

APPENDIX 1A

| ACTUAL 2011-2012 £ | | FORECAST OUTTURN 2012-2013 £ | BUDGET 2013-2014 £ | FORECAST 2014-2015 | FORECAST 2015-2016 | FORECAST 2016-2017 |
|--------------------------------|---------------------------------------|---------------------------------------|--------------------------|-----------------------|-----------------------|-----------------------|
| INCOME | | | | | | |
| 37,680,373 | Stores Sales | 40,738,000 | 42,254,000 | 44,510,000 | 45,965,000 | 46,884,300 |
| 28,639,146 | Less stores Cost of Sales | 30,890,000 | 32,038,000 | 33,925,889 | 35,173,732 | 36,023,095 |
| <u>9,041,227</u> | STORES TRADING SURPLUS | <u>9,848,000</u> | <u>10,216,000</u> | <u>10,584,111</u> | <u>10,791,268</u> | <u>10,861,205</u> |
| 31.6% | | 31.9% | 31.9% | 31.2% | 30.6% | 30.0% |
| 4,814,411 | Rebates and Fees | 4,221,109 | 4,073,770 | 3,864,748 | 3,807,356 | 3,769,898 |
| 2,166,201 | Direct Orders | 2,601,990 | 2,434,410 | 2,309,502 | 2,275,206 | 2,252,822 |
| 659,171 | BSF Partnership Income | 110,470 | 0 | 0 | 0 | 0 |
| 905,566 | Catalogue Advertising | 900,914 | 896,275 | 850,288 | 837,661 | 829,420 |
| 234,054 | Other Income | 193,705 | 201,700 | 191,351 | 188,509 | 186,655 |
| <u>8,779,403</u> | CUSTOMER & CLIENT RECEIPTS | <u>8,028,188</u> | <u>7,606,155</u> | <u>7,215,889</u> | <u>7,108,732</u> | <u>7,038,795</u> |
| <u>17,820,630</u> | TOTAL INCOME | <u>17,876,188</u> | <u>17,822,155</u> | <u>17,800,000</u> | <u>17,900,000</u> | <u>17,900,000</u> |
| EXPENDITURE | | | | | | |
| EMPLOYEES | | | | | | |
| 7,616,688 | Salaries & Wages | 7,867,996 | 8,107,852 | 8,028,018 | 8,102,569 | 8,177,866 |
| 475,949 | National Insurance | 471,096 | 622,480 | 616,351 | 622,074 | 627,855 |
| 1,034,352 | Pension Fund Contributions | 1,062,277 | 1,421,451 | 1,407,455 | 1,420,525 | 1,433,726 |
| <u>9,126,989</u> | | <u>9,401,369</u> | <u>10,151,783</u> | <u>10,051,824</u> | <u>10,145,168</u> | <u>10,239,447</u> |
| OTHER EMPLOYEE EXPENSES | | | | | | |
| 51,163 | Staff Training | 45,390 | 64,697 | 64,144 | 61,454 | 58,755 |
| 35,710 | Staff Advertising | 74,020 | 75,870 | 75,221 | 72,068 | 68,901 |
| 33,678 | Additional Pension Costs | 39,940 | 40,940 | 40,590 | 38,888 | 37,180 |
| 32,284 | Other Allowances & Payments | 17,270 | 17,570 | 17,420 | 16,689 | 15,956 |
| 60,356 | Insurance | 60,850 | 62,370 | 61,837 | 59,244 | 56,641 |
| PREMISES | | | | | | |
| 154,701 | Repair, Maintenance & Insurance | 153,263 | 161,340 | 159,961 | 153,254 | 146,521 |
| 93,912 | Lighting & Heating | 94,332 | 90,016 | 89,247 | 85,505 | 81,748 |
| 934,360 | Property Mortgage and Rent | 914,966 | 896,617 | 888,952 | 851,680 | 814,264 |
| 332,032 | Rates | 350,380 | 365,500 | 362,376 | 347,182 | 331,929 |
| 20,278 | Water | 21,813 | 23,461 | 23,261 | 22,286 | 21,306 |
| TRANSPORT | | | | | | |
| 1,384,272 | Carriage and Distribution | 1,477,214 | 1,516,420 | 1,503,457 | 1,440,419 | 1,377,140 |
| 370,000 | Renewals Fund Contribution | 372,000 | 383,000 | 379,726 | 363,805 | 347,822 |
| 190,926 | Lease Car Scheme | 140,251 | 143,362 | 142,137 | 136,177 | 130,195 |
| EQUIPMENT | | | | | | |
| 572,107 | IT Equipment & Services | 428,421 | 455,235 | 451,343 | 432,419 | 413,422 |
| 149,000 | IT Renewals Fund Contribution | 157,000 | 166,550 | 165,126 | 158,203 | 151,253 |
| 242,279 | Warehouse and office equipment | 167,390 | 199,627 | 197,920 | 189,622 | 181,291 |
| OFFICE EXPENSES | | | | | | |
| 177,843 | Printing & stationery | 166,935 | 161,906 | 160,522 | 153,792 | 147,035 |
| 142,651 | Postage | 146,790 | 118,120 | 117,110 | 112,200 | 107,271 |
| 39,684 | Telephones | 38,990 | 40,270 | 39,926 | 38,252 | 36,571 |
| OTHER EXPENSES | | | | | | |
| 462,852 | Catalogues & Marketing | 473,120 | 472,660 | 468,620 | 448,971 | 429,247 |
| 79,755 | BSF Partnership Fees | 0 | 0 | 0 | 0 | 0 |
| 0 | Bank Interest | 0 | 0 | 0 | 0 | 0 |
| 40,983 | Travel & Subsistence | 33,344 | 35,023 | 34,724 | 33,268 | 31,806 |
| 42,755 | Subscriptions | 36,788 | 37,625 | 37,303 | 35,739 | 34,169 |
| 84,814 | Provision for bad debts | 30,000 | 30,750 | 30,487 | 29,209 | 27,926 |
| 32,745 | Miscellaneous Expenses | 36,815 | 62,734 | 62,198 | 59,590 | 56,972 |
| 21,776 | Audit fees | 14,000 | 14,350 | 14,227 | 13,631 | 13,032 |
| 100,435 | Consultancy & Professional Fees | 100,896 | 57,821 | 57,327 | 54,923 | 52,510 |
| CENTRAL CHARGES | | | | | | |
| 145,955 | Support services | 172,368 | 160,000 | 158,632 | 151,981 | 145,304 |
| <u>15,156,295</u> | TOTAL EXPENDITURE | <u>15,165,914</u> | <u>16,005,616</u> | <u>15,855,616</u> | <u>15,705,616</u> | <u>15,555,616</u> |
| 2,664,335 | OPERATING SURPLUS | 2,710,274 | 1,816,539 | 1,944,384 | 2,194,384 | 2,344,384 |

ALLOCATIONS FROM OPERATING SURPLUS:

| | | | | | | |
|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|
| 400,000 | Building Capital Provision | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| 100,000 | Warehouse Efficiency Project | 0 | 100,000 | | | |
| 0 | Earmarked Projects | 572,300 | 0 | | | |
| 0 | Pay Harmonisation | -144,608 | 0 | | | |
| <u>2,164,335</u> | NET SURPLUS FOR YEAR | <u>1,882,582</u> | <u>1,316,539</u> | <u>1,544,384</u> | <u>1,794,384</u> | <u>1,944,384</u> |
| | Non Employment Expenditure | 5,764,545 | 5,853,834 | 5,803,793 | 5,560,448 | 5,316,170 |
| £k | | FORECAST | | | | |
| | | OUTTURN | BUDGET | | | |
| | | 2012-2013 | 2013-2014 | | | |
| | Non Employment Expenditure | 5,765 | 5,854 | | | |

DRAFT BALANCE SHEET FORECAST 2012-2014**APPENDIX 1B**

| ACTUAL | | ORIGINAL BUDGET AS AT | FORECAST OUTTURN AS AT | DRAFT BUDGET AS AT |
|---------------------------------|------------------------------|-----------------------------|------------------------------|--------------------------|
| 31 March 2012 | £'000 | 31 March 2013 | 31 March 2013 | 31 March 2014 |
| FIXED ASSETS | | | | |
| 10,000 | Land & Buildings | 9,326 | 9,915 | 9,830 |
| 1,506 | Other Fixed Assets | 1,253 | 1,045 | 1,287 |
| <u>11,506</u> | | <u>10,579</u> | <u>10,960</u> | <u>11,117</u> |
| CURRENT ASSETS | | | | |
| 4,441 | Stocks | 4,750 | 4,800 | 4,225 |
| 8,828 | Sales Ledger Debtors | 7,120 | 9,360 | 8,971 |
| 1,451 | Other Debtors | 890 | 1,510 | 1,490 |
| 7,229 | Cash & Cash Equivalents | 8,879 | 6,143 | 7,229 |
| <u>21,949</u> | | <u>21,639</u> | <u>21,813</u> | <u>21,915</u> |
| CURRENT LIABILITIES | | | | |
| (6,309) | Purchases Creditors | (9,420) | (6,880) | (7,211) |
| (3,496) | Members Dividend | (4,337) | (1,506) | (953) |
| (6,150) | Other Creditors | (1,370) | (6,270) | (6,400) |
| 0 | Bank Overdraft | 0 | 0 | 0 |
| <u>(15,955)</u> | | <u>(15,127)</u> | <u>(14,656)</u> | <u>(14,564)</u> |
| <u>5,994</u> | NET CURRENT ASSETS | <u>6,512</u> | <u>7,157</u> | <u>7,351</u> |
| LONG TERM LIABILITIES | | | | |
| (9,000) | Long Term Creditor | (8,700) | (8,500) | (8,000) |
| <u>8,500</u> | | <u>8,391</u> | <u>9,617</u> | <u>10,468</u> |
| FINANCED BY: | | | | |
| RETAINED RESERVES | | | | |
| 2,569 | General Fund | 2,780 | 2,946 | 3,309 |
| 1,648 | Earmarked Reserves | 1,094 | 1,496 | 791 |
| 1,765 | Vehicles & Equipment Reserve | 2,098 | 2,276 | 2,387 |
| 617 | Stores Maintenance Reserve | 261 | 1,044 | 1,469 |
| <u>6,599</u> | | <u>6,233</u> | <u>7,762</u> | <u>7,956</u> |
| NON-CASH BACKED RESERVES | | | | |
| 2 | Revaluation Reserve | 0 | 0 | 0 |
| 1,899 | Capital Adjustment Account | 2,159 | 1,855 | 2,512 |
| <u>8,500</u> | TOTAL NET WORTH | <u>8,392</u> | <u>9,617</u> | <u>10,468</u> |

DRAFT CASH FLOW FORECAST 2012 - 2014

APPENDIX 1C

| ACTUAL | | ORIGINAL BUDGET AS AT | FORECAST OUTTURN AS AT | DRAFT BUDGET AS AT |
|---|--|-----------------------------|------------------------------|--------------------------|
| 31 March 2012 | £'000 | 31 March 2013 | 31 March 2013 | 01 April 2014 |
| REVENUE ACTIVITIES: | | | | |
| Cash outflows - | | | | |
| 8,175 | Cash paid to and on behalf of employees | 10,069 | 10,038 | 10,814 |
| 67,035 | Cash paid for goods and services | 68,837 | 64,201 | 65,449 |
| 4,250 | Other operating cash payments | 5,342 | 4,999 | 5,042 |
| Cash inflows - | | | | |
| (83,283) | Cash received for goods and services | <u>(87,545)</u> | <u>(82,505)</u> | <u>(85,563)</u> |
| (3,823) | Revenue Activities Cash Flow | <u>(3,297)</u> | <u>(3,267)</u> | <u>(4,258)</u> |
| RETURNS ON INVESTMENTS AND SERVICING OF FINANCE: | | | | |
| Cash outflows - | | | | |
| 0 | Dividends paid | 0 | 3,496 | 1,506 |
| 446 | Interest paid | 410 | 425 | 403 |
| Cash inflows - | | | | |
| (20) | Interest received | <u>(35)</u> | <u>(75)</u> | <u>(75)</u> |
| 426 | | <u>375</u> | <u>3,846</u> | <u>1,834</u> |
| CAPITAL ACTIVITIES: | | | | |
| Cash outflows - | | | | |
| 607 | Purchase of fixed assets | 496 | 7 | 887 |
| Cash inflows - | | | | |
| (79) | Sale of fixed assets | <u>(40)</u> | <u>0</u> | <u>(50)</u> |
| 528 | | <u>456</u> | <u>7</u> | <u>837</u> |
| (2,869) | NET (INFLOW) / OUTFLOW BEFORE FINANCING: | <u>(2,466)</u> | <u>586</u> | <u>(1,586)</u> |
| 624 | Repayment of Building Loan | 500 | 500 | 500 |
| (2,245) | <u>(INCREASE)/ DECREASE IN CASH:</u> | <u>(1,966)</u> | <u>1,086</u> | <u>(1,086)</u> |
| Actual | | Budget | Forecast | Budget |
| 31-Mar | | 31-Mar | 31-Mar | 31-Mar |
| 2012 | <u>MOVEMENTS IN CASH BALANCES</u> | <u>2012</u> | <u>2012</u> | <u>2013</u> |
| 7,229 | Cash in hand and at bank | 8,879 | 6,143 | 7,229 |
| 7,229 | | <u>8,879</u> | <u>6,143</u> | <u>7,229</u> |
| | <u>NET (INCREASE)/ DECREASE IN CASH:</u> | | <u>1,086</u> | <u>(1,086)</u> |

| | 2012-13 | 2012-14 |
|-----------------|---------|---------------------|
| Leased cars | 16,758 | 17,500 est |
| Leased non cars | 1,079 | 1,160 7.5% as per p |
| Building | 406,825 | 384,767 act calcs |
| | 424,663 | 403,427 |

rior year increases

| FORECAST INCOME FOR 2012/13 AND BUDGET FOR 2013/14 | | | | | Appendix 1D | | |
|--|------------------------|-------------------|--------------------------------|--------------------------------|-------------------|------------------------------|---------------|
| | | 2012/13 Budget | 2012/13 Actual To Oct 12 | 2012/13 Revised Forecast | 2013/14 Budget | Change on 2012/13 Revised | |
| | | | | | | £ | % |
| PURCHASING SECTIONS | | | | | | | |
| Fees | | | | | | | |
| | Highways/Car Leasing | 72,000 | 85,812 | 115,810 | 68,000 | (47,810) | (41.3%) |
| | Energy | 0 | 0 | 0 | 0 | 0 | #DIV/0! |
| | ICT | 40,000 | 0 | 17,020 | 32,000 | 14,980 | 88.0% |
| | SP & C | 323,640 | 91,017 | 156,030 | 285,250 | 129,220 | 82.8% |
| | Major Projects | 55,000 | 5,665 | 9,710 | 0 | (9,710) | (100.0%) |
| | | <u>490,640</u> | <u>182,494</u> | <u>298,570</u> | <u>385,250</u> | <u>86,680</u> | <u>29.0%</u> |
| Strategic Division Rebates | | | | | | | |
| | Food | 353,300 | 183,498 | 293,500 | 251,160 | (42,340) | (14.4%) |
| | Highways/Car Leasing | 320,700 | 295,917 | 389,924 | 239,000 | (150,924) | (38.7%) |
| | Energy | 685,000 | 460,075 | 738,950 | 726,000 | (12,950) | (1.8%) |
| | ICT | 325,800 | 127,013 | 170,830 | 157,180 | (13,650) | (8.0%) |
| | SP & C | 630,070 | 461,830 | 472,780 | 545,260 | 72,480 | 15.3% |
| | | <u>2,314,870</u> | <u>1,528,333</u> | <u>2,065,984</u> | <u>1,918,600</u> | <u>(147,384)</u> | <u>(7.1%)</u> |
| Corporate Rebates | | | | | | | |
| | Highways/Car Leasing | 37,500 | 173,930 | 188,875 | 45,000 | (143,875) | (76.2%) |
| | ICT | 467,200 | 160,615 | 509,050 | 620,640 | 111,590 | 21.9% |
| | SP & C | 0 | 0 | 0 | 0 | 0 | #DIV/0! |
| | | <u>504,700</u> | <u>334,545</u> | <u>697,925</u> | <u>665,640</u> | <u>(32,285)</u> | <u>(4.6%)</u> |
| Trading Division Rebates | | | | | | | |
| | Furniture | 229,000 | 95,223 | 280,800 | 275,290 | (5,510) | (2.0%) |
| | Hardware | 322,800 | 214,701 | 322,800 | 431,080 | 108,280 | 33.5% |
| | Stationery | 118,500 | 48,766 | 101,220 | 149,930 | 48,710 | 48.1% |
| | | <u>670,300</u> | <u>358,690</u> | <u>704,820</u> | <u>856,300</u> | <u>151,480</u> | <u>21.5%</u> |
| Sales Invoicing Oncost | | | | | | | |
| Direct Orders & BSF: | | | | | | | |
| | Furniture | 909,370 | 707,800 | 1,155,090 | 1,156,770 | 1,680 | 0.1% |
| | Hardware | 468,700 | 264,880 | 463,790 | 433,750 | (30,040) | (6.5%) |
| | Stationery | 699,000 | 399,460 | 598,420 | 486,630 | (111,790) | (18.7%) |
| | Major Projects | 165,000 | 100,760 | 100,760 | 0 | (100,760) | (100.0%) |
| | ICT | 21,700 | 13,020 | 20,520 | 21,000 | 480 | 2.3% |
| Gas: | | | | | | | |
| | Energy | 395,000 | 175,260 | 364,170 | 336,260 | (27,910) | (7.7%) |
| | | <u>2,658,770</u> | <u>1,661,180</u> | <u>2,702,750</u> | <u>2,434,410</u> | <u>(268,340)</u> | <u>(9.9%)</u> |
| Other Purchasing Income | | | | | | | |
| | Lease car sales income | 46,400 | 29,811 | 51,105 | 46,400 | (4,705) | (9.2%) |
| | User Contributions | 30,800 | 13,998 | 23,997 | 30,800 | 6,803 | 28.4% |
| | Miscellaneous Income | 44,500 | 86,192 | 88,151 | 94,500 | 6,349 | 7.2% |
| | | <u>121,700</u> | <u>130,001</u> | <u>163,252</u> | <u>171,700</u> | <u>8,448</u> | <u>5.2%</u> |
| TOTAL PURCHASING INCOME | | 6,760,980 | 4,195,243 | 6,633,302 | 6,431,900 | (201,402) | (3.0%) |
| STORES TRADING | | | | | | | |
| Sales Value | | | Actual to Oct-12 | | | | |
| | Stores | 39,682,000 | 25,962,000 | 40,738,000 | 42,254,000 | 1,516,000 | 3.7% |
| | | <u>39,682,000</u> | <u>25,962,000</u> | <u>40,738,000</u> | <u>42,254,000</u> | <u>1,516,000</u> | <u>3.7%</u> |
| Sales Invoicing Oncost | | | | | | | |
| | Stores | 9,464,000 | 6,584,000 | 9,848,000 | 10,216,000 | 368,000 | 3.7% |

| | | | | | | | |
|-------------------------------------|-------------------------|-------------------|-------------------|-------------------|-------------------|------------------|----------------|
| | | <u>9,464,000</u> | <u>6,584,000</u> | <u>9,848,000</u> | <u>10,216,000</u> | <u>368,000</u> | <u>3.7%</u> |
| | % Oncost | 31.3% | 34.0% | 31.9% | 31.9% | | |
| <u>Stores Rebates</u> | | | | | | | |
| | Furniture | 7,500 | 88 | 0 | 110 | 110 | 0.0% |
| | Hardware | 29,500 | 3,558 | 29,500 | 21,400 | (8,100) | (27.5%) |
| | Stationery | 210,100 | 10,811 | 430,520 | 222,660 | (207,860) | (48.3%) |
| | ICT | 4,500 | 2,093 | 3,500 | 3,810 | 310 | 8.9% |
| | | <u>251,600</u> | <u>16,550</u> | <u>463,520</u> | <u>247,980</u> | <u>(215,850)</u> | <u>(46.6%)</u> |
| <u>Catalogue Advertising</u> | | | | | | | |
| | Marketing (Sustainable) | 0 | 0 | 0 | 0 | | |
| | Furniture | 425,000 | 446,608 | 446,608 | 450,000 | 3,392 | 0.8% |
| | Hardware | 157,770 | 149,872 | 149,872 | 151,275 | 1,403 | 0.9% |
| | Stationery | 275,000 | 240,443 | 267,884 | 275,000 | 7,116 | 2.7% |
| | ICT | 40,000 | 36,550 | 36,550 | 20,000 | (16,550) | (45.3%) |
| | | <u>897,770</u> | <u>873,473</u> | <u>900,914</u> | <u>896,275</u> | <u>(4,639)</u> | <u>(0.5%)</u> |
| <u>Misc Income</u> | | | | | | | |
| | Misc sales etc | 60,000 | 17,764 | 30,453 | 30,000 | (453) | (1.5%) |
| <u>Total Stores Income</u> | | | | | | | |
| | | <u>10,673,370</u> | <u>7,491,787</u> | <u>11,242,887</u> | <u>11,390,255</u> | 147,368 | 1.3% |
| <u>COMBINED INCOME</u> | | | | | | | |
| | | <u>17,434,350</u> | <u>11,687,030</u> | <u>17,876,188</u> | <u>17,822,155</u> | <u>(54,033)</u> | <u>(0.3%)</u> |