The Business Survey

of Penhallow Fabrications Ltd

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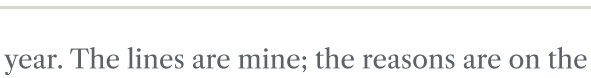
BUSINESS	Penhallow Fabrications Ltd, Plymouth
SURVEYED	7 September to 18 September 2026
FIGURES	To August 2026
BY	Guy Thomas Evans

SPECIMEN · FICTIONAL

Penhallow Fabrications Ltd does not exist. Every figure is invented, and every one adds up.

I · THE SHEET

August 2026: five of the seven past the line.

	THE NUMBER	AUGUST		JUL	THE LINE
i	Weeks of cash cover	1.4 *weeks*		1.4	Past the line *under 8 weeks*
ii	Gross margin, this year and last	2.5 *points down*		(2.3)	Past the line *a fall of more than 2 points*
iii	Debtor days	56 *days*		55	Past the line *over 45 days*
iv	The weight of your three largest customers	30 *per cent*		30	Inside the line *over 50 per cent*
v	Revenue per head	£83k *a head*		£83k	Inside the line *any fall on last year*
vi	Days to close the month	14 *working days*		15	Past the line *over 10 working days*
vii	Hours a week the business still needs you	40 *hours a week*		41	Past the line *over 20 hours*

Past the line: where one bad month decides the year. The lines are mine; the reasons are on the Seven numbers sheet. August's figures, July's beside them.

II · THREE FIXES

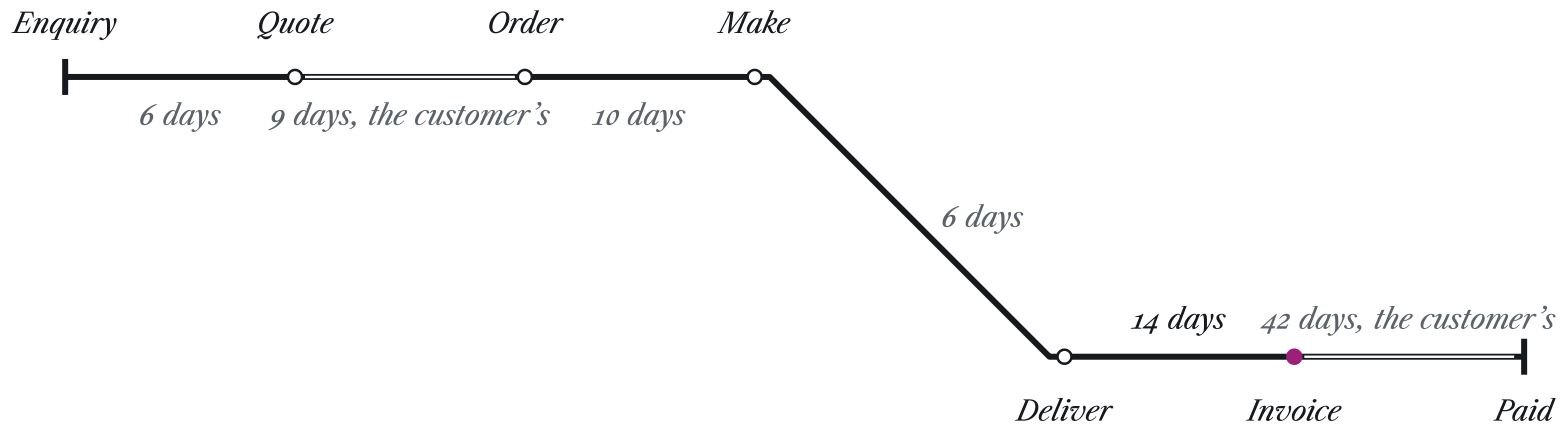
Three things to fix first, each one costed.

THE FIX	WHAT IT COSTS YOU NOW	WHAT IT WOULD TAKE	RETURNS, £
i *Customers paid on 30 days*	£70,137 of your cash sits with customers beyond 30 days. Debtor days 56, and each invoice waits 14 days after delivery before it is sent.	Terms of 30 days on every invoice, the invoice sent the day the work is delivered, and each one chased by the bookkeeper on the day it falls due.	70,137 *cash, once*
ii *Site repairs and gates, priced to the target*	All three in the last 18 jobs lost money: £367 between them, on £5,400 of work.	New prices for both, built from what the last ones cost, from 1 December.	9,160 *margin a year, on the same work*
iii *Structural frames, quoted from real costs*	The three largest jobs were all quoted under the 25% target: 22.4%, 19.8%, 17.6%.	Frames quoted from what the last ones cost in steel and hours, checked against the target before the quote goes.	23,920 *margin a year, on the same work*
Margin returned a year (ii and iii): gross margin from 24.7% to 27.5%			33,080
Cash home once (i): cash cover from 1.4 to 5.3 weeks			70,137

Margin from the last 18 jobs (sales £212,000, about a quarter of the year's £830,000 to August), times four. Debtors at 30 days: £81,863, on credit sales of £996,000 a year, VAT included.

III · ORDER TO CASH

From enquiry to cash: 87 days, 14 of them waiting to send the invoice.



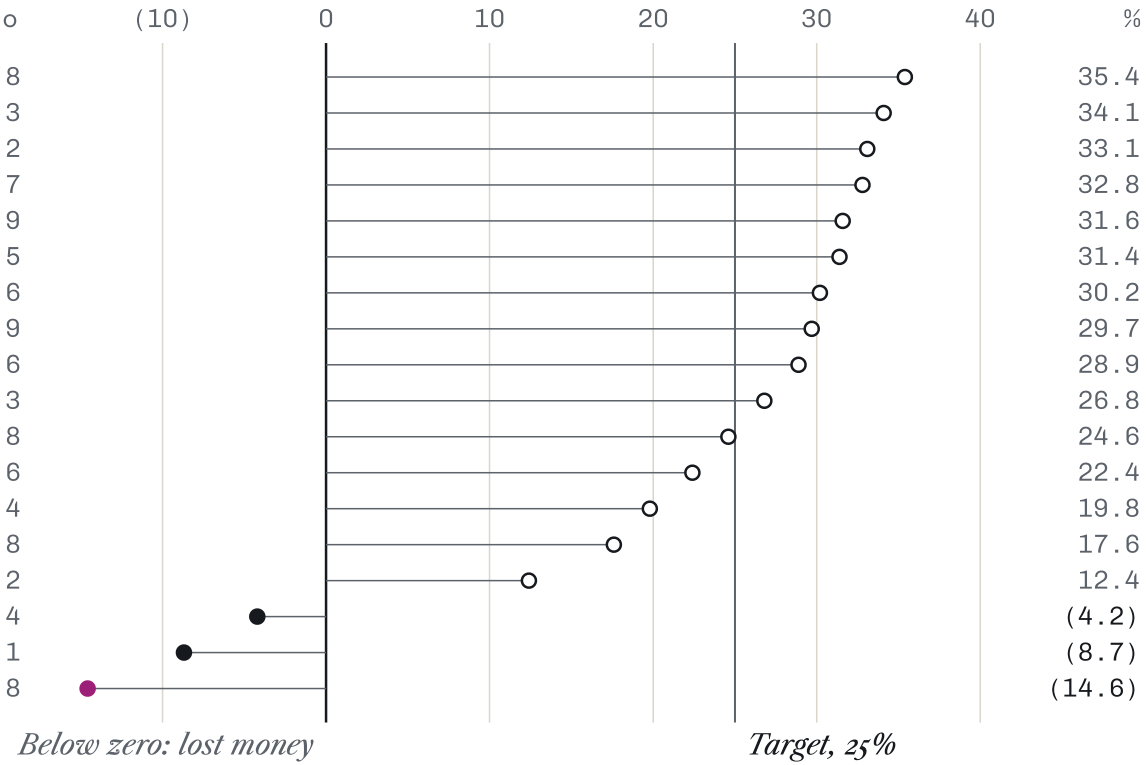
ENQUIRY TO CASH	OF WHICH YOUR OWN TIME	WAITING TO INVOICE
87 days	36 days	14 days

Median calendar days between stops, over the last 18 jobs. An open line is the customer's time. The work is made in 6 days and then waits 14 for its invoice: the longest wait of your own.

IV · MARGIN

Every site repair and gate job lost money; every structural frame missed the target.

JOB		SALES, £000	%
1183	*Balustrade*	6.8	35.4
1192	*Balustrade*	9.3	34.1
1181	*Staircase*	14.2	33.1
1198	*Balustrade*	7.7	32.8
1186	*Railings*	4.9	31.6
1195	*Staircase*	16.5	31.4
1188	*Canopy*	7.6	30.2
1189	*Staircase*	11.9	29.7
1193	*Railings*	5.6	28.9
1187	*Fire escape*	17.3	26.8
1194	*Fire escape*	14.8	24.6
1184	*Structural frame*	28.6	22.4
1191	*Structural frame*	22.4	19.8
1196	*Structural frame*	34.8	17.6
1197	*Canopy*	4.2	12.4
1185	*Gates*	3.4	(4.2)
1182	*Site repairs*	1.1	(8.7)
1190	*Site repairs*	0.8	(14.6)



All 18 jobs: sales £212,000, direct cost £159,623, gross margin 24.7%. Highest margin first; sales in £000.

V · THE CLOSE

August closed in fourteen working days. Here is a plan to close in three.

WORKING DAY	TASK	WHO
1	Bank and card accounts reconciled	Bookkeeper
	Every job in the month checked as invoiced	Bookkeeper
	Timesheets closed and costed to jobs	Workshop lead
	Supplier invoices posted; missing ones chased	Bookkeeper
2	Wages, PAYE and pension posted	Bookkeeper
	Work in progress valued, job by job	Workshop lead
	Steel in stock counted	Workshop lead
	Accruals posted	Bookkeeper
3	Aged debtors and creditors agreed to the ledger	Bookkeeper
	VAT control account reconciled	Bookkeeper
	Margin by job reviewed	Owner
	Profit and loss signed off: the month is closed	Owner
4	Thirteen-week forecast rolled forward	Bookkeeper
	The month on one page drafted	Bookkeeper
5	Monthly meeting held	Owner