

## Management Summary Dec 19

### Management Summary

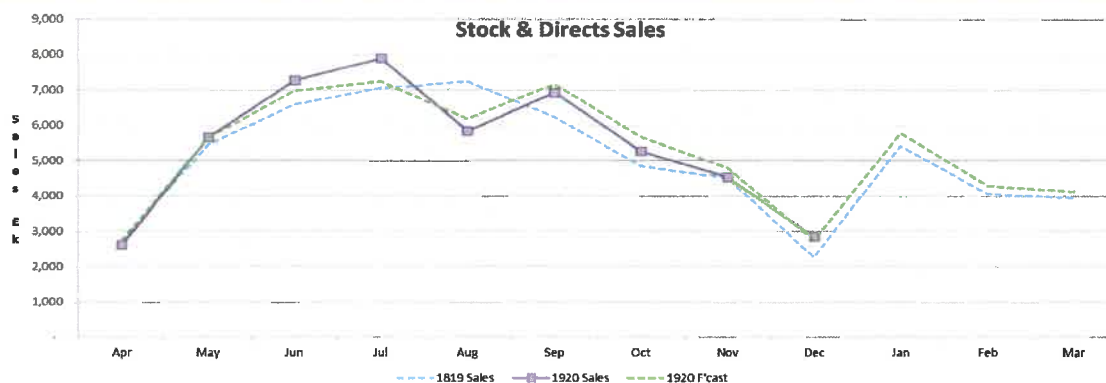
	Actual	Budget /LY	Var	YTD Actual	YTD Var
Stores Sales	£1,785,546	£1,792,488	↓ -0.4%	£34,579,244	↓ -3.0%
Direct Sales	£1,055,091	£977,356	↑ 8.0%	£14,274,876	↑ 5.9%
Rebate plus fee income	£368,539	£352,102	↑ 4.7%	£5,347,870	↑ 33.2%
<b>Total Sales (Exc Gas)</b>	<b>£3,218,478</b>	<b>£3,146,116</b>	<b>↑ 2.3%</b>	<b>£55,212,002</b>	<b>↑ 2.3%</b>
Stores Margin %	28.84%	28.21%	↑ 0.63pp	28.63%	↓ -0.28pp
Directs Margin %	14.84%	13.56%	↑ 1.28pp	14.03%	↑ 0.47pp
<b>Total Gross Margin inc Consumables Cost</b>	<b>£1,082,375</b>	<b>£1,041,784</b>	<b>↑ 3.9%</b>	<b>£18,548,732</b>	<b>↑ 7.8%</b>
Total Expenditure	£1,488,423	£1,466,720	↓ -1.5%	£14,474,585	↓ -1.3%
Surplus	-£406,048	-£424,935	↑ £18,887	£4,074,147	↑ £1,148,434
<b>Net Profit Margin %</b>	<b>-12.62%</b>	<b>-13.51%</b>	<b>↑ 0.89pp</b>	<b>7.38%</b>	<b>↑ 1.96pp</b>
Operations cost as a proportion of sales	45.2%	41.0%	↓ -4.23pp	23.2%	↓ -1.49pp
Expenditure as a proportion of Gross Margin	137.5%	177.6%	↑ 40.06pp	78.0%	↑ 4.96pp

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Eduzone Sales	£28,395	£27,437	↑ 3.5%	£578,302	↑ 4.7%

### Customer Order KPI's

	TY YTD	LY YTD	Var
AOV	£171.01	£161.75	↑ £9.25
Prop of orders over £15	97.0%	96.9%	↑ 0.10pp

### Graph - Sales vs. Forecast



### HR

	Actual	Target	Var
Sickness Absence Rates *	8.1	8.0	↓ 0.1
No. of Apprentices	19	7	↑ 12.0

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

Mandatory Training Completion	Actual	Target	Var
Fraud	92%	90%	↑ 2.07pp
Data Protection	80%	90%	↓ -9.51pp
Equality & Diversity	88%	90%	↓ -2.20pp
Health & Safety	85%	90%	↓ -5.31pp
GDPR	77%	90%	↓ -12.87pp

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