

# North Lanarkshire Council Report

## Education and Families Committee

approval  noting

Ref KH/CM/KS

Date 26/02/19

## North Lanarkshire Leisure Ltd: 2018/19 Operational Performance Monitoring - Quarter 2 and Financial Performance as at 4 November 2018

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### Executive Summary

This report provides details of North Lanarkshire Leisure (NL Leisure) Ltd's performance in meeting the 2018/19 performance indicator targets in Quarter Two. The report also provides an update on the preparations for the integration of NL Leisure with Culture NL.

Financial performance is considered within the context of the charity's approved activities and budgets for the financial year 2018/19.

### Recommendations

Members are asked to:

1. Note NL Leisure's operational performance for Quarter Two 2018/19;
2. Note NL Leisure's financial performance against its approved 2018/19 revenue and capital budgets as at the financial period ending on 4<sup>th</sup> November 2018;
3. Identify areas of activity for further detailed reporting and consideration by the Council; and
4. Otherwise note the contents of this report.

### Supporting Documents

<b>Council Plan</b>	All five priorities are supported by NL Leisure.
<b>Appendix 1</b>	2018/19 Performance Indicators – Quarter 2 Outcomes
<b>Appendix 2</b>	NL Leisure Financial Performance Report – Revenue 1 <sup>st</sup> April – 4 <sup>th</sup> November 2018
<b>Appendix 3</b>	NL Leisure – Financial Monitoring Report – Capital 1 <sup>st</sup> April – 31 <sup>st</sup> March 2019
<b>Appendix 4</b>	NL Leisure – Financial Position as at 4 <sup>th</sup> November 2018
<b>Appendix 5</b>	NL Leisure – Cash Flow – 5 <sup>th</sup> November 2018 – 31 <sup>st</sup> March 2019

## **1. Background**

- 1.1 NL Leisure is a registered charity set up in 2006 as a wholly owned non-profit distributing company that provides community based sport and leisure venues, services, programmes and activities on behalf of the Council, thus supporting the inclusion and health agendas as well as NL Leisure's charitable objectives.
- 1.2 Governance responsibilities are undertaken by a Board of Directors meeting quarterly to ensure services are delivered in accordance with agreed company priorities and objectives and secure best value. The Board meets on a regular basis and reviews operational delivery and management, staffing, financial control and reporting, health and safety, performance monitoring and risk management. Membership of the Board comprises up to a maximum of 13 directors including:
- A maximum of six partner directors appointed by North Lanarkshire Council (NLC) – these are elected members of the Council;
  - Five independent directors – recruited and selected on the basis of being representatives of their local communities or other stakeholders and/or possessing skills and experience which enables them to make a substantial contribution to the Board. These appointments are approved by NLC based on a selection and nomination from NL Leisure's Nominations Committee;
  - A trades union director nominated by trades unions; and
  - An employee director – an employee of NL Leisure and nominated following a ballot of employees.
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## **2. Report**

### **Performance Indicators**

- 2.1 NL Leisure's performance was previously reported to the ALEOs and External Bodies' Monitoring Sub Committee and will now be reported to this committee on a quarterly basis. At its meeting on 29<sup>th</sup> August 2018 the ALEOs and External Bodies' Monitoring Sub Committee members agreed a suite of performance indicators for 2018/19 which fulfil the reporting requirements agreed between the charity and the Council and demonstrate where NL Leisure supports the Council's strategic priorities. At the same meeting targets for these performance indicators were agreed. Performance against these targets and outcomes achieved in Quarter Two (1<sup>st</sup> July to 30<sup>th</sup> September 2018) are listed in Appendix One.

### **ALEO Service Review**

- 2.2 Members are aware that NL Leisure's senior management team and directors have been working with the Council and CultureNL Ltd to examine the impact that a single delivery vehicle for sports, cultural and leisure services could have on the Council's longer term cost effectiveness and ambitions. This review activity concluded with the Policy and Resources Committee agreeing in September last year that an integrated delivery model could make a positive impact on the provision of sports, cultural and leisure services and thereafter agreeing that CultureNL Ltd should be retained as the legal entity and charity responsible for delivery of these integrated services on behalf of the Council.

- 2.3 It was further agreed that establishing a Programme Board, with representation from each of the existing charitable Boards, would be the most effective way forward in developing and implementing the integration arrangements. This Programme Board is now in place and working towards effective implementation of the integrated organisation.
- 2.4 An updated performance reporting framework for the integrated entity, comprising both NL Leisure and CultureNL will be submitted to this committee for consideration at a future meeting.

### **Service Delivery Highlights**

- 2.5 NL Leisure, working in partnership with the Glasgow 2018 European Championships, the Council, Triathlon Scotland and South Lanarkshire Leisure and Culture provided the opportunity for local people to take part in an 8 week 'Go Tri Camp' as part of the legacy of the games. This culminated in the 'Tri in the Park' event at Strathclyde Park on 12<sup>th</sup> August 2018.
- 2.6 NL Leisure's Walking Football Team won the Home Nations tournament on 29<sup>th</sup> July 2018. In addition, the annual 7-a-side Suicide Prevention Tournament took place at Ravenscraig Regional Sports Facility on 12<sup>th</sup> September 2018, delivered in partnership with North Lanarkshire Council and Health and Social Care North Lanarkshire.
- 2.7 In partnership with NHS Lanarkshire, NL Leisure launched 'Club 65' which allows over 65 year olds swimming at a discounted rate of £1 which is 66% less than the standard adult rate. Swimming remains one of the most popular sports activities as people get older and plays a major role in maintaining health, wellbeing, addressing isolation and encouraging independent living. The scheme also allows discounted access to coached Club 65 Gym Fit and Active Age Aerobics fitness classes along with further associated reductions in NL Leisure's cafes – helping to realise the Club 65 Strapline 'Get Fit, Get Social'.

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## **3. Equality and Diversity**

### **3.1 Fairer Scotland**

There are no considerations which require to be addressed at this time.

### **3.2 Equality Impact Assessment**

There is no requirement for an Equality Impact Assessment at this time.

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## **4. Implications**

### **4.1 Financial Impact**

#### **Public Accountability Obligations – Financial Year 2018-19**

- 4.1.1 To satisfy the Council's duty to ensure the organisation delivering sport and leisure management services on its behalf is financially sound, the Council's

Section 95 Officer maintains appropriate and proportionate processes and procedures for scrutinising NL Leisure's financial performance.

- 4.1.2 The Council's legal Agreements with NL Leisure specify the financial information which must be submitted to the Council including an annual business plan, quarterly management accounts, audited financial statements etc., to enable Financial Solutions to assess and report any financial risk likely to arise as a result of the Council using NL Leisure to deliver these services.
- 4.1.3 The Council expends revenue and capital resources annually with NL Leisure to deliver services which assist the Council in achieving its priority outcomes. For financial year 2018-19, the Council has approved revenue and capital spend equating to £8.137m and £2.612m respectively, and therefore has a duty to ensure this money is being properly used to deliver both the Council's and NL Leisure's key objectives.
- 4.1.4 Members will wish to note the Council's 2018-19 revenue contributions represent 32.7% of the organisation's budgeted income of £24.876m, with the balance of income of £16.740m being primarily generated through trading activities, as outlined within Appendix 2.

#### **Financial Performance 1st April 2018 to 4th November 2018**

- 4.1.5 Based on their financial statements to 4th November, NL Leisure is projecting a year end breakeven position, which is in line with budget. This position includes an anticipated significant under recovery in income of £1.357m, offset by a corresponding underspend in expenditure of £1.357m anticipated.
- 4.1.6 There are material under recoveries in income totalling £1.455m in relation to AccessNL memberships, catering, investment income, Trading Community Interest Company (CIC) income and other leisure income including football, aquatics, fitness, golf and a variety of other sports. These are partly offset by over recoveries in swimming lessons and management fee of £0.098m. Management action to address the income under-recovery includes accelerated 2019-20 savings which will have a part year impact in 18-19, close management of vacancies and authorising essential expenditure only. Further details on variances are provided at Appendix 2.
- 4.1.7 Appendix 3 provides a summary of the capital programme for 2018-19 of £3.357m which is currently projected to spend in full by 31st March 2019.

#### **Overall Financial Standing as at 4th November 2018**

- 4.1.8 Appendix 4 provides 2018-19 key balances to give members an indication of the overall financial standing of the company as at 4<sup>th</sup> November 2018, along with the previous year's comparator figures. However, Committee are advised that due to financial peaks and troughs in the trading year, it is difficult to make true comparisons with the reported position as at 31 March 2018. Some commentary on key balances and indicators worthy of note are contained within the appendix.
- 4.1.9 The company has a cash balance of £1.260m as at 4<sup>th</sup> November 2018. A cash flow forecast to 31<sup>st</sup> March 2019 is provided at Appendix 5 which shows a balance of £0.384m by the year end. As previously advised the cash position is

closely monitored and Financial Solutions continue to seek assurance over forecast cash balances. Updates regarding this will continue to be brought to future committees.

#### **4.2 HR/Policy/Legislative Impact**

There are no policy or legislative impacts or Human Resource impacts arising from this report.

#### **4.3 Environmental Impact**

There are no environmental implications to the report at this point.

#### **4.4 Risk Impact**

Risk arrangements remain unchanged in Quarter 2, however, NL Leisure are working with North Lanarkshire Council to adopt a new risk register template prior to uploading this to the Council's Fig Tree risk management system. This has also provided the company with the opportunity to identify and consider potential risks associated with the service integration and develop suitable controls to mitigate against the potential impact of these.

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### **5. Measures of success**

- 5.1 NL Leisure currently have 8 apprenticeships in place across the business which is in excess of the target of 5. These apprenticeship places provide young people with valuable opportunities for developing skills and enhancing their employability.
- 5.2 The Cumbernauld 10K race saw 1350 people take part - well in excess of this year's target and last year's number of participants.
- 5.3 In Quarter 2 NL Leisure attracted over £100,000 of funding with £42,750 being received for NL Friday Night Project, Street Soccer and Saturday Sportscene and £61,000 being received for Active Health.
- 5.4 The increasingly competitive gym market has had an impact on Access NL membership with membership for certain categories declining, however, NL Leisure continues to invest in its gyms and overall sports infrastructure and continues to provide facilities for a variety of minority sports.

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**Head of Business Solutions**

Activity Area Key

\* = }  
 + = } Codes only used for Year End Performance Reporting  
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Improved economic opportunities and outcomes												
OBJECTIVE: Reduce unemployment, particularly among our 16-24 population												
Ref	Frequency	Activity Area	Target Outcome	Calculator/Detail	Year	Target	Q1	Q2	Q3	Q4	YTD	Comments
1	Quarterly	^ Apprenticeships	Provide training and work experience opportunities		2018-19	5	4	8				2 Grounds Maintenance, 1 Scottish Tennis, 1 Electrical & 4 Business Administrations
					2017-18	7	7	6	5	1	1	
2	Quarterly	* Number and % of NLL workforce falling into this age bracket	Supporting young people into employment	No of 16-24 year olds/NLL Workforce = % of 16-24 year olds in NLL workforce during period	2018-19	35.00%	339/887 = 38.2%	319/851 = 37.4%				NLL continues to support young people into work with >35% of its workforce aged 16-24.
					2017-18	34.00%	301/860 = 35.0%	300/789 = 38.0%	301/851 = 35.37%	301/840 = 35.83%	1203/3340 = 36.02%	
OBJECTIVE: Support businesses within the North Lanarkshire area												
3	Quarterly	* Use of local suppliers (Number and %)	Support and sustain local economy	No of businesses from NL area / total no of businesses during period = % of businesses from NL during period	2018-19	35.00%	158/494 32%	160/456 35.1%				NLL continues to undertake a significant amount of business with companies within North Lanarkshire thereby helping to support the local economy.
					2017-18	34.00%	152/462 = 32.9%	148/448 = 33.0%	293/608 = 48.2%	403/622 = 64.8%	996/2140 = 46.54%	
Supporting all children to realise their potential												
OBJECTIVE: Increase numbers of young people participating in sporting programmes and diversionary activities												
Ref	Frequency	Activity Area	Target Outcome	Calculator/Detail	Year	Target	Q1	Q2	Q3	Q4	YTD	Comments
4	Quarterly	* Student Access NL discounted memberships	Minimise anti-social behaviour, tackle alcohol and drug mis-use, and support children to achieve and maintain a healthy weight.		2018-19	2,453	1,756	1,554				As previously reported, continued growth in budget gym chains and local private gyms continues to impact on this indicator with students being targeted with lower priced membership. A risk reduction strategy is in place with growth in NLL's Personal Trainer programme, gym redesign and refurbishment to provide more functional training environment in accordance with current health & fitness segment trends. In addition increased nutritional advice, guidance and support is offered via NLL's in-house nutritionist.
					2017-18	2,400	2,042	2,093	3,026	3,158	2,580	
5	Quarterly	* Under 18s/Kids NL membership packages	Minimise anti-social behaviour, tackle alcohol and drug mis-use, and support children to achieve and maintain a healthy weight.		2018-19	4,434	4,591	4,675				As reported in Quarter 1, reduction in Adult Memberships due to growth in commercial budget chain and local private gyms as above. This results often in the accompanying and associated child memberships being lost, as the parents/guardians make the purchasing choices.
					2017-18	4,904	5,128	4,334	4,106	5,099	4,667	
6	Quarterly	+ Friday Night Project	Minimise anti-social behaviour, tackle alcohol and drug mis-use, and support children to achieve and maintain a healthy weight.		2018-19	9,850	1,916	1,250			3,166	Kirkwood Sports Barn lost as a Friday Night Project venue as a result of closure due to fire damage. NLL are examining the future direction of the service to support children in need from areas of higher deprivation and the charity is working with local groups and schools to put in place an action plan that includes a more targeted approach.
					2017-18	7,486	2,761	2,661	1,751	2,579	9,752	
7	Quarterly	+ Saturday Sports scene Project	Minimise anti-social behaviour, tackle alcohol and drug mis-use, and support children to achieve and maintain a healthy weight.		2018-19	20,411	3,841	4,708			8,549	NLL are examining the future direction of the service to support children in need from areas of higher deprivation and are working with local groups and schools to put in place an action plan that includes a more targeted approach.
					2017-18	19,000	5,554	6,113	4,180	4,362	20,209	

Supporting all children to realise their potential												
OBJECTIVE: Increase numbers of young people participating in sporting programmes and diversionary activities												
Ref	Frequency	Activity Area	Target Outcome	Calculator/Detail	Year	Target	Q1	Q2	Q3	Q4	YTD	Comments
8	Annual - Q2	+ Child-friendly Cumbernauld 1k and 3k races	Minimise anti-social behaviour, tackle alcohol and drug mis-use, and support children to achieve and maintain a healthy weight.		2018-19	449		410			410	Although below target, which was based on the actual number of participants in 2017/18, the trend reversed slightly this year resulting in just over 400 participants taking part .
					2017-18	358		445			445	
9	Quarterly	+ Holiday programme attendances GENERIC AND SPORTS SPECIFIC	Minimise anti-social behaviour, tackle alcohol and drug mis-use, and support children to achieve and maintain a healthy weight.		2018-19	70,000	4,214	11,915			16,129	Sports generic and specific holiday programme
					2017-18	29,000	5,251	19,826	1,017	697	26,791	
10	Quarterly	* NLL Learn to Swim Programme	Minimise anti-social behaviour, tackle alcohol and drug mis-use, and support children to achieve and maintain a healthy weight.		2018-19	5,536	5,424	5,616				No significant difference in performance compared to Quarter 2 last year (0.11% decline).
					2017-18	4,700	5,420	5,622	5,499	5,383	5,481	
Improving the health and care of communities												
OBJECTIVE: Increase the number of people enjoying the benefits of a physically active life												
11		* % of Adults in North Lanarkshire meeting CMO's Physical Activity Guidelines	Increase the number of physically active adults.		2018-19	59.5%		57.71%				2017-18 Outturn was 58.50%
12	Quarterly	* Adult Access NL memberships	Minimise health issues, supporting people to achieve and maintain a healthy weight.		2018-19	4,276	4,248	4,008				Reduction reflects challenging operating environment with significant continued growth in budget chain gyms and independent owner operated gyms across North Lanarkshire.
					2017-18	5,200	4,484	4,578	4,444	4,498	4,501	
13	Quarterly	* Couple Access NL memberships	Minimise health issues, supporting people to achieve and maintain a healthy weight.		2018-19	593	624	554				As above - Reduction reflects challenging operating environment and growth in independent owner operated gyms across North Lanarkshire.
					2017-18	625	615	619	602	658	624	
14	Quarterly	* "Corporate" Access NL memberships	Minimise health issues, supporting people to achieve and maintain a healthy weight.		2018-19	6,648	6,597	6,048				As above - Reduction reflects challenging operating environment and growth in independent owner operated gyms across North Lanarkshire.
					2017-18	7,000	7,078	7,051	6,989	6,875	6,998	
15	Quarterly	* Over 65s Access NL discounted memberships	Minimise health issues, supporting people to achieve and maintain a healthy weight.		2018-19	1,263	1,573	1,758				This indicator is showing continued growth in membership.
					2017-18	1,246	1,395	1,406	1,395	1,414	1,403	
16	Annual - Q2	^ Cumbernauld 10k race	Minimise health issues, supporting people to achieve and maintain a healthy weight.		2018-19	1,126		1350			1350	The success of the Cumbernauld 10k race continues with participant numbers significantly exceeding last year's performance and this year's target. Greater use made of social media to promote event.
					2017-18	860		1115			1115	

Improving the health and care of communities												
OBJECTIVE: Increase the number of people enjoying the benefits of a physically active life												
Ref	Frequency	Activity Area	Target Outcome	Calculator/Detail	Year	Target	Q1	Q2	Q3	Q4	YTD	Comments
17	Annual Q1	^ ClubsportNL Half Marathon	Minimise health issues, supporting people to achieve and maintain a healthy weight.		2018-19	299	322				322	5k - 110 participants, 1k - 42 participants, 400m - 67 participants, Toddler Dash - 29 participants. The half marathon saw an increase in participants from last year and exceeded target. Greater use made of social media to promote event.
					2017-18	265	296				296	
18	Quarterly	^ Sporting clubs affiliated to ClubsportNL	Minimise health issues, supporting people to achieve and maintain a healthy weight.		2018-19	60	49	53				Performance for Quarter 1 and Quarter 2 has been similar to the previous year but is currently below the annual target. It is hoped that membership will increase before year-end.
					2017-18	65	48	53	58	59	59	
19	Quarterly	+ Operate Health Referral Programme	Minimise health issues, supporting people to achieve and maintain a healthy weight.		2018-19	5,521	1,605	1,512				Provided in partnership with NHS Lanarkshire this important health programme continues to grow.
					2017-18	5,600	1,325	1,184	1,164	1,346	5,019	
20	Quarterly	* Discounted memberships given to low income groups	Promote inclusion whilst minimising anti-social behaviour, alcohol and drug mis-use		2018-19	2,801	2,618	2,429				This indicator remains broadly on track although numbers are lower than targeted and comparable previous periods.
					2017-18	3,125	2,468	2,466	3,126	3,733	2,948	
21	Quarterly	* Free access for targeted groups within areas of deprivation	Promote inclusion and support target groups to improve their health and wellbeing, sustain independence and make healthy life choices		2018-19	201	188	225				Quarter 2 performance has exceeded target.
					2017-18	365	200	200	200	246	212	
22	Quarterly	* Talented Athletes and Coaches Sports Passes	Support for North Lanarkshire's Talented Athletes and Coaches to progress on the national and international sporting stage, permitting free access to sports facilities associated with their sport and associated strength and conditioning requirements		2018-19	30	8	9				Scheme now part of the main membership options.
					2017-18	48	39	37	32	26	34	

**Improving relationships with communities and the third sector**

**OBJECTIVE: Improve the effectiveness of engagement**

**OBJECTIVE: Create strong sustainable town centres and communities**

Ref	Frequency	Activity Area	Target Outcome	Calculator/Detail	Year	Target	Q1	Q2	Q3	Q4	YTD	Comments
23	Quarterly	+ Number of visitors to facilities (Customer Attendances)	Increasing participation and performance in sport and ensuring that more people are more active more often		2018-19	5,056,780	1,173,412	1,207,674			2,381,086	Slight reduction compared to projected & last year's performance due to external competition. Will be fully assessed at year-end and any actions required to be addressed then.
					2017-18	5,215,000	1,237,273	1,332,525	1,177,515	1,360,546	5,107,859	
24	Annual - Q4	^ Targeted reduction in CO2 emissions	Reduction in NLL's Carbon Footprint		2018-19	8,762						This indicator is reported at year end - NLL are continuing to implement a number of measures that will reduce both energy consumption and carbon emissions. Will be fully assessed at year-end.
					2017-18	10,784				8,850	8,850	
25		+ % of Adults Satisfied with Sport & Leisure Services	High levels of residents satisfaction with S&L services		2018-19	62%		58.08%				Further analysis of findings to be undertaken
					2017-18						61%	
26		+ % of Adults (Service Users) Satisfied with Sport & Leisure Service	High levels of service users satisfaction with S&L services		2018-19	87%		89.24%				The SHS Narrative for this indicator was changed slightly to Sport & Cultural Services in the 2017 SHS report
					2017-18						86%	
<b>Statutory Performance Indicators</b>												
27	Annually	+ NLL Pools - Attendance per 1,000 of the population			2018-19	4,056	1,049	1,167			2,216	This indicators shows growth over previous year however efficiency savings may impact on future performance. Will be fully assessed at year-end.
					2017-18	3,232	1,022	1,159	885	950	4,016	
28	Annually	+ Indoor Sports SPI - Attendance per 1,000 of the population			2018-19	7,519	1,891	1,738			3,629	External competition is impacting indoor attendances. Will be fully assessed at year-end.
					2017-18	8,617	2,080	1,976	1,758	2,101	7,915	
29		+ Outdoor Sports Facilities – Attendance per 1,000 population.	Increase the number of people taking part in sport and physical activity outdoors		2018-19		531	653			1184	New SPI introduced by the Improvement Service (IS) as a result of the Local Government Benchmarking Framework. Target cannot be determined as this is a new indicator and has never been collated separately before. Call lodged with IS to confirm that this SPI is going live and guidance and definitions awaited from the IS.

**FINANCIAL MONITORING REPORT - REVENUE**  
**1 April to 4 November 2018 (Period 8)**

Income & Expenditure	2018-19			2017-18
	Annual Budget	Projected Outturn	Outturn Variance	Final Outturn
NLC Management Fee	8,136,817	8,209,894	73,077	8,310,056
<u>Leisure income</u>				
Access NL Memberships	6,838,992	6,547,259	(291,733)	6,902,234
Swimming Lessons	1,393,001	1,418,000	24,999	1,374,081
Others	6,402,566	5,523,370	(879,196)	5,729,269
Catering, Merchandising & Rent	1,828,864	1,589,765	(239,099)	1,764,284
External grant/project funding	54,723	54,342	(381)	199,828
Finance & Investment Income	82,998	75,698	(7,300)	112,245
NLL Trading CIC - Conferencing	138,541	101,042	(37,499)	103,753
<b>Total Incoming Resources</b>	<b>24,876,502</b>	<b>23,519,370</b>	<b>(1,357,132)</b>	<b>24,495,750</b>
Less: Governance costs	95,294	84,687	10,607	132,503
<u>Less: Charitable activities co</u>				
Cost of Sales (relating to catering etc)	723,579	592,705	130,874	725,000
Employee costs	14,986,323	13,665,066	1,321,257	14,884,704
Premises & Utilities	4,004,018	3,896,362	107,656	3,995,765
Supplies & Services	1,344,930	1,394,627	(49,697)	1,366,003
Transport & Plant	394,243	363,746	30,497	174,805
Administration, Payments other	3,328,115	3,522,089	(193,974)	3,490,848
<b>Total Expenditure</b>	<b>24,876,502</b>	<b>23,519,282</b>	<b>1,357,220</b>	<b>24,769,628</b>
Surplus/ (Deficit) inc. Redundancy costs	0	88	88	(273,878)
Redundancy Costs	0	0	0	853,223
<b>Trading Surplus/(Deficit)</b>	<b>0</b>	<b>88</b>	<b>88</b>	<b>579,345</b>

**FINANCIAL MONITORING REPORT - CAPITAL**  
**1 April 2018 to 31 March 2019**

<b>Project</b>	<b>Approved Revised Program</b>	<b>Projected Outturn</b>	<b>Variance</b>	<b>Comments</b>
Shotts Leisure Centre - Upgrade	120,000	120,000	0	On Target
Tryst Sports Centre - Upgrade	750,000	750,000	0	On Target
Pavillions - Upgrade	300,000	300,000	0	On Target
Major Maintenance - Various Locations	300,000	300,000	0	On Target
Health & Safety - Various Locations	251,000	251,000	0	On Target
3G Pitches Upgrade - Various Locations	850,000	850,000	0	On Target
Time Capsule - Upgrade Changing Facilities	287,000	287,000	0	On Target
Broadwood - Roof Improvements	100,000	100,000	0	On Target
Airdrie Leisure Centre - Pitch Improvements	150,000	150,000	0	On Target
Kilsyth Cond Works	167,000	167,000	0	On Target
Condition Survey	82,000	82,000	0	On Target
	<b>3,357,000</b>	<b>3,357,000</b>	<b>0</b>	

**NORTH LANARKSHIRE LEISURE LTD**  
**FINANCIAL POSITION**  
**as at 4th November 2018**

Indicator	2018/19	2017/18 <i>Final Outturn</i>	Commentary
	<b>£' (000)</b>	<b>£' (000)</b>	
Fixed Assets	3,048	2,835	This includes plant, equipment, furniture & fittings, etc.
Cash	1,280	1,116	The cashflow is monitored on a weekly basis with management action taken as necessary.
Trade Debtors	1,931	1,424	Includes NLC management fee
Stock	43	53	
<b>Current Assets</b>	<b>3,235</b>	<b>2,594</b>	
Trade & Other Creditors	(2,613)	(3,465)	Includes amounts owed to HMRC/NLC.
<b>Current Liabilities</b>	<b>(2,613)</b>	<b>(3,465)</b>	
Net Current Assets/(Liabilities)	622	(871)	
Net Assets exc. Pension Fund	<b>3,669</b>	<b>1,963</b>	
Pension Fund Liability	(5,113)	(5,113)	
Net Assets/(Liabilities)	<b>(1,444)</b>	<b>(3,150)</b>	
Current Ratio	1.24	0.75	A current ratio exceeding 1 indicates the charity has sufficient resources to meet its current commitments. Comparison of current assets & current liabilities equate to net current assets of £0.622m, and a current ratio of 1.24. Although more favourable to the position reported at year end, this is primarily due to financial peaks and troughs throughout the trading period and can only be considered a temporary improvement.

