

Financial Summary – Dirranbandi Thermal Baths

From the proposed financial projections based on current registered visitor numbers at the Dirranbandi Rural Transaction Centre. It is believed that these registered visitor figures are conservative and will grow with the development of the Dirranbandi Thermal Baths (DTB) and the patronage rates of 20% and 30% from registered visitors and local and regional usage.

The operating model recommended is a registered local not-for-profit has an agreement in Council to operate the baths staffed by both paid staff and volunteers under a peppercorn lease. This model has proven to be the most sustainable and effective model for both Council and the community.

Benefits include:

- Both Council and the NFP can access grant funding to assist with operating costs and future growth of the Jack Dwyer park precinct.
- The NFP can access additional community financial and in-kind support
- Greater base of staff and volunteers rather than a sole trader
- Greater base of skill-sets to work with
- Less risk to the operator and succession planning
- Community “ownership”

It is estimated that the annual financial contribution is estimated to be **\$60-63,000** per annum for the first two years to assist with both Council servicing, repair, and maintenance costs (\$35,000 per annum) and additional contribution of \$25,000 per annum for two years to help subsidise the cost of operating the facility. These costs would be reviewed annually, and on-going contributions would be based on the revenue generated with an emphasis on the DTB to be self-funded. As per advice from a Balonne Shire Council advisor (accountant), revenue generated would be reviewed by Council as to offset/minimise Council’s on-going contributions/assistance required. Supported by a part-time manager, casual staff with volunteers with wages needing to be monitored. All efforts would be to secure employment assistance funding prior to appointment so a reliance on volunteers. For the purposes of cash flow, the wages of 1FTE (casual) have been included.

Depreciation has been calculated by Council’s asset accountant to be approximately **\$23,000** based upon the original project figures and various asset classes with asset lives between 30 and 50 years. This figure does not factor in replacement costs of assets say with five years. Note that these figures are solely based on the original project proposal and will change upon completion. All efforts are being made to investigate more cost beneficial assets. The build will also be modular/collapsible allowing for Council to sell/replace assets if required. There would still be a commitment in the procurement process to support local trades and operators in the shire.

Costs to Council

Description	21-22	22-23	23-24
Operating contribution	\$25,000	\$25,000	\$0
Operating expenses	\$35,750	\$38,525	\$41,230
Total Operating	\$60,750	\$63,525	\$41,230
Depreciation	\$23,000	\$23,000	\$23,000
Total	\$83,750	\$86,525	\$64,230

Depreciation Schedule

Dirranbandi Thermal Hot Springs Analysis of Future Depreciation Charges

Budget Line Item	Total Budgeted Amount	Asset	Direct Budget Allocation	Shared / Common Cost Allocation	Total Budget Cost Allocation for Asset	Assigned Useful Life	Annual Depreciation Expense
Project Management	\$ 87,500.00	shared / common cost	\$ -	\$ -	\$ -		
Preliminary Costs - final designs, tender etc	\$ 40,000.00	shared / common cost	\$ -	\$ -	\$ -		
Earthworks and Footings	\$ 47,500.00	shared / common cost	\$ -	\$ -	\$ -		
Equipment - Heat Pumps etc	\$ 100,000.00	Equipment - Heat Pumps etc	\$ 100,000.00	\$ 18,214.29	\$ 118,214.29	30	\$ 3,940.48
Enclosures and Bath Tubs	\$ 250,000.00	Enclosures and Bath Tubs	\$ 250,000.00	\$ 69,285.71	\$ 319,285.71	50	\$ 6,385.71
Pipework	\$ 250,000.00	Pipework	\$ 250,000.00	\$ 69,285.71	\$ 319,285.71	50	\$ 6,385.71
Completions - Landscaping, Furniture etc	\$ 100,000.00	Landscaping, Furniture etc	\$ 100,000.00	\$ 18,214.29	\$ 118,214.29	20	\$ 5,910.71
	\$ 875,000.00		\$ 700,000.00	\$ 175,000.00	\$ 875,000.00		\$ 22,622.62

Additional Council costs - operating

Maintenance	Hourly Rate	hours /week	annualised cost	monthly
Pools - Maintenance	50	4	10400	867
Grounds - Maintenance	50	2.5	6500	542
Consumables			6000	500
General Repairs			5000	417
Cleaning	30	5	7800	650
Totals			35700	2975

Assumptions for Financial Projections

RTC Visitor Numbers														
Tourist RTC	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals	
	456	381	291	214	100	76	42	54	122	187	339	372	2634	
Tourist Rates														
Single	20	20	20	20	20	20	20	20	20	20	20	20	20	
Double	30	30	30	30	30	30	30	30	30	30	30	30	30	
Quad	50	50	50	50	50	50	50	50	50	50	50	50	50	
All baths	150	150	150	150	150	150	150	150	150	150	150	150	150	
Room Hire	50	50	50	50	50	50	50	50	50	50	50	50	50	
Local Rates														
Single	15	15	15	15	15	15	15	15	15	15	15	15	15	
Double	25	25	25	25	25	25	25	25	25	25	25	25	25	
Quad	40	40	40	40	40	40	40	40	40	40	40	40	40	
All Baths	125	125	125	125	125	125	125	125	125	125	125	125	125	
Room Hire	25	25	25	25	25	25	25	25	25	25	25	25	25	
10 Pass Single	75	75	75	75	75	75	75	75	75	75	75	75	75	
10 Pass Couple	125	125	125	125	125	125	125	125	125	125	125	125	125	
10 Pass Family	200	200	200	200	200	200	200	200	200	200	200	200	200	
Splits														
		Quantity	Max	Total		Refundable								
Single	10%					Non-refundable								
Couple	40%	2	2	4		refunds	10%							
Quad	40%	2	4	8										
Group	10%	1	12	12										
Room Hire	2/month	1	10	10										
10 Pass Single	10%													
10 Pass Couple	40%													
10 Pass Family	50%													
Food and Wine	250% markup	Low stock inventory Just in Time												
Souvenirs and luxuries	100% markup	Bulk purchases in August 21, March 21 and June 21												
Employee	15 hrs/wk	seek a government subsidy (intern)				\$20/hr	offsider	determine model - community operated?						
		peak - 15 hrs/week (casual), 5 hrs/week low seasons												
On costs		10% casual rates												
Management Fees	\$2500-3000/month													
Insurance Premium increase	10% per year													
10% increase in wages	Year 3													

Profit and Loss Lower and Upper Limits (3 Years)

<i>Profit and Loss</i>	Lower Limit (10%)		30% YO2	Upper Limit (30%)		50% YO2
<i>Revenue</i>	Sep21 - Jun22	22-23	23-24	Sep21-Jun22	22-23	23-24
Singles	1186	1738	2260	1402	2055	3082
Couples	7116	10431	13560	8410	12327	18491
Quad	11860	17384	22600	14017	20545	30818
Group	8895	13038	16950	10512	15409	23113
Room Hire	1000	1200	1200	1000	1200	1200
Local Single	222	326	424	263	385	578
Local Double	1483	2173	2825	1752	2568	3852
Quad	2372	3477	4520	2803	4109	6164
Group Booking	1853	2716	3531	2190	3210	4815
10 Pass Single	240	225	225	300	263	263
10 Pass Double	1600	1500	1500	2000	1750	1750
10 Pass Family	3200	3000	3000	4000	3500	3500
Food and wine	5930	8692	11300	7008	10273	15409
Soaps and luxuries	1779	2608	3390	2102	3082	4623
Souvenirs	593	869	1130	701	1027	1541
Local - food and wine	901	1237	1562	1076	1459	2101
Local - soaps and luxuries	270	371	469	323	438	630
Local Souvenirs	0	0	0	0	0	0
Total Revenue	50501	70986	90445	59859	83599	121929
Cost of Goods Sold						
Opening Inventory	1250	1000	1500	1250	1000	1500
Food and wine	3233	3971	5145	3734	4693	7004
Souvenirs, luxuries	1250	2000	2500	1500	2250	3000
Closing Inventory	1000	1500	2000	1000	1500	2000
Total CGS	4733	5471	7145	5484	6443	9504
Gross Profit	45769	65514	83300	54376	77157	112425
Operating Expenses - Lessor						
Wages	26400	31200	34320	25800	31200	34320
On costs	2640	3120	3432	2580	3120	3432
Management Fees	27500	30000	36000	27500	30000	36000
Advertising Shared 50%	1500	1375	1375	1500	1375	1375
Bank Fees/Terminals	350	420	420	350	420	420
Telecomms	800	960	960	800	960	960
Website & hosting	1950	600	600	1950	600	600
Professional Fees	1500	1500	1500	1500	1500	1500
Total Operating Expenses - Lessor	62640	69175	78607	58530	67075	76507
EBIT	-16871	-3661	4693	-4154	10082	35918
Operating Expenses - Council						
Insurances	2500	3300	3630	2500	3300	3630
Signage (Asset write off)	2000	0	0	2000	0	0
Advertising Shared 50%	1500	1375	1375	1500	1375	1375
Electricity	1000	1200	1200	1000	1200	1200
Cleaning Supplies	1000	950	950	1000	950	950
Pools - Maintenance	8667	10400	11232	8667	10400	11232
Grounds - Maintenance	5417	6500	7020	5417	6500	7020
Cleaning	6500	7800	8424	6500	7800	8424
General Repairs	4167	5000	5400	4167	5000	5400
Miscellaneous	3000	2000	2000	3000	2000	2000
Operating Expenses - Council	35750	38525	41231	35750	38525	41231
Total Operating Expenses	98390	107700	119838	94280	105600	117738

Cash Flow Lower Limits (Years 1 to 3)

Year 1 – Lower Limit

Cash Flow Scenario 1 10%	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Visitor Numbers (X 10% on RTC)	0	320	235	110	84	46	59	134	206	373	409	1977
Estimated Tourists (30% usage)	0	96	71	33	25	14	18	40	62	112	123	593
Local Customers	0	24	18	8	6	3	4	10	15	28	31	148
10 Pass	0	4	4	4	4	0	0	4	4	4	4	32
Total Customers	0	124	92	45	35	17	22	54	81	144	157	773
Inflows	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Cash Contribution	25000	0	0	0	0	0	0	0	0	0	0	25000
Single	0	192	141	66	50	28	36	81	123	224	246	1186
Double	0	1152	847	396	301	166	214	483	741	1342	1473	7116
Quad	0	1921	1412	660	502	277	356	805	1234	2237	2455	11860
Group Booking	0	1440	1059	495	376	208	267	604	926	1678	1841	8895
Room Hire	0	100	100	100	100	100	100	100	100	100	100	1000
Local Single	0	36	26	12	9	5	7	15	23	42	46	222
Local Double	0	240	177	83	63	35	45	101	154	280	307	1483
Quad	0	384	282	132	100	55	71	161	247	447	491	2372
Group Booking	0	300	221	103	78	43	56	126	193	350	384	1853
10 Pass Single	0	30	30	30	30	0	0	30	30	30	30	240
10 Pass Double	0	200	200	200	200	0	0	200	200	200	200	1600
10 Pass Family	0	400	400	400	400	0	0	400	400	400	400	3200
Hire Sub-totals	0	6396	4897	2677	2210	918	1151	3105	4371	7330	7973	41028
Food and wine	0	960	706	330	251	139	178	403	617	1119	1228	5930
Soaps and luxuries	0	288	212	99	75	42	53	121	185	336	368	1779
Souvenirs	0	96	71	33	25	14	18	40	62	112	123	593
Local - food and wine	0	140	108	61	51	17	22	70	97	160	173	901
Local - soaps and luxuries	0	42	32	18	15	5	7	21	29	48	52	270
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0
Food and Merch Sub-totals	0	1526	1129	542	418	217	278	655	990	1774	1944	9474
Incoming	25000	7922	6026	3219	2628	1134	1430	3760	5361	9104	9917	75501
Outflows												
Refunds	0	481	356	172	133	78	97	207	312	558	612	3006
Food and wine	500	440	326	157	121	62	80	189	286	511	560	3233
Souvenirs, luxuries	750	0	0	0	0	0	0	500	0	0	0	1250
Wages	0	2400	3000	2400	2400	3000	3000	3000	2400	2400	2400	26400
On costs	0	240	300	240	240	300	300	300	240	240	240	2640
Management Fees	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	27500
Insurances	0	250	250	250	250	250	250	250	250	250	250	2500
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	1500
Advertising	0	1000	300	200	0	0	0	500	500	250	250	3000
Business Registration	0	500	0	0	0	0	0	0	0	0	0	500
Website & hosting	500	1000	50	50	50	50	50	50	50	50	50	1950
Telecomms	0	80	80	80	80	80	80	80	80	80	80	800
Cleaning Supplies	300	50	50	50	50	0	0	200	200	50	50	1000
Miscellaneous	1000	500	0	0	0	0	1000	500	0	0	0	3000
Bank Fees/Terminals	0	35	35	35	35	35	35	35	35	35	35	350
Outgoings	5550	10495	6891	5962	5726	6277	7295	8104	6541	6366	6415	75623
Opening Cash Flow	25000	19450	16877	16012	13269	10171	5028	-837	-5181	-6361	-3623	
Closing Cash Flow	19450	16877	16012	13269	10171	5028	-837	-5181	-6361	-3623	-121	

Year 2 – Lower Limit

Cash Flow Scenario 1 10%	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Visitor Numbers (X 10% on RTC)	502	419	320	235	110	84	46	59	134	206	373	409	2488
Estimated Tourists (30% usage)	150	126	96	71	33	25	14	18	40	62	112	123	746
Local Customers	38	31	24	18	8	6	3	4	10	15	28	31	187
10 Pass	5	5	0	0	0	5	0	0	0	5	5	5	25
Total Customers	193	162	120	88	41	36	17	22	50	82	145	158	958
Inflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Council Contribution	25000	0	0	0	0	0	0	0	0	0	0	0	25000
Single	301	251	192	141	66	50	28	36	81	123	224	246	1738
Double	1806	1509	1152	847	396	301	166	214	483	741	1342	1473	10431
Quad	3010	2515	1921	1412	660	502	277	356	805	1234	2237	2455	17384
Group Booking	2257	1886	1440	1059	495	376	208	267	604	926	1678	1841	13038
Room Hire	100	100	100	100	100	100	100	100	100	100	100	100	1200
Local Single	56	47	36	26	12	9	5	7	15	23	42	46	326
Local Double	376	314	240	177	83	63	35	45	101	154	280	307	2173
Quad	602	503	384	282	132	100	55	71	161	247	447	491	3477
Group Booking	470	393	300	221	103	78	43	56	126	193	350	384	2716
10 Pass Single	38	38	0	0	0	38	0	0	0	38	38	38	225
10 Pass Double	250	250	0	0	0	250	0	0	0	250	250	250	1500
10 Pass Family	500	500	0	0	0	500	0	0	0	500	500	500	3000
Hire Sub-totals	9766	8306	5766	4267	2047	2367	918	1151	2475	4528	7488	8130	57209
Food and wine	1505	1257	960	706	330	251	139	178	403	617	1119	1228	8692
Soaps and luxuries	451	377	288	212	99	75	42	53	121	185	336	368	2608
Souvenirs	150	126	96	71	33	25	14	18	40	62	112	123	869
Local - food and wine	213	182	120	88	41	56	17	22	50	102	165	178	1237
Local - soaps and luxuries	64	55	36	26	12	17	5	7	15	31	49	54	371
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0	0
Food and Merch Sub-totals	2384	1997	1500	1103	516	424	217	278	629	997	1780	1951	13777
Incoming	37150	10303	7266	5370	2563	2792	1134	1430	3104	5525	9268	10081	95986
Outflows													
Refunds	747	626	481	356	172	133	78	97	207	312	558	612	4379
Food and wine	687	576	432	318	149	123	62	80	181	288	513	562	3971
Souvenirs, luxuries	750	0	0	0	0	0	0	750	250	0	0	250	2000
Wages	2400	2400	3000	2400	2400	3000	3000	2400	2400	2400	3000	2400	31200
On costs	240	240	300	240	240	300	300	240	240	240	300	240	3120
Management Fees	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	30000
Insurances	275	275	275	275	275	275	275	275	275	275	275	275	3300
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	0	1500
Advertising	500	500	0	0	0	0	0	500	500	250	250	250	2750
Website & hosting	50	50	50	50	50	50	50	50	50	50	50	50	600
Telecomms	80	80	80	80	80	80	80	80	80	80	80	80	960
Cleaning Supplies	200	50	50	50	50	0	0	200	200	50	50	50	950
Miscellaneous	1000	0	0	0	0	0	1000	0	0	0	0	0	2000
Bank Fees/Terminals	35	35	35	35	35	35	35	35	35	35	35	35	420
Outgoings	8717	8206	6722	5948	5779	6363	7302	7110	6711	6168	7053	6692	82771
Opening Cash Flow	-121	-8838	-6742	-6197	-6775	-9991	-13562	-19730	-25411	-29018	-29660	-27445	
Closing Cash Flow	-8838	-6742	-6197	-6775	-9991	-13562	-19730	-25411	-29018	-29660	-27445	-24057	

Year 3 – Lower Limit

Cash Flow Scenario 1 30% YO2	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Visitor Numbers (X 30% on YO2)	652	545	416	306	143	109	60	77	174	267	485	532	3235
Estimated Tourists (30% usage)	196	163	125	92	43	33	18	23	52	80	145	160	970
Local Customers	49	41	31	23	11	8	5	6	13	20	36	40	243
10 Pass	5	5	0	0	0	5	0	0	0	5	5	5	25
Total Customers	250	209	156	115	54	46	23	29	65	105	187	204	1238
Inflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Single	391	327	250	184	86	65	36	46	105	160	291	319	2260
Double	2347	1961	1498	1102	515	391	216	278	628	963	1745	1915	13560
Quad	3912	3269	2497	1836	858	652	360	463	1047	1604	2909	3192	22600
Group Booking	2934	2452	1873	1377	644	489	270	347	785	1203	2181	2394	16950
Room Hire	100	100	100	100	100	100	100	100	100	100	100	100	1200
Local Single	73	61	47	34	16	12	7	9	20	30	55	60	424
Local Double	489	409	312	230	107	82	45	58	131	201	364	399	2825
Quad	782	654	499	367	172	130	72	93	209	321	582	638	4520
Group Booking	611	511	390	287	134	102	56	72	164	251	454	499	3531
10 Pass Single	38	38	0	0	0	38	0	0	0	38	38	38	225
10 Pass Double	250	250	0	0	0	250	0	0	0	250	250	250	1500
10 Pass Family	500	500	0	0	0	500	0	0	0	500	500	500	3000
Hire Sub-totals	12429	10531	7466	5517	2631	2811	1163	1467	3188	5621	9468	10303	72594
Food and wine	1956	1634	1248	918	429	326	180	232	523	802	1454	1596	11300
Soaps and luxuries	587	490	375	275	129	98	54	69	157	241	436	479	3390
Souvenirs	196	163	125	92	43	33	18	23	52	80	145	160	1130
Local - food and wine	270	229	156	115	54	66	23	29	65	125	207	224	1562
Local - soaps and luxuries	81	69	47	34	16	20	7	9	20	38	62	67	469
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0	0
Food and Merch Sub-totals	3089	2586	1951	1434	670	542	282	362	818	1286	2305	2526	17851
Incoming	15518	13117	9416	6951	3301	3353	1445	1829	4006	6907	11773	12829	90445
Outflows													
Refunds	969	811	622	460	220	170	98	124	266	403	723	792	5657
Food and wine	890	746	562	413	193	157	81	104	236	371	664	728	5145
Souvenirs, luxuries	750	0	0	0	0	0	0	1500	0	0	0	250	2500
Wages	2640	2640	3300	2640	2640	3300	3300	2640	2640	2640	3300	2640	34320
On costs	264	264	330	264	264	330	330	264	264	264	330	264	3432
Management Fees	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Insurances	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	3630
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	0	1500
Advertising	500	500	0	0	0	0	0	500	500	250	250	250	2750
Website & hosting	50	50	50	50	50	50	50	50	50	50	50	50	600
Telecomms	80	80	80	80	80	80	80	80	80	80	80	80	960
Cleaning Supplies	200	50	50	50	50	0	0	200	200	50	50	50	950
Miscellaneous	1000	0	0	0	0	0	1000	0	0	0	0	0	2000
Bank Fees/Terminals	35	35	35	35	35	35	35	35	35	35	35	35	420
Outgoings	9712	9167	7709	6835	6615	7254	8179	8676	7307	7043	8062	7650	94207
Opening Cash Flow	-121	-9833	-5883	-4176	-4059	-7373	-11274	-18008	-24855	-28156	-28292	-24581	
Closing Cash Flow	-9833	-5883	-4176	-4059	-7373	-11274	-18008	-24855	-28156	-28292	-24581	-19401	

Cash Flow Estimates Upper Limit (Years 1 to 3)

Year 1 – Upper Limit

Cash Flow Scenario 1 30%	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Visitor Numbers (X 30% on RTC)	0	378	278	130	99	55	70	159	243	441	484	2336
Estimated Tourists (30% usage)	0	113	83	39	30	16	21	48	73	132	145	701
Local Customers	0	28	21	10	7	4	5	12	18	33	36	175
10 Pass	0	5	5	5	5	0	0	5	5	5	5	40
Total Customers	0	147	109	54	42	20	26	64	96	170	186	916
Inflows	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Council Contribution	25000	0	0	0	0	0	0	0	0	0	0	25000
Single	0	227	167	78	59	33	42	95	146	264	290	1402
Double	0	1362	1002	468	356	197	253	571	875	1587	1741	8410
Quad	0	2270	1669	780	593	328	421	952	1459	2644	2902	14017
Group Booking	0	1702	1252	585	445	246	316	714	1094	1983	2176	10512
Room Hire	0	100	100	100	100	100	100	100	100	100	100	1000
Local Single	0	43	31	15	11	6	8	18	27	50	54	263
Local Double	0	284	209	98	74	41	53	119	182	331	363	1752
Quad	0	454	334	156	119	66	84	190	292	529	580	2803
Group Booking	0	355	261	122	93	51	66	149	228	413	453	2190
10 Pass Single	0	38	38	38	38	0	0	38	38	38	38	300
10 Pass Double	0	250	250	250	250	0	0	250	250	250	250	2000
10 Pass Family	0	500	500	500	500	0	0	500	500	500	500	4000
Hire Sub-totals	0	7583	5812	3189	2636	1066	1343	3695	5190	8688	9447	48649
Food and wine	0	1135	835	390	296	164	211	476	729	1322	1451	7008
Soaps and luxuries	0	340	250	117	89	49	63	143	219	397	435	2102
Souvenirs	0	113	83	39	30	16	21	48	73	132	145	701
Local - food and wine	0	167	129	74	62	20	26	84	116	190	206	1076
Local - soaps and luxuries	0	50	39	22	19	6	8	25	35	57	62	323
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0
Food and Merch Sub-totals	0	1806	1337	642	496	256	329	776	1172	2098	2299	11210
Incoming	25000	9389	7148	3830	3132	1322	1672	4471	6362	10786	11747	84859
Outflows												
Refunds	0	566	419	201	155	90	113	243	367	658	721	3534
Food and wine	500	521	386	186	143	74	95	224	338	605	663	3734
Souvenirs, luxuries	750	0	0	0	0	0	0	750	0	0	0	1500
Wages	0	2400	3000	2400	2400	3000	3000	2400	2400	2400	2400	25800
On costs	0	240	300	240	240	300	300	240	240	240	240	2580
Management Fees	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	27500
Insurances	0	250	250	250	250	250	250	250	250	250	250	2500
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	1500
Advertising	0	1000	300	200	0	0	0	500	500	250	250	3000
Business Registration	0	500	0	0	0	0	0	0	0	0	0	500
Website & hosting	500	1000	50	50	50	50	50	50	50	50	50	1950
Telecomms	0	80	80	80	80	80	80	80	80	80	80	800
Cleaning Supplies	300	50	50	50	50	0	0	200	200	50	50	1000
Miscellaneous	1000	500	0	0	0	0	1000	500	0	0	0	3000
Bank Fees/Terminals	0	35	35	35	35	35	35	35	35	35	35	350
Outgoings	5550	10576	6951	5991	5748	6289	7310	7729	6593	6460	6518	75714
Opening Cash Flow	25000	19450	18263	18461	16301	13684	8718	3080	-178	-409	3917	
Closing Cash Flow	19450	18263	18461	16301	13684	8718	3080	-178	-409	3917	9146	

Year 2 – Upper Limit

Cash Flow Scenario 1 30%	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Visitor Numbers (X 30% on RTC)	593	495	378	278	130	99	55	70	159	243	441	484	2941
Estimated Tourists (30% usage)	178	149	113	83	39	30	16	21	48	73	132	145	882
Local Customers	44	37	28	21	10	7	4	5	12	18	33	36	221
10 Pass	5	5	0	0	0	5	0	5	0	5	5	5	30
Total Customers	227	191	142	104	49	42	20	31	59	96	170	186	1133
Inflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Council contribution	25000	0	0	0	0	0	0	0	0	0	0	0	25000
Single	356	297	227	167	78	59	33	42	95	146	264	290	2055
Double	2134	1783	1362	1002	468	356	197	253	571	875	1587	1741	12327
Quad	3557	2972	2270	1669	780	593	328	421	952	1459	2644	2902	20545
Group Booking	2668	2229	1702	1252	585	445	246	316	714	1094	1983	2176	15409
Room Hire	100	100	100	100	100	100	100	100	100	100	100	100	1200
Local Single	67	56	43	31	15	11	6	8	18	27	50	54	385
Local Double	445	371	284	209	98	74	41	53	119	182	331	363	2568
Quad	711	594	454	334	156	119	66	84	190	292	529	580	4109
Group Booking	556	464	355	261	122	93	51	66	149	228	413	453	3210
10 Pass Single	38	38	0	0	0	38	0	38	0	38	38	38	263
10 Pass Double	250	250	0	0	0	250	0	250	0	250	250	250	1750
10 Pass Family	500	500	0	0	0	500	0	500	0	500	500	500	3500
Hire Sub-totals	11380	9654	6796	5024	2401	2636	1066	2130	2907	5190	8688	9447	67321
Food and wine	1778	1486	1135	835	390	296	164	211	476	729	1322	1451	10273
Soaps and luxuries	534	446	340	250	117	89	49	63	143	219	397	435	3082
Souvenirs	178	149	113	83	39	30	16	21	48	73	132	145	1027
Local - food and wine	247	211	142	104	49	62	20	51	59	116	190	206	1459
Local - soaps and luxuries	74	63	43	31	15	19	6	15	18	35	57	62	438
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0	0
Food and Merch Sub-totals	2811	2354	1773	1304	609	496	256	362	743	1172	2098	2299	16278
Incoming	39191	12009	8569	6328	3010	3132	1322	2492	3651	6362	10786	11747	108599
Outflows													
Refunds	881	738	566	419	201	155	90	113	243	367	658	721	5154
Food and wine	810	679	511	376	176	143	74	105	214	338	605	663	4693
Souvenirs, luxuries	750	0	0	0	0	0	0	1000	250	0	0	250	2250
Wages	2400	2400	3000	2400	2400	3000	3000	2400	2400	2400	3000	2400	31200
On costs	240	240	300	240	240	300	300	240	240	240	300	240	3120
Management Fees	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	30000
Insurances	275	275	275	275	275	275	275	275	275	275	275	275	3300
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	0	1500
Advertising	500	500	0	0	0	0	0	500	500	250	250	250	2750
Signage	0	0	0	0	0	0	0	0	0	0	0	0	0
Website & hosting	50	50	50	50	50	50	50	50	50	50	50	50	600
Telecomms	80	80	80	80	80	80	80	80	80	80	80	80	960
Cleaning Supplies	200	50	50	50	50	0	0	200	200	50	50	50	950
Miscellaneous	1000	0	0	0	0	0	1000	0	0	0	0	0	2000
Bank Fees/Terminals	35	35	35	35	35	35	35	35	35	35	35	35	420
Outgoings	8840	8309	6801	6006	5806	6383	7314	7385	6744	6218	7145	6793	83743
Opening Cash Flow	9146	305	4005	5774	6096	3301	50	-5942	-10835	-13928	-13784	-10143	
Closing Cash Flow	305	4005	5774	6096	3301	50	-5942	-10835	-13928	-13784	-10143	-5189	

Year 3 Upper Limit

Cash Flow Scenario 1 50% YO2	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Visitor Numbers (X 50% on YO2)	889	743	567	417	195	148	82	105	238	365	661	725	4411
Estimated Tourists (30% usage)	267	223	170	125	59	44	25	32	71	109	198	218	1323
Local Customers	67	56	43	31	15	11	6	8	18	27	50	54	331
10 Pass	5	5	0	0	0	5	0	5	0	5	5	5	30
Total Customers	338	284	213	156	73	61	31	44	89	142	253	277	1684
Inflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Single	534	446	340	250	117	89	49	63	143	219	397	435	3082
Double	3201	2675	2043	1502	702	534	295	379	856	1313	2380	2611	18491
Quad	5335	4458	3405	2504	1170	889	491	632	1427	2188	3966	4352	30818
Group Booking	4001	3343	2554	1878	878	667	369	474	1071	1641	2975	3264	23113
Room Hire	100	100	100	100	100	100	100	100	100	100	100	100	1200
Local Single	100	84	64	47	22	17	9	12	27	41	74	82	578
Local Double	667	557	426	313	146	111	61	79	178	273	496	544	3852
Quad	1067	892	681	501	234	178	98	126	285	438	793	870	6164
Group Booking	834	697	532	391	183	139	77	99	223	342	620	680	4815
10 Pass Single	38	38	0	0	0	38	0	38	0	38	38	38	263
10 Pass Double	250	250	0	0	0	250	0	250	0	250	250	250	1750
10 Pass Family	500	500	0	0	0	500	0	500	0	500	500	500	3500
Hire Sub-totals	16626	14038	10144	7486	3552	3511	1550	2751	4311	7342	12588	13727	97625
Food and wine	2668	2229	1702	1252	585	445	246	316	714	1094	1983	2176	15409
Soaps and luxuries	800	669	511	376	176	133	74	95	214	328	595	653	4623
Souvenirs	267	223	170	125	59	44	25	32	71	109	198	218	1541
Local - food and wine	358	304	213	156	73	81	31	64	89	162	273	297	2101
Local - soaps and luxuries	108	91	64	47	22	24	9	19	27	49	82	89	630
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0	0
Food and Merch Sub-totals	4201	3515	2660	1956	914	727	384	526	1115	1742	3131	3433	24304
Incoming	20827	17553	12804	9442	4466	4238	1934	3277	5426	9084	15719	17160	121929
Outflows													
Refunds	1317	1102	844	623	297	228	130	165	360	546	982	1076	7670
Food and wine	1210	1013	766	563	263	210	111	152	321	502	902	989	7004
Souvenirs, luxuries	750	0	0	0	0	0	0	2000	0	0	0	250	3000
Wages	2640	2640	3300	2640	2640	3300	3300	2640	2640	2640	3300	2640	34320
On costs	264	264	330	264	264	330	330	264	264	264	330	264	3432
Management Fees	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Insurances	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	3630
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	0	1500
Advertising	500	500	0	0	0	0	0	500	500	250	250	250	2750
Signage	0	0	0	0	0	0	0	0	0	0	0	0	0
Website & hosting	50	50	50	50	50	50	50	50	50	50	50	50	600
Telecomms	80	80	80	80	80	80	80	80	80	80	80	80	960
Cleaning Supplies	200	50	50	50	50	0	0	200	200	50	50	50	950
Miscellaneous	1000	0	0	0	0	0	1000	0	0	0	0	0	2000
Bank Fees/Terminals	35	35	35	35	35	35	35	35	35	35	35	35	420
Outgoings	10032	9434	7914	6985	6685	7308	8208	9224	7393	7174	8300	7911	96566
Opening Cash Flow	9146	-886	7232	12122	14580	12361	9291	3016	-2930	-4897	-2987	4433	
Closing Cash Flow	-886	7232	12122	14580	12361	9291	3016	-2930	-4897	-2987	4433	13682	