

TRANSLATE IDEAS INTO ACTION

# BUSINESS PLAN

Interactive Document



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Applicant Name

Date

Contact Number

Email

Pub Name & Address

# Business Plan

**Independent Advisor  
Name & Address**

**T**

**Contact Number**

**Email**

**Licensed Trade  
Experience**

I confirm that I have taken professional advice in the preparation of this business plan:

**Applicant Name**

**Signature**

**Date**

I confirm that I have provided independent advice in the preparation of this business plan:

**Independent  
Advisor Name**

**Signature**

**Date**

# Introduction

Taking on a leased pub can be a challenging yet hugely rewarding venture. In order to ensure your business will be a success, it is important that you have fully thought through what you will need to do and how you will go about it. Only then can you judge whether this venture is likely to be able to achieve the rewards you desire.

This document has been developed to make the planning of your business as simple as possible. It is set out to get you thinking about the pub, its environment, competition and opportunities before developing the financial forecasts. Aside from you conducting your own research in the field, you will also need all of the pub specific information provided to you by our recruitment team as detailed in Clause 5.2 of our Code of Practice. If you have problems retrieving this information please contact the recruitment team on 0500 94 95 96 who will be happy to supply a further copy.

Apart from conducting your own research, we also require that you seek independent professional advice when finalising this plan. In particular we will require you to provide full financial projections (i.e. P&L, cashflow and balance sheet as per the example in appendix 1), in our experience almost all applicants require professional help in preparing these.

To help you, we have provided details of specialist suppliers from our Inside Track service on the last page of this document. You can of course use your own professional advisors but please provide their details and ask them to sign off the plan as per page 2 of this document.

It is also a requirement that you get independent Legal advice on your Lease or Tenancy Agreement. You are of course free to use your own advisor, but for your convenience Appendix 4 contains a list of Solicitors that are well versed in this type of work.

As well as assessing whether your business will be able to achieve the rewards you desire, your business plan will become the blue print for the way the business will operate. Accordingly, our Pre-entry Training course will focus on your individual plan and get into the detail of how you will bring it to life prior to opening the doors and in the first months of trade. As you complete this plan think about where you and your team will need training and advice from us to deliver your offer.

Remember that any business plan is a draft and as your business and the environment changes the plan will need to adapt. It will be a working document that you will review at regular intervals with your Business Development Manager.

# Outlet Analysis

## Local Demographics

Use the Mosaic report provided by the recruitment team to assess what sort of people live in the area and also why people visit pubs in the area. Focus on the demographics (e.g. Career professionals or upwardly mobile blue collar workers etc). Also review the **“understanding the local drinks market”** section of the Mosaic report. How does supply relate to demand for each category and how will this affect your offer.

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## The Pub or Bar

Describe the outlet, its facilities and current trading style. Think about how the layout could be put to better use or redeveloped. What is the immediate area like? Residential, business, roads and transport hubs. How does the outlet appeal to your target market from above? How could this be improved?

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## Local Leisure Markets

Where do people spend their leisure time in the local area. As well as direct competitors in the food and drinks market, what other leisure activities do people under take (e.g. cinema, sports clubs) and how could your offer attract these customers? Where are these venues and competitors in relation to your pub? Is there anything missing from the local area that your target customer might look for?

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# Competitor Analysis

Following from the section above list out your competitors, who their customers are, how they attract these customers through their offer, whether their customers should be your target and if so how will you do this

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Main Competitor			
Who are their customers?	What do they offer to attract customers	Could/should we attract their customers and if so how?	RSP of std. lager, std. bitter packaged lager, house wine and key menu items
			<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>

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# Competitor Analysis

For your pub, now profile existing and target customers who they are and why they will visit AM, PM & EVENING. For target customers focus on ones that will increase both your trade and maximise profit

Existing	A.M.	P.M.	Evening
Who are the pub customers? Why do they use your pub?			

Target	A.M.	P.M.	Evening
What should the target market be to increase and maximise the trade and profit			

# Your Business

## Proposition

What type of pub is it, aimed at who and for what occasions? You can appeal to more than one customer type but avoid being all things to all people (e.g. don't aim to be a young and edgy style bar but doing a carvery on a Sunday for families). Think about your Unique Selling Proposition

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## Physical Environment

Describe the proposed interior and exterior appearance, what is the overall decorative style? What about soft elements (e.g. lighting, music, bric-a-brac?) How does it fit with the proposition? Think about how much this will cost and how long it may take.

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## Drink Offer

Set out food & drink offer (e.g. mix of Draught products, standard lager, premium lager, cider, cask ales, wines, spirits) Will you run any promotions? What type of coffee offer will you put in place?

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# Your Business

## Food Offer

Food will be the most complex offering to get right, start by thinking what 2 or 3 dishes will your pub become famous for. Then start to develop an outline menu. How will you deliver the menu to the standard that your pub will require? What are the staff and equipment implications of this? Taking all of this into account when will you be looking to launch your food offer?

Consider opening times and how what you offer will change throughout the day. Remember to check this against the premises licence provided by recruitment

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## Machines & Accommodation

Also think about what machines you will put in place, number and type (AWPs, pool tables). Describe what your accommodation offer will be if applicable.

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## Entertainment

Entertainment is essential for some venues to drive trade at quieter times. Will entertainment be part of your offer? Will it fit your proposition? Outline what and when you intend to do. Have a think about costs and the level of income you expect to generate. Include Sky TV, pub quizzes, themed food and drink events.

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# Your Business

## Marketing

How will you tell your target customers about your offer? Online is essential, make sure it is on Google places, check the pub's web presence on Tripadvisor, set up a Facebook page proactively manage any positive or negative comments. Traditional media such as mailshots, flyers and local press still have their place but will cost so make sure you factor it into your startup costs. Once you are open how will you keep people coming back? What on premises advertising could you use? What about loyalty schemes? How could you develop relationships with local business or clubs to grow trade?

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## Conclusion

Briefly summarize the preceding points. What sort of Pub or Bar do you want to create, aimed at who? How will you attract customers and keep them coming back?

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## Ready to Trade Promise

What works do you believe are required to put the pub in a tradeable condition bring the private accommodation up to a good standard so that you can focus your energies on delivering the business plan? Note that these will be subject to discussion and final agreement with Star Pubs & Bars.

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## Targets and Costs

# New Retail Selling Prices

Now set out your target RSP for key food and drink offerings. You will need think about how you will achieve these given the offer, your target customers and the competition:

Draught Cider & Beer	RSP Existing	RSP Proposed	Gross Profit %
<b>Strongbow</b>			
<b>Heineken</b>			
<b>Fosters</b>			
<b>Other Draught</b>			
<b>Other Draught</b>			
<b>Other Draught</b>			

Bottled Cider & Beer	RSP Existing	RSP Proposed	Gross Profit %
<b>Bulmers</b>			
<b>Heineken</b>			
<b>Desperados</b>			
<b>Other Bottled</b>			
<b>Other Bottled</b>			

## Targets and Costs

# New Retail Selling Prices

Now set out your target RSP for key food and drink offerings. You will need think about how you will achieve these given the offer, your target customers and the competition:

Wines, Spirits, Minerals & Coffee	RSP Existing	RSP Proposed	Gross Profit %
House wine 175ml Glass			
Premium wine 175ml Glass			
House Spirit 25ml measure			
Premium Spirit 25ml measure			
Average Mineral 1/2 pint			
Average coffee per cup			

Food (Key Dish)	RSP Existing	RSP Proposed	Gross Profit %

## Targets and Costs

# Cost Estimates

Estimate what it will cost to achieve your objectives

Staff Costs	Number of Staff	Hourly Rate	Hours Per Week	Weekly Cost
Bar				
Chef				
Kitchen				
Cleaner				

Other Costs	Annual Cost (excl. VAT)
Rent	
Rates	
Energy	
Sky	
Entertainment	
Marketing	

### What to do now

Now that you have drafted out your plan and outline financials you need to take this document to your nominated professional advisor for advice and finalisation. Your advisor will examine your ideas and help set realistic financial projections and targets. Details of Star Pubs' nominated trade accountants are set out in Appendix 3. You may use your own advisor but they must produce financial forecasts including:

- A detailed P&L for the first 12 months of trading, including a monthly P&L showing your break-even and target sales figures by month,
- Demonstrate your Cashflow projections for the first 12 months
- A projected balance sheet after 12 months of trading
- A sensitivity analysis showing the effect of Net Profit if Turnover increases or decreases by 5%; Costs increase or decrease by 5%, Wet Gross Profit percentage increases or decreases by 2 percentage points and Dry Gross Profit Percentage increases or decreases by 2 percentage points

# Appendix 1 – Example Financial Projections

<b>12 Month Profit &amp; Loss</b>				
<b>Pub Name :</b>	Sample Inn	<b>Start Date</b>	Nov	
<b>Short Address</b>	Anytown			
			Input current figures here from customer information (fill in one column only)	
			Annual	Monthly Weekly
	<b>CURRENT</b>			
	£			
<b>Sales</b>				
Wet Sales	250,000		250,000	
Dry Sales	52,000		52,000	
Machines	11,000		11,000	
Accommodation	0			
Other Sales	0			
<b>Total Sales</b>	<b>313,000</b>			
<b>Cost of sales</b>				
Wet Sales	120,000			
Dry Sales	20,800			
Machines	7,370			
Accommodation	0			
Other Sales	0			
<b>Total Cost of Sales</b>	<b>148,170</b>			
<b>Gross Profit</b>		<b>GP%</b>		
Wet Sales	130,000	52%	52%	
Dry Sales	31,200	60%	60%	
Machines	3,630	33%	33%	
Accommodation	0	0%		
Other Sales	0	0%		
<b>Total Gross Profit</b>	<b>164,830</b>	<b>52.7%</b>		
<b>Fixed Costs</b>		<b>% of total turnover</b>		
Rent	25,000	8.0%	25,000	
Business Rates	13,000	4.2%	13,000	
Water Rates	2,500	0.8%	2,500	
Insurances	3,600	1.2%	3,600	
<b>Total Fixed Costs</b>	<b>44,100</b>	<b>14.1%</b>		
<b>Variable Costs</b>				
Wages	34,000	11.3%	34,000	
Electricity	6,800	2.2%	6,800	
Gas	6,300	2.0%	6,300	
Other Energy costs	120	0.0%	120	
Cleaning	560	0.2%	560	
Repairs and Maintenance	2,500	0.8%	2,500	
Accountancy	2,500	0.8%	2,500	
Stocktaking	1,300	0.4%	1,300	
Advertising and Marketing	1,250	0.4%	1,250	
Entertainment	10,400	3.3%	10,400	
Sky TV	11,000	3.5%	11,000	
Catering Equipment	0	0.0%		
Equipment Hire	780	0.2%	780	
Gardens & Flowers	350	0.1%	350	
Postage, Printing & Stationery	350	0.1%	350	
Promotions	1,200	0.4%	1,200	
Bottled Gas	640	0.2%	640	
Licensing	480	0.2%	480	
Motor Expenses	1,200	0.4%	1,200	
Sanitary Providers	560	0.2%	560	
Sundries	2,000	0.6%	2,000	
Telephone	1,560	0.5%	1,560	
Training	900	0.3%	900	
Bank Charges	520	0.2%	520	
Legal & Professional fees	480	0.2%	480	
Depreciation	0	0.0%		
<b>Total Variable Costs</b>	<b>87,750</b>	<b>28.0%</b>		
<b>Total Costs</b>	<b>131,850</b>	<b>42.1%</b>		
<b>Total Costs less rent</b>	<b>106,850</b>	<b>34.1%</b>		
<b>Net Profit before Drawings</b>	<b>32,980</b>	<b>10.5%</b>		
<b>KPI's (VAT inc per week)</b>				
<b>Average sales</b>	<b>7,223</b>			
<b>Breakeven point</b>	<b>5,778</b>			
<b>Margin of safety</b>	<b>1,445</b>			
<b>Drawings</b>	15,600		300	

The above Profit and Loss Account is supplied as a projection based on the information supplied. It is in no way a guarantee of trade

# Appendix 1 – Example Financial Projections

Monthly P&L Projection													
Pub Name :		Sample Inn											
Monthly Forecast P&L													
Month	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Total
Drawings:	8.0%	11.1%	6.4%	7.2%	9.8%	7.9%	8.2%	9.2%	7.6%	9.4%	7.2%	7.1%	100%
<b>Sales</b>													
Wet Sales	21,445	27,743	15,912	15,155	24,462	15,745	20,340	22,944	18,955	23,571	18,024	17,705	250,000
Dry Sales	4,461	5,770	3,310	3,984	5,088	4,107	4,231	4,772	3,943	4,903	3,749	3,683	52,000
Machines	944	1,221	700	843	1,076	859	895	1,010	854	1,037	793	779	11,000
Accommodation	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Sales</b>	<b>26,849</b>	<b>34,734</b>	<b>19,921</b>	<b>23,982</b>	<b>30,626</b>	<b>24,720</b>	<b>25,466</b>	<b>28,726</b>	<b>23,731</b>	<b>29,511</b>	<b>22,566</b>	<b>22,187</b>	<b>313,000</b>
<b>Cost of sales</b>													
Wet Sales	10,294	13,316	7,638	9,195	11,742	9,477	9,763	11,013	9,098	11,314	8,652	8,498	120,000
Dry Sales	1,784	2,308	1,324	1,594	2,035	1,643	1,692	1,909	1,577	1,961	1,500	1,473	20,800
Machines	532	818	469	565	721	592	600	676	559	695	521	522	7,370
Accommodation	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Cost of Sales</b>	<b>12,710</b>	<b>16,442</b>	<b>9,431</b>	<b>11,353</b>	<b>14,498</b>	<b>11,702</b>	<b>12,055</b>	<b>13,599</b>	<b>11,234</b>	<b>13,970</b>	<b>10,683</b>	<b>10,493</b>	<b>148,170</b>
<b>Gross Profit</b>													
Wet Sales	11,151	14,426	8,274	9,961	12,720	10,267	10,577	11,931	9,857	12,257	9,373	9,207	130,000
Dry Sales	2,676	3,462	1,986	2,391	3,053	2,464	2,538	2,863	2,366	2,942	2,249	2,210	31,200
Machines	311	403	231	278	355	287	295	333	275	342	262	257	3,630
Accommodation	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Gross Profit</b>	<b>14,139</b>	<b>18,291</b>	<b>10,491</b>	<b>12,629</b>	<b>16,138</b>	<b>13,018</b>	<b>13,411</b>	<b>15,128</b>	<b>12,497</b>	<b>15,541</b>	<b>11,884</b>	<b>11,673</b>	<b>164,830</b>
<b>Fixed Costs</b>													
Rent	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000
Business Rates	1,300	1,300	1,300	0	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	13,000
Water Rates	208	208	208	208	208	208	208	208	208	208	208	208	2,500
Insurances	300	300	300	300	300	300	300	300	300	300	300	300	3,600
<b>Total Fixed Costs</b>	<b>3,892</b>	<b>3,892</b>	<b>3,892</b>	<b>2,592</b>	<b>3,892</b>	<b>3,892</b>	<b>3,892</b>	<b>3,892</b>	<b>3,892</b>	<b>3,892</b>	<b>3,892</b>	<b>3,892</b>	<b>44,100</b>
<b>Variable Costs</b>													
Wages	2,917	3,773	2,164	2,605	3,327	2,685	2,756	3,120	2,578	3,206	2,451	2,408	34,000
Electricity	567	567	567	567	567	567	567	567	567	567	567	567	6,800
Gas	525	525	525	525	525	525	525	525	525	525	525	525	6,300
Other Energy costs	10	10	10	10	10	10	10	10	10	10	10	10	120
Cleaning	47	47	47	47	47	47	47	47	47	47	47	47	560
Repairs and Maintenance	208	208	208	208	208	208	208	208	208	208	208	208	2,500
Accountancy	208	208	208	208	208	208	208	208	208	208	208	208	2,500
Stocktaking	108	108	108	108	108	108	108	108	108	108	108	108	1,300
Advertising and Marketing	104	104	104	104	104	104	104	104	104	104	104	104	1,250
Entertainment	867	867	867	867	867	867	867	867	867	867	867	867	10,400
Sky TV	917	917	917	917	917	917	917	917	917	917	917	917	11,000
Catering Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment Hire	65	65	65	65	65	65	65	65	65	65	65	65	780
Gardens & Flowers	29	29	29	29	29	29	29	29	29	29	29	29	350
Postage, Printing & Stationery	29	29	29	29	29	29	29	29	29	29	29	29	350
Promotions	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Bottled Gas	53	53	53	53	53	53	53	53	53	53	53	53	640
Licensing	40	40	40	40	40	40	40	40	40	40	40	40	480
Motor Expenses	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Sanitary Providers	47	47	47	47	47	47	47	47	47	47	47	47	560
Sundries	167	167	167	167	167	167	167	167	167	167	167	167	2,000
Telephone	130	130	130	130	130	130	130	130	130	130	130	130	1,560
Training	75	75	75	75	75	75	75	75	75	75	75	75	900
Bank Charges	43	43	43	43	43	43	43	43	43	43	43	43	520
Legal & Professional fees	40	40	40	40	40	40	40	40	40	40	40	40	480
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Variable Costs</b>	<b>7,396</b>	<b>8,252</b>	<b>6,643</b>	<b>7,084</b>	<b>7,806</b>	<b>7,164</b>	<b>7,245</b>	<b>7,600</b>	<b>7,057</b>	<b>7,685</b>	<b>6,930</b>	<b>6,887</b>	<b>87,750</b>
<b>Total Costs</b>	<b>11,287</b>	<b>12,144</b>	<b>10,555</b>	<b>9,676</b>	<b>10,398</b>	<b>11,056</b>	<b>11,117</b>	<b>11,491</b>	<b>10,949</b>	<b>11,576</b>	<b>10,812</b>	<b>10,779</b>	<b>131,850</b>
<b>Total Costs less rent</b>	<b>9,204</b>	<b>10,060</b>	<b>8,451</b>	<b>7,593</b>	<b>8,314</b>	<b>8,973</b>	<b>9,054</b>	<b>9,408</b>	<b>8,865</b>	<b>9,493</b>	<b>8,739</b>	<b>8,695</b>	<b>106,850</b>
<b>Net Profit before Drawings</b>	<b>2,852</b>	<b>6,147</b>	<b>1,440</b>	<b>2,953</b>	<b>5,730</b>	<b>1,962</b>	<b>2,274</b>	<b>3,636</b>	<b>1,549</b>	<b>3,964</b>	<b>1,062</b>	<b>894</b>	<b>32,880</b>

The above Profit and Loss Account is supplied as a projection based on the information supplied. It is in no way a guarantee of trade

# Appendix 1 – Example Financial Projections

## Cash Flow Analysis

Start month (select): **Nov**

Pub Name: **Sample Inn**

The following is supplied as a projection of possible cash flow based on the information supplied. It is in no way a guarantee of trade.

### CASHFLOW FORECAST

Month	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14
Phasing:	8.6%	11.1%	6.4%	7.7%	9.8%	7.9%	8.1%	9.2%	7.6%	9.4%	7.2%	7.1%
Opening Cash at Bank	15,000	12,549	19,223	12,266	14,614	20,440	16,252	18,076	21,608	17,069	21,010	21,317
<b>Periodic Income</b>												
Drinks Sales	25,734	33,291	19,094	22,986	29,354	23,694	24,408	27,533	22,746	28,285	21,629	21,246
Food Sales	5,353	6,925	3,972	4,781	6,106	4,928	5,077	5,727	4,731	5,883	4,499	4,419
Machines	1,132	1,465	840	1,011	1,292	1,043	1,074	1,211	1,001	1,245	952	935
Accommodation	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income</b>	<b>32,219</b>	<b>41,680</b>	<b>23,906</b>	<b>28,779</b>	<b>36,751</b>	<b>29,665</b>	<b>30,559</b>	<b>34,472</b>	<b>28,478</b>	<b>35,413</b>	<b>27,079</b>	<b>26,600</b>
<b>Periodic Expenditure</b>												
Drinks Purchases	12,352	15,980	9,165	11,033	14,090	11,373	11,716	13,216	10,918	13,577	10,382	10,198
Food Purchases	2,141	2,770	1,589	1,912	2,442	1,971	2,031	2,291	1,892	2,353	1,800	1,768
Machines Rental	759	981	563	678	865	698	720	812	671	834	638	626
Accommodation Purchases	0	0	0	0	0	0	0	0	0	0	0	0
Other Purchases	0	0	0	0	0	0	0	0	0	0	0	0
Rent	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Business Rates	1,300	1,300	1,300	0	0	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Water Rates	250	250	250	250	250	250	250	250	250	250	250	250
Insurances	360	360	360	360	360	360	360	360	360	360	360	360
Wages	2,917	3,773	2,164	2,605	3,327	2,885	2,766	3,120	2,578	3,206	2,451	2,408
VAT Qty	0	0	5,881	0	0	5,623	0	0	5,456	0	0	5,020
Electricity	680	680	680	680	680	680	680	680	680	680	680	680
Gas	630	630	630	630	630	630	630	630	630	630	630	630
Other Energy costs	12	12	12	12	12	12	12	12	12	12	12	12
Cleaning	56	56	56	56	56	56	56	56	56	56	56	56
Repairs and Maintenance	250	250	250	250	250	250	250	250	250	250	250	250
Accountancy	250	250	250	250	250	250	250	250	250	250	250	250
Stocktaking	130	130	130	130	130	130	130	130	130	130	130	130
Advertising and Marketing	125	125	125	125	125	125	125	125	125	125	125	125
Entertainment	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040
Sky Tv	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Catering Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Equipment Hire	78	78	78	78	78	78	78	78	78	78	78	78
Gardens & Flowers	35	35	35	35	35	35	35	35	35	35	35	35
Postage, Printing & Stationery	35	35	35	35	35	35	35	35	35	35	35	35
Promotions	120	120	120	120	120	120	120	120	120	120	120	120
Bottled Gas	64	64	64	64	64	64	64	64	64	64	64	64
Licensing	48	48	48	48	48	48	48	48	48	48	48	48
Motor Expenses	120	120	120	120	120	120	120	120	120	120	120	120
Sanitary Providers	56	56	56	56	56	56	56	56	56	56	56	56
Sundries	200	200	200	200	200	200	200	200	200	200	200	200
Telephone	156	156	156	156	156	156	156	156	156	156	156	156
Training	90	90	90	90	90	90	90	90	90	90	90	90
Bank Charges	52	52	52	52	52	52	52	52	52	52	52	52
Legal & Professional fees	48	48	48	48	48	48	48	48	48	48	48	48
Drawings	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Rent Deposit	5,000	0	0	0	0	0	0	0	0	0	0	0
Loan repayments	0	0	0	0	0	0	0	0	0	0	0	0
Fixtures Purchased	417	417	417	417	417	417	417	417	417	417	417	417
Training Courses												
Other cashflow items (manual entry)												
<b>Total Outgoings</b>	<b>34,670</b>	<b>35,006</b>	<b>30,863</b>	<b>26,430</b>	<b>30,926</b>	<b>33,853</b>	<b>28,734</b>	<b>30,941</b>	<b>33,017</b>	<b>31,471</b>	<b>26,772</b>	<b>31,521</b>
<b>Net Ingoings / (Outgoings)</b>	<b>(2,451)</b>	<b>6,674</b>	<b>(6,957)</b>	<b>2,349</b>	<b>5,825</b>	<b>(4,188)</b>	<b>1,825</b>	<b>3,531</b>	<b>(4,539)</b>	<b>3,942</b>	<b>307</b>	<b>(4,921)</b>
<b>Closing cash at bank</b>	<b>12,549</b>	<b>19,223</b>	<b>12,266</b>	<b>14,614</b>	<b>20,440</b>	<b>16,252</b>	<b>18,076</b>	<b>21,608</b>	<b>17,069</b>	<b>21,010</b>	<b>21,317</b>	<b>16,396</b>

# Appendix 1 – Example Financial Projections

## Year End Balance Sheet Projection

**Pub Name : Sample Inn**

The following is supplied as a projection of possible Year End Balance Sheet based on the information supplied. It is in no way a guarantee of trade

	£	£
<b><u>Fixed Assets</u></b>		
Tangible Fixed Asset at Cost	5,000	
Accumulated Depreciation	0	
		5,000
<b><u>Current Assets</u></b>		
Stock	1,936	
Brewery Deposit	5,000	
Prepayments	0	
Cash in Hand	7,223	
Cash at Bank	14,193	
		28,352
<b><u>Current Liabilities</u></b>		
Creditors	0	
Accruals	0	
Vat Liability	5,020	
PAYE	67	
		5,087
Current Assets Less Current Liabilities		23,264
Total Assets Less Current Liabilities		28,264
Long Term Liabilities		0
Total Assets Less Total Liabilities		28,264
<b><u>Capital and Reserves</u></b>		
Suspense and Mispostings	(4,116)	
P&L Account	32,980	
Capital Introduced	15,000	
Drawings	(15,600)	
		28,264



# Appendix 1 – Example Financial Projections

## Sensitivity Analysis

1 This Business Plan expects turnover to be **£313,000** below shows the effect on the profitability of the business if the actual turnover achieved differs by 5%:

	Turnover 5% less than BP	Turnover as per the BP	Turnover 5% more than BP
Profitability of the Business	£24,738.50	£32,980.00	£41,221.50

2 This Business Plan expects overheads to be **£131,850** below shows the effect on the profitability of the business if the actual overheads achieved differs by 5%:

	Overheads 5% less than BP	Overheads as per the BP	Overheads 5% more than BP
Profitability of the Business	£39,572.50	£32,980.00	£26,387.50

3 This Business Plan expects Wet GP to be **52%** below shows the effect on the profitability of the business if the actual Wet GP achieved differs by 2%:

	Wet GP% worse than BP	Wet GP% as per the BP	Wet GP% 2% better than the BP
Profitability of the Business	£27,980.00	£32,980.00	£37,980.00

4 This Business Plan expects Dry GP to be **60%** below shows the effect on the profitability of the business if the actual Dry GP achieved differs by 2%:

	Dry GP% worse than BP	Dry GP% as per the BP	Dry GP% 2% better than the BP
Profitability of the Business	£31,940.00	£32,980.00	£34,020.00

EXAMPLE

## Appendix 2 – Support and Helpful Contacts

Category	Star Pubs & Bars Support	Details	Who do I contact to learn more?
Food	The Good Food Partnership	A Comprehensive package designed to assist you introduce or develop an improved food offer including menu, promotional material, branded merchandise, and training in partnership with one of the UK's leading food service wholesalers 3663.	Star Pubs & Bars Category Sales Executive (01506 471 185)
	Bar Boosters	A range of simple back bar food offers including burgers, chicken wings and pies to name a few. These easy to implement and use packages come complete with promotional materials and advice to allow you to offer a basic food offer to your customers.	Star Pubs & Bars Category Sales Executive (01506 471 185)
	Menu printing	If you already have the experience and skills and wish to develop your own bespoke menu then this packed which includes menu design and print will allow you to present your food to your customers in a professional manner.	Star Pubs & Bars Category Sales Executive (01506 471 185)
Coffee	Bar Boosters	A range of coffee solutions in partnership with Kimbo that will suit any outlets demand, the range offers solutions that cope with low volume coffee sales up to high volume throughputs of over 100 cups per day comfortably.	Star Pubs & Bars Category Sales Executive (01506 471 185)
Training	Inside Knowledge	A week long residential course that focuses on your business plan and how you will bring it to life in the weeks running up to opening and the first months of trade.	Recruitment Support Manager (0500 94 95 96)
	CPL E-Learning	A comprehensive range of e-learning courses for you and your staff, this is an essential tool to develop your team which in turn will give you the foundations to drive your business forward.	Star Pubs & Bars Category Sales Executive (01506 471 185)
	Passion for Quality	One day product quality course, covering all aspects of beer & cider product quality. The course also covers cellar management, best practice and perfect serve.	Star Pubs & Bars Category Sales Executive (01506 471 185)
	InnSitu	Innserv own and maintain all the cellar equipment and beer founts in all Star Pubs & Bars outlets. They will send one of their experienced technicians to your pub and show you how to get the best from your equipment, including how to complete a line clean, common faults and ways to identify and remedy problems quickly which will ultimately save you both time and money in the future.	Star Pubs & Bars Category Sales Executive (01506 471 185)

## Appendix 2 – Support and Helpful Contacts

Category	Star Pubs & Bars Support	Details	Who do I contact to learn more?
<b>Cost Controls/Reduction</b>	Nationwide Energy	Nationwide Energy are Star Pubs & Bars chosen utility broker and will identify the best supplier for you to choose for all your utility demands. Simply phone them and they will do the rest ensuring you do not take over the pub on inflated out of contract rates that have the potential to cripple your cash flow.	Nationwide Energy - star.bills@nationwide-energy.co.uk (0845 066 0705)
	Innspace	A complete Accountancy and Stocktaking package negotiated and managed by Star Pubs & Bars. The package includes a state of the art cloud based till system, monthly management accounts, food and drink stocks, tax returns and essential business advice from an established licensed trade accountant and stocktaker.	Star Pubs & Bars Category Sales Executive (01506 471 185)
<b>Other Retailing and Marketing</b>	Innspace	This Bar Booster provides you with promotional material to advertise meeting rooms which will assist you to make the most out of your corporate clients.	Star Pubs & Bars Category Sales Executive (01506 471 185)
	Business Builder	Allows you to tailor your own promotional material to advertise in and outside of your pub.	Star Pubs & Bars Category Sales Executive (01506 471 185)

## Appendix 3 – Inside Track Contacts



When contacting the Inside Track suppliers please ensure you let them know that the pub you are applying for is a Star Pubs & Bars outlet.

More information about the Inside Track programme can be found on the MyPad section of the Star Pubs & Bars Website ([www.starpubs.co.uk](http://www.starpubs.co.uk))



**Coverage: National**  
**Innscribe**

Specialist Accountants to the Leisure Industry

**Tel:** 0845 890 2270

**Fax:** 01274 727272

**Email:** [admin@innscribeuk.com](mailto:admin@innscribeuk.com)

**Web:** [www.innscribeuk.com](http://www.innscribeuk.com)



**Coverage: National**  
**Roslyns**

A new vision in Accounting (It's not what we do it's the way that we do it!)

**Tel:** 0114 213 8330

**Fax:** 0114 249 3656

**Email:** [enquires@roslyns.co.uk](mailto:enquires@roslyns.co.uk)

**Web:** [www.roslyns.co.uk](http://www.roslyns.co.uk)



**Coverage: North Region**  
**ARC, Licensed Trade Consultancy**

We understand the business NOT just the numbers!

**Tel:** 07970 418211

**Email:** [enquiries@arc4business.co.uk](mailto:enquiries@arc4business.co.uk) / [arclicensedtrade@btinternet.com](mailto:arclicensedtrade@btinternet.com)

**Web:** [www.thepubaccountant.co.uk](http://www.thepubaccountant.co.uk)



**Coverage: North and Central Regions**  
**David Jones Accountants Ltd**

Professional Licensed Trade Accounting Services

**Tel:** 01937 581 356

**Fax:** 01937 587 991

**Email:** [info@drjaccountants.co.uk](mailto:info@drjaccountants.co.uk)

**Web:** [www.drjaccountants.co.uk](http://www.drjaccountants.co.uk)

## Appendix 3 – Inside Track Contacts



ACCOUNTANTS & CONSULTANTS TO THE LICENSED TRADE

**Coverage: Central Region**

**Pub Solutions (UK) Ltd**

Accountants & Consultants to the Licensed Trade

**Tel:** 01978 358 535

**Fax:** 01978 357 918

**Email:** support@pubsolutionsuk.com

**Web:** www.pubsolutionsuk.com



**Coverage: Southern Region**

**Accounting for Hospitality**

Specialist Licensed Trade Accountants

Providing Peace of Mind to Licensees

**Tel:** 0208 405 1660

**Fax:** 0208 043 2289

**Email:** info@accounting4hospitality.co.uk



**INNventory**

**Coverage: South and South East**

**INNventory Licensed Trade Accountants**

**Tel:** 01942 816512

**Fax:** 01942 814636

**Email:** info@innventory-lta.co.uk

**Web:** www.innventory-lta.co.uk



**Coverage: South and South West**

**Melrose Pubcare**

Consultants to the Licensed Trade

8 St Mary Street

Thornbury

Bristol

BS35 2AB

**Tel:** 01454 419262

**Fax:** 01454 850903

**Email:** melrose@pubcare.co.uk

**Web:** www.pubcare.co.uk

## Appendix 4 – Legal Advice Contacts

### Coverage: National

#### Janice Colley

LCF Law LLP  
One St James Business Park  
New Augustus Street, Bradford, BD1 5LL  
**Tel:** 01274 386570  
**Mob:** 07711 043381  
**Email:** jcolley@lcf.co.uk

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### Coverage: Scotland

#### Caroline Loudon

Lindsays  
Caledonian Exchange,  
19A Canning Street, Edinburgh EH3 8HE  
**Tel:** 0131 656 5753  
**Email:** carolineloudon@lindsays.co.uk

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### Coverage: Scotland

#### Isabel Todd

Fiducia Legal  
10/5 Joppa Station Place,  
Edinburgh EH15 2QU  
**Tel:** 0131 657 9197  
**Email:** hello@fiducialegal.co.uk

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### Coverage: North West

#### Suzanne Gallagher

Woodcocks Haworth & Nuttall Solicitors  
1a Strawberry Bank, Blackburn, Lancashire, BB2 6AA  
**Tel:** 01254 272640  
Fax: 01254 272641  
**Email:** suzanne.gallagher@whnsolicitors.co.uk  
**Web:** www.whnsolicitors.co.uk

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### Coverage: North East

#### Ryan Bannon

Mincoffs Solicitors,  
Newcastle  
**Tel:** 0191 2816151  
**Day Tel:** 0191 212 7732  
**Fax:** 0191 212 7762  
**Email:** rbannon@mincoffs.co.uk

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### Coverage: Bristol and South West

#### Steffani Asquith

Cook & Co  
Kestrel Court, Harbour Road  
Portishead, Bristol  
(They also have a Clifton Office)  
**Tel:** 0117 317 9719

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### Coverage: London and South East

#### Stephen Simmons

Redferns Solicitors  
9 Churchill Court, 58 Station Road,  
North Harrow, Middlesex, HA2 7SA  
**DX:** 83903 NORTH HARROW  
**Tel:** 020 8424 7070  
**Fax:** 020 8424 7050  
**Web:** www.redfernssolicitors.co.uk

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### Coverage: London and South East

#### Craig Sherrard

Brecher Solicitors  
4th Floor, 64 North Row, Mayfair, London, W1K 7DA  
**Switchboard:** 020 7563 1000  
**DX:** 42701 Oxford Circus North  
**Tel:** 0207 563 1006  
**Email:** csherrard@brecher.co.uk  
**Web:** www.brecher.co.uk

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### Coverage: London and South East

#### Allan Hudson

HowardKennedyFsi LLP  
19 Cavendish Square, London W1A 2AW  
**Tel:** (0)20 7663 8667 or (0)20 3350-3350  
**Mob:** (0)7969 353009  
**Fax:** (0)20 7663 8767 or (0)20 3350 3351  
**Email:** allan.hudson@hkfsi.com  
**Web:** howardkennedyfsi.com

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