

WINWICK

*Best Kept Village
in Cheshire – 2000*

C/o Winwick Leisure Centre
Myddleton Lane
Winwick
Warrington
WA2 8LQ



PARISH COUNCIL

Clerk to the Council:
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5 February 2020

To Members of Management Committee
(Councillors M Matthews, S Gordon, P Gosney, A Iddon and one vacancy)

Dear Councillor

A meeting of the Management Committee will take place on **Tuesday 11 February 2020, at 7.30pm**, at Winwick Leisure Centre.

Yours sincerely

Julian Joinson
Clerk to the Parish Council

AGENDA

1. **Apologies for absence**
2. **Code of Conduct - Declarations of Interest**

Members are reminded of their responsibility to declare any disclosable pecuniary or non pecuniary interest which they have in any item of business on the agenda no later than when the item is reached.

The Clerk is available prior to the meeting to provide advice and/or to receive details of the interest and the item to which it relates.

Declarations are a personal matter for each Member to decide. Whilst the Clerk will advise on the Code and its interpretation, the decision to declare, or not, is the responsibility of the Member based on the particular circumstances.

3. **Minutes**

To receive the minutes of the meeting of the Committee held on the 14 January 2020.

4. **Action List**

A schedule is provided of actions arising from previous meetings.

5. To consider any non-confidential matters in line with the Committee's Terms of Reference.

(1) Community & Leisure Centre - reports from the Finance Officer; Centre Bar Manager and/or Clerk:

a) Update Report (*excluding any sensitive commercial information or individual staffing matters, which will be dealt with under Part 2*).

6. Chairman to move Part 2

Part 2

In accordance with Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, the Council may, by resolution, exclude the public (and press) from the following part of the meeting on the basis that publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted or for other special reasons stated in the resolution (including the need to receive or consider recommendations or advice from sources other than members, committees or sub-committees) and arising from the nature of that business or of the proceedings.

7. Confidential Minute – 14 January 2020 (*to follow*)

8. To consider any matters in line with the Committee's Terms of Reference.

(1) Community & Leisure Centre – confidential reports from the Finance Officer; Centre Bar Manager and/or Clerk:

a) Update Report (*NB. Non-confidential information will be discussed in Part 1 of the meeting*)

b) Interim Staffing Arrangements and Future Staffing Structure.

(2) Employee Matters - reports of the relevant Officer.

Note: Members of the Parish Council are welcome to observe the meeting but will be asked to leave at the point in the process when individual HR matters are discussed

Winwick Parish - Management Committee 14 January 2020

Present: Councillors Matthews (Chair), Gosney and Iddon

WPMC 42 Apologies

There were no apologies for absence submitted.

WPMC 43 Code of Conduct - Declarations of Interest

There were no declarations of interest received.

WPMC 44 Minutes

Decision – That, subject to the inclusion of Apologies in respect of Councilor P Gosney in the Minutes of 10 December 2019, the Minutes of the meetings held on 12 November and 10 December 2019 be agreed as correct records.

WPMC 45 Action List

Members considered a schedule, which outlined actions and referrals from previous meetings, including the following:-

Actions 3, 4, 5, 8, 9, 11 and 12 had been completed and would be deleted from the list.

Action 1 (Stock take) – Ms Jones reported that the most recent stock take had been up slightly. She would continue to monitor stock levels. The recent till issues had given rise to a suspicion that the software was not recording every transaction. Staff were currently trying to get EPOS to come out to investigate the issue, however, this had not proved easy.

Members noted that the till had broken previously and suggested that it might be an appropriate time to purchase a new till.

This action should be retained on the list.

Action 2 (Business Plan) – This action would be discussed in the private part of the meeting.

Actions 6 (Litter Picker) and 7 (Car Park Steps and Ramp) – These actions were in progress and should be retained on the list.

Action 10 (Fees and Charges) – A draft document had been produced and a letter sent out to users about planned price rises. A report on this matter should be provided to full Council as its next meeting. This action should be retained on the list.

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Action 13 (Tree Works) – Contractors had been largely inactive over the Christmas period. Accordingly, quotes had yet to be obtained for the works. This action should be retained on the list.

Action 14 (Finance Officer Additional Hours) – The matter would be discussed in the private part of the Agenda. This action should be retained on the list.

Action 15 (Staff Weekly Hours) – This Action had not yet been completed. This action should be retained on the list.

Decision –

- (1) To note the schedule of actions and referrals from previous meetings and the verbal updates provided.
- (2) To authorise the Finance Officer to look into the purchase of a new or reconditioned till.

WPMC 46 Non-Confidential Matters Raised in line with the Committee's Terms of Reference

(A) Community and Leisure Centre Performance Reports

The Interim Finance Officer provided a report which showed the financial position at the Leisure Centre for December 2019. The report comprised the standard format, which included a monthly profile of anticipated finances based upon the income figures experienced in 2018/19. Ms Jones, Interim Finance Officer, was in attendance to highlight key elements of the report.

Income Information

Key Performance Indicators (Bar Sales)

The annual budget for bar sales (£140k) had been broken down over the 12 month period, based on the percentage fees taken last year. The relevant percentage and target income for each month was outlined in a table. 2019/20 income would be assessed against the table provided below.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of Total (%)	6.50	8.25	10.00	13.00	8.50	7.50	8.25	8.25	8.50	8.00	6.25	7.00
Budget (£1,000s)	9.10	11.55	14.00	18.20	11.90	10.50	11.55	11.55	11.90	11.20	8.75	9.80

Bar Takings Monthly

A graph was provided which showed monthly budgeted and actual bar takings as at December 2019, using the profile outlined above.

The Bar take for the month was down by £0.6k over the anticipated fees for the month, and would be £0.9k over a straight monthly split. The Bar was

Agenda Item 3

running £6.2k over the expected year to date target as at December and at 75% of the way through the year it had achieved 83% of the fees for the year.

Following this year's income stream, percentage figures would be adjusted for 2020/21 based on a calculation over the 2 years' income streams. Those percentages would need to be tracked dynamically each year in order to allow for fluctuations.

Bar Takings Cumulative

A graph was also provided showing the cumulative budgeted and actual bar takings as at December 2019, using the profile outlined above. As noted above, the overall income was above target.

Monthly Bar Sales Comparison

A bar chart had been produced for December 2019 showing monthly bar sales compared to the same month last year. Sales for the month were up on the position at the same time last year by £1.7k (16%). A graph was provided which showed that overall, compared to last year, the bar sales were up on the year to date by £16.9k (17%).

Events and room bookings for parties continued to be promoted to improve bar sales.

Cash Takings

Tables showing cash takings for bar sales (including tea and coffee) for the weeks commencing 25 November to 30 December 2019 were presented, together with a commentary on performance.

The green boxes (in the original reports) highlighted where takings had exceeded the daily target figures based upon the following income profile:-

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Percentage	6%	7%	9.5%	7.5%	14.75%	37.5%	17.75%
Bar sales	£160.00	£200.00	£250.00	£210.00	£385.00	£1,005.00	£480.00

Exceeded sales were due to the following bookings:-

- 1 December – Party
- 2, 6, 12, 23, 30 December – General Sales
- 3 December – Ukulele
- 13 December – Party
- 20 December – x2 Parties
- 22 December – x2 Parties
- 24 December – Christmas Eve
- 31 December – New Year's Eve

Coffee Sales

Regarding the coffee sales, as previously reported, to break even the Centre needed to sell 6 cups per day. A monthly breakdown of tea/coffee sales in 2019/20 was provided. In December 2019, 9.6 cups per day had been sold, compared to 15.9 cups in November 2019. Total cumulative income as at December was £4,763.33.

A second table was provided, which showed the number of additional cups sold per month in 2019/20 above the 2018/19 figure, which demonstrated the overall performance improvement. However, sales for the last 3 months had been similar to the equivalent months in 2018/19.

At 75% of the way through the year the Centre was at 99.75% of the total income made on coffee sales last year (£1,341.61 up on the position for last year).

The Chair commented that, although the coffee sales appeared to be reaching their zenith, the overall message was a positive one.

Key Performance Indicators (Room Lettings)

As with the bar sales, the room lettings had been analysed and the expected fees (£58k), including buffet sales, had been split across the relevant months by percentage. 2019/20 income would be assessed against the table provided below:-

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of Total (%)	7.00	8.00	7.00	9.25	7.00	10.00	9.75	7.50	10.25	8.25	5.75	10.25
Budget (£1,000s)	4.06	4.64	4.06	5.365	4.06	5.8	5.655	4.35	5.945	4.785	3.335	5.945

Room Lettings Monthly

A graph was provided which showed monthly budgeted and actual room lettings income as at December 2019, using the profile outlined above.

Room lettings for the month ran at £1.6k under the anticipated fees for the month, based on the percentage splits and £0.5k over a straight monthly split of £4.8k expected income. Lettings for December were running at £1.1k under the expected year to date target and at 75% of the way through the year 73.88% of the fees for the year had been achieved. Continuing work was needed to fill any diary gaps to bolster the lettings performance for the financial year.

Room Lettings Cumulative

A further graph was provided showing the cumulative budgeted and actual lettings income as at December 2019, using the profile outlined above. As indicated above, the overall income was slightly below target.

Monthly Room Lettings Comparison

A bar chart had been produced for December showing monthly lettings compared to the same month last year. Lettings for the month had decreased from the position at the same time last year by £0.9k (a 17% decrease). A graph was provided which showed that overall, compared to last year, the lettings were up on the year to date by £4k (10.25%).

Members commented that the target set for lettings in 2019/20 was higher than in 2018/19. Councillor Iddon commented that the lettings had decreased somewhat over recent months. Ms Jones indicated that there had been a fall for this month and in a few other individual months lettings had been less than expected. However, there was no particular pattern or obvious reason for this fluctuation. Lettings remained very close to target, but overall the bar take curve was consistently better.

Overall, Members were reasonably optimistic that the Centre’s position would remain at least as successful at the end of the financial year.

Events

Members considered a breakdown of the income and expenditure figures for the Christmas Party event on Saturday 21 December 2019. The event had sold a total of 27 tickets with income generated of £526.50. With factoring back of staffing costs and the bar income for the night, a profit of £371.95 could be demonstrated.

The privately organised New Year’s Eve Party had been very well attended and the problems reported in connection with the previous year’s party had not resurfaced.

Payments Made

A list of payments made from 12 November 2019 to 13 January 2020 was presented, as follows:-

Payee	Description	Sum (£)
Electronic Payments / Direct Debits Paid		
Warrington BC	License fee	180.00
System Hygiene	Cleaning products	551.15
Styles	Payroll	212.00
Maxigiene	Cleaning products	72.00
BOC	Bottled gas	153.60
Gardenia Gardens	Maintenance	407.50
HMRC	PAYE	254.40
Rijo	Coffee supplies	164.40
Service Care	Litter picker	1,721.17
Bliss	Bar stock	2,760.07

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PPL	Music licence	2,157.69
PKF Littlejohn	External audit	960.00
Water Plus	Water	1,177.34
Barclaycard	Bank fees	140.61
BT Group	Phones	239.38
BNP Paribas	Coffee machine	266.84
Bliss	Bar stock	2,575.01
Cheshire Pensions	Pension	228.62
Protive	Alarm installation	2,480.84
Service Charge	Bank fees	74.85
Manual Credit – Handling Charge	Bank fees	158.00
WBC	Rates	525.00
BT Group	Phones	300.29
British Gas	Gas	1,682.37
B&M	Waste	232.90
Lloyds	Credit card	278.99
Payzone	Bank fees	21.60
Barclaycard	Bank fees	151.07

The fee to PKF Littlejohn was for external audit services. The firm had been appointed directly on behalf of the Government to audit small authorities. Internal auditors were appointed by the Council and Styles had been used for the 2018/19 accounts as the original appointees had been unable to carry out the work.

Quotes

There were no quotes for review on this occasion.

Issues of Note

The following issues of note were reported verbally at the meeting:

- There had been an issue with bar suppliers, Bliss, suspending deliveries while chasing payments before Christmas. Bliss had previously been instructed to provide all invoices electronically to the Finance Officer, but had not done so. Hard copies of invoices received at the Leisure Centre had, in error, not been copied to the Finance Officer, leading to a temporary breakdown of the payment process. All payments had now been made and Bliss were satisfied with the outcome and had resumed normal deliveries.

Decision – To note the update report on the Leisure Centre performance and the improvements both completed and currently being made.

WPMC 47 Exclusion of the Public (including the Press)

Decision – That members of the public (including the press) be excluded from

the meeting by reasons of the confidential nature of the business to be transacted, in accordance with Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960 and the public interest in disclosing the information is outweighed by the need to keep the information confidential.

WPMC 48 Confidential Minutes – 12 November 2019

Members considered the confidential section of the Minutes from the meeting held on 12 November 2019, which had focused on the stock take report, Budget and Business Plan.

Ms Jones provided an update on the gross profit figures. The Chair enquired about the position regarding breakages. Ms Jones responded that the figure for breakages had now dropped. However, she would continue to monitor the situation and, in particular, she was looking into the figures in relation to cans of pop, which ought not to be subject to breakage.

Decision – To note the confidential part of the Minutes from 12 November 2019.

WPMC 49 Confidential Matters in line with the Committee’s Terms of Reference

(A) Community and Leisure Centre Performance Reports

Update Report

There was no confidential update on this occasion.

Business and Recovery Plan

There was no further update at this stage.

Proposed Staffing Structure

Members considered a report of the Finance Officer which set out the current structure and 5 additional costed options in relation to the staffing structure of the Council, including the possible creation of a Chief Operating Officer post.

Members were informed that in order to test the viability of the models, including creation of job descriptions, discussions with staff members about possible job role changes and potential advertisement and interviews for staff, additional hours would be needed by the Finance Officer from February to March to complete the task.

The intention was to provide a report for consideration by Council with implementation taking place on 1 April 2020.

(Further information is included in a confidential minute to this section)





Decision – To note the options for a revised staffing structure as presented in the report, to reject option 1) (the status quo) and options 2) and 3) and to concentrate on the further development of options 4), 5) and 6).

(B) Employee Matters






Members considered issues in relation to the retention of a senior employee, following informal discussions between the post-holder and the Finance Officer. To date, no formal notification had been received by the Council about the current post-holder's future plans.


(Further information is included in a confidential minute to this section)

WINWICK PARISH – MANAGEMENT COMMITTEE – ACTION LIST / REFERRAL LOG 2019/20

No.	Issue	Minute No.	Date of Raising	Referred To	Referral Date	Response Date	Comments	Progress
1	To note the stock take report and to request that the Finance Officer provide further detail and commentary in connection with the report..	WPMC.20(A)(3)	10/09/19	Finance Officer	-	-	In progress	
2	To authorise the Chair and Finance Officer to carry out further refinements to the document [<i>Business Plan</i>] and to carry out a staff engagement exercise to discuss the overall direction of travel.	WPMC.30(2)	08/10/19	Finance Officer / Cllr Matthews	-	-	In progress. Final draft to be considered by Council when available.	
3	To agree that the Litter Picker be authorised to inspect to path between Rectory Lane and Faringdon Road during the autumn months for excessive build-up of leaves and debris and to clear these away, as appropriate, and to request the Clerk to contact the Environment Manager, Warrington Borough Council, to request that the litter picker be instructed to carry out this work.	WPMC.35(B)(1)	12/11/19	Clerk	-	-	This path is included in the litter pick schedule	
4	To agree that Leisure Centre staff be authorised to inspect the steps and ramp from the car park to the aforementioned path to ensure that they remain free from leaves and ice in autumn and winter months and to request the Finance Officer to contact the Leisure Centre	WPMC.35(B)(2)	12/11/19	Finance Officer	-	-	This will be undertaken as necessary	







Agenda Item 4

	Manager to arrange for the necessary deployment of staff.							
5	To request the Finance Officer to provide a list of current fees and charges for the Leisure Centre to the Council meeting on 26 November 2019, to enable the Council determine any price increases for 2020/21.	WPMC.37(A)(5)	12/11/19	Finance Officer	-	-	Individual fees list not yet available. However, increased income was factored into the Budget considerations for 2020/21	
6	To note the Tree Inspection Report dated 18 September 2019 and to approve the removal of the tree identified within the report behind a resident's property, but not to agree to the request for removal of roots or compensation for any alleged damage to the resident's garden fence and gateway.	WPMC.37(A)(9)	12/11/19	Clerk	-	-	Response sent to resident regarding Committee's decision. Tree works need to be commissioned.	
7	To approve a number of additional hours work for the Interim Finance Officer, on a temporary basis, to undertake some of the preparatory work around a revised staffing structure the hours to be determined following a report by the Finance Officer to the next meeting of the Management Committee.	WPMC.41(3)	10/12/19	Finance Officer	-	-	Agreed at Council on 28/01/20	
8	To request the Interim Finance Officer to include the weekly hours worked by key staff on the next iteration of the organogram.	WPMC.41(4)	10/12/19	Finance Officer	-	-	The hours required will be factored into the proposed new staffing structure	
9	To authorise the Finance Officer to look into the purchase of a new or reconditioned till.	WPMC.45(2)	14/01/20	Finance Officer			In progress	

10	To note the options for a revised staffing structure as presented in the report, to reject option 1) (the status quo) and options 2) and 3) and to concentrate on the further development of options 4), 5) and 6).	WPMC.49	14/01/20	Finance Officer			Further detail were provided to Council on 28/01/20i	
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Version 7.0- (Final) – 05/02/20

Progress Legend

-  Completed
-  Complete – Immediate review programmed
-  Progressing to target
-  Issues (exception)
-  Early progress / just started
-  Not started (lower priority)

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Winwick Parish Council

Leisure Centre Performance Report

11th February 2020

1. Income information

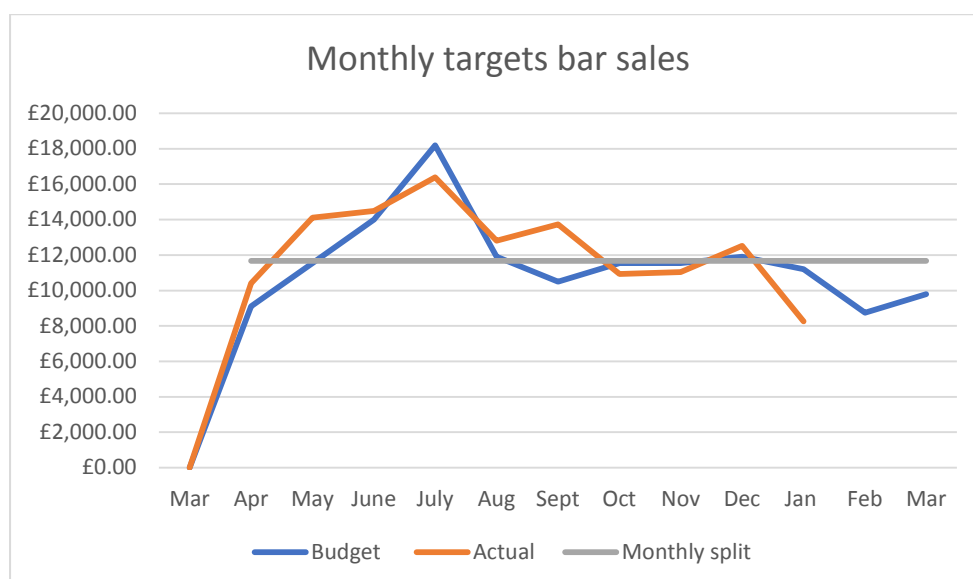
Key performance indicators.

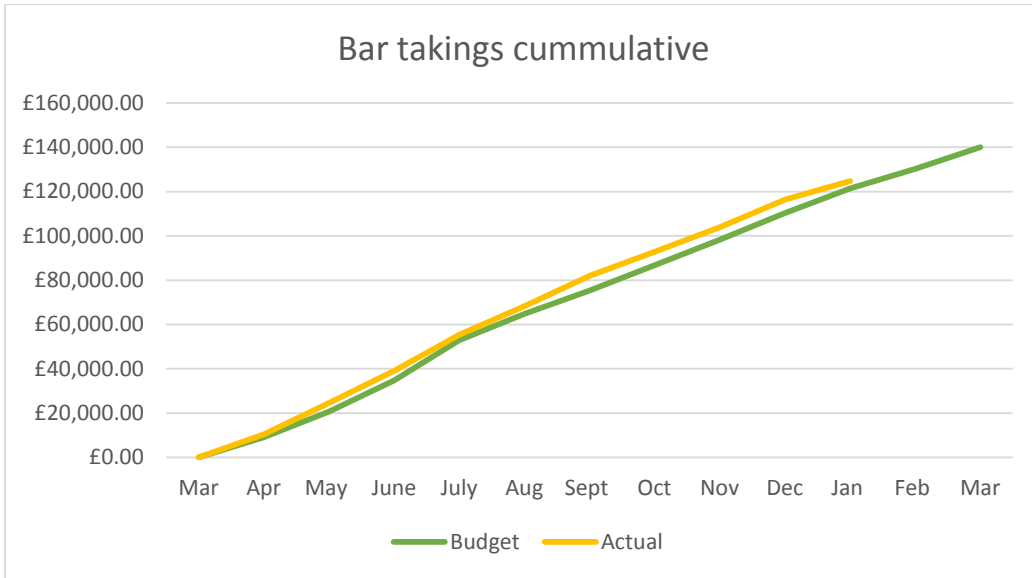
As previously reported the annual budget for bar sales (£140,000) has been broken down over the 12-month period based on the percentage fees taken last year and will be assessed as per the table below:

	Apr	May	June	July	Aug	Sept
Percentage of total	6.50%	8.25%	10.00%	13.00%	8.50%	7.50%
Budget	£9,100.00	£11,550.00	£14,000.00	£18,200.00	£11,900.00	£10,500.00
	Oct	Nov	Dec	Jan	Feb	Mar
Percentage of total	8.25%	8.25%	8.50%	8.00%	6.25%	7.00%
Budget	£11,550.00	£11,550.00	£11,900.00	£11,200.00	£8,750.00	£9,800.00

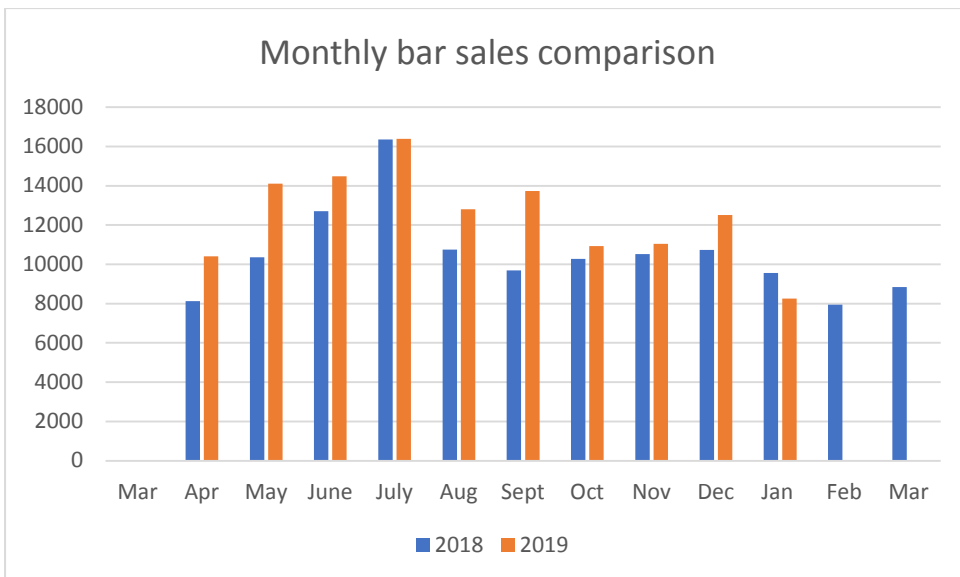
Decembers bar take was £2.9k under the anticipated fees for the month, and would be £3.4k over a straight monthly split. We are currently running £3.2k over the expected year to date target and at 83% of the way through the year have 89% of the fees for the year achieved. It would appear dry January is becoming more popular and projections and targets will need to be adjusted as such for 20/21.

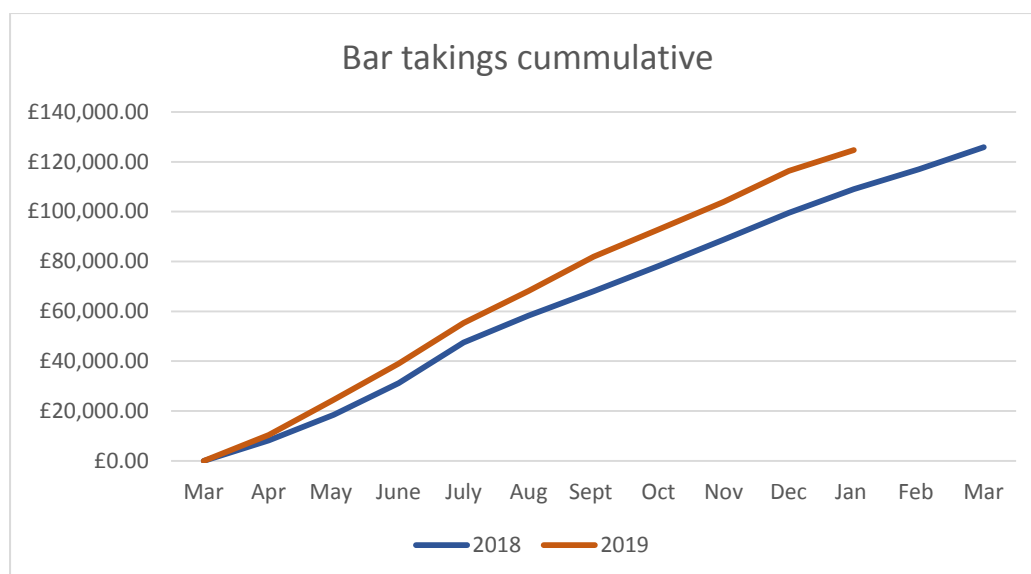
Following this years income stream percentage figures will be adjusted for 20/21 based on a calculation over the 2 years income streams we will have seen, these percentages will need to be tracked dynamically each year in order to allow for event fluctuation.





As you can see from the below chart bar sales are down on the position at the same time last year by £1.3k (13.5%), overall we are (in comparison to last year) up on the year to date by £15.6k, 14%.





Events and room bookings for parties continue to be promoted to improve bar sales.

The cash takings for bar sales (including tea and coffee) are shown below, with a full breakdown of cash payments at the end of the report:

30-Dec	£183.85	£2,020.14	£0.00	£230.10	£253.11	£302.79	£354.62	£3,344.61
06-Jan	£115.60	£74.21	£196.77	£182.55	£415.93	£454.95	£223.89	£1,663.90
13-Jan	£139.50	£224.02	£152.14	£214.14	£199.61	£1,501.94	£343.63	£2,774.98
20-Jan	£70.86	£146.00	£145.75	£220.57	£337.87	£386.99	£490.78	£1,798.82
27-Jan	£138.99	£146.49	£101.00	£157.67	£339.58			£883.73

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The green highlighted figures show where the bar sales exceed the daily targets as laid out below:

	Mon	Tues	Weds	Thurs	Fri	Sat	Sun
Percentage	6%	7%	9.5%	7.5%	14.75%	37.5%	17.75%
Bar sales	£160.00	£200.00	£250.00	£210.00	£385.00	£1,005.00	£480.00

Exceeded sales due to the following bookings/ events:

2nd, 10th and 23rd – General sales

14th – Party/ Darts

16th – Band

18th – 3x party (1 day and 2 evening)

26th – Band x2, day parties x3

With regards to the coffee mornings, as previously reported to break even we need to sell 6 cups/ day. The following monthly breakdown shows the performance of the coffee sales:

	Cups sold total	Cups sold per day	Income
Apr	327	10.9	£480.29
May	363	11.7	£536.88
June	413	13.8	£610.74
July	399	12.9	£581.83
Aug	288	9.3	£425.14
Sept	302	10.1	£446.11
Oct	344	11.1	£515.81
Nov	477	15.9	£720.46
Dec	297	9.6	£446.07
Jan	464	15.0	£700.43
Feb		0.0	
Mar		0.0	
Total	3674	10.1	£5,463.76

The table below shows the performance improvement from the same period in the last financial year:

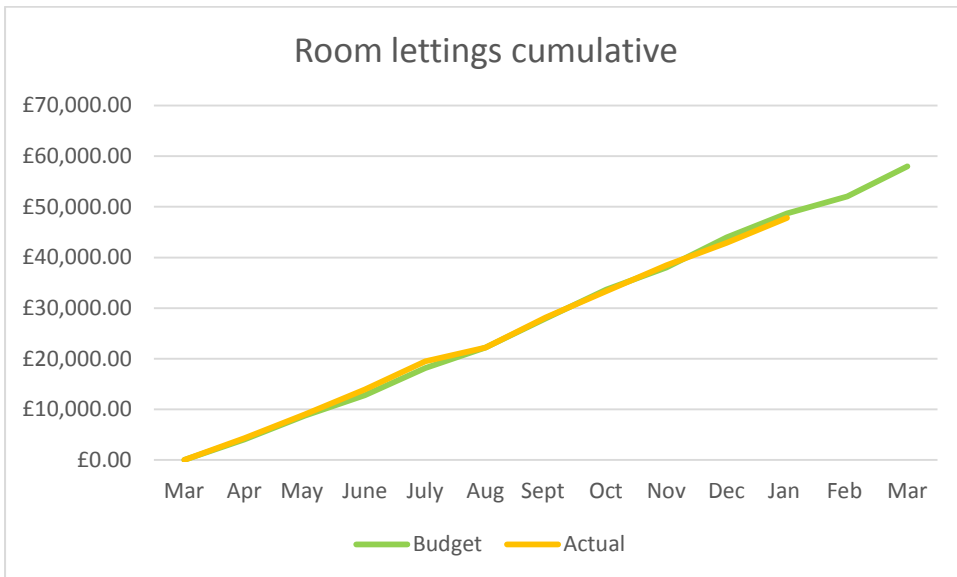
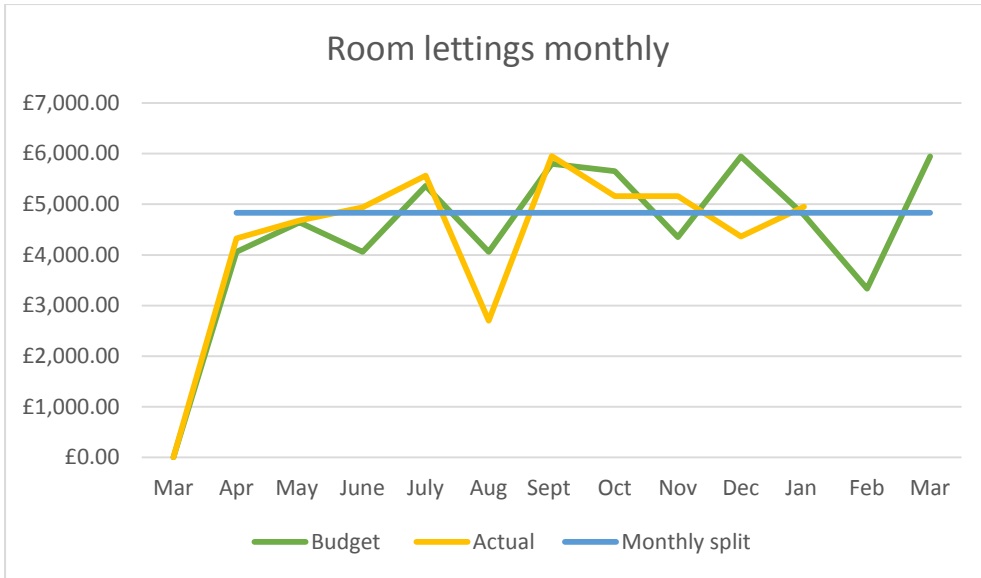
	Cups sold total	Cups sold per day	Income
Apr	260	8.7	£407.83
May	237	7.6	£399.21
June	119	4.0	£231.65
July	57	1.8	£169.58
Aug	23	0.7	£95.64
Sept	-77	-2.6	-£59.14
Oct	4	0.1	£45.81
Nov	-1	0.0	£28.21
Dec	4	0.1	£22.82
Jan	153	4.9	£257.18
Feb			
Mar			
Total	779	12.8	£1,598.79

At 83% of the way through the year we are currently at 114% of the income made last year in total on coffee sales. This means that with 2 months to go we are £690 up on last years sales.

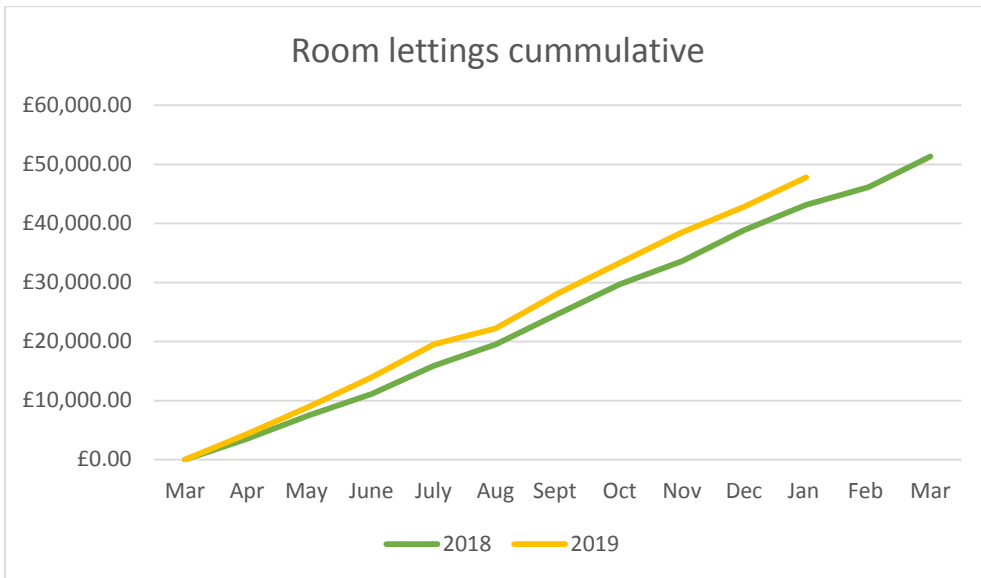
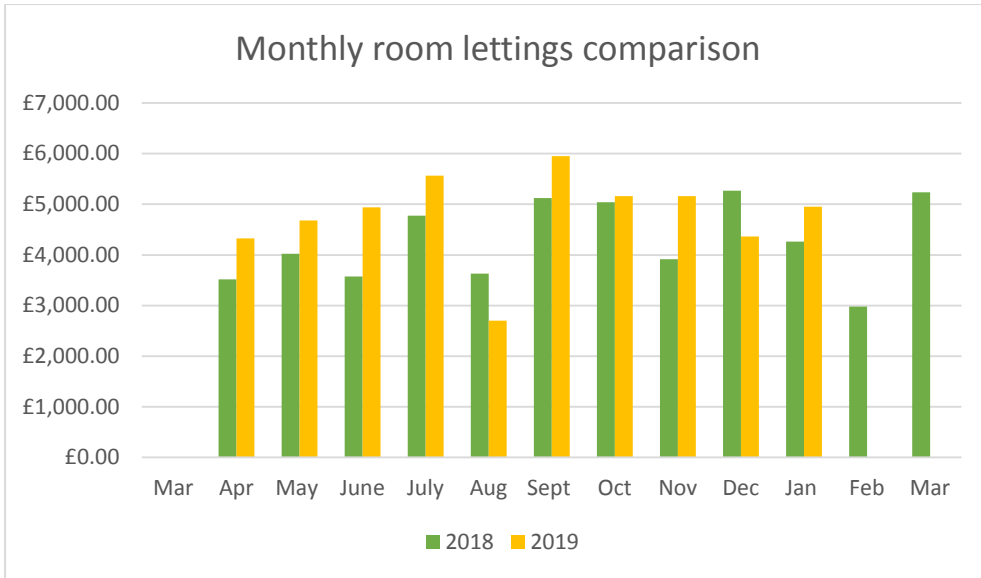
Again, as previously reported, the room lettings have been analysed and the expected fees (including buffet sales) have been split across the relevant months by expected percentages, as below:

	Apr	May	June	July	Aug	Sept
Percentage	7.00%	8.00%	7.00%	9.25%	7.00%	10.00%
Fee	£4,060.00	£4,640.00	£4,060.00	£5,365.00	£4,060.00	£5,800.00
	Oct	Nov	Dec	Jan	Feb	Mar
Percentage	9.75%	7.50%	10.25%	8.25%	5.75%	10.25%
Fee	£5,655.00	£4,350.00	£5,945.00	£4,785.00	£3,335.00	£5,945.00

Room lettings ran £0.2k over the anticipated fees for the month based on the percentage splits and £0.1k over the straight monthly split. We are currently running £1k under the expected year to date target and at 83% of the way through the year have 82.4% of the fees for the year achieved, continued work to fill any gaps is needed to bolster the financial year.



This month the room lettings have increased from this time last year. Room lettings have increased by £0.7k (16%), we are currently £4.7k (10.83%) ahead of the position at the same time last year.



2. Events

There have been no events in January and none are planned for February.

3. *Payments made*

B Mulfihi	£90.00	Stock Take
Service Care	£864.48	Litter picker
Wigan beer	£1,310.34	Bar stock
Warrington BC	£924.44	Grass cutting
HMRC	£845.95	PAYE
Zurich	£2,417.30	Insurance
Styles	£260.00	Payroll
Wigan Beer Co	£2,505.74	Bar stock
BNP PARIBAS	£266.84	Coffee machine leasing
Warrington BC	£26.40	PPE litter picker
Warrington BC	£924.44	Grass cutting
Warrington BC	£58.90	PPE litter picker
Warrington BC	£1,234.80	Vehicle hire litter picker
WBC NNDR	£525.00	Rates

4. *Quotes*

Quotes for the new till are imminent. A paper will be circulated once these have been received.

5. *Issues of note*

Redrainage works at the back of the centre have been completed. Paul checked following heavy rain and there is significant improvement.

Totals

w/c	Mon	Tues	Weds	Thurs	Fri	Sat	Sun	Total
30-Dec	£0.00	£0.00	£0.00	£296.40	£417.90	£363.55	£485.75	£1,563.60
VAT	£0.00	£0.00	£0.00	£46.30	£50.79	£60.76	£71.13	£228.98
Alcohol sales			£0.00	£215.63	£241.53	£228.88	£237.51	£923.55
Bar Snacks			£0.00	£3.32	£2.49	£14.12	£5.82	£25.75
Soft drinks			£0.00	£6.65	£9.09	£34.98	£75.34	£126.06
Tea/ coffee			£0.00	£4.50	£0.00	£24.81	£35.95	£65.26
Room Hire			£0.00	£20.00	£114.00	£0.00	£60.00	£194.00
Ticket sales								£0.00
								£0.00
06-Jan	£248.80	£89.10	£357.30	£429.35	£559.45	£593.40	£358.90	£2,636.30
VAT	£23.20	£14.89	£39.53	£36.80	£83.52	£91.45	£45.01	£334.40
Alcohol sales	£91.93	£71.71	£151.57	£110.02	£355.44	£247.19	£151.13	£1,178.99
Bar Snacks	£0.83	£0.83	£4.98	£14.94	£11.63	£9.13	£12.46	£54.80
Soft drinks	£15.59	£1.67	£25.90	£42.69	£41.45	£93.12	£53.89	£274.31
Tea/ coffee	£7.25	£0.00	£14.32	£14.90	£7.41	£105.51	£6.41	£155.80
Room Hire	£110.00	£0.00	£121.00	£210.00	£60.00	£47.00	£90.00	£638.00
Ticket sales								£0.00
13-Jan	£217.55	£329.05	£283.70	£439.15	£269.50	£1,839.25	£529.40	£3,907.60
VAT	£28.05	£45.03	£30.56	£43.01	£39.89	£300.31	£68.77	£555.62
Alcohol sales	£92.04	£151.03	£121.08	£161.11	£180.97	£1,241.59	£191.66	£2,139.48
Bar Snacks	£11.64	£7.47	£0.83	£9.97	£6.65	£24.93	£9.13	£70.62
Soft drinks	£13.83	£35.56	£17.98	£26.23	£4.41	£182.64	£62.79	£343.44
Tea/ coffee	£21.99	£29.96	£12.25	£16.83	£7.58	£52.78	£80.05	£221.44
Room Hire	£50.00	£60.00	£101.00	£182.00	£30.00	£37.00	£117.00	£577.00
Ticket sales								£0.00
20-Jan	£105.00	£235.20	£245.85	£362.65	£435.30	£561.60	£779.05	£2,724.65
VAT	£14.14	£29.20	£29.10	£44.08	£67.43	£77.61	£98.27	£359.83
Alcohol sales	£50.40	£125.35	£110.83	£193.37	£312.17	£208.80	£324.35	£1,325.27
Bar Snacks	£4.98	£0.83	£1.67	£7.47	£2.49	£21.59	£12.44	£51.47
Soft drinks	£4.65	£9.49	£15.75	£9.57	£15.72	£64.62	£99.40	£219.20
Tea/ coffee	£10.83	£10.33	£17.50	£10.16	£7.49	£91.98	£54.59	£202.88
Room Hire	£20.00	£60.00	£71.00	£98.00	£30.00	£97.00	£190.00	£566.00
Ticket sales								£0.00
27-Jan	£481.65	£205.80	£242.15	£344.20	£407.35	£0.00	£0.00	£1,681.15
VAT	£274.66	£29.31	£20.15	£36.03	£67.77	£0.00	£0.00	£427.92
Alcohol sales	£105.85	£132.84	£62.86	£123.55	£312.69			£737.79
Bar Snacks	£9.15	£0.00	£0.83	£2.49	£9.15			£21.62
Soft drinks	£13.66	£5.99	£27.23	£13.40	£8.99			£69.27
Tea/ coffee	£10.33	£7.66	£10.08	£18.23	£8.75			£55.05
Room Hire	£68.00	£30.00	£121.00	£150.50	£0.00			£369.50
Ticket sales								£0.00