

# Business Plan

# The Sample Inn



**1 Main Street, Anytown, AA1 1AA**

**Submitted by** Janet & John Smith

**Submitted for** A Pub Company

**Date:** 1<sup>st</sup> August 2020

# Table of Contents

## **Executive Summary page 3**

- Mission Statement
- USP
- Objectives
- Key Indicators

## **Personal Profiles page 4**

## **Description of the Business pages 5-11**

- Location & Local Leisure Market
- Pub Features
- Current Proposition
- Local Demographics & Target Customers
- SWOT & Actions

## **Competitors pages 12-14**

## **Operating Plan pages 15-18**

- Proposition
- Staff
- Physical Environment
- Drink
- Food
- Entertainment
- Sales Rhythm
- Marketing
- Conclusion

## **Disclaimer & References page 18**

## Executive Summary

### Mission Statement

*Our mission is to offer customers a relaxed and welcoming atmosphere, providing excellent seasonal food, well-kept beers and great service.*

The Sample Inn will become a go-to place in the area to sample great drinks, good quality food and enjoy great service from engaged staff. The pub provides us with an excellent opportunity to develop a really successful business here.

### USP

*“The Sample Inn – the best pub in Anytown - quality food, a great range of trending drinks and excellent service.”*

### Objectives

- re-launch all aspects of the pub’s offer, targeting locals and tourists alike
- build a reliable, motivated and conscientious team that share in the success of the pub
- have versatile wet sales with real ales, guest beers, craft choices, premium wines, spirits, minerals and hot drinks
- develop good quality menus
- develop the outside space, function room and letting rooms
- remain aware of local competition, local demographics and provide products appropriate to the target market
- engage in a regular, prominent marketing campaign across a range of media to drive awareness and engagement

## Business Plan Key Performance Indicators

### Year 1 Headlines

P&L	PLAN	
TOTAL TURNOVER	£385,166	
WET GROSS PROFIT	52.4%	
CATERING GROSS PROFIT	56.4%	
TOTAL STAFF COSTS %	21.1%	
RENT	£57,000	14.8%
NET PROFIT	£13,912	3.6%

Forecast weekly sales (inc. VAT) £8,888  
 Weekly sales (inc VAT) required to breakeven £8,337  
**Margin of safety (inc. VAT) £551**

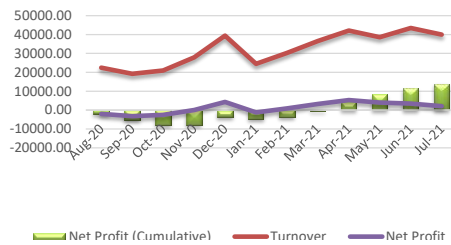
### Benchmark Comparison

Rent Model	BBPA	Roslyns
£668,049	£520,000	£520,000
53.6%	51.0%	52.0%
62.0%	71.2%	56.4%
24.1%	22.0%	25.1%
8.5%	8.5%	6.8%
9.0%	8.5%	5.6%

### Comments on variations

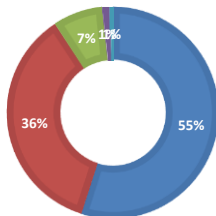
Sales in year one require rebuilding post COVID and impact of social distance measures  
 Food GP low as competitively priced menu  
 Rent based on model no adjustment for impact of COVID  
 Net Profit low due to reduced sales and relative high rent

### YEAR ONE : FORECAST PROFIT & TURNOVER

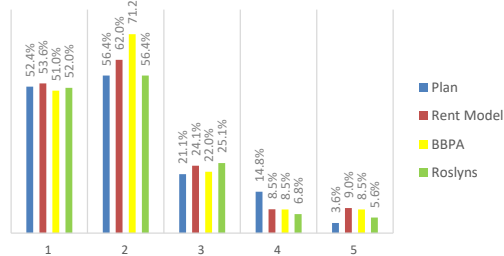


### SALES MIX

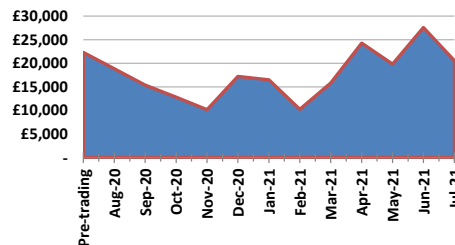
Wet Sales Catering Sales Accommodation Other Machines



### BENCHMARK COMPARISON



### YEAR ONE : FORECAST MONTH END BANK BALANCE



### 5 Year Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5	YEARS 1 - 5
TOTAL TURNOVER	£385,166	£501,721	£526,807	£547,879	£564,316	£2,525,888
TOTAL GROSS PROFIT	£224,252	£292,113	£307,504	£319,738	£329,330	£1,472,937
GROSS PROFIT %	58.2%	58.2%	58.4%	58.4%	58.4%	58.3%
NET PROFIT / (LOSS)	£13,912	£29,297	£36,960	£39,585	£39,052	£158,805
NET PROFIT %	3.6%	5.8%	7.0%	7.2%	6.9%	6.3%
CLOSING BANK & CASH PRE-DRAWINGS	£20,568	£49,059	£82,866	£150,843	£218,287	£218,287
Desired Drawings	-	-	-	-	-	-
RETAINED PROFIT / (LOSS)	(£3,088)	£12,297	£19,960	£22,585	£22,052	£73,805
CLOSING BANK & CASH	£3,568	£15,059	£31,866	£82,843	£133,287	£133,287
<b>Sensitivities Impact on Net Profit</b>						
10% increase in sales	£36,338	£58,508	£67,710	£71,559	£71,985	£306,099
10% decrease in sales	(£8,513)	£86	£6,209	£7,611	£6,119	£11,512
10% increase in overheads	(£7,122)	£86	£9,905	£11,569	£10,024	£27,392
10% decrease in overheads	£34,946	£55,579	£64,014	£67,600	£68,080	£290,219

## **Applicants Personal Profile**

**Janet & John Smith**  
**Email: [janet&john@outlook.co.uk](mailto:janet&john@outlook.co.uk)**  
**Tel: 07000 000000**

John Smith, 38 years old, living with my partner Janet and two children. I currently manage a children's home for children with challenging behaviour, within this role I manage a staff team of 32 and deal with finances, rotas and supervisions etc. I have also been a director of my own children's care service previously. I have management qualifications and other qualifications as well as transferable skills that I think would be relevant to support me as the landlord of a pub. I have worked in pubs, bars and restaurants in the past and have always been an extremely outgoing and sociable person. I am looking for a change in career and aspire to work in this field, I feel I have the relevant attributes to succeed in this environment. In my spare time I enjoy spending time with my family and friends and walking my dogs.

My partner, Janet, 28 years old currently works as a Senior in the children's home for children with challenging behaviour. She manages a staff team of 5 and helps with the running of the home. She has also worked in bars, pubs and restaurants and really enjoyed doing this as she is a bubbly person and likes to have fun. Janet has several qualifications that would be relevant to help manage and run a public facing environment. Janet and I have worked together previously and made a good team as we are similar and have a good understanding of each other and what needs to be done to succeed.

## Description of the Business

### The Location & Local Leisure Market



The Sample Inn is located on the edge of the Golden Triangle, a wedge-shaped area within the western suburbs of Norwich, that spreads outwards from the city centre between Newmarket Road and Earlham Road. It starts near the University of East Anglia on the outskirts of the city centre with Unthank Road running through the centre of the triangle. Its friendly atmosphere has resulted in the Golden Triangle being dubbed the Norwich version of London's Notting Hill.

Norwich is a cathedral city in Norfolk, approximately 100 miles north-east of London. It is the county town of Norfolk and is considered the capital of East Anglia, with a population of 141,300. The city is the most complete medieval city in the UK, including cobbled streets such as Elm Hill, Timber Hill and Tombland, ancient buildings such as St Andrew's Hall, half-timbered houses such as Dragon Hall, The Guildhall and Strangers' Hall, the Art Nouveau of the 1899 Royal Arcade, many medieval lanes and the winding River Wensum that flows through the city centre towards Norwich Castle. The city has two universities, the University of East Anglia and the Norwich University of the Arts, and two cathedrals, Norwich Cathedral and St John the Baptist Cathedral.

Norwich is the only city within a National Park, the Norfolk Broads, and it also holds the largest permanent undercover market in Europe. One of the UK's most popular tourist destinations, it was voted by The Guardian in 2016 as the "happiest city to work in the UK" and in 2013 as one of the best small cities in the world by The Times Good University Guide. In 2018, Norwich was voted one of the "Best Places To Live" in the UK by *The Sunday Times*.

Norwich has long been associated with the manufacture of mustard. The world-famous Colman's brand, with its yellow packaging, was founded in 1814 and operates from its factory at Carrow, although that site is due to close by the end of 2019. Colman's is now exported worldwide by its parent company Unilever (Unilever UK Export), putting Norwich on the map of British heritage brands.

## **Pub Features**



The Sample Inn has two main trading areas served by an "L" shaped bar. In the lounge section, this is set up for drinking with lots of character with a bright and airy, modern decor. In the larger of the two trading areas is the dining room which can easily support approx. 70 covers. This is all sustained by the fully equipped catering kitchen.

The pub also boasts 5 (usable) en-suite letting rooms which prove very popular during the summer months for holiday goers looking to enjoy the seaside.

Externally there is bench seating to the front and the rear of the pub and an enclosed beer garden. There is also a large car park.

## **Current Proposition**

The Sample Inn is a traditional British pub and caters for a mix of tourists and locals. There is a food menu in place which works well although we feel it is under-priced. The letting rooms need updating and decorating and currently service predominantly contractors.

## **Proposed Trading Style**

We feel The Sample Inn is already a friendly, lively good all-rounded pub. Currently run as a traditional British pub we plan to continue with what works as it already has a good name.

Targeting holidaymakers, dog walkers on the coast to coast etc will be integral to the success of the pub as well as attracting new customers so that they keep returning, through great service and a welcoming atmosphere. Develop the facilities to their full potential and refresh the offer.

We also aim to introduce a pool team with game nights. Also themed food nights, live music and bands.



## Local Demographics and Target Customers



Google Map view of the Sample Inn and local housing.

Social Grade	10 Minute WT Catchment			20 Minute WT Catchment			20 Minute DT Catchment		
	Target Customers	% of Population	Index	Target Customers	% of Population	Index	Target Customers	% of Population	Index
A8	209	5.9	67	393	5.8	65	8,539	5.1	58
C1	391	11.1	90	726	10.7	87	17,011	10.2	83
C2	283	8.0	97	570	8.4	102	15,681	9.4	114
DE	251	7.1	69	499	7.3	71	24,531	14.7	143

Affluence (Bands)	10 Minute WT Catchment			20 Minute WT Catchment			20 Minute DT Catchment		
	Target Customers	% of Population	Index	Target Customers	% of Population	Index	Target Customers	% of Population	Index
Low (0-6)	1,136	32.1	97	2,105	30.9	93	92,406	55.4	167
Medium (7-13)	1,905	53.9	162	3,732	54.9	165	55,266	33.1	100
High (14-19)	313	8.9	31	566	8.3	29	16,516	9.9	35

Predominantly C1C2DE low-mid affluence



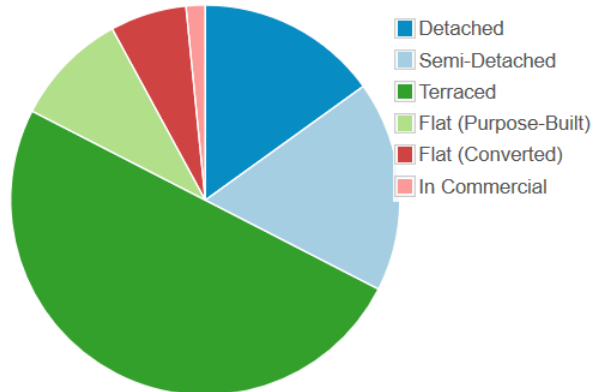
## Housing Types

[Embed This](#)

The area containing Church Street, Marske-by-the-Sea, Redcar consists predominantly of terraced housing, which is common in suburban and inner-city areas. **Please note that the figures may include adjacent streets** - see the Summary tab for an explanation and map of the area that these figures cover.

### Housing Types

Detached	19
Semi-Detached	22
Terraced	63
Flat (Purpose-Built)	12
Flat (Converted)	8
Residence in Commercial Building	2
<b>Total</b>	<b>126</b>



## Economic Activity

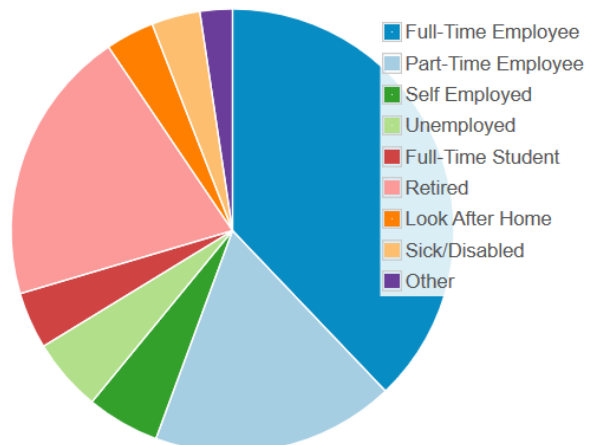
[Embed This](#)

This address within the St Germain's ward had a larger than average concentration of residents that were in part-time employment - 18% of the resident population. On average, around 13.7% of census respondents were in part-time employment. There was a large disparity between employment types of male and female residents - almost four times as many women were part-time employees when compared to men.

Figures for economic activity do not include those aged under 16, or those family members aged 16-18 who are in full-time education. This data is therefore based on 42.4 million of the United Kingdom's 57.8 million residents. The data was correct as of the 2011 census, which was a period of depressed economic activity.

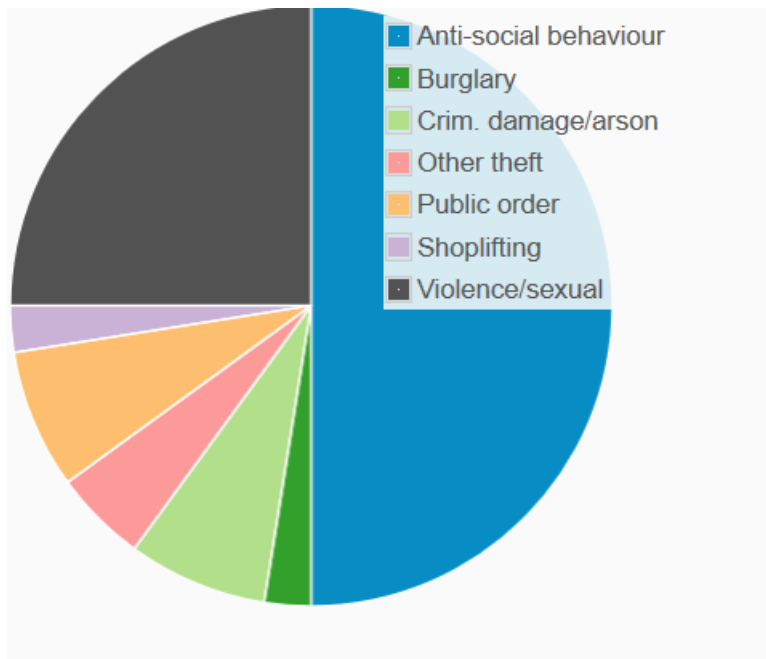
### Economic Activity

Full-Time Employee	64
Part-Time Employee <i>(defined as 30 hours or less per week)</i>	30
Self Employed	9
Unemployed	9
Full-Time Student <i>(with or without job)</i>	7
Retired	34
Looking After Home or Family	6
Long-Term Sick or Disabled	6
Other	4
<b>Total</b>	<b>169</b>



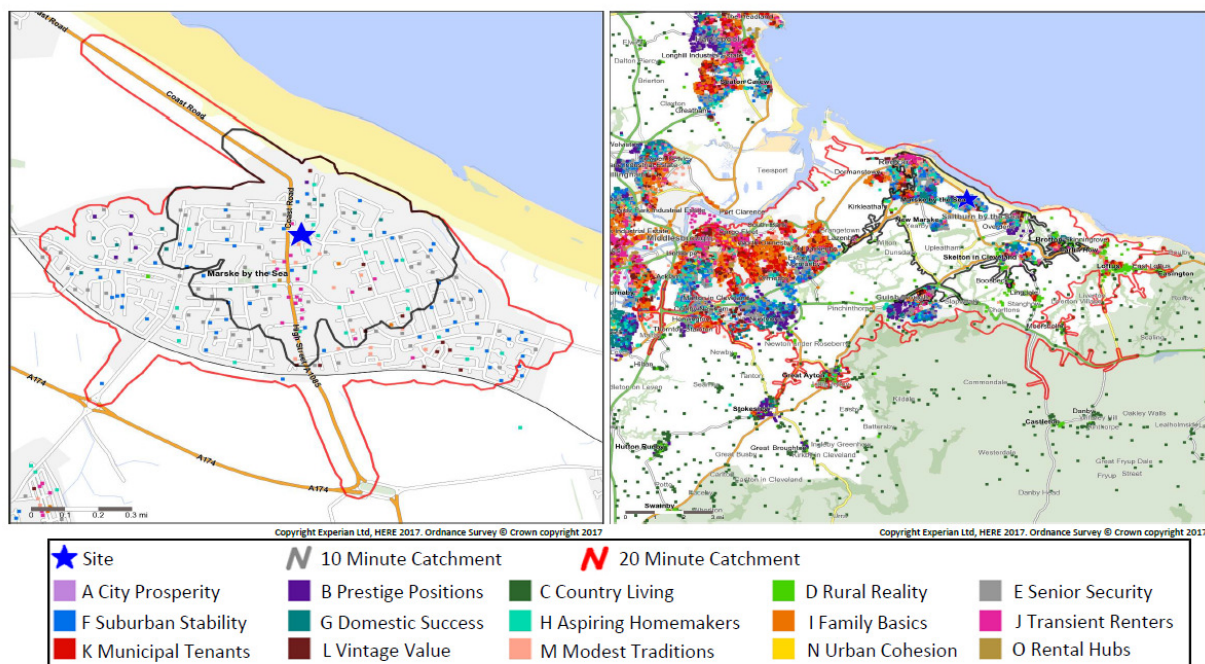
Church Street, Marske-by-the-Sea, Redcar, TS11 7ND is within the **Redcar Town** policing neighbourhood, under the **Cleveland Police** force area.

We have found **40** crimes in May 2020 within half a mile of the centre of TS11 7ND. All crime locations are approximate for reasons of privacy. [Find out more here](#)



Mosaic Groups in 10 and 20 Minute WT Catchment Areas

Mosaic Groups in 10 and 20 Minute DT Catchment Area



## Top 3 Mosaic Types in a 20 minute walk time

## Top 3 Mosaic Types in a 20 minute drive time

### 1. E19 Bungalow Haven

Peace-seeking seniors appreciating the calm of bungalow estates designed for the older owners



- Elderly couples and singles
- Own their bungalow outright
- Neighbourhoods of elderly people
- May research online
- Like buying in store
- Pre-pay mobiles, low spend

### 2. F24 Fledgling Free

Pre-retirement couples enjoying greater space and reduced commitments since their children left home



- Older married couples
- Children have left home
- Respectable incomes
- Own suburban 3 bed semis
- One partner often not working full-time
- Average time at address 18 years

### 3. F22 Boomerang Boarders

Long-term couples with mid-range incomes whose adult children have returned to the shelter of the family home



- Adult children living with parents
- Respectable incomes
- Own mid-range semis or detached homes
- Older suburbs
- Search electricals online while in store
- Adult kids learning to drive

### 1. I39 Families on a Budget

Families with children in low value social houses making limited resources go a long way



- Cohabiting couples & singles with kids
- Areas with high unemployment
- Low household income
- Small socially rented terraces and semis
- Moves tend to be within local community
- Shop for computer games online

### 2. K48 Mature Workers

Older social renters settled in low value homes who are experienced at budgeting



- Older households
- Renting low cost semi and terraces
- Social landlords
- Longer length of residence
- Areas with low levels of employment
- 2 or 3 bedrooms

### 3. E19 Bungalow Haven

Peace-seeking seniors appreciating the calm of bungalow estates designed for the older owners



- Elderly couples and singles
- Own their bungalow outright
- Neighbourhoods of elderly people
- May research online
- Like buying in store
- Pre-pay mobiles, low spend

Target Customers	AM	PM	Evening
Office and Factory Workers Shoppers Holiday Makers Weekend drinkers  Older generation drinkers	Monday & Wednesday drinking clubs	Post-work drinks Early evening drinks	Drinks offers & regular entertainment Weekend discos and live music
How to appeal to these groups.			
<u>Cater for local drinkers</u> <ul style="list-style-type: none"> <li>• Drinks promotions and clubs</li> <li>• Regular entertainment</li> <li>• Loyalty Cards</li> </ul>		<u>Customer engagement</u> <ul style="list-style-type: none"> <li>• Good service, warm welcome</li> <li>• Consistent opening times and hours of opening</li> <li>• Ensuring all ages are catered for</li> <li>• Well-presented pub with clean bar, tables &amp; toilets</li> <li>• Well-kept products and premium choices</li> </ul>	

SWOT Analysis	Actions (based on SWOT)
<b><u>Strengths:</u></b> <ul style="list-style-type: none"> <li>• Location</li> <li>• Well configured trading space</li> <li>• Catering kitchen</li> <li>• Upstairs / function space</li> <li>• Letting rooms to rent</li> <li>• Outdoor space</li> <li>• Experienced staff</li> </ul>	<i>Ensure good visible external advertising</i> <i>Develop an offer for the broad demographic, that also appeals to all locals and visitors</i>
<b><u>Weaknesses:</u></b> <ul style="list-style-type: none"> <li>• The garden needs work</li> <li>• Décor needs updating</li> <li>• Low priced menus</li> <li>• Lack of marketing</li> </ul>	<i>Relaunch with new offer</i> <i>Decorating and update letting rooms</i> <i>Develop garden area</i>  <i>Advertise new offer broadly</i>
<b><u>Opportunities:</u></b> <ul style="list-style-type: none"> <li>• Fresh start</li> <li>• Good standard food offering</li> <li>• Maximise the Letting rooms</li> <li>• Be a pub for locals and tourists</li> <li>• Become a destination site for diners</li> <li>• Have better products than the rest</li> <li>• Develop the outside area</li> <li>• Functions</li> <li>• Service and standards</li> <li>• Marketing</li> </ul>	
<b><u>Threats:</u></b> <ul style="list-style-type: none"> <li>• COVID 19 and impact of social distancing and attitudes to visiting pubs</li> <li>• Increasing minimum wage costs</li> <li>• Tax - alcohol and sugar</li> <li>• Increasing food costs</li> <li>• Already numerous established businesses in the area</li> </ul>	<i>Develop new offer to develop a loyal local following and a welcome to visitors</i>



## Competitor Analysis

There are not many pubs located around the Sample Inn. We feel their target customers prefer cask ales and craft beers. So with an offering of home-cooked food, a great drinks menu with superior service we will attract new customers.

The competitors shown below reflect the alternative choice customers have in the area.



The Zetland Hotel	
Location and distance	High Street, 0.4 miles
Retail Style	Pub / Hotel
Customer base	A mix of customers
How do they attract customers?	Food, Drink and Rooms
What is the price of a standard lager? Of an evening meal?	Food from £5.00 to £12.00. Rooms £50.00 with Breakfast. Drink prices unknown due to lockdown
Communication Methods	<a href="http://www.thezetlandhotel.com">www.thezetlandhotel.com</a>
How do you rate this competition?	The service is friendly and good. The Sample Inn needs to separate itself from this offering.

### Opening Hours:

Monday: KITCHEN CLOSED Tuesday: 12:00 - 14:00 & 17:00 - 21:00

Wednesday: 17:00 - 21:00 Thursday: 12:00 - 14:00 & 17:00 - 21:00

Friday: 12:00 - 14:00 & 17:00 - 21:00 Saturday: 12:00 - 14:00 & 17:00 - 21:00

Sunday: 12:00 - 16:00



The Mermaid	
<b>Location and distance</b>	Redcar Road, 0.5 Miles
<b>Retail Style</b>	Chained Pub, Pizza and Carvery
<b>Customer base</b>	A mixture but mainly families and older clientele
<b>How do they attract customers?</b>	Broad drinks choices and food
<b>What is the price of a standard lager? Of an evening meal?</b>	Bottled Beer £3.45 based on website. Other prices unknown due to lockdown Carvery £8.00
<b>Communication Methods</b>	<a href="http://www.stonehouserestaurants.co.uk/mermaid">www.stonehouserestaurants.co.uk/mermaid</a>
<b>How do you rate this competition?</b>	We believe this a different targeted market and therefore do not attract the same customers. This is a chained pub and does not have homecooked food that we offer. With the right marketing we feel we could attract some of The Mermaids custom. This is an easy tea time family pub with a play area for children.

Opening hours: Monday – Thursday 11am - 11pm; Friday & Saturday 11am-11.30pm; Sunday 11am-10.30pm

Reviewed March 2020: Dropped in tonight for the carvery really nice, beef just melted in the mouth veg really nice. The service I couldn't fault always made welcome when ever I come in, staff friendly as usual. I'll be back – Trip advisor





The Frigate	
<b>Location and distance</b>	Hummershill Lane, 0.5 Miles
<b>Retail Style</b>	Freehouse
<b>Customer base</b>	Locals
<b>How do they attract customers?</b>	Quiz and Music Nights
<b>What is the price of a standard lager? Of an evening meal?</b>	£2.60 - £3.60 Beer and Cider
<b>Communication Methods</b>	<a href="http://www.frigate.co.uk">www.frigate.co.uk</a>
<b>How do you rate this competition?</b>	We will not be able to compete with the prices of a free house. They have a lot of live rock bands and we feel again the customers they target prefer cask ales and craft beers. We may possibly attract them with the food menu/themed food evenings.

Opening hours: Monday – Saturday 11.00 – 11.30 Sunday 12.00 – 10.30

Reviewed 7 months ago: “Loved the live band and great atmosphere.

## Operating Plan

<b>Proposition</b>	<p>The ambition at The Sample Inn is to create a good quality value offer targeting locals, families and holidaymakers with a wide range of drinks and homecooked meals.</p> <p>The food will be modern and contemporary.</p> <p>The bar will have a wide range of drink products from real ales, to premium spirits with a range of wines.</p> <p>The pub will have the ability to transition throughout the day and evening, capturing the broadest local community base, including families and all generations. It will become a destination venue famous for great times with great products and a great atmosphere.</p> <p>The Sample Inn will be synonymous with consistency and service; two things that nearby pubs and restaurants overlook. We are not looking to reinvent the wheel here but know we can make The Sample Inn better than any close competitor.</p>
<b>Staff</b>	<p>We will retain the current staff and retrain the team in customer service, especially on how to handle different situations. We will send staff on appropriate training courses.</p> <p>If required we will recruit more staff we will use social media and Indeed.</p>
<b>Physical Environment</b>	<p>Tudor style pub external - outside seating area could do with updating i.e. new benches/chairs.</p> <p>Had 100k spent on the food/bar area in 2016 so would not need much doing to it.</p> <p>Traditional pub - keep it similar and in keeping of the name.</p> <p>Lighting etc already in place.</p> <p>Accommodation - Will need updating with paint, carpet, furniture and décor. Recently had all new windows fitted.</p> <p>We have estimated around 10k expenditure within the first year.</p>
<b>Drink</b>	<p>The pub will focus on a quality drinks range. We will offer a range of cask ales and craft beer choices, packaged cider and draught lagers and bottled stock.</p> <p>A selection of great wines from around the world will be developed with competitive pricing. Spirits will be premium, with a broad</p>

	<p>selection, especially gins and vodka.</p> <p>There will always be broad drinks choices for people who don't want to drink, drivers and children.</p>
<b>Food</b>	<p>The food will be modern and contemporary focusing. We will strive to offer good honest food prepared to the highest quality. We want the pub to be known as the best place to spend weekends. We are confident that we can compete with the nearby food competitors as a traditional pub that serves really really good food.</p> <p>There will be special promotions for all notable dates in the calendar, such as Mother's Day, Valentine's Day and Christmas alongside weekly meal deals and calendar events with food i.e. world food events.</p>
<b>Entertainment</b>	<p>Any events will be designed to help further the feeling of a community-driven facility and encourage nearby residents to call this pub their 'local'. Generating a monthly or yearly calendar of events will also give people things to look forward to and to talk about with others.</p>

<b>Sales Rhythm</b>		
<b>Day</b>	<b>Activities</b>	<b>Marketing required</b>
<b>Monday</b>	Jam Night / Fishermans	Website, Social Media and In-house signage
<b>Tuesday</b>	Yoga General Knowledge Quiz Salsa	Website, Social Media and In-house signage
<b>Wednesday</b>	Coffee Morning Bingo Quiz Key to the box	Website, Social Media and In-house signage

<b>Thursday</b>	Music and Fun Quiz Salsa	Website, Social Media and In-house signage
<b>Friday</b>	Yoga Live band	Website, Social Media and In-house signage
<b>Saturday</b>	Themed Evening Cocktails Magician	Website, Social Media and In-house signage
<b>Sunday</b>	Games Night	Website, Social Media and In-house signage

<b>Marketing</b>	<p>We will use marketing tools and business development to show what the pub is currently doing and what is coming up and changing. We will make sure that consistency is there throughout the business journey, so customers know that they can rely and count on The Sample Inn every time.</p> <p>The new offer will be launched and mobilised through:</p> <ul style="list-style-type: none"> <li>• The creation of a professional website</li> <li>• Social media presence (Facebook, Twitter &amp; Instagram)</li> <li>• External and internal A-boards, banners and posters</li> <li>• Local publicity tools</li> <li>• Word of mouth</li> <li>• Presence on review sites, especially TripAdvisor</li> </ul> <p>Reviews will be carefully monitored on TripAdvisor/Google etc in order to gauge customers' responses and address any issues to maintain a high standard of service, quality, and integrity.</p> <p>The business will continue to evolve and grow over time, from the food offering to the outside space. The customers will be made aware of improvement, changes and developments to the business to make them feel part of it but without being too in their face. We will always keep a strong presence on social media, in food and drink publications along with local news items.</p>
------------------	--

## Conclusion

A friendly, lively good all-round pub. Operated in a traditional manner developing current customer base and attracting new custom from near and afar. Build on the existing reputation targeting tourists and day-trippers. Attract new and old customers and ensure they keep returning by providing great service and a great atmosphere. Develop the facilities to their full potential.

## DISCLAIMER

This business plan has been produced by Roslyns Accountants whose address is Suites B-D, The Quadrant, 99 Parkway Avenue, Sheffield, S9 4WG.

It is based on the information supplied by John Smith for The Sample Inn, 1 Main Street, Anytown, AA1 1AA and as such it is in no way a guarantee of trade.

## References

[www.streetcheck.co.uk](http://www.streetcheck.co.uk) & [www.nomisweb.co.uk](http://www.nomisweb.co.uk)  
[www.citypopulation.de](http://www.citypopulation.de) & [www.en.wikipedia.org](http://www.en.wikipedia.org)  
[www.crime-statistics.co.uk/postcode](http://www.crime-statistics.co.uk/postcode) & [www.police.uk](http://www.police.uk)  
[www.google.com](http://www.google.com) & [www.tripadvisor.co.uk](http://www.tripadvisor.co.uk)

# FINANCIAL ANALYSIS

## Sample Inn

Anytown

Janet & John Smith

Completed by: Mark Owen

Date: 01.08.20



**Roslyns Group**

Phone: 01142 138 330

**WWW.ROSLYNS.CO.UK**

support@roslyns.co.uk

*This financial analysis has been produced by Roslyns Accountants whose address is  
Suites C & D, The Quadrant, 99 Parkway Avenue, Sheffield S9 4WG.  
It is a projection based on the information provided  
and is in no way a guarantee of trade.*





## Source of Funds

### THE MONEY REQUIRED

Outline the overall cost of starting the business. Also state the intended investment.

COSTS	
Fixtures and Fittings	
Assignment value	
Deposit	14250
Solicitors	1255
Training	1000
Stock on Valuation	5000
Survey	
Stamp Duty	
Working Capital	2000
Investment Capital	10000
<b>TOTAL</b>	<b>33505</b>

SOURCE OF FUNDS	
Cash	30000
Unsecured Loan	
Opening Bank Balance	
<b>TOTAL</b>	<b>30000</b>

Wet Turnover	£ 260,000.00
--------------	--------------

Weekly inc vat		Ex Vat
£	6,000.00	£ 5,000.00

Wet GP	52.41%
--------	--------

Gallon	69%	179,400	93,778	
Wastage	3%		2,813.35	
Barrels	214		53.84%	46.16%

33.67% 66.33%

## CATERING SALES & GROSS PROFIT

### Sample Inn

Service	Average selling price inc. VAT	Weekly Covers	Estimated Margin	Weekly Sales exc. VAT
Breakfast				£0
Accommodation Breakfast		0		£0
Function food / head				£0
Lunch	£5.99	100	50%	£499
Sunday Lunch	£7.99	100	60%	£666
Dinner	£7.99	200	60%	£1,332
Bar Meals				£0
Children Meals	£3.99	50	55%	£166
Coffee				£0
Starters	£3.50	100	50%	£292
Desserts	£3.70	100	50%	£308
% of lunches taking starter	20%			
% of dinners taking starter	30%			
% of lunches taking dessert	20%			
% of dinners taking dessert	30%			

	Sales (exc. VAT)	Overall GP%	Cost of Sales	Gross Profit
<b>WEEKLY</b>	<b>£3,263</b>	<b>56%</b>	<b>£1,423</b>	<b>£1,840</b>
<b>MONTHLY</b>	<b>£14,139</b>	<b>56%</b>	<b>£6,168</b>	<b>£7,971</b>
<b>ANNUAL</b>	<b>£169,672</b>	<b>56%</b>	<b>£74,017</b>	<b>£95,655</b>



Sample Inn

LABOUR MODELLING

	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY	
	START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH
			0.00		0.00		0.00		0.00		0.00		0.00	
Adrian			0.00		0.00		0.00	19:30 00:30	5.00		0.00	18:00 00:30	6.50	0.00
Sue	18:00	23:30	5.50		0.00		0.00	16:00 21:00	5.00		0.00	12:00 18:00	6.00	12:00 18:00
Max			0.00	12:00 17:00	5.00	17:30 23:30	6.00	12:00 16:00	4.00	18:00 00:30	6.50	16:00 21:00	5.00	12:00 18:00
Jess	12:00	18:00	6.00	17:00 23:30	6.50	12:00 17:30	5.50		0.00	16:00 22:00	6.00		0.00	0.00
Dave			0.00		0.00		0.00		0.00		0.00		12:00 18:00	6.00
Erin			0.00		0.00		0.00		0.00		0.00		12:00 18:00	6.00
Lucy			0.00		0.00		0.00		0.00		0.00		16:00 20:00	4.00
Abbie			0.00		0.00		0.00		0.00		0.00		12:00 16:00	4.00
Tracey	09:00	11:00	2.00	09:00 11:00	2.00	09:00 11:00	2.00	09:00 11:00	2.00	09:00 11:00	2.00	09:00 11:00	2.00	09:00 12:00
Craig			0.00		0.00	11:00 20:30	9.50	11:00 20:30	9.50	11:00 20:30	9.50	11:00 20:30	9.50	11:00 16:00
Ryan	11:00	20:30	9.50	11:00 20:30	9.50		0.00		0.00	17:00 21:00	4.00	17:00 21:00	4.00	12:00 20:00
Anthony			0.00		0.00		0.00		0.00	19:00 22:00	3.00	18:00 22:00	4.00	12:00 16:00
			0.00		0.00		0.00		0.00		0.00		0.00	0.00
			0.00		0.00		0.00		0.00		0.00		0.00	0.00
			0.00		0.00		0.00		0.00		0.00		0.00	0.00
			0.00		0.00		0.00		0.00		0.00		0.00	0.00
			0.00		0.00		0.00		0.00		0.00		0.00	0.00
			0.00		0.00		0.00		0.00		0.00		0.00	0.00
			0.00		0.00		0.00		0.00		0.00		0.00	0.00
			0.00		0.00		0.00		0.00		0.00		0.00	0.00

STAFF COSTS	weekly	monthly	annual
Wages	£1,743	£7,553	£90,639
Employers NI	£70	£305	£3,660
Holiday accrual	£52	£227	£2,719
Total	£1,866	£8,085	£97,018

£169	Secondary threshold (weekly)
13.8%	Secondary Class 1 NIC
3.0%	Employer contribution
£192	Enrollment threshold
£120	Pension threshold
12.07%	Holiday accrual %

\* Rates shown apply to 2020-21, i.e. 6 Apr 20 to 5 Apr 21  
[HMRC Rates and Thresholds](#)

Weekly Total Sales	£10,923	Wet : Dry Split	61 : 39	Ratio	20.5%
--------------------	---------	-----------------	---------	-------	-------

(Based on mature sales levels entered on input sheet)

BBPA Industry Average Wages (2019)

Pub Type	Rural Character	Rural Character	Community Wet Led	Community Wet Led	Town / Country Food Led	Town Centre Pub / Bar
Wet : Dry split	50:50	50:50	90:10	90:10	30:70	70:30
Weekly Sales (ex. VAT)	£5k	£8k	£5K	£8k	£10k	£10k
Avg weekly wages*	£1,264	£2,082	£758	£1,389	£2,669	£2,197
Avg weekly wage %*	22.5%	25.1%	15.5%	17.8%	28.0%	22.0%
Total Operating Costs %	40.3%	42.1%	36.9%	37.1%	43.9%	40.3%

\*Managers' salaries are not included. Weekly sales comprises Wet & Catering sales only.

Hourly or Salary?	PAY RATE	HOURS	GROSS PAY	E'ER N.I.	E'ER PENSION	TOTAL COST
S	0.0	0	£0.00	£0.00	£0.00	£0.00
H	8.2	11.5	£94.30	£0.00	£0.00	£94.30
H	8.7	22.5	£196.20	£3.75	£2.29	£202.24
H	8.2	32.5	£266.50	£13.46	£4.40	£284.35
H	8.2	24	£196.80	£3.84	£2.30	£202.94
H	6.5	6	£38.70	£0.00	£0.00	£38.70
H	5.0	6	£30.00	£0.00	£0.00	£30.00
H	5.0	4	£20.00	£0.00	£0.00	£20.00
H	5.0	4	£20.00	£0.00	£0.00	£20.00
H	9.0	15	£135.00	£0.00	£0.00	£135.00
H	9.5	43	£408.50	£33.05	£8.66	£450.21
H	8.2	35	£287.00	£16.28	£5.01	£308.29
H	4.6	11	£50.05	£0.00	£0.00	£50.05
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.0	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
TOTALS			£1,743.05	£70.38	£22.65	£1,836.08

**Sample Inn**

**Accomodation Sales**

Service	Rack Rate	No of Rooms	Occupancy Rate %	Weekly Sales exc. VAT
Total Rooms				
Single	£55.00	5	40%	£0
Double				£458
Family Room				£0
Weekend Single	£55.00	5	50%	£0
Weekend Double				£229
Weekend Family				£0
Breakfast		0		£0
No. of customers / week	30	Note Double at 2/room Family at 3/room		
% Taking Breakfast				
% of business via Booking site	75%	£515.63		
% commission charged	2%	£10.31		
Sundry Cost per person	£1.50	£45.00		
	Sales (exc. VAT)	Overall Occupancy	Breakfast Element	Sales minus Breakfast
WEEKLY	£688	43%	£0	£688
MONTHLY	£2,979	43%	£0	£2,979
ANNUAL	£35,750	43%	£0	£35,750

**Other Sales**

	Weekly inc vat	Weekly Ex Vat
Function Room Hire		£0.00
Other	£120.00	£100.00
Total Other	£120.00	£100.00

## Sample Inn

### FORECAST PROFIT & LOSS ACCOUNT - YEAR 1

\*All figures exclusive of VAT

<u>Turnover</u>		<u>Sales Mix %</u>
Wet Sales	£211,575	54.9%
Catering Sales	£138,070	35.8%
Accommodation	£29,092	7.6%
Other Sales	£4,232	1.1%
Machines	£2,197	0.6%
<b>TOTAL TURNOVER</b>	<b>£385,166</b>	
<u>Less: Cost of Sales</u>		
Wet Cost of Sales	£100,682	
Catering Cost of Sales	£60,231	
Accommodation Cost of Sales	£0	
Other Sales Cost of Sales	£0	
Machines Cost of Sales	£0	
<b>TOTAL COST OF SALES</b>	<b>£160,913</b>	
<u>Gross Profit</u>		<u>GP%</u>
Wet Gross Profit	£110,893	52.4%
Catering Gross Profit	£77,839	56.4%
Accommodation Gross Profit	£29,092	100.0%
Other Gross Profit	£4,232	100.0%
Machines Gross Profit	£2,197	100.0%
<b>TOTAL GROSS PROFIT</b>	<b>£224,252</b>	<b>58.2%</b>
<u>Less: Expenses</u>		<u>Expense as a % of sales</u>
Wages & Employer NI	£78,948	20.6%
Employee Pensions	£2,368	0.6%
Rent	£57,000	14.8%
Business Rates	£4,732	1.2%
Water Rates	£3,000	0.8%
Utilities: Gas / Oil & Electric	£18,000	4.7%
Insurance	£3,837	1.0%
Cellar Costs	£900	0.2%
Cleaning Materials & Laundry	£6,000	1.6%
Accommodation Sundries	£2,876	0.7%
Crockery & Glassware	£1,000	0.3%
Equipment / EPOS / F&F Hire	£4,374	1.1%
Equipment / F&F Repair & Service	£3,600	0.9%
Telephone	£900	0.2%
Satellite TV	£0	0.0%
Entertainment	£6,000	1.6%
Marketing & Advertising	£1,200	0.3%
Training & Development	£0	0.0%
Repairs - Property	£0	0.0%
Security	£0	0.0%
Uniform & Clothing	£0	0.0%
Petrol & Motor Expenses	£480	0.1%
Office Costs	£480	0.1%
Legal & Professional Fees	£2,960	0.8%
Accountancy & Payroll Fees	£3,900	1.0%
Stocktaking Fees	£2,184	0.6%
Licensing Costs	£800	0.2%
Bank Charges & Interest	£3,600	0.9%
Other Finance Charges	£0	0.0%
Tie Release Fees / Turnover rent	£0	0.0%
F&F Admin Charge	£0	0.0%
Other	£1,200	0.3%
Depreciation	£0	0.0%
<b>Total Expenditure</b>	<b>£210,340</b>	<b>54.6%</b>
<b>Total Expenditure less rent</b>	<b>£153,340</b>	<b>39.8%</b>
<b>NET PROFIT</b>	<b>£13,912</b>	<b>3.6%</b>
Drawings	£0	0.0%
Directors Salaries	£0	0.0%
Directors Remuneration	£17,000	4.4%
<b>RETAINED LOSS</b>	<b>-£3,088</b>	<b>-0.8%</b>

### BREAKEVEN

	<u>Weekly</u>	<u>Annual</u>
Forecast sales (inc. VAT)	£8,888	£462,199
Breakeven sales (inc. VAT)	£8,337	£433,524
Margin of Safety (inc. VAT)	£551	£28,674



**Sample Inn**

**MONTHLY PROFIT & LOSS ACCOUNT - YEAR 1**

*\*All figures exclusive of VAT*

No. of weeks:	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	
Sales phasing:	9.5%	7.2%	7.1%	8.6%	11.1%	6.4%	7.3%	8.2%	8.9%	8.1%	9.2%	8.4%	100.0%	
% mature sales? Wet, other & machines	50%	56%	63%	69%	75%	81%	88%	94%	100%	100%	100%	100%		
% mature sales? Catering & accomm.	50%	56%	63%	69%	75%	81%	88%	94%	100%	100%	100%	100%		

	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	YEAR 1
<b>TURNOVER</b>													
Wet Sales	£12,324	£10,545	£11,505	£15,337	£21,645	£13,436	£16,608	£20,061	£23,140	£21,164	£23,868	£21,944	£211,575
Catering Sales	£8,042	£6,881	£7,508	£10,009	£14,125	£8,768	£10,838	£13,091	£15,101	£13,811	£15,576	£14,320	£138,070
Accommodation	£1,695	£1,450	£1,582	£2,109	£2,976	£1,847	£2,284	£2,758	£3,182	£2,910	£3,282	£3,017	£29,092
Other Sales	£246	£211	£230	£307	£433	£269	£332	£401	£463	£423	£477	£439	£4,232
Machines	£128	£110	£119	£159	£225	£140	£172	£208	£240	£220	£248	£228	£2,197
<b>Total</b>	<b>£22,435</b>	<b>£19,196</b>	<b>£20,944</b>	<b>£27,920</b>	<b>£39,404</b>	<b>£24,459</b>	<b>£30,233</b>	<b>£36,520</b>	<b>£42,126</b>	<b>£38,528</b>	<b>£43,451</b>	<b>£39,948</b>	<b>£385,166</b>
<b>LESS: COST OF SALES</b>													
Wet CoS	£5,865	£5,018	£5,475	£7,298	£10,300	£6,394	£7,903	£9,546	£11,012	£10,071	£11,358	£10,443	£100,682
Catering CoS	£3,508	£3,002	£3,275	£4,366	£6,162	£3,825	£4,728	£5,711	£6,587	£6,025	£6,795	£6,247	£60,231
Accommodation CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Sales CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Machines CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>£9,373</b>	<b>£8,020</b>	<b>£8,750</b>	<b>£11,664</b>	<b>£16,462</b>	<b>£10,218</b>	<b>£12,631</b>	<b>£15,257</b>	<b>£17,599</b>	<b>£16,096</b>	<b>£18,153</b>	<b>£16,690</b>	<b>£160,913</b>
<b>GROSS PROFIT</b>													
Wet GP	£6,459	£5,527	£6,030	£8,038	£11,345	£7,042	£8,704	£10,514	£12,128	£11,093	£12,510	£11,501	£110,893
Catering GP	£4,534	£3,879	£4,233	£5,642	£7,963	£4,943	£6,110	£7,380	£8,513	£7,786	£8,781	£8,073	£77,839
Accommodation GP	£1,695	£1,450	£1,582	£2,109	£2,976	£1,847	£2,284	£2,758	£3,182	£2,910	£3,282	£3,017	£29,092
Other Sales GP	£246	£211	£230	£307	£433	£269	£332	£401	£463	£423	£477	£439	£4,232
Machines GP	£128	£110	£119	£159	£225	£140	£172	£208	£240	£220	£248	£228	£2,197
<b>GROSS PROFIT (Ex VAT)</b>	<b>£13,062</b>	<b>£11,176</b>	<b>£12,194</b>	<b>£16,256</b>	<b>£22,942</b>	<b>£14,241</b>	<b>£17,603</b>	<b>£21,263</b>	<b>£24,527</b>	<b>£22,432</b>	<b>£25,298</b>	<b>£23,259</b>	<b>£224,252</b>
<b>LESS: EXPENSES</b>													
Wages & Employer NI	£4,599	£3,935	£4,293	£5,723	£8,077	£5,013	£6,197	£7,486	£8,635	£7,897	£8,906	£8,188	£78,948
Employee Pensions	£138	£118	£129	£172	£242	£150	£186	£225	£259	£237	£267	£246	£2,368
Rent	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£57,000
Business Rates	-	-	-	-	-	-	-	-	-	-	£2,366	£2,366	£4,732
Water Rates	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Utilities: Gas / Oil & Electric	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£18,000
Insurances	£320	£320	£320	£320	£320	£320	£320	£320	£320	£320	£320	£320	£3,837
Cellar Gas	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Cleaning Materials & Laundry	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Accommodation Sundries	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£2,876
Crockery & Glassware	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£1,000
Equipment / EPOS / F&F Hire	£365	£365	£365	£365	£365	£365	£365	£365	£365	£365	£365	£365	£4,374
Equipment / F&F Repair & Service	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600
Telephone	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Satellite TV	-	-	-	-	-	-	-	-	-	-	-	-	-
Entertainment	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Marketing & Advertising	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Training & Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs - Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Uniform & Clothing	-	-	-	-	-	-	-	-	-	-	-	-	-
Petrol & Motor Expenses	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Office Costs	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Legal & Professional Fees	£247	£247	£247	£247	£247	£247	£247	£247	£247	£247	£247	£247	£2,960
Accountancy & Payroll Fees	£325	£325	£325	£325	£325	£325	£325	£325	£325	£325	£325	£325	£3,900
Stocktaking Fees	£182	£182	£182	£182	£182	£182	£182	£182	£182	£182	£182	£182	£2,184
Licensing Costs	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£800
Bank Charges & Interest	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600
Other Finance Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Tie Release Fees / Turnover rent	-	-	-	-	-	-	-	-	-	-	-	-	-
F&F Admin Charge	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>£15,094</b>	<b>£14,410</b>	<b>£14,779</b>	<b>£16,252</b>	<b>£18,677</b>	<b>£15,521</b>	<b>£16,741</b>	<b>£18,068</b>	<b>£19,251</b>	<b>£18,492</b>	<b>£21,897</b>	<b>£21,158</b>	<b>£210,340</b>
<b>NET PROFIT / (LOSS)</b>	<b>-£2,032</b>	<b>-£3,234</b>	<b>-£2,585</b>	<b>£4</b>	<b>£4,265</b>	<b>-£1,281</b>	<b>£862</b>	<b>£3,195</b>	<b>£5,275</b>	<b>£3,940</b>	<b>£3,401</b>	<b>£2,101</b>	<b>£13,912</b>
Drawings	-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Remuneration	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£17,000
<b>RETAINED PROFIT / (LOSS)</b>	<b>-£3,448</b>	<b>-£4,651</b>	<b>-£4,002</b>	<b>-£1,413</b>	<b>£2,849</b>	<b>-£2,698</b>	<b>-£555</b>	<b>£1,778</b>	<b>£3,859</b>	<b>£2,524</b>	<b>£1,984</b>	<b>£685</b>	<b>-£3,080</b>

Sample Inn		MONTHLY CASHFLOW PROJECTION - YEAR 1												*All figures are inclusive of VAT	
TURNOVER (INC VAT)	Pre-trading	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	YEAR 1	
Wet Sales		£14,789	£12,654	£13,806	£18,404	£25,974	£16,123	£19,929	£24,073	£27,768	£25,397	£28,642	£26,333	£253,890	
Catering Sales		£9,651	£8,257	£9,010	£12,010	£16,950	£10,521	£13,005	£15,709	£18,121	£16,574	£18,691	£17,184	£165,684	
Accommodation		£2,033	£1,740	£1,898	£2,531	£3,571	£2,217	£2,740	£3,310	£3,818	£3,492	£3,938	£3,621	£34,910	
Other Sales		£296	£253	£276	£368	£519	£322	£399	£481	£555	£508	£573	£527	£5,078	
Machines		£128	£110	£119	£159	£225	£140	£172	£208	£240	£220	£248	£228	£2,197	
Total		£26,897	£23,013	£25,109	£33,472	£47,240	£29,323	£36,246	£43,782	£50,503	£46,190	£52,092	£47,892	£461,759	
LESS: COST OF SALES															
Wet CoS	£5,000	£2,038	£6,021	£6,570	£8,758	£12,360	£7,672	£9,484	£11,456	£13,214	£12,086	£13,630	£12,531	£120,819	
Catering CoS		£3,508	£3,002	£3,275	£4,366	£6,162	£3,825	£4,728	£5,711	£6,587	£6,025	£6,795	£6,247	£60,231	
Accommodation CoS		-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Sales CoS		-	-	-	-	-	-	-	-	-	-	-	-	-	
Machines CoS		-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	£5,000	£5,546	£9,023	£9,845	£13,124	£18,522	£11,497	£14,211	£17,166	£19,801	£18,111	£20,424	£18,778	£181,050	
GROSS PROFIT (INC VAT)	£5,000	£21,351	£13,990	£15,264	£20,348	£28,718	£17,826	£22,034	£26,616	£30,701	£28,080	£31,667	£29,114	£280,709	
LESS: EXPENSES (INC VAT)															
Wages & Employer NI		£4,599	£3,935	£4,293	£5,723	£8,077	£5,013	£6,197	£7,486	£8,635	£7,897	£8,906	£8,188	£78,948	
Employee Pensions		£138	£118	£129	£172	£242	£150	£186	£225	£259	£237	£267	£246	£2,368	
Rent		£5,605	£5,605	£5,605	£5,605	£5,605	£5,605	£5,605	£5,605	£5,605	£5,605	£5,605	£5,605	£67,260	
Business Rates		-	-	-	-	-	-	-	-	-	-	£2,366	£2,366	£4,732	
Water Rates		£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000	
Utilities: Gas / Oil & Electric		£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£1,800	£21,600	
Insurances		£384	£384	£384	£384	£384	£384	£384	£384	£384	£384	£384	£384	£4,604	
Cellar Costs		£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£1,080	
Cleaning Materials & Laundry		£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£7,200	
Accommodation Sundries		£288	£288	£288	£288	£288	£288	£288	£288	£288	£288	£288	£288	£3,452	
Crockery & Glassware		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	
Equipment / EPOS / F&F Hire		£437	£437	£437	£437	£437	£437	£437	£437	£437	£437	£437	£437	£5,249	
Equipment / F&F Repair & Service		£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£4,320	
Telephone		£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£1,080	
Satellite TV		-	-	-	-	-	-	-	-	-	-	-	-	-	
Entertainment		£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000	
Marketing & Advertising		£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	
Training & Development		-	-	-	-	-	-	-	-	-	-	-	-	-	
Repairs - Property		-	-	-	-	-	-	-	-	-	-	-	-	-	
Security		-	-	-	-	-	-	-	-	-	-	-	-	-	
Uniform & Clothing		-	-	-	-	-	-	-	-	-	-	-	-	-	
Petrol & Motor Expenses		£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480	
Office Costs		£48	£48	£48	£48	£48	£48	£48	£48	£48	£48	£48	£48	£576	
Legal & Professional Fees		£296	£296	£296	£296	£296	£296	£296	£296	£296	£296	£296	£296	£3,552	
Accountancy & Payroll Fees		£390	£390	£390	£390	£390	£390	£390	£390	£390	£390	£390	£390	£4,680	
Stocktaking Fees		£218	£218	£218	£218	£218	£218	£218	£218	£218	£218	£218	£218	£2,621	
Licensing Costs		£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£960	
Bank Charges & Interest		£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600	
Other Finance Charges		-	-	-	-	-	-	-	-	-	-	-	-	-	
Tie Release Fees / Turnover rent		-	-	-	-	-	-	-	-	-	-	-	-	-	
F&F Admin Charge		-	-	-	-	-	-	-	-	-	-	-	-	-	
Other		£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	
Depreciation		-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENDITURE	-	£16,853	£16,169	£16,538	£18,011	£20,435	£17,280	£18,499	£19,826	£21,010	£20,250	£23,656	£22,916	£231,442	
NET CASHFLOW BEFORE FINANCING & CAPEX	£5,000	£4,498	£2,179	£1,274	£2,338	£8,283	£546	£3,535	£6,789	£9,692	£7,829	£8,012	£6,198	£49,267	
Working Capital Introduced	£30,000	-	-	-	-	-	-	-	-	-	-	-	-	£30,000	
Loan Capital Introduced	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Capital Introduced	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
MGD Left on Site		£32	£27	£30	£40	£56	£35	£43	£52	£60	£55	£62	£57	£549	
F&F Payments (capital element)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
VAT on F&F	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Security Deposit		£7,000	£302	£302	£302	£302	£302	£302	£302	£302	£302	£302	£302	£10,322	
Ingoing Costs: legal fees, training (VATable)	£2,706	-	-	-	-	-	-	-	-	-	-	-	-	£2,706	
Other Ingoing Costs (non VATable)		£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	-	-	£10,000	
Loan Repayments (capital element)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quarterly VAT Payments		-	-	-	£3,638	-	-	£8,370	-	-	£10,876	-	£12,788	£35,671	
Quarterly MGD Payments		-	-	-	£89	-	-	£131	-	-	£155	-	£174	£549	
FINANCING & CAPEX CASHFLOWS	£27,294	£7,968	£1,275	£1,272	£4,989	£1,246	£1,267	£9,760	£1,250	£1,242	£12,278	£240	£13,207	£28,700	
NET CASHFLOW	£22,294	£3,470	£3,453	£2,546	£2,652	£7,037	£721	£6,224	£5,540	£8,450	£4,449	£7,772	£7,009	£20,568	
OPENING BANK & CASH	-	£22,294	£18,824	£15,371	£12,825	£10,174	£17,210	£16,489	£10,264	£15,804	£24,254	£19,805	£27,577	-	
CLOSING BANK & CASH	£22,294	£18,824	£15,371	£12,825	£10,174	£17,210	£16,489	£10,264	£15,804	£24,254	£19,805	£27,577	£20,568	£20,568	
Drawings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Directors Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Directors Remuneration		£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£17,000	
NET CASHFLOW (after drawings)	£22,294	£17,408	£12,538	£8,575	£4,507	£10,127	£7,989	£348	£4,471	£11,504	£5,638	£11,993	£3,568	£3,568	

ASSUMPTIONS					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
% Turnover increase attributable to growing market share		3.0%	2.0%	1.0%	0.0%
% Additional Total Expenditure required to grow market share (exc. rent)		2.0%	1.0%	1.0%	1.0%
% Turnover increase attributable to increasing RSPs		3.0%	3.0%	3.0%	3.0%
% Increase applied to Rent		0.0%	0.0%	0.0%	0.0%
% Increase applied to Wages		6.0%	6.0%	6.0%	6.0%
% Increase applied to Rates		0.0%	0.0%	0.0%	0.0%
% increase applied to Cost of Sales (wet & catering purchases)		3.0%	3.0%	3.0%	3.0%
% Inflation applied to Total Expenditure (exc. interest)		3.0%	3.0%	3.0%	3.0%
Desired Drawings	-				
Desired Directors Salary	-				
Desired Directors Remuneration	£17,000	£17,000	£17,000	£17,000	£17,000

P&L PROJECTIONS						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 1 - 5
TOTAL TURNOVER	£385,166	£501,721	£526,807	£547,879	£564,316	£2,525,888
TOTAL COST OF SALES	£160,913	£209,608	£219,303	£228,141	£234,986	£1,052,951
TOTAL GROSS PROFIT	£224,252	£292,113	£307,504	£319,738	£329,330	£1,472,937
GROSS PROFIT %	58.2%	58.2%	58.4%	58.4%	58.4%	58.3%
TOTAL EXPENDITURE (less rent & Wages)	£69,660	£74,586	£76,143	£79,212	£82,404	£382,005
Rent Payable	£57,000	£57,000	£57,000	£57,000	£57,000	£285,000
Wages	£78,948	£102,839	£109,009	£115,549	£122,482	£528,827
Business Rates	£4,732	£28,392	£28,392	£28,392	£28,392	£118,300
NET PROFIT / (LOSS)	£13,912	£29,297	£36,960	£39,585	£39,052	£158,805
NET PROFIT %	3.6%	5.8%	7.0%	7.2%	6.9%	6.3%
BREAKEVEN						
Forecast weekly sales (inc. VAT)	£8,888	£11,578	£12,157	£12,643	£13,023	
Breakeven weekly sales (inc. VAT) BEFORE Capex & Financing	£8,149	£9,292	£9,573	£9,955	£10,356	
Margin of Safety (inc. VAT) BEFORE Capex & Financing	£739	£2,287	£2,584	£2,688	£2,667	
Breakeven weekly sales (inc. VAT) AFTER Capex & Financing	£8,559	£9,292	£9,573	£9,955	£10,356	
Margin of Safety (inc. VAT) AFTER Capex & Financing	£330	£2,287	£2,584	£9,511	£9,764	
RETAINED PROFIT / (LOSS)	-£3,088	£12,297	£19,960	£22,585	£22,052	£73,805
RETAINED PROFIT %	-0.8%	2.5%	3.8%	4.1%	3.9%	2.9%

CASHFLOW PROJECTIONS						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 1 - 5
TURNOVER (INC VAT)	£461,759	£601,493	£631,567	£656,830	£676,535	£3,028,184
COST OF SALES	£181,050	£235,838	£246,845	£257,535	£265,261	£1,186,528
TOTAL EXPENDITURE	£231,442	£284,461	£296,098	£271,041	£279,320	£1,362,362
NET CASHFLOW BEFORE FINANCING & CAPEX	£49,267	£81,194	£88,625	£128,254	£131,954	£479,295
Capital introduced	£30,000	-	-	-	-	£30,000
F&F payments (& continued capex in yr 5)	-	-	-	-	-	-
Security Deposit	(£10,322)	-	-	-	-	(£10,322)
Ingoing costs	(£12,706)	-	-	-	-	(£12,706)
Loan repayments	-	-	-	-	-	-
Output VAT (pay to HMRC)	(£76,594)	(£99,772)	(£104,760)	(£108,951)	(£112,219)	(£502,296)
Input VAT (recover from HMRC)	£40,922	£47,069	£49,943	£48,673	£47,709	£234,316
FINANCING & CAPEX	-£28,700	-£52,703	-£54,817	-£60,278	-£64,511	-£261,008
NET CASHFLOW	£20,568	£28,491	£33,808	£67,977	£67,444	£218,287
OPENING BANK & CASH BALANCE	-	£20,568	£49,059	£82,866	£150,843	-
CLOSING BANK & CASH PRE-DRAWINGS	£20,568	£49,059	£82,866	£150,843	£218,287	£218,287
NET CASHFLOW	£3,568	£11,491	£16,808	£50,977	£50,444	£133,287
OPENING BANK & CASH BALANCE	-	£3,568	£15,059	£31,866	£82,843	-
CLOSING BANK & CASH	£3,568	£15,059	£31,866	£82,843	£133,287	£133,287

Volume Projections*						
Beer	159	201	205	207	207	978
Cider	16	20	20	21	21	97
FABs	0	0	0	0	0	0
Total	174	221	225	227	227	1,075

\*Measured in brewers barrels - 36 gallons

Sensitivities						
10% increase in sales	36,338	58,508	67,710	71,559	71,985	306,099
10% decrease in sales	-8,513	86	6,209	7,611	6,119	11,512
10% increase in overheads	-7,122	3,015	9,905	11,569	10,024	27,392
10% decrease in overheads	34,946	55,579	64,014	67,600	68,080	290,219

Please note: f'casts above assume the entire VAT liability for each year is paid in the year it arises (in reality the final quarter will be paid the following year)

Produced by Mark Owen of Roslyns on 01.08.20