

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance	Budget	Variance
REVENUE																	
Rooms	£140,000 50%	£154,000 49%	£168,000 49%	£170,000 56%	£172,000 49%	£190,000 48%	£218,700 49%	£202,500 48%	£190,350 44%	£190,350 49%	£178,200 50%	£162,000 43%	£2,136,100 48%	£1,999,986 48%	£136,114 0%		£2,136,100 48%
Food and Beverage	£93,064 33%	£105,470 34%	£105,877 31%	£108,292 36%	£117,707 33%	£130,444 33%	£145,842 33%	£126,520 30%	£139,529 32%	£139,529 36%	£127,038 36%	£168,216 44%	£1,507,527 34%	£1,404,593 34%	£102,934 0%		£1,507,527 34%
Woodland Facilities	£3,269 1%	£11,772 4%	£9,575 3%	£24,453 8%	£24,279 7%	£28,866 7%	£35,247 7%	£54,273 13%	£30,132 7%	£15,220 4%	£5,189 1%	£3,027 1%	£245,302 6%	£119,397 2%	£125,905 4%		£245,302 6%
Leisure Facilities	£42,099 15%	£40,552 13%	£36,412 11%	£0 0%	£38,344 11%	£43,789 11%	£42,477 10%	£41,135 10%	£45,488 11%	£43,797 11%	£44,500 13%	£46,340 12%	£464,934 11%	£483,800 12%	£-18,867 -1%		£464,934 11%
Other Income	£500 0%	£500 0%	£25,000 7%	£500 0%	£500 0%	£500 0%	£500 0%	£500 0%	£25,000 6%	£500 0%	£500 0%	£500 0%	£55,000 1%	£86,281 4%	£-31,281 -3%		£55,000 1%
TOTAL REVENUE	£278,932	£312,294	£344,864	£303,245	£352,831	£393,598	£442,766	£424,928	£430,499	£389,396	£355,427	£380,083	£4,408,863	£4,094,057	£314,805		£4,408,863
DEPARTMENTAL EXPENSES																	
Rooms	£49,353 18%	£52,848 17%	£55,712 16%	£59,787 20%	£59,470 17%	£63,000 16%	£67,367 15%	£64,645 15%	£62,430 15%	£62,690 16%	£60,588 17%	£58,057 15%	£715,946 16%	£675,126 17%	£40,820 -1%		£715,946 16%
Food and Beverage	£85,743 31%	£88,875 28%	£94,379 27%	£92,438 30%	£98,689 28%	£101,269 26%	£109,807 25%	£100,143 24%	£111,381 26%	£102,687 26%	£99,066 28%	£123,595 33%	£1,208,070 27%	£1,097,938 29%	£110,132 -1%		£1,208,070 27%
Woodland Facilities	£2,892 1%	£3,794 1%	£5,849 2%	£7,575 2%	£5,910 2%	£8,529 2%	£7,409 2%	£11,687 3%	£8,053 2%	£4,667 1%	£3,973 1%	£2,892 1%	£73,230 5%	£58,754 5%	£14,476 0%		£73,230 5%
Leisure Facilities	£32,805 12%	£31,384 10%	£32,855 10%	£17,708 6%	£33,382 9%	£35,543 9%	£35,627 8%	£34,363 8%	£37,079 9%	£35,350 10%	£35,294 9%	£35,103 9%	£396,493 9%	£411,106 9%	£-14,612 -1%		£396,493 9%
Other Income	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£2,700 1%	£32,400 1%	£30,100 1%	£2,300 0%		£32,400 1%
TOTAL DEPARTMENTAL EXPS	£173,493	£179,600	£191,494	£180,208	£200,150	£211,040	£222,910	£213,539	£221,642	£208,093	£201,621	£222,348	£2,426,139	£2,273,024	£153,116		£2,426,139
DEPARTMENTAL PROFIT	£105,439	£132,694	£153,370	£123,037	£152,681	£182,558	£219,856	£211,388	£208,856	£181,303	£153,805	£157,735	£1,982,724	£1,821,034	£161,690		£1,982,724
UNDISTRIBUTED EXPENSES																	
Administration and General	£37,475 13%	£34,042 11%	£39,950 10%	£34,225 11%	£48,571 14%	£36,019 9%	£47,760 11%	£34,764 8%	£35,925 8%	£35,173 9%	£34,499 10%	£35,071 9%	£447,475 10%	£428,640 12%	£18,835 -1%		£447,475 10%
Sales and Marketing	£4,294 2%	£4,294 1%	£4,294 1%	£5,420 2%	£4,420 1%	£4,420 1%	£4,420 1%	£4,920 1%	£4,420 1%	£4,420 1%	£4,420 1%	£4,420 1%	£54,162 1%	£45,140 1%	£9,022 0%		£54,162 1%
Franchise Fees	£18,820 7%	£20,579 7%	£22,337 6%	£22,588 7%	£22,839 7%	£25,100 6%	£28,705 6%	£26,670 6%	£25,144 6%	£25,144 6%	£23,618 7%	£21,583 6%	£283,129 6%	£258,752 6%	£24,377 0%		£283,129 6%
Property Maintenance	£9,422 3%	£9,422 3%	£13,222 4%	£9,815 3%	£9,815 3%	£9,965 3%	£9,615 2%	£9,615 2%	£10,165 2%	£9,815 3%	£9,615 3%	£9,915 3%	£120,402 3%	£130,407 5%	£-10,005 -2%		£120,402 3%
Utilities	£23,873 9%	£25,043 8%	£27,382 8%	£27,382 9%	£28,552 8%	£30,892 8%	£34,402 8%	£32,062 8%	£29,722 7%	£29,722 8%	£28,552 8%	£26,213 7%	£343,798 8%	£354,339 11%	£-10,541 -3%		£343,798 8%
TOTAL UNDISTRIBUTED EXPS	£93,884	£93,380	£101,186	£99,431	£114,198	£106,397	£124,902	£108,031	£105,377	£104,274	£100,705	£97,202	£1,248,966	£1,217,279	£31,687		£1,248,966
GROSS OPERATING PROFIT	£11,554	£39,314	£52,184	£23,606	£38,483	£76,161	£94,954	£103,357	£103,480	£77,029	£53,101	£60,534	£733,757	£603,755	£130,002		£733,757
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%
Rates	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£30,000 1%	£22,605 1%	£7,395 0%		£30,000 0%
Insurance	£11,736 4%	£10,601 3%	£11,736 3%	£11,358 4%	£11,736 3%	£11,358 3%	£11,736 3%	£11,736 3%	£11,358 3%	£11,736 3%	£11,358 3%	£11,736 3%	£138,185 3%	£141,976 3%	£-3,790 0%		£138,185 3%
Head Lease Payment	£5,000 2%	£5,000 2%	£5,000 1%	£5,000 2%	£5,000 1%	£5,000 1%	£5,000 1%	£5,000 1%	£5,000 1%	£5,000 1%	£5,000 1%	£5,000 1%	£60,000 1%	£65,714 1%	£-5,714 0%		£60,000 1%
TOTAL FIXED OVERHEADS	£19,236	£18,101	£19,236	£18,858	£19,236	£18,858	£19,236	£19,236	£18,858	£19,236	£18,858	£19,236	£228,185	£230,294	£-2,109		£228,185
EBITDA	£-7,682	£21,214	£32,948	£4,749	£19,247	£57,304	£75,718	£84,121	£84,622	£57,792	£34,243	£41,297	£505,572	£373,461	£132,111		£505,572
FF&E Depreciation	£21,667 -3%	£21,667 7%	£21,667 10%	£21,667 2%	£21,667 5%	£21,667 17%	£21,667 20%	£21,667 15%	£21,667 10%	£21,667 11%	£21,667 9%	£21,667 2%	£260,000 11%	£112,864 9%	£147,136 2%		£260,000 11%
IBT	£-29,349	£-453	£11,281	£-16,918	£-2,420	£35,637	£54,051	£62,454	£62,955	£36,126	£12,576	£19,631	£245,572	£547,530	£-301,958		£888,349
PAYROLL	£104,233	£105,483	£106,824	£111,993	£112,069	£118,898	£117,981	£119,517	£119,064	£112,532	£111,450	£113,194	£1,353,239	£1,309,436	£43,802		£1,353,239

	37%	34%	31%	37%	32%	30%	27%	28%	28%	29%	31%	30%	31%	32%	-1%	31%
STATISTICS																
Number of Rooms	110	110	110	110	110	110	110	110	110	110	110	110	1320	1320	0	1320
Rooms Available	31	28	31	30	31	30	31	31	30	31	30	31	365	366	-1	365
Rooms Occupied	3410	3080	3410	3300	3410	3300	3410	3410	3300	3410	3300	3410	40150	40260	-110	40150
Occupancy	1750	1925	2100	2125	2150	2375	2700	2500	2350	2350	2200	2000	26525	25747	778	26525
Average Room Rate	51%	63%	62%	64%	63%	72%	79%	73%	71%	69%	67%	59%	66%	64%	2%	66%
REVPAR	£80	£80	£80	£80	£80	£80	£81	£81	£81	£81	£81	£81	£81	£78	£3	£81
Sleepers	£41	£50	£49	£52	£50	£58	£64	£59	£58	£56	£54	£48	£53	£50	£4	£53
	2275	2503	2730	2763	2795	3088	3510	3250	3055	3055	2860	2600	34483	31522	2961	34483

2. ROOMS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance	Variance
REVENUE																
Room Revenue	£140,000	£154,000	£168,000	£170,000	£172,000	£190,000	£218,700	£202,500	£190,350	£190,350	£178,200	£162,000	£2,136,100	£1,999,986	£136,114	£2,136,100
Chargebacks & Adjustments													£0	£0	£0	£0
No Show & Cancellation Charges													£0	£0	£0	£0
TOTAL ROOM REVENUE	£140,000	£154,000	£168,000	£170,000	£172,000	£190,000	£218,700	£202,500	£190,350	£190,350	£178,200	£162,000	£2,136,100	£1,999,986	£136,114	£2,136,100
STAFF COSTS																
Reception	£17,029	£18,174	£18,174	£19,088	£19,088	£19,088	£19,088	£19,088	£19,088	£19,088	£19,088	£19,088	£225,169	£221,100	£4,069	£225,169
Housekeeping	£11,696	£12,186	£12,841	£13,667	£13,842	£14,627	£15,760	£15,063	£14,365	£14,365	£14,016	£13,318	£165,744	£153,891	£11,853	£165,744
Staff Benefits / Pension	£458	£485	£492	£518	£520	£528	£539	£532	£525	£525	£522	£515	£6,161	£6,809	£-648	£6,161
Reception ERNI	£2,011	£2,125	£2,171	£4,038	£4,064	£4,182	£4,352	£4,248	£4,143	£4,143	£4,091	£3,986	£43,554	£26,986	£16,568	£43,554
TOTAL STAFF COSTS	£31,193	£32,971	£33,678	£37,312	£37,514	£38,425	£39,740	£38,930	£38,121	£38,121	£37,716	£36,907	£440,628	£408,787	£31,841	£440,628
OTHER EXPENSES																
Staff Meals	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£10,560	£10,080	£480	£10,560
Crockery & China	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Laundry	£4,778	£5,255	£5,733	£5,801	£5,870	£6,484	£7,371	£6,825	£6,416	£6,416	£6,006	£5,460	£72,413	£72,257	£156	£72,413
Cleaning Supplies	£455	£501	£546	£553	£559	£618	£702	£650	£611	£611	£572	£520	£6,897	£6,889	£8	£6,897
Guest Supplies	£1,138	£1,251	£1,365	£1,381	£1,398	£1,544	£1,755	£1,625	£1,528	£1,528	£1,430	£1,300	£17,241	£17,670	£-428	£17,241
Printing & Stationery	£500	£600	£600	£1,000	£600	£600	£1,000	£600	£600	£1,000	£600	£600	£8,300	£8,522	£-222	£8,300
Uniforms	£60	£60	£300	£60	£60	£300	£60	£60	£300	£60	£60	£50	£1,430	£816	£614	£1,430
Contract Cleaning	£150	£150	£150	£200	£150	£150	£150	£200	£150	£150	£150	£200	£1,950	£1,625	£325	£1,950
Staff Laundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£38	£-38	£0
Commission	£9,800	£10,780	£11,760	£11,900	£12,040	£13,300	£15,309	£14,175	£13,325	£13,325	£12,474	£11,340	£149,527	£138,026	£11,501	£149,527
Reservation Expenses	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£1,918	£482	£2,400
Sky TV	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Travel Expense	£0	£0	£200	£0	£0	£200	£0	£0	£0	£200	£0	£0	£600	£417	£183	£600
Home to Work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£10	£-10	£0
Operating Equipment	£0	£0	£100	£0	£0	£100	£0	£0	£100	£0	£0	£100	£400	£1,254	£-854	£400
Training Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£138	£-138	£0
Key Cards	£0	£0	£0	£300	£0	£0	£0	£300	£0	£0	£0	£0	£600	£480	£120	£600
Miscellaneous	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£500	£500	£3,000	£6,198	£-3,198	£3,000
TOTAL OTHER EXPENSES	£18,160	£19,877	£22,034	£22,475	£21,956	£24,575	£27,627	£25,715	£24,309	£24,569	£22,872	£21,150	£275,318	£266,339	£8,979	£275,318
TOTAL ROOMS EXPENSES	£49,353	£52,848	£55,712	£59,787	£59,470	£63,000	£67,367	£64,645	£62,430	£62,690	£60,588	£58,057	£715,946	£675,126	£40,820	£715,946
NET ROOMS PROFIT	£90,647	£101,152	£112,288	£110,213	£112,530	£127,000	£151,333	£137,855	£127,920	£127,660	£117,612	£103,943	£1,420,154	£1,324,860	£95,293	£1,420,154
	65%	66%	67%	65%	65%	67%	69%	68%	67%	67%	66%	64%	66%	66%	0%	66%

3. FOOD & BEVERAGE

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance	Variance
FOOD REVENUE																
Breakfast	£17,404	£19,144	£20,885	£21,133	£21,382	£23,619	£26,852	£24,863	£23,371	£23,371	£21,879	£19,890	£263,791	£235,065	£28,726	£263,791
Restaurant Dinner	£9,783	£10,761	£11,739	£11,879	£12,019	£13,276	£15,093	£13,975	£13,137	£13,137	£12,298	£11,180	£148,275	£132,714	£15,561	£148,275
Restaurant Lunch	£796	£876	£956	£967	£978	£1,081	£1,229	£1,138	£1,069	£1,069	£1,001	£910	£12,069	£6,685	£5,384	£12,069
Cocktail bar	£12,399	£13,639	£14,879	£15,056	£15,233	£16,827	£19,130	£17,713	£16,650	£16,650	£15,587	£14,170	£187,930	£169,157	£18,772	£187,930
Room Service	£1,706	£1,877	£2,048	£2,072	£2,096	£2,316	£2,633	£2,438	£2,291	£2,291	£2,145	£1,950	£25,862	£25,798	£64	£25,862
Conference + Events	£10,000	£17,000	£11,000	£11,500	£15,500	£17,500	£19,500	£15,000	£25,500	£25,500	£19,500	£38,000	£225,500	£237,188	£-11,688	£225,500
Woodland	£150	£431	£321	£795	£731	£900	£1,088	£1,650	£908	£476	£225	£131	£7,806	£4,852	£2,954	£7,806
TOTAL FOOD	£52,088	£63,296	£61,505	£62,606	£67,208	£74,619	£84,435	£75,125	£82,018	£82,018	£72,410	£86,100	£863,426	£806,607	£56,819	£863,426
BEVERAGE REVENUE																

Restaurant Dinner	£23	£25	£27	£28	£28	£31	£35	£33	£31	£31	£29	£26	£345	£25,357	-£25,013	£345
Restaurant Lunch	£2,161	£2,377	£2,594	£2,624	£2,655	£2,933	£3,335	£3,088	£2,902	£2,902	£2,717	£2,470	£32,758	£2,539	£30,220	£32,758
Cocktail bar	£19,679	£21,647	£23,615	£23,896	£24,177	£26,707	£30,862	£28,113	£26,426	£26,426	£24,739	£22,490	£298,274	£263,656	£34,617	£298,274
Room Service	£114	£125	£137	£138	£140	£154	£176	£163	£153	£153	£143	£130	£1,724	£1,822	-£98	£1,724
Conference + Events	£10,000	£10,000	£10,000	£10,000	£13,500	£13,500	£15,000	£11,000	£15,500	£15,500	£17,000	£35,000	£176,000	£116,294	£59,706	£176,000
Woodland	£150	£431	£321	£795	£731	£900	£1,088	£1,650	£908	£476	£225	£131	£7,806	£2,537	£5,268	£7,806
TOTAL BEVERAGE	£31,977	£34,174	£36,372	£36,686	£40,500	£43,325	£48,907	£42,395	£45,011	£45,011	£44,628	£60,116	£509,101	£409,668	£99,433	£509,101
C&B REVENUE																
Conference + Events Room Hire	£9,000	£8,000	£8,000	£9,000	£10,000	£12,500	£12,500	£9,000	£12,500	£12,500	£10,000	£22,000	£135,000	£148,402	-£13,402	£135,000
C&B FOOD	£10,000	£17,000	£11,000	£11,500	£15,500	£17,500	£19,500	£15,000	£25,500	£25,500	£19,500	£38,000	£225,500	£237,188	-£11,688	£225,500
C&B BEVERAGE	£10,000	£10,000	£10,000	£10,000	£13,500	£13,500	£15,000	£11,000	£15,500	£15,500	£17,000	£35,000	£176,000	£116,294	£59,706	£176,000
Equipment hire													£0	£25	-£25	£0
3rd Party (Inclusive)													£0	£69,332	-£69,332	£0
TOTAL C&B (INC ROOM HIRE)	£29,000	£35,000	£29,000	£30,500	£39,000	£43,500	£47,000	£35,000	£53,500	£53,500	£46,500	£95,000	£536,500	£506,828	£29,672	£536,500
TOTAL F&B REVENUE	£99,064	£105,470	£105,877	£108,292	£117,707	£130,444	£145,842	£126,520	£139,529	£139,529	£127,038	£168,216	£1,507,527	£1,364,702	£142,825	£1,507,527
FOOD COST OF SALES	£14,365	£17,525	£17,002	£17,435	£18,683	£20,768	£23,519	£21,113	£22,804	£22,686	£19,975	£23,714	£239,589	£228,089	£11,500	£239,589
	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	-1%	28%
DRINK COST OF SALES	£8,032	£8,651	£9,173	£9,370	£10,308	£11,056	£12,499	£11,011	£11,480	£11,372	£11,213	£15,062	£129,227	£86,065	£43,162	£129,227
	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	21%	4%	25%
TOTAL F&B COS	£22,397	£26,176	£26,175	£26,806	£28,991	£31,824	£36,017	£32,124	£34,284	£34,058	£31,188	£38,775	£368,815	£314,153	£54,662	£368,815
	24%	25%	25%	25%	25%	24%	25%	25%	25%	24%	25%	23%	24%	23%	1%	24%
STAFF COSTS																
Kitchen	£19,108	£18,298	£18,298	£18,942	£18,942	£18,942	£18,942	£18,942	£18,942	£18,942	£18,942	£18,942	£226,186	£213,718	£12,468	£226,186
Kitchen ERNI	£1,338	£1,397	£1,397	£2,341	£2,341	£2,341	£2,341	£2,341	£2,341	£2,341	£2,341	£2,341	£25,203	£19,432	£5,771	£25,203
Staff Benefits / Pension	£287	£274	£274	£284	£284	£284	£284	£284	£284	£284	£284	£284	£3,393	£302	£3,091	£3,393
F&B	£22,554	£22,840	£22,840	£24,052	£24,052	£27,410	£27,410	£24,663	£28,326	£24,663	£24,052	£27,410	£300,273	£275,750	£24,524	£300,273
F&B ERNI	£1,579	£1,599	£1,599	£3,170	£3,170	£3,674	£3,674	£3,262	£3,811	£3,262	£3,170	£3,674	£35,645	£12,988	£22,657	£35,645
Staff Benefits / Pension	£338	£343	£343	£361	£361	£411	£411	£370	£425	£370	£361	£411	£4,504	£425	£4,079	£4,504
C&B	£7,139	£7,139	£7,139	£7,567	£7,567	£7,567	£7,567	£7,567	£7,567	£7,567	£7,567	£7,567	£89,518	£97,271	-£7,753	£89,518
C&B ERNI	£500	£500	£500	£823	£823	£823	£823	£823	£823	£823	£823	£823	£8,902	£7,821	£1,081	£8,902
Staff Benefits / Pension	£214	£214	£214	£227	£227	£227	£227	£227	£227	£227	£227	£227	£2,686	£8,361	-£5,676	£2,686
TOTAL STAFF COSTS	£53,056	£52,603	£52,603	£57,768	£57,768	£61,680	£61,680	£58,479	£62,746	£58,479	£57,768	£61,680	£696,309	£636,068	£60,241	£696,309
	57%	50%	50%	53%	49%	47%	42%	46%	45%	42%	45%	37%	46%	47%	0%	46%
F&B OTHER EXPENSES																
Staff Meals	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£22,080	£22,710	-£630	£22,080
3rd Party Recharge	£5,000	£5,000	£10,000	£2,000	£5,000	£2,000	£6,000	£4,000	£8,000	£4,000	£4,000	£18,000	£73,000	£72,957	£43	£73,000
Crockery, Glass & Silverware	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£3,039	-£639	£2,400
Cleaning Supplies	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000	£6,185	-£185	£6,000
Printing & Stationery	£500	£0	£0	£500	£0	£0	£500	£0	£0	£500	£0	£0	£2,000	£2,362	-£362	£2,000
Uniforms	£50	£50	£300	£50	£300	£50	£300	£50	£300	£50	£300	£50	£1,850	£1,186	£664	£1,850
Flowers & Decorations	£50	£50	£50	£50	£900	£50	£50	£50	£50	£50	£900	£50	£2,300	£2,344	-£44	£2,300
Contract Cleaning	£0	£0	£400	£0	£0	£400	£0	£0	£400	£0	£0	£0	£1,200	£1,820	-£620	£1,200
Travel Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£192	-£192	£0
Home to work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£11	-£11	£0
Training Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£102	-£102	£0
Operating Equipment	£0	£0	£0	£100	£0	£0	£0	£100	£0	£0	£0	£0	£200	£104	£96	£200
Menus	£0	£0	£0	£0	£600	£0	£0	£0	£600	£0	£0	£0	£1,200	£1,009	£192	£1,200
Kitchen Supplies	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,560	-£160	£2,400
Laundry	£438	£481	£525	£531	£538	£594	£625	£625	£588	£588	£550	£500	£6,631	£7,910	-£1,279	£6,631
Restaurant & Bar Supplies	£613	£674	£735	£744	£753	£831	£945	£875	£823	£823	£770	£700	£9,284	£11,157	-£1,873	£9,284
Glassware	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Music & Entertainment	£0	£0	£0	£0	£250	£0	£0	£0	£250	£0	£0	£0	£500	£294	£206	£500
F&B Commission	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	£1,699	-£499	£1,200
F&B Misc	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,791	-£391	£2,400
Sky TV Costs	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£6,600	£5,571	£1,029	£6,600
Conf Printing & Stationery	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Uniforms	£50	£0	£0	£50	£0	£0	£0	£50	£0	£0	£0	£0	£200	£244	-£44	£200
Meeting Room Supplies	£0	£250	£0	£250	£0	£250	£0	£250	£0	£250	£0	£250	£1,500	£1,251	£249	£1,500
Conf Miscellaneous	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£220	-£220	£0
	£10,290	£10,095	£15,600	£7,865	£11,930	£7,765	£12,110	£9,540	£14,350	£10,150	£10,110	£23,140	£142,945	£147,716	-£4,771	£142,945
TOTAL F&B SUPPLY COST	£32,687	£36,271	£41,775	£34,671	£40,921	£39,589	£48,127	£41,664	£48,634	£44,208	£41,298	£61,915	£511,760	£461,870	£49,891	£511,760
TOTAL DEPT COST	£85,743	£88,875	£94,379	£92,438	£98,689	£101,269	£109,807	£100,143	£111,381	£102,687	£99,066	£123,595	£1,208,070	£1,097,938	£110,132	£1,208,070
NET F&B PROFIT	£7,321	£16,596	£11,498	£15,854	£19,019	£29,175	£36,035	£26,377	£28,148	£36,842	£27,972	£44,621	£299,458	£266,764	£32,694	£299,458
	8%	16%	11%	15%	16%	22%	25%	21%	20%	26%	22%	27%	20%	20%	0%	20%

4. OTHER OPERATED DEPARTMENTS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance		Variance
WOODLAND DEVELOPMENT																	
REVENUE																	
Adventure Golf	£2,969	£6,680	£4,454	£11,847	£9,477	£12,636	£15,006	£22,114	£11,847	£6,713	£4,739	£2,764	£111,246	£59,119	£52,126		£111,246
High Ropes	£0	£4,229	£3,383	£8,623	£10,347	£11,437	£14,076	£22,874	£14,076	£6,158	£0	£0	£95,203	£17,861	£77,342		£95,203
Axe Throwing	£0	£0	£1,097	£2,394	£2,993	£2,993	£3,990	£5,985	£2,394	£1,397	£0	£0	£23,242	£16,428	£6,814		£23,242
Sponsorship													£0	£0	£0		£0
Food	£150	£431	£321	£795	£731	£900	£1,088	£1,650	£908	£476	£225	£131	£7,806	£4,852	£2,954		£7,806
Beverage	£150	£431	£321	£795	£731	£900	£1,088	£1,650	£908	£476	£225	£131	£7,806	£2,537	£5,268		£7,806
													£0	£0	£0		£0
													£0	£0	£0		£0
													£0	£0	£0		£0
TOTAL WOODLAND INCOME	£3,269	£11,772	£9,575	£24,453	£24,279	£28,866	£35,247	£54,273	£30,132	£15,220	£5,189	£3,027	£245,302	£100,797	£144,505		£245,302
STAFF COSTS																	
Woodland Staff Costs	£1,699	£1,836	£2,523	£3,506	£3,408	£6,095	£4,043	£9,025	£5,606	£2,737	£2,615	£1,699	£44,794	£45,390	-\$596		£44,794
Staff Benefits / Pension	£51	£55	£76	£105	£102	£183	£121	£271	£168	£82	£78	£51	£1,344	£469	£875		£1,344
Reception ERNI	£192	£202	£250	£463	£449	£852	£544	£1,291	£778	£348	£330	£192	£5,892	£1,425	£4,467		£5,892
TOTAL STAFF COSTS	£1,942	£2,094	£2,849	£4,075	£3,960	£7,129	£4,709	£10,587	£6,553	£3,167	£3,023	£1,942	£52,030	£47,283	£4,746		£52,030
COST OF SALES	59%	18%	30%	17%	16%	25%	13%	20%	22%	21%	58%	64%	21%	47%	-26%		21%
Scorecards / leaflets	£0	£0	£250	£0	£0	£0	£250	£0	£0	£0	£0	£0	£500	£0	£500		£500
Insurance	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000	£0	£3,000		£3,000
Utility	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		£0
Marketing	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600	£2,035	£1,566		£3,600
Replacement Equipment	£0	£0	£350	£0	£200	£0	£350	£0	£200	£0	£0	£0	£1,100	£0	£1,100		£1,100
H&S Checks & Admin	£0	£0	£900	£0	£0	£0	£800	£0	£0	£500	£0	£0	£2,200	£0	£2,200		£2,200
Maintenance	£0	£0	£500	£0	£500	£0	£0	£0	£0	£0	£0	£0	£1,000	£0	£1,000		£1,000
Website	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	£1,100	£100		£1,200
Booking System & POS	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400	£0		£2,400
Training	£0	£0	£0	£2,000	£0	£0	£0	£0	£0	£0	£0	£0	£2,000	£0	£2,000		£2,000
Printing & Stationery	£0	£500	£0	£0	£400	£0	£100	£0	£0	£0	£0	£0	£1,000	£257	£743		£1,000
Uniforms	£0	£0	£0	£500	£0	£0	£0	£0	£0	£0	£0	£0	£500	£202	£299		£500
Operating Equipment		£250			£250		£300		£300				£0	£1,302	-\$1,302		£0
F&B Equipment		£0			£50		£50		£50				£1,100	£2,484	-\$1,384		£1,100
Staff Meals	£0	£0	£50	£50	£50	£50	£50	£50	£50	£50	£0	£0	£400	£780	-\$380		£400
Misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	£911	£289		£1,200
TOTAL DEPT COS	£2,892	£3,794	£5,849	£7,575	£5,910	£8,529	£7,409	£11,687	£8,053	£4,667	£3,973	£2,892	£73,230	£58,753	£14,477		£73,230
NET WOODLAND PROFIT	£377	£7,978	£3,726	£16,878	£18,370	£20,337	£27,838	£42,585	£22,079	£10,553	£1,216	£134	£172,072	£42,043	£130,028		£172,072
	12%	68%	39%	69%	76%	70%	79%	78%	73%	69%	23%	4%	70%	42%	28%		70%
LEISURE FACILITIES																	
REVENUE																	
Club Income	£42,099	£40,552	£36,412	£0	£38,344	£43,789	£42,477	£41,135	£45,488	£43,797	£44,500	£46,340	£464,934	£483,800	-\$18,867		£464,934
													£0	£0	£0		£0
													£0	£0	£0		£0
TOTAL LEISURE INCOME	£42,099	£40,552	£36,412	£0	£38,344	£43,789	£42,477	£41,135	£45,488	£43,797	£44,500	£46,340	£464,934	£483,800	-\$18,867		£464,934
COST OF SALES																	
Club Costs	£28,822	£27,455	£31,330	£25,297	£31,255	£32,009	£32,692	£31,461	£33,476	£31,730	£31,349	£30,287	£367,162	£375,471	-\$8,309		£367,162
3D Profit Share	£3,983	£3,929	£1,525	-\$7,589	£2,127	£3,534	£2,936	£2,902	£3,604	£3,620	£3,946	£4,816	£29,332	£35,635	-\$6,303		£29,332
TOTAL LEISURE COS	£32,805	£31,384	£32,855	£17,708	£33,382	£35,543	£35,627	£34,363	£37,079	£35,350	£35,294	£35,103	£396,493	£411,106	-\$14,612		£396,493
NET LEISURE PROFIT	£9,294	£9,168	£3,558	-\$17,708	£4,962	£8,246	£6,850	£6,772	£8,409	£8,447	£9,206	£11,237	£68,440	£72,695	-\$4,254		£68,440
	22%	23%	10%	#DIV/0!	13%	19%	16%	16%	18%	19%	21%	24%	15%	15%	0%		15%
OTHER INCOME																	
REVENUE																	
Telephone / Metered calls													£0	£0	£0		£0
Internet & WIFI													£0	£0	£0		£0

Pay TV													£0	£0	£0		£0
Car Parking													£0	£0	£0		£0
Newspapers													£0	£0	£0		£0
Business Services													£0	£0	£0		£0
Guest Laundry													£0	£0	£0		£0
Gaming Machines													£0	£0	£0		£0
Sun Bed													£0	£0	£0		£0
Merchandise													£0	£0	£0		£0
Sundry													£0	£0	£0		£0
Service Charge													£0	£0	£0		£0
Other Income (Corbie Lodge)	£500	£500	£25,000	£500	£500	£500	£500	£500	£25,000	£500	£500	£500	£55,000	£86,281	£-31,281		£55,000
Millars Rental Income																	
TOTAL OTHER INCOME	£500	£500	£25,000	£500	£500	£500	£500	£500	£25,000	£500	£500	£500	£55,000	£86,281	£-31,281		£55,000
COST OF SALES																	
Metered Calls	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	£936	£-336		£600
Line Rental	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800	£2,065	£-265		£1,800
Guest Laundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£39	£-39		£0
Newspapers	£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	£23	£-23		£0
Misc	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£264	£-264		£0
Rentals & Leases	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£30,000	£26,775	£3,225		£30,000
TOTAL OTHER COS	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£32,400	£30,100	£2,300		£32,400
	540%	540%	11%	540%	540%	540%	540%	540%	11%	540%	540%	540%	59%	35%	24%		59%
NET OTHER PROFIT	£-2,200	£-2,200	£22,300	£-2,200	£-2,200	£-2,200	£-2,200	£-2,200	£22,300	£-2,200	£-2,200	£-2,200	£22,600	£56,180	£-33,580		£22,600

5. UNDISTRIBUTED EXPENSES

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance		Variance	
ADMIN & GENERAL																		
STAFF COSTS																		
Admin & Management Wages	£16,911	£16,911	£16,911	£17,017	£17,017	£17,017	£17,017	£17,017	£17,017	£17,017	£17,017	£17,017	£203,889	£214,810	£-10,921		£203,889	
A&G ENRI	£1,628	£1,628	£1,628	£2,240	£2,240	£2,240	£2,240	£2,240	£2,240	£2,240	£2,240	£2,240	£25,044	£22,818	£2,226		£25,044	
Staff Benefits / Pension	£2,368	£2,368	£2,368	£2,382	£2,382	£2,382	£2,382	£2,382	£2,382	£2,382	£2,382	£2,382	£28,544	£9,928	£18,616		£28,544	
	£20,907	£20,907	£20,907	£21,640	£21,640	£21,640	£21,640	£21,640	£21,640	£21,640	£21,640	£21,640	£257,478	£247,557	£9,921		£257,478	
OTHER EXPENSES																		
Staff Meals	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400	£0		£2,400	
HR & Recruitment	£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	£0	£0	£0	£0	£5	£-5		£0	
GM Travel	£100	£100	£350	£350	£350	£350	£350	£350	£350	£350	£350	£350	£3,700	£2,767	£933		£3,700	
Printing & Stationery	£100	£100	£400	£100	£100	£400	£100	£100	£400	£100	£100	£400	£2,400	£2,230	£170		£2,400	
Software Maintenance	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£27,600	£26,382	£1,218		£27,600	
Desk Top Support	£1,100	£1,100	£1,100	£1,100	£1,100	£1,100	£1,100	£1,100	£1,100	£1,100	£1,100	£1,100	£13,200	£11,608	£1,592		£13,200	
Hardware Support	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£430	£-430		£0	
Postage & Delivery Charges	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£10	£-10		£0	
Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		£0	
Health & Safety Costs	£0	£0	£0	£0	£2,600	£0	£0	£0	£300	£0	£0	£0	£2,900	£2,832	£68		£2,900	
Credit Card Charges	£3,068	£3,435	£3,794	£3,336	£3,881	£4,330	£4,870	£4,674	£4,735	£4,283	£3,910	£4,181	£48,497	£43,418	£5,079		£48,497	
Bank Charges	£0	£1,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,000	£1,005	£-5		£1,000	
Vehicle Expenses	£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	
Cash Collection Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		£0	
Licences & Fees	£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£9,000	£8,597	£403		£9,000	
Uniforms	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	£524	£76		£600	
Professional Fees	£2,900	£2,600	£2,600	£2,900	£2,100	£3,400	£2,900	£2,100	£2,600	£2,900	£2,600	£2,600	£32,200	£31,392	£808		£32,200	
Audit & Accountancy	£0	£0	£0	£0	£12,000	£0	£12,000	£0	£0	£0	£0	£0	£24,000	£23,839	£161		£24,000	
Miscellaneous	£6,000	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£22,500	£23,664	£-1,164		£22,500	
	£16,568	£13,135	£13,044	£12,586	£26,931	£14,380	£26,120	£13,124	£14,285	£13,533	£12,860	£13,431	£189,997	£181,083	£8,914		£189,997	
	£37,475	£34,042	£33,950	£34,225	£48,571	£36,019	£47,760	£34,764	£35,925	£35,173	£34,499	£35,071	£447,475	£428,640	£18,835		£447,475	
SALES & MARKETING																		
STAFF COSTS																		
Marketing Wages	£2,049	£2,049	£2,049	£2,070	£2,070	£2,070	£2,070	£2,070	£2,070	£2,070	£2,070	£2,070	£24,776	£24,828	£-52		£24,776	
Marketing ENRI	£143	£143	£143	£248	£248	£248	£248	£248	£248	£248	£248	£248	£2,662	£2,247	£415		£2,662	
Staff Benefits / Pension	£61	£61	£61	£62	£62	£62	£62	£62	£62	£62	£62	£62	£743	£597	£146		£743	
	£2,254	£2,254	£2,254	£2,380	£2,380	£2,380	£2,380	£2,380	£2,380	£2,380	£2,380	£2,380	£28,182	£27,673	£509		£28,182	
OTHER EXPENSES																		
Staff Meals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480	£480	£0		£480	
Newspaper & Magazines	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		£0	
Hotel Brochures	£0	£0	£0	£1,000	£0	£0	£0	£500	£0	£0	£0	£0	£1,500	£2,126	£-626		£1,500	

Promotions & Advertising	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000	£8,722	£3,278		£12,000
Internet related costs	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000	£2,218	£3,782		£6,000
Exhibitions	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£686	-£686	£0	£0
Vehicle Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000	£3,235	£2,765		£6,000
	£2,040	£2,040	£2,040	£3,040	£2,040	£2,040	£2,040	£2,540	£2,040	£2,040	£2,040	£2,040	£25,980	£17,467	£8,513		£25,980
	£4,294	£4,294	£4,294	£5,420	£4,420	£4,420	£4,420	£4,920	£4,420	£4,420	£4,420	£4,420	£54,162	£45,140	£9,022		£54,162
FRANCHISE FEES																	
Technology Fee (formerly Holiday)	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£14,835	£14,602	£233		£14,835
Marketing Fees	£2,940	£3,234	£3,528	£3,570	£3,612	£3,990	£4,593	£4,253	£3,997	£3,997	£3,742	£3,402	£44,858	£40,067	£4,791		£44,858
Reservation Fees	£1,540	£1,694	£1,848	£1,870	£1,892	£2,090	£2,406	£2,228	£2,094	£2,094	£1,960	£1,782	£23,497	£20,033	£3,464		£23,497
Franchise Fees	£7,420	£8,162	£8,904	£9,010	£9,116	£10,070	£11,591	£10,733	£10,089	£10,089	£9,445	£8,586	£113,213	£100,167	£13,046		£113,213
Loyalty Club	£4,494	£4,943	£5,393	£5,457	£5,521	£6,099	£7,020	£6,500	£6,110	£6,110	£5,720	£5,200	£68,569	£68,908	-£339		£68,569
Other Fees	£1,190	£1,309	£1,428	£1,445	£1,462	£1,615	£1,859	£1,721	£1,618	£1,618	£1,515	£1,377	£18,157	£14,975	£3,182		£18,157
	£18,820	£20,579	£22,337	£22,588	£22,839	£25,100	£28,705	£26,670	£25,144	£25,144	£23,618	£21,583	£283,129	£258,752	£24,377		£283,129
	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	0%		13%

5. UNDISTRIBUTED EXPENSES (contd.)

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance		Variance
PROPERTY MAINTENANCE																	
STAFF COSTS																	
Maintenance Wages	£6,048	£6,048	£6,048	£6,083	£6,083	£6,083	£6,083	£6,083	£6,083	£6,083	£6,083	£6,083	£72,889	£72,677	£212		£72,889
Maintenance ERNI	£568	£568	£568	£725	£725	£725	£725	£725	£725	£725	£725	£725	£8,227	£6,236	£1,991		£8,227
Staff Benefits / Pension	£181	£181	£181	£182	£182	£182	£182	£182	£182	£182	£182	£182	£2,187	£1,680	£506		£2,187
	£6,797	£6,797	£6,797	£6,990	£6,990	£6,990	£6,990	£6,990	£6,990	£6,990	£6,990	£6,990	£83,302	£80,593	£2,709		£83,302
OTHER EXPENSES																	
Staff Meals	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	£1,440	£0		£1,440
Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£50	-£50		£0
Light Bulbs	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£960	£962	-£2		£960
Repairs	£800	£800	£3,000	£800	£800	£800	£800	£800	£800	£800	£800	£800	£11,800	£12,099	-£299		£11,800
Grounds Maintenance	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£10,514	-£8,114		£2,400
Elevators	£100	£100	£100	£300	£300	£100	£100	£100	£300	£300	£100	£100	£2,000	£5,921	-£3,921		£2,000
Tools & Equipment	£200	£200	£250	£200	£200	£250	£200	£200	£250	£200	£200	£250	£2,600	£2,527	£73		£2,600
Furniture & Fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		£0
Electrical & Mechanical	£0	£0	£1,500	£0	£0	£250	£0	£0	£250	£0	£0	£250	£2,250	£1,837	£413		£2,250
Plumbing & Heating	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000	£6,364	-£364		£6,000
Painting & Decorating	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900	£502	£398		£900
Uniforms	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£0	£150	£30	£120		£150
Maintenance Contracts	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000	£7,229	-£1,229		£6,000
Operating Equipment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		£0
Miscellaneous	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	£341	£259		£600
	£2,625	£2,625	£6,425	£2,825	£2,825	£2,975	£2,625	£2,625	£3,175	£2,825	£2,625	£2,925	£37,100	£49,814	-£12,714		£37,100
	£9,422	£9,422	£13,222	£9,815	£9,815	£9,965	£9,615	£9,615	£10,165	£9,815	£9,615	£9,915	£120,402	£130,407	-£10,005		£120,402
	3%	3%	4%	3%	3%	3%	2%	2%	2%	3%	3%	3%	3%	3%	0%		0%
UTILITIES																	
Electricity	£15,121	£15,961	£17,641	£17,641	£18,481	£20,161	£22,681	£21,001	£19,321	£19,321	£18,481	£16,801	£222,610	£213,243	£9,367		£222,610
Gas	£4,723	£4,985	£5,510	£5,510	£5,773	£6,297	£7,084	£6,560	£6,035	£6,035	£5,773	£5,248	£69,533	£96,815	-£27,282		£69,533
Water	£1,214	£1,282	£1,416	£1,416	£1,484	£1,619	£1,821	£1,686	£1,551	£1,551	£1,484	£1,349	£17,875	£11,506	£6,369		£17,875
Waste Removal	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£33,780	£32,774	£1,006		£33,780
Carbon Reduction																	
	£23,873	£25,043	£27,382	£27,382	£28,552	£30,892	£34,402	£32,062	£29,722	£29,722	£28,552	£26,213	£343,798	£354,339	-£10,541		£343,798

Elec Cost Per Room	£9	£8	£8	£9	£9	£8	£8	£8	£8	£8	£8	£8	£8	£8	£0	£9	-£0
Gas Cost Per Room	£3	£3	£3	£6	£3	£3	£3	£3	£3	£3	£3	£3	£3	£4	-£1	£4	-£1
Water Cost Per Room	£1	£1	£1	£0	£1	£1	£1	£1	£1	£1	£1	£1	£1	£0	£0	£1	£0
Waste Removal Per Room	£2	£1	£1	£2	£1	£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
	£23,873	£25,043	£27,382	£35,864	£28,552	£30,892	£34,402	£32,062	£29,722	£29,722	£28,552	£26,213					
	£14	£13	£13	£17	£13	£13	£13	£13	£13	£13	£13	£13					