

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance
REVENUE															
Rooms	£120,700	£138,700	£151,700	£166,500	£163,790	£169,637	£215,875	£172,634	£200,558	£181,700	£169,377	£140,138	£1,991,308	£1,916,008	£75,300
	47%	45%	49%	46%	46%	48%	49%	45%	52%	51%	50%	41%	47%	49%	4%
Food and Beverage	£84,305	£87,194	£100,485	£128,874	£122,777	£117,874	£145,346	£98,180	£116,457	£115,471	£115,180	£154,096	£1,386,238	£1,332,768	£53,471
	33%	28%	32%	35%	35%	33%	33%	25%	30%	32%	34%	45%	33%	34%	4%
Woodland Facilities	£2,516	£8,794	£10,589	£24,175	£20,555	£17,077	£25,907	£45,243	£12,542	£11,521	£2,425	£1,713	£183,058	£126,534	£56,524
	1%	3%	3%	7%	6%	5%	6%	12%	3%	3%	1%	1%	4%	3%	31%
Leisure Facilities	£49,095	£47,809	£44,513	£42,284	£43,422	£44,702	£44,789	£45,404	£46,904	£45,886	£48,125	£42,020	£544,953	£482,175	£62,778
	19%	15%	14%	12%	12%	13%	10%	12%	12%	13%	14%	12%	13%	12%	12%
Other Income	£2,000	£28,000	£2,500	£3,000	£3,000	£4,000	£6,000	£25,000	£6,000	£3,500	£3,000	£2,000	£88,000	£83,244	£4,756
	1%	9%	1%	1%	1%	1%	1%	6%	2%	1%	1%	1%	2%	2%	5%
TOTAL REVENUE	£258,616	£310,497	£309,787	£364,833	£353,544	£353,289	£437,917	£386,461	£382,461	£358,079	£338,107	£339,966	£4,193,557	£3,940,728	£252,829
															6%
DEPARTMENTAL EXPENSES															
Rooms	£52,354	£53,456	£55,030	£57,654	£57,202	£57,977	£62,300	£57,825	£60,895	£58,593	£57,406	£56,330	£687,022	£701,247	£-14,225
	20%	17%	18%	16%	16%	16%	14%	15%	16%	16%	17%	17%	16%	18%	-2%
Food and Beverage	£85,297	£79,615	£84,514	£93,200	£94,481	£97,615	£105,808	£90,887	£97,785	£90,999	£90,919	£115,721	£1,126,841	£1,139,721	£-12,879
	33%	26%	27%	27%	28%	27%	24%	24%	26%	25%	27%	34%	27%	29%	-1%
Woodland Facilities	£2,746	£5,548	£7,066	£8,129	£7,639	£9,679	£7,999	£12,029	£9,599	£7,219	£6,369	£2,692	£86,716	£72,164	£14,552
	1%	2%	2%	2%	2%	3%	2%	3%	3%	2%	2%	1%	5%	5%	17%
Leisure Facilities	£36,516	£35,237	£34,729	£33,034	£35,076	£36,614	£38,352	£36,916	£37,834	£37,215	£37,562	£35,034	£434,119	£410,543	£23,576
	14%	11%	11%	9%	10%	10%	9%	10%	10%	10%	11%	10%	10%	10%	5%
Other Income	£2,364	£2,350	£2,530	£2,350	£2,350	£2,530	£2,350	£2,350	£2,530	£2,350	£2,350	£2,350	£28,754	£27,201	£1,552
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	5%
TOTAL DEPARTMENTAL EXPS	£179,276	£176,206	£183,869	£194,367	£196,748	£204,414	£216,809	£200,007	£208,643	£196,377	£194,607	£212,128	£2,363,452	£2,350,876	£12,576
DEPARTMENTAL PROFIT	£79,340	£134,292	£125,918	£170,465	£156,796	£148,875	£221,108	£186,454	£173,817	£161,702	£143,499	£127,839	£1,830,105	£1,589,852	£240,253
															13%
UNDISTRIBUTED EXPENSES															
Administration and General	£37,497	£34,173	£34,070	£34,266	£38,224	£36,091	£38,693	£38,167	£41,972	£39,809	£40,625	£42,496	£456,081	£507,109	£-51,027
	14%	11%	11%	9%	11%	10%	9%	10%	11%	11%	12%	12%	11%	13%	-11%
Sales and Marketing	£4,470	£4,270	£4,370	£4,294	£4,294	£4,394	£5,294	£4,294	£5,094	£4,294	£4,294	£4,394	£53,759	£72,002	£-18,243
	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	-34%
Franchise Fees	£17,454	£19,856	£21,592	£23,567	£23,207	£23,988	£30,158	£24,390	£28,116	£25,601	£23,958	£20,058	£281,946	£258,561	£23,386
	7%	6%	7%	6%	7%	7%	7%	6%	7%	7%	7%	6%	7%	7%	8%
Property Maintenance	£10,240	£9,210	£11,890	£9,395	£19,175	£9,545	£11,925	£9,395	£12,825	£11,345	£11,175	£10,825	£136,945	£141,185	£-4,240
	4%	3%	4%	3%	5%	3%	3%	2%	3%	3%	3%	3%	3%	4%	-3%
Utilities	£25,245	£26,220	£29,418	£22,950	£16,940	£18,225	£21,175	£16,555	£18,870	£22,195	£20,318	£17,945	£256,055	£275,230	£-19,175
	10%	8%	9%	6%	5%	5%	5%	4%	5%	6%	6%	5%	6%	7%	-7%
TOTAL UNDISTRIBUTED EXPS	£94,906	£93,729	£101,339	£94,472	£101,840	£92,243	£107,245	£92,801	£106,877	£103,244	£100,370	£95,718	£1,184,786	£1,254,085	£-69,299
GROSS OPERATING PROFIT	£-15,566	£40,562	£24,579	£75,993	£54,956	£56,631	£113,862	£93,654	£66,940	£58,457	£43,129	£32,120	£645,319	£335,766	£309,552
	-6%	13%	8%	21%	16%	16%	26%	24%	18%	16%	13%	9%	15%	9%	48%
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%	#DIV/0!
Rates	£4,808	£4,653	£4,808	£5,200	£5,200	£5,200	£5,200	£5,200	£5,200	£5,200	£5,200	£5,200	£61,069	£47,034	£14,035
	2%	1%	2%	1%	1%	1%	1%	1%	1%	1%	2%	2%	1%	1%	23%
Insurance	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£144,000	£137,374	£6,626
	5%	4%	4%	3%	3%	3%	3%	3%	3%	3%	4%	4%	3%	3%	5%
Head Lease Payment	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£60,000	£57,592	£2,408
	2%	2%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	4%
TOTAL FIXED OVERHEADS	£21,808	£21,653	£21,808	£22,200	£22,200	£22,200	£22,200	£22,200	£22,200	£22,200	£22,200	£22,200	£265,069	£242,000	£23,069
														£0	

EBITDA	-£37,374	£18,910	£2,771	£53,793	£32,758	£34,431	£91,662	£71,454	£44,740	£36,257	£20,929	£9,920	£380,250	£93,766	£286,483
	-14%	6%	1%	15%	9%	10%	21%	18%	12%	10%	6%	3%	9%	2%	75%
True one off costs													£0	£100,824	
Adjusted EBITDA	-£37,374	£18,910	£2,771	£53,793	£32,758	£34,431	£91,662	£71,454	£44,740	£36,257	£20,929	£9,920	£380,250	£194,590	
	-14%	6%	1%	15%	9%	10%	21%	18%	12%	10%	6%	3%	9%	5%	
FF&E	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£25,000	£174,255	-£149,255
Depreciation	£33,774	£33,774	£33,774	£33,774	£33,774	£33,774	£33,774	£33,774	£33,774	£33,774	£33,774	£33,774	£405,282	£402,782	£2,500
PAYROLL	£107,526	£101,665	£104,693	£106,904	£108,340	£112,369	£112,153	£113,475	£115,051	£107,209	£106,141	£107,497	£1,303,021	£1,346,537	-£43,516
	42%	33%	34%	29%	31%	32%	26%	29%	30%	30%	31%	32%	31.1%	34.2%	-3%
STATISTICS															
Number of Rooms	110	110	110	110	110	110	110	110	110	110	110	110	1320	1320	0
	31	28	31	30	31	30	31	31	30	31	30	31	365	365	0
Rooms Available	3410	3080	3410	3300	3410	3300	3410	3410	3300	3410	3300	3410	40150	40150	0
Rooms Occupied	1700	1900	2050	2250	2200	2250	2750	2150	2550	2300	2150	1850	26100	25857	243
Occupancy	50%	62%	60%	68%	65%	68%	81%	63%	77%	67%	65%	54%	65%	64%	1%
Average Room Rate	£71	£73	£74	£74	£74	£75	£79	£80	£79	£79	£79	£76	£76	£74	£2
REVPAR	£35	£45	£44	£50	£48	£51	£63	£51	£61	£53	£51	£41	£50	£48	£2
Sleepers	2040	2280	2460	2700	2640	2700	3300	2580	3060	2760	2580	2220	31320	32089	-769
2. ROOMS															
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance
REVENUE															
Room Revenue	£120,700	£138,700	£151,700	£166,500	£163,790	£169,637	£215,875	£172,634	£200,558	£181,700	£169,377	£140,138	£1,991,308	£1,917,294	£466
Chargebacks & Adjustments													£0	£0	£0
No Show & Cancellation Charges													£0	£0	£0
TOTAL ROOM REVENUE	£120,700	£138,700	£151,700	£166,500	£163,790	£169,637	£215,875	£172,634	£200,558	£181,700	£169,377	£140,138	£1,991,308	£1,916,008	£75,300
STAFF COSTS															
Reception	£18,461	£17,461	£17,461	£17,994	£17,994	£17,994	£17,994	£17,994	£17,994	£17,994	£17,994	£17,994	£215,332	£231,548	-£16,216
Housekeeping	£13,893	£13,893	£13,893	£14,400	£14,400	£14,400	£14,400	£14,400	£14,400	£14,400	£14,400	£14,400	£171,274	£167,282	£3,991
Staff Benefits / Pension	£488	£488	£488	£504	£504	£504	£504	£504	£504	£504	£504	£504	£5,999	£8,112	-£2,113
Reception ERNI	£3,502	£3,502	£3,502	£3,594	£3,594	£3,594	£3,594	£3,594	£3,594	£3,594	£3,594	£3,594	£42,849	£42,213	£636
TOTAL STAFF COSTS	£36,343	£35,343	£35,343	£36,492	£36,492	£36,492	£36,492	£36,492	£36,492	£36,492	£36,492	£36,492	£435,454	£449,156	-£13,701
OTHER EXPENSES	30%	25%	23%	22%	22%	22%	17%	21%	18%	20%	22%	26%	22%	23%	-2%
Staff Meals	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£10,560	£10,560	£0
Crockery & China	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Laundry	£4,998	£5,586	£6,027	£6,615	£6,468	£6,615	£8,085	£6,321	£7,497	£6,762	£6,321	£5,439	£76,734	£77,217	-£483
Cleaning Supplies	£459	£513	£554	£608	£594	£608	£743	£581	£689	£621	£581	£500	£7,047	£6,015	£1,032
Guest Supplies	£1,445	£1,615	£1,743	£1,913	£1,870	£1,913	£2,338	£1,828	£2,168	£1,955	£1,828	£1,573	£22,185	£22,363	-£178
Printing & Stationery	£400	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£7,000	£6,661	£339
Uniforms	£0	£0	£100	£0	£0	£100	£0	£0	£100	£0	£0	£100	£400	£321	£79
Contract Cleaning	£190	£190	£190	£190	£190	£190	£190	£190	£190	£190	£190	£190	£2,280	£1,740	£540
Staff Laundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Commission	£6,639	£7,629	£8,344	£9,158	£9,008	£9,330	£11,873	£9,495	£11,031	£9,994	£9,316	£7,708	£109,522	£114,481	-£4,960
Reservation Expenses	£600	£700	£700	£700	£700	£700	£700	£700	£700	£700	£700	£700	£8,300	£5,484	£2,816
Sky TV	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Travel Expense	£0	£0	£150	£0	£0	£150	£0	£0	£150	£0	£0	£150	£600	£603	-£3
Home to Work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Operating Equipment	£0	£0	£0	£100	£0	£0	£0	£100	£0	£0	£100	£0	£300	£271	£29
Training Expenses	£0	£0	£0	£0	£0	£0	£0	£240	£0	£0	£0	£0	£240	£240	£0
Key Cards	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£2,000	£6,400	£6,133	£267
TOTAL OTHER EXPENSES	£16,011	£18,113	£19,687	£21,163	£20,710	£21,485	£25,808	£21,334	£24,404	£22,102	£20,915	£19,839	£251,568	£252,092	-£524
	£8.67	£8.86	£8.98	£8.84	£8.83	£8.98	£8.92	£9.33	£9.07	£9.05	£9.13	£9.17			

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TOTAL ROOMS EXPENSES	£52,354	£53,456	£55,030	£57,654	£57,202	£57,977	£62,300	£57,825	£60,895	£58,593	£57,406	£56,330	£687,022	£701,247	-£14,225
NET ROOMS PROFIT	£68,346	£85,244	£96,670	£108,846	£106,588	£111,660	£153,575	£114,809	£139,662	£123,107	£111,971	£83,807	£1,304,285	£1,214,761	£89,525
3. FOOD & BEVERAGE	57%	61%	64%	65%	65%	66%	71%	67%	70%	68%	66%	60%	65%	63%	2%
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	£0	Variance
FOOD REVENUE															
Breakfast	£15,504	£17,328	£18,696	£20,520	£20,064	£20,520	£25,080	£19,608	£23,256	£20,976	£19,608	£16,872	£238,032	£236,803	£1,229
Restaurant Dinner	£9,588	£10,716	£11,562	£12,690	£12,408	£12,690	£15,510	£12,126	£14,382	£12,972	£12,126	£10,434	£147,204	£145,969	£1,235
Restaurant Lunch	£510	£570	£615	£675	£660	£675	£825	£645	£765	£690	£645	£555	£7,830	£5,975	£1,855
Cocktail bar	£9,894	£11,058	£11,931	£13,095	£12,804	£13,095	£16,005	£12,513	£14,841	£13,386	£12,513	£10,767	£151,902	£142,504	£9,398
Room Service	£1,734	£1,938	£2,091	£2,295	£2,244	£2,295	£2,805	£2,193	£2,601	£2,346	£2,193	£1,887	£26,622	£27,481	-£859
Conference + Events	£11,000	£10,000	£15,000	£22,000	£21,500	£19,000	£22,500	£12,500	£14,000	£16,500	£19,500	£38,000	£221,500	£223,807	-£2,307
Woodland	£144	£403	£450	£936	£806	£647	£919	£1,650	£504	£482	£150	£109	£7,200	£7,741	-£541
TOTAL FOOD	£48,230	£51,610	£59,895	£71,275	£69,680	£68,275	£82,725	£59,585	£69,845	£66,870	£66,585	£78,515	£793,090	£782,539	£10,551
BEVERAGE REVENUE															
Restaurant Dinner	£1,224	£1,368	£1,476	£1,620	£1,584	£1,620	£1,980	£1,548	£1,836	£1,656	£1,548	£1,332	£0	£17,547	-£17,547
Restaurant Lunch	£15,606	£17,442	£18,819	£20,655	£20,196	£20,655	£25,245	£19,737	£23,409	£21,114	£19,737	£16,983	£239,598	£243,005	-£3,407
Cocktail bar	£245	£274	£295	£324	£317	£324	£396	£310	£367	£331	£310	£266	£3,758	£2,295	£1,463
Room Service	£10,000	£9,500	£12,000	£20,000	£18,500	£14,500	£19,500	£10,000	£13,000	£13,500	£17,000	£35,000	£192,500	£111,943	£80,557
Conference + Events	£144	£403	£450	£936	£806	£647	£919	£1,650	£504	£482	£150	£109	£7,200	£4,383	£2,817
Woodland	£27,075	£28,584	£32,590	£42,599	£40,597	£37,099	£47,121	£31,595	£38,612	£36,601	£38,595	£53,581	£454,648	£378,280	£76,368
TOTAL BEVERAGE															
C&B REVENUE															
Conference & Events Room Hire	£9,000	£7,000	£8,000	£15,000	£12,500	£12,500	£15,500	£7,000	£8,000	£12,000	£10,000	£22,000	£138,500	£141,388	-£2,888
C&B FOOD	£11,000	£10,000	£15,000	£22,000	£21,500	£19,000	£22,500	£12,500	£14,000	£16,500	£19,500	£38,000	£221,500	£223,807	-£2,307
C&B BEVERAGE	£10,000	£9,500	£12,000	£20,000	£18,500	£14,500	£19,500	£10,000	£13,000	£13,500	£17,000	£35,000	£192,500	£111,943	£80,557
Equipment hire													£0	£0	£0
3rd Party (Inclusive)													£0	£30,560	-£30,560
TOTAL C&B (INC ROOM HIRE)	£30,000	£26,500	£35,000	£57,000	£52,500	£46,000	£57,500	£29,500	£35,000	£42,000	£46,500	£95,000	£552,500	£477,138	£75,362
TOTAL F&B REVENUE	£84,305	£87,194	£100,485	£128,874	£122,777	£117,874	£145,346	£98,180	£116,457	£115,471	£115,180	£154,096	£1,386,238	£1,332,768	£53,471
FOOD COST OF SALES															
	£13,987	£14,967	£17,370	£20,670	£20,207	£19,800	£23,990	£17,280	£20,255	£19,392	£19,310	£22,769	£229,996	£230,931	-£935
	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	30%	-1%
DRINK COST OF SALES															
	£6,769	£7,146	£8,148	£10,650	£10,149	£9,275	£11,780	£7,899	£9,653	£9,150	£9,649	£13,395	£113,662	£94,659	£19,003
	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	0%
TOTAL F&B COS	£20,755	£22,113	£25,517	£31,320	£30,356	£29,075	£35,771	£25,178	£29,908	£28,543	£28,958	£36,165	£343,658	£325,590	£18,068
STAFF COSTS	25%	25%	25%	24%	25%	25%	25%	26%	26%	25%	25%	23%	25%	24%	34%
Kitchen	£18,697	£18,697	£18,697	£19,205	£19,205	£19,205	£19,205	£19,205	£19,205	£19,205	£19,205	£19,205	£228,937	£218,947	£9,991
Kitchen ERNI	£2,271	£2,271	£2,271	£2,318	£2,318	£2,318	£2,318	£2,318	£2,318	£2,318	£2,318	£2,318	£27,678	£25,197	£2,482
Staff Benefits / Pension	£280	£280	£280	£288	£288	£288	£288	£288	£288	£288	£288	£288	£3,434	£0	£3,434
F&B	£23,074	£15,814	£18,281	£17,555	£18,941	£21,495	£22,703	£19,932	£23,567	£18,165	£17,352	£21,877	£238,757	£290,185	-£51,428
F&B ERNI	£1,861	£1,633	£1,805	£2,258	£2,466	£2,849	£3,030	£2,615	£3,160	£2,350	£2,228	£2,907	£29,162	£24,235	£4,927
Staff Benefits / Pension	£286	£237	£274	£263	£284	£322	£341	£299	£354	£272	£260	£328	£3,521	£0	£3,521
C&B	£7,968	£7,968	£7,968	£8,254	£8,254	£8,254	£8,254	£8,254	£8,254	£8,254	£8,254	£8,254	£98,190	£94,297	£3,893
C&B ERNI	£820	£820	£820	£850	£850	£850	£850	£850	£850	£850	£850	£850	£10,110	£7,477	£2,633
Staff Benefits / Pension	£239	£239	£239	£248	£248	£248	£248	£248	£248	£248	£248	£248	£2,946	£7,727	-£4,781
TOTAL STAFF COSTS	£55,497	£47,960	£50,636	£51,240	£52,854	£55,830	£57,237	£54,009	£58,244	£51,951	£51,003	£56,274	£642,736	£668,065	-£25,329
F&B OTHER EXPENSES	66%	55%	50%	40%	43%	47%	39%	55%	50%	45%	44%	37%	46%	50%	-4%
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	£22,080	£0
3rd Party Recharge	£3,000	£3,814	£1,945	£4,291	£4,226	£6,560	£5,841	£5,747	£2,667	£4,260	£4,000	£15,000	£61,351	£67,871	-£6,520
Crockery, Glass & Silverware	£200	£0	£0	£0	£200	£0	£0	£0	£200	£0	£200	£0	£800	£773	£27
Cleaning Supplies	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£5,400	£4,343	£1,057

494563
536500
41937
8%

Printing & Stationery	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	£1,435	-£235
Uniforms	£250	£0	£250	£0	£250	£0	£250	£0	£250	£0	£250	£0	£1,500	£1,414	£86
Flowers & Decorations	£200	£100	£200	£100	£200	£100	£200	£100	£200	£100	£800	£100	£2,400	£2,127	£273
Contract Cleaning	£90	£90	£90	£90	£290	£90	£90	£90	£90	£290	£90	£90	£1,480	£1,800	-£320
Travel Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£175	-£175
Home to work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£11	-£11
Training Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£240	£0	£0	£0	£240	£240	£0
Operating Equipment	£0	£0	£150	£0	£0	£0	£150	£0	£0	£0	£150	£0	£450	£500	-£50
Menus	£0	£0	£0	£0	£240	£0	£0	£0	£0	£0	£0	£0	£240	£240	£0
Kitchen Supplies	£500	£300	£400	£600	£350	£200	£250	£295	£200	£250	£250	£250	£3,845	£3,986	-£142
Laundry	£459	£513	£554	£608	£594	£608	£743	£581	£689	£621	£581	£500	£7,047	£7,616	-£569
Restaurant & Bar Supplies	£1,105	£1,235	£1,333	£1,463	£1,430	£1,463	£1,788	£1,398	£1,658	£1,495	£1,398	£1,203	£16,965	£16,866	£99
Glassware	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Music & Entertainment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
F&B Commission	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	£1,152	£48
F&B Misc	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£2,500	£3,050	£1,750	£1,300
Sky TV Costs	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£6,600	£6,657	-£57
Conf Printing & Stationery	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£614	-£614
Uniforms	£0	£0	£200	£0	£0	£200	£0	£0	£200	£0	£0	£200	£800	£981	-£181
Meeting Room Supplies	£0	£250	£0	£250	£250	£250	£250	£250	£0	£250	£0	£250	£2,000	£1,761	£239
Conf Miscellaneous	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800	£1,674	£126
	£9,044	£9,542	£8,361	£10,641	£11,270	£12,710	£12,801	£11,700	£9,633	£10,506	£10,958	£23,282	£140,447	£146,065	-£5,618
TOTAL F&B SUPPLY COST	£29,799	£31,654	£33,878	£41,960	£41,627	£41,785	£48,572	£36,878	£39,541	£39,049	£39,916	£59,447	£484,105	£471,656	£12,449
TOTAL DEPT COST	£85,297	£79,615	£84,514	£93,200	£94,481	£97,615	£105,808	£90,887	£97,785	£90,999	£90,919	£115,721	£1,126,841	£1,139,721	-£12,879
NET F&B PROFIT	-£992	£7,579	£15,971	£35,674	£28,296	£20,259	£39,538	£7,293	£18,672	£24,472	£24,260	£38,375	£259,397	£193,047	£66,350
	-1%	9%	16%	28%	23%	17%	27%	7%	16%	21%	21%	25%	19%	14%	4%

4. OTHER OPERATED DEPARTMENTS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance
WOODLAND DEVELOPMENT															
REVENUE															
Adventure Golf	£1,513	£4,200	£3,900	£9,000	£7,200	£5,850	£8,750	£18,200	£5,038	£4,125	£1,250	£1,000	£70,025	£70,318	-£293
High Ropes	£0	£2,176	£3,419	£10,160	£8,043	£6,913	£10,370	£16,418	£4,321	£4,753	£0	£0	£66,571	£22,240	£44,331
Axe Throwing	£300	£900	£1,440	£1,750	£1,750	£1,000	£1,800	£3,125	£1,100	£800	£350	£210	£14,525	£0	£14,525
Sponsorship													£0	£0	£0
Food	£144	£403	£450	£936	£806	£647	£919	£1,650	£504	£482	£150	£109	£7,200	£7,741	-£541
Bev	£144	£403	£450	£936	£806	£647	£919	£1,650	£504	£482	£150	£109	£7,200	£4,383	£2,817
Disc Golf	£165	£300	£450	£650	£938	£900	£1,400	£2,100	£600	£480	£275	£150	£8,408	£4,634	£3,774
Foot Golf	£250	£413	£480	£744	£1,013	£1,120	£1,750	£2,100	£475	£400	£250	£135	£9,129	£6,338	£2,791
TOTAL WOODLAND INCOME	£2,516	£8,794	£10,589	£24,175	£20,555	£17,077	£25,907	£45,243	£12,542	£11,521	£2,425	£1,713	£183,058	£126,534	£56,524
STAFF COSTS															
Woodland Staff Costs	£1,748	£4,146	£4,708	£5,427	£5,478	£6,953	£5,529	£9,622	£7,563	£5,122	£4,868	£1,699	£62,863	£22,853	£40,010
Staff Benefits / Pension	£52	£124	£141	£163	£164	£209	£166	£289	£227	£154	£146	£51	£1,886	£110	£1,775
Woodland ERNI	£196	£477	£517	£689	£697	£918	£704	£1,318	£1,009	£643	£605	£192	£7,967	£1,447	£6,519
TOTAL STAFF COSTS	£1,996	£4,748	£5,366	£6,279	£6,339	£8,079	£6,399	£11,229	£8,799	£5,919	£5,619	£1,942	£72,716	£24,411	£48,305
COST OF SALES	79%	54%	51%	26%	31%	47%	25%	25%	70%	51%	232%	113%	40%	19%	20%
Scorecards / leaflets				£250									£250	£0	£250
Insurance													£0	£0	£0
Utility													£0	£0	£0
Marketing	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600	£8,706	-£5,106
Replacement Equipment					£500								£500	£0	£500

H&S Checks & Admin			£500			£800			£500				£1,800	£1,228	£572
Maintenance				£800			£800						£1,600	£0	£1,600
Website	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	£1,000	£200
Booking System & POS	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,500	-£100
Training													£0	£1,978	-£1,978
Printing & Stationery													£0	£284	-£284
Uniforms			£400										£400	£404	-£4
Operating Equipment													£0	£3,160	-£3,160
F&B Equipment	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800	£6,377	-£4,577
Staff Meals		£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£450	£880	-£430
Misc													£0	£1,237	-£1,237
Visitor Numbers	385	1,075	1,200	2,495	2,150	1,725	2,450	4,400	1,345	1,285	400	290			
			2,660			6,370			8,195			1,975			
TOTAL DEPT COS	£2,746	£5,548	£7,066	£8,129	£7,639	£9,679	£7,999	£12,029	£9,599	£7,219	£6,369	£2,692	£86,716	£52,164	£34,552
NET WOODLAND PROFIT	-£230	£3,246	£3,523	£16,045	£12,916	£7,398	£17,908	£33,215	£2,943	£4,302	-£3,944	-£980	£96,342	£54,370	£41,972
	-9%	37%	33%	66%	63%	43%	69%	73%	23%	37%	-163%	-57%	53%	43%	10%
LEISURE FACILITIES															
REVENUE															
Club Income	£49,095	£47,809	£44,513	£42,284	£43,422	£44,702	£44,789	£45,404	£46,904	£45,886	£48,125	£42,020	£544,953	£482,175	£62,778
TOTAL LEISURE INCOME	£49,095	£47,809	£44,513	£42,284	£43,422	£44,702	£44,789	£45,404	£46,904	£45,886	£48,125	£42,020	£544,953	£482,175	£62,778
COST OF SALES															
Club Costs	£30,660	£29,385	£30,072	£28,605	£31,035	£32,683	£35,129	£32,814	£33,482	£33,035	£32,571	£31,575	£381,046	£375,282	£5,764
3D Profit Share	£5,856	£5,852	£4,657	£4,429	£4,041	£3,931	£3,223	£4,102	£4,352	£4,180	£4,991	£3,459	£53,073	£35,261	£17,812
TOTAL LEISURE COS	£36,516	£35,237	£34,729	£33,034	£35,076	£36,614	£38,352	£36,916	£37,834	£37,215	£37,562	£35,034	£434,119	£410,543	£23,576
NET LEISURE PROFIT	£12,579	£12,572	£9,784	£9,250	£8,346	£8,088	£6,437	£8,488	£9,070	£8,671	£10,563	£6,986	£110,834	£71,632	£39,202
	26%	26%	22%	22%	19%	18%	14%	19%	19%	19%	22%	17%	20%	15%	5%
OTHER INCOME															
REVENUE															
Telephone / Metered calls													£0	£0	£0
Internet & WIFI													£0	£0	£0
Pay TV													£0	£0	£0
Car Parking													£0	£0	£0
Newspapers													£0	£0	£0
Business Services													£0	£0	£0
Guest Laundry													£0	£0	£0
Gaming Machines													£0	£0	£0
Sun Bed													£0	£0	£0
Merchandise													£0	£0	£0
Sundry													£0	£0	£0
Service Charge													£0	£0	£0
Other Income (Corbie Lodge)	£2,000	£28,000	£2,500	£3,000	£3,000	£4,000	£6,000	£25,000	£6,000	£3,500	£3,000	£2,000	£88,000	£83,244	£4,756
Millars Rental Income														£0	
TOTAL OTHER INCOME	£2,000	£28,000	£2,500	£3,000	£3,000	£4,000	£6,000	£25,000	£6,000	£3,500	£3,000	£2,000	£88,000	£83,244	£4,756
COST OF SALES															
Metered Calls	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£1,880	£520
Line Rental	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800	£1,518	£282
Guest Laundry	£8	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£8	£8	£0
Newspapers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Vending	£6	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£6	£6	£0
Misc	£0	£0	£180	£0	£0	£180	£0	£0	£180	£0	£0	£0	£540	£720	-£180
Rentals & Leases	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£24,000	£23,069	£931
TOTAL OTHER COS	£2,364	£2,350	£2,530	£2,350	£2,350	£2,530	£2,350	£2,350	£2,530	£2,350	£2,350	£2,350	£28,754	£27,201	£1,552
	118%	8%	101%	78%	78%	63%	39%	9%	42%	67%	78%	118%	33%	33%	0%

NET OTHER PROFIT	-£364	£25,650	-£30	£650	£650	£1,470	£3,650	£22,650	£3,470	£1,150	£650	-£350	£59,246	£56,042	£3,204
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5. UNDISTRIBUTED EXPENSES

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEF CST	£0	Variance
ADMIN & GENERAL															
STAFF COSTS															
Admin & Management Wages	£15,533	£15,533	£15,533	£15,738	£15,738	£15,738	£15,738	£15,738	£15,738	£15,738	£15,738	£15,738	£188,241	£254,597	-£66,356
A&G ERNI	£2,017	£2,017	£2,017	£2,048	£2,048	£2,048	£2,048	£2,048	£2,048	£2,048	£2,048	£2,048	£24,486	£28,196	-£3,709
Staff Benefits / Pension	£2,175	£2,175	£2,175	£2,203	£2,203	£2,203	£3,777	£3,777	£3,777	£3,777	£3,777	£3,777	£35,796	£12,098	£23,698
	£19,725	£19,725	£19,725	£19,989	£19,989	£19,989	£21,563	£21,563	£21,563	£21,563	£21,563	£21,563	£248,523	£294,891	-£46,367
OTHER EXPENSES															
Staff Meals	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400	£0
HR & Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Home to Work	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240	£225	£15
GM Travel	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000	£5,243	£757
Printing & Stationery	£200	£200	£200	£300	£200	£200	£300	£200	£200	£300	£200	£200	£2,700	£3,074	-£374
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	£26,072	£1,528
Desk Top Support	£1,900	£1,900	£1,900	£1,900	£1,900	£1,900	£1,900	£1,900	£1,900	£1,900	£1,900	£1,900	£22,800	£21,677	£1,123
Hardware Support	£0	£0	£0	£215	£0	£0	£0	£0	£0	£0	£0	£0	£215	£215	£0
Postage & Delivery Charges	£0	£0	£0	£0	£0	£0	£0	£0	£0	£10	£0	£0	£10	£10	£0
Training	£0	£0	£0	£0	£2,000	£0	£0	£0	£0	£0	£0	£0	£2,000	£200	£1,800
Health & Safety Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£20	-£20
Credit Card Charges	£2,896	£3,478	£3,470	£4,086	£3,960	£3,957	£4,905	£4,328	£4,284	£4,010	£3,787	£3,808	£46,968	£47,649	-£681
Bank Charges	£5	£950	£5	£5	£5	£25	£5	£5	£5	£5	£5	£5	£1,025	£1,040	-£15
Vehicle Expenses	£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
Cash Collection Costs	£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	£8,696	£304
Uniforms	£0	£150	£0	£0	£150	£0	£0	£150	£0	£0	£150	£0	£600	£299	£301
Professional Fees	£3,000	£3,000	£3,000	£2,000	£2,000	£3,000	£3,000	£3,000	£3,000	£3,000	£3,000	£3,000	£34,000	£40,063	-£6,063
Audit & Accountancy	£0	£0	£0	£0	£1,250	£1,250	£1,250	£1,250	£4,250	£4,250	£4,250	£4,250	£22,000	£22,000	£0
Miscellaneous	£6,000	£1,000	£2,000	£2,000	£3,000	£2,000	£2,000	£2,000	£3,000	£1,000	£2,000	£4,000	£30,000	£33,336	-£3,336
	£17,771	£14,448	£14,345	£14,276	£18,235	£16,102	£17,130	£16,603	£20,409	£18,246	£19,062	£20,933	£207,558	£212,218	-£4,660
	£37,497	£34,173	£34,070	£34,266	£38,224	£36,091	£38,693	£38,167	£41,972	£39,809	£40,625	£42,496	£456,081	£507,109	-£51,027
SALES & MARKETING															
STAFF COSTS															
Marketing Wages	£2,070	£2,070	£2,070	£2,091	£2,091	£2,091	£2,091	£2,091	£2,091	£2,091	£2,091	£2,091	£25,024	£26,300	-£1,276
Marketing ENRI	£248	£248	£248	£251	£251	£251	£251	£251	£251	£251	£251	£251	£3,004	£2,951	£53
Staff Benefits / Pension	£62	£62	£62	£63	£63	£63	£63	£63	£63	£63	£63	£63	£751	£594	£157
	£2,380	£2,380	£2,380	£2,404	£2,404	£2,404	£2,404	£2,404	£2,404	£2,404	£2,404	£2,404	£28,779	£29,845	-£1,066
OTHER EXPENSES															
Staff Meals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480	£480	£0
Newspaper & Magazines	£200	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£200	£200	£0
Hotel Brochures	£0	£0	£0	£0	£0	£0	£1,000	£0	£700	£0	£0	£0	£1,700	£1,963	-£263
Promotions & Advertising	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£15,000	£30,847	-£15,847
Internet related costs	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,610	-£210
Exhibitions	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,160	-£1,160
Vehicle Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£400	£400	£500	£400	£400	£500	£400	£400	£500	£400	£400	£500	£5,200	£4,898	£302
	£2,090	£1,890	£1,990	£1,890	£1,890	£1,990	£2,890	£1,890	£2,690	£1,890	£1,890	£1,990	£24,980	£42,157	-£17,177
	£4,470	£4,270	£4,370	£4,294	£4,294	£4,394	£5,294	£4,294	£5,094	£4,294	£4,294	£4,394	£53,759	£72,002	-£18,243
FRANCHISE FEES															
Technology Fee (formerly Holidex)	£1,350	£1,351	£1,352	£1,353	£1,354	£1,355	£1,356	£1,357	£1,358	£1,359	£1,360	£1,361	£16,266	£14,813	£1,453
Marketing Fees	£2,438	£2,802	£3,064	£3,363	£3,309	£3,427	£4,361	£3,487	£4,051	£3,670	£3,421	£2,831	£40,224	£39,192	£1,033

added 2% as this is what they added las

added % what was this from this year ar

Reservation Fees	£2,438	£2,802	£3,064	£3,363	£3,309	£3,427	£4,361	£3,487	£4,051	£3,670	£3,421	£2,831	£40,224	£19,596	£20,629
Franchise Fees	£6,279	£7,215	£7,891	£8,661	£8,520	£8,824	£11,230	£8,980	£10,433	£9,452	£8,811	£7,290	£103,588	£97,979	£5,609
Loyalty Club	£3,923	£4,508	£4,930	£5,411	£5,323	£5,513	£7,016	£5,611	£6,518	£5,905	£5,505	£4,554	£64,718	£74,616	-£9,898
Other Fees	£1,026	£1,179	£1,289	£1,415	£1,392	£1,442	£1,835	£1,467	£1,705	£1,544	£1,440	£1,191	£16,926	£12,366	£4,560
													£0		
	£17,454	£19,856	£21,592	£23,567	£23,207	£23,988	£30,158	£24,390	£28,116	£25,601	£23,958	£20,058	£281,946	£258,561	£23,386
	14%	14%	14%	14%	14%	14%	14%	14%	14%	14%	14%	14%	14%	13%	1%

added % what was this from this year

5. UNDISTRIBUTED EXPENSES (contd.)															
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	£0	Variance
PROPERTY MAINTENANCE															
STAFF COSTS															
Maintenance Wages	£6,083	£6,083	£6,083	£6,239	£6,239	£6,239	£6,239	£6,239	£6,239	£6,239	£6,239	£6,239	£74,403	£76,527	-£2,125
Maintenance ERNI	£725	£725	£725	£748	£748	£748	£748	£748	£748	£748	£748	£748	£8,910	£8,663	£247
Staff Benefits / Pension	£182	£182	£182	£187	£187	£187	£187	£187	£187	£187	£187	£187	£2,232	£1,742	£490
	£6,990	£6,990	£6,990	£7,175	£7,175	£7,175	£7,175	£7,175	£7,175	£7,175	£7,175	£7,175	£85,545	£86,932	-£1,387
OTHER EXPENSES															
Staff Meals	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	£1,440	£0
Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Light Bulbs	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	£968	£232
Repairs	£1,000	£1,000	£2,000	£1,000	£2,000	£1,000	£2,000	£1,000	£2,000	£1,000	£2,000	£1,000	£17,000	£15,301	£1,699
Grounds Maintenance	£200	£0	£200	£0	£200	£0	£200	£0	£200	£0	£200	£200	£1,400	£4,482	-£3,082
Elevators	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	£298	£302
Tools & Equipment	£250	£250	£300	£250	£250	£300	£250	£250	£300	£250	£250	£300	£3,200	£3,168	£32
Furniture & Fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£90	-£90
Electrical & Mechanical	£300	£0	£300	£0	£8,000	£0	£300	£0	£1,500	£1,500	£0	£300	£12,200	£15,035	-£2,835
Plumbing & Heating	£580	£0	£580	£0	£580	£0	£580	£0	£580	£0	£580	£580	£4,060	£3,718	£342
Painting & Decorating	£50	£50	£500	£50	£50	£50	£500	£50	£50	£500	£50	£50	£1,950	£1,735	£216
Uniforms	£0	£0	£150	£0	£0	£150	£0	£0	£150	£0	£0	£150	£600	£477	£123
Maintenance Contracts	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£7,200	£7,396	-£196
Operating Equipment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£0	£50	£0	£50	£50	£0	£50	£50	£0	£50	£50	£200	£550	£145	£405
	£3,250	£2,220	£4,900	£2,220	£12,000	£2,370	£4,750	£2,220	£5,650	£4,170	£4,000	£3,650	£51,400	£54,252	-£2,852
	£10,240	£9,210	£11,890	£9,395	£19,175	£9,545	£11,925	£9,395	£12,825	£11,345	£11,175	£10,825	£136,945	£141,185	-£4,240
	4%	3%	4%	3%	5%	3%	3%	2%	3%	3%	3%	3%	3%	4%	0%
UTILITIES															
Electricity	£14,450	£14,440	£12,505	£12,713	£9,900	£11,250	£13,750	£10,750	£11,475	£12,650	£11,933	£10,268	£146,083	£158,848	-£12,766
Gas	£7,990	£8,645	£13,530	£6,525	£3,410	£3,263	£2,888	£2,258	£3,188	£5,750	£4,838	£4,625	£66,908	£74,991	-£8,083
Water	£765	£855	£923	£1,013	£990	£1,013	£1,238	£968	£1,148	£1,035	£968	£833	£11,745	£10,321	£1,424
Waste Removal	£2,040	£2,280	£2,460	£2,700	£2,640	£2,700	£3,300	£2,580	£3,060	£2,760	£2,580	£2,220	£31,320	£31,070	£250
Carbon Reduction															
	£25,245	£26,220	£29,418	£22,950	£16,940	£18,225	£21,175	£16,555	£18,870	£22,195	£20,318	£17,945	£256,055	£275,230	-£19,175

														£0	
Elec Cost Per Room	£8.50	£7.60	£6.10	£5.65	£4.50	£5.00	£5.00	£5.00	£4.50	£5.50	£5.55	£5.55	£6	£6	-£1
Gas Cost Per Room	£4.70	£4.55	£6.60	£2.90	£1.55	£1.45	£1.05	£1.05	£1.25	£2.50	£2.25	£2.50	£3	£3	-£0
Water Cost Per Room	£0.45	£0.45	£0.45	£0.45	£0.45	£0.45	£0.45	£0.45	£0.45	£0.45	£0.45	£0.45	£0	£0	£0
Waste Removal Per Room	£1.20	£1.20	£1.20	£1.20	£1.20	£1.20	£1.20	£1.20	£1.20	£1.20	£1.20	£1.20	£1	£1	-£0
Carbon Tax Per Room	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0	£0	£0
	£25,245	£26,220	£29,418	£22,950	£16,940	£18,225	£21,175	£16,555	£18,870	£22,195	£20,318	£17,945			
	£15	£14	£14	£10	£8	£8	£8	£8	£7	£10	£9	£10			
			£14			£9			£8			£10			

19,467.00
29,580.00
10,113.00
34%

rd -0.2 which was the saving from IHG

