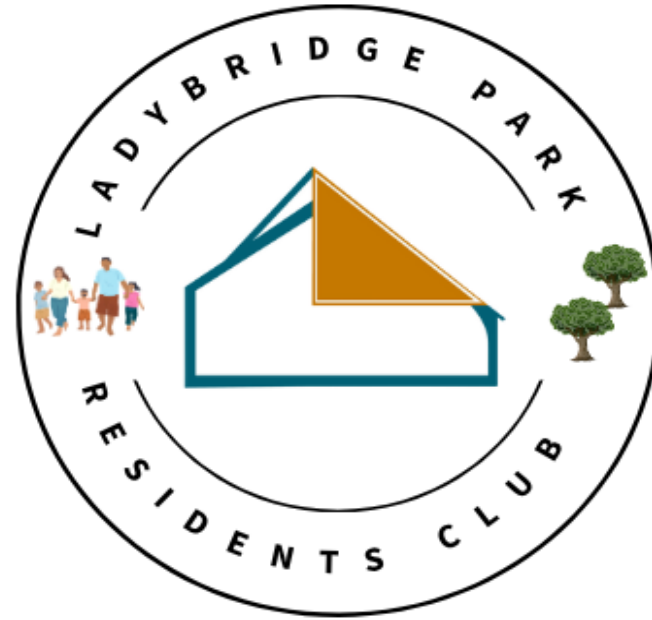




**Ladybridge Park Management
Company Ltd**

AGM 28th October 2026



AGM Agenda

Welcome by Chairperson on behalf of the Trustees.

Minutes of last AGM dated **29th October 2025** and Matters Arising.

Presentation of Annual Accounts and matters arising.

Appointment of Accountants.

“Trustees” Annual Report

Election of Trustees.

“Plot Holders” Resolutions as registered with the management company prior to 7th October 2026.

Any Other Business.



Minutes of AGM 2024 - 25

Matters Arising



AGM 2026

**Presentation of Annual Accounts
Year 2025-26**



2025-26 Account Headlines

- **Headline Loss before Tax** £59,250 - 00
- **This is NOT a loss on Trading**
- **Bank Account Balance at 01-04-25** £77,458 - 00 Reserve
- **Bank Account Balance at 31-03-2026** £33,567 - 00 Reserve
- **At the beginning of the financial year the Trustees decided to utilise some of the reserve to undertake critical maintenance projects which were required to update the premises and also comply with safety legislation.**
- **Also, some funds to improve the offering at the club including reopening the kitchen and installation of projectors to encourage greater use of the club and develop further revenue.**
- **Bar pricing was fixed at an unsustainable level including the happy hour events on Saturday evening which resulted in the cost of sale being well below break even. This is a trading loss.**
- **It was apparent that our method of cost control was inadequate and therefore we introduced several methods of monitoring income and expenditure as well as a new accountancy system to provide a better understanding of our finances.**



2025-26 Account Headlines

- The difference between net loss and trading loss can be explained as costs which are not normally associated with the sale and cost of goods.
- Capital expenditure is generally considered to be outside the trading loss which are capitalised and adds to the valuation of the business.
- Such Items include the Kitchen and projector screens and anything which is regarded as an improvement to the business.
- Revenue costs include Decoration, office equipment, software, bar equipment, pot washer, bar fridges, ice machines.
- Health and Safety can be regarded as lax and cannot be ignored and therefore a Health and Safety consultant has been employed to look into our procedures and priorities have been established. This will be an ongoing process.
- Staff Training again is not up to the required standard and is important in maintaining safe operation and compliance with legislation. First Aid etc.
- Staff contract were not in place and rises in staffing costs are unavoidable under present circumstances.



2025-26 Account Headlines

- During the year we found that the method of stock control and valuation was not appropriate which created an accounting “Stock Loss” where we over valued the gross profit of the merchandise. This was corrected.
- Bar pricing was reviewed and increased to a reasonably sustainable level but still competitive. This will be an ongoing process.
- At the end of the year we maintained a reasonable capital reserve which allows us to trade solvently whilst employing capital to improve the club and maintain it as a going concern.
- The measures put into place have returned the business into the black for the time being however we must continue to create greater reserves to ensure that the development of the club continues to meet the changing needs of our residents.
- Explanation of the financial position together with Resident question to follow:



Ladybridge Park Management Company Limited
Trading Profit and Loss Account
For The Year Ended 31 March 2026

	2026		2025	
	£	£	£	£
TURNOVER				
Bar sales		150,274		139,872
Room hire		536		8,014
Sports hall hire		28,127		25,554
Catering (Sales)		7,140		-
Legal		1,716		-
Levies		108,234		123,206
		<u>296,027</u>		<u>296,646</u>
COST OF SALES				
Opening stock - finished goods	6,807		4,080	
Bar purchases	87,471		80,434	
Waste disposal	4,131		-	
Catering purchases	14,276		-	
Royalties and licence fees payable	1,844		1,338	
Club entertaining, event costs and TV sports	15,328		13,612	
Other direct costs	7,283		506	
Closing stock - finished goods	(7,879)		(6,807)	
		<u>(129,261)</u>		<u>(93,163)</u>
GROSS PROFIT		<u>166,766</u>		<u>203,483</u>
Administrative Expenses				
Manager wages	33,119		33,197	
Employers NI	140		-	
Employers pensions - defined contributions scheme	1,089		1,101	
Bar staff	46,143		38,468	
Rates	4,742		1,435	
Light and heat	35,458		43,050	
Water rates	6,554		5,815	
Repairs and maintenance	24,541		14,153	
Cleaning	15,016		19,579	
Hire and leasing of plant, equipment and vehicles	6,257		2,872	
Computer software and IT costs	4,334		2,631	
Insurance	7,080		6,474	
Printing, postage and stationery	870		437	
Telephone	1,415		868	
Accountancy fees	9,480		5,788	
Legal & professional	2,058		1,597	
Bank charges	3,794		3,698	

...CONTINUED



Ladybridge Park Management Company Limited
Trading Profit and Loss Account (continued)
For The Year Ended 31 March 2026

Depreciation	22,358	21,428
Sundry expenses	1,459	1,294
	<u>(225,907)</u>	<u>(203,885)</u>
OPERATING LOSS	(59,141)	(402)
Interest payable and similar charges		
Other interest payable	109	-
	<u>(109)</u>	<u>-</u>
LOSS BEFORE TAXATION	<u><u>(59,250)</u></u>	<u><u>(402)</u></u>



Ladybridge Park Management Company Limited
Balance Sheet
As At 31 March 2025

		2025		2024	
	Notes	£	£	£	£
FIXED ASSETS					
Tangible Assets	3		513,862		523,871
			513,862		523,871
CURRENT ASSETS					
Stocks	4	6,807		4,080	
Debtors	5	20,636		19,529	
Cash at bank and in hand		77,458		74,864	
		104,901		98,473	
Creditors: Amounts Falling Due Within One Year	6	(24,828)		(28,007)	
NET CURRENT ASSETS (LIABILITIES)			80,073		70,466
TOTAL ASSETS LESS CURRENT LIABILITIES			593,935		594,337
NET ASSETS			593,935		594,337
CAPITAL AND RESERVES					
Called up share capital	7		5		5
Other reserves			500,000		500,000
Profit and Loss Account			93,930		94,332
SHAREHOLDERS' FUNDS			593,935		594,337



From: Michael <michael@seftons.co.uk>
Sent: 13 July 2026 12:02
To: peter@ladybridgepark.co.uk
Subject: Draft accounts and initial comments
Attachments: Draft Accounts Ladybridge park Management Company Limited YE 31.03.2026.pdf

Hi Peter,

Attached are the draft accounts for your review. Here are some key points I'd like to highlight:

- **Bar Profit:** The profit stands at £63,876, which is 43% of the £150,274 in bar sales. This percentage is consistent with the previous year, which was slightly higher at 44%. However, the stock reports indicate that the gross profit percentage should be notably higher, with the year-end report suggesting a figure of 63%. This discrepancy needs further investigation.
- **Catering Sales:** There are catering sales of £7,140, but the costs associated with these sales are higher, totaling £14,276. Could you shed some light on this? Are you aware of why this could be?
- **Levies:** Levies have decreased from £123,206 to £108,234 this year.
- **Total Overheads:** Overheads have increased to £225,907 from £203,885 last year. Here are some specific changes:
 - Bar staff costs have risen by £7,674.
 - Additional rates charges have been incurred this year due to a prior-year refund that reduced those costs.
 - Light and heat costs have decreased, thanks to a change in supplier during the year.
 - Repair costs have increased to £24,541, up £10,389 from last year. This includes general repairs and specific expenses such as the installation of new fire doors, asbestos removal, and garden maintenance.
 - Cleaning costs have dropped, which I understand is likely due to purchasing cleaning products directly from suppliers instead of relying on the cleaner to source them.
 - Computer and software costs include expenses for a new website.
- **Financial Results:** The year's results show a loss of £59,250 compared to £402 last year, largely due to decreased levies and low margins in bar operations, alongside the increase admin costs.
- ✓ **VAT Refund:** It appears there is a VAT refund of £634.54 for the quarter ending 31/12/25, which HMRC claims to have repaid on 03/02/26. However, it has not been deposited into the account. Could you check if a cheque might have been received but not banked?



Residents Account Questions 2025-26

Does the Catering (Sales) income relate to the meals served on a Friday night?

Revenues £7,140-00 Cost £14,276-00 Deficit £7,136-00

Yes, when we started Friday teas we decided to try and produce the food ourselves to retain the profit. This did not prove successful, so we reverted to an outside caterer to eliminate the risk of further loss.

We did however reinstate the Friday teas as requested by residents, increase footfall and bar revenues. This included a half price promotional event and ingredient set up / stocking.

This is for the catering activity only and NOT the actual cost of the equipment which has been capitalised separately.



Residents Account Questions 2025-26

What is the reason for income from room hire dropping to £536 - a reduction of 93% compared to room hire income in the y/e 31/3/25?

Decision taken in 2024 to offer residents free room hire to encourage use of the function room, increase usage of the club and contribute through bar takings. This decision fed through to the 2025-26 accounts as the decision was taken halfway through 2024.



Residents Account Questions 2025-26

Why were levies collected in the y/e 31/3/26 c£15k less than they were in the previous year? Is the lower level of levy income of concern for future budgets?

Levy collection for 2024-25 was increased as we managed to collect historical debts via the three-stage process introduced in 2024-25.

This is an ongoing process with a number of challenges including house sales in progress, Probate, Residents in care and a small number of residents refusing to pay.

This is high priority and action is in progress with good result. We have issued stage 3 letters notifying residents in question that we are serving notice to recover levies and costs via the County Court.



Residents Account Questions 2025-26

Why did we incur waste disposal costs of £4,131 in the y/e 31/3/26 when no such costs were incurred in the previous year?

Waste disposal costs relate primarily to services provided by Ash Waste Services. Comparable costs of £2,995 were incurred in 2024/25 but were included within Cleaning Costs. Following a review of the nominal ledger, these costs have been separately disclosed in 2025/26 to provide greater transparency and a more detailed analysis of operating expenditure for 2026 and moving forward.



Residents Account Questions 2025-26

Could we please have a breakdown of the Other direct costs of £7.8k - an increase of c£6.7k compared to the previous year?

A detailed breakdown for both years is attached. Other direct costs were £7,283 in 2025/26 compared with £6,886 in the previous year, meaning the underlying expenditure remained broadly consistent year-on-year.

During our year-end review, certain expenditure previously included within purchases was separately analysed and disclosed within Other Direct Costs to provide improved reporting and greater transparency. As a result, much of the movement relates to improved categorisation rather than a significant increase in underlying costs.



Residents Account Questions 2025-26

Is the 20% increase in Bar Staff costs due to higher wages pp or an increase in the number of Bar Staff?

Bar staff costs increased primarily due to higher staffing requirements and increased use of casual staff to support club activities and events during the year. Whilst there were some general wage increases, the principal driver appears to be the level of staffing required to support operations and resident activities rather than wage inflation alone.

Why have Rates increased by 230% in the y/e 31/3/26 compared to the previous year?

We received a nett business rate rebate in 2024-25 of approximately £6,000 - 00 which mitigated the trading loss in 24-25.

This is NOT applied each year however we currently have a consultant looking into our business rate charges and if we can expect a rebate.



Residents Account Questions 2025-26

Are Repairs and Maintenance costs of £24k the likely "run rate" or were there one-off exceptional costs incurred in the y/e 31/3/26?

There was a requirement to undertake a number of repairs including Asbestos work in the bar areas including a detailed survey, repairs the boilers and flue, roof, electrical wiring and general maintenance.

The building is now 45 years old and maintenance has NOT kept pace with dilapidation and therefore going forward we will need to accrue significant funds to repair and maintain the infrastructure including the roof and electrical distribution board also electrical wiring amongst many other items. Previous works were NOT undertaken in accordance with regulations, and no works certificates were produced.

We have now committed £9,000-00 from this year's maintenance budget to repair leaks in one section of the flat roof where water ingress brought lights down from the ceiling in the function room and shorted the electrical system.



Residents Account Questions 2025-26

Leaks in the same area resulted in the function room dance floor being damaged which required replacement in 2025 at a cost of £2,500-00.

We have employed a specialist Company to undertake an ongoing Health and Safety review which is an obligation placed on the business and this in turn will require a number of upgrades to the premises.

Could a breakdown of hire and leasing costs be provided?

A detailed breakdown of hire and leasing costs for both 2025/26 and 2024/25 is available for reference.



Residents Account Questions 2025-26

Similarly, did Computer, software and IT costs include any one-off costs?

Yes, set up costs for elements of the Microsoft business suite required to introduce new processes including accountancy and communications such as Teams.

Also, the Web site architecture.

Telephone costs of £1,415 - who are we calling?

We have found an error that the original BT line used for telephone calls before introduction of VoIP was NOT cancelled at the time of installation resulting in an annual cost of £1,200-00.

This means that we have been paying unnecessary costs for 4 years resulting in a loss of approximately £4,800-00.



Residents Account Questions 2025-26

Are we forecasting a return to Break Even/profitable trading results in the current financial year?

Q1 and Q2 Results are positive and we have NOT committed to any substantial maintenance other than the flat roof repairs however we will need to commit some funds for ongoing repairs based on priority and affordability.



Residents Account Questions 2025-26

Are we comfortable with our cash/liquidity position for the current financial year?

We started the year 2025 / 26 with cash in the bank of £77,000-00 and decided that a substantial portion of this should be spent on the premises and increasing the offering at the club for residents to enjoy and to increase usage. This will be an ongoing project.

We undertook a complete detailed review of bar pricing to establish if the margin / revenues were sufficient to support the club and recognised that our pricing policy was far from sufficient taking into account fixed and variable costs. Bar prices were increased but are still competitive however this is an ongoing situation given further increases from suppliers and utility companies.



Residents Account Questions 2025-26

The increase in bar revenues are a result of the revised pricing policy and increasing footfall via an increased number of social events such as the reintroduction of the Sportsman's Dinner, social events, Friday Tea's etc.

Cash in the bank at the end of the year was £33,567-00 which is a reasonable contingency and the business was confirmed as solvent in that it was able to meet all liabilities as they fall due.



Residents Account Questions 2025-26

Levies. There is a shortfall of £15k compared to last year. That is equivalent to non-payment by approx. 50 properties. Can this be explained?

Levy collection for 2025-26 was increased as we managed to collect historical debts via the three-stage process introduced in 2024-25

This is an ongoing process with a number of challenges including House sales in progress, Probate, Residents in care and a small number of residents refusing to pay.

This is high priority and action is in progress with good results. We are at the stage of serving notice via the County Court with some residents.

The current debtors list is the lowest in comparison with the last three years.



Residents Account Questions 2025-26

Accountancy Fees increased by £4k. Weren't new systems supposed to reduce the costs and no Sefton rep required at the meeting.

We maintained the outsourced Bookkeeping facility in order to ensure that the new accountancy system was implemented as seamlessly as possible.

This was NOT entirely satisfactory and therefore we terminated that agreement and Sefton's now undertake the bookkeeping role.

Sefton's fees now include the rental and support of the XERO software and reduce IT expenditure for the old system.

The new arrangement also reduces the time that our office needs to expend on the Bookkeeping / records, and this will be further improved once we implement the new levy collection system. We were required to cover a one off cost of £500 to recover work the existing Bookkeeper should have completed.

Sefton's Note:

On the accountancy charges, the 2 periods are not like for like. The additional costs are due to additional services such as VAT returns and management reporting in addition to the software costs. In addition, please note that prior year's accountancy charge doesn't include payroll charges as they were posted to sundry in the previous accounting software. All charges are now allocated correctly.



PL & Account Notes - Summary

- Bar Sales increase by £10,402 compared with 2024-25 and budget expectations.
- Room hire reduced due to policy of giving free room hire to Residents.
- Levies broadly in line budget expectations but lower than 2024-25 which included a substantial recovery of legacy non-payment.
- Sports Hall revenue improved against previous year.
- Stock valuation reduced is a serious issue and discrepancies (Stock Loss) captured and Investigated.
- Cost of Sales increased in Q4 due to price revue and improvement of Gross Margin.
- Gross Profit on Trading comparable with previous year.
- Staff costs increased in line with inflation, NI and Pension contributions etc.
- Business rate refund not applicable for 2025 - 26 Insurance costs increased.
- General office and administration costs reduced.
- Depreciation costs increased in accordance with Accountancy practice.
- Nett Operating loss of £59,25-00 £00 due to investment and urgent maintenance work and replacement of essential bar equipment.
- Shareholders Fund strong at £534,685.



Resident Questions Including FAQ's

- Balance of Account on 31-03-2026: £77,458 - 00
- Creditors - One Year at 31-03-2026: £23,738 - 00
- Current Bank Balance 27-10-2026: **£76,945 - 00** **£67,342 - 00**
- Levy Payments YTD **£111,746 - 00**
- Planned Capital Project Expenditure - See Separate Spreadsheet
- Number of Properties exchanged in Financial Year: 12 **(23)**
- Number of Properties still in Sales Process: 13 **(3)** **(51) 11%**
- What actions have been taken.
- 3 Tier action put in place with some success.
- Phase One: General reminder issued in May. (Phase 3 for overdue Accounts prior to 01-04-2026.
- Phase Two: Final reminder issued in July.
- Phase Three: Notice of issue for Proceedings.
- Terms and Conditions now state that **all charges, administration costs and interest on outstanding amount will be added to the account.**



Resident Questions Including FAQ's

- How many Applicants Applied for the Post of Manager.
 - **28 applicants.**
- How Many Applicants were interviewed.
 - **Three were shortlisted after a review by the Trustees.**
- How Many Trustees took part in the Interviews?
 - **One: Peter Brickenden was mandated by the Trustees to undertake one to one interviews on an informal basis rather than an old fashioned interviewed board type meeting which may intimidate candidates. Partners were present in support as requested by the primary candidate.**
- The applications came from various sources including advertising for internal applicants, reaching out to other employers in the licensing and hospitality industry and the advertisement was placed on the “indeed” web site.



Resident Questions Including FAQ's

- Detailed Job Descriptions were drafted and agreed with the Trustees and were used to explain the roles for the Residents Club Manager and Office Administrator. Candidate assessments were made against the criteria contained in the documents.
- All applications were vetted and as is the usual case many had insufficient experience to be taken to the interview stage.
- Peter Brickenden then brought the conclusions from the interviews to the Trustees who debated each applicant's suitability and the eventual selection was unanimous.
- We also received some assistance on the process from the current General Manager.
- The appointment was then made in accordance with current employment legislation using a contract template drafted by our employment Solicitors.



Resident Questions Including FAQ's Levy Payments

- Currently 18 Properties with Late / Outstanding Levy Payments
 - 6 Properties have one year Plus additional years Arrears.
 - (5 Properties have made Part Payment on Arrears).
 - 1 Property has been issued with proceedings via County Court
 - 8 Properties are one year in Arrears.
 - 3 Properties are currently for Sale.
 - 1 Property is Rented without full Details of Current owner. Solicitors Contacted.
 - All Stage 1, 2 and 3 letters issued.
 - Further recovery of historical debts via County Court Pending.
-
- | | |
|--|---------------------|
| ➤ Amount Owing One Year Plus Arrears | £ 3,483 - 50 |
| ➤ Amount Owing in Current Year No Payment received | £ 2,096 - 00 |
| ➤ Amount Owing after House sale | £ 118 - 00 |
| ➤ Total Arrears | £ 5,697 - 50 |
-
- Administration Office reports that this is the lowest figure for the past three years.



Frequently Asked Questions (FAQ's)

Trustee Responsibilities

The Trustee board operate as a collective with actions a duties shared amongst the members however in general the follow designated duties apply:

Peter Brickenden	Chairperson, Office Support + HR + Accounting + Business Admin
Trevor Megson	Support to the General Manager + Events Organisation.
Robert Dawson	Finance, Insurance, General office Support.
Darrell Spires	Health and Safety + Building Maintenance



Budget Control

Projected Income 2026-27

LADYBRIDGE PARK RESIDENTS CLUB

Projected Income

Fiscal Year Apr. 26 / March 27

Title	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Projected Total	Adjusted Budget
Bar Sales	£11,633.34	£13,861.15	£11,056.75	£12,428.35	£17,193.00	£12,246.99	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	B £156,839.16	£165,000
Catering / Food Sales	£452.05	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	B £904.10	£0
Legal	£378.00	£144.00	£210.00	£156.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	A £1,776.00	£1,500
Levies (Estimates)	£70,515.00	£6,881.90	£17,339.00	£4,177.10	£9,307.63	£8,979.80	£1,722.95	£1,722.95	£1,722.95	£1,722.95	£1,722.95	£1,722.95	A £127,538.13	£127,536
Misc. Sales	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0
Room Hire	£33.33	£33.33	£408.33	£95.83	£125.00	£195.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	B £1,781.64	£600
Sports Club	£2,547.50	£1,856.60	£2,012.20	£1,655.10	£867.30	£432.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	B £18,741.40	£28,500
TOTALS													£307,580.43	£323,136.00



Budget Control - Projected Expenditure 2026-27

LADYBRIDGE PARK RESIDENTS CLUB

Projected Outgoings

Fiscal Year Apr. 26 / March 27

Title	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March		Total	Adjusted Budget
Catering Supplies	£1,065.13	£0.00	£80.08	£0.00	£720.00	£789.50	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£2,654.71	£0.00
Pensions & NI	£295.00	£295.00	£295.00	£295.00	£352.14	£703.68	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£4,471.64	£3,500.00
Additional Sundry Costs	£162.33	£1,216.00	£162.00	£10.00	£7.78	£309.60	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£3,735.42	£3,300.00
Entertainment (Artists & DJ)	£300.00	£450.00	£611.00	£350.00	£0.00	£350.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£4,122.00	£4,500.00
Materials Purchased	£3,528.73	£8,084.78	£6,356.09	£2,259.92	£4,854.42	£5,875.73	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£61,919.34	£80,000.00
Sky Sports / TNT Sport	£1,310.92	£1,310.92	£1,310.92	£1,310.92	£1,831.15	£1,291.35	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£16,732.36	£15,500.00
Audit & Accountancy Fees	£725.00	£815.00	£1,362.50	£1,225.00	£866.40	£845.50	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£11,678.80	£9,500.00
Bank & Card M/c Charges	£667.53	£365.88	£267.02	£132.45	£322.06	£367.88	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£4,245.64	£4,000.00
Bar Staff Wages & Ass. Mans	£2,417.32	£4,697.92	£4,166.18	£4,838.19	£3,217.82	£4,777.17	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£48,229.20	£51,000.00
Cleaning	£1,215.86	£133.69	£2,442.65	£60.00	£1,160.00	£1,160.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£12,344.40	£17,000.00
Electricity (British Gas)	£1,332.19	£0.00	£1,449.95	£1,483.93	£0.00	£1,592.48	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£11,717.10	£24,500.00
Equip't Hire & Office Costs	£512.19	£1,102.60	£664.33	£505.02	£1,868.22	£431.01	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£10,166.74	£10,100.00
Garden Maintenance	£320.00	£406.00	£320.00	£354.97	£400.00	£400.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£4,401.94	£3,750.00
Gas (British Gas)	£1,054.24	£1,128.53	£892.45	£706.03	£1,552.91	£669.43	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£12,007.18	£18,000.00
SMBC (Gen. Rates)	£716.47	£719.00	£719.00	£719.00	£719.00	£740.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£7,220.78	£7,200.00
Club Insurance	£0.00	£6,723.11	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£6,723.11	£7,000.00
IT & Software Upgrades	£16.64	£16.64	£146.64	£203.60	£251.26	£146.64	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£1,562.84	£4,000.00
Legal & Professional Fees	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£1,440.00	£2,000.00
Managers Wages	£1,786.52	£3,223.71	£2,432.00	£3,240.00	£2,576.00	£3,064.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£32,644.46	£31,616.00
Repairs & Maintenance	£665.00	£35.00	£961.97	£48.32	£48.22	£1,081.14	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£5,679.30	£17,500.00
Waste Collections	£485.95	£406.58	£410.82	£485.04	£392.95	£519.32	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	D	£5,401.32	£4,500.00
Water Rates (Water Plus)	£850.38	£917.74	£715.83	£0.00	£785.25	£725.31	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	C	£7,989.02	£8,500.00
TOTALS														£277,087.30	£326,966.00



Bar Tariff Review - March 2026-27

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Capital Expenditure 2025-26

LP Residents Club

Capital Expenditure

Fiscal Year Apr. 25 / March 26

No.	Month	Description	Total Cost	Monthly Management Cost	Status	Acc. Location
1	Apr-25	Employment Contracts (Solicitors)	£800.00	1 off Payment	Paid	Legal & Prof. Fees
2	Jun-25	RS Asbestos / Removal Works	£3,600.00	1 off Payment	Paid	Repairs & Maint.
3	Jun-25	XERO Accountancy Set -up Fee	£500.00	1 off + £475 / Month	Paid	Audit & Accounts
4	Jun-25	H & S Monthly Audit / Reporting	£1,751.00	i.e. £146 / Month	Paid	Legal & Prof. Fees
5	Aug-25	Kitchen Equipt + Electrical Install	£4,170.00	1 off Payment	Paid	Furniture & Fixtures
6	Sep-25	JE Deans - Boiler Flue's	£500.00	1 off Payment	Paid	Repairs & Maint.
7	Sep-25	Staff Tee Shirts & Hoodies	£445.00	1 off Payment	Paid	Clothing Costs
8	Oct-25	Pool Table Lights	£187.00	1 off Payment	Paid	Repairs & Maint.
9	Oct-25	Bar Glass Washer	£1,040.00	1 off Payment	Paid	Furniture & Fixtures
10	Oct-25	Projectors / Screens / Speakers	£6,752.00	1 off Payment	Paid	Furniture & Fixtures
11	Nov-25	UK Safety (PAT Testing)	£129.00	1 off Payment	Paid	Repairs & Maint.
12	Nov-25	Fire Risk Assessment	£565.00	1 off Payment	Paid	Repairs & Maint.
13	Dec-25	Fire Extinguisher Checks	£599.00	1 off Payment	Paid	Repairs & Maint.
14	Dec-25	Website Development	£2,000.00	1 off Payment	Paid	IT & Software
15	Dec-25	Annual Asbestos Report	£265.00	1 off Payment	Go-ahead given	Mtg. 2/12/27
16						
17						
18						
19						
20						
		Extraordinary Expenditure	£15,894.00			



Capital Expenditure Plan 2026-27

- Capital Expenditure placed on hold pending review of available revenue following 2025-26 result.
- Replacement gates to secured courtyard committed £626-00
- Urgent roofing repairs to be undertaken. First section £8,500-00
- Further investment required in 2nd half of financial year prioritised on available funds.



Q1 2026-27 Quarterly Management Accounts

Profit and Loss

Ladybridge Park Management Company Limited
For the 3 months ended 30 June 2026

	APR-JUN 2026	APR-JUN 2025
Turnover		
Bar	36,551	33,139
Total Turnover	36,551	33,139
Other Income		
Catering	452	-
Legal	732	-
Levies	94,736	71,499
Room Hire	475	528
Sports Club	6,416	6,577
Total Other Income	102,811	78,604
Bar Purchases		
Purchases	17,845	22,562
Total Bar Purchases	17,845	22,562
Other direct costs		
Catering Supplies	1,145	487
Fruit Machine, Juke Box Licence & Other Licences	1,251	318
Sky Sports/TNT Sports	3,933	3,959
Miscellaneous Purchases	1,487	1,581
Total Other direct costs	7,815	6,345
Bar Gross Profit	18,707	10,577
Bar GP%	51	32
Total Gross Profit	113,703	82,835
Administrative Costs		
Advertising	289	46
Audit and Accountancy Fees	2,903	2,681
Bank Charges	1,300	1,166
Bar Staff Wages	11,281	9,198
Cleaning	3,792	4,910
Depreciation	5,503	6,109
Electricity	2,782	4,320
Equipment Hire	1,441	1,571
Garden Maintenance	1,046	1,231
Gas	3,075	3,432
General Rates	2,154	1,446
Insurance	1,973	1,646
IT & Software	180	1,185
Legal & Professional Fees	360	870
Manager Wages	7,442	7,313



Q1 2026-27 Quarterly Management Accounts

	APR-JUN 2026	APR-JUN 2025
Office Stationery	79	311
Pension Costs	278	247
Printing	100	59
Repairs and Maintenance	1,662	7,310
Stock Take Fees	250	250
Telephone & Internet	408	393
Waste Collections	1,303	992
Water Rates	2,484	1,574
Total Administrative Costs	52,088	58,260
Operating Profit	61,615	24,575
Profit on Ordinary Activities Before Taxation	61,615	24,575
Profit after Taxation	61,615	24,575



Q1 2026-27 Accountants Notes

From: Michael <michael@seftons.co.uk>
Sent: 30 July 2026 14:52
To: peter@ladybridgepark.co.uk
Subject: Management report 30/06/26
Attachments: Ladybridge management report 30.06.26.pdf

Hi Peter,

Please find attached the management report for the three months ended 30 June 2026.

Some key highlights are as follows:

- **Bar takings** increased from £33,139 to £36,551. Bar gross profit increased from £10,577 to £18,707, resulting in a gross profit margin of 51%, compared to 32% in the previous year.
- **Stock margins:** The margins shown on your stock report were around 32%, which differ from the management accounts. Based on the recorded sales and purchases, the management accounts reflect a gross profit margin of 51%, which appears more realistic.
- **Levies received/accrued:** Levy income increased from £71,499 to £94,736, an increase of approximately £23,000. This includes £18,810 of levies due at 30 June 2026, which are recognised as income and shown as debtors in the balance sheet.
- **Administrative costs** reduced from £58,260 to £52,088. Whilst bar staff wages increased slightly from £9,198 to £11,281, there were savings across several administrative expense categories, most notably repairs and maintenance, utilities and software costs.

Overall, the company reported an operating profit of £61,615, compared with £24,575 for the same period last year. Please note that the current year's results include accrued levy income that remained unpaid at 30 June 2026, whereas historically levy income may have been recognised on receipt.



Q2 2026-27 Quarterly Management Accounts

6 months 01-04-26 to 30-09-26

From: Shaun <shaun@seftons.co.uk>
Sent: 27 October 2026 15:57
To: peter@ladybridgepark.co.uk
Cc: Michael
Subject: Ladybridge Park Management Company Ltd - QE September 2026
Attachments: Ladybridge_Park_Management_Company_Limited_-_Management Information September 2026.pdf

Good afternoon Peter,

I hope you're doing well. Good to E-meet you!

I have recently completed the management reporting to September 2026 for Ladybridge Park Management Company Ltd. & reviewed my notes with Michael. Please see below the management pack for the year-to-date, alongside our notes to the period.

Please see below:

- Attached Management Report 09-2026

Statement of Profit & Loss:

- Over the last year, Bar turnover has increased by 11.76%.
- Other operating income, such as Levies, show a healthy increase from 85,443 to 121,597... a 42% increase.
- However, it is worth noting a small decrease in other revenue outside of levies. For example, Sports Club income shows a small decline from 13,875 to 9,417.
- Closing stock this year includes a movement of goods, based on your recent stock take to Sept 2026.
- Purchasing of goods (Carlsberg, LWC etc.) for resale has decreased this year by 5,000. The business appears to be making slightly more profit from the reduced goods it is purchasing... possibly due to Ladybridge no longer buying goods from HB Clark & Co. This is reflected with a reduction in stock held by the business during September.
- Gross profit this period comes to 161,636 (75.93%). Compared to the previous period at 68.23%, we see here a healthy increase.
- Overhead expenses remain largely in-line with expectations this period, with the exception of Repairs & Maintenance costs, which are 9,144 less this period. This is due to increased costs last year to Cheadle Hulme Joinery & Maintenance, alongside an Asbestos check/removal service.
- Bar Staff & Manager wages come to 19.09% of combined business turnover (Bar Turnover + Other Income). In the previous period, the wage cost came to 16.44% of turnover. The minor increase over the last year can be attributed to rising staff salaries within the business.
- Net profit this period comes to 55,686.91 (26%). Largely in part due to increased levies & reduced purchasing of goods, we see here a very large increase in profits during the period compared to 2025.

Balance Sheet:

- No Fixed Asset additions yet this financial year.
- Cash at bank currently stands at 81,595.85. At the end of the last year-end (March 2026), there was 35,515. This therefore signifies more liquid cash on site to date.
- Prepayments and accruals primarily include insurance & professional fees throughout the year.



Q2 2026-27 Quarterly Management Accounts

6 months 01-04-26 to 30-09-26



Executive Summary

Ladybridge Park Management Company Limited
For the 6 months ended 30 September 2026

	APR-SEPT 2026	APR-SEPT 2025	VARIANCE
Cash			
Cash received	215,170	183,532	17% ↑
Cash spent	169,537	183,745	-8% ↓
Cash surplus (deficit)	45,633	(212)	21,598% ↑
Profitability			
Income	212,864	172,693	23% ↑
Direct costs	51,227	54,862	-7% ↓
Gross profit (loss)	161,637	117,832	37% ↑
Expenses	105,950	113,305	-6% ↓
Profit (loss)	55,687	4,527	1,130% ↑
Balance Sheet			
Debtors	-	-	-
Creditors	8,399	13,073	-36% ↓
Net assets	590,374	598,463	-1% ↓
Performance			
Gross profit margin (%)	76	68	11% ↑
Net profit margin (%)	26	3	898% ↑



Q2 2026-27 Quarterly Management Accounts

6 months 01-04-26 to 30-09-26



Profit and Loss

Ladybridge Park Management Company Limited
For the 6 months ended 30 September 2026

	APR-SEPT 2026	APR-SEPT 2025
Turnover		
Bar	79,439	71,076
Total Turnover	79,439	71,076
Other income		
Catering	452	1,132
Legal	888	588
Levies	121,597	85,444
Room Hire	1,971	577
Sports Club	9,417	13,875
Total Other income	133,425	101,617
Bar Purchases		
Closing Stock	1,915	-
Purchases	35,742	40,815
Total Bar Purchases	37,657	40,815
Other direct costs		
Catering Supplies	2,655	3,448
Fruit Machine, Juke Box Licence & Other Licences	1,284	639
Sky Sports/TNT Sports	7,661	6,720
Miscellaneous Purchases	1,970	3,240
Total Other direct costs	13,569	14,047
Bar Gross Profit	41,781	30,262
Bar GP%	53	43
Total Gross Profit	141,637	117,832
Administrative Costs		
Advertising	586	46
Audit and Accountancy Fees	5,839	4,918
Bank Charges	2,123	2,043
Bar Staff Wages	24,312	20,127
Cleaning	7,332	9,129
Clothing Costs	-	445
Depreciation	11,006	12,333
Electricity	5,589	8,899
Equipment Hire	3,387	3,325
Garden Maintenance	2,201	2,316
Gas	6,004	5,673
General Rates	4,332	2,892
Insurance	3,349	3,716
IT & Software	781	1,716



Q2 2026-27 Quarterly Management Accounts

6 months 01-04-26 to 30-09-26

Profit and Loss

SEFTONS
Accounting • Tax • Consultancy

	APR-SEPT 2026	APR-SEPT 2025
Legal & Professional Fees	720	1,300
Licences	180	180
Manager Wages	16,322	14,875
Office Stationery	163	404
Pension Costs	599	509
Printing	100	131
Repairs and Maintenance	2,875	12,018
Stock Take Fees	500	375
Telephone & Internet	955	707
Waste Collections	2,701	1,921
Water Rates	3,995	3,307
Total Administrative Costs	105,950	113,305
Operating Profit	55,687	4,527
Profit on Ordinary Activities Before Taxation	55,687	4,527
Profit after Taxation	55,687	4,527



Q2 2026-27 Quarterly Management Accounts

6 months 01-04-26 to 30-09-26



Balance Sheet

Ladybridge Park Management Company Limited
As at 30 September 2026

	30 SEPT 2026	31 MAR 2026
Assets		
Fixed Assets		
Kitchen Equipment, Fixtures and Fittings	33,623	37,922
Land and Buildings	456,693	463,219
Office Equipment	2,787	2,968
Total Fixed Assets	493,103	504,110
Bank		
Bank Current Account	81,596	31,515
Bar card and cash sales control	108	4,556
Total Bank	81,704	36,071
Current Assets		
Levies Due	22,273	6,463
Other Debtors	-	1,182
Prepayments	5,511	1,021
Stock	5,964	7,879
Total Current Assets	33,748	16,546
Total Assets	608,555	556,727
Liabilities		
Current Liabilities		
Accruals	5,041	4,300
Creditors Control Account	8,399	11,204
Levies Paid in Advance	3,281	3,281
Net Wages	-	519
P.A.Y.E.	689	2,994
Pension Fund	198	258
Trade Creditors adj	-	1,182
VAT Liability	574	(1,697)
Total Current Liabilities	18,182	22,040
Total Liabilities	18,182	22,040
Net Assets	590,374	534,687
Equity		
Current Year Earnings	55,687	(59,249)
Ordinary Shares	5	5
Profit and Loss Account	34,682	93,931
Reserves	500,000	500,000
Total Equity	590,374	534,687



Appointment of Accountants

- Sefton Accountants Ltd were re-appointed as the Companies Accountants with their Scope of Duties extended to include Bookkeeping in 2026 with a revised letter of engagement and fixed price annual support contract based on the latest accounting licensed software (XERO).
- Their duties include reporting to Companies House therefore eliminating the requirement for a “Trustee” to take the role of Company Secretary.
- The separate “contractor” bookkeeping arrangement was terminated removing one stage of process improving accuracy, reducing time and cost.
- XERO software provides the Trustees with direct access into the ledgers and management accounts and a further development will be made to compare actual costs against budget.
- The system will be further developed including rolling the Levy payments into the accounts system replacing the separate ageing data base system.



Sefton's Scope of Works

- PAYE Payroll and HMRC deductions.
- Provision of P60's and P11D's.
- Bookkeeping.
- Profit and Loss Account.
- Quarterly and Annual Management Accounts against Budget.
- Balance Sheet.
- VAT.
- HMRC Filings.
- Companies House Filings.
- Pension Administration including Auto-enrol.



MANCO Professional Advisors - Contractor's

Sefton's Accountants	Bookkeeping, Financial Accounts, Pensions, Company House Filings, Company Compliance.
Ale House Stocks	Stock Taking and Valuation.
DAC Beachcroft	Solicitors, Company Law, Employment + HR
Courtley Health and Safety	Health and Safety Advice.
Dreambytes	IT Hardware and Software Support, Web Site Development.
ZERO Group	Telecommunications, Broadband.
Moore Secure Ltd	Security and Fire Alarm.



“Trustees” Annual Report (“Trustees” Report)



Projects and Plans for 2026 - 27

- New Storage container to be installed to address the lack of storage space in the club premises.
- Upgrade Broadband to Superfast Connection (1Gb) - October - November
- Bring the second Squash court back into play for Squash, Table Tennis and other potential activities.
- Reinstate the small function room for resident parties and corporate events.
- Upgrade Showers in sports area - Budget dependent.
- Plan a full range of activities for the Next 12 Months.
- Develop the Web Site - Due for Completion November
- Continue the development of the kitchen to provide more catering opportunities - Increase Revenues.
- Continual Upgrade of Health and Safety strategy.



Social Activities

- **8 x Afternoon Tea Events.**
- **Macmillan Charity Event raised £577.**
- **Sportsman's Dinner raised £1000 for Dementia Disco.**
- **Children's Christmas Party.**
- **Family Easter Disco.**
- **Junior Badminton - Friday Nights.**
- **2 x Brass Band Concerts - Christmas Carols and Themes from Musicals.**
- **3 x Fairs - Spring, Summer, Christmas.**
- **Bonfire Night.**
- **6 x Live Entertainment Evenings.**
- **World Cup and Sports Screening.**



Social Groups

Coffee Mornings

Key Game

Meat Raffle

Bingo

Quiz Nights

Afternoon Tea

Flower Arranging

Music Group

Computer Club

Photography Club

Bridge Club

Slimming World

Poetry Group

Friends & Neighbours Group

Dementia Disco

Walking Football

Table Tennis

Indoor Bowls

Pool Team

Darts

Adult Badminton

Junior Badminton

Pickle Ball

Golf Society

Pilates

Walking Group



Forthcoming Events 2026

- | | | |
|-----------------------------|--------------------------------|------------|
| ➤ 30 th October | Northside Soul | 9pm FRIDAY |
| ➤ 4 th November | Afternoon Tea | 2 to 4pm |
| ➤ 6 th November | Bonfire Night | 6pm |
| ➤ 15 th November | Christmas Artisan Fair | 1 to 4pm |
| ➤ 9 th December | Christmas Afternoon Tea | 2 to 4pm |
| ➤ 12 th December | Children's Christmas Party | 2 to 5pm |
| ➤ 15 th December | Carol Concert - Brass Band | 7 to 11pm |
| ➤ 18 th December | Christmas Dinner | 5 to 7pm |
| ➤ 24 th December | Live Entertainment - Juice Boy | 9 to 12pm |
| ➤ 31 st December | Live Entertainment - DJ Luke | 8pm to 1am |



Bonfire Night - 6th November - 6-30pm



Macmillan Afternoon Tea - £577-00 Raised



Junior Badminton Presentation



Summer Fair



Summer Fair - Beechwood Cancer trust



Christmas Fair - 15th November 1 to 4pm



Christmas Fair - 15th November 1 to 4pm



Hazel Grove Brass Band Concert - 15th December 7pm - Sold Out



Sportsman's Dinner - £1000 raised for the Dementia Disco



Sportsman's Dinner



Slimming World



Projector Screen Residents Lounge



Children's Cinema Afternoon



Patio Area



Volunteers Required

- All group activities are organised by volunteers who give their time and energy for the benefit of residents and guests.
- The Residents club would not be the same if it were not for those individuals generous enough to help others and we sincerely thank them for their efforts.
- The range of activities is vast, and our goal is to ensure that they are supported and to ensure that our Residents are kept fully informed.
- We always need Volunteers especially with activities for our younger Residents and if you feel that you are able to help in any way please let the club management know.
- Our Friends and neighbour's group would appreciate assistance.
- Next Event 4th Nov 2pm. Fund Raising Event for Beechwood Cancer Care.
- New ideas are always welcome (Line Dancing, Zumba etc).
- The club is our Village hall and is there for everyone young and mature.



Election of Trustees

Application from one existing member of MANCO and two other member appointments currently serving as co-opted members.

All applications supported by a proposer and seconder.

- Peter Brickenden - Current Co-opted Member
- Darrell Spires - Current Co-opted Member
- Re-appointment of Trevor Megson (Retiring “Trustee”)

No other applications received.

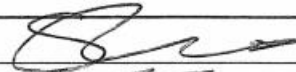
Current Elected “Trustee” - Rob Dawson



Ballot Rules

- The ballot will be decided on a show of Hands.
- Please indicate clearly your intention by clearly raising your arm and keeping it raised until the vote has been counted.
- The outcome of each ballot will be decided by the majority (for and against).
- Vote entitlement: ONE vote per Plot.
- Only residents who are currently up to date with their levy payments (fully paid or with up- to-date payment plan) are entitled to vote.
- An independent returning officer will count the votes and deliver the results to the meeting.
- The Chairperson will confirm the outcome to the meeting and record in the minutes.



PRINT NAME	ADDRESS	SIGNATURE
ROGER WARWICK	34 EDENBRIDGE RD	
RODNEY WARRENDER	41 EDENBRIDGE ROAD	R. J. Warrender
ROY POWELL	63 EDENBRIDGE ROAD	Roy Powell
C. Buxton	12 ADAM CLOSE	C. Buxton
V CARROLL	9 Adam Close	
SMONALLY	45 EDENBRIDGE RD	
T. SHANNON	10 ADAM CLOSE	
MATT BROZACHEL	5 MEDLINE CDR	
J. CURRIE	43 CALDERBROOK	J Currie
J.P. WINTER	76 CALDERBROOK	J.P. Winter



**Paul Howarth
11 Adam Close
Cheadle Hulme
Cheshire
SK8 5RR**

7 October 2026

Dear Sirs

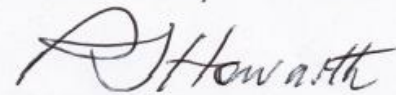
Please find enclosed a copy of names and addresses of ten Plot holders who have given me their permission to use as a Proxy on their behalf in the event of them not being able to attend the upcoming AGM.

This is to be used at the time of the vote for any prospective person or current seconded Trustee in respect of them becoming a Director of Ladybridge Park Management Company under Section 3 of the AGM Agenda.

Further, with regard to Section 8 of the Agenda, under AOB and for openness, fairness and due diligence, I would like to ask the following:

- a) How many applicants did you receive for the post of Manager?
- b) How many applicants were interviewed?
- c) How many Trustees undertook the interviews?
- d) I would like to welcome Arran as the new Club Manager.

Yours faithfully



Paul Howarth



Padel Court

Having considered the information received to date including residents' concerns the "Trustees" unanimously decided **NOT to pursue the proposition** any further

- The negative effect on properties and residents' wellbeing closest to the installation in respect of noise, early morning / late evening opening and visual effect.
- The loss of car parking spaces, additional traffic and disruption to the site including power supply, toilets and security.
- The "Trustees" consider that the installation will not add value for residents considering the cost of court hire at £35 to £50 per hour.
- At this stage we have not as promised received any further detailed information from the company including layout drawings, costings or estimates regarding the financial contribution to club funds especially as it would appear the company intends to sell drinks and snacks as part of the package, potentially in competition with our own products.
- Should the providers business fail then the potential risk to dismantle the court and return the site to a car parking area may fall upon our business.



Any Other Business



Closing Remarks

No “Plot Holder” Resolutions were received.



Thank you for Attending our AGM

We Hope to see you all at our events.

Goodnight



“Plot Holder” Resolutions

No “Plot Holder” Resolutions were received.



“Plot Holder” Resolutions

No “Plot Holder” Resolutions were received.



“Plot Holder” Resolutions

No “Plot Holder” Resolutions were received.



No “Plot Holder” Resolutions were received.



