



Dalgety Bay Sailing Club

Business Review and Plan March 2009

Half Yearly Accounts

Sales	2009	2008
Membership Fees	30,565.71	28,664.95
Bar Sales	23,107.86	22,000.50
Sailing Income	2,180.00	1,916.00
Training Income	355.00	2,172.90
Social Income	3,086.41	4,107.26
Chandlery Sales	230.00	0.00
Grants & Donations	837.75	160.00
Bank Interest Received	106.43	693.11
Insurance Claim Payouts	2,999.83	0.00
Other Income	2,345.84	1,497.51
	65,814.83	61,212.23
Purchases		
Bar Purchases	11,745.42	12,423.08
Bar Staff Costs	9,422.08	8,471.99
Cleaning Costs	1,968.21	1,837.04
Sailing Costs	351.80	1,260.00
Training Costs	77.15	2,136.90
Social Costs	1,943.21	2,601.15
Chandlery Purchases	345.75	1,625.18
Miscellaneous Costs	533.00	221.00
	26,386.62	30,576.34
Gross Profit/(Loss):	39,428.21	30,635.89

Half Yearly Accounts (cont'd)

Overheads	2009	2008
Expenses - Rates & Insurance	3,849.50	3,888.56
Expenses - Heat, Light & Power	3,512.05	2,816.44
Expenses - Legal, Audit & Accounting Fees	996.75	102.00
Expenses - Administration	1,319.11	991.97
Expenses - Subscriptions & Licences	1,478.41	1,332.14
Expenses - Club Racing	463.49	495.26
Expenses - Clubhouse & Grounds	938.40	2,377.95
Maintenance - Boats & Sailing	545.71	2,099.06
Maintenance - Clubhouse & Grounds	882.95	2,056.86
Suspense Account	250.00	0.00
	14,236.37	16,160.24
Net Profit/(Loss):	25,191.84	14,475.65

Recovery Plan Objectives

- Reduction in bar overheads by a combination of cutting direct costs and price restructuring with a view to restoring and thereafter sustaining an average gross profit margin of 15%.
- Reduction of maintenance costs to those deemed essential only. A key factor in cutting costs in this area will be in achieving a greater level of awareness by the asset users that a greater level of care in use will extend the assets' usable life and result in direct cost savings to the club.
- Reduction in new capital spend to essential assets of potential direct benefit to the membership as a whole or in furtherance of the club's prime objectives.

Proposals

1. Endorsement in principle of the attached 2008-2010 Recovery Plan.
2. Approval of measures contained herein to restore average bar Gross Profit margins to a minimum of 15%.
3. Approval in principle of the implementation by the Management Committee of reductions in bar opening hours as appropriate in the 2009/10 financial year to improve bar margins should other measures prove insufficient.
4. Endorsement of the Management Committee's intention to recover 10% of total annual costs relating to Training by introduction of a £3 per night Tuesday evening Training fee.

Proposals

5. Approval for the Management Committee to proceed with a study, to be presented to the 2009 AGM, to examine potential alternatives to the club's historic single-fee subscription policy with a view to identifying if a fairer distribution of costs can be achieved as a result.

6. Endorsement of the general trading budget projections for 2008/09.

7. Approval of the proposed Capital Budget for 2008/09.

Table 2. DBSC - 2007-2010 Income and Expenditure Budget

Trading Account		2007/08	2008/09	2009/10
Membership		34554.00	35000.00	35000.00
Affiliate Membership			1000.00	1000.00
Aberdour BC			1000.00	1000.00
Bar				
	Income	51834.00	56000.00	60000.00
	Close Mondays			1500.00
	Close Winter Tue/Wed/Thu			2000.00
	Close 2200 Sun-Thu			52000.00
	Costs	54046.00	48600.00	
		-2212.00	7400.00	11500.00
Sailing Activity				
	Income	4433.00	4500.00	5000.00
	Costs	2350.00	2500.00	3000.00
		2083.00	2000.00	2000.00
Training Activity				
	Income	8986.00	8500.00	9000.00
	Training Fees		2500.00	2500.00
	Training Boat Hire			
	Costs	4474.00	4000.00	4500.00
		4512.00	7000.00	7000.00
Social Activity (Includes Galley)				
	Income	6042.00	7000.00	8000.00
	Costs	4580.00	4500.00	4500.00
		1462.00	2500.00	3500.00
Chandlery				
	Sales	1452.00	1500.00	1500.00
	Purchases	1157.00	1200.00	1200.00
		295.00	300.00	300.00
Miscellaneous				
	Grants & Donations	176.00	150.00	150.00
	Bank Interest	1293.00	600.00	800.00
	Release of Be Haven Grant	146.00	146.00	146.00
	Other	1537.00	1500.00	1500.00
	Costs	2067.00	2000.00	2000.00
		1085.00	396.00	596.00
Gross Profit		<u>41779.00</u>	<u>56596.00</u>	<u>61896.00</u>
Overheads				
Running Costs				
RC Social	Staff Costs (Cleaner)	3986.00	4100.00	4500.00
Treasurer	Rates & Insurance	7549.00	7700.00	8000.00
Treasurer	Heat Light & Power	5251.00	6500.00	6000.00
Treasurer	Legal, Audit etc	480.00	1000.00	1000.00
Treasurer	Administration	1459.00	1800.00	1800.00
Treasurer	Subscriptions & Licences	1731.00	1800.00	1850.00
RC Sall	Club Racing	2596.00	2750.00	3000.00
RC Shore	Clubhouse & Grounds	2472.00	2500.00	2500.00
	Total	25524.00	28150.00	28650.00
Maintenance				
RC Sall	Boats & Sailing	4771.00	2500.00	3000.00
RC Shore	Clubhouse & Grounds	4524.00	4000.00	4000.00
	Total	9295.00	6500.00	7000.00
Other				
	Marketing		500.00	500.00
	Bad Debt provision	4070.00		
	Fireshore Protection			
	Total	4070.00	500.00	500.00
Total expenditure		<u>38889.00</u>	<u>35150.00</u>	<u>36150.00</u>
Overall Surplus / Deficit		<u>2890.00</u>	<u>21446.00</u>	<u>25746.00</u>
Less	Capital Spend	19283.00	11500.00	15000.00
Plus	Gain (Loss) on Asset Sales	-900.00	0.00	0.00
P&L Account surplus		<u>-17293.00</u>	<u>9946.00</u>	<u>10746.00</u>

DBSC - Proposed Capital Spend for 2008/2009	
	Budget
Rescue, Training & Sailing	
Rescue equipment	£1,000
Clubhouse	
Electrical works	£6,000
Insulation, door replacement and lights	£2,500
Contingency	
Misc contingency budget	£2,000
Total	£11,500