



Dear All,

With the last update being back in June, I felt you were overdue another one!

At the time of writing, we are well into September, kids are back at school, weather has got a bit colder – Winter is coming! It's been a challenging year for us so far with several highs and lows.

Financially it's been nothing short of poor across the board really with the odd exception. YTD we are 421k behind the budget revenue and 262k behind the budgeted profit. A very poor performance. There is no excuse for not knowing how we are performing and working together to turn this around. The performance has no doubt been better recently, which is about the only positive thing I can say!

Like I said last time, those of you who have been here a while will know that it's our financial performance that underpins everything and allows us to do more and better for each of you. The performance needs to improve as in this last quarter to try and recover something.

Heartbeat and our metric performance really do continue to be good; we have been close to maximum metrics and I'm confident we can get there as we move toward the end of the year. Some brilliant performances in Front Office, Housekeeping and others. Looking at it all together, what is very pleasing is we have seen the continuous improvement. What has been pleasing is after several years we have been able to turn this around, let's all make sure that's the case moving forward.

What I will say is both financially and guest feedback wise, the best months have been the most recent, lets keep that up please!

We remain committed to the capex projects I've spoken about before, will be a Q4 installation date now for all of these.

Further ahead, alongside 3D we are working on a larger renovation project in the club, something we will share when all is approved and planned in.

Christmas really is not far away; the brochure is out – interest is strong, and I look forward to seeing what all the team can deliver!

But everything we do has to be geared to maximizing the profit we deliver so that we can do more for you all. We must drive more topline revenue and control our costs to recover the already substantial shortfall.

I do know that there have already been changes made, working across departments and putting it in to ensure the hotel delivers for you all. Whilst this is needed, I wanted to say thank you for delivering. That focus will need to continue for the time being to enable the hotel to end the year as well as it can.

Thank you all for your ongoing hard work and loyalty!

Link below for the staff update website if you have not been able to access it via the QR codes dotted about.

<https://hicorby.com/staff-updates>