

Business Plan

The Sample Inn



XXXXXX XXXXXX,
XXXXXXX,
XXXXXX,
XXX XXX

Compiled for:
XXXXXX and XXXXX XXXXX

Date:
11th November 2015

Index

	Page
Key Personnel	3-4
Location	5
Amenity / Facility	6-7
Local Demographics and Potential Customers	8-13
Current Trading Operation	14
Proposed Trading Style	14
Unique Selling Point	15
SWOT analysis	16
Competitor Analysis	17-20
Operating Plan	21-25
Disclaimer	26

Key Personnel

XXXXXX and XXXXX XXXXX

Address:

Tel:

E-mail: XXXXXX@hotmail.co.uk

XXXXXX has just completed 22 years service in the Armed Forces, and has received a Queens Warrant. He has a wealth of transferable skills, not least holding a Level 7 Diploma with the (CMI) in Leadership and Strategic Management, allowing him to evaluate and conduct analysis on any given process and produce, producing efficiencies and savings.

Clearly self-disciplined and confident, working in the military meant being required to organise and manage people, as well as good teamwork skills. He regularly needed to be able to think and react quickly in changing situations. He is a good problem solver, with good numeracy and communication skills. He also needed the ability to work and communicate with different types of people, and different nationalities. Obviously the role was demanding and needed honesty, confidence, social awareness and a responsible attitude. He has the ability to assess a situation, react quickly and take positive action, as well as remain calm in sometimes life-threatening situations. He has strong communication skills, courage, initiative and common sense. Perhaps the most valuable transferable skill he developed was his ability to show tolerance and courtesy to the public.

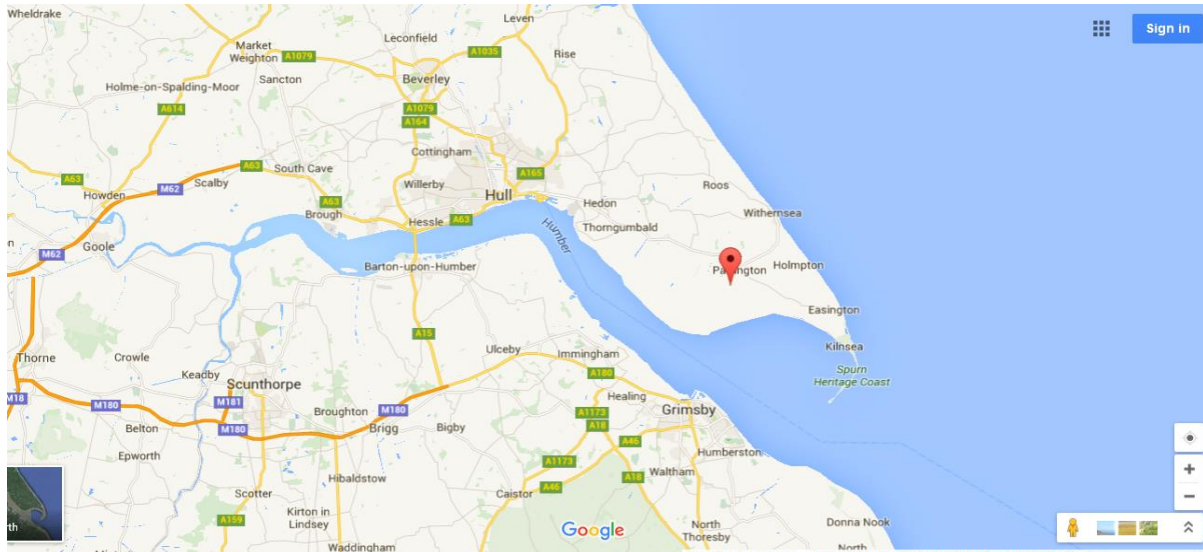
As part of XXXXX's transition to civilian life he has completed courses in painting and decorating, plastering, tiling, woodwork, plumbing and electrics; these skills will prove invaluable and will enable him to conduct maintenance to the pub.

He will be supported by his wife, XXXXX. She has a wealth of experience dealing with the public, whilst holding diplomas in leisure and tourism. XXXXX has worked with the forces, running the Unit welfare bar, and dealing with strong minded personnel. Both have been involved in the licensed trade on and off for many years. XXXXX's mother ran a pub and much of XXXXX and XXXXX's holidays and spare time were taken up helping family members run a campsite and licensed bar.

Both have a good understanding of every aspect of working and running a pub – menus, cellar work, managing the supply chain and working front-of-house; accounting, wages and banking. They have a total understanding of the principles of the business as well as the importance of professionalism and hard work. They are confident in their knowledge of what is required for working and running a popular pub or bar, and with their skills and knowledge hope to revitalise The Sample Inn, transforming it into a vibrant, thriving and sustainable business.

Relevant skills	
<ul style="list-style-type: none"> • CMI – Level 7 Diploma (Management and Leadership) • (BIIAB) Level 2 Award In Licensed Hospitality Operations 	<ul style="list-style-type: none"> • Proven leadership and management skills • Able to identify and resolve issues to troubleshoot struggling businesses

The Location



The Sample is located in XXXXXXXX Haven. XXXXXXXX Haven is a hamlet in the East Riding of Yorkshire, in an area known as Holderness. It is situated approximately 8 miles south-east of the town of Hedon and 1 mile south-west of the village of XXXXXXXX.

It forms part of the civil parish of XXXXXXXX. The hamlet has a pub called The Sample that is directly opposite the village green with the pond stocked with fish.

The village of XXXXXXXX, just 1 mile away, is dominated by its church known locally as "The Queen of Holderness". Surrounding the church are four public houses. The shopping square in the centre of the village has two high-street banks, an established butchers and a fish and chip shop. There is a post office, bakery, doctors and chemist all within the village along with newsagents, garage and vets.



In XXXXXXXX Haven there is an established 5* award winning Leisure Park called "XXXXXXX Haven Leisure Park". The leisure park was established in 1985 when the RAF Station XXXXXXXX closed and the land was purchased by the leisure park. In June 2013 a memorial sculpture to the RAF station was unveiled at the site.

The village was visited by the Beatles in November 1963 before playing a gig in nearby Hull. The Fab Four enjoyed a pint and sing song in The Sample before returning to Hull.

Spurn Point with its bird sanctuary is supported by the RSPB and is a few miles south-east of XXXXXXXX Haven village.

The Amenity/Facility



The Sample Inn is a large and attractive pub in the centre of XXXXXXXX Haven. It is a large two storey brick built property with a painted façade and a pitched tiled roof.



The business occupies the ground floor with bar and lounge facilities, separate bar with a pool table area and a separate restaurant to the back with seating for c. 30 people. The property is presented to a high standard throughout in keeping with the traditional nature of the pub.

Inside, it is full of character with open fire places and beamed ceilings. The pub has a feel of history, and makes customers feel warm and secure in the homely surroundings.

The Sample has a pool team (that practices twice a week). Historically there was also a darts team. Locals to the area work in such industries as clock making, hill farming, game keeping and construction, particularly maintaining the area's stone-built field walls, houses, and barns.

The site benefits from a good sized car park to the side with space for c. 10 cars, a beer garden and good signage to the front. There is also a Grade II listed cottage to the rear of the pub. If renovated, it could provide 2-3 bedrooms and adds a possible further element to the business, including letting rooms (subject to permissions).



The Sample is a well established business in a fantastic rural village location on the main road and has scope to increase the current turnover and trade. The pub is closed on Mondays.



"We've been using this hostelry for 13 years; we love it and they still do real chips from real potatoes - none of this frozen rubbish. We feel welcome and it's like being in your own place, the kids (30 year olds) love it too."
www.tripadvisor.co.uk

Key features (sourced from www.enterpriseinns.com)

- Rural Character
- Trade Kitchen
- Beer Garden
- Parking



"We have recently discovered this place while taking a walk to the nature reserve en route. What I liked about it is that it has a timeless character which is rare and which most pubs now sadly lack. The Burns has a great atmosphere and the beers are reasonably priced. They serve meals during the day, we have not personally tried any yet, but we have only heard good reviews from the many new people we have met."

www.google.com

Local Demographics and Potential Customers



Here is an overview of the likely preferences and features of **XXXX 0QJ**, using data from www.checkmyarea.com (Haven Road shown above):

Classification	Poorer singles in local authority family neighbourhoods.
Relative to Population	This postcode is typical of 2.58% of the UK population.
Housing type	Properties are mainly semi-detached or terraced and are mortgaged or council houses. The typical property price is very low. The properties are smaller than average in size and are located in large and small towns or suburbs. People could have lived here for any number of years.

In this area the most common social group is C2DE.

The children living in this area are typically aged between 0 and 19 years and the adults between 20 and 59 years. Households consist of young and mature singles, families and single parents. The population density at this postcode is approximately 19% higher than the national average.

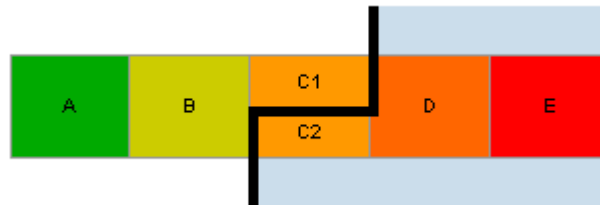
The people living here are in general qualified to a very low level and the typical employment type is classified as blue collar, semi and unskilled or homemaker. Unemployment stands at twice the national average, and the industry sector is defined as consisting of manufacturing, for example brewing, steel, petrol and car manufacture or the service industry, for example tourism, retail, transport/distribution and catering. The number of directors is 15% of the national average.

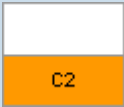


As defined by the Census, the ethnic break-down of this postcode is typically white.

Social Classification

We are all described as being within a "social class" or "socio-economic grouping". These tend to rely on the occupation of the main earner within a household and are no more than rough groupings. There is no reliable single definition of the groups, or of what is included in them, so please treat this with a pinch of salt. It is a very broad measure.

The social classification of the residents of **XXXX 0QJ** is **C2DE** and is shaded blue below:



	Skilled manual workers who have served apprenticeships; foremen, manual workers with special qualifications such as long distance lorry drivers, security officers and other non commissioned officers within the armed services.
	Semi-skilled and unskilled manual workers, including labourers and people serving apprenticeships; clerical assistants in the civil service, machine minders, farm labourers, laboratory assistants, postmen and all other members of the armed services.
	Pensioners, casual workers, long term unemployed people, and others with relatively low or fixed levels of income.

Affluence



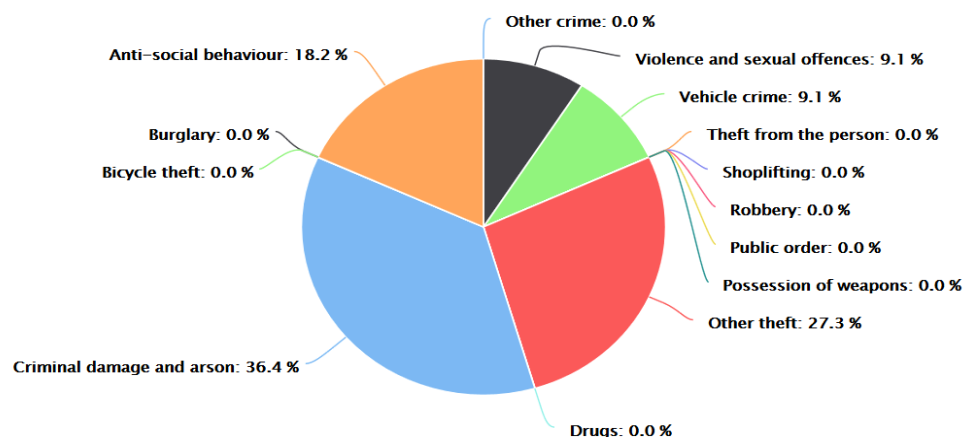
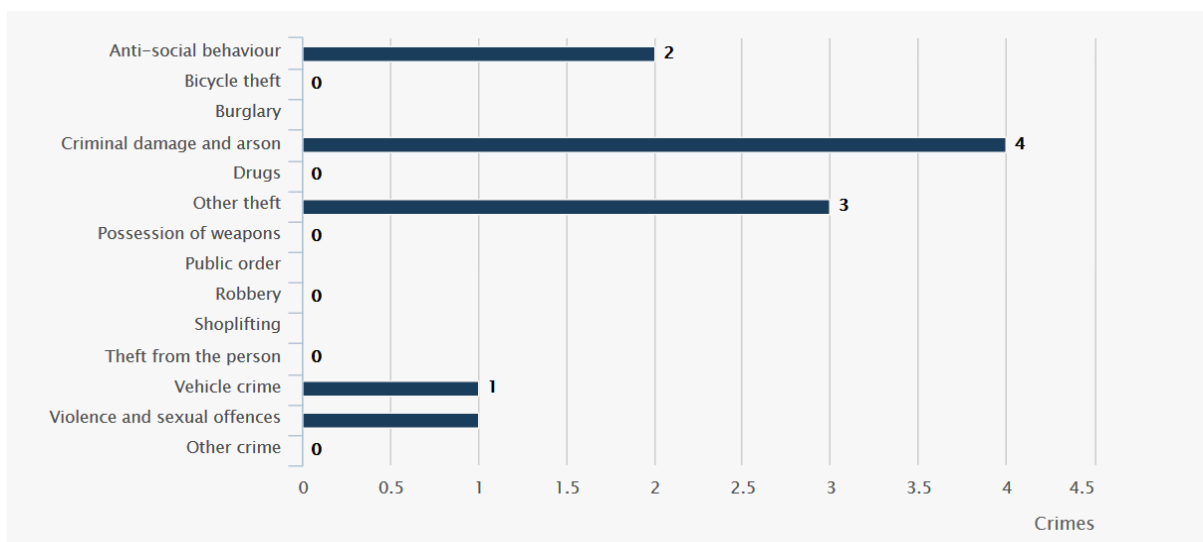
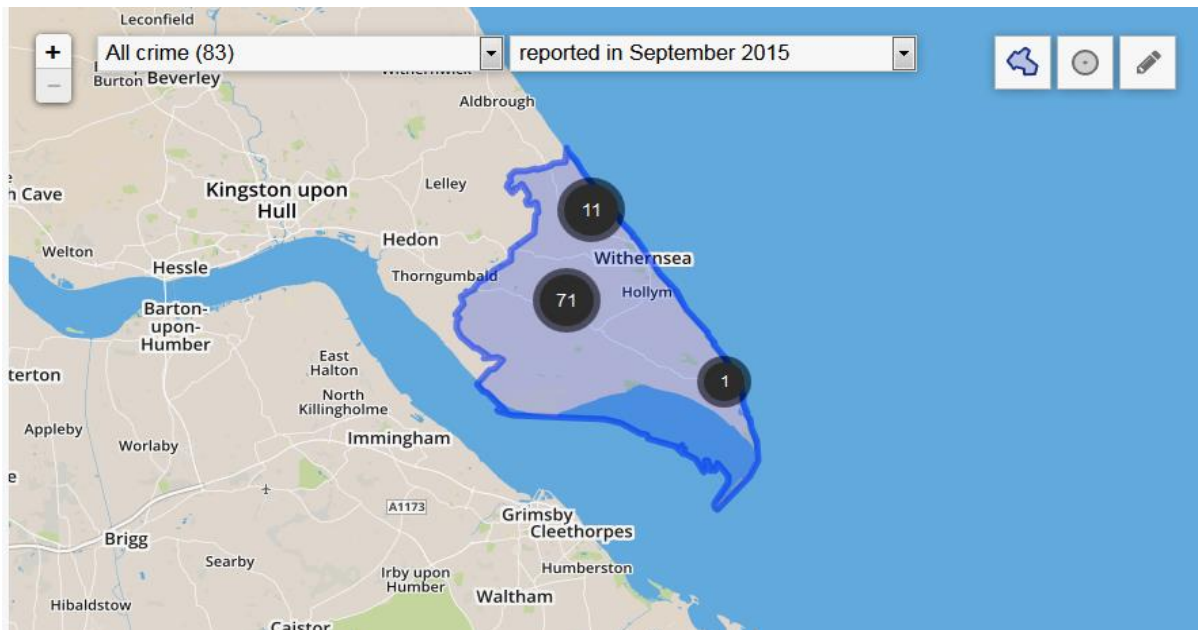
Residents in **XXXX 0QJ** have a lower than average affluence rating which is common amongst people in the heavy spending years of building a family, or in later life when assets are sold to provide better income.

N.B. This demographic data fails to reflect the growing desirability of the area to a growing commuter community of affluent professionals who want country living within driving distance of Hull.

It also does not reflect the additional seasonal influx created by the nearby leisure park.

Crime figures in XXXX 00J (sourced from www.crime-statistics.co.uk and www.police.uk):

In September 2015, 83 crimes were reported in this neighbourhood:



Census Information (Source: Office for National Statistics, 2011)

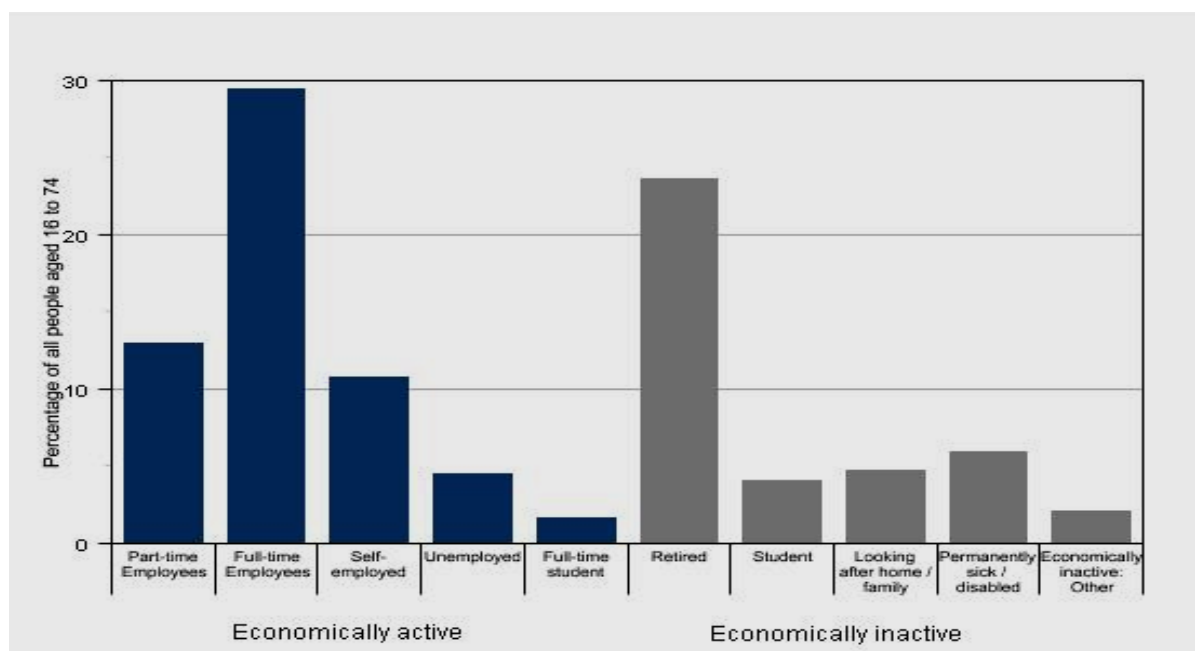
Variable	Measure	East Riding of Yorkshire	Yorkshire and The Humber	England
2011 Population: All Usual Residents	Count	334,179	5,283,733	53,012,456
2011 Population: Males (Persons, Mar11) ¹	Count	163,388	2,598,078	26,069,148
2011 Population: Females (Persons, Mar11) ¹	Count	170,791	2,685,655	26,943,308
2011 Density (number of persons per hectare)	Rate	1.4	3.4	4.1
All Households (Households, Mar11) ¹	Count	143,032	2,224,059	22,063,368
All households who owned their accommodation outright (Households, Mar11) ^{1,2}	%	39.2	30.6	30.6
All households who owned their accommodation with a mortgage or loan (Households, Mar11) ^{1,2}	%	36.1	33.5	32.8
Very Good Health (Persons, Mar11) ¹	%	45.2	45.6	47.2
Good Health (Persons, Mar11) ¹	%	35.0	34.4	34.2
Day-to-Day Activities Limited a Lot	%	8.7	9.1	8.3
Economically Active; Employee; Full-Time	%	37.0	37.0	38.6
Economically Active; Employee; Part-Time	%	15.4	14.6	13.7
Economically Active; Self-Employed	%	10.1	8.4	9.8
Economically Active; Unemployed	%	3.6	4.8	4.4
People aged 16 and over with 5 or more GCSEs grade A-C, or equivalent (Persons, Mar11) ¹	%	16.2	15.5	15.2
People aged 16 and over with no formal qualifications	%	23.4	25.8	22.5

XXXXXXX Age Distribution Statistics

The population of XXXXXXXX as a whole is older than the national average. The population of XXXXXXXX is also older than the average, making XXXXXXXX an older person's location.

Age	East Riding of Yorkshire	England
Age 0 to 4	4.9%	6.3%
Age 5 to 9	5%	5.6%
Age 10 to 14	5.6%	5.8%
Age 15 to 17	3.8%	3.7%
Age 18 to 24	7.1%	9.4%
Age 25 to 29	4.5%	6.9%
Age 30 to 44	18.1%	20.6%
Age 45 to 59	21.7%	19.4%
Age 60 to 64	8.1%	6%
Age 65 to 74	11.6%	8.6%
Age 75 to 84	7.1%	5.5%
Age 85 and over	2.7%	2.3%
Mean Age	43.5	39.3
Median Age	45	39

Economic activity in XXXX 0QJ, March 2011



Occupations of all people in employment, March 2011

Variable	Measure	XXXX 0QJ	East Riding of Yorkshire	England
Managers, directors and senior officials	%	8.9	12.0	10.9
Professional occupations	%	11.9	16.3	17.5
Associate professional and technical occupations	%	12.9	11.5	12.8
Administrative and secretarial occupations	%	11.1	11.2	11.5
Skilled trades occupations	%	17.2	13.7	11.4
Caring, leisure and other service occupations	%	11.9	9.6	9.3
Sales and customer service occupations	%	7.2	7.6	8.4
Process, plant and machine operatives	%	8.9	7.4	7.2
Elementary occupations	%	9.9	10.7	11.1

XXXXXXXX Benefits and Unemployment Statistics

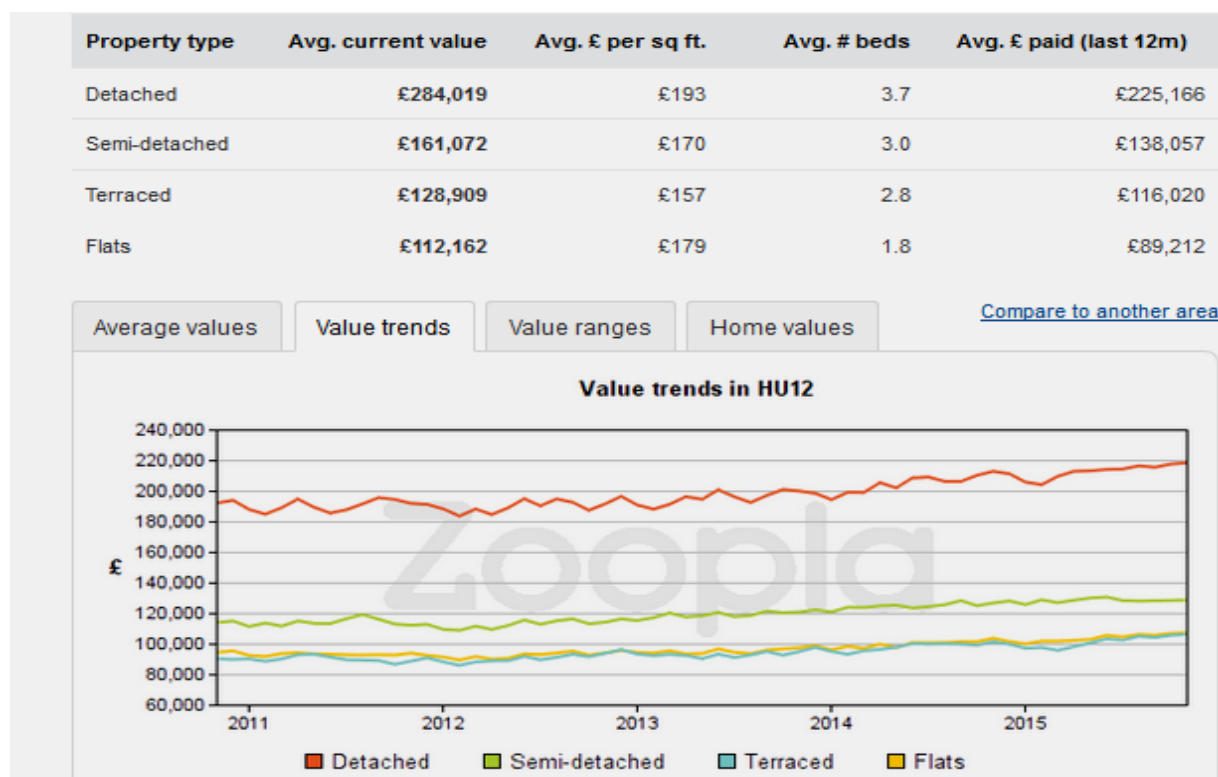
These figures on the claiming of benefits in XXXXXXXXX come from the Department for Work and Pensions and are dated. The rate of claiming any benefit (which includes in work benefits) is more than 10% lower in XXXXXXXXX than the national average, suggesting higher salaries than the average in the area.

Benefit	East Riding of Yorkshire	England
Jobseekers Allowance (only)	2.7%	3.3%
Incapacity Benefits (IB or ESA)	1.7%	2.4%
Any Benefit (includes in work benefits)	11%	13.5%

XXXXXXX Property Ownership and Rental Statistics (sourced from www.ilivehere.co.uk and Zoopla):

XXXXXXX has a higher rate of home ownership, either outright or via a mortgage than the national average, which suggests that XXXXXXXX is a relatively affluent area. XXXXXXXX Haven has a slightly lesser rate of home ownership, in line with the national average.

Tenure	East Riding of Yorkshire	England
Owned	39.2%	30.6%
Mortgage	36.1%	32.8%
Shared	0.3%	0.8%
Social Rented (Council)	7.3%	9.4%
Social Rented (Housing Assoc)	1.8%	8.3%
Private Rented	12.4%	15.4%
Other	1.3%	1.4%
Rent Free	1.6%	1.3%



3 photos

Offers over £70,000

[3 bed terraced house for sale](#) 🏠 3 🚗 1 🚗 1

Patrington Haven, Hull HU12

Added on 20th Oct 2015

Are you looking for a quaint country cottage then look no further. Being sold in conjunction with Hull Property Auctions. Low buyers fee apply. [More details](#)

🚗 New Clee (6.8 miles) | 🚗 Grimsby Docks (7.0 miles)

Note: Distances are straight line measurements

[Full details](#) | [Contact agent](#) | [Save to favourites](#) | [Hide property](#) | [Upgrade listing](#)

Marketed by AJD Properties, HU13. **Call 01482 763900**



Current Trading Operation

Trading hours

Monday - closed
Tuesday to Thursday - 6pm to 12pm
Friday - 3pm to 1am
Saturday - 12 noon to 1am
Sunday - 12 noon to 12pm

The Sample is a good wet led community local. In the past it had a good reputation for its engagement with the village; with good beer, hospitality and sports (pool/darts). There is also a simple pub grub menu and a Sunday Lunch.

It is a traditional site. There is a decent mix of clientele, predominantly locals and from mixed ages, and trade is supplemented by visitors to the leisure park and walkers/ramblers.

There is a Facebook page (see www.facebook.com/pages/xxxx) but no website. Reviews are good, and reflect the welcome:

"The Sample – the best Sunday lunch I have ever eaten. Great bar staff; friendly, happy and always willing to help. Well worth the travel." www.viewhull.co.uk

"We have been here a few times for food and it is always welcoming, there's plenty of character and the food is delicious and cheaply priced. I would definitely recommend this to anyone visiting XXXXXXXX and in nice weather you can sit in the beer garden next to a little pond." www.tripadvisor.co.uk

Proposed Trading Style

XXXXX and XXXXX love this pub and feel it should be at the heart of the area. They feel the offer needs to draw on all sectors of the community, attracting trade from the surrounding areas with a focus on traditional values, good beer and good food. The Sample has real potential and though well run for many years is now in need of a fresh approach and new enthusiasm.

XXXXX and XXXXX feel the pub should be better at letting its amazing attributes be known. They want better promotion of the site as a quality experience for drinking, dining and good times. The plan is to make The Sample a warm welcoming pub, offering good quality food and beer every day, alongside sports and community engagement. They also want to invest in an internal development scheme and are looking to develop the garden area to ensure all round usage.

They also want to provide services for the leisure park (which has no shop) and will sell milk, bread and other essentials.

Unique Selling Point

“The pub is the hub!”

XXXXX and XXXXX want to give this lovely pub the recognition it deserves due to its fantastic looks, location and facilities. They want The Sample to be a traditional ‘old school’ pub, known for its cosy interiors, cask ales and the best Sunday Lunch for miles.

The Sample will be a family friendly pub, with an excellent home cooked menu, well kept beers and a great atmosphere. Their approach will centre on ‘inclusivity’ and making one and all feel that The Sample Inn is their pub, and always their first choice.



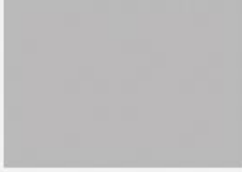

SWOT Analysis

<ul style="list-style-type: none"> • <u>Strengths:</u> • Beloved local pub • Traditional character • Fantastic rural village location • Proximity to the coast, walks and several cycling routes • Near to local bus route • External space and village pond • Car parking • High-pound purchase demographic • Experienced management team • Loyal customer base • Ample parking • Free of tie leasehold with no restrictions on product offer • Experienced management 	<ul style="list-style-type: none"> • <u>Weaknesses:</u> • Restricted opening hours • The kitchen requires immediate refurbishment • No marketing • Seasonality of the business • Underutilisation of outside space
<ul style="list-style-type: none"> • <u>Opportunities:</u> • Food • Real ales • Links with local church • Rewards for locals • Fruit machines and jukebox • Increase opening hours • Walking, cycling and hiking communities • Play on traditional styling • Tourism/leisure park 	<ul style="list-style-type: none"> • <u>Threats:</u> • Competitors in neighbouring village • Local tea room • Economy • Stay at home culture • Caravan park has a restaurant

Competitor Analysis

The Sample is located in the picturesque village of XXXXXXXX Haven. This is a small rural village with limited services and facilities, but surrounded by other similar villages. Nearby XXXXXXXX is a very popular and established area of East Hull, set between Hull and the coast, and is home to a number of commuters, professionals and families. There is a very large campsite opposite the pub, only available to members. The Sample Inn is the only pub within the village and therefore will not experience direct competition from any other local sites.

The competitors shown overleaf reflect the alternative choices customers have in the area, in terms of dining, ale and entertainment. The Sample faces ample competition and will have to have a clear identity and strong marketing plan to ensure its success.

	Holderness Inn 9 High Street Patrington HULL HU12 0RE 1.1 miles (1.7km)	<input type="checkbox"/> Close to Railway Station <input type="checkbox"/> Close to Underground/DLR <input type="checkbox"/> Close to Metro
	Station Hotel Station Road Patrington HULL HU12 0NE 1.1 miles (1.8km)	<input type="checkbox"/> Real Cider Available <input type="checkbox"/> Member Discount Scheme <input type="checkbox"/> LocAle Accredited <input type="checkbox"/> Beer Festivals <input type="checkbox"/> Cask Marque Accredited <input type="checkbox"/> Important Historic Interior <input type="checkbox"/> Quiet Pub
	Coach & Horses Main Street Welwick HULL HU12 0RY 2.3 miles (3.7km)	<input type="checkbox"/> Disabled Access <input type="checkbox"/> Lunchtime Meals <input type="checkbox"/> Evening Meals
	Watts Arms Main Street Ottringham HULL HU12 0AG 3.1 miles (4.9km)	<input type="checkbox"/> Pub Garden <input type="checkbox"/> Parking <input type="checkbox"/> Dog Friendly <input type="checkbox"/> Family Friendly

The Holderness Inn – 1.1 miles



Opening Hours: 12 noon – 11pm

The Holderness is a traditional pub located in XXXXXXXX that welcomes families, locals, tourists and people of all ages. It is a friendly, traditional pub serving fantastic home-made food and great beers and ales.

The original entrance porch and two rooms to the left have now become one large 'L' shaped room. To the right, a door takes you into the comfortable front lounge which retains some of its original features and extends into a more basic room behind it, where food is served. Food is cooked on the premises using fresh, local produce where possible and the menu is full of traditional choices including vegetarian options.

The pub serves three regular beers; Tetley Bitter, Wye Valley HPA and York Guzzler and they serve one changing beer.

They show regular live sports in the bar and hold entertainment events throughout the year. It is an established part of the local community and they run a number of teams from the pub. On summer days and warmer nights they have an open beer garden, and they offer a function/dining room for special events/functions.

They enjoy a good on-line presence with a website at www.holdernessinn.co.uk. Reviews are what one would expect for the type of offer available, good:

"Great food, friendly atmosphere and live sport for those of you who can't miss a match!"
www.google.com

"Great pub, beer well kept, never had a bad meal and they let dogs in the bar."
www.gype.co.uk

The Hilyard Arms – 1.2 miles



Opening Hours: Sunday - Thursday 12pm-12am; Friday and Saturday 12pm-1am

Under new management and after a significant refurbishment The Hilyard Arms is a large and attractive site in XXXXXXXX. It is a traditional site with standard beers and lagers, food, entertainment and sports television. Some feel the recent renovation means it has lost its charm and character.

Though there is a Facebook and Twitter page (see www.facebook.com/Hildyard-Arms), the pub lacks an on-line presence and there are no recent reviews since the refurbishment to indicate how successful it has been.

“Passing through XXXXXXXX on way to Spurn. Stopped for Sunday lunch and was very impressed. Great roast, well-kept beer and good service. Thoroughly enjoyed it.”

www.google.com 2014

XXXXX and XXXXX will always remain competitive and price aware in comparison (as a free house) and feel that The Sample will have an authentic and traditional presence that will make it a destination for great times and an easy atmosphere.

Amy's Tea Room – 2.0 miles



Amy's tearoom is a small and popular café in XXXXXXXX.

The menu consists of coffees, hot chocolates and specialty teas, as well as homemade baked goods such as scones and teacakes, with meal offers consisting of a range of sandwiches, priced between £4.00 and £6.00.

Hot meals are available (last order at 4:00pm) from £8.00 to £10.00.

There is no website or on-line presence but reviews are good:

"Tried today for breakfast and have to say for £4.50 it's not the cheapest breakfast have had but came with a lovely cuppa and two slices of toast with butter...will be back."

www.tripadvisor.co.uk

XXXXX and XXXXX acknowledge this is a good competitor, especially with tourists and pensioners, but they still have the benefit of being the only pub in XXXXXXXX Haven. However they know they will have to compete with Amy's for 'earlier in the day' food trade, as well as to catch the attention of the passing tourists.

Operating Plan



XXXXX and XXXXX believe they are well positioned to develop a good offer at The Sample Inn, taking the pub forward and redeveloping the site and making it a focal point for the community in XXXXXXXX Haven. The principles of a rounded offer underpin this strategy, and will include food, great beers, entertainment and community engagement that will appeal to the local community; families, couples and pensioners. They are also looking to attract custom from the local leisure and caravan park, alongside walkers, ramblers and cyclists.

The pub has served as the central gathering point of the village for many years, with many local crafts being displayed at the site, and local community events take place here. It has been known for years as a warm, welcoming place for people travelling through to sit and have a chat with the locals. They intend to retain this traditional trading style whilst injecting new life and enthusiasm into the premises. XXXXX and XXXXX see several target groups that they want to encourage:

Locals & Villagers	Walkers & Cyclists	Other Tourism/Camp Site
<ul style="list-style-type: none"> Residents of XXXXXXXX Haven are loyal with long serving members The Pub has a pool team "The pub is the soul of the village" 	<ul style="list-style-type: none"> Prominently located along the road to the nature reserve and east coast walking routes Located on a popular cycling route to get to the east coast and nature reserve 	<ul style="list-style-type: none"> People travelling through the countryside by bus or car 12 month residential leisure camp site Other visitors to the East coast, and nature reserve, birdwatchers etc Visitors come to the Sample to visit the pub where the Beatles stopped for a pint

Their aim will be to create an atmosphere that is friendly, unassuming and welcoming to the local community and passing trade alike. Focus will be on the customer experience no matter whether they visit for a pub meal, coffee, drinks in the bar or a function/event. The demographics indicate that the majority of target customers are C2DE. The customers in these groups typically demonstrate some of the following characteristics and buying patterns:

- have simple and traditional tastes
- expect value and good service
- want local produce with provenance but tolerate some mass-produced products
- want something with character

To meet these patterns, the pub will develop a good food offer, a good drinks offer and community appeal. XXXXX and XXXXX will be implementing a small but varied food offering at the pub; this will consist of lunches aimed at tourists and walkers, and early evening meals for people staying overnight in the village, drive-to diners as well as locals looking to dine out.



The menu will be paired down and will be traditional, homemade and good quality, freshly prepared where possible. Simple lunches will include cold dishes such as ploughman's lunches, antipasti, cheeseboards, and salads and soup and sandwiches. In addition to being simple to prepare this gives them the potential to offer/prepare packed "box lunches" to be taken away by those walking/trekking/camping.

All of these would be prepared using fresh, locally sourced ingredients and produce and meats. Local provenance appeals to locals and tourists alike and shows an approach that is inclusive and positive.

XXXXX and XXXXX would also provide a traditional menu of 'pub grub' and hot menu items for those dining in or for travellers walking the trails who have run into bad weather, giving them a warm place to dry off and have a hot meal. The main lunch menu will be available from midday to early evening, with specials boards and seasonal choices. The evening menu will be a standard selection of quality, home-cooked meals. There will also be a strong Sunday Lunch offer (with goose fat roast potatoes and meat from local butchers).

XXXXX and XXXXX are keen to balance quality and variety with a costed-out plate of food to meet profit expectations/customer expectations on value for money. They are confident that the food side of the business is not only viable, but profitable and crucial to the offer. The unique selling point will be in the quality and value of the good homely pub food and they will be working with customer feedback in order to drive the further development and direction of the menu, in order to best meet their desires.

There will be promotions for all notable dates in the calendar (Valentines Day, Mothers Day, St Patrick's Day, New Years Eve, Christmas etc) and on Bank Holidays. Other strands to the food offer will be explored, and there may be weekly meal deals and promotions. These

regular features and loyalty tie-ins encourage customers to return, encourage recommendations by satisfied customers and will stimulate business at non-peak times.



The wet sales of the pub will reflect the same philosophy as the food offer – value for money with quality friendly service. Value for money will not equate to cheap gimmicks and ridiculous beer promotions. As The Burn Head Inn will be operating as a freehold it is free of tie on all products and they can therefore price and sell whatever ales, wines, and spirits they choose.

Moreover, customers can expect a quality product at a reasonable price. XXXXX and XXXXX will look to introduce local cask ales with hand pumps, and see it as an area for further development if they are well received. A small but well chosen wine offer is also important to

the offer, to encourage the female demographic and develop a broader more welcoming appeal for the pub. Good coffee is equally important.

The plan for The Sample Inn is reaffirm that the pub is the hub of the communities from the surrounding area and every effort will be made to make the villagers feel special, and for them to use and love their local. With focus always on encouraging the local market, they want to make sure any local community groups and charities utilise the space. XXXXX and XXXXX also wish to attract sporting fans; they want to see the re-introduction of darts and pool teams, and they will look at joining pub leagues, and develop links with other local groups and societies. A quiz night may be introduced as a weekly event, alongside food themed nights, occasional live music and promotions. There will be gaming machines, a juke box and table football (and maybe X-Box) for a younger audience.

To develop a local community feel, charity fundraisers and family days will also feature with the pub supporting local charitable causes. They also want the pub to be used for functions - for christenings, birthday celebrations and anniversaries.

The outside space is good and the pub also has a pond (above left), and permission to use the village green opposite for benches and umbrellas. They will ensure they maximise summer trade using this space.

XXXXX and XXXXX intend on making full use of all marketing to advertise their ideas. They will be implementing a loyalty scheme for special offers, birthdays, and anniversaries. The main offer will be in the form of a card for locals that will be stamped, rewarding them with one pint free when they have purchased four. A regularly updated website will link in with Twitter and Facebook users. The second source of marketing will be via direct leafleting both initially and at regular intervals. Banners and professional looking chalkboards will reach out to passing customers. Food and events will be advertised in the local press at regular intervals. They will ensure that they target the local community with a launch event

and promotional evenings. There will be a suggestions box in the pub so all customers can leave feed back and suggestions.

XXXXX and XXXXX would of course be looking to establish links with tourism sites in order to promote the pub. They would also carefully monitor posted reviews on the various pub-listing websites such as Pub Utopia and Beer in the Evening in order to gauge customers' responses and address any issues in order to maintain a high standard of service, quality, and integrity. XXXXX and XXXXX will also look into permission from the local authority to put signs leading toward the pub where various walking and cycling paths entering the village and surrounding area.

In practical terms, XXXXX and XXXXX feel there is work to be done. They will provide their own personal funds and invest in the repairs to the exterior of the pub and the needs of the commercial kitchen. Future work will see the cottage attached to the pub renovated and leased as a holiday apartment providing another funding stream. XXXXX will carry out most of the refurbishments, having been trained in most constructional and building trades. XXXXX has been in contact with several suppliers in the area who have been able to give him estimates on the various areas due for repair:

<u>Item</u>	<u>Description</u>	<u>Estimate</u>
Exterior paint Repair	Repairs to the exterior of the pub.	£500
Upstairs Bedrooms	Paint and decorate, replacement carpets Total refurbishment of three upstairs bedrooms required	£2,000
Bathroom & Kitchen	Replacement of worn fixtures & re-plastering of walls	£3,000
Living Room	Carpets, Curtains, & Soft Furnishings, plastering of walls	£3,000
Bar area	Walls, decorations, replacement of worn furniture	£1,000
Trade Kitchen	Refurbishment of kitchen fixtures and fittings required	£3,000

XXXXX expects the refurbishment to take between one and two months from tender stage through to completion. However the commercial kitchen will be their priority, getting it to standard for provision of the menu. They also recognise the need to ensure the site is always well presented - eye catching signage and chalkboards and a well maintained frontage are all hallmarks of a standard first impression they want to deliver immediately and ongoing.

They keen are keen to generate interest from a wide customer base, beginning with XXXXXXXXX residents but in time attracting custom from other nearby villages such as

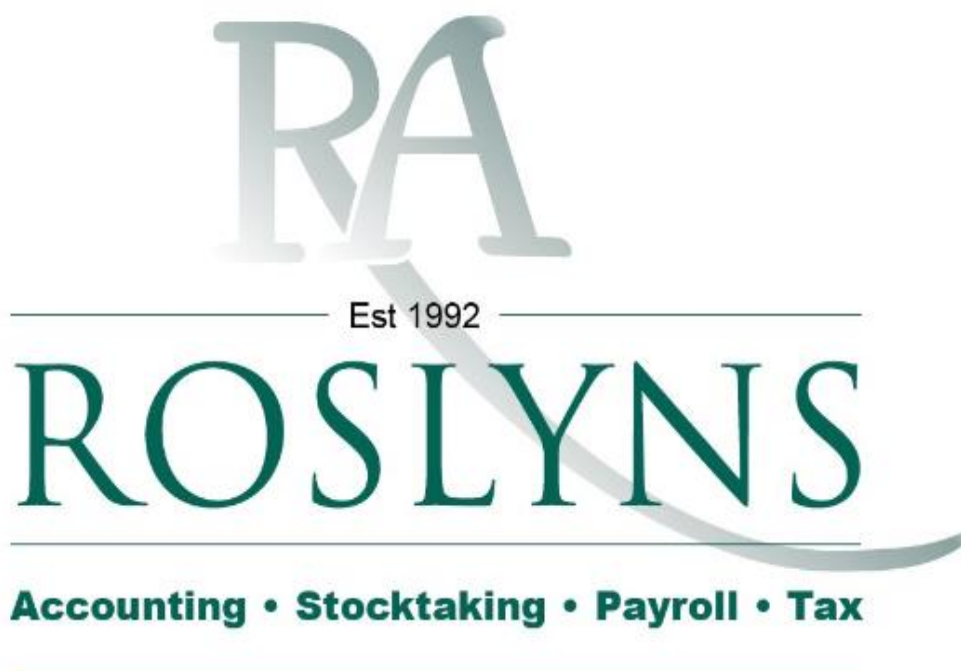
Keyingham, Roos and Withersea. They want to use the original features of the building to offer an authentic and enjoyable drinking and dining experience, and exploit the pub's location in this beautiful village. With good customer focus, The Sample Inn will become synonymous with quality, value and a friendly atmosphere.

XXXXX and XXXXX are already prepared to invest their own capital in the purchase of the building, demonstrating the depth of their determination to build and develop this outstanding village pub. In addition to being the village's local public house, this pub and this village will be XXXXX and XXXXX's family home, and livelihood. As such they are committed to creating a thriving, sustainable business for the long term. XXXXX and XXXXX know they can take The Sample Inn into a new era.

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 XXXXX & XXXXX XXXXX for The Sample Inn, XXXXXXXXX Haven, XXXXXXXXX, XXXX OQJ and as such is in no way a guarantee of trade.



Financial Analysis

Sample Inn

XXXXXXXXXX

XXXX XXXXXXXX

Completed by:

XXXXX XXXXXXXXX

Date:

03/11/2015

*This financial analysis has been produced by Roslyn's Accountants whose address is
Suites A, 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.*

Roslyn's
The Quadrant
99 Parkway Avenue
Sheffield S9 4WG
Phone: 01142 138 330
enquiries@roslyn's.co.uk



Name of Pub: **Sample Inn**
Location: **xxxxxxxxxx**
Applicant Name: **xxxx xxxxxxxx**

Produced by: **xxxxx xxxxxxxxxx** of Roslyn's Accountants on **03/11/2015**

It is essential that you forecast how much money you are likely to make. This should be the major factor in deciding whether or not you wish to proceed with your business plan.

This section includes the following:

- **A twelve month profit and loss forecast for Year 1**

This predicts how profitable your business is likely to be.

- **A twelve month cash flow forecast for Year 1**

This will provide you with the information on the actual flow of money into and out of the business. It will highlight the capital needs of the business, especially the working capital required.

- **Sensitivity analysis for Year 1**

This shows the impact on net profit and cash flow if sales under or over perform versus plan.

- **Financial forecasts for Years 2 to 5**

This shows the impact on net profit and cash flow of driving sales, changing retail prices and incurring cost increases and/or indexation.

The enclosed profit & loss account has been produced based on the information provided and is in no way a guarantee of trade. Roslyn's takes no responsibility for the accuracy of the provided figures.

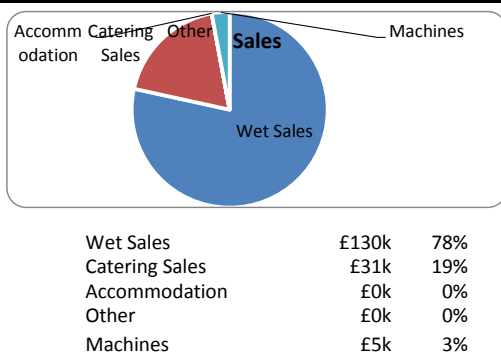
Your business plan is an important tool that should be reviewed on a regular basis, or amended if your business requirements change.

xxxx xxxxxxx considering trading as Sample Inn , xxxxxxxx

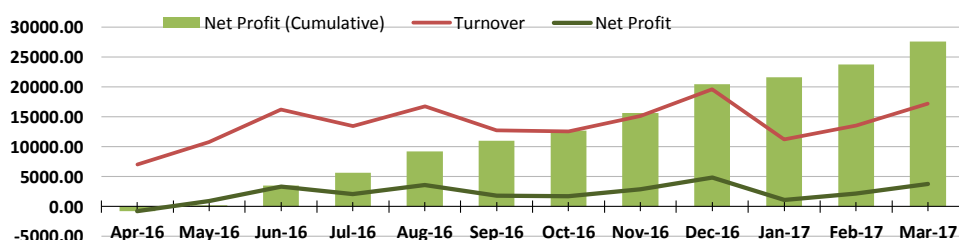
Business Plan Key Performance Indicators

Year 1 Headlines

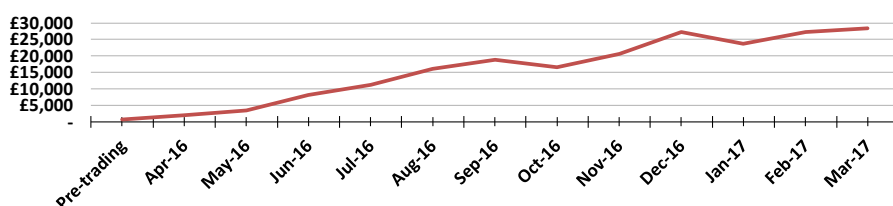
P&L	PLAN	
TOTAL TURNOVER	£166,219	
WET GROSS PROFIT	56.6%	
CATERING GROSS PROFIT	59.9%	
TOTAL STAFF COSTS %	14.0%	
NET PROFIT (before directors' salaries)	£27,546	16.6%
	Pre- Capex & Financing	Post Capex & Financing
Forecast weekly sales (inc. VAT)	£3,836	£3,836
Weekly sales (inc VAT) required to breakeven	£2,696	£9,308
Margin of safety (inc. VAT)	£1,139	-£5,472



Year 1: Forecast turnover and net profit



Year 1: Forecast month end bank balance



Year 1 Sensitivity Analysis

Variation to Plan (if Sales & Cost of Sales are flexed & Expenses are held flat)

	PLAN	+10%	+5%	-5%	-10%
NET PROFIT / (LOSS) (before directors' salaries & rem.)	£27,546	£37,268	£32,407	£22,685	£17,824
CLOSING BANK & CASH (before directors' salaries & rem.)	£28,469	£38,358	£33,414	£23,525	£18,580

5 Year Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5	YEARS 1 - 5
TOTAL TURNOVER	£166,219	£176,800	£249,288	£256,767	£261,902	£1,110,975
TOTAL GROSS PROFIT	£97,225	£103,414	£145,241	£149,578	£152,569	£648,026
GROSS PROFIT %	58.5%	58.5%	58.3%	58.3%	58.3%	58.3%
NET PROFIT / (LOSS) (before directors' salaries & rem.)	£27,546	£29,609	£41,614	£41,637	£40,787	£181,193
NET PROFIT %	16.6%	16.7%	16.7%	16.2%	15.6%	16.3%
CLOSING BANK & CASH (before directors' salaries & rem.)	£28,469	£53,162	£89,859	£126,580	£161,117	£161,117
Desired directors' salaries & remuneration	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
RETAINED PROFIT / (LOSS) (after directors' salaries & rem.)	£17,546	£19,609	£31,614	£31,637	£30,787	£131,193
CLOSING BANK & CASH (after directors' salaries & rem.)	£18,469	£33,162	£59,859	£86,580	£111,117	£111,117

Source of Funds

THE MONEY REQUIRED

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

COSTS

Fixtures and Fittings	6667
Freehold	153333
Solicitors	8100
Training	
Stock on Valuation	2000
Survey	
Working Capital	3000
Investment Capital Inc. VAT	10700
TOTAL	183800

SOURCE OF FUNDS

Cash	63000
Secured Loan	125000
Opening Bank Balance	
TOTAL	188000



Turnover Calculator - YEAR 1

Wet Turnover Weekly inc vat Ex Vat
£ 3,200.00 £ 2,666.67

Sample Inn

Wet Turnover	£ 138,666.67
Cost of Sales	43.41%
Wet GP	56.59%

Product Pricing												
Brand	Retail Price		List Price	Discount Level	Units	Unit Cost	Gross Profit		Sales Ratio	Turnover (Excl VAT)	Cost of Sales	
	Inc VAT	Ex VAT					£	%				
Bitter (Standard)	£ 2.90	£ 2.42	£ 84.86		88	£ 0.96	£ 1.45	60%	15%	20,800	8,300	
Bitter (Premium)	£ 2.85	£ 2.38	£ 63.86		72	£ 0.89	£ 1.49	63%	13%	18,027	6,732	
Guest Ale	£ 2.80	£ 2.33	£ 126.76		72	£ 1.76	£ 0.57	25%		-	-	
Lager (Standard)	£ 3.20	£ 2.67	£ 109.76		88	£ 1.25	£ 1.42	53%	25%	34,667	16,215	
Lager (Premium)	£ 3.40	£ 2.83	£ 110.26		88	£ 1.25	£ 1.58	56%	17%	23,573	10,425	
Stout/Guinness	£ 3.50	£ 2.92	£ 107.24		88	£ 1.22	£ 1.70	58%	0%	-	-	
Bottled Ales	£ 3.20	£ 2.67	£ 15.00		12	£ 1.25	£ 1.42	53%	0%	-	-	
PPL	£ 3.50	£ 2.92	£ 38.85		24	£ 1.62	£ 1.30	44%	2%	2,773	1,539	
Draught Cider	£ 3.20	£ 2.67	£ 100.33		88	£ 1.14	£ 1.53	57%	11%	15,253	6,521	
Bottled Cider	£ 3.50	£ 2.92	£ 18.00		15	£ 1.20	£ 1.72	59%	4%	5,547	2,282	
PPS	£ 3.50	£ 2.92	£ 24.75		12	£ 2.06	£ 0.85	29%		-	-	
Average RSP/pint	£3.17	£2.64						Gallon	87%	120,640	52,014	
								Wastage	3%		1,560.41	
Average will appear higher due to bottles calculated at price per pint								Barrels	159		44.41%	55.59%

Average will appear higher due to bottles calculated at price per pint

Main Brands	Retail Price		Units	List Price	Cost Price	Gross Profit		Sales Ratio	Turnover (Excl VAT)	Cost of Sales	
	Inc VAT	Ex VAT				£	%				
Average wine	£ 3.10	£ 2.58	24	£ 30.35	£ 1.26	£ 1.32	51.0%	5%	6,933	3,394	
Average 25ml spirit	£ 2.30	£ 1.92	60	£ 9.79	£ 0.16	£ 1.75	91.5%	4%	5,547	472	
Average draught mineral 25 measures per lt	£ 1.10	£ 0.92	88	£ 40.00	£ 0.45	£ 0.46	50.4%	4%	5,547	2,750	
								13%	18,027	6,617	
										36.70%	63.30%

CATERING SALES & GROSS PROFIT

Sample Inn

Service	Average selling price inc. VAT	Weekly Covers	Estimated Margin	Weekly Sales exc. VAT
Breakfast				£0
Accommodation Breakfast	£0.00	0	50%	£0
Function food / head				£0
Lunch	£5.50	45	60%	£206
Sunday Lunch	£5.00	25	55%	£104
Dinner	£10.95		68%	£0
Bar Meals	£5.50	45	60%	£206
Children Meals			45%	£0
Coffee	£2.20		70%	£0
Starters	£5.00	14	59%	£58
Desserts	£5.00	14	69%	£58
% of lunches taking starter	20%			
% of dinners taking starter	40%			
% of lunches taking dessert	20%			
% of dinners taking dessert	30%			

	Sales (exc. VAT)	Overall GP%	Cost of	Gross
WEEKLY	£633	60%	£254	£380
MONTHLY	£2,744	60%	£1,100	£1,645
ANNUAL	£32,933	60%	£13,195	£19,738

LABOUR MODELLING

Sample Inn

		Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			Total	Cost	Cost
	Hourly Rate	Start	Finish	Hrs	Start	Finish	Hrs	Start	Finish	Hrs	Start	Finish	Hrs	Start	Finish	Hrs	Start	Finish	Hrs	Start	Finish	Hrs	Hours	exc NI	inc NI
Front of House																									
Staff 1	£6.70													4.0			4.0			4.0			12.0	£80	£80
Staff 2	£6.70																4.0			4.0			8.0	£54	£54
Staff 3	£6.70																						-	-	-
Staff 4	£6.70																						-	-	-
Staff 5	£6.70																						-	-	-
Staff 6	£6.70																						-	-	-
Staff 7	£6.70																						-	-	-
Staff 8	£6.70																						-	-	-
Manager	£403.00																						-	-	-
Assistant Manager	£288.46																						-	-	-
Kitchen																									
Chef/Cook	£653.85																						-	-	-
2nd chefs	£8.00				4.0			4.0			4.0			4.0			4.0			4.0			24.0	£192	£197
2nd chefs	£4.50																						-	-	-
KP's	£6.70																2.0			2.0			4.0	£27	£27
Other	£6.70																						-	-	-
Other																							-	-	-
Function Room																									
Staff 1																							-	-	-
Staff 2																							-	-	-
Housekeeping																									
Team 1	£6.70																						-	-	-
Team 2																							-	-	-
Team 3																							-	-	-
Team 4	£6.70																						-	-	-
Cleaner	£6.70							2.0			2.0			2.0			2.0			2.0			10.0	£67	£67
TOTAL HOURS		0			4			6			6			10			16			16			58	£420	£425
TOTAL COST exc Employers NI		£ -			£ -			£ -			£ -			£ -			£ -			£ 112					

STAFF COSTS	weekly	monthly	annual
Wages	£420	£1,819	£21,830
Employers NI	£5	£22	£266
Holiday accrual	£51	£220	£2,635
Total	£476	£2,061	£24,730

£155	Primary threshold (weekly) *
13.8%	Secondary Class 1 NIC *
12.07%	Holiday accrual %

* Rates shown apply to 2015-16, i.e. 6 Apr 15 to 5 Apr 16

[HMRC Rates and Thresholds](#)

Weekly Sales	£3,960	Wet : Dry Split	81 : 19	Ratio	14.4%	(Based on mature sales levels entered on input sheet)
--------------	--------	-----------------	---------	-------	-------	---

BBPA Industry Average Wages (Nov 13)

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 (inc. VAT)	£5k	£8k	£5k	£8k	£10k	£10k
Avg weekly wages*	£736	£1,427	£501	£907	£1,921	£1,732
Avg weekly wage %*	17.5%	20.0%	11.5%	12.9%	22.2%	20.4%

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

FORECAST PROFIT & LOSS ACCOUNT - YEAR 1

*All figures exclusive of VAT

Sample Inn

<u>Turnover</u>		<u>Sales Mix %</u>
Wet Sales	£130,367	78.4%
Catering Sales	£30,962	18.6%
Accommodation	£0	0.0%
Other Sales	£0	0.0%
Machines	£4,889	2.9%
TOTAL TURNOVER	£166,219	

<u>Less: Cost of Sales</u>		
Wet Cost of Sales	£56,588	
Catering Cost of Sales	£12,406	
Accommodation Cost of Sales	£0	
Other Sales Cost of Sales	£0	
Machines Cost of Sales	£0	
TOTAL COST OF SALES	£68,994	

<u>Gross Profit</u>		<u>GP%</u>
Wet Gross Profit	£73,779	56.6%
Catering Gross Profit	£18,557	59.9%
Accommodation Gross Profit	£0	
Other Gross Profit	£0	
Machines Gross Profit	£4,889	100.0%
TOTAL GROSS PROFIT	£97,225	58.5%

<u>Less: Expenses</u>		<u>Expense as a % of sales</u>
Wages & Employer NI	£23,250	14.4%
Employee Pensions	£0	0.0%
Rent	£0	0.0%
Business Rates	£5,793	3.5%
Water Rates	£1,250	0.8%
Utilities: Gas / Oil & Electric	£7,344	4.4%
Insurance	£2,500	1.5%
Refuse Disposal	£500	0.3%
Cellar Gas	£550	0.3%
Cellar & Bar Sundries	£1,452	0.9%
Cleaning Materials & Laundry	£1,040	0.6%
Accommodation Sundries	£0	0.0%
Crockery, Cutlery & Utensils	£469	0.3%
Glassware	£280	0.2%
Machine Rental	£0	0.0%
Equipment / EPOS / F&F Hire	£0	0.0%
Equipment / F&F Repair & Service	£1,500	0.9%
Telephone	£600	0.4%
Satellite TV	£0	0.0%
Entertainment	£5,200	3.1%
Marketing & Advertising	£1,200	0.7%
Training & Development	£0	0.0%
Repairs - Property	£500	0.3%
Garden Expenses	£250	0.2%
Security	£0	0.0%
Uniform & Clothing	£125	0.1%
Petrol & Motor Expenses	£1,560	0.9%
Printing, Postage & Stationery	£1,040	0.6%
Window Cleaner	£0	0.0%
IT Expenses	£250	0.2%
Subscriptions	£0	0.0%
Legal Fees	£0	0.0%
Accountancy & Payroll Fees	£2,340	1.4%
Stocktaking Fees	£1,560	0.9%
Professional Fees	£0	0.0%
Licensing Costs	£140	0.1%
Bank Charges & Interest	£353	0.2%
Other Finance Charges	£5,500	3.3%
Tie Release Fees / Turnover rent	£0	0.0%
Other	£1,800	1.1%
Depreciation	£1,333	0.8%
Total Expenditure	£69,679	41.9%
Total Expenditure less rent	£69,679	41.9%
NET PROFIT	£27,546	16.6%
Drawings	£0	0.0%
Directors Salaries	£10,000	6.0%
Directors Remuneration	£0	0.0%
RETAINED PROFIT	£17,546	10.6%

<u>BREAKEVEN</u>	<u>Weekly</u>	<u>Annual</u>
Forecast sales (inc. VAT)	£3,836	£199,462
Breakeven sales (inc. VAT)	£2,696	£140,214
Margin of Safety (inc. VAT)	£1,139	£59,248

MONTHLY PROFIT & LOSS ACCOUNT - YEAR 1

Sample Inn

*All figures exclusive of VAT

Sales phasing:	7.9%	8.1%	9.2%	7.6%	9.5%	7.2%	7.1%	8.6%	11.1%	6.4%	7.7%	9.7%	100.0%
% mature sales? Wet, other & machines	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
% mature sales? Catering & accomm.	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	YEAR 1
TURNOVER													
Wet Sales	£5,477	£8,466	£12,730	£10,511	£13,146	£9,998	£9,818	£11,898	£15,392	£8,819	£10,622	£13,492	£130,367
Catering Sales	£1,301	£2,011	£3,023	£2,496	£3,122	£2,374	£2,332	£2,826	£3,656	£2,095	£2,523	£3,204	£30,962
Accommodation	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Sales	-	-	-	-	-	-	-	-	-	-	-	-	-
Machines	£205	£317	£477	£394	£493	£375	£368	£446	£577	£331	£398	£506	£4,889
Total	£6,984	£10,794	£16,230	£13,401	£16,761	£12,747	£12,517	£15,169	£19,625	£11,244	£13,543	£17,203	£166,219
LESS: COST OF SALES													
Wet CoS	£2,378	£3,675	£5,526	£4,562	£5,706	£4,340	£4,261	£5,164	£6,681	£3,828	£4,611	£5,857	£56,588
Catering CoS	£521	£806	£1,211	£1,000	£1,251	£951	£934	£1,132	£1,465	£839	£1,011	£1,284	£12,406
Accommodation CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Sales CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Machines CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	£2,899	£4,480	£6,737	£5,563	£6,957	£5,291	£5,196	£6,297	£8,146	£4,667	£5,621	£7,140	£68,994
GROSS PROFIT													
Wet GP	£3,100	£4,791	£7,204	£5,948	£7,440	£5,658	£5,556	£6,733	£8,711	£4,991	£6,011	£7,636	£73,779
Catering GP	£780	£1,205	£1,812	£1,496	£1,871	£1,423	£1,397	£1,694	£2,191	£1,255	£1,512	£1,920	£18,557
Accommodation GP	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Sales GP	-	-	-	-	-	-	-	-	-	-	-	-	-
Machines GP	£205	£317	£477	£394	£493	£375	£368	£446	£577	£331	£398	£506	£4,889
GROSS PROFIT (INC VAT)	£4,085	£6,313	£9,493	£7,839	£9,804	£7,456	£7,322	£8,873	£11,479	£6,577	£7,922	£10,062	£97,225
LESS: EXPENSES													
Wages & Employer NI	£977	£1,510	£2,270	£1,875	£2,344	£1,783	£1,751	£2,122	£2,745	£1,573	£1,894	£2,406	£23,250
Employee Pensions	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent	-	-	-	-	-	-	-	-	-	-	-	-	-
Business Rates	£483	£483	£483	£483	£483	£483	£483	£483	£483	£483	£483	£483	£5,793
Water Rates	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£1,250
Utilities: Gas / Oil & Electric	£612	£612	£612	£612	£612	£612	£612	£612	£612	£612	£612	£612	£7,344
Insurances	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£2,500
Refuse Disposal	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£500
Cellar Gas	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£550
Cellar & Bar Sundries	£121	£121	£121	£121	£121	£121	£121	£121	£121	£121	£121	£121	£1,452
Cleaning Materials & Laundry	£87	£87	£87	£87	£87	£87	£87	£87	£87	£87	£87	£87	£1,040
Accommodation Sundries	-	-	-	-	-	-	-	-	-	-	-	-	-
Crockery, Cutlery & Utensils	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£469
Glassware	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	£280
Machine Rental	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / EPOS / F&F Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / F&F Repair & Serv	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£1,500
Telephone	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Satellite TV	-	-	-	-	-	-	-	-	-	-	-	-	-
Entertainment	£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£5,200
Marketing & Advertising	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Training & Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs - Property	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£500
Garden Expenses	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£250
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Uniform & Clothing	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£125
Petrol & Motor Expenses	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£1,560
Printing, Postage & Stationery	£87	£87	£87	£87	£87	£87	£87	£87	£87	£87	£87	£87	£1,040
Window Cleaner	-	-	-	-	-	-	-	-	-	-	-	-	-
IT Expenses	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£250
Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Accountancy & Payroll Fees	£195	£195	£195	£195	£195	£195	£195	£195	£195	£195	£195	£195	£2,340
Stocktaking Fees	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£1,560
Professional Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Licensing Costs	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£12	£140
Bank Charges & Interest	£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	£353
Other Finance Charges	£458	£458	£458	£458	£458	£458	£458	£458	£458	£458	£458	£458	£5,500
Tie Release Fees / Turnover rent	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800
Depreciation	£111	£111	£111	£111	£111	£111	£111	£111	£111	£111	£111	£111	£1,333
TOTAL EXPENDITURE	£4,846	£5,379	£6,139	£5,744	£6,213	£5,652	£5,620	£5,991	£6,614	£5,442	£5,763	£6,275	£69,679
NET PROFIT / (LOSS)	-£761	£935	£3,354	£2,095	£3,590	£1,804	£1,702	£2,882	£4,865	£1,135	£2,158	£3,787	£27,546
Drawings	-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Salaries	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£10,000
Directors Remuneration	-	-	-	-	-	-	-	-	-	-	-	-	-
RETAINED PROFIT / (LOSS)	-£1,594	£101	£2,521	£1,262	£2,757	£971	£868	£2,049	£4,032	£302	£1,325	£2,954	£17,546

MONTHLY CASHFLOW PROJECTION - YEAR 1

Sample Inn

*All figures are inclusive of VAT

TURNOVER (INC VAT)	Pre-trading	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	YEAR 1
Wet Sales		£8,573	£10,159	£15,276	£12,613	£15,775	£11,997	£11,781	£14,277	£18,470	£10,583	£12,746	£16,191	£156,441
Catering Sales		£1,561	£2,413	£3,628	£2,996	£3,746	£2,849	£2,798	£3,391	£4,387	£2,513	£3,027	£3,845	£37,155
Accommodation		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Sales		-	-	-	-	-	-	-	-	-	-	-	-	-
Machines		£205	£317	£477	£394	£493	£375	£368	£446	£577	£331	£398	£506	£4,889
Total		£8,339	£12,889	£19,381	£16,003	£20,014	£15,222	£14,947	£18,114	£23,434	£13,427	£16,172	£20,542	£198,484
LESS: COST OF SALES														
Wet CoS	£2,000	£853	£4,410	£6,631	£5,475	£6,847	£5,208	£5,114	£6,197	£8,017	£4,594	£5,533	£7,028	£67,906
Catering CoS		£521	£806	£1,211	£1,000	£1,251	£951	£934	£1,132	£1,465	£839	£1,011	£1,284	£12,406
Accommodation CoS		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Sales CoS		-	-	-	-	-	-	-	-	-	-	-	-	-
Machines CoS		-	-	-	-	-	-	-	-	-	-	-	-	-
Total	£2,000	£1,374	£5,215	£7,842	£6,475	£8,098	£6,159	£6,048	£7,329	£9,482	£5,433	£6,543	£8,312	£80,312
GROSS PROFIT (INC VAT)	-£2,000	£6,965	£7,674	£11,539	£9,528	£11,916	£9,063	£8,899	£10,785	£13,952	£7,994	£9,628	£12,230	£118,173
LESS: EXPENSES (INC VAT)														
Wages & Employer NI		£977	£1,510	£2,270	£1,875	£2,344	£1,783	£1,751	£2,122	£2,745	£1,573	£1,894	£2,406	£23,250
Employee Pensions		-	-	-	-	-	-	-	-	-	-	-	-	-
Rent		-	-	-	-	-	-	-	-	-	-	-	-	-
Business Rates		£579	£579	£579	£579	£579	£579	£579	£579	£579	£579	£579	£579	£5,793
Water Rates		£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£1,250
Utilities: Gas / Oil & Electric		£734	£734	£734	£734	£734	£734	£734	£734	£734	£734	£734	£734	£8,813
Insurances		£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£2,500
Refuse Disposal		£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Cellar Gas		£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£660
Cellar & Bar Sundries		£145	£145	£145	£145	£145	£145	£145	£145	£145	£145	£145	£145	£1,742
Cleaning Materials & Laundry		£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£1,248
Accommodation Sundries		-	-	-	-	-	-	-	-	-	-	-	-	-
Crockery, Cutlery & Utensils		£47	£47	£47	£47	£47	£47	£47	£47	£47	£47	£47	£47	£562
Glassware		£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	£336
Machine Rental		-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / EPOS / F&F Hire		-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / F&F Repair & Service		£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800
Telephone		£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£720
Satellite TV		-	-	-	-	-	-	-	-	-	-	-	-	-
Entertainment		£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£5,200
Marketing & Advertising		£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440
Training & Development		-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs - Property		£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Garden Expenses		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Security		-	-	-	-	-	-	-	-	-	-	-	-	-
Uniform & Clothing		£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£13	£150
Petrol & Motor Expenses		£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£1,560
Printing, Postage & Stationery		£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£104	£1,248
Window Cleaner		-	-	-	-	-	-	-	-	-	-	-	-	-
IT Expenses		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Subscriptions		-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Fees		-	-	-	-	-	-	-	-	-	-	-	-	-
Accountancy & Payroll Fees		£234	£234	£234	£234	£234	£234	£234	£234	£234	£234	£234	£234	£2,808
Stocktaking Fees		£156	£156	£156	£156	£156	£156	£156	£156	£156	£156	£156	£156	£1,872
Professional Fees		-	-	-	-	-	-	-	-	-	-	-	-	-
Licensing Costs		£14	£14	£14	£14	£14	£14	£14	£14	£14	£14	£14	£14	£168
Bank Charges & Interest		£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	£353
Other Finance Charges		£458	£458	£458	£458	£458	£458	£458	£458	£458	£458	£458	£458	£5,500
Tie Release Fees / Turnover rent		-	-	-	-	-	-	-	-	-	-	-	-	-
Other		£180	£180	£180	£180	£180	£180	£180	£180	£180	£180	£180	£180	£2,160
Depreciation		-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE	-	£5,214	£5,747	£6,507	£6,111	£6,581	£6,020	£5,988	£6,359	£6,982	£5,810	£5,552	£6,064	£72,933
NET CASHFLOW BEFORE FINANCING & CAPEX	(£2,000)	£1,751	£1,927	£5,032	£3,416	£5,335	£3,043	£2,912	£4,426	£6,970	£2,185	£4,076	£6,166	£45,240
Working Capital Introduced	£63,000	-	-	-	-	-	-	-	-	-	-	-	-	£63,000
Loan Capital Introduced	£125,000	-	-	-	-	-	-	-	-	-	-	-	-	£125,000
Other Capital Introduced	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD Left on Site		£78	£120	£181	£149	£187	£142	£139	£169	£219	£125	£151	£192	£1,852
F&F Payments (capital element)	(£8,000)	-	-	-	-	-	-	-	-	-	-	-	-	(£8,000)
Freehold	(£153,333)	-	-	-	-	-	-	-	-	-	-	-	-	(£153,333)
Ingoing Costs: legal fees, training (VATable)	(£13,320)	-	-	-	-	-	-	-	-	-	-	-	-	(£13,320)
Other Ingoing Costs (non VATable)	(£10,700)	-	-	-	-	-	-	-	-	-	-	-	-	(£10,700)
Loan Repayments (capital element)	-	(£521)	(£521)	(£521)	(£521)	(£521)	(£521)	(£521)	(£521)	(£521)	(£521)	(£521)	(£521)	(£6,250)
Quarterly VAT Payments		-	-	-	£324	-	-	(£4,351)	-	-	(£4,906)	-	(£4,235)	(£13,167)
Quarterly MGD Payments		-	-	-	(£379)	-	-	(£478)	-	-	(£527)	-	(£468)	(£1,852)
FINANCING & CAPEX CASHFLOWS	£2,647	(£443)	(£401)	(£340)	(£426)	(£334)	(£379)	(£5,210)	(£352)	(£302)	(£5,828)	(£370)	(£5,032)	(£16,770)
NET CASHFLOW (before directors' salaries & rer	£647	£1,308	£1,527	£4,692	£2,990	£5,001	£2,664	(£2,299)	£4,074	£6,668	(£3,644)	£3,706	£1,134	£28,469
OPENING BANK & CASH (before directors' salari	-	£647	£1,955	£3,481	£8,173	£11,164	£16,164	£18,828	£16,530	£20,604	£27,272	£23,628	£27,335	-
CLOSING BANK & CASH (before directors' salari	£647	£1,955	£3,481	£8,173	£11,164	£16,164	£18,828	£16,530	£20,604	£27,272	£23,628	£27,335	£28,469	£28,469
ESTIMATED MGD DUE		£78	£120	£181	£149	£187	£142	£139	£169	£219	£125	£151	£192	£1,852
Drawings		-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Salaries		(£833)	(£833)	(£833)	(£833)	(£833)	(£833)	(£833)	(£833)	(£833)	(£833)	(£833)	(£833)	(£10,000)
Directors Remuneration		-	-	-	-	-	-	-	-	-	-	-	-	-
NET CASHFLOW (after drawings)	£647	£1,122	£1,815	£5,673	£7,830	£11,998	£13,828	£10,696	£13,937	£19,772	£15,295	£18,168	£18,469	£18,469

SENSITIVITY ANALYSIS - YEAR 1

Sample Inn

* Flexes sales and cost of sales, assumes expenses remain in line with original plan. All figures stated before drawings / directors salaries & remuneration.

Turnover + / -	Pre-trading	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Total
10%														
Net Profit	-	(£353)	£1,566	£4,303	£2,879	£4,571	£2,550	£2,434	£3,769	£6,013	£1,793	£2,950	£4,793	£37,268
Net Cash Flow	£647	£2,013	£2,306	£5,864	£3,458	£6,211	£3,584	(£1,983)	£5,170	£8,085	(£3,481)	£4,684	£1,801	£38,358
Closing Cash Balance	£647	£2,659	£4,965	£10,829	£14,287	£20,498	£24,083	£22,099	£27,269	£35,354	£31,873	£36,558	£38,358	£38,358

Turnover + / -	Pre-trading	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Total
5%														
Net Profit	-	(£557)	£1,250	£3,829	£2,487	£4,080	£2,177	£2,068	£3,326	£5,439	£1,464	£2,554	£4,290	£32,407
Net Cash Flow	£647	£1,660	£1,916	£5,278	£3,224	£5,606	£3,124	(£2,141)	£4,622	£7,377	(£3,562)	£4,195	£1,468	£33,414
Closing Cash Balance	£647	£2,307	£4,223	£9,501	£12,726	£18,331	£21,456	£19,314	£23,936	£31,313	£27,751	£31,946	£33,414	£33,414

Turnover + / -	Pre-trading	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Total
0%														
Net Profit	-	(£761)	£935	£3,354	£2,095	£3,590	£1,804	£1,702	£2,882	£4,865	£1,135	£2,158	£3,787	£27,546
Net Cash Flow	£647	£1,308	£1,527	£4,692	£2,990	£5,001	£2,664	(£2,299)	£4,074	£6,668	(£3,644)	£3,706	£1,134	£28,469
Closing Cash Balance	£647	£1,955	£3,481	£8,173	£11,164	£16,164	£18,828	£16,530	£20,604	£27,272	£23,628	£27,335	£28,469	£28,469

Turnover + / -	Pre-trading	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Total
-5%														
Net Profit	-	(£965)	£619	£2,879	£1,703	£3,100	£1,431	£1,336	£2,438	£4,291	£806	£1,762	£3,284	£22,685
Net Cash Flow	£647	£956	£1,137	£4,106	£2,757	£4,396	£2,204	(£2,456)	£3,527	£5,960	(£3,725)	£3,218	£801	£23,525
Closing Cash Balance	£647	£1,603	£2,740	£6,845	£9,602	£13,997	£16,201	£13,745	£17,271	£23,231	£19,506	£22,723	£23,525	£23,525

Turnover + / -	Pre-trading	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Total
-10%														
Net Profit	-	(£1,170)	£303	£2,405	£1,311	£2,610	£1,058	£970	£1,995	£3,717	£478	£1,366	£2,781	£17,824
Net Cash Flow	£647	£604	£747	£3,520	£2,523	£3,790	£1,744	(£2,614)	£2,979	£5,251	(£3,807)	£2,729	£468	£18,580
Closing Cash Balance	£647	£1,251	£1,998	£5,518	£8,040	£11,831	£13,574	£10,960	£13,939	£19,190	£15,383	£18,112	£18,580	£18,580

5 YEAR FINANCIAL FORECASTS

Sample Inn

ASSUMPTIONS					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
% Turnover increase attributable to growing market share			39.0%	1.0%	
% Additional Total Expenditure required to grow market share (exc. rent)			35.0%	1.0%	
% Turnover increase attributable to increasing RSPs			2.0%	2.0%	2.0%
% Increase applied to Rent			1.5%	1.5%	1.5%
% Increase applied to Wages		10.7%	45.0%	6.0%	6.0%
% increase applied to Cost of Sales (wet & catering purchases)			2.0%	2.0%	2.0%
% Inflation applied to Total Expenditure (exc. interest)			2.0%	2.0%	2.0%
Desired directors' salaries & remuneration	£10,000	£10,000	£10,000	£10,000	£10,000

P&L PROJECTIONS						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 1 - 5
TOTAL TURNOVER	£166,219	£176,800	£249,288	£256,767	£261,902	£1,110,975
TOTAL COST OF SALES	£68,994	£73,386	£104,047	£107,189	£109,333	£462,949
TOTAL GROSS PROFIT	£97,225	£103,414	£145,241	£149,578	£152,569	£648,026
GROSS PROFIT %	58.5%	58.5%	58.3%	58.3%	58.3%	58.3%
TOTAL EXPENDITURE (less rent & Wages)	£46,429	£46,429	£63,932	£65,863	£67,180	£289,833
Rent Payable	£0	£0	£0	£0	£0	£0
Wages	£23,250	£27,376	£39,695	£42,077	£44,602	£177,000
NET PROFIT / (LOSS) (before directors' salaries & rem.)	£27,546	£29,609	£41,614	£41,637	£40,787	£181,193
NET PROFIT %	16.6%	16.7%	16.7%	16.2%	15.6%	16.3%
BREAKEVEN						
Forecast weekly sales (inc. VAT)	£3,836	£4,080	£5,753	£5,925	£6,044	
Breakeven weekly sales (inc. VAT) BEFORE Capex & Financing	£2,696	£2,859	£4,052	£4,223	£4,375	
Margin of Safety (inc. VAT) BEFORE Capex & Financing	£1,139	£1,221	£1,701	£1,702	£1,669	
Breakeven weekly sales (inc. VAT) AFTER Capex & Financing	£9,308	£2,026	£2,727	£2,804	£2,919	
Margin of Safety (inc. VAT) AFTER Capex & Financing	-£5,472	£2,054	£3,026	£3,122	£3,124	
RETAINED PROFIT / (LOSS) (after directors' salaries & rem.)	£17,546	£19,609	£31,614	£31,637	£30,787	£131,193
RETAINED PROFIT %	10.6%	11.1%	12.7%	12.3%	11.8%	11.8%

CASHFLOW PROJECTIONS						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 1 - 5
TURNOVER (INC VAT)	£198,484	£211,120	£297,679	£306,610	£312,742	£1,326,635
Wet CoS		£72,229	£101,843	£104,898	£106,996	
Catering CoS		£13,195	£18,606	£19,164	£19,547	
Accommodation CoS		£0	£0	£0	£0	
Other Sales CoS		£0	£0	£0	£0	
Machines CoS		£0	£0	£0	£0	
COST OF SALES	£80,312	£85,424	£120,448	£124,062	£126,543	£536,789
TOTAL EXPENDITURE	£72,933	£79,809	£108,632	£94,787	£96,721	£452,882
NET CASHFLOW BEFORE FINANCING & CAPEX	£45,240	£45,886	£68,599	£87,761	£89,478	£336,964
Capital introduced	£188,000	-	-	-	-	£188,000
F&F payments (& continued capex in yr 5)	(£8,000)	-	-	-	(£1,600)	(£9,600)
Freehold	(£153,333)	-	-	-	-	(£153,333)
Ingoing costs	(£24,020)	-	-	-	-	(£24,020)
Loan repayments	(£6,250)	(£6,250)	(£6,250)	(£6,250)	(£6,250)	(£31,250)
Output VAT (pay to HMRC)	(£32,266)	(£34,320)	(£48,391)	(£49,843)	(£50,840)	(£215,660)
Input VAT (recover from HMRC)	£19,099	£19,376	£22,739	£5,053	£3,749	£70,016
FINANCING & CAPEX	-£16,770	-£21,194	-£31,902	-£51,040	-£54,940	-£175,847
NET CASHFLOW (before directors' salaries & rem.)	£28,469	£24,693	£36,697	£36,721	£34,537	£161,117
OPENING BANK & CASH BALANCE	-	£28,469	£53,162	£89,859	£126,580	-
CLOSING BANK & CASH (before directors' salaries & rem.)	£28,469	£53,162	£89,859	£126,580	£161,117	£161,117
NET CASHFLOW (after directors' salaries & rem.)	£18,469	£14,693	£26,697	£26,721	£24,537	£111,117
CLOSING BANK & CASH (after directors' salaries & rem.)	£18,469	£33,162	£59,859	£86,580	£111,117	£111,117

Please note: fcasts 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 xxxxx xxxxxxxx of Roslyn's Accountants on 03/11/15