



## **MINUTES FROM FORTITUDE DEBRIEF MEETING (20<sup>th</sup> July 2016)**

Present: Louise, Maria, Keith, Lucy, Miriam, Pat

Apologies: Fabienne, Guy, Kirsty, Andy Nairn, Gill Ward, Vanessa, Fiona, Rani, Mary, Lucy, Sam, Barbara

Cc: Amina, Bridget, Gabby, Michael Egunjobi, Anne Keogh, Andy Allen, Brian, Liza

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**Next meeting AGM Wednesday 28<sup>th</sup> September, 7-9pm, South Wing Conference Room, First Floor.**

### **Next event Y7 Reception Tuesday 13th September, time TBC.**

- Keith kindly agreed to run the bar. Keep it simple, beer and wine plus left over Prosecco, soft drinks, water.
- Just nibbles, no elaborate food.
- Thinking we won't charge for tickets but just have a paid for bar, first drink free? Maria to check why we sold tickets in the past with Sarah/Mr Ward.
- Maria or Lucy/Fabienne to make speech about FSA.
- Games to be devised as ice breakers.
- Miriam will have lists there for parents to fill in contact details directly onto laptop.
- Sita will prepare a licence.

### **Fireworks/next Fortitude:**

- Suggested that Lucy should put in place the vendors now (if poss) for the next two events, plus Fabienne to book the rides (if not already done) for Fireworks and explore 8<sup>th</sup> July for Fortitude 2017.
- Meeting needed for Fireworks kick off asap in Sept (21<sup>st</sup>?)
- So far have got: Keith for Bar, Louise for doughnuts, Mary & co on tea/hot chocolate, Maria on Glosticks (Maria to investigate costs from Ali-baba)

### **AOB:**

There is now an SSA (School Staff Association) at Fortismere, and a Fundraiser will be recruited as well. Maria to make sure we can work alongside them and not duplicate effort/harness goodwill and maximise opportunities from them as well.

Need to allocate someone to look into all the online donations websites around, eg giving machine have Fortismere School AND FSA websites. Need a list and a recommendation for all of these. Miriam to ask Amina if she would look at this for us.

### **Minutes from meeting 20<sup>th</sup> July 2016:**

*Notes: All coordinators have been asked to provide feedback for their areas some of which is attached here.*

We all agreed that Fortitude on 9<sup>th</sup> July, 12-6pm had been a lovely, laid back event, with what appeared to be slightly less people there and also slightly younger demographic (maybe because of the flyers going to junior



schools?). No mad queues for anything, and people appeared to come and stay until around 4 or 5pm which was great. Weather was warm but very windy and a little overcast. Caused issues with the Gazebos.

Ticket sales break down as c£4607 total, with c£980 sold in advance at £3 per indicates that we may have had c 1,233 people there in total, with c907 paying £4 on the door and c327 people at £3, (roughly a quarter in advance). The caveat to that is that there were quite a lot of younger (under 5's) in evidence, who are free, and there were a few (Maria knows who), kids from Compton apparently who jumped the gate – but only c5 or maybe 10 max noticed.

The entrance fee was the same as last year, and again we had a few grumbles about the price but low levels out of over a thousand people, so we should probably think about keeping it at that level, unless the format changes radically. (Interestingly we had more people coming when we charged more on the gate, c1,600 people when it was £6 two years ago). The grumbles seem to be about kids paying the same as adults, and also the £1 difference in advance doesn't feel significant enough to galvanise to book in advance (especially if weather isn't looking good. Maybe differential pricing should be considered next year, eg £5 for adults, £3 for kids with a pound off if booked in advance? Or family tickets at £10? Etc etc.

There was a low level of bad behaviour – a bit of graffiti on one of the inflatables was found (Fabienne authorised the supplier to charge us to remove but no big fuss made), a few Compton kids gate crashed and some enterprising kids managed to find the tickets for rides under a table and sell them on for £3 for 10, but with learning from this taken forward we should be ok to manage a happy enjoyable festival next year.

The experienced team worked very well together, with different areas being taken on by different people, and Lucy and Fabienne heading up the main areas; Performances, Food and Rides. Over 200 parents were involved with the event in the end, including donors, bidders, volunteers, attendees, etc etc

It was agreed that:

1. After she has everyone's feedback, Miriam will update the Fortitude planning document to make it a useful planning document for the team next year, to make it clear that decisions were collective, and what are the lessons which could be learned, neutral in other words, and that this would be in time for the AGM at the end of September for handover. This means if you have any feedback to give for your area or further comments please send them to Miriam by the first week of September to give people the proper amount of time to reflect and collect information.

2. It was noted that there are posts on the FSA coming up in September for Vice Chair(s) and Assistant Secretary and people are encouraged to apply. Guy has kindly volunteered to stand for Treasurer and we hope that Amina will stand to help him as Assistant Treasurer. Kirsty has kindly volunteered to take over from Miriam. Anyone wishing to take on one of these roles will have a proper handover from the current incumbents, and is welcome to contact Lucy/Fabienne and Kirsty to find out what it entails. Lucy/Fabienne and Kirsty to check current Role Descriptions to make sure they accurately reflect what the role entails.

3. It was thought that the date was good this year and that Saturday 8th July 2017 might be a good date for next year, we should let other schools know our date as soon as possible in autumn to avoid clashes. This needs to be checked with the ride people ASAP to make sure they are available also checking any other sports fixtures etc known for that time. (Wimbledon is 3<sup>rd</sup>-16<sup>th</sup> July next year, so we would be in the middle weekend). We can ask what kids think about making it later, eg 4pm-10pm (but clear up an issue? Neighbours?)



4. It was agreed that while it had been nerve wracking at times the team approach to running Fortitude had been good, but it worked better having Lucy and Fabienne notionally heading it up by manging the bigger aspects. The minutes from meetings were well done and useful, not many attended the meetings regularly – team to think about why and whether people are needed now that Kirsty has devised her wonderful planning minutes and whether it should be at school or at someone’s home.

**Areas in detail:**

The bar – made c£1,200 net: managing stock is always an issue, much depends on the demographic attending and weather. Much has been returned or kept for other events so there shouldn’t be any wastage. See Keith’s detailed notes at the end of this document. Debate about soft drinks being undercut by other vendors. Issue with not finding the ice buckets/resource management in general – FSA things are stored all over the place. Pricing seemed fine, a few quibbles about £1 for water (vendors sold for 90p). Keith was happy with position and staffing. Kegs of beer (£150) well received and sold out, many thanks to Tarik.

Book stall – made c£200+: Gill’s feedback: A quick report from the book stall: As ever the book stall is where people linger the longest and spend the least! But as long as people are reading, I’m happy. We had a huge number of donations this year and are still, as I type, selling more. We’ll be able to get a little more money to you shortly. (And have now sold 5 bags...) At the end of the week, I’ll call North London Hospice to take some away, and the rest will go to North Wing book share area. Had enough helpers, and had a lovely day. I do have two general comments:

- 1) We somehow need to encourage more adults to come; they are the ones that spend the money on the “marketplace” stalls and the bar. Any ideas?
- 2) We need to encourage more school staff to attend. This time of the year is exhausting for teachers, but it’s so great to be part of a positive, non-academic day. How about delegating responsibilities for certain stalls/attractions/sideshowes to departments? So maths could sell tickets for the bouncy things. English could have a story telling tent. And getting each college to organise something so eg. Colosseum could run the “Under 5 section” with hook the duck, lucky dip, soft toy tombola (prize every time) etc etc. Petra could run the Soak the Teacher area. I think the main think here is not to ask what they’d like to do, but TELL them what they are doing! The students love to see their teachers being part of the school community.

Booze tombola – made an incredible £659 with no costs, Big thanks to and waiting for notes from Gabby and Bridget.

Cakes - made (we think, but Guy not totally sure) c£965 with no costs (or were there some costs for plates? Napkins? Rani to confirm). Feedback from Rani: Cake stall was great. I loved doing it. Gazebos were an issue obviously (cakes gazebo blew away in the wind apparently). Weather was perfect so it worked well even without them. I loved the close layout.

H&S/First aid – St Johns Ambulance were problematic and didn’t turn up/were not reliable enough so we got first aiders from parent base instead (luckily). Agreed we need an Ambulance (and may have to pay) for Fireworks, but try and see if we can get first aiders 9and lost and found tent) staffed by parents again next fortitude as saved us £400 for an ambulance.

Loo hire – we might need 3 loos next time – there were queues and would be bad if there were more people. What happened to the loo roll Keith bought? Maria to manage with site team next year.



Commercial stalls – made c£700. Commercial stalls were sometimes a little less successful in their sales, and maybe we need to make sure they know the likely demographic who will attend (we agreed that in the current format Fortitude is for younger families, yr 7, 8 and a few yr 9) before they book in, to avoid them being disappointed. But is it up to us or up to the stall holder? Apparently Amanda's olive oil stall went particularly well, as did jewellery. Feedback from Fi - The thing I thought was great- the market place feel. The thing that didn't work- some of the stalls were totally inappropriate, (Lamp shades). The thing I would do better. - get the kids to do stalls, with games. I think there is space for fairground games.

Site plan/gazebos – Fiona feedback: Regarding the plan, I thought it worked better this year. We really do have to consider gazebos though. Either we shell out for a big top again or we buy some better quality ones with sand bags. We think we have around 6 functioning gazebos with some broken. Feel that we need c 10 at any one time. Keith researching the best ones. Agreed not to borrow from others/parents – too costly and damages FSA reputation. Agree to refund Martins £71 for one broken gazebo for good will (Keith) and pay back Mitch for his damaged one as well.

Greater variety of entertainment/more stalls: It would be good to have more stalls with things for kids to do, eg bobbing for apples, gun range, whack a mole, throw sponge at teacher etc etc could be run by years 12/13 and/or leadership team? Maria to talk to 6<sup>th</sup> form teachers/tutors. It would also be good to have an intercollege tug of war? Teachers tug of war? PE Teachers involved in organising games between colleges to get older kids there. Game of rounders? Cricket? Baseball? Footy? Something to get more of the upper school there. Suggestion that we create a survey monkey survey and ask kids to fill it in and tell us what they'd like. Miriam to prepare over the summer.

Facilities/site team: We would like to be able to have a container/cabin to store all of our large FSA items in one place – eg gazebos, urns, drinks, ice buckets etc. Maria to find out if we can use the one outside library. Site team were brilliantly helpful and using van at the beginning and end worked really well. Two parents volunteered to clear up from 6-8 and were absolutely amazing, we thank Hilda and Khaleed enormously for this.

Estate agent boards – went up a little too late. We didn't have 170 parents as requested opt in. C150 is about the right number. Agreed we should have DATE on boards but not times as MG concerned about safety. Lucy to negotiate for 2017 (Fireworks covered by MG).

Flyers: Feedback from Andy on flyers: From my end things seemed to go ok with the flyering. I think it would be best to send these out no more than 2 weeks prior to the event (maybe one week). Keeping it fresher in the mind. I also think that at the event there could be scope to get more of the local business's involved (i.e. a Planet Organic stall). Maybe you have explored this. I am also not convinced it was targeted to the children at the school in terms of raising their awareness of it. I may be wrong but just judging it on my son not being too knowledgeable about it but then again he isn't too on the ball about most things lol! Do the school have any social media in place for the students? If so, maybe some competition as to who can sell the most tickets? Maybe giveaways of some things before the event? Have a like a share option on a Facebook page? Also, have you considered an online store where people can buy from there? Might encourage more sales. I did think the event was great though, very laid back.

Publicity and PR: feedback from Vanessa: Bigger banners obviously. Can I say that buying more gazebos is a



waste of money. You don't put up gazebos if it's windy. Also the older kids weren't catered for. Most kids were years 5,6,7,8. Repeating concepts leads to boredom and no attendance from the ones who've been before. The one year Rocke-oke came was fantastic with kids all ages perhaps bring them back (but not every year).

Feedback from Miriam: We needed more of a push through Parentmail and from the school for Fortitude.

Teachers and tutors should have been encouraging kids to go along and to take part. A few kids have fed back that they didn't know it was on. The pods should have been updated and we should have posterd the school MUCH earlier.

We did get good external coverage in The Archer, page 8 'young archer' (deadline is 9<sup>th</sup> of JUNE latest/month before). We also got into the MHFGA Newsletter events page (just). All agreed that someone needs to head up publicity and PR and start the job well in advance, including inviting Catherine West and other celebs well in advance to judge things and be present. Publicity needs to be a single role headed up by one person.



**Alice's adventures in... north London!**  
Another big drop in the morning... the East Family Festival in Cherry Tree Wood was held... London author and artist Sarah Elizabeth Beaumont... Alice's adventures in... north London!



**The new Ariana or Shawn?**  
Beckham was courted... the new Ariana or Shawn? Beckham was courted... the new Ariana or Shawn?



**Get ready for Fortitude**  
Fortismere School is holding its annual summer fair... Get ready for Fortitude



**Charity nails it**  
The Art Against Cancer charity, which is active in... Charity nails it

**A giant summer of fun**  
The start of a summer of fun... A giant summer of fun



Agreed that we need someone to head up Publicity and PR for next Fortitude and to start well in advance. Everything felt like it started too late (eg Boards only up 2 weeks in advance etc etc). We should have more publicity in the community bigger (and more) posters/banners etc. We didn't have a ticketing website set up before the event, so the only option was to buy from the library or on the day. We should definitely have an online ticket option for next year, much easier to promote the event in advance that way (like with Fireworks).

Gates: Kirsty did a brilliant job managing this, was incredibly efficient and well run/staffed and managed. No improvements needed apart from stamps need finding as some faked their entrance stamps and got in free. Full feedback needed from Kirsty.

Licences: All fine and managed in time. Sita will organise anytime from a month in advance. NB We can only have a max of 10 per year at Fortismere just to be aware.

Money: Guy and Amina to feedback re denominations prepared for each area plus any thoughts on counting etc

Outside food, made c£600: Food stall holders were happy, and have asked to come back. Agreed that 4-5 vendors is the right number, 6 too many. Mix of vendors is good. Kids like Burgers. Asking vendors not to sell/undercut soft drinks is a hiding to nothing. Should we not sell soft drinks on the bar?

Pawtitude, made £250 in sponsorship from Barkers – costs? Tbc. Feedback from Pat here: Mark Maier was great and a strong presenter is the most important factor. I think Mark would be up for doing it again and will be a Fortismere parent for many years. Rowland Rivron, who did it the previous two years was also very good but was on holiday this year. His youngest son is in Y11. It was the usual white-knuckle ride trying to secure enough dogs, but a worse turnout than the two previous years. If we hadn't roped in Fiona's Reggie and Olly's Lucy at the last minute, there would not have been enough. I don't think we could have done much

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THE FORTISMERE COMMUNITY ORCHESTRA... Friends of Queen's Wood... Hornsey Pensioners Action Group... What's On at St James Church?... Muswell Hill Toy Library... North London Epilepsy Action



more to advertise it so would recommend that if we do it again next year whoever organises it should secure attendance pledges from at least 8 dog owners in advance. We can't rely on them turning up on the day. This means leaning heavily on your friends and has been harder for me to do as my kids have got older and my group of ex-primary school parents has dispersed and older teenagers don't want to participate. The organiser job should be passed to someone with much younger kids, ideally some still in primary school. Otherwise it was a very enjoyable day. Well done everyone. 2pm was a very good time to have it, as after lunch, great feel – make sure you over-invite judges in case of no-shows. Invite Catherine West again.

Performers: Emma was brilliant on the PA and we thank her enormously. We will need another really good person for next year too. It was agreed that we must get teachers and Heads of Colleges to commit to taking on a stall or an area or performing at Fortitude (eg MR Rainey Fortismere's got talent, battle of the bands, rockeokey etc) at the BIDS meetings in November or at the feedback meeting, and that bids will be considered **on that basis only**. The FSA feel that there was very little involvement or enthusiasm from most of the teachers this year, and we were left trying to pull things together at the last minute, particularly music and performers. Maria to forge good relationships and to ensure that we get more help from teachers for Fortitude next year. We could have had more acts and performers it was felt, particular those from older year groups but generally the music was felt to have been good.

Marquees/stage etc: Louise hired marquee (£1900) and stage (£160) felt to be perfect for the weather and number of performers and we saved by just having one marquee and lower stage. Talk to Louise Gluckstein next year before ordering.

Generators/Pas etc: Lucy Butterworth said team from the electrics/PA co were fantastic, professional, flexible and friendly, worth booking them again (£317 audio and £2490 PA) and they are keen to come back. Good to book Friday to Monday (vs sat) – saved money.

Plants: Made an amazing £246.20. Waiting for feedback from Sam. Heavily reliant on Fabienne's wonderful father for marvellous donations.

Raffle: Made an incredible £1229.70 less £77.5 printing net: £1,152.20, well done Louise. Sold LOADS at Fortitude, good to have desk next to gates for selling. Ordered 10,000 to be printed. Only 1 book went out in post by mistake – should be 2 x books. More kiddie prizes? Draw at 5pm worked well. Fortitude felt to be best place for raffle, not at Xmas. Maria to sort raffle licence in Dec 2016.

Rides: Made £5113, costs inflatables: £1110 and dodgems/waltzer £4400, net profit: £397. Well done Fabienne for getting the pricing and the rides right. Kids are still wistful about Zorbs though...

Salads: Made an amazing 743.50, costs £110 (bowls and plates from Costco), net £633.50. Feedback from Mary and team:

#### Salad Bar

- Needed to be nearer entrance with rest of food stalls as Salad Bar missed by many customers until after they'd eaten
- Specifically, would have been better for sales if next to a bbq/burger/hot dog/other meat selling outlet as would have provided a good accompaniment. This is where we've been in previous years and this is where we had thought we would have been this year
- Ditto Cakes next to Teas
- Never overrun with people unlike in previous years – 3 people staffing at a time plenty
- SB sign could have been bolder so more obvious from distance

### General

- Cost of (external) food stalls seen as too high, esp for teens
- Entrance price still seen as off-putting, again esp for teens
- Layout could have been improved upon, there was a feeling among the outside traders that they could easily be avoided as they were at the end of the loop. Some preference for location of last year's stage?

- Flags on canes in a festival a few years ago really added to the atmosphere

More games would have gone down well, eg

- o Coconut Shy,

- o Shooting Range,

- o Arcade Type Games, eg which horse is going to win the race, card games etc

Survey Monkey for anonymous feedback – what would people like to see? Best and Worst aspects of event?

Silent Auction: Made £2689.65 net. Feedback from Andy N: My feedback on collecting for the silent auction - it was so much easier when the local businesses appreciated the advertising potential for new customers. Naively, I thought they would just be happy donating to the local school, but when I started to explain the number of parents, tickets sold, auction web-site hits etc they were much more interested. The more on this then the easier it will be next time.

Feedback from Miriam: Andy and Maria did a brilliant job of getting donations from businesses some of whom had donated before. Miriam approached the rest of last year's donors and managed to get donations again. Must try and get a tech donation from Harrisons (the school caterers) if possible, went well but came quite late. Again, good to start c2 months in advance, get donations and build website month 1, launch month two, run for one month. Also donations of holiday homes is wonderful and very much appreciated, and tea with Catherine West also a good item. Every donation was highly valued and wonderful and we are very grateful to them all. We were super lucky that Denise donated the perfume, candles, dresses and bags. Highest bid was for tech bundle. We had c45 items on the page, all payments were done by 5 days after auction, only one never found the emails. Jumblebee excellent and very helpful and easy to set it all up – we already have an FSA page with them. Can also do pop up shops. NB you pay card fees as well as Jumblebee fees, cost £147.55 this year. Miriam has volunteered to manage it again at Xmas but needs people to help source good items for us. The page impressions were c2,500 and the highest item (ipad) had 74 single views, but small business owners also got individual views, so a potential brand builder for them. Data can be supplied so good advertising. Plus I produced a print out of each item at Fortitude in a folder – so more advertising there as well.

Sponsorship: Made £3,500. MG were good to sponsor us. Further opportunities can be offered to include the Silent Auction banners if MG would like to up the donation. MG paid for the banners? Not for the flyer print this year (could have had back of flyers as an advert).

Volunteers/recruitment and management: You can ask every week for volunteers but you don't get them until 1-2 weeks before and until you email them with a very direct ask. Parentmail does NOT work for recruitment in bulk. One person should recruit volunteers overall and then they should be allocated across all stands. Care over different leaders emailing the same people. Leaders to send Kirsty their list to avoid duplication and Kirsty to manage central email out. Holistic, central view needed.

Total income c£23,968.65 (slightly less than 2015: £24,681, 2014: £28,718 and 2013: £25,493)

Total expenses (to date) c£11,762.38,

Therefore provisional figure for profit is £12,206.27 (vs £7,500 est for 2015).



This is a success. Despite lower numbers attending, costs look like they were well managed and stalls were profitable, even rides covered the costs, well done everyone, amazing effort and well rewarded.

#### **Keith's feedback from the bar:**

##### **Purchasing / Set-up**

- Virtually all items purchased were delivered to home (Tesco home delivery – do not deliver to the school) and then transported to FSA cupboard for storage ahead of the event (4 deliveries in total). The last delivery was on the day (between 10.00 -11.00) as it included large quantities of ice (140kg). Whilst Costco may be a cheaper option the main issue is the quantities to be purchased.
- Not sure we can do the ice delivery any different unless someone is prepared to go and collect in the morning but this means fewer people to help with setting up which is quite time consuming. It would have to be ordered at the store in advance to guarantee that there is sufficient stock available. We have used Eskimo Ice in the past, which is competitively priced, but the issue is that they now only offer 3 hour delivery slots.
- A top-up of ice (60kg) was made around 15.00. Majestic had virtually run out (could only buy 12kg) so a further trip to Tesco was needed. In future, I think we could reduce the initial quantity to 120kg with a top-up order of 25-30kg. Some of the ice bags were used to chill the kegs of ale.
- Loading the drinks and contents of FSA cupboard into the van the night before was very helpful.
- Locating the ice buckets on the day, however, was an issue. This is because they are too big to store in the FSA cupboard and are kept in a different location. Only 2 were transported initially. At the last minute another 2 were "found". Need to have a better understanding of storage arrangements; ideally all large FSA items (e.g. BBQs, gazebos, ice buckets) should be kept in one place. As this had never been a problem in the past, a physical count of the ice buckets wasn't performed. A 5<sup>th</sup> ice bucket was borrowed from home.
- Didn't manage to get a sign and price list made. This would be helpful in the future.
- Float was fine in terms of amount (£250). Perhaps more £5 notes in future as we nearly ran out.
- The following sized plastic glasses were used: pint (for ale), half pint (PIMMS) and 250ml (Prosecco). The 250ml glasses were slightly smaller than the half pint so we tried to avoid using them when we sold PIMMS by the glass.
- Started the event with 30 PIMMS jugs but only 21 counted at the end. There were a couple of jugs where the handle had cracked and had to be thrown. Jugs were returned so having a smaller number next year might be ok. Would recommend buying more (same size though to avoid confusion – 1.25 litre).

##### **Staffing**

- Managed to operate with a small number of volunteers (5/6) who worked most of the day. A couple of volunteers who offered to work on the bar were already signed up to work on other stalls. This conflict was only discovered on the day. A couple of volunteers couldn't help on the day for different reasons. The same issues occurred last year.
- We had one person dedicated to making jugs of PIMMS. This worked extremely well. All fruit was prepared the night before (apples, cucumber, oranges) as it's very time-consuming to chop such large quantities of fruit.

##### **Location**

- No major issues. Perhaps a little obscured as it is so close to the stage and was set back in the marquee.

##### **Drinks / Sale Price**

- As far as I'm aware nobody complained that the prices were too high. These were charged as follows:





Bottles lager (San Miguel) / pint ale (£3)

PIMMS glass / Jug (£3 / £12)

Prosecco bottle only (£13)

Water (£1)

Orange/Apple Juice (50p)

Coke/Diet Coke/Sprite (£1)

- These prices were identical to previous year with the exception of Orange/Apple Juice which was lowered to 50p from £1 as the team didn't feel comfortable selling at £1 (cost price was 23p). One vendor was selling Water at 90p a bottle which is marginally lower than our price. FSA has normally charged £1 for water at all events. Whilst reducing the price may help to sell more in terms of quantities, it would probably lower the profit.
- A couple of people wanted to buy a glass of Prosecco only – disappointed that we only sold it by the bottle. If we had sold by the glass it was unclear if we would have finished a bottle.
- No still wine was offered this year. Last year 14 bottles white wine/rose were sold.

#### Quantities Ordered / Sold

- The attached spreadsheet shows quantities ordered and the amounts sold and unsold, as well as the associated costs. Please note that whilst Sales are based on actual takings confirmed by the FSA Treasurer, profits are (reasonable) estimates and provided for illustrative purposes. These should be reasonably accurate for items such bottles and cans but for PIMMS, it is harder to judge actual amounts sold.
- The overall profitability is distorted by the fact that there was a fair amount of unsold stock which will be used for future events. In order to keep things simple, the costs associated with these unsold items are normally allocated to this event. In order to give a fairer picture of the profit actually attributable to Fortitude, an adjustment has been made to costs in the spreadsheet, i.e. only those relating to items sold are taken into account. An adjustment has also been made for each product line so that it can be seen which drinks were the most profitable. A good example of this is lager sales. If no adjustment is made, i.e. all costs of sold and unsold bottles included, the profit would only be £36 due to the high number of unsold beers. However, if only the costs of items actually sold are taken into account, the estimated profit would increase to £233 on an adjusted basis. On this basis, the overall profit for the bar is estimated to be c. £990 but would increase to nearly £1,400 on an adjusted basis.
- Despite basing quantities on amount sold last year there were significant amounts of unsold stock across all items. For example, we only sold 100 bottles of lager (versus 360 in 2015), 100 bottles of water (nearly 600 in 2015), 4 bottles of Prosecco (12 in 2015). Sale of cans of soft drinks were noticeably lower at 240 (versus 410 in 2015) and apple/orange juice sales were 54 (versus 132) despite selling juices at half the price of the previous year. It was noticeable that the bar wasn't particularly busy. There seemed to be fewer adults. As in previous years there was competition from the food vendors as they were also selling soft drinks.
- PIMMS very popular. Sold similar amount to last year (16 bottles). As we ran out last year and had to buy more during the event, 25 bottles were ordered but this proved over-optimistic. The price was reduced from £3 to £2 a glass towards the end to help shift some of the surplus. Fortunately we were able to get a refund on 9 unused bottles.
- Ale very popular. As we were able to source from Tarik (Fortismere parent) at a cheaper price than previous years (£75 per keg versus £90 in 2015), ale is far more profitable. Ordered 2 kegs of Hammerton N1 Pale Ale and sold out completely at the very end without discounting. In fact, both sales and profit for ale were (slightly) higher than for bottles of lager, which is unusual. Normally lager outsells ale. N.b. the profit margin is still much higher for lager (350% versus 180%).
- A small quantity of unsold stock was sold at cost to volunteers (e.g. 3 cases of lager, 1 bottle Prosecco)

with the money paid into the takings. 6 cases of unsold lager were given to the site team in lieu of payment, as agreed between FSA and Michael Egunjobi.

Clearing Up

- The drinks boxes seemed to disappear once they were emptied so when it came to putting unsold items back into their boxes, there weren't any. Would recommend that a few are kept for storage purposes and not disposed of immediately.
- Loading the unsold stock into the van was very efficient. The quantities of all unsold stock to go into storage were recorded before loading onto the van.

**BAR - FORTITUDE 2016**

BAR	Total No.		Cost/ Pack	Unit Cost	Cost of Items	Estimated Number	Sale Price per Glass	Sale Price per Bottle	Estimated Sales	Estimated Profit	Adjusted Profit	Profit Margin
	Qty	Units										
San Miguel (12 pack)	33	396	8.00	0.67	66.67	264.00	3.00	300	36	233	350%	14%
<b>Sub Total Lager</b>	<b>33</b>	<b>396</b>			<b>66.67</b>	<b>264.00</b>		<b>300</b>	<b>36</b>	<b>233</b>	<b>350%</b>	<b>14%</b>
Ale (72 pints)	2	144	75.00	1.04	150.00	150.00	3.00	420	270	270	180%	180%
<b>Sub Total Ales</b>	<b>2</b>	<b>144</b>			<b>150.00</b>	<b>150.00</b>		<b>420</b>	<b>270</b>	<b>270</b>	<b>180%</b>	<b>180%</b>
Prosecco	12	12	6.50	6.50	26.00	78.00	13.00	52	26	26	100%	-33%
<b>Sub Total Wine</b>					<b>26.00</b>	<b>78.00</b>		<b>52</b>	<b>26</b>	<b>26</b>	<b>100%</b>	<b>-33%</b>
PIMMS (1ltr)	25	16	12.00	12.00	192.00	300.00	3.00	951	729	729	329%	329%
Returns ***		9	12.00			108.00						
Lemonade (2ltr)	36		0.40	0.40	14.40	14.40						
Fruit					15.45	15.45						
<b>Sub Total PIMMS</b>					<b>221.85</b>	<b>221.85</b>		<b>951</b>	<b>729</b>	<b>729</b>	<b>329%</b>	<b>329%</b>
Still Water (12 x 500ml)	40	480	2.00	0.17	16.00	80.00	1.00	96	16	80	500%	20%
Apple Juice (3 x 250ml)	12	36	1.40	0.23	5.60	16.80	0.50	10	7	4	79%	-40%
Orange Juice (3 x 250ml)	16	48	1.40	0.23	3.50	22.40	0.50	6	16	3	71%	-73%
Orange Juice (3 x 200ml)	14	42	1.60	0.27	4.00	22.40	0.50	7	15	3	75%	-69%
Coke (24 Cans)	6	144	55	7.00	25.96	42.00	1.00	89	47	63	243%	112%
Diet Coke (24 Cans)	5	120	63	7.00	18.38	35.00	1.00	63	28	45	243%	80%
Diet Coke	15	15										
Sprite (6 Cans)	20	120	30	2.00	30.00	40.00	1.00	90	50	60	200%	125%
<b>Sub Total Soft Drinks</b>					<b>103.43</b>	<b>258.60</b>		<b>361</b>	<b>102</b>	<b>258</b>	<b>249%</b>	<b>40%</b>
Glasses (half pint)	3	300	2.69		8.07				8			
Glasses (pint)	1	100	2.99		2.99				3			
Ice (2KG)	73	146	1.00		73.00				73			
Top Up Ice	28	62	1.32		36.97				37			
<b>Sub Total Misc</b>					<b>121.03</b>	<b>121.03</b>			<b>121</b>	<b>121</b>		
<b>Grand Total</b>					<b>688.98</b>	<b>1,093.48</b>		<b>2,084</b>	<b>991</b>	<b>1,395</b>		

**Notes**  
 \* Unsold includes 3 cases (36) sold at cost to FSA and 6 cases (72) given to site team  
 \*\* includes 1 unsold bottle sold at cost to FSA  
 \*\*\* 7 bottles PIMMS returned to Tesco; 2 sold at cost (not owed to FSA)  
 Estimated Sales based on quantities sold times price per glass/bottle  
 Estimated Profit based on estimated sales minus Total Costs  
 Adjusted Estimated Profit adjusts for items sold at cost, and cost related to actual items sold  
 Adjusted Profit Margin is Adj. Estimated Profit divided by cost related to actual items sold  
 Profit Margin considers Estimated Profit as a percentage of total costs (sold and unsold)

### Draft accounts from Guy, 20<sup>th</sup> July 2016:

#### FSA FORTITUDE BREAKDOWN

DATE 20/07/2016

#### INCOME:

MARTYN GERRARD SPONSORSHIP		3500		
LITTLE STALLS (20 x £35)		700	RIVERFORD HOME DELIVERY	35
DOG SHOWPAWHIRE		250	N A LIPTON	35
			BARKERS CHQ	250
FOOD STALLS:		600	VJ JOHNSON PAID £150	
SILENT AUCTION:	2837.2			
JUMBLEBEE FEE	147.55	2689.65		

#### MONIES ON DAY:

CAKE STALL	965		
BOOKSTALL	194.6		
PLANT STALL	246.2		
BOUTIQUE STALL	387		
RIDES	5113		
RAFFLE	1229.7 (inc. £20 chq)		
SALAD	743.5		
TOMBOLA	659		
BAR	2084		
TICKETS / ENT	4607	16229	16229

**TOTAL INCOME 23968.65**

#### EXPENSES:

CASABLANCA MARQUEE	2060	
AUDIO HIRE	317	
PA HIRE	2490	
L GLUCKSTEIN PCV - MALLETT'S ETC.	17.5	PAID G BARKER
K MARKS PCV - FIRST AID	48.86	PAID G BARKER
V BELL PCV - DESIGN	114.37	PAID G BARKER
K RAMPLEY PCV - BAR	867.15	PAID G BARKER
TARIK ALE	150	CASH FROM TAKINGS
M CLARK PCV	110	CASH FROM TAKINGS
PRESTIGE DRAW TICKET PRINTING	77.5	
INFLATABLE ASSAULT COURSE	1110	
DODGEMS / WALTZER	4400	

**TOTAL EXPENSE 11762.38**

**APPROX PROFIT 12206.27**