

2017-2018

**Business Plan for
Abs for Life Gym and No Guilt Cafe,
Life styles changes, an easier way.**

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Business Plan for: SEIS, Silent Partner, Partner, Investors or Sponsors

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Executive summary: The Gym will make money with the use of on line purchasing, Induction video; on a website with doc, you sign contract and limited liability. With customers, own risk. The use of finger print access, panic alarm, emergency phone CCTV and 24/7 operating times, makes it less overcrowded. Added security measures and 24 hr access contributes to saving costs on staff. Renting two rooms for Yoga, BJJ and Judo etc., I can get around £25 per hour. The Restaurant, “No Guilt Cafe” is open to the public. Helps bring new customers to the Gym. Other gyms locally do not have Vending machines with unique goods for sale like protein bars, vitamins, nuts, seed packets, fresh juice and headphones. There are many ways to help make the business profitable. It is a unique new concept. I will pick properties that have a unique design and a lot of character. Traditional gyms have the same look and feel since the 1970’s. It is time for a change. Low overhead in the Gym with staff, offering Personal Trainers no rent if they can supply their customers as additional members. Low overhead with less stock to supply then neighbouring retail stores. Grants up to ten £10,000 pounds after purchasing the Gym Equipment.

A 24hr Gym in Saffron Walden is a good location, surrounded by towns and many affluent historic, little Villages in between. Saffron Walden has two local Newspapers to choose from weekly, when advertising. Using local papers in the surrounding towns, you can alternate papers all year, advertising every month!

“Saffron Walden is a delightful medieval market town located in north-west Essex and just 15 miles to the south of Cambridge. It has a rich heritage of old buildings, including the magnificent Jacobean mansion Audley End House, Gardens, and St Mary’s Church, the largest and one of the most beautiful parish churches in Essex. On the north side of town is Bridge End Garden, a restored Victorian garden of great charm, which contains a wonderful yew hedge maze and sunken Dutch Garden. A market has been there since 1141, and market days are now Tuesdays and Saturdays with shoppers enjoying browsing and buying goods from a variety of market stalls. Beyond the market place, there are many independent shops and eating-places to choose. Saffron Walden has many interesting historic buildings. At the heart lies St Mary’s Church, the largest parish church in Essex. Fine examples of elaborate moulded plasterwork, can be seen on the Old Sun Inn and the houses in Castle Street & Bridge Street.”

The catchment area for the town of Saffron Walden and its 24/7 Gym and Super food Restaurant does Include Stansted Airport (Stansted Airport=24,320,071 passengers in 2016, every year it increases) in the South. In the North (14 miles) is Addenbrook Hospital (1000 beds, how many staff and visitors!). The town of Haverhill (14 mi) is to the East and Royston to the West (11 miles). Two huge Science Parks full of Scientists within a couple of miles. They can order day weekly passes on my website and get finger print access 24/7! Loads of opportunity for road sign seasonal advertising at the roundabouts. Especially when promoting the gym and restaurant just before Opening Day. Please refer to my website page Abs for Life Gym and No Guilt Cafe Ltd Marketing plan. The Cambridge/ London road b1383 was the original highway before the M11 Right beside it. It is in a straight line making it often easier to drive then the M11. My Doctors Surgery (Gold street) has over 10,000 patients. There are nine other surgeries with similar numbers in Saffron Walden. Think of the possibilities with a 24hr Gym and the amount of memberships.

The idea came, exploring the suburbs of Melbourne, Australia and the Mountains. I found much smaller towns than Saffron Walden and less populated with 24 Hour gyms. The Gyms still survive over many previous visits. I walked into a busy Aldi store, behind huge Trees on a mountain. It is not in a heavy populated area. Who would have guessed? Unfortunately, these gyms lack vision, with a commercial look to them. They can improve. The Coffee shops are full of character, a unique private stamp on them, and are busy for small towns. Costa and Starbucks would struggle to survive against this kind of quality, small populations and imaginative competition. My Gym and super food restaurant will get the same benefits against the competition as those private coffee shops. I first joined the gym in 1982 and never taken a break. I have a feel for what customers want. I know what it takes to make a gym successful. Combined with the knowledge from a business plan from one of the most successful franchise globally, I will open a Club interesting to everyone. Customers will be coming from different backgrounds, and lifestyles. I have plenty experience managing much larger projects. Managing very large properties and there facilities that

were a Million sq feet each in size. See my C.V. attachment on my website on the same page as business plan. In addition, I have managed up to 30 Licence Door Supervisors at one time. For varies Nightclubs and Pups in East end, the Docklands and Greenwich. Abs For Life Gym And No Guilt Cafe Ltd is only 2,600 sq ft. I can easily manage the small crew there. This is my passion.

2 Business details

Company name:

“Abs for life” and “No Guilt Cafe”

Address:

The Office, The Brown House, the High St, Newport, Saffron Walden, Essex CB11 3QY

Telephone number:

07946280705

Legal status:

Only Limited legal requirements are for Gyms. Extra security measures added. REPS in the fitness Industry is an industry standard designed to assist sales, not law. I will provide regular risk assessments (I.O.S.H. Qualified) and record them via cloud storage, in case of fire. Cafe is to be prepared for any Inspections. Log Books, building compliance, CCTV and Security I will monitor. I will include Limited Liability Insurance.

The business will:

Provide a unique Gym with 24/7 finger print access. A self-sufficient Gym made from scratch and has character. It has a great high street location that other Gyms do not have access too. A Cafe that makes customers feels less guilty, eating every day. Very friendly staff will be a priority, focusing on quality not quantity. No Guilt Cafe brings in the public and is healthy. If combined with regular training, no one should get overweight, even with age. Both the healthy Cafe and Gym assist each other with increasing numbers. It is a better atmosphere and more comfortable environment keeping customers longer. Educating them there is no quick fixes like boot camps or your average personal trainers that receive a lot of money. It is a long process of increments and gradual gains. We will encourage customers to look at the bigger picture. 5% profits will go to the homeless youths and the venue will help make Saffron Walden the community a better place. I will not charge personal trainers for rent, all though my competition will. I will be stealing the best from other local gyms. The deal being they join as a member and at least four of their customers. With in time all the personal trainers will jump ship taking their customers with them.

3 Key personnel

Details of owner(s):

Name: Stuart Gray

Position/main responsibilities: My responsibilities are providing customer care, care of all staff, sales, and to assist whoever needs help.

Experience and knowledge of our industry: I have been training Nonstop since 1982, in gyms all around the World. Extensive research into studying the making of fitness franchises. On my travels, I observed global trends that will catch on in England.

Previous employment: I am running www.vip-security.org and www.absforlife.co.uk . See the link to my c.v. on my website please.

Key skills brought to the business: Canadian's understands better customer service. Plenty of facilities management experience. I will not have to outsource a facilities management company, like Lord Butler do. Lord Butler is one of the competitors. Overhead in the Gym will be cheaper.

Business experience and any training undertaken: Worked part-time at Muscle works for three years and observed how the gym operates back in early 2001. I can fix my own equipment with a working parts manual for Gym equipment in my possession. I have reviewed Any Time Fitness business plan as a guide. Attachment of Any time business plan is a file on my website. Supervised a large number of Door supervisors, for over 3 years in London. Bouncers are complicated staff to manage, gym staff a lot easier.

Academic/professional qualifications: Business Admin, Property Management, Air Conditioning, Close Protection, Counter terrorism, first aid at work Level 3

Most recent salary: £20,000

Other key personnel (including shareholders):

Name: Chef

Position/main responsibilities: Responsibilities are Stock Levels, cook, and training assistant.

Experience and knowledge of our industry: Must have a healthy Life style and study many recipes I have collected and tried personally.

Previous employment: A fast paced Restaurant with good references

Key skills brought to the business: Eagerness to work outside the box and engage with customers.

Business experience and any training undertaken: One-year experience plus.

Academic/professional qualifications: Qualifications are A Hygiene Certificate and one years experience as a Chef.

Most recent salary £ 9.50

4 The business idea

Sum up your business idea:

The business idea is Location, Location. Saffron Walden is an untapped potential with 24-hour access and Marketable names in UFC supporting it. The gym will be a gem, with a lot of character creating a comfortable setting. Not a typical gym, well used and past expiry date. It will be around 2,300 sq, feet in size, comparable in the market, to tested and successful models. A half hour drives from any other 24-hour Gym. The gym will have finger print access with CCTV, phone and panic alarm. An Introduction Video Gym tour will be on display with my website. Showing how best to use weights and fire exits etc. Buy on line temporary passes and Gym Memberships through my website www.absforlife.co.uk. There will be no carpets anywhere or a commercial look, like other Gyms in the area. One Mirror only, for posers. I will provide wallpaper Murals, having motivational quotes etc. Indoor plants to provide oxygen. Cleaning dirty air, caused from heavy breathing during training. Open plan with lots of Sunlight. Abs for Life is a gym not catering to stereotypical gym members. It caters to everyone. My gym will attract joggers, who battle bad weather, risking their lives frequently on dangerous roads, rather than going to a standard gym. It will be a much more comfortable environment.

5 Business goals

1. What do you want to achieve in your first year of business? £227, 000 gross the first year. Please refer to Abs For Life Gym And No Guilt Cafe Marketing Page and Industry Research page on my website.
- I want to be successful enough to start planning for additional Gyms and Cafe, expanding to Epping and Edinburg. Then later a few other Cities in Countries like Melbourne, Rio and Toronto.

2. Where do you see your business in 3-5 years' time?

- I would like to carefully plan and maintain four more Brand New Gyms in 5 Years.
- Financially sound enough to purchase buildings for future Gyms.

6 What the business does

Product/service	Features	Benefits
<ul style="list-style-type: none"> • Provide no excuses to back out of training. 	<ul style="list-style-type: none"> • Researched top quality gym Equipment. 	<ul style="list-style-type: none"> • A restaurant caters to a well-planned diet.
<ul style="list-style-type: none"> • We will provide friendly customer care, to everyone. 	<ul style="list-style-type: none"> • Two-gym machines of the same type, each, and every machine. • Maintain equipment personally so less down time, calling out contractors. I have in possession top brand parts catalogue. 	<ul style="list-style-type: none"> • We motivate all customers. A positive vibe with motivational reminders on Club's walls murals. Service will welcome customers to an interesting, new concept.
<ul style="list-style-type: none"> • 24/7 	<ul style="list-style-type: none"> • Finger print access and High street (visible location) 	<ul style="list-style-type: none"> • It is added security, not like other gyms, in SW with locations in industrial estates.

<ul style="list-style-type: none"> • Owner trains there, eats there like a customer. 	<ul style="list-style-type: none"> • Many are just in it for the money, for me I get motivated as I edge towards 60 years Old. It gives me great pleasure seeing people change their lifestyles for the better. 	<ul style="list-style-type: none"> • My experiences are the same as the customers, having many years training in Gyms. I changed my lifestyle & body.
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7 What makes the business different

My product/service is unique or different compared with the competition because:

- My personal experiences, learning curve and dedication in staying fit, at 55 years old. Careful thought about designing a gym, researched over many years. Through many debates and asking why people do not want to go to a gym when they can and want to be healthier than, they are. I have a general concern for people's health. The building I want to get has recently been, freshly painted. It is two stories with a lane way that has a unique potential. It has loads of character. I will add many features explained in my website with many photos like the colourful mats, indoor plants and printed wallpaper. A good healthy restaurant open to the public takes away any competition. It is a 24 Hours Gym and safer High Street location.

8 Legal requirements (including regulations and licences particular to your business)

The legal and insurance requirements that apply in your business are:

1. By law no one has to be licensed, insurance and disclaimer, doc-u-signed on-line, customers are responsible for their own actions. A Hygiene Certificate has to be on display in the Cafe, at all times, and taxes carefully monitored. Cash is on-line after hours so is exempt from trading hours. Security, with finger print access, and CCTV monitored. I have a CCTV License. Panic alarm and telephone, both for Health & Safety reasons.

I will meet my legal and insurance requirements and more by opening day.

9 Market research

Fitness Trends in my chosen market are growing each year.

Gym Clothing Accessories and healthy food intake increase a few weeks before and after buying a Gym Membership. Joining a Gym is becoming even trendier. Please view my website Industry Research page and Marketing Plan page.

How you know this:

- I have seen marketing studies. I have in possession a Franchise Business plan from a large profitable company that indicate this. A lot of research through observation, my heart tells me, it is a no brainer.
- Witness this first hand, seen the type of gym members change over the years. A variety of people not changing their Gym clothes as they leave or enter, so everyone can witness their change to a healthier Life style. Never has it become as popular as it is now.

10 Profiling customers

The customer groups you will be selling to are:

1. Everyone could be a potential customer, not just normal gym profiles of young men wanting to get big and office workers wanting to be leaner. I think outside the box, especially when it comes to customer group types. As opposed to most gyms profiling customers and stereotyping gym goers.

Your customer research has shown what your customers want is:

1. My customers want to live a healthier longer lifestyle. Find time to train with work schedules. Customers want a no excuse reason, for going to a gym. A demand for the use of a 24 hr, 7 days a week gym.
2. Customers want a modern gym, which is not old fashion, uninviting and offensive.

How you know this:

- I have seen studies show the growing trend every year to get fitter. Especially with ones who have disposable income locally and the number one excuse not to train is not enough time.
- I know this by careful observation over many years from a variety of different people and various market research studies I have shown on my power point under fitness Industry research.

Number of customers you expect to win in each group and what they might pay:

Group	Number of customers	Price they might pay per unit
Students	150	£25
Professionals	225+	£29
Seniors	50	£25
Temps, visitors	70	£49
Family Pass	50+	£19
Under 18	50 +	£15

11 Profiling competitors

Competitor name	Strengths	Weaknesses
<ul style="list-style-type: none"> Lord Butler 	<ul style="list-style-type: none"> Pool 	<ul style="list-style-type: none"> No restaurant, poor customer service
<ul style="list-style-type: none"> Just Gym 	<ul style="list-style-type: none"> Second gym, a head start in SW. 	<ul style="list-style-type: none"> It is in Shire hill Industrial state. It is old fashion looking.
<ul style="list-style-type: none"> Bear Walden Cross fit 	<ul style="list-style-type: none"> Friendly Staff 	<ul style="list-style-type: none"> Only busy at 6am tells me it mostly caters to Office workers. Again, in Shire hill Industrial Estate. A hard program to commit for Life
Any time Fitness Pure Gym- Cambridge	24/7 24/7 and cheap	A half hours drive away, too far. It is very commercial, with no restaurant open to the public.

How you can improve on their offer and/or price(s):

- I will offer various different Sale's each year, Christmas party, charity fund raising and special events.
- Referral program as a result from beyond the norm customer care.
- I can advertise in other town's local paper on the other side of the Villages just not the Local Walden paper. It has 24 Hour access making it a much larger catchment area and makes it feel like a better deal with local competitors for memberships that are the same price.

Reasons for the difference between your price(s) and your competitors' price(s):

- My prices are competitive and far more value for money with 24/7 opening times, character and a restaurant.

14 Promotion and advertising

How and where will you promote your product/service?

- Word of Mouth the last year after saying I am planning to open a Gym. An opening day ceremony planned ahead, with membership sale, and with a few well-known MMA fighters attending. Including info about channel and optimize guide of YouTube for gyms. Using social media, as advertising for new gym members, on a regularly schedule.
- Advertise two local papers alternatively each week. Every four weeks advertise in towns like Stansted and Bishop Stortford. Then every eight weeks advertise in South Cambridge, Linton, Thaxted and Dunmow.
- Hand out flyers showing how to book on-line and adding current adverts weekly and changes in Menu.
- Please refer to my website on the Abs For Life Gym And No Guilt Cafe Ltd., Marketing plan page.

Running the business

15 Staff

Role	Total cost	Necessary experience	Specialist skills and/or qualifications
<ul style="list-style-type: none"> Owner 	£10hr	I have trained in multiple Gyms, around the worlds for 35 years straight. 3 years working at Muscle works Gym, London.	<ul style="list-style-type: none"> I.O.S.H. Health & Safety management First Aid L3 CPO
<ul style="list-style-type: none"> Chef 	£20,000 + per year and benefits	<ul style="list-style-type: none"> A year plus experience, able to understand my recipes collected over years. 	The Chef must obtain before start date, a Hygiene Certificate.
<ul style="list-style-type: none"> Waitress/Waiter 	£8 plus bonuses	<ul style="list-style-type: none"> Must have a good personality, quick learner and keen to assist. 	<ul style="list-style-type: none"> Staff in kitchen will have to get a Hygiene Certificate.

16 Premises

	Cost £
Premises required at start-up:	£4,000 x 12 months=£48,000
Premises required in the future (if different):	£4,000 each month

17 Suppliers

Your key suppliers and their credit terms

Supplier	What you'll buy from them	Number of days' credit
<ul style="list-style-type: none"> Escape Fitness 	<ul style="list-style-type: none"> Floor Matt's and Flooring Adult Monkey bars + equipment Edge Urethane Dumbbells and X rack 	<ul style="list-style-type: none"> 0 0 0

19 Managing operational risks- Please to my homepage for risk with investing under the link Risk at the bottom of home page.

Risk	Solution
<p>Staff</p> <ul style="list-style-type: none">• Chef has a hard trade. It is hard to know right amount of staff needed. Kitchens generally do not have the best conditions to work in. High turnover rates with Chefs.	<ul style="list-style-type: none">• Temping Agencies in Cambridge for back up• Three separate little kitchens for the possibility of adding Kitchen help. Bar swing doors and waiter holes in a wall to communicate. Stock each kitchen for the day, in the morning, before start.
<p>Suppliers</p> <ul style="list-style-type: none">• Product might look different from Internet.	<ul style="list-style-type: none">• Go to direct source on all suppliers. All sources are local. Furthest is Peterborough, Cambridgeshire.

20 Start-up costs

Calculate how much money you need before you start trading

Flooring	20,000
Vehicles	425
Professional fees	700
Insurance	420
Rent/rent deposit	39,500
Stationery	100
Marketing	1,289
Consumables/ Variable costs	1,300
Club Management Software	510
Purchasing/Credit check	950
Loan repayment	2,947
Wages/recruitment	4,000
Security/health and safety equipment	13,000
Marketing costs	5,000
Furniture, works, and utilities	58,785
Extra Vat	440
Owners National Insurance	199
Owners wages	1,667
Building Works	14,000
Sky/internet/ telephones	85
TOTAL £	165,317

Personal survival budget

Estimated annual personal expenditure

Estimated expenditure	£
Mortgage and/or rent	3,600
Council tax	
Utilities (gas, electricity, water etc)	
Personal and property insurance	600
General housekeeping expenses (food etc)	1,200
Phone and internet	1,020
Car tax and insurance	350
Car running expenses	1,800
HP repayments	
Hire charges	
Subscriptions to journals, professional bodies, etc	500
Savings plans & pension contributions	800
Contingencies	1,000
Tax	1,700
National Insurance	2,000
Other: rent/bills	4,000
Total personal expenditure	18,570

Estimated personal income (after tax)

Income from employment or family etc.	20,000
Other Income	0
Total personal income	20,000

Total survival income required from the business (after tax)	20,000
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Current income £ **20000**

21 Profit and loss forecast

	Year 1 (£)	Year 2 (£)	Year 3 (£)
Total expected sales	227,760	333,800	422,000
Less variable costs	0	0	0
Gross profit (sales less variable costs) =	227,760	333,800	422,000
Calculate your gross profit margin % (gross profit divided by total sales x 100) (A)	1	1	0

Salaries/wages (survival income + any staff)	47,169	47,169	47,169
Premises (including rent, rates, utilities)	40,000	40,000	40,000
Telephone and broadband	1,020	1,020	1,020
Printing, post and stationery	2,400	2,400	2,400
Advertising and promotion	900	900	900
Bank charges	100	100	100
Professional fees	900	900	900
Insurances	5,040	5,040	5,040
Bank/HP/Interest (payable to your bank)	6,000	6,000	6,000
Stock	12,240	12,240	12,220
Consumables/loan repayment	35,364	35,364	35,364
Equipment and vehicle leasing	0	0	0
N.I.	184	0	0
Decorating, Kitchen	9,000	0	0
Other	5,000	3,000	1,000
Other	0	0	0

Total fixed costs	165,317	154,133	152,113
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Net profit (gross profit less fixed cost)	62,443	179,667	269,887
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Calculate your net profit margin (net profit divided by total sales x 100)	0	54	64
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	Year 1 (£)	Year 2 (£)	Year 3 (£)
Calculate your break even			
Total variable costs + total fixed costs (B)	165,317	154,133	152,113

22 Sourcing finance

Total borrowing requirement for the business

		£
Start-up costs		165,317
Sponsorships	-	66,126
Other start-up contributions (Shares)	-	99,191
Total required	=	165,317
The assets you have available as security		
	=	1,000

23 Managing financial risks (such as, sales are less than forecasted)

The risks that you have identified for your financial forecast are:

1. Fitness Industry growing, so suppliers increase costs due to demand and limited supply. Costs are always increasing while waiting for right property. On the other hand, when we are waiting for financing we can have the same problem. Start up financing takes so much time to obtain.

How you will minimise their impact:

1. Trying to get contract signed on rent (A year up front, speedier and favourable when negotiation long term 5-year renewal contract).
2. Just in case it might be not enough financing for Gym and Cafe. The possibility in working somewhere else and manage both, if sales are lower opening day. Negotiate with suppliers for paying after a month if necessary.

24 Cash flow forecast

	Start-up 0		1		2		3		4		5		6		TOTAL	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
INCOME																
Cash from sales (incl. VAT)	19,500	0	14,890		15,140	0	15,430	0	16,030	0	16,300	0	16,590	0	113,880	0
Cash received from debtors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital/loans received	150,695	0	0	0	0	0	0	0	0	0	0	0	0	0	150,695	0
Other (please specify)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL £	170,195	0	14,890		15,140	0	15,430	0	16,030	0	16,300	0	16,590	0	264,575	0
EXPENDITURE																
Wages to staff (incl. PAYE & NI)	4,000	0	4,000	0	4,000	0	4,000	0	4,000	0	4,000	0	4,000	0	28,000	0
Premises (rent, rates & utilities)	39,000	0	0	0	0	0	0	0	0	0	0	0	0	0	39,000	0
Telephone & Broadband	85	0	85	0	85	0	85	0	85	0	85	0	85	0	595	0
Printing, post & stationery	200	0	200	0	200	0	200	0	200	0	200	0	200	0	1,400	0
Advertising & promotion	300	0	300	0	300	0	300	0	300	0	300	0	300	0	2,100	0
Bank charges	10	0	10	0	10	0	10	0	10	0	10	0	10	0	70	0
Professional fees	700	0	0	0	0	0	0	0	0	0	0	0	0	0	700	0
Insurances	420	0	420	0	420	0	420	0	420	0	420	0	420	0	2,940	0
Bank/HP	500	0	500	0	500	0	500	0	500	0	500	0	500	0	3,500	0
Equipment Access/CCTV & Panic Alarms	13,000	0	0	0	0	0	0	0	0	0	0	0	0	0	13,000	0
Payments relating to variable costs	200	0	100	0	200	0	200	0	200	0	100	0	100	0	1,100	0
Capital Expenditure	50,000	0	0	0	0	0	0	0	0	0	0	0	0	0	50,000	0
Other Payments/Flooring	20,000	0	0	0	0	0	0	0	0	0	0	0	0	0	20,000	0
VAT extra	440	0	440	0	440	0	550	0	550	0	600	0	600	0	3,620	0
Owner's wages/salary	1,666	0	1,666	0	1,666	0	1,666	0	1,666	0	1,666	0	1,666	0	11,662	0
Owner's National Insurance	199	0	199	0	199	0	199	0	199	0	199	0	199	0	1,393	0
Loan repayments (incl. interest)	2,947	0	2,947	0	2,947	0	2,947	0	2,947	0	2,947	0	2,947	0	20,629	0
Stock	1,200	0	1,800	0	1,200	0	1,800	0	1,200	0	1,800	0	1,200	0	10,200	0
Kitchen, Decor, furniture	15,000	0	0	0	0	0	0	0	0	0	0	0	0	0	15,000	0
Other (manager software + payment)	1,450	0	200	0	200	0	200	0	200	0	200	0	200	0	2,650	0
Other	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	5,000	0
Elect, Builder, plumb and utilities	9,000	0	1,000	0	1,000	0	0	0	0	0	0	0	0	0	11,000	0
TOTAL £	165,317	0	13,867	0	13,367	0	13,077	0	12,477	0	13,027	0	12,427	0	243,559	0
Income less expenditure	4,878	0	1,023	0	1,773	0	2,353	0	3,553	0	3,273	0	4,163	0	21,016	0
Opening bank balance	0	0	4,878	0	5,901	0	7,674	0	10,027	0	13,580	0	16,853	0	16,853	0
Closing bank balance	4,878	0	5,901	0	7,674	0	10,027	0	13,580	0	16,853	0	21,016	0	21,016	0