

Forecast / Actual 2025
Holiday Inn Corby Kettering A43

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEFCST	LY	Variance	Budget	Variance
	ACTUAL	ACTUAL															
REVENUE																	
Rooms	£143,668	£144,174	£168,000	£170,000	£172,000	£190,000	£218,700	£202,500	£190,350	£190,350	£178,200	£162,000	£2,129,943	£1,988,522	£141,420	£2,138,100	-£8,158
	51%	45%	49%	50%	55%	48%	49%	48%	44%	49%	50%	43%	48%	48%	0%	48%	0%
Food and Beverage	£89,140	£95,382	£105,877	£108,292	£117,707	£130,444	£145,842	£126,520	£139,529	£139,529	£127,038	£168,216	£1,493,514	£1,400,022	£93,492	£1,508,442	-£14,928
	32%	30%	31%	32%	37%	33%	33%	30%	32%	36%	36%	44%	34%	34%	0%	34%	0%
Woodland Facilities	£1,562	£5,428	£9,575	£24,453	£24,279	£28,866	£35,247	£54,273	£30,132	£15,220	£5,189	£3,027	£237,251	£117,420	£119,830	£243,833	-£6,582
	1%	2%	3%	7%	8%	7%	8%	13%	7%	4%	1%	1%	5%	2%	4%	6%	0%
Leisure Facilities	£46,455	£46,175	£36,412	£38,344	£0	£43,789	£42,477	£41,135	£45,488	£43,797	£44,500	£46,340	£474,913	£489,243	-£14,330	£464,934	£9,979
	16%	15%	11%	11%	0%	11%	10%	10%	11%	11%	13%	12%	11%	12%	-1%	11%	0%
Other Income	£1,570	£26,584	£25,000	£500	£500	£500	£500	£500	£25,000	£500	£500	£500	£82,153	£90,435	-£8,282	£55,000	£27,153
	1%	8%	7%	0%	0%	0%	0%	0%	6%	0%	0%	0%	2%	4%	-3%	1%	1%
TOTAL REVENUE	£282,394	£317,742	£344,864	£341,589	£314,487	£393,598	£442,766	£424,928	£430,499	£389,396	£355,427	£380,083	£4,417,773	£4,085,643	£332,130	£4,410,309	£7,464
DEPARTMENTAL EXPENSES																	
Rooms	£52,770	£52,786	£55,810	£59,819	£59,503	£63,032	£67,399	£64,678	£62,462	£62,722	£60,621	£58,090	£719,692	£678,207	£41,484	£716,765	£2,927
	19%	17%	16%	18%	19%	16%	15%	15%	16%	17%	15%	15%	16%	17%	-1%	16%	0%
Food and Beverage	£86,046	£81,628	£94,474	£92,227	£98,511	£101,002	£109,442	£99,483	£111,110	£102,643	£99,154	£123,732	£1,199,452	£1,098,651	£100,802	£1,206,106	-£6,654
	30%	26%	27%	27%	31%	26%	25%	23%	26%	28%	28%	33%	27%	29%	-1%	27%	0%
Woodland Facilities	£928	£3,359	£5,849	£7,575	£5,910	£8,529	£7,409	£11,687	£8,053	£4,667	£3,973	£2,892	£70,831	£57,209	£13,622	£71,808	-£977
	0%	1%	2%	2%	2%	2%	2%	3%	2%	1%	1%	1%	5%	5%	0%	5%	0%
Leisure Facilities	£32,879	£37,293	£32,855	£33,382	£17,708	£35,543	£35,627	£34,363	£37,079	£35,350	£35,294	£35,103	£402,477	£415,821	-£13,344	£396,493	£5,984
	12%	12%	10%	10%	6%	9%	8%	8%	9%	9%	10%	9%	9%	9%	1%	9%	0%
Other Income	£2,227	£2,646	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£31,873	£30,088	£1,785	£32,400	-£527
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%
TOTAL DEPARTMENTAL EXPS	£174,850	£177,711	£191,688	£195,703	£184,331	£210,806	£222,577	£212,912	£221,405	£208,082	£201,742	£222,518	£2,424,325	£2,279,976	£144,349	£2,423,572	£753
DEPARTMENTAL PROFIT	£107,544	£140,031	£153,176	£145,886	£130,156	£182,792	£220,188	£212,016	£209,094	£181,314	£153,685	£157,565	£1,993,449	£1,805,667	£187,781	£1,986,737	£6,712
UNDISTRIBUTED EXPENSES																	
Administration and General	£39,811	£33,367	£34,650	£35,347	£48,849	£36,719	£48,460	£35,464	£36,625	£35,873	£35,199	£35,771	£456,136	£434,331	£21,805	£455,891	£245
	14%	11%	10%	10%	16%	9%	11%	9%	9%	9%	10%	9%	10%	12%	-1%	10%	0%
Sales and Marketing	£4,832	£4,763	£4,294	£5,420	£4,420	£4,420	£4,420	£4,920	£4,420	£4,420	£4,420	£4,420	£55,168	£45,695	£9,473	£54,162	£1,006
	2%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%
Franchise Fees	£20,013	£22,141	£22,337	£22,588	£22,839	£25,100	£28,705	£26,670	£25,144	£25,144	£23,618	£21,583	£285,885	£260,486	£25,398	£283,380	£2,504
	7%	7%	6%	7%	7%	6%	6%	6%	6%	6%	7%	6%	6%	6%	0%	6%	0%
Property Maintenance	£9,176	£8,342	£13,222	£9,815	£9,815	£9,965	£9,615	£9,615	£10,165	£9,815	£9,615	£9,915	£119,076	£129,768	-£10,693	£120,402	-£1,326
	3%	3%	4%	3%	3%	3%	2%	2%	2%	3%	3%	3%	3%	5%	-2%	3%	0%
Utilities	£28,987	£25,016	£27,382	£27,382	£28,552	£30,892	£34,402	£32,062	£29,722	£29,722	£28,552	£26,213	£348,886	£351,210	-£2,324	£343,798	£5,088
	10%	8%	8%	8%	9%	8%	8%	8%	7%	8%	8%	7%	8%	11%	-3%	8%	0%
TOTAL UNDISTRIBUTED EXPS	£102,819	£93,629	£101,886	£100,553	£114,476	£107,097	£125,602	£108,731	£106,077	£104,974	£101,405	£97,902	£1,265,150	£1,221,491	£43,659	£1,257,633	£7,517
GROSS OPERATING PROFIT	£4,726	£46,402	£51,290	£45,334	£15,680	£75,695	£94,587	£103,285	£103,017	£76,340	£52,280	£59,664	£728,298	£584,176	£144,122	£729,104	-£805
	2%	15%	15%	13%	5%	19%	21%	24%	24%	20%	15%	16%	16%	14%	2%	17%	0%
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%
Rates	£1,797	£1,623	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£28,420	£20,873	£7,547	£30,000	-£1,580
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%
Insurance	£10,145	£13,107	£11,736	£11,358	£11,736	£11,358	£11,736	£11,736	£11,358	£11,736	£11,358	£11,736	£139,101	£142,004	-£2,903	£138,185	£915
	4%	4%	3%	3%	4%	3%	3%	3%	3%	3%	3%	3%	3%	3%	0%	3%	0%
Head Lease Payment	£4,796	£4,800	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£59,596	£64,873	-£5,277	£60,000	-£404
	2%	2%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%
TOTAL FIXED OVERHEADS	£16,738	£19,530	£19,236	£18,858	£19,236	£18,858	£19,236	£19,236	£18,858	£19,236	£18,858	£19,236	£227,117	£227,750	-£633	£228,185	-£1,069
EBITDA	-£12,012	£26,872	£32,054	£26,476	-£3,556	£56,838	£75,350	£84,049	£84,160	£57,104	£33,422	£40,427	£501,182	£356,426	£144,755	£500,918	£264
	-4%	8%	9%	8%	-1%	14%	17%	20%	20%	15%	9%	11%	11%	9%	3%	11%	0%
FF&E	£5,939	£16,984	£16,984	£16,984	£16,984	£16,984	£16,984	£16,984	£16,984	£16,984	£16,984	£16,984	£192,758	£107,306	£85,452	£262,022	-£69,264
Depreciation	£36,439	£45,259	£45,259	£45,259	£45,259	£45,259	£45,259	£45,259	£45,259	£45,259	£45,259	£45,259	£534,283	£434,647	£99,636	£628,330	-£94,047
IBT	-£17,952	£9,889	£15,070	£9,492	-£20,540	£39,854	£58,367	£67,065	£67,176	£40,120	£16,439	£23,444	£308,424	£541,953	-£233,530	£238,896	-£163,311
PAYROLL	£109,668	£101,035	£107,153	£112,197	£112,274	£119,103	£118,186	£119,722	£119,269	£112,736	£111,655	£113,399	£1,356,398	£1,303,580	£52,818	£1,354,208	£2,190

	39%	32%	31%	33%	36%	30%	27%	28%	28%	29%	31%	30%	31%	32%	-1%	31%	0%
ADDITIONAL ERNI PAYMENT	£9,338	£8,239	£8,283	£14,080	£14,091	£15,115	£14,978	£15,208	£15,140	£14,160	£13,998	£14,260	£156,891	£98,087	£58,803	£155,196	£1,694
	3%	3%	2%	4%	4%	4%	3%	4%	4%	4%	4%	4%	4%	2%	1%	4%	23%
STAFF PENSION	£3,515	£3,094	£3,331	£5,267	£5,290	£5,539	£5,647	£5,651	£5,499	£5,358	£5,292	£5,211	£58,692	£40,377	£18,316	£58,460	£232
	1%	1%	1%	2%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	3%
TOTAL MANNING COST	£122,522	£112,368	£118,767	£131,544	£131,656	£139,758	£138,811	£140,582	£139,908	£132,255	£130,946	£132,870	£1,571,986	£1,467,219	£104,767	£1,567,869	£4,117
	43%	35%	34%	39%	42%	36%	31%	35%	32%	34%	37%	35%	36%	36%	0%	36%	0%
STATISTICS																	
Number of Rooms	110	110	110	110	110	110	110	110	110	110	110	110	1320	1320	0	1320	0
	31	28	31	30	31	30	31	31	30	31	30	31	365	366	-1	365	0
Rooms Available	3410	3080	3410	3300	3410	3300	3410	3410	3300	3410	3300	3410	40150	40260	-110	40150	0
Rooms Occupied	1892	2051	2100	2125	2150	2375	2700	2500	2350	2350	2200	2000	26793	25660	1133	26550	243
Occupancy	55%	67%	62%	64%	63%	72%	79%	73%	71%	69%	67%	59%	67%	64%	3%	66%	1%
																£0	
Average Room Rate	£76	£70	£80	£80	£80	£80	£81	£81	£81	£81	£81	£81	£79	£77	£2	£81	£-1
REVPAR	£42	£47	£49	£52	£50	£58	£64	£59	£58	£56	£54	£48	£53	£49	£4	£53	£-0
																£0	
Sleepers	2078	2523	2730	2763	2795	3088	3510	3250	3055	3055	2860	2600	34306	31405	2901	34515	£-209
2. ROOMS																	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance		Variance
REVENUE																	
Room Revenue	£143,668	£144,174	£168,000	£170,000	£172,000	£190,000	£218,700	£202,500	£190,350	£190,350	£178,200	£162,000	£2,129,943	£1,988,522	£141,420	£2,138,100	£-8,158
Chargebacks & Adjustments													£0	£0	£0	£0	£0
No Show & Cancellation Charges													£0	£0	£0	£0	£0
TOTAL ROOM REVENUE	£143,668	£144,174	£168,000	£170,000	£172,000	£190,000	£218,700	£202,500	£190,350	£190,350	£178,200	£162,000	£2,129,943	£1,988,522	£141,420	£2,138,100	£-8,158
STAFF COSTS																	
Reception	£18,515	£18,393	£18,264	£19,116	£19,116	£19,116	£19,116	£19,116	£19,116	£19,116	£19,116	£19,116	£227,213	£221,838	£5,375	£225,690	£1,523
Housekeeping	£12,965	£12,282	£12,841	£13,667	£13,842	£14,627	£15,760	£15,063	£14,365	£14,365	£14,016	£13,318	£167,110	£152,949	£14,160	£165,744	£1,365
Staff Benefits / Pension	£675	£616	£494	£519	£521	£529	£540	£533	£526	£526	£522	£515	£6,515	£7,106	£-591	£6,171	£344
Reception ERNI	£2,578	£2,314	£2,177	£4,042	£4,069	£4,186	£4,356	£4,252	£4,147	£4,147	£4,095	£3,990	£44,353	£27,359	£16,994	£43,610	£743
TOTAL STAFF COSTS	£34,732	£33,604	£33,776	£37,344	£37,547	£38,457	£39,772	£38,963	£38,154	£38,154	£37,749	£36,940	£445,191	£409,253	£35,939	£441,216	£3,975
OTHER EXPENSES																	
Staff Meals	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£10,560	£10,080	£480	£10,560	£0
Crockery & China	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Laundry	£4,140	£5,780	£5,733	£5,801	£5,870	£6,484	£7,371	£6,825	£6,416	£6,416	£6,006	£5,460	£72,301	£74,841	£-2,540	£72,482	£-181
Cleaning Supplies	£423	£455	£546	£553	£559	£618	£702	£650	£611	£611	£572	£520	£6,819	£6,792	£27	£6,903	£-84
Guest Supplies	£2,874	£1,411	£1,365	£1,381	£1,398	£1,544	£1,755	£1,625	£1,528	£1,528	£1,430	£1,300	£19,138	£18,443	£695	£17,258	£1,881
Printing & Stationery	£449	£425	£600	£1,000	£600	£600	£1,000	£600	£600	£1,000	£600	£600	£8,074	£8,743	£-669	£8,300	£-226
Uniforms	£0	£110	£300	£60	£60	£300	£60	£60	£300	£60	£60	£50	£1,420	£930	£490	£1,430	£-10
Contract Cleaning	£-60	£190	£150	£200	£150	£150	£150	£200	£150	£150	£150	£200	£1,780	£1,425	£355	£1,950	£-170
Staff Laundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£38	£-38	£0	£0
Commission	£8,538	£9,175	£11,760	£11,900	£12,040	£13,300	£15,309	£14,175	£13,325	£13,325	£12,474	£11,340	£146,659	£137,195	£9,464	£149,667	£-3,008
Reservation Expenses	£106	£622	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,728	£2,653	£75	£2,400	£328
Sky TV	£0	£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	£0
Home to Work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Operating Equipment	£0	£20	£100	£0	£0	£100	£0	£0	£100	£0	£0	£100	£420	£1,054	£-635	£400	£20
Training Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£138	£-138	£0	£0
Key Cards	£0	£0	£0	£300	£0	£0	£0	£300	£0	£0	£0	£0	£600	£480	£120	£600	£0
Miscellaneous	£688	£113	£200	£200	£200	£200	£200	£200	£200	£200	£500	£500	£3,401	£5,723	£-2,322	£3,000	£401
TOTAL OTHER EXPENSES	£18,038	£19,182	£22,034	£22,475	£21,956	£24,575	£27,627	£25,715	£24,309	£24,569	£22,872	£21,150	£274,500	£268,955	£5,546	£275,549	£-1,049
TOTAL ROOMS EXPENSES	£52,770	£52,786	£55,810	£59,819	£59,503	£63,032	£67,399	£64,678	£62,462	£62,722	£60,621	£58,090	£719,692	£678,207	£41,484	£716,765	£2,927
NET ROOMS PROFIT	£90,898	£91,389	£112,190	£110,181	£112,497	£126,968	£151,301	£137,822	£127,888	£127,628	£117,579	£103,910	£1,410,251	£1,310,315	£99,936	£1,421,335	£-11,084
	63%	63%	67%	65%	65%	67%	69%	68%	67%	67%	66%	64%	66%	66%	0%	66%	0%
3. FOOD & BEVERAGE																	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance		Variance
FOOD REVENUE																	
Breakfast	£15,141	£20,662	£20,885	£21,133	£21,382	£23,619	£26,852	£24,863	£23,371	£23,371	£21,879	£19,890	£263,046	£232,573	£30,473	£264,040	£-994
Restaurant Dinner	£8,149	£10,896	£11,739	£11,879	£12,019	£13,276	£15,093	£13,975	£13,137	£13,137	£12,298	£11,180	£146,777	£130,809	£15,968	£148,415	£-1,638
Restaurant Lunch	£87	£244	£956	£967	£978	£1,081	£1,229	£1,138	£1,069	£1,069	£1,001	£910	£10,727	£6,152	£4,575	£12,080	£-1,353
Cocktail bar	£13,901	£11,459	£14,879	£15,056	£15,233	£16,827	£19,130	£17,713	£16,650	£16,650	£15,587	£14,170	£187,252	£168,900	£18,353	£188,107	£-854

Room Service	£2,167	£2,192	£2,048	£2,072	£2,096	£2,316	£2,633	£2,438	£2,291	£2,291	£2,145	£1,950	£26,637	£26,131	£506	£25,886	£751
Conference + Events	£10,369	£17,271	£11,000	£11,500	£15,500	£17,500	£19,500	£15,000	£25,500	£25,500	£19,500	£38,000	£226,140	£236,974	-£10,834	£225,500	£640
Woodland	£0	£167	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£167	£4,604	-£4,437	£0	£167
TOTAL FOOD	£49,813	£62,724	£61,505	£62,606	£67,208	£74,619	£84,435	£75,125	£82,018	£82,018	£72,410	£86,100	£860,580	£801,539	£59,041	£864,028	-£3,448
BEVERAGE REVENUE																	
Restaurant Dinner	£994	£1,113	£27	£28	£28	£31	£35	£33	£31	£31	£29	£26	£2,404	£24,897	-£22,493	£345	£2,059
Restaurant Lunch	£47	£531	£2,594	£2,624	£2,655	£2,933	£3,335	£3,088	£2,902	£2,902	£2,717	£2,470	£28,798	£2,540	£26,258	£32,789	-£3,992
Cocktail bar	£16,699	£16,774	£23,615	£23,896	£24,177	£26,707	£30,362	£28,113	£26,426	£26,426	£24,739	£22,490	£290,422	£263,596	£26,826	£298,555	-£8,133
Room Service	£96	£183	£137	£138	£140	£154	£176	£163	£153	£153	£143	£130	£1,765	£1,705	£60	£1,726	£39
Conference + Events	£13,096	£4,879	£10,000	£10,000	£13,500	£13,500	£15,000	£11,000	£15,500	£15,500	£17,000	£35,000	£173,975	£111,456	£62,518	£176,000	-£2,025
Woodland	£0	£106	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£106	£2,537	-£2,431	£0	£106
TOTAL BEVERAGE	£30,932	£23,480	£36,372	£36,686	£40,500	£43,325	£48,907	£42,395	£45,011	£45,011	£44,628	£60,116	£497,363	£404,193	£93,169	£509,415	-£12,052
C&B REVENUE																	
Conference & Events Room Hire	£6,891	£6,366	£8,000	£9,000	£10,000	£12,500	£12,500	£9,000	£12,500	£12,500	£10,000	£22,000	£131,257	£141,188	-£9,932	£135,000	-£3,743
C&B FOOD	£10,369	£17,271	£11,000	£11,500	£15,500	£17,500	£19,500	£15,000	£25,500	£25,500	£19,500	£38,000	£226,140	£236,974	-£10,834	£225,500	£640
C&B BEVERAGE	£13,096	£4,879	£10,000	£10,000	£13,500	£13,500	£15,000	£11,000	£15,500	£15,500	£17,000	£35,000	£173,975	£111,456	£62,518	£176,000	-£2,025
Equipment hire		£0											£0	£25	-£25	£0	£0
3rd Party (Inclusive)	£1,504	£2,812											£4,315	£53,077	-£48,761	£0	£4,315
TOTAL C&B (INC ROOM HIRE)	£30,356	£28,515	£29,000	£30,500	£39,000	£43,500	£47,000	£35,000	£53,500	£53,500	£46,500	£95,000	£531,371	£494,563	£36,808	£536,500	-£5,129
TOTAL F&B REVENUE	£89,140	£95,382	£105,877	£108,292	£117,707	£130,444	£145,842	£126,520	£139,529	£139,529	£127,038	£168,216	£1,493,514	£1,346,945	£146,569	£1,508,442	-£14,928
FOOD COST OF SALES	£14,849	£17,867	£16,914	£17,217	£18,482	£20,520	£23,220	£20,659	£22,555	£22,555	£19,913	£23,678	£238,427	£222,827	£15,600	£237,608	£819
	30%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	0%	28%	0%
DRINK COST OF SALES	£2,228	£6,954	£9,093	£9,171	£10,125	£10,831	£12,227	£10,599	£11,253	£11,253	£11,157	£15,029	£119,920	£90,607	£29,313	£127,354	-£7,434
	7%	30%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	24%	22%	2%	25%	-1%
TOTAL F&B COS	£17,077	£24,821	£26,007	£26,388	£28,607	£31,351	£35,446	£31,258	£33,808	£33,808	£31,070	£38,707	£358,347	£313,434	£44,913	£364,961	-£6,615
STAFF COSTS	19%	26%	25%	24%	24%	24%	24%	25%	24%	24%	24%	23%	24%	23%	1%	24%	0%
Kitchen	£17,470	£16,341	£18,353	£18,998	£18,998	£18,998	£18,998	£18,998	£18,998	£18,998	£18,998	£18,998	£223,143	£213,559	£9,584	£226,186	-£3,043
Kitchen ERNI	£1,802	£1,523	£1,405	£2,350	£2,350	£2,350	£2,350	£2,350	£2,350	£2,350	£2,350	£2,350	£25,877	£19,768	£6,108	£25,203	£673
Staff Benefits / Pension	£0	£0	£275	£285	£285	£285	£285	£285	£285	£285	£285	£285	£2,840	£0	£2,840	£3,393	-£553
F&B	£25,409	£20,026	£23,024	£24,174	£24,174	£27,532	£27,532	£24,785	£28,448	£24,785	£24,174	£27,532	£301,594	£271,167	£30,427	£301,921	-£327
F&B ERNI	£1,467	£1,224	£1,612	£3,189	£3,189	£3,692	£3,692	£3,280	£3,830	£3,280	£3,189	£3,692	£35,336	£13,238	£22,097	£35,848	-£512
Staff Benefits / Pension	£0	£0	£345	£363	£363	£413	£413	£372	£427	£372	£363	£413	£3,842	£0	£3,842	£4,529	-£686
C&B	£8,706	£6,847	£7,139	£7,567	£7,567	£7,567	£7,567	£7,567	£7,567	£7,567	£7,567	£7,567	£90,793	£98,098	-£7,305	£89,518	£1,276
C&B ERNI	£624	£529	£500	£823	£823	£823	£823	£823	£823	£823	£823	£823	£9,055	£7,863	£1,193	£8,902	£153
Staff Benefits / Pension	£737	£598	£214	£227	£227	£227	£227	£227	£227	£227	£227	£227	£3,592	£8,834	-£5,242	£2,686	£907
TOTAL STAFF COSTS	£56,214	£47,088	£52,867	£57,974	£57,974	£61,886	£61,886	£58,685	£62,953	£58,685	£57,974	£61,886	£696,072	£632,528	£63,544	£698,185	-£2,113
	63%	49%	50%	54%	49%	47%	42%	46%	45%	42%	46%	37%	47%	47%	0%	46%	0%
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	£0
3rd Party Recharge	£3,590	£3,814	£10,000	£2,000	£5,000	£2,000	£6,000	£4,000	£8,000	£4,000	£4,000	£18,000	£70,404	£76,077	-£5,673	£73,000	-£2,596
Crockery, Glass & Silverware	£281	£0	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,281	£3,049	-£768	£2,400	-£119
Cleaning Supplies	£709	£82	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£5,791	£5,925	-£134	£6,000	-£209
Printing & Stationery	£98	£75	£0	£500	£0	£0	£500	£0	£0	£500	£0	£0	£1,673	£2,607	-£934	£2,000	-£327
Uniforms	£0	£65	£300	£50	£300	£50	£300	£50	£300	£50	£300	£50	£1,815	£1,297	£518	£1,850	-£35
Flowers & Decorations	£192	£67	£50	£50	£900	£50	£50	£50	£50	£50	£900	£50	£2,460	£2,580	-£120	£2,300	£160
Contract Cleaning	£240	£350	£400	£0	£0	£400	£0	£0	£400	£0	£0	£0	£1,790	£1,910	-£120	£1,200	£590
Travel Expenses	£0	£53	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£53	£192	-£139	£0	£53
Home to work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1	-£1	£0	£0
Training Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£102	-£102	£0	£0
Operating Equipment	£0	£120	£0	£100	£0	£0	£0	£100	£0	£0	£0	£0	£320	£159	£161	£200	£120
Menus	£0	£0	£0	£0	£600	£0	£0	£0	£600	£0	£0	£0	£1,200	£1,009	£192	£1,200	£0
Kitchen Supplies	£738	£255	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,994	£2,846	£148	£2,400	£594
Laundry	£428	£411	£525	£531	£538	£594	£675	£625	£588	£588	£550	£500	£6,552	£8,611	-£2,060	£6,638	-£86
Restaurant & Bar Supplies	£1,134	£1,204	£735	£744	£753	£831	£945	£875	£823	£823	£770	£700	£10,336	£11,659	-£1,323	£9,293	£1,044
Glassware	£0	£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	£0	£250	£0	£0	£500	£294	£206	£500	£0
F&B Commission	£339	£0	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,339	£1,549	-£210	£1,200	£139
F&B Misc	£878	£225	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£3,103	£2,994	£109	£2,400	£703
Sky TV Costs	£540	£540	£550	£550	£550	£550	£550	£550	£550	£550	£550	£550	£6,581	£5,614	£967	£6,600	-£19
Conf Printing & Stationery	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Uniforms	£34	£372	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£556	£0	£556	£200	£356
Meeting Room Supplies	£236	£188	£0	£250	£0	£250	£0	£250	£0	£250	£0	£250	£1,674	£1,251	£423	£1,500	£174
Conf Miscellaneous	£1,476	£57	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,533	£256	£1,277	£0	£1,533
	£12,755	£9,719	£15,600	£7,865	£11,930	£7,765	£12,110	£9,540	£14,350	£10,150	£10,110	£23,140	£145,034	£152,689	-£7,655	£142,960	£2,074
TOTAL F&B SUPPLY COST	£29,831	£34,540	£41,607	£34,253	£40,537	£39,116	£47,556	£40,798	£48,158	£43,958	£41,180	£61,847	£503,380	£466,123	£37,257	£507,921	-£4,541

494563
536500
41937
8%

5%

TOTAL DEPT COST	£86,046	£81,628	£94,474	£92,227	£98,511	£101,002	£109,442	£99,483	£111,110	£102,643	£99,154	£123,732	£1,199,452	£1,098,651	£100,802	£1,206,106	-£6,654
NET F&B PROFIT	£3,094	£13,754	£11,403	£16,065	£19,196	£29,442	£36,400	£27,037	£28,419	£36,886	£27,884	£44,484	£294,062	£248,295	£45,767	£302,336	-£8,275
	3%	14%	11%	15%	16%	23%	25%	21%	20%	26%	22%	26%	20%	18%	1%	20%	0%
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	£1,529	£3,703	£4,454	£11,847	£9,477	£12,636	£15,006	£22,114	£11,847	£6,713	£4,739	£2,764	£106,828	£57,391	£49,438	£109,776	-£2,948
High Ropes	£0	£1,045	£3,383	£8,623	£10,347	£11,437	£14,076	£22,874	£14,076	£6,158	£0	£0	£92,019	£17,861	£74,158	£95,203	-£3,184
Axe Throwing	£33	£408	£1,097	£2,394	£2,993	£2,993	£3,990	£5,985	£2,394	£1,397	£0	£0	£23,682	£16,428	£7,254	£23,242	£440
Sponsorship	£0	£167											£0	£0	£0	£0	£0
	£0	£106											£167	£4,604	-£4,437	£0	£167
Food	£0	£0	£321	£795	£731	£900	£1,088	£1,650	£908	£476	£225	£131	£106	£2,537	-£2,431	£0	£106
Beverage	£0	£0	£321	£795	£731	£900	£1,088	£1,650	£908	£476	£225	£131	£7,224	£0	£7,224	£7,806	-£581
	£0	£0	£321	£795	£731	£900	£1,088	£1,650	£908	£476	£225	£131	£7,224	£0	£7,224	£7,806	-£581
TOTAL WOODLAND INCOME	£1,562	£5,428	£9,575	£24,453	£24,279	£28,866	£35,247	£54,273	£30,132	£15,220	£5,189	£3,027	£237,251	£98,820	£138,430	£243,833	-£6,582
STAFF COSTS																	
Woodland Staff Costs	£335	£368	£2,523	£3,506	£3,408	£6,095	£4,043	£9,025	£5,606	£2,737	£2,615	£1,699	£21,961	£43,932	-£21,970	£23,595	-£1,634
Staff Benefits / Pension	£0	£0	£76	£105	£102	£183	£121	£271	£168	£82	£78	£51	£0	£0	£0	£0	£0
Reception ERNI	£0	£0	£250	£463	£449	£852	£544	£1,291	£778	£348	£330	£192	£1,238	£419	£819	£1,313	-£75
	£0	£0											£5,498	£1,306	£4,192	£5,700	-£202
TOTAL STAFF COSTS	£335	£368	£2,849	£4,075	£3,960	£7,129	£4,709	£10,587	£6,553	£3,167	£3,023	£1,942	£28,697	£45,656	-£16,960	£30,608	-£1,911
COST OF SALES	21%	7%	30%	17%	16%	25%	13%	20%	22%	21%	58%	64%	12%	46%	-34%	13%	0%
Scorecards / leaflets	£0	£0	£250	£0	£0	£0	£250	£0	£0	£0	£0	£0	£500	£0	£500	£500	£0
Insurance	£0	£0	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£2,500	£0	£2,500	£3,000	-£500
Utility	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Marketing	£0	£905	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,905	£1,944	£1,962	£3,600	£305
Replacement Equipment	£0	£0	£350	£0	£200	£0	£350	£0	£200	£0	£0	£0	£1,100	£0	£1,100	£1,100	£0
H&S Checks & Admin	£0	£0	£900	£0	£0	£0	£800	£0	£0	£500	£0	£0	£2,200	£0	£2,200	£2,200	£0
Maintenance	£0	£0	£500	£0	£500	£0	£0	£0	£0	£0	£0	£0	£1,000	£0	£1,000	£1,000	£0
Website	£0	£0	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,000	£1,100	-£100	£1,200	-£200
Booking System & POS	£300	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,500	£2,400	£100	£2,400	£100
Training	£0	£0	£0	£2,000	£0	£0	£0	£0	£0	£0	£0	£0	£2,000	£0	£2,000	£2,000	£0
Printing & Stationery	£0	£0				£400		£100					£500	£257	£243	£1,000	-£500
Uniforms	£0	£17	£0	£500	£0	£0	£0	£0	£0	£0	£0	£0	£517	£202	£315	£500	£17
Operating Equipment	£58	£1,384											£1,442	£1,366	£76	£0	£1,442
F&B Equipment	£70	£296			£250	£300		£300		£300			£1,216	£2,563	-£1,347	£1,100	£116
Staff Meals	£80	£80	£50	£50	£50	£50	£50	£50	£50	£50	£0	£0	£560	£810	-£250	£400	£160
Misc	£85	£109	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,194	£911	£283	£1,200	-£6
TOTAL DEPT COS	£928	£3,359	£5,849	£7,575	£5,910	£8,529	£7,409	£11,687	£8,053	£4,667	£3,973	£2,892	£50,831	£57,208	-£6,377	£51,808	-£977
NET WOODLAND PROFIT	£634	£2,069	£3,726	£16,878	£18,370	£20,337	£27,838	£42,585	£22,079	£10,553	£1,216	£134	£166,420	£41,612	£124,808	£172,025	-£5,605
	41%	38%	39%	69%	76%	70%	79%	78%	73%	69%	23%	4%	70%	42%	28%	71%	0%
LEISURE FACILITIES																	
REVENUE	£3,243	£3,243															
Club Income	£46,455	£46,175	£36,412	£38,344	£0	£43,789	£42,477	£41,135	£45,488	£43,797	£44,500	£46,340	£474,913	£489,243	-£14,330	£464,934	£9,979
													£0	£0	£0	£0	£0
													£0	£0	£0	£0	£0
TOTAL LEISURE INCOME	£46,455	£46,175	£36,412	£38,344	£0	£43,789	£42,477	£41,135	£45,488	£43,797	£44,500	£46,340	£474,913	£489,243	-£14,330	£464,934	£9,979
COST OF SALES																	
Club Costs	£29,414	£32,196	£31,330	£31,255	£25,297	£32,009	£32,692	£31,461	£33,476	£31,730	£31,349	£30,287	£372,496	£376,559	-£4,064	£367,162	£5,334
3D Profit Share	£3,465	£5,097	£1,525	£2,127	-£7,589	£3,534	£2,936	£2,902	£3,604	£3,620	£3,946	£4,816	£29,981	£39,262	-£9,281	£29,332	£650
TOTAL LEISURE COS	£32,879	£37,293	£32,855	£33,382	£17,708	£35,543	£35,627	£34,363	£37,079	£35,350	£35,294	£35,103	£402,477	£415,821	-£13,344	£396,493	£5,984
NET LEISURE PROFIT	£13,575	£8,882	£3,558	£4,962	-£17,708	£8,246	£6,850	£6,772	£8,409	£8,447	£9,206	£11,237	£72,436	£73,422	-£986	£68,440	£3,996

OTHER INCOME	29%	19%	10%	13%	#DIV/0!	19%	16%	16%	18%	19%	21%	24%	15%	15%	0%	15%	1%
REVENUE																	
Telephone / Metered calls													£0	£0	£0	£0	£0
Internet & WIFI													£0	£0	£0	£0	£0
Pay TV													£0	£0	£0	£0	£0
Car Parking													£0	£0	£0	£0	£0
Newspapers													£0	£0	£0	£0	£0
Business Services													£0	£0	£0	£0	£0
Guest Laundry													£0	£0	£0	£0	£0
Gaming Machines													£0	£0	£0	£0	£0
Sun Bed													£0	£0	£0	£0	£0
Merchandise													£0	£0	£0	£0	£0
Sundry													£0	£0	£0	£0	£0
Service Charge													£0	£0	£0	£0	£0
Other Income (Corbie Lodge)	£1,570	£26,584	£25,000	£500	£500	£500	£500	£500	£25,000	£500	£500	£500	£82,153	£90,435	£-8,282	£55,000	£27,153
Millars Rental Income																	
TOTAL OTHER INCOME	£1,570	£26,584	£25,000	£500	£500	£500	£500	£500	£25,000	£500	£500	£500	£82,153	£90,435	£-8,282	£55,000	£27,153
COST OF SALES																	
Metered Calls	£228	£16	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£744	£1,118	£-374	£600	£144
Line Rental	£123	£123	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,746	£2,030	£-283	£1,800	£-54
Guest Laundry	£8	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£8	£39	£-31	£0	£8
Newspapers	£0	£0	£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	£23	£-17	£0	£6
Misc	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£414	£-414	£0	£0
Rentals & Leases	£1,862	£2,507	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£29,369	£26,465	£2,903	£30,000	£-631
TOTAL OTHER COS	£2,227	£2,646	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£2,700	£31,873	£30,088	£1,785	£32,400	£-527
	142%	10%	11%	540%	540%	540%	540%	540%	11%	540%	540%	540%	39%	33%	6%	59%	-20%
NET OTHER PROFIT	£-657	£23,937	£22,300	£-2,200	£-2,200	£-2,200	£-2,200	£-2,200	£22,300	£-2,200	£-2,200	£-2,200	£50,280	£60,348	£-10,067	£22,600	£27,680
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	£17,766	£18,621	£16,911	£17,017	£17,017	£17,017	£17,017	£17,017	£17,017	£17,017	£17,017	£17,017	£206,453	£214,509	£-8,056	£203,889	£2,564
A&G ENRI	£2,077	£1,942	£1,628	£2,240	£2,240	£2,240	£2,240	£2,240	£2,240	£2,240	£2,240	£2,240	£25,808	£22,887	£2,921	£25,044	£764
Staff Benefits / Pension	£885	£841	£2,368	£2,382	£2,382	£2,382	£2,382	£2,382	£2,382	£2,382	£2,382	£2,382	£25,535	£9,993	£15,542	£28,544	£-3,009
	£20,729	£21,404	£20,907	£21,640	£21,640	£21,640	£21,640	£21,640	£21,640	£21,640	£21,640	£21,640	£257,797	£247,389	£10,407	£257,478	£319
OTHER EXPENSES																	
Staff Meals	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400	£0	£2,400	£0
HR & Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Home to Work	£45	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£45	£94	£-49	£0	£45
GM Travel	£363	£440	£350	£350	£350	£350	£350	£350	£350	£350	£350	£350	£4,303	£2,479	£1,824	£3,700	£603
Printing & Stationery	£308	£0	£400	£100	£100	£400	£100	£100	£400	£100	£100	£400	£2,508	£2,207	£300	£2,400	£108
Software Maintenance	£2,187	£2,043	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£2,300	£27,230	£26,820	£410	£27,600	£-370
Desk Top Support	£1,731	£1,940	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£21,671	£12,322	£9,349	£21,600	£71
Hardware Support	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£430	£-430	£0	£0
Postage & Delivery Charges	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£10	£0	£0	£0
Training	£0	£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	£0
Credit Card Charges	£3,131	£3,498	£3,794	£3,757	£3,459	£4,330	£4,870	£4,674	£4,735	£4,283	£3,910	£4,181	£48,622	£44,038	£4,585	£48,513	£109
Bank Charges	£0	£948	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£948	£1,005	£-57	£1,000	£-52
Vehicle Expenses	£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	£5,000	£-5,000	£0	£0
Cash Collection Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Licences & Fees	£721	£652	£750	£750	£750	£750	£750	£750	£750	£750	£750	£750	£8,873	£8,668	£205	£9,000	£-127
Uniforms	£0	£200	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£700	£474	£226	£600	£100
Professional Fees	£3,278	£1,283	£2,600	£2,900	£2,100	£3,400	£2,900	£2,100	£2,600	£2,900	£2,600	£2,600	£31,262	£29,454	£1,808	£32,200	£-938
Audit & Accountancy	£0	£0	£0	£0	£12,000	£0	£12,000	£0	£0	£0	£0	£0	£24,000	£23,839	£161	£24,000	£0
Miscellaneous	£7,117	£761	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£22,878	£24,888	£-2,011	£22,500	£378
	£19,082	£11,963	£13,744	£13,707	£27,209	£15,080	£26,820	£13,824	£14,985	£14,233	£13,560	£14,131	£198,339	£186,941	£11,398	£198,413	£-74
	£39,811	£33,367	£34,650	£35,347	£48,849	£36,719	£48,460	£35,464	£36,625	£35,873	£35,199	£35,771	£456,136	£434,331	£21,805	£455,891	£245
SALES & MARKETING																	
STAFF COSTS																	
Marketing Wages	£2,475	£2,049	£2,049	£2,070	£2,070	£2,070	£2,070	£2,070	£2,070	£2,070	£2,070	£2,070	£25,202	£24,828	£374	£24,776	£426
Marketing ENRI	£237	£178	£143	£248	£248	£248	£248	£248	£248	£248	£248	£248	£2,790	£2,282	£508	£2,662	£128
Staff Benefits / Pension	£59	£46	£61	£62	£62	£62	£62	£62	£62	£62	£62	£62	£725	£582	£143	£743	£-118

	£2,771	£2,273	£2,254	£2,380	£2,380	£2,380	£2,380	£2,380	£2,380	£2,380	£2,380	£2,380	£28,717	£27,692	£1,025	£28,182	£535
OTHER EXPENSES																	
Staff Meals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480	£480	£0	£480	£0
Newspaper & Magazines	£200	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£200	£0	£200	£0	£200
Hotel Brochures	£248	£0	£0	£1,000	£0	£0	£0	£500	£0	£0	£0	£0	£1,748	£2,126	-£379	£1,500	£248
Promotions & Advertising	£1,000	£832	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£11,832	£8,637	£3,195	£12,000	-£168
Internet related costs	£150	£150	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£5,300	£2,218	£3,082	£6,000	-£700
Exhibitions	£0	£1,160	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,160	£686	£474	£0	£1,160
Vehicle Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£434	£307	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£5,731	£3,856	£1,875	£6,000	-£269
	£2,061	£2,489	£2,040	£3,040	£2,040	£2,040	£2,040	£2,540	£2,040	£2,040	£2,040	£2,040	£26,450	£18,003	£8,447	£25,980	£470
	£4,832	£4,763	£4,294	£5,420	£4,420	£4,420	£4,420	£4,920	£4,420	£4,420	£4,420	£4,420	£55,168	£45,695	£9,473	£54,162	£1,006
FRANCHISE FEES																	
Technology Fee (formerly Holidex)	£1,212	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£1,236	£14,811	£14,522	£289	£14,835	-£24
Marketing Fees	£2,925	£2,971	£3,528	£3,570	£3,612	£3,990	£4,593	£4,253	£3,997	£3,997	£3,742	£3,402	£44,580	£39,909	£4,671	£44,900	-£320
Reservation Fees	£1,462	£1,486	£1,848	£1,870	£1,892	£2,090	£2,406	£2,228	£2,094	£2,094	£1,960	£1,782	£23,211	£19,954	£3,257	£23,519	-£308
Franchise Fees	£7,312	£7,428	£8,904	£9,010	£9,116	£10,070	£11,591	£10,733	£10,089	£10,089	£9,445	£8,586	£112,371	£99,772	£12,600	£113,319	-£948
Loyalty Club	£6,245	£6,013	£5,393	£5,457	£5,521	£6,099	£7,020	£6,500	£6,110	£6,110	£5,720	£5,200	£71,389	£72,373	-£984	£68,633	£2,756
Other Fees	£856	£3,008	£1,428	£1,445	£1,462	£1,615	£1,859	£1,721	£1,618	£1,618	£1,515	£1,377	£19,522	£13,957	£5,566	£18,174	£1,348
	£20,013	£22,141	£22,337	£22,588	£22,839	£25,100	£28,705	£26,670	£25,144	£25,144	£23,618	£21,583	£285,885	£260,486	£25,398	£283,380	£2,504
5. UNDISTRIBUTED EXPENSES (contd.)	14%	15%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	0%	13%	0%
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YFCST	LY	Variance		Variance
PROPERTY MAINTENANCE																	
STAFF COSTS																	
Maintenance Wages	£6,029	£6,108	£6,048	£6,083	£6,083	£6,083	£6,083	£6,083	£6,083	£6,083	£6,083	£6,083	£72,929	£72,700	£230	£72,889	£40
Maintenance ERNI	£553	£529	£568	£725	£725	£725	£725	£725	£725	£725	£725	£725	£8,173	£6,335	£1,839	£8,227	-£53
Staff Benefits / Pension	£142	£136	£181	£182	£182	£182	£182	£182	£182	£182	£182	£182	£2,102	£1,634	£468	£2,187	-£85
	£6,723	£6,774	£6,797	£6,990	£6,990	£6,990	£6,990	£6,990	£6,990	£6,990	£6,990	£6,990	£83,204	£80,668	£2,536	£83,302	-£98
OTHER EXPENSES																	
Staff Meals	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	£1,440	£0	£1,440	£0
Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Light Bulbs	£300	£422	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£1,523	£877	£646	£960	£563
Repairs	£353	£337	£3,000	£800	£800	£800	£800	£800	£800	£800	£800	£800	£10,890	£11,454	-£565	£11,800	-£910
Grounds Maintenance	£0	£0	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,000	£10,726	-£8,726	£2,400	-£400
Elevators	£0	£0	£100	£300	£300	£100	£100	£100	£300	£300	£100	£100	£1,800	£5,871	-£4,071	£2,000	-£200
Tools & Equipment	£191	£276	£250	£200	£200	£250	£200	£200	£250	£200	£200	£250	£2,667	£2,433	£234	£2,600	£67
Furniture & Fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Electrical & Mechanical	£335	£8	£1,500	£0	£0	£250	£0	£0	£250	£0	£0	£250	£2,593	£1,587	£1,006	£2,250	£343
Plumbing & Heating	£640	£19	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£5,659	£6,412	-£753	£6,000	-£341
Painting & Decorating	£0	£0	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£750	£587	£163	£900	-£150
Uniforms	£25	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£0	£175	£30	£145	£150	£25
Maintenance Contracts	£489	£387	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£5,875	£7,236	-£1,361	£6,000	-£125
Operating Equipment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Miscellaneous	£0	£0	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£500	£449	£51	£600	-£100
	£2,453	£1,569	£6,425	£2,825	£2,825	£2,975	£2,625	£2,625	£3,175	£2,825	£2,625	£2,925	£35,871	£49,100	-£13,229	£37,100	-£1,229
	£9,176	£8,342	£13,222	£9,815	£9,815	£9,965	£9,615	£9,615	£10,165	£9,815	£9,615	£9,915	£119,076	£129,768	-£10,693	£120,402	-£1,326
UTILITIES	3%	3%	4%	3%	3%	3%	2%	2%	3%	3%	3%	3%	3%	3%	0%	3%	-3%
Electricity	£16,189	£15,639	£17,641	£17,641	£18,481	£20,161	£22,681	£21,001	£19,321	£19,321	£18,481	£16,801	£223,358	£210,783	£12,574	£222,610	£747
Gas	£8,980	£9,439	£5,510	£5,510	£5,773	£6,297	£7,084	£6,560	£6,035	£6,035	£5,773	£5,248	£78,243	£96,233	-£17,990	£69,533	£8,710
Water	£865	-£845	£1,416	£1,416	£1,484	£1,619	£1,821	£1,686	£1,551	£1,551	£1,484	£1,349	£15,399	£11,102	£4,297	£17,875	-£2,476
Waste Removal	£2,953	£783	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£2,815	£31,886	£33,091	-£1,205	£33,780	-£1,894
Carbon Reduction																	
	£28,987	£25,016	£27,382	£27,382	£28,552	£30,892	£34,402	£32,062	£29,722	£29,722	£28,552	£26,213	£348,886	£351,210	-£2,324	£343,798	£5,088
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	£5	£5	£3	£6	£3	£3	£3	£3	£3	£3	£3	£3	£3	£4	-£1	£4	-£1
Water Cost Per Room	£0	-£0	£1	£0	£1	£1	£1	£1	£1	£1	£1	£1	£1	£0	£0	£1	-£0
Waste Removal Per Room	£2	£0	£1	£2	£1	£1	£1	£1	£1	£1	£1	£1	£1	£1	-£0	£1	£0
Carbon Tax Per Room	#REF!	#REF!	#REF!	£0	£0	£0	£0	£0	£0	£0	£0	£0	#REF!	£0	#REF!	£0	#REF!
	£28,987	£25,016	£27,382	£35,864	£28,552	£30,892	£34,402	£32,062	£29,722	£29,722	£28,552	£26,213					
	£15	£12	£13	£17	£13	£13	£13	£13	£13	£13	£13	£13					

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added % what '
added % what '

19,467.00
29,580.00
10,113.00
34%

