

Appendix F

The paper workbook

Every workbook tab, as a blank table you can fill in by hand. These are simplified for the page (and for Kindle); the spreadsheet carries the full versions with the arithmetic done for you. Write a date at the top of each.

F.o Site and inputs (Chapter o)

Item	Your site	Date
Address or area		
Size (m ² or sq ft)		
Seats		
Trading hours		
Asking rent, a year		
Asking premium, if any		
Rateable value		
Hourly wage assumption		

F.1 Opening type and comparables (Chapter 1)

Opening type: ☐ Takeover ☐ Shell ☐ Kiosk

Comparable listing	Asking premium	Rent a year	Size	Covers	What is included
1					
2					
3					

My first number, before reading further: £ _____

Three questions: Use class _____ · Extraction route _____ · Last three tenants _____

F.2 Rent Affordability Test (Chapter 2)

Line	A year	Status (asking / calculated / agent's word / unknown)
Rent		
Business rates (RV _____ × multiplier _____)		
Service charge		
Building insurance recharge		
VAT on rent (only if opted to tax and you cannot reclaim)		

Line	A year	Status (asking / calculated / agent's word / unknown)
Cost of occupying the building		
Quick sales estimate: _____ customers a day × £_____ average × _____ days × 52 = £_____ takings ÷ 1.2 = £_____ net of VAT		
12% of net sales = £_____ · minus rates, service charge, insurance = maximum rent £_____ · gap to asking rent £_____		

F.3 Opening Budget (Chapter 3)

Line	Low	High	Label (OFFICIAL / TRADE / LISTING / EXTRAPOLATION / ASSUMPTION / QUOTE)	Source and date	Quote 1	Quote 2	Quote 3	Chosen
A. Getting the keys								
Premium								
Deposit								
Legal fees, both sides								
Stamp Duty Land Tax								
Survey / schedule of condition								
B. Making it yours								
Fit-out								
Extraction								
Kitchen equipment								
Espresso machine and grinder								
Electrical, gas, fire checks								
Signage								
Till and terminals								
C. Being allowed to trade								
Planning								
Premises licence								
Food registration (free)								
Pavement licence								
Music licence								
Insurance								
Waste contract								
Company and accountant								
D. Before the first customer								
Pre-opening wages								
Opening stock								
Launch marketing								
Dark period (rent, rates, utilities while closed)								
First quarter's rent in advance								
E. Staying alive								
Working capital								
Contingency (10% low / 15% high of B to D)								

F.4 Sales Model (Chapter 4)

Weekday-equivalents a week: ____ · Week £ ____ · Year £ ____ · Cold takeaway share %
• Net of VAT £
 Ramp-up (months 1-3): % % % · **Seasonality by month:** J F M A M J J A S O N D ____

F.5 Monthly Cost Model (Chapter 5)

Wages = hours $\times$ rate $\times$ 52 £_____ . + holiday 12.07% £_____ . + employer NI (15% above £5,000 each, less Employment Allowance) £_____ . + pension (3% on £6,240–£50,270) £_____ = **employment cost** £_____ . per hour £_____

Costs that come anyway, a year: rent _____ . rates _____ . insurance _____ . utilities _____ . waste _____ . phone _____ . software _____ . music _____ . accountant _____ . repairs _____ . marketing _____ . bank _____ . cleaning _____ . sundries _____ . **people** _____ . **total** £_____

Contribution per customer: net sales per customer £_____ – food and drink £_____ – card fee £_____ = **£**_____

F.6 12-Month Cash Flow (Chapter 6)

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	Pre-opening	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
VAT paid (quarterly)													
Loan repayments													
Your drawings													
Net for the month													
Cumulative cash													

Lowest point £_____ in month _____ = **peak funding requirement**

F.7 Break-even and Stress Test (Chapter 7)

Break-even customers a day = fixed costs £_____ ÷ contribution £_____ ÷ (weekday-equivalents × 52) = _____. With your pay inside fixed costs: _____ · Expected: _____ · Headroom _____% · Break-even as % of ceiling _____%

Stress test	Size	Extra funding needed
Sales below expected for six months	____%	
Opening delayed	____ weeks	
Fit-out overrun	____%	
April wage rise	____%	
All four		

Buffer (largest single test, rounded up) £_____ · **Funding target** = peak requirement + buffer = £_____ · Funds £_____ · **Gap £**_____

F.8 Lease and Site Questions (Chapter 8)

#	Clause or check	In money	Question	Asked	Answered	Acceptable?
1	Term					
2	Rent and payment dates					
3	Rent review					
4	Break clause					
5	Deposit					
6	Repair / schedule of condition					
7	Alterations / reinstatement					
8	Use					
9	Assignment / subletting					
10	1954 Act (or devolved equivalent)					
11	Personal guarantee					
S1	Extraction route					
S2	Drains and grease					
S3	Electrical supply					
S4	Gas					
S5	Asbestos					
S6	Structure, roof, neighbours					

F.9 Decision Memo (Chapter 9)

Test	My number	The site's number	Verdict
Rent the site can carry			
Funding target vs funds			
Break-even vs expected (owner paid)			
Red clauses resolved			

Decision: ☐ GO ☐ RENEGOTIATE ☐ WALK · Offer open until _____

Asks, in order, each with a value: 1 _____ 2 _____ 3 _____ 4 _____ 5 _____

What I will concede: _____

Conditions for go: _____

If refused: _____ · Other unit to view: _____ on _____

What I will watch in year one: _____