

ACTUAL	STORES	DIRECTS	ENERGY	FRAMEWORK	CONSULTING	MAJOR	TOTAL
	£000	£000	£000	£000	£000	£000	£000
			& FUELS	CONTRACTS		PROJECTS	
STORES	33,394	0	0	0	0	0	33,394
DIRECT	0	15,290	0	0	0	0	15,290
GAS	0	0	13,311	0	0	0	13,311
CATALOGUE ADVERTISING	370	222	0	148	0	0	740
REBATE INCOME	-133	0	493	2,577	190	0	3,127
MISCELLANEOUS INCOME	0	0	1	64	21	0	86
Total Sales	33,631	15,512	13,805	2,789	211	0	65,948
Less Cost of Sales	24,972	13,481	13,161	0	0	0	51,614
Surplus on Trading Account	8,659	2,031	644	2,789	211	0	14,334
Wages and Salaries	2,830	452	242	905	151	0	4,579
Agency Costs	1,012	2	0	4	1	0	1,018
Other Expenses	1,392	70	14	141	23	0	1,641
Transport	1,696	0	0	0	0	0	1,696
Operating Surplus	1,729	1,507	388	1,740	36	0	5,401
%	5.1%	9.7%	2.8%	62.4%	17.2%		8.2%
Contribution to Central Costs							
Finance and IT	413	413	80	413	13	0	1,333
Marketing	696	696	135	696	22	0	2,245
Directorate	248	248	48	248	8	0	798
Net Surplus	372	150	126	384	-7	0	1,024
	1.1%	1.0%	0.9%	13.8%	-3.5%		1.6%
Check Balance							-5

BUDGET	STORES	DIRECTS	ENERGY	FRAMEWORK	CONSULTING	MAJOR	TOTAL
	£000	£000	£000	£000	£000	£000	£000
			& FUELS	CONTRACTS		PROJECTS	
STORES	34,029	0	0	0	0	0	34,029
DIRECT	0	15,106	0	0	0	0	15,106
GAS	0	0	19,082	0	0	0	19,082
CATALOGUE ADVERTISING	440	264	0	176	0	0	879
REBATE INCOME	0	0	538	1,452	134	0	2,124
MISCELLANEOUS INCOME	0	0	0	105	34	0	139
Total Sales	34,469	15,370	19,621	1,732	168	0	71,359
Less Cost of Sales	25,768	13,473	18,859	0	0	0	58,100
Surplus on Trading Account	8,701	1,897	762	1,732	168	0	13,259
Wages and Salaries	2,907	501	278	1,002	167	0	4,855
Agency Costs	606	0	0	0	0	0	606
Other Expenses	1,355	59	22	117	20	0	1,573
Transport	1,623	0	0	0	0	0	1,623
Operating Surplus	2,209	1,337	461	613	-19	0	4,601
%	6.4%	8.7%	2.4%	35.4%	-11.2%		6.4%
Contribution to Central Costs							
Finance and IT	392	392	76	392	13	0	1,265
Marketing	722	722	140	722	23	0	2,331
Directorate	62	62	12	62	2	0	200
Net Surplus	1,033	161	234	-564	-57	0	806
	3.0%	1.0%	1.2%	-32.5%	-33.9%		1.1%
Check Balance							0

ACTUAL V BUDGET VARIANCE	STORES	DIRECTS	ENERGY	FRAMEWORK	CONSULTING	MAJOR	TOTAL
	£000	£000	£000	£000	£000	£000	£000
			& FUELS	CONTRACTS		PROJECTS	
STORES	-635	0	0	0	0	0	-635
DIRECT	0	184	0	0	0	0	184
GAS	0	0	-5,771	0	0	0	-5,771
CATALOGUE ADVERTISING	-70	-42	0	-28	0	0	-139
REBATE INCOME	-133	0	-46	1,126	57	0	1,003
MISCELLANEOUS INCOME	0	0	1	-41	-13	0	-52
Total Sales	-838	142	-5,816	1,057	43	0	-5,411
Less Cost of Sales	-796	8	-5,699	0	0	0	-6,486
Surplus on Trading Account	-42	134	-117	1,057	43	0	1,076
Wages and Salaries	77	49	36	98	16	0	276
Agency Costs	-406	-2	0	-4	-1	0	-412
Other Expenses	-37	-12	8	-23	-4	0	-68
Transport	-73	0	0	0	0	0	-73
Operating Surplus	-480	170	-73	1,128	55	0	799
%							
Contribution to Central Costs							
Finance and IT	-21	-21	-4	-21	-1	0	-68
Marketing	27	27	5	27	1	0	86
Directorate	-186	-186	-36	-186	-6	0	-599
Net Surplus	-661	-11	-108	948	49	0	218

EASTERN SHIRES PURCHASING ORGANISATION

Appendix 2

CONSOLIDATED MANAGEMENT BALANCE SHEET AS AT **Dec-14**

Cash Flow from 01/4/2014 to **Dec-14**

31st March 2014

£	£	£	£
	11,164,612		10,774,594
<u>FIXED ASSETS :</u>			
	Net tangible Fixed Assets		10,774,594
<u>CURRENT ASSETS :</u>			
5,166,626	Stocks	5,423,981	
9,609,086	Debtors	6,606,327	
639	Cash	2,157	
8,056,000	Short Term Investments	2,491,000	
	Other Current Assets		14,523,465
<u>CURRENT LIABILITIES :</u>			
646,842	Short Term Loan	500,000	
12,690,660	Creditors	8,502,203	
231,381	Other current Liabilities	845,338	
-440,633	Cash Overdrawn	-4,699,577	5,147,964
	<u>NET CURRENT ASSETS</u>		<u>9,375,501</u>
	<u>LONG TERM LIABILITIES</u>		
8,500,000	Long Term Borrowings		8,000,000
	<u>NET ASSETS</u>		<u>12,150,095</u>
<u>REPRESENTED BY:</u>			
10,303,588	Usable Reserves		10,028,054
2,065,125	Unusable Reserves		2,122,042
	Total Reserves		<u>12,150,096</u>
1.35	Acid Ratio		1.77
36.7	Debtor Days		26.2
58.7	Stock Days		58.6
50.6	Creditor Days		50.1

Surplus	<u>810,721</u>
<u>AFINIMOFs</u>	
Allocations to Maintenance and Equipment Reserves	420,003
Movement in Fixed Assets	390,018
Movement in Unusable/Earmarked Reserves	56,916
Total	<u>1,677,658</u>
Movement in Long Term Borrowings	(500,000)
Payment of Dividend	(1,506,258)
Movement in Long Term Items	<u>(2,006,258)</u>
(Increase)/Decrease in Stock	(257,355)
(Increase)/Decrease in Debtors	3,002,759
Increase/(Decrease) in Creditors	(3,721,342)
Movement in Working Capital	<u>(975,938)</u>
Total	<u>(1,304,538)</u>
Movement in Cash Balances	<u>(1,304,538)</u>
	0