

## SERVICE LINE ANALYSIS

Mar-17

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ACTUAL	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
	£000	£000	£000	£000	£000
STORES	41,847	0	0	0	41,847
DIRECT	0	18,228	0	0	18,228
GAS	0	0	14,375	0	14,375
CATALOGUE ADVERTISING	0	0	0	876	876
REBATE INCOME	0	0	939	5,111	6,050
MISCELLANEOUS INCOME	182	0	11	91	284
<b>Total Sales</b>	<b>42,029.1</b>	<b>18,228.0</b>	<b>15,324.8</b>	<b>6,077.5</b>	<b>81,659.5</b>
Less Cost of Sales	30,134	15,894	13,986	0	60,013
<b>Surplus on Trading Account</b>	<b>11,895.2</b>	<b>2,334.3</b>	<b>1,339.2</b>	<b>6,077.5</b>	<b>21,646.2</b>
Wages and Salaries	4,093	1,177	422	2,746	8,438
Agency Costs	1,029	9	0	22	1,060
Other Expenses	1,788	305	60	711	2,864
Transport	1,851	0	0	0	1,851
<b>Total Expenditure</b>	<b>8,760</b>	<b>1,491</b>	<b>483</b>	<b>3,479</b>	<b>14,213</b>
<b>Operating Surplus</b>	<b>3,135.4</b>	<b>843.2</b>	<b>856.7</b>	<b>2,598.3</b>	<b>7,433.5</b>
%	7.5%	4.6%	5.6%	42.8%	9.1%
<u>Contribution to Central Costs</u>					
Finance and IT	1,165	582	116	466	2,330
Marketing	0	0	0	0	0
Directorate	431	216	43	173	863
<b>Net Surplus</b>	<b>1,539.1</b>	<b>45.0</b>	<b>697.0</b>	<b>1,959.8</b>	<b>4,241.0</b>
	3.7%	0.2%	4.5%	32.2%	5.2%

Check Balance

Warehouse	Commercial
£000	£000
41,847	0
0	18,228
0	14,375
0	876
0	6,050
182	102
<b>42,029.1</b>	<b>39,630.4</b>
30,134	29,879
<b>11,895.2</b>	<b>9,751.0</b>
4,093	4,345
1,029	31
1,788	1,076
1,851	0
8,760	5,453
<b>3,135.4</b>	<b>4,298.2</b>
7.5%	53.0%
1,165	1,165
0	0
431	431
<b>1,539.1</b>	<b>2,701.9</b>
3.7%	37.0%

BUDGET	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
	£000	£000	£000	£000	£000
STORES	42,814	0	0	0	42,814
DIRECT	0	20,199	0	0	20,199
GAS	0	0	25,360	0	25,360
CATALOGUE ADVERTISING	0	0	0	955	955
REBATE INCOME	0	0	1,222	4,886	6,108
MISCELLANEOUS INCOME	113	0	0	57	170
<b>Total Sales</b>	<b>42,927.3</b>	<b>20,198.5</b>	<b>26,581.2</b>	<b>5,898.1</b>	<b>95,605.1</b>
Less Cost of Sales	31,619	17,618	24,995	0	74,231
<b>Surplus on Trading Account</b>	<b>11,308.7</b>	<b>2,580.7</b>	<b>1,586.2</b>	<b>5,898.1</b>	<b>21,373.6</b>
Wages and Salaries	4,364	1,209	438	2,821	8,832
Agency Costs	1,133	8	0	18	1,158
Other Expenses	1,693	324	78	755	2,850
Transport	1,829	0	0	0	1,829
<b>Total Expenditure</b>	<b>9,020</b>	<b>1,540</b>	<b>516</b>	<b>3,594</b>	<b>14,670</b>
<b>Operating Surplus</b>	<b>2,288.3</b>	<b>1,040.4</b>	<b>1,070.6</b>	<b>2,304.1</b>	<b>6,703.4</b>
%	5.3%	5.2%	4.0%	39.1%	7.0%
<u>Contribution to Central Costs</u>					
Finance and IT	1,023	512	102	409	2,046
Marketing	0	0	0	0	0
Directorate	386	193	39	154	771
<b>Net Surplus</b>	<b>879.7</b>	<b>336.1</b>	<b>929.8</b>	<b>1,740.6</b>	<b>3,886.2</b>
	2.0%	1.7%	3.5%	29.5%	4.1%

Check Balance

Warehouse	Commercial
£000	£000
42,814	0
0	20,199
0	25,360
0	955
0	6,108
113	57
<b>42,927.3</b>	<b>52,677.8</b>
31,619	42,613
<b>11,308.7</b>	<b>10,065.0</b>
4,364	4,468
1,133	25
1,693	1,157
1,829	0
9,020	5,650
<b>2,288.3</b>	<b>4,415.1</b>
5.3%	48.2%
1,023	1,023
0	0
386	386
<b>879.7</b>	<b>3,006.5</b>
2.0%	34.7%

ACTUAL V BUDGET VARIANCE	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
	£000	£000	£000	£000	£000
STORES	(967)	0	0	0	(967)
DIRECT	0	(1,970)	0	0	(1,970)
GAS	0	0	(10,985)	0	(10,985)
CATALOGUE ADVERTISING	0	0	0	(79)	(79)
REBATE INCOME	0	0	(283)	224	(58)
MISCELLANEOUS INCOME	69	0	11	34	114
<b>Total Sales</b>	<b>(898.2)</b>	<b>(1,970.5)</b>	<b>(11,256.4)</b>	<b>179.5</b>	<b>(13,945.6)</b>
Less Cost of Sales	(1,485)	(1,724)	(11,009)	0	(14,218)
<b>Surplus on Trading Account</b>	<b>586.5</b>	<b>(246.5)</b>	<b>(247.0)</b>	<b>179.5</b>	<b>272.6</b>
Wages and Salaries	272	32	15	75	395
Agency Costs	105	(2)	0	(4)	98
Other Expenses	(94)	19	18	44	(14)
Transport	(22)	0	0	0	(22)
<b>Total Expenditure</b>	<b>261</b>	<b>49</b>	<b>33</b>	<b>115</b>	<b>458</b>
<b>Operating Surplus</b>	<b>326.0</b>	<b>(295.7)</b>	<b>(279.9)</b>	<b>64.6</b>	<b>730.1</b>
%					
<u>Contribution to Central Costs</u>					
Finance and IT	(142)	(71)	(14)	(57)	(284)
Marketing	0	0	0	0	0
Directorate	(46)	(23)	(5)	(18)	(91)
<b>Net Surplus</b>	<b>659.4</b>	<b>(291.1)</b>	<b>(232.7)</b>	<b>219.2</b>	<b>354.8</b>

Warehouse	Commercial
£000	£000
(967)	0
0	(1,970)
0	(10,985)
0	(79)
0	(58)
69	45
<b>(898.2)</b>	<b>(13,047.4)</b>
(1,485)	(12,733)
<b>586.5</b>	<b>(314.0)</b>
272	123
105	(6)
(94)	81
(22)	0
261	197
<b>847.1</b>	<b>(116.9)</b>
(142)	(142)
0	0
(46)	(46)
<b>659.4</b>	<b>(304.6)</b>

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