

Appendix A

Financial implications

The immediate and interim operator cost are estimated in the region of £1.83m* over a two year period.

This figure is derived from early stage assessments and discussions undertaken by the leisure consultancy, Max Associates. They are high level, providing an indicative figure rather than final confirmed figures. At this stage the costs have not been broken down further, but have identified the areas of spend as follows:

- Temporary closure
- Staffing and contractors
- Utilities
- Compliance
- Repairs and Maintenance
- Plant
- Cleaning
- Materials / equipment
- Security
- Marketing and Communications
- Purchase of assets from Insolvency Practitioner (as required)
- Interim operator (open book trading basis)
- Operational costs not borne by interim operator

**The cost envelope of £1.83m does not include pension and loan liabilities, procurement, consultancy or legal costs. Any final figures will be reliant on information received from the Insolvency Practitioner appointed by Sencio and negotiations with the interim operator.*