Marche   M		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ОСТ	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	YTD	Variance to
Part		ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS										-			Budget
Part																				
Part	Rooms																		£899,497	-£167,103
Marche   11,00   11,	Food and Beverage																		£615.648	-£58,870
Latinum Facilities   18,000   18,100			32%														,			
Lateurs Facilities   14.00	Woodland Facilities																		£48,825	-£47,426
Designation   Control	Leisure Facilities	0,0				•													£240 083	-£1,259
Control   Cont	Leisure Fuelinies																		1240,003	21,255
Color   Colo	Other Income	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£25,000			£500	£500	£500						£42,365	£14,865
Performement   Perf		1%	10%	1%	1%	1%	1%	6%	0%	0%	0%	0%	0%	2%	4%	-3%	1%	0%		
DEPARTMENTAL EVENSES  ROOMS  (25,007 154,538 154,734 158,901 1	TOTAL REVENUE	£256,173	£322,224	£274,781	£306,482	£321,680	£365,078	£428,625	£435,533	£391,307	£373,034	£351,731	£361,690	£4,188,339		£216,056		-£294,355	£1,846,419	-£259,793
1966   1967   1968   1968   1968   1968   1968   1968   1968   1968   1969	DEPARTMENTAL EXPENSES														5%		-7%			
FOOD AND SHORTMAN PROFIT  10.00 19.0	Rooms	£51,087	£54,536	£54,761	£58,901	£58,080	£65,376	£58,513	£58,638	£56,507	£56,495	£56,372		£683,847	£677,718	£6,129	£648,877	£34,970	£342,742	£24,424
Modelan Facilities																				
Modeline Facilities	Food and Beverage			•															£523,206	-£35,779
Lesure Facilities	Woodland Facilities																		£29,930	-£9,191
148							2%		3%			1%		5%		0%		0%		
0 c.	Leisure Facilities	,													•				£208,537	£15,244
TOTAL DEPARTMENTAL EXPS  E174,041 E175,768 E191,500 E184,609 E185,236 E207,679 E208,778 E209,778 E209,778 E208,781 E194,300 E194,300 E194,300 E194,300 E208,502 E232,429 E33,468 E2,383,400 =247,502 E19,119,833 =45,500 E194,500 E1	Other Income																		£15.418	-£693
Factor   F																	-		220,120	
Factor   F																				
UNIDISTRIBUTED EXPENSES  Administration and General  E30,723 £31,825 £29,757 £36,096 £35,782 £35,669 £38,127 £38,551 £48,088 £36,226 £34,337 £36,154 £431,136 £458,754 £27,618 £486,125 £486,125 £486,125 £19,851 £37,77 £3,194 £3	TOTAL DEPARTMENTAL EXPS	£174,041	£176,768	£191,500	£184,609	£185,236	£207,679	£208,798	£209,753	£203,391	£194,310	£191,310	£208,502	£2,335,898	£2,252,429	£83,468	£2,383,400	-£47,502	£1,119,833	-£5,994
Administration and General    230,723   631,825   629,757   636,096   635,822   635,669   638,127   638,351   648,085   636,226   634,337   636,154   6431,336   6458,754   -627,618   6486,125   -659,898   6199,851   -637,   318	DEPARTMENTAL PROFIT	£82,132	£145,456	£83,282	£121,873	£136,444	£157,399	£219,827	£225,780	£187,917	£178,724	£160,421	£153,187	£1,852,441	£1,719,853	£132,588	£2,099,294	-£246,853	£726,586	-£253,799
Administration and General    230,723   631,825   629,757   636,096   635,822   635,669   638,127   638,351   648,085   636,226   634,337   636,154   6431,336   6458,754   -627,618   6486,125   -659,898   6199,851   -637,   318																				
Sales and Marketing		£20 722	£21 925	£20 757	£36 006	£25 792	635 660	£29 127	£29 251	E48 U88	£26.226	£24 227	£26 15A	£/31 136	£450 754	-627 619	£486 125	-654 080	£100 951	-£37.859
Franchise Fees	Administration and General																•		1133,631	-137,833
Franchise Fees	Sales and Marketing																		£21,542	£2,148
Property Maintenance	Formaking Form																		6427.200	
Property Maintenance £9,594 £9,218 £11,716 £10,239 £8,894 £9,089 £11,580 £11,131 £11,580 £11,131 £11,580 £11,131 £11,580 £11,131 £126,881 £186,028 £59,147 £139,274 £139,74 £139,274 £139,74 £	Franchise Fees						£25,124 7%								•				£127,200	-£11,458
Utilities	Property Maintenance						£9,089												£58,749	-£11,965
TOTAL UNDISTRIBUTED EXPS  £103,865 £106,649 £105,567 £102,085 £98,907 £99,379 £102,219 £103,932 £114,484 £107,273 £107,315 £107,170 £1,259,847 £13,55,608 £98,761 £1,317,976 £1,317,977 £1,317,976 £1,317,977 £1,317,977 £1,317,977 £1,317,977 £1,		1,0											0,0				0,0			
TOTAL UNDISTRIBUTED EXPS    £103,865   £106,649   £106,567   £102,085   £98,907   £99,379   £102,219   £103,932   £114,484   £107,273   £107,315   £107,170   £1,259,847   £1,355,608   £95,761   £1,317,976   £58,130   £617,453   £41,	Utilities						£25,969											£24,150	£210,110	£17,150
GROSS OPERATING PROFIT  -£21,733  £38,807  -£23,285  £19,788  £37,537  £58,020  £117,608  £121,848  £73,433  £71,450  £53,106  £46,017  £592,594  £364,245  £228,349  £781,318  £318,723  £109,133  £211,786  £20,004  £10,006  £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £		17.80	13%	1270	1270	3,6	//	0.6	0.6	7.6	370	10%	10%	370	11/0	-170	370			
FIXED OVERHEADS  Management Fees  £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £	TOTAL UNDISTRIBUTED EXPS	£103,865	£106,649	£106,567	£102,085	£98,907	£99,379	£102,219	£103,932	£114,484	£107,273	£107,315	£107,170	£1,259,847	£1,355,608	-£95,761	£1,317,976	-£58,130	£617,453	-£41,983
FIXED OVERHEADS  Management Fees  £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £	GROSS OPERATING PROFIT	-f21.733	£38,807	-f23,285	£19.788	£37.537	£58.020	£117.608	£121.848	£73.433	£71.450	£53.106	£46.017	£592.594	£364.245	£228.349	£781.318	-£188.723	£109.133	-£211.816
Management Fees				-8%			16%									5%				
This property is a second of the control of the con																				
Rates	Management Fees																			
Insurance 1% 0% 1% 1% 1% 0% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1%	Rates																			
4% 4% 4% 3% 3% 3% 2% 3% 3% 3% 3% 3% 3% 3% 3% 0%			0%	•				1%	1%		1%		1%		1%					
	Insurance			•				•						-	-		7		£65,269	-£1,116
																				4
2% 1% 3% 2% 1% 1% 1% 1% 1% 1% 1% 1% 1% 0% 1% 0%	Head Lease Payment													5,0			5,0		£31,274	£2,259

TOTAL FIXED OVERHEADS	£15,342	£18,708	£20,521	£17,255	£17,670	£17,255	£19,196	£19,197	£18,849	£19,198	£18,849	£19,198	£221,240	£204,728	£16,512	£269,896	-£48,656	£106,751	-£27,8
EBITDA	-£37,075	£20,099	-£43,806	£2,533	£19,867	£40,765	CO0 411	£102,650	CEA EQ2	£52,252	£34,257	£26,818	£371,354	£159,518	£211,837	CE11 422	-£140,068	C2 202	C102.0
EBITUA	-£37,073	E20,099	-16%	1%	£13,807	11%	£98,411	24%	£54,583	14%	10%	7%	9%	£139,318	5%	£511,422	-1140,008	£2,383	-E105,:
FF&E	£16,040	£659	£4,834	£2,411	£1,501	£0	£0	£0	£0	£0	£0	£0	£25,444	£705,684	-£680,240	£111,670	-£86,226	£25,444	-£30,
Depreciation	£35,752	£35,758	£36,497	£36,068	£36,073	£36,085	£36,085	£36,085	£36,085	£36,085	£36,085	£36,085	£432,745	£406,474	£26,272	£503,315	-£70,570	£216,234	-£35,
Cost of Money (@6%)	£1,750	£1,750	£1,750	£1,750	£1,750	£1,750	£1,750	£1,750	£1,750	£1,750	£1,750	£1,750	£21,000	£27,000	-£6,000	£21,000	270,070	£10,500	
IBT	-£54,865	£17,691	-£50,389	-£1,628	£16,615	£39,015	£96,661	£100,900	£52,833	£50,502	£32,507	£25,068	£324,911	£1,112,157	-£787,246	£378,752	-£156,796	£378,752	
PAYROLL	£92,208	£101.139	£110.555	£109.479	£108.367	£124.815	£116.449	£121,195	£118,483	£111,959	£108,636	£115,172	£1,338,456	£1,328,751	£9,706	£1,379,415	-£40,959	£646,563	-£18
	36%	31%	40%	36%	34%	34%	27%	28%	30%	30%	31%	32%	32%	32%	0%	31%	1%	35%	
ADDITIONAL ERNI PAYMENT	£7,785	£7,722	£8,583	£8,355	£8,216	£9,037	£9,182	£9,532	£9,412	£8,920	£8,688	£9,005	£104,438	£98,087	£6,351	£95,010	£9,428	£49,698	£
	3%	2%	3%	3%	3%	2%	2%	2%	2%	2%	2%	2%	2%	2%	0%	2%	-3%	3%	
STAFF PENSION	£2,859	£2,927	£3,266	£3,328	£3,229	£3,612	£3,729	£3,897	£3,827	£3,676	£3,582	£3,644	£41,577	£40,377	£1,201	£46,140	-£4,563	£19,221	-£
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	2%	1%	
TOTAL MANNING COST	£102,852	£111,789	£122,405	£121,162	£119,812	£137,465	£129,361	£134,625	£131,723	£124,555	£120,906	£127,822	£1,484,476	£1,467,219	£17,258	£1,530,569	-£46,093	£715,485	-£1
	40%	35%	45%	40%	37%	38%	30%	31%	34%	33%	34%	35%	35%	36%	0%	34%	1%	39%	
STATISTICS																			
Number of Rooms	110	110	110	110	110	110	110	110	110	110	110	110	1320	1320	0	1320	0	660	
	31	29	31	30	31	30	31	31	30	31	30	31	366	365	1	366	0	182	
Rooms Available	3410	3190	3410	3300	3410	3300	3410	3410	3300	3410	3300	3410	40260	40150	110	40260	0	20020	
Rooms Occupied	1660	1830	1839	2069	2107	2344	2350	2400	2300	2300	2200	2000	25399	25100	299	26950	-1551	11849	
Occupancy	49%	57%	54%	63%	62%	71%	69%	70%	70%	67%	67%	59%	63%	63%	1%	67%	-4%	355%	
		070											670	076				0.456	
Average Room Rate	£77	£76	£78	£75	£73	£77	£80	£80	£82	£82	£82	£80	£78	£76	£2	£82	-£3	£456	
REVPAR	£38	£44	£42	£47	£45	£55	£55	£56	£57	£55	£55	£47	£50	£47	£2	£55	-£5	£270	
N	4044	2400	2476	2545	2007	2014	2426	2402	2007	2020	2045	2550	22040	24055	53	24046	-2028	4.4500	
Sleepers	1944	2196	2176	2645	2657	2911 f1	3126	3192	2967	2829	2816	2560	32019	31966	53	34046	-2028	14529	-:
															20				
2. ROOMS															£0)				
2. ROOMS														I	20				
2. ROOMS				400				1110	are.	007	NOV	DEG		1	20				Variano
2. ROOMS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	YTD	Varian Budg
2. ROOMS	JAN	FEB	MAR	APR	MAY		JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	YTD	
	JAN	FEB	MAR	APR	MAY		JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	YTD	
REVENUE	JAN £128,566	FEB £139,030	MAR £142,735	APR £154,637	MAY £154,287	JUN							YEFCST £1,996,509	LY £1,905,593	Variance £90,916	Budget £2,204,200	Variance -£207,691	YTD £899,497	Bud
2. ROOMS  REVENUE Room Revenue Chargebacks & Adjustments						JUN													
REVENUE Room Revenue						JUN							£1,996,509	£1,905,593	£90,916	£2,204,200	-£207,691	£899,497	Bud -£16
REVENUE Room Revenue Chargebacks & Adjustments No Show & Cancellation Charges	£128,566	£139,030	£142,735	£154,637	£154,287	JUN £180,241	£187,413	£192,000	£188,600	£188,600	£180,400	£160,000	£1,996,509 £0 £0	£1,905,593 £0 £0	£90,916 £0 £0	£2,204,200 £0 £0	-£207,691 £0 £0	£899,497 £0 £0	Bud -£16
REVENUE Room Revenue Chargebacks & Adjustments No Show & Cancellation Charges					£154,287	JUN £180,241	£187,413	£192,000	£188,600	£188,600	£180,400	£160,000	£1,996,509 £0	£1,905,593 £0	£90,916 £0	£2,204,200 £0	-£207,691 £0	£899,497 £0	Bud -£16
REVENUE Room Revenue Chargebacks & Adjustments No Show & Cancellation Charges TOTAL ROOM REVENUE	£128,566	£139,030	£142,735	£154,637	£154,287	JUN £180,241	£187,413	£192,000	£188,600	£188,600	£180,400	£160,000	£1,996,509 £0 £0	£1,905,593 £0 £0	£90,916 £0 £0	£2,204,200 £0 £0	-£207,691 £0 £0	£899,497 £0 £0	Bud -£16
REVENUE Room Revenue Chargebacks & Adjustments No Show & Cancellation Charges TOTAL ROOM REVENUE	£128,566	£139,030	£142,735	£154,637	£154,287	JUN £180,241 £180,241	£187,413 £187,413	£192,000	£188,600	£188,600	£180,400	£160,000	£1,996,509 £0 £0 £1,996,509	£1,905,593 £0 £0 £1,905,593	£90,916 £0 £0	£2,204,200 £0 £0	-£207,691 £0 £0 -£207,691	£899,497 £0 £899,497	-£16
REVENUE ROOM Revenue Chargebacks & Adjustments No Show & Cancellation Charges FOTAL ROOM REVENUE STAFF COSTS Reception	£128,566	£139,030 £139,030	£142,735 £142,735 £18,371	£154,637 £154,637 £19,855	£154,287 £154,287 £19,653	JUN £180,241 £180,241 £20,614	£187,413 £187,413 £19,390	£192,000 £192,000	£188,600 £188,600 £18,390	£188,600 £188,600	£180,400 £180,400 £18,390	£160,000 £160,000	£1,996,509 £0 £0 £1,996,509	£1,905,593 £0 £0 £1,905,593	£90,916 £0 £90,916	£2,204,200 £0 £2,204,200	-£207,691 £0 £0 -£207,691	£899,497 £0 £899,497 £113,350	-£16
REVENUE ROOM Revenue Chargebacks & Adjustments No Show & Cancellation Charges FOTAL ROOM REVENUE STAFF COSTS Reception Housekeeping	£128,566 £128,566 £16,837 £10,765	£139,030 £139,030 £18,020 £11,390	£142,735 £142,735 £18,371 £13,222	£154,637 £154,637 £19,855 £11,726	£154,287 £154,287 £19,653 £12,311	JUN £180,241 £180,241 £20,614 £15,758	£187,413 £187,413 £19,390 £13,557	£192,000 £192,000 £19,390 £13,557	£188,600 £188,600 £18,390 £13,557	£188,600 £188,600 £18,390 £13,557	£180,400 £180,400 £18,390 £13,557	£160,000 £160,000 £18,390 £13,557	£1,996,509 £0 £1,996,509 £225,687 £156,512	£1,905,593 £0 £0 £1,905,593 £213,072 £168,631	£90,916 £0 £0 £90,916 £12,615 -£12,120	£2,204,200 £0 £2,204,200 £219,107 £181,912	-£207,691 £0 £0 -£207,691 £6,579 -£25,401	£899,497 £0 £0 £899,497 £113,350 £75,172	-£16
REVENUE ROOM Revenue Chargebacks & Adjustments No Show & Cancellation Charges FOTAL ROOM REVENUE STAFF COSTS Reception Housekeeping Staff Benefits / Pension	£128,566 £128,566 £16,837 £10,765 £495	£139,030 £139,030 £18,020 £11,390 £539	£142,735 £142,735 £18,371 £13,222 £563	£154,637 £154,637 £19,855 £11,726 £636	£154,287 £154,287 £19,653 £12,311 £617	£180,241 £180,241 £20,614 £15,758 £630	£187,413 £187,413 £19,390 £13,557 £521	£192,000 £192,000 £19,390 £13,557 £521	£188,600 £188,600 £18,390 £13,557 £521	£188,600 £188,600 £18,390 £13,557 £521	£180,400 £180,400 £18,390 £13,557 £521	£160,000 £160,000 £18,390 £13,557 £521	£1,996,509 £0 £0 £1,996,509 £225,687 £156,512 £6,606	£1,905,593 £0 £0 £1,905,593 £213,072 £168,631 £6,374	£90,916 £0 £0 £90,916 £12,615 -£12,120 £232	£2,204,200 £0 £0 £2,204,200 £219,107 £181,912 £6,201	-£207,691 £0 £0 -£207,691 £6,579 -£25,401 £404	£899,497 £0 £0 £899,497 £113,350 £75,172 £3,481	-£16
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Proposition	NET ROOMS PROFIT		£84,494	£87,973	£95,736	£96,207	£114,865													-£191,528
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TOTAL F&B REVENUE							£1 700							£86 121		£6 559				-£6,607
TOTAL F&B REVENUE    E83,772   E101,791   E88,633   E102,322   E114,260   E124,871   E153,514   E155,312   E138,127   E129,807   E123,947   E164,861   E1,481,215   E1,277,330   E203,885   E1,522,153   -E40,938   E615,648   -E40,035																				-£48,417
FOOD COST OF SALES  \[ \begin{array}{cccccccccccccccccccccccccccccccccccc	TOTAL COD (INC NOOM TIME)	127,736	132,403	120,243	127,330	137,023	141,903	107,000	100,000	130,000	131,300	140,000	194,000	1374,003	,	•	<u> </u>	-140,417	•	-140,417
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	C&B ERNI	£576	£609	£602	£770	£645	£824	£624	£624	£624	£624	£624	£624	£7,771	£6,718	£1,054	£7,084	£687	£4,026	£517
Staff Benefits / Pension £750 £709 £769 £704 £749 £861 £267 £267 £267 £267 £267 £267 £267 £3,036 £3,110 £4,541	Staff Benefits / Pension	£750	£709	£769	£704	£749	£861	£267	£267	£267	£267	£267	£267	£6,146	£8,552	-£2,405	£3,036	£3,110	£4,541	£3,037

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TOTAL STAFF COSTS	£50,964	£47,568	£55,112	£52,327	£50,967	£59,170	£57,520	£56,728	£58,064	£54,287	£53,851	£61,222	£657,777	£636,166	£21,612	£684,595	-£26,818	£316,106	-£9,572
	61%	47%	62%	51%	45%	47%	37%	37%	42%	42%	43%	37%	44%	50%	-5%	45%	-1%	51%	3%
F&B OTHER EXPENSES		00.400	04 000	04.040	04.040						04 600	04 600	004 070	04.5.700	05.540	040 000	04 070	044 670	
Staff Meals	£1,870	£2,400	£1,880	£1,840	£1,840	£1,840	£1,600	£1,600	£1,600	£1,600	£1,600	£1,600	£21,270	£15,728	£5,542	£19,392	£1,878	£11,670	£1,974
3rd Party Recharge	£6,550	£4,741	£9,902	£1,945	£4,576	£1,755	£8,000	£5,000	£5,000	£8,000	£8,000	£18,000	£81,468	£105,379	-£23,911	£97,250	-£15,782	£29,468	£718
Crockery, Glass & Silverware	£112 £426	£0 £392	£68 £456	£543 £648	£328 £630	£0 £274	£125 £500	£125 £500	£250 £500	£125 £500	£125 £500	£125 £500	£1,926	£1,994	-£68 £626	£1,750	£176	£1,051	£176 -£174
Cleaning Supplies					£381				£500				£5,826	£5,200	£897	£6,000	-£174	£2,826	
Printing & Stationery	£614	£0	£0	£448		£0	£50	£50		£50	£50	£50	£2,193	£1,295		£1,500	£693	£1,443	£693
Uniforms	£0 £24	£405 £55	£0	£62	£110 £0	£0	£150 £500	£150 £50	£150 £50	£150 £500	£150 £50	£150	£1,477	£2,507	-£1,030	£3,000	-£1,523	£577	-£923 -£255
Flowers & Decorations			£112	£12		£293						£50	£1,695	£6,099	-£4,404	£1,950	-£255	£495	
Contract Cleaning	£90 £0	£320	£0	£90	£440	£0	£0	£91	£91	£0 £0	£556	£0	£1,677	£1,260	£417	£1,273	£405	£940	£405
Travel Expenses		£0	£0 £0	£0	£0	£0	£0 £10	£0	£0		£0 £10	£0	£0 £61	£175	-£175	£150	-£150	£0	-£100
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Training Expenses	£0	£0	£0	£102	£0	£74	£200	£200	£200	£200	£150	£200	£374	£3,342 £459	-£4,040 -£85	£2,400 £464	-£1,098 -£90	£102	-£1,098 -£100
Operating Equipment	£0	£0	£0	£0	£0	£/4	£0	£0	£400	£0	£150	£0	£400	£926	-£526	£935	-£535	£0	-£100
Menus	£130	£29	£166	£274	£191	£216	£150	£150	£150	£150	£500	£150	£2,257	£2,716	-£526 -£459	£2,500	-£335 -£243	£1,007	-£211 -£243
Kitchen Supplies	£520	£602	£542	£608	£894	£746	£588	£600	£575	£575	£550	£500	£7,300	£7,788	-£439 -£488	£8,085	-£245 -£785	£3,912	-£245 -£33
Laundry Restaurant & Par Supplies	£520	£957	£876	£391	£1,050	£1,242	£646	£660	£633	£633	£605	£550			-£5,594		-£7,392		-£33 -£2,838
Restaurant & Bar Supplies Glassware	£036	£957	£0/6	£0	£1,050 £0	£1,242 £0	£69	£000	£033	£0	£221	£0	£8,778 £290	£14,372 £440	-£3,394 -£150	£16,170 £445	-£7,392 -£154	£5,052 £0	-£2,636 -£154
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Music & Entertainment F&B Commission	£688	£0	£0	£142	£0	£0	£150	£150	£150	£500	£150	£150	£2,079	£614	£1,465	£2,500	£0 -£421	£829	-£421
F&B Misc	£088	£0 £257	£229	£142 £245	£309	£315	£150 £75	£150 £75	£150 £75	£75	£150 £75	£150 £75	£2,079 £1,805	£4,125	-£2,319	£2,500 £900	£905	£1,355	-£421 £905
Sky TV Costs	£498	£498	£498	£498	£498	£498	£498	£498	£498	£498	£498	£498	£5,976	£5,319	£658	£5,372	£604	£2,988	£903 £443
Conf Printing & Stationery	£498 £0	£498 £0	£498 £0	£498 £0	£498 £0	£498 £0	£498 £0	£498 £0	£498 £0	£498 £0	£498 £0	£498 £0	£5,976 £0	£5,319 £187	-£187	£5,372 £189	-£189	£2,988 £0	£443 -£189
Uniforms	£0	£0	£0	£0	£0	£0	£0	£0	£95	-£112	£0	£244	£227	£225	£2	£227	£0	£0	£0
Meeting Room Supplies	£0	£188	£0	£20	£206	£208	£200	£0	£0	£250	£0	£0	£1,073	£1,120	-£48	£1,200	-£127	£623	£123
Conf Miscellaneous	£0	£0	£0	£0	£0	£00	£50	£50	£50	£50	£50	£50	£300	£249	£51	£600	-£300	£0	-£300
Con Miscellaneous	£12,057	£10,845	£14,728	£7,866	£11,453	£7,463	£13,711	£10,057	£10,977	£13,753	£14,040	£22,902	£149,852	£183,677	-£33,825	£174,468	-£24,616	£64,413	-£1,661
!	£12,057	£10,645	£14,720	17,000	E11,455	£7,403	£15,/11	£10,037	110,577	E13,/33	£14,040	£22,502	£149,632	1105,077	-135,625	£1/4,400	-E24,010	104,413	-E1,001
TOTAL F&B SUPPLY COST	£29,429	£34.648	£37,175	£30,450	£38,316	£37,081	£50,509	£48,115	£44,134	£44,513	£43,567	£60,554	£498,492	£500,053	-£1,561	£550,397	-£51,905	£207,099	-£26,207
101/121/02/01/121/0301	223,123	20 1,0 10	207,270	200,100	200,020	207,002	250,505	210,220	211,201	211,020	2 10,007	200,00 .	2.50,.52	2500,050	22,002	2000,007	202,000	2207,033	ZEO,EO?
TOTAL DEPT COST	£80.392	£82.216	£92,287	£82.776	£89.283	£96,252	£108.029	£104.843	£102.198	£98,800	£97,418	£121.776	£1,156,269	£1,136,218	£20,051	£1,234,992	-£78.722	£523,206	-£35,779
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NET F&B PROFIT	£3,380	£19,574	-£3,654	£19,546	£24,977	£28,619	£45,485	£50,469	£35,928	£31,006	£26,529	£43,085	£324,946	£141,112	£183,834	£287,162	£37,785	£92,443	-£23,091
	4%	19%	-4%	19%	22%	23%	30%	32%	26%	24%	21%	26%	22%	11%	11%	19%	3%	15%	-2%
4. OTHER OPERATED DEPARTMENTS																			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ОСТ	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	YTD	Variance to Budget
																			buuget
WOODLAND DEVELOPMENT																			
WOODDAND DEVELOT WENT																			
REVENUE						£3,241													
Adventure Golf	£1,247	£3,729	£2,372	£3,925	£4.158	£9,232	£9,477	£22,114	£9,477	£6,911	£3,238	£2,764	£78,645	£26,912	£51,733	£109,886	-£31,241	£24,664	-£27,569
High Ropes	£0	£836	£685	£1,390	£1,983	£2,067	£10,107	£20,383	£12,634	£5,896	£0	£0	£55,980	£11,444	£44,536	£92,135	-£36,155	£6,961	-£30,427
Trio Combi Tickets	£18	£1,730	£843	£1,496	£95	£3,247			,007	25,050	20	-0	£7,430	£19,092	-£11,662	£0	£7,430	£7,430	£7,430
Sponsorship		,,55		,-50									£0	£1,871	-£1,871	£0	£0	£0	£0
Food	£0	£232	£20	£189	£576	£691	£900	£2.100	£900	£656	£308	£263	£6,835	£2,970	£3,865	£10,400	-£3,565	£1,709	-£3.217
Beverage	£0	£188	£30	£180	£250	£313	£450	£908	£563	£263	£0	£0	£3,143	£2,604	£538	£4,144	-£1,001	£960	-£746
Axe Throwing					£623	£2,799	£1,500	£1,000	£250	£250	£0	£0	£6,422	22,004	£6,422	,	£6,422	£3,422	£3,422
Combi G & AA							£1,000	£1,500				-"	£5,628		£5,628		£5,628	£3,128	£3,128
					£2,010	£1.118													
						£1,118 £221							£1.121		£1.121				
Combi G & Axe					£150	£221	£250	£500					£1,121 £483		£1,121 £483		£1,121	£371	£371
													£1,121 £483		£1,121 £483				
Combi G & Axe	£1,265	£6,715	£3,950	£7,180	£150	£221	£250	£500	£23,824	£13,975	£3,546	£3,027		£64,893	£483	£216,565	£1,121 £483	£371	£371
Combi G & Axe Combi Abe & AA  TOTAL WOODLAND INCOME	£1,265	£6,715	£3,950	£7,180	£150 £55	£221 £128	£250 £50	£500 £250	£23,824	£13,975	£3,546	£3,027	£483	£64,893	£483	£216,565	£1,121 £483	£371 £183	£371 £183
Combi G & Axe Combi Abe & AA  TOTAL WOODLAND INCOME  STAFF COSTS					£150 £55	£221 £128 £19,816	£250 £50 £23,734	£500 £250 £48,754				·	£483 £165,685		£483 £100,792		£1,121 £483 -£50,880	£371 £183 £48,825	£371 £183 -£47,426
Combi G & Axe Combi Abe & AA  TOTAL WOODLAND INCOME	£1,265 £2,770	£6,715 £2,804	£3,950 £3,388	£7,180 £4,494	£150 £55	£221 £128	£250 £50	£500 £250	£23,824 £7,366	£13,975	£3,546 £1,363	£3,027 £949	£165,685 £52,017	£44,944	£100,792 £7,074	£59,730	£1,121 £483 -£50,880 -£7,713	£371 £183 £48,825	£371 £183 -£47,426
Combi G & Axe Combi Abe & AA  TOTAL WOODLAND INCOME  STAFF COSTS Woodland Staff Costs	£2,770	£2,804	£3,388	£4,494	£150 £55 £9,900	£221 £128 £19,816 £6,903	£250 £50 £23,734 £4,873	£500 £250 £48,754 £10,310	£7,366	£4,284	£1,363	£949	£165,685 £52,017 £0	£44,944 £0	£100,792 £7,074 £0	£59,730 £0	£1,121 £483 -£50,880 -£7,713 £0	£371 £183 £48,825 £22,872 £0	£371 £183 -£47,426 -£4,193 £0
Combi G & Axe Combi Abe & AA  TOTAL WOODLAND INCOME  STAFF COSTS Woodland Staff Costs  Staff Benefits / Pension	£2,770 £67	£2,804 £63	£3,388 £72	£4,494 £69	£150 £55 £9,900 £2,513	£19,816 £6,903	£250 £50 £23,734 £4,873 £146	£500 £250 £48,754 £10,310 £332	£7,366 £243	£4,284 £151	£1,363 £63	£949 £51	£165,685 £165,685 £52,017 £0 £1,289	£44,944 £0 £404	£100,792 £7,074 £0 £885	£59,730 £0 £4,181	£1,121 £483 -£50,880 -£7,713 £0 -£2,892	£371 £183 £48,825 £22,872 £0 £302	£371 £183 -£47,426 -£4,193 £0 -£1,592
Combi G & Axe Combi Abe & AA  TOTAL WOODLAND INCOME  STAFF COSTS Woodland Staff Costs	£2,770	£2,804	£3,388 £72 £181	£4,494	£150 £55 £9,900	£221 £128 £19,816 £6,903	£250 £50 £23,734 £4,873	£500 £250 £48,754 £10,310	£7,366	£4,284	£1,363	£949	£165,685 £52,017 £0	£44,944 £0	£100,792 £7,074 £0	£59,730 £0	£1,121 £483 -£50,880 -£7,713 £0	£371 £183 £48,825 £22,872 £0	£371 £183 -£47,426 -£4,193 £0
Combi G & Axe Combi Abe & AA  TOTAL WOODLAND INCOME  STAFF COSTS Woodland Staff Costs  Staff Benefits / Pension	£2,770 £67	£2,804 £63	£3,388 £72	£4,494 £69	£150 £55 £9,900 £2,513	£19,816 £6,903	£250 £50 £23,734 £4,873 £146	£500 £250 £48,754 £10,310 £332	£7,366 £243	£4,284 £151	£1,363 £63	£949 £51	£165,685 £165,685 £52,017 £0 £1,289	£44,944 £0 £404	£100,792 £7,074 £0 £885	£59,730 £0 £4,181	£1,121 £483 -£50,880 -£7,713 £0 -£2,892	£371 £183 £48,825 £22,872 £0 £302	£371 £183 -£47,426 -£4,193 £0 -£1,592

	239%	45%	92%	66%	27%	35%	23%	23%	34%	34%	44%	37%	34%	73%	-39%	30%	4%	49%	18%
COST OF SALES																			
Scorecards / leaflets								£250					£250	£50	£200	£500	-£250	£0	-£250
Insurance													£0	£0	£0	£0	£0	£0	£0
Utility Marketing	£965	£0	£118	£94			£250	£250	£250			£250	£0 £2,177	£0	£0 -£4,361	£0	£0 -£824	£0 £1,177	£0 -£324
Replacement Equipment	1903	EU	£0	194			1250	1230	£250			£250	£2,177	£6,537 £363	-£4,561 -£113	£3,000 £900	-£650	£1,177	-£524 -£600
H&S Checks & Admin							£1,500						£1,500	£80	£1,420	£1,600	-£100	£0	-£1,600
Maintenace									£250				£250	£1,672	-£1,422	£750	-£500	£0	-£500
Website Booking System & POS	£100 £200	£100 £200	£100 £200	£100 £200	£200	£100 £200	£100 £200	£100 £200	£100 £200	£100 £200	£100 £200	£100 £200	£1,100 £2,400	£2,224 £911	-£1,124 £1,489	£1,440 £2,160	-£340 £240	£500 £1,200	-£220 £120
Training	£200	£200	£200	£200	£200	£200	1200	£200	£930	1200	1200	£200	£2,400 £930	£500	£430	£4,800	-£3,870	£1,200 £0	-£2,400
Printing & Stationery			£40	£70									£110	£735	-£624	£0	£110	£110	£110
Uniforms					£60	£142	£250						£452	£601	-£149	£500	-£49	£202	-£49
Operating Equipment F&B Equipment	£54	£161 £146	£221	£155	£25 £210	£151 £357							£337 £1,143	£1,330 £1,150	-£992 -£6	£0 £150	£337 £993	£337 £1,143	£337 £993
Staff Meals	£50	£0	£40	£80	£80	£80	£50	£50	£50	£50			£530	£1,280	-£750	£600	-£70	£330	£30
Misc	£30	£169	£22	£184	£386	£62							£852	£1,753	-£901	£0	£852	£852	£852
	04.445	00.045	04.005	07.005	00.000	00.4.55	07.745	242.25	040.005	05.40=	04.07:	04.655	000 700	900 610	00.415	000 451	242.25	200.000	20.47
TOTAL DEPT COS	£4,418	£3,813	£4,382	£5,605	£3,602	£8,112	£7,710	£12,266	£10,208	£5,137	£1,874	£1,669	£68,795	£66,649	£2,146	£82,104	-£13,308	£29,930	-£9,191
NET WOODLAND PROFIT	-£3,153	£2,902	-£431	£1,575	£6,297	£11,704	£16,024	£36,488	£13,616	£8,838	£1,671	£1,358	£96,889	-£1,756	£98,645	£134,461	-£37,572	£18,895	-£38,235
	-249%	43%	-11%	22%	64%	59%	68%	75%	57%	63%	47%	45%	58%	-3%	61%	62%	-4%	39%	-21%
LEISURE FACILITIES																			
REVENUE						£3,241													
Club Income	£40,991	£43,975	£37,232	£40,571	£39,814	£37,500	£38,964	£38,967	£40,257	£40,152	£43,339	£33,302	£475,064 £0	£469,832 £0	£5,232 £0	£484,776	-£9,712 £0	£240,083	-£1,259 £0
													£0	£0	£0	£0 £0	£0	£0 £0	£0
TOTAL LEISURE INCOME	£40,991	£43,975	£37,232	£40,571	£39,814	£37,500	£38,964	£38,967	£40,257	£40,152	£43,339	£33,302	£475,064	£469,832	£5,232	£484,776	-£9,712	£240,083	-£1,259
TOTAL LEISORE INCOME	140,331	E43,373	E37,232	E40,371	133,014	£37,300	E30,304	130,307	140,237	140,132	143,339	133,302	E475,004	1409,032	13,232	E464,770	-E3,/12	1240,063	-E1,239
COST OF SALES																			
Club Costs	£32,608	£32,089	£32,670	£32,003	£29,318	£30,179	£28,710	£27,812	£28,464	£27,810	£26,717	£25,822	£354,202	£303,370	£50,832	£344,256	£9,946	£188,867	£16,166
3D Profit Share	£4,127	£2,145	£3,910	£2,852	£2,563	£4,073	£3,392	£3,663	£3,854	£4,019	£5,303	£2,560	£42,461	£38,204	£4,257	£42,156	£305	£19,670	-£922
TOTAL LEISURE COS	£36,735	£34,234	£36,580	£34,855	£31,881	£34,252	£32,102	£31,475	£32,318	£31,829	£32,020	£28,382	£396,663	£341,574	£55,089	£386,412	£10,251	£208,537	£15,244
NET LEISURE PROFIT	£4,256	£9,740	£653	£5,716	£7,933	£3,248	£6,862	£7,492	£7,939	£8,323	£11,319	£4,920	£78,401	£128,258	-£49,857	£98,364	-£19,963	£31,546	-£16,503
NET ELISONET NOTTI	10%	22%	2%	14%	20%	9%	18%	19%	20%	21%	26%	15%	17%	27%	-11%	20%	-4%	13%	-7%
OTHER INCOME																			
REVENUE																			
Telephone / Metered calls	£0	£0	£0	£0	£0	£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	£0	£0	£0	£0	£0
Pay TV	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Car Parking Newspapers	£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
Business Services	£0	£0	£0	£0	£0	£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	-£16	£0	£0	£0	£0
Gaming Machines	£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
Sun Bed Merchandise	£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
Sundry	£0	£0	£0	£0	£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	£0		£0	£0	£0
Other Income (Corbie Lodge) Millars Rental Income	£1,579 £0	£30,714 £0	£2,231 £0	£1,771 £0	£3,420 £0	£2,650 £0	£25,000 £0	£500 £0	£500 £0	£500 £0	£500 £0	£500 £0	£69,865	£175,057	-£105,192	£55,000	£14,865	£42,365	£14,865
	£U	EU	EU	EU							EU								
TOTAL OTHER INCOME	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£25,000	£500	£500	£500	£500	£500	£69,865	£175,073	-£105,208	£55,000	£14,865	£42,365	£14,865
	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£25,000	£500	£500	£500	£500	£500	£69,865	£175,073	-£105,208	£55,000	£14,865	£42,365	£14,865
TOTAL OTHER INCOME  COST OF SALES  Metered Calls	£1,579	£30,714	£2,231 £15	£1,771 £19	£3,420 £15	£2,650 £15	£25,000	£500	£500	£500	£500	£500	£69,865 £469	£175,073 £1,997	-£105,208	£55,000 £600	£14,865 -£131	£42,365 £169	£14,865

Line Rental	£88	£570	£337	£115	£115	£115	£150	£150	£150	£150	£150	£150	£2,240	£2,294	-£54	£1,800	£440	£1,340	£440
Guest Laundry	£0	£0	£0	£8	£0	£0	£0	£0	£0	£0	£0	£0	£8	£24	-£17	£0	£8	£8	£8
Newspapers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Vending	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£78	-£78	£79	-£79	£0	-£79
Misc	£O	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£26	-£26	£26	-£26	£0	-£26
Rentals & Leases	£1,258	£1,356	£3.139	£2,331	£2,260	£3,558	£2,244	£2,331	£1,960	£1,849	£3,426	£1,896	£27,607	£25,852	£1,755	£28,510	-£903	£13,901	-£903
TOTAL OTHER COS	£1,409	£1,968	£3,491	£2,472	£2,390	£3,687	£2,444	£2,531	£2,160	£2,049	£3,626	£2,096	£30,323	£30,271	£52	£31,016	-£693	£15,418	-£693
TOTAL OTTILK COS	2004	£1,506	156%	14094	70%	1200/	10%	506%	432%	410%	725%	419%	43%	17%	26%	56%	-13%	36%	-22%
NET OTHER PROFIT	£169	£28,746	-£1.259	-£701	£1,029	-£1.037	£22,556	-£2.031	-£1.660	-£1.549	-£3.126	-£1.596	£39,542	£144.802	-£105.260	£23,984	£15.558	£26,948	£15,558
NET OTHER PROFIT	1103	120,740	-11,233	-1701	11,023	-11,037	LZZ,JJU	-12,031	-11,000	-11,545	-13,120	-11,330	133,342	1144,002	-1105,200	123,304	113,330	120,340	113,336
5. UNDISTRIBUTED EXPENSES																			
																			Variance to
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	YTD	Budget
ADMIN & GENERAL																			
ADMIN & GENERAL																			
STAFF COSTS																			
Admin & Management Wages	£16,877	£16,932	£16,850	£16,925	£18,731	£18,740	£17,981	£17,981	£17,981	£17,981	£17,981	£17,981	£212,942	£202,557	£10,385	£202,650	£10,293	£105,056	£3,875
A&G ERNI	£1,806	£1,814	£1,802	£1,813	£1,957	£1,959	£1,957	£1,957	£1,957	£1,957	£1,957	£1,957	£22,892	£21,732	£1,161	£14,185	£8,707	£11,150	£4,068
								£1,957 £844	£1,957 £844	£1,957 £844	£1,957 £844								
Staff Benefits / Pension	£804	£806	£804	£806	£844	£845	£844					£844	£9,973	£9,632	£340	£28,371	-£18,398	£4,909	-£9,257
	£19,488	£19,552	£19,456	£19,544	£21,533	£21,543	£20,782	£20,782	£20,782	£20,782	£20,782	£20,782	£245,807	£233,921	£11,886	£245,206	£601	£121,115	-£1,314
OTHER EXPENSES																			
Staff Meals	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400	£0	£2,400	£0	£1,200	f0
	£200 £0										£200			£2,400 f0					£0
HR & Recruitment		£0	£0	£0	£0	£0	£0	£0	£0	£0		£0	£0		£0	£0	£0	£0	
Home to Work	£0	£0	£0	£0	£0	£0	£100	£5	£5	£5	£100	£5	£220	£500	-£280	£345	-£125	£0	-£125
GM Travel	£129	£74	£370	£246	£251	£239	£500	£500	£500	£500	£500	£500	£4,310	£4,319	-£9	£6,000	-£1,690	£1,310	-£1,690
Printing & Stationery	£45	£130	£47	£222	£97	£70	£200	£200	£200	£200	£200	£200	£1,811	£4,469	-£2,658	£4,200	-£2,389	£611	-£1,489
Software Maintenance	£2,662	£3,378	£1,270	£1,939	£1,993	£1,971	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£25,813	£31,863	-£6,050	£30,000	-£4,187	£13,213	-£1,787
Desk Top Support	£986	£986	£986	£1,015	£1,015	£986	£1,010	£1,010	£1.010	£1,010	£1,010	£1,010	£12,034	£11,861	£173	£12,120	-£86	£5,974	-£86
							•		•	•	•			-			£215		
Hardware Support	£0	£0	£0	£0	£0	£215	£0	£0	£0	£0	£0	£0	£215	£0	£215	£0		£215	£215
Postage & Delivery Charges	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Training	£0	£0	£0	£0	£0	£0	£200	£200	£200	£200	£200	£200	£1,200	£3,224	-£2,024	£2,400	-£1,200	£0	-£1,200
Health & Safety Costs	£0	£0	£0	£0	£2,674	£0	£0	£0	£0	£0	£0	£0	£2,674	£54	£2,621	£3,000	-£326	£2,674	£1,174
Credit Card Charges	£4,250	£2,971	£2,451	£3,906	£3,863	£3,687	£4,286	£4,355	£3,913	£3,730	£3,517	£3,617	£44,548	£47,588	-£3,040	£44,827	-£278	£21,129	£67
Bank Charges	£0	£948	£0	£57	£0	£0	£0	£0	£0	£0	£0	£0	£1,005	£1,577	-£572	£1,593	-£588	£1,005	-£588
Vehicle Expenses	£0	£0	£0	£0	£0	£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	£0	£0	£0	£0	£0
Cash Collection Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Licences & Fees	£683	£681	£737	£714	£737	£714	£649	£649	£628	£649	£628	£690	£8,159	£7,608	£552	£7,684	£476	£4,266	£476
Uniforms	£17	£0	£0	£29	£50	£238	£100	£50	£50	£50	£100	£50	£734	£528	£206	£750	-£16	£334	-£16
Professional Fees	£2,028	£1,720	£3,708	£3,306	£1,663	£3,427	£2,000	£3,800	£2,000	£3,800	£2,000	£3,800	£33,251	£43,992	-£10,741	£45,600	-£12,349	£15,851	-£6,949
Audit & Accountancy	£0	£0	£0	£0	£1,500	£1,500	£1,500	£1,500	£13,500	£1,500	£1,500	£1,500	£24,000	£21,920	£2,080	£23,000	£1,000	£3,000	-£8,000
Miscellaneous	£235	£1,185	£531	£4,919	£205	£879	£4,500	£3,000	£3,000	£1,500	£1,500	£1,500	£22,954	£42,930	-£19,977	£57,000	-£34,046	£7,954	-£16,546
	£11,235	£12,273	£10,301	£16,552	£14,249	£14,125	£17,345	£17,569	£27,306	£15,444	£13,555	£15,372	£185,329	£224,833	-£39,504	£240,919	-£55,590	£78,736	-£36,544
	£30,723	£31,825	£29,757	£36,096	£35,782	£35,669	£38,127	£38,351	£48,088	£36,226	£34,337	£36,154	£431,136	£458,754	-£27.618	£486,125	-£54.989	£199.851	-£37.859
	250,725	201,020	223,737	250,050	200,702	255,005	250,127	250,552	210,000	250,220	254,557	250,154	2401,100	2430,734	227,020	2400,123	254,505	2133,031	257,055
SALES & MARKETING																			
STAFE COSTS																			
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	-£404	£24,592	£236	£12,532	£236
	£211	£178	£178	£178	£178	£178	£143	£143	£143	£143	£143	£143	£1,963	£2,227	-£264	£1,721	£241	£1,102	£241
Marketing ENRI		CAC	£46	£46	£46	£46	£61	£61	£61	£61	£61	£61	£651	£570	£82	£738	-£87	£282	-£87
Marketing ENRI Staff Benefits / Pension	£53	£46			£2,273	£2,273	£2,254	£2,254	£2,254	£2,254	£2,254	£2,254	£27,442	£28,029	-£587	£27,051	£391	£13,917	£391
		£2,273	£2,273	£2,273	,													£0	£0
Staff Benefits / Pension	£53		£2,273	£2,273	,														
Staff Benefits / Pension OTHER EXPENSES	£53 £2,550	£2,273																£0	
Staff Benefits / Pension	£53		£2,273 £40	£2,273 £40	£40	£40	£40	£40	£40	£40	£40	£40	£480	£460	£20	£480	£0		
Staff Benefits / Pension  OTHER EXPENSES  Staff Meals	£53 £2,550 £40	£2,273 £40	£40	£40	£40								£480 £0	£460 £0		£480 £0		£0	£0
Staff Benefits / Pension  OTHER EXPENSES Staff Meals Newspaper & Magazines	£53 £2,550 £40 £0	£2,273 £40 £0	£40 £0	£40 £0	£40 £0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0 £240 £0	£(
Staff Benefits / Pension  OTHER EXPENSES Staff Meals Newspaper & Magazines Hotel Brochures	£53 £2,550 £40 £0	£2,273 £40 £0 £0	£40 £0 £0	£40 £0 £320	£40 £0 £0	£0 £0	£0 £1,298	£0 £482	£0 £0	£0 £0	£0 £0	£0 £0	£0 £2,100	£0 £1,830	£0 £271	£0 £1,848	£0 £252	£0 £240 £0 £320	£0 £252
Staff Benefits / Pension  OTHER EXPENSES Staff Meals Newspaper & Magazines Hotel Brochures Promotions & Advertising	£53 £2,550 £40 £0 £0 £332	£2,273 £40 £0 £0 £515	£40 £0 £0 £1,438	£40 £0 £320 £354	£40 £0 £0 £924	£0 £0 £712	£0 £1,298 £600	£0 £482 £600	£0 £0 £600	£0 £0 £600	£0 £0 £600	£0 £0 £600	£0 £2,100 £7,874	£0 £1,830 £7,638	£0 £271 £236	£0 £1,848 £7,200	£0 £252 £674	£0 £240 £0 £320 £4,274	£0 £252 £674
Staff Benefits / Pension  OTHER EXPENSES Staff Meals Newspaper & Magazines Hotel Brochures Promotions & Advertising Internet related costs	£53 £2,550 £40 £0 £0 £332 £150	£2,273 £40 £0 £0 £515 £150	£40 £0 £0 £1,438 £150	£40 £0 £320 £354 £150	£40 £0 £0	£0 £0 £712 £150	£0 £1,298 £600 £150	£0 £482 £600 £150	£0 £0 £600 £150	£0 £0 £600 £150	£0 £0 £600 £150	£0 £0 £600 £150	£0 £2,100 £7,874 £2,059	£0 £1,830 £7,638 £2,250	£0 £271 £236 -£191	£0 £1,848 £7,200 £2,273	£0 £252 £674 -£214	£0 £240 £0 £320 £4,274 £1,159	£0 £0 £252 £674 £99
Staff Benefits / Pension  OTHER EXPENSES Staff Meals Newspaper & Magazines Hotel Brochures Promotions & Advertising Internet related costs Exhibitions	£53 £2,550 £40 £0 £332 £150 £0	£2,273 £40 £0 £0 £515 £150	£40 £0 £0 £1,438 £150	£40 £0 £320 £354 £150	£40 £0 £0 £924 £409	£0 £0 £712 £150 £0	£0 £1,298 £600 £150 £0	£0 £482 £600 £150 £0	£0 £0 £600 £150 £0	£0 £0 £600 £150 £0	£0 £0 £600 £150 £0	£0 £00 £600 £150	£0 £2,100 £7,874 £2,059 £0	£0 £1,830 £7,638 £2,250 £0	£0 £271 £236 -£191 £0	£0 £1,848 £7,200 £2,273 £0	£0 £252 £674 -£214 £0	£0 £240 £0 £320 £4,274 £1,159	£0 £0 £0 £252 £674 £99
Staff Benefits / Pension  OTHER EXPENSES Staff Meals Newspaper & Magazines Hotel Brochures Promotions & Advertising Internet related costs	£53 £2,550 £40 £0 £0 £332 £150	£2,273 £40 £0 £0 £515 £150	£40 £0 £0 £1,438 £150	£40 £0 £320 £354 £150	£40 £0 £0 £924	£0 £0 £712 £150	£0 £1,298 £600 £150	£0 £482 £600 £150	£0 £0 £600 £150	£0 £0 £600 £150	£0 £0 £600 £150	£0 £0 £600 £150	£0 £2,100 £7,874 £2,059	£0 £1,830 £7,638 £2,250	£0 £271 £236 -£191	£0 £1,848 £7,200 £2,273	£0 £252 £674 -£214	£0 £240 £0 £320 £4,274 £1,159	£0 £0 £252 £674 £99

	£561	£941	£1,943	£1,191	£1,736	£1,254	£2,238	£1,422	£940	£940	£940	£940	£15,046	£15,472	-£426	£13,600	£1,445	£7,626	£1,757
	£3,110	£3,214	£4,217	£3,465	£4,009	£3,528	£4,492	£3,677	£3,194	£3,194	£3,194	£3,194	£42,488	£43,501	-£1,013	£40,651	£1,836	£21,542	£2,148
FRANCHISE FEES																			
Technology Fee (formerly Holidex)	£1,188	£1,212	£1,212	£1,212	£1,212	£1,212	£1,874	£1,920	£1,886	£1,886	£1,804	£1,600	£18,219	£14,233	£3,986	£22,042	-£3,823	£7,249	-£3,417
Marketing Fees	£2,602	£2,939	£2,898	£3,127	£3,153	£3,777	£3,748	£3,840	£3,772	£3,772	£3,608	£3,200	£40,437	£39,626	£811	£44,084	-£3,647	£18,496	-£2,836
Reservation Fees	£1,301	£1,470	£1,449	£1,564	£1,576	£1,889	£1,874	£1,920	£1,886	£1,886	£1,804	£1,600	£20,218	£19,813	£405	£22,042	-£1,824	£9,248	-£1,418
Franchise Fees	£6,504	£7,348	£7,246	£7,818	£7,881	£9,444	£9,371	£9,600	£9,430	£9,430	£9,020	£8,000	£101,091	£99,065	£2,027	£110,210	-£9,119	£46,241	-£7,089
Loyalty Club	£4,146	£6,540	£9,096	£2,152	£5,670	£7,100	£5,622	£5,760	£5,658	£5,658	£5,412	£4,800	£67,615	£55,242	£12,373	£66,126	£1,489	£34,704	£2,706
Other Fees	£1,952	£902	£4,778	£548	£1,380	£1,702	£1,874	£1,920	£1,886	£1,886	£1,804	£1,600	£22,231	£17,964	£4,267	£22,042	£189	£11,261	£595
	£17,692	£20,412	£26,679	£16,421	£20,872	£25,124	£24,364	£24,960	£24,518	£24,518	£23,452	£20,800	£269,812	£245,943	£23,869	£286,546	-£16,734	£127,200	-£11,458
5. UNDISTRIBUTED EXPENSES (contd.)	14%	15%	19%	11%	14%	14%	13%	13%	13%	13%	13%	13%	14%	13%	1%	13%	1%	14%	1%
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	YTD	Variance to Budget
PROPERTY MAINTENANCE																			
STAFF COSTS																			
Maintenance Wages	£5,707	£6,139	£5,995	£6,112	£6,080	£6,125	£6,022	£6,022	£6,022	£6,022	£6,022	£6,022	£72,293	£57,890	£14,403	£72,016	£277	£36,159	£277
Maintenance ERNI	£474	£533	£513	£530	£525	£531	£422	£422	£422	£422	£422	£422	£5,636	£5,206	£431	£5,041	£595	£3,107	£595
Staff Benefits / Pension	£124	£137	£133	£137	£136	£137	£181	£181	£181	£181	£181	£181	£1,888	£1,254	£634	£2,160	-£272	£804	-£272
	£6,305	£6,810	£6,641	£6,778	£6,741	£6,794	£6,625	£6,625	£6,625	£6,625	£6,625	£6,625	£79,818	£64,350	£15,468	£79,218	£600	£40,070	£600
OTHER EXPENSES																			
Staff Meals	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	£1,000	£440	£1,440	£0	£720	£0
Training	£0	£0	£0	£0	£0	£0	£50	£50	£50	£50	£50	£50	£300	£163	£138	£600	-£300	£0	-£300
Light Bulbs	£260	£0	£0	£0	£0	£253	£85	£85	£85	£85	£85	£85	£1,023	£1,181	-£159	£1,020	£3	£513	£3
Repairs	£0	£185	£3,695	£0	£393	£90	£800	£800	£800	£800	£800	£800	£9,163	£76,595	-£67,432	£18,000	-£8,837	£4,363	-£4,637
Grounds Maintenance	£0	£0	£198	£0	£366	£737	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£10,302	£2,790	£7,513	£1,800	£8,502	£1,302	£402
Elevators	£0	£988	£0	£2,490	£383	£360	£500	£51	£500	£51	£500	£51	£5,874	£8,725	-£2,851	£3,306	£2,568	£4,221	£2,568
Tools & Equipment	£118	£31	£113	£208	£75	£307	£200	£200	£200	£200	£200	£200	£2,051	£5,090	-£3,040	£7,200	-£5,149	£851	-£2,749
Furniture & Fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Electrical & Mechanical	£1,517	£0	£0	£70	£0	£0	£250	£250	£250	£250	£250	£250	£3,087	£6,271	-£3,184	£5,250	-£2,163	£1,587	-£2,163
Plunbing & Heating	£525	£0	£46	£0	£240	£0	£500	£500	£500	£500	£500	£500	£3,812	£5,441	-£1,629	£7,200	-£3,388	£812	-£2,788
Painting & Decorating Uniforms	£0 £0	£0 £0	£0 £0	£0 £30	£0 £0	£0 £0	£100 £0	£100 £0	£100 £0	£100 £0	£100 £0	£100 £0	£600 £30	£1,316 £139	-£716 -£109	£1,500 £140	-£900 -£111	£0 £30	-£900 £18
Maintenance Contracts	£0 £748	£1,084	£831	£544	£575	£428	£800	£800	£800	£800	£800	£800	£9,011	£139 £12,465	-£109 -£3,454	£140 £12,000	-£111 -£2,989	£4,211	
Operating Equipment	£/48 £0	£1,064 £0	£0	£344 £0	£3/3 £0	£428	£000	£00	£0	£0	£0	£000	£0,011	£12,465	-£3,454 £0	£12,000 £0	-£2,989 £0	£4,211 £0	-£1,789
Miscellaneous	£0	£0	£71	£0	£0	f0	£50	£50	£50	£50	£50	£50	£371	£502	-£130	£600	-£229	£71	-£229
Miscendineous	£3,288	£2,408	£5,074	£3,461	£2,153	£2,296	£4,955	£4,506	£4,955	£4,506	£4,955	£4,506	£47,063	£121,678	-£74,615	£60,056	-£12,994	£18,680	-£12,565
	£9,594	£9,218	£11,716	£10,239	£8,894	£9,089	£11,580	£11,131	£11.580	£11,131	£11,580	£11,131	£126,881	£186,028	-£59,147	£139,274	-£12,394	£58,749	-£11,965
	4%	3%	4%	3%	3%	2%	3%	3%	3%	3%	3%	3%	3%	5%	-2%	3%	-5%	3%	3%
UTILITIES																			
Electricity	£25,462	£21,708	£21,873	£19,298	£16,641	£14,401	£14,135	£15,873	£18,404	£20,648	£21,641	£21,531	£231,615	£259,989	-£28,374	£227,579	£4,036	£119,384	£3,036
Gas	£14,486	£15,745	£9,058	£12,157	£7,992	£7,977	£6,445	£5,121	£4,979	£7,181	£9,918	£10,735	£111,794	£122,426	-£10,631	£96,384	£15,410	£67,415	£14,410
Water	£1,344	£1,409	£747	£833	£865	£815	£1,486	£1,486	£1,165	£1,165	£1,128	£1,269	£13,711	£12,609	£1,102	£16,376	-£2,665	£6,013	-£2,665
Waster Removal	£1,455	£3,119	£2,521	£3,576	£3,852	£2,776	£1,590	£3,334	£2,555	£3,210	£2,066	£2,357	£32,410	£26,359	£6,051	£25,041	£7,369	£17,298	£2,369
Carbon Reduction	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0 -£31.852	£0	£0	£0	£0
	£42,747	£41,981	£34,199	£35,864	£29,350	£25,969	£23,656	£25,814	£27,104	£32,204	£34,752	£35,892	£389,530	£421,382	-£31,852	£365,380	£24,150	£210,110	£17,150
Elec Cost Per Room	£15	£12	£12	£9	£8	£6	£6	£7	£8	£9	£10	£11	£9	£10	-£1	£9	£1		
Gas Cost Per Room	£9	£9	£5	£6	£4	£3	£3	£2	£2	£3	£5	£5	£5	£5		£4	£1		
Water Cost Per Room	£1	£1	£0	£0	£0	£0	£1	£1	£1	£1	£1	£1	£1	£1		£1	-£0		
Waste Removal Per Room	£1	£2	£1	£2	£2	£1	£1	£1	£1	£1	£1	£1	£1	£1	£0	£1	£0		
Carbon Tax Per Room	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		£0	£0		
	642.747	641 001	624 400	625.064	620.250	635,060	622.656	COE 04.4	627 104	622.204	624 752	£3E 003							
	£42,747 £26	£41,981 £23	£34,199 £19	£35,864 £17	£29,350 £14	£25,969 £11	£23,656 £10	£25,814 £11	£27,104 £12	£32,204 £14	£34,752 £16	£35,892 £18							
	126	123	£19	£1/	£14	£11	£10	TII	£12 £11	E14	£10	£16							
			TZZ			E14			EII			£10							

ROY	Variance to Budget
£1,097,013	-£40,588
£865,567	£17,932
£116,860	-£3,454
£234,981	-£8,453
£27,500	£0
£2,341,920	£24 E£2
E2,341,320	-134,302
£341,105	£10,545
£633,064	-£42,943
£38,865	-£4,117
£188,126	-£4,993
£14,905	£0
£1,216,065	-£41,508
£1,125,855	£6,946
£231,285	-£17,130
£20,946	-£312
£142,612	-£5,276
£68,131	-£428
£179,421	£7,000
£642,394	-£16,147
£483,461	£23,093
17%	-12%
£0 0%	£0 0%
£21,168	-£18,000
£64,276	-£2,838
£29,045	£0

£114,489	-£20,838
£368,972	£43,931 7%
£0	-£55,835
£216,512	-£35,146
£10,500 £358,472	£0
£336,472	-190,981
£691,893	-£22,941
30%	-1%
£54,740 2%	£6,008 0%
£22,356	-£1,253
1%	0%
£768,991	-£18,186
33%	0%
660	0
184	0
20240	0
13550 402%	-250 -7%
402%	-770
£486	-£8 -£12
£325	-£12
17490	-333
ROY	Variance to
ROY	Variance to Budget
£1,097,013	Budget -£40,588
£1,097,013 £0	Budget -£40,588 £0
£1,097,013 £0 £0	Budget -£40,588
£1,097,013 £0	Budget -£40,588 £0
£1,097,013 £0 £0	Budget -£40,588 £0
£1,097,013 £0 £0 £1,097,013	Budget -£40,588 £0
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339	-£40,588 £0 £0 -£40,588 £2,000 -£10,500
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125	### ##################################
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152	### ##################################
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152	### ##################################
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152	### ##################################
£1,097,013 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £210,954	### ##################################
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £210,954 £5,280 £5,280	### ##################################
£1,097,013 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £210,954	### ##################################
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £210,954 £5,280 £5,280	### ##################################
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £210,954 £5,280 £5,280 £33,230 £2,710 £6,098 £3,000	### ##################################
£1,097,013 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £14,152 £5,280 £5,000 £33,230 £2,710 £6,098 £3,000 £1,000	### ##################################
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £210,954 £5,280 £5,280 £33,230 £2,710 £6,098 £3,000	### ##################################
£1,097,013 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £210,954 £5,280 £5,280 £33,230 £2,710 £6,098 £3,000 £1,000 £1,200 £1,200 £1,710	### ##################################
£1,097,013 £0 £0 £1,097,013 £112,337 £81,339 £3,125 £14,152 £210,954 £5,280 £5,280 £33,230 £2,710 £6,098 £3,000 £1,200 £1,200 £1,200	### ##################################

£0	-£67 £0
£60 £1,200	-£600
£1,200	£0
£500	-£100
£1,500	£0
£130,151	£19,045
£341,105	£10,545
£755,908	-£51,133
69%	-2%
227	Variance to
ROY	Budget
£133,239	-£426
£74,330	£369
£6,441	£3,589
£92,139	£7,485
£13,117	£1,533
£155,000	-£2,500
£5,126	-£349
£474,267	£10,050
£10,494	-£3.764
£525	-£366
£153,033	£1,546
	-£33
£1,749 £128,500	£2,500
£2,183	-£255
£294,300	-£117
507.000	
£97,000	£8,000
£155,000	£2,500
£128,500 £0	£2,500 £0
£63,909	£12 770
£380,500	£8,000
2500,500	20,000
£865,567	£17,932
£131,833	£319
£131,833 28%	£319 -1%
2070	-270
£74,121	-£3,062
25%	-1%
£205,954	-£2,742
24%	-1%
2770	-1/0
£114,600	-£6,777
£8,442	-£54
£1,809	-£12
£144,655	-£12,996
	-£70
£10,966	
£10,966 £2,350	-£15
£10,966 £2,350 £53,499	-£15 £2,434
£10,966 £2,350	-£15 £2,434 £170 £73

£0	£0
£341,671	-£17,246 -3%
3970	-576
£9,600	-696
£52,000	-£16.500
£875	£0
£3,000	£0
£750	£0
£900	-£600
£1,200	£0
£737	£0
£0	-£50
£60	£0 £0
£1,200 £300	£11
£400	-£324
£1,250	£0
£3,388	-£753
£3,726	-£4,554
£290	£0
£98	£0
£1,250	£0
£450	£0
£2,988	£161
£0	£0
£227	£0
£450	-£250
£300 £85,439	£0
103,433	-E22, <del>9</del> 33
£291,393	-£25,697
£633,064	-£42,943
£232,503	£60,875
21%	/ 70
ROV	Variance to
ROY	Variance to Budget
ROY	
£53,981	
£53,981 £49,020	Budget  -£3,672 -£5,727
£53,981 £49,020 £0	Budget  -£3,672 -£5,727 £0
£53,981 £49,020 £0	Budget  -£3,672 -£5,727
£53,981 £49,020 £0 £0 £5,126	Budget  -£3,672 -£5,727 £0
£53,981 £49,020 £0 £0 £5,126 £2,183	-£3,672 -£5,727 -£0,600 -£349 -£255
£53,981 £49,020 £0 £5,126 £2,183 £3,000	### ##################################
£53,981 £49,020 £0 £0 £5,126 £2,183	-£3,672 -£5,727 -£0,600 -£349 -£255
£53,981 £49,020 £0 £5,126 £2,183 £3,000 £2,500	### Budget  -£3,672 -£5,727 -£0 -£349 -£255 £3,000 £2,500
£53,981 £49,020 £0 £5,126 £2,183 £3,000 £2,500 £750 £300	### Budget  -£3,672 -£5,727 -£0 -£349 -£255 -£3,000 -£2,500 -£750
£53,981 £49,020 £0 £5,126 £2,183 £3,000 £2,500	### Budget  -£3,672 -£5,727 -£0 -£349 -£255 -£3,000 -£2,500 -£750
£53,981 £49,020 £0 £0 £5,126 £2,183 £3,000 £2,500 £750 £300	### Budget  -£3,672 -£5,727 -£0 -£349 -£255 -£3,000 -£2,500 -£750
£53,981 £49,020 £0 £5,126 £2,183 £3,000 £2,500 £750 £300	### Budget  -£3,672 -£5,727 -£0,60 -£349 -£255 £3,000 £2,500 £750 £300 -£3,454
£53,981 £49,020 £0 £5,126 £2,183 £3,000 £750 £300 £116,860	### Budget  -£3,672 -£5,727 -£0 -£349 -£255 -£3,000 -£2,500 -£750
£53,981 £49,020 £0 £5,126 £2,183 £3,000 £2,500 £750 £300	### Budget  -£3,672 -£5,727 -£0,60 -£349 -£255 £3,000 £2,500 £750 £300 -£3,454
£53,981 £49,020 £0 £5,126 £2,183 £3,000 £2,500 £750 £300 £116,860 £29,145 £0 £987	### Budget  -£3,672 -£5,727 -£0 -£0 -£349 -£255 -£3,000 -£750 -£300 -£3454  -£3,454

200/	50/
28%	-2%
£250 £0	£0 £0
£0	£0
£1,000	-£500
£250	-£50
£1,500 £250	£1,500 £0
£600	-£120
£1,200	£120
£930	-£1,470
£0 £250	£0 £0
£0	£0
£0	£0
£200 £0	-£100 £0
EU	EU
£38,865	-£4,117
£77,994	£663 2%
3774	2,0
£234,981	-£8,453
£0	£0
£0	£0
£234,981	-F8 453
	20,100
	-f6 220
£165,335 £22,791	-£6,220 £1,227
222,791	£1,227
£188,126	-£4,993
£46,855	-£3,460
20%	-1%
£0	£0
£0	£0
£0	£0
£0 £0	£0 £0
£0	£0
£0	£0
£0 £0	£0 £0
£0	£0
£0	£0
£0	£0
£27,500	£0
£27,500	£0
£300	£0
£300	EU

£900	£0
£0	£0
£0	£0
£0	£0
£0	£0
£13,705	£0
£14,905	£0
54%	0%
£12,595	£0
,	
ROY	Variance to
KOT	Budget
£107,886	£6,418
£11,742	£4,639
£5,064	£4,039
£124,692	-E3,142 -E1,015
1124,092	£1,915
£1,200	£0
£0	£0
£220	£0
£3,000	£0
£1,200	-£900
£12,600	-F2 400
£6,060	£0
£0,000	£0
£0	£0
£1,200	£0
£0	-£1,500
£23,419	-£346
£0	£0
£0	£0
£0	£0
£0	£0
£3,894	£0
£400	£0
£17,400	-£5,400
£21,000	£9,000
£15,000	-£17,500
£106,593	-£19.046
	225,040
£231,285	-£17,130
£12,296	£0
£861	£0
£369	£0
£13,526	£0
£13,526 £0	£0
0£	£0
£240	£0
£0	£0
£1,780	£0
£3,600	£0
	£212
£900	-E312
£900 £0	£0
£900	£0 £0

£7,420	-£312
£20,946	-£312
120,340	-1312
£10,970	-£406
£21,940	-£812
£10,970	-£406 -£812 -£406
£54,851	-£2,029
£32,910	-£1,218
£10,970	-£406
£142,612	£5 276
13%	-£3,276 0%
1374	0,0
nov	Variance to
ROY	Budget
£36,135	£0
£2,529	£0
£1,084	£0
£39,748	£0
£720	£0
£300	£0
£510	£0
£4,800	-£4,200
£9,000	£8,100
£1,653	£0
£1,200	-£2,400
£0	£0
£1,500	£0
£3,000	-£600
£600	£0
£0	-£128
£4,800	-£1,200
£0	£0
£300	£0
£28,383	-£428
£77,221	£8,661
3%	3%
£112,231	£1,000
£44,380	£1,000
£7,698	£0
£15,112	£5,000
£0 £179,421	£0 £7,000