

|                                 | A                          | B                                       | C  | (B-C)  |                               |
|---------------------------------|----------------------------|---|--|--|-------------------------------|
|                                 | Budget for<br>Year 2018/19 | Budget to<br>end of<br>November<br>2018 | Actuals to<br>end of<br>November<br>2018 | Variance as<br>at end of<br>November<br>2018 | Proposed<br>Budget<br>2019/20 |
| <b>GOLF COURSE</b>              |                            |   |  |  |                               |
| Repair & Maintenance            | £4,950                     | £3,300                                  | £2,904                                   | £396   | £4,950                        |
| Premises Insurance              | £950                       | £633                                    | £633                                     | -£0  | £710                          |
| Equipment Maintenance           | £1,000                     | £667                                    | £0                                       | £667   | £1,020                        |
| General Expenses - VAT          | £5,000                     | £3,333                                  | £3,384                                   | -£51   | £5,100                        |
| Licence Fees                    | £200                       | £133                                    | £0                                       | £133   | £200                          |
| Direct Telephones               | £800                       | £533                                    | £0                                       | £533   | £820                          |
| <b>Controlled Running Costs</b> | <b>£12,900</b>             | <b>£8,599</b>                           | <b>£6,921</b>                            | <b>£1,678</b>                                | <b>£12,800</b>                |
| Other Income                    | -£154,500                  | -£115,875                               | -£115,875                                | £0   | -£159,130                     |
| Rent Income                     | -£5,300                    | -£5,300                                 | -£5,250                                  | -£50   | -£5,300                       |
| <b>Controlled Income</b>        | <b>-£159,800</b>           | <b>-£121,175</b>                        | <b>-£121,125</b>                         | <b>-£50</b>                                  | <b>-£164,430</b>              |
| Direct Salaries                 | £4,660                     | £3,106                                  | £3,107                                   | -£0  | £4,660                        |
| Central Recharges               | £11,830                    | £7,886                                  | £7,887                                   | -£1  | £11,830                       |
| Departmental Overheads          | £1,780                     | £1,187                                  | £1,187                                   | -£0  | £1,780                        |
| <b>Rechargeable Costs</b>       | <b>£18,270</b>             | <b>£12,179</b>                          | <b>£12,180</b>                           | <b>-£1</b>                                   | <b>£18,270</b>                |
| <b>Cobtree Golf Course</b>      | <b>-£128,630</b>           | <b>-£100,397</b>                        | <b>-£102,024</b>                         | <b>£1,627</b>                                | <b>-£133,360</b>              |
| MBC 2/9ths share                | £28,584                    | £22,310                                 | £22,672                                  | -£361  | £29,640                       |
| <b>CMET Total</b>               | <b>-£100,046</b>           | <b>-£78,087</b>                         | <b>-£79,352</b>                          | <b>£1,265</b>                                | <b>-£103,720</b>              |
| <b>MANOR PARK</b>               |                            |   |  |  |                               |
| Salaries                        | £49,990                    | £33,323                                 | £32,574                                  | £750   | £51,490                       |
| Overtime                        | £4,000                     | £2,666                                  | £1,257                                   | £1,409                                       | £4,000                        |
| Employers NI                    | £4,640                     | £3,093                                  | £3,119                                   | -£26   | £4,780                        |
| Employers Superannuation        | £7,050                     | £4,700                                  | £4,770                                   | -£71   | £7,260                        |
| Employee Insurances             | £820                       | £547                                    | £547                                     | -£0  | £840                          |
| <b>Employee Costs</b>           | <b>£66,500</b>             | <b>£44,329</b>                          | <b>£42,266</b>                           | <b>£2,063</b>                                | <b>£68,370</b>                |
| Medical Recharges               | £60                        | £40                                     | £40                                      | -£0  | £40                           |
| Repairs & Maintenance           | £87,000                    | £57,994                                 | £56,745                                  | £1,249                                       | £87,100                       |
| Gas                             | £3,600                     | £2,400                                  | £2,001                                   | £399   | £3,960                        |
| Electricity                     | £7,980                     | £4,655                                  | £4,515                                   | £140   | £8,860                        |
| Water Metered                   | £1,180                     | £1,180                                  | £645                                     | £535   | £1,180                        |

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|---|----------------------------|---|--|--|-------------------------------|
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| Sewerage & Env Services                   | £1,080                     | £630                                    | -£1                                      | £631   | £1,080                        |
| Trade Refuse Collection (Internal)        | £13,000                    | £8,666                                  | £7,140                                   | £1,526                                       | £13,260                       |
| Premises Insurance                        | £860                       | £573                                    | £573                                     | -£0  | £2,400                        |
| Public Transport                          | £0                         | £0                                      | £30                                      | -£30   | £0                            |
| Casual User Allowance                     | £600                       | £400                                    | £0                                       | £400   | £620                          |
| Equipment Purchase                        | £1,000                     | £667                                    | £755                                     | -£88   | £1,020                        |
| Equipment Maintenance                     | £2,000                     | £1,333                                  | £2,497                                   | -£1,164                                      | £2,040                        |
| Equipment Rental                          | £0                         | £0                                      | £48                                      | -£48   | £0                            |
| Equipment Hire                            | £500                       | £333                                    | £290                                     | £44  | £510                          |
| Materials & Supplies                      | £1,000                     | £667                                    | £163                                     | £504   | £1,020                        |
| Catering Provisions                       | £0                         | £0                                      | £6                                       | -£6  | £0                            |
| Cash Collection                           | £2,310                     | £1,347                                  | £1,531                                   | -£184  | £2,370                        |
| Protective Clothes                        | £500                       | £333                                    | £0                                       | £333   | £510                          |
| Printing                                  | £0                         | £0                                      | £1                                       | -£1  | £0                            |
| Photocopying                              | £500                       | £333                                    | £195                                     | £138   | £510                          |
| Stationery                                | £200                       | £133                                    | £0                                       | £133   | £210                          |
| General Expenses                          | £500                       | £333                                    | £695                                     | -£362  | £510                          |
| General Expenses - VAT                    | £5,000                     | £3,333                                  | £4,177                                   | -£844  | £5,100                        |
| Audit Fee                                 | £4,500                     | £0                                      | £0                                       | £0   | £4,590                        |
| Licence Fees                              | £0                         | £0                                      | £102                                     | -£102  | £0                            |
| Professional Services                     | £7,490                     | £4,494                                  | £6,755                                   | -£2,261                                      | £7,640                        |
| Professional Services Security            | £11,000                    | £7,333                                  | £9,721                                   | -£2,388                                      | £11,220                       |
| Direct Telephones                         | £200                       | £133                                    | £106                                     | £27  | £210                          |
| Mobile Telephones                         | £100                       | £67                                     | £264                                     | -£197  | £110                          |
| Mobile Telephones - Cashless Parking      | £1,500                     | £1,000                                  | £833                                     | £167   | £1,530                        |
| Conferences                               | £0                         | £0                                      | £247                                     | -£247  | £0                            |
| Other Subscriptions                       | £0                         | £0                                      | £369                                     | -£369  | £0                            |
| General Insurances                        | £180                       | £120                                    | £120                                     | -£0  | £960                          |
| External Print & Graphics                 | £160                       | £107                                    | £0                                       | £107   | £170                          |
| <b>Controlled Running Costs</b>           | <b>£154,000</b>            | <b>£98,604</b>                          | <b>£100,563</b>                          | <b>-£1,959</b>                               | <b>£158,730</b>               |
| Fees & Charges - Car Parking              | -£73,450                   | -£56,750                                | -£68,026                                 | £11,276                                      | -£90,000                      |
| Other Income - Cobtree Charity Trust Ltd. | -£45,000                   | £0                                      | £0                                       | £0   | -£40,000                      |
| Other Income                              | -£5,000                    | -£3,333                                 | -£4,391                                  | £1,058                                       | -£5,000                       |
| Licences                                  | -£420                      | -£280                                   | -£650                                    | £370   | -£420                         |

|                           | A                       | B                              | C                               | (B-C)                               | Proposed Budget 2019/20 |
|---------------------------|-------------------------|--------------------------------|---------------------------------|-------------------------------------|-------------------------|
|                           | Budget for Year 2018/19 | Budget to end of November 2018 | Actuals to end of November 2018 | Variance as at end of November 2018 |                         |
| Rent Income               | -£26,000                | -£17,323                       | -£17,418                        | £95                                 | -£26,000                |
| <b>Controlled Income</b>  | <b>-£149,870</b>        | <b>-£77,687</b>                | <b>-£90,485</b>                 | <b>£12,798</b>                      | <b>-£161,420</b>        |
| Direct Salaries           | £2,810                  | £1,873                         | £1,873                          | -£0                                 | £2,810                  |
| Central Recharges         | £20,100                 | £13,399                        | £13,400                         | -£1                                 | £20,100                 |
| Departmental Overheads    | £1,110                  | £740                           | £740                            | -£0                                 | £1,110                  |
| <b>Rechargeable Costs</b> | <b>£24,020</b>          | <b>£16,012</b>                 | <b>£16,013</b>                  | <b>-£2</b>                          | <b>£24,020</b>          |
| <b>Cobtree Manor Park</b> | <b>£94,650</b>          | <b>£81,258</b>                 | <b>£68,358</b>                  | <b>£12,900</b>                      | <b>£89,700</b>          |

| <b>KENT LIFE</b>                  |                 |                 |                 |               |                 |
|-----------------------------------|-----------------|-----------------|-----------------|---------------|-----------------|
|                                   |                 |                 |                 |               |                 |
| Repairs & Maintenance of Premises | £1,500          | £1,500          | £1,500          | £0            | £1,500          |
| Premises Insurance                | £2,110          | £1,407          | £1,407          | -£0           | £4,640          |
| General Expenses                  | £3,580          | £2,386          | £0              | £2,386        | £3,650          |
| General Expenses - VAT            | £5,000          | £3,333          | £2,840          | £493          | £5,100          |
| <b>Controlled Running Costs</b>   | <b>£12,190</b>  | <b>£8,626</b>   | <b>£5,746</b>   | <b>£2,880</b> | <b>£14,890</b>  |
| Other Income                      | -£64,000        | -£32,000        | -£32,000        | £0            | -£71,170        |
| <b>Controlled Income</b>          | <b>-£64,000</b> | <b>-£32,000</b> | <b>-£32,000</b> | <b>£0</b>     | <b>-£71,170</b> |
| Direct Salaries                   | £2,660          | £1,773          | £1,773          | -£0           | £2,660          |
| Central Recharges                 | £13,440         | £8,959          | £8,960          | -£1           | £13,440         |
| Departmental Overheads            | £1,020          | £680            | £680            | -£0           | £1,020          |
| <b>Rechargeable Costs</b>         | <b>£17,120</b>  | <b>£11,412</b>  | <b>£11,413</b>  | <b>-£1</b>    | <b>£17,120</b>  |
| <b>Kent Life</b>                  | <b>-£34,690</b> | <b>-£11,962</b> | <b>-£14,841</b> | <b>£2,879</b> | <b>-£39,160</b> |

| <b>CAFÉ/VISITOR CENTRE</b>       |                |                |                |             |           |
|----------------------------------|----------------|----------------|----------------|-------------|-----------|
|                                  |                |                |                |             |           |
| Salaries                         | £10,750        | £10,750        | £11,547        | -£797       | £0        |
| Overtime                         | £5,530         | £5,530         | £5,034         | £496        | £0        |
| Employers NI                     | £780           | £780           | £859           | -£79        | £0        |
| Employers Superannuation         | £1,110         | £1,110         | £999           | £111        | £0        |
| Holiday In Excess                | £1,040         | £1,040         | £568           | £472        | £0        |
| Agency Temp Staff                | £920           | £920           | £922           | -£2         | £0        |
| <b>Employee Costs</b>            | <b>£20,130</b> | <b>£20,130</b> | <b>£19,930</b> | <b>£200</b> | <b>£0</b> |
| Repairs & Maintenance of Grounds | £0             | £0             | £253           | -£253       | £0        |

|  | A                       | B                              | C                               | (B-C)                               | Proposed Budget 2019/20 |
|--|-------------------------|--------------------------------|---------------------------------|-------------------------------------|-------------------------|
|  | Budget for Year 2018/19 | Budget to end of November 2018 | Actuals to end of November 2018 | Variance as at end of November 2018 |                         |
| Cleaning Materials                       | £0                      | £0                             | £16                             | -£16                                | £0                      |
| Contract Cleaning                        | £1,470                  | £1,470                         | £1,469                          | £1                                  | £0                      |
| Trade Refuse Collection (Internal)       | £360                    | £360                           | £360                            | £0                                  | £0                      |
| Premises Insurance                       | £350                    | £233                           | £233                            | -£0                                 | £0                      |
| Equipment Purchase                       | £290                    | £290                           | £328                            | -£38                                | £0                      |
| Equipment Rental                         | £500                    | £500                           | £1,005                          | -£505                               | £0                      |
| Materials & Supplies                     | £50                     | £50                            | £835                            | -£785                               | £0                      |
| Catering Provisions                      | £11,360                 | £11,360                        | £11,363                         | -£3                                 | £0                      |
| Cash Collection                          | £610                    | £610                           | £180                            | £431                                | £0                      |
| Printing                                 | £0                      | £0                             | £19                             | -£19                                | £0                      |
| Bank Charges                             | £0                      | £0                             | £231                            | -£231                               | £0                      |
| Professional Services                    | £0                      | £0                             | £335                            | -£335                               | £0                      |
| Mobile Telephones                        | £10                     | £10                            | £16                             | -£6                                 | £0                      |
| General Insurances                       | £0                      | £0                             | £0                              | £0                                  | £0                      |
| <b>Controlled Running Costs</b>          | <b>£15,000</b>          | <b>£14,883</b>                 | <b>£16,643</b>                  | <b>-£1,759</b>                      | <b>£0</b>               |
| Sales                                    | -£15,750                | -£15,750                       | -£17,219                        | £1,469                              | £0                      |
| Other Income                             | £0                      | £0                             | -£14,098                        | £14,098                             | £0                      |
| Other Income                             | -£6,400                 | -£6,400                        | -£6,402                         | £2                                  | £0                      |
| Rent Income                              | -£20,000                | -£10,000                       | -£16,130                        | £6,130                              | -£20,000                |
| <b>Controlled Income</b>                 | <b>-£42,150</b>         | <b>-£32,150</b>                | <b>-£53,849</b>                 | <b>£21,699</b>                      | <b>-£20,000</b>         |
| Direct Salaries                          | £4,800                  | £3,200                         | £3,200                          | -£0                                 | £4,800                  |
| Central Recharges                        | £11,960                 | £7,973                         | £7,973                          | -£1                                 | £11,960                 |
| Departmental Overheads                   | £1,990                  | £1,327                         | £1,327                          | -£0                                 | £1,990                  |
| <b>Rechargeable Costs</b>                | <b>£18,750</b>          | <b>£12,499</b>                 | <b>£12,500</b>                  | <b>-£1</b>                          | <b>£18,750</b>          |
| <b>Cobtree Manor Park Visitor Centre</b> | <b>£11,730</b>          | <b>£15,362</b>                 | <b>-£4,776</b>                  | <b>£20,138</b>                      | <b>-£1,250</b>          |
|  |                         |                                |                                 |                                     |                         |
| <b>OVERALL TOTALS</b>                    | <b>-£28,356</b>         | <b>£6,572</b>                  | <b>-£30,611</b>                 | <b>£37,182</b>                      | <b>-£54,430</b>         |