

	<u>Budget</u>	<u>Actual</u>	Variance	Variance (%)
	£	£		
Employee costs	150,000	117,000	-33,000	-22.00%
Pension contributions	12,500	12,000	-500	-4.00%
Postage, stationery & advertising	54,800	65,760	10,960	20.00%
Telephone	5,200	3,536	-1,664	-32.00%
Repairs & renewals	22,000	28,600	6,600	30.00%
Sundry expenses	15,000	21,000	6,000	40.00%
Accountancy fees	4,000	4,200	200	5.00%
Legal fees	2,400	3,288	888	37.00%
Entertaining costs	3,600	3,096	-504	-14.00%
Irrecoverable debts	22,000	27,060	5,060	23.00%
Rent, rates & insurance	85,000	104,550	19,550	23.00%
Light & heat	16,200	12,312	-3,888	-24.00%
Depreciation	33,600	41,664	8,064	24.00%