

Notes for Meeting House Management Committee

Wednesday 9 December, 5 pm, 7 Victoria Terrace

Attendance: Henry, Laragh, Sammi, Andy, Rachel, Jackie, JP, Katrina

1. Convenor's report

Trustees between meetings decision 2024-11-12

Neil Turner (Chair of Trustees) has secured a between meetings decision agreeing in principle to maintain the current staff salary uplift throughout Dec. A confirmatory minute will be made at the next Trustees meeting on 14th Jan.

Further member for MHMC

Henry approached Dan to ask if any of the young friends group might consider putting their name forward. No reply heard back as yet.

Clan Gordon and rental of 3F2

Henry has been in touch with Clan Gordon and discovered that our previous contact no longer works for the firm. They are now saying that they don't have capacity to take on new letting agreements in the New Year as previously hoped and that there is no timeframe available for when this might change.

COVID-19 Enquiry

The Scottish Government Covid 19 Enquiry has been in touch with General Meeting to request documentation that provides evidence for the impact on us of both the pandemic and the Government's handling of it. Henry and Laragh, as co-convenors of the safety committee at the time, have undertaken to share documents with the relevant people.

2. Managers' report

Staff Development

Sammi and Andy have done a power of work in producing papers and financial projections for a suggested development path for Majk and Ellie (attached). It draws on extended conversations with both of them, taking into account their preferences for number of working hours per week, career progression and work life balance. It also ensures there is sufficient cover for the meeting house at a management level and that on call rotas are covered as well as day to day running of the building.

The proposal is that Majk takes a sideways step with no uplift in salary (after the current interim management uplift comes to an end) and a reduction in hours to 2 days a week but a change in his job description to free up some of his time to work on specific projects as agreed with the Managers.

Ellis would then be promoted to the Assistant Manager role, increasing her hours to 3 days per week and receiving the Assistant Manager salary.

Ken has requested no change to either his role or his working hours.

Some questions were clarified:

- The figures in the spreadsheet are based on the new Real Living Wage uplift that came into effect on 1st Nov 2024. They do not include the current interim management uplift.
- We were assured that Majk's new role will fit comfortably in 2 days a week.

- We decided together that a trial period for Majk's role of 6 months with a review at 3 months would be appropriate

ACTION: Henry will email Management Committee on Wednesday evening with a proposal to accept this suggested way forward and if no one objects by Thursday evening, Sammi and Andy will be given the go ahead to inform staff and start ironing out the details, returning to us if they need any further guidance.

Holiday Cover

Sammi and Andy have arranged an on call rota with Majk for the 2 week holiday period

Christmas opening

The meeting house will be closed to external hirers between Mon 23rd Dec and Sat 4th Jan inclusive. If a last minute booking comes in for Sat 4th Jan, the building will be opened earlier. Local meeting will hold meeting for worship on the 22nd and the 29th Dec with staff cover as usual and on the 25th Dec with no staff cover and John Philips opening and locking up the meeting house.

Carpet Situation

Ken has cleaned the red stains from the carpet and the result is very satisfactory. Beltane Fire Society will be charged a nominal cleaning fee of £25 for staff time and cleaning consumables. It has been established that the black marks can't have been caused by BFS and also that they don't warrant a change in carpet tile.

Casual staff

Definitely still not looking to recruit at this time. Sammi and Andy will monitor closely.

Summer 2025

Hartley Kemp from C Arts is meeting with Henry, Sammi and Andy on Monday 16th Dec to discuss a) retrospective financial 'mop up' post Fringe 2024 and b) proposals for Fringe 2025.

Fringe 2024 was challenging on lots of levels but many issues arose from C Arts chaotic approach to managing their venues and the impact on our staff and building was high. We also have a concern about C's treatment of staff and volunteers and have heard from Sammi that their treatment of artists is also not good.

Specific issues to be addressed during the 'mop up':

- Changes to the IMMS security system
- The voice in the lift
- Blinds in the meeting room (proving very difficult to fix and all 8 may simply need to be replaced)
- Changes to the fire alarm system that proved ultimately futile (Hartley may be looking for financial reimbursement for this but we don't believe this is necessary)
- Electricity usage hasn't yet been billed for
- Other issues that won't have a financial implication but should be taken into account include damage to carpets and the use of blu-tack on the walls

Majk has been researching other options for use of the building during Aug 2025 and there are 3 on the table at present (see attached):

Momentum – a project that brings international delegates to the Fringe – are looking for office/hot desking /events space. Up to 24 days in the Meeting Room, Library and Creche with occasional use of the Hall. Very low impact, frees up part of the building for other uses, both Quaker and non-Quaker.

Greenside – another production company – could be looking for a small expansion in 2025, just using the Hall, with possible further expansion in 2026 into the rest of the building. They are keen to know if we would accept alcohol in the building as part of the lease as this is a big money maker for them. They would like an answer on this before Christmas. Their use would be higher impact on staff and the building but we know them to be better organised than C.

C Arts – a return of C Alto to the building. The highest impact option on the table and one that would need careful managing.

Everyone was very clear that Momentum seems to be the best fit for us and that we should start a serious conversation with them as soon as possible. We discussed starting negotiations based on our room hire prices at a 10% discount – this works out at just under £18,000 for 24 days hire but we would be willing to go as low as £15,000 to secure the business.

ACTION: Sammi and Andy to approach Momentum with a proposal and progress the conversation.

The committee was also reasonably responsive to Greenside, particularly for the possibility of future years. The question of alcohol on meeting house premises however needs to be taken by AM. The next AM isn't until 20th Jan so we can't make a decision in time for Greenside for 2025.

ACTION: Henry to add the question of consuming and selling alcohol on our premises to the AM agenda for Jan.

ACTION: Sammi and Andy to explain situation to Greenside and let them know we're considering the alcohol question for future years.

C Arts is the least favoured option on the table but we felt that Hartley should be given the opportunity to make a proposal.

ACTION: Henry, Sammi and Andy to let Hartley know that we are exploring other options for Fringe 2025 but that we are willing to hear from him regarding what he's looking for and what's he's prepared to pay for it.

Finances

Income and expenditure

Thanks to Heather for producing the monthly income and expenditure sheet for 2024. This shows that while our income has exceeded our budgeted figures, our expenditure has also gone above budget considerably. We have a net deficit but it is not as high as budgeted for.

Legacy

Sue Freshwater's estate has cleared probate, and SESAM have received nearly 320,000GBP

Any other business

Northern Friends Peace Board have approached us for a free or heavily discounted room hire.

ACTION: Jackie will do some research on previous donations in kind to them of this type and Henry will take the decision to AM.

Young Friends General Meeting will be using the meeting house for a weekend in 2025 and they have asked for a steer on what level their donation should be at. The market rent for the space they're using would be in the region of £400. We agreed to ask them for a donation of £250, if they can afford it.

ACTION: Sammi and Andy to relay this information.

Time without staff

Cover on 30 December

Sammi and Andy have found they are unable to cover the on call rota on the evening of 30th Dec and have asked if it would be possible for management committee to help. Henry and Rachel have indicated that they are able to cover with Henry as first port of call and Rachel as back up.

Date of next meeting

Not discussed

Changes to Staffing 2025

Proposal

Summary

- 1) We would like to proceed with “side promoting” Majk - *exact title tbc**.
- 2) We would like to proceed with promoting Ellie to AM in Majk’s place.
- 3) We believe this would be a net positive for both the Meeting House and its Staff; Majk would like to work less and adapt his role, Ellie is keen to work as AM, the MH would gain another member of the management team and better structural security. Plus it will cut *some* staffing costs and staffing hours which we think the MH can absorb. MHM will monitor this and if the need for more staffing arises will alert MHMC.

Breakdown of Roles

Changing Majk’s role and job title

Pros for us - We get someone who can be more dedicated in seeing through major projects whilst the rest of the management team are busy with day to day stuff, which is especially useful in this early stage of S&A working here. We get to work further with Majk and we get to promote Ellie, who is very suitable for the role. More harmonious team.

Pros for Majk - He gets the life readjustment he wants (less hours) and gets to go “sideways” as opposed to down. He gets more fulfilling work.

Cons for Us - It is a somewhat of an unknown venture and we don’t yet know how suitable Majk is for this kind of role. He has requested this change, and MHM would like to support this, but we would also like to have a probationary period in case of any issues. This is also possibly preparing him and his CV for departure from here, which may be unavoidable anyway, but will be a bit of a struggle in the short term at least.

Cons for Majk - Less money. A change of pace - there will potentially be times when things have to be completed quickly due to shifting deadlines. The outside possibility of redundancy if this change does not work out and the AM position is filled by Ellie.

Things to note:

- We don’t think there will be an issue of Majk not having time to do this role alongside other things, we’ve already discussed this with him and have agreed with him that once the bookings and finances are lifted from him he should have capacity. S&A also think

they can streamline and cut out some time spent with both of these areas, as well as others. Having Ellie onboard as AM will be of great help here too.

- We will need to have a chat with him about how this role will require a change in terms of pace and expectations. Considering the nature of the role and how it relates to the committee there might be more sudden “this needs doing urgently” type situations. This rescheduling of the committee meeting this month is a perfect example of how this could happen.

Our thoughts on dealing with the issues

- We would want to keep Majk focussed on a small number of projects at the beginning of this and it will take a little time to get into the swing of it, both in terms of him feeling out the role and us picking up what he needs to drop.
- We would want to make it clear to him that there will be times where he will be co-working on projects. We would also possibly be able to help him develop into the role, as we have some project management experience ourselves.
- MHMC and MHM agree that we would like a written, signed and dated statement from Majk to document that the change comes at his own request.
- MHM would like to include a probation period of 6 months.
- Possible plans for an unsuccessful probationary period; could result in the need to revert to a reduced AM position (ie: Majk is now a 2 day a week AM), a MH Assistant position or possibly redundancy. Would like to discuss with MHMC and then confirm and agree with Majk before proceeding.

Current Role - Assistant Manager

Hours - 27.5hrs a week, 3.5 days

Week Split - Mon-Wed and Thurs as a half day

Pay - £20,720.70 APPROX (based off of email from Jackie)

These duties are lifted from Majk’s current AM contract and I have used them as a base to construct the Project Manager duties spec (see below), I have highlighted sections of the current AM duties to detail where I have removed or made changes in the later PM duties.

Key

Orange = highlighted to possibly be changed, removed or otherwise discussed before finalising.

Red = removed from the PM duties as specifically not relevant to the new role as currently conceived.

Duties - Acting together and in consultation with the Meeting House Manager you will be expected:-

To be a welcoming presence, greeting visitors to the Meeting House and attending to any reasonable requests and needs that they may have. You will be expected:

a. To prepare the Meeting House as appropriate for use by Quakers and other visitors and users who hire rooms and equipment.

b. To operate the Meeting House catering facilities, including the keeping of appropriate records, and to communicate with and support outside caterers as necessary.

c. To be responsible for weekly maintenance and tests of the fire alarm system, the emergency lights system, the security systems, the kitchen waste and ventilation and cleaning systems, and their associated records.

d. In consultation with the Meeting House Manager, to undertake and where necessary instruct such minor repairs to equipment and the fabric of the building as may be required.

e. To be an active participant in the facilitation of the building hire by a theatre company as the premises for performance as part of the Edinburgh Festival Fringe during August every year.

f. To undertake and operate the electronic booking system, including invoicing and recording of lettings receipts.

g. To be prepared to work alone when the need arises.

h. To respond to telephone and email enquiries.

i. To have an understanding of the bookkeeping for the accounts, payments and cash.

j. To be responsible for a company debit card and record and receipt all transactions made with it.

k. To provide on-call assistance when required, sharing responsibility with the Manager.

l. In the absence of the Meeting House Manager (for instance, if they have days off, holidays or meetings outside the Meeting House) additionally to undertake the following:

m. To ensure that the building is staffed at all times as required to meet the needs of hirers and other users, and to provide any necessary supervision to the staff.

n. To provide on-call assistance.

o. To undertake such other tasks related to the running of the Meeting House as may be reasonably required and agreed with the Meeting House Manager.

Proposed Role - Project Manager?*

**The job title itself is a question. Are there any inbuilt applications of having "Manager" in one's job title (in a Quaker context) that we should be aware of?*

Hours - EITHER:

15 hrs (2 days a week) - £14.49 p/hr for 15hrs - £11,302.20 approx.

OR

18.75 (2.5 days a week) - £14.49 p/hr for 18.75 - £14,127.75 approx.

Week Split? - tbc but likely covering when the AM is not on duty

Pay - equivalent to AM?

Acting together and in consultation with the Meeting House Manager you will be expected:-

As always:

- To be a welcoming presence, greeting visitors to the Meeting House and attending to any reasonable requests and needs that they may have.

Project Manager duties:

- To work in consultation with the Meeting House Manager on assigned research and development projects and tasks concerning the Meeting House and its partners.
- Providing proposals and reports of project statuses to the Meeting House Manager and MHMC on goals, research, budgets, and any other related findings as requested.
- Working to agreed timescales and deadlines.
- Representing the Meeting House Management team to outside parties and adhering to Quaker principles throughout.
- Co-working with the Meeting House Manager or Assistant Manager on projects as required.
- To work in consultation with the Meeting House Manager to lead in the facilitation of the Meeting House being used as a venue during the Edinburgh Fringe in August every year.

As well as the Project Manager duties you will also be expected to:

- To prepare the Meeting House as appropriate for use by Quakers and other visitors and users who hire rooms and equipment.
- To be prepared to work alone when the need arises.
- To respond to telephone and email enquiries.
- To provide on-call assistance when required, sharing responsibility with the Manager and Assistant Manager

In the event of the absence of both the Meeting House Manager and the Assistant Manager (for instance, if they have days off, holidays or meetings outside the Meeting House) additionally to undertake the following:

- To ensure that the building is staffed at all times as required to meet the needs of hirers and other users, and to provide any necessary supervision to the staff.

- To provide on-call assistance.
- To undertake such other tasks related to the running of the Meeting House as may be reasonably required and agreed with the Meeting House Manager and Assistant Manager.

Removed sections of the current duties that haven't been directly captured by the new version. Could possibly be included still? Up for discussion.

To operate the Meeting House catering facilities, including the keeping of appropriate records, and to communicate with and support outside caterers as necessary.

To be responsible for weekly maintenance and tests of the fire alarm system, the emergency lights system, the security systems, the kitchen waste and ventilation and cleaning systems, and their associated records.

In consultation with the Meeting House Manager, to undertake and where necessary instruct such minor repairs to equipment and the fabric of the building as may be required.

To be responsible for a company debit card and record and receipt all transactions made with it.

Removed sections that would MHM would like to be under the responsibility of MHM & AM only

To undertake and operate the electronic booking system, including invoicing and recording of lettings receipts.

To have an understanding of the bookkeeping for the accounts, payments and cash.

Ellie

Proposed Role - Assistant Manager (AM)

Ellie would be very keen to come onboard as the AM. Considering that Majk would like to reduce his hours and responsibilities, the switch seems like a natural move to make and we have every confidence in her abilities. She's also expressed curiosity about what the AM does that she isn't currently doing, which having now looked upon the AM contract I think is quite understandable, as there's only one or two things extra on there, which we think she's possibly been assisting with pre-uplift. Originally stated between 20-25 hours, so will list a few options as we know she wants to keep her week relatively free for her other interests.

Proposed Role

Hours - EITHER:

18.75 (2.5 days a week) - £14.49 p/hr for 18.75 - £14,127.75 approx.

OR

22.5 - (3 days a week) - £16,953.30 approx

Week Split? - tbc but likely covering when the PM is not on duty

Pay - equivalent to current AM salary?

Duties - Will primarily assist with bookings and help us to streamline processes. Eventually we would want Ellie to move onto becoming acquainted with the financial side of things.

Pros for us - We gain Ellie with more hours and duties, and with a better separation of workflow between E&M. It would also add a member to the management team whilst subtracting from the current staffing costs.

Pros for Ellie - She gets better pay, arguably for a job she is already doing. And better security.

Cons for Us - We can assume that carrying forward this proposal runs the risk of potentially losing Majk due to finding a better opportunity, but then *not* carrying this forward does so too. The same applies to Ellie, we could be preparing her to find something elsewhere but I would argue that not promoting Ellie is encouraging her to find something better elsewhere.

There will also be an adjustment period whilst Ellie gets used to the role, without the inherent benefit of Majk's years of experience here.

Cons for Ellie - She would be on-call and she's not the closest to the MH, so this will need discussion. And we would need to ensure she has a thorough understanding of the differences to her current role.

Things to note:

- There could be a messy period here whilst A&S, Ellie AND Majk adjust to their new roles... so doing this in the quieter months of Jan/Feb could be a good point.

Our thoughts on dealing with the issues

- A probation period of 6 months and making it clear to Ellie before she takes on the role in the event of an unsuccessful probation she may have to go back down to her previously held position.

	A&S	Majk	Ellie	Ken	Total Hours (including A&S)	Changes to hours	Approx Cost (not including A&S)
Current Hourly Rate (approx)	---	£14.49	£12.60	£13.54	---	---	---
Proposed Hourly Rate (approx)	---	£14.49	£14.49	£13.54	---	---	---
Currently	37.5	27.5	16	15	96	-	41,765.10
Option One: everyone doing the minimum hours	37.5	15	18.75	15	86.25	9.75 hours less	35,991.15
Option Two: everyone doing the maximum hours	37.5	18.75	22.5	15	93.75	2.25 hours less	41,642.25
Option Three: THE IDEAL Majk 2 days and Ellie on 3	37.5	15	22.5	15	90	6 hours less	38,816.70
Minimum Staffing hours to cover basic MH functions: 80							
Majk's hours are reduce by 12.5 a week - saving £181.13 per week							
Ellie's hours and wage increase - costing £124.43 per week							

Options for August/Fringe 2025

1. Momentum delegate centre.

Momentum is a partnership between us at Festivals Edinburgh, Creative Scotland and British Council Scotland to welcome key arts industry people from around the world to Edinburgh at festival time.

“We need a space which can work as a hub for the visiting delegates, with space for large, medium and small meetings and hot desk space for the team. From a quick look at your website, I could imagine it working across the Meeting Room and the Library, maybe with an occasional larger event in the Hall. We'd need it Mon-Sat 9am-6pm ish, with no evening events, and planning for the centre to be operational from 1-23 August.”

Not much extra time required before or after those dates. Minimal equipment to bring in/take away. 5 or so people here 9am-5pm Monday-Saturday, plus visiting groups of 5-10 delegates at any one time. So much simpler and less of an upheaval than C Venues or Greenside; and we could even (in theory) keep on some regular bookings in the evenings- except that we don't have many regular groups at the moment, and the ones that we do have tend to take their summer holidays in August.

May require teas/coffees/catering for delegates. Could potentially run alongside a cafe space in the foyer (which could potentially provide the catering.)

(Majk needs to talk to Ian Wilson again, to see if the cafe is still a possibility.)

They are “professional and well-funded” and “have relatively deep pockets.”

They've asked us to provide a figure of how much we would charge them for the space. They have one or two other potential venues, so if we decided we wanted to work with them we have no immediate guarantee that it would be mutual. We'd need to give them a deadline not too far in the future to give us a decision by, after which (if they say no) we may or may not be able to fall back on one of the other two options (see below).

Contact: Verity Leigh (email conversation in Thunderbird, tagged under “Majk”)

2. C Venues again?

This summer they were rather chaotic and distinctly short-staffed. They had a high turnover of staff- 2 if not 3 of their venue managers decided to quit within the first week, because there was too much pressure, not enough support, no pay (they're all more or less voluntary) and Hartley wants to micro-manage everything. The MH staff ended up having to do a lot of the day-to-day work of replenishing toilet rolls and hand soap, and fixing toilet seats when they (regularly) broke.

Having spoken to a friend who knows C Venues of old, he says "they don't learn from their mistakes" so it's likely to be just as chaotic and stretched next year if we have them back.

They have "historical controversies"- they've been kicked out of university premises in past years for not paying/looking after their staff.

We agreed with them that 2024 was a "test year"- they really want to have a 5-year contract, and my suspicion is that they won't want to let that pass for another year: if we take them on for 2025, we've got them until 2029.

This year I believe they paid us £10k for the venue itself (excluding the flats, which would not be on offer in future years.) Would need to charge more for future years, as insurance against our having to do the toilet rolls etc again?

They still owe us some money for "final reckoning" for 2024. Hartley always wants to haggle on everything: he got IMMS to disconnect the fire door from the "daytime" intruder alarm, and confidently said that they could tell us over the phone how to reconnect it, thus not costing any more money for call-out fees, but they weren't able/prepared to do that, and we've been sent a bill for £120 which we need to pass on.

The blinds at the West corner of the Meeting Room were in a much worse condition after C Venues had come and gone. We ought to ask them for some money from them to go towards the repair/replacement(?) and there may be other expenses to go on the "final reckoning".

Contact: Hartley Kemp (multiple email conversations with the office and with Henry)

3. Greenside Venues.

“We don’t need another venue, but we’d quite like one” – they currently run Riddell’s Court and George St (Assembly Rooms?) They would use us as essentially more or less an extension of Riddell’s Court.

They say it’s a bit late in the day for them to start thinking about taking over the whole of the space in 2025 and using three rooms - the Meeting Room, the Hall and the Bow Room - as venues. If they were to come in this year (2025) they’d want to start off small- just run the Hall as a venue this year, and expand in future years. (So we could perhaps use the Meeting Room as an exhibition space, or possibly even give the Meeting Room and the Library over to Momentum...?!? Though that might be a bit of a stretch.)

They say the blanket “no alcohol” rule might be a sticking point. Would we be willing to relax that rule to have no alcohol served on site but allow people who have bought a drink at Riddell’s Court to bring it to the Meeting House and finish it while waiting for/watching a performance? If we say an outright no, they’d be less keen “as that’s how we make a fair amount of our money”. They are keen to point out that the punters would not be three sheets to the wind- “it’s not a watering hole like the Pleasance.”

They’d need the space from roughly 25th July – 26th/27th August. Perhaps running 10am-11pm during the Fringe itself.

If we’ve got Ian Wilson running a cafe at the time, they’d want to discuss a split of the profits “because we’d be bringing in more custom.”

If we don’t take them on in 2025, they will still be interested in 2026.

How much would we want to ask them for?

They would like a final decision ASAP: before Christmas, if possible(!)

Greenside are much better organised and less chaotic than C Venues, and they pay their staff rather than expecting them to work for free; but financially “very poor compared to Momentum.”

Contact: Darren Neale (not much info in email conversations as most communication has taken place on zoom or in person.

7VT - Monthly Income & Expenditure - 2024

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24
<u>INCOME</u>							
Donations & Legacies	20	0	2	0	0	0	11
Grant income	0	0	0	0	0	0	0
Lettings	6,697	5,996	8,270	4,411	10,976	8,213	8,891
Letting catering	521	3,317	2,512	3,855	3,695	3,740	740
Sales/other income	534	732	579	377	555	222	167
Festival income	0	0	0	0	0	0	0
Interest/Investment income	0	0	0	0	0	0	0
	7,772	10,046	11,362	8,644	15,225	12,175	9,808
<u>EXPENDITURE</u>							
<u>Cost of Quaker Activities</u>							
Festival costs	0	0	0	0	0	0	0
Catering costs	768	2,043	567	899	4,208	967	6
Outreach, publicity & newsletters	0	0	0	231	0	0	0
Admin & activity costs (for quaker re	10	172	6	0	92	0	0
Committees, conferences & training	0	0	0	0	0	0	0
Books of Members	0	0	0	0	0	0	0
Membership other Organisations	0	0	0	0	0	0	0
Grants & donations payable	0	0	0	0	0	0	0
Lettings due within AM	0	0	0	0	0	0	0
Lettings due out with AM	0	56	0	0	0	0	0
Costs of fundraising	0	0	0	0	0	0	0
	778	2,270	574	1,130	4,300	967	6
<u>Overhead costs</u>							
Staffing costs	7,868	9,662	7,982	7,163	7,948	9,169	4,650
Council tax & rates	325	0	0	464	453	392	440
Heat & Light	3,660	3,713	3,427	3,371	2,091	1,147	718
Repairs & cleaning	2,430	275	2,693	1,613	2,001	1,634	195
Building Upgrades	0	0	0	0	0	0	0
Office & admin costs	440	510	605	658	168	295	162
Equipment	216	0	18	38	72	157	0
Insurance	766	766	766	766	766	766	766
Accountancy fees	0	0	0	0	0	0	0
Other professional fees	0	0	0	0	0	40	0
Investment management costs	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0
Misc costs	15	11	69	14	270	22	230
	15,720	14,936	15,560	14,088	13,768	13,622	7,161
TOTAL EXPENDITURE	16,499	17,207	16,134	15,218	18,068	14,589	7,167
Surplus/Deficit for the period	(8,727)	(7,161)	(4,772)	(6,574)	(2,842)	(2,414)	2,641

Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	TOTAL at 30 November	Budget at 30 November
0	0	0	2	0	34	110
0	0	0	0	0	0	0
5,782	9,217	3,369	5,840	0	77,662	62,632
980	734	1,178	2,187	0	23,456	22,000
74	238	279	417	0	4,175	2,915
0	0	0	0	0	0	0
0	0	0	0	0	0	0
6,836	10,189	4,826	8,446	0	105,328	87,657
0	0	0	0	0	0	0
8	954	2,367	391	0	13,179	12,100
0	30	0	0	0	261	144
0	0	0	0	0	281	120
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	56	0
0	0	0	0	0	0	0
8	984	2,367	391	0	13,777	12,364
4,010	4,875	4,848	7,046	0	75,221	78,979
597	424	464	430	0	3,988	3,189
552	1,221	679	1,004	0	21,583	21,400
1,582	2,485	276	2,721	0	17,905	22,990
0	0	0	0	0	0	0
124	674	167	62	0	3,864	3,025
0	0	128	9	0	638	1,650
739	739	739	739	0	8,318	8,855
0	0	0	0	0	0	0
0	0	0	0	0	40	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	12	80	22	0	744	590
7,604	10,429	7,381	12,033	0	132,302	140,678
7,612	11,413	9,748	12,424	0	146,079	153,042
(776)	(1,225)	(4,922)	(3,978)	0	(40,750)	(65,385)