



**MINUTES FROM 23<sup>rd</sup> of March & 13<sup>th</sup> of April 2016**

**Next Meeting - Tues 26<sup>th</sup> of April – South Wing Conference Room**


Present: Maria Demetriou (Chair), Kirsty Marks (Assistant Secretary), Mary Russell, Louise Gluckstein, Fabienne Canale (Vice Chair), Andy Nairn, Vanessa Bell, Lucy Butterworth (Vice Chair), Fi Grainger, Guy Barker and Claire Robinson

Apologies: Miriam Clark (Secretary), Keith Rampley and Alexia Hodgson


Events:

1. Car boot sale
2. Comedy night
3. International night
4. Fortitude
5. Fireworks

# 1. Car boot sale

Dates	Anne Keogh	Sunday 15 <sup>th</sup> of May and 26 <sup>th</sup> of June – 11.00 – 14.00	South Wing Car Park
<b>Info</b>			 <p><b>fortismere</b> SUNDAY 15TH MAY 2016</p> <p><b>BIG CAR BOOT SALE</b></p> <p>REFRESHMENTS STALL SOUTH WING ENTRANCE TETHERDOWN, MUSWELL HILL, N10 1NE Gates open to the public 11am-2pm £1 ENTRANCE - KIDS FREE STALL FEES, £15 PER CAR, £20 PER VAN Set up from 9.30am. No vehicle access after 10.30am. In case of bad weather there is an indoor option. Limited places, to reserve your stall in advance email: MariaDemetriou7@hotmail.co.uk</p> <p>fortismere School Association <a href="#">find us on Facebook</a> <a href="#">follow us on Twitter</a> www.westerfortismere.org.uk www.parkgate.com/fortismere/school</p>
<b>Catering</b>		Tea/Coffee/Cokes and pastries - £1 each Coffee, tea, sugar, milk, pastries, coke Urns - water	Maria to get pastries To be near South Wing Canteen under the awning
<b>Posters</b>		Handmade?	
<b>Advertising</b>		To advertise in local papers, to include local community – Muswell Hill mums, Muswell Hill friends	
<b>Petty Cash</b>		£1/£5/£10	
<b>Booking form</b>	Maria Demetriou	To also inform when reserving a parking bay – they can bring their own tables	
<b>Marshalls</b>			Louise Gluckstein

## 2. Comedy Night – 16<sup>th</sup> May

<p><b>Info</b></p>		<p><b>Phoenix - Kate</b>          MONDAYS - £300 plus VAT          TUES, WED, THURS - £600 plus VAT          SUNDAYS - £1100 plus VAT</p> <p>Fridays and Saturdays are limited and even more expensive.</p> <p>The maximum capacity is 255 and the Phoenix are also happy to help market the tickets on their website if that's of interest to you</p>	
<p><b>Availability of Phoenix</b></p>	<p>Andy Nairn</p>	<p>To contact The Phoenix to get some dates and then to reach out to Mark Maier on what dates will work for him</p>	<p>To maybe approach new parent Sean Lock</p>
<p><b>Raffle</b></p>	<p>Guy Barker</p>	<p>To organise</p>	
<p><b>Posters</b></p>	<p>Kirsty Marks</p>	<p>To print off poster and ask people to distribute at next meeting</p>	
<p><b>Form for the auction</b></p>	<p>Maria Demetriou</p>	<p>Needs to have;          Name, email, phone number and description of item</p>	
<p><b>On the night</b></p>		<p>To make sure the PA system and microphones are set up          To have ushers making sure there are no gaps between seats</p>	
<p><b>Volunteers</b></p>			<p>Alexia Hodgson</p>

Anthony Tasgal wants to know if he can say a few words at the Comedy Night about their patron Victoria Wood? – Kirsty to reply

### 3. International Night/Breakfast – TBC – June 9th

<b>Concept</b>	Maria Demetriou	Maria to connect with Mr P Rainey and confirm a date	<p><b>Night</b> - Families to bring food to share with all and entertainment            £10 entrance fee/£15 per family or may £5 adult £2 child            Children could be ambassadors for countries            Traditional dances – Irish/Greek/Break dancing/Hip hop            We could get groups of parents to represent different countries and work together to plan their menu.</p>
			<p>Breakfast – Maybe a sponsored run, the winning college has a breakfast – it was mentioned by Anne that the college leaders would have to be contacted in good time</p>
<b>Drinks licence</b>	Miriam Clark	To ask Sita to arrange when date is set	

## 4. Fortitude – 9<sup>th</sup> of July

<b>Rides</b>	Fabienne Canale	<p><b>Carters</b> unlikely to supply rides for Fortitude as they are looking for a weekend gig to maximise income.</p> <p>They have offered to either rent our field for the weekend and have big funfair or for us to run Fortitude alongside and we charge £1 for entry that we keep and they do all the marketing) as part of Fortitude. Said unlikely but that I would run it past committee/School.</p> <p>(Carters looking very hopeful for rides for Fireworks though if we run on the Thursday before)</p> <p><b>Danters</b> (who supplied rides last year for Fortitude) have approached us. (Waltzers &amp; Dodgems @ £4500)</p> <p>They were very professional to deal with but pretty expensive and as we are now booking earlier (availability was an issue last year), we may have more choice in the market. I will ask for their best price.</p> <p>To be aware that they are part of "Showmans Guild" which I understand may give rights over a pitch if it has been worked on by the same fairground operator for two consecutive years. Whether or not it depends if they receive the takings or we receive the is unclear. But the whole idea of placing the school in a situation whereby we were stuck with same operator who could then potentially hike up prices, makes me nervous.</p> <p><b>Other companies</b> from initial conversations, seem professional (will take up references if and when)</p> <p>I have spoken with Rides For Hire.com who are Sheffield based and have availability and offered rides at under £4000</p> <p>I have spoken with Rides For Hire.co.uk who are Essex based and have availability and offered rides for £4000</p> <p><b>Smaller rides/inflatables:</b></p> <p>There is also the possibility to source smaller rides/inflatables from these companies or to go back to 2015 supplier.</p> <p><b>What would be useful for me is to have some kind of agreement from Committee of how much we want to spend and to give me go-ahead to book the main rides so that we know we can proceed with 9th July for Fortitude.</b></p> <p><b>Also do we want to re-book Waltzers and Dodgems or something else? I am sure you would all agree that the Waltzers are to be repeated!</b></p>
<b>Site plan</b>	Chris Roche	
<b>Marquees</b>	Louise Gluckstein	Marquee – 2 ordered – 6 X 12 onto the grass
<b>PA system</b>	Lucy Butterworth	To organise with Bart and generator
<b>Music</b>		To liaise with Ms Ogilvy to organise music
<b>Ambulance</b>	Maria Demetriou	St Johns to be booked – 12.00 - 18.00

<b>Police</b>	Maria Demetriou		
<b>Drinks Licence</b>	Miriam Clark	Miriam has asked Sita McIntosh to set-up (sitamcintosh@gmail.com)	
<b>Stage</b>		Let's have a small stage – not too intimidating	
<b>Food stalls</b>		Kids food	
<b>Dog contest</b>	Claire Robinson	To catch up with Michelle Collins and see how to organise	
<b>Stalls</b>	Lucy Butterworth	25 stalls (not allowed to sell food or cake) Parents cake stall? No gazebos – bring your own Graffiti art? Maria knows an organisation that will organise all the stall for us	Stall holder – Karen ( <a href="mailto:karen@costelloe1.freeserve.co.uk">karen@costelloe1.freeserve.co.uk</a> ) Jewellery – Lucy will you reply??
<b>Tombola</b>		Need to make sure this doesn't stop people ordering from the bar Could we have the (0-5 wins)	
<b>Salads and BBQ???</b>			

Here are my comments for the Logistics and BBQ. I haven't had a chance to prepare the Bar comments. This will follow separately.

#### **My Role:**

I joined the Fortitude team quite late on. My initial responsibility was to organise the rota for the bar. However, due to the lack of volunteers, my responsibilities increased considerably and I effectively assumed responsibility for virtually all organisational matters for both the Bar and BBQ stalls. There was no comparative data from last year which I could use to determine quantities. In fact there was no FSA BBQ stall last year. Nilesh Goswani kindly gave some input regarding quantities for the Bar and BBQ based on 2,000 tickets being sold. Some of these budgeted numbers were subsequently revised (downwards in the case of no. of sausages and burgers to be purchased as it was felt that these were too optimistic; and upwards for certain drinks, e.g. water and lager as hot weather was forecast and there were 2 other FSA events for which unsold drinks could be used).

Obtaining volunteers for the bar was relatively easy. However, it took a little longer for the BBQ. This may be due to the fact that it wasn't run the previous year.

- **Ordering / Delivery Process**

Given the limited resources and size of the team, I opted for a home delivery service. However, due to the quantities required, I realised that it was by no means straightforward. What I didn't initially appreciate was that there was a restriction on quantities that could be ordered for items on offer. For example, certain brands of bottled water were restricted to 20 packs. The same applied to beers and rolls. As a result, and in order to get the best deals, it meant I had to use 2 home delivery companies (Tesco and Ocado). Whilst on line shopping has many advantages, and works well for our everyday shop, it is less suitable for substantial orders for an Event such as Fortitude. The main reasons for this being:

- Risk of Late Delivery. A delivery slot of 9-10 was chosen on the day of the event. Ocado arrived on time but Tesco phoned to say they were unable to fit everything on the van. After promising to be there by 11 they actually arrived at 11.40 just 20 minutes before the start of the event. As key items such as charcoal for BBQ and water, beer, soft drinks and ice were delivered so late it meant that alternative arrangements had to be made in order to start the BBQ. There was a delay to provide chilled drinks.
- Risk of Product Substitution. We were lucky that only a small number of items were substituted. A couple of hundred small bottles of water were replaced by 5 litre bottles of water and a pack of napkins (100) were replaced by a pack of 16. The water was rejected and the money refunded. Fortunately this was not critical as I had ordered a large quantity.
- Risk of Out-of-Stock. Fortunately this didn't happen.

Meat was ordered from the local butcher (Midhurst). Discussed more below

Whilst Eskimo Ice would have been a good option for the ice and has been used in previous years, it was decided not to use them as they could only offer a 3 hour delivery slot (due to high demand). Given that they are based in Vauxhall and only start at 9.00, this meant that the ice could have been delivered at 12.00 which was too late.

### **Recommendations:**

Home delivery service to be avoided and only to be used for non-essential items. In order to have greater control over the risk of out-of-stock, large orders can be placed directly with the store. That way you can at least communicate with them and manage the ordering process. With Home Delivery you have no idea whether there is a problem until it's too late.

If the school were to offer storage space a few days before the event (e.g. boiler room), then it would be preferable to arrange collection of non-perishable items in advance and stored accordingly.

Having responsibility for both stalls added to the logistical problems. It is recommended that the responsibilities are split in future, ideally with more than one person helping with the purchasing/collection given the quantities involved.

## **1. BBQ**

Feedback from the volunteers was solicited and has been incorporated in this note. There was a really good team of volunteers and they did a great job. There were 3 large BBQs that were dedicated to cooking meat and 1 for veggie. The challenge was to ensure a steady production of cooked food for a prolonged period (from 12.00-18.00). The BBQs were inspected prior to the event and were in a bit of a state. They required cleaning which took 2 hours (2 people). It was decided that meat would be sourced from Midhurst Butchers as we wanted to sell quality product and to help support a local business who has been supportive of the school over the years. Buying from Costco would clearly have been lower cost/lower quality.

After the order had been placed with Midhurst Butchers (and paid for), we received a very generous donation of 480 sausages and 350 chicken drumsticks from Fairfax Meadows (a food supplier for the school). It was decided at a meeting that we would decline the kind offer of the chicken (for health & safety reasons) as we could not assure cool storage and thorough cooking. We agreed to use the sausages as back-up in case we sold the existing stock (additional rolls were ordered to cover this contingency although only up to an additional amount of 200). As we did not sell all the Midhurst sausages we were unable to take advantage of this kind offer, which was unfortunate as this would have been close to £3 per sausage pure profit. Representatives from the company were there on the day and took pictures of the BBQ.

### **Budget**

**Total expenses were £655.** These comprised:

- meat £360 (plus £30 veggie option)
- rolls £165 (700)
- other £100 (charcoal, relishes, paper plates, etc.)

**Total budgeted sales: just under £2,000**

An initial order of 500 burgers and 500 sausages were placed with Midhurst several weeks ahead of the event. After further consideration it was agreed at a meeting to scale back the order to 300 of each, with an option to increase quantities if needed. Payment was made for the meat a week before the event in order to have greater flexibility on the day, so that anyone could collect. Prices were set at £3 for a burger or sausage and £2 for a veggie burger or sausage, which compared favourably to the cost per burger and sausage of 80p and 40p respectively. According to the budget, if all 600 had been sold this would have generated sales of £1,800 (£2,000 including veggie)

**Budgeted net profit: c. £1,300**

Based on the above sales assumptions and with costs essentially fixed at £655, we were hoping to generate a profit of well over £1,000. Profitability after costs of meat and veggie items but before miscellaneous costs (e.g. rolls, charcoal, etc.) of £267 by product line was estimated to be:

- £660 profit for burgers / margin 275%;
- £780 for sausages / 780% margin;
- £150 for veggie / 600% margin.



However, it is important to note that this is a best case scenario assumes that all items are sold at full price and none are given away to volunteers or helpers. Whilst the number of burgers/sausages given away was not closely monitored I think it was reasonable number and we have to accept that this goes on.

## **Actual Results**

### **Takings: £905**

According to Brian, takings for the BBQ were a disappointing £905, which is less than half the budgeted amount. As mentioned above the costs for running such a stall are largely fixed so that unsold, discounted or given away items will impact on profitability.

### **Provisional Net Profit: c.£250**

These numbers are provisional and still need to be confirmed by Brian but profit for the BBQ may be a little as £250. The possible reasons for this are mentioned below.

### **What worked well:**

- large quantities were cooked efficiently and the assembly team did a great job turning the orders around with minimum delay. Sliced baps/rolls were purchased to save assembly time (but is the more expensive option)
- Somebody brought several salads which were placed on the table with the relishes. This was much appreciated (please thank the donor(s)) and was extremely well received by early customers as it was included in the price (£3).
- There was some pro-active marketing by volunteers (taking orders from people sitting down). If things are slow it might be good to promote the stall.

### **What could have been done better:**

- It was a pity that the salads were deposited on the table with the salads as it was then difficult to charge for them. In future, it would help to know in advance that salads are going to be provided and we could have charged extra for them (e.g. +£1).
- Although the food was cooked efficiently, it probably worked too well so there were times when the cooked food was just sitting (in aluminium foil trays) and getting cold. Aluminium foil had been purchased for this purpose but was not opened. Food was sitting in the sun at times (waiting to be sold) until it was pointed out that it should be stored in the shade.
- Even with a reduced quantities of meat we still over-ordered. Of the 300 burgers and 300 sausages that were ordered from Midhurst (scaled back from 500 of each) plus 100 veggie (sausages/burgers) there were estimated to be 50 sausages and 50 burgers and a small number of veggie left over, even after they were heavily discounted.
- At 5.00, it was decided to reduce the price to clear the stock. Everything was reduced to £1. Sales did pick up after the announcement but not enough to clear everything.
- The timing of the Fairfax meat donation was very unfortunate as it was only offered a few days prior to the event. If we had known that this was going to be offered we may have only ordered burgers from Midhurst to maximise profit. As we did not see the sausages, they were kept in the school kitchen, we do not know their size or quality but it is something to bear in mind for the future.

### **Recommendations:**

- A physical count did not take place at the end. The remaining stock was estimated by the volunteers who helped clear up. I would recommend that there is a physical check in the future to help with future planning.
- The amount of discount was probably too much. It might have been better to have reduced to £2 and then £1 nearer to the end.
- Offering salads would probably result in higher sales.
- As mentioned sales/profitability were much lower than anticipated. Despite: (i) having a good quality product sourced from the local butcher, (ii) reducing the quantity of meat units ordered (plus rolls) to 600, and (iii) selling at very competitive prices (I understand that Tetherdown sold inferior quality meat at its summer fair for £4), this still proved overly optimistic. A number of factors may have contributed to this under-achievement:

\* too much competition (4 food vendors). This was probably the most important. Should the FSA run a stall next year and run the risk of making a small profit or would it be better to charge £150 and get another food vendor in with no risk?

\* due to the wind it was not possible to put up the sign advertising the stall. It was decided to locate the stall away from the other food vendors so that it was closer to the stage and bar. It is unclear whether this played a part in the reduced sales (probably not). I think it may have helped if the stall had been better advertised, e.g. an announcement over the loud speaker every now and again, informing everyone that we have a quality product from our local butcher selling at a competitive price.

\* As there wasn't the stampede that we were hoping for, it probably wouldn't have made too much difference if we had opted for cheaper rolls/baps that weren't pre-sliced.

\* Best guess of quantities to be ordered for a future event would be closer to 100-150 of each. Unlike the bar where certain unsold items may be returned this does not apply to meat. Any unsold item will hit the bottom line. Better to sell out and make a healthy profit than to run the risk of unsold food or be forced to sell at a discount. As there is a big difference in cost for burgers and sausages (80p versus 40p), and therefore profit margin, it would be more profitable to order more sausages than burgers.

\* £3 is very good value especially if you are offering a quality product. Consideration should be given to increasing the price to £4 and ordering fewer.

Most of the comments above look at this from a purely financial perspective. As mentioned by other team members, it was decided early on that this event wasn't going to be just about making money but to make it more affordable for those that attend, especially families. I think we certainly achieved this with our offering as it was certainly value for money and hopefully contributed to the success of the event. Obviously a balance needs to be achieved.

Keith

## 5. Fireworks – 3<sup>rd</sup> of November

Rides	Lucy Butterworth		