

August activity and sales report

Redmayne (agency ref 4471), Monday 3 to Friday 28 August 2026 — 20 working days. System interaction data joined to new business written on a conversion-date basis. Prepared 29 August 2026.

Executive summary

- The team wrote 500 new business policies in August, generating £86,668 premium and £53,380 of combined broker commission and fee income, from 685.5 active hours on the system.
- Sales are remarkably stable week to week — 128, 117, 127, 128 — while interactions swung 23% across the same four weeks. Activity volume is a poor predictor of output and should not be used as a performance measure on its own.
- The four permanently present users improved their sales per active hour from 0.74 to 0.88 across the month, a 19% gain, while interactions per sale stayed flat. They are producing more in fewer hours, not generating more activity.
- Priya Raman is the strongest performer on conversion: most sales (121), highest sales per hour (0.88) and fewest interactions per sale (68).
- Tomas Bright generated 44% more interactions than Priya for 13 fewer sales, and has the lowest average premium at £151. High activity has been masking lower conversion efficiency in previous reports.
- Absence cost real output. Adam Rooke wrote 22 policies in his 5 days at a rate above Gareth Ellery's, then disappeared for three weeks. Denise Fallowell worked 10 of 20 days.

Basis and method

Sales come from the Lares conversion-date report, pulled one month per request. This is the agent-level basis, appropriate for attributing work to people; it is deliberately not the effective-date agency report, and the two must never be combined or the same policy is counted twice. Filters: agency ref 4471, Status = Active, New business only. Cancellations are excluded at your instruction — in August they were written almost entirely by Lares back-office users (Laura Penn, Fiona Grady, Peter Wain) rather than the Redmayne team. Renewals are excluded as system-generated.

Interaction data records 30-minute slots containing at least one system event. Active hours = slots × 30 minutes. All figures are Monday to Friday.

Attribution caveat. The sales report stamps the user whose record it is, which is not always the person who completed the transaction. Tested against the interaction log, 449 of 500 new business rows have the stamped user active in that exact half-hour and 46 more have them on the system that day — 99.0% same-day. Only five do not: four of Denise Fallowell's, completed by colleagues during her absences, and one of Colin Marsh's. Her true output is therefore 19 rather than 23. Everyone else's figures are unaffected.

1. The month in numbers

User	Days	Active hrs	Inter- actions	Sales	Premium	Comm + fee	Sales per hr	Inter per sale	Income per hr
Priya Raman	20	137.5	8,235	121	£22,264	£12,690	0.88	68	£92
Mark Ellery	20	136.0	8,932	116	£21,112	£13,300	0.85	77	£98
Tomas Bright	20	141.5	11,880	108	£16,308	£11,089	0.76	110	£78
Gareth Ellery	20	143.0	7,566	97	£16,199	£10,043	0.68	78	£70
Denise Fallowell	10	30.0	1,748	23	£4,232	£2,455	0.77	76	£82
Adam Rooke	5	31.5	2,288	22	£4,070	£2,686	0.70	104	£85
Colin Marsh	13	66.0	6,110	13	£2,483	£1,117	0.20	470	£17
Team	—	685.5	46,759	500	£86,668	£53,380	0.73	94	£78

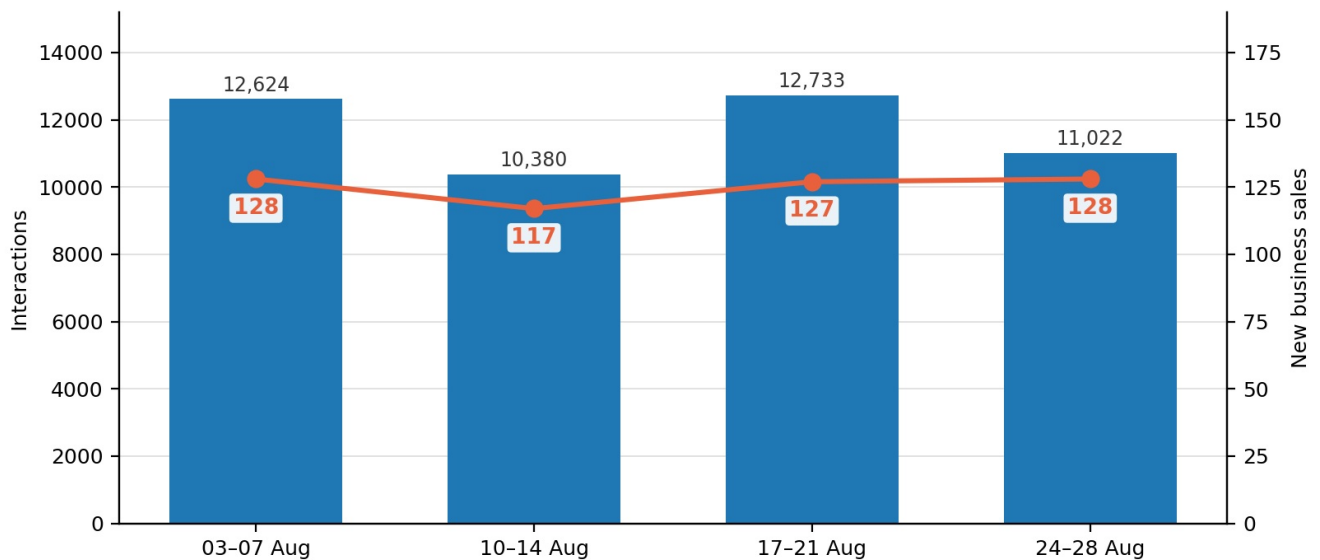


Figure 1 — Weekly interactions (bars) against new business sales (line). Interactions moved 23% between the highest and lowest week; sales moved 9%.

This is the single most important chart in the report. In the 3–7 August week the team generated 12,624 interactions and wrote 128 policies. In 24–28 August they generated 13% fewer interactions and wrote 128 — the same number of sales for 1,602 fewer interactions and 26 fewer hours. Everything the weekly reports have said about volume rising or falling has been describing effort, not output.

1.1 Where the income comes from

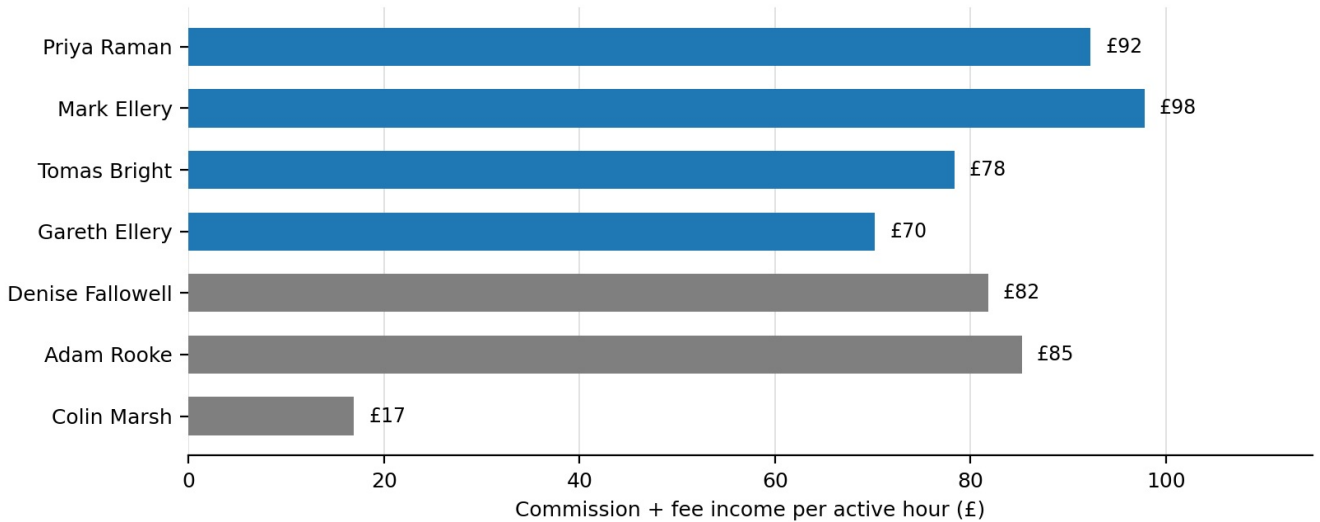


Figure 2 — Commission and fee income per active hour. Blue: the four permanently present users. Grey: part-month or non-sales users.

Ranking by income per hour reorders the team again. Mark Ellery leads at £98 despite writing 5 fewer policies than Priya Raman, because his average fee per sale is higher (£115 against £105). Tomas Bright at £78 and Gareth Ellery at £70 are 20% and 28% behind Mark. Across the month a one-pound-per-hour difference is worth roughly £686 to the business, so the gap between Mark and Gareth is around £3,900 of income over four weeks.

2. Productivity

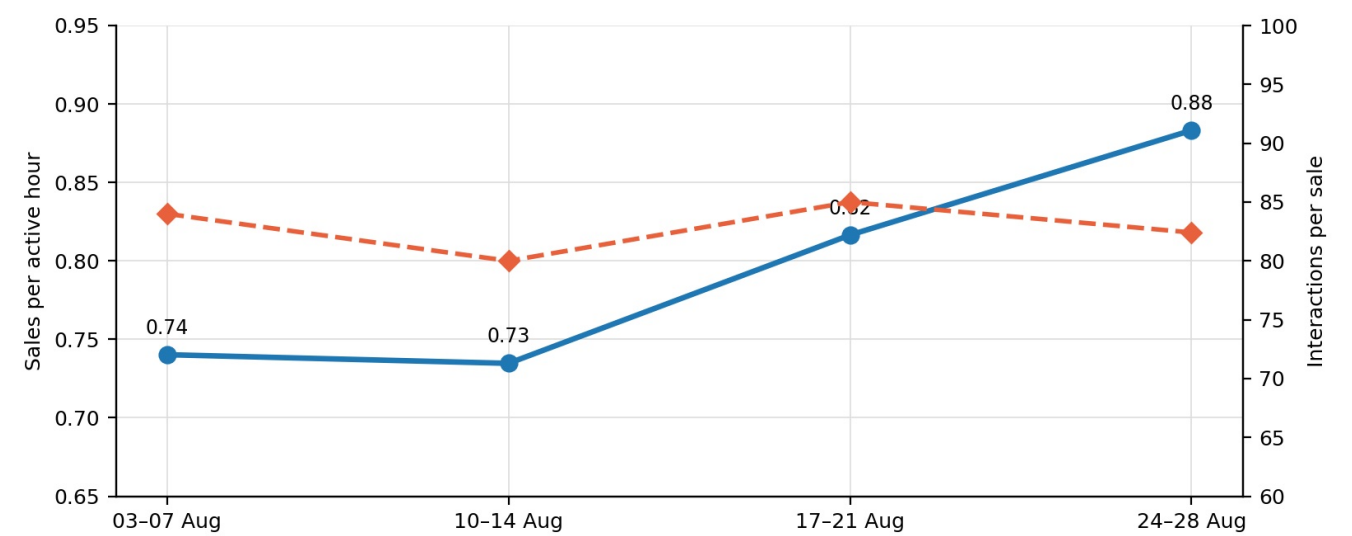


Figure 3 — Core four users: sales per active hour (solid, left axis) against interactions per sale (dashed, right axis).

Week	Sales	Premium	Interactions	Active hrs	Sales per hr	Inter per sale
03-07 Aug	104	£17,888	8,736	140.5	0.74	84
10-14 Aug	108	£18,360	8,640	147.0	0.73	80
17-21 Aug	109	£18,748	9,265	133.5	0.82	85
24-28 Aug	121	£20,887	9,972	137.0	0.88	82

Core four only, so the figures are not distorted by absence. Sales rose 16% while active hours fell 2%. Interactions per sale did not improve, which means the gain is not from working the system more efficiently — it is from converting a higher proportion of the same effort, or from a better mix of enquiries.

2.1 Per user, per week — hours worked and sales written

User	03-07 Aug	10-14 Aug	17-21 Aug	24-28 Aug
Priya Raman	33.5 h / 32	34.5 h / 25	35.5 h / 31	34.0 h / 33
Mark Ellery	34.5 h / 25	39.5 h / 32	30.0 h / 29	32.0 h / 30
Tomas Bright	39.5 h / 26	34.0 h / 25	32.5 h / 28	35.5 h / 29
Gareth Ellery	33.0 h / 21	39.0 h / 26	35.5 h / 21	35.5 h / 29
Denise Fallowell	absent / 2*	13.0 h / 8	17.0 h / 11	absent / 2*
Adam Rooke	31.5 h / 22	absent	absent	absent
Colin Marsh	10.0 h / 0	11.0 h / 1	26.0 h / 7	19.0 h / 5

* Sales stamped to Denise Fallowell during weeks she was absent, completed by colleagues.
Two weeks stand out and they are effectively tied. Priya Raman's final week produced 33 sales from 34.0 hours and Mark Ellery's 17-21 August produced 29 from 30.0 hours, both a shade under 0.98 per hour. Gareth Ellery's 17-21 August week is the weakest — 21 sales from 35.5 hours, 0.59 per hour — and his 10-14 August week produced 26 sales from 39.0 hours, his longest week of the month.

3. Working hours and attendance

User	Days present	Typical start	Typical finish	Active hrs per day	Inter per slot	Pattern
Tomas Bright	20	08:00	16:30	7.1	42.0	Continuous, highest activity density
Gareth Ellery	20	07:00	18:00	7.2	26.5	Split: early morning and late afternoon
Priya Raman	20	08:30	16:30	6.9	29.9	Continuous, short lunch break
Mark Ellery	20	09:00	17:30	6.8	32.8	Continuous, variable start times
Colin Marsh	13	07:30	16:00	5.1	46.3	Intermittent; batch processing
Adam Rooke	5	11:00	18:30	6.3	36.3	Late shift, 3-7 Aug only
Denise Fallowell	10	08:00	19:30	3.0	29.1	Split morning and evening, part-month

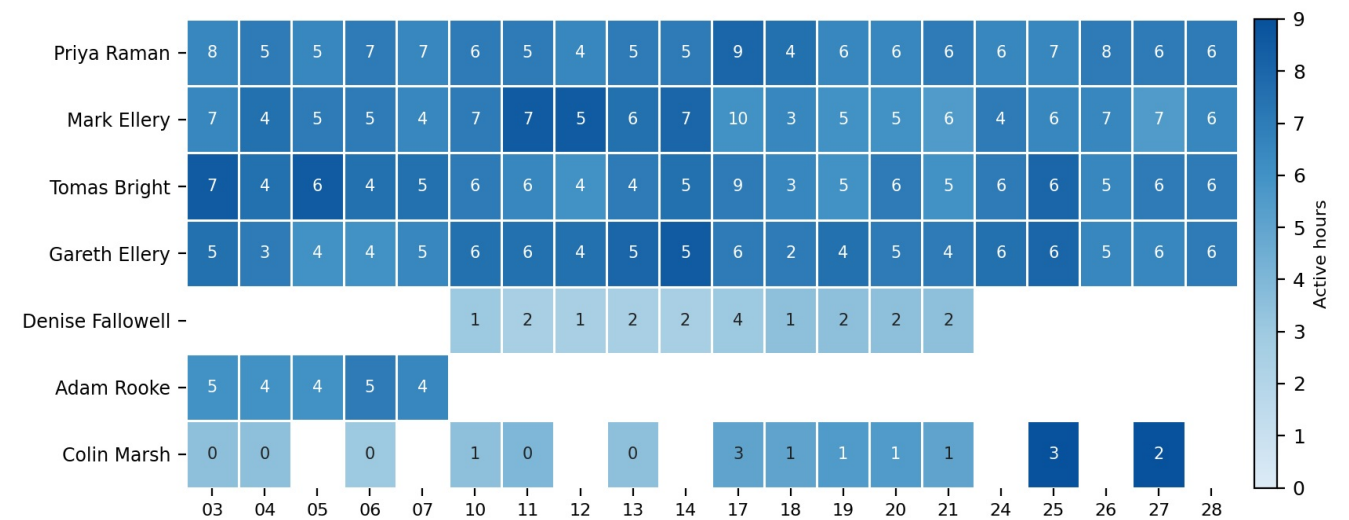


Figure 4 — Active hours by user and day (shading) with new business sales written that day (numbers). Blank cells are days with no recorded activity.

Attendance among the core four is complete — all 20 days each, with active hours between 6.8 and 7.2 per day. The gaps are entirely Denise Fallowell (10 days), Adam Rooke (5 days) and Colin Marsh (13 days). Between them they account for 32 lost person-days against a full-attendance month.

3.1 The cost of absence

At their own observed rates, the two absent users would have written roughly 85 additional policies had they worked the full month — Adam Rooke 4.4 sales a day for 15 further days, Denise Fallowell 1.9 a day for 10. At their observed average premium of £184 that is around £15,700 of premium and £9,700 of commission and fee income not written. The core four absorbed none of it: their sales rose through the month, but by 17 policies, not 85.

4. Shape of the working day

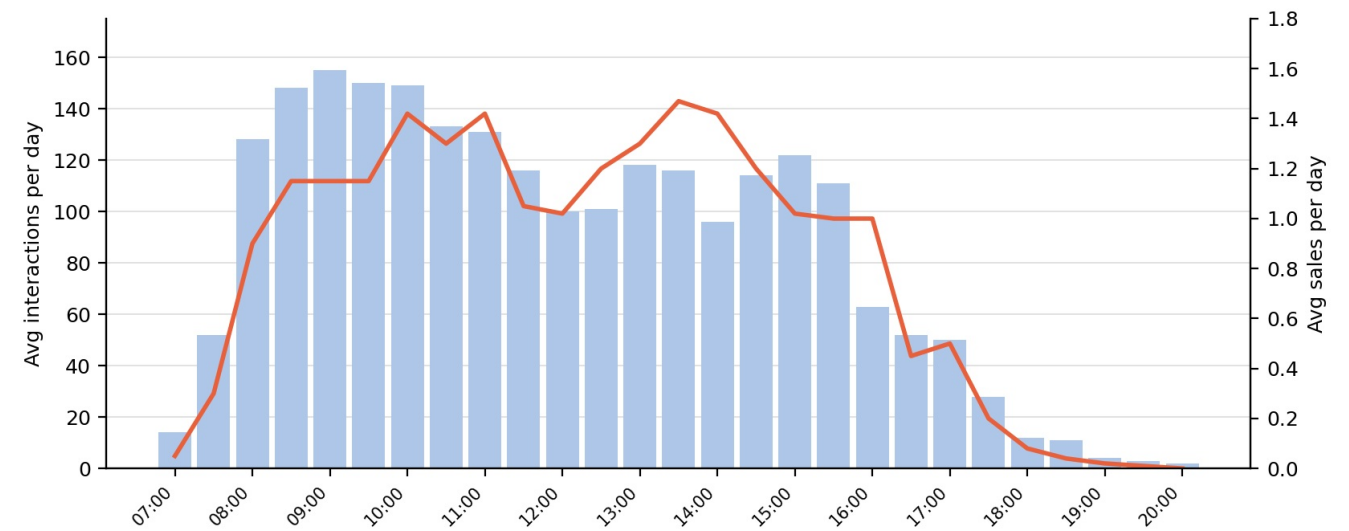


Figure 5 — Average interactions (bars) and new business sales (line) by 30-minute slot across the month.

Time band	Interactions	Share	Sales	Share	Inter per sale
Before 08:00	2,290	4.9%	19	3.8%	121
08:00-12:00	21,530	46.0%	208	41.6%	104
12:00-14:00	8,780	18.8%	118	23.6%	74
14:00-17:00	11,905	25.5%	134	26.8%	89
17:00-18:00	1,545	3.3%	17	3.4%	91
After 18:00	709	1.5%	4	0.8%	177

The most productive part of the day is 12:00-14:00, which delivers 23.6% of sales from 18.8% of interactions — 74 interactions per sale against 104 in the morning block. The morning is the busiest period but the least efficient. Activity before 08:00 and after 18:00 together account for 6.4% of interactions and 4.6% of sales; the post-18:00 window in particular runs at 177 interactions per sale and produced four policies in the whole month.

4.1 Day-to-day variation

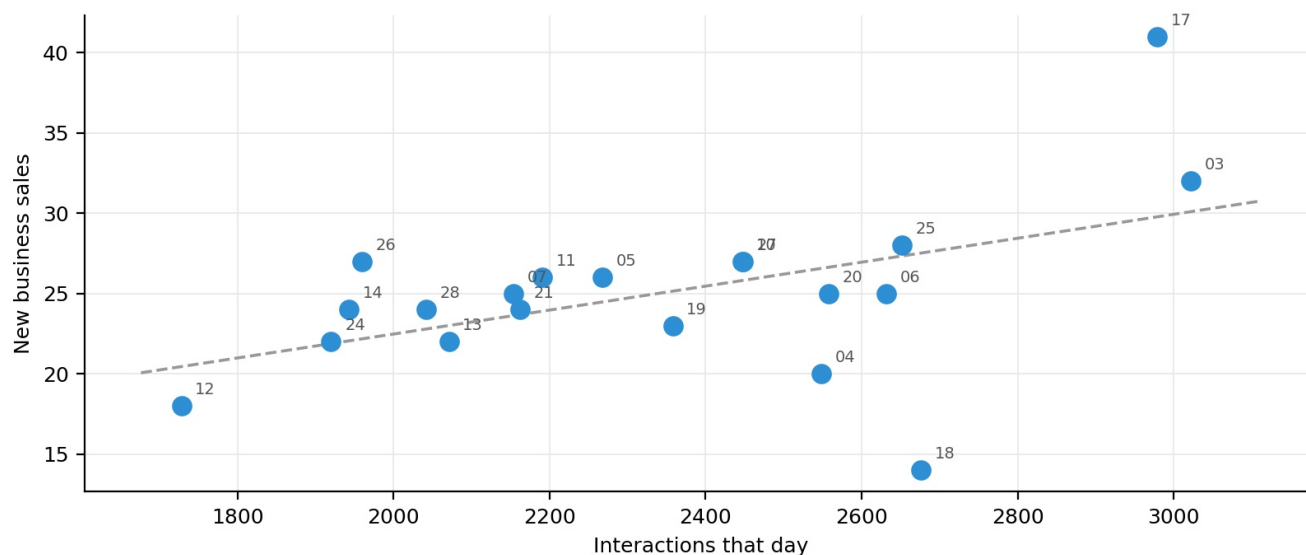


Figure 6 — Daily interactions against daily sales, each point one working day (labelled with date).

The relationship is weak: correlation of 0.49. The clearest illustration sits in one week — 17 August produced 41 sales, the best day of the month, from 2,979 interactions; 18 August produced 14 sales, the worst, from 2,676. An 11% difference in effort produced a 193% difference in output. Whatever drives a good day, it is not visible in the activity data.

5. Conclusions and recommendations

Change the reporting measure

Weekly interaction volume has been the headline in six consecutive reports and it does not predict sales. Replace it with sales per active hour and commission and fee income per active hour. Both are available weekly from the same two sources and both moved meaningfully in August where volume did not.

Tomas Bright needs a conversation, not a commendation

Previous reports named him the strongest performer three times on activity data. On sales he is third of four, with the lowest average premium (£151 against £178) and the highest interactions per sale (110 against 68–78). His product mix is more heavily weighted to Insurer A Unoccupied (76% of his book against Mark Ellery's 59%), which may explain it. Confirm before drawing any conclusion — this may be a case allocation issue rather than a performance one.

Understand what Priya Raman and Mark Ellery are doing differently

Priya converts at 68 interactions per sale, Mark earns £98 per active hour. Both are 13–29% ahead of Gareth Ellery on their respective measures, on the same product set and the same hours. This is the most valuable open question in the report — a 20% improvement applied to the other two is worth roughly £4,200 a month in income.

Absence is the largest single cost

Roughly 85 unwritten policies and £9,700 of income across two people. Adam Rooke in particular was performing above team average when present and has now been absent three consecutive weeks. Whatever his status is, it should be resolved and reflected in capacity planning.

Evening work is not producing sales

The post-18:00 window generated 709 interactions and 4 policies across the month. Whatever is happening in that period, it is not new business. If it is servicing or admin that is fine, but it should not be counted as sales capacity or used to justify the working pattern.

Investigate the good days, not the busy ones

17 August produced nearly three times the sales of 18 August on similar activity. Understanding what made that day work is likely to be more valuable than any amount of further analysis of interaction volume.

Limitations: interaction counts measure system events, not effort or value — a single slot may contain one large action or many small ones. Work done in meetings, on the phone or in other systems is invisible. Colin Marsh's activity is clearly batch-driven (individual slots of 291, 246 and 233 interactions) and he should be excluded from any sales productivity comparison. Personal data in the source is redacted and has not been used. Sales are attributed on the conversion timestamp, which may differ from when the work was done.

Demonstration data. This report is a worked example built on synthetic figures. Agency, user names, product references and all numeric values are fictional. It is intended to show report structure and analytical approach only; no figure in it relates to a real account.