**Imperial Union Trading Ltd**
**Company number: 16587447**

**3rd Meeting of the Directors / 18 February 2026**

# Finance Update

## IUT Trading Position

The budget approved by Trustees (and IUT Board) at the start of the year involved a £37k surplus for the year, which was planned to be gifted to the Charity. This was based on bars, events and partnerships activity commencing through IUT from the start of the year.

Due to delays in opening the bank account, and as communicated to Board in November, a decision was taken to delay bars activity being routed through the subsidiary until 1st August 2026. Invoiced income for private hires through IUT was possible to commence from December, once the bank account and VAT registration were completed.

A reforecast exercise was undertaken recently which takes into account these changes and recently revised forecasts. This now presents a **£47k** surplus forecast (v £37k originally budgeted). A viable cash position is also presented (**£51k** at year-end), supported by the £50k loan from the Charity (NB: this is repayable on demand).

An adjustment to the commercial management fee is involved in the revised forecast (£21k v £158k budgeted), which is as a result of the reduced activity going through IUT this year. A calculation for this is attached which shows the original v revised apportionment bases. There is no overall impact on the consolidated position from this change.

Overall, the forecast demonstrates a viable trading position for IUT this year, with a small (£10k) increase in expected surplus. There will be no overall impact on the consolidated position, since any surpluses will still be gifted to the Charity.

## Commercial Performance

As noted of the forecast, there is minimal income to January '26 (c£13k of Partnership income and c£10k of expenditure - mainly staff costs - to January '26). This activity is currently being reported through the consolidated management accounts presented to FAR to date. The December accounts showed Partnerships tracking ahead of reforecast in December.

As we move forward, detailed reporting of IUT activity (v forecast) will be developed further for the Board to be able to review.

## Conclusion

The Board is asked to **note** the financial position to date.

# Appendix A: P&L Forecast

| Imperial Union Trading Ltd | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| P&L Forecast | | | | | | | | | | | | | | |
| Last Updated: Feb 26 v2 | | | | | | | | | | | | | | |
| | Start Date | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 | Apr-26 | May-26 | Jun-26 | Jul-26 | Total |
| **Partnerships** | | | | | | | | | | | | | | |
| Invoiced Income | 01/11/2025 | - | - | - | 1,200 | 11,939 | 9,950 | 10,813 | 8,456 | 5,500 | 1,000 | 500 | 18,169 | 67,526 |
| Cost of Sales | 01/11/2025 | - | - | - | - | (676) | (5,951) | (1,541) | (2,938) | (1,700) | - | - | (11,619) | (24,424) |
| Permanent Staff | 01/11/2025 | - | - | - | (4,527) | (4,527) | (4,527) | (8,036) | (8,105) | (8,105) | (8,105) | (8,105) | (8,105) | (62,139) |
| Expenditure | 01/11/2025 | - | - | - | - | (26) | - | (3,050) | (450) | - | (800) | (350) | - | (4,676) |
| **Partnerships Subtotal** | | **-** | **-** | **-** | **(3,327)** | **6,711** | **(528)** | **(1,814)** | **(3,037)** | **(4,305)** | **(7,905)** | **(7,955)** | **(1,555)** | **(23,713)** |
| | | | | | | | | | | | | | | |
| **Venues** | | | | | | | | | | | | | | |
| Till Sales | 01/08/2026 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Events Income | 01/08/2026 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Income | 01/08/2026 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Cost of Sales | 01/08/2026 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Invoiced External Bookings | 01/01/2026 | - | - | - | - | - | 39,430 | - | - | 39,865 | - | - | 28,730 | 108,025 |
| Permanent Staff | 01/08/2026 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Expenditure | 01/08/2026 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **Venues Subtotal** | | **-** | **-** | **-** | **-** | **-** | **39,430** | **-** | **-** | **39,865** | **-** | **-** | **28,730** | **108,025** |
| | | | | | | | | | | | | | | |
| **Subsidiary** | | | | | | | | | | | | | | |
| Interest Payable | 01/11/2025 | - | - | - | (360) | (587) | (372) | (336) | (372) | (360) | (372) | (360) | (372) | (3,488) |
| Other Expenditure | 01/11/2025 | - | - | - | (25) | (25) | (25) | (25) | (25) | (25) | (25) | (25) | (12,425) | (12,625) |
| Commercial Management Fee | 01/01/2026 | - | - | - | - | - | (3,050) | (3,050) | (3,050) | (3,050) | (3,050) | (3,050) | (3,050) | (21,350) |
| **Subsidiary Subtotal** | | **-** | **-** | **-** | **(385)** | **(612)** | **(3,447)** | **(3,411)** | **(3,447)** | **(3,435)** | **(3,447)** | **(3,435)** | **(15,847)** | **(37,463)** |
| | | | | | | | | | | | | | | |
| **Total Profit/(Loss)** | | **-** | **-** | **-** | **(3,711)** | **6,099** | **35,456** | **(5,224)** | **(6,483)** | **32,126** | **(11,351)** | **(11,389)** | **11,329** | **46,850** |

## Appendix B: Cashflow Forecast

| **Imperial Union Trading Ltd** | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Cashflow Forecast** | | | | | | | | | | | | |
| **Last Updated: Feb 26 v2** | | | | | | | | | | | | |
| | **Year 1** | | | | | | | | | | | |
| | **Aug-25** | **Sep-25** | **Oct-25** | **Nov-25** | **Dec-25** | **Jan-26** | **Feb-26** | **Mar-26** | **Apr-26** | **May-26** | **Jun-26** | **Jul-26** |
| **Opening Balance** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **45,012** | **40,349** | **38,873** | **70,206** | **66,875** | **62,756** | **95,061** |
| Till Sales | - | - | - | - | - | - | - | - | - | - | - | - |
| Events Income | | - | - | - | - | - | - | - | - | - | - | - |
| Other Income | - | - | - | - | - | - | - | - | - | - | - | - |
| Invoiced Income | | | - | - | - | 1,200 | 11,939 | 49,380 | 10,813 | 8,456 | 45,365 | 1,000 |
| Permanent Staff | | - | - | - | (4,527) | (4,527) | (4,527) | (8,036) | (8,105) | (8,105) | (8,105) | (8,105) |
| Expenditure | | - | - | - | - | (701) | (5,951) | (4,591) | (3,388) | (1,700) | (800) | (350) |
| Subsidary Costs | | - | - | - | (385) | (612) | (3,447) | (3,411) | (3,447) | (3,435) | (3,447) | (3,435) |
| Stock Level Movements | - | - | - | - | - | - | - | - | - | - | - | - |
| Fixed Asset Purchases | - | - | - | - | - | - | - | - | - | - | - | (27,500) |
| VAT Collected | - | - | - | - | - | 240 | 2,388 | 9,876 | 2,163 | 1,691 | 9,073 | 200 |
| VAT Paid | - | - | - | - | (77) | (263) | (1,879) | (1,600) | (1,367) | (1,027) | (849) | (6,257) |
| HMRC Reclaim/(Pay) | - | - | - | - | - | - | - | (10,285) | - | - | (8,933) | - |
| Profit Distribution* | | | | | | | | | | | | |
| **Closing Balance** | **50,000** | **50,000** | **50,000** | **50,000** | **45,012** | **40,349** | **38,873** | **70,206** | **66,875** | **62,756** | **95,061** | **50,615** |
| **Working Capital** | | | | | | | | | | | | |
| Cash | 50,000 | 50,000 | 50,000 | 50,000 | 45,012 | 40,349 | 38,873 | 70,206 | 66,875 | 62,756 | 95,061 | 50,615 |
| Stock | - | - | - | - | - | - | - | - | - | - | - | - |
| Debtors | - | - | - | 1,200 | 13,139 | 61,318 | 60,193 | 19,269 | 53,821 | 46,365 | 1,500 | 47,399 |
| Current Liabilities | - | - | - | (4,834) | (5,740) | (14,332) | (14,437) | (14,135) | (13,099) | (11,502) | (32,483) | (64,981) |
| | **50,000** | **50,000** | **50,000** | **46,366** | **52,410** | **87,335** | **84,628** | **75,340** | **107,597** | **97,619** | **64,078** | **33,033** |
| WC Ratio | | | | 10.59 | 10.13 | 7.09 | 6.86 | 6.33 | 9.21 | 9.49 | 2.97 | 1.51 |

# Appendix C: Management Charge

| | Total Cost | Proportion % | Charge | | *Original Proportion %* |
|---|---|---|---|---|---|
| | | | | | |
| **Facilities, Health & Safety** | | | | | |
| Commercial costs charged directly to relevant area | - | 0.00% | - | | *0.00%* |
| | | | | | |
| **Finance** | | | | | |
| Finance Team | (312,728) | 0.37% | (1,166) | | *5.31%* |
| | | | | | |
| **Leadership** | | | | | |
| Director of Commercial Services | (102,537) | 5.00% | (5,127) | | *40.00%* |
| Head of Commercial Services | (82,441) | 5.00% | (4,122) | | *50.00%* |
| Managing Director | (123,565) | 5.00% | (6,178) | | *10.00%* |
| Insurance | (38,000) | 5.00% | (1,900) | | *10.00%* |
| | | | | | |
| **Marketing** | | | | | |
| Marketing Staff | (278,128) | 5.00% | (13,906) | | *10.00%* |
| Printing Costs | (6,650) | 5.00% | (333) | | *10.00%* |
| Publicity | (29,650) | 5.00% | (1,483) | | *10.00%* |
| | | | | | |
| **People** | | | | | |
| Recruitment Costs | (8,400) | 3.45% | (290) | | *10.34%* |
| Telephones | (3,300) | 3.45% | (114) | | *10.34%* |
| Training & Development | (30,000) | 3.45% | (1,034) | | *10.34%* |
| Wellbeing & Recognition | (14,740) | 3.45% | (508) | | *10.34%* |
| | | | | | |
| **Systems** | | | | | |
| Equipment Purchase | (12,900) | 3.45% | (445) | | *10.34%* |
| | | | | | |
| | | | | | |
| | | | **(36,606)** | | |
| | | | | | |
| | | Rounded per year | (36,600) | | *Rounded per year* |
| | | Rounded per month | (3,050) | | *Rounded per month* |
| | | | | | |
| | | | | | |
| **Finance basis:** Journal lines on commercial centre out of all journal lines (23-24) | | | | | |
| **People basis:** Commercial staff out of all staff (as at 14/05/25) | | | | | |
| Managing Director: Time split between 5 areas: Commercial, Strategic, Financial, Membership Services and Support Services | | | | | |