

Forecast / Actual 2024
 Holiday Inn Corby Kettering A43

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEF CST	LY
	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS		
REVENUE														
Rooms	£128,566	£139,030	£178,657	£154,637	£154,287	£180,241	£209,279	£183,203	£174,590	£203,830	£164,464	£117,736	£1,988,522	£1,905,593
	50%	43%	54%	50%	48%	49%	52%	48%	49%	51%	49%	39%	49%	48%
Food and Beverage	£83,772	£101,791	£108,633	£102,322	£114,260	£124,871	£129,855	£100,611	£127,717	£137,837	£117,694	£140,661	£1,390,022	£1,356,892
	33%	32%	33%	33%	36%	34%	32%	26%	36%	35%	35%	46%	34%	34%
Woodland Facilities	£1,265	£6,715	£3,950	£7,180	£9,900	£19,816	£15,228	£33,796	£10,434	£6,109	£1,978	£1,050	£117,420	£64,893
	0%	2%	1%	2%	3%	5%	4%	9%	3%	2%	1%	0%	3%	2%
Leisure Facilities	£40,991	£43,975	£37,232	£40,571	£39,814	£37,500	£37,364	£39,199	£40,343	£44,078	£49,352	£38,824	£489,243	£469,832
	16%	14%	11%	13%	12%	10%	9%	10%	11%	11%	15%	13%	12%	12%
Other Income	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£11,874	£22,858	£629	£5,137	£2,918	£4,655	£90,435	£175,073
	1%	10%	1%	1%	1%	1%	3%	6%	0%	1%	1%	2%	2%	4%
TOTAL REVENUE	£256,173	£322,224	£330,704	£306,482	£321,680	£365,078	£403,601	£379,666	£353,713	£396,991	£336,406	£302,925	£4,075,643	£3,972,283
DEPARTMENTAL EXPENSES														3%
Rooms	£51,087	£54,536	£54,761	£58,901	£58,080	£65,376	£57,240	£63,427	£54,182	£57,366	£51,212	£54,038	£680,207	£677,718
	20%	17%	17%	19%	18%	18%	14%	17%	15%	14%	15%	18%	17%	17%
Food and Beverage	£80,392	£82,216	£92,287	£82,776	£89,283	£96,252	£99,940	£85,212	£96,470	£90,191	£89,068	£116,565	£1,100,651	£1,136,218
	31%	26%	28%	27%	28%	26%	25%	22%	27%	23%	26%	38%	27%	29%
Woodland Facilities	£4,418	£3,813	£4,382	£5,605	£3,602	£8,112	£4,582	£10,290	£7,459	£2,239	£1,784	£923	£57,209	£66,649
	2%	1%	1%	2%	1%	2%	1%	3%	2%	1%	1%	0%	5%	5%
Leisure Facilities	£36,735	£34,234	£36,580	£34,855	£31,881	£34,252	£35,970	£36,178	£33,486	£32,477	£35,491	£33,683	£415,821	£341,574
	14%	11%	11%	11%	10%	9%	9%	10%	9%	8%	11%	11%	10%	9%
Other Income	£1,409	£1,968	£3,491	£2,472	£2,390	£3,687	£2,352	£3,273	£2,683	£2,024	£2,254	£2,084	£30,088	£30,271
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
TOTAL DEPARTMENTAL EXPS	£174,041	£176,768	£191,500	£184,609	£185,236	£207,679	£200,083	£198,380	£194,280	£184,297	£179,810	£207,292	£2,283,976	£2,252,429
DEPARTMENTAL PROFIT	£82,132	£145,456	£139,204	£121,873	£136,444	£157,399	£203,517	£181,286	£159,432	£212,694	£156,597	£95,633	£1,791,667	£1,719,853
UNDISTRIBUTED EXPENSES														
Administration and General	£30,723	£31,825	£29,757	£36,096	£35,782	£35,669	£39,691	£36,402	£39,516	£36,218	£38,205	£40,449	£430,331	£458,754
	12%	10%	9%	12%	11%	10%	10%	10%	11%	9%	11%	13%	11%	12%
Sales and Marketing	£3,110	£3,214	£4,217	£3,465	£4,009	£3,528	£4,076	£3,520	£4,544	£4,903	£3,360	£3,749	£45,695	£43,501
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Franchise Fees	£17,692	£20,412	£26,679	£16,421	£20,872	£25,124	£22,223	£22,656	£22,567	£24,969	£22,342	£18,530	£260,486	£245,943
	7%	6%	8%	5%	6%	7%	6%	6%	6%	6%	7%	6%	6%	6%
Property Maintenance	£9,594	£9,218	£11,716	£10,239	£8,894	£9,089	£13,187	£9,276	£9,776	£15,966	£12,724	£10,091	£129,768	£186,028
	4%	3%	4%	3%	3%	2%	3%	2%	3%	4%	4%	3%	3%	5%
Utilities	£42,747	£41,981	£34,199	£35,864	£29,350	£25,969	£16,883	£20,073	£21,282	£25,417	£30,683	£26,763	£351,210	£421,382

Restaurant Dinner	£1,286	£1,160	£11,211	£1,245	£1,326	£1,110	£1,747	£1,371	£1,315	£1,325	£956	£845	£24,897	£12,980
Restaurant Lunch	£32	£140	£119	£63	£103	£478	£40	£148	£110	£1,236	£5	£67	£2,540	£1,564
Cocktail bar	£17,820	£20,462	£17,094	£20,389	£21,616	£27,790	£24,328	£25,218	£21,778	£27,849	£20,273	£18,979	£263,596	£259,388
Room Service	£52	£126	£158	£168	£147	£139	£153	£144	£130	£228	£160	£100	£1,705	£2,141
Conference + Events	£2,709	£11,129	£3,316	£3,067	£11,156	£9,164	£7,174	£2,420	£9,301	£7,663	£14,195	£25,163	£106,456	£179,104
Woodland	£0	£188	£30	£180	£250	£313	£401	£846	£165	£133	£32	£0	£2,537	£2,305
TOTAL BEVERAGE	£21,898	£33,016	£31,899	£24,932	£34,347	£38,680	£33,442	£29,301	£32,634	£38,301	£35,589	£45,153	£399,193	£455,178
C&B REVENUE														
Conference & Events Room Hire	£8,757	£11,105	£18,942	£10,486	£10,652	£10,774	£15,486	£4,545	£11,905	£12,780	£11,969	£13,787	£141,188	£121,645
C&B FOOD	£11,328	£10,231	£13,991	£14,037	£15,815	£21,965	£22,496	£10,438	£28,600	£27,802	£21,483	£33,786	£231,974	£209,245
C&B BEVERAGE	£2,709	£11,129	£3,316	£3,067	£11,156	£9,164	£7,174	£2,420	£9,301	£7,663	£14,195	£25,163	£106,456	£179,104
Equipment hire	£25	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£25	£33
3rd Party (Inclusive)	£4,919	£7,677	£2,517	£1,321	£4,078	£1,700	£3,146	£3,913	£4,697	£4,827	£1,096	£13,185	£53,077	£79,562
TOTAL C&B (INC ROOM HIRE)	£27,738	£32,465	£36,249	£27,590	£37,623	£41,903	£45,157	£17,403	£49,806	£48,245	£47,648	£72,735	£484,563	£510,028
TOTAL F&B REVENUE	£83,772	£101,791	£108,633	£102,322	£114,260	£124,871	£129,855	£100,611	£127,717	£137,837	£117,694	£140,661	£1,390,022	£1,277,330
FOOD COST OF SALES	£12,309	£14,034	£17,298	£20,049	£18,073	£22,072	£20,399	£17,803	£18,506	£25,703	£20,152	£16,426	£222,827	£195,313
	26%	28%	31%	31%	28%	30%	26%	28%	24%	31%	29%	28%	28%	28%
DRINK COST OF SALES	£5,062	£9,769	£5,148	£2,534	£8,790	£7,546	£9,042	£7,347	£8,346	£-2,115	£10,689	£18,450	£90,607	£121,063
	23%	30%	16%	10%	26%	20%	27%	25%	26%	-6%	30%	25%	23%	27%
TOTAL F&B COS	£17,371	£23,803	£22,447	£22,583	£26,863	£29,618	£29,441	£25,151	£26,852	£23,588	£30,841	£34,876	£313,434	£316,376
	21%	23%	21%	22%	24%	24%	23%	25%	21%	17%	26%	25%	23%	25%
STAFF COSTS														
Kitchen	£16,883	£15,656	£19,472	£17,819	£17,613	£19,132	£18,970	£17,919	£17,720	£17,253	£17,181	£17,940	£213,559	£196,879
Kitchen ERNI	£1,587	£1,428	£1,850	£1,622	£1,594	£1,803	£1,861	£1,636	£1,609	£1,544	£1,491	£1,744	£19,768	£17,681
Staff Benefits / Pension	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
F&B	£22,505	£20,374	£23,320	£21,078	£21,540	£25,776	£25,561	£21,877	£25,746	£22,722	£18,905	£23,764	£273,167	£303,458
F&B ERNI	£1,085	£1,018	£1,209	£913	£950	£1,057	£976	£1,098	£1,291	£1,290	£1,071	£1,280	£13,238	£15,716
Staff Benefits / Pension	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
C&B	£7,578	£7,775	£7,888	£9,420	£7,876	£9,717	£8,691	£6,995	£7,480	£8,166	£8,675	£7,838	£98,098	£87,163
C&B ERNI	£576	£609	£602	£770	£645	£824	£695	£542	£605	£661	£696	£637	£7,863	£6,718
Staff Benefits / Pension	£750	£709	£769	£704	£749	£861	£805	£696	£713	£694	£657	£728	£8,834	£8,552
TOTAL STAFF COSTS	£50,964	£47,568	£55,112	£52,327	£50,967	£59,170	£57,559	£50,763	£55,163	£52,329	£48,676	£53,932	£634,528	£636,166
	61%	47%	51%	51%	45%	47%	44%	50%	43%	38%	41%	38%	46%	50%
F&B OTHER EXPENSES														
Staff Meals	£1,870	£2,400	£1,880	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£22,710	£15,728
3rd Party Recharge	£6,550	£4,741	£9,902	£1,945	£4,576	£1,755	£6,069	£3,410	£7,549	£5,665	£2,797	£21,120	£76,077	£105,379
Crockery, Glass & Silverware	£112	£0	£68	£543	£328	£0	£25	£48	£1,148	£112	£531	£135	£3,049	£1,994
Cleaning Supplies	£426	£392	£456	£648	£630	£274	£281	£621	£675	£539	£742	£241	£5,925	£5,200
Printing & Stationery	£614	£0	£0	£448	£381	£0	£300	£0	£98	£98	£375	£294	£2,607	£1,295
Uniforms	£0	£405	£0	£62	£110	£0	£373	£0	£0	£0	£86	£261	£1,297	£2,507
Flowers & Decorations	£24	£55	£112	£12	£0	£293	£1,009	£155	£86	£278	£270	£286	£2,580	£6,099
Contract Cleaning	£90	£320	£0	£90	£440	£0	£90	£350	£0	£90	£350	£90	£1,910	£1,260

Travel Expenses	£0	£0	£0	£0	£0	£0	£6	£0	£0	£180	£6	£0	£192	£175
Home to work	£0	£1	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1	£61
Training Expenses	£0	£0	£0	£102	£0	£0	£0	£0	£0	£0	£0	£0	£102	£5,342
Operating Equipment	£0	£0	£0	£0	£0	£74	£0	£0	£30	£0	£0	£55	£159	£459
Menus	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,009	£0	£0	£1,009	£926
Kitchen Supplies	£130	£29	£166	£274	£191	£216	£249	£249	£154	£554	£198	£436	£2,846	£2,716
Laundry	£520	£602	£542	£608	£894	£746	£726	£618	£888	£788	£553	£1,126	£8,611	£7,788
Restaurant & Bar Supplies	£536	£957	£876	£391	£1,050	£1,242	£920	£832	£628	£1,994	£1,264	£970	£11,659	£14,372
Glassware	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£440
Music & Entertainment	£0	£0	£0	£0	£0	£0	£0	£294	£0	£0	£0	£0	£294	£97
F&B Commission	£688	£0	£0	£142	£0	£0	£104	£0	£220	£395	£0	£0	£1,549	£614
F&B Misc	£0	£257	£229	£245	£309	£315	£215	£385	£390	£0	£370	£278	£2,994	£4,125
Sky TV Costs	£498	£498	£498	£498	£498	£498	£498	£498	£544	£544	£0	£540	£5,614	£5,319
Conf Printing & Stationery	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£187
Uniforms	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£225
Meeting Room Supplies	£0	£188	£0	£20	£206	£208	£236	£0	£205	£188	£0	£0	£1,251	£1,120
Conf Miscellaneous	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£170	£86	£256	£249
	£12,057	£10,845	£14,728	£7,866	£11,453	£7,463	£12,940	£9,299	£14,455	£14,274	£9,551	£27,757	£152,689	£183,677
TOTAL F&B SUPPLY COST	£29,429	£34,648	£37,175	£30,450	£38,316	£37,081	£42,381	£34,450	£41,307	£37,862	£40,392	£62,633	£466,123	£500,053
TOTAL DEPT COST	£80,392	£82,216	£92,287	£82,776	£89,283	£96,252	£99,940	£85,212	£96,470	£90,191	£89,068	£116,565	£1,100,651	£1,136,218
NET F&B PROFIT	£3,380	£19,574	£16,346	£19,546	£24,977	£28,619	£29,915	£15,398	£31,247	£47,646	£28,626	£24,096	£289,371	£141,112
	4%	19%	15%	19%	22%	23%	23%	15%	24%	35%	24%	17%	21%	11%

4. OTHER OPERATED DEPARTMENTS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY
WOODLAND DEVELOPMENT														
REVENUE										£2,573	£3,070	£1,533		
Adventure Golf	£1,247	£3,729	£2,372	£3,925	£4,158	£9,232	£8,894	£12,421	£4,963	£3,888	£1,526	£1,035	£57,391	£26,912
High Ropes	£0	£836	£685	£1,390	£1,983	£2,067	£2,177	£6,133	£1,701	£809	£80	£0	£17,861	£11,444
Combi Tickets	£18	£1,730	£843	£1,496	£95	£3,247	£510	£7,271	£985	£232			£16,428	£19,092
Sponsorship							£0	£0					£0	£1,871
Food	£0	£232	£20	£189	£576	£691	£847	£1,520	£348	£110	£55	£15	£4,604	£2,970
Beverage	£0	£188	£30	£180	£250	£313	£401	£846	£165	£133	£32	£0	£2,537	£2,604
Axe Throwing					£623	£2,799	£707	£1,691	£391	£357	£27	£0		
Combi G & AA					£2,010	£1,118	£1,328	£2,765	£1,592	£579	£88			
Combi G & Axe					£150	£221	£156	£775	£42		£170			
Combi Abe & AA					£55	£128	£209	£373	£248					
TOTAL WOODLAND INCOME	£1,265	£6,715	£3,950	£7,180	£9,900	£19,816	£15,228	£33,796	£10,434	£6,109	£1,978	£1,050	£117,420	£64,893
STAFF COSTS														
Woodland Staff Costs	£2,770	£2,804	£3,388	£4,494	£2,513	£6,903	£3,086	£8,708	£6,493	£1,177	£1,355	£241	£43,932	£44,944
Staff Benefits / Pension	£67	£63	£72	£69	£30	£0	£0	£67	£2	£13	£35	£0	£419	£404

Telephone / Metered calls	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Internet & WiFi	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Pay TV	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Car Parking	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Newspapers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Business Services	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Guest Laundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£16
Gaming Machines	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Sun Bed	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Merchandise	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Sundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Service Charge	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Other Income (Corbie Lodge)	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£11,874	£22,858	£629	£5,137	£2,918	£4,655	£90,435	£175,057
Millars Rental Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL OTHER INCOME	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£11,874	£22,858	£629	£5,137	£2,918	£4,655	£90,435	£175,073
COST OF SALES														
Metered Calls	£63	£43	£15	£19	£15	£15	£12	£16	£225	£233	£231	£232	£1,118	£1,997
Line Rental	£88	£570	£337	£115	£115	£115	£115	£115	£115	£115	£115	£115	£2,030	£2,294
Guest Laundry	£0	£0	£0	£8	£0	£0	£0	£0	£0	£0	£31	£0	£39	£24
Newspapers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Vending	£0	£0	£0	£0	£0	£0	£23	£0	£0	£0	£0	£0	£23	£78
Misc	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£264	£150	£414	£26
Rentals & Leases	£1,258	£1,356	£3,139	£2,331	£2,260	£3,558	£2,202	£3,142	£2,343	£1,676	£1,614	£1,587	£26,465	£25,852
TOTAL OTHER COS	£1,409	£1,968	£3,491	£2,472	£2,390	£3,687	£2,352	£3,273	£2,683	£2,024	£2,254	£2,084	£30,088	£30,271
	89%	6%	156%	140%	70%	139%	20%	14%	427%	39%	77%	45%	33%	17%
NET OTHER PROFIT	£169	£28,746	-£1,259	-£701	£1,029	-£1,037	£9,522	£19,585	-£2,054	£3,113	£663	£2,571	£60,348	£144,802

5. UNDISTRIBUTED EXPENSES

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEF CST	LY
ADMIN & GENERAL														
STAFF COSTS														
Admin & Management Wages	£16,877	£16,932	£16,850	£16,925	£18,731	£18,740	£19,401	£18,332	£18,064	£17,892	£17,799	£18,965	£215,509	£202,557
A&G ERNI	£1,806	£1,814	£1,802	£1,813	£1,957	£1,959	£2,135	£1,918	£1,897	£1,883	£1,876	£2,027	£22,887	£21,732
Staff Benefits / Pension	£804	£806	£804	£806	£844	£845	£851	£841	£841	£841	£841	£871	£9,993	£9,632
	£19,488	£19,552	£19,456	£19,544	£21,533	£21,543	£22,387	£21,091	£20,802	£20,616	£20,516	£21,863	£248,389	£233,921
OTHER EXPENSES														
Staff Meals	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400
HR & Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Home to Work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£94	£94	£500
GM Travel	£129	£74	£370	£246	£251	£239	£141	£0	£388	£218	£211	£212	£2,479	£4,319
Printing & Stationery	£45	£130	£47	£222	£97	£70	£213	£483	£396	£34	£293	£178	£2,207	£4,469
Software Maintenance	£2,662	£3,378	£1,270	£1,939	£1,993	£1,971	£2,022	£2,092	£2,065	£2,021	£2,869	£2,538	£26,820	£31,863
Desk Top Support	£986	£986	£986	£1,015	£1,015	£986	£986	£986	£986	£986	£680	£1,724	£12,322	£11,861
Hardware Support	£0	£0	£0	£0	£0	£215	£0	£215	£0	£0	£0	£0	£430	£0
Postage & Delivery Charges	£0	£0	£0	£0	£0	£0	£-10	£0	£0	£0	£0	£0	£-10	£0

Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£3,224
Health & Safety Costs	£0	£0	£0	£0	£2,674	£0	£0	£0	£158	£0	£0	£0	£2,832	£54
Credit Card Charges	£4,250	£2,971	£2,451	£3,906	£3,863	£3,687	£4,144	£3,843	£3,717	£3,197	£4,175	£3,833	£44,038	£47,588
Bank Charges	£0	£948	£0	£57	£0	£0	£0	£0	£0	£0	£0	£0	£1,005	£1,577
Vehicle Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Bad Debts	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Cash Collection Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Licences & Fees	£683	£681	£737	£714	£737	£714	£737	£737	£714	£737	£715	£761	£8,668	£7,608
Uniforms	£17	£0	£0	£29	£50	£238	£0	£0	£0	£0	£139	£0	£474	£528
Professional Fees	£2,028	£1,720	£3,708	£3,306	£1,663	£3,427	£2,362	£1,238	£4,256	£2,647	£1,237	£1,862	£29,454	£43,992
Audit & Accountancy	£0	£0	£0	£0	£1,500	£1,500	£1,500	£1,500	£4,460	£4,460	£4,460	£4,460	£23,839	£21,920
Miscellaneous	£235	£1,185	£531	£4,919	£205	£879	£5,009	£4,015	£1,374	£1,102	£2,711	£2,724	£24,888	£42,930
	£11,235	£12,273	£10,301	£16,552	£14,249	£14,125	£17,304	£15,311	£18,714	£15,602	£17,689	£18,586	£181,941	£224,833
	£30,723	£31,825	£29,757	£36,096	£35,782	£35,669	£39,691	£36,402	£39,516	£36,218	£38,205	£40,449	£430,331	£458,754
SALES & MARKETING														
STAFF COSTS														
Marketing Wages	£2,286	£2,049	£2,049	£2,049	£2,049	£2,049	£2,049	£2,049	£2,049	£2,049	£2,049	£2,049	£24,828	£25,233
Marketing ENRI	£211	£178	£178	£178	£178	£178	£289	£178	£178	£178	£178	£178	£2,282	£2,227
Staff Benefits / Pension	£53	£46	£46	£46	£46	£46	£70	£46	£46	£46	£46	£46	£582	£570
	£2,550	£2,273	£2,273	£2,273	£2,273	£2,273	£2,408	£2,273	£2,273	£2,273	£2,273	£2,273	£27,692	£28,029
OTHER EXPENSES														
Staff Meals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480	£460
Newspaper & Magazines	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Hotel Brochures	£0	£0	£0	£320	£0	£0	£89	£0	£1,060	£658	£0	£0	£2,126	£1,830
Promotions & Advertising	£332	£515	£1,438	£354	£924	£712	£449	£719	£663	£1,571	£446	£515	£8,637	£7,638
Internet related costs	£150	£150	£150	£150	£409	£150	£150	£150	£150	£150	£309	£150	£2,218	£2,250
Exhibitions	£0	£0	£0	£0		£0	£686	£0	£0	£0	£0	£0	£686	£0
Vehicle Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£39	£236	£316	£327	£363	£352	£254	£338	£358	£211	£292	£771	£3,856	£3,294
	£561	£941	£1,943	£1,191	£1,736	£1,254	£1,668	£1,247	£2,271	£2,629	£1,087	£1,476	£18,003	£15,472
	£3,110	£3,214	£4,217	£3,465	£4,009	£3,528	£4,076	£3,520	£4,544	£4,903	£3,360	£3,749	£45,695	£43,501
FRANCHISE FEES														
Technology Fee (formerly Holidex)	£1,188	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£14,522	£14,233
Marketing Fees	£2,602	£2,939	£2,898	£3,127	£3,153	£3,777	£4,482	£3,422	£3,567	£4,179	£3,337	£2,426	£39,909	£39,626
Reservation Fees	£1,301	£1,470	£1,449	£1,564	£1,576	£1,889	£2,241	£1,711	£1,784	£2,089	£1,669	£1,213	£19,954	£19,813
Franchise Fees	£6,504	£7,348	£7,246	£7,818	£7,881	£9,444	£11,205	£8,555	£8,918	£10,446	£8,342	£6,064	£99,772	£99,065
Loyalty Club	£4,146	£6,540	£9,096	£2,152	£5,670	£7,100	£3,649	£6,730	£7,092	£6,055	£6,801	£7,341	£72,373	£55,242
Other Fees	£1,952	£902	£4,778	£548	£1,380	£1,702	-£567	£1,026	-£5	£987	£981	£274	£13,957	£17,964
	£17,692	£20,412	£26,679	£16,421	£20,872	£25,124	£22,223	£22,656	£22,567	£24,969	£22,342	£18,530	£260,486	£245,943
	14%	15%	15%	11%	14%	14%	11%	12%	13%	12%	14%	16%	13%	13%
5. UNDISTRIBUTED EXPENSES (contd.)														
	IAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEECT	LY

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEST	LT
PROPERTY MAINTENANCE														
STAFF COSTS														
Maintenance Wages	£5,707	£6,139	£5,995	£6,112	£6,080	£6,125	£6,184	£6,143	£6,065	£5,987	£6,117	£6,045	£72,700	£57,890
Maintenance ERNI	£474	£533	£513	£530	£525	£531	£607	£534	£523	£512	£530	£520	£6,335	£5,206
Staff Benefits / Pension	£124	£137	£133	£137	£136	£137	£153	£138	£135	£133	£137	£135	£1,634	£1,254
	£6,305	£6,810	£6,641	£6,778	£6,741	£6,794	£6,945	£6,815	£6,723	£6,632	£6,784	£6,700	£80,668	£64,350
OTHER EXPENSES														
Staff Meals	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	£1,000
Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£163
Light Bulbs	£260	£0	£0	£0	£0	£253	£212	£0	-£38	£0	£190	£0	£877	£1,181
Repairs	£0	£185	£3,695	£0	£393	£90	£145	£190	£378	£5,077	£1,147	£155	£11,454	£76,595
Grounds Maintenance	£0	£0	£198	£0	£366	£737	£822	£852	£1,313	£2,713	£2,013	£1,713	£10,726	£2,790
Elevators	£0	£988	£0	£2,490	£383	£360	£0	£0	£0	£0	£1,650	£0	£5,871	£8,725
Tools & Equipment	£118	£31	£113	£208	£75	£307	£753	£0	£429	£289	£6	£106	£2,433	£5,090
Furniture & Fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Electrical & Mechanical	£1,517	£0	£0	£70	£0	£0	£0	£0	£0	£0	£0	£0	£1,587	£6,271
Plumbing & Heating	£525	£0	£46	£0	£240	£0	£3,677	£832	£0	£308	£235	£547	£6,412	£5,441
Painting & Decorating	£0	£0	£0	£0	£0	£0	£56	£0	£346	£0	£0	£185	£587	£1,316
Uniforms	£0	£0	£0	£30	£0	£0	£0	£0	£0	£0	£0	£0	£30	£139
Maintenance Contracts	£748	£1,084	£831	£544	£575	£428	£325	£467	£418	£828	£580	£408	£7,236	£12,465
Operating Equipment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£0	£0	£71	£0	£0	£0	£132	£0	£88	£0	£0	£157	£449	£502
	£3,288	£2,408	£5,074	£3,461	£2,153	£2,296	£6,242	£2,461	£3,053	£9,334	£5,940	£3,391	£49,100	£121,678
	£9,594	£9,218	£11,716	£10,239	£8,894	£9,089	£13,187	£9,276	£9,776	£15,966	£12,724	£10,091	£129,768	£186,028
	4%	3%	4%	3%	3%	2%	3%	2%	3%	4%	4%	3%	3%	5%
UTILITIES														
Electricity	£25,462	£21,708	£21,873	£19,298	£16,641	£14,401	£9,336	£15,117	£15,119	£16,958	£19,800	£15,071	£210,783	£259,989
Gas	£14,486	£15,745	£9,058	£12,157	£7,992	£7,977	£4,151	£653	£3,040	£5,159	£7,661	£8,153	£96,233	£122,426
Water	£1,344	£1,409	£747	£833	£865	£815	£865	£865	£815	£865	£815	£865	£11,102	£12,609
Waster Removal	£1,455	£3,119	£2,521	£3,576	£3,852	£2,776	£2,531	£3,438	£2,308	£2,435	£2,407	£2,674	£33,091	£26,359
Carbon Reduction	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	£42,747	£41,981	£34,199	£35,864	£29,350	£25,969	£16,883	£20,073	£21,282	£25,417	£30,683	£26,763	£351,210	£421,382
Elec Cost Per Room	£15	£12	£11	£9	£8	£6	£4	£6	£7	£7	£9	£9	£8	£10
Gas Cost Per Room	£9	£9	£4	£6	£4	£3	£2	£0	£1	£2	£4	£5	£4	£5
Water Cost Per Room	£1	£1	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1	£0	£1
Waste Removal Per Room	£1	£2	£1	£2	£2	£1	£1	£1	£1	£1	£1	£2	£1	£1
Carbon Tax Per Room	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	£42,747	£41,981	£34,199	£35,864	£29,350	£25,969	£16,883	£20,073	£21,282	£25,417	£30,683	£26,763		
	£26	£23	£17	£17	£14	£11	£6	£8	£9	£10	£15	£17		
			£22			£14			£8			£14		

Variance	Budget	Variance
£82,929	£2,204,200	-£215,678
1%	49%	0%
£33,130	£1,522,153	-£132,131
0%	34%	0%
£52,527	£216,565	-£99,144
1%	5%	-2%
£19,411	£484,776	£4,467
0%	11%	1%
-£84,638	£55,000	£35,435
-2%	1%	1%
£103,360	£4,482,694	-£407,051
	-10%	
£2,490	£648,877	£31,331
0%	14%	2%
-£35,568	£1,234,992	-£134,341
-2%	28%	-1%
-£9,440	£82,104	-£24,895
0%	5%	0%
£74,248	£386,412	£29,409
2%	9%	2%
-£183	£31,016	-£928
0%	1%	0%
£31,547	£2,383,400	-£99,424
£71,814	£2,099,294	-£307,627
-£28,423	£486,125	-£55,794
-1%	11%	0%
£2,194	£40,651	£5,044
0%	1%	0%
£14,543	£286,546	-£26,060
0%	6%	0%
-£56,260	£139,274	-£9,506
-1%	3%	0%
-£70,172	£365,380	-£14,170

-4%

-2%	8%	
-£138,117	£1,317,976	-£100,485
£209,931	£781,318	-£207,141
5%	17%	-3%
£0	£0	£0
0%	0%	0%
-£4,631	£78,336	-£57,463
0%	2%	0%
£10,115	£133,499	£8,505
0%	3%	1%
£17,538	£58,061	£6,812
0%	1%	0%
£23,022	£269,896	-£42,146
£186,909	£511,422	-£164,996
4%	11%	-3%
-£598,377	£111,670	-£4,363
£28,173	£503,315	-£68,668
-£894,037	£378,752	-£73,032
-£20,170	£1,379,415	-£70,835
0%	31%	1%
0	1320	0
1	366	0
110	40260	0
560	26950	-1290
1%	67%	-3%
£1	£82	-£4
£2	£55	-£5
-561	34046	-2641
0.00		
Variance	Budget	Variance
£82,929	£2,204,200	-£215,678
£0	£0	£0
£0	£0	£0

-18%

-19%

-5%

£82,929	£2,204,200	-£215,678
£10,766	£219,107	£4,731
-£15,682	£181,912	-£28,963
£732	£6,201	£905
£512	£28,071	-£712
-£3,672	£435,292	-£24,040
-1%	20%	1%
£1,096	£10,560	-£480
£0	£750	-£750
£9,920	£60,602	£14,239
£1,019	£5,390	£1,402
£3,826	£12,128	£6,316
£573	£6,000	£2,743
£54	£1,500	-£570
-£1,856	£3,492	-£2,067
-£147	£187	-£149
-£6,801	£99,189	£38,006
£203	£4,600	-£1,947
£0	£0	£0
£351	£67	£350
£0	£120	-£120
-£1,006	£3,600	-£2,546
-£3,460	£2,400	-£2,262
-£220	£900	-£420
£2,610	£2,100	£3,623
£6,162	£213,584	£55,370
£2,490	£648,877	£31,331
£80,440	£1,555,323	-£247,008
1%	71%	-5%
Variance	Budget	Variance
£7,835	£255,345	-£22,772
£15,055	£141,291	-£10,482
£1,051	£5,447	£705
£45,383	£161,719	£7,181
£4,011	£22,130	£4,001
£22,729	£245,000	-£13,026
£1,985	£10,400	-£5,796
£96,064	£830,932	-£34,393

£ 2.92

7%

£11,916	£27,237	-£2,340
£976	£1,702	£838
£4,208	£289,391	-£25,795
-£436	£3,405	-£1,700
-£72,648	£213,950	-£107,494
£232	£4,144	-£1,607
-£55,985	£535,685	-£136,491
£19,543	£155,500	-£14,312
£22,729	£245,000	-£13,026
-£72,648	£213,950	-£107,494
-£8	£37	-£12
-£26,485	£105,507	-£52,430
-£25,465	£614,487	-£129,924
£112,691	£1,522,153	-£132,131
£27,514	£235,573	-£12,746
0%	28%	0%
-£30,455	£140,355	-£49,748
-4%	26%	-4%
-£2,942	£375,928	-£62,494
-2%	25%	-2%
£16,680	£234,991	-£21,433
£2,088	£16,589	£3,179
£0	£3,555	-£3,555
-£30,290	£293,212	-£20,045
-£2,478	£20,525	-£7,287
£0	£4,398	-£4,398
£10,935	£101,204	-£3,106
£1,145	£7,084	£778
£283	£3,036	£5,798
-£1,638	£684,595	-£50,067
-4%	45%	1%
£6,982	£19,392	£3,318
-£29,302	£97,250	-£21,173
£1,055	£1,750	£1,299
£725	£6,000	-£75
£1,311	£1,500	£1,107
-£1,210	£3,000	-£1,703
-£3,519	£1,950	£630
£650	£1,273	£637

5%

£17	£150	£42
-£60	£120	-£119
-£5,240	£2,400	-£2,298
-£300	£464	-£305
£83	£935	£74
£130	£2,500	£346
£823	£8,085	£526
-£2,713	£16,170	-£4,511
-£440	£445	-£445
£198	£98	£197
£934	£2,500	-£951
-£1,131	£900	£2,094
£295	£5,372	£242
-£187	£189	-£189
-£225	£227	-£227
£131	£1,200	£51
£6	£600	-£345
-£30,988	£174,468	-£21,779
-£33,930	£550,397	-£84,273
-£35,568	£1,234,992	-£134,341
£148,259	£287,162	£2,210
10%	19%	2%
Variance	Budget	Variance
£30,479	£109,886	-£52,495
£6,417	£92,135	-£74,274
-£2,664	£0	£16,428
-£1,871	£0	£0
£1,634	£10,400	-£5,796
-£67	£4,144	-£1,607
£52,527	£216,565	-£99,144
-£1,012	£59,730	-£15,799
£0	£0	£0
£15	£4,181	-£3,762

-£811	£1,792	-£486
-£1,809	£65,704	-£20,047
-34%	30%	9%
-£50	£500	-£500
£0	£0	£0
£0	£0	£0
-£4,594	£3,000	-£1,057
-£363	£900	-£900
-£80	£1,600	-£1,600
-£1,672	£750	-£750
-£1,124	£1,440	-£340
£1,489	£2,160	£240
-£500	£4,800	-£4,800
-£478	£0	£257
-£399	£500	-£299
£36	£0	£1,366
£1,413	£150	£2,413
-£470	£600	£210
-£842	£0	£911
-£9,440	£82,104	-£24,895
£61,967	£134,461	-£74,250
54%	62%	-11%
£19,411	£484,776	£4,467
£0	£0	£0
£0	£0	£0
£19,411	£484,776	£4,467
£73,190	£344,256	£32,303
£1,058	£42,156	-£2,894
£74,248	£386,412	£29,409
-£54,836	£98,364	-£24,942
-12%	20%	-5%

-£3,224	£2,400	-£2,400
£2,779	£3,000	-£168
-£3,550	£44,827	-£789
-£572	£1,593	-£588
£0	£0	£0
£0	£0	£0
£0	£0	£0
£1,061	£7,684	£985
-£54	£750	-£276
-£14,538	£45,600	-£16,146
£1,919	£23,000	£839
-£18,042	£57,000	-£32,112
-£42,892	£240,919	-£58,977
-£28,423	£486,125	-£55,794
-£404	£24,592	£236
£55	£1,721	£561
£12	£738	-£156
-£337	£27,051	£641
£20	£480	£0
£0	£0	£0
£297	£1,848	£278
£999	£7,200	£1,437
-£32	£2,273	-£55
£686	£0	£686
£0	£0	£0
£562	£1,800	£2,056
£2,531	£13,600	£4,403
£2,194	£40,651	£5,044
£289	£22,042	-£7,520
£283	£44,084	-£4,175
£141	£22,042	-£2,088
£707	£110,210	-£10,438
£17,131	£66,126	£6,247
-£4,008	£22,042	-£8,086
£14,543	£286,546	-£26,060
0%	13%	0%
Variance	Budget	Variance

1%

variance	Budget	variance
£14,809	£72,016	£683
£1,129	£5,041	£1,294
£380	£2,160	-£526
£16,318	£79,218	£1,450
£440	£1,440	£0
-£163	£600	-£600
-£305	£1,020	-£143
-£65,141	£18,000	-£6,546
£7,936	£1,800	£8,926
-£2,854	£3,306	£2,565
-£2,658	£7,200	-£4,767
£0	£0	£0
-£4,684	£5,250	-£3,663
£970	£7,200	-£788
-£730	£1,500	-£913
-£109	£140	-£111
-£5,228	£12,000	-£4,764
£0	£0	£0
-£53	£600	-£151
-£72,578	£60,056	-£10,956
-£56,260	£139,274	-£9,506
-1%	3%	-5%
-£49,206	£227,579	-£16,796
-£26,193	£96,384	-£151
-£1,506	£16,376	-£5,273
£6,732	£25,041	£8,050
£0	£0	£0
-£70,172	£365,380	-£14,170

-£2	£9	-£0
-£1	£4	£0
-£0	£1	-£0
£0	£1	£0
£0	£0	£0