

Forecast / Actual 2024
Holiday Inn Corby Kettering A43

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEF CST	LY	Variance	Budget	Variance	YTD	Variance to Budget
	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS										
REVENUE																			
Rooms	£128,566	£139,030	£142,735	£154,637	£154,287	£180,241	£209,279	£183,203	£174,590	£171,600	£170,925	£162,000	£1,971,094	£1,905,593	£65,501	£2,204,200	-£233,106	£1,466,569	-£208,631
	50%	43%	52%	50%	48%	49%	52%	48%	49%	49%	50%	45%	49%	48%	1%	49%	0%	£4	£4
Food and Beverage	£83,772	£101,791	£88,633	£102,322	£114,260	£124,871	£129,855	£100,611	£130,217	£126,902	£121,675	£164,861	£1,389,769	£1,356,892	£32,877	£1,522,153	-£132,384	£976,331	-£140,577
	33%	32%	32%	33%	36%	34%	32%	26%	37%	36%	36%	45%	34%	34%	0%	34%	0%	£3	£3
Woodland Facilities	£1,265	£6,715	£3,950	£7,180	£9,900	£19,816	£15,228	£33,796	£6,934	£13,327	£3,546	£3,027	£124,682	£64,893	£59,789	£216,565	-£91,882	£104,783	-£91,787
	0%	2%	1%	2%	3%	5%	4%	9%	2%	4%	1%	1%	3%	2%	1%	5%	-2%	£0	£0
Leisure Facilities	£40,991	£43,975	£37,232	£40,571	£39,814	£37,500	£37,364	£39,199	£40,343	£40,347	£43,548	£33,381	£474,265	£469,832	£4,433	£484,776	-£10,511	£356,989	-£7,157
	16%	14%	14%	13%	12%	10%	9%	10%	11%	11%	13%	9%	12%	12%	0%	11%	1%	£1	£1
Other Income	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£11,874	£22,858	£1,629	£500	£500	£500	£80,226	£175,073	-£94,848	£55,000	£25,226	£78,726	£25,226
	1%	10%	1%	1%	1%	1%	3%	6%	0%	0%	0%	0%	2%	4%	-2%	1%	1%	£0	£0
TOTAL REVENUE	£256,173	£322,224	£274,781	£306,482	£321,680	£365,078	£403,601	£379,666	£353,713	£352,676	£340,194	£363,769	£4,040,036	£3,972,283	£67,753	£4,482,694	-£442,658	£2,983,398	-£422,926
DEPARTMENTAL EXPENSES																			
Rooms	£51,087	£54,536	£54,761	£58,901	£58,080	£65,376	£57,240	£63,427	£54,182	£52,183	£52,597	£51,850	£674,221	£677,718	-£3,497	£648,877	£25,344	£517,591	£31,436
	20%	17%	20%	19%	18%	18%	14%	17%	15%	15%	15%	14%	17%	17%	0%	14%	2%	£2	£2
Food and Beverage	£80,392	£82,216	£92,287	£82,776	£89,283	£96,252	£99,940	£85,212	£96,169	£93,951	£90,387	£116,371	£1,105,235	£1,136,218	-£30,983	£1,234,992	-£129,756	£804,526	-£96,805
	31%	26%	34%	27%	28%	26%	25%	22%	27%	27%	27%	32%	27%	29%	-1%	29%	0%	£2	£2
Woodland Facilities	£4,418	£3,813	£4,382	£5,605	£3,602	£8,112	£4,582	£10,290	£7,760	£6,560	£4,929	£2,468	£66,520	£66,649	-£129	£82,104	-£15,584	£52,563	-£16,810
	2%	1%	2%	2%	1%	2%	1%	3%	2%	2%	1%	1%	5%	5%	0%	5%	0%	£0	£0
Leisure Facilities	£36,735	£34,234	£36,580	£34,855	£31,881	£34,252	£35,970	£36,178	£33,486	£32,038	£34,640	£28,967	£409,816	£341,574	£68,242	£386,412	£23,404	£314,171	£22,444
	14%	11%	13%	11%	10%	9%	9%	10%	9%	9%	10%	8%	10%	9%	2%	9%	2%	£1	£1
Other Income	£1,409	£1,968	£3,491	£2,472	£2,390	£3,687	£2,352	£3,273	£2,683	£2,049	£3,626	£2,096	£31,496	£30,271	£1,225	£31,016	£480	£23,725	£480
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%	£0	£0
TOTAL DEPARTMENTAL EXPS	£174,041	£176,768	£191,500	£184,609	£185,236	£207,679	£200,083	£198,380	£194,280	£186,780	£186,179	£201,752	£2,287,288	£2,252,429	£34,859	£2,383,400	-£96,111	£1,712,577	-£59,255
DEPARTMENTAL PROFIT	£82,132	£145,456	£83,282	£121,873	£136,444	£157,399	£203,517	£181,286	£159,432	£165,895	£154,015	£162,017	£1,752,748	£1,719,853	£32,895	£2,099,294	-£346,546	£1,270,821	-£363,671
UNDISTRIBUTED EXPENSES																			
Administration and General	£30,723	£31,825	£29,757	£36,096	£35,782	£35,669	£38,988	£36,402	£39,516	£39,031	£37,230	£39,183	£430,200	£458,754	-£28,554	£486,125	-£55,925	£314,756	-£54,009
	12%	10%	11%	12%	11%	10%	10%	10%	11%	11%	11%	11%	11%	12%	-1%	11%	0%	£1	£1
Sales and Marketing	£3,110	£3,214	£4,217	£3,465	£4,009	£3,528	£4,076	£3,520	£4,544	£3,194	£3,194	£3,194	£43,266	£43,501	-£235	£40,651	£2,614	£33,683	£2,821
	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%	£0	£0
Franchise Fees	£17,692	£20,412	£26,679	£16,421	£20,872	£25,124	£22,223	£22,656	£22,567	£22,308	£22,220	£21,060	£260,233	£245,943	£14,290	£286,546	-£26,313	£194,645	-£23,131
	7%	6%	10%	5%	6%	7%	6%	6%	6%	6%	7%	6%	6%	6%	0%	6%	0%	£1	£1
Property Maintenance	£9,594	£9,218	£11,716	£10,239	£8,894	£9,089	£13,187	£9,276	£9,776	£10,730	£10,730	£10,730	£123,177	£186,028	-£62,851	£139,274	-£16,097	£90,988	-£14,163
	4%	3%	4%	3%	3%	2%	3%	2%	3%	3%	3%	3%	3%	5%	-2%	3%	0%	£0	£0
Utilities	£42,747	£41,981	£34,199	£35,864	£29,350	£25,969	£16,883	£20,073	£21,282	£25,704	£27,752	£29,892	£351,694	£421,382	-£69,688	£365,380	-£13,686	£268,347	£5,814
	17%	13%	12%	12%	9%	7%	4%	5%	6%	7%	8%	8%	9%	11%	-2%	8%	0%	£1	£1
TOTAL UNDISTRIBUTED EXPS	£103,865	£106,649	£106,567	£102,085	£98,907	£99,379	£95,357	£91,926	£97,684	£100,967	£101,126	£104,058	£1,208,571	£1,355,608	-£147,037	£1,317,976	-£109,405	£902,420	-£82,668
GROSS OPERATING PROFIT	-£21,733	£38,807	-£23,285	£19,788	£37,537	£58,020	£108,160	£89,359	£61,748	£64,928	£52,889	£57,958	£544,177	£364,245	£179,932	£781,318	-£237,141	£368,401	-£281,003
FIXED OVERHEADS	-8%	12%	-8%	6%	12%	16%	27%	24%	17%	18%	16%	16%	13.5%	9%	4%	17%	-4%	12%	-148%
Management Fees	£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
Rates	£1,680	£1,572	£1,680	£1,739	£1,797	£1,739	£1,797	£1,797	£1,739	£3,528	£3,528	£3,528	£26,125	£25,504	£620	£78,336	-£52,211	£15,541	-£43,211
	1%	0%	1%	1%	1%	0%	0%	0%	0%	1%	1%	1%	1%	1%	0%	2%	0%	£0	£0
Insurance	£9,107	£12,581	£11,074	£10,717	£11,074	£10,717	£10,870	£10,870	£10,519	£10,829	£10,480	£10,829	£129,665	£131,888	-£2,223	£133,499	-£3,834	£97,527	-£2,415
	4%	4%	4%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	0%	3%	0%	£0	£0
Head Lease Payment	£4,555	£4,555	£7,766	£4,799	£4,799	£4,799	£9,599	£5,000	£5,000	£4,841	£4,841	£4,841	£65,397	£47,335	£18,062	£58,061	£7,336	£50,873	£7,336
	2%	1%	3%	2%	1%	1%	2%	1%	1%	1%	1%	1%	2%	1%	0%	1%	0%	£0	£0

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Travel Expense	£0	£100	£0	£317	£0	£0	£0	£0	£0	£0	£0	£0	£417	£66	£351	£67	£350	£417	£417
Home to Work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£10	£10	£10	£30	-£0	£30	£120	-£90	£0	-£90
Operating Equipment	£0	£67	£0	£0	£0	£0	£20	£354	£74	£200	£100	£200	£1,014	£2,061	-£1,046	£3,600	-£2,186	£514	-£2,186
Training Expenses	£0	£0	£0	£38	£100	£0	£0	£0	£0	£0	£0	£0	£138	£3,598	-£3,460	£2,400	-£2,262	£138	-£1,662
Key Cards	£0	£0	£0	£0	£250	£0	£0	£0	£0	£0	£250	£0	£500	£700	-£200	£900	-£400	£250	-£350
Miscellaneous	£424	£376	£1,589	£520	£374	£0	£0	£23	£252	£100	£100	£1,000	£4,759	£3,113	£1,645	£2,100	£2,659	£3,559	£2,659
TOTAL OTHER EXPENSES	£21,125	£22,614	£20,359	£24,312	£23,230	£25,806	£21,973	£26,716	£20,705	£19,207	£19,622	£18,874	£264,545	£262,793	£1,753	£213,584	£50,961	£206,842	£46,252
TOTAL ROOMS EXPENSES	£51,087	£54,536	£54,761	£58,901	£58,080	£65,376	£57,240	£63,427	£54,182	£52,183	£52,597	£51,850	£674,221	£677,718	-£3,497	£648,877	£25,344	£517,591	£31,436
NET ROOMS PROFIT	£77,479	£84,494	£87,973	£95,736	£96,207	£114,865	£152,040	£119,776	£120,408	£119,417	£118,328	£110,150	£1,296,874	£1,227,875	£68,998	£1,555,323	-£258,450	£948,979	-£240,066
	60%	61%	62%	62%	62%	64%	73%	65%	69%	70%	69%	68%	66%	64%	1%	71%	-5%	£6	-59%
3. FOOD & BEVERAGE																		£0	£0
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TOTAL STAFF COSTS	£50,964	£47,568	£55,112	£52,327	£50,967	£59,170	£57,559	£50,763	£55,163	£53,161	£50,753	£55,777	£639,282	£636,166	£3,116	£684,595	-£45,313	£479,591	-£29,064	
	61%	47%	62%	51%	45%	47%	44%	50%	42%	42%	42%	34%	46%	50%	-4%	45%	1%	£5	32%	
F&B OTHER EXPENSES																		£0	£0	
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	£6,982	£19,392	£3,318	£17,190	£2,646	
3rd Party Recharge	£6,550	£4,741	£9,902	£1,945	£4,576	£1,755	£6,069	£3,410	£7,549	£4,000	£4,000	£18,000	£72,495	£105,379	-£32,884	£97,250	-£24,755	£46,495	-£10,755	
Crockery, Glass & Silverware	£112	£0	£68	£543	£328	£0	£25	£48	£1,148	£125	£125	£125	£2,646	£1,994	£652	£1,750	£896	£2,271	£896	
Cleaning Supplies	£426	£392	£456	£648	£630	£274	£281	£621	£374	£500	£500	£500	£5,603	£5,200	£403	£6,000	-£397	£4,103	-£397	
Printing & Stationery	£614	£0	£0	£448	£381	£0	£300	£0	£98	£50	£50	£50	£1,990	£1,295	£695	£1,500	£490	£1,840	£490	
Uniforms	£0	£405	£0	£62	£110	£0	£373	£0	£0	£400	£150	£150	£1,650	£2,507	-£857	£3,000	-£1,350	£950	-£1,300	
Flowers & Decorations	£24	£55	£112	£12	£0	£293	£1,009	£155	£86	£300	£50	£50	£2,146	£6,099	-£3,954	£1,950	£196	£1,746	£396	
Contract Cleaning	£90	£320	£0	£90	£440	£0	£90	£350	£0	£0	£556	£0	£1,936	£1,260	£676	£1,273	£663	£1,380	£663	
Travel Expenses	£0	£0	£0	£0	£0	£0	£6	£0	£0	£0	£0	£0	£6	£175	-£169	£150	-£144	£6	-£94	
Home to work	£0	£1	£0	£0	£0	£0	£0	£0	£0	£10	£10	£10	£31	£61	-£30	£120	-£89	£1	-£89	
Training Expenses	£0	£0	£0	£102	£0	£0	£0	£0	£0	£0	£0	£0	£102	£5,342	-£5,240	£2,400	-£2,298	£102	-£1,698	
Operating Equipment	£0	£0	£0	£0	£0	£74	£0	£0	£30	£0	£150	£0	£254	£459	-£205	£464	-£210	£104	£0	
Menus	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£500	£0	£500	£926	-£426	£935	-£435	£0	-£935	
Kitchen Supplies	£130	£29	£166	£274	£191	£216	£249	£249	£154	£150	£500	£150	£2,458	£2,716	-£258	£2,500	-£42	£1,658	-£42	
Laundry	£520	£602	£542	£608	£894	£746	£726	£618	£888	£550	£538	£500	£7,732	£7,788	-£56	£8,085	-£353	£6,145	£10	
Restaurant & Bar Supplies	£536	£957	£876	£391	£1,050	£1,242	£920	£832	£628	£605	£591	£550	£9,177	£14,372	-£5,195	£16,170	-£6,993	£7,431	-£4,839	
Glassware	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£221	£0	£221	£440	-£219	£445	-£223	£0	-£223	
Music & Entertainment	£0	£0	£0	£0	£0	£0	£0	£0	£294	£0	£0	£0	£294	£97	£198	£98	£197	£294	£197	
F&B Commission	£688	£0	£0	£142	£0	£0	£104	£0	£220	£500	£150	£150	£1,953	£614	£1,339	£2,500	-£547	£1,153	-£547	
F&B Misc	£0	£257	£229	£245	£309	£315	£215	£385	£390	£75	£75	£75	£2,571	£4,125	-£1,554	£900	£1,671	£2,346	£1,671	
Sky TV Costs	£498	£498	£498	£498	£498	£498	£498	£498	£544	£498	£498	£498	£6,023	£5,319	£704	£5,372	£651	£4,529	£666	
Conf Printing & Stationery	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£187	-£187	£189	-£189	£0	-£189	
Uniforms	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£244	£244	£225	£19	£227	£17	£0	-£95	
Meeting Room Supplies	£0	£188	£0	£20	£206	£208	£236	£0	£205	£400	£0	£0	£1,463	£1,120	£343	£1,200	£263	£1,063	£213	
Conf Miscellaneous	£0	£0	£0	£0	£0	£0	£0	£0	£0	£50	£50	£50	£150	£249	-£99	£600	-£450	£0	-£450	
	£12,057	£10,845	£14,728	£7,866	£11,453	£7,463	£12,940	£9,299	£14,154	£10,053	£10,553	£22,942	£144,354	£183,677	-£39,322	£174,468	-£30,114	£100,806	-£14,094	
TOTAL F&B SUPPLY COST	£29,429	£34,648	£37,175	£30,450	£38,316	£37,081	£42,381	£34,450	£41,006	£40,790	£39,634	£60,594	£465,953	£500,053	-£34,099	£550,397	-£84,443	£324,935	-£67,741	
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TOTAL DEPT COST	£80,392	£82,216	£92,287	£82,776	£89,283	£96,252	£99,940	£85,212	£96,169	£93,951	£90,387	£116,371	£1,105,235	£1,136,218	-£30,983	£1,234,992	-£129,756	£804,526	-£96,805	
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NET F&B PROFIT	£3,380	£19,574	-£3,654	£19,546	£24,977	£28,619	£29,915	£15,398	£34,048	£32,951	£31,289	£48,490	£284,534	£141,112	£143,422	£287,162	-£2,628	£171,805	-£43,771	
	4%	19%	-4%	19%	22%	23%	23%	15%	26%	26%	26%	29%	20%	11%	9%	19%	2%	£1	-19%	
4. OTHER OPERATED DEPARTMENTS																		£0		
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COST OF SALES	239%	45%	92%	66%	27%	35%	20%	27%	97%	42%	122%	62%	44%	73%	-29%	30%	13%	£6	258%
Scorecards / leaflets							£0						£0	£50	-£50	£500	-£500	£0	-£500
Insurance							£0						£0	£0	£0	£0	£0	£0	£0
Utility							£0						£0	£0	£0	£0	£0	£0	£0
Marketing	£965	£0	£118	£94			£0			£250	£250	£250	£1,927	£6,537	-£4,611	£3,000	-£1,074	£1,177	-£1,074
Replacement Equipment			£0				£0			£250			£250	£363	-£113	£900	-£650	£0	-£900
H&S Checks & Admin							£0						£0	£80	-£80	£1,600	-£1,600	£0	-£1,600
Maintenance							£0						£0	£1,672	-£1,672	£750	-£750	£0	-£750
Website	£100	£100	£100	£100		£100	£100	£100	£100	£100	£100	£100	£1,100	£2,224	-£1,124	£1,440	-£340	£800	-£280
Booking System & POS	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£911	£1,489	£2,160	£240	£1,800	£180
Training			£0				£0						£0	£500	-£500	£4,800	-£4,800	£0	-£3,600
Printing & Stationery			£40	£70			£115						£225	£735	-£509	£0	£225	£225	£225
Uniforms					£60	£142	£0						£202	£601	-£399	£500	-£299	£202	-£299
Operating Equipment		£161			£25	£151	£558	£25	£357				£1,277	£1,330	-£53	£0	£1,277	£1,277	£1,277
F&B Equipment	£54	£146	£221	£155	£210	£357	£453	£833	£301				£2,731	£1,150	£1,581	£150	£2,581	£2,731	£2,581
Staff Meals	£50	£0	£40	£80	£80	£80	£80	£80	£80	£50	£50	£50	£720	£1,280	-£560	£600	£120	£570	£120
Misc	£30	£169	£22	£184	£386	£62	£0	£59		£150			£1,061	£1,753	-£692	£0	£1,061	£911	£911
																		£0	£0
																		£0	£0
																		£0	£0
TOTAL DEPT COS	£4,418	£3,813	£4,382	£5,605	£3,602	£8,112	£4,582	£10,290	£7,760	£6,560	£4,929	£2,468	£66,519	£66,649	-£130	£82,104	-£15,584	£52,563	-£16,810
																		£0	£0
NET WOODLAND PROFIT	-£3,153	£2,902	-£431	£1,575	£6,297	£11,704	£10,646	£23,506	-£827	£6,767	-£1,383	£559	£58,162	-£1,756	£59,919	£134,461	-£76,299	£52,220	-£74,977
	-249%	43%	-11%	22%	64%	59%	70%	70%	-12%	51%	-39%	18%	47%	-3%	49%	62%	-15%	£1	-326%
LEISURE FACILITIES																		£0	£0
REVENUE						£3,241	£3,242	£3,243	£3,244									£12,971	£12,971
Club Income	£40,991	£43,975	£37,232	£40,571	£39,814	£37,500	£37,364	£39,199	£40,343	£40,347	£43,548	£33,381	£474,265	£469,832	£4,433	£484,776	-£10,511	£356,989	-£7,157
													£0	£0	£0	£0	£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	£37,364	£39,199	£40,343	£40,347	£43,548	£33,381	£474,265	£469,832	£4,433	£484,776	-£10,511	£356,989	-£7,157
																		£0	£0
COST OF SALES																		£0	£0
Club Costs	£32,608	£32,089	£32,670	£32,003	£29,318	£30,179	£33,441	£34,225	£31,956	£28,026	£30,371	£26,624	£373,510	£303,370	£70,140	£344,256	£29,254	£288,489	£27,799
3D Profit Share	£4,127	£2,145	£3,910	£2,852	£2,563	£4,073	£2,529	£1,953	£1,530	£4,012	£4,269	£2,343	£36,306	£38,204	-£1,898	£42,156	-£5,850	£25,682	-£5,355
TOTAL LEISURE COS	£36,735	£34,234	£36,580	£34,855	£31,881	£34,252	£35,970	£36,178	£33,486	£32,038	£34,640	£28,967	£409,816	£341,574	£68,242	£386,412	£23,404	£314,171	£22,444
																		£0	£0
NET LEISURE PROFIT	£4,256	£9,740	£653	£5,716	£7,933	£3,248	£1,395	£3,020	£6,857	£8,309	£8,908	£4,414	£64,448	£128,258	-£63,810	£98,364	-£33,916	£42,817	-£29,602
	10%	22%	2%	14%	20%	9%	4%	8%	17%	21%	20%	13%	14%	27%	-14%	20%	-7%	£1	-74%
OTHER INCOME																		£0	£0
REVENUE																		£0	£0
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	£0	£0	£0	£0	£0	£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	£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
Sun Bed	£0	£0	£0	£0	£0	£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	£0	£0	£0	£0	£0
Sundry	£0	£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	£0
Other Income (Corbie Lodge)	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£11,874	£22,858	£1,629	£500	£500	£500	£80,226	£175,057	-£94,832	£55,000	£25,226	£78,726	£25,226
Millars Rental Income	£0	£0	£0	£0	£0	£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	£1,629	£500	£500	£500	£80,226	£175,073	-£94,848	£55,000	£25,226	£78,726	£25,226
																		£0	£0
COST OF SALES																		£0	£0
Metered Calls	£63	£43	£15	£19	£15	£15	£12	£16	£225	£50	£50	£50	£572	£1,997	-£1,425	£600	-£28	£422	-£28

Line Rental	£88	£570	£337	£115	£115	£115	£115	£115	£115	£150	£150	£150	£2,135	£2,294	-£159	£1,800	£335	£1,685	£335					
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	£23	£0	£0	£0	£0	£23	£78	-£56	£79	-£56	£23	-£56					
Misc	£0	£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	£2,202	£3,142	£2,343	£1,849	£3,426	£1,896	£28,759	£25,852	£2,908	£28,510	£249	£21,589	£249					
TOTAL OTHER COS	£1,409	£1,968	£3,491	£2,472	£2,390	£3,687	£2,352	£3,273	£2,683	£2,049	£3,626	£2,096	£31,496	£30,271	£1,225	£31,016	£480	£23,725	£480					
	89%	6%	156%	140%	70%	139%	20%	14%	165%	410%	725%	419%	39%	17%	22%	56%	-17%	£8	-2945%					
NET OTHER PROFIT	£169	£28,746	-£1,299	-£701	£1,029	-£1,037	£9,522	£19,585	-£1,054	-£1,549	-£3,126	-£1,596	£48,730	£144,802	-£96,073	£23,984	£24,745	£55,000	£24,745					
5. UNDISTRIBUTED EXPENSES																					£0	£0	£0	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance	Budget	Variance	£0	Variance to Budget					
ADMIN & GENERAL																					£0	£0	£0	£0
STAFF COSTS																					£0	£0	£0	£0
Admin & Management Wages	£16,877	£16,932	£16,850	£16,925	£18,731	£18,740	£18,698	£18,332	£18,064	£18,267	£18,267	£18,267	£214,950	£202,557	£12,393	£202,650	£12,301	£160,150	£8,234					
A&G ERNI	£1,806	£1,814	£1,802	£1,813	£1,957	£1,959	£2,135	£1,918	£1,897	£1,958	£1,958	£1,958	£22,976	£21,732	£1,244	£14,185	£8,791	£17,101	£6,467					
Staff Benefits / Pension	£804	£806	£804	£806	£844	£845	£851	£841	£841	£805	£805	£805	£9,857	£9,632	£225	£28,371	-£18,514	£7,441	-£13,827					
	£19,488	£19,552	£19,456	£19,544	£21,533	£21,543	£21,684	£21,091	£20,802	£21,030	£21,030	£21,030	£247,783	£233,921	£13,863	£245,206	£2,577	£184,692	£875					
OTHER EXPENSES																					£0	£0	£0	£0
Staff Meals	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400	£0	£2,400	£0	£1,800	£0					
HR & Recruitment	£0	£0	£0	£0	£0	£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	£5	£100	£5	£110	£500	-£390	£345	-£235	£0	-£235					
GM Travel	£129	£74	£370	£246	£251	£239	£141	£0	£388	£500	£500	£500	£3,339	£4,319	-£980	£6,000	-£2,661	£1,839	-£2,661					
Printing & Stationery	£45	£130	£47	£222	£97	£70	£213	£483	£396	£200	£200	£200	£2,303	£4,469	-£2,166	£4,200	-£1,897	£1,703	-£1,447					
Software Maintenance	£2,662	£3,378	£1,270	£1,939	£1,993	£1,971	£2,022	£2,092	£2,065	£2,100	£2,100	£2,100	£25,692	£31,863	-£6,172	£30,000	-£4,308	£19,392	-£3,108					
Desk Top Support	£986	£986	£986	£1,015	£1,015	£986	£986	£986	£986	£1,010	£1,010	£1,010	£11,962	£11,861	£101	£12,120	-£158	£8,932	-£158					
Hardware Support	£0	£0	£0	£0	£0	£215	£0	£215	£0	£0	£0	£0	£430	£0	£430	£0	£430	£430	£430					
Postage & Delivery Charges	£0	£0	£0	£0	£0	£0	-£10	£0	£0	£0	£0	£0	-£10	£0	-£10	£0	-£10	-£10	-£10					
Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£3,224	-£3,224	£2,400	-£2,400	£0	-£1,800					
Health & Safety Costs	£0	£0	£0	£0	£2,674	£0	£0	£0	£0	£0	£0	£0	£2,832	£54	£2,779	£3,000	-£168	£2,832	£582					
Credit Card Charges	£4,250	£2,971	£2,451	£3,906	£3,863	£3,687	£4,144	£3,843	£3,717	£3,527	£3,402	£3,638	£43,399	£47,588	-£4,189	£44,827	-£1,427	£32,833	-£1,230					
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	£737	£737	£714	£649	£628	£690	£8,421	£7,608	£814	£7,684	£737	£6,454	£737					
Uniforms	£17	£0	£0	£29	£50	£238	£0	£0	£0	£50	£100	£50	£534	£528	£6	£750	-£216	£334	-£216					
Professional Fees	£2,028	£1,720	£3,708	£3,306	£1,663	£3,427	£2,362	£1,238	£4,256	£3,800	£2,000	£3,800	£33,308	£43,992	-£10,684	£45,600	-£12,292	£23,708	-£10,492					
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	£1,919	£23,000	£839	£10,460	-£12,540					
Miscellaneous	£235	£1,185	£531	£4,919	£205	£879	£5,009	£4,015	£1,374	£1,500	£1,500	£1,500	£22,852	£42,930	-£20,079	£57,000	-£34,148	£18,352	-£22,148					
	£11,235	£12,273	£10,301	£16,552	£14,249	£14,125	£17,304	£15,311	£18,714	£18,001	£16,200	£18,152	£182,417	£224,833	-£42,416	£240,919	-£58,502	£130,064	-£54,884					
	£30,723	£31,825	£29,757	£36,096	£35,782	£35,669	£38,988	£36,402	£39,516	£39,031	£37,230	£39,183	£430,200	£458,754	-£28,554	£486,125	-£55,925	£314,756	-£54,009					
SALES & MARKETING																					£0	£0	£0	£0
STAFF COSTS																					£0	£0	£0	£0
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	£18,680	£236					
Marketing ENRI	£211	£178	£178	£178	£178	£178	£289	£178	£178	£143	£143	£143	£2,178	£2,227	-£49	£1,721	£456	£1,747	£456					
Staff Benefits / Pension	£53	£46	£46	£46	£46	£46	£70	£46	£46	£61	£61	£61	£629	£570	£59	£738	-£109	£444	-£109					
	£2,550	£2,273	£2,273	£2,273	£2,273	£2,273	£2,408	£2,273	£2,273	£2,254	£2,254	£2,254	£27,635	£28,029	-£395	£27,051	£584	£20,872	£584					
OTHER EXPENSES																					£0	£0	£0	£0
Staff Meals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480	£460	£20	£480	£0	£360	£0					
Newspaper & Magazines	£0	£0	£0	£0	£0	£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	£0	£0	£0	£1,469	£1,830	-£361	£1,848	-£379	£1,469	-£379					
Promotions & Advertising	£332	£515	£1,438	£354	£924	£712	£449	£719	£663	£600	£600	£600	£7,906	£7,638	£267	£7,200	£706	£6,106	£706					
Internet related costs	£150	£150	£150	£150	£409	£150	£150	£150	£150	£150	£150	£150	£2,059	£2,250	-£191	£2,273	-£214	£1,609	-£7					
Exhibitions	£0	£0	£0	£0	£0	£0	£686	£0	£0	£0	£0	£0	£686	£0	£686	£0	£686	£686	£686					
Vehicle Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0					
Miscellaneous	£39	£236	£316	£327	£363	£352	£254	£338	£358	£150	£150	£150	£3,032	£3,294	-£262	£1,800	£1,232	£2,582	£1,232					

	£561	£941	£1,943	£1,191	£1,736	£1,254	£1,668	£1,247	£2,271	£940	£940	£940	£15,631	£15,472	£159	£13,600	£2,031	£12,811	£2,237
	£3,110	£3,214	£4,217	£3,465	£4,009	£3,528	£4,076	£3,520	£4,544	£3,194	£3,194	£3,194	£43,266	£43,501	-£235	£40,651	£2,614	£33,683	£2,821
FRANCHISE FEES																		£0	£0
Technology Fee (formerly Holidex)	£1,188	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,716	£1,709	£1,620	£15,931	£14,233	£1,698	£22,042	-£6,111	£10,886	-£5,866
Marketing Fees	£2,602	£2,939	£2,898	£3,127	£3,153	£3,777	£4,482	£3,422	£3,567	£3,432	£3,419	£3,240	£40,058	£39,626	£432	£44,084	-£4,026	£29,967	-£3,537
Reservation Fees	£1,301	£1,470	£1,449	£1,564	£1,576	£1,889	£2,241	£1,711	£1,784	£1,716	£1,709	£1,620	£20,029	£19,813	£216	£22,042	-£2,013	£14,984	-£1,768
Franchise Fees	£6,504	£7,348	£7,246	£7,818	£7,881	£9,444	£11,205	£8,555	£8,918	£8,580	£8,546	£8,100	£100,145	£99,065	£1,080	£110,210	-£10,065	£74,918	-£8,842
Loyalty Club	£4,146	£6,540	£9,096	£2,152	£5,670	£7,100	£3,649	£6,730	£7,092	£5,148	£5,128	£4,860	£67,312	£55,242	£12,070	£66,126	£1,186	£52,176	£1,920
Other Fees	£1,952	£902	£4,778	£548	£1,380	£1,702	-£567	£1,026	-£5	£1,716	£1,709	£1,620	£16,760	£17,964	-£1,205	£22,042	-£5,282	£11,714	-£5,038
	£17,692	£20,412	£26,679	£16,421	£20,872	£25,124	£22,223	£22,656	£22,567	£22,308	£22,220	£21,060	£260,233	£245,943	£14,290	£286,546	-£26,313	£194,645	-£23,131
5. UNDISTRIBUTED EXPENSES (contd.)	14%	15%	19%	11%	14%	14%	11%	12%	13%	13%	13%	13%	13%	13%	0%	13%	0%	£1	4%
																		£0	£0
																		£0	£0
																		£0	£0
PROPERTY MAINTENANCE																		£0	£0
STAFF COSTS																		£0	£0
Maintenance Wages	£5,707	£6,139	£5,995	£6,112	£6,080	£6,125	£6,184	£6,143	£6,065	£6,022	£6,022	£6,022	£72,618	£57,890	£14,728	£72,016	£602	£54,551	£602
Maintenance ERNI	£474	£533	£513	£530	£525	£531	£607	£534	£523	£422	£422	£422	£6,036	£5,206	£830	£5,041	£995	£4,772	£995
Staff Benefits / Pension	£124	£137	£133	£137	£136	£137	£153	£138	£135	£181	£181	£181	£1,772	£1,254	£518	£2,160	-£388	£1,230	-£388
	£6,305	£6,810	£6,641	£6,778	£6,741	£6,794	£6,945	£6,815	£6,723	£6,625	£6,625	£6,625	£80,427	£64,350	£16,077	£79,218	£1,209	£60,553	£1,209
OTHER EXPENSES																		£0	£0
Staff Meals	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	£1,000	£440	£1,440	£0	£1,080	£0
Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£50	£50	£50	£150	£163	-£13	£600	-£450	£0	-£450
Light Bulbs	£260	£0	£0	£0	£0	£253	£212	£0	-£38	£85	£85	£85	£942	£1,181	-£239	£1,020	-£78	£687	-£78
Repairs	£0	£185	£3,695	£0	£393	£90	£145	£190	£378	£800	£800	£800	£7,476	£76,595	-£69,119	£18,000	-£10,524	£5,076	-£8,424
Grounds Maintenance	£0	£0	£198	£0	£366	£737	£822	£852	£1,313	£1,500	£1,500	£1,500	£8,789	£2,790	£5,999	£1,800	£6,989	£4,289	£2,939
Elevators	£0	£988	£0	£2,490	£383	£360	£0	£0	£0	£50	£50	£50	£4,371	£8,725	-£4,354	£3,306	£1,065	£4,221	£1,517
Tools & Equipment	£118	£31	£113	£208	£75	£307	£753	£0	£429	£200	£200	£200	£2,633	£5,090	-£2,458	£7,200	-£4,567	£2,033	-£3,367
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	£0	£0	£0	£250	£250	£250	£2,337	£6,271	-£3,934	£5,250	-£2,913	£1,587	-£2,913
Plumbing & Heating	£525	£0	£46	£0	£240	£0	£3,677	£832	£0	£500	£500	£500	£6,821	£5,441	£1,380	£7,200	-£379	£5,321	£21
Painting & Decorating	£0	£0	£0	£0	£0	£0	£56	£0	£346	£100	£100	£100	£702	£1,316	-£614	£1,500	-£798	£402	-£798
Uniforms	£0	£0	£0	£30	£0	£0	£0	£0	£0	£0	£0	£0	£30	£139	-£109	£140	-£111	£30	-£79
Maintenance Contracts	£748	£1,084	£831	£544	£575	£428	£325	£467	£418	£400	£400	£400	£6,620	£12,465	-£5,844	£12,000	-£5,380	£5,420	-£3,580
Operating Equipment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£0	£0	£71	£0	£0	£0	£132	£0	£88	£50	£50	£50	£441	£502	-£61	£600	-£159	£291	-£159
	£3,288	£2,408	£5,074	£3,461	£2,153	£2,296	£6,242	£2,461	£3,053	£4,105	£4,105	£4,105	£42,750	£121,678	-£78,928	£60,056	-£17,306	£30,435	-£15,372
	£9,594	£9,218	£11,716	£10,239	£8,894	£9,089	£13,187	£9,276	£9,776	£10,730	£10,730	£10,730	£123,177	£186,028	-£62,851	£139,274	-£16,097	£90,988	-£14,163
UTILITIES	4%	3%	4%	3%	3%	2%	3%	2%	3%	3%	3%	3%	3%	5%	-2%	3%	-5%	£0	0%
Electricity	£25,462	£21,708	£21,873	£19,298	£16,641	£14,401	£9,336	£15,117	£15,119	£15,648	£16,641	£17,531	£208,774	£259,989	-£51,215	£227,579	-£18,805	£158,954	-£4,805
Gas	£14,486	£15,745	£9,058	£12,157	£7,992	£7,977	£4,151	£653	£3,040	£5,681	£7,918	£8,735	£97,594	£122,426	-£24,832	£96,384	£1,210	£75,260	£6,710
Water	£1,344	£1,409	£747	£833	£865	£815	£865	£865	£815	£1,165	£1,128	£1,269	£12,119	£12,609	-£490	£16,376	-£4,257	£8,558	-£4,257
Waster Removal	£1,455	£3,119	£2,521	£3,576	£3,852	£2,776	£2,531	£3,438	£2,308	£3,210	£2,066	£2,357	£33,208	£26,359	£6,849	£25,041	£8,167	£25,575	£8,167
Carbon Reduction	£0	£0	£0	£0	£0	£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	£25,704	£27,752	£29,892	£351,694	£421,382	-£69,688	£365,380	-£13,686	£268,347	£5,814
Elec Cost Per Room	£15	£12	£12	£9	£8	£6	£4	£6	£7	£7	£8	£9	£9	£10	-£2	£9	-£0		
Gas Cost Per Room	£9	£9	£5	£6	£4	£3	£2	£0	£1	£3	£4	£4	£4	£5	-£1	£4	£0		
Water Cost Per Room	£1	£1	£0	£0	£0	£0	£0	£0	£0	£1	£1	£1	£0	£1	-£0	£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	£0		
	£42,747	£41,981	£34,199	£35,864	£29,350	£25,969	£16,883	£20,073	£21,282	£25,704	£27,752	£29,892							
	£26	£23	£19	£17	£14	£11	£6	£8	£9	£12	£13	£15							
			£22			£14			£8			£13							

ROY	Variance to Budget
£504,525	-£24,475
£1	
£413,438	£8,193
£1	
£19,899	-£96
£0	
£117,276	-£3,354
£0	
£1,500	£0
£0	
£0	
£1,056,638	-£19,732
£0	
£0	
£156,630	-£6,092
£0	
£300,709	-£32,951
£1	
£13,957	£1,226
£0	
£95,645	£960
£0	
£7,771	£0
£0	
£574,711	-£36,857
£481,927	£17,125
£0	
£0	
£115,444	-£1,915
£0	
£9,583	-£207
£0	
£65,588	-£3,182
£0	
£32,189	-£1,934
£0	
£83,347	-£19,500
£0	
£0	
£306,151	-£26,737
£175,776	£43,862
17%	-20%
£0	
£0	£0
£0	0%
£10,584	-£9,000
£0	
£32,138	-£1,419
£0	
£14,524	£0
£0	

£0	
£57,246	-£10,419
£118,529	£54,281
11%	3%
£5,210	-£22,707
£108,919	-£16,910
£5,250	£0
£108,069	-£39,617
£328,874	-£17,814
£1	-3%
£23,989	£74
£0	0%
£10,186	-£1,045
£0	0%
£363,051	-£18,784
£1	-3%
£0	
£0	
£0	
£330	0
£92	0
£10,120	0
£6,350	-150
£2	-4%
£0	
£239	-£6
£150	-£7
£0	
£8,018	-187
£4	
£0	
£0	
£0	
£0	Variance to
£0	Budget
£0	
£0	
£504,525	-£24,475
£0	£0
£0	£0
£0	
£504,525	-£24,475
£0	
£0	
£50,669	-£4,500
£40,670	-£5,250
£1,113	-£450
£6,476	-£600
£0	
£98,927	-£10,800
£1	59%
£0	
£2,640	£0
£250	£0
£15,234	£629
£1,270	-£30
£2,858	-£68
£1,500	£0
£500	£0
£600	-£273
£0	£0
£30,272	£6,467
£600	-£900
£0	£0

£0	-£67
£30	£0
£500	-£400
£0	-£600
£250	-£50
£1,200	£0
£57,703	£4,708
£0	
£156,630	-£6,092
£0	
£347,895	-£18,383
£2	-1%
£0	
£0	
£0	Variance to
£0	Budget
£0	
£0	
£60,937	-£601
£34,077	£26
£2,806	£1,494
£42,095	£3,121
£6,014	£680
£78,000	£2,000
£1,170	-£30
£223,928	£6,720
£0	
£0	
£4,811	-£1,753
£241	-£170
£70,158	£415
£802	-£19
£66,000	£1,500
£263	£0
£142,011	-£27
£0	
£0	
£47,500	£1,500
£78,000	£2,000
£66,000	£1,500
£0	£0
£38,983	-£6,349
£191,500	£5,000
£0	
£413,438	£8,193
£0	
£0	
£61,902	£748
£1	-2%
£0	
£35,568	-£1,430
£1	-3%
£0	
£97,470	-£682
£1	-2%
£0	
£54,300	-£6,388
£4,221	-£27
£905	-£6
£71,124	-£4,459
£3,090	-£2,201
£1,127	-£7
£22,249	-£3,283
£1,872	£85
£802	£37

£0	£0
£159,691	-£16,243
£1	-14%
£0	
£5,520	£672
£26,000	-£14,000
£375	£0
£1,500	£0
£150	£0
£700	-£50
£400	-£200
£556	£0
£0	-£50
£30	£0
£0	-£600
£150	£78
£500	£500
£800	£0
£1,588	-£363
£1,746	-£2,154
£221	£0
£0	£0
£800	£0
£225	£0
£1,494	-£15
£0	£0
£244	£112
£400	£50
£150	£0
£43,548	-£16,020
£0	
£141,018	-£16,703
£0	
£300,709	-£32,951
£0	
£112,729	£41,144
£1	30%
£0	
£0	
£0	
£0	Variance to Budget
£0	
£0	
£0	
£7,176	
£12,320	-£316
£5,896	£0
£0	£0
£0	£0
£1,170	-£30
£263	£0
£250	£250
£0	£0
£0	£0
£0	£0
£0	
£19,899	-£96
£0	
£0	
£10,847	£2,001
£0	£0
£150	-£469
£759	£494
£0	
£11,757	£2,026

£2	56%
£0	
£0	
£0	£0
£0	£0
£0	£0
£750	£0
£250	£250
£0	£0
£0	£0
£300	-£60
£600	£60
£0	-£1,200
£0	£0
£0	£0
£0	£0
£0	£0
£150	£0
£150	£150
£0	
£0	
£0	
£0	
£13,957	£1,226
£0	
£5,942	-£1,322
£0	-30%
£0	
£0	
£0	
£7,176	
£117,276	-£3,354
£0	£0
£0	£0
£0	
£117,276	-£3,354
£0	
£0	
£85,021	£1,455
£10,624	-£495
£0	
£95,645	£960
£0	
£21,631	-£4,314
£1	-9%
£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
£1,500	£0
£0	
£1,500	£0
£0	
£0	
£150	£0

£450	£0
£0	£0
£0	£0
£0	£0
£0	£0
£7,171	£0
£7,771	£0
£16	0%
-£6,271	£0
£0	
£0	
£0	
£0	Variance to
£0	Budget
£0	
£0	
£0	
£0	
£54,800	£4,066
£5,875	£2,323
£2,416	-£4,687
£63,091	£1,703
£0	
£0	
£600	£0
£0	£0
£110	£0
£1,500	£0
£600	-£450
£6,300	-£1,200
£3,030	£0
£0	£0
£0	£0
£0	-£600
£0	-£750
£10,566	-£197
£0	£0
£0	£0
£0	£0
£0	£0
£1,967	£0
£200	£0
£9,600	-£1,800
£13,379	£13,379
£4,500	-£12,000
£52,353	-£3,618
£0	
£115,444	-£1,913
£0	
£0	
£0	
£0	
£6,148	£0
£430	£0
£184	£0
£6,763	£0
£0	£0
£0	£0
£120	£0
£0	£0
£0	£0
£1,800	£0
£450	-£207
£0	£0
£0	£0
£450	£0

£2,820	-£207
£0	
£9,583	-£207
£0	
£0	
£0	
£5,045	-£245
£10,091	-£490
£5,045	-£245
£25,226	-£1,224
£15,136	-£734
£5,045	-£245
£0	
£65,588	-£3,182
£0	0%
£0	
£0	
£0	Variance to
£0	Budget
£0	
£0	
£0	
£0	
£18,067	£0
£1,265	£0
£542	£0
£19,874	£0
£0	
£0	
£360	£0
£150	£0
£255	£0
£2,400	-£2,100
£4,500	£4,050
£150	-£452
£600	-£1,200
£0	£0
£750	£0
£1,500	-£400
£300	£0
£0	-£32
£1,200	-£1,800
£0	£0
£150	£0
£12,315	-£1,934
£0	
£32,189	-£1,934
£0	0%
£0	
£0	
£49,819	-£14,000
£22,334	-£5,500
£3,561	£0
£7,633	£0
£0	£0
£83,347	-£19,500