																			Variance to
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	YTD	Budget
DEL/ENVIE	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
1.05.11.0	50%	43%	52%	50%	48%	49%	52%	48%	49%	49%	50%	45%	49%	48%	1%	49%	0%	£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
Mandland Facilities	33%	32%	32% £3.950	33% £7,180	36% £9.900	34%	32%	26%	37% £6,934	36%	36% £3,546	45%	34%	34%	0%	34%	0% -£91,882	£3	-£91,787
Woodland Facilities	£1,265	£6,715	£3,950 1%	£7,180 2%	£9,900	£19,816	£15,228	£33,796	£6,934	£13,327 4%	1%	£3,027 1%	£124,682 3%	£64,893 2%	£59,789 1%	£216,565 5%	-£91,882 -2%	£104,783	-£91,/8/
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	
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	
	1%	10%	1%	1%	1%	1%	3%	6%	0%	0%	0%	0%	2%	4%	-2%	1%	1%	£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
														2%		-11%		£0	
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	£0 £517,591	£31,436
100110	20%	17%	20%	19%	18%	18%	14%	17%	15%	15%	15%	14%	17%	17%	0%	14%	2%	£317,391 £2	231,430
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%	28%	0%	£2	
Woodland Facilities	£4,418 2%	£3,813 1%	£4,382 2%	£5,605 2%	£3,602 1%	£8,112 2%	£4,582 1%	£10,290 3%	£7,760 2%	£6,560 2%	£4,929 1%	£2,468 1%	£66,520 5%	£66,649 5%	-£129 0%	£82,104 5%	-£15,584 0%	£52,563 £0	-£16,810
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	
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	
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	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
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
TOTAL DEPARTMENTAL EXPS DEPARTMENTAL PROFIT	£174,041 £82,132	£176,768	£191,500	£184,609 £121,873		£207,679 £157,399	£200,083	£198,380 £181,286	£194,280 £159,432	£186,780 £165,895	£186,179 £154,015	£201,752 £162,017	£2,287,288 £1,752,748	£2,252,429 £1,719,853	£34,859 £32,895	£2,383,400 £2,099,294	-£96,111 -£346,546	£1,270,821	-£363,671
DEPARTMENTAL PROFIT												·	, ,		, i	, ,		£1,270,821 £0	-£363,671
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES								£181,286		£165,895	£154,015	£162,017	£1,752,748	£1,719,853	, i	£2,099,294	-£346,546	£1,270,821 £0 £0	-£363,671
DEPARTMENTAL PROFIT	£82,132	£145,456	£83,282	£121,873	£136,444	£157,399	£203,517		£159,432			·	, ,		£32,895	, ,		£1,270,821 £0	-£363,671
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES	£82,132 £30,723 12% £3,110	£145,456 £31,825 10% £3,214	£83,282 £29,757 11% £4,217	£121,873 £36,096 12% £3,465	£136,444 £35,782 11% £4,009	£157,399 £35,669 10% £3,528	£203,517 £38,988 10% £4,076	£181,286 £36,402 10% £3,520	£159,432 £39,516 11% £4,544	£165,895 £39,031 11% £3,194	£154,015 £37,230 11% £3,194	£162,017 £39,183 11% £3,194	£1,752,748 £430,200 11% £43,266	£1,719,853 £458,754 12% £43,501	£32,895 -£28,554 -1% -£235	£2,099,294 £486,125 11% £40,651	-£346,546 -£55,925 0% £2,614	£1,270,821 £0 £0 £314,756 £1 £33,683	-£363,671
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing	£82,132 £30,723 12% £3,110	£145,456 £31,825 10% £3,214	£83,282 £29,757 11% £4,217 2%	£36,096 12% £3,465	£136,444 £35,782 11% £4,009	£157,399 £35,669 10% £3,528 1%	£203,517 £38,988 10% £4,076 1%	£36,402 10% £3,520	£159,432 £39,516 11% £4,544	£165,895 £39,031 11% £3,194 1%	£154,015 £37,230 11% £3,194 1%	£162,017 £39,183 11% £3,194 1%	£1,752,748 £430,200 11% £43,266 1%	£1,719,853 £458,754 12% £43,501 1%	£32,895 -£28,554 -1% -£235 0%	£2,099,294 £486,125 11% £40,651	-£346,546 -£55,925 0% £2,614 0%	£1,270,821 £0 £0 £314,756 £1 £33,683	-£363,671 -£54,009
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General	£82,132 £30,723 12% £3,110	£145,456 £31,825 10% £3,214	£83,282 £29,757 11% £4,217	£121,873 £36,096 12% £3,465	£136,444 £35,782 11% £4,009	£157,399 £35,669 10% £3,528	£203,517 £38,988 10% £4,076	£181,286 £36,402 10% £3,520	£159,432 £39,516 11% £4,544	£165,895 £39,031 11% £3,194	£154,015 £37,230 11% £3,194 1% £22,220	£162,017 £39,183 11% £3,194	£1,752,748 £430,200 11% £43,266	£1,719,853 £458,754 12% £43,501	£32,895 -£28,554 -1% -£235	£2,099,294 £486,125 11% £40,651	-£346,546 -£55,925 0% £2,614	£1,270,821 £0 £0 £314,756 £1 £33,683	-£363,671 -£54,009
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing	£82,132 £30,723 12% £3,110 1% £17,692	£31,825 10% £3,214 1% £20,412	£29,757 11% £4,217 2% £26,679	£36,096 12% £3,465 1% £16,421	£35,782 11% £4,009 1% £20,872	£35,669 10% £3,528 1% £25,124	£38,988 10% £4,076 1% £22,223	£36,402 10% £3,520 1% £22,656	£39,516 11% £4,544 1% £22,567	£165,895 £39,031 11% £3,194 1% £22,308	£154,015 £37,230 11% £3,194 1%	£162,017 £39,183 11% £3,194 1% £21,060	£1,752,748 £430,200 11% £43,266 1% £260,233	£1,719,853 £458,754 12% £43,501 1% £245,943	£32,895 -£28,554 -1% -£235 0% £14,290	£2,099,294 £486,125 11% £40,651 1% £286,546	-£346,546 -£55,925 0% £2,614 0% -£26,313	£1,270,821 £0 £0 £314,756 £1 £33,683 £0 £194,645	-£363,671 -£54,009
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing Franchise Fees Property Maintenance	£82,132 £30,723 12% £3,110 1% £17,692 £9,594	£145,456 £31,825 10% £3,214 1% £20,412 6% £9,218	£83,282 £29,757 11% £4,217 2% £26,679 10% £11,716	£121,873 £36,096 12% £3,465 1% £16,421 5% £10,239	£136,444 £35,782 11% £4,009 1% £20,872 6% £8,894 3%	£157,399 £35,669 10% £3,528 1% £25,124 7% £9,089 2%	£203,517 £38,988 10% £4,076 1% £22,223 6% £13,187 3%	£181,286 £36,402 10% £3,520 1% £22,656 6% £9,276	£159,432 £39,516 11% £4,544 1% £22,567 6% £9,776	£165,895 £39,031 11% £3,194 1% £22,308 6% £10,730 3%	£154,015 £37,230 11% £3,194 1% £22,220 7% £10,730 3%	£162,017 £39,183 11% £3,194 1% £21,060 6% £10,730 3%	£1,752,748 £430,200 11% £43,266 1% £260,233 £123,177 3%	£1,719,853 £458,754 12% £43,501 1% £245,943 £186,028 5%	£32,895 -£28,554 -1% -£235 0% £14,290 0% -£62,851 -2%	£2,099,294 £486,125 11% £40,651 1% £286,546 £139,274	-£346,546 -£55,925 0% £2,614 0% -£26,313 0% -£16,097	£1,270,821 £0 £0 £314,756 £1 £33,683 £0 £194,645 £1 £90,988	-£363,671 -£54,009 £2,821 -£23,131 -£14,163
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing Franchise Fees	£82,132 £30,723 12% £3,110 1% £17,692 7% £9,594 4% £42,747	£145,456 £31,825 10% £3,214 1% £20,412 6% £9,218 3% £41,981	£83,282 £29,757 11% £4,217 2% £26,679 10% £11,716 4% £34,199	£121,873 £36,096 12% £3,465 1% £16,421 5% £10,239 3% £35,864	£136,444 £35,782 11% £4,009 1% £20,872 6% £8,894 3% £29,350	£157,399 £35,669 10% £3,528 1% £25,124 7% £9,089 2% £25,969	£203,517 £38,988 10% £4,076 1% £22,223 6% £13,187 3% £16,883	£181,286 £36,402 10% £3,520 1% £22,656 6% £9,276 2% £20,073	£39,516 11% £4,544 1% £22,567 6% £9,776	£165,895 £39,031 11% £3,194 1% £22,308 6% £10,730 3% £25,704	£154,015 £37,230 11% £3,194 1% £22,220 7% £10,730 3% £27,752	£162,017 £39,183 11% £3,194 1% £21,060 6% £10,730 3% £29,892	£1,752,748 £430,200 11% £43,266 1% £260,233 6% £123,177 3% £351,694	£1,719,853 £458,754 12% £43,501 1% £245,943 6% £186,028 £421,382	£32,895 -£28,554 -1% -£235 0% £14,290 0% -£62,851 -2% -£69,688	£2,099,294 £486,125 11% £40,651 1% £286,546 6% £139,274 3% £365,380	-£346,546 -£55,925 0% £2,614 0% -£26,313 0% -£16,097	£1,270,821 £0 £314,756 £1 £33,683 £0 £194,645 £1 £90,988 £0	-£363,671 -£54,009 £2,821 -£23,131 -£14,163
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing Franchise Fees Property Maintenance	£82,132 £30,723 12% £3,110 1% £17,692 £9,594	£145,456 £31,825 10% £3,214 1% £20,412 6% £9,218	£83,282 £29,757 11% £4,217 2% £26,679 10% £11,716	£121,873 £36,096 12% £3,465 1% £16,421 5% £10,239	£136,444 £35,782 11% £4,009 1% £20,872 6% £8,894 3%	£157,399 £35,669 10% £3,528 1% £25,124 7% £9,089 2%	£203,517 £38,988 10% £4,076 1% £22,223 6% £13,187 3%	£181,286 £36,402 10% £3,520 1% £22,656 6% £9,276	£159,432 £39,516 11% £4,544 1% £22,567 6% £9,776	£165,895 £39,031 11% £3,194 1% £22,308 6% £10,730 3%	£154,015 £37,230 11% £3,194 1% £22,220 7% £10,730 3%	£162,017 £39,183 11% £3,194 1% £21,060 6% £10,730 3%	£1,752,748 £430,200 11% £43,266 1% £260,233 £123,177 3%	£1,719,853 £458,754 12% £43,501 1% £245,943 £186,028 5%	£32,895 -£28,554 -1% -£235 0% £14,290 0% -£62,851 -2%	£2,099,294 £486,125 11% £40,651 1% £286,546 £139,274	-£346,546 -£55,925 0% £2,614 0% -£26,313 0% -£16,097	£1,270,821 £0 £0 £314,756 £1 £33,683 £0 £194,645 £1 £90,988	-£363,671 -£54,009 £2,821 -£23,131 -£14,163
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing Franchise Fees Property Maintenance	£82,132 £30,723 12% £3,110 1% £17,692 7% £9,594 4% £42,747	£145,456 £31,825 10% £3,214 1% £20,412 6% £9,218 3% £41,981	£83,282 £29,757 11% £4,217 2% £26,679 10% £11,716 4% £34,199	£121,873 £36,096 12% £3,465 1% £16,421 5% £10,239 3% £35,864	£136,444 £35,782 11% £4,009 1% £20,872 6% £8,894 3% £29,350	£157,399 £35,669 10% £3,528 1% £25,124 7% £9,089 2% £25,969	£203,517 £38,988 10% £4,076 1% £22,223 6% £13,187 3% £16,883	£181,286 £36,402 10% £3,520 1% £22,656 6% £9,276 2% £20,073	£159,432 £39,516 11% £4,544 1% £22,567 6% £9,776	£165,895 £39,031 11% £3,194 1% £22,308 6% £10,730 3% £25,704	£154,015 £37,230 11% £3,194 1% £22,220 7% £10,730 3% £27,752	£162,017 £39,183 11% £3,194 1% £21,060 6% £10,730 3% £29,892	£1,752,748 £430,200 11% £43,266 1% £260,233 6% £123,177 3% £351,694	£1,719,853 £458,754 12% £43,501 1% £245,943 6% £186,028 £421,382	£32,895 -£28,554 -1% -£235 0% £14,290 0% -£62,851 -2% -£69,688	£2,099,294 £486,125 11% £40,651 1% £286,546 6% £139,274 3% £365,380	-£346,546 -£55,925 0% £2,614 0% -£26,313 0% -£16,097	£1,270,821 £0 £0 £314,756 £1 £33,683 £0 £194,645 £1 £90,988 £0 £268,347	-£363,671 -£54,009 £2,821 -£23,131 -£14,163
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing Franchise Fees Property Maintenance Utilities TOTAL UNDISTRIBUTED EXPS	£82,132 £30,723 12% £3,110 1% £17,692 7% £9,594 4% £42,747 17%	£145,456 £31,825 10% £3,214 1% £20,412 6% £9,218 3% £41,981 13%	£83,282 £29,757 11% £4,217 2% £26,679 10% £11,716 4% £34,199 12%	£36,096 12% £3,465 13% £16,421 5% £10,239 3% £35,864 12%	£136,444 £35,782 11% £4,009 1% £20,872 6% £8,894 £8,995 9%	£157,399 £35,669 10% £3,528 1% £25,124 7% £9,089 2% £25,969 7%	£203,517 £38,988 10% £4,076 1% £22,223 6% £13,187 3% £16,883 4%	£181,286 £36,402 10% £3,520 1% £22,656 6% £9,276 2% £20,073 5%	£39,516 11% £4,544 13% £22,567 6% £9,776 6% £21,282 6%	£165,895 £39,031 11% £3,194 1% £22,308 6% £10,730 3% £25,704 7%	£154,015 £37,230 11% £3,194 £22,220 7% £10,730 3% £27,752 8%	£162,017 £39,183 11% £31,94 13% £21,060 6% £10,730 3% £29,892 8%	£1,752,748 £430,200 11% £43,266 1% £260,233 6% £123,177 3% £351,694 9% £1,208,571	£1,719,853 £458,754 12% £43,501 1% £245,943 6% £186,028 5% £421,382 11% £1,355,608	£32,895 -£28,554 -1% -£235 -6% -£14,290 -62,851 -2% -£69,688 -2% -£147,037	£2,099,294 £486,125 11% £40,651 1% £286,546 6% £139,274 3% £365,380 8% £1,317,976	-£346,546 -£55,925 0% £2,614 0% -£26,313 0% -£16,097 0% -£13,686	£1,270,821 £0 £314,756 £11 £33,683 £0 £194,645 £1 £90,988 £0 £268,347 £1 £0 £902,420	-£363,671 -£54,009 £2,821 -£23,131 -£14,163 £5,814
DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing Franchise Fees Property Maintenance Utilities	£82,132 £30,723 12% £3,110 1% £17,692 £9,594 4% £42,747 17% £103,865	£145,456 £31,825 10% £3,214 1% £20,412 6% £9,218 3% £41,981 13% £106,649	£83,282 £29,757 111% £4,217 2% £26,679 10% £11,716 4% £34,199 12% £106,567	£121,873 £36,096 12% £3,465 1 1% £16,421 5% £10,239 3% £35,864 12% £102,085	£35,782 118 £4,009 £4,009 1% £20,872 68,894 3% £29,350 9%	£35,669 10% £3,528 £3,528 £25,124 7% £9,089 2% £25,969 7% £99,379	£203,517 £38,988 10% £4,076 1% £22,223 6% £13,187 3% £16,883 4% £95,357	£36,402 10% £3,520 £3,520 £2,656 6% £9,276 2% £20,073 5% £91,926	£159,432 £39,516 11% £4,544 1% £22,567 6% £9,776 3% £21,282 6%	£165,895 £39,031 11% £3,194 1% £22,308 £10,730 3% £25,704 7% £100,967	£154,015 £37,230 11% £3,194 1% £22,220 7% £10,730 3% £27,752 8% £101,126	£162,017 £39,183 11% £31,194 1% £21,060 6% £10,730 3% £29,892 8% £104,058	£1,752,748 £430,200 11% £43,266 1% £260,233 6,123,177 3% £351,694 9% £1,208,571 £544,177	£1,719,853 £458,754 12% £43,501 1% £245,943 6,028 £186,028 5% £421,382 11% £1,355,608	£32,895 -£28,554 -1% -£235 0% £14,290 0% -£62,851 -2% -£69,688 -2%	£2,099,294 £486,125 11% £40,651 1% £286,546 £139,274 3% £365,380 8% £1,317,976	-£346,546 -£55,925	£1,270,821 £0 £0 £314,756 £11 £33,683 £0 £194,645 £1 £90,988 £0 £268,347 £1 £0 £902,420	-£363,671 -£54,009 £2,821 -£23,131 -£14,163 £5,814 -£82,668
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DEPARTMENTAL PROFIT UNDISTRIBUTED EXPENSES Administration and General Sales and Marketing Franchise Fees Property Maintenance Utilities TOTAL UNDISTRIBUTED EXPS GROSS OPERATING PROFIT FIXED OVERHEADS Management Fees Rates	£82,132 £30,723 12% £3,110 £17,692 7% £9,594 4% £42,747 17% £103,865 -£21,733 -£21,733 -£21,680 0% £1,680 £1,680	£145,456 £31,825 10% £3,214 £20,412 £9,218 3% £41,981 13% £106,649 £0 0% £1,572 0% £12,581	£83,282 £29,757 111% £4,217 2% £26,679 10% £11,716 4% £34,199 12% £106,567 £0 0% £1,80 11,80	£121,873 £36,096 12% £3,465 £16,421 \$102,39 3% £35,864 12% £102,085 £19,788 £0 0% £1,739 1% £10,717	£136,444 £35,782 11% £4,009 1% £20,872 £8,894 3% £29,350 9% £98,907 £37,537 12% £0 0% £1,797 1% £11,074	£157,399 £35,669 10% £3,528 £3,528 £25,124 7% £9,089 2% £25,969 7% £99,379 £58,020 16% £0 0% £1,739 0% £10,717	£203,517 £38,988 10% £4,076 £4,076 11% £22,223 6,13,187 3% £16,883 4% £95,357 £108,160 27% £0 0% £1,797 0% £10,870	£181,286 £36,402 10% £3,520 1% £22,656 6% £9,276 2% £20,073 5% £91,926 £0,00% £1,797 0% £1,797	£159,432 £39,516 111% £4,544 1% £22,567 6% £9,776 3% £21,282 £97,684 17% £0 0% £1,739 0% £10,519	£165,895 £39,031 11% £3,194 1% £22,308 £10,730 3% £25,704 £100,967 £64,928 18% £0 0% £3,528 1,528 1,528	£154,015 £37,230 11% £3,194 1% £2,220 £10,730 3% £27,752 8% £101,126 £52,889 16% £0 0% £3,528 1,528 £10,480	£162,017 £39,183 11% £3,194 11% £21,060 6% £10,730 3% £29,892 8% £104,058 £57,958 16% £0 0% £3,528 11% £10,829	£1,752,748 £430,200 11% £43,266 1% £260,233 £123,177 3% £351,694 £1,208,571 £544,177 13.5% £0 0% £16,125 1,206,65	£1,719,853 £458,754 12% £43,501 £245,943 £186,028 £421,382 11% £1,355,608 £364,245 9% £0 0% £25,504 £131,888	£32,895 -£28,554 -1% -£235 0% £14,290 0% -£62,851 -2% -£69,688 -2% -£147,037 £179,932 4% £0 0% £620 0% -£2,223	£2,099,294 £486,125 11% £40,651 1% £286,546 £139,274 3% £365,380 8% £1,317,976 £781,318 17% £0 0% £78,336 2% £133,499	-£346,546 -£55,925	£1,270,821 £0 £0 £314,756 £11 £33,683 £0 £194,645 £1 £90,988 £0 £268,347 £1 £0 £902,420 £368,401 12% £0 £0 £0 £0 £0 £0 £0 £0 £0 £0	-£363,671 -£54,009 £2,821 -£23,131 -£14,163 £5,814 -£82,668 -£281,003 -148% £0 0% -£43,211 -£2,415 £7,336

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TOTAL FIXED OVERHEADS	£15,342	£18,708	£20,521	£17,255	£17,670	£17,255	£22,265	£17,666	£17,258	£19,198	£18,849	£19,198	£221,186	£204,728	£16,459	£269,896	-£48,709	£163,940	-£38,
EBITDA	-£37,075	£20,099	-£43,806	£2,533	£19,867	£40,765	£85,895	£71,693	£44,490	£45,730	£34,039	£38,760	£322,991	£159,518	£163,473	£511,422	-£188,432 -3%	£204,461	-£242,
FF&E	-14% £16,040	6% £659	-16% £4,834	1% £2,411	£1,501	11% £0	£16,402	19% £14,329	£1,737	13% £1,737	10% £1,737	11% £1,737	8.0% £63,122	£705,684	4% -£642,562	11% £111,670	-£48,548	£57,911	-£25,
Depreciation	£35,752	£35,758	£36,497	£36,068	£36,073	£36,085	£36,222	£36,350	£36,306	£36,306	£36,306	£36,306	£434,031	£406,474	£27,557	£503,315	-£69,284	£325,112	-£52
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	-105,264	£15,750	-E32
IBT	-£54.865	£17.691	-£50,389	-£1,628	£16,615	£39,015	£67.743	£55,614	£41,004	£42,243	£30,553	£35,273	£238,869	£1,112,157	-£873,288	£378,752	-£117,832	£130,800	-£78
IDI	-£34,803	£17,031	-130,363	-11,020	£10,013	E35,013	E07,743	E33,014	E41,004	E42,243	E30,333	E33,273	E230,003	£1,112,137	-10/3,200	E3/6,/32	-E117,032	1130,800	-E/6
PAYROLL	£92,208	£101.139	£110.555	£109,479	£108.367	£124.815	£115.422	£115.755	£114.170	£111,109	£107,558	£110,208	£1,320,785	£1,328,751	-£7.966	£1,379,415	-£58 630	£991,910	-FAC
TATROLL	36%	31%	40%	36%	34%	34%	29%	30%	32%	32%	32%	30%	33%	32%	0%	31%	2%	£331,310	-240
ADDITIONAL ERNI PAYMENT	£7,785	£7,722	£8.583	£8.355	£8,216	£9,037	£9,026	£8,497	£8,649	£8,104	£8,023	£7,862	£99,859	£98,087	£1,772	£95,010	£4,849	£75,870	£
ADDITIONAL ENGLISHMENT	3%	2%	3%	3%	3%	2%	2%	2%	2%	2%	2%	2%	2%	2%	0%	2%	-1%	£0	
STAFF PENSION	£2,859	£2,927	£3,266	£3,328	£3,229	£3,612	£3,500	£3,318	£3,216	£3,375	£3,369	£3,443	£39,441	£40,377	-£935	£46,140	-f6.699	£29,255	-£
STATE FERSION	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	2%	£0	
TOTAL MANNING COST	£102,852	£111,789	£122,405	£121,162	£119,812	£137,465	£127,947	£127,571	£126,035	£122,588	£118,950	£121,513	£1,460,089	£1,467,219	-£7,129	£1,530,569	-£70,480	£1,097,039	-£4°
TOTAL MARKING COST	40.1%	34 7%	44 5%	39 5%	37.2%	37 7%	31 7%	33.6%	35.6%	34.8%	35.0%	33.4%	36.1%	36%	1%	34%	2%	£3	24.
	40.270	34.770	44.570	33.370	37.270	37.770	31.770	33.070	33.070	34.070	33.070	33.470	30.170	3070		3470	270	£0	
STATISTICS																		£0	
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Number of Rooms	110	110	110	110	110	110	110	110	110	110	110	110	1320	1320	0	1320	0	£990	
	31	29	31	30	31	30	31	31	30	31	30	31	366	365	1	366	0	£274	
Rooms Available	3410	3190	3410	3300	3410	3300	3410	3410	3300	3410	3300	3410	40260	40150	110	40260	0	£30,140	
Rooms Occupied	1660	1830	1839	2069	2107	2344	2643	2409	2251	2200	2150	2000	25502	25100	402	26950	-1448	£19,152	
Occupancy	49%	57%	54%	63%	62%	71%	78%	71%	68%	65%	65%	59%	63%	63%	1%	67%	-4%	£6	
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Average Room Rate	£77	£76	£78	£75	£73	£77	£79	£76	£78	£78	£80	£81	£77	£76	£1	£82	-£4	£689	
REVPAR	£38	£44	£42	£47	£45	£55	£61	£54	£53	£50	£52	£48	£49	£47	£1	£55	-£6	£438	
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Sleepers	1944	2196	2176	2645	2657	2911	3285	3204	2704	2706	2752	2560	31740	31966	-226	34046	-2306	£23,722	
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	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TEFCSI	LY	Variance	Budget	Variance		Buda
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REVENUE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCI	NOV	DEC	TEFCSI	LY	Variance	Budget	Variance	£0 £0	Bude
REVENUE Room Revenue																		£0 £0	
Room Revenue	JAN £128,566	FEB £139,030		£154,637	MAY £154,287	JUN £180,241	JUL £209,279	AUG £183,203	SEP £174,590	£171,600	£170,925	£162,000	£1,971,094 £0	£1,905,593	£65,501	£2,204,200	-£233,106	£0 £0 £0 £1,466,569	Budg
Room Revenue Chargebacks & Adjustments													£1,971,094 £0	£1,905,593 £0	£65,501 £0	£2,204,200 £0	-£233,106 £0	£0 £0 £0 £1,466,569 £0	
Room Revenue													£1,971,094	£1,905,593	£65,501	£2,204,200	-£233,106	£0 £0 £0 £1,466,569	
Room Revenue Chargebacks & Adjustments			£142,735						£174,590	£171,600			£1,971,094 £0 £0	£1,905,593 £0 £0	£65,501 £0 £0	£2,204,200 £0 £0	-£233,106 £0 £0	£0 £0 £0 £1,466,569 £0 £0	
Room Revenue Chargebacks & Adjustments No Show & Cancellation Charges	£128,566	£139,030	£142,735	£154,637	£154,287	£180,241	£209,279	£183,203	£174,590		£170,925	£162,000	£1,971,094 £0	£1,905,593 £0	£65,501 £0	£2,204,200 £0	-£233,106 £0 £0	£0 £0 £0 £1,466,569 £0	-£20
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Room Revenue Chargebacks & Adjustments No Show & Cancellation Charges TOTAL ROOM REVENUE	£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 £0 £0	£1,905,593 £0 £0	£65,501 £0 £0	£2,204,200 £0 £0	-£233,106 £0 £0	£0 £0 £0 £1,466,569 £0 £0 £1,466,569	-£20
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TOTAL ROOMS EXPENSES	151,067	E34,330	E34,/61	130,901	130,000	103,370	£57,240	103,427	134,102	E32,163	E32,397	E31,630	£674,221	£677,718	-13,497	1040,077	£25,344	£517,591 £0	£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	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	£0	Variance to
	JAN	FEB	IVIAN	AFN	IVIAT	JOIN	JOL	AUG	JEF	OC1	NOV	DEC	TEFCSI	Li	variance	buuget	Variance	£0	Budget
FOOD REVENUE																		£0 £0	
l	£15.394	£17,583	£16,070	£19.196	£18.734	£23,326	£24,467	£22,401	£20,185	£20,566	£20,915	£19,456	£238,294	£224,738	£13,556	£255,345	-£17,051	£177,357	-£16,451
Breakfast					£18,734 £11.511		£24,467 £13.189						£134.178					•	
Restaurant Dinner	£9,187	£9,126	£9,961	£10,993		£9,440		£11,118	£15,576	£11,501	£11,696	£10,880		£115,753	£18,424	£141,291	-£7,113	£100,101	-£7,139
Restaurant Lunch	£85	£344	£1,246	£461	£252	£1,718	£65	£1,225	£367	£947	£963	£896	£8,569	£5,101	£3,468	£5,447	£3,122	£5,763	£1,629
Cocktail bar	£10,682	£11,177	£11,841	£18,531	£16,536	£15,625	£15,789	£15,393	£11,600	£14,207	£14,448	£13,440	£169,268	£123,517	£45,751	£161,719	£7,549	£127,173	£4,429
Room Service	£1,496	£1,531	£2,167	£2,364	£2,335	£1,642	£1,774	£2,276	£2,154	£2,030	£2,064	£1,920	£23,752	£22,120	£1,632	£22,130	£1,622	£17,739	£942
Conference + Events	£11,328	£10,231	£13,991	£14,037	£15,815	£21,965	£22,496	£10,438	£28,600	£22,000	£18,000	£38,000	£226,903	£209,245	£17,658	£245,000	-£18,097	£148,903	-£20,097
Woodland	£0	£232	£20	£189	£576	£691	£847	£1,520	£348	£600	£308	£263	£5,594	£2,618	£2,975	£10,400	-£4,806	£4,424	-£4,776
TOTAL FOOD	£48,173	£49,993	£55,275	£65,583	£65,183	£73,716	£77,780	£62,851	£78,482	£71,249	£68,086	£84,592	£800,963	£700,474	£100,489	£830,932	-£29,968	£577,036	-£36,688
																		£0	
BEVERAGE REVENUE																		£0	
Restaurant Dinner	£1,286	£1,160	£1,211	£1,245	£1,326	£1,110	£1,747	£1,371	£1,315	£1,624	£1,651	£1,536	£16,582	£12,980	£3,602	£27,237	-£10,655	£11,771	-£8,902
Restaurant Lunch	£32	£140	£119	£63	£103	£478	£40	£148	£110	£81	£83	£77	£1,473	£1,564	-£91	£1,702	-£229	£1,232	-£60
Cocktail bar	£17,820	£20,462	£17,094	£20,389	£21,616	£27,790	£24,328	£25,218	£21,778	£23,678	£24,080	£22,400	£266,652	£259,388	£7,264	£289,391	-£22,739	£196,494	-£23,154
Room Service	£52	£126	£158	£168	£147	£139	£153	£144	£130	£271	£275	£256	£2,018	£2,141	-£123	£3,405	-£1,386	£1,216	-£1,368
Conference + Events	£2,709	£11,129	£3,316	£3,067	£11,156	£9,164	£7,174	£2,420	£9,301	£18,000	£15,000	£33,000	£125,436	£179,104	-£53,669	£213,950	-£88,514	£59,436	-£90,014
Woodland	£0	£188	£30	£180	£250	£313	£401	£846	£165	£263	£0	£0	£2,634	£2,305	£329	£4,144	-£1,510	£2,371	-£1,510
TOTAL BEVERAGE	£21,898	£33,016	£21,899	£24,932	£34,347	£38,680	£33,442	£29,301	£32,634	£43,653	£41,089	£57,269	£412,160	£455,178	-£43,018	£535,685	-£123,524	£270,150	-£123,498
C&B REVENUE																		£0	
l	£8,757	£11,105	£8,942	£10,486	£10,652	£10,774	£15,486	£4,545	£14,405	£12,000	£12,500	£23,000	£142,653	£121,645	£21,008	£155,500	-£12,847	£95,153	-£14,347
Conference & Events Room Hire	£8,757 £11.328		£13.991		£10,652 £15.815														
C&B FOOD		£10,231		£14,037		£21,965	£22,496	£10,438	£28,600	£22,000	£18,000	£38,000	£226,903	£209,245	£17,658	£245,000	-£18,097	£148,903	-£20,097
C&B BEVERAGE	£2,709	£11,129	£3,316	£3,067	£11,156	£9,164	£7,174	£2,420	£9,301	£18,000	£15,000	£33,000	£125,436	£179,104	-£53,669	£213,950	-£88,514	£59,436	-£90,014
Equipment hire	£25	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£25	£33	-£8	£37	-£12	£25	-£12
3rd Party (Inclusive)	£4,919	£7,677	£2,517	£1,321	£4,078	£1,700	£3,146	£3,913	£4,697	£5,665	£3,877	£29,441	£72,951	£79,562	-£6,611	£105,507	-£32,556	£33,968	-£26,208
TOTAL C&B (INC ROOM HIRE)	£27,738	£32,465	£26,249	£27,590	£37,623	£41,903	£45,157	£17,403	£52,306	£52,000	£45,500	£94,000	£499,935	£510,028	-£10,093	£614,487	-£114,551	£308,435 £0	-£119,551
TOTAL F&B REVENUE	£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	£1,277,330	£112,439	£1,522,153	-£132,384	£976,331	-£140,577
																		£0	
FOOD COST OF SALES																		£0	
	£12,309	£14,034	£17,298	£20,049	£18,073	£22,072	£20,399	£17,803	£18,506	£19,759	£18,808	£23,335	£222,447	£195,313	£27,134	£235,573	-£13,125	£160,546	-£13,873
	26%	28%	31%	31%	28%	30%	26%	28%	24%	28%	28%	28%	28%	28%	0%	28%	-1%	£3	-1%
																		£0	
DRINK COST OF SALES	£5,062	£9,769	£5,148	£2,534	£8,790	£7,546	£9,042	£7,347	£8,346	£10,979	£10,272	£14,317	£99,152	£121,063	-£21,911	£140,355	-£41,204	£63,584	-£39,774
	23%	30%	24%	10%	26%	20%	27%	25%	26%	25%	25%	25%	24%	27%	-3%	26%	-2%	£2	-25%
																		£0	
TOTAL F&B COS	£17,371	£23,803	£22,447	£22,583	£26,863	£29,618	£29,441	£25,151	£26,852	£30,737	£29,081	£37,652	£321,599	£316,376	£5,223	£375,928	-£54,329	£224,129	-£53,647
	21%	23%	25%	22%	24%	24%	23%	25%	21%	24%	24%	23%	23%	25%	-2%	25%	-2%	£2	-17%
STAFF COSTS																		£0	
Kitchen	£16,883	£15,656	£19,472	£17,819	£17,613	£19,132	£18,970	£17,919	£17,720	£18,100	£18,100	£18,100	£215,485	£196,879	£18,606	£234,991	-£19,507	£161,185	-£13,118
Kitchen ERNI	£1,587	£1,428	£1,850	£1,622	£1,594	£1,803	£1,861	£1,636	£1,609	£1,407	£1,407	£1,407	£19,211	£17,681	£1,531	£16,589	£2,622	£14,990	£2,649
Staff Benefits / Pension	£0	£0	£0	£0	£0	£0	£0	£0	£0	£302	£302	£302	£905	£0	£905	£3,555	-£2,650	£0	-£2,645
F&B	£22,505	£20,374	£23,320	£21,078	£21,540	£25,776	£25,561	£21,877	£25,746	£23,659	£21,257	£26,207	£278,900	£303,458	-£24,557	£293,212	-£14,311	£207,777	-£9,853
F&B ERNI	£1,085	£1,018	£1,209	£913	£950	£1,057	£976	£1,098	£1,291	£1,030	£1,030	£1,030	£12,687	£15,716	-£3,029	£20,525	-£7,838	£9,597	-£5,637
Staff Benefits / Pension	£0	£0	£0	£0	£0	£0	£0	£0	£0	£355	£349	£423	£1,127	£0	£1,127	£4,398	-£3,271	£0	-£3,264
C&B	£7,578	£7,775	£7,888	£9,420	£7,876	£9,717	£8,691	£6,995	£7,480	£7,416	£7,416	£7,416	£95,668	£87,163	£8,505	£101,204	-£5,535	£73,419	-£2,252
C&B ERNI	£576	£609	£602	£770	£645	£824	£695	£542	£605	£624	£624	£624	£7,741	£6,718	£1,023	£7,084	£657	£5,869	£572
Staff Benefits / Pension	£750	£709	£769	£770	£749	£861	£805	£696	£713	£024 £267	£267	£267	-	£8,552	£1,023 -£994	£3,036	£4,522	£6,755	£4,485
Juli Delients / Perision	£/3U	£/09	£/09	£/04	£/49	1901	1805	1090	E/13	120/	£20/	£20/	£7,558	18,332	-E994	13,036	14,522	£0,/55	£4,485

															£0		£0	£0	£0
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	64 070	CO 400	C4 000	C4 040	C4 040	C4 040	C4 040	C4 040	C4 040	C4 040	64.040	C4 040	622.740	C4F 700	66 000	640.202	62.246	£0	62.646
Staff Meals	£1,870	£2,400	£1,880 £9,902	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840 £7,549	£1,840	£1,840	£1,840 £18,000	£22,710	£15,728	£6,982	£19,392	£3,318	£17,190	
3rd Party Recharge	£6,550	£4,741		£1,945	£4,576	£1,755	£6,069	£3,410		£4,000	£4,000		£72,495	£105,379	-£32,884	£97,250	-£24,755	£46,495	
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	
Contract Cleaning	£90	£320	£0	£90	£440	£0	£90	£350	£0	£0	£556	£0	£1,936	£1,260	£676	£1,273	£663	£1,380	
Travel Expenses	£0	£0	£0	£0	£0	£0	£6	£0	£0	£0	£0	£0	£6	£175	-£169	£150	-£144	£6	
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	-£288
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	
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	£294	£0	£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	
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	
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	£0 £324,935	-£67.741
TOTALTED SOFFLI COST	123,423	134,048	137,173	130,430	130,310	137,081	142,381	134,430	141,000	140,730	133,034	100,334	1403,333	1300,033	-134,033	1330,337	-104,443	£0	-107,741
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
																		£0	
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%													4401					4007
		1576	-4%	19%	22%	23%	23%	15%	26%	26%	26%	29%	20%	11%	9%	19%	2%	£1	-19%
		1570	-4%	19%	22%	23%	23%	15%	26%	26%	26%	29%	20%	11%				£1 £0	
4. OTHER OPERATED DEPARTMENTS		1370	-4%	19%	22%	23%	23%	15%	26%	26%	26%	29%	20%	11%				£1 £0 £0	
4. OTHER OPERATED DEPARTMENTS			-4%	19%					26%						9%			£1 £0 £0	
4. OTHER OPERATED DEPARTMENTS	JAN	FEB	-4%	19%	MAY	JUN	JUL	15% AUG	26% SEP	OCT	NOV	29%	20% YEFCST	11% LY				£1 £0 £0	Variance to
	JAN		-4%	19%					SEP						9%	19%	2%	£1 £0 £0 £0 £0 £0	Variance to Budget
4. OTHER OPERATED DEPARTMENTS WOODLAND DEVELOPMENT	JAN		MAR	19%					SEP						9%	19%	2%	£1 £0 £0 £0 £0 £0	Variance to Budget
WOODLAND DEVELOPMENT	JAN		MAR	APR											9%	19%	2%	£1 £0 £0 £0 £0 £0 £0	Variance to Budget
WOODLAND DEVELOPMENT REVENUE		FEB			MAY	JUN	JUL	AUG	£3,244	ОСТ	NOV	DEC	YEFCST	LY	9% Variance	19% Budget	2% Variance	£1 £0 £0 £0 £0 £0 £0 £0 £0	Variance to Budget
WOODLAND DEVELOPMENT REVENUE Adventure Golf	£1,247	FEB £3,729	£2,372	£3,925	MAY £4,158	JUN £9,232	JUL £8,894	AUG £12,421	£3,244 £2,963	OCT £6,318	NOV £3,238	DEC £2,764	YEFCST	LY £26,912	9% Variance £34,350	19% Budget £109,886	2% Variance -£48,624	£1 £0 £0 £0 £0 £0 £0 £0 £19,443 £48,941	Variance to Budget
WOODLAND DEVELOPMENT REVENUE		FEB			MAY	JUN	JUL	AUG	£3,244	ОСТ	NOV	DEC	YEFCST	LY	9% Variance	19% Budget	2% Variance	£1 £0 £0 £0 £0 £0 £0 £19,443 £48,941 £16,222	Variance to Budget
WOODLAND DEVELOPMENT REVENUE Adventure Golf	£1,247	FEB £3,729	£2,372	£3,925	MAY £4,158	JUN £9,232	JUL £8,894	AUG £12,421	£3,244 £2,963	OCT £6,318	NOV £3,238	DEC £2,764	YEFCST	LY £26,912	9% Variance £34,350	19% Budget £109,886	2% Variance -£48,624	£1 £0 £0 £0 £0 £0 £0 £0 £19,443 £48,941	Variance to Budget
WOODLAND DEVELOPMENT REVENUE Adventure Golf High Ropes	£1,247 £0	£3,729 £836 £1,730	£2,372 £685 £843	£3,925 £1,390 £1,496	£4,158 £1,983 £95	JUN £9,232 £2,067 £3,247	£8,894 £2,177 £510 £0	£12,421 £6,133 £7,271 £0	£3,244 £2,963 £951	OCT £6,318 £5,896	NOV £3,238 £0	DEC £2,764	YEFCST £61,261 £22,118 £15,446 £0	£26,912 £11,444	9% Variance £34,350 £10,674 -£3,646 -£1,871	19% Budget £109,886 £92,135	2% Variance -£48,624 -£70,017	£1 £0 £0 £0 £0 £0 £0 £19,443 £48,941 £16,222 £15,446	Variance to Budget -£48,308 -£70,017 £15,446 £0
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ſ	239%	45%	92%	66%	27%	35%	20%	27%	97%	42%	122%	62%	44%	73%	-29%	30%	13%	£6	258%
COST OF SALES																		£0 £0	
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 Replacement Equipment	£965	£0	£118 £0	£94			£0 £0			£250 £250	£250	£250	£1,927 £250	£6,537 £363	-£4,611 -£113	£3,000 £900	-£1,074 -£650	£1,177 £0	-£1,074 -£900
H&S Checks & Admin			£υ				£0			1250			£250 £0	£80	-£113	£1,600	-£1.600	£0	-£1.600
Maintenace							£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 Printing & Stationery			£0 £40	£70			£0 £115						£0 £225	£500 £735	-£500 -£509	£4,800 £0	-£4,800 £225	£0 £225	-£3,600 £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 Misc	£50 £30	£0 £169	£40 £22	£80 £184	£80 £386	£80 £62	£80 £0	£80 £59	£80	£50 £150	£50	£50	£720 £1,061	£1,280 £1,753	-£560 -£692	£600 £0	£120 £1,061	£570 £911	£120 £911
Wisc	£30	1109	EZZ	£104	1300	EOZ	EU	139		1130			11,001	£1,/33	-1092	EU	11,001	£0	1911
																		£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	£0 £52,563	-£16,810
																		£0	
NET WOODLAND PROFIT	-£3,153 -249%	£2,902 43%	-£431 -11%	£1,575	£6,297 64%	£11,704 59%	£10,646	£23,506	-£827 -12%	£6,767	-£1,383	£559 18%	£58,162 47%	-£1,756 -3%	£59,919 49%	£134,461	-£76,299 -15%	£52,220 £1	-£74,977 -326%
	-24370	4370	-1170	2270	0470	3370	7070	7070	-1270	31/0	-3370	1070	4770	-370	4570	02/0	-1370	£0	-32070
LEISURE FACILITIES																		£0	
																		£0	
REVENUE Club Income	C40 001	C42 07F	627.222	£40,571	C20 014	£3,241 £37,500	£3,242 £37,364	£3,243 £39,199	£3,244 £40,343	C40 247	£43,548	£33,381	C474 265	£469,832	64 433	£484,776	-£10,511	£12,971	67.157
Club Income	£40,991	£43,975	£37,232	140,571	£39,814	137,500	137,304	159,199	140,343	£40,347	143,348	133,381	£474,265 £0	£409,832 £0	£4,433 £0	£484,776 £0	£10,511	£356,989 £0	-£7,157 £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	£0 £356,989	-£7,157
	2.0,000								,	2.10,0.11	2 10,0 10		2,200	,	2.,,			£0	
COST OF SALES																		£0	
Club Costs 3D Profit Share	£32,608 £4,127	£32,089 £2,145	£32,670 £3,910	£32,003 £2,852	£29,318 £2,563	£30,179 £4,073	£33,441 £2,529	£34,225 £1,953	£31,956 £1,530	£28,026 £4,012	£30,371 £4,269	£26,624 £2,343	£373,510 £36,306	£303,370 £38,204	£70,140 -£1,898	£344,256 £42,156	£29,254 -£5,850	£288,489 £25,682	£27,799 -£5,355
SD Front Share	£4,127	£2,145	13,910	£2,632	£2,505	£4,073	£2,529	£1,955	£1,550	14,012	14,209	12,343	130,300	130,204	-E1,090	142,130	-13,630	£25,062	-13,333
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
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	£0 £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	
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 Business Services	£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
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 Sundry	£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
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	
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 £0	£25,226
COST OF SALES																		£0	
Metered Calls	£63	£43	£15	£19	£15	£15	£12	£16	£225	£50	£50	£50	£572	£1,997	-£1,425	£600	-£28	£422	-£28
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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	£115	£113	£115	£113	£113	£0	£0	£0	£2,133	£2,294 £24	-£139 -£17	£1,800	£8	£8	£8
•	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Newspapers																			
Vending	£0	£0	£0	£0	£0	£0	£23	£0	£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	-£1,259	-£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	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	£0	Variance to Budget
ADMIN & GENERAL																		£0 £0	
STAFF COSTS																		£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	_£12 927
Starr benefits / Perision	£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
	213,400	213,332	213,430	213,544	221,555	221,545	222,004	221,031	220,002	222,000	222,000	111,030	2247,700	1100,511	213,003	2245,200	22,577	£0	10/3
OTHER EXPENSES																		£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
	£0	£0	£0	£1,013	£1,013	£215	£0	£215	£980	£1,010	£0	£1,010	£11,502 £430	£0	£430	£12,120	£430	£430	£430
Hardware Support									£0										
Postage & Delivery Charges	£0	£0	£0	£0	£0	£0	-£10	£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	£158	£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		£18,352	-£12,340 -£22,148
Miscellaneous		£1,185 £12,273							£1,374 £18,714					£224,833					
	£11,235	£12,273	£10,301	£16,552	£14,249	£14,125	£17,304	£15,311	118,/14	£18,001	£16,200	£18,152	£182,417	1224,833	-£42,416	£240,919	-£58,502	£130,064 £0	-£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	
SALLS & IVIANAEI ING																		£0	
STAFF COSTS																		£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
State State of Constant	£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
									,_,	, '	, '	,,	,	,,,				£0	£0
OTHER EXPENSES																		£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	£O	£0	£O	£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
		£515	£1,438	£354	£924	£712	£449	£719	£663	£600	£600	£600	£7,906	£7,638	£267	£7,200	£706	£6,106	£706
			E1,438	E334	E324														£/06
Promotions & Advertising	£332		C1EC	C1E0	C400	C1E0	C1E0	C1E0			CIEC								
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	
Internet related costs Exhibitions	£150 £0	£150 £0	£0	£0		£0	£686	£0	£0	£0	£0	£0	£686	£0	£686	£0	£686	£686	£686
Internet related costs	£150	£150			£409 £0 £363														

	£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 £0	£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	£0 £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 £0	-£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 £0 £0	49
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance	£0 £0	Variance to Budget
PROPERTY MAINTENANCE																		£0 £0	
STAFF COSTS																		£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 £0	£1,209
OTHER EXPENSES																		£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	£1,51
Tools & Equipment	£118	£31 £0	£113 £0	£208 £0	£75 £0	£307 £0	£753 £0	£0 £0	£429	£200 £0	£200 £0	£200 £0	£2,633 £0	£5,090	-£2,458	£7,200 £0	-£4,567 £0	£2,033 £0	-£3,36
Furniture & Fittings Electrical & Mechanical	£0 £1,517	£0	£0	£70	£0	£0	£0	£0	£0 £0	£250	£250	£250	£2,337	£0 £6,271	£0 -£3,934	£5,250	-£2,913	£1,587	-£2,91
Plunbing & 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	£2
Painting & Decorating	£0	£0	£0	£0	£0	£0	£56	£0	£346	£100	£100	£100	£702	£1,316	-£614	£1,500	-£798	£402	-£79
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	£
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 £0	-£15,37
	£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	-£14,16
UTILITIES	4%	3%	4%	3%	3%	2%	3%	2%	3%	3%	3%	3%	3%	5%	-2%	3%	-5%	£0 £0	09
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	-£4,80
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 £42,747	£0 £41.981	£0 £34.199	£35,864	£0 £29.350	£0 £25,969	£16.883	£0 £20.073	£0 £21,282	£0 £25,704	£0 £27,752	£0 £29,892	£0 £351,694	£421,382	£0 -£69,688	£365,380	£0 -£13.686	£0 £268,347	£5,814
	L-Tayr-77			200,004			220,000	220,075	22,232	223,704	227,732	123,032	1001,004	1711,002	200,000	2000,000	220,000	1200,347	
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	C24 47E
£304,323	-£24,475
£413,438	£8,193
£1	
£19,899 £0	-£96
£117,276	-£3,354
£0	
£1,500	£0
£0 £0	
£1,056,638	-£19,732
£0	
£0 £156,630	-ee 002
£130,030	-10,032
£300,709	-£32,951
£1	
£13,957 £0	£1,226
£95,645	£960
£0	
£7,771 £0	£0
£U	
£574,711	-£36,857
	047.407
£481,927 £0	£17,125
£0	
£115,444	-£1,915
£0 £9,583	6207
£9,585 £0	-£207
£65,588	-£3,182
£0	
£32,189 £0	-£1,934
£83,347	-£19,500
£0	
£0	C2C 707
£306,151	-£26,/37
£175,776	£43,862
17%	-20%
£0 £0	£0
£0	0%
£10,584	-£9,000
£0	64.640
£32,138 £0	-£1,419
£14,524	£0
£0	

£0	242.442
£57,246	-£10,419
£118,529	£54,281
11%	3%
£5,210	-f22 707
£108,919	-£16,910
£5,250	£0
£108,069	-£39,617
£328,874	-£17,813
£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 £2	-150
	-4%
£0 £239	
£259 £150	-E0
£0	-1.7
£8,018	-187
£4	207
£0	
£0	
£0	
£0	Variance to
£0	Budget
£0	
£0	
£504,525	-£24,475
£0	£0
£0	£0
£0 £504,525	C24 47E
£304,325 £0	-E24,475
£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 £500	£0 £0
£600	-f273
£000	£0
£30,272	£6,467
£600	-£900
£0	£0

£0	
£30 £500	
£00£	
£250	
£1,200	
£57,703	
£0	
£156,630	
£347,895	
£347,893 £2	
£0	
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£0	Variance to
£0	
£0	
£0	
£60,937 £34,077	
£2,806	
£42,095	1
£6,014	£680
£78,000	£2,000
£1,170	
£223,928	
£0	
£0 £4,811	
£241	
£70,158	
£802	
£66,000	
£263	£0
£142,011	-£27
£0	
£47,500	
£78,000	
£66,000	£1,500
£0	
£38,983	
£191,500	
£0 £413,438	
£0	
£0	
£61,902	
£1	
£0	
£35,568 £1	-£1,430 -3%
£0	
	0000
£97,470	
£1	
£54,300	
£4,221	-£27
£905	-£6
£71,124	
£3,090	
£1,127	
£22,249 £1,872	
£1,872 £802	
1002	1 13/

£0	col
£159,691	£0
£1	-14%
£0	
£5,520	£672
£26,000	-£14,000
£375	£0
£1,500	£0
£150	£0
£700	-£50
£400	-£200
£556 £0	£0
£30	-£50 £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 £244	£0 £112
£400	£112 £50
£150	£0
£43,548	-£16.020
£0	
£141,018	-£16,702
£0	
£300,709	-£32,951
£0	
£112,729	£41,144
£1	30%
£0 £0	
£0	
£0	Variance to
£0	Budget
£0	
£0	
£0	
£7,176	
£12,320	-£316
£5,896	£0
£0	£0
£0	£0
£1,170 £263	-£30 £0
£250	£250
£230	£230
£O	£0
£0	£0
£0	
£19,899	-£96
£0	
£0	
£10,847	£2,001
£0	£0
£150	-£469 £494
	£494
£759	
£759 £0 £11,757	£2,026

£2 560	0
£0 £0 £0 £0 £0 £750 £250 £250 £0 £0 £300 £600 £600 £0 £0 £0	0
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£130 £130	٦
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£0	
£13,957 £1,22	6
£0	
£5,942 -£1,32	2
£0 -309	6
£0	
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£0	
£7,176	
£117,276 -£3,35	4
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£0 £117,276 -£3,35	_
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£0	
£85,021 £1,45	5
£10,624 -£49	5
£0	
£95,645 £96	0
£0	
£21,631 -£4,31	4
£1 -99	6
£0	
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£0	£0
£0	£0
£0	£0
£0	£7,171
£0	£7,771
0%	£16
£0	-se 271
EU	-10,2/1
	£0
	£0
	£0
Variance to	£0
Budget	£0
	£0
	£0
	£0
	£0
£4,066	£54,800
£2,323	£5,875
-£4 687	£2,416
£1,703	£63,091
£1,703	
	£0
	£0
£0	£600
£0	£0
£0	£110
£0	£1,500
CAEO	£600
-£450	
-£1,200	£6,300
£0	£3,030
£0	£0
£0	£0
-£600	£0
-£750	£0
-E/30	
-£197	£10,566
£0	£0
£0	£0
£0	£0
£0	£0
£0	£1,967
£0	£200
-61 800	£9,600
-L1,000	
£13,379	£13,379
-£12,000	£4,500
-£3,618	£52,353
	£0
-£1,915	£115,444
	£0
	£0
	£0
	£0
£0	£6,148
£0	£430
£0	£184
£0	£6,763
£0	£0
£0	£0
£0	£120
£0	£0
£0	£0
	£1,800
£0	
£0 -£207	£450
-£207	
£0 -£207 £0	£450 £0 £0

£2,820	-£207
£0	
£9,583 £0	-£207
£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	
£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 £1,200	-£32 -£1,800
£1,200 £0	-£1,800 £0
£150	£0
£12,315	-£1,934
£0	22,004
£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