



Area Manager Briefing

Monday trading review

Area 6, the training gap and the Perth sales decline

29 June 2026

Mo, GM Retail Operations



The \$320,000 labour flag combines two problems

AREA 6

\$270,000-\$290,000

Over-rostering since 15 February across fifteen stores

TRAINING GAP

\$12,000-\$15,000

Fourteen stores with a separate training and turnover issue



Area 6 accounts for nearly all of the flagged cost

\$270-290k

Annual over-rostering cost

Fifteen stores

One Area Manager

Common start date: 15 February



The roster change has not reached the system

1

Verbal update

Area 6 reported that the change was bedded in.

2

Field check

An unannounced Fairfield visit found the old headcount still running.

3

System confirmation

The March roster directive had not reached the store roster.



The training issue is smaller and remains unresolved

ANNUAL MARGIN IMPACT

\$12,000-\$15,000

Across the fourteen affected stores

MONTHLY TURNOVER

10-13%

Across the fourteen stores, versus roughly 10% network-wide



Thirteen of fifteen Perth stores fell below trend

13 / 15

stores below their four-week trend

The decline spans seven Area Managers. No promotion or calendar event explains the pattern. One WA owner is needed before the meeting.



Cost of goods drives two-thirds of the margin gap

COGS ~67%

LABOUR ~33%

\$525k annual mix impact plus \$337k Thickies input-cost increase

Wage rates rose 4.3%, close to sales growth of about 5%



Verbal updates require two checks

1

System confirmation

Confirm the reported change in the roster, sales or training system.

2

Field spot check

Test the change at store level before closing the issue.



Area 6 and training need separate owners

Area 6

Written confirmation that the roster change is live across all fifteen stores this week. Complete a spot check in three weeks.

Training

Open a network-wide root-cause review. Establish why the same fourteen stores lost completion and how turnover contributes.



Three decisions leave the meeting with owners

1

Area 6

Written roster confirmation this week. Spot check in three weeks.

2

Area 3

Pause or resource decision before the 15 September board paper.

3

Perth

WA owner assigned before next Monday's pack.