



Beehive Centre, Burgess Hill
Cash Flow plan

DRAFT

27 January 2020





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1. Introduction

This report presents a cash flow plan based on the accompanying report 'FEI Beehive Centre Financial Business plan and operating risk assessment'. The three year Financial Business Plan contained in that report provides the inputs for the cash flow plan and is shown in summary below:

			Year 1	Year 2	Year 3
			£	£	£
INCOME					
Council Grant			120,000	95,000	80,000
Auditorium hire/own promotions			98,014	126,423	149,712
Auditorium F&B			134,750	188,271	236,146
Other room hire			8,236	12,354	16,472
Other rooms: F&B			6,118	9,176	12,235
Administration fees			10,909	13,246	15,584
Donations			7,261	8,817	10,373
Other			7,280	8,840	10,400
TOTAL INCOME			392,568	462,127	530,922
COST OF SALES					
Auditorium hire/own promotions (staff)			45,939	60,959	73,961
Auditorium F&B - Goods			86,581	125,300	162,155
Auditorium F&B - Staff			16,483	20,232	22,520
Other rooms F&B goods			2,041	3,062	4,083
TOTAL COST OF SALES			151,045	209,553	262,719
GROSS PROFIT					
Council Grant			120,000	95,000	80,000
Auditorium hire/own promotions			52,075	65,463	75,751
Auditorium F&B			31,686	42,740	51,471
Other room hire			8,236	12,354	16,472
Other rooms: F&B			4,076	6,114	8,152
Administration fees			10,909	13,246	15,584
Donations			7,261	8,817	10,373
Other			7,280	8,840	10,400
TOTAL GROSS PROFIT			241,523	252,574	268,203
Permanent staff costs			138,012	138,012	138,012
Overheads			100,708	113,297	125,885
Surplus/Deficit (EBITDA)			2,804	1,266	4,306
Sinking Fund			- 50,000	- 50,000	- 50,000
Surplus/Deficit after sinking fund			- 47,196	- 48,734	- 45,694



2. Approach and Assumptions

The Cash Flow plan assumes an opening cash balance of nil but with the inflow of Year 1 funding from BHTC on day 1 of the year.

Key line-by-line assumptions are as follows:

- BHTC: year 1 funding in full at beginning of period. Years 2 and 3 50% in month 1 and 50% in month 7
- Auditorium hire/own promotions: performances are scheduled as follows (full year of operation; year 3)

			Months/phasing	Days
Amateur productions (Hires)	panto		Dec/Jan	25
	summer show		July	7
	musical theatre		Oct/March	14
	choral concerts		Dec/April	2
	classical		May/Nov	2
Showcase productions (Hires)	Academy		June/Jul/Mar	9
	workshop		Oct/April	15
	stage school		Aug	8
	dance school		Aug	8
Music/Comedy/Theatre Hire	music		Oct-Dec; Feb-May	20
	Ariel Theatre		Sep	6
Own promotions	music/comedy		Oct-Dec; Feb-May	30

Where hire/own promotion days are spread over more than one month they are distributed evenly for the purposes of the model.

- Auditorium Private Hire income is phased evenly across the year
- Auditorium private and production hire fees are paid one month in advance of event, with the exception of events in period 1 of year 1 (where the income is received in the month of the event)
- Ticket income collected on behalf of third parties is remitted to client in same month as receipt (i.e. no net effect on cash flow plan in a given period)
- Ticket income from own promotions takes place in same month as performance
- Other room hire is phased evenly across the year
- Income from recharges of staff costs to third party hirers is received in same month as event



- F&B income is received in line with phasing in table above for third party production auditorium hires, and phased evenly across year for auditorium private hires and other room hires.
- Admin/booking fees, donations and other income are phased evenly across the year and cash inflow takes place in period in which accounted for.
- Casual staff cost outflows take place in same period as related event (per table above) and are phased evenly for auditorium private events
- F&B goods and staff costs of sale outflows take place in same period as for F&B inflows.
- Permanent staff costs are phased evenly across the year
- Operating costs and overheads are phased evenly across the year
- As for the Financial Business Plan, years 1 and 2 cash inflows and outflows are calculated on the basis of % reductions, using year 3 as the 100% baseline, as follows:

	Year 1	Year 2
Amateur productions	90%	100%
Showcase production	75%	85%
Music/Comedy: hire	50%	75%
Music/Comedy: own promotion	80%	100%
Private Hire	50%	75%
Other room hire	50%	75%
Administration fees	70%	85%
Donations	70%	85%
Other	70%	85%
Permanent staff costs	100%	100%
Overheads	80%	90%

- Output VAT at 20% is calculated on all income with the exception of the Council funding and donations
- Input VAT at 20% is calculated on Overheads
- VAT returns are accounted for on standard calendar quarters with the related cash flow taking place 2 periods after the quarter end.



3. Cash Flow Plan: summary and observations

Summary

	Total Year 1	Total Year 2	Total Year 3
	£	£	£
INFLOWS			
Council Grant	120,000	95,000	80,000
Total Auditorium Productions	73,371	88,458	98,711
Total Auditorium Private Events	28,687	39,312	51,000
Total F&B: Auditorium Productions	53,456	66,330	73,558
Total F&B: Auditorium Private Events	81,293	121,940	162,587
Other room hire	9,266	12,697	16,472
Other room hire F&B	6,118	9,176	12,235
Admin/booking fee	10,909	13,246	15,584
Donations	7,261	8,817	10,373
Other income	7,280	8,840	10,400
TOTAL INFLOWS before VAT	397,641	463,817	530,920
OUTPUT VAT	54,076	72,000	88,109
TOTAL INFLOWS including VAT	451,717	535,817	619,029
OUTFLOWS			
Total Auditorium Productions	31,615	39,474	45,313
Total Auditorium Private Events	14,323	21,485	28,647
Auditorium F&B - Goods	17,641	21,889	24,274
Auditorium F&B private events - Goods	68,940	103,410	137,881
Total Auditorium F&B - Staff	16,483	20,232	22,520
Other rooms F&B goods	2,041	3,062	4,083
Permanent Staff	138,012	138,012	138,012
Operating costs and overheads	100,708	113,297	125,885
TOTAL OUTFLOWS before VAT	389,764	460,860	526,615
INPUT VAT	20,142	22,659	25,177
TOTAL OUTFLOWS after VAT	409,905	483,520	551,792
VAT Returns	- 25,766	- 45,345	- 59,931
NET INFLOW/OUTFLOW	16,045	6,952	7,307
OPENING CASH	-	16,045	22,998
CLOSING CASH	16,045	22,998	30,305

The summary table above shows cash flows and opening/closing balances for each of years 1 to 3.

Observations:

- The cash low point is at the end of year 1 (£16,045), and the high point in month 1 of year 3 (£62,278).
- The model benefits from the positive VAT profile of the business, i.e. consistently more output VAT is collected and paid over than input VAT deducted.
- The assumption that own promotion income is all received in the period of the performances is conservative. It is possible that some advance ticket sales would take place in prior periods.



The closing balance at the end of year 3 can be expressed/validated as follows:

	£
Trading surpluses years 1-3	8,376
VAT Creditor at end of Year 3	15,166
Hire fees in advance: private events	4,250
Hire fees in advance: production hire	1,143
Hire fees in advance: other room hires	1,373
roundings	(3)
Total	30,305



4. Cash Flow Plan: detailed annual schedules

a. Year 1

		Year 1													
		April	May	June	July	August	September	October	November	December	January	February	March	Total Year 1	
		£													
INFLOWS															
Council Grant		120,000												120,000	
Auditorium: productions															
Amateur productions (Hires)	panto	Dec/Jan	-	-	-	-	-	-	4,500	5,216	716	-	-	10,432	
	summer show	July	-	-	2,520	716	-	-	-	-	-	-	-	3,236	
	musical theatre	Oct/March	-	-	-	-	-	2,520	859	-	-	2,520	859	6,758	
	choral concerts	Dec/April	143	-	-	-	-	-	-	360	143	-	360	1,006	
	classical	May/Nov	360	143	-	-	-	-	360	143	-	-	-	1,006	
Showcase productions (Hires)	Academy	June/Jul/Mar	-	900	2,016	1,116	-	-	-	-	-	900	1,116	6,049	
	workshop	Oct/April	2,790	-	-	-	-	1,500	2,790	-	-	-	1,500	8,581	
	stage school	Aug	-	-	-	2,400	955	-	-	-	-	-	-	3,355	
	dance school	Aug	-	-	-	2,400	955	-	-	-	-	-	-	3,355	
Music/Comedy/Theatre Hire	music	Oct-Dec; Feb-May	1,979	836	-	-	-	571	1,408	1,408	836	571	1,408	10,712	
	Ariel Theatre	Sep	-	-	-	-	-	2,688	-	-	-	-	-	2,688	
	music/comedy	Oct-Dec; Feb-May	2,313	2,313	-	-	-	-	2,313	2,313	2,313	-	2,313	16,193	
Total Auditorium Productions			7,586	4,193	4,536	6,633	1,910	7,279	7,731	8,724	8,509	1,287	7,141	73,371	
Auditorium Private Events															
	Wedding Receptions		2,500	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	16,875	
	Dinners/Parties		750	375	375	375	375	375	375	375	375	375	375	5,063	
	Conferences		417	208	208	208	208	208	208	208	208	208	208	2,813	
	Other		583	292	292	292	292	292	292	292	292	292	292	3,938	
Total Auditorium Private Events			4,250	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	28,687	
Total F&B: Auditorium Productions			6,229	4,354	750	3,000	4,000	2,175	8,479	4,354	6,604	2,250	3,904	53,456	
Food and Beverage: Auditorium Private Events															
	Wedding Receptions		4,694	4,694	4,694	4,694	4,694	4,694	4,694	4,694	4,694	4,694	4,694	56,333	
	Dinners/Parties		1,463	1,463	1,463	1,463	1,463	1,463	1,463	1,463	1,463	1,463	1,463	17,550	
	Conferences		542	542	542	542	542	542	542	542	542	542	542	6,500	
	Other		76	76	76	76	76	76	76	76	76	76	76	910	
Total F&B: Auditorium Private Events			6,774	6,774	6,774	6,774	6,774	6,774	6,774	6,774	6,774	6,774	6,774	81,293	
Other room hire			1,373	686	686	686	686	686	686	686	686	686	686	9,266	
Other room hire F&B			510	510	510	510	510	510	510	510	510	510	510	6,118	
Admin/booking fee			909	909	909	909	909	909	909	909	909	909	909	10,909	
Donations			605	605	605	605	605	605	605	605	605	605	605	7,261	
Other income			607	607	607	607	607	607	607	607	607	607	607	7,280	
TOTAL INFLOWS before VAT			148,843	20,764	17,503	21,849	18,126	21,671	28,426	25,295	27,330	15,754	23,262	397,641	
OUTPUT VAT			5,648	4,032	3,380	4,249	3,504	4,213	5,564	4,938	5,345	3,030	4,531	54,076	
TOTAL INFLOWS including VAT			154,491	24,795	20,882	26,098	21,630	25,884	33,991	30,233	32,674	18,784	27,793	451,717	
OUTFLOWS															
Auditorium: productions															
Amateur productions	Casual staff costs														
	panto		-	-	-	-	-	-	-	716	716	-	-	1,432	
	summer show		-	-	-	716	-	-	-	-	-	-	-	716	
	musical theatre		-	-	-	-	-	-	859	-	-	-	859	1,718	
	choral concerts		143	-	-	-	-	-	-	-	143	-	-	286	
	classical		-	143	-	-	-	-	-	-	143	-	-	286	
Showcase productions	Academy		-	-	1,116	1,116	-	-	-	-	-	-	1,116	3,349	
	workshop		2,790	-	-	-	-	-	2,790	-	-	-	-	5,581	
	stage school		-	-	-	-	955	-	-	-	-	-	-	955	
	dance school		-	-	-	-	955	-	-	-	-	-	-	955	
Music/Comedy/Theatre Hire	music		836	836	-	-	-	-	836	836	836	-	836	5,855	
	Ariel Theatre		-	-	-	-	-	1,488	-	-	-	-	-	1,488	
	music/comedy		1,285	1,285	-	-	-	-	1,285	1,285	1,285	-	1,285	8,994	
Total Auditorium Productions			5,055	2,264	1,116	1,832	1,909	1,488	5,771	2,264	2,980	716	2,121	31,615	
Auditorium Private Events															
	Wedding Receptions		640	640	640	640	640	640	640	640	640	640	640	7,686	
	Dinners/Parties		197	197	197	197	197	197	197	197	197	197	197	2,363	
	Conferences		148	148	148	148	148	148	148	148	148	148	148	1,781	
	Other		208	208	208	208	208	208	208	208	208	208	208	2,493	
Total Auditorium Private Events			1,194	1,194	1,194	1,194	1,194	1,194	1,194	1,194	1,194	1,194	1,194	14,323	
Auditorium F&B - Goods			2,056	1,437	248	990	1,320	718	2,798	1,437	2,179	743	1,288	17,641	
Auditorium F&B private events - Goods			5,745	5,745	5,745	5,745	5,745	5,745	5,745	5,745	5,745	5,745	5,745	68,940	
Auditorium F&B - Staff															
	F&B-Amateur productions		168	168	-	842	-	-	1,011	168	1,011	842	-	5,223	
	F&B-Showcase productions		684	-	274	274	1,460	-	684	-	-	-	274	3,650	
	F&B-Music/Comedy: Hire		259	259	-	-	-	477	259	259	259	-	259	2,293	
	F&B: Music/Comedy: own promotion		642	642	-	-	-	-	642	642	642	-	642	4,493	
	F&B: Private Hire		69	69	69	69	69	69	69	69	69	69	69	824	
Total Auditorium F&B - Staff			1,823	1,138	342	1,185	1,529	546	2,665	1,138	1,981	911	970	16,483	
Other rooms F&B goods			170	170	170	170	170	170	170	170	170	170	170	2,041	
Permanent Staff			11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	138,012	
Operating costs and overheads			8,392	8,392	8,392	8,392	8,392	8,392	8,392	8,392	8,392	8,392	8,392	100,708	
TOTAL OUTFLOWS before VAT			35,936	31,842	28,708	31,009	31,760	29,754	38,236	31,842	34,143	29,372	31,382	389,764	
INPUT VAT			1,678	1,678	1,678	1,678	1,678	1,678	1,678	1,678	1,678	1,678	1,678	20,142	
TOTAL OUTFLOWS after VAT			37,614	33,520	30,387	32,688	33,439	31,432	39,915	33,520	35,821	31,050	33,060	409,905	
VAT Returns							8,023.45		6,930.70			10,811.76		25,766	
NET INFLOW/OUTFLOW			116,877	- 8,725	- 9,505	- 6,590	- 19,832	- 5,548	- 5,924	- 10,218	- 3,147	- 12,267	- 16,079	- 2,997	
OPENING CASH			0	116,877	108,152	98,647	92,058	72,225	66,677	60,753	50,535	47,388	35,121	19,043	
CLOSING CASH			116,877	108,152	98,647	92,058	72,225	66,677	60,753	50,535	47,388	35,121	19,043	16,045	



b. Year 2

		Year 2												Total Year 2
		April	May	June	July	August	September	October	November	December	January	February	March	£
INFLOWS														
Council Grant		47500								47500				95,000
Auditorium: productions														
Amateur productions (Hire panto Dec/Jan		-	-	-	-	-	-	-	5,000	5,796	796	-	-	11,591
summer show/July		-	-	2,800	796	-	-	-	-	-	-	-	-	3,596
musical theatre/Oct/March		-	-	-	-	-	2,800	955	-	-	-	2,800	955	7,509
choral concert/Dec/April		159	-	-	-	-	-	-	400	159	-	-	400	1,118
classical May/Nov		400	159	-	-	-	-	400	159	-	-	-	-	1,118
Showcase productions (Hire Academy June/Jul/Mar		-	1,020	2,285	1,265	-	-	-	-	-	-	1,020	1,265	6,855
workshop Oct/April		3,162	-	-	-	-	1,700	3,162	-	-	-	-	1,700	9,725
stage school Aug		-	-	-	2,720	1,082	-	-	-	-	-	-	-	3,802
dance school Aug		-	-	-	2,720	1,082	-	-	-	-	-	-	-	3,802
Music/Comedy/Theatre Hire music Oct-Dec; Feb-May		2,112	1,255	-	-	-	857	2,112	2,112	1,255	857	2,112	2,398	15,068
Ariel Theatre Sep		-	-	-	-	-	4,032	-	-	-	-	-	-	4,032
Own promotions music/comedy Oct-Dec; Feb-May		2,892	2,892	-	-	-	-	2,892	2,892	2,892	-	2,892	2,892	20,241
Total Auditorium Productions		8,725	5,325	5,085	7,501	2,164	9,389	9,520	10,562	10,101	1,653	8,823	9,609	88,458
Auditorium Private Events														
Wedding Receptions		1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	23,125
Dinners/Parties		563	563	563	563	563	563	563	563	563	563	563	563	6,938
Conferences		312	312	312	312	312	312	312	312	312	312	312	312	3,854
Other		438	438	438	438	438	438	438	438	438	438	438	438	5,396
Total Auditorium Private Events		3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187	3,187	39,312
Total F&B: Auditorium Productions		7,801	5,676	850	3,350	4,533	3,263	10,301	5,676	8,176	2,500	5,176	9,026	66,330
Food and Beverage: Auditorium Private Events														
Wedding Receptions		7,042	7,042	7,042	7,042	7,042	7,042	7,042	7,042	7,042	7,042	7,042	7,042	84,500
Dinners/Parties		2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	26,325
Conferences		813	813	813	813	813	813	813	813	813	813	813	813	9,750
Other		114	114	114	114	114	114	114	114	114	114	114	114	1,365
Total F&B: Auditorium Private Events		10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	10,162	121,940
Other room hire		1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	12,697
Other room hire F&B		765	765	765	765	765	765	765	765	765	765	765	765	9,176
Admin/booking fee		1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	1,104	13,246
Donations		735	735	735	735	735	735	735	735	735	735	735	735	8,817
Other income		737	737	737	737	737	737	737	737	737	737	737	737	8,840
TOTAL INFLOWS before VAT		81,745	28,720	23,654	28,570	24,416	30,370	85,040	33,957	35,996	21,871	31,718	37,759	463,817
OUTPUT VAT		6,702	5,597	4,584	5,567	4,736	5,927	7,361	6,645	7,052	4,227	6,197	7,405	72,000
TOTAL INFLOWS including VAT		88,447	34,317	28,238	34,137	29,152	36,297	92,401	40,602	43,048	26,099	37,915	45,164	535,817
OUTFLOWS														
Auditorium: productions														
Casual staff costs														
Amateur productions														
panto		-	-	-	-	-	-	-	-	796	796	-	-	1,591
summer show		-	-	-	796	-	-	-	-	-	-	-	-	796
musical theatre		-	-	-	-	-	-	955	-	-	-	-	955	1,909
choral concerts		159	-	-	-	-	-	-	-	159	-	-	-	318
classical		-	159	-	-	-	-	-	159	-	-	-	-	318
Showcase productions														
Academy		-	-	1,265	1,265	-	-	-	-	-	-	-	1,265	3,795
workshop		3,163	-	-	-	-	-	3,163	-	-	-	-	-	6,325
stage school		-	-	-	-	1,082	-	-	-	-	-	-	-	1,082
dance school		-	-	-	-	1,082	-	-	-	-	-	-	-	1,082
Music/Comedy/Theatre Hire music		1,255	1,255	-	-	-	-	1,255	1,255	1,255	-	1,255	1,255	8,783
Ariel Theatre		-	-	-	-	-	2,232	-	-	-	-	-	-	2,232
Own promotions music/comedy		1,606	1,606	-	-	-	-	1,606	1,606	1,606	-	1,606	1,606	11,242
Total Auditorium Productions		6,182	3,020	1,265	2,061	2,164	2,232	6,978	3,020	3,815	796	2,861	5,080	39,474
Auditorium Private Events														
Wedding Receptions		961	961	961	961	961	961	961	961	961	961	961	961	11,528
Dinners/Parties		295	295	295	295	295	295	295	295	295	295	295	295	3,545
Conferences		223	223	223	223	223	223	223	223	223	223	223	223	2,672
Other		312	312	312	312	312	312	312	312	312	312	312	312	3,740
Total Auditorium Private Events		1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	21,485
Auditorium F&B - Goods		2,574	1,873	281	1,106	1,496	1,077	3,399	1,873	2,698	825	1,708	2,979	21,889
Auditorium F&B private events - Goods		8,618	8,618	8,618	8,618	8,618	8,618	8,618	8,618	8,618	8,618	8,618	8,618	103,410
Auditorium F&B - Staff														
F&B: Amateur productions		187	187	-	936	-	-	1,123	187	1,123	936	-	1,123	5,803
F&B: Showcase productions		776	-	310	310	1,655	-	776	-	-	-	-	310	4,137
F&B: Music/Comedy: Hire		389	389	-	-	-	715	389	389	389	-	389	389	3,440
F&B: Music/Comedy: own promotion		802	802	-	-	-	-	802	802	802	-	802	802	5,616
F&B: Private Hire		103	103	103	103	103	103	103	103	103	103	103	103	1,236
Total Auditorium F&B - Staff		2,257	1,482	413	1,349	1,758	818	3,193	1,482	2,418	1,039	1,294	2,728	20,232
Other rooms F&B goods		255	255	255	255	255	255	255	255	255	255	255	255	3,062
Permanent Staff		11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	138,012
Operating costs and overheads		9,441	9,441	9,441	9,441	9,441	9,441	9,441	9,441	9,441	9,441	9,441	9,441	113,297
TOTAL OUTFLOWS before VAT		42,620	37,980	33,564	36,121	37,023	35,733	45,176	37,980	40,537	34,265	37,469	42,392	460,860
INPUT VAT		1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	22,659
TOTAL OUTFLOWS after VAT		44,508	39,868	35,453	38,009	38,912	37,621	47,064	39,868	42,425	36,153	39,357	44,281	483,520
VAT Returns		-	8,168.44	-	-	-	11,218.06	-	10,565.54	-	15,392.98	-	-	45,345
NET INFLOW/OUTFLOW		43,939	- 13,720	- 7,215	- 3,872	- 20,977	- 1,324	45,337	- 9,832	623	- 10,055	- 16,835	884	6,952
OPENING CASH		16,045	59,984	46,265	39,050	35,177	14,200	12,876	58,213	48,381	49,004	38,949	22,114	16,045
CLOSING CASH		59,984	46,265	39,050	35,177	14,200	12,876	58,213	48,381	49,004	38,949	22,114	22,998	22,998



c. Year 3

		Year 3												Total Year 3
		April	May	June	July	August	September	October	November	December	January	February	March	£
INFLOWS														
Council Grant		40,000						40,000						80,000
Auditorium: productions														
Amateur productions (Hilipanto)	Dec/Jan								5,000	5,796	796			11,591
	summer show			2,800	796									3,596
	musical theatre						2,800	955				2,800	955	7,509
	choral concerts	159							400	159			400	1,118
	classical	400	159						400	159				1,118
Showcase productions (Hilipanto)	Academy workshop	3,721	1,200	2,688	1,488							1,200	1,488	8,065
	stage school					3,200	1,273							4,473
	dance school					3,200	1,273							4,473
Music/Comedy/Theatre	music	2,816	1,673					1,143	2,816	2,816	1,673	1,143	2,816	19,710
	Ariel Theatre							5,376						5,376
Own promotions	music/comedy	2,892	2,892						2,892	2,892	2,892		2,892	20,241
Total Auditorium Productions		9,987	5,923	5,488	8,684	2,546	11,319	10,782	11,266	10,519	1,938	9,707	10,550	98,711
Auditorium Private Events														
	Wedding Receptions	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
	Dinners/Parties	750	750	750	750	750	750	750	750	750	750	750	750	9,000
	Conferences	417	417	417	417	417	417	417	417	417	417	417	417	5,000
	Other	583	583	583	583	583	583	583	583	583	583	583	583	7,000
Total Auditorium Private Events		4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	51,000
Total F&B: Auditorium Productions		8,768	6,268	1,000	3,500	5,333	4,350	11,268	6,268	8,768	2,500	5,768	9,768	73,558
Food and Beverage: Auditorium Private Events														
	Wedding Receptions	9,389	9,389	9,389	9,389	9,389	9,389	9,389	9,389	9,389	9,389	9,389	9,389	112,667
	Dinners/Parties	2,925	2,925	2,925	2,925	2,925	2,925	2,925	2,925	2,925	2,925	2,925	2,925	35,100
	Conferences	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	13,000
	Other	152	152	152	152	152	152	152	152	152	152	152	152	1,820
Total F&B: Auditorium Private Events		13,549	13,549	13,549	13,549	13,549	13,549	13,549	13,549	13,549	13,549	13,549	13,549	162,587
Other room hire		1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	1,373	16,472
Other room hire F&B		1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	12,235
Admin/booking fee		1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	1,299	15,584
Donations		864	864	864	864	864	864	864	864	864	864	864	864	10,373
Other income		867	867	867	867	867	867	867	867	867	867	867	867	10,400
TOTAL INFLOWS before VAT		81,976	35,412	29,709	35,405	31,100	38,890	85,271	40,755	42,508	27,659	38,696	43,539	530,920
OUTPUT VAT		8,222	6,910	5,769	6,908	6,047	7,605	8,881	7,978	8,329	5,359	7,566	8,535	88,109
TOTAL INFLOWS including VAT		90,198	42,322	35,478	42,313	37,147	46,495	94,152	48,733	50,836	33,018	46,262	52,074	619,029
OUTFLOWS														
Auditorium: productions														
Amateur productions	casual staff costs													-
	panto										796	796		1,591
	summer show				796									796
	musical theatre												955	1,909
	choral concerts	159								159				318
	classical		159						159					318
Showcase productions	Academy workshop	3,721		1,488	1,488								1,488	4,465
	stage school										3,721			7,441
	dance school													1,273
Music/Comedy/Theatre	music	1,673	1,673						1,673	1,673	1,673		1,673	11,710
	Ariel Theatre							2,976						2,976
Own promotions	music/comedy	1,606	1,606						1,606	1,606	1,606		1,606	11,242
Total Auditorium Productions		7,159	3,438	1,488	2,284	2,546	2,976	7,954	3,438	4,234	796	3,279	5,722	45,313
Auditorium Private Events														
	Wedding Receptions	1,281	1,281	1,281	1,281	1,281	1,281	1,281	1,281	1,281	1,281	1,281	1,281	15,371
	Dinners/Parties	394	394	394	394	394	394	394	394	394	394	394	394	4,727
	Conferences	297	297	297	297	297	297	297	297	297	297	297	297	3,562
	Other	416	416	416	416	416	416	416	416	416	416	416	416	4,987
Total Auditorium Private Events		2,387	2,387	2,387	2,387	2,387	2,387	2,387	2,387	2,387	2,387	2,387	2,387	28,647
Auditorium F&B - Goods		2,893	2,068	330	1,155	1,760	1,436	3,718	2,068	2,893	825	1,903	3,223	24,274
Auditorium F&B private events - Goods		11,490	11,490	11,490	11,490	11,490	11,490	11,490	11,490	11,490	11,490	11,490	11,490	137,881
Auditorium F&B - Staff														
	F&B:Amateur productions	187	187	-	936	-	-	1,123	187	1,123	936	-	1,123	5,803
	F&B:Showcase productions	913	-	365	365	1,947	-	913	-	-	-	-	365	4,867
	F&B:Music/Comedy: Hire	519	519	-	-	-	954	519	519	519	-	519	519	4,586
	F&B: Music/Comedy: own promotion	802	802	-	-	-	-	802	802	802	-	802	802	5,616
	F&B: Private Hire	137	137	137	137	137	137	137	137	137	137	137	137	1,647
Total Auditorium F&B - Staff		2,558	1,646	502	1,438	2,084	1,091	3,494	1,646	2,582	1,073	1,458	2,947	22,520
Other rooms F&B goods		340	340	340	340	340	340	340	340	340	340	340	340	4,083
Permanent Staff		11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501	138,012
Operating costs and overheads		10,490	10,490	10,490	10,490	10,490	10,490	10,490	10,490	10,490	10,490	10,490	10,490	125,885
TOTAL OUTFLOWS before VAT		48,819	43,361	38,530	41,086	42,599	41,712	51,376	43,361	45,918	38,903	42,850	48,101	526,615
INPUT VAT		2,098	2,098	2,098	2,098	2,098	2,098	2,098	2,098	2,098	2,098	2,098	2,098	25,177
TOTAL OUTFLOWS after VAT		50,917	45,459	40,628	43,184	44,697	43,810	53,474	45,459	48,016	41,001	44,948	50,199	551,792
VAT Returns			12,164				14,606			14,266			18,894	59,931
NET INFLOW/OUTFLOW		39,280	- 15,301	- 5,149	- 871	- 22,156	2,685	40,678	- 10,992	2,821	- 7,983	- 17,579	1,875	7,307
OPENING CASH		22,998	62,278	46,977	41,828	40,957	18,800	21,485	62,164	51,171	53,992	46,009	28,430	22,998
CLOSING CASH		62,278	46,977	41,828	40,957	18,800	21,485	62,164	51,171	53,992	46,009	28,430	30,305	30,305