

	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														
REVENUE																				
Rooms	£128,566	£139,030	£142,735	£154,637	£154,287	£180,241	£187,413	£192,000	£188,600	£188,600	£180,400	£160,000	£1,996,509	£1,905,593	£90,916	£2,204,200	£207,691	£899,497	£167,103	
	50%	43%	52%	50%	48%	49%	44%	44%	48%	51%	51%	44%	48%	48%	0%	49%	-2%	£899,497	£167,103	
Food and Beverage	£83,772	£101,791	£88,633	£102,322	£114,260	£124,871	£153,514	£155,312	£138,127	£129,807	£123,947	£164,861	£1,481,215	£1,356,892	£124,323	£1,522,153	£40,938	£615,648	£58,870	
	33%	32%	32%	33%	36%	34%	36%	36%	35%	35%	35%	46%	35%	34%	1%	34%	1%	£615,648	£58,870	
Woodland Facilities	£1,265	£6,715	£3,950	£7,180	£9,900	£19,816	£23,734	£48,754	£23,824	£13,975	£3,546	£3,027	£165,685	£64,893	£100,792	£216,565	£50,880	£48,825	£47,426	
	0%	2%	1%	2%	3%	5%	6%	11%	6%	4%	1%	1%	4%	2%	2%	5%	-1%	£48,825	£47,426	
Leisure Facilities	£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	£9,944	£240,083	£1,259	
	16%	14%	14%	13%	12%	10%	9%	9%	10%	11%	12%	9%	11%	11%	0%	11%	1%	£240,083	£1,259	
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%	10%	1%	1%	1%	1%	6%	0%	0%	0%	0%	0%	2%	4%	-3%	1%	0%	£42,365	£14,865	
<b>TOTAL REVENUE</b>	<b>£256,173</b>	<b>£322,224</b>	<b>£274,781</b>	<b>£306,482</b>	<b>£321,680</b>	<b>£365,078</b>	<b>£428,625</b>	<b>£435,533</b>	<b>£391,307</b>	<b>£373,034</b>	<b>£351,731</b>	<b>£361,690</b>	<b>£4,188,339</b>	<b>£3,972,283</b>	<b>£216,056</b>	<b>£4,482,694</b>	<b>£294,355</b>	<b>£1,846,419</b>	<b>£259,793</b>	
DEPARTMENTAL EXPENSES																				
Rooms	£51,087	£54,536	£54,761	£58,901	£58,080	£65,376	£58,513	£58,638	£56,507	£56,495	£56,372	£54,580	£683,847	£677,718	£6,129	£648,877	£34,970	£342,742	£24,424	
	20%	17%	20%	19%	18%	18%	14%	13%	14%	15%	16%	15%	16%	17%	-1%	14%	2%	£342,742	£24,424	
Food and Beverage	£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	
	31%	26%	34%	27%	28%	26%	25%	24%	26%	26%	28%	34%	28%	29%	-1%	28%	0%	£523,206	£35,779	
Woodland Facilities	£4,418	£3,813	£4,382	£5,605	£3,602	£8,112	£7,710	£12,266	£10,208	£5,137	£1,874	£1,669	£68,796	£66,649	£2,147	£82,104	£13,308	£29,930	£9,191	
	2%	1%	2%	2%	1%	2%	2%	3%	3%	1%	1%	0%	5%	5%	0%	5%	0%	£29,930	£9,191	
Leisure Facilities	£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	
	14%	11%	13%	11%	10%	9%	7%	7%	8%	9%	9%	8%	9%	9%	1%	9%	1%	£208,537	£15,244	
Other Income	£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	
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%	£15,418	£693	
<b>TOTAL DEPARTMENTAL EXPS</b>	<b>£174,041</b>	<b>£176,768</b>	<b>£191,500</b>	<b>£184,609</b>	<b>£185,236</b>	<b>£207,679</b>	<b>£208,798</b>	<b>£209,753</b>	<b>£203,391</b>	<b>£194,310</b>	<b>£191,310</b>	<b>£208,502</b>	<b>£2,335,898</b>	<b>£2,252,429</b>	<b>£83,468</b>	<b>£2,383,400</b>	<b>£47,502</b>	<b>£1,119,833</b>	<b>£5,994</b>	
<b>DEPARTMENTAL PROFIT</b>	<b>£82,132</b>	<b>£145,456</b>	<b>£83,282</b>	<b>£121,873</b>	<b>£136,444</b>	<b>£157,399</b>	<b>£219,827</b>	<b>£225,780</b>	<b>£187,917</b>	<b>£178,724</b>	<b>£160,421</b>	<b>£153,187</b>	<b>£1,852,441</b>	<b>£1,719,853</b>	<b>£132,588</b>	<b>£2,099,294</b>	<b>£246,853</b>	<b>£726,586</b>	<b>£253,799</b>	
UNDISTRIBUTED EXPENSES																				
Administration and General	£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	
	12%	10%	11%	12%	11%	10%	9%	9%	12%	10%	10%	10%	10%	12%	-1%	11%	-1%	£199,851	£37,859	
Sales and Marketing	£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	
	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%	£21,542	£2,148	
Franchise Fees	£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	
	7%	6%	10%	5%	6%	7%	6%	6%	6%	7%	7%	6%	6%	6%	0%	6%	0%	£127,200	£11,458	
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	£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%	0%	£58,749	£11,965	
Utilities	£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	
	17%	13%	12%	12%	9%	7%	6%	6%	7%	9%	10%	10%	9%	11%	-1%	8%	0%	£210,110	£17,150	
<b>TOTAL UNDISTRIBUTED EXPS</b>	<b>£103,865</b>	<b>£106,649</b>	<b>£106,567</b>	<b>£102,085</b>	<b>£98,907</b>	<b>£99,379</b>	<b>£102,219</b>	<b>£103,932</b>	<b>£114,484</b>	<b>£107,273</b>	<b>£107,315</b>	<b>£107,170</b>	<b>£1,259,847</b>	<b>£1,355,608</b>	<b>£95,761</b>	<b>£1,317,976</b>	<b>£58,130</b>	<b>£617,453</b>	<b>£41,983</b>	
<b>GROSS OPERATING PROFIT</b>	<b>£152,308</b>	<b>£145,675</b>	<b>£68,214</b>	<b>£124,787</b>	<b>£142,733</b>	<b>£167,719</b>	<b>£216,606</b>	<b>£231,781</b>	<b>£173,916</b>	<b>£171,450</b>	<b>£153,416</b>	<b>£154,517</b>	<b>£1,592,604</b>	<b>£1,364,245</b>	<b>£228,359</b>	<b>£1,781,318</b>	<b>£188,723</b>	<b>£1,099,133</b>	<b>£211,816</b>	
FIXED OVERHEADS																				
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%	0%	0%
Rates	£1,680	£1,572	£1,680	£1,739	£1,797	£1,739	£3,528	£3,528	£3,528	£3,528	£3,528	£3,528	£31,376	£25,504	£5,871	£78,336	£46,960	£10,208	£28,960	
	1%	0%	1%	1%	1%	0%	1%	1%	1%	1%	1%	1%	1%	1%	0%	2%	0%	£10,208	£28,960	
Insurance	£9,107	£12,581	£11,074	£10,717	£11,074	£10,717	£10,829	£10,829	£10,480	£10,829	£10,480	£10,829	£129,545	£131,888	£2,343	£133,499	£3,954	£65,269	£1,116	
	4%	4%	4%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	0%	3%	0%	£65,269	£1,116	
Head Lease Payment	£4,555	£4,555	£7,766	£4,799	£4,799	£4,799	£4,839	£4,840	£4,841	£4,841	£4,841	£4,841	£60,319	£47,335	£12,984	£58,061	£2,259	£31,274	£2,259	
	2%	1%	3%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%	£31,274	£2,259	



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	£10	£10	£10	£10	£10	£10	£60	£0	£60	£120	£60	£0	£60
Operating Equipment	£0	£67	£0	£0	£0	£0	£200	£200	£200	£200	£200	£200	£1,267	£2,061	£2,061	£3,600	£2,333	£67	£1,733
Training Expenses	£0	£0	£0	£38	£100	£0	£200	£200	£200	£200	£200	£200	£1,338	£3,598	£2,260	£2,400	£138	£1,062	£1,062
Key Cards	£0	£0	£0	£0	£250	£0	£0	£250	£0	£250	£0	£750	£700	£50	£900	£150	£250	£250	£50
Miscellaneous	£424	£376	£1,589	£520	£374	£0	£100	£100	£100	£100	£1,000	£4,783	£3,113	£1,670	£2,100	£2,683	£3,283	£2,683	£2,683
<b>TOTAL OTHER EXPENSES</b>	<b>£21,125</b>	<b>£22,614</b>	<b>£20,359</b>	<b>£24,312</b>	<b>£23,230</b>	<b>£25,806</b>	<b>£22,688</b>	<b>£22,812</b>	<b>£21,681</b>	<b>£21,669</b>	<b>£21,546</b>	<b>£19,754</b>	<b>£267,599</b>	<b>£262,793</b>	<b>£4,806</b>	<b>£213,584</b>	<b>£54,014</b>	<b>£137,448</b>	<b>£34,969</b>
<b>TOTAL ROOMS EXPENSES</b>	<b>£51,087</b>	<b>£54,536</b>	<b>£54,761</b>	<b>£58,901</b>	<b>£58,080</b>	<b>£65,376</b>	<b>£58,513</b>	<b>£58,638</b>	<b>£56,507</b>	<b>£56,495</b>	<b>£56,372</b>	<b>£54,580</b>	<b>£683,847</b>	<b>£677,718</b>	<b>£6,129</b>	<b>£648,877</b>	<b>£34,970</b>	<b>£342,742</b>	<b>£24,424</b>
<b>NET ROOMS PROFIT</b>	<b>£77,479</b>	<b>£84,494</b>	<b>£87,973</b>	<b>£95,736</b>	<b>£96,207</b>	<b>£114,865</b>	<b>£128,899</b>	<b>£133,362</b>	<b>£132,093</b>	<b>£132,105</b>	<b>£124,028</b>	<b>£105,420</b>	<b>£1,312,662</b>	<b>£1,227,875</b>	<b>£84,787</b>	<b>£1,555,323</b>	<b>£242,661</b>	<b>£556,755</b>	<b>£191,528</b>
<b>3. FOOD &amp; BEVERAGE</b>	<b>60%</b>	<b>61%</b>	<b>62%</b>	<b>62%</b>	<b>62%</b>	<b>64%</b>	<b>69%</b>	<b>69%</b>	<b>70%</b>	<b>70%</b>	<b>69%</b>	<b>66%</b>	<b>66%</b>	<b>64%</b>	<b>1%</b>	<b>71%</b>	<b>-5%</b>	<b>62%</b>	<b>-8%</b>
	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>YEF CST</b>	<b>LY</b>	<b>Variance</b>	<b>Budget</b>	<b>Variance</b>	<b>YTD</b>	<b>Variance to Budget</b>
<b>FOOD REVENUE</b>																			
Breakfast	£15,394	£17,583	£16,070	£19,196	£18,734	£23,326	£23,754	£24,578	£22,549	£21,500	£21,402	£19,456	£243,543	£224,738	£18,805	£255,345	£11,802	£110,303	£11,377
Restaurant Dinner	£9,187	£9,126	£9,961	£10,993	£11,511	£9,440	£13,283	£13,566	£12,610	£12,023	£11,968	£10,880	£134,548	£115,753	£18,795	£141,291	£6,743	£60,218	£7,112
Restaurant Lunch	£85	£344	£1,246	£461	£252	£1,718	£1,094	£1,436	£1,038	£990	£986	£896	£10,547	£5,101	£5,446	£5,447	£5,099	£4,106	£1,510
Cocktail bar	£10,682	£11,177	£11,841	£18,531	£16,536	£15,625	£16,409	£17,077	£15,577	£14,852	£14,784	£13,440	£176,531	£123,517	£53,014	£161,719	£14,812	£84,392	£7,328
Room Service	£1,496	£1,531	£2,167	£2,364	£2,335	£1,642	£2,344	£2,394	£2,225	£2,122	£2,112	£1,920	£24,652	£22,120	£2,532	£22,130	£2,522	£11,535	£989
Conference + Events	£11,328	£10,231	£13,991	£14,037	£15,815	£21,965	£25,500	£28,000	£25,500	£21,000	£17,000	£38,000	£242,368	£209,245	£33,123	£245,000	£2,632	£87,368	£132
Woodland	£0	£232	£20	£189	£576	£691	£900	£2,100	£900	£656	£308	£263	£6,835	£2,618	£4,216	£10,400	£3,565	£1,709	£3,217
<b>TOTAL FOOD</b>	<b>£48,173</b>	<b>£49,993</b>	<b>£55,275</b>	<b>£65,583</b>	<b>£65,183</b>	<b>£73,716</b>	<b>£82,384</b>	<b>£87,052</b>	<b>£79,499</b>	<b>£72,488</b>	<b>£68,251</b>	<b>£84,592</b>	<b>£832,189</b>	<b>£700,474</b>	<b>£131,715</b>	<b>£830,932</b>	<b>£1,257</b>	<b>£357,922</b>	<b>£8,793</b>
<b>BEVERAGE REVENUE</b>																			
Restaurant Dinner	£1,286	£1,160	£1,211	£1,245	£1,326	£1,110	£1,875	£1,915	£1,780	£1,697	£1,690	£1,536	£17,832	£12,980	£4,851	£27,237	£9,405	£7,338	£5,641
Restaurant Lunch	£32	£140	£119	£63	£103	£478	£94	£96	£89	£85	£84	£77	£1,459	£1,564	£106	£1,702	£244	£934	£123
Cocktail bar	£17,820	£20,462	£17,094	£20,389	£21,616	£27,790	£27,348	£27,930	£25,961	£24,754	£24,640	£22,400	£278,204	£259,388	£18,816	£289,391	£11,187	£125,170	£12,734
Room Service	£52	£126	£158	£168	£147	£139	£313	£319	£297	£283	£282	£256	£2,539	£2,141	£398	£3,405	£866	£790	£833
Conference + Events	£2,709	£11,129	£3,316	£3,667	£11,156	£9,164	£25,500	£23,000	£15,500	£15,500	£16,000	£33,000	£169,041	£179,104	£10,064	£213,950	£44,909	£40,541	£47,409
Woodland	£0	£188	£30	£180	£250	£313	£450	£908	£563	£263	£0	£0	£3,143	£2,305	£838	£4,144	£1,001	£960	£746
<b>TOTAL BEVERAGE</b>	<b>£21,898</b>	<b>£33,016</b>	<b>£21,899</b>	<b>£24,932</b>	<b>£34,347</b>	<b>£38,680</b>	<b>£55,130</b>	<b>£53,260</b>	<b>£43,627</b>	<b>£42,319</b>	<b>£42,696</b>	<b>£57,269</b>	<b>£469,073</b>	<b>£455,178</b>	<b>£13,895</b>	<b>£535,685</b>	<b>£66,611</b>	<b>£174,773</b>	<b>£66,494</b>
<b>C&amp;B REVENUE</b>																			
Conference & Events Room Hire	£8,757	£11,105	£8,942	£10,486	£10,652	£10,774	£16,000	£15,000	£15,000	£15,000	£13,000	£23,000	£157,716	£121,645	£36,071	£155,500	£2,216	£60,716	£5,784
C&B FOOD	£11,328	£10,231	£13,991	£14,037	£15,815	£21,965	£25,500	£28,000	£25,500	£21,000	£17,000	£38,000	£242,368	£209,245	£33,123	£245,000	£2,632	£87,368	£132
C&B BEVERAGE	£2,709	£11,129	£3,316	£3,667	£11,156	£9,164	£25,500	£23,000	£15,500	£15,500	£16,000	£33,000	£169,041	£179,104	£10,064	£213,950	£44,909	£40,541	£47,409
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	£5,106	£10,685	£9,136	£5,665	£3,877	£29,441	£86,121	£79,562	£6,559	£105,507	£19,386	£22,212	£6,607
TOTAL C&B (INC ROOM HIRE)	£27,738	£32,465	£26,249	£27,590	£37,623	£41,903	£67,000	£66,000	£56,000	£51,500	£46,000	£94,000	£574,069	£510,028	£64,041	£614,487	£40,417	£193,569	£48,417
<b>TOTAL F&amp;B REVENUE</b>	<b>£83,772</b>	<b>£101,791</b>	<b>£88,633</b>	<b>£102,322</b>	<b>£114,260</b>	<b>£124,871</b>	<b>£153,514</b>	<b>£155,312</b>	<b>£138,127</b>	<b>£129,807</b>	<b>£123,947</b>	<b>£164,861</b>	<b>£1,481,215</b>	<b>£1,277,330</b>	<b>£203,885</b>	<b>£1,522,153</b>	<b>£40,938</b>	<b>£615,648</b>	<b>£58,870</b>
<b>FOOD COST OF SALES</b>																			
	£12,309	£14,034	£17,298	£20,049	£18,073	£22,072	£22,903	£24,517	£22,110	£20,115	£18,854	£23,335	£235,670	£195,313	£40,357	£235,573	£97	£103,837	£222
	26%	28%	31%	31%	28%	30%	28%	28%	28%	28%	28%	28%	28%	28%	0%	28%	0%	29%	1%
<b>DRINK COST OF SALES</b>																			
	£5,062	£9,769	£5,148	£2,534	£8,790	£7,546	£13,895	£13,542	£11,047	£10,645	£10,674	£14,317	£112,970	£121,063	£8,093	£140,355	£27,386	£38,849	£24,324
	23%	30%	24%	10%	26%	20%	25%	25%	25%	25%	25%	25%	24%	27%	-3%	26%	-2%	22%	-4%
<b>TOTAL F&amp;B COS</b>	<b>£17,371</b>	<b>£23,803</b>	<b>£22,447</b>	<b>£22,583</b>	<b>£26,863</b>	<b>£29,618</b>	<b>£36,798</b>	<b>£38,059</b>	<b>£33,157</b>	<b>£30,760</b>	<b>£29,528</b>	<b>£37,652</b>	<b>£348,640</b>	<b>£316,376</b>	<b>£32,264</b>	<b>£375,928</b>	<b>£27,288</b>	<b>£142,686</b>	<b>£24,546</b>
<b>STAFF COSTS</b>																			
Kitchen	£16,883	£15,656	£19,472	£17,819	£17,613	£19,132	£19,100	£19,100	£19,100	£19,100	£19,100	£19,100	£221,176	£196,879	£24,297	£234,991	£13,816	£106,576	£7,039
Kitchen ERNI	£1,587	£1,428	£1,850	£1,622	£1,594	£1,803	£1,407	£1,407	£1,407	£1,407	£1,407	£1,407	£18,327	£17,681	£646	£16,589	£1,737	£9,885	£1,791
Staff Benefits / Pension	£0	£0	£0	£0	£0	£0	£302	£302	£302	£302	£302	£302	£1,809	£0	£1,809	£3,555	£1,746	£0	£1,734
F&B	£22,505	£20,374	£23,320	£21,078	£21,540	£25,776	£24,560	£23,870	£25,101	£21,659	£21,257	£28,207	£279,248	£303,458	£24,209	£293,212	£13,963	£134,593	£968
F&B ERNI	£1,085	£1,018	£1,209	£913	£950	£1,057	£1,929	£1,846	£1,932	£1,656	£1,628	£1,975	£17,198	£15,716	£1,482	£20,525	£3,327	£6,232	£3,257
Staff Benefits / Pension	£0	£0	£0	£0	£0	£0	£413	£396	£414	£355	£349	£423	£2,350	£0	£2,350	£4,398	£2,048	£0	£2,033
C&B	£7,578	£7,775	£7,888	£9,420	£7,876	£9,717	£8,916	£8,916	£8,916	£8,916	£8,916	£8,916	£103,752	£87,163	£16,589	£101,204	£2,548	£50,253	£115
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	£6,146	£8,552	£2,405	£3,036	£3,110	£4,541	£3,037

	£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
<b>TOTAL STAFF COSTS</b>	61%	47%	62%	51%	45%	47%	37%	37%	42%	42%	43%	37%	44%	50%	-5%	45%	-1%	51%	3%
<b>F&amp;B OTHER EXPENSES</b>																			
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	£0	£68	£543	£328	£0	£125	£125	£250	£125	£125	£125	£1,926	£1,994	£68	£1,750	£176	£1,051	£176
Cleaning Supplies	£426	£392	£456	£648	£630	£274	£500	£500	£500	£500	£500	£500	£5,826	£5,200	£626	£6,000	£174	£2,826	£174
Printing & Stationery	£614	£0	£0	£448	£381	£0	£50	£50	£500	£50	£50	£50	£2,193	£1,295	£897	£1,500	£693	£1,443	£693
Uniforms	£0	£405	£0	£62	£110	£0	£150	£150	£150	£150	£150	£150	£1,477	£2,507	£1,030	£3,000	£1,523	£577	£923
Flowers & Decorations	£24	£55	£112	£12	£0	£293	£500	£50	£50	£500	£50	£50	£1,695	£6,099	£4,404	£1,950	£255	£495	£255
Contract Cleaning	£90	£320	£0	£90	£440	£0	£0	£91	£91	£0	£556	£0	£1,677	£1,260	£417	£1,273	£405	£940	£405
Travel Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£175	£175	£150	£150	£0	£100
Home to work	£0	£1	£0	£0	£0	£0	£10	£10	£10	£10	£10	£10	£61	£61	£0	£120	£59	£1	£59
Training Expenses	£0	£0	£0	£102	£0	£0	£200	£200	£200	£200	£200	£200	£1,302	£5,342	£4,040	£2,400	£1,098	£102	£1,098
Operating Equipment	£0	£0	£0	£0	£0	£74	£150	£0	£0	£0	£150	£0	£374	£459	£85	£464	£90	£74	£100
Menus	£0	£0	£0	£0	£0	£0	£0	£0	£400	£0	£0	£0	£400	£926	£526	£935	£535	£0	£211
Kitchen Supplies	£130	£29	£166	£274	£191	£216	£150	£150	£150	£150	£500	£150	£2,257	£2,716	£459	£2,500	£243	£1,007	£243
Laundry	£130	£602	£542	£608	£894	£746	£588	£600	£575	£575	£550	£500	£7,300	£7,788	£488	£8,085	£785	£3,912	£33
Restaurant & Bar Supplies	£536	£957	£876	£391	£1,050	£1,242	£646	£660	£633	£633	£605	£550	£8,778	£14,372	£5,594	£16,170	£7,392	£5,052	£2,838
Glassware	£0	£0	£0	£0	£0	£0	£69	£0	£0	£0	£221	£0	£290	£440	£150	£445	£154	£0	£154
Music & Entertainment	£0	£0	£0	£0	£0	£0	£0	£98	£0	£0	£0	£0	£98	£97	£1	£98	£0	£0	£0
F&B Commission	£688	£0	£0	£142	£0	£0	£150	£150	£150	£500	£150	£150	£2,079	£614	£1,465	£2,500	£421	£829	£421
F&B Misc	£0	£257	£229	£245	£309	£315	£75	£75	£75	£75	£75	£75	£1,805	£4,125	£2,319	£900	£905	£1,355	£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	£443
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	£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	£0	£50	£50	£50	£50	£50	£50	£300	£249	£51	£600	£300	£0	£300
	£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
<b>TOTAL F&amp;B SUPPLY COST</b>	£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
<b>TOTAL DEPT COST</b>	£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
<b>NET F&amp;B PROFIT</b>	£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	OCT	NOV	DEC	YFCST	LY	Variance	Budget	Variance	YTD	Variance to Budget
<b>WOODLAND DEVELOPMENT</b>																			
<b>REVENUE</b>						£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							£7,430	£19,092	£11,662	£0	£7,430	£7,430	£7,430
Sponsorship													£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		£6,422	£6,422	£6,422	£3,422	£3,422
Combi G & AA					£2,010	£1,118	£1,000	£1,500					£5,628		£5,628	£5,628	£5,628	£3,128	£3,128
Combi G & Axe					£150	£221	£250	£500					£1,121		£1,121	£1,121	£1,121	£371	£371
Combi Abe & AA					£55	£128	£50	£250					£483		£483	£483	£483	£183	£183
<b>TOTAL WOODLAND INCOME</b>	£1,265	£6,715	£3,950	£7,180	£9,900	£19,816	£23,734	£48,754	£23,824	£13,975	£3,546	£3,027	£165,685	£64,893	£100,792	£216,565	£50,880	£48,825	£47,426
<b>STAFF COSTS</b>																			
Woodland Staff Costs	£2,770	£2,804	£3,388	£4,494	£2,513	£6,903	£4,873	£10,310	£7,366	£4,284	£1,363	£949	£52,017	£44,944	£7,074	£59,730	£7,713	£22,872	£4,193
Staff Benefits / Pension	£67	£63	£72	£69	£30	£0	£146	£332	£243	£151	£63	£51	£1,289	£404	£885	£4,181	£2,892	£302	£1,592
Reception ERNI	£181	£170	£181	£158	£98	£117	£341	£774	£568	£352	£148	£119	£3,207	£2,117	£1,090	£1,792	£1,415	£905	£93
	£0																		
<b>TOTAL STAFF COSTS</b>	£3,019	£3,037	£3,641	£4,722	£2,641	£7,020	£5,360	£11,416	£8,178	£4,787	£1,574	£1,119	£56,514	£47,465	£9,049	£65,704	£9,190	£24,079	£5,692

COST OF SALES	239%	45%	92%	66%	27%	35%	23%	23%	34%	34%	44%	37%	34%	73%	-39%	30%	4%	49%	18%
Scorecards / leaflets								£250					£250	£50	£200	£500	£-250	£0	£-250
Insurance													£0	£0	£0	£0	£0	£0	£0
Utility													£0	£0	£0	£0	£0	£0	£0
Marketing	£965	£0	£118	£94			£250	£250	£250			£250	£2,177	£6,537	£-4,361	£3,000	£-824	£1,177	£-324
Replacement Equipment			£0						£250				£250	£363	£-113	£900	£-650	£0	£-600
H&S Checks & Admin							£1,500						£1,500	£80	£1,420	£1,600	£0	£0	£-1,600
Maintenance									£250				£250	£1,672	£-1,422	£750	£-500	£0	£-500
Website	£100	£100	£100	£100		£100	£100	£100	£100	£100	£100	£100	£1,100	£2,224	£-1,124	£1,440	£-340	£500	£-220
Booking System & POS	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£911	£1,489	£2,160	£240	£1,200	£120
Training			£0						£930				£930	£500	£430	£4,800	£-3,870	£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		£161			£25	£151							£337	£1,330	£-992	£0	£337	£337	£337
F&B Equipment	£54	£146	£221	£155	£210	£357							£1,143	£1,150	£-6	£150	£993	£1,143	£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
<b>TOTAL DEPT COS</b>	<b>£4,418</b>	<b>£3,813</b>	<b>£4,382</b>	<b>£5,605</b>	<b>£3,602</b>	<b>£8,112</b>	<b>£7,710</b>	<b>£12,266</b>	<b>£10,208</b>	<b>£5,137</b>	<b>£1,874</b>	<b>£1,669</b>	<b>£68,795</b>	<b>£66,649</b>	<b>£2,146</b>	<b>£82,104</b>	<b>£-13,308</b>	<b>£29,930</b>	<b>£-9,191</b>
<b>NET WOODLAND PROFIT</b>	<b>£-3,153</b>	<b>£2,902</b>	<b>£-431</b>	<b>£1,575</b>	<b>£6,297</b>	<b>£11,704</b>	<b>£16,024</b>	<b>£36,488</b>	<b>£13,616</b>	<b>£8,838</b>	<b>£1,671</b>	<b>£1,358</b>	<b>£96,889</b>	<b>£-1,756</b>	<b>£98,645</b>	<b>£134,461</b>	<b>£-37,572</b>	<b>£18,895</b>	<b>£-38,235</b>
LEISURE FACILITIES	-249%	43%	-11%	22%	54%	59%	68%	75%	57%	63%	47%	45%	58%	-3%	61%	62%	-4%	39%	-21%
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	£469,832	£5,232	£484,776	£-9,712	£240,083	£-1,259
													£0	£0	£0	£0	£0	£0	£0
													£0	£0	£0	£0	£0	£0	£0
<b>TOTAL LEISURE INCOME</b>	<b>£40,991</b>	<b>£43,975</b>	<b>£37,232</b>	<b>£40,571</b>	<b>£39,814</b>	<b>£37,500</b>	<b>£38,964</b>	<b>£38,967</b>	<b>£40,257</b>	<b>£40,152</b>	<b>£43,339</b>	<b>£33,302</b>	<b>£475,064</b>	<b>£469,832</b>	<b>£5,232</b>	<b>£484,776</b>	<b>£-9,712</b>	<b>£240,083</b>	<b>£-1,259</b>
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
<b>TOTAL LEISURE COS</b>	<b>£36,735</b>	<b>£34,234</b>	<b>£36,580</b>	<b>£34,855</b>	<b>£31,881</b>	<b>£34,252</b>	<b>£32,102</b>	<b>£31,475</b>	<b>£32,318</b>	<b>£31,829</b>	<b>£32,020</b>	<b>£28,382</b>	<b>£396,663</b>	<b>£341,574</b>	<b>£55,089</b>	<b>£386,412</b>	<b>£10,251</b>	<b>£208,537</b>	<b>£15,244</b>
<b>NET LEISURE PROFIT</b>	<b>£4,256</b>	<b>£9,740</b>	<b>£653</b>	<b>£5,716</b>	<b>£7,933</b>	<b>£3,248</b>	<b>£6,862</b>	<b>£7,492</b>	<b>£7,939</b>	<b>£8,323</b>	<b>£11,319</b>	<b>£4,920</b>	<b>£78,401</b>	<b>£128,258</b>	<b>£-49,857</b>	<b>£98,364</b>	<b>£-19,963</b>	<b>£31,546</b>	<b>£-16,503</b>
OTHER INCOME	10%	22%	2%	14%	20%	9%	18%	19%	20%	21%	26%	15%	17%	27%	-11%	20%	-4%	13%	-7%
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	£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 (Corble Lodge)	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£25,000	£500	£500	£500	£500	£500	£69,865	£175,073	£-105,192	£55,000	£14,865	£42,365	£14,865
Millars Rental Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>TOTAL OTHER INCOME</b>	<b>£1,579</b>	<b>£30,714</b>	<b>£2,231</b>	<b>£1,771</b>	<b>£3,420</b>	<b>£2,650</b>	<b>£25,000</b>	<b>£500</b>	<b>£500</b>	<b>£500</b>	<b>£500</b>	<b>£500</b>	<b>£69,865</b>	<b>£175,073</b>	<b>£-105,208</b>	<b>£55,000</b>	<b>£14,865</b>	<b>£42,365</b>	<b>£14,865</b>
COST OF SALES																			
Metered Calls	£63	£43	£15	£19	£15	£15	£50	£50	£50	£50	£50	£50	£469	£1,997	£-1,528	£600	£-131	£169	£-131



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	£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	£2,244	£2,331	£1,960	£1,849	£3,426	£1,896	£27,607	£25,852	£1,755	£28,510	-\$903	£13,901	-\$903
<b>TOTAL OTHER COS</b>	<b>£1,409</b>	<b>£1,968</b>	<b>£3,491</b>	<b>£2,472</b>	<b>£2,390</b>	<b>£3,687</b>	<b>£2,444</b>	<b>£2,531</b>	<b>£2,160</b>	<b>£2,049</b>	<b>£3,626</b>	<b>£2,096</b>	<b>£30,323</b>	<b>£30,271</b>	<b>£52</b>	<b>£31,016</b>	<b>-\$693</b>	<b>£15,418</b>	<b>-\$693</b>
	89%	6%	156%	140%	70%	139%	10%	506%	432%	410%	725%	419%	43%	17%	26%	56%	-13%	36%	-22%
<b>NET OTHER PROFIT</b>	<b>£169</b>	<b>£28,746</b>	<b>-\$1,259</b>	<b>-\$701</b>	<b>£1,029</b>	<b>-\$1,037</b>	<b>£22,556</b>	<b>-\$2,031</b>	<b>-\$1,660</b>	<b>-\$1,549</b>	<b>-\$3,126</b>	<b>-\$1,596</b>	<b>£39,542</b>	<b>£144,802</b>	<b>-\$105,260</b>	<b>£23,984</b>	<b>£15,558</b>	<b>£26,948</b>	<b>£15,558</b>

5. UNDISTRIBUTED EXPENSES

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance	Budget	Variance	YTD	Variance to Budget
<b>ADMIN &amp; GENERAL</b>																			
<b>STAFF COSTS</b>																			
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 ENRI	£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
Staff Benefits / Pension	£804	£806	£804	£806	£844	£845	£844	£844	£844	£844	£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
<b>OTHER EXPENSES</b>																			
Staff Meals	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400	£0	£2,400	£0	£1,200	£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	£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
Hardware Support	£0	£0	£0	£0	£0	£215	£0	£0	£0	£0	£0	£0	£215	£0	£215	£0	£215	£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

SALES & MARKETING

<b>STAFF COSTS</b>																			
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
Marketing ENRI	£211	£178	£178	£178	£178	£178	£143	£143	£143	£143	£143	£143	£1,963	£2,227	-\$264	£1,721	£241	£1,102	£241
Staff Benefits / Pension	£53	£46	£46	£46	£46	£46	£61	£61	£61	£61	£61	£61	£651	£570	£82	£738	-\$87	£282	-\$87
	£2,550	£2,273	£2,273	£2,273	£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
<b>OTHER EXPENSES</b>																			
Staff Meals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480	£460	£20	£480	£0	£240	£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	£1,298	£482	£0	£0	£0	£0	£2,100	£1,830	£271	£1,848	£252	£320	£252
Promotions & Advertising	£332	£515	£1,438	£354	£924	£712	£600	£600	£600	£600	£600	£600	£7,874	£7,638	£236	£7,200	£674	£4,274	£674
Internet related costs	£150	£150	£150	£150	£409	£150	£150	£150	£150	£150	£150	£150	£2,059	£2,250	-\$191	£2,273	-\$214	£1,159	£99
Exhibitions	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
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	£150	£150	£150	£150	£150	£150	£2,532	£3,294	-\$762	£1,800	£732	£1,632	£732

	£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
	14%	15%	19%	11%	14%	14%	13%	13%	13%	13%	13%	13%	14%	13%	1%	13%	1%	14%	1%
5. UNDISTRIBUTED EXPENSES (contd.)																			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	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
Plumbing & 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	£0	£0	£0	£0	£0	£0	£100	£100	£100	£100	£100	£100	£600	£1,316	£-716	£1,500	£-900	£0	£-900
Uniforms	£0	£0	£0	£30	£0	£0	£0	£0	£0	£0	£0	£0	£30	£139	£-109	£140	£-111	£30	£18
Maintenance Contracts	£748	£1,084	£831	£544	£575	£428	£800	£800	£800	£800	£800	£800	£9,011	£12,465	£-3,454	£12,000	£-2,989	£4,211	£-1,789
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	£50	£50	£50	£50	£50	£50	£371	£502	£-130	£600	£-229	£71	£-229
	£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
UTILITIES	4%	3%	4%	3%	3%	2%	3%	3%	3%	3%	3%	3%	3%	5%	-2%	3%	-5%	3%	3%
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	£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	£-0	£4	£1		
Water Cost Per Room	£1	£1	£0	£0	£0	£0	£1	£1	£1	£1	£1	£1	£1	£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	£23,656	£25,814	£27,104	£32,204	£34,752	£35,892							
	£26	£23	£19	£17	£14	£11	£10	£11	£12	£14	£16	£18							
			£22			£14			£11			£16							

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	-£34,562
£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
16%	7%
£0	-£55,835
£216,512	-£35,146
£10,500	£0
£358,472	-£90,981
£691,893	-£22,941
30%	-1%
£54,740	£6,008
2%	0%
£22,356	-£1,259
1%	0%
£768,991	-£18,186
33%	0%
660	0
184	0
20240	0
13550	-250
402%	-7%
£486	-£8
£325	-£12
17490	-333
ROY	Variance to Budget
£1,097,013	-£40,588
£0	£0
£0	£0
£1,097,013	-£40,588
£112,337	£2,000
£81,339	-£10,500
£3,125	£0
£14,152	£0
£210,954	-£8,500
19%	0%
£5,280	£0
£500	£0
£33,230	£1,507
£2,710	-£50
£6,098	-£113
£3,000	£0
£1,000	£0
£1,200	-£546
£168	£0
£71,306	£20,114
£1,200	-£1,108
£0	£0

£0	-£67
£60	£0
£1,200	-£600
£1,200	£0
£500	-£100
£1,500	£0
£130,151	£19,045
£341,105	£10,545
£755,908	-£51,133
0.9%	-2%
ROY	Variance to 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
£1,749	-£33
£128,500	£2,500
£2,183	-£255
£294,300	-£117
£97,000	£8,000
£155,000	-£2,500
£128,500	£2,500
£0	£0
£63,909	-£12,779
£380,500	£8,000
£865,567	£17,932
£131,833	£319
10%	-1%
£74,121	-£3,062
25%	-1%
£205,954	-£2,742
24%	-1%
£114,600	-£6,777
£8,442	-£54
£1,809	-£12
£144,655	-£12,996
£10,966	-£70
£2,350	-£15
£53,499	£2,434
£3,745	£170
£1,605	£73

£0	£0
£341,671	-£17,246
39%	-3%
£9,600	-£96
£52,000	-£16,500
£875	£0
£3,000	£0
£750	£0
£900	-£600
£1,200	£0
£737	£0
£0	-£50
£60	£0
£1,200	£0
£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	-£256
£300	£0
£85,439	-£22,955
£291,393	-£25,691
£633,064	-£42,943
£232,503	£60,875
27%	7%
ROY	Variance to Budget
£53,981	-£3,672
£49,020	-£5,727
£0	£0
£0	£0
£5,126	-£349
£2,183	-£255
£3,000	£3,000
£2,500	£2,500
£750	£750
£300	£300
£116,860	-£3,454
£29,145	-£3,520
£0	£0
£987	-£1,300
£2,303	£1,323
£32,435	-£3,491

28%	-2%
£250	£0
£0	£0
£0	£0
£1,000	-£500
£250	-£50
£1,500	£1,500
£250	£0
£600	-£120
£1,200	£120
£930	-£1,470
£0	£0
£250	£0
£0	£0
£0	£0
£200	-£100
£0	£0
£38,865	-£4,117
£77,994	£663
67%	2%
£234,981	-£8,453
£0	£0
£0	£0
£234,981	-£8,453
£165,335	-£6,220
£22,791	£1,227
£188,126	-£4,999
£46,855	-£3,460
10%	-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

£900	£0
£0	£0
£0	£0
£0	£0
£0	£0
£13,705	£0
£14,905	£0
54%	0%
£12,595	£0
ROY	Variance to Budget
£107,886	£6,418
£11,742	£4,639
£5,064	-£9,142
£124,692	£1,915
£1,200	£0
£0	£0
£220	£0
£3,000	£0
£1,200	-£900
£12,600	-£2,400
£6,060	£0
£0	£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
£231,285	-£17,130
£12,296	£0
£861	£0
£369	£0
£13,526	£0
£0	£0
£0	£0
£240	£0
£0	£0
£1,780	£0
£3,600	£0
£900	-£312
£0	£0
£0	£0
£900	£0

£7,420	-£311
£20,946	-£312
£10,970	-£406
£21,940	-£812
£10,970	-£406
£54,851	-£2,029
£32,910	-£1,218
£10,970	-£406
£142,612	-£5,276
17%	0%
ROY	Variance to 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	-£120
£4,800	-£1,200
£0	£0
£300	£0
£28,383	-£420
£77,221	£8,661
3%	3%
£112,231	£1,000
£44,380	£1,000
£7,698	£0
£15,112	£5,000
£0	£0
£179,421	£7,000