

Management Summary Sep 20

Management Summary

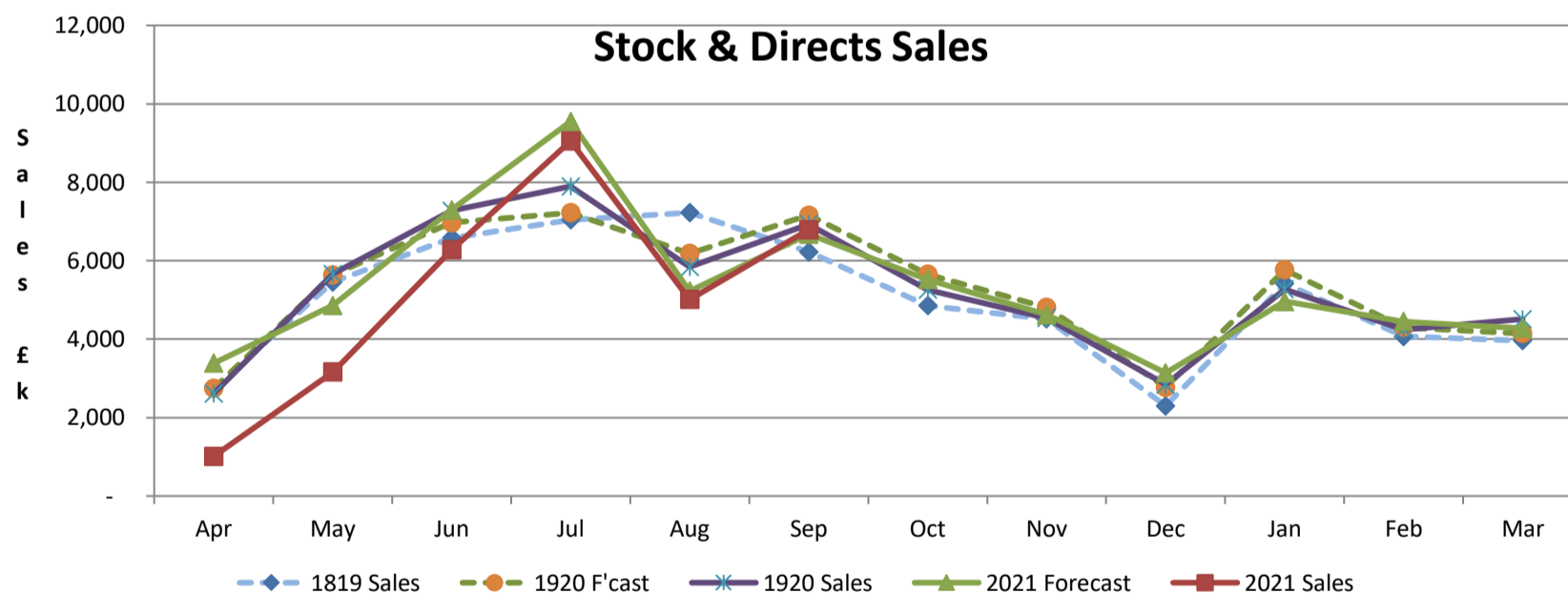
	Actual	Budget /LY	Var	YTD Actual	YTD Var
Stores Sales	£4,888,148	£4,431,031	↑ 10.3%	£24,143,097	↓ -10.9%
Direct Sales	£1,897,835	£2,243,450	↓ -15.4%	£7,150,288	↓ -27.6%
Rebate plus fee income	£351,231	£426,926	↓ -17.7%	£3,948,175	↑ 13.0%
Total Sales (Exc Gas)	£7,168,426	£7,140,422	↑ 0.4%	£35,928,820	↓ -12.9%
Stores Margin %	32.35%	30.00%	↑ 2.35pp	30.61%	↑ 0.89pp
Directs Margin %	14.55%	14.46%	↑ 0.09pp	14.69%	↑ 0.95pp
Total Gross Margin inc Consumables Cost	£2,263,123	£2,150,578	↑ 5.2%	£13,258,369	↓ -4.4%
Total Expenditure	£1,806,935	£1,727,605	↓ -4.6%	£10,166,726	↑ 2.2%
Surplus	£456,187	£422,973	↑ £33,214	£3,091,643	↓ -£377,168
Net Profit Margin %	6.36%	5.92%	↑ 0.44pp	8.60%	↑ 0.20pp
Operations cost as a proportion of sales	21.3%	22.9%	↑ 1.61pp	24.7%	↓ -2.50pp
Expenditure as a proportion of Gross Margin	73.4%	77.2%	↑ 3.77pp	73.1%	↑ 5.82pp

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Eduzone Sales	£50,045	£79,411	↓ -37.0%	£254,647	↓ -40.9%

Customer Order KPI's

	TY YTD	LY YTD	Var
AOV	£187.73	£181.84	↑ £5.89
Prop of orders over £15	97.4%	97.1%	↑ 0.29pp

Graph - Sales vs. Forecast



HR

	Actual	Target	Var
Sickness Absence Rates *	6.6	7.5	↑ -0.9
No. of Apprentices	15	7	↑ 8.0

*Average days lost per FTE in a 12 month rolling period

Mandatory Training Completion	Actual	Target	Var
Fraud	95%	90%	↑ 4.81pp
Data Protection	83%	90%	↓ -7.21pp
Equality & Diversity	91%	90%	↑ 0.58pp
Health & Safety	87%	90%	↓ -3.37pp
GDPR	79%	90%	↓ -11.43pp

Operations Balanced Scorecard Sep 20

Financial

	Actual	Budget /LY	Var	YTD Actual	YTD Var
AOV (From Customers Orders)	£135.75	£136.60	↓ -£0.85	£187.73	↑ £5.89
Proportion of Orders below £15	2.84%	3.24%	↑ 0.40pp	2.58%	↑ 0.29pp
Stock Turnover	5.49	6.59	↓ -1.10		

Operational

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Costs as a proportion of sales	21%	23%	↑ 1.61pp	25%	↓ -2.50pp
Consumables Spend ie. Pallets/packaging	£29,602	£29,797	↑ 0.7%	£111,581	↑ 19.6%
Warehouse Processing Cost per Order (inc Select, Goods In and Goods Out)				£10.98	↓ -£0.47
*Transport Cost per Drop				£18.38	↓ -£3.61
Lines picked per hour	28	32	↓ -4	25	↓ -7
Error rate	0%	3%	↑ 3.00pp	1%	↑ 1.67pp

Customer

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Calls - Average Wait Time (Secs)	00:41	00:30	↑ 00:11	00:43	↑ 00:13
FeeFo Feedback	86%	88%	↓ -2.00pp	89%	↑ 0.00pp

Employees

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Accidents	3	3	↓ 0.0	12	↑ -10.0

* Transport costs include Carrier, Drivers Pay, Agency, Fuel, Repair & Maintenance, Licences, Tyres, Hire & Insurance and excludes Depreciation

Commercial Balanced Scorecard Sep 20

Catalogue Metrics

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Supplier Funding £	£38,905	£26,182	↑ 49%	£685,227	↓ -1.8%

Framework

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Rebate plus fee income	£351,231	£426,926	↓ -17.7%	£3,948,175	↑ 13.0%
Gas on cost income	£23,392	£30,897	↓ -24.3%	£183,586	↑ 0.1%
% of Frameworks Renewed on time	63%	90%			

	Target/LY	Q1	Q2	Q3	Q4
Number of contracts awarded to SMEs as a % of no of contracts awarded		87.5%	82.8%	0.0%	0.0%

Number of current live contracts	178
Estimated annual value of current live contracts	£1,161,654,210
Total Number of procurements in progress	86
Number of procurements in progress - internal (ESPO)	2
Number of procurements in progress - National	36
Number of procurements in progress - Client Specific	48
Total Estimated annual value of procurements in progress	£631,925,000
Estimated annual value of procurements in progress - internal (ESPO)	£300,000
Estimated annual value of procurements in progress - National	£611,475,000
Estimated annual value of procurements in progress - Client Specific	£20,150,000
Number of procurements currently out to tender	5

Finance & IT Balanced Scorecard Sep 20

Financial

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Debtor Days	59	50	↓ -9		
Creditor Days	32	31	↑ 1		
Finance & IT Costs	£240,509	£218,482	↓ -10.1%	£1,368,340	↓ -4.3%

Efficiency

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Proportion of E Orders*	54%	53%	↑ 1.07pp	55%	↑ 2.58pp
Web Sales	£1,096,278	£1,026,197	↑ 6.8%	£6,307,970	↓ -0.2%

Market Share

	Actual	Budget /LY	Var	YTD Actual	YTD Var
BESA Market Share %	16%	17%	↓ -0.81pp	18%	↑ 2.04pp

* E Orders are anything other than order capture including Adobe PDF conversion