

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Total	LY	Variance	Budget	Variance
ACTUALS																	
REVENUE																	
Rooms	128,566	175,450	191,100	184,500	188,600	188,600	207,500	212,500	188,600	188,600	180,400	160,000	2,194,416	1,905,593	288,823	2,204,200	(9,784)
	50%	52%	51%	50%	51%	50%	45%	47%	49%	51%	52%	45%	49%	49%	2%	49%	0%
Food and Beverage	83,772	114,382	115,388	119,581	119,297	120,487	154,645	154,645	133,100	124,921	119,075	161,250	1,520,543	1,418,445	102,098	1,522,153	(1,610)
	33%	34%	31%	32%	32%	32%	34%	34%	34%	34%	34%	45%	34%	35%	-1%	34%	0%
Woodland Facilities	1,265	6,449	5,764	27,042	22,143	29,848	32,890	45,504	23,574	13,725	3,546	3,027	214,775	64,893	149,882	216,565	(1,789)
	0%	2%	2%	7%	6%	8%	7%	10%	6%	4%	1%	1%	5%	2%	3%	5%	0%
Leisure Facilities	40,991	41,390	38,935	39,756	40,330	38,957	40,597	40,504	41,703	41,511	44,617	34,502	483,793	469,832	13,961	484,776	(983)
	16%	12%	10%	11%	11%	10%	9%	9%	11%	11%	13%	10%	11%	12%	-1%	11%	0%
Other Income	1,579	500	25,000	500	500	500	25,000	500	500	500	500	500	56,079	175,073	(118,995)	55,000	1,079
	1%	0%	7%	0%	0%	0%	5%	0%	0%	0%	0%	0%	1%	4%	-3%	1%	0%
TOTAL REVENUE	256,173	338,171	376,187	371,379	370,871	378,392	460,631	453,652	387,477	369,257	348,137	359,278	4,469,606	4,033,835	435,771	4,482,694	(13,088)
DEPARTMENTAL EXPENSES																	
Rooms	51,087	52,396	53,580	54,888	54,397	54,779	56,538	56,480	54,820	54,591	54,617	53,513	651,686	677,718	(26,032)	648,877	2,809
	20%	15%	14%	15%	15%	14%	12%	12%	14%	15%	16%	15%	15%	17%	-2%	14%	0%
Food and Beverage	80,122	87,575	92,802	98,460	97,657	101,170	116,282	117,987	106,387	104,164	102,700	125,241	1,230,549	1,136,218	94,330	1,234,992	(4,443)
	31%	26%	25%	27%	26%	27%	25%	26%	27%	28%	29%	35%	28%	28%	-1%	28%	0%
Woodland Facilities	4,688	3,125	7,486	6,590	7,303	10,666	7,457	13,016	10,958	6,137	2,924	2,469	82,819	66,649	16,170	82,104	715
	2%	1%	2%	2%	3%	2%	3%	3%	3%	2%	1%	1%	5%	5%	0%	5%	0%
Leisure Facilities	36,735	31,227	31,003	32,607	30,851	31,157	32,741	32,362	33,331	32,423	32,881	29,381	386,699	341,574	45,125	386,412	287
	14%	9%	8%	8%	8%	7%	7%	7%	9%	9%	8%	8%	9%	9%	8%	9%	0%
Other Income	1,409	1,976	2,170	4,248	2,256	3,008	2,444	2,531	2,160	2,049	3,626	2,096	29,973	30,271	(298)	31,016	(1,043)
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%
TOTAL DEPARTMENTAL EXPS	174,041	176,299	187,040	196,793	192,464	200,780	215,462	222,376	207,655	199,365	196,748	212,701	2,381,725	2,252,430	129,295	2,383,400	(1,675)
DEPARTMENTAL PROFIT	82,132	161,872	189,147	174,586	178,407	177,612	245,169	231,276	179,822	169,893	151,389	146,578	2,087,881	1,781,405	306,475	2,099,294	(11,413)
UNDISTRIBUTED EXPENSES																	
Administration and General	30,723	36,680	36,768	42,170	47,686	37,240	43,228	38,013	49,831	42,169	37,582	37,610	479,701	458,754	20,947	486,125	(6,424)
	12%	11%	10%	11%	13%	10%	9%	8%	13%	11%	11%	10%	11%	11%	-1%	11%	0%
Sales and Marketing	3,110	3,347	3,196	3,196	3,196	3,196	4,494	3,779	3,196	3,196	3,297	3,297	40,498	43,501	(3,003)	40,651	(153)
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%
Franchise Fees	17,692	22,809	24,843	23,985	24,518	24,518	26,975	27,625	24,518	24,518	23,452	20,800	286,253	245,943	40,309	286,546	(294)
	7%	7%	7%	6%	7%	6%	6%	6%	6%	7%	7%	6%	6%	6%	0%	6%	0%
Property Maintenance	9,594	11,603	11,437	11,293	11,530	13,531	11,530	11,281	11,627	11,292	11,530	11,301	137,546	186,028	(48,482)	139,274	(1,728)
	4%	3%	3%	3%	3%	4%	3%	3%	3%	3%	3%	3%	3%	5%	-2%	3%	0%
Utilities	42,747	42,637	36,076	33,440	25,712	22,508	21,656	25,814	22,104	32,204	34,752	35,892	375,540	421,382	(45,842)	365,380	10,160
	17%	13%	10%	9%	7%	6%	5%	6%	6%	9%	10%	10%	8%	10%	-2%	8%	0%
TOTAL UNDISTRIBUTED EXPS	103,865	117,075	112,320	114,083	112,642	100,992	107,883	106,512	111,275	113,379	110,613	108,900	1,319,538	1,355,608	(36,070)	1,317,976	1,562
GROSS OPERATING PROFIT	(21,733)	44,796	76,827	60,503	65,765	76,620	137,286	124,764	68,547	56,514	40,776	37,678	768,343	425,797	342,546	781,318	(12,975)
	-8.5%	13.2%	20.4%	16.3%	17.7%	20.2%	29.8%	27.5%	17.7%	15.3%	11.7%	10.5%	17.19%	10.56%	6.63%	17.43%	-0.24%
FIXED OVERHEADS																	
Management Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rates	1,680	6,528	6,528	6,528	6,528	6,528	6,528	6,528	6,528	6,528	6,528	6,528	73,488	25,504	47,984	78,336	(4,848)
	1%	2%	2%	2%	2%	2%	1%	1%	2%	2%	2%	2%	2%	2%	1%	2%	0%
Insurance	9,107	10,130	10,829	10,480	10,829	10,480	10,829	10,829	10,480	10,829	10,480	10,829	126,131	131,888	(5,757)	133,499	(7,368)
	4%	3%	3%	3%	3%	3%	2%	2%	3%	3%	3%	3%	3%	3%	0%	3%	0%
Head Lease Payment	4,555	4,834	4,835	4,836	4,837	4,838	4,839	4,840	4,841	4,841	4,841	4,841	57,782	47,335	10,447	58,061	(279)
	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	0%
TOTAL FIXED OVERHEADS	15,342	21,493	22,192	21,844	22,194	21,846	22,196	22,197	21,849	22,198	21,849	22,198	257,401	204,728	52,674	269,896	(12,494)
EBITDA	(37,075)	23,303	54,634	38,658	43,571	54,774	115,090	102,567	46,698	34,315	18,927	15,479	510,942	221,070	289,872	511,422	(480)
	-14.5%	6.9%	14.5%	10.4%	11.7%	14.5%	25.0%	22.6%	12.1%	9.3%	5.4%	4.3%	11.4%	5.5%	6.0%	11.4%	0.0%
FF&E	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	192,475	705,684	(513,209)	111,670	80,805
Depreciation	35,752	35,752	35,752	35,752	35,752	35,752	35,752	35,752	35,752	35,752	35,752	35,752	429,027	22,553	406,474	503,315	(74,288)
Cost of Money (@6%)	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	21,000	27,000	(6,000)	21,000	
IBT	(54,865)	5,514	36,845	20,869	25,781	36,985	97,300	84,777	28,908	16,526	1,137	(2,310)	297,467	1,112,157	(814,690)	378,752	6,517
PAYROLL	92,208	107,025	110,888	115,251	114,180	120,292	119,663	124,889	123,206	116,130	112,834	117,336	1,373,902	1,328,751	45,151	1,379,415	(5,514)

	36%	32%	29%	31%	31%	32%	26%	28%	32%	31%	32%	33%	30.7%	32.2%	-1.5%	30.8%	0.0%
ADDITIONAL ERNI PAYMENT	7,785	7,562	7,762	8,068	7,993	8,420	8,376	8,742	8,624	8,129	7,898	8,213	97,573	98,087	(514)	95,010	2,563
	3%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	0%	2%	-20%
STAFF PENSION	2,859	3,436	3,491	3,655	3,625	3,761	3,713	3,888	3,818	3,666	3,573	3,634	43,118	40,377	2,741	46,140	(3,022)
	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	23%
TOTAL MANNING COST	102,852	118,023	122,141	126,974	125,798	132,474	131,753	137,519	135,649	127,925	124,305	129,183	1,514,596	1,467,219	47,378	1,530,569	(15,973)
	40.15%	34.90%	32.47%	34.19%	33.92%	35.01%	28.60%	30.31%	35.01%	34.64%	35.71%	35.96%	33.89%	35.57%	-1.69%	34.14%	-0.26%

STATISTICS																	
Number of Rooms	110	110	110	110	110	110	110	110	110	110	110	110	1,320	1,320	0	1,320	0
	31	29	31	30	31	30	31	31	30	31	30	31	366	365	1	366	0
Rooms Available	3,410	3,190	3,410	3,300	3,410	3,300	3,410	3,410	3,300	3,410	3,300	3,410	40,260	40,150	110	40,260	0
Rooms Occupied	1,660	2,200	2,275	2,250	2,300	2,300	2,500	2,500	2,300	2,300	2,200	2,000	26,785	25,100	1,685	26,950	(165)
Occupancy	49%	69%	67%	68%	67%	70%	73%	73%	70%	67%	67%	59%	66.53%	63%	4.01%	66.94%	-0.41%
Average Room Rate	£77.45	£79.75	£84.00	£82.00	£82.00	£82.00	£83.00	£85.00	£82.00	£82.00	£82.00	£80.00	£81.77	£76.10	£5.67	£81.67	£0.10
REVPAR	£37.70	£55.00	£56.04	£55.91	£55.31	£57.15	£60.85	£62.32	£57.15	£55.31	£54.67	£46.92	£54.51	£47.46	£7.04	£54.75	£0.24
Sleepers	1,944	2,640	2,753	2,835	2,898	2,944	3,325	3,325	2,967	2,829	2,816	2,560	33,836	31,966	1,870	34,046	(210)
	1.18																

2. ROOMS

													Total	LY	Variance	Budget	Variance
REVENUE																	
Room Revenue	128,566	175,450	191,100	184,500	188,600	188,600	207,500	212,500	188,600	188,600	180,400	160,000	2,194,416	1,905,593	288,823	2,204,200	(9,784)
Chargebacks & Adjustments													0	0	0	0	0
No Show & Cancellation Charges													0	0	0	0	0
TOTAL ROOM REVENUE	128,566	175,450	191,100	184,500	188,600	188,600	207,500	212,500	188,600	188,600	180,400	160,000	2,194,416	1,905,593	288,823	2,204,200	(9,784)
STAFF COSTS																	
Reception	16,837	17,867	17,867	18,390	18,390	18,390	18,390	18,390	18,390	18,390	18,390	18,390	218,077	213,073	5,004	219,107	(1,031)
Housekeeping	10,765	14,718	14,718	15,307	15,307	15,307	15,307	15,307	15,307	15,307	15,307	15,307	177,960	168,631	9,328	181,912	(3,953)
Staff Benefits / Pension	495	505	505	521	521	521	521	521	521	521	521	521	6,192	6,374	(182)	6,201	(9)
Reception ERNI	1,865	2,281	2,281	2,359	2,359	2,359	2,359	2,359	2,359	2,359	2,359	2,359	27,655	26,848	807	28,071	(416)
TOTAL STAFF COSTS	29,962	35,370	35,370	36,576	36,576	36,576	36,576	36,576	36,576	36,576	36,576	36,576	429,883	414,925	14,958	435,292	(5,409)
OTHER EXPENSES													19.59%	21.77%	-2.18%	19.75%	-0.16%
Staff Meals	880	880	880	880	880	880	880	880	880	880	880	880	10,560	8,984	1,576	10,560	0
Crockery & China	0	0	250	0	0	0	250	0	0	250	0	0	750	0	750	750	0
Laundry	4,256	4,699	4,900	5,046	5,158	5,240	5,919	5,919	5,281	5,036	5,012	4,557	61,024	64,921	(3,897)	60,602	422
Cleaning Supplies	607	600	455	450	460	460	500	500	460	460	440	400	5,792	5,773	19	5,390	402
Guest Supplies	1,795	1,500	1,024	1,013	1,035	1,035	1,125	1,125	1,035	1,035	990	900	13,612	14,617	(1,005)	12,128	1,484
Printing & Stationery	1,075	500	500	500	500	500	500	500	500	500	500	500	6,575	8,170	(1,595)	6,000	575
Uniforms	0	0	0	500	0	0	500	0	0	0	500	0	1,500	876	624	1,500	0
Contract Cleaning	195	291	291	291	291	291	291	291	291	291	291	291	3,996	3,282	115	3,492	(96)
Staff Laundry	0	0	0	20	0	0	0	168	0	0	0	0	187	185	2	187	0
Commission	11,752	7,895	8,600	8,303	8,487	8,487	9,338	9,563	8,487	8,487	8,118	7,200	104,715	143,996	(39,281)	99,189	5,526
Reservation Expenses	141	150	500	500	500	500	150	150	500	500	500	500	4,591	2,450	2,140	4,600	(9)
Sky TV	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Travel Expense	0	0	0	0	0	0	0	0	0	67	0	0	67	66	1	67	0
Home to Work	0	10	10	10	10	10	10	10	10	10	10	10	110	(0)	110	120	(10)
Operating Equipment	0	200	500	200	200	500	200	200	500	200	200	500	3,400	2,061	1,339	3,600	(200)
Training Expenses	0	200	200	200	200	200	200	200	200	200	200	200	2,200	3,598	(1,398)	2,400	(200)
Key Cards	0	0	0	300	0	0	0	300	0	0	300	0	900	700	200	900	0
Miscellaneous	424	100	100	100	100	100	100	100	100	100	100	1,000	2,424	3,113	(690)	2,100	324
TOTAL OTHER EXPENSES	21,125	17,025	18,209	18,312	17,821	18,203	19,962	19,905	18,244	18,015	18,041	16,938	221,802	262,793	(40,990)	213,584	8,218
TOTAL ROOMS EXPENSES	51,087	52,396	53,580	54,888	54,397	54,779	56,538	56,480	54,820	54,591	54,617	53,513	651,686	677,718	(26,032)	648,877	2,809
NET ROOMS PROFIT	77,479	123,054	137,520	129,612	134,203	133,821	150,962	156,020	133,780	134,009	125,783	106,487	1,542,731	1,227,875	314,856	1,555,323	(12,593)
	60%	70%	72%	70%	71%	71%	73%	73%	71%	71%	70%	67%	70%	64%	6%	71%	0%

3. FOOD & BEVERAGE

													Total	LY	Variance	Budget	Variance
FOOD REVENUE																	
Breakfast	15,394	19,800	20,646	21,263	21,735	22,080	24,938	24,938	22,253	21,218	21,120	19,200	254,582	224,738	29,845	255,345	(763)
Restaurant Dinner	9,187	10,956	11,424	11,765	12,027	12,218	13,799	13,799	12,313	11,740	11,686	10,624	141,538	115,753	25,784	141,291	247
Restaurant Lunch	85	422	440	454	464	471	532	532	475	453	451	410	5,188	5,101	87	5,447	(260)
Cocktail bar	10,682	12,540	13,076	13,466	13,766	13,984	15,794	15,794	14,093	13,438	13,376	12,160	162,168	123,517	38,651	161,719	450

Room Service	1,496	1,716	1,789	1,843	1,884	1,914	2,161	2,161	1,929	1,839	1,830	1,664	22,226	22,120	106	22,130	96
Conference + Events	11,328	20,000	12,500	15,500	15,500	15,500	28,000	28,000	25,500	21,000	17,000	38,000	247,828	216,633	31,196	245,000	2,828
Woodland	0	200	413	1,725	1,200	1,200	1,388	2,100	900	656	308	263	10,351	2,618	7,733	10,400	(49)
TOTAL FOOD	48,173	65,434	59,875	64,290	65,375	66,166	85,223	85,223	76,562	69,687	65,463	82,058	833,530	707,862	125,668	830,932	2,598
BEVERAGE REVENUE	1,286	2,112	2,202	2,268	2,318	2,355	2,660	2,660	2,374	2,263	2,253	2,048	26,799	12,980	13,819	27,237	(438)
Restaurant Dinner	32	132	138	142	145	147	166	166	148	141	141	128	1,626	1,564	62	1,702	(76)
Restaurant Lunch	17,820	22,440	23,398	24,098	24,633	25,024	28,263	28,263	25,220	24,047	23,936	21,760	288,900	281,550	7,349	289,391	(491)
Cocktail bar	52	264	275	284	290	294	333	333	297	283	282	256	3,241	2,141	1,100	3,405	(164)
Room Service	2,709	12,000	19,750	16,500	13,500	13,500	23,000	23,000	15,500	15,500	16,000	33,000	203,959	179,104	24,855	213,950	(9,991)
Conference + Events	0	113	56	338	383	683	720	908	563	263	0	0	4,024	2,305	1,719	4,144	(120)
Woodland	21,898	36,948	45,763	43,291	40,886	41,321	54,421	54,421	43,538	42,234	42,611	57,192	524,525	477,340	47,184	535,685	(11,160)
TOTAL BEVERAGE	21,898	36,948	45,763	43,291	40,886	41,321	54,421	54,421	43,538	42,234	42,611	57,192	524,525	477,340	47,184	535,685	(11,160)
C&B REVENUE	8,757	12,000	9,750	12,000	13,000	13,000	15,000	15,000	13,000	13,000	11,000	22,000	157,507	132,726	24,781	155,500	2,007
Conference & Events Room Hire	11,328	20,000	12,500	15,500	15,500	15,500	28,000	28,000	25,500	21,000	17,000	38,000	247,828	216,633	31,196	245,000	2,828
C&B FOOD	2,709	12,000	19,750	16,500	13,500	13,500	23,000	23,000	15,500	15,500	16,000	33,000	203,959	179,104	24,855	213,950	(9,991)
C&B BEVERAGE	25	0	0	0	37	0	0	0	0	0	0	0	62	33	28	37	25
Equipment hire	4,919	2,324	3,188	6,791	5,123	10,240	7,128	12,989	11,239	7,724	6,271	31,337	109,273	100,483	8,790	105,507	3,766
3rd Party (Inclusive)	27,738	44,000	42,000	44,000	42,037	42,000	66,000	66,000	54,000	49,500	44,000	93,000	614,275	528,496	85,779	614,487	(212)
TOTAL C&B (INC ROOM HIRE)	27,738	44,000	42,000	44,000	42,037	42,000	66,000	66,000	54,000	49,500	44,000	93,000	614,275	528,496	85,779	614,487	(212)
TOTAL F&B REVENUE	83,772	114,382	115,388	119,581	119,297	120,487	154,645	154,645	133,100	124,921	119,075	161,250	1,520,543	1,317,962	202,581	1,522,153	(1,610)
FOOD COST OF SALES	12,309	18,049	16,579	18,154	18,308	18,526	23,818	24,014	21,302	19,344	18,087	22,638	231,129	195,313	35,816	235,573	(4,444)
	25.55%	27.50%	27.50%	27.50%	27.50%	27.50%	27.50%	27.50%	27.50%	27.50%	27.50%	27.50%	27.73%	27.50%	0.14%	28.53%	-0.62%
DRINK COST OF SALES	5,062	9,636	11,913	11,343	10,730	10,921	14,337	14,385	11,466	11,049	11,079	14,870	136,791	121,063	15,729	140,355	(3,564)
	23.12%	26.00%	26.00%	26.00%	26.00%	26.00%	26.00%	26.00%	26.00%	26.00%	26.00%	26.00%	26.08%	25.36%	0.72%	26.20%	-0.12%
TOTAL F&B COS	17,371	27,685	28,492	29,498	29,038	29,447	38,155	38,399	32,768	30,394	29,166	37,508	367,920	316,376	51,544	375,928	(8,008)
	20.74%	24.20%	24.69%	24.67%	24.34%	24.44%	24.67%	24.83%	24.62%	24.33%	24.49%	23.26%	24.20%	24.00%	0.19%	24.70%	-0.50%
STAFF COSTS	16,883	16,724	19,724	20,100	20,100	20,100	20,100	20,100	20,100	20,100	20,100	20,100	234,232	196,879	37,353	234,991	(759)
Kitchen	1,587	1,381	1,381	1,407	1,407	1,407	1,407	1,407	1,407	1,407	1,407	1,407	17,011	17,681	(670)	16,589	422
Kitchen ERNI	0	296	296	302	302	302	302	302	302	302	302	302	3,305	0	3,305	3,555	(250)
Staff Benefits / Pension	22,505	22,552	22,586	22,743	22,615	25,783	27,730	26,539	27,800	23,806	23,430	28,346	296,434	303,458	(7,023)	293,212	3,222
F&B	1,085	1,439	1,581	1,592	1,583	1,805	1,941	1,858	1,946	1,666	1,640	1,984	20,120	15,716	4,404	20,252	(405)
F&B ERNI	0	308	339	341	339	387	416	398	417	357	351	425	4,079	0	4,079	4,398	(319)
Staff Benefits / Pension	7,578	8,202	8,202	8,511	8,511	8,511	8,511	8,511	8,511	8,511	8,511	8,511	100,580	87,163	13,417	101,204	(624)
C&B	576	574	574	596	596	596	596	596	596	596	596	596	7,087	6,718	369	7,084	2
C&B ERNI	750	246	246	255	255	255	255	255	255	255	255	255	3,540	8,552	(5,012)	3,036	503
Staff Benefits / Pension															0		0
TOTAL STAFF COSTS	50,964	51,722	54,929	55,846	55,708	59,145	61,257	59,965	61,333	57,000	56,592	61,926	686,388	636,166	50,222	684,595	1,793
	60.84%	45.22%	47.60%	46.70%	46.70%	49.09%	39.61%	38.78%	46.08%	45.63%	47.53%	38.40%	45.14%	48.27%	-3.13%	44.98%	0.17%
F&B OTHER EXPENSES	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	19,200	15,728	3,472	19,392	(192)
Staff Meals	6,550	3,000	3,000	6,250	6,250	6,250	10,000	13,500	5,000	10,000	10,000	20,000	99,800	105,379	(5,580)	97,250	2,550
3rd Party Recharge	112	125	125	250	125	125	125	125	250	125	125	125	1,737	1,994	(257)	1,750	(13)
Crockery, Glass & Silverware	426	500	500	500	500	500	500	500	500	500	500	500	5,926	5,200	726	6,000	(74)
Cleaning Supplies	614	50	50	50	500	50	50	50	500	50	50	50	2,064	1,295	769	1,500	564
Printing & Stationery	0	250	250	250	250	250	250	250	250	250	250	250	2,750	2,507	243	3,000	(250)
Uniforms	24	50	50	500	50	500	50	500	50	500	50	50	1,924	6,099	(4,176)	1,950	(26)
Flowers & Decorations	90	0	0	232	303	0	0	91	91	0	556	0	1,363	1,260	103	1,273	90
Contract Cleaning	0	0	50	0	0	50	0	0	0	50	0	0	150	175	(25)	150	0
Travel Expenses	0	10	10	10	10	10	10	10	10	10	10	10	110	61	49	120	(10)
Home to work	0	200	200	200	200	200	200	200	200	200	200	200	2,200	5,342	(3,142)	2,400	(200)
Training Expenses	0	0	0	0	0	174	217	0	0	72	0	0	464	459	5	464	0
Operating Equipment	0	0	211	0	0	0	0	0	724	0	0	0	935	926	9	935	0
Menus	130	150	150	150	150	500	150	150	150	150	500	150	2,480	2,716	(236)	2,500	(20)
Kitchen Supplies	520	660	683	675	690	690	750	750	690	690	660	600	8,058	7,788	270	8,085	(27)
Laundry	536	600	1,365	1,350	1,380	1,380	1,500	1,500	1,380	1,380	1,320	1,200	14,891	14,372	520	16,170	(1,279)
Restaurant & Bar Supplies	0	0	0	154	0	69	0	0	0	221	0	0	445	440	4	445	0
Glassware	0	0	0	0	0	0	0	98	0	0	0	0	98	97	1	98	0
Music & Entertainment	688	150	150	500	150	150	150	150	150	500	150	150	3,038	614	2,423	2,500	538
F&B Commission	0	75	75	75	75	75	75	75	75	75	75	75	825	4,125	(3,300)	900	(75)
F&B Misc	498	498	424	424	424	424	424	424	470	503	503	503	5,520	5,319	201	5,372	148
Sky TV Costs	0	0	189	0	0	0	0	0	0	0	0	0	189	187	2	189	0
Conf Printing & Stationery	0	0	0	0	0	0	0	95	(112)	0	0	244	227	2	227	0	
Uniforms	0	200	250	50	50	50	250	50	50	250	50	50	1,300	1,120	180	1,200	100
Meeting Room Supplies	0	50	50	50	50	50	50	50	50	50	50	50	550	249	301	600	(50)
Conf Miscellaneous	11,787	8,168	9,381	13,116	12,912	12,578	16,870	19,623	12,285	16,771	16,942	25,807	176,241	183,677	(7,436)	174,468	1,772
TOTAL F&B SUPPLY COST	29,159	35,853	37,873	42,614	41,949	42,025	55,025	58,022	45,053	47,165	46,108	63,315	544,161	500,053	44,108	550,397	(6,236)

Telephone / Metered calls	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Internet & WIFI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pay TV	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Car Parking	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Newspapers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Guest Laundry	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16	(16)	0	0	0
Gaming Machines	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sun Bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Merchandise	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Charge	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Income (Corbie Lodge)	1,579	500	25,000	500	500	500	25,000	500	500	500	500	500	500	56,079	175,057	(118,979)	55,000	1,079	
Millars Rental Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OTHER INCOME	1,579	500	25,000	500	500	500	25,000	500	500	500	500	500	500	56,079	175,073	(118,995)	55,000	1,079	
COST OF SALES																			
Metered Calls	63	50	50	50	50	50	50	50	50	50	50	50	50	613	1,997	(1,384)	600	13	
Line Rental	88	150	150	150	150	150	150	150	150	150	150	150	150	1,738	2,294	(556)	1,800	(62)	
Guest Laundry	0	0	0	0	0	0	0	0	0	0	0	0	0	0	24	(24)	0	0	
Newspapers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vending	0	0	34	0	0	25	0	0	0	0	0	0	0	59	78	(19)	79	(20)	
Misc	0	0	0	0	0	26	0	0	0	0	0	0	0	26	26	0	26	0	
Rentals & Leases	1,258	1,776	1,935	4,048	2,056	2,756	2,244	2,331	1,960	1,849	3,426	1,896	27,535	25,852	1,684	28,510	(975)		
TOTAL OTHER COS	1,409	1,976	2,170	4,248	2,256	3,008	2,444	2,531	2,160	2,049	3,626	2,096	29,973	30,271	(298)	31,016	(1,043)		
	89.28%	395.29%	8.68%	849.64%	451.19%	601.53%	9.78%	506.21%	431.97%	409.77%	725.14%	419.22%	53.45%	17.29%	36.16%	56.39%	-2.94%		
NET OTHER PROFIT	169	(1,476)	22,830	(3,748)	(1,756)	(2,508)	22,556	(2,031)	(1,660)	(1,549)	(3,126)	(1,596)	26,106	144,802	(118,696)	23,984	2,122		

5. UNDISTRIBUTED EXPENSES

	Total												LY	Variance	Budget	Variance			
ADMIN & GENERAL																			
STAFF COSTS																			
Admin & Management Wages	16,877	16,816	16,816	16,911	16,911	16,911	16,911	16,911	16,911	16,911	16,911	16,911	202,711	202,557	155	202,650	62		
A&G ERNI	1,806	1,177	1,177	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	14,814	21,732	(6,917)	14,185	629		
Staff Benefits / Pension	804	2,354	2,354	2,368	2,368	2,368	2,368	2,368	2,368	2,368	2,368	2,368	26,821	9,632	17,189	28,371	(1,550)		
	19,488	20,347	20,347	20,463	20,463	20,463	20,463	20,463	20,463	20,463	20,463	20,463	244,347	233,921	10,426	245,206	(859)		
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	0	
Home to Work	0	5	100	5	5	5	100	5	5	5	100	5	340	500	(160)	345	(5)		
GM Travel	129	500	500	500	500	500	500	500	500	500	500	500	5,629	4,319	1,310	6,000	(371)		
Printing & Stationery	45	350	350	350	350	350	350	350	350	350	350	350	3,895	4,469	(574)	4,200	(305)		
Software Maintenance	2,662	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,162	31,863	(1,701)	30,000	162		
Desk Top Support	986	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	12,096	11,861	235	12,120	(24)		
Hardware Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Postage & Delivery Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Training	0	200	200	200	200	200	200	200	200	200	200	200	2,200	3,224	(1,024)	2,400	(200)		
Health & Safety Costs	0	250	250	250	250	250	250	250	250	250	250	250	2,750	54	2,696	3,000	(250)		
Credit Card Charges	4,250	3,382	3,762	3,714	3,709	3,784	4,606	4,537	3,875	3,693	3,481	3,593	46,385	47,588	(1,203)	44,827	1,558		
Bank Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	1,577	(1,577)	1,593	(1,593)		
Vehicle Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Bad Debts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cash Collection Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Licences & Fees	683	586	649	628	649	628	649	649	628	649	628	690	7,718	7,608	110	7,684	34		
Uniforms	17	50	100	50	50	50	100	50	50	50	100	50	717	528	189	750	(33)		
Professional Fees	2,028	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	43,828	43,992	(164)	45,600	(1,772)		
Audit & Accountancy	0	0	0	0	11,000	0	0	0	12,000	0	0	0	23,000	21,920	1,080	23,000	0		
Miscellaneous	235	3,500	3,000	8,500	3,000	3,500	8,500	3,500	4,000	8,500	4,000	4,000	54,235	42,930	11,305	57,000	(2,765)		
	11,235	16,333	16,421	21,707	27,223	16,777	22,765	17,551	29,368	21,707	17,120	17,148	235,354	224,833	10,521	240,919	(5,565)		
	30,723	36,680	36,768	42,170	47,686	37,240	43,228	38,013	49,831	42,169	37,582	37,610	479,701	458,754	20,947	486,125	(6,424)		
SALES & MARKETING																			
STAFF COSTS																			
Marketing Wages	2,286	2,049	2,049	2,049	2,049	2,049	2,049	2,049	2,049	2,049	2,049	2,049	24,828	25,233	(404)	24,592	236		
Marketing ENRI	211	143	143	143	143	143	143	143	143	143	143	143	1,789	2,227	(438)	1,721	67		
Staff Benefits / Pension	53	61	61	61	61	61	61	61	61	61	61	61	729	570	160	738	(9)		
	2,550	2,254	2,254	2,254	2,254	2,254	2,254	2,254	2,254	2,254	2,254	2,254	27,347	28,029	(683)	27,051	295		
OTHER EXPENSES																			
Staff Meals	40	40	40	40	40	40	40	40	40	40	40	40	480	460	20	480	0		

Newspaper & Magazines	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hotel Brochures	0	0	0	0	0	0	1,298	482	0	0	0	0	1,780	1,830	(49)	1,848	(68)	
Promotions & Advertising	332	600	600	600	600	600	600	600	600	600	600	600	6,932	7,638	(706)	7,200	(268)	
Internet related costs	150	303	152	152	152	152	152	253	152	152	253	253	2,271	2,250	21	2,273	(2)	
Exhibitions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vehicle Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Miscellaneous	39	150	150	150	150	150	150	150	150	150	150	150	1,689	3,294	(1,605)	1,800	(111)	
	561	1,093	942	942	942	942	2,239	1,525	942	942	1,043	1,043	13,152	15,472	(2,320)	13,600	(449)	

	3,110	3,347	3,196	3,196	3,196	3,196	4,494	3,779	3,196	3,196	3,297	3,297	40,498	43,501	(3,003)	40,651	(153)	
FRANCHISE FEES																		
Technology Fee (formerly Holidex)	1,188	1,755	1,911	1,845	1,886	1,886	2,075	2,125	1,886	1,886	1,804	1,600	21,847	14,233	7,614	22,042	(196)	
Marketing Fees	2,602	3,509	3,822	3,690	3,772	3,772	4,150	4,250	3,772	3,772	3,608	3,200	43,919	39,626	4,293	44,084	(165)	
Reservation Fees	1,301	1,755	1,911	1,845	1,886	1,886	2,075	2,125	1,886	1,886	1,804	1,600	21,959	19,813	2,146	22,042	(83)	
Franchise Fees	6,504	8,773	9,555	9,225	9,430	9,430	10,375	10,625	9,430	9,430	9,020	8,000	109,796	99,065	10,731	110,210	(414)	
Loyalty Club	4,146	5,264	5,733	5,535	5,658	5,658	6,225	6,375	5,658	5,658	5,412	4,800	66,122	55,242	10,880	66,126	(4)	
Other Fees	1,952	1,755	1,911	1,845	1,886	1,886	2,075	2,125	1,886	1,886	1,804	1,600	22,610	17,964	4,646	22,042	568	
	17,692	22,809	24,843	23,985	24,518	24,518	26,975	27,625	24,518	24,518	23,452	20,800	286,253	245,943	40,309	286,546	(294)	

5. UNDISTRIBUTED EXPENSES (contd.)

													Total	LY	Variance	Budget	Variance	
PROPERTY MAINTENANCE																		
STAFF COSTS																		
Maintenance Wages	5,707	5,938	5,938	6,022	6,022	6,022	6,022	6,022	6,022	6,022	6,022	6,022	71,785	57,890	13,895	72,016	(231)	
Maintenance ERNI	474	416	416	422	422	422	422	422	422	422	422	422	5,099	5,206	(107)	5,041	58	
Staff Benefits / Pension	124	178	178	181	181	181	181	181	181	181	181	181	2,107	1,254	853	2,160	(54)	
	6,305	6,532	6,532	6,625	6,625	6,625	6,625	6,625	6,625	6,625	6,625	6,625	78,991	64,350	14,641	79,218	(227)	
OTHER EXPENSES																		
Staff Meals	120	120	120	120	120	120	120	120	120	120	120	120	1,440	1,000	440	1,440	0	
Training	0	50	50	50	50	50	50	50	50	50	50	50	550	163	388	600	(50)	
Light Bulbs	260	200	85	85	85	85	85	85	85	85	85	85	1,310	1,181	128	1,020	290	
Repairs	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500	76,595	(60,095)	18,000	(1,500)	
Grounds Maintenance	0	150	150	150	150	150	150	150	150	150	150	150	1,650	2,790	(1,140)	1,800	(150)	
Elevators	0	51	500	51	500	51	500	51	500	51	500	51	2,806	8,725	(5,919)	3,306	(500)	
Tools & Equipment	118	600	600	600	600	600	600	600	600	600	600	600	6,718	5,090	1,628	7,200	(482)	
Furniture & Fittings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Electrical & Mechanical	1,517	250	250	250	250	2,500	250	250	250	250	250	250	6,517	6,271	246	5,250	1,267	
Plumbing & Heating	525	700	500	700	500	700	500	700	500	700	500	700	7,225	5,441	1,784	7,200	25	
Painting & Decorating	0	400	100	100	100	100	100	100	100	100	100	100	1,400	1,316	84	1,500	(100)	
Uniforms	0	0	0	12	0	0	0	0	97	11	0	20	140	139	1	140	0	
Maintenance Contracts	748	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,748	12,465	(716)	12,000	(252)	
Operating Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Miscellaneous	0	50	50	50	50	50	50	50	50	50	50	50	550	502	48	600	(50)	
	3,288	5,071	4,905	4,668	4,905	6,906	4,905	4,656	5,002	4,667	4,905	4,676	58,555	121,678	(63,123)	60,056	(1,502)	
	9,594	11,603	11,437	11,293	11,530	13,531	11,530	11,281	11,627	11,292	11,530	11,301	137,546	186,028	(48,482)	139,274	(1,728)	

UTILITIES																		
Electricity	25,462	25,397	20,714	20,812	15,342	13,455	13,135	15,873	18,404	20,648	21,641	21,531	232,413	259,989	(27,576)	227,579	4,834	
Gas	14,486	14,335	10,855	8,672	6,132	4,992	5,445	5,121	4,979	7,181	9,918	10,735	102,850	122,426	(19,575)	96,384	6,466	
Water	1,344	1,342	1,486	1,439	1,486	1,439	1,486	1,486	1,165	1,165	1,128	1,269	16,233	12,609	3,624	16,376	(142)	
Waster Removal	1,455	1,562	3,022	2,518	2,753	2,623	1,590	3,334	(2,445)	3,210	2,066	2,357	24,044	26,359	(2,315)	25,041	(997)	
Carbon Reduction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	42,747	42,637	36,076	33,440	25,712	22,508	21,656	25,814	22,104	32,204	34,752	35,892	375,540	421,382	(45,842)	365,380	10,160	

Elec Cost Per Room	£ 15.34	£ 11.54	£ 9.10	£ 9.25	£ 6.67	£ 5.85	£ 5.25	£ 6.35	£ 8.00	£ 8.98	£ 9.84	£ 10.77	£ 8.91	£ 10.36	-£ 1.45	£ 8.62	£ 0.29
Gas Cost Per Room	£ 8.73	£ 6.52	£ 4.77	£ 3.85	£ 2.67	£ 2.17	£ 2.18	£ 2.05	£ 2.16	£ 3.12	£ 4.51	£ 5.37	£ 4.01	£ 4.88	-£ 0.87	£ 3.68	£ 0.33
Water Cost Per Room	£ 0.81	£ 0.61	£ 0.65	£ 0.64	£ 0.65	£ 0.63	£ 0.59	£ 0.59	£ 0.51	£ 0.51	£ 0.51	£ 0.63	£ 0.61	£ 0.50	£ 0.11	£ 0.61	-£ 0.00
Waste Removal Per Room	£ 0.88	£ 0.71	£ 1.33	£ 1.12	£ 1.20	£ 1.14	£ 0.64	£ 1.33	-£ 1.06	£ 1.40	£ 0.94	£ 1.18	£ 0.90	£ 1.05	-£ 0.15	£ 0.94	-£ 0.04
Carbon Tax Per Room	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
	42,747	42,637	36,076	33,440	25,712	22,508	21,656	25,814	22,104	32,204	34,752	35,892					
	25.75	19.38	15.86	14.86	11.18	9.79	8.66	10.33	9.61	14.00	15.80	17.95					
			20.33		11.94				9.53			15.91					