

# Summarised Balanced Scorecard Dec 15

## Financial

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Total Sales (inc Gas & Rebates)	£5,670,623	£6,913,343	↓ -18.0%	£64,526,990	↓ -6.9%
Total Gross Margin inc Consumables Cost	£1,021,970	£1,052,640	↓ -2.9%	£14,542,580	↓ -3.6%
Total Expenditure	£1,302,541	£1,356,486	↓ -4.0%	£12,755,653	↓ -3.5%
Surplus	-£280,572	-£303,846	↑ 7.7%	£1,786,927	↓ -4.0%
Net Profit Margin %	-4.95%	-4.40%	↓ -0.55pp	2.77%	↑ 0.08pp

### Rolling 12 months.....

Net Profit Margin %	3.13%	2.17%	↑ 0.96pp
Asset Turnover	4.2	4.6	↓ -0.3
ROCE	13.22%	9.91%	↑ 3.32pp

### Full year up to Nov 15 data....

	No. FTE at Nov 15 month end...	Cum FTE days lost	Cum days lost per FTE	LY days lost per FTE	Var to LY days lost per FTE
Sickness Rate	343	3,949	11.5	10.3	↓ -1.2

## Highlights

### Finance & IT

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Proportion of E Orders	19%	20%	↓ -0.58pp	19%	↓ -0.73pp
Proportion of E Invoices	31%	20%	↑ 10.97pp	27%	↑ 6.70pp
Web Sales	£343,201	£321,452	↑ 6.8%	£5,507,480	↑ 16.9%

### Commercial

	Actual	Budget /LY	Var	YTD Actual	YTD Var
New Customers	61	80	↓ -19	844	↑ 84

	Target	Q1	Q2	Q3	Q4
Customer Satisfaction Rate	2.4/4	3.15/4	3.28/4	3.38/4	0.0%
% Renewed on time	90%	93%	96.2%	95.8%	0.0%

### Operations

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Lines picked per hour	33	22.5	↑ 10	29	↑ 7
Error rate	1%	2%	↑ -1.00pp	4%	↓ 1.50pp
Calls Abandoned	2.2%	3.0%	↑ 0.75pp	2.8%	↑ 0.16pp