



Business health check

Dog and Duck: Sampleton

Executive summary

Information provided

The information provided showed that the business made an operating loss in the first P&L period, the middle period was incomplete, and the most recent period showed a loss after 6 months (admittedly in an 'off season').

The information provided was over 3 sets;

- Dec 2016 to Nov 2017 (full year)
- Dec 2017 to May 2018 (11 months with limited costs)
- /some monthly data missing/
- Nov 2018 to Mar 2019 (5 months)

To achieve an idea of current levels of trade I have annualised revenue from each of these periods.

I have concern over the quality of the information that has been available, not just from the point of view of trying to put together this document but for the ability of the business owners to be able to get a true understanding of the ongoing health of the business. There was a lot of information missing and inconsistency on costs that one would assume to have been relatively fixed.

For looking at revenue, I have erred towards the most recent trading figures but on an understanding that the most recent P&Ls predominately cover an 'off season' period.

Financials

I have attached a financial forecast based on current figures combined with benchmarking guidelines from BBPA and my own knowledge of costing on similar businesses.

I have used the full rental figure of £56,000 P/A. This has previously been seasonalised, but this cannot be guaranteed going forward. I'm told there is still £20,000 to pay on F&F, I have factored this in as an estimated 0% over 3 years. This is an estimate and not based on an agreement from [Pub Company].

If we take the attached costs as being an acceptable representation of current figures/budget and the attached revenue as reflecting the current income, then the business shows a net loss in year 1 of £11,471.

I would direct your attention to the sensitivity analysis which shows the increase in profits from additional revenue/lower costs. However, you should also be aware of the potential losses listed. As the margin of profit seems very tight any increase on costs or reduction in expected revenue could have a dramatic effect on the viability of this business.

I have also attached a full projection forecast based on increasing revenue. This increase combined with adherence to the costs budget would result in an estimated net profit of around £84,412 before any director's drawings. As the revenue figures are close to those in the first set of P&Ls provided, taking this revenue potential with a close control on costs this profit seems achievable. It has happened before and can do so again.

Stock

The stock result showed quite a good result. The point of concern raised by the stocktaker was a large loss to Tennents lager. As this is a key product and represents such a large portion of wet sales I would recommend that line checks be conducted by the management and losses tracked on a daily basis.

GPs are good on both wet and dry.

Profile

I have also looked at the profile of the business to see how The Dog and duck comes across to an 'observer' to look at the good and bad sides of the business's public profile.

WEBSITE: The website looks good with good functionality, however at the time of reviewing the Check Availability option was unavailable. The book a table function is good, and the link worked fine. Menus also available and downloaded quickly. Festive menus still available which is good but info on 2018 listed under header for 2017. On contact page I would suggest that the email addresses are hyperlinked. The main aspect I would highlight is that the name of the website 'Quack' does not reflect the name of the business. This may be a local nickname, but an accommodation provider should use the public name of the business on the website, if necessary the local name's domain automatically directing towards the public website.

REVIEWS: Looking mainly at the big two Trip advisor and Google. Trip advisor listing seems well managed with the majority of reviews being positive. I would suggest replying to messages. A response to a good review thanking the reviewer helps to cement the relationship with a happy customer, leading to an increased likelihood of return visits. If the review is not so good, you can give assurances to the reviewer (and those reading the review) that their comments have been taken on board and are being acted on. You also have the 'last word' and can correct anything misleading in a poor review. As for Google reviews, they are also mainly glowing reports, a few poor reviews of service, if not already done this should be analysed to try and identify any specific staff issues.

GOOGLE: A large part of a business's profile is its Google listing and ranking. When I search for Dog and Duck, Sampleton, I got the pub's listing. However, the opening times suggested closure at 9pm each day (8pm Sundays) which is not correct. If you don't already own your business google listing, I would recommend doing so <https://support.google.com/business/answer/4566671?hl=en-GB>

Another issue from Google is that the options of suggested searches relate to the previous ltd having gone into administration. There is little that can be done without using right to be forgotten legislation. However for future reference, not using the business's name as part of the ltd company's name and not having the address of the business as the registered office can help to stop this.

SOCIAL MEDIA: Social media being an important part of a business's public profile, I have also analysed this. I didn't find a Twitter profile but could find Facebook's profile easily. The profile is excellent, mixing advertising posts with funny posts and video

posts. All I would suggest is to change the banner images from 2/3 being to advertise gin brands and use images of the bar/rooms/food.

Overall summary

The aim of the health check was to review the current health of the business and to produce a forecast of how revenue and costs should look to ensure ongoing success.

I have concerns that the revenue at The Dog and Duck seems to be in decline, the liquidation of the initial ltd company being symptomatic of issues with the current model.

The costs are extremely difficult to calculate as there is no consistency in the information provided. This is my greatest concern; the financial information being provided to the owners is very poor and does not allow for proper planning or awareness of the state of the business. I would strongly recommend that a licensed trade specialist accountancy firm is used going forward. I would also recommend a regular stocktake (see stocks section of report). Roslyns can certainly help with this but whether it is our company or another, the important thing is better information being provided to you on a monthly basis to help you to manage the business.

The Dog and Duck is an admirable business in a good location with great reviews. Clearly the team are doing the best they can. My concern is that the business could still fail despite this due to poor financial controls and inconsistent financial recording.

The next step is now to arrange a meeting with myself, Donald Duck from Dog and Duck and Joe Bloggs from [Pub Company]. We can then agree any support measure deemed appropriate by [Pub Company] and look closer at the required financial control measures and KPIs that would form part of any agreed support.

Prepared by:

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P.T.O

Appendix 1 Current projections using current costs and current income.

Appendix 2 A 5 Year forecast based on achievable trading and budget figures.

Current Trading Summary

Dog and Duck: Sampletown



Turnover		Sales Mix %
Wet Sales	£146,423	28.1%
Catering Sales	£290,396	55.8%
Accommodation	£81,900	15.7%
Other Sales	£0	0.0%
Machines	£1,515	0.3%
TOTAL TURNOVER	£520,234	
Less: Cost of Sales		
Wet Cost of Sales	£64,589	
Catering Cost of Sales	£98,735	
Accommodation Cost of Sales	£0	
Other Sales Cost of Sales	£0	
Machines Cost of Sales	£1,015	
TOTAL COST OF SALES	£164,338	
Gross Profit		GP%
Wet Gross Profit	£81,835	55.9%
Catering Gross Profit	£191,661	66.0%
Accommodation Gross Profit	£81,900	100.0%
Other Gross Profit	£0	
Machines Gross Profit	£500	33.0%
TOTAL GROSS PROFIT	£355,896	68.4%
Less: Expenses		Expense as a % of sales
Wages & Employer NI	£195,612	37.7%
Employee Pensions	£5,868	1.1%
Rent	£56,000	10.8%
Business Rates	£20,150	3.9%
Water Rates	£2,500	0.5%
Utilities: Gas / Oil & Electric	£24,000	4.6%
Insurance	£4,680	0.9%
Refuse Disposal	£1,800	0.3%
Cellar Gas	£1,040	0.2%
Cellar & Bar Sundries	£520	0.1%
Cleaning Materials & Laundry	£4,800	0.9%
Accommodation Sundries	£0	0.0%
Crockery, Cutlery & Utensils	£360	0.1%
Glassware	£120	0.0%
Machine Rental	£0	0.0%
Equipment / EPOS / F&F Hire	£6,667	1.3%
Equipment / F&F Repair & Service	£6,000	1.2%
Telephone	£720	0.1%
Satellite TV	£4,800	0.9%
Entertainment	£5,400	1.0%
Marketing & Advertising	£7,200	1.4%
Training & Development	£500	0.1%
Repairs - Property	£3,000	0.6%
Garden Expenses	£1,500	0.3%
Security	£0	0.0%
Uniform & Clothing	£200	0.0%
Petrol & Motor Expenses	£1,560	0.3%
Printing, Postage & Stationery	£520	0.1%
Window Cleaner	£1,300	0.2%
IT Expenses	£1,800	0.3%
Subscriptions	£0	0.0%
Legal Fees	£0	0.0%
Accountancy & Payroll Fees	£4,000	0.8%
Stocktaking Fees	£1,000	0.2%
Professional Fees	£0	0.0%
Licensing Costs	£250	0.0%
Bank Charges & Interest	£3,500	0.7%
Other Finance Charges	£0	0.0%
Tie Release Fees / Turnover rent	£0	0.0%
F&F Admin Charge	£0	0.0%
Other	£0	0.0%
Depreciation	£0	0.0%
Total Expenditure	£367,367	70.6%
Total Expenditure less rent	£311,367	59.9%
NET LOSS	-£11,471	-2.2%
Drawings	£0	0.0%
Directors Salaries	£0	0.0%
Directors Remuneration	£0	0.0%
RETAINED LOSS	-£11,471	-2.2%
BREAKEVEN	Weekly	Annual
Forecast sales (inc. VAT)	£12,005	£624,281
Breakeven sales (inc. VAT)	£12,392	£644,403
Margin of Safety (inc. VAT)	-£387	-£20,122

FINANCIAL ANALYSIS

Dog and Duck

Sampleton

Donald Duck

Completed by: Robbie Stewart

Date: 01.01.21



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



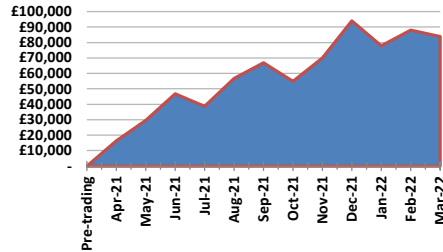
Business Plan Key Performance Indicators

Year 1 Headlines

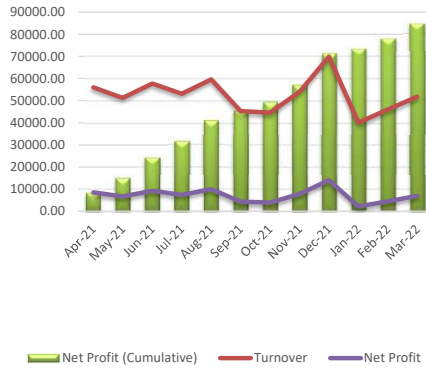
P&L	PLAN	
TOTAL TURNOVER	£629,543	
WET GROSS PROFIT	55.9%	
CATERING GROSS PROFIT	66.0%	
TOTAL STAFF COSTS %	29.3%	
RENT	£56,000	8.9%
NET PROFIT	£84,798	13.5%

Forecast weekly sales (inc. VAT)	£14,528
Weekly sales (inc VAT) required to breakeven	£11,695
Margin of safety (inc. VAT)	£2,833

YEAR ONE : FORECAST MONTH END BANK BALANCE

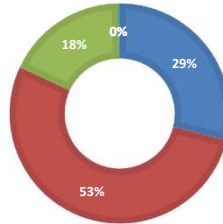


YEAR ONE : FORECAST PROFIT & TURNOVER



SALES MIX

Wet Sales Catering Sales Accommodation Other Machines



3 Year Forecast

	Year 1	Year 2	Year 3	YEARS 1 - 3
TOTAL TURNOVER	£629,543	£648,429	£680,850	£1,958,822
TOTAL GROSS PROFIT	£434,829	£447,874	£472,041	£1,354,745
GROSS PROFIT %	69.1%	69.1%	69.3%	69.2%
NET PROFIT / (LOSS)	£84,798	£87,374	£103,475	£275,647
NET PROFIT %	13.5%	13.5%	15.2%	14.1%
CLOSING BANK & CASH PRE-DRAWINGS	£83,862	£170,257	£271,287	£271,287
Desired Drawings	-	-	-	-
RETAINED PROFIT / (LOSS)	£84,798	£87,374	£103,475	£275,647
CLOSING BANK & CASH	£83,862	£170,257	£271,287	£399,761
				£533,212
				£533,212

Sensitivities Impact on Net Profit

10% increase in sales	£128,281	£132,161	£150,679	£411,121
10% decrease in sales	£41,315	£42,586	£56,271	£140,172
10% increase in overheads	£49,795	£42,586	£66,618	#VALUE! #VALUE!
10% decrease in overheads	£119,801	£123,424	£140,332	#VALUE! #VALUE!
				£142,058
				£409,235

Source of Funds

THE MONEY REQUIRED FOR ANY PLANNED REFURBISHMENTS/CAPEX SCHEMES

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

COSTS	
Fixtures and Fittings	
Assignment value	
Deposit	
Solicitors	
Training	
Stock on Valuation	
Survey	
Stamp Duty	
Working Capital	
Investment Capital	
TOTAL	0

SOURCE OF FUNDS	
Cash	
Unsecured Loan	
Opening Bank Balance	
TOTAL	0



Dog and Duck

Turnover Calculator - Mature

Wet Turnover

Weekly inc vat	Ex Vat
£ 4,200.00	£ 3,500.00

Wet Turnover	£ 182,000.00
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Cost of Sales	44.11%
Wet GP	55.89%

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) e.g. Belhaven	£ 3.00	£ 2.50	£ 89.10		88	£ 1.01	£ 1.49	59%	5%	9,100	3,686		
		£ -			72	£ -	£ -	0%		-	-		
Guest Ale	£ 3.00	£ 2.50	£ 77.85		72	£ 1.08	£ 1.42	57%	6%	10,920	4,723		
Lager (Standard) e.g. Tennents	£ 3.30	£ 2.75	£ 121.66		88	£ 1.38	£ 1.37	50%	42%	76,440	38,428		
Lager (Premium) e.g. Stella 4%	£ 3.40	£ 2.83	£ 114.20		80	£ 1.43	£ 1.41	50%	5%	9,100	4,585		
Stout/Guinness	£ 3.45	£ 2.88	£ 147.73		88	£ 1.68	£ 1.20	42%	2%	3,640	2,125		
		£ -			8	£ -	£ -	0%		-	-		
PPL e.g. Brewdog punk	£ 3.80	£ 3.17	£ 34.36		24	£ 1.43	£ 1.74	55%	3%	5,460	2,468		
Draught Cider e.g. Strongbow	£ 3.60	£ 3.00	£ 115.50		88	£ 1.31	£ 1.69	56%	4%	7,280	3,185		
Bottled Cider e.g. Kopperburg	£ 4.50	£ 3.75	£ 24.43		15	£ 1.63	£ 2.12	57%	1%	1,820	790		
		£ -			24	£ -	£ -	0%		-	-		
Average RSP/pint	£3.36	£2.80											
									Gallon	68%	123,760	59,991	
									Wastage	3%		1,799.73	
									Barrels	153		49.93%	50.07%

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	£ 16.57	£ 13.81	1	£ 4.17	£ 4.17	£ 9.64	69.8%	10%	18,200	5,496	
Average 25ml spirit	£ 2.10	£ 1.75	60	£ 24.99	£ 0.42	£ 1.33	76.2%	9%	16,380	3,898	
Average draught mineral 25 measures per lt	£ 1.25	£ 1.04	147	£ 58.87	£ 0.40	£ 0.64	61.6%	13%	23,660	9,096	
								32%	58,240	18,491	
										31.75%	68.25%



CATERING SALES & GROSS PROFIT

Dog and Duck

Service	Average selling price inc. VAT	Weekly Covers	Estimated Margin	Weekly Sales exc. VAT
Breakfast				£0
Accommodation Breakfast		0		£0
Function food / head				£0
Lunch	£5.50	250	66%	£1,146
Sunday Lunch	£10.99	80	66%	£733
Dinner	£10.99	350	66%	£3,205
Bar Meals				£0
Children Meals				£0
Coffee	£2.20	100	66%	£183
Starters	£4.99	138	66%	£574
Desserts	£4.99	138	66%	£574
% of lunches taking starter	10%			
% of dinners taking starter	30%			
% of lunches taking dessert	10%			
% of dinners taking dessert	30%			
	Sales (exc. VAT)	Overall GP%	Cost of Sales	Gross Profit
WEEKLY	£6,415	66%	£2,181	£4,234
MONTHLY	£27,798	66%	£9,451	£18,347
ANNUAL	£333,577	66%	£113,416	£220,161



MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY	
START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH

Total Wage Cost	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00		0.00		0.00		0.00		0.00		0.00		0.00
	0.00		0.00		0.00		0.00		0.00		0.00		0.00
	0.00		0.00		0.00		0.00		0.00		0.00		0.00
	0.00		0.00		0.00		0.00		0.00		0.00		0.00
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	0.00		0.00		0.00		0.00		0.00		0.00		0.00
	0.00		0.00		0.00		0.00		0.00		0.00		0.00
	0.00		0.00		0.00		0.00		0.00		0.00		0.00
	0.00		0.00		0.00		0.00		0.00		0.00		0.00

Hourly or Salary?	PAY RATE	HOURS	GROSS PAY	E'ER N.I.	E'ER PENSIO N	TOTAL COST
S	2750.0	0	£2,750.00	£356.18	£78.90	£3,185.08
H	15.0	0	£0.00	£0.00	£0.00	£0.00
H	15.0	0	£0.00	£0.00	£0.00	£0.00
H	9.0	0	£0.00	£0.00	£0.00	£0.00
H	8.5	0	£0.00	£0.00	£0.00	£0.00
H	8.5	0	£0.00	£0.00	£0.00	£0.00
H	8.5	0	£0.00	£0.00	£0.00	£0.00
H	8.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	11.0	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.0	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
TOTALS			£2,750.00	£356.18	£78.90	£3,185.08

STAFF COSTS	weekly	monthly	annual
Wages	£2,750	£11,917	£143,000
Employers NI	£356	£1,543	£18,521
Holiday accrual	£332	£1,438	£17,260
Total	£3,438	£14,898	£178,781

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

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

Weekly Total Sales ex Machines	£14,493	Wet : Dry Split	35 : 65	Ratio	28.5%
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(Based on mature sales levels entered on input sheet)

BBPA Industry Average Wages (2019)

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

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



Dog and Duck

FORECAST PROFIT & LOSS ACCOUNT - YEAR 1

**All figures exclusive of VAT*

<u>Turnover</u>		Sales Mix %
Wet Sales	£182,000	28.9%
Catering Sales	£333,577	53.0%
Accommodation	£112,450	17.9%
Other Sales	£0	0.0%
Machines	£1,515	0.2%
TOTAL TURNOVER	£629,543	
 <u>Less: Cost of Sales</u>		
Wet Cost of Sales	£80,282	
Catering Cost of Sales	£113,416	
Accommodation Cost of Sales	£0	
Other Sales Cost of Sales	£0	
Machines Cost of Sales	£1,015	
TOTAL COST OF SALES	£194,713	
 <u>Gross Profit</u>		GP%
Wet Gross Profit	£101,718	55.9%
Catering Gross Profit	£220,161	66.0%
Accommodation Gross Profit	£112,450	100.0%
Other Gross Profit	£0	
Machines Gross Profit	£500	33.0%
TOTAL GROSS PROFIT	£434,829	69.1%
		Expense as a
 <u>Less: Expenses</u>		% of sales
Wages & Employer NI	£178,781	28.5%
Employee Pensions	£5,363	0.9%
Rent	£56,000	8.9%
Business Rates	£20,150	3.2%
Water Rates	£2,500	0.4%
Utilities: Gas / Oil & Electric	£24,000	3.8%
Insurance	£4,680	0.7%
Cellar Costs	£1,560	0.2%
Cleaning Materials & Laundry	£4,800	0.8%
Accommodation Sundries	£0	0.0%
Crockery & Glassware	£480	0.1%
Equipment / EPOS / F&F Hire	£6,667	1.1%
Equipment / F&F Repair & Service	£6,000	1.0%
Telephone	£720	0.1%
Satellite TV	£4,800	0.8%
Entertainment	£5,400	0.9%
Marketing & Advertising	£7,200	1.1%
Training & Development	£500	0.1%
Repairs - Property	£3,000	0.5%
Security	£0	0.0%
Uniform & Clothing	£200	0.0%
Petrol & Motor Expenses	£1,560	0.2%
Office Costs	£2,320	0.4%
Legal & Professional Fees	£4,600	0.7%
Accountancy & Payroll Fees	£4,000	0.6%
Stocktaking Fees	£1,000	0.2%
Licensing Costs	£250	0.0%
Bank Charges & Interest	£3,500	0.6%
Other Finance Charges	£0	0.0%
Tie Release Fees / Turnover rent	£0	0.0%
F&F Admin Charge	£0	0.0%
Other	£0	0.0%
Depreciation	£0	0.0%
Total Expenditure	£350,031	55.6%
Total Expenditure less rent	£294,031	46.7%
NET PROFIT	£84,798	13.5%
Drawings	£0	0.0%
Directors Salaries	£0	0.0%
Directors Remuneration	£0	0.0%
RETAINED PROFIT	£84,798	13.5%
 <u>BREAKEVEN</u>		Weekly Annual
Forecast sales (inc. VAT)	£14,528	£755,451
Breakeven sales (inc. VAT)	£11,695	£608,127
Margin of Safety (inc. VAT)	£2,833	£147,324



Dog and Duck

MONTHLY PROFIT & LOSS ACCOUNT - YEAR 1

**All figures exclusive of VAT*

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

	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	YEAR 1
TURNOVER													
Wet Sales	£16,198	£14,815	£16,708	£15,361	£17,254	£13,122	£12,886	£15,616	£20,202	£11,575	£13,286	£14,979	£182,000
Catering Sales	£29,688	£27,153	£30,622	£28,154	£31,623	£24,051	£23,617	£28,621	£37,027	£21,216	£24,351	£27,453	£333,577
Accommodation	£10,008	£9,153	£10,323	£9,491	£10,660	£8,108	£7,961	£9,648	£12,482	£7,152	£8,209	£9,255	£112,450
Other Sales	-	-	-	-	-	-	-	-	-	-	-	-	-
Machines	£135	£123	£139	£128	£144	£109	£107	£130	£168	£96	£111	£125	£1,515
Total	£56,029	£51,245	£57,792	£53,133	£59,681	£45,390	£44,572	£54,015	£69,879	£40,039	£45,957	£51,811	£629,543
LESS: COST OF SALES													
Wet CoS	£7,145	£6,535	£7,370	£6,776	£7,611	£5,788	£5,684	£6,888	£8,911	£5,106	£5,861	£6,607	£80,282
Catering CoS	£10,094	£9,232	£10,412	£9,572	£10,752	£8,177	£8,030	£9,731	£12,589	£7,213	£8,279	£9,334	£113,416
Accommodation CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Sales CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Machines CoS	£90	£83	£93	£86	£96	£73	£72	£87	£113	£65	£74	£84	£1,015
Total	£17,329	£15,850	£17,875	£16,434	£18,459	£14,039	£13,786	£16,706	£21,613	£12,384	£14,214	£16,025	£194,713
GROSS PROFIT													
Wet GP	£9,053	£8,280	£9,338	£8,585	£9,643	£7,334	£7,202	£8,727	£11,291	£6,469	£7,425	£8,371	£101,718
Catering GP	£19,594	£17,921	£20,211	£18,582	£20,871	£15,874	£15,587	£18,890	£24,438	£14,002	£16,072	£18,119	£220,161
Accommodation GP	£10,008	£9,153	£10,323	£9,491	£10,660	£8,108	£7,961	£9,648	£12,482	£7,152	£8,209	£9,255	£112,450
Other Sales GP	-	-	-	-	-	-	-	-	-	-	-	-	-
Machines GP	£45	£41	£46	£42	£47	£36	£35	£43	£56	£32	£37	£41	£500
GROSS PROFIT (Ex VAT)	£38,700	£35,395	£39,917	£36,700	£41,222	£31,351	£30,786	£37,308	£48,266	£27,655	£31,743	£35,786	£434,829
LESS: EXPENSES													
Wages & Employer NI	£15,912	£14,553	£16,412	£15,089	£16,948	£12,890	£12,658	£15,339	£19,845	£11,370	£13,051	£14,714	£178,781
Employee Pensions	£477	£437	£492	£453	£508	£387	£380	£460	£595	£341	£392	£441	£5,363
Rent	£4,667	£4,667	£4,667	£4,667	£4,667	£4,667	£4,667	£4,667	£4,667	£4,667	£4,667	£4,667	£56,000
Business Rates	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£20,150
Water Rates	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£2,500
Utilities: Gas / Oil & Electric	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£24,000
Insurances	£390	£390	£390	£390	£390	£390	£390	£390	£390	£390	£390	£390	£4,680
Cellar Gas	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£1,560
Cleaning Materials & Laundry	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£4,800
Accommodation Sundries	-	-	-	-	-	-	-	-	-	-	-	-	-
Crockery & Glassware	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Equipment / EPOS / F&F Hire	£556	£556	£556	£556	£556	£556	£556	£556	£556	£556	£556	£556	£6,667
Equipment / F&F Repair & Serv	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Telephone	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£720
Satellite TV	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£4,800
Entertainment	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£5,400
Marketing & Advertising	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£7,200
Training & Development	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£500
Repairs - Property	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Uniform & Clothing	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£200
Petrol & Motor Expenses	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£1,560
Office Costs	£193	£193	£193	£193	£193	£193	£193	£193	£193	£193	£193	£193	£2,320
Legal & Professional Fees	£383	£383	£383	£383	£383	£383	£383	£383	£383	£383	£383	£383	£4,600
Accountancy & Payroll Fees	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£4,000
Stocktaking Fees	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£1,000
Licensing Costs	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£250
Bank Charges & Interest	£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£3,500
Other Finance Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Tie Release Fees / Turnover rent	-	-	-	-	-	-	-	-	-	-	-	-	-
F&F Admin Charge	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE	£30,213	£28,813	£30,728	£29,366	£31,281	£27,101	£26,861	£29,624	£34,264	£25,535	£27,266	£28,979	£350,031
NET PROFIT / (LOSS)	£8,487	£6,582	£9,189	£7,334	£9,941	£4,250	£3,925	£7,685	£14,002	£2,120	£4,476	£6,807	£84,798
Drawings	-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Remuneration	-	-	-	-	-	-	-	-	-	-	-	-	-
RETAINED PROFIT / (LOSS)	£8,487	£6,582	£9,189	£7,334	£9,941	£4,250	£3,925	£7,685	£14,002	£2,120	£4,476	£6,807	£84,798



Dog and Duck

MONTHLY CASHFLOW PROJECTION - YEAR 1

*All figures are inclusive of VAT

TURNOVER (INC VAT)	Pre-trading	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	YEAR 1
Wet Sales		£19,438	£17,778	£20,049	£18,433	£20,704	£15,747	£15,463	£18,739	£24,242	£13,890	£15,943	£17,974	£218,400
Catering Sales		£35,626	£32,584	£36,747	£33,785	£37,948	£28,861	£28,341	£34,345	£44,433	£25,459	£29,221	£32,944	£400,293
Accommodation		£12,010	£10,984	£12,387	£11,389	£12,792	£9,729	£9,554	£11,578	£14,978	£8,582	£9,851	£11,106	£134,940
Other Sales		-	-	-	-	-	-	-	-	-	-	-	-	-
Machines		£135	£123	£139	£128	£144	£109	£107	£130	£168	£96	£111	£125	£1,515
Total		£67,208	£61,469	£69,323	£63,734	£71,588	£54,446	£53,464	£64,792	£83,821	£48,027	£55,126	£62,149	£755,148
LESS: COST OF SALES														
Wet CoS		-	£8,574	£7,842	£8,844	£8,131	£9,133	£6,946	£6,821	£8,266	£10,694	£6,127	£7,033	£9,329
Catering CoS		£10,094	£9,232	£10,412	£9,572	£10,752	£8,177	£8,030	£9,731	£12,589	£7,213	£8,279	£9,334	£96,338
Accommodation CoS		-	-	-	-	-	-	-	-	-	-	-	-	£113,416
Other Sales CoS		-	-	-	-	-	-	-	-	-	-	-	-	-
Machines CoS		£90	£83	£93	£86	£96	£73	£72	£87	£113	£65	£74	£84	£1,015
Total		-	£18,758	£17,157	£19,349	£17,789	£19,981	£15,196	£14,922	£18,084	£23,395	£13,405	£15,386	£210,770
GROSS PROFIT (INC VAT)		-	£48,450	£44,312	£49,974	£45,946	£51,607	£39,250	£38,542	£46,708	£60,426	£34,622	£39,740	£544,378
LESS: EXPENSES (INC VAT)														
Wages & Employer NI		£15,912	£14,553	£16,412	£15,089	£16,948	£12,890	£12,658	£15,339	£19,845	£11,370	£13,051	£14,714	£178,781
Employee Pensions		£477	£437	£492	£453	£508	£387	£380	£460	£595	£341	£392	£441	£5,363
Rent		£5,507	£5,507	£5,507	£5,507	£5,507	£5,507	£5,507	£5,507	£5,507	£5,507	£5,507	£5,507	£66,080
Business Rates		£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£1,679	£20,150
Water Rates		£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£208	£2,508
Utilities: Gas / Oil & Electric		£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£28,800
Insurances		£468	£468	£468	£468	£468	£468	£468	£468	£468	£468	£468	£468	£5,616
Cellar Costs		£156	£156	£156	£156	£156	£156	£156	£156	£156	£156	£156	£156	£1,872
Cleaning Materials & Laundry		£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£5,760
Accommodation Sundries		-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / EPOS / F&F Hire		£687	£687	£687	£687	£687	£687	£687	£687	£687	£687	£687	£687	£8,000
Equipment / F&F Repair & Service		£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£7,200
Telephone		£72	£72	£72	£72	£72	£72	£72	£72	£72	£72	£72	£72	£864
Satellite TV		£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£480	£5,760
Entertainment		£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£5,400
Marketing & Advertising		£720	£720	£720	£720	£720	£720	£720	£720	£720	£720	£720	£720	£8,640
Training & Development		£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Repairs - Property		£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600
Security		-	-	-	-	-	-	-	-	-	-	-	-	-
Uniform & Clothing		£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Petrol & Motor Expenses		£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£130	£1,560
Office Costs		£232	£232	£232	£232	£232	£232	£232	£232	£232	£232	£232	£232	£2,784
Legal & Professional Fees		£460	£460	£460	£460	£460	£460	£460	£460	£460	£460	£460	£460	£5,520
Accountancy & Payroll Fees		£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£4,800
Stocktaking Fees		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Licensing Costs		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Bank Charges & Interest		£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£3,504
Other Finance Charges		-	-	-	-	-	-	-	-	-	-	-	-	-
Tie Release Fees / Turnover rent		-	-	-	-	-	-	-	-	-	-	-	-	-
F&F Admin Charge		-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation		-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE		-	£32,332	£30,933	£32,848	£31,485	£33,400	£29,220	£28,981	£31,743	£36,384	£27,655	£29,386	£375,467
NET CASHFLOW BEFORE FINANCING & CAPEX		£0	£16,117	£13,380	£17,126	£14,460	£18,207	£10,029	£9,561	£14,965	£24,042	£6,967	£10,354	£168,912
Working Capital Introduced		-	-	-	-	-	-	-	-	-	-	-	-	-
Loan Capital Introduced		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Capital Introduced		-	-	-	-	-	-	-	-	-	-	-	-	-
MGD Left on Site		£34	£31	£35	£32	£36	£27	£27	£33	£42	£24	£28	£31	£379
F&F Payments (capital element)		-	-	-	-	-	-	-	-	-	-	-	-	-
VAT on F&F		-	-	-	-	-	-	-	-	-	-	-	-	-
Security Deposit		-	-	-	-	-	-	-	-	-	-	-	-	-
Ingoing Costs: legal fees, training (VATable)		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Ingoing Costs (non VATable)		-	-	-	-	-	-	-	-	-	-	-	-	-
Loan Repayments (capital element)		-	-	-	-	-	-	-	-	-	-	-	-	-
Quarterly VAT Payments		-	-	-	-	-	-	-	-	-	-	-	-	-
Quarterly MGD Payments		-	-	-	£(22,599)	£(99)	£(21,405)	£(95)	£(23,191)	£(101)	£(17,855)	£(83)	£(85,050)	£(379)
FINANCING & CAPEX CASHFLOWS		-	£34	£31	£35	£(22,666)	£36	£27	£(21,473)	£33	£42	£(23,268)	£28	£(85,050)
NET CASHFLOW		-	£16,151	£13,410	£17,161	£(8,206)	£18,243	£10,057	£(11,912)	£14,997	£24,084	£(16,300)	£10,381	£83,862
OPENING BANK & CASH		-	£16,151	£29,561	£46,722	£38,516	£56,759	£66,815	£54,903	£69,900	£93,985	£77,684	£88,065	-
CLOSING BANK & CASH		-	£16,151	£29,561	£46,722	£38,516	£56,759	£66,815	£54,903	£69,900	£93,985	£77,684	£88,065	£83,862
Drawings		-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Salaries		-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Remuneration		-	-	-	-	-	-	-	-	-	-	-	-	-
NET CASHFLOW (after drawings)		-	£16,151	£29,561	£46,722	£38,516	£56,759	£66,815	£54,903	£69,900	£93,985	£77,684	£88,065	£83,862


Dog and Duck
3 YEAR FINANCIAL FORECASTS

ASSUMPTIONS					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
% Turnover increase attributable to growing market share		0.0%	2.0%	0.0%	0.0%
% Additional Total Expenditure required to grow market share (exc. rent)		2.0%	1.0%	1.0%	1.0%
% Turnover increase attributable to increasing RSPs		3.0%	3.0%	3.0%	3.0%
% Increase applied to Rent		0.0%	0.0%	0.0%	0.0%
% Increase applied to Wages		3.0%	3.0%	3.0%	3.0%
% Increase applied to Rates		0.0%	0.0%	0.0%	0.0%
% increase applied to Cost of Sales (wet & catering purchases)		3.0%	3.0%	3.0%	3.0%
% Inflation applied to Total Expenditure (exc. interest)		2.5%	2.5%	2.5%	2.5%
Desired Drawings	-				
Desired Directors Salary	-				
Desired Directors Remuneration	-				

P&L PROJECTIONS						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 1 - 3
TOTAL TURNOVER	£629,543	£648,429	£680,850			£1,958,822
TOTAL COST OF SALES	£194,713	£200,555	£208,809			£604,077
TOTAL GROSS PROFIT	£434,829	£447,874	£472,041			£1,354,745
GROSS PROFIT %	69.1%	69.1%	69.3%			69.2%
TOTAL EXPENDITURE (less rent & Wages)	£95,100	£100,206	£102,747	£106,369	£110,118	£514,540
<i>Rent Payable</i>	£56,000	£56,000	£56,000			£168,000
<i>Wages</i>	£178,781	£184,145	£189,669			£552,595
<i>Business Rates</i>	£20,150	£20,150	£20,150	£20,150	£20,150	£100,750
NET PROFIT / (LOSS)	£84,798	£87,374	£103,475			£275,647
NET PROFIT %	13.5%	13.5%	15.2%			14.1%
BREAKEVEN						
Forecast weekly sales (inc. VAT)	£14,528	£14,964	£15,712			
Breakeven weekly sales (inc. VAT) BEFORE Capex & Financing	£11,022	£11,371	£11,597			
Margin of Safety (inc. VAT) BEFORE Capex & Financing	£3,506	£3,592	£4,115			
Breakeven weekly sales (inc. VAT) AFTER Capex & Financing	£11,022	£11,371	£11,597	#VALUE!	#VALUE!	
Margin of Safety (inc. VAT) AFTER Capex & Financing	£3,506	£3,592	£4,115			
RETAINED PROFIT / (LOSS)	£84,798	£87,374	£103,475	£0	£0	£275,647
RETAINED PROFIT %	13.5%	13.5%	15.2%			14.1%

CASHFLOW PROJECTIONS						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 1 - 3
TURNOVER (INC VAT)	£755,148	£777,802	£816,693			£2,349,643
COST OF SALES	£210,770	£217,093	£226,174			£654,036
TOTAL EXPENDITURE	£375,467	£386,627	£397,807			£1,159,901
NET CASHFLOW BEFORE FINANCING & CAPEX	£168,912	£174,083	£192,711			£535,706
Capital introduced	-	-	-			-
F&F payments (& continued capex in yr 5)	-	-	-			-
Security Deposit	-	-	-			-
Ingoing costs	-	-	-			-
Loan repayments	-	-	-			-
Output VAT (pay to HMRC)	(£125,605)	(£129,374)	(£135,842)			(£390,821)
Input VAT (recover from HMRC)	£40,556	£41,686	£44,161			£126,402
FINANCING & CAPEX	-£85,050	-£87,687	-£91,682			-£264,419
NET CASHFLOW	£83,862	£86,395	£101,030			£271,287
OPENING BANK & CASH BALANCE	-	£83,862	£170,257			-
CLOSING BANK & CASH PRE-DRAWINGS	£83,862	£170,257	£271,287			£271,287
NET CASHFLOW	£83,862	£86,395	£101,030	£0	£0	£271,287
OPENING BANK & CASH BALANCE	-	£83,862	£170,257			-
CLOSING BANK & CASH	£83,862	£170,257	£271,287	£399,761	£533,212	£271,287

Volume Projections*						
Beer	143	143	146	146	146	725
Cider	10	10	10	10	10	51
FABs	0	0	0	0	0	0
Total	153	153	157	157	157	776

*Measured in brewers barrels - 36 gallons

Sensitivities						
10% increase in sales	128,281	132,161	150,679			411,121
10% decrease in sales	41,315	42,586	56,271			140,172
10% increase in overheads	49,795	51,324	66,618	#VALUE!	#VALUE!	142,058
10% decrease in overheads	119,801	123,424	140,332	#VALUE!	#VALUE!	409,235

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 Robbie Stewart of Roslyns on 01.01.21



Sensitivity Analysis

Dog and Duck

1 This Business Plan expects turnover to be **£628,527**

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	£63,056.49	£84,797.96	£106,539.43

2 This Business Plan expects overheads to be **£350,031**

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	£102,299.53	£84,797.96	£67,296.39

3 This Business Plan expects Wet GP to be **56%**

Below shows the effect on the profitability of the business if the actual Wet GP achieved differs by 2%:

	Wet GP% 2% worse than BP	Wet GP% as per the BP	Wet GP% 2% better than the BP
Profitability of the Business	£81,157.96	£84,797.96	£88,437.96

4 This Business Plan expects Dry GP to be **66%**

Below shows the effect on the profitability of the business if the actual Dry GP achieved differs by 2%:

	Dry GP% 2% worse than BP	Dry GP% as per the BP	Dry GP% 2% better than the BP
Profitability of the Business	£78,126.41	£84,797.96	£91,469.51



Year end balance sheet projection

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

	£	£
<u>Fixed Assets</u>		
Tangible Fixed Asset at Cost	0	
Accumulated Depreciation	0	0
<u>Current Assets</u>		
Stock	5,307	
Brewery Deposit	0	
Prepayments	0	
Cash in Hand	14,528	
Cash at Bank	69,334	
		89,169
<u>Current Liabilities</u>		
Creditors	0	
Accruals	0	
Vat Liability	17,855	
MGD Liability	83	
PAYE	1,543	
		19,482
Current Assets Less Current Liabilities	69,687	
Total Assets Less Current Liabilities	69,687	
Long Term Liabilities	0	
Total Assets Less Total Liabilities	69,687	
<u>Capital and Reserves</u>		
Suspense and Mispastings	(15,111)	
P&L Account	84,798	
Capital Introduced	0	
Drawings	0	
		69,687



Dog and Duck

SENSITIVITY ANALYSIS - YEAR 1

* 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-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
10%														
Net Profit	-	£12,357	£10,121	£13,181	£11,004	£14,063	£7,386	£7,003	£11,416	£18,829	£4,885	£7,650	£10,386	£128,281
Net Cash Flow	-	£21,075	£17,914	£22,239	(£6,641)	£23,487	£14,045	(£10,970)	£19,744	£30,225	(£15,950)	£14,420	(£2,242)	£127,345
Closing Cash Balance	-	£21,075	£38,988	£61,227	£54,586	£78,073	£92,119	£81,148	£100,892	£131,117	£115,167	£129,587	£127,345	£127,345

Turnover + / -	Pre-trading	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
5%														
Net Profit	-	£10,422	£8,352	£11,185	£9,169	£12,002	£5,818	£5,464	£9,550	£16,415	£3,502	£6,063	£8,597	£106,539
Net Cash Flow	-	£18,647	£15,693	£19,735	(£7,492)	£20,901	£12,079	(£11,511)	£17,403	£27,198	(£16,204)	£12,429	(£3,275)	£105,603
Closing Cash Balance	-	£18,647	£34,340	£54,076	£46,584	£67,485	£79,564	£68,053	£85,456	£112,654	£96,450	£108,879	£105,603	£105,603

Turnover + / -	Pre-trading	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
0%														
Net Profit	-	£8,487	£6,582	£9,189	£7,334	£9,941	£4,250	£3,925	£7,685	£14,002	£2,120	£4,476	£6,807	£84,798
Net Cash Flow	-	£16,219	£13,473	£17,231	(£8,343)	£18,315	£10,112	(£12,051)	£15,063	£24,170	(£16,457)	£10,437	(£4,309)	£83,862
Closing Cash Balance	-	£16,219	£29,692	£46,924	£38,581	£56,896	£67,009	£54,958	£70,021	£94,190	£77,733	£88,170	£83,862	£83,862

Turnover + / -	Pre-trading	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
-5%														
Net Profit	-	£6,552	£4,812	£7,193	£5,499	£7,880	£2,683	£2,385	£5,819	£11,589	£737	£2,889	£5,018	£63,056
Net Cash Flow	-	£13,792	£11,253	£14,727	(£9,194)	£15,730	£8,145	(£12,591)	£12,723	£21,142	(£16,711)	£8,446	(£5,342)	£62,120
Closing Cash Balance	-	£13,792	£25,045	£39,772	£30,578	£46,308	£54,453	£41,862	£54,585	£75,727	£59,016	£67,462	£62,120	£62,120

Turnover + / -	Pre-trading	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
-10%														
Net Profit	-	£4,617	£3,042	£5,197	£3,664	£5,819	£1,115	£846	£3,954	£9,175	(£646)	£1,302	£3,229	£41,315
Net Cash Flow	-	£11,364	£9,032	£12,223	(£10,045)	£13,144	£6,179	(£13,132)	£10,382	£18,115	(£16,965)	£6,455	(£6,375)	£40,379
Closing Cash Balance	-	£11,364	£20,397	£32,620	£22,575	£35,719	£41,898	£28,767	£39,149	£57,264	£40,299	£46,754	£40,379	£40,379