

Gravesham Community Leisure Limited



2019

# ANNUAL REPORT

for the year ended 31 December 2019

# Contents

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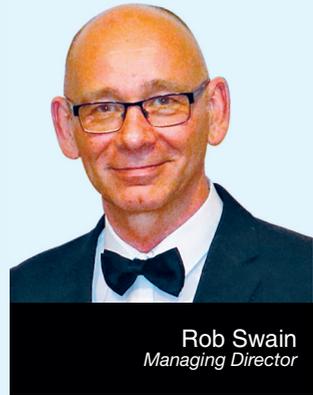
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# Foreword

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It gives me the greatest pleasure to present the Annual Report for 2019.

I hope the following pages adequately illustrate to you how exciting 2019 has been in terms of the range of opportunities offered to members of the public. It has been a very demanding year to provide this competitive and comprehensive programme of activities and to deal with the problems associated with the extensive wind damage to the roof over the pool and health suite at Cascades Leisure Centre.



I am very proud to say that all the members of staff have been outstanding in meeting these challenges and exceeding our targets – both in programme performance and financially. I could not have asked more of them and I extend my sincere thanks to them all.

Indeed, when Gravesham Community Leisure Limited took on the management of Cascades and Cygnet Leisure Centres in January 2000 it had a demoralised workforce, no funds, two unsuccessful attempts had been made to appoint a Managing Director and both centres were in a sorry state. But look at us now – 20 years on!

I have been Managing Director for nearly nineteen years and every year our performance has improved to respond to the demands of the leisure industry. Gravesham Community Leisure Limited is a dynamic, innovative organisation and will continue to meet the ever-changing demands for many years to come.

**Robert Swain**

Managing Director

Gravesham Community Leisure Limited

# About us

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## **ABOUT GRAVESHAM COMMUNITY LEISURE LIMITED**

Gravesham Community Leisure Limited (GCLL) was formed in 1999 and commenced operations from January 2000. It is a staff-owned, non-profit-making company reinvesting all of its operational surpluses back into the centres. It is registered with the Financial Conduct Authority and its Objective is:

**“to provide a comprehensive range of leisure opportunities for the community in the interests of social welfare and health and to advance the education of the public in leisure activities”.**

GCLL is very proud to be a local company managing local facilities for the benefit of the local community.

GCLL manages Cascades and Cygnet Leisure Centres on behalf of Gravesham Borough Council and The Swanscombe Centre on behalf of Swanscombe and Greenhithe Town Council. In 2019, Cygnet Leisure Centre and The Swanscombe Centre celebrated their 30th Anniversaries, one year after Cascades Leisure Centre. Parts of the Cascades and Cygnet Leisure Centres, however, date back to 1969 and 1973 respectively.

The quality of the performance of these two management contracts has consistently been so successful that both local authorities have extended the management contracts with GCLL in recent years.

# Management Board

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**Chairman**

Mr David Hubbard

**Staff Representative**

Mrs Sonya Sims (from May 2019)

**Staff Representative**

Mrs Lyn Jarvis

**Staff Representative**

Mrs Hannah Glazier

**Staff Representative**

Mrs Toni Fowler (to October 2019)

**Managing Director**

Mr Robert Swain

**Health Representative**

Dr Bhargawa Vasudaven DL (to July 2019)

**Council Representative**

Cllr Sara Langdale (to May 2019)

**Council Representative**

Cllr Sandra Garside (to May 2019)

**Council Representative**

Cllr Shane Mochrie-Cox (from May 2019)

**Council Representative**

Cllr Peter Scollard (from May 2019)

**Customer Representative**

Kathlyn Thomas

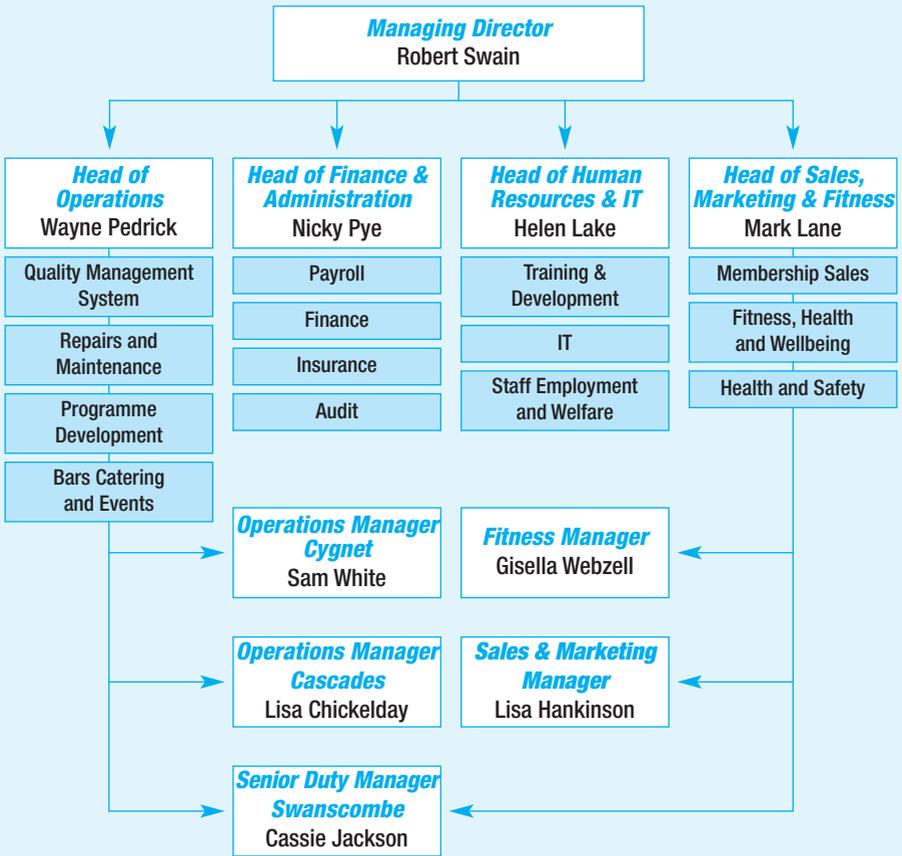
**Specialist Skill Representative**

Mr David Hopkins (from May 2019)

**Registered Office**

Cascades Leisure Centre, Thong Lane, Gravesend, Kent DA12 4LG

# Staffing Structure



# Performance in 2019

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The performances in 2019 have continued the successes of previous years both in the opportunities offered to users by our highly motivated team of staff and financially. Direct debit membership sales increased by 16% on 2018, annual membership sales increased by 9%, concessionary memberships (targeting areas of deprivation) increased by 305%, medical memberships increased by 47% and the Fit Kids/Teens and Student memberships increased by 21%.

The Gravesham Disability Sportslink Programme has continued to be very well supported despite the discontinuation of the long-standing financial support from Kent County Council. GCLL continues to offer concessionary participation rates to low-income earners and attendances have continued to increase.

## Health and Fitness

The health, fitness and swimming programmes have been outstanding. The Fix Type 2 and the Cardiac Phase IV programmes have continued to develop with other health-related aspects being successfully introduced, such as the diabetic eye-screening service. The following are some of the testimonials GCLL has received from users of our Fix Type 2 programme:

- 'Straight forward advice is the only way to go. I have lost 35lb and don't feel tired anymore. I have also reduced my diabetes medication by half'.
- 'I have lost two stone and my HbA1c is the lowest it has ever been'.
- 'I love that I'm learning what I'm eating and how it affects my blood and sugar levels. In three months my HbA1c has gone from 9.2mmols to 5.7'.
- 'It's the best decision I've made to join the leisure centre on the medical membership and start learning about the foods we eat – valuable information I've never had before'.
- 'I find it hard but the constant support I receive keeps me going'.

# Performance in 2019

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## **Outreach**

GCLL's outreach programme continues to develop. Some examples include members of staff visited local GP surgeries' diabetes' clinics, schools to promote swimming lessons, and libraries. It partnered with Gravesham Borough Council to provide early years' play in a park and was present at the prestigious Riverside Festival in Gravesend. GCLL also took part in the Gravesham Council's Wellness Initiative and the NHS's Healthy Workforce Initiative.

All-in-all, GCLL has a high profile in the local communities, all sections of the local communities are catered for and record attendances were achieved in 2019 of in excess of 890,000 at the three centres.

## **Promotion and Marketing**

GCLL's success owed much to its positive promotion and marketing strategy through its website, videos, Instagram account, Facebook, text messages, emails, tweets and advertising in local publications.

## **Support for Good Causes**

GCLL is also very active in supporting national and local causes with over £10,165 being raised in 2019, partly by hosting events.

## **Staff Training and Development**

GCLL has over 300 employees and so places much emphasis on staff training, development, wellbeing and mutual support and this has been repaid in full through the staff commitment to the organisation and is also reflected in the low staff turnover. Once again, the 8th annual Staff Recognition Awards Ceremony was an enjoyable occasion to recognise outstanding individual and collective contributions.

Much emphasis was, and continues to be, placed on all aspects of health and safety with external specialists carrying out a thorough review of our procedures on a regular basis. The few issues raised in 2019, all of which were of a minor nature, were dealt with promptly and the number of accidents recorded was very low in relation to the total attendance and to national standards.

# Performance in 2019

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Unannounced mystery visits by an external company also took place at different times of each month to test the quality of service provided to users and the scores recorded were consistently excellent.

## Repairs and Maintenance

As previously mentioned, the three leisure centres are over 30 years old and inevitably considerable investment needed to be made in 2019, as in previous years, to keep the many facilities in good working order. The two councils, in partnership with GCLL, organised this work on a planned basis. What could not be foreseen, however, was the extensive wind damage to the roof over the pool and health suite at Cascades Leisure Centre in March 2019 and the repairs should be completed in March 2020. Much time and effort was invested by many members of staff to minimise the disruption to the programme of activities.

## Environmental Agenda

GCLL takes its responsibility about the environment very seriously with it being our aim to reduce energy consumption year-on-year by investing into proven and new technologies and the adoption of best practices. Energy and water are vital for the delivery of our services and represent a significant proportion of GCLL's operating costs therefore controlling consumption is critical.

Display Energy Certificate scores is a measurement to assess GCLL's energy performance. A typical rating for a leisure centre is between D and E with a score of 100. All GCLL sites were excellently rated C during 2019 with an average score of 64.

# Performance in 2019

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## Management Board

Local government elections were held in May 2019 and, in Gravesham, the Council became Labour-controlled. Two members of the Management Board represent the Council and Councillors Shane Mochrie-Cox and Peter Scollard replaced Councillors Sara Langdale and Sandra Garside. The Management Board also bid a fond farewell in 2019 to Dr Bhargawa Vasudaven DL but welcomed Sonya Sims and David Hopkins to join us.

Sincere thanks are extended to the members of the Management Board for their continued volunteering support throughout the year.

## Working with our Local Authority Partners

GCLL fully appreciates the continued positive support it receives from its partnerships with Gravesham Borough Council and Swanscombe and Greenhithe Town Council and both authorities should celebrate and be proud of the 2019 successes of the respective management contracts.

## Plans for 2020

GCLL will face its biggest challenge since its inception and that is to deal with the implications and outcomes of COVID-19. However, GCLL is confident that through its strong leadership, a planned communication approach between employees and users and strict financial controls it will achieve the ongoing sustainability of GCLL's hugely successful operation.

Major improvements to the two flumes in the leisure pool at Cascades, which commenced in December, have already been completed in 2020 and have been very well received by bathers and, apart from the completion of the roof repairs at Cascades, improvements are planned to be made to the catering area at the centre during 2020.

## Longer-Term Future

The proposed Lower Thames Crossing is currently at the second public consultation stage and so it is not yet known to what limited extent this will impact upon the operation of Cascades Leisure Centre. In any case, bearing in mind the age of the centre itself serious consideration will need to be given soon to either upgrading the present building or constructing a brand-new centre within the grounds.

# Gender Pay Gap

## WHAT IS THE GENDER PAY GAP?

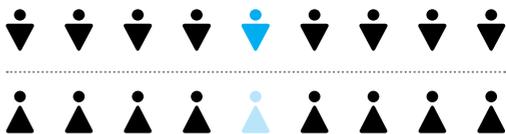
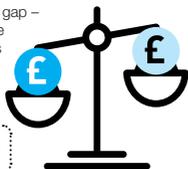
The Gender Pay Gap is the difference in pay between men & women explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.

Gravesham Community Leisure Limited is required by law to publish an annual gender pay gap report. This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation.

**The Total number of employees on the snapshot date of 5th April 2019 was 279.**

### MEAN PAY GAP.

The mean gender pay gap – the average hourly rate for men is -13.1% less than for women.



### MEDIAN PAY GAP.

The median gender pay gap - hourly rate for men is -8.5% less than for women



**Bonus pay calculations are not applicable to this organisation.**

**The mean gender pay gap has increased by 3.2% between 2018 – 2019.**

The underlying causes of the negative gender pay gap relate to the specific nature of the roles and in particular that 86% of our employees are part-time, with 69% of these being female.

The Lower quartiles includes roles such as Lifeguard, Cleaner, Café Assistant, Creche Assistant, Playscheme Leader and Membership Advisor where the majority of candidate applications are received from females who will be paid in accordance with the National Minimum Wage for the lower age group categories.

The Upper quartiles are predominantly made up of female group exercise and swimming coaches who attract a higher hourly rate of pay, but work fewer hours. These employees feature heavily in the top quartile, even though their annual earnings may be lower than those in the lower quartiles.

**Gravesham Community Leisure Limited is committed to the principle of equal opportunities and equal treatment for all employees and will continue to work towards a balanced workforce.**

**Robert Swain**  
**Managing Director**  
**Gravesham Community Leisure Limited**

# Statement of Auditors

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## **INDEPENDENT AUDITORS STATEMENT TO THE MEMBERS OF GRAVESHAM COMMUNITY LEISURE LIMITED**

We have examined the summary financial statement for the year ended 31st December 2019 which comprise the summary income and expenditure account and the summary balance sheet.

This report is made solely to the Society's members, as a body. Our audit work has been undertaken so that we might state to the Society's members those matters which we are required to state to them in an auditors' 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.

### **Respective responsibilities of management board and auditors**

The Society's Management Board is responsible for preparing the summary financial statement in accordance with applicable United Kingdom Law. Our responsibility is to report to you our opinion on the consistency of the summary financial statement with the full annual financial statements.

### **Basis of audit opinion**

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the Society's full annual financial statements describes the basis of our opinion on those financial statements.

### **Opinion**

**In our opinion the summary financial statements is consistent with the full annual financial statements of Gravesham Community Leisure for the year ended 31 December 2019.**

We have not considered the effects of any events between the date on which we signed our report on the full annual financial statements and the date of this statement.

### **BEAK KEMMENOE**

Chartered Accountants & Statutory Auditors  
1-3 Manor Road, Chatham, Kent, ME4 6AE

# Financial Review

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N.B. Financial Review pages relate to all business activities across the company

## Summary Income and Expenditure Account for the Year Ended 31<sup>st</sup> December 2019

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>	4,480,314	4,366,528
Cost of sales	175,446	182,671
	<hr/>	<hr/>
<b>Gross Surplus</b>	<b>4,304,868</b>	<b>4,183,857</b>
Administrative expenses	4,233,270	4,100,847
	<hr/>	<hr/>
Operating surplus	71,598	83,010
Interest receivable	6,058	3,206
Interest payable	0	0
	<hr/>	<hr/>
<b>Net surplus for the year before FRS 102 adjustments</b>	<b>77,656</b>	<b>86,216</b>
Taxation	0	0
Adjustment in relation to FRS 102*	(187,000)	(184,000)
<b>Net (deficit) for the year</b>	<b>(109,344)</b>	<b>(97,784)</b>
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### **\*Notes**

FRS 102\* represents the projection of the future income and liabilities of the Kent County Council Superannuation Fund in respect of GCLL employees.

These figures represent the projected financial shortfall as at 31st December 2019 of the local government pension scheme in respect of current GCLL employees.

The FRS 102 adjustment is no reflection upon the trading performance of the Society.

# Financial Review

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N.B. Financial Review pages relate to all business activities across the company

## Summary Balance Sheet 31<sup>st</sup> December 2019

'Approved at the Annual General Meeting on 28<sup>th</sup> May 2020'

	2019	2018
	£	£
<b>Fixed Assets</b>	<b>420,289</b>	<b>437,124</b>
Tangible assets	<hr/>	<hr/>
<b>Current Assets</b>		
Stocks	19,421	27,814
Debtors	113,010	72,189
Cash at bank and in hand	975,434	980,032
	<hr/>	<hr/>
<b>Total Current Assets</b>	<b>1,107,865</b>	<b>1,080,035</b>
	<hr/>	<hr/>
<b>Creditors:</b>		
Amounts falling due within one year	394,700	461,301
	<hr/>	<hr/>
<b>Net current assets</b>	<b>713,165</b>	<b>618,734</b>
	<hr/>	<hr/>
<b>Total assets less current liabilities</b>	<b>1,133,454</b>	<b>1,055,858</b>
	<hr/>	<hr/>
<b>Staff Pension Liability*</b>	(1,866,000)	1,566,000)
	<hr/>	<hr/>
<b>Net Liabilities</b>	<b>(732,546)</b>	<b>(510,142)</b>
	<hr/>	<hr/>
<b>Capital and Reserves</b>		
Called up share capital	480	540
Accumulated Fund	<b>(733,026)</b>	<b>(510,682)</b>
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<b>Members' deficit</b>	<b>(732,546)</b>	<b>(510,142)</b>
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\*See previous page

# Our Partners

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**GRAVESHAM COMMUNITY LEISURE LIMITED**

Head Office

Cascades Leisure Centre

Thong Lane, Gravesend, Kent DA12 4LG

Tel: 01474 556000

email: [info@gcll.co.uk](mailto:info@gcll.co.uk)

web: [www.gcll.co.uk](http://www.gcll.co.uk)

Registered in England

Community Benefit Society Registration Number: 28949R

VAT Number: 725070850 Formed: 10th August 1999