	JAN	CC.	Mes	APR	MAY	JUN	JUL	AUG	SEP	007	NOV	DEC	VEECCE	150	Monte	D d t	Monte
	ACTUAL	FEB	MAR	APK	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance	Budget	Variance
REVENUE																	
Rooms	£143,668 51%	£144,174 45%	£168,000 49%	£170,000 50%	£172,000 55%	£190,000 48%	£218,700 49%	£202,500	£190,350	£190,350 49%	£178,200 50%	£162,000	£2,129,943 48%	£1,988,522 48%	£141,420 0%	£2,138,100 48%	-£8,158 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
Woodland Facilities	32%	30% CE 439	31%	32%	37% £24,279	33%	33%	30% CEA 373	32%	36%	36% CE 180	44%	34%	34%	0%	34%	0%
woodland Facilities	£1,562	£5,428 2%	£9,575	£24,453 7%	£24,279 8%	£28,866 7%	£35,247 8%	£54,273 13%	£30,132 7%	£15,220 4%	£5,189 1%	£3,027 1%	£237,251 5%	£117,420 2%	£119,830 4%	£243,833 6%	-£6,582 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
Other Income	16% £1,570	15% £26,584	11% £25,000	11% £500	0% £500	11% £500	10% £500	10% £500	11% £25,000	11% £500	13% £500	12% £500	11% £82,153	12% £90,435	-1% -£8,282	11% £55,000	0% £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%	15%	16%	17%	15%	16%	17%	-1%	16%	0%
Food and Beverage	£86,046 30%	£81,628 26%	£94,474 27%	£92,227 27%	£98,511 31%	£101,002 26%	£109,442 25%	£99,483 23%	£111,110 26%	£102,643 26%	£99,154 28%	£123,732 33%	£1,199,452 27%	£1,098,651 29%	£100,802 -1%	£1,206,106 27%	-£6,654 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
Laisuna Facilities	0% £32,879	1% £37,293	2% £32,855	2% £33,382	2% £17,708	2% £35,543	2% £35,627	3% £34,363	2% £37,079	1% £35,350	1% £35,294	1% £35,103	5% £402,477	5% £415,821	0%	5% £396,493	0% £5,984
Leisure Facilities	12%	12%	10%	10%	6%	9%	£35,627 8%	£34,363 8%	9%	9%	10%	9%	9%	9%	-£13,344 1%	£396,493 9%	15,984
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
Color of Marketon	14%	11%	10%	10%	16%	9%	11%	8%	9%	9%	10%	9%	10%	12%	-1%	10%	0%
Sales and Marketing	£4,832 2%	£4,763 1%	£4,294 1%	£5,420 2%	£4,420 1%	£4,420 1%	£4,420 1%	£4,920 1%	£4,420 1%	£4,420 1%	£4,420 1%	£4,420 1%	£55,168 1%	£45,695 1%	£9,473 0%	£54,162 1%	£1,006 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
Property Maintenance	7% £9,176	7% £8,342	6% £13,222	7% £9.815	7% £9.815	6% £9,965	6% £9,615	6% £9,615	6% £10,165	6% £9,815	7% £9,615	6% £9,915	6% £119,076	6% £129,768	0% -£10,693	6% £120,402	0% -£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 8%	£34,402 8%	£32,062	£29,722	£29,722	£28,552 8%	£26,213 7%	£348,886	£351,210 11%	-£2,324 -3%	£343,798 8%	£5,088
		<b>5.</b>	-					0.0	,,,								
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
FIXED OVERHEADS	2%	15%	15%	13%	5%	19%	21%	24%	24%	20%	15%	16%	16%	14%	2%	17%	0%
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%	£1,623 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£2,500 1%	£28,420 1%	£20,873 1%	£7,547 0%	£30,000 1%	-£1,580 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
Head Lease Payment	4% £4,796	4% £4,800	3% £5,000	3% £5,000	4% £5,000	3% £5,000	3% £5,000	3% £5,000	3% £5,000	3% £5,000	3% £5,000	3% £5,000	3% £59,596	3% £64,873	0% -£5,277	3% £60,000	0% -£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
EDITUA	-£12,012	£25,872 8%	£32,U54	£25,475 8%	-£3,556 -1%	14%	£/5,350 17%	£84,049 20%	20%	15%	£33,422 9%	11%	11%	£356,426 9%	£144,/55	11%	£264 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
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	39%	32%	31%	33%	36%	30%	27%	28%	28%	29%	31%	30%	31%	32%	-1%	31%	0%	l
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	l
	3%	3%	2%	4%	4%	4%	3%	4%	4%	4%	4%	4%	4%	2%	1%	4%	23%	ı
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	ı
	1%	1%	1%	2%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	3%	ı
TOTAL MANNING COST	£122,522	£112,368		£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	ı
	43%	35%	34%	39%	42%	36%	31%	33%	32%	34%	37%	35%	36%	36%	0%	36%	0%	11
STATISTICS																		11
																		11
Number of Rooms	110	110	110	110	110	110	110	110	110	110	110	110	1320	1320	0	1320	0	i.
	31	28	31	30	31	30	31	31	30	31	30	31	365	366	-1	365	0	11
Rooms Available	3410	3080	3410	3300	3410	3300	3410	3410	3300	3410	3300	3410	40150	40260	-110	40150	0	i.
Rooms Occupied	1892	2051	2100	2125	2150	2375	2700	2500	2350	2350	2200	2000	26793	25660	1133	26550	243 1%	i.
Occupancy	55%	67%	62%	64%	63%	72%	79%	73%	71%	69%	67%	59%	67%	64%	3%	66% £0	176	i.
Average Room Rate	£76	£70	£80	£80	£80	£80	£81	£81	£81	£81	£81	£81	£79	£77	£2	£81	-£1	11
REVPAR	£42	£47	£49	£52	£50	£58	£64	£59	£58	£56	£54	£48	£53	£49	£4	£53	-£0	11
																£0		11
Sleepers	2078	2523	2730	2763	2795	3088	3510	3250	3055	3055	2860	2600	34306	31405	2901	34515	-209	1
															0.00			'n
2. ROOMS																		1
																		1
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance		Variance	1
																		1
REVENUE																		i
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	i
Chargebacks & Adjustments	2245,000	2244,274	2100,000	2270,000	2272,000	2230,000	2220,700	LEUL,JUU	2130,030	2230,030	2170,200	2102,000	£0	£0	£0	£0	£0	11
No Show & Cancellation Charges													£0	£0	£0	£0	£0	11
																		'n
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	11
STAFF COSTS																		11
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	11
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	i.
Staff Benefits / Pension	£675	£616	£494	£519	£521	£529	£540	£533	£526	£526	£522	£515	£6,515	£7,106	-£591	£6,171	£344	11
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	11
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	'n
TOTAL STAFF COSTS	24%	23%	20%	22%	22%	20%	18%	19%	20%	20%	21%	23%	21%	21%	£35,939 0%	21%	£3,975 0%	'n
OTHER EXPENSES		2010					2070										•	'n
Staff Meals	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£10,560	£10,080	£480	£10,560	£0	11
Crockery & China	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£O	£0	£0	£0	£0	£0	i.
Laundry	£4,140	£5,780		£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	£ 2.70
Cleaning Supplies Guest Supplies	£423 £2,874	£455 £1,411	£546 £1,365	£553 £1,381	£559 £1,398	£618 £1.544	£702 £1.755	£650 £1,625	£611 £1,528	£611 £1,528	£572 £1,430	£520 £1,300	£6,819 £19,138	£6,792 £18.443	£27 £695	£6,903 £17,258	-£84 £1,881	11
Printing & Stationery	£2,874 £449	£1,411	£1,363 £600	£1,000	£600	£600	£1,733	£1,625	£600	£1,000	£1,430 £600	£1,500 £600	£8,074	£8.743	-6669	£8,300	-£226	i.
Uniforms	£0	£110	£300	£60	£60	£300	£60	£60	£300	£60	£60	£50	£1,420	£930	£490	£1,430	-£10	11
Contract Cleaning	-£60	£190	£150	£200	£150	£150	£150	£200	£150	£150	£150	£200	£1,780	£1,425	£355	£1,950	-£170	i
Staff Laundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£38	-£38	£0	£0	i
Commission	£8,538	£9,175		£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	7%
Reservation Expenses Sky TV	£106 £0	£622 £0	£200 £0	£2,728 £0	£2,653 £0	£75	£2,400 £0	£328 £0	i									
Travel Expense	£0	£0	£0 £200	£0	£0	£0 £200	£0	£0	£0	£0 £200	£0	£0	£600	£0 £417	£183	£600	£0	i
Home to Work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	i
Operating Equipment	£0	£20	£100	£0	£0	£100	£0	£0	£100	£0	£0	£100	£420	£1,054	-£635	£400	£20	i
Training Expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£138	-£138	£0	£0	i
Key Cards	£0	£0	£0	£300	O£	O£	O£	£300	£0	£0	£0	£0	£600	£480	£120	£600	£0	i
Miscellaneous TOTAL OTHER EXPENSES	£688 £18,038	£113 £19,182	£200 £22.034	£200	£200 £21,956	£200 £24,575	£200 £27,627	£200 £25,715	£200 £24,309	£200 £24,569	£500 £22,872	£500 £21.150	£3,401 £274,500	£5,723 £268,955	-£2,322 £5,546	£3,000 £275,549	£401 -£1,049	i
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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	1
NET DOOMS DOOF!	000.00		0445.45	0446 101	0440 105	0406 006	0454 004	0407 000	0407.000	0407-005	044= ===	04.05 54.5	64 415 55	04 04 04		04 454 55-	611.66	1
NET ROOMS PROFIT	£90,898	£91,389		£110,181	£112,497	£126,968	£151,301	£137,822	£127,888	£127,628	£117,579	£103,910	£1,410,251 66%	£1,310,315	£99,936	£1,421,335	-£11,084	i
3. FOOD & BEVERAGE	63%	63%	67%	00%	00%	67%	69%	68%	67%	67%	00%	04%	%00	00%	0%	00%	U%	1
																		i
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY	Variance		Variance	i
	JAN	reb	IVIAN	MEN	IVIAT	JUN	JUL	AUG	JEF	UCI	NOV	DEC	TEFCST	Li	variance		variance	i
												7						i
FOOD REVENUE Breakfast	£15.141	620.662	£20.885	£21 122	£21 202	C22 C10	ene 050	C24 0C2	£22 274	£22 274	£21 070	£10 000	£363 C40	£232.573	E20 472	£264.040	-£994	i
Restaurant Dinner	£15,141 £8.149	£20,662 £10.896	£20,885 £11,739	£21,133 £11,879	£21,382 £12,019	£23,619 £13,276	£26,852 £15,093	£24,863 £13,975	£23,371 £13,137	£23,371 £13,137	£21,879 £12,298	£19,890 £11,180	£263,046 £146,777	£232,573 £130,809	£30,473 £15,968	£264,040 £148,415	-£994 -£1.638	i
Restaurant Lunch	£87	£10,896	£956	£11,879 £967	£12,019 £978	£13,276 £1,081	£1,229	£1,138	£1,069	£1.069	£1,001	£11,180 £910	£146,777	£6,152	£4,575	£12,080	-£1,058	i
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	'n
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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
	200,240	200,002	_200,0.7	_200,202		_200,114	_2-10,0-12		_100,010	_100,010			12,750,517		22.10,003	_2,555,-42	224,520
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 FRE COC	C17 077	C24 024	C2C 007	C26 200	C20 C07	C24 2E4	COF 44C	C24 2E0	C22 000	C22 000	C24 070	C20 707	C2E0 247	C212 424	C44.013	C2C4 0C1	CC C15
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
	19%	26%	25%	24%	24%	24%	24%	25%	24%	24%	24%	23%	24%	23%	1%	24%	0%
STAFF COSTS																	
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 C&B	£0 £8,706	£0 £6,847	£345 £7,139	£363 £7,567	£363 £7.567	£413 £7,567	£413 £7,567	£372 £7,567	£427 £7,567	£372 £7,567	£363 £7,567	£413 £7,567	£3,842 £90,793	£0 £98,098	£3,842 -£7,305	£4,529 £89,518	-£686 £1,276
C&B ERNI	£624	£529	£500	£823	£823	£823	£823	£823	£7,307	£823	£7,307	£823	£9,055	£7,863	£1,193	£8,902	£1,276
Staff Benefits / Pension	£737	£598	£214	£227	£227	£227	£227	£227	£227	£227	£227	£227	£3,592	£8,834	-£5,242	£2,686	£907
														·	£0	· ·	£0
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
ER D OTHER EXPENSES	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 Travel Expenses	£240 £0	£350 £53	£400 £0	£0 £0	£0 £0	£400 £0	£0 £0	£0 £0	£400 £0	£0 £0	£0 £0	£0 £0	£1,790 £53	£1,910 £192	-£120 -£139	£1,200 £0	£590 £53
Home to work	£0	£53	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£53	£192	-£139 -£1	£0	£53
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 Glassware	£1,134 £0	£1,204 £0	£735 £0	£744 £0	£753 £0	£831 £0	£945 £0	£875 £0	£823 £0	£823 £0	£770 £0	£700 £0	£10,336 £0	£11,659 £0	-£1,323 £0	£9,293 £0	£1,044 £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		£188	£0	£250	£0	£250 £0	£0 £0	£250 £0	£0 £0	£250 £0	£0	£250	£1,674	£1,251	£423	£1,500 £0	£174 £1,533
	£236		-								f0	£0	£1,533	£256	£1.277		
Conf Miscellaneous	£1,476	£57	£0	£0 £7.865	£0 £11,930	£7.765	£12.110	£9.540	£14.350	£10.150	£10.110	£23.140		£152 689			
Conf Miscellaneous											£10,110	£23,140	£145,034	£152,689	-£7,655	£142,960	£2,074
	£1,476	£57									£10,110 £41,180	£23,140 £61,847		£152,689 £466,123			

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	ост	NOV	DEC	YEFCST	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 Axe Throwing	£0 £33	£1,045 £408	£3,383 £1,097	£8,623 £2,394	£10,347 £2,993	£11,437 £2,993	£14,076 £3,990	£22,874 £5,985	£14,076 £2,394	£6,158 £1,397	£0 £0	£0	£92,019 £23,682	£17,861 £16,428	£74,158 £7,254	£95,203 £23,242	-£3,184 £440
Sponsorship	133	1400	11,057	12,334	12,555	12,333	13,330	13,363	12,334	11,337	10	10	£0	£0,428	£0	£0	£0
	£0	£167											£167	£4,604	-£4,437	£0	£167
	£0	£106											£106	£2,537	-£2,431	£0	£106
Food	£0 £0	£0 £0	£321 £321	£795 £795	£731 £731	£900 £900	£1,088 £1,088	£1,650 £1,650	£908 £908	£476 £476	£225 £225	£131 £131	£7,224 £7,224	£0 £0	£7,224 £7,224	£7,806 £7,806	-£581 -£581
Beverage	£U	EU	£321	£/95	1/31	£900	£1,088	£1,05U	1908	14/0	£225	£121	£1,224	EU	£7,224	17,800	-E381
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
0.50			077	04.05	045-	0457	040		04.07		077	95.1	£0	£0	£0	£0	£0
Staff Benefits / Pension Reception ERNI	£0 £0	£0 £0	£76 £250	£105 £463	£102 £449	£183 £852	£121 £544	£271 £1,291	£168 £778	£82 £348	£78 £330	£51 £192	£1,238 £5,498	£419 £1,306	£819 £4,192	£1,313 £5,700	-£75 -£202
Reception Exist	10	10	EZJU	1403	L743	LOJZ	EJ44	£1,291	1//6	1340	E330	£132	23,436	£1,300	14,152	13,700	-1202
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
	21%	7%	30%	17%	16%	25%	13%	20%	22%	21%	58%	64%	12%	46%	-34%	13%	0%
COST OF SALES																	
Scorecards / leaflets	£0	£0	£250	£0	£0	£0	£250	£0	£0	£0	£0	£0	£500	£0	£500	£500	£O
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
Marketing	£0	£905	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,905	£1,944	£1,962	£3,600	£305
Replacement Equipment H&S Checks & Admin	£0 £0	£0 £0	£350 £900	£0 £0	£200 £0	£0 £0	£350 £800	£0 £0	£200 £0	£0 £500	£0 £0	£0 £0	£1,100 £2,200	£0 £0	£1,100 £2,200	£1,100 £2,200	£0 £0
Maintenace	£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 Printing & Stationery	£0	£0 £0	£0	£2,000	£0	£0 £400	£0	£0 £100	£0	£0	£0	£0	£2,000 £500	£0 £257	£2,000 £243	£2,000 £1,000	£0 -£500
Uniforms	£0	£17	£0	£500	£0	£00	£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				£1,216	£2,563	-£1,347	£1,100	£116
Staff Meals	£80 £85	£80	£50	£50	£50	£50	£50	£50	£50	£50	£0	£0	£560	£810	-£250	£400	£160 -£6
Misc	185	£109	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,194	£911	£283	£1,200	-10
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	-CE 277	£51,808	-6077
TOTAL DEFT COS	1328	13,339	13,049	17,375	13,510	10,529	E/,409	E11,00/	10,053	14,00/	13,3/3	12,092	130,831	137,208	-£6,377	131,608	-£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																	
LEISUNE 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	020 444	620.406	C24 222	C24 CEE	COF 00-		C22 C22	C24 4C4	caa .=c	C24 700	C24 245	626.55	0270 46	6076 55		6367.465	CF 00 :
Club Costs 3D Profit Share	£29,414 £3,465	£32,196 £5,097	£31,330 £1,525	£31,255 £2.127	£25,297 -£7,589	£32,009 £3,534	£32,692 £2.936	£31,461 £2.902	£33,476 £3,604	£31,730 £3,620	£31,349 £3.946	£30,287 £4,816	£372,496 £29,981	£376,559 £39,262	-£4,064 -£9,281	£367,162 £29,332	£5,334 £650
55 FIGHE SHARE	13,403	13,057	11,323	12,12/	-17,309	13,334	12,330	22,302	23,004	13,020	23,340	14,010	£23,361	139,202	-13,201	129,032	1030
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 LEIGUE PROFIT	045	00.000				00	05	00		05 :	00					0	
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	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
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Second   Control   Contr	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
Substitution   1386	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
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