to the buildings, equipment, the programme and staffing. A large extension was achieved in 2005 (circa £130,000) and in 2013, the facility was completely refurbished (circa £210,000). The facility has also benefited from the latest fitness kit being installed at 5-year intervals (circa £450,000) – all of which has been instrumental in achieving the levels of success this report shows.

GCLL is therefore excited to continue working in partnership with SGTC with the aim to providing the local community with high quality sport and recreation facilities and services and to extend these in to the health and wellbeing market to deal with lifestyle illnesses such as obesity, type 2 diabetes, high blood pressure, some cancers, high cholesterol, stress and many more that can be helped by implementing a programme of nutrition exercise and mindfulness.

FINANCIAL PERFORMANCE

The financial performance of The Swanscombe Centre for the period 2017 is detailed below and is shown as a comparison against the period 2016.

It should be noted that the increase in competition for the local health and fitness market has dramatically increased over recent years with facilities such as SNAP Fitness, The Gym Group and more recently Fairfield Pool but still, GCLL’s financial performance continues to perform successfully.

On a repairs and maintenance basis, the passenger lift at The Swanscombe Centre requires to be replaced. Due to this being a very complicated matter, this has taken longer than expected but an order of circa £30,000 is to be placed shortly.

Income	2017 £	2016 £
Main	51111	43488
Coaching	2433	1471
Bar/Catering	19645	20532
Health and Fitness	204476	213638
Sales	792	0
Management fee	57000	57000
Total Income	335,456	336,130
Expenditure	2017 £	2016 £
Salary Costs	167005	164338
Repairs and Maintenance	13393	6380
Maintenance Contracts	7838	6283
Electricity	14604	14207
Gas	4060	5048
Water and Sewerage	1017	1743
Telephone	2055	1696
Cleaning	2309	1503
Equipment	4915	7661
Equipment Rental	45111	44780
Depreciation	3362	3362
Amortisation	16464	15808
Catering	6111	6723
Refuse	2095	2478
Subscriptions	1155	1452
Licences	3437	3476
Insurance	2456	2294
Retail Sales	739	44
Cash Collection	1727	1755
Head Office Recharge (3%)	21720	22718
Total Expenditure	321,571	313,412
Surplus/Loss	+13,885	+22718

ATTENDANCE ANALYSIS

Activity Area	2017	2016	Comparison	2005	Comparison
Sports Hall	4481	4716	-235	11041	-6560
Children's Parties	4022	5089	-1067	1276	+2746
Table Tennis	472	470	+2	137	+335
Gym	19377	18253	+1124	4636	+14741
Fitness Classes	6297	6169	+98	1639	+4658
Creche	1719	1094	+625	168	+1551
Acorn Holiday Camp	426	406	+20	5	+421
Social Lettings	490	470	+20	2214	-1724

Outdoor Courts	300	360	-60		308	-8
Non-Members	9633	8451	+1182		196	+9437
Total	47,217	45,478	+1,739		21,620	+25,597

The above attendance analysis compares attendances between 2017 and 2016 which pleasingly shows a slight increase on total attendance of 3.7%, with the gym increasing by 5.9%.

Also included is a comparison with 2005 (GCLL's first full year of operation) with attendances dramatically increasing from 21,620 to 47,217.

HEALTH AND SAFETY

GCLL has an excellent safety record at The Swanscombe Centre. During 2017, only 19 accidents were recorded compared to 22 during 2016. Analysing these figures against attendances shows that The Swanscombe Centre achieves 1 accident to every 2,485 users during 2017 compared to 1 accident to every 2,072 during 2016. GCLL's insurers indicate that an excellent safety record is anything over 1 accident to every 1,000 users – GCLL is therefore significantly above the excellent category for its safety performance.

GCLL has also recently installed a 'community' defibrillator at the venue so as to be able to assist with any heart attack situation.

THE PROGRAMME

The programmes continue to be comprehensive, diverse and attractive for the local community they serve by offering activities that give everyone opportunities to participate oblivious of race, sex, financial, disability or age. The scale of charges also compliments this approach too to ensure cost is not a barrier to participation.

Full details of GCLL's programme can be found at www.gcll.co.uk.

GCLL continues to be supportive of the Mayors Annual Event at The Swanscombe Centre and looks forward to hosting this event in the forthcoming years.

CUSTOMER COMMENTS

GCLL has a very pro-active approach to requesting feedback from customers as it values their thoughts on our services offered.

During 2017, The Swanscombe Centre received 13 suggestions, 2 enquiries, 1 comment, 2 compliments and only 7 complaints (all of which were positively dealt with).

In addition to GCLL's customer comment system, GCLL has also committed to bi-monthly, independent mystery visits. The 2017 bi-monthly mystery visit results are detailed below with a comparison with 2016 scores:

Assessment Area	2017	2016
Overall Score	82.67	83.07

Telephone Enquiry	83.33	76.67
External Areas	65.97	79.10
Arrival and Welcome	92.55	89.48
Changing Rooms and Toilets	91.04	95.55
Fitness Suite	79.15	83.53
Group Exercise	83.34	100.00
Catering	93.38	88.90
Membership Enquiry	69.09	66.52
Environmental/Health and Safety	87.50	87.50
Net Promotor Score	8.17	8.83

It should be noted that an excellent score is considered to be over 75%. The Net Promotor Score is a score between 1 and 10 with a score of 8 and above recognising that this customer would positively recommend the facility to friends and family.

The above results demonstrate the excellent service currently being provided at The Swanscombe Centre and the great team of staff at The Swanscombe Centre should be congratulated for their efforts.

SUMMARY

GCLL is an organisation that strongly adopts a culture of 'continuous improvement' and is therefore always looking to be innovative in all that it does. Although GCLL is very satisfied with the contents of this performance review report, it recognises, and is totally committed to, improving upon the results detailed above.

The most exciting journey GCLL has embarked on is that of the wider community health agenda and over the next few years, GCLL will have fully developed its approach on reversing the full compliment of lifestyle illnesses.

GCLL obviously trusts that SGTC is also very supportive of the content of this report and the exciting health journey GCLL is venturing on.

Papers pertaining to this report – Managing Director's office

Registration number: IP28949R

Gravesham Community Leisure Limited

Annual Report and Financial Statements

for the Year Ended 31 December 2017

Gravesham Community Leisure Limited

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Gravesham Community Leisure Limited

Society Information

Management Board	Mr David Hubbard	Chair
	Mr Philip Painter	Vice-Chair
	Mrs Sheila Grant (resigned 03/04/17)	Staff Representative
	Mr Bryan Owen	Customer Representative
	Miss Kathlyn Thomas	Customer Representative
	Mr Robert Swain	Managing Director
	Mrs Lynn Jarvis	Staff Representative
	Mr Ben Cloke (appointed 24/04/17)	Staff Representative
	Mrs Hannah Glazier (appointed 24/04/17)	Staff Representative
	Mr Michael Harris (appointed 24/04/17)	Staff Representative
	Cllr Sara Langdale	Council Representative
	Cllr Sandra Garside (appointed 19/06/17)	Council Representative
	Cllr Alan Ridgers (resigned 19/06/17)	Council Representative
	Dr Bhargawa Vasudaven DL	Health Representative
Registered office	Cascades Leisure Centre Thong Lane Gravesend Kent DA12 4LG	
Accountants	King & Taylor Limited 4th Floor Joynes House New Road Gravesend Kent DA11 0AT	
Auditors	UHY Kent LLP t/a UHY Hacker Young Chartered Accountants Thames House Roman Square Sittingbourne Kent ME10 4BJ	

Gravesham Community Leisure Limited

Management Board Report for the Year Ended 31 December 2017

The board of Gravesham Community Leisure Limited ("the Society") has pleasure in presenting the Annual Report and Financial Statements covering the year to 31 December 2017.

Management of the Society

		Shares held as at 31/12/2017	Shares held as at 01/01/17 or date of appointment
Mr David Hubbard	Chair	-	-
Mr Philip Painter	Vice-Chair	-	-
Mrs Sheila Grant (resigned 03/04/17)	Staff Representative	-	1
Mr Bryan Owen	Customer Representative	-	-
Miss Kathlyn Thomas	Customer Representative	-	-
Mr Robert Swain	Managing Director	1	1
Mrs Lynn Jarvis	Staff Representative	1	1
Mr Ben Cloke (appointed 24/04/17)	Staff Representative	1	1
Mrs Hannah Glazier (appointed 24/04/17)	Staff Representative	1	1
Mr Michael Harris (appointed 24/04/17)	Staff Representative	1	1
Cllr Sara Langdale	Council Representative	-	-
Cllr Sandra Garside (appointed 19/06/17)	Council Representative	-	-
Cllr Alan Ridgers (resigned 19/06/17)	Council Representative	-	-
Dr Bhargawa Vasudaven	Health Representative	-	-

Only employees of Gravesham Community Leisure Limited are entitled to hold shares in the Society.

Society objectives

The Object of the Society is to provide a wide range of recreation and leisure opportunities in the best interests of social welfare and health, and to advance the education of the public on the benefits of leisure activities. The Society also carries out ad-hoc consultancy work for other leisure trusts when the opportunity arises.

Disclosure of information to the auditors

Each board member has taken steps that they ought to have taken as a board member in order to make themselves aware of any relevant audit information and to establish that the Society's auditors are aware of that information. The board members confirm that there is no relevant information that they know of and of which they know the auditors are unaware.

Reappointment of auditors

The auditors, UHY Kent LLP t/a UHY Hacker Young, will be proposed for reappointment in accordance with the provisions of the Co-operative and Community Benefit Societies Act 2014".


Gravesham Community Leisure Limited

Management Board Report for the Year Ended 31 December 2017

Status

The Society was registered as an Industrial and Provident Society with Charitable Status (number 28949R) and is now within the Co-operative and Community Benefit Societies Act 2014.

Approved by the Board on 30/4/18 and signed on its behalf by:


.....
Mr David Hubbard
Chairman

Gravesham Community Leisure Limited

Statement of Management Board Responsibilities

The Management Board is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

The Management Board is required to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Accounting Standards and applicable law).

The financial statements are required by law to give a true and fair view of the state of affairs of the Society and of its excess of income over expenditure for that period.

The Co-operative and Community Benefit Societies Act 2014 rules require the Management Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Society and of the income and expenditure of the Society for that period. In preparing these financial statements, the Management Board is required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Society will continue in business.

The Management Board is responsible for maintaining satisfactory systems of internal control and keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Society and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the Society and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Management Board is responsible for the maintenance and integrity of the corporate and financial information included on the Society's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Gravesham Community Leisure Limited

Independent Auditor's Report to the Members of Gravesham Community Leisure Limited

Opinion

We have audited the financial statements of Gravesham Community Leisure Limited (the 'Society') for the year ended 31 December 2017, which comprise the Income and Expenditure Account, Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 Section 1A 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Society's affairs as at 31 December 2017 and of its results for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and with the Co-operative and Community Benefit Societies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Society's Board use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Society's Board has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Society's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Society's Board is responsible for other information. The other information comprises the information included in the Management Board Report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Gravesham Community Leisure Limited

Independent Auditor's Report to the Members of Gravesham Community Leisure Limited

Responsibilities of Society's Board

As explained more fully in the Statement of Management Board Responsibilities [set out on page 4], the Society's Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Society's Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Society's members, as a body, in accordance with our engagement letter dated 21 September 2015. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....
Andrew Cooper BA FCA (Senior Statutory Auditor)
For and on behalf of UHY Kent LLP, Statutory Auditor

Chartered Accountants
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ

Date: 4.5.2018

Gravesham Community Leisure Limited

Income and Expenditure for the Year Ended 31 December 2017

	Note	Results excl pension adjs 31 December 2017 £	Pension adjs 31 December 2017 £	2017 £
Turnover		4,262,214	-	4,262,214
Cost of sales		<u>(179,799)</u>	<u>-</u>	<u>(179,799)</u>
Gross surplus		4,082,415	-	4,082,415
Administrative expenses		<u>(3,959,985)</u>	<u>(101,000)</u>	<u>(4,060,985)</u>
Operating surplus/(deficit)		<u>122,430</u>	<u>(101,000)</u>	<u>21,430</u>
Other interest receivable and similar income		3,680	-	3,680
Interest payable and similar expenses		<u>-</u>	<u>(70,000)</u>	<u>(70,000)</u>
		<u>3,680</u>	<u>(70,000)</u>	<u>(66,320)</u>
(Deficit)/surplus before tax		<u>126,110</u>	<u>(171,000)</u>	<u>(44,890)</u>
(Deficit)/surplus for the financial year		<u>126,110</u>	<u>(171,000)</u>	<u>(44,890)</u>
		Results excl pension adjs 31 December 2016 £	Pension adjs 31 December 2016 £	2016 £
Turnover		4,212,951	-	4,212,951
Cost of sales		<u>(180,836)</u>	<u>-</u>	<u>(180,836)</u>
Gross surplus		4,032,115	-	4,032,115
Administrative expenses		<u>(3,940,308)</u>	<u>(47,000)</u>	<u>(3,987,308)</u>
Operating surplus/(deficit)		<u>91,807</u>	<u>(47,000)</u>	<u>44,807</u>
Other interest receivable and similar income		4,687	-	4,687
Interest payable and similar expenses		<u>-</u>	<u>(43,000)</u>	<u>(43,000)</u>
		<u>4,687</u>	<u>(43,000)</u>	<u>(38,313)</u>
(Deficit)/surplus before tax		<u>96,494</u>	<u>(90,000)</u>	<u>6,494</u>
Taxation		<u>(119)</u>	<u>-</u>	<u>(119)</u>
(Deficit)/surplus for the financial year		<u>96,375</u>	<u>(90,000)</u>	<u>6,375</u>

The above results were derived from continuing operations.

The notes on pages 11 to 18 form an integral part of these financial statements.

Gravesham Community Leisure Limited

Statement of Comprehensive Income for the Year Ended 31 December 2017

	Note	2017 £	2016 £
Surplus for the year		(44,890)	6,375
Remeasurement (loss)/gain on defined benefit pension schemes	7	<u>552,000</u>	<u>(1,340,000)</u>
Total comprehensive income for the year		<u>507,110</u>	<u>(1,333,625)</u>

The notes on pages 11 to 18 form an integral part of these financial statements.

Gravesham Community Leisure Limited


(Registration number: IP28949R)

Balance Sheet as at 31 December 2017

	Note	2017		2016	
		£	£	£	£
Fixed assets					
Tangible assets	4		365,138		400,147
Current assets					
Stocks		34,015		22,571	
Debtors	5	185,839		103,227	
Cash at bank and in hand		<u>888,363</u>		<u>969,778</u>	
		1,108,217		1,095,576	
Creditors: Amounts falling due within one year	6	<u>(503,733)</u>		<u>(652,271)</u>	
Net current assets			<u>604,484</u>		<u>443,305</u>
Net assets excluding pension liability			969,622		843,452
Local Government Pension liability	7		<u>(2,100,000)</u>		<u>(2,481,000)</u>
Net liabilities			<u>(1,130,378)</u>		<u>(1,637,548)</u>
Capital and reserves					
Called up share capital		520		460	
Accumulated Fund		<u>(1,130,898)</u>		<u>(1,638,008)</u>	
Shareholders' deficit			<u>(1,130,378)</u>		<u>(1,637,548)</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

Approved and authorised by the Board on 30/4/18 and signed on its behalf by:



 Mr David Hubbard
 Chairman

The notes on pages 11 to 18 form an integral part of these financial statements.

Gravesham Community Leisure Limited

Statement of Changes in Equity for the Year Ended 31 December 2017

	Share capital £	Accumulated fund £	Total £
At 1 January 2017	460	(1,638,008)	(1,637,548)
Surplus for the year	-	(44,890)	(44,890)
Other comprehensive income	-	552,000	552,000
Total comprehensive income	-	507,110	507,110
New share capital subscribed	60	-	60
At 31 December 2017	520	(1,130,898)	(1,130,378)
	Share capital £	Accumulated fund £	Total £
At 1 January 2016	540	(304,383)	(303,843)
Deficit for the year	-	6,375	6,375
Other comprehensive income	-	(1,340,000)	(1,340,000)
Total comprehensive income	-	(1,333,625)	(1,333,625)
Other share capital movements	(80)	-	(80)
At 31 December 2016	460	(1,638,008)	(1,637,548)

The notes on pages 11 to 18 form an integral part of these financial statements.

Gravesham Community Leisure Limited

Notes to the Financial Statements for the Year Ended 31 December 2017

1 General information

The Society was registered as an Industrial and Provident Society with charitable status and is now within the Co-operative and Community Benefit Societies Act 2014 and is incorporated in England.

The address of its registered office is:

Cascades Leisure Centre
Thong Lane
Gravesend
Kent
DA12 4LG

2 Accounting policies

Statement of compliance

These financial statements have been prepared in accordance with Financial Reporting Standard 102 Section 1A - 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

The Society is a public benefit entity.

Basis of preparation

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Revenue recognition

The turnover shown in the income and expenditure account represents income generated by the facilities operated by the Society during the year exclusive of Value Added Tax. This includes management charge income, from Swanscombe and Greenhithe Town Council, received by the Society during the financial year.

The Society recognises revenue when:

- the amount of revenue can be reliably measured;
- it is probable that future economic benefits will flow to the entity;
- and specific criteria have been met for each of the Society's activities.

Other grants

Grants received are reflected in the year of receipt and shown in full in the income and expenditure account.

Finance income and costs policy

Interest income is recognised in the Statement of Comprehensive Income using the effective interest method.

Tax

The Society has been accepted by HM Revenue & Customs as an exempt charity for taxation purposes. Accordingly no provision has been made for Corporation Tax on exempt income in the year.

The tax expense for the period comprises current tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

Gravesham Community Leisure Limited

Notes to the Financial Statements for the Year Ended 31 December 2017

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates taxable income.

Tangible assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the society assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

The society capitalises assets which carry a value of £3,000 or more.

Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction over their estimated useful lives, as follows:

Asset class	Depreciation method and rate
Leasehold improvements	over the remainder of the lease
Plant and machinery	20-50% Straight line basis

Financial instruments

The Society only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost is determined using the first-in, first-out (FIFO) method.

At each reporting date, stocks are assessed for impairment. If stocks are impaired, the carrying amount is reduced to its selling price less costs to complete and sell; the impairment loss is recognised immediately in profit or loss.

Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the period of the lease.

Share capital

Only employees of Gravesham Community Leisure Limited are entitled to hold shares in the Society.

Dividends

The Management Board does not declare dividends in the Society.

Gravesham Community Leisure Limited

Notes to the Financial Statements for the Year Ended 31 December 2017

Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the Society has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as an employee benefit expense in the Statement of Comprehensive Income when they are due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment. The assets of the plan are held separately from the Society in independently administered funds.

Defined benefit pension obligation

The Society operates a defined benefit plan for certain employees. A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including but not limited to age, length of service and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the Balance Sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of the balance sheet date less the fair value of plan assets at the balance sheet date (if any) out of which the obligations are to be settled.

The defined benefit obligation is calculated using the projected unit credit method. Annually the company engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating to the estimated period of the future payments ('discount rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the Society's policy for similarly held assets. This includes the use of appropriate valuation techniques.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as 'Remeasurement of net defined benefit liability'.

The cost of the defined benefit plan, recognised in profit or loss as employee costs, except where included in the cost of an asset, comprises:

- a) the increase in net pension benefit liability arising from employee service during the period; and
- b) the cost of plan introductions, benefit changes, curtailments and settlements.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is recognised in profit or loss as a 'finance expense'.

3 Staff numbers

The average number of persons employed by the Society (including directors) during the year, was 283 (2016 - 295).

Gravesham Community Leisure Limited

Notes to the Financial Statements for the Year Ended 31 December 2017

4 Tangible assets

	Land and buildings £	Other property, plant and equipment £	Total £
Cost or valuation			
At 1 January 2017	778,721	668,208	1,446,929
Additions	8,234	50,469	58,703
Disposals	(27,124)	-	(27,124)
At 31 December 2017	759,831	718,677	1,478,508
Depreciation			
At 1 January 2017	399,182	647,600	1,046,782
Charge for the year	66,276	16,587	82,863
Eliminated on disposal	(16,275)	-	(16,275)
At 31 December 2017	449,183	664,187	1,113,370
Carrying amount			
At 31 December 2017	310,648	54,490	365,138
At 31 December 2016	379,539	20,608	400,147

5 Debtors

	2017 £	2016 £
Trade debtors	30,754	38,864
Other debtors	155,085	64,363
	185,839	103,227

Gravesham Community Leisure Limited

Notes to the Financial Statements for the Year Ended 31 December 2017

6 Creditors

	2017	2016
	£	£
Due within one year		
Bank overdrafts	1,813	-
Trade creditors	220,554	402,249
Taxation and social security	21,749	32,159
Other creditors	259,617	217,863
	<u>503,733</u>	<u>652,271</u>

7 Pension and other schemes

Defined contribution pension scheme

The Society operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the Society to the scheme and amounted to £3,665 (2016 - £2,989).

Contributions totalling £544 (2016 - £443) were payable to the scheme at the end of the year and are included in creditors.

Defined benefit pension schemes

Local Government Pension Scheme (LGPS)

The Society participates in a pension scheme, the Local Government Pension Scheme (LGPS), for all staff. The LGPS is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 1997, as amended.

Gravesham Community Leisure Limited

Notes to the Financial Statements for the Year Ended 31 December 2017

The valuation is based on the valuation as at 31 March 2016 for funding purposes with the following adjustments being made:

To assess the value of the Employer's liabilities at 31 December 2017, the actuary has rolled forward the value of the Employer's liabilities calculated for the funding valuation as at 31 March 2016, using financial assumptions that comply with FRS 102.

The full actuarial valuation involved projecting future cashflows to be paid from the Fund and placing a value on them. These cashflows include pensions currently being paid to members of the Fund as well as pensions (and lump sums) that may be payable in future to members of the Fund or their dependants. These pensions are linked to inflation and will normally be payable on retirement for the life of the member or a dependant following a member's death.

It is not possible to assess the accuracy of the estimated value of liabilities as at 31 December 2017 without completing a full valuation. The actuary is satisfied that the approach of rolling forward the previous valuation date to 31 December 2017 should not introduce any material distortions in the results provided that the actual experience of the Employer and the Fund has been broadly in line with the underlying assumptions, and that the structure of liabilities is substantially the same as the latest formal valuation. From the information received there appears to be no evidence that this approach is inappropriate.

To calculate the asset share we have rolled forward the assets allocated to the Employer at 31 March 2016 allowing for investment returns (estimated where necessary), contributions paid into, and estimated benefits paid from, the Fund by and in respect of the Employer and its employees.

The total cost relating to defined benefit schemes for the year recognised in the income and expenditure account as an expense was £278,000 (2016 - £194,000).

The total cost relating to defined benefit schemes for the year included in the cost of an asset was £Nil (2016 - £Nil).

The LGPS closed to new members on 31 October 2013 as a result of the auto-enrolment pension starting from 1 April 2014.

Reconciliation of scheme assets and liabilities to assets and liabilities recognised

The amounts recognised in the statement of financial position are as follows:

	2017	2016
	£	£
Fair value of scheme assets	4,609,000	4,000,000
Present value of defined benefit obligation	<u>(6,709,000)</u>	<u>(6,481,000)</u>
Defined benefit pension scheme deficit	<u>(2,100,000)</u>	<u>(2,481,000)</u>

Gravesham Community Leisure Limited

Notes to the Financial Statements for the Year Ended 31 December 2017

Defined benefit obligation

Changes in the defined benefit obligation are as follows:

	2017 £
Present value at start of year	6,481,000
Current service cost	208,000
Interest cost	181,000
Actuarial gains and losses	(100,000)
Benefits paid	(98,000)
Contributions by scheme participants	<u>37,000</u>
Present value at end of year	<u>6,709,000</u>

Fair value of scheme assets

Changes in the fair value of scheme assets are as follows:

	2017 £
Fair value at start of year	4,000,000
Interest income	113,000
Return on plan assets, excluding amounts included in interest income/(expense)	478,000
Actuarial gains and losses	(26,000)
Employer contributions	107,000
Contributions by scheme participants	37,000
Benefits paid	(98,000)
Administration expenses	<u>(2,000)</u>
Fair value at end of year	<u>4,609,000</u>

Analysis of assets

The major categories of scheme assets are as follows:

	2017 £	2016 £
Cash and cash equivalents	114,000	96,000
Equity instruments	3,131,000	2,778,000
Debt instruments	36,000	35,000
Property	566,000	513,000
Other bonds	433,000	411,000
Absolute return fund	<u>329,000</u>	<u>167,000</u>
	<u>4,609,000</u>	<u>4,000,000</u>

Return on scheme assets

	2017 £	2016 £
Return on scheme assets	<u>591,000</u>	<u>618,000</u>

Gravesham Community Leisure Limited

Notes to the Financial Statements for the Year Ended 31 December 2017

The pension scheme has not invested in any of the Society's own financial instruments or in properties or other assets used by the Society.

Principal actuarial assumptions

The principal actuarial assumptions at the statement of financial position date are as follows:

	2017 %	2016 %
Discount rate	2.60	2.80
Future salary increases	4.20	4.60
Future pension increases	<u>2.70</u>	<u>2.80</u>

Post retirement mortality assumptions

	2017 Years	2016 Years
Current UK pensioners at retirement age - male	23.00	22.90
Current UK pensioners at retirement age - female	25.10	25.30
Future UK pensioners at retirement age - male	25.20	25.20
Future UK pensioners at retirement age - female	<u>27.40</u>	<u>27.70</u>

8 Financial Commitments

Operating leases

At 31 December 2017, the Society had total commitments under non-cancellable operating leases over the remaining life of those leases of £685,761 (2016: £1,045,391).

Gravesham Community Leisure Limited

Detailed Income and Expenditure Account for the Year Ended 31 December 2017

	2017	2016
	£	£
Turnover (analysed below)	4,262,214	4,212,951
Cost of sales (analysed below)	<u>(179,799)</u>	<u>(180,836)</u>
Gross surplus	<u>4,082,415</u>	<u>4,032,115</u>
Gross surplus (%)	95.78%	95.71%
Administrative expenses		
Employment costs (analysed below)	(2,411,894)	(2,294,650)
General administrative expenses (analysed below)	(1,522,892)	(1,571,837)
Finance charges (analysed below)	(32,486)	(34,780)
Depreciation costs (analysed below)	(82,863)	(86,041)
Other expenses (analysed below)	<u>(10,850)</u>	<u>-</u>
	<u>(4,060,985)</u>	<u>(3,987,308)</u>
Operating surplus	<u>21,430</u>	<u>44,807</u>
Other interest receivable and similar income (analysed below)	3,680	4,687
Interest payable and similar expenses (analysed below)	<u>(70,000)</u>	<u>(43,000)</u>
	<u>(66,320)</u>	<u>(38,313)</u>
(Deficit)/ surplus before tax	<u>(44,890)</u>	<u>6,494</u>

This page does not form part of the statutory financial statements.

Gravesham Community Leisure Limited

Detailed Income and Expenditure Account for the Year Ended 31 December 2017

	2017 £	2016 £
Turnover		
Sales and membership Fees	4,116,534	4,127,021
Other revenue	60,000	-
Management Fee	57,000	57,000
Grants Received	28,680	28,930
	<u>4,262,214</u>	<u>4,212,951</u>
Cost of sales		
Opening finished goods	22,571	17,919
Purchases	164,047	156,301
Retail Sales Expenses	27,196	29,187
Closing finished goods	(34,015)	(22,571)
	<u>179,799</u>	<u>180,836</u>
Employment costs		
Wages and salaries	2,175,472	2,117,155
Staff pensions (Defined contribution)	3,665	2,989
Staff pensions (Defined benefit)	108,108	107,981
Staff pensions (Other)	101,000	47,000
Staff training	15,062	10,889
Staff recognition awards	8,587	8,437
Recruitment	-	199
	<u>2,411,894</u>	<u>2,294,650</u>
General administrative expenses		
Water and Sewerage Services	64,591	60,197
Light, heat and power	291,317	299,453
Insurance	35,671	47,586
Repairs and replacement of equipment	54,470	60,077
Equipment repairs and maintenance	30,793	30,403
Property repairs	93,056	118,696
Maintenance contracts	83,247	72,886
Telephone and fax	33,585	34,042
Computer software and maintenance costs	12,643	12,927
Printing, postage and stationery	47,012	41,458
Trade subscriptions	7,294	8,175
Hire of other assets (Operating leases)	88,937	86,174
Hire of other assets (Spot hire)	7,337	7,583
Uniform	13,309	15,095
Cleaning	21,482	22,249

This page does not form part of the statutory financial statements.

Gravesham Community Leisure Limited

Detailed Income and Expenditure Account for the Year Ended 31 December 2017

	2017	2016
	£	£
Refuse Collection	21,155	20,620
GBC Management Fee	271,371	270,654
VAT non-recoverable	206,403	220,460
GBC Profit Share	1,781	4,589
Motor expenses	25,099	25,329
Travel and subsistence	3,872	3,889
Advertising	52,314	52,481
Accountancy fees	1,205	1,205
Auditor's remuneration - The audit of the company's annual accounts	4,280	4,150
Consultancy fees	7,763	7,582
Legal and professional fees	42,905	43,877
	<u>1,522,892</u>	<u>1,571,837</u>
Finance charges		
Bank charges	<u>32,486</u>	<u>34,780</u>
Depreciation costs		
Depreciation of short leasehold property	66,276	65,316
Depreciation of plant and machinery (owned)	<u>16,587</u>	<u>20,725</u>
	<u>82,863</u>	<u>86,041</u>
Other expenses		
(Profit)/loss on disposal of tangible fixed assets	<u>10,850</u>	<u>-</u>
Other interest receivable and similar income		
Bank interest receivable	<u>3,680</u>	<u>4,687</u>
Interest payable and similar expenses		
Pension scheme finance income/costs	<u>70,000</u>	<u>43,000</u>

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Spn 01-11-2



Not to be developed as part of GCZ yet

AGENDA ITEM 7.2

RA 22/11/18

Route	Location	Solution	HC Notes
Connections between Eastern Quarry and Swanscombe	PROW DS20 South of Keary Road	Recommended that the route is improved through the provision of hard-surface treatment, lighting, vegetation clearance and barriers to movement at either end, to create a footway/cycleway.	Need to investigate what can actually be delivered
	Keary Road	Recommended that footway surfaces and crossing points are improved where appropriate.	
	Church Road	Implement parking restrictions to prevent parking on the footways adjacent to Church Road.	
	High Street opposite the main station (westbound platform) entrance	Widen footway opposite the station entrance in combination with creating a traffic-calming feature, allowing for directional traffic flow (shuttle working, with priority given to southbound traffic) in the vicinity of the station entrance.	Not sure what we could do here, or likelihood of it being a success.
	B2175 connection with Rosherville Way	Replacement of steps with a slope would provide a better route for cyclists, although still with a moderate gradient, given restrictions of level differences associated with adjacent land. To be DDA compliant, a maximum gradient of 1:20 is preferred or up to 1:12 if interrupted by platforms.	Need to investigate what is safe/realistic - gutters for bicycles?
	PROW NU42/Lawn Road	Recommend that this is cut back and maintained.	
Vertical connections at Northfleet Embankment	North end of Lawn Road	Recommend that this is investigated so that it doesn't encroach onto PROW NU42.	
	PROW NU42, north of Lawn Road	The view from Lawn Road indicates that vegetation clearance, surface treatment and lighting would be required to improve this route. Access to the route would be needed to fully assess potential improvements in terms of gradient and width requirements.	Need to investigate what will be delivered as part of Grove Road
	PROW NU3	Recommend that vegetation is cut back and maintained and the route is resurfaced. Also recommend that lighting be provided on the route, the gradient is reduced in certain locations and steps towards the northern end are removed and replaced with a more gently sloping gradient. Currently, the route is too narrow to be a footway/cycleway, which would require additional space taken from the land adjacent. Cost assumes that the route remains a footway and substandard gradient remains in places.	
Connections between Craylands Lane Junction and Ebbsfleet Central	Green corridor between Pentstemon Drive/Pacific Close and Broomfield Road	The corridor of land is wide enough to accommodate a segregated footway/cycleway and has a gentle gradient from north-east to south-west, although land also slightly slopes from south-east to North-west and would therefore require some levelling.	Possibly tidy up Broomfield Road instead of creating new path - shared space?
	PROW DS13 between Broomfield Road and Orchard Road	Removal/redesign of gates to improve ease of movement.	
	Link between PROW DS13 and Orchard Road.	Provide lighting.	Change alignment of footpath and connection to Orchard Road. Change gates to make buddy friendly. Possible new path across from offices.
Routes to Bluewater from Swanscombe and Ebbsfleet Garden City	West side of B255 between junction with Castleridge Drive and roundabout with A226 London Road	Recommend that continuous footway/cycleway provision is provided adjacent to the northbound side of the B255.	
	West side of B255, Pelican crossing 45m south of roundabout with A226 London Road	Remove section of metal guardrailling so that pedestrians are not required to step onto the adjacent grass verge.	
	NCN177 between B262 Hall Road and Hog Lane	Recommended that vegetation is cut back and maintained.	
	NCN177 between B262 Hall Road and Cyclopark	Recommended that opportunities for additional pedestrian/cyclist connection are investigated, taking into consideration the location of existing connections.	
Routes to Cyclopark and Further down the A2	NCN177 between B262 Hall Road and Cyclopark	Recommended that lighting be provided.	
	Ebbsfleet Academy to Castle Hill	Route into Swanscombe Academy from Castle Hill community, away from the road	
Added schemes	Access to Castle Hill, at junction of Durant Way and Leonard Avenue	New path, to link new path from Eastern Quarry to road/footpath	
	London Road	Improvements to the footpath and cycling facility along the London Road	

5.5

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Wayfinding Workshop

Identity	Emphasis on history	
	Emphasis on the now	
	Emphasis on the future	
	Strong individual village identity	
	Subtle individual village identity	
	No individual village identity	
	Local materials	
	Sustainable/green materials	
	Contemporary materials	
	Identity depending on topology	
	Consistent identity	
Active Lifestyles	Name, identify and celebrate parks	
	Name, identify and celebrate allotments	
	Connect parks to communities	
	Encourage cycling as a hobby	
	Promote information about healthy lifestyles	
	Promote benefits of behaviour change	
	Promote info about sports facilities	
	Provide information about recreational cycle trails	
	Info about recreational walking trails	
Exploration	Singular map based signage	
	Multiple map based signage	
	Floor signage or markings	
	Fingerposts	
	Environmental signage	
	Hand held wayfinding	
	Village welcome products	
	Car park welcome products	
	Green space welcome products	
	Support journeys beyond the area	
	Focus on support journeys inside the area	
	Support journeys by public transport	
	Modal Shift	Emphasis on public footpaths
Emphasis on cycle routes		
Emphasis on public transport		
Provide location distances		
Provide distances and times		

01-11-18

	Provide time it will take	
	Integration of wayfinding and public transport info	
	Integration of wayfinding and cycle route info	
	Separate modal products	
	Focus on school journeys	
	Focus on commuters	
	Elderly and PRMs taking bus for errands	
Inclusivity	Tactile Signage	
	Illuminated information	
	Audible cues	
	Connecting current and developed	
	No hierarchy across villages	
	Highlight level changes	
	High contrast products	
	Use of inclusive pictograms	
	Focus on family friendly environments	
	Focus on the elderly and PRMs	
Future Ready	Data collection	
	Passer-by 'counters'	
	Solar powered products	
	Wifi hubs	
	Device charging points	
	QR codes	
	Independent app	
	Integrated app	
	Journey planning website	
	Real time general information	
	Real time travel information	
	Real time community information	
Revenue	Emphasise local businesses	
	Emphasise village centres	
	Emphasise transport	
	Emphasise local amenities	
	Emphasise visitor attractions	
	Emphasise integrated signage	
	Reward app	
	Community notice boards	
	Attract visitors to Ebbsfleet	
	Encourage residents to buy locally	

8.7

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