

Assumptions

Society name Radnor Arms

Currency £

Forecast start date 01-Jan-24

	2024	2025	2026	2027
Total sales	20,500	75,000	110,000	180,000
Wet and dry proportions				
Wet	90%	90%	90% Jan-Jun	50%
Dry	10%	10%	10% Jan-Jun 50% Jul-dec 50% Jul-dec	50%
Total Sales				
January	£0	£5,000	£6,000	£12,000
February	£0	£5,000	£8,000	£13,500
March	£0	£6,000	£8,000	£15,000
April	£0	£6,000	£8,000	£15,000
May	£0	£6,000	£9,000	£16,500
June	£0	£6,000	£10,000	£16,500
July	£0	£7,000	£10,000	£16,500
August	£0	£7,000	£10,000	£16,500
September	£5,000	£7,000	£10,000	£15,000
October	£5,000	£6,000	£10,000	£13,500
November	£5,000	£6,000	£10,000	£13,500
December	£5,500	£8,000	£11,000	£16,500
	£20,500	£75,000	£110,000	£180,000
Sales WET	Year 0	Year 1	Year 2	Year 3
January	-	4,500	5,400	6,000
February	-	4,500	7,200	6,750
March	-	5,400	7,200	7,500
April	-	5,400	7,200	7,500
May	-	5,400	8,100	8,250
June	-	5,400	9,000	8,250
July	-	6,300	5,000	8,250
August	-	6,300	5,000	8,250
September	4,500	6,300	5,000	7,500
October	4,500	5,400	5,000	6,750
November	4,500	5,400	5,000	6,750
December	4,950	7,200	5,500	8,250
	18,450	67,500	74,600	90,000

Sales DRY

January	-	500	600	6,000
February	-	500	800	6,750
March	-	600	800	7,500
April	-	600	800	7,500
May	-	600	900	8,250
June	-	600	1,000	8,250
July	-	700	5,000	8,250
August	-	700	5,000	8,250
September	500	700	5,000	7,500
October	500	600	5,000	6,750
November	500	600	5,000	6,750
December	550	800	5,500	8,250
	2,050	7,500	35,400	90,000

Check	20,500	75,000	110,000	180,000
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Material costs (direct)

Wet	50%	50%	50%	50%
Dry	45%	45%	45%	40%

Gross Profit

Wet	50%	50%	50%	50%
Dry	55%	55%	55%	60%

2024	2025	2026	2027
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Staff

Bar supervisor	£ 6,240	per annum	£ 6,490	per annum	£ 3,370	£ 3,505	£ 14,577	per annum
Cleaner	2,600	per annum	2,704	per annum	1,404	1,404	2,912	per annum
Chef	-	per annum	-	per annum	£ -	5,257	10,932	per annum
Other	-	per annum	-	per annum	£ -	-	£ -	per annum
Other	-	per annum	-	per annum	-	-	-	per annum
	8,840		9,194		4,774	10,166	28,421	

		July to Dec					
Bar supervisor	hrs pw	Dec only 2024	8	8	8	8	16
	Rate		15.00	15.60	16.20	16.85	17.52
	Total pa		6,240	6,490	3,370	3,505	14,577
National Insurance contributions threshold			9,980	9,980	5,140	5,140	10,434
Earnings subject to ENI			-	-			4,143
Cleaner	hrs pw		4	4	4	4	4
	Rate		12.50	13.00	13.50	13.50	14.00
	Total pa		2,600	2,704	1,404	1,404	2,912
National Insurance contributions threshold			9,980	9,980	5,140	5,140	5,294
Earnings subject to ENI			-				
Chef	hrs pw		-	-	-	12	12
	Rate					16.85	17.52
	Total pa					5,257	10,932

National Insurance contributions threshold	9,980	9,980	5,140	5,140	5,294
Earnings subject to ENI					5,639

Other	-	-	-		-
National Insurance contributions threshold	9,980	9,980	10,279		5,294
Earnings subject to ENI					

Other	-	-	-		-
National Insurance contributions threshold	9,980	9,980	10,279		5,294
Earnings subject to ENI					

Seasonal extra

Apr	-	hrs
May	-	hrs
June	-	hrs
July	-	hrs
Aug	-	hrs
Sept	-	hrs
Dec	-	hrs

Payroll costs	13.80%	13.80%	13.80%	13.80%	13.80%
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Start up costs

Total

2024	2025	2026	2027
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Overheads

Insurance	£4,693 per annum	£5,733 per annum	£5,818 per annum	£5,908 per annum
Business Rates	£0 per annum	£0 per annum	£0 per annum	£0 per annum
Council Tax	£214 per annum	£0 per annum	£0 per annum	£0 per annum
Gas	£0 per annum	£0 per annum	£0 per annum	£0 per annum
Electricity	£4,150 per annum	£5,740 per annum	£6,320 per annum	£7,203 per annum
Project management	£7,200 per annum	£0 per annum	£0 per annum	£0 per annum
Water Rates	£294 per annum	£646 per annum	£710 per annum	£720 per annum
Waste Collection	£480 per annum	£1,458 per annum	£1,482 per annum	£1,530 per annum
Cellar Running Costs	£0 per annum	£0 per annum	£0 per annum	£0 per annum
Card Processing Fees	£329 per annum	£1,015 per annum	£1,487 per annum	£2,434 per annum
Banking Fees	£0 per annum	£0 per annum	£0 per annum	£0 per annum
Accountancy Costs	£950 per annum	£1,300 per annum	£1,365 per annum	£1,500 per annum
Legal & Professional fees	£4,750 per annum	£1,500 per annum	£1,200 per annum	£1,200 per annum
Subscriptions	£600 per annum	£610 per annum	£620 per annum	£630 per annum
PAT Testing of Electrical Appliances	£0 per annum	£0 per annum	£250 per annum	£275 per annum
PPL & PRS Music & Bar Licences	£835 per annum	£847 per annum	£860 per annum	£873 per annum
Cleaning Materials & Equipment	£650 per annum	£750 per annum	£900 per annum	£1,500 per annum
Telephone & Internet	£279 per annum	£556 per annum	£591 per annum	£627 per annum
Printing & Stationery	£300 per annum	£850 per annum	£300 per annum	£1,000 per annum

Marketing & Website	£4,802	per annum	£2,160	per annum	£2,315	per annum	£2,470	per annum
Training	£1,300	per annum	£1,000	per annum	£1,100	per annum	£1,200	per annum
Sundries	£1,200	per annum	£1,300	per annum	£1,339	per annum	£1,379	per annum
Total	33,026		25,465		26,657		30,449	

Balance sheet/cash flow

Stock days	14	
Creditor days	30	
VAT	20.0%	
Corporation Tax rate	19.0%	
Depreciation		
Building	2.0%	st. line
Refurb, Bars	2.0%	st. line
Refurb, Restaurant and Lettings	2.0%	st. line
Furnishings and equipment	10.0%	st. line
Grant amortisation period	50	yrs
Loan period	10	yrs
Loan interest rate	6.0%	p.a.
Interest on credit balances	1.0%	
Interest on overdraft	4.0%	
Interest on credit balances	1.0%	
Interest on overdraft	0.0%	

2028

211,000

40%
60%

£14,000
£15,000
£17,000
£17,000
£19,000
£19,000
£20,000
£20,000
£18,000
£17,000
£15,000
£20,000
£211,000

Year 4

5,600
6,000
6,800
6,800
7,600
7,600
8,000
8,000
7,200
6,800
6,000
8,000
84,400

8,400
9,000
10,200
10,200
11,400
11,400
12,000
12,000
10,800
10,200
9,000
12,000
126,600

211,000

50%
40%

50%
60%

2028

£	20,523	per annum
	6,032	per annum
	26,121	per annum
£	-	per annum
	-	per annum
	52,676	

22
17.94
20,523
10,747
9,777

8
14.50
6,032
5,453

28
17.94
26,121

5,453
20,668

-
5,453

-
5,453

13.80%

2028

£3,786 per annum
£0 per annum
£0 per annum
£0 per annum
£8,450 per annum
£0 per annum
£1,000 per annum
£1,818 per annum
£0 per annum
£2,853 per annum
£0 per annum
£1,550 per annum
£1,200 per annum
£650 per annum
£350 per annum
£886 per annum
£1,200 per annum
£663 per annum
£450 per annum

£2,475	per annum
£1,300	per annum
£1,421	per annum
30,052	

Workings

	2024												
	Jan 1	Feb 2	Mar 3	Apr 4	May 5	Jun 6	Jul 7	Aug 8	Sep 9	Oct 10	Nov 11	Dec 12	Total
Yr 0													
Days	31	28	31	30	31	30	31	31	30	31	30	31	365.00
Weeks	4	5	4	4	5	4	4	5	4	4	5	4	52.00
Seasonality	4%	5%	7%	9%	11%	12%	12%	12%	8%	4%	4%	12%	100%
Sales													
Wet	-	-	-	-	-	-	-	-	4,500	4,500	4,500	4,950	18,450
Dry	-	-	-	-	-	-	-	-	500	500	500	550	2,050
Lettings													
Total	-	-	-	-	-	-	-	-	5,000	5,000	5,000	5,500	20,500
Cost of sales													
Wet	0	0	0	0	0	0	0	0	(2,250)	(2,250)	(2,250)	(2,475)	(9,225)
Dry	0	0	0	0	0	0	0	0	(225)	(225)	(225)	(248)	(923)
Total	0	0	0	0	0	0	0	0	(2,475)	(2,475)	(2,475)	(2,723)	(10,148)
Staff costs													
Bar supervisor	0	0	0	0	0	0	0	0	0	0	0	(480)	(480)
Cleaner	0	0	0	0	0	0	0	0	(200)	(200)	(250)	(200)	(850)
Chef	0	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	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Payroll costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	(200)	(200)	(250)	(680)	(1,330)
Overheads	0	0	0	0	(587)	(587)	(587)	(587)	(587)	(587)	(587)	(587)	(4,693)
Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Rates	0	0	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(214)	0	0	0	0	0	0	0	0	0	0	0	(214)
Gas	0	0	0	0	0	0	0	0	0	0	0	0	0
Electricity	0	0	0	0	(519)	(519)	(519)	(519)	(519)	(519)	(519)	(519)	(4,150)
Project management	0	0	0	0	(1,800)	(1,800)	(1,800)	(1,800)	0	0	0	0	(7,200)
Water Rates	0	0	0	0	0	0	0	0	(294)	0	0	0	(294)
Waste Collection	0	0	0	0	0	0	0	0	(120)	(120)	(120)	(120)	(480)
Cellar Running Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Card Processing Fees	0	0	0	0	0	0	0	0	(68)	(68)	(68)	(74)	(277)
Professional Fees	0	0	0	0	0	(3,333)	(3,333)	(3,333)	0	0	0	0	(10,000)
Accountancy Costs	0	0	0	0	0	(950)	0	0	0	0	0	0	(950)
Legal & Professional fees	0	0	0	(4,750)	0	0	0	0	0	0	0	0	(4,750)
Subscriptions	0	0	0	0	0	0	0	(600)	0	0	0	0	(600)
PAT Testing of Electrical Appliances	0	0	0	0	0	0	0	0	0	0	0	0	0
PPL & PRS Music & Bar Licences	0	0	0	0	0	0	0	(835)	0	0	0	0	(835)
Cleaning Materials & Equipment	0	0	0	0	0	0	0	(130)	(130)	(130)	(130)	(130)	(650)
Telephone & Internet	0	0	0	0	0	0	0	(56)	(56)	(56)	(56)	(56)	(279)
Printing & Stationery	0	0	0	0	0	0	0	(60)	(60)	(60)	(60)	(60)	(300)
Marketing & Website	(202)	0	(1,500)	0	0	0	(1,500)	(1,000)	0	0	(600)	0	(4,802)
Training	0	0	0	0	0	0	0	(1,300)	0	0	0	0	(1,300)
Sundries	0	0	0	0	0	0	0	0	0	0	0	0	0

Total	(416)	0	(1,500)	(4,750)	(2,905)	(7,189)	(7,739)	(10,220)	(1,833)	(1,539)	(2,139)	(1,546)	(41,774)
WORKINGS													
Overheads - summary													
Payroll	0	0	0	0	0	0	0	0	(200)	(200)	(250)	(680)	(1,330)
Payable with creditors	(416)	0	(1,500)	(4,750)	(2,905)	(7,189)	(7,739)	(10,220)	(1,833)	(1,539)	(2,139)	(1,546)	(41,774)
Paid in month	0	0	0	0	0	0	0	0	0	0	0	0	0
Prepaid	0	0	0	0	0	0	0	0	0	0	0	0	0
Audit accrued and paid annually	0	0	0	0	0	0	0	0	0	0	0	0	0
	(416)	0	(1,500)	(4,750)	(2,905)	(7,189)	(7,739)	(10,220)	(2,033)	(1,739)	(2,389)	(2,226)	(43,104)
Payroll													
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0	
Months payroll costs PAYE	0	0	0	0	0	0	0	0	0	0	0	0	
Paid	0	0	0	0	0	0	0	0	0	0	0	0	
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0	
Payroll + costs													
Payroll paid	0	0	0	0	0	0	0	0	0	0	0	0	0
Costs paid	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Debtors													
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0	
Paid in month	0	0	0	0	0	0	0	0	0	0	0	0	
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0	
Accruals													
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0	
Accountancy	0	0	0	0	0	0	0	0	0	0	0	0	
Less paid													
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0	
Stock													
Balance b/fwd	0	0	0	0	0	0	0	0	0	1,155	1,155	1,155	
Purchases	0	0	0	0	0	0	0	0	3,630	2,475	2,475	2,838	
Transfer to cost of sales	0	0	0	0	0	0	0	0	(2,475)	(2,475)	(2,475)	(2,723)	
Balance c/fwd	-	-	-	-	-	-	-	-	1,155	1,155	1,155	1,271	
Creditors													
Balance b/fwd	0	(499)	0	(1,800)	(5,700)	(3,486)	(8,626)	(9,286)	(12,263)	(6,555)	(4,817)	(5,537)	
Stock purchases	0	0	0	0	0	0	0	0	(4,356)	(2,970)	(2,970)	(3,406)	
Other costs incurred per P&L	(499)	0	(1,800)	(5,700)	(3,486)	(8,626)	(9,286)	(12,263)	(2,199)	(1,847)	(2,567)	(1,855)	
Paid	0	499	0	1,800	5,700	3,486	8,626	9,286	12,263	6,555	4,817	5,537	
Balance c/fwd	(499)	0	(1,800)	(5,700)	(3,486)	(8,626)	(9,286)	(12,263)	(6,555)	(4,817)	(5,537)	(5,260)	
Building													
Balance b/fwd	0	0	0	0	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	
Balance b/fwd	0	0	0	0	0	138,871	138,871	138,871	138,871	138,640	138,408	138,177	
Additions	0	0	0	0	138,871	0	0	0	0	0	0	0	138,871
Depreciation	0	0	0	0	0	0	0	0	(231)	(231)	(231)	(231)	(926)
Balance c/fwd	0	0	0	0	138,871	138,871	138,871	138,871	138,640	138,408	138,177	137,945	

[illegible]

[illegible]

[illegible]

Stripe Fee, 25p	0	0	0	0	0	0	0	0	0	0	0	0	
Number of transactions	0	0	0	0	0	0	0	0	0	0	0	0	
Total stripe	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	

Profit & Loss account

Balance b/fwd	9,499	11,166	13,250	13,833	11,166	344	(1,428)	1,250	(8,553)	(1,274)	6,300	13,223	
Profit/(loss)	1,667	2,083	583	(2,667)	(10,822)	(1,772)	2,678	(9,803)	7,279	7,573	6,923	7,339	

Share Interest

Balance c/fwd	11,166	13,250	13,833	11,166	344	(1,428)	1,250	(8,553)	(1,274)	6,300	13,223	20,562	
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Total	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)
WORKINGS												
Overheads - summary												
Payroll	0	0	0	0	0	0	0	0	0	0	0	0
Payable with creditors	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)
Paid in month	0	0	0	0	0	0	0	0	0	0	0	0
Prepaid	0	0	0	0	0	0	0	0	0	0	0	0
Audit accrued and paid annually	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)
	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)	(2,122)
Payroll												
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Months payroll costs PAYE	0	0	0	0	0	0	0	0	0	0	0	0
Paid	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Payroll + costs												
Payroll paid	(707)	(884)	(707)	(707)	(884)	(707)	(707)	(884)	(707)	(707)	(884)	(707)
Costs paid	0	0	0	0	0	0	0	0	0	0	0	0
Total	(707)	(884)	(707)	(707)	(884)	(707)	(707)	(884)	(707)	(707)	(884)	(707)
Debtors												
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Paid in month	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Accruals												
Balance b/fwd	0	(108)	(217)	(325)	(433)	(542)	(650)	(758)	(867)	(975)	(1,083)	(1,192)
Accountancy	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)
Less paid												
Balance c/fwd	(108)	(217)	(325)	(433)	(542)	(650)	(758)	(867)	(975)	(1,083)	(1,192)	(1,300)
Stock												
Balance b/fwd	1,271	1,155	1,155	1,386	1,386	1,386	1,386	1,617	1,617	1,617	1,386	1,386
Purchases	2,360	2,475	3,201	2,970	2,970	2,970	3,696	3,465	3,465	2,739	2,970	4,422
Transfer to cost of sales	(2,475)	(2,475)	(2,970)	(2,970)	(2,970)	(2,970)	(3,465)	(3,465)	(3,465)	(2,970)	(2,970)	(3,960)
Balance c/fwd	1,155	1,155	1,386	1,386	1,386	1,386	1,617	1,617	1,617	1,386	1,386	1,848
Creditors												
Balance b/fwd	(5,260)	(5,378)	(5,517)	(6,388)	(6,111)	(6,111)	(6,111)	(6,982)	(6,705)	(6,705)	(5,833)	(6,111)
Stock purchases	(2,831)	(2,970)	(3,841)	(3,564)	(3,564)	(3,564)	(4,435)	(4,158)	(4,158)	(3,287)	(3,564)	(5,306)
Other costs incurred per P&L	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)	(2,547)
Paid	5,260	5,378	5,517	6,388	6,111	6,111	6,111	6,982	6,705	6,705	5,833	6,111
Balance c/fwd	(5,378)	(5,517)	(6,388)	(6,111)	(6,111)	(6,111)	(6,982)	(6,705)	(6,705)	(5,833)	(6,111)	(7,853)
Building												
Balance b/fwd	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871
166,645	137,945	137,714	137,482	137,251	137,019	136,788	136,556	136,325	136,094	135,862	135,631	135,399
Additions	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)
Balance c/fwd	137,714	137,482	137,251	137,019	136,788	136,556	136,325	136,094	135,862	135,631	135,399	135,168

	Professional fees	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Balance b/fwd	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
10,000	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	0	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Refurbishment, Bars	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000
	Balance b/fwd	286,080	285,600	285,120	284,640	284,160	283,680	283,200	282,720	282,240	281,760	280,800
	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)
	Balance c/fwd	285,600	285,120	284,640	284,160	283,680	283,200	282,720	282,240	281,760	281,280	280,320
	Refurbishment, Restaurant and lettings	0	0	0	0	0	85,000	170,000	255,000	340,000	425,000	510,000
	Balance b/fwd	0	0	0	0	0	0	84,858	169,575	254,150	338,583	422,875
	Additions	0	0	0	0	0	85,000	85,000	85,000	85,000	85,000	85,000
	Depreciation	0	0	0	0	0	(142)	(283)	(425)	(567)	(708)	(850)
	Balance c/fwd	0	0	0	0	0	84,858	169,575	254,150	338,583	422,875	507,025
	Furnishings and equipment	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200
	Balance b/fwd	7,927	7,858	7,790	7,722	7,653	7,585	7,517	7,448	7,380	7,312	7,243
8,200	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)
	Balance c/fwd	7,858	7,790	7,722	7,653	7,585	7,517	7,448	7,380	7,312	7,243	7,107
	Project Management	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Balance b/fwd	10,000	9,917	9,833	9,750	9,667	9,583	9,500	9,417	9,333	9,250	9,083
10,000	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)
	Balance c/fwd	9,917	9,833	9,750	9,667	9,583	9,500	9,417	9,333	9,250	9,167	9,000
	VAT											
	Balance b/fwd	(223)	(327)	(408)	(135)	(317)	(499)	(182)	16,582	33,299	16,717	33,490
	Output tax	(1,000)	(1,000)	(1,200)	(1,200)	(1,200)	(1,200)	(1,400)	(1,400)	(1,400)	(1,200)	(1,600)
	Input tax on direct costs	472	495	640	594	594	594	739	693	693	548	594
	Input tax on overheads	424	424	424	424	424	424	424	424	424	424	424
	Input tax on capex Building	0	0	0	0	0	0	0	0	0	0	0
	Input tax on Plans, QS and planning permission	0	0	0	0	0	0	0	0	0	0	0
	Input tax on capex, Refurb P2	0	0	0	0	0	0	0	0	0	0	0
	Input tax on capex, Refurb P3	0	0	0	0	0	0	17,000	17,000	17,000	17,000	17,000
	Input tax on furnishings and equipment	0	0	0	0	0	0	0	0	0	0	0
	Paid/(reclaimed)			408			499		(33,299)			(50,308)
	Balance c/fwd	(327)	(408)	(135)	(317)	(499)	(182)	16,582	33,299	16,717	33,490	16,709
	Corporation tax											
	Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0
	Provided	0	0	0	0	0	0	0	0	0	0	0
	Paid											
	Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0

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Stripe Fee, 25p	0	0	0	0	0	0	0	0	0	0	0	0
Number of transactions	0	0	0	0	0	0	0	0	0	0	0	0
Total stripe	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0
Profit & Loss account												
Balance b/fwd	20,562	24,912	29,085	28,940	28,796	28,474	28,580	29,553	30,123	30,672	30,802	30,529
Profit/(loss)	4,350	4,173	(145)	(144)	(321)	106	973	570	549	130	(273)	881
Share Interest												
Balance c/fwd	24,912	29,085	28,940	28,796	28,474	28,580	29,553	30,123	30,672	30,802	30,529	31,410

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(25,465)	Total	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)
WORKINGS												
Overheads - summary												
0	Payroll	0	0	0	0	0	0	0	0	0	0	0
(24,165)	Payable with creditors	(2,108)	(2,108)	(2,108)	(2,108)	(2,108)	(2,108)	(2,108)	(2,108)	(2,108)	(2,108)	(2,108)
0	Paid in month	0	0	0	0	0	0	0	0	0	0	0
0	Prepaid	0	0	0	0	0	0	0	0	0	0	0
(1,300)	Audit accrued and paid annually	(114)	(114)	(114)	(114)	(114)	(114)	(114)	(114)	(114)	(114)	(114)
(25,465)		(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)	(2,221)
Payroll												
	Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0
	Months payroll costs	0	0	0	0	0	0	0	0	0	0	0
	Paid	0	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0
Payroll + costs												
(9,194)	Payroll paid	(734)	(918)	(734)	(734)	(918)	(734)	(1,564)	(1,955)	(1,564)	(1,564)	(1,955)
0	Costs paid	0	0	0	0	0	0	0	0	0	0	0
(9,194)	Total	(734)	(918)	(734)	(734)	(918)	(734)	(1,564)	(1,955)	(1,564)	(1,564)	(1,955)
Debtors												
	Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0
	Paid in month	0	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0
Accruals												
	Balance b/fwd	(1,300)	(114)	(228)	(341)	(455)	(569)	(683)	(796)	(910)	(1,024)	(1,138)
	Accountancy	(114)	(114)	(114)	(114)	(114)	(114)	(114)	(114)	(114)	(114)	(114)
	Less paid	1,300	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	(114)	(228)	(341)	(455)	(569)	(683)	(796)	(910)	(1,024)	(1,138)	(1,251)
Stock												
	Balance b/fwd	1,848	1,386	1,848	1,848	1,848	2,079	2,310	2,217	2,217	2,217	2,217
	Purchases	2,508	4,422	3,960	3,960	4,686	5,181	4,657	4,750	4,750	4,750	5,447
	Transfer to cost of sales	(2,970)	(3,960)	(3,960)	(3,960)	(4,455)	(4,950)	(4,750)	(4,750)	(4,750)	(4,750)	(5,225)
	Balance c/fwd	1,386	1,848	1,848	1,848	2,079	2,310	2,217	2,217	2,217	2,217	2,438
Creditors												
	Balance b/fwd	(7,853)	(5,675)	(7,972)	(7,418)	(7,418)	(8,289)	(8,883)	(8,254)	(8,366)	(8,366)	(8,366)
	Stock purchases	(3,010)	(5,306)	(4,752)	(4,752)	(5,623)	(6,217)	(5,588)	(5,700)	(5,700)	(5,700)	(6,536)
	Other costs incurred per P&L	(2,666)	(2,666)	(2,666)	(2,666)	(2,666)	(2,666)	(2,666)	(2,666)	(2,666)	(2,666)	(2,666)
	Paid	7,853	5,675	7,972	7,418	7,418	8,289	8,883	8,254	8,366	8,366	8,366
	Balance c/fwd	(5,675)	(7,972)	(7,418)	(7,418)	(8,289)	(8,883)	(8,254)	(8,366)	(8,366)	(8,366)	(9,202)
138,871	166,645	Building	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871
		Balance b/fwd	135,168	134,936	134,705	134,473	134,242	134,011	133,779	133,548	133,316	133,085
0	0	Additions	0	0	0	0	0	0	0	0	0	0
(2,777)		Depreciation	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)
		Balance c/fwd	134,936	134,705	134,473	134,242	134,011	133,779	133,548	133,316	133,085	132,853

10,000	10,000	Professional fees	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
		Balance b/fwd	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
0	0	Additions	0	0	0	0	0	0	0	0	0	0	0
0		Depreciation	0	0	0	0	0	0	0	0	0	0	0
		Balance c/fwd	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
288,000		Refurbishment, Bars	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000
		Balance b/fwd	280,320	279,840	279,360	278,880	278,400	277,920	277,440	276,960	276,480	275,520	275,040
0		Additions	0	0	0	0	0	0	0	0	0	0	0
(5,760)		Depreciation	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)
		Balance c/fwd	279,840	279,360	278,880	278,400	277,920	277,440	276,960	276,480	276,000	275,520	275,040
510,000		Refurbishment, Restaurant and lettings	540,000	570,000	570,000	570,000	600,000	600,000	630,000	630,000	630,000	630,000	630,000
		Balance b/fwd	507,025	536,125	565,175	564,225	563,275	592,275	591,275	620,225	619,175	618,125	617,075
510,000		Additions	30,000	30,000	0	0	30,000	0	30,000	0	0	0	0
(2,975)		Depreciation	(900)	(950)	(950)	(950)	(1,000)	(1,000)	(1,050)	(1,050)	(1,050)	(1,050)	(1,050)
		Balance c/fwd	536,125	565,175	564,225	563,275	592,275	591,275	620,225	619,175	618,125	617,075	616,025
8,200		Furnishings and equipment	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200
		Balance b/fwd	7,107	7,038	6,970	6,902	6,833	6,765	6,697	6,628	6,560	6,492	6,423
0		Additions	0	0	0	0	0	0	0	0	0	0	0
(820)		Depreciation	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)
		Balance c/fwd	7,038	6,970	6,902	6,833	6,765	6,697	6,628	6,560	6,492	6,423	6,355
10,000		Project Management	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
		Balance b/fwd	9,000	8,917	8,833	8,750	8,667	8,583	8,500	8,417	8,333	8,250	8,167
0		Additions	0	0	0	0	0	0	0	0	0	0	0
(1,000)		Depreciation	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)
		Balance c/fwd	8,917	8,833	8,750	8,667	8,583	8,500	8,417	8,333	8,250	8,167	8,083
		VAT											
148,306		Balance b/fwd	16,709	16,455	16,183	(364)	(727)	(1,146)	(520)	(1,144)	(1,750)	(606)	(1,211)
(15,000)		Output tax	(1,200)	(1,600)	(1,600)	(1,600)	(1,800)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,200)
7,541		Input tax on direct costs	502	884	792	792	937	1,036	931	950	950	950	1,089
5,093		Input tax on overheads	444	444	444	444	444	444	444	444	444	444	444
0		Input tax on capex Building	0	0	0	0	0	0	0	0	0	0	0
		Input tax on Plans, QS and planning permission	0	0	0	0	0	0	0	0	0	0	0
0		Input tax on capex, Refurb P2	0	0	0	0	0	0	0	0	0	0	0
		Input tax on capex, Refurb P3	0	0	0	0	0	0	0	0	0	0	0
0		Input tax on furnishings and equipment	0	0	0	0	0	0	0	0	0	0	0
(82,701)		Paid/(reclaimed)	0	0	(16,183)	0	0	1,146	0	0	1,750	0	1,817
		Balance c/fwd	16,455	16,183	(364)	(727)	(1,146)	(520)	(1,144)	(1,750)	(606)	(1,211)	(1,817)
		Corporation tax											
		Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0
		Provided	0	0	0	0	0	0	0	0	0	0	0
		Paid											
		Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0

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Stripe Fee, 25p
Number of transactions
Total stripe

Profit & Loss account

Balance b/fwd	31,410	31,072	31,488	32,144	32,552	33,209	34,557	35,201	35,457	36,104	36,754	37,014
Profit/(loss)	(338)	416	656	408	657	1,348	645	256	647	649	260	1,178

Share Interest

Balance c/fwd	31,072	31,488	32,144	32,552	33,209	34,557	35,201	35,457	36,104	36,754	37,014	38,192
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(26,657)	Total	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)
	WORKINGS											
	Overheads - summary											
0	Payroll	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
(25,292)	Payable with creditors	(2,412)	(2,412)	(2,412)	(2,412)	(2,412)	(2,412)	(2,412)	(2,412)	(2,412)	(2,412)	(2,412)
0	Paid in month	0	0	0	0	0	0	0	0	0	0	0
0	Prepaid	0	0	0	0	0	0	0	0	0	0	0
(1,365)	Audit accrued and paid annually	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)
(26,657)		(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)	(2,537)
	Payroll											
	Balance b/fwd	0	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
	Months payroll costs	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
	Paid	0	112	112	112	112	112	112	112	112	112	112
	Balance c/fwd	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
	Payroll + costs											
(14,940)	Payroll paid	(2,186)	(2,733)	(2,186)	(2,186)	(2,733)	(2,186)	(2,186)	(2,733)	(2,186)	(2,733)	(2,186)
0	Costs paid	0	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
(14,940)	Total	(2,186)	(2,845)	(2,299)	(2,299)	(2,845)	(2,299)	(2,299)	(2,845)	(2,299)	(2,299)	(2,299)
	Debtors											
	Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0
	Paid in month	0	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0
	Accruals											
	Balance b/fwd	(1,365)	(125)	(250)	(375)	(500)	(625)	(750)	(875)	(1,000)	(1,125)	(1,375)
	Accountancy	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)
	Less paid	1,365	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	(125)	(250)	(375)	(500)	(625)	(750)	(875)	(1,000)	(1,125)	(1,375)	(1,500)
	Stock											
	Balance b/fwd	2,438	2,520	2,835	3,150	3,150	3,465	3,465	3,465	3,465	3,150	2,835
	Purchases	5,482	6,390	7,065	6,750	7,740	7,425	7,425	7,425	6,435	5,760	6,075
	Transfer to cost of sales	(5,400)	(6,075)	(6,750)	(6,750)	(7,425)	(7,425)	(7,425)	(7,425)	(6,750)	(6,075)	(7,425)
	Balance c/fwd	2,520	2,835	3,150	3,150	3,465	3,465	3,465	3,465	3,150	2,835	3,465
	Creditors											
	Balance b/fwd	(9,202)	(9,623)	(10,713)	(11,523)	(11,145)	(12,333)	(11,955)	(11,955)	(11,955)	(10,767)	(9,957)
	Stock purchases	(6,578)	(7,668)	(8,478)	(8,100)	(9,288)	(8,910)	(8,910)	(8,910)	(7,722)	(6,912)	(7,290)
	Other costs incurred per P&L	(3,045)	(3,045)	(3,045)	(3,045)	(3,045)	(3,045)	(3,045)	(3,045)	(3,045)	(3,045)	(3,045)
	Paid	9,202	9,623	10,713	11,523	11,145	12,333	11,955	11,955	11,955	10,767	9,957
	Balance c/fwd	(9,623)	(10,713)	(11,523)	(11,145)	(12,333)	(11,955)	(11,955)	(11,955)	(10,767)	(9,957)	(10,335)
	Building											
	Balance b/fwd	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871
	Balance b/fwd	132,390	132,159	131,927	131,696	131,465	131,233	131,002	130,770	130,539	130,307	130,076
	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)
	Balance c/fwd	132,159	131,927	131,696	131,465	131,233	131,002	130,770	130,539	130,307	130,076	129,844

	Professional fees	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Balance b/fwd	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	0	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Refurbishment, Bars	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000
	Balance b/fwd	274,560	274,080	273,600	273,120	272,640	272,160	271,680	271,200	270,720	270,240	269,760
	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)
	Balance c/fwd	274,080	273,600	273,120	272,640	272,160	271,680	271,200	270,720	270,240	269,760	268,800
	Refurbishment, Restaurant and lettings	640,000	640,000	650,000	650,000	660,000	660,000	667,000	667,000	667,000	667,000	667,000
	Balance b/fwd	614,975	623,908	622,842	631,758	630,675	639,575	638,475	644,363	643,252	642,140	641,028
	Additions	10,000	0	10,000	0	10,000	0	7,000	0	0	0	0
	Depreciation	(1,067)	(1,067)	(1,083)	(1,083)	(1,100)	(1,100)	(1,112)	(1,112)	(1,112)	(1,112)	(1,112)
	Balance c/fwd	623,908	622,842	631,758	630,675	639,575	638,475	644,363	643,252	642,140	641,028	639,917
	Furnishings and equipment	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200
	Balance b/fwd	6,287	6,218	6,150	6,082	6,013	5,945	5,877	5,808	5,740	5,672	5,603
	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)	(68)
	Balance c/fwd	6,218	6,150	6,082	6,013	5,945	5,877	5,808	5,740	5,672	5,603	5,535
	Project Management	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Balance b/fwd	8,000	7,917	7,833	7,750	7,667	7,583	7,500	7,417	7,333	7,250	7,167
	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)
	Balance c/fwd	7,917	7,833	7,750	7,667	7,583	7,500	7,417	7,333	7,250	7,167	7,083
	VAT											
40,062	Balance b/fwd	(666)	(1,463)	(2,377)	(1,080)	(2,222)	(3,467)	(1,308)	(2,615)	(3,923)	(1,206)	(2,246)
(22,000)	Output tax	(2,400)	(2,700)	(3,000)	(3,000)	(3,300)	(3,300)	(3,300)	(3,300)	(3,000)	(2,700)	(2,700)
10,764	Input tax on direct costs	1,096	1,278	1,413	1,350	1,548	1,485	1,485	1,485	1,287	1,152	1,215
5,331	Input tax on overheads	507	507	507	507	507	507	507	507	507	507	507
0	Input tax on capex Building	0	0	0	0	0	0	0	0	0	0	0
0	Input tax on Plans, QS and planning permission	0	0	0	0	0	0	0	0	0	0	0
0	Input tax on capex, Refurb P2	0	0	0	0	0	0	0	0	0	0	0
0	Input tax on capex, Refurb P3	0	0	0	0	0	0	0	0	0	0	0
0	Input tax on capex, Fixtures and Fittings	0	0	0	0	0	0	0	0	0	0	0
(11,471)	Paid/(reclaimed)	0	0	2,377	0	0	3,467	0	0	3,923	0	0
	Balance c/fwd	(1,463)	(2,377)	(1,080)	(2,222)	(3,467)	(1,308)	(2,615)	(3,923)	(1,206)	(2,246)	(3,224)
	Corporation tax											
	Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0
	Provided	0	0	0	0	0	0	0	0	0	0	0
	Paid											
	Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0

Cumulative PCTCT	19,369	20,790	23,566	26,341	29,379	32,963	36,535	39,561	42,308	44,231	45,607	49,179
Interest												
Minimum balance												
Interest on credit balances	20	24	17	21	17	19	18	22	22	24	27	24
Interest on OD balances	0	0	0	0	0	0	0	0	0	0	0	0
Community Ownership Fund (capital)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Balance b/fwd	190,667	190,333	190,000	189,667	189,333	189,000	188,667	188,333	188,000	187,667	187,333	187,000
Amount rec'd												
released to P&L	333	333	333	333	333	333	333	333	333	333	333	333
Balance c/fwd	190,333	190,000	189,667	189,333	189,000	188,667	188,333	188,000	187,667	187,333	187,000	186,667
Community Ownership Fund (revenue)	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Amount rec'd												
released to P&L	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Community Facilities Programme (Capital)	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Balance b/fwd	289,333	288,833	288,333	287,833	287,333	286,833	286,333	285,833	285,333	284,833	284,333	283,833
Amount rec'd												
released to P&L	500	500	500	500	500	500	500	500	500	500	500	500
Balance c/fwd	288,833	288,333	287,833	287,333	286,833	286,333	285,833	285,333	284,833	284,333	283,833	283,333
National Lottery	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Balance b/fwd	243,125	242,708	242,292	241,875	241,458	241,042	240,625	240,208	239,792	239,375	238,958	238,542
Amount rec'd												
released to P&L	417	417	417	417	417	417	417	417	417	417	417	417
Balance c/fwd	242,708	242,292	241,875	241,458	241,042	240,625	240,208	239,792	239,375	238,958	238,542	238,125
Garfield Weston	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Balance b/fwd	58,700	58,600	58,500	58,400	58,300	58,200	58,100	58,000	57,900	57,800	57,700	57,600
Amount rec'd												
released to P&L	100	100	100	100	100	100	100	100	100	100	100	100
Balance c/fwd	58,600	58,500	58,400	58,300	58,200	58,100	58,000	57,900	57,800	57,700	57,600	57,500
AHF	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Amount rec'd												
released to P&L	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Fundraising	0	0	0	0	0	0	0	0	0	0	0	0
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Amount rec'd	0	0	0	0	0	0	0	0	0	0	0	0
released to P&L	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Loan 1												
Balance b/fwd	52,223	52,468	52,712	52,956	53,199	53,442	53,684	53,925	54,165	54,405	54,644	54,882

Yr 3

[illegible]

Stripe Fee, 25p
Number of transactions
Total stripe

Profit & Loss account												
Balance b/fwd	38,192	38,510	39,110	41,060	43,013	45,225	47,986	50,735	52,942	54,872	55,979	56,544
Profit/(loss)	318	600	1,949	1,953	2,212	2,761	2,749	2,207	1,929	1,108	565	2,759
Share Interest												
Balance c/fwd	38,510	39,110	41,060	43,013	45,225	47,986	50,735	52,942	54,872	55,979	56,544	59,304

		2028												
		Yr 4	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total			1	2	3	4	5	6	7	8	9	10	11	12
365.00	Days		31	28	31	30	31	30	31	31	30	31	30	31
52.00	Weeks		4	5	4	4	5	4	4	5	4	4	5	4
100%	Seasonality		4%	5%	7%	9%	11%	12%	12%	12%	8%	4%	4%	12%
Sales														
90,000	Wet		5,600	6,000	6,800	6,800	7,600	7,600	8,000	8,000	7,200	6,800	6,000	8,000
90,000	Dry		8,400	9,000	10,200	10,200	11,400	11,400	12,000	12,000	10,800	10,200	9,000	12,000
	Lettings				1,000	1,500	2,000	2,000	2,000	2,000	2,000	2,000	500	1,000
180,000	Total		14,000	15,000	18,000	18,500	21,000	21,000	22,000	22,000	20,000	19,000	15,500	21,000
Cost of sales														
(45,000)	Wet		(2,800)	(3,000)	(3,400)	(3,400)	(3,800)	(3,800)	(4,000)	(4,000)	(3,600)	(3,400)	(3,000)	(4,000)
(36,000)	Dry		(3,360)	(3,600)	(4,080)	(4,080)	(4,560)	(4,560)	(4,800)	(4,800)	(4,320)	(4,080)	(3,600)	(4,800)
(81,000)	Total		(6,160)	(6,600)	(7,480)	(7,480)	(8,360)	(8,360)	(8,800)	(8,800)	(7,920)	(7,480)	(6,600)	(8,800)
Staff costs														
(14,577)	Bar supervisor		(1,579)	(1,973)	(1,579)	(1,579)	(1,973)	(1,579)	(1,579)	(1,973)	(1,579)	(1,579)	(1,973)	(1,579)
(2,912)	Cleaner		(464)	(580)	(464)	(464)	(580)	(464)	(464)	(580)	(464)	(464)	(580)	(464)
(10,932)	Chef		(2,009)	(2,512)	(2,009)	(2,009)	(2,512)	(2,009)	(2,009)	(2,512)	(2,009)	(2,009)	(2,512)	(2,009)
0	Other		0	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
(1,350)	Payroll costs		(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)
(29,771)	Total		(4,402)	(5,415)	(4,402)	(4,402)	(5,415)	(4,402)	(4,402)	(5,415)	(4,402)	(4,402)	(5,415)	(4,402)
Overheads														
(5,908)	Insurance		(316)	(316)	(316)	(316)	(316)	(316)	(316)	(316)	(316)	(316)	(316)	(316)
0	Business Rates		0	0	0	0	0	0	0	0	0	0	0	0
0	Council Tax		0	0	0	0	0	0	0	0	0	0	0	0
0	Gas		0	0	0	0	0	0	0	0	0	0	0	0
(7,203)	Electricity		(704)	(704)	(704)	(704)	(704)	(704)	(704)	(704)	(704)	(704)	(704)	(704)
(720)	Water Rates		(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)
(1,530)	Waste Collection		(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)
0	Cellar Running Costs		0	0	0	0	0	0	0	0	0	0	0	0
(2,434)	Card Processing Fees		(238)	(238)	(238)	(238)	(238)	(238)	(238)	(238)	(238)	(238)	(238)	(238)
0	Professional Fees		0	0	0	0	0	0	0	0	0	0	0	0
(1,500)	Accountancy Costs		(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)
(1,200)	Legal & Professional fees		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
(630)	Subscriptions		(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)
(275)	PAT Testing of Electrical Appliances		(29)	(29)	(29)	(29)	(29)	(29)	(29)	(29)	(29)	(29)	(29)	(29)
(873)	PPL & PRS Music & Bar Licences		(74)	(74)	(74)	(74)	(74)	(74)	(74)	(74)	(74)	(74)	(74)	(74)
(1,500)	Cleaning Materials & Equipment		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
(627)	Telephone & Internet		(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)
(1,000)	Printing & Stationery		(38)	(38)	(38)	(38)	(38)	(38)	(38)	(38)	(38)	(38)	(38)	(38)
(2,470)	Marketing & Website		(206)	(206)	(206)	(206)	(206)	(206)	(206)	(206)	(206)	(206)	(206)	(206)
(1,200)	Training		(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)
(1,379)	Sundries		(118)	(118)	(118)	(118)	(118)	(118)	(118)	(118)	(118)	(118)	(118)	(118)

(30,449)	Total	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)
	WORKINGS											
	Overheads - summary											
(1,350)	Payroll	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)
(28,949)	Payable with creditors	(2,375)	(2,375)	(2,375)	(2,375)	(2,375)	(2,375)	(2,375)	(2,375)	(2,375)	(2,375)	(2,375)
0	Paid in month	0	0	0	0	0	0	0	0	0	0	0
0	Prepaid	0	0	0	0	0	0	0	0	0	0	0
(1,500)	Audit accrued and paid annually	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)
(30,449)		(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)	(2,504)
	Payroll											
	Balance b/fwd	(112)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)
	Months payroll costs	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)
	Paid	112	350	350	350	350	350	350	350	350	350	350
	Balance c/fwd	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)
	Payroll + costs											
(28,421)	Payroll paid	(4,052)	(5,065)	(4,052)	(4,052)	(5,065)	(4,052)	(4,052)	(5,065)	(4,052)	(5,065)	(4,052)
(1,237)	Costs paid	(112)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)
(29,658)	Total	(4,164)	(5,415)	(4,402)	(4,402)	(5,415)	(4,402)	(4,402)	(5,415)	(4,402)	(5,415)	(4,402)
	Debtors											
	Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0
	Paid in month	0	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0
	Accruals											
	Balance b/fwd	(1,500)	(129)	(258)	(388)	(517)	(646)	(775)	(904)	(1,033)	(1,163)	(1,421)
	Accountancy	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)
	Less paid	1,500	0	0	0	0	0	0	0	0	0	0
	Balance c/fwd	(129)	(258)	(388)	(517)	(646)	(775)	(904)	(1,033)	(1,163)	(1,292)	(1,550)
	Stock											
	Balance b/fwd	3,465	2,875	3,080	3,491	3,491	3,901	3,901	4,107	4,107	3,696	3,491
	Purchases	5,570	6,805	7,891	7,480	8,771	8,360	9,005	8,800	7,509	7,275	6,189
	Transfer to cost of sales	(6,160)	(6,600)	(7,480)	(7,480)	(8,360)	(8,360)	(8,800)	(8,800)	(7,920)	(7,480)	(6,600)
	Balance c/fwd	2,875	3,080	3,491	3,491	3,901	3,901	4,107	4,107	3,696	3,491	3,080
	Creditors											
	Balance b/fwd	(12,711)	(9,689)	(11,172)	(12,474)	(11,981)	(13,530)	(13,037)	(13,812)	(13,565)	(12,016)	(11,735)
	Stock purchases	(6,684)	(8,166)	(9,469)	(8,976)	(10,525)	(10,032)	(10,806)	(10,560)	(9,011)	(8,730)	(7,427)
	Other costs incurred per P&L	(3,005)	(3,005)	(3,005)	(3,005)	(3,005)	(3,005)	(3,005)	(3,005)	(3,005)	(3,005)	(3,005)
	Paid	12,711	9,689	11,172	12,474	11,981	13,530	13,037	13,812	13,565	12,016	11,735
	Balance c/fwd	(9,689)	(11,172)	(12,474)	(11,981)	(13,530)	(13,037)	(13,812)	(13,565)	(12,016)	(11,735)	(10,432)
	Building											
	Balance b/fwd	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871	138,871
	Balance b/fwd	129,613	129,381	129,150	128,919	128,687	128,456	128,224	127,993	127,761	127,530	127,298
	Additions	0	0	0	0	0	0	0	0	0	0	0
	Depreciation	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)	(231)
	Balance c/fwd	129,381	129,150	128,919	128,687	128,456	128,224	127,993	127,761	127,530	127,298	126,836

[illegible]

Cumulative PCTCT	49,442	49,252	52,195	55,638	59,688	64,751	70,374	74,984	79,487	83,430	83,740	88,363
Interest												
Minimum balance												
Interest on credit balances	22	22	23	26	30	30	36	41	39	43	42	39
Interest on OD balances	0	0	0	0	0	0	0	0	0	0	0	0
Community Ownership Fund (capital)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Balance b/fwd	186,667	186,333	186,000	185,667	185,333	185,000	184,667	184,333	184,000	183,667	183,333	183,000
Amount rec'd												
released to P&L	333	333	333	333	333	333	333	333	333	333	333	333
Balance c/fwd	186,333	186,000	185,667	185,333	185,000	184,667	184,333	184,000	183,667	183,333	183,000	182,667
Community Ownership Fund (revenue)	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Amount rec'd												
released to P&L	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Community Facilities Programme (Capital)	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Balance b/fwd	283,333	282,833	282,333	281,833	281,333	280,833	280,333	279,833	279,333	278,833	278,333	277,833
Amount rec'd												
released to P&L	500	500	500	500	500	500	500	500	500	500	500	500
Balance c/fwd	282,833	282,333	281,833	281,333	280,833	280,333	279,833	279,333	278,833	278,333	277,833	277,333
National Lottery	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Balance b/fwd	238,125	237,708	237,292	236,875	236,458	236,042	235,625	235,208	234,792	234,375	233,958	233,542
Amount rec'd												
released to P&L	417	417	417	417	417	417	417	417	417	417	417	417
Balance c/fwd	237,708	237,292	236,875	236,458	236,042	235,625	235,208	234,792	234,375	233,958	233,542	233,125
Garfield Weston	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Balance b/fwd	57,500	57,400	57,300	57,200	57,100	57,000	56,900	56,800	56,700	56,600	56,500	56,400
Amount rec'd												
released to P&L	100	100	100	100	100	100	100	100	100	100	100	100
Balance c/fwd	57,400	57,300	57,200	57,100	57,000	56,900	56,800	56,700	56,600	56,500	56,400	56,300
AHF	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Amount rec'd												
released to P&L	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Fundraising	0	0	0	0	0	0	0	0	0	0	0	0
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Amount rec'd	0	0	0	0	0	0	0	0	0	0	0	0
released to P&L	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Loan 1												
Balance b/fwd	55,120	55,356	55,592	55,827	56,061	56,294	56,526	56,757	56,986	57,215	57,443	57,670

Yr 4

Amount rec'd												
Conversion to Shares												
Capital repaid	237	236	235	234	233	232	231	230	229	228	227	225
Balance c/fwd	55,356	55,592	55,827	56,061	56,294	56,526	56,757	56,986	57,215	57,443	57,670	57,895
Due within 1 year	2,539	2,303	2,068	1,834	1,601	1,369	1,138	908	680	452	225	0
Due more than 1 year	57,895	57,895	57,895	57,895	57,895	57,895	57,895	57,895	57,895	57,895	57,895	57,895
	23	24	25	26	27	28	29	30	31	32	33	34
Interest pyts	(237)	(236)	(235)	(234)	(233)	(232)	(231)	(230)	(229)	(228)	(227)	(225)
Capital pyts	237	236	235	234	233	232	231	230	229	228	227	225
Total pyts	0	0	0	0	0	0	0	0	0	0	0	0
Loan 2												
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Amount rec'd												
Capital repaid	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Due within 1 year	0	0	0	0	0	0	0	0	0	0	0	0
Due more than 1 year	0	0	0	0	0	0	0	0	0	0	0	0
	1	1	1	1	1	1	1	1	1	1	1	1
Interest pyts	0	0	0	0	0	0	0	0	0	0	0	0
Capital pyts	0	0	0	0	0	0	0	0	0	0	0	0
Total pyts	0	0	0	0	0	0	0	0	0	0	0	0
Balance b/fwd	180,000	178,000	176,000	174,000	172,000	170,000	168,000	166,000	164,000	162,000	160,000	158,000
Provided/Introduced												
Booster												
Withdrawn	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Balance c/fwd	178,000	176,000	174,000	172,000	170,000	168,000	166,000	164,000	162,000	160,000	158,000	156,000
Booster	0	0	0	0	0	0	0	0	0	0	0	0
Balance b/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Amount rec'd												
released to P&L	0	0	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	0	0	0	0	0	0	0	0	0	0	0
Share interest												
Share Interest accrued	600	593	587	580	573	567	560	553	547	540	533	527
Balance b/fwd	0	600	1,193	1,780	2,360	2,933	3,500	4,060	4,613	5,160	5,700	6,233
Share Interest paid												
Balance c/fwd	600	1,193	1,780	2,360	2,933	3,500	4,060	4,613	5,160	5,700	6,233	0

Stripe Fee, 25p
Number of transactions
Total stripe

Profit & Loss account

Balance b/fwd	59,304	58,752	57,755	59,899	62,554	65,828	70,123	74,991	78,858	82,625	85,842	85,435
Profit/(loss)	(552)	(997)	2,144	2,655	3,274	4,295	4,868	3,867	3,766	3,218	(408)	3,910

Share Interest

Balance c/fwd	58,752	57,755	59,899	62,554	65,828	70,123	74,991	78,858	82,625	85,842	85,435	89,345
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Total
365.00
52.00
100%

84,400
126,600
16,000
227,000

(42,200)
(50,640)
(92,840)

(20,523)
(6,032)
(26,121)
0
0
(4,201)
(56,877)

(3,786)
0
0
0
(8,450)

(1,000)
(1,818)
0
(2,853)
0
(1,550)
(1,200)
(650)
(350)
(886)
(1,200)
(663)
(450)
(2,475)
(1,300)
(1,421)

(30,052)

(4,201)

(28,502)

0

0

(1,550)

(30,052)

(52,676)

(3,964)

(56,640)

Capital Cost summary

	Net	Vat	Gross
Phase 1			
Purchase of Radnor Arms	115,000	23,000	138,000
Interim Owners expenses and costs			
Sub total	23,871	4,774	28,645
Total phase 1	138,871	27,774	166,645
Phase 2			
Renovation of bars and equipment (inc contingency)	288,000	57,600	345,600
Phases 1 and 2	426,871	85,374	512,245
Phase 3			
Construction works (including contingency of 10%)	667,000	133,400	800,400
Total	667,000	133,400	800,400

Radnor Arms purchase and phase 1

	Net	Vat	Gross
Phase 1			
Purchase of Radnor Arms	115,000	23,000	138,000
Interim Owners expenses and costs			
Auction Fees	2,271	454	2,725
Maintenance	2,645	529	3,174
Web hosting and marketing	513	103	616
Health and Safety	796	159	955
Asbestos removal	12,000	2,400	14,400
Rent	5,646	1,129	6,775
Sub total	23,871	4,774	28,645
Total phase 1	138,871	27,774	166,645

Phase 2, Renovation of bars and equipment

	Net	Vat	Gross
External works	140,000	28,000	168,000
Internal works	118,000	23,600	141,600
	258,000	51,600	309,600
Contingency	30,000	6,000	36,000
Total	288,000	57,600	345,600
Start up equipment			
Cellar	2,500	500	3,000
Fridges and collers	1,200	240	1,440
Glass washer	1,000	200	1,200
Food storage	1,500	300	1,800
Sundry bar equipment	1,500	300	1,800
Cash payment terminal	500	100	600
	8,200	1,640	9,840
Opening stock	3,630	726	4,356
Training	1,300	260	1,560
Total	13,130	2,626	15,756

Renovation lettings

Phase 3

Construction works (including contingency of 10%)	667,000	133,400	800,400
Total	667,000	133,400	800,400

Capital Cost summary

Capit

	Net	Vat	Gross
Phase 1			
Purchase of Radnor Arms	115,000	23,000	138,000
Interim Owners expenses and costs			
Sub total	23,871	4,774	28,645
Total phase 1	138,871	27,774	166,645
Phase 2			
Renovation of bars and equipment (inc contingency)	288,000	57,600	345,600
Phases 1 and 2	426,871	85,374	512,245
Phase 3			
Restaurant and lettings construction works (including contingency of 10%)	667,000	133,400	800,400
Total	667,000	133,400	800,400

Phas

tal and Revenue Funding

	Total	Phases 1 and 2	
Community Ownership Fund (Capital)	200,000	200,000	
Share Investment	180,000	180,000	
Community Facilities Programme (Capital)	300,000	21,871	To be applied for
Fundraising	25,000	25,000	
		426,871	

	Total	Phase 3	
Community Facilities Programme (Capital)		278,129	To be applied for
Garfield Weston		60,000	To be applied for
National Lottery		250,000	To be applied for
Loan		78,871	To be applied for
		667,000	

e 3

Rev grants: COF and AHF

Total = £50,000

**COF
Net**

-**AHF
Net**Digital, Topographic and Ground Investigation and
Drain Surveys

3,800

Design scheme for windows, ext doors, roof structure,
all necessary repairs and spec of materials

4,000

pre-app meeting with planners and conservation
officer, Planning fees

1,200

Other legal fees

1,000**10,000**

[illegible]

Table 1: Data for Table 1

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
2	2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48	50	52	54	56	58	60	62	64	66	68	70	72	74	76	78	80	82	84	86	88	90	92	94	96	98	100	102	104	106	108	110	112	114	116	118	120	122	124	126	128	130	132	134	136	138	140	142	144	146	148	150	152	154	156	158	160	162	164	166	168	170	172	174	176	178	180	182	184	186	188	190	192	194	196	198	200
3	3	6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	54	57	60	63	66	69	72	75	78	81	84	87	90	93	96	99	102	105	108	111	114	117	120	123	126	129	132	135	138	141	144	147	150	153	156	159	162	165	168	171	174	177	180	183	186	189	192	195	198	201	204	207	210	213	216	219	222	225	228	231	234	237	240	243	246	249	252	255	258	261	264	267	270	273	276	279	282	285	288	291	294	297	300
4	4	8	12	16	20	24	28	32	36	40	44	48	52	56	60	64	68	72	76	80	84	88	92	96	100	104	108	112	116	120	124	128	132	136	140	144	148	152	156	160	164	168	172	176	180	184	188	192	196	200	204	208	212	216	220	224	228	232	236	240	244	248	252	256	260	264	268	272	276	280	284	288	292	296	300																									
5	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	105	110	115	120	125	130	135	140	145	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300																																								
6	6	12	18	24	30	36	42	48	54	60	66	72	78	84	90	96	102	108	114	120	126	132	138	144	150	156	162	168	174	180	186	192	198	204	210	216	222	228	234	240	246	252	258	264	270	276	282	288	294	300																																																		
7	7	14	21	28	35	42	49	56	63	70	77	84	91	98	105	112	119	126	133	140	147	154	161	168	175	182	189	196	203	210	217	224	231	238	245	252	259	266	273	280	287	294	301																																																									
8	8	16	24	32	40	48	56	64	72	80	88	96	104	112	120	128	136	144	152	160	168	176	184	192	200	208	216	224	232	240	248	256	264	272	280	288	296	304																																																														
9	9	18	27	36	45	54	63	72	81	90	99	108	117	126	135	144	153	162	171	180	189	198	207	216	225	234	243	252	261	270	279	288	297	306																																																																		
10	10	20	30	40	50	60	70	80	90	100	110	120	130	140	150	160	170	180	190	200	210	220	230	240	250	260	270	280	290	300																																																																						
11	11	22	33	44	55	66	77	88	99	110	121	132	143	154	165	176	187	198	209	220	231	242	253	264	275	286	297	308																																																																								
12	12	24	36	48	60	72	84	96	108	120	132	144	156	168	180	192	204	216	228	240	252	264	276	288	300																																																																											
13	13	26	39	52	65	78	91	104	117	130	143	156	169	182	195	208	221	234	247	260	273	286	299																																																																													
14	14	28	42	56	70	84	98	112	126	140	154	168	182	196	210	224	238	252	266	280	294																																																																															
15	15	30	45	60	75	90	105	120	135	150	165	180	195	210	225	240	255	270	285																																																																																	
16	16	32	48	64	80	96	112	128	144	160	176	192	208	224	240	256	272	288																																																																																		
17	17	34	51	68	85	102	119	136	153	170	187	204	221	238	255	272	289																																																																																			
18	18	36	54	72	90	108	126	144	162	180	198	216	234	252	270	288																																																																																				
19	19	38	57	76	95	114	133	152	171	190	209	228	247	266	285																																																																																					
20	20	40	60	80	100	120	140	160	180	200																																																																																										
21	21	42	63	84	105	126	147	168	189	210																																																																																										
22	22	44	66	88	110	132	154	176	198	220																																																																																										
23	23	46	69	91	113	135	157	179	201	223																																																																																										
24	24	48	72	94	116	138	160	182	204	226																																																																																										
25	25	50	75	96	118	140	162	184	206	228																																																																																										
26	26	52	78	98	120	142	164	186	208	230																																																																																										
27	27	54	81	100	122	144	166	188	210	232																																																																																										
28	28	56	84	102	124	146	168	190	212	234																																																																																										
29	29	58	86	104	126	148	170	192	214	236																																																																																										
30	30	60	88	106	128	150	172	194	216	238																																																																																										
31	31	62	90	108	130	152	174	196	218	240																																																																																										
32	32	64	92	110	132	154	176	198	220	242																																																																																										
33	33	66	94	112	134	156	178	200	222	244																																																																																										
34	34	68	96	114	136	158	180	202	224	246																																																																																										
35	35	70	98	116	138	160	182	204	226	248																																																																																										
36	36	72	100	118	140	162	184	206	228	250																																																																																										
37	37	74	102	120	142	164	186	208	230	252																																																																																										
38	38	76	104	122	144	166	188	210	232	254																																																																																										
39	39	78	106	124	146	168	190	212	234	256																																																																																										
40	40	80	108	126	148	170	192	214	236	258																																																																																										
41	41	82	110	128	150	172	194	216	238	260																																																																																										
42	42	84	112	130	152	174	196	218	240	262																																																																																										
43	43	86	114	132	154	176	198	220	242	264																																																																																										
44	44	88	116	134	156	178	200	222	244	266																																																																																										
45	45	90	118	136	158	180	202	224	246	268																																																																																										
46	46	92	120	138	160	182	204	226	248	270																																																																																										
47	47	94	122	140	162	184	206	228	250	272																																																																																										
48	48	96	124	142	164	186	208	230	252	274																																																																																										
49	49	98	126	144	166	188	210	232	254	276																																																																																										
50	50	100	128	146	168	190	212	234	256	278																																																																																										
51	51	102	130	148	170	192	214	236	258	280																																																																																										
52	52	104	132	150	172	194	216	238	260	282																																																																																										
53	53	106	134	152	174	196	218	240	262	284																																																																																										
54	54	108	136	154	176	198	220	242	264	286																																																																																										
55	55	110	138	156	178	200	222	244	266	288																																																																																										
56	56	112	140	158	180	202	224	246	268	290																																																																																										
57	57	114	142	160	182	204	226	248	270	292																																																																																										
58	58	116	144	162	184	206	228	250	272	294																																																																																										
59	59	118	146	164	186	208	230	252	274	296																																																																																										
60	60	120	148	166	188	210	232	254	276	298																																																																																										
61	61	122	150	168	190	212	234	256	278	300																																																																																										
62	62	124	152	170	192	214	236	258	280	302																																																																																										
63	63	126	154	172	194	216	238	260	282	304																																																																																										
64	64	128	156	174	196	218	240	262	284	306																																																																																										
65	65	130	158	176	198	220	242	264	286	308																																																																																										
66	66	132	160	178	200	222	244	266	288	310																																																																																										
67	67	134	162	180	202	224	246	268	290	312																																																																																										
68	68	136	164	182	204	226	248	270	292	314																																																																																										
69	69	138	166	184	206	228	250	272	294	316																																																																																										
70	70	140	168	186	208	230	252	274	296	318																																																																																										
71	71	142	170	188	210	232	254	276	298	320																																																																																										
72	72	144	172	190	212	234	256	278	300	322																																																																																										
73	73	146	174	192	214	236	258	280	302	324																																																																																										
74	74	148	176	194	216	238	260	282	304	326																																																																																										
75	75	150	178	196	218	240	262	284	306	328																																																																																										
76	76	152	180	198	220	242	264	286	308	330																																																																																										
77	77	154	182	200	222	24																																																																																														

Cash Flow & Funds Flow, Year 1

	2025	Year 0 2024	1 2025	2 2026	3 2027	4 2028
CASHFLOW	CASHFLOW					
Receipts	Receipts					
Sales Wet	Sales Wet	22,140	81,000	89,520	108,000	101,280
Sales Dry	Sales Dry	2,460	9,000	42,480	108,000	151,920
Lettings	Lettings	0	0	0	0	19,200
Loan	Loan	0	0	50,000	0	0
AHF	AHF	10,000	0	0	0	0
Community Ownership Fund (Capital)	Community Ownership Fund (Capital)	200,000	0	0	0	0
Community Ownership Fund (Revenue)	Community Ownership Fund (Revenue)	40,000	0	0	0	0
Share Investment	Share Investment	180,000	0	0	0	0
Community Facilities Programme (Capital)	Community Facilities Programme (Capital)	90,000	210,000	0	0	0
National Lottery	National Lottery	0	250,000	0	0	0
Garfield Weston	Garfield Weston	0	60,000	0	0	0
Fundraising	Fundraising	25,000	0	0	0	0
HMRC	HMRC	0	0	0	0	0
Interest received	Interest received	0	1,164	436	258	378
		569,600	611,164	182,436	216,258	272,778
Payments	Payments					
Supplier payments	Supplier payments	(58,570)	(73,208)	(95,224)	(131,462)	(146,154)
Payroll costs	Payroll costs	(1,330)	(9,194)	(14,940)	(29,658)	(56,640)
Accruals paid	Accruals paid	0	0	(1,300)	(1,365)	(1,500)
Radnor Arms Pub Purchase	Radnor Arms Pub Purchase	(166,645)	0	0	0	0
Professional Fees	Professional Fees	(12,000)	0	0	0	0
Capex, Refurb bars	Capex, Refurb bars	(345,600)	0	0	0	0
Capex, Refurb restaurant and lettings	Capex, Refurb restaurant and lettings	0	(612,000)	(120,000)	(37,000)	0
Furnishings and equipment	Furnishings and equipment	(9,840)	0	0	0	0
Project management	Project management	(10,000)	0	0	0	0
VAT (paid)/reclaimed	VAT (paid)/reclaimed	96,106	82,701	11,471	(12,990)	(20,141)
Share Platform fees	Share Platform fees	0	0	0	0	0
Share Offer Costs	Share Offer Costs	0	0	0	0	0
Corporation tax paid	Corporation tax paid	0	0	0	0	0
Overdraft interest	Overdraft interest	0	0	0	0	0
Share withdrawal	Share withdrawal	0	0	0	0	(24,000)
Share interest paid	Share interest paid	0	0	0	(7,200)	(6,760)
Consultancy fees	Consultancy fees	0	0	0	0	0
Loan interest	Loan interest	0	0	(2,223)	(2,897)	(2,775)
Loan capital repayment	Loan capital repayment	0	0	2,223	2,897	2,775
		(507,880)	(611,701)	(219,993)	(219,675)	(255,194)
Net cash flow	Net cash flow	61,720	(536)	(37,557)	(3,417)	17,583
Balance b/fwd	Balance b/fwd	9,169	70,889	70,353	32,796	29,379
Balance c/fwd	Balance c/fwd	70,889	70,353	32,796	29,379	46,963

Balance Sheet, Year 0

2024		Opening	1	2	3	4	5	6	7	8	9	10	11	12
Fixed assets														
Pub purchase			0	0	0	0	138,871	138,871	138,871	138,871	138,640	138,408	138,177	137,945
Refurb, Bars			0	0	0	0	0	96,000	192,000	288,000	287,520	287,040	286,560	286,080
Refurb, Restaurant and lettings			0	0	0	0	0	0	0	0	0	0	0	0
Furnishings and equipment			0	0	0	0	0	0	0	8,200	8,132	8,063	7,995	7,927
Other			0	0	0	0	0	0	0	0	0	0	0	0
			0	0	0	0	138,871	234,871	330,871	435,071	434,291	433,511	432,732	431,952
Current assets														
Stock			0	0	0	0	0	0	0	0	1,155	1,155	1,155	1,271
Debtors			0	0	0	0	0	0	0	0	0	0	0	0
Prepayments			0	0	0	0	0	0	0	0	0	0	0	0
Bank - current a/c	9,169		11,252	12,836	15,333	15,616	253,354	171,690	143,280	4,370	64,260	65,588	68,605	70,889
			11,252	12,836	15,333	15,616	253,354	171,690	143,280	4,370	65,415	66,743	69,760	72,160
Creditors														
Bank overdraft			0	0	0	0	0	0	0	0	0	0	0	0
Trade creditors			(499)	0	(1,800)	(5,700)	(3,486)	(8,626)	(9,286)	(12,263)	(6,555)	(4,817)	(5,537)	(5,260)
Loan			0	0	0	0	0	0	0	0	0	0	0	0
VAT	330		413	413	300	1,250	31,605	20,638	41,385	64,269	93	(105)	(182)	(223)
PAYE/NI			0	0	0	0	0	0	0	0	0	0	0	0
Corporation tax			0	0	0	0	0	0	0	0	0	0	0	0
Share Interest			0	0	0	0	0	0	0	0	0	0	0	0
Loan Interest			0	0	0	0	0	0	0	0	0	0	0	0
Accruals			0	0	0	0	0	0	0	0	0	0	0	0
	9,499		(86)	413	(1,500)	(4,450)	28,119	12,011	32,099	52,006	(6,463)	(4,921)	(5,718)	(5,484)
Net current assets														
			11,166	13,250	13,833	11,166	281,473	183,701	175,379	56,376	58,952	61,821	64,041	66,676
Creditors due > 1 year														
Loan			0	0	0	0	0	0	0	0	0	0	0	0
Fundraising			0	0	0	0	0	0	0	0	0	0	0	0
Community Ownership Fund (Capital)			0	0	0	0	(200,000)	(200,000)	(200,000)	(200,000)	(199,667)	(199,333)	(199,000)	(198,667)
Community Ownership Fund (Revenue)			0	0	0	0	(40,000)	(40,000)	(35,000)	(30,000)	(25,000)	(20,000)	(15,000)	(10,000)
Community Facilities Programme (Capital)			0	0	0	0	0	0	(90,000)	(90,000)	(89,850)	(89,700)	(89,550)	(89,400)
National Lottery			0	0	0	0	0	0	0	0	0	0	0	0
Garfield Weston			0	0	0	0	0	0	0	0	0	0	0	0
NET ASSETS														
			11,166	13,250	13,833	11,166	180,344	178,572	181,250	171,447	178,726	186,300	193,223	200,562
CAPITAL AND RESERVES														
Share capital			0	0	0	0	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Retained profit and loss account	9,499		11,166	13,250	13,833	11,166	344	(1,428)	1,250	(8,553)	(1,274)	6,300	13,223	20,562

SHAREHOLDERS FUNDS

[illegible]

Balance Sheet, Year 1

	2025											
	1	2	3	4	5	6	7	8	9	10	11	12
Fixed assets												
Pub purchase	137,714	137,482	137,251	137,019	136,788	136,556	136,325	136,094	135,862	135,631	135,399	135,168
Refurb, Bars	285,600	285,120	284,640	284,160	283,680	283,200	282,720	282,240	281,760	281,280	280,800	280,320
Refurb, Restaurant and lettings	0	0	0	0	0	0	84,858	169,575	254,150	338,583	422,875	507,025
Furnishings and equipment	7,858	7,790	7,722	7,653	7,585	7,517	7,448	7,380	7,312	7,243	7,175	7,107
Other	0	0	0	0	0	0	0	0	0	0	0	0
	431,172	430,392	429,613	428,833	428,053	427,273	511,352	595,289	679,084	762,737	846,249	929,619
Current assets												
Stock	1,155	1,155	1,386	1,386	1,386	1,386	1,617	1,617	1,617	1,386	1,386	1,848
Debtors	0	0	0	0	0	0	0	0	0	0	0	0
Prepayments	59	59	59	60	60	143	255	171	115	134	49	59
Bank - current a/c	70,922	70,719	71,347	71,511	71,776	171,720	306,445	205,235	137,694	160,597	59,213	70,353
	72,136	71,933	72,792	72,957	73,222	173,249	308,318	207,023	139,426	162,117	60,649	72,260
Creditors												
Bank overdraft	0	0	0	0	0	0	0	0	0	0	0	0
Trade creditors	(5,378)	(5,517)	(6,388)	(6,111)	(6,111)	(6,111)	(6,982)	(6,705)	(6,705)	(5,833)	(6,111)	(7,853)
Loan	0	0	0	0	0	0	0	0	0	0	0	0
VAT	(327)	(408)	(135)	(317)	(499)	(182)	16,582	33,299	16,717	33,490	50,308	16,709
PAYE/NI	0	0	0	0	0	0	0	0	0	0	0	0
Corporation tax	0	0	0	0	0	0	0	0	0	0	0	0
Share Interest	0	0	0	0	0	0	0	0	0	0	0	0
Loan Interest	0	0	0	0	0	0	0	0	0	0	0	0
Accruals	(108)	(217)	(325)	(433)	(542)	(650)	(758)	(867)	(975)	(1,083)	(1,192)	(1,300)
	(5,813)	(6,141)	(6,848)	(6,861)	(7,151)	(6,942)	8,842	25,728	9,038	26,573	43,006	7,556
Net current assets	66,323	65,792	65,944	66,096	66,072	166,307	317,160	232,751	148,464	188,690	103,655	79,816
Creditors due > 1 year												
Loan	0	0	0	0	0	0	0	0	0	0	0	0
Fundraising	0	0	0	0	0	0	0	0	0	0	0	0
Community Ownership Fund (Capital)	(198,333)	(198,000)	(197,667)	(197,333)	(197,000)	(196,667)	(196,333)	(196,000)	(195,667)	(195,333)	(195,000)	(194,667)
Community Ownership Fund (Revenue)	(5,000)	0	0	0	0	0	0	0	0	0	0	0
Community Facilities Programme (Capital)	(89,250)	(89,100)	(88,950)	(88,800)	(88,650)	(188,333)	(297,833)	(297,333)	(296,833)	(296,333)	(295,833)	(295,333)
National Lottery	0	0	0	0	0	0	(124,792)	(124,583)	(124,375)	(248,958)	(248,542)	(248,125)
Garfield Weston	0	0	0	0	0	0	0	0	0	0	0	(59,900)
NET ASSETS	204,912	209,085	208,940	208,796	208,474	208,580	209,553	210,123	210,672	210,802	210,529	211,410
CAPITAL AND RESERVES												
Share capital	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Retained profit and loss account	24,912	29,085	28,940	28,796	28,474	28,580	29,553	30,123	30,672	30,802	30,529	31,410

SHAREHOLDERS FUNDS

[illegible]

Balance Sheet, Year 1

Balance Sheet, Year 2

2025

2026

Fixed assets

Pub purchase
Refurb, Bars
Refurb, Restaurant and lettings
Furnishings and equipment
Other

Fixed assets

Pub purchase
Refurb, Bars
Refurb, Restaurant and lettings
Furnishings and equipment
Other

Current assets

Stock
Debtors
Prepayments
Bank - current a/c

Current assets

Stock
Debtors
Prepayments
Bank - current a/c

Creditors

Bank overdraft
Trade creditors
Loan
VAT
PAYE/NI
Corporation tax
Share Interest
Loan Interest
Accruals

Creditors

Bank overdraft
Trade creditors
Loan
VAT
PAYE/NI
Corporation tax
Share Interest
Loan Interest
Accruals

Net current assets

Net current assets

Creditors due > 1 year

Loan
Fundraising
Community Ownership Fund (Capital)
Community Ownership Fund (Revenue)
Community Facilities Programme (Capital)
National Lottery
Garfield Weston

Creditors due > 1 year

Loan
Fundraising
Community Ownership Fund (Capital)
Community Ownership Fund (Revenue)
Community Facilities Programme (Capital)
National Lottery
Garfield Weston

NET ASSETS

NET ASSETS

CAPITAL AND RESERVES

Share capital
Retained profit and loss account

CAPITAL AND RESERVES

Share capital
Retained profit and loss account

1	2	3	4	5	6	7	8	9	10
134,936	134,705	134,473	134,242	134,011	133,779	133,548	133,316	133,085	132,853
279,840	279,360	278,880	278,400	277,920	277,440	276,960	276,480	276,000	275,520
536,125	565,175	564,225	563,275	592,275	591,275	620,225	619,175	618,125	617,075
7,038	6,970	6,902	6,833	6,765	6,697	6,628	6,560	6,492	6,423
0	0	0	0	0	0	0	0	0	0
957,940	986,210	984,480	982,750	1,010,971	1,009,191	1,037,361	1,035,531	1,033,701	1,031,872
1,386	1,848	1,848	1,848	2,079	2,310	2,217	2,217	2,217	2,217
0	0	0	0	0	0	0	0	0	0
31	9	65	66	43	45	21	23	23	25
37,724	10,763	77,848	79,361	51,892	53,766	25,364	27,176	27,519	29,613
39,142	12,620	79,761	81,275	54,014	56,120	27,601	29,415	29,759	31,854
0	0	0	0	0	0	0	0	0	0
(5,675)	(7,972)	(7,418)	(7,418)	(8,289)	(8,883)	(8,254)	(8,366)	(8,366)	(8,366)
0	0	0	0	0	0	0	0	0	0
16,455	16,183	(364)	(727)	(1,146)	(520)	(1,144)	(1,750)	(606)	(1,211)
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
(114)	(228)	(341)	(455)	(569)	(683)	(796)	(910)	(1,024)	(1,138)
10,666	7,984	(8,123)	(8,600)	(10,004)	(10,085)	(10,194)	(11,025)	(9,995)	(10,715)
49,808	20,603	71,639	72,675	44,010	46,036	17,408	18,390	19,764	21,139
0	0	(50,000)	(50,248)	(50,497)	(50,744)	(50,992)	(51,239)	(51,486)	(51,732)
0	0	0	0	0	0	0	0	0	0
(194,333)	(194,000)	(193,667)	(193,333)	(193,000)	(192,667)	(192,333)	(192,000)	(191,667)	(191,333)
0	0	0	0	0	0	0	0	0	0
(294,833)	(294,333)	(293,833)	(293,333)	(292,833)	(292,333)	(291,833)	(291,333)	(290,833)	(290,333)
(247,708)	(247,292)	(246,875)	(246,458)	(246,042)	(245,625)	(245,208)	(244,792)	(244,375)	(243,958)
(59,800)	(59,700)	(59,600)	(59,500)	(59,400)	(59,300)	(59,200)	(59,100)	(59,000)	(58,900)
211,072	211,488	212,144	212,552	213,209	214,557	215,201	215,457	216,104	216,754
180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
31,072	31,488	32,144	32,552	33,209	34,557	35,201	35,457	36,104	36,754

Balance Sheet, Year 1

	2025	
	11	12
Fixed assets		
Pub purchase	132,622	132,390
Refurb, Bars	275,040	274,560
Refurb, Restaurant and lettings	616,025	614,975
Furnishings and equipment	6,355	6,287
Other	0	0
	<u>1,030,042</u>	<u>1,028,212</u>
Current assets		
Stock	2,217	2,438
Debtors	0	0
Prepayments	26	27
Bank - current a/c	<u>31,317</u>	<u>32,796</u>
	33,559	35,261
Creditors		
Bank overdraft	0	0
Trade creditors	(8,366)	(9,202)
Loan	0	0
VAT	(1,817)	(666)
PAYE/NI	0	0
Corporation tax	0	0
Share Interest	0	0
Loan Interest	0	0
Accruals	<u>(1,251)</u>	<u>(1,365)</u>
	(11,434)	(11,233)
Net current assets	<u>22,125</u>	<u>24,028</u>
Creditors due > 1 year		
Loan	(51,978)	(52,223)
Fundraising	0	0
Community Ownership Fund (Capital)	(191,000)	(190,667)
Community Ownership Fund (Revenue)	0	0
Community Facilities Programme (Capital)	(289,833)	(289,333)
National Lottery	(243,542)	(243,125)
Garfield Weston	<u>(58,800)</u>	<u>(58,700)</u>
NET ASSETS	<u>217,014</u>	<u>218,192</u>
CAPITAL AND RESERVES		
Share capital	180,000	180,000
Retained profit and loss account	37,014	38,192

SHAREHOLDERS FUNDS

217,014	218,192
0	0
(0)	0

Balance Sheet, Year 1

Balance Sheet, Year 3

2025

2027

		1	2	3	4	5	6	7	8	9	10
Fixed assets	Fixed assets										
Pub purchase	Pub purchase	132,159	131,927	131,696	131,465	131,233	131,002	130,770	130,539	130,307	130,076
Refurb, Bars	Refurb, Bars	274,080	273,600	273,120	272,640	272,160	271,680	271,200	270,720	270,240	269,760
Refurb, Restaurant and lettings	Refurb, Restaurant and lettings	623,908	622,842	631,758	630,675	639,575	638,475	644,363	643,252	642,140	641,028
Furnishings and equipment	Furnishings and equipment	6,218	6,150	6,082	6,013	5,945	5,877	5,808	5,740	5,672	5,603
Other	Other	0	0	0	0	0	0	0	0	0	0
		1,036,366	1,034,519	1,042,656	1,040,793	1,048,913	1,047,033	1,052,142	1,050,250	1,048,359	1,046,468
Current assets	Current assets										
Stock	Stock	2,520	2,835	3,150	3,150	3,465	3,465	3,465	3,465	3,150	2,835
Debtors	Debtors	0	0	0	0	0	0	0	0	0	0
Prepayments	Prepayments	20	24	17	21	17	19	18	22	22	24
Bank - current a/c	Bank - current a/c	24,470	28,222	20,857	25,053	20,884	22,603	21,168	26,185	26,031	29,187
		27,011	31,081	24,025	28,224	24,366	26,087	24,651	29,672	29,203	32,046
Creditors	Creditors										
Bank overdraft	Bank overdraft	0	0	0	0	0	0	0	0	0	0
Trade creditors	Trade creditors	(9,623)	(10,713)	(11,523)	(11,145)	(12,333)	(11,955)	(11,955)	(11,955)	(10,767)	(9,957)
Loan	Loan	0	0	0	0	0	0	0	0	0	0
VAT	VAT	(1,463)	(2,377)	(1,080)	(2,222)	(3,467)	(1,308)	(2,615)	(3,923)	(1,206)	(2,246)
PAYE/NI	PAYE/NI	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Corporation tax	Corporation tax	0	0	0	0	0	0	0	0	0	0
Share Interest	Share Interest	(600)	(1,200)	(1,800)	(2,400)	(3,000)	(3,600)	(4,200)	(4,800)	(5,400)	(6,000)
Loan Interest	Loan Interest	0	0	0	0	0	0	0	0	0	0
Accruals	Accruals	(125)	(250)	(375)	(500)	(625)	(750)	(875)	(1,000)	(1,125)	(1,250)
		(11,923)	(14,652)	(14,890)	(16,379)	(19,537)	(17,725)	(19,757)	(21,790)	(18,610)	(19,565)
		15,088	16,428	9,135	11,844	4,829	8,362	4,893	7,882	10,593	12,481
Net current assets	Net current assets										
Creditors due > 1 year	Creditors due > 1 year										
Loan	Loan	(52,468)	(52,712)	(52,956)	(53,199)	(53,442)	(53,684)	(53,925)	(54,165)	(54,405)	(54,644)
Fundraising	Fundraising	0	0	0	0	0	0	0	0	0	0
Community Ownership Fund (Capital)	Community Ownership Fund (Capital)	(190,333)	(190,000)	(189,667)	(189,333)	(189,000)	(188,667)	(188,333)	(188,000)	(187,667)	(187,333)
Community Ownership Fund (Revenue)	Community Ownership Fund (Revenue)	0	0	0	0	0	0	0	0	0	0
Community Facilities Programme (Capital)	Community Facilities Programme (Capital)	(288,833)	(288,333)	(287,833)	(287,333)	(286,833)	(286,333)	(285,833)	(285,333)	(284,833)	(284,333)
National Lottery	National Lottery	(242,708)	(242,292)	(241,875)	(241,458)	(241,042)	(240,625)	(240,208)	(239,792)	(239,375)	(238,958)
Garfield Weston	Garfield Weston	(58,600)	(58,500)	(58,400)	(58,300)	(58,200)	(58,100)	(58,000)	(57,900)	(57,800)	(57,700)
NET ASSETS	NET ASSETS	218,510	219,110	221,060	223,013	225,225	227,986	230,735	232,942	234,872	235,979
CAPITAL AND RESERVES	CAPITAL AND RESERVES										
Share capital	Share capital	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Retained profit and loss account	Retained profit and loss account	38,510	39,110	41,060	43,013	45,225	47,986	50,735	52,942	54,872	55,979

SHAREHOLDERS FUNDS

SHAREHOLDERS FUNDS

218,510	219,110	221,060	223,013	225,225	227,986	230,735	232,942	234,872	235,979
0	0	0	0	0	0	0	0	0	0
0	0	0	(0)	(0)	0	0	0	(0)	0

Balance Sheet, Year 1

	2025	
	11	12
Fixed assets		
Pub purchase	129,844	129,613
Refurb, Bars	269,280	268,800
Refurb, Restaurant and lettings	639,917	638,805
Furnishings and equipment	5,535	5,467
Other	0	0
	1,044,576	1,042,685
Current assets		
Stock	2,835	3,465
Debtors	0	0
Prepayments	27	24
Bank - current a/c	32,609	29,379
	35,471	32,869
Creditors		
Bank overdraft	0	0
Trade creditors	(10,335)	(12,711)
Loan	0	0
VAT	(3,224)	(1,182)
PAYE/NI	(112)	(112)
Corporation tax	0	0
Share Interest	(6,600)	0
Loan Interest	0	0
Accruals	(1,375)	(1,500)
	(21,646)	(15,505)
Net current assets	13,825	17,364
Creditors due > 1 year		
Loan	(54,882)	(55,120)
Fundraising	0	0
Community Ownership Fund (Capital)	(187,000)	(186,667)
Community Ownership Fund (Revenue)	0	0
Community Facilities Programme (Capital)	(283,833)	(283,333)
National Lottery	(238,542)	(238,125)
Garfield Weston	(57,600)	(57,500)
NET ASSETS	236,544	239,304
CAPITAL AND RESERVES		
Share capital	180,000	180,000
Retained profit and loss account	56,544	59,304

Balance Sheet, Year 4

	2028						
	1	2	3	4	5	6	7
Fixed assets							
Pub purchase	129,381	129,150	128,919	128,687	128,456	128,224	127,993
Refurb, Bars	268,320	267,840	267,360	266,880	266,400	265,920	265,440
Refurb, Restaurant and lettings	637,693	636,582	635,470	634,358	633,247	632,135	631,023
Furnishings and equipment	5,398	5,330	5,262	5,193	5,125	5,057	4,988
Other	0	0	0	0	0	0	0
	1,040,793	1,038,902	1,037,010	1,035,119	1,033,227	1,031,336	1,029,444
Current assets							
Stock	2,875	3,080	3,491	3,491	3,901	3,901	4,107
Debtors	0	0	0	0	0	0	0
Prepayments	22	22	23	26	30	30	36
Bank - current a/c	25,828	26,746	27,290	30,636	36,466	36,595	43,586
	28,724	29,848	30,803	34,153	40,397	40,527	47,729
Creditors							
Bank overdraft	0	0	0	0	0	0	0
Trade creditors	(9,689)	(11,172)	(12,474)	(11,981)	(13,530)	(13,037)	(13,812)
Loan	0	0	0	0	0	0	0
VAT	(2,367)	(3,505)	(1,521)	(3,224)	(5,169)	(2,027)	(4,125)
PAYE/NI	(350)	(350)	(350)	(350)	(350)	(350)	(350)
Corporation tax	0	0	0	0	0	0	0
Share Interest accrued	(600)	(1,193)	(1,780)	(2,360)	(2,933)	(3,500)	(4,060)
Loan Interest	0	0	0	0	0	0	0
Accruals	(129)	(258)	(388)	(517)	(646)	(775)	(904)
	(13,135)	(16,478)	(16,513)	(18,432)	(22,628)	(19,689)	(23,251)
Net current assets	15,590	13,370	14,291	15,721	17,769	20,837	24,478
Creditors due > 1 year							
Loan	(55,356)	(55,592)	(55,827)	(56,061)	(56,294)	(56,526)	(56,757)
Fundraising	0	0	0	0	0	0	0
Community Ownership Fund (Capital)	(186,333)	(186,000)	(185,667)	(185,333)	(185,000)	(184,667)	(184,333)
Community Ownership Fund (Revenue)	0	0	0	0	0	0	0
Community Facilities Programme (Capital)	(282,833)	(282,333)	(281,833)	(281,333)	(280,833)	(280,333)	(279,833)
National Lottery	(237,708)	(237,292)	(236,875)	(236,458)	(236,042)	(235,625)	(235,208)
Garfield Weston	(57,400)	(57,300)	(57,200)	(57,100)	(57,000)	(56,900)	(56,800)
NET ASSETS	236,752	233,755	233,899	234,554	235,828	238,123	240,991
CAPITAL AND RESERVES							
Share capital	178,000	176,000	174,000	172,000	170,000	168,000	166,000
Retained profit and loss account	58,752	57,755	59,899	62,554	65,828	70,123	74,991

SHAREHOLDERS FUNDS

236,544	239,304
0	0
(0)	0

SHAREHOLDERS FUNDS

236,752	233,755	233,899	234,554	235,828	238,123	240,991
0	0	0	0	0	0	0
0	0	(0)	0	0	0	0

Balance Sheet, Year 1

	2025				
	8	9	10	11	12
Fixed assets					
Pub purchase	127,761	127,530	127,298	127,067	126,836
Refurb, Bars	264,960	264,480	264,000	263,520	263,040
Refurb, Restaurant and lettings	629,912	628,800	627,688	626,577	625,465
Furnishings and equipment	4,920	4,852	4,783	4,715	4,647
Other	0	0	0	0	0
	1,027,553	1,025,662	1,023,770	1,021,879	1,019,987
Current assets					
Stock	4,107	3,696	3,491	3,080	4,107
Debtors	0	0	0	0	0
Prepayments	41	39	43	42	39
Bank - current a/c	48,796	46,605	51,025	50,518	46,963
	52,943	50,340	54,558	53,640	51,108
Creditors					
Bank overdraft	0	0	0	0	0
Trade creditors	(13,565)	(12,016)	(11,735)	(10,432)	(14,797)
Loan	0	0	0	0	0
VAT	(6,264)	(1,997)	(3,841)	(5,203)	(1,734)
PAYE/NI	(350)	(350)	(350)	(350)	(350)
Corporation tax	0	0	0	0	0
Share Interest	(4,613)	(5,160)	(5,700)	(6,233)	0
Loan Interest	0	0	0	0	0
Accruals	(1,033)	(1,163)	(1,292)	(1,421)	(1,550)
	(25,826)	(20,686)	(22,918)	(23,639)	(18,431)
Net current assets	27,117	29,653	31,640	30,000	32,677
Creditors due > 1 year					
Loan	(56,986)	(57,215)	(57,443)	(57,670)	(57,895)
Fundraising	0	0	0	0	0
Community Ownership Fund (Capital)	(184,000)	(183,667)	(183,333)	(183,000)	(182,667)
Community Ownership Fund (Revenue)	0	0	0	0	0
Community Facilities Programme (Capital)	(279,333)	(278,833)	(278,333)	(277,833)	(277,333)
National Lottery	(234,792)	(234,375)	(233,958)	(233,542)	(233,125)
Garfield Weston	(56,700)	(56,600)	(56,500)	(56,400)	(56,300)
NET ASSETS	242,858	244,625	245,842	243,435	245,345
CAPITAL AND RESERVES					
Share capital	164,000	162,000	160,000	158,000	156,000
Retained profit and loss account	78,858	82,625	85,842	85,435	89,345

Balance Sheet, Summaries

	0	1	2	3
	2024	2025	2026	2027
Balance sheets				
Fixed assets				
Pub purchase	137,945	135,168	132,390	129,613
Refurb, Bars	286,080	280,320	274,560	268,800
Refurb, Restaurant and lettings	0	507,025	614,975	638,805
Furnishings and equipment	7,927	7,107	6,287	5,467
Other	0	0	0	0
	431,952	929,619	1,028,212	1,042,685
Current assets				
Stock	1,271	1,848	2,438	3,465
Debtors	0	0	0	0
Prepayments	0	59	27	24
Bank - current a/c	70,889	70,353	32,796	29,379
	72,160	72,260	35,261	32,869
Creditors				
Bank overdraft	0	0	0	0
Trade creditors	(5,260)	(7,853)	(9,202)	(12,711)
Loan	0	0	0	0
VAT	(223)	16,709	(666)	(1,182)
PAYE/NI	0	0	0	(112)
Corporation tax	0	0	0	0
Share Interest	0	0	0	0
Loan Interest	0	0	0	0
Accruals	0	(1,300)	(1,365)	(1,500)
	(5,484)	7,556	(11,233)	(15,505)
Net current assets	66,676	79,816	24,028	17,364
Creditors due > 1 year				
Loan	0	0	(52,223)	(55,120)
Fundraising	0	0	0	0
Community Ownership Fund (Capital)	(198,667)	(194,667)	(190,667)	(186,667)
Community Ownership Fund (Revenue)	(10,000)	0	0	0
Community Facilities Programme (Capital)	(89,400)	(295,333)	(289,333)	(283,333)
National Lottery	0	(248,125)	(243,125)	(238,125)
Garfield Weston	0	(59,900)	(58,700)	(57,500)
NET ASSETS	200,562	211,410	218,192	239,304
CAPITAL AND RESERVES				
Share capital	180,000	180,000	180,000	180,000
Retained profit and loss account	20,562	31,410	38,192	59,304

SHAREHOLDERS FUNDS

242,858	244,625	245,842	243,435	245,345
0	0	0	0	0
(0)	0	(0)	0	0

SHAREHOLDERS FUNDS

200,562	211,410	218,192	239,304
0	0	0	0
0	0	0	0

Balance Sheet, Year 1

	2025	4 2028
<i>Fixed assets</i>		
Pub purchase	126,836	
Refurb, Bars	263,040	
Refurb, Restaurant and lettings	625,465	
Furnishings and equipment	4,647	
Other	0	
	<u>1,019,987</u>	
<i>Current assets</i>		
Stock	4,107	
Debtors	0	
Prepayments	39	
Bank - current a/c	<u>46,963</u>	
	51,108	
<i>Creditors</i>		
Bank overdraft	0	
Trade creditors	(14,797)	
Loan	0	
VAT	(1,734)	
PAYE/NI	(350)	
Corporation tax	0	
Share Interest	0	
Loan Interest	0	
Accruals	<u>(1,550)</u>	
	(18,431)	
	<u>32,677</u>	
Net current assets		
<i>Creditors due > 1 year</i>		
Loan	(57,895)	
Fundraising	0	
Community Ownership Fund (Capital)	(182,667)	
Community Ownership Fund (Revenue)	0	
Community Facilities Programme (Capital)	(277,333)	
National Lottery	(233,125)	
Garfield Weston	<u>(56,300)</u>	
NET ASSETS	<u>245,345</u>	
 CAPITAL AND RESERVES		
Share capital	156,000	
Retained profit and loss account	<u>89,345</u>	

SHAREHOLDERS FUNDS

<div>245,345</div>
<div>0</div>
<div>0</div>