

Imperial College Union  
**Management Accounts March 2021**  
 Union

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Block Grant	157,101	157,101	(0)	1,256,808	1,256,808	(0)	1,250,433	1,885,213	1,885,213
Other Income	28,319	30,307	(1,988)	326,449	327,675	(1,225)	265,670	322,439	393,459
Retail Contribution	(13,735)	(15,817)	2,082	(86,659)	(89,534)	2,876	125,008	102,849	(165,071)
Venues Contribution	(8,850)	(5,419)	(3,431)	(82,442)	(67,873)	(14,569)	80,203	(34,156)	(94,350)
<b>Income Total</b>	<b>162,835</b>	<b>166,172</b>	<b>(3,337)</b>	<b>1,414,157</b>	<b>1,427,076</b>	<b>(12,919)</b>	<b>1,721,314</b>	<b>2,276,344</b>	<b>2,019,251</b>
<b>Expenditure</b>									
Education & Welfare	(405)	(3,912)	3,507	(19,663)	(24,391)	4,728	(74,631)	(80,860)	(59,240)
Advice & Support	(3,059)	(3,136)	76	(35,342)	(35,394)	52	(32,163)	(51,737)	(47,936)
Student Opportunities & Development	(38,037)	(39,106)	1,069	(363,231)	(361,864)	(1,367)	(203,847)	(589,040)	(521,413)
Minibus Service	(1,972)	(2,143)	171	(18,096)	(18,176)	79	(52,260)	(55,467)	(31,082)
Marketing & Communications	(11,294)	(12,100)	806	(110,328)	(110,975)	647	(173,816)	(169,471)	(163,348)
Leadership & Governance	(46,601)	(46,579)	(21)	(523,907)	(518,063)	(5,844)	(607,865)	(770,529)	(712,088)
Finance	(15,683)	(14,689)	(995)	(107,840)	(106,889)	(950)	(146,706)	(171,491)	(165,644)
Systems	(16,229)	(16,522)	292	(142,483)	(143,139)	655	(134,549)	(242,085)	(221,310)
Central Services	(7,254)	(7,407)	153	(80,310)	(84,153)	3,843	(162,479)	(113,228)	(115,650)
<b>Expenditure Total</b>	<b>(140,535)</b>	<b>(145,592)</b>	<b>5,058</b>	<b>(1,401,200)</b>	<b>(1,403,044)</b>	<b>1,843</b>	<b>(1,588,316)</b>	<b>(2,243,908)</b>	<b>(2,037,711)</b>
<b>Operating Surplus/(Deficit)</b>	<b>22,300</b>	<b>20,579</b>	<b>1,721</b>	<b>12,957</b>	<b>24,032</b>	<b>(11,076)</b>	<b>132,998</b>	<b>32,436</b>	<b>(18,460)</b>
Depreciation	(18,701)	(17,871)	(829)	(156,173)	(154,514)	(1,659)	(177,261)	(243,038)	(226,000)
Restructuring Costs	(1,120)	-	(1,120)	(154,670)	(153,200)	(1,470)	-	(161,860)	(153,200)
<b>Total Surplus/(Deficit)</b>	<b>2,479</b>	<b>2,708</b>	<b>(229)</b>	<b>(297,886)</b>	<b>(283,682)</b>	<b>(14,205)</b>	<b>(44,263)</b>	<b>(372,462)</b>	<b>(397,660)</b>

Imperial College Union  
**Management Accounts March 2021**  
 Education & Welfare

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
<b>General</b>									
Grant Receivable	-	-	-	-	-	-	-	-	-
<b>General Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Income Total</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	-	-	-	(14,861)	(14,861)	-	(65,463)	(58,320)	(40,000)
Temporary Staff	-	-	-	-	-	-	10	(750)	-
<b>Staff Costs Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(14,861)</u>	<u>(14,861)</u>	<u>-</u>	<u>(65,452)</u>	<u>(59,070)</u>	<u>(40,000)</u>
<b>Operational Costs</b>									
Teaching Awards	-	-	-	(1,936)	(1,936)	-	-	(5,000)	(6,000)
Student Rep Network	-	(250)	250	-	(500)	500	(2,455)	(1,500)	(1,500)
Liberation Groups	(22)	(783)	761	(322)	(1,867)	1,545	2,160	(5,000)	(5,000)
Elections	(125)	(2,500)	2,375	(125)	(2,500)	2,375	(498)	(4,000)	(2,500)
Campaigns	-	(115)	115	(311)	(540)	230	(351)	(2,500)	(1,000)
Consumables	-	-	-	-	-	-	(7)	-	-
Hospitality	-	-	-	-	-	-	(112)	-	-
Printing Costs	-	-	-	-	-	-	(15)	-	-
Publicity	-	-	-	-	-	-	(23)	-	-
Recruitment Cost	-	-	-	-	-	-	(3,519)	-	-
Stationery	-	-	-	-	-	-	(8)	-	-
Subscriptions	(258)	(263)	5	(2,109)	(2,187)	78	-	(3,240)	(3,240)
Telephones	-	-	-	-	-	-	(216)	-	-
Training	-	-	-	-	-	-	(426)	-	-
Travel	-	-	-	-	-	-	(94)	(550)	-
<b>Operational Costs Subtotal</b>	<u>(405)</u>	<u>(3,912)</u>	<u>3,507</u>	<u>(4,802)</u>	<u>(9,530)</u>	<u>4,728</u>	<u>(5,566)</u>	<u>(21,790)</u>	<u>(19,240)</u>
<b>Expenditure Total</b>	<u>(405)</u>	<u>(3,912)</u>	<u>3,507</u>	<u>(19,663)</u>	<u>(24,391)</u>	<u>4,728</u>	<u>(71,018)</u>	<u>(80,860)</u>	<u>(59,240)</u>
<b>Net Surplus/(Deficit)</b>	<u>(405)</u>	<u>(3,912)</u>	<u>3,507</u>	<u>(19,663)</u>	<u>(24,391)</u>	<u>4,728</u>	<u>(71,018)</u>	<u>(80,860)</u>	<u>(59,240)</u>

Imperial College Union  
**Management Accounts March 2021**  
 Advice & Support

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(2,942)	(2,942)	-	(34,470)	(34,468)	(2)	(28,917)	(47,187)	(46,236)
<b>Staff Coss Subtotal</b>	<b>(2,942)</b>	<b>(2,942)</b>	<b>-</b>	<b>(34,470)</b>	<b>(34,468)</b>	<b>(2)</b>	<b>(28,917)</b>	<b>(47,187)</b>	<b>(46,236)</b>
<b>Operational Costs</b>									
Affiliation Fees	(41)	(42)	0	(223)	(224)	0	(1,371)	(390)	(390)
Carriage	-	-	-	-	-	-	(11)	-	-
Consumables	-	-	-	-	-	-	(7)	-	-
Hospitality	-	-	-	-	-	-	(25)	-	-
Insurance	(19)	(24)	5	(151)	(162)	11	-	(260)	(260)
Legal & Professional	-	-	-	-	-	-	(570)	-	-
Licences	-	-	-	-	-	-	-	-	-
Printing Costs	-	-	-	-	-	-	(182)	(1,000)	-
Publicity	-	(42)	42	-	(83)	83	(216)	(1,100)	(250)
Research	-	-	-	-	-	-	-	(1,000)	-
Subscriptions	(57)	(86)	29	(398)	(456)	58	(683)	(800)	(800)
Telephones	-	-	-	-	-	-	(181)	-	-
Training	-	-	-	(99)	-	(99)	-	-	-
<b>Operational Costs Subtotal</b>	<b>(117)</b>	<b>(194)</b>	<b>76</b>	<b>(872)</b>	<b>(926)</b>	<b>54</b>	<b>(3,246)</b>	<b>(4,550)</b>	<b>(1,700)</b>
<b>Expenditure Total</b>	<b>(3,059)</b>	<b>(3,136)</b>	<b>76</b>	<b>(35,342)</b>	<b>(35,394)</b>	<b>52</b>	<b>(32,163)</b>	<b>(51,737)</b>	<b>(47,936)</b>
<b>Net Surplus/(Deficit)</b>	<b>(3,059)</b>	<b>(3,136)</b>	<b>76</b>	<b>(35,342)</b>	<b>(35,394)</b>	<b>52</b>	<b>(32,163)</b>	<b>(51,737)</b>	<b>(47,936)</b>

Imperial College Union  
**Management Accounts March 2021**  
 Student Opportunities & Development

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Associate Membership Fees	-	124	(124)	258	506	(247)	19,507	16,044	1,000
Life Membership Fees	167	74	93	1,823	1,704	119	3,880	5,457	2,000
Other Fees & Sales	-	-	-	-	-	-	26,930	2,192	-
<b>Income Total</b>	<b>167</b>	<b>198</b>	<b>(31)</b>	<b>2,081</b>	<b>2,210</b>	<b>(128)</b>	<b>50,318</b>	<b>23,693</b>	<b>3,000</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(19,559)	(19,560)	1	(157,616)	(155,604)	(2,012)	(142,333)	(231,669)	(235,570)
Temporary Staff	-	-	-	189	189	0	(12,393)	(7,500)	189
<b>Staff Costs Subtotal</b>	<b>(19,559)</b>	<b>(19,560)</b>	<b>1</b>	<b>(157,427)</b>	<b>(155,415)</b>	<b>(2,012)</b>	<b>(154,726)</b>	<b>(239,169)</b>	<b>(235,381)</b>
<b>Operational Costs</b>									
Affiliation Fees	(1)	(0)	(1)	(0)	0	(0)	(7,704)	-	(0)
Card Commission	(80)	(451)	371	(1,377)	(2,198)	821	(12,349)	(12,000)	(4,000)
Cleaning	-	-	-	-	-	-	(250)	-	-
Consumables	-	-	-	-	-	-	(1,178)	-	-
CSP Grants	(18,550)	(18,550)	-	(201,402)	(201,401)	(0)	-	(328,602)	(275,602)
Cultural Activities	-	-	-	-	-	-	(5,533)	-	-
Engraving & Signwriting	-	-	-	-	-	-	(2,076)	(1,400)	(1,400)
Entrance Fee Competition	-	(0)	0	(50)	(50)	0	(1,680)	-	(50)
Entrance Fee Conference	-	-	-	-	-	-	(1,611)	-	-
Equipment Hire	-	0	(0)	(33)	(33)	(0)	(3,324)	(400)	(33)
Equipment Purchase	(295)	(81)	(214)	(1,188)	(678)	(510)	(2,797)	-	(1,000)
Fines Expend	-	-	-	50	50	-	(880)	-	50
Goods for Resale	-	-	-	-	-	-	-	-	-
Grants Payable	-	-	-	-	-	-	(500)	(500)	-
Ground Hire	-	-	-	-	-	-	(432)	-	-
Health & Safety	-	-	-	-	-	-	(341)	-	-
Hospitality	-	-	-	-	-	-	(869)	-	-
Instructors	-	-	-	-	-	-	-	-	-
Insurance	-	(325)	325	-	(651)	651	-	(1,952)	(1,952)
Late Taxes	-	-	-	-	-	-	(18)	-	-
Legal & Professional	-	-	-	(650)	-	(650)	(171)	-	-
Maintenance	-	-	-	(427)	(35)	(392)	(138)	-	(35)
Maintenance Contracts	-	-	-	-	-	-	-	-	-
Postage	(13)	-	(13)	(22)	(10)	(13)	(15)	-	(10)
Printing Costs	(11)	-	(11)	(11)	-	(11)	(636)	(2,717)	-
Publicity	-	-	-	-	-	-	(156)	(200)	-
Recruitment Costs	-	-	-	-	-	-	(3,354)	-	-
Referees	-	-	-	-	-	-	-	-	-
Staff Subsistence	-	-	-	-	-	-	(110)	-	-
Staff Training	-	-	-	-	-	-	(153)	-	-
Student Training	-	-	-	-	-	-	(30)	(1,900)	-
Subscriptions	(19)	(20)	1	(401)	(422)	21	(298)	-	(500)
Telephones	-	-	-	-	-	-	(557)	-	-
Travel	-	-	-	-	-	-	(1,258)	(200)	-
Uniforms	-	-	-	-	-	-	(93)	-	-
Other	490	(120)	609	(293)	(1,022)	729	(614)	-	(1,500)
<b>Operational Costs Subtotal</b>	<b>(18,478)</b>	<b>(19,546)</b>	<b>1,068</b>	<b>(205,804)</b>	<b>(206,449)</b>	<b>645</b>	<b>(49,121)</b>	<b>(349,871)</b>	<b>(286,032)</b>
<b>Expenditure Total</b>	<b>(38,037)</b>	<b>(39,106)</b>	<b>1,069</b>	<b>(363,231)</b>	<b>(361,864)</b>	<b>(1,367)</b>	<b>(203,847)</b>	<b>(589,040)</b>	<b>(521,413)</b>
<b>Net Surplus/(Deficit)</b>	<b>(37,870)</b>	<b>(38,908)</b>	<b>1,038</b>	<b>(361,149)</b>	<b>(359,654)</b>	<b>(1,496)</b>	<b>(153,529)</b>	<b>(565,347)</b>	<b>(518,413)</b>

Imperial College Union  
**Management Accounts March 2021**  
 Minibus Service

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Minibus Sales	310	(0)	310	518	208	310	80,918	50,000	208
Profit on disposal of Fixed Assets	-	-	-	4,052	4,052	-	-	-	12,490
<b>Income Total</b>	<b>310</b>	<b>(0)</b>	<b>310</b>	<b>4,570</b>	<b>4,261</b>	<b>310</b>	<b>80,918</b>	<b>50,000</b>	<b>12,698</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	-	-	-	-	-	-	(11,333)	-	-
Temporary Staff	-	0	(0)	(74)	(74)	(0)	(12,605)	(350)	(74)
<b>Staff Costs Subtotal</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>(74)</b>	<b>(74)</b>	<b>(0)</b>	<b>(23,939)</b>	<b>(350)</b>	<b>(74)</b>
<b>Operational Costs</b>									
Cleaning	-	-	-	-	-	-	-	(600)	-
Consumables	-	-	-	-	-	-	(248)	(372)	-
Equipment Hire	-	-	-	-	-	-	(4,500)	(10,178)	-
Equipment Purchase	-	-	-	-	-	-	(29)	-	-
Fines	-	-	-	(373)	(278)	(95)	(390)	-	(278)
Fuel	-	-	-	(50)	(50)	-	(107)	-	(50)
Insurance	(1,698)	(1,698)	-	(13,584)	(13,584)	-	(13,184)	(20,376)	(20,376)
Introductions	-	-	-	-	-	-	-	(1,417)	-
Legal & Professional	-	-	-	-	-	-	(267)	-	-
Licences	-	(79)	79	(1,196)	(1,186)	(10)	(1,105)	(2,628)	(1,500)
Maintenance	-	-	-	(665)	(665)	-	(8,832)	(10,500)	(5,000)
Maintenance Contracts	(274)	(291)	17	(2,085)	(2,120)	35	(1,952)	(1,692)	(3,285)
Parking	-	(75)	75	-	(150)	150	(1,443)	(1,516)	(450)
Sports Training	-	-	-	-	-	-	-	(5,838)	-
Telephones	-	-	-	-	-	-	(69)	-	-
Travel	-	(0)	0	(69)	(69)	0	4,370	-	(69)
Other	-	-	-	-	-	-	(564)	-	-
<b>Operational Costs Subtotal</b>	<b>(1,972)</b>	<b>(2,143)</b>	<b>171</b>	<b>(18,022)</b>	<b>(18,102)</b>	<b>79</b>	<b>(28,321)</b>	<b>(55,117)</b>	<b>(31,008)</b>
<b>Expenditure Total</b>	<b>(1,972)</b>	<b>(2,143)</b>	<b>171</b>	<b>(18,096)</b>	<b>(18,176)</b>	<b>79</b>	<b>(52,260)</b>	<b>(55,467)</b>	<b>(31,082)</b>
<b>Net Surplus/(Deficit)</b>	<b>(1,662)</b>	<b>(2,143)</b>	<b>481</b>	<b>(13,526)</b>	<b>(13,915)</b>	<b>389</b>	<b>28,658</b>	<b>(5,467)</b>	<b>(18,384)</b>

Imperial College Union  
**Management Accounts March 2021**  
**Marketing & Communication**

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Advertising Sales	9,615	2,381	7,234	37,497	28,477	9,020	58,735	65,000	38,000
Refreshers	-	-	-	-	-	-	-	6,000	-
Freshers Fair	-	2,000	(2,000)	16,660	18,660	(2,000)	39,272	-	18,660
Donations	-	-	-	852	-	852	-	-	-
Other	-	1,583	(1,583)	-	3,167	(3,167)	210	-	9,500
<b>Income Total</b>	<b>9,615</b>	<b>5,964</b>	<b>3,651</b>	<b>55,009</b>	<b>50,303</b>	<b>4,705</b>	<b>98,216</b>	<b>71,000</b>	<b>66,160</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(10,790)	(11,002)	212	(85,794)	(86,219)	425	(119,890)	(120,081)	(130,228)
Temporary Staff	-	-	-	(198)	(198)	-	(10,185)	(7,500)	(198)
<b>Staff Costs Subtotal</b>	<b>(10,790)</b>	<b>(11,002)</b>	<b>212</b>	<b>(85,992)</b>	<b>(86,417)</b>	<b>425</b>	<b>(130,074)</b>	<b>(127,581)</b>	<b>(130,426)</b>
<b>Operational Costs</b>									
Carriage	-	-	-	-	-	-	(7)	-	-
Cleaning	-	-	-	-	-	-	-	-	-
Consumables	-	-	-	-	-	-	(2,999)	(2,500)	-
Equipment Hire	-	-	-	-	-	-	(7,349)	-	-
Equipment Purchase	-	-	-	-	-	-	(297)	(480)	-
Felix Printing	-	-	-	(4,827)	(4,827)	-	(16,747)	(21,000)	(10,000)
Hospitality	-	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	(955)	-	-
Late Taxes	-	-	-	-	-	-	(8)	-	-
Licences	(242)	(364)	122	(1,302)	(1,546)	243	(7,341)	(5,300)	(3,000)
Printing Costs	-	-	-	(1,335)	(1,335)	(0)	(4,190)	(1,550)	(1,335)
Publicity	(71)	(79)	8	(604)	(683)	79	(2,132)	(5,920)	(1,000)
Staff Subsistence	-	0	(0)	(16)	(16)	(0)	-	-	(16)
Subscriptions	(161)	(355)	194	(1,515)	(1,890)	375	(1,942)	(4,320)	(3,309)
Systems, Software & Development	(22)	(0)	(22)	(13,078)	(12,311)	(767)	(178)	-	(12,311)
Telephones	-	-	-	-	-	-	(276)	-	-
Training	-	-	-	-	-	-	297	-	-
Travel	-	-	-	-	-	-	-	(500)	-
Uniforms	-	-	-	(451)	(451)	-	-	(320)	(451)
Other	(8)	(300)	292	(1,208)	(1,500)	292	383	-	(1,500)
<b>Operational Costs Subtotal</b>	<b>(504)</b>	<b>(1,098)</b>	<b>593</b>	<b>(24,336)</b>	<b>(24,558)</b>	<b>222</b>	<b>(43,742)</b>	<b>(41,890)</b>	<b>(32,922)</b>
<b>Expenditure Total</b>	<b>(11,294)</b>	<b>(12,100)</b>	<b>806</b>	<b>(110,328)</b>	<b>(110,975)</b>	<b>647</b>	<b>(173,816)</b>	<b>(169,471)</b>	<b>(163,348)</b>
<b>Net Surplus/(Deficit)</b>	<b>(1,679)</b>	<b>(6,136)</b>	<b>4,457</b>	<b>(55,319)</b>	<b>(60,671)</b>	<b>5,353</b>	<b>(75,600)</b>	<b>(98,471)</b>	<b>(97,188)</b>

Imperial College Union  
**Management Accounts March 2021**  
Leadership & Governance

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Block Grant	157,101	157,101	(0)	1,256,808	1,256,808	(0)	1,250,433	1,885,213	1,885,213
ADF Transfer	5,385	5,385	-	43,080	43,080	-	-	64,620	64,620
Other	12,401	18,760	(6,359)	187,322	194,358	(7,036)	10,130	93,126	213,118
<b>Income Total</b>	<b>174,887</b>	<b>181,246</b>	<b>(6,359)</b>	<b>1,487,210</b>	<b>1,494,246</b>	<b>(7,036)</b>	<b>1,260,563</b>	<b>2,042,959</b>	<b>2,162,951</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(41,123)	(41,121)	(2)	(300,795)	(300,794)	(1)	(539,539)	(495,644)	(484,984)
Temporary Staff	-	-	-	-	-	-	(8,351)	-	-
Payroll Contingency	-	-	-	(131,010)	(131,010)	-	-	(153,934)	(131,010)
Outsourced Head of Finance	(5,000)	(3,000)	(2,000)	(40,000)	(38,000)	(2,000)	-	(30,500)	(38,000)
<b>Staff Costs Subtotal</b>	<b>(46,123)</b>	<b>(44,121)</b>	<b>(2,002)</b>	<b>(471,805)</b>	<b>(469,804)</b>	<b>(2,001)</b>	<b>(547,891)</b>	<b>(680,078)</b>	<b>(653,994)</b>
<b>Operational Costs</b>									
Accommodation	63	(0)	63	-	(63)	63	-	-	(63)
Decorations	-	-	-	-	-	-	-	-	-
Depreciation	(18,701)	(17,871)	(829)	(156,173)	(154,514)	(1,659)	(177,261)	(243,038)	(226,000)
Equipment Hire	-	(109)	109	(16,026)	(16,243)	217	-	-	(16,678)
Equipment Purchase	-	0	(0)	(109)	(109)	(0)	(383)	-	(109)
General Contingency	-	(1,200)	1,200	-	(2,400)	2,400	-	(59,192)	(7,200)
Governance Development	-	(167)	167	-	(333)	333	-	(3,000)	(1,000)
Grants Payable	-	-	-	-	-	-	-	-	-
Health & Safety	(500)	-	(500)	(22,162)	(17,000)	(5,162)	-	(13,554)	(17,000)
Hospitality	(40)	(19)	(21)	(127)	(125)	(2)	(1,286)	(1,405)	(200)
Irrecoverable VAT	(0)	-	(0)	(0)	-	(0)	(2,278)	-	-
Legal & Professional	-	-	-	-	-	-	(19,312)	-	-
Maintenance	-	-	-	(345)	(345)	-	-	-	(345)
Licences	-	-	-	-	-	-	-	-	-
OT Induction & Training	-	(518)	518	(1,390)	(2,427)	1,037	(3,857)	(4,500)	(4,500)
Printing Costs	-	-	-	-	-	-	(4,333)	-	-
Publicity	-	-	-	-	-	-	-	-	-
Recruitment Costs	-	-	-	(500)	-	(500)	(16,910)	-	-
Stationery	-	-	-	-	-	-	(44)	-	-
Subscriptions	-	-	-	-	-	-	(1,346)	-	-
Telephones	-	-	-	-	-	-	(1,095)	-	-
Training	-	(446)	446	(5,445)	(3,217)	(2,228)	(13,445)	(7,300)	(5,000)
Travel	-	-	-	-	-	-	(464)	-	-
Trustee Travel	-	-	-	-	-	-	(494)	(1,500)	-
Other	-	-	-	(5,999)	(5,999)	-	5,274	-	(5,999)
<b>Operational Costs Subtotal</b>	<b>(19,179)</b>	<b>(20,330)</b>	<b>1,151</b>	<b>(208,275)</b>	<b>(202,774)</b>	<b>(5,501)</b>	<b>(237,235)</b>	<b>(333,489)</b>	<b>(284,094)</b>
<b>Expenditure Total</b>	<b>(65,302)</b>	<b>(64,451)</b>	<b>(851)</b>	<b>(680,080)</b>	<b>(672,578)</b>	<b>(7,503)</b>	<b>(785,125)</b>	<b>(1,013,567)</b>	<b>(938,088)</b>
<b>Net Surplus/(Deficit)</b>	<b>109,585</b>	<b>116,795</b>	<b>(7,210)</b>	<b>807,130</b>	<b>821,669</b>	<b>(14,539)</b>	<b>475,438</b>	<b>1,029,392</b>	<b>1,224,863</b>

Imperial College Union  
**Management Accounts March 2021**  
 Finance

	March 2021			Year to Date (8 months)			Year To Date Last Year	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance		Budget	Forecast
<b>Income</b>									
Interest	-	(0)	0	5,920	5,920	0	23,199	20,000	5,920
Investment Net Income	-	(0)	0	26,359	25,876	483	-	-	25,876
<b>Income Total</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>32,279</b>	<b>31,796</b>	<b>483</b>	<b>23,199</b>	<b>20,000</b>	<b>31,796</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(9,247)	(9,247)	0	(73,662)	(73,665)	3	(119,201)	(147,442)	(110,654)
Temporary Staff	(4,098)	(4,050)	(48)	(32,578)	(32,482)	(96)	(18,618)	-	(48,682)
<b>Staff Costs Subtotal</b>	<b>(13,345)</b>	<b>(13,297)</b>	<b>(47)</b>	<b>(106,240)</b>	<b>(106,147)</b>	<b>(93)</b>	<b>(137,819)</b>	<b>(147,442)</b>	<b>(159,336)</b>
<b>Operational Costs</b>									
Bad Debts	-	-	-	19,874	19,874	-	70	-	19,874
Bank Charges	(137)	(139)	2	(1,178)	(1,214)	36	(4,100)	(7,243)	(1,769)
Irrecoverable VAT	(1,930)	(884)	(1,046)	(12,173)	(11,463)	(709)	(1,503)	(12,715)	(15,000)
Legal & Professional	(535)	(5)	(530)	(5,502)	(4,978)	(524)	-	-	(5,000)
Licences	(24)	(24)	(0)	(256)	(255)	(0)	(34)	(270)	(351)
Loss on Disposal of Assets	-	-	-	-	-	-	-	-	-
Maintenance Contracts	(119)	(310)	191	(1,546)	(1,929)	383	(1,902)	(2,920)	(3,170)
Postage	-	-	-	-	-	-	-	-	-
Recruitment Cost	-	-	-	-	-	-	(395)	-	-
Subscriptions	-	-	-	(555)	(555)	-	(667)	(536)	(555)
Systems, Software & Development	(28)	(28)	1	(221)	(223)	1	(8)	(365)	(336)
Telephones	-	-	-	-	-	-	(347)	-	-
Other	433	-	433	(44)	-	(44)	-	-	-
<b>Operational Costs Subtotal</b>	<b>(2,339)</b>	<b>(1,391)</b>	<b>(947)</b>	<b>(1,600)</b>	<b>(743)</b>	<b>(857)</b>	<b>(8,886)</b>	<b>(24,049)</b>	<b>(6,308)</b>
<b>Expenditure Total</b>	<b>(15,683)</b>	<b>(14,689)</b>	<b>(995)</b>	<b>(107,840)</b>	<b>(106,889)</b>	<b>(950)</b>	<b>(146,706)</b>	<b>(171,491)</b>	<b>(165,644)</b>
<b>Net Surplus/(Deficit)</b>	<b>(15,683)</b>	<b>(14,689)</b>	<b>(995)</b>	<b>(75,560)</b>	<b>(75,093)</b>	<b>(467)</b>	<b>(123,507)</b>	<b>(151,491)</b>	<b>(133,848)</b>



Imperial College Union  
**Management Accounts March 2021**  
Systems

	March 2021			Year to Date (8 months)			Year To Date Last Year	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance		Budget	Forecast
<b>Income</b>									
<b>General</b>									
Goods & Services	441	-	441	2,108	1,667	441	-	-	2,067
<b>General Subtotal</b>	<b>441</b>	<b>-</b>	<b>441</b>	<b>2,108</b>	<b>1,667</b>	<b>441</b>	<b>-</b>	<b>-</b>	<b>2,067</b>
<b>Income Total</b>	<b>441</b>	<b>-</b>	<b>441</b>	<b>2,108</b>	<b>1,667</b>	<b>441</b>	<b>-</b>	<b>-</b>	<b>2,067</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(15,554)	(15,554)	0	(138,306)	(138,308)	2	(115,736)	(230,251)	(212,610)
Temporary Staff	(15)	(58)	43	(166)	(267)	101	(950)	-	(500)
<b>Staff Costs Subtotal</b>	<b>(15,569)</b>	<b>(15,612)</b>	<b>43</b>	<b>(138,472)</b>	<b>(138,575)</b>	<b>103</b>	<b>(116,686)</b>	<b>(230,251)</b>	<b>(213,110)</b>
<b>Operational Costs</b>									
Equipment Purchase	(323)	(497)	174	(340)	(1,012)	671	(1,238)	-	(3,000)
Irrecoverable VAT	-	-	-	-	-	-	(599)	-	-
Maintenance	-	-	-	(203)	-	(203)	(690)	-	-
Maintenance Contracts	-	(33)	33	(500)	(567)	67	(4,635)	(7,334)	(700)
Recruitment Cost	-	-	-	-	-	-	(7,176)	-	-
Systems, Software & Development	(337)	(379)	42	(2,968)	(2,986)	17	(3,207)	(4,500)	(4,500)
Telephones	-	-	-	-	-	-	(218)	-	-
Training	-	-	-	-	-	-	(99)	-	-
<b>Operational Costs Subtotal</b>	<b>(660)</b>	<b>(909)</b>	<b>249</b>	<b>(4,011)</b>	<b>(4,564)</b>	<b>553</b>	<b>(17,863)</b>	<b>(11,834)</b>	<b>(8,200)</b>
<b>Expenditure Total</b>	<b>(16,229)</b>	<b>(16,522)</b>	<b>292</b>	<b>(142,483)</b>	<b>(143,139)</b>	<b>655</b>	<b>(134,549)</b>	<b>(242,085)</b>	<b>(221,310)</b>
<b>Net Surplus/(Deficit)</b>	<b>(15,788)</b>	<b>(16,522)</b>	<b>733</b>	<b>(140,376)</b>	<b>(141,472)</b>	<b>1,096</b>	<b>(134,549)</b>	<b>(242,085)</b>	<b>(219,244)</b>

Imperial College Union  
**Management Accounts March 2021**  
 HR & Central Services

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Profit on Disposal of Assets	-	-	-	-	-	-	(759)	-	-
Other	-	-	-	-	-	-	35	-	-
<b>Income Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(724)</b>	<b>-</b>	<b>-</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(3,137)	(3,137)	-	(24,954)	(24,955)	1	(66,684)	(37,503)	(37,503)
Temporary Staff	-	(0)	0	126	126	0	(11,948)	-	126
<b>Staff Costs Subtotal</b>	<b>(3,137)</b>	<b>(3,137)</b>	<b>0</b>	<b>(24,828)</b>	<b>(24,829)</b>	<b>1</b>	<b>(78,631)</b>	<b>(37,503)</b>	<b>(37,377)</b>
<b>Operational Costs</b>									
Cleaning	(148)	(2,709)	2,561	(32,135)	(39,785)	7,649	(49,224)	(48,380)	(50,621)
Engraving & Signwriting	-	-	-	-	-	-	(1,420)	-	-
Equipment Hire	(2,137)	(965)	(1,173)	(16,137)	(14,074)	(2,064)	(13,886)	(17,932)	(17,932)
Equipment Purchase	(674)	-	(674)	(921)	(247)	(674)	(2,268)	-	(247)
Ground Hire	-	-	-	-	-	-	134	-	-
Health & Safety	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	(341)	-	-
Irrecoverable VAT	-	-	-	-	-	-	(4,085)	-	-
Loss of Disposal of Assets	-	-	-	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-	(3,179)	-	-
Postage	(75)	0	(75)	(311)	(164)	(148)	(234)	(140)	(163)
Recruitment Costs	(495)	-	(495)	(995)	(220)	(775)	275	-	(220)
Stationery	-	-	-	-	-	-	(2,188)	(1,096)	-
Subscriptions	-	-	-	-	-	-	-	-	-
Systems, Software & Development	-	-	-	(160)	-	(160)	(44)	-	-
Telephones	(587)	(596)	9	(4,602)	(4,615)	13	(691)	(6,137)	(7,000)
Training	-	-	-	(50)	(50)	-	(2,780)	-	(50)
Wellbeing	-	-	-	(171)	(171)	-	(3,872)	(2,040)	(2,040)
Other	-	-	-	-	-	-	(44)	-	-
<b>Operational Costs Subtotal</b>	<b>(4,117)</b>	<b>(4,270)</b>	<b>153</b>	<b>(55,483)</b>	<b>(59,325)</b>	<b>3,842</b>	<b>(83,848)</b>	<b>(75,725)</b>	<b>(78,273)</b>
<b>Expenditure Total</b>	<b>(7,254)</b>	<b>(7,407)</b>	<b>153</b>	<b>(80,310)</b>	<b>(84,153)</b>	<b>3,843</b>	<b>(162,479)</b>	<b>(113,228)</b>	<b>(115,650)</b>
<b>Net Surplus/(Deficit)</b>	<b>(7,254)</b>	<b>(7,407)</b>	<b>153</b>	<b>(80,310)</b>	<b>(84,153)</b>	<b>3,843</b>	<b>(163,203)</b>	<b>(113,228)</b>	<b>(115,650)</b>

Imperial College Union  
**Management Accounts March 2021**  
Retail

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
<b>Sales</b>									
Union Shop	-	-	-	51,501	51,501	-	482,079	386,301	51,501
Shop Extra	-	-	-	-	-	-	364,913	286,250	-
Online	7,895	4,627	3,268	48,657	45,041	3,616	19,094	14,700	63,551
Sales Commission	-	-	-	-	-	-	-	2,500	-
Overage/Shortage	-	-	-	(55)	(55)	-	47	-	(10,800)
<b>Sales Subtotal</b>	<b>7,895</b>	<b>4,627</b>	<b>3,268</b>	<b>100,103</b>	<b>96,487</b>	<b>3,616</b>	<b>866,132</b>	<b>689,751</b>	<b>104,252</b>
<b>Cost of Sales</b>									
Union Shop	-	-	-	(21,771)	(21,771)	0	(232,754)	(185,424)	(21,771)
Shop Extra	-	-	-	(4,321)	(4,321)	-	(224,603)	(177,475)	(4,321)
Online	(3,505)	(2,956)	(549)	(17,845)	(18,175)	331	(7,254)	(7,056)	(30,000)
Carriage	(1,573)	(1,251)	(322)	(10,514)	(10,248)	(267)	(5,167)	(3,675)	(15,252)
<b>Cost of Sales Subtotal</b>	<b>(5,078)</b>	<b>(4,207)</b>	<b>(871)</b>	<b>(54,451)</b>	<b>(54,515)</b>	<b>64</b>	<b>(469,777)</b>	<b>(373,630)</b>	<b>(71,344)</b>
<b>Gross Profit</b>	<b>2,817</b>	<b>420</b>	<b>2,397</b>	<b>45,653</b>	<b>41,973</b>	<b>3,680</b>	<b>396,355</b>	<b>316,120</b>	<b>32,908</b>
	<b>36%</b>	<b>9%</b>	<b>27%</b>	<b>46%</b>	<b>44%</b>	<b>2%</b>	<b>46%</b>	<b>46%</b>	<b>32%</b>
<b>Obsolete Stock</b>									
Sales	-	-	-	120,278	120,278	-	-	-	120,278
Cost of Sales	-	-	-	(120,336)	(120,336)	-	-	-	(120,336)
<b>Obsolete Stock Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(58)</b>	<b>(58)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(58)</b>
<b>Income Total</b>	<b>2,817</b>	<b>420</b>	<b>2,397</b>	<b>45,595</b>	<b>41,915</b>	<b>3,680</b>	<b>396,355</b>	<b>316,120</b>	<b>32,850</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(16,238)	(16,237)	(1)	(129,282)	(129,280)	(2)	(196,291)	(191,100)	(194,228)
Temporary Staff	-	-	-	-	-	-	(55,510)	-	-
<b>Staff Costs Subtotal</b>	<b>(16,238)</b>	<b>(16,237)</b>	<b>(1)</b>	<b>(129,282)</b>	<b>(129,280)</b>	<b>(2)</b>	<b>(251,801)</b>	<b>(191,100)</b>	<b>(194,228)</b>
<b>Operational Costs</b>									
Card Commission	-	-	-	(467)	(467)	-	(7,477)	(7,560)	(467)
Carriage	(141)	-	(141)	(206)	(122)	(83)	(3,116)	(2,863)	(122)
Carrier Bags	-	-	-	-	-	-	(23)	-	-
Consumables	27	(0)	27	(281)	(76)	(205)	(1,058)	(3,100)	(76)
Equipment Hire	(100)	-	(100)	(800)	(400)	(400)	(3,507)	(2,000)	(400)
Equipment Purchase	-	-	-	(495)	(495)	-	(543)	-	(495)
Health & Safety	-	-	-	(339)	(325)	(14)	-	-	(325)
Hospitality	-	-	-	-	-	-	35	-	-
Legal & Professional	-	-	-	-	-	-	(132)	-	-
Maintenance	-	-	-	-	-	-	(626)	-	-
Maintenance Contracts	(100)	-	(100)	(100)	-	(100)	-	(4,000)	-
Printing Costs	-	-	-	(57)	(57)	-	(268)	-	(57)
Recruitment Costs	-	-	-	-	-	-	-	-	-
Stationery	-	-	-	-	-	-	(83)	-	-
Stocktaker	-	-	-	24	24	0	(2,285)	(1,050)	(1,500)
Systems, Software & Development	-	-	-	-	-	-	-	-	-
Telephones	-	-	-	-	-	-	(462)	-	-
Travel	-	-	-	-	-	-	(2)	-	-
Other	-	-	-	(250)	(250)	-	-	(1,600)	(250)
<b>Operational Costs Subtotal</b>	<b>(314)</b>	<b>(0)</b>	<b>(314)</b>	<b>(2,971)</b>	<b>(2,169)</b>	<b>(803)</b>	<b>(19,546)</b>	<b>(22,172)</b>	<b>(3,693)</b>
<b>Expenditure Total</b>	<b>(16,552)</b>	<b>(16,237)</b>	<b>(315)</b>	<b>(132,253)</b>	<b>(131,449)</b>	<b>(805)</b>	<b>(271,347)</b>	<b>(213,272)</b>	<b>(197,921)</b>
<b>Net Surplus/(Deficit)</b>	<b>(13,735)</b>	<b>(15,817)</b>	<b>2,082</b>	<b>(86,659)</b>	<b>(89,534)</b>	<b>2,876</b>	<b>125,008</b>	<b>102,849</b>	<b>(165,071)</b>

Imperial College Union  
**Management Accounts March 2021**  
**Venues**

	March 2021			Year to Date (8 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
<b>Wet Sales</b>									
Core Sales	-	(0)	0	101,428	101,428	0	923,176	117,000	101,428
Welcome Weekends	-	-	-	-	-	-	-	6,000	-
Overage/Shortage	-	-	-	(1,551)	(1,551)	-	439	-	(5,351)
<b>Wet Sales Subtotal</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>99,877</b>	<b>99,877</b>	<b>0</b>	<b>923,615</b>	<b>123,000</b>	<b>96,077</b>
<b>Cost of Sales</b>	<b>(609)</b>	<b>(0)</b>	<b>(609)</b>	<b>(44,030)</b>	<b>(40,784)</b>	<b>(3,246)</b>	<b>(271,579)</b>	<b>(36,900)</b>	<b>(40,784)</b>
<b>Gross Profit</b>	<b>(609)</b>	<b>(0)</b>	<b>(609)</b>	<b>55,847</b>	<b>59,093</b>	<b>(3,246)</b>	<b>652,036</b>	<b>86,100</b>	<b>55,293</b>
	<b>-Infinity</b>	<b>700%</b>	<b>-Infinity</b>	<b>56%</b>	<b>59%</b>	<b>-3%</b>	<b>71%</b>	<b>70%</b>	<b>58%</b>
<b>Dry Sales</b>									
Core Sales	-	-	-	29,168	29,168	-	175,665	32,500	29,168
Welcome Weekends	-	-	-	-	-	-	-	375	-
Overage/Shortage	-	-	-	-	-	-	-	-	-
<b>Dry Sales Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,168</b>	<b>29,168</b>	<b>-</b>	<b>175,665</b>	<b>32,875</b>	<b>29,168</b>
<b>Cost of Sales</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(13,027)</b>	<b>(9,951)</b>	<b>(3,076)</b>	<b>(77,286)</b>	<b>(13,808)</b>	<b>(9,951)</b>
<b>Gross Profit</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,141</b>	<b>19,217</b>	<b>(3,076)</b>	<b>98,380</b>	<b>19,067</b>	<b>19,217</b>
				<b>55%</b>	<b>66%</b>	<b>-11%</b>	<b>56%</b>	<b>58%</b>	<b>66%</b>
<b>Other Income</b>									
Ticket Income	-	-	-	-	-	-	39,956	1,500	-
Sales Commission	-	-	-	-	-	-	25,000	-	-
Room Hire & Events	-	-	-	-	-	-	161,960	-	-
<b>Other Income Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>226,916</b>	<b>1,500</b>	<b>-</b>
<b>Income Total</b>	<b>(609)</b>	<b>(0)</b>	<b>(609)</b>	<b>71,988</b>	<b>78,310</b>	<b>(6,322)</b>	<b>977,332</b>	<b>106,667</b>	<b>74,510</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(5,419)	(5,419)	0	(43,070)	(43,071)	1	(273,491)	(64,748)	(64,748)
Temporary Staff	-	-	-	(19,718)	(20,118)	401	(257,148)	(18,267)	(20,118)
Agency Staff	(1,244)	0	(1,244)	(53,289)	(51,405)	(1,884)	(127,813)	(25,187)	(51,405)
Welcome	-	-	-	-	-	-	-	(4,011)	-
Late Taxis	-	-	-	(322)	(322)	-	(6,667)	(1,200)	(322)
<b>Staff Costs Subtotal</b>	<b>(6,663)</b>	<b>(5,419)</b>	<b>(1,244)</b>	<b>(116,398)</b>	<b>(114,916)</b>	<b>(1,482)</b>	<b>(665,119)</b>	<b>(113,413)</b>	<b>(136,593)</b>
<b>Operational Costs</b>									
Accommodation	-	-	-	-	-	-	(178)	-	-
Card Commission	(252)	0	(252)	(2,195)	(1,130)	(1,065)	(6,151)	(3,015)	(1,130)
Carriage	-	-	-	(28)	(28)	-	(101)	-	(28)
Cleaning	-	-	-	(38)	(311)	273	(6,679)	(2,000)	(311)
Consumables	(905)	-	(905)	(10,285)	(9,276)	(1,009)	(23,379)	(3,018)	(9,276)
Crockery and Glasses	-	-	-	-	-	-	(639)	-	-
Decorations	-	-	-	(76)	(76)	-	(1,231)	-	(76)
Disposables	-	-	-	-	-	-	(8,008)	(4,426)	-
Engraving & Signwriting	-	-	-	(12)	(12)	-	-	-	(12)
Entertainment Acts	-	-	-	-	-	-	(19,341)	(1,000)	-
Equipment Hire	(71)	0	(71)	(3,389)	(2,065)	(1,324)	(23,038)	(800)	(2,065)
Equipment Purchase	-	-	-	(1,217)	(1,217)	-	(7,922)	-	(1,217)
Health & Safety	-	-	-	(241)	-	(241)	(300)	-	-
Hospitality	-	-	-	(1)	(1)	-	(609)	-	(1)
Irrecoverable VAT	-	-	-	-	-	-	(9,981)	-	-
Laundry	-	-	-	-	-	-	(367)	-	-
Legal & Professional	-	-	-	-	-	-	(2,481)	-	-
Licences	-	-	-	(3,154)	(2,100)	(1,054)	(5,691)	(2,002)	(2,100)
Maintenance	-	-	-	(103)	-	(103)	(8,936)	(1,167)	-
Maintenance Contracts	(330)	-	(330)	(2,553)	(1,650)	(903)	(990)	(5,299)	(1,650)
Printing Costs	-	-	-	(17)	(17)	-	(573)	(500)	(17)
Publicity	-	-	-	-	-	-	(56)	-	-
Quiz Prizes	-	-	-	(500)	(500)	-	-	(183)	(500)
Recruitment Costs	-	-	-	-	-	-	(1,414)	-	-
Security Staff	-	-	-	(10,431)	(11,196)	765	(82,748)	-	(11,196)
Stationery	-	-	-	-	-	-	(100)	-	-
Stocktaker	-	-	-	-	-	-	(7,427)	-	(1,000)
Subscriptions	(20)	0	(20)	(3,643)	(1,539)	(2,104)	(8,041)	(4,000)	(1,539)
Systems, Software & Development	-	-	-	(25)	(25)	-	(18)	-	(25)
Telephones	-	-	-	-	-	-	(748)	-	-
Training	-	-	-	-	-	-	(503)	-	-
Travel	-	-	-	(17)	(17)	-	(133)	-	(17)
Uniforms	-	-	-	-	-	-	(2,574)	-	-
Other	-	-	-	(106)	(106)	0	(1,656)	-	(106)
<b>Operational Costs Subtotal</b>	<b>(1,578)</b>	<b>0</b>	<b>(1,578)</b>	<b>(38,032)</b>	<b>(31,267)</b>	<b>(6,765)</b>	<b>(232,010)</b>	<b>(27,410)</b>	<b>(32,266)</b>
<b>Expenditure Total</b>	<b>(8,241)</b>	<b>(5,419)</b>	<b>(2,822)</b>	<b>(154,430)</b>	<b>(146,183)</b>	<b>(8,247)</b>	<b>(897,129)</b>	<b>(140,823)</b>	<b>(168,860)</b>
<b>Net Surplus/(Deficit)</b>	<b>(8,850)</b>	<b>(5,419)</b>	<b>(3,431)</b>	<b>(82,442)</b>	<b>(67,873)</b>	<b>(14,569)</b>	<b>80,203</b>	<b>(34,156)</b>	<b>(94,350)</b>