

Skills for the Workplace

Module Assignment Submission

Student Name:	Kirsty Owen
Student Number:	2008962
Module No:	BMSK4006
Module Title:	Part 1 Business Plan

Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.

Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

Contents

Water's Edge Escapes – Business Plan	3
<i>Executive Summary</i>	4
Business Overview	4
Market analysis and Competition	6
Sales and Marketing Strategy	10
Operations	13
Systems and procedures.....	15
Financial Information	15
References	16
Appendices	18

Water's Edge Escapes – Business Plan

3rd July 2021
11 Heol Dderwen
Llanelli
Wales
SA15 1JQ
07875810818

watersedgeescapes@gmail.com
www.watersedgeescapes.co.uk



Executive Summary

It is the vision at Water Edge Escapes to offer affordable but luxurious, self-catering family holidays on an award-winning holiday site. The future mission is to expand the business across Wales to enable us to take up full time roles offering guests the opportunity to enjoy accommodation at further tourist locations within Wales.

The small family run business will consist of a management duo of Kirsty Owen & Benjamin Williams, their main responsibilities will be split and aligned to their skill set. Kirsty has prior experience within the IT and hospitality sector and therefore will be responsible for marketing and sales, cleaning and health and safety, guest check in's, business finance and complaints handling. Benjamin possesses previous experience in the building industry and will be responsible for property refurbishment, property maintenance, creating procedure manuals and complaints handling.

The target market will be dependent on high, mid or low season. In high season the business plans on targeting families and will highlight local family attractions in a bid to entice this market. In the mid and low season, the business will target couples and small groups and will be marketed as a coastal retreat with relaxing nature attractions to entice this market.

The marketing strategy will look to take advantage of the social media boom and accounts on all platforms will be created. In addition, review based platforms such as Trip Advisor, Google Business will be used to advertise. It is the strategy to make the business as visual as possible, to as big an audience as possible.

In Wales, tourism is a big income generator with self-catering accommodations reaching high occupancy levels each year. Therefore, it can be determined that there is a viable and prosperous market for the business.

The competitive advantage includes the fact that affordable but luxurious self-catering properties are provided, in addition to added facilities which competitors do not offer.

Startup costs for Water Edge Escapes amounts to £79,414, however financial projections indicate that our business will be successful within the first five years. First year projections indicate an overall loss of £9,590 however in the second, third and fourth year it is projected that the business will make £1,982, £13,935 and £52,287 respectively.

Business Overview

Business details

Water's Edge Escapes will offer three affordable yet luxurious, self-catering holiday chalets in the much sought-after location of Carmarthen Bay, South Wales.

Each three-bedroomed, high-end chalet will come fully equipped with everything needed for an ultimate self-catering holiday, including modern kitchen appliances, washing machine, widescreen TV's, and Wifi. In addition, each property will have their own fire pit/barbecue and outdoor seating area. Bespoke breakfast hampers will also be available for pre-order.

Each property will consist of an open plan lounge/diner/kitchen, three bedrooms, shower room with W.C, double glazing and central heating, private parking, patio area with seating and an open-aspect lawned area.

The properties will be located in prime spots on the park with a rear view overlooking the outdoor play area, however most spectacularly, front views of each property offer an amazing view of the Carmarthen Bay peninsula.

Properties owned by the business will be refurbished, maintained and cleaned to the highest standard to ensure optimum customer satisfaction.

Each property will be available for hire 38 weeks of the year, between mid-February and December and will appeal to a wide range of customers.

The park is situated in a popular tourist spot and boasts a mixture of breath-taking coastal and countryside scenery along with an abundance of nearby attractions. With the opportunity to pursue a variety of interests, guests can choose to explore the natural area or enjoy the fantastic on-site facilities. The park is run by Park Dean, the UK's largest Holiday Park operator and long-standing British Travel Awards winner.

Legal Status

The legal status of our business will be a partnership and this partnership will exist between Kirsty Owen and Benjamin Williams. Even though we are a couple we plan on consulting a lawyer to draw up an agreement between us both in order to make clear what our roles in the business are and what profits we will share.

It is also felt that being in a partnership aligns more equally to our mission of expanding into other parts of Wales. In addition, being in a partnership means that there may potentially be more capital available to invest in the business and if one of us leaves the business then the business will still function.

Management details

The joint venture will be a start-up business for both parties and is planned for creation in September 2021, following the successful purchase of each chalet. A snapshot of potential properties available to purchase are shown in Appendix A.

Kirsty Owen has over 14 years' experience in the IT, customer service and hospitality sector. Benjamin Williams is an experienced builder, allowing him to carry out the majority of refurbishment works himself. The business owners' CV's are attached in Appendix B.

Success Criteria and Future Plans

In the short-term, as the management team are both employees in the local area the business will not initially be a main source of income. This business will act as a supplement to their income. The long-term goal is to grow the business substantially, expanding the business across Wales, offering branded accommodation at further tourist locations along the beautiful

Welsh coastline. This will allow the management team to reduce their employed hours in order to concentrate fully on the business.

The success criteria will be monitored on a monthly basis by analysing profits, customer feedback, levels of repeat bookings and occupancy levels.

Market analysis and Competition

Industry Analysis

Within Wales, it is clear that tourism is a big business. According to Business Wales (2021), on average tourists spend around £17 million a day whilst visiting Wales, equating to £6.3 billion per year. This also demonstrates the overall size of the market.

Approximately 11.8% of the workforce in Wales are employed in tourism and prior to the pandemic, it was one of the country's fastest growing industries (Welsh Government, 2021). Additionally, the share of people taking holidays exclusively within the UK in 2019 was 8% higher than those who take holidays exclusively abroad (Schofield, 2020).

Appendix C indicates the overall performance of the tourism sector in Wales in 2019 and 2020. It can be clearly derived that the demand for holidays within Wales is growing, even amongst the Coronavirus pandemic and therefore, this confirms there is clear scope for the business within the Welsh tourism sector

Appendix D shows economic and governmental influences as a result of the Coronavirus pandemic. This current pandemic is a dynamic situation and the owners are aware the business could well be impacted by governmental decisions and the local economy. However, it is anticipated that the link between vaccinations and hospitalisations will shortly be broken and Coronavirus restrictions will be eased. Due to the growing performance of the Welsh tourism industry, the prediction is the company will not be adversely economically impacted and the growth of the business should not be adversely impacted. If required, a contingency plan is in place to utilise government support in the form of available business grants to ensure the business remains operational through and beyond the pandemic.

Customer Analysis

The business will aim to specifically entice families looking for a luxurious self-catering holiday, on an award-winning holiday park to stay with us. With children's facilities at an abundance at the park and a host of family attractions within a 45-minute drive, including Wales' biggest Theme Park and Zoo, this holiday destination is perfectly suited to the family demographic. On-site facilities include food and drink outlets, children's and adult's entertainment programmes, an indoor pool, amusement arcade, multi-sports arena and playground.

In addition, the park is situated within the town of Kidwelly which is home to a former Norman stronghold and is considered a contender for one of the greatest castles within Wales (Welsh Government, 2021b). Situated nearby is the Millenium Coastal Path which offers spectacular

views of the Gower peninsula and is home to a number of restaurants, making it a spectacular place to dine out (Carmarthenshire County Council, 2021).

South Wales' top-rated attractions can be found in Appendix E.

Research indicates that the largest demographic of people who holiday within Wales are families (Appendix F). Therefore, our primary target market accounts for the largest group of people who holiday in Wales. Most conclusively, further research indicates that those who have recently decided to holiday in Wales have been affected financially by the Coronavirus pandemic (Appendix G). Therefore, this suggests that regardless of financial difficulties, holidays remain a priority and this highlights the importance of Water's Edge Escapes' mission which is to offer affordable but luxurious family holidays on a relaxing and award-winning holiday site.

From Appendix H, it can be clearly concluded that the business is a viable business idea given the existing demand for self-contained accommodation in Wales. Since 2015, Wales has reached annual self-catering occupancy levels of between 50-66%, with annual averages during peak periods rising to 66-70%. Therefore, each property will be fully equipped with all the necessary equipment required for an ultimate self-catering break, including comprehensive utensils, BBQ/fire pit, outdoor pizza oven and laundry facilities.

In addition to families, given the facilities provided and location of each property, the business will also appeal to small groups, couples and dog owners.

Competitor Analysis

Occupancy levels are particularly higher in South West Wales, which has been the second highest occupancy region in 2018 and 2019 (Appendix I). In addition, occupancy levels in coastal locations were on average 4 to 6 percentage points higher during these years compared to inland locations. The business has the advantage of being located in a coastal town in South Wales and benefits from both coastal and countryside scenery.

As shown below (Figure 1), similar competitors within the area offer a range of accommodation types from 2 bed to 3 bed properties, however all are furnished to clean but basic standards. The business will therefore focus on offering a touch of luxury with consistent high standards of accommodation and customer service, in addition to affordable prices.

The business will also be the only holiday accommodation provider in the locality to offer a culmination of the following; an outdoor pizza oven, bespoke breakfast hamper (extra charge), private parking, a sea view and free WIFI in each of the properties. In addition, each property will also be dog friendly.

Further, competitor's properties on the site are self-contained and do not offer catering options. In order to gain an additional advantage over other competitors, the business will also offer the opportunity for guests to purchase a luxurious breakfast hamper to cater for the duration of their stay. The hampers will be priced accordingly to remain affordable for guests, whilst also creating a small, additional profit for the business owners.

Figure 1: Competitive Facility Matrix

	Bedrooms	Outdo or Pizza Oven	Breakf ast Hamp er	Private Parkin g	Dog Friendl y	Sea View	Wifi	Luxury
<u>Water's Edge Escapes</u>	3	Y	Y	Y	Y	Y	Y	Y
Competitor 1	3				Y		Y	
Competitor 2	2			Y		Y		
Competitor 3	2			Y	Y		Y	

Pricing of the properties will also be key to attracting the appropriate levels of custom. The business will offer similar pricing to existing competition (Figure 2), however each property will have the added benefit of higher class accommodation and extensive facilities, therefore it is clear that Water's Edge Escapes will provide the best value for money

Figure 2 - Competitor price analysis

	Price per night		
	Low Season	Mid Season	High Season
<u>Water's Edge Escapes</u>	£90	£100	£110
Competitor 1	£87	£103	£107
Competitor 2	£95	£107	£118
Competitor 3	£88	£98	£108

SWOT Analysis

After completing an industry, customer and competitor analysis, the business owners conducted a SWOT analysis in order to identify the business' strengths, weaknesses, opportunities and threats as shown below (Figure 3).

Figure 3: SWOT Analysis

Strengths	Weaknesses
• Luxury accommodation • Affordable costs • Excellent customer service • Location • Extensive facilities	• High number of competitors • Lack of experience running own business • No full-time staff members
Opportunities	Threats
• Expansion across Wales • Employ additional staff • Full-time employment for owners within the business	• <u>Covid</u> pandemic • Financial climate • Closure of holiday park • Changes to holiday park terms and conditions including lease duration • Changes in site fees • Negative reviews

PEST Analysis

A PEST analysis has been completed in order to understand market growth, decline, business position, potential and direction for operations (Figure 4). From the PEST, many potential obstacles have been identified in advance so they can be planned for and avoided should they occur in the future.

Figure 4: PEST Analysis

Element	Factor	Business Impact
Political	Political stability	<i>Change of Government may implement new tourism guidelines in a positive or negative way</i>
	Tax policy	<i>The taxation of the industry is volatile which could affect how the business is taxed, affecting profit negatively or positively</i>
	Funding and grants	<i>The business may be eligible for funding and grants. This may change to positively or negatively affect the finance of the business</i>
	Management	<i>The business is a partnership and is vulnerable to one member leaving the business</i>
	Covid pandemic strategic plan	<i>The business could be shut down dependant on restrictions</i>
Economic	Strength of consumer spending	<i>If consumer spending is weak, the financial projections could be negatively affected with low occupancy levels</i>
	Ease of access to loans	<i>If accessing a loan is difficult, it would prove difficult to achieve the long-term vision of expanding the business</i>
	Real- estate exodus	<i>If the business owners were to attempt to sell any of the properties, a real-estate exodus could prevent the sale of such</i>
	Current and future levels of interest rates, inflation and unemployment	<i>Interest rates and inflation could affect loan repayments and prices and put the business at risk. In addition, high unemployment rates may lead to a lack of sales, therefore affecting the financial projections.</i>
Sociological	Pandemic lifestyle trends	<i>Uncertainty during the covid pandemic may affect sales negatively</i>
	Demographics	<i>If the demographics of the target market are incorrect, there is a chance that projected sales during each season may not be achieved</i>
	Brand, company, technology, image	<i>It is important to utilise technology to enable the brand and image to be positive visual to potential customers</i>
	Consumer buying patterns	<i>It is important to take note of customer buying patterns to enable the business to provide a service need</i>
Technological	The way in which customers make purchases	<i>Customers must be provided with the opportunity to make purchases in a safe, secure and modern way. To do this, the business should utilise a range of booking and payment options.</i>
	Relevant, current and future technological innovations	<i>The business must constantly develop, therefore technological innovations must be followed to ensure the business is not left behind</i>

Sales and Marketing Strategy

Marketing Objectives

In May 2021, Welsh residents carried out the highest number of Google searches for staycations (Independent Cottages, 2021). Given the indication of the ever-growing need for self-catering accommodation, it is likely existing competitors will stand to receive a business as usual share of the market. Therefore, it is vital that the business stands out to separate it from

the crowd. To do this the owners will ensure affordable luxurious holidays are marketed, achieved and maintained appropriately.

Water's Edge Escapes will focus on the Company's unique value proposition:

To offer luxurious, self-catering holidays to suit a wide range of guests

To offer a bespoke catering service

To offer affordable, competitive prices

To provide an unmatched customer service

Marketing Strategy

It is estimated that over three quarters of UK consumers participate in online research prior to making a purchase (Offer, 2021). This statistic highlights the necessity of creating an online presence for the business. Therefore, the business will focus on building an online presence by developing a comprehensive website providing the following for each property: pricing and live availability, property information and images, 3D walk-through tours, customer reviews, tourist information and contact details. Facebook, Twitter and Instagram social media platforms will be utilised to share regular posts in order to reach a wider audience. A Google Business profile will also be created, linking each online platform to allow a seamless connection with customers through Google Search and Maps. In addition, an email marketing campaign will be run as and when required, providing special offers to subscribed customers. This will prove particularly beneficial during periods of low bookings.

Nearly 90% of travellers say reviews are influential in choosing where to book (Business Gateway, 2018). High guest satisfaction and positive reviews will be a necessity to ensure new and repeat bookings, therefore the business will be listed on TripAdvisor and guests will be asked to write a review following their stay. TripAdvisor will allow the owners to respond to reviews and queries and also track and analyse the performance for each property.

The above online marketing platforms have been chosen for their free of charge but powerful services, all of which will prove cost effective to the business.

Research indicates the importance of supporting local businesses will play a big role in 2021 and beyond and holiday let owners have a unique opportunity to partner with local businesses and share marketing efforts (Seaton, 2021). The business will partner with local suppliers to provide luxury breakfast hampers for its guests. This will also help build the business within the local community and further both online and offline marketing.

The offline marketing strategy will also rely upon word of mouth through previous guests.

Target Market

The marketing strategy will be tailored to attract the appropriate target audience depending on the time of year e.g high, mid and low season. During the high season, which includes school holidays and weekends, considering the abundance of family facilities and attractions the marketing strategy will appeal primarily to families. During mid and low season, the business will be marketed to appeal to couples and small groups, offering relaxing breaks in a beautiful location. Each property will also be dog friendly, allowing for a wider target market. In 2021, almost half of holiday searches were filtered by 'pets allowed' (Warner, 2021).

Pricing Strategy

The business will follow a market-based pricing strategy, offering accommodation in line with similar competitors within the area. Differential pricing will also be used with varying prices charged during low, mid and high season, following the seasonal calendar of another successful holiday provider (Appendix J).

The pricing strategy will ensure each accommodation will be suitably priced, thus allowing the business to gain an appropriate share of the holiday letting market. Crane (2019) suggests that pricing too low may lead potential guests to question the standard of accommodation and pricing too high may risk losing custom to other competitors. The property pricing strategy is shown in figure 5. A price increase of 2% has been applied each year in line with forecasted inflation rates (Clark, 2021). A minimum three-night stay will be required for all bookings.

Figure 5: Property pricing strategy

	Price per night				
Season	Year 1	Year 2	Year 3	Year 4	Year 5
High	£110	£113	£115	£117	£119
Mid	£100	£102	£104	£106	£108
Low	£90	£92	£94	£96	£98

Additional charges include purchase of a bespoke breakfast hamper, charged at £10 per night with a minimum three night requirement. This ensures affordability for all, allowing customers greater flexibility with an option to tailor their holiday to suit individual budgets and requirements. An additional charge for dogs will be applied at £5 per night.

Discounted pricing tactics will be used to achieve last-minute bookings where occupancy levels are low and to reward repeat guests, these prices will be marginally discounted on a case by case basis.

Sales forecast

Each property will be available to let for 308 days per year. Estimated occupancy levels have been calculated based on data above.

In addition, with staycation hampers being labeled as 2021's newest trend, there is scope to generate extra income through this offering (Piggot, 2021).

An extra charge of £5 per night has been applied to dog owners.

A detailed overview is shown in Appendix K.

Timeline

Water's Edge Escapes will initially consist of three chalets located in Carmarthen Bay Holiday Park, Ferryside, Kidwelly, South Wales, SA17 5HQ. Each property will be owned outright by the business owners.

Properties will require a full refurbishment on purchase. Sale completion of each property is planned for September 2021, with a period of five months for refurbishment, which will be carried out by the owners in order to limit costs. During this period, extensive marketing will take place to promote the business and to provide exciting news and updates for potential guests. Bookings will be available from February 2022, ensuring readiness for the start of the season. During the first five years, the business will be run solely by Miss Kirsty Owen and Mr Benjamin Williams. Salaries will begin to be drawn from the business during year 3, when the business is predicted to be in positive equity.

Further expansion of the business is planned for the end of year 4.

Operations

Benjamin Williams will hold responsibility for:

- Property refurbishment
- Property maintenance
- Creating procedure manuals
- Complaints handling

Kirsty Owen will hold responsibility for:

- Marketing and sales
- Cleaning and health and safety checks
- Guest check-ins
- Business finances
- Complaints handling

Both parties will hold responsibility for emergencies and an on-call rota will be established, taking into account other working commitments of both parties.

As the business expands further, the possibility of employing additional staff to focus on property cleaning and guest check-ins will be investigated.

Legislation

The business will be governed by Furnished Holiday Let (FHL) legislation and business rates will apply. This legislation states that each property must be commercially let to the public for at least 105 days of the tax year, they also need to be available to let for at least 210 days of the year and any single letting must not be for longer than 31 continuous days.

The Gas Safety (Installation and Use) Regulations 1998 outlines legal duties of self-catering accommodation providers in relation to gas appliances. The business owners will ensure all

appliances and fittings, flues and chimneys are safely maintained. Annual gas safety checks will be carried out by a registered engineer and records kept for two years.

Each property will be fitted with a carbon monoxide detector in order to take all necessary measures to reduce the risk of carbon monoxide poisoning. Alarms will be tested routinely during changeover operations.

Under the Electrical Equipment (Safety) Regulations 1994, accommodation providers have a duty of care to ensure all electrical equipment supplied for business use is 'safe'. This applies to guests, employees and contractors in the property. Any equipment supplied after January 1995 must be marked with the appropriate CE symbol. In order to demonstrate compliance with electrical requirements, the business owners will ensure an NICEIC registered electrician undertakes a full electrical inspection and provides an Electrical Safety Certificate for each property prior to accommodating guests. Regular Portable Appliance Testing (PAT) will be carried out annually by an electrician to ensure best practice. Visual checks will also be carried out by the business owners during routine changeover operations.

Holiday home owners within Wales are obliged under the Regulatory Reform (Fire Safety) Order 2005 (England and Wales) to carry out a fire risk assessment. This will be completed by the business owners with assistance from the Fire Brigade and will be reviewed annually. Fire alarms will be placed in each property and will be tested regularly during routine cleaning operations.

All upholstered furniture should meet the requirements set out in The Furniture and Furnishings (Fire) (Safety) Regulations 1988. The regulations state that all upholstered cushions, pillows, furniture, beds, mattresses, headboards and sofa beds meet the set fire resistance standard. Furnishings will be purchased in accordance with this.

The General Product Safety Regulations 2005 makes it a legal requirement that holiday home owners only supply 'safe' products to their guests. Using a common sense approach, each property will be routinely inspected during the cleaning operations and any problems identified will be dealt with efficiently to reduce the risk of injury.

In addition to routine inspections, written logs will be completed during each inspection and kept as evidence of best practice. A welcome pack will be provided in each property containing relevant information, warnings and instructions for operating products and appliances and important emergency instructions and contact details.

Although not a legal requirement, public liability insurance will be purchased by the business owners to ensure protection in case of an accident.

In line with the Disability Discrimination Act 2005, the business owners will complete a written accessibility statement for each property, explaining who each property is suitable for.

The business owners will comply with the Consumer Protection from Unfair Trading Regulations 2008 (CPRs) and the Business Protection from Misleading Marketing Regulations 2008 to ensure fair trading practices.

The Data Protection Act 2018 (DPA) and General Data Protection Regulations (GDPR) will also be adhered to, ensuring customer data is held and used appropriately.

Manuals and inspection logs will be developed by the business owners prior to bookings, to ensure consistent best practices and compliance with regulations are met.

Suppliers

Property furnishings and equipment will be sourced online to ensure best value for money. Local catering suppliers will be used to source ingredients for the luxury breakfast hampers. Local tradespersons will also be used to ensure adherence to legislation above.

Systems and procedures

Booking system

An online account will be set up with Freetobook. This free of charge service will provide many features to run an efficient booking and marketing system, as shown in Appendix L.

Check in/out procedure

To allow appropriate time for changeover operations, the following times will be applied:

Check in: 16.00

Check out: 10.00

Damage deposit

A 10% damage deposit will be required for all bookings, this deposit will cover any damage which may incur. Deposits will be refunded within 3-5 days if no damage has occurred.

Terms and conditions

A copy of the booking terms and conditions are attached in Appendix M.

Complaints procedure

A copy of the complaints procedure is attached in Appendix N.

Financial Information

Personal Survival Budget - see Appendix O

Breakfast Hamper Costings - see Appendix P

Cashflow forecast - see Appendix Q

Balance sheet - Appendix R

Loan details - Appendix S

References

Business Gateway (2018) *Trip Advisor Marketing and Online Review Management- Webinar (Fife)*. Available: <https://www.bgateway.com/events/trip-advisor-marketing-and-online-review-management-webinar-fife-19953> (Accessed: 14 July 2021).

Business Wales (2021) *Tourism*. Available at: <https://businesswales.gov.wales/tourism/> (Accessed: 14 July 2021).

Carmarthenshire County Council (2021) *Visit Kidwelly Castle*. Available: <https://www.discovercarmarthenshire.com/places/llanelli-the-millennium-coastal-park/> (Accessed: 14 July 2021).

Clark, D. (2021) *Forecasted inflation rate of the Consumer Price Index in the United Kingdom from 2021 to 2025*. Available: <https://www.statista.com/statistics/306720/cpi-rate-forecast-uk/> (Accessed: 14 July 2021).

Crane, E. (2019) *How to Price Your Holiday Home: A Guide to Holiday Let Rental Rates*. Available: <https://www.sykescottages.co.uk/blog/how-to-price-your-holiday-home/> (Accessed: 14 July 2021).

Freetobook (n.d) *Pricing*. Available: <https://en.freetobook.com/pricing> (Accessed: 14 July 2021).

Google (2021) *Things to do - South West Wales*. Available: shorturl.at/gu347 (Accessed: 14 July 2021).

Independent Cottages (2021) *These are the UK staycation trends people are searching for, according to Google*. Available: <https://www.independentcottages.co.uk/holiday-blog/uk-staycation-trends/> (Accessed: 14 July 2021).

Lydall, A. (2021) *Wales Tourism Business Barometer 2021: Covid-19 Impact Wave 6 Report*. Available: <https://gov.wales/sites/default/files/statistics-and-research/2021-03/tourism-barometer-coronavirus-covid-19-impact-survey-wave-6-2021.pdf> (Accessed: 14 July 2021).

Moneysupermarket (n.d) *Compare loans*. Available: <https://www.moneysupermarket.com/loans/> (Accessed: 14 July 2021).

Offer, D. (2021) *11 cheap or free advertising methods*. Available: <https://businesswales.marketinginfohub.co.uk/topics/media-advertising-strategy/11-cheap-or-free-advertising-methods> (Accessed: 14 July 2021).

On The Market (n.d) *3 bedroom chalet for sale*. Available: <https://www.onthemarket.com/details/8153672/> (Accessed: 14 July 2021).

Partingtons (2021) *High and Low Season Calendar Dates*. Available: <https://www.partingtons.com/season-dates.php?park=4> (Accessed: 14 July 2021).

Piggot, S. (2021) *Turn your soggy break in Blighty into a gourmet getaway: Welcome to 2021's newest foodie trend — the staycation hamper. We rate six of the best....* Available: <https://www.dailymail.co.uk/femail/article-9730745/Welcome-2021s-newest-foodie-trend-staycation-hamper-rate-six-best.html> (Accessed: 14 July 2021).

Schofield, P. (2020) *Report: The Rise of Staycations – UK Travel in 2020/21*. Available: <https://www.schofields.ltd.uk/blog/5980/staycations-uk-travel-2020-21/> (Accessed: 14 July 2021).

Seaton, G. (2021) *Revealed - 8 staycation trends for 2021 and what they mean for owners*. Available: <https://www.propertyinvestortoday.co.uk/breaking-news/2021/4/revealed--8-staycation-trends-for-2021-and-what-they-mean-for-holiday-let-owners> (Accessed: 14 July 2021).

Warner, M. (2021) *Revealed: the top destinations for dog-friendly holiday cottages in Wales*. Available: <https://www.leaderlive.co.uk/news/19335872.revealed-top-destinations-dog-friendly-holiday-cottages-wales/> (Accessed: 14 July 2021).

Welsh Government (2020) *Visit Wales Accommodation Occupancy Survey Annual Report 2019*. Available: https://gov.wales/sites/default/files/statistics-and-research/2021-01/wales-accommodation-occupancy-survey-2019_0.pdf (Accessed: 14 July 2021).

Welsh Government (2021) *Let's shape the future*. Available at: https://gov.wales/sites/default/files/publications/2021-03/lets-shape-the-future_0.pdf (Accessed: 14 July 2021).

Welsh Government (2021b) <https://cadw.gov.wales/visit/places-to-visit/kidwelly-castle>

Welsh Government (2021c) *COVID-19 U.K. Tourism Consumer Tracker Survey: Wales profile report 2020 (Weeks 9-13)*. Available: https://gov.wales/sites/default/files/statistics-and-research/2020-09/covid-19-uk-tourism-consumer-tracker-survey-wales-profile-13-july-to-14-august-2020_1.pdf (Accessed: 14 July 2021).

Appendices

Appendix A

Properties available for purchase



12

£22,000

3 bedroom chalet for sale - Carmarthen Bay, Kidwelly



HOLIDAY LET or HOLIDAY HOME? Looking for a COASTAL getaway, somewhere to relax and enjoy your own company or the local amenities we have pleasure in offering this well presented three bedroom holiday chalet in the sought after location of Carmarthen Bay. Set in Jubilee Court on the park with a...

Under offer

Marketed by West Wales Properties - Llanelli. [01554 550963](tel:01554550963) [Contact agent](#)

(On The Market, n.d)

Appendix B

Business Owners' CV's

Kirsty Owen

11 Heol Dderwen, Llanelli, Carmarthenshire, SA15 1JQ
07875810818
kirstyowen@hotmail.co.uk

Personal statement

Administrative Assistant with over 11 years' experience working in a reputable higher educational establishment, particularly skilled in managing fast-paced, front desk operations whilst providing and ensuring administrative support and customer service objectives. Digitally skilled and adept at prioritising tasks, maintaining organisation and optimising workflow. Accustomed to balancing high-volume inquiries with administrative support for an extensive number of students and members of staff.

Key skills

Effective communication

- Ability to communicate professionally and bilingually in a variety of ways, including verbally, orally and digitally to ensure smooth operations, productive communications and effective understanding
- Capacity to form and maintain effective working relationships with employees, students and customers at all levels within the organisation
- Knowledgeable to deliver current and accurate information to all requesters, courteously and within a timely manner

Creativity and Strategic Planning

- Confident in monitoring and evaluating processes to identify and streamline, to improve accuracy, efficiency and responsiveness of department
- Ability to ensure satisfactory and efficient task completion by strategic planning and utilising creative thinking skills

Organisation

- Strong organisational skills, possessing the ability to multi-task and prioritise workload in order to meet strict deadlines
- Competent in analysing processes and utilising the best method to ensure task completion
- Effective organisational and time management skills with meticulous attention to detail

IT & technology

- IT proficient with the ability to input data into various computerised systems ensuring accurate data entry
- Excellent IT skills, including expertise in the use of Microsoft Office

- Thorough understanding of computer software, browsers and operating systems in order to ensure success criteria is met
- Proficient touch-typing skills

Education

- ILM Certificate in Leadership and Management Level 4 (current)
- Certificate in Higher Education Skills for the Workplace Level 4 (current)
- Level 2 Certificate Information, Advice and Guidance (current)
- NVQ Level 2 Business and Administration
- OCR Level 1 Award Text Processing (Business Professionals)
- BTEC Level 2 Award Principles of Customer Service in Hospitality, Leisure, Travel and Tourism
- 10 GCSE's – including English, Welsh and Maths

Employment History

Administrative Assistant, Coleg Sir Gar, Llanelli

(September 2008 – present)

- Maintain detailed administrative and procedural processes to ensure accuracy and efficiency
- Manage office inventory by restocking supplies and placing orders to maintain adequate stock levels
- Input timetables on electronic system utilising EBS software
- Maintain reception area in orderly manner to meet high levels of customer service and health and safety regulations
- Ensure excellent customer service for all learners, staff and visitors by bilingually providing a knowledgeable and welcoming environment
- Manage incoming and outgoing calls by providing a bilingual service for busy switchboard covering 5 campuses
- Monitor premises, screen visitors, update logs and issue passes to maintain security
- Provide administrative support to various personnel, including Directorate Staff, Campus Operations Manager, Faculty Managers and Teaching and Support Staff
- Perform financial functions relating to the collection of miscellaneous campus income, issuing of petty cash, banking and completion of appropriate documentation
- Perform Registry and Admissions functions to include giving advice and guidance to prospective and existing students, recruitment and enrolments
- Process student finance payments in line with strict procedures and deadlines and deal with any queries regarding non-payment

Cafe Assistant, Morrisons, Llanelli
(August 2007 – January 2009)

- Provide excellent customer service, ensuring attentive service throughout dining experience
- Ensure accurate and efficient order-taking, communicating clearly with customers and kitchen staff regarding customer orders, allergies, dietary needs and other special requests
- Operate cash register with proficiency during high-volume service times whilst accepting cash, cheque and card payments accurately and efficiently
- Ensure all areas and equipment are maintained and operated in line with Health and Safety and Food Hygiene standards
- Prevent food spoilage by monitoring dates, rotating stock and following proper storage procedures
- Manage opening and closing duties, including restocking items and reconciliation of cash drawer

References

References available upon request.

Benjamin Williams

(E) bentheref@hotmail.com

Personal Profile

A Trainee Probation Officer responsible for the caseload management of high-risk offenders within the community, with a passion for reducing recidivism and ensuring public protection. Experienced in supporting individuals including offenders on a 1-1 and group basis by designing, implementing, referring and facilitating intervention programmes to improve the future prospects of individuals within the community and within prison settings in order to reduce recidivism.

Previously an experienced Education executive responsible for the management of multiple secondary and higher education partnerships across Wales for the Prince's Trust.

PGCE holder with experience of teaching, assessing, mentoring and caseload management of learners when working as a Study Support Lecturer and Sports Lecturer in a multiple site higher education establishment.

Currently working towards a Level 6 Professional Qualification in Probation (PQIP) and a level 5 Vocational qualification in Probation.

Prior to switching careers I was employed as a labourer working for local Llanelli builders TRJ.

Career Summary

2020- Present – The National Probation Service, Offender Manager

- Responsible for the management of low, medium and high-risk offenders within the Community
- Develop intervention programmes and strategies to encourage desistance and build protective factors
- Ensure public protection, safeguarding for all persons of interest associated with Offenders
- Provide court reports and recommendations to court as and when required
- Liaise with partner agencies and adult and child safeguarding teams to ensure public protection and reoffending reduces
- Manage offenders licence conditions to ensure public protection

2018-2020 - Prince's Trust Education Executive, The Prince's Trust

- Provide effect support to schools and learning centres by coordinating Internal Verification events, supporting Advisers, and liaising with the national Prince's Trust Qualifications team

- Deliver high quality learning and development sessions for young people, volunteers & partner staff
- Coordinate internal verification days whilst assessing, caseload managing and providing feedback to teaching staff and learners aligned to assessment criteria
- Actively promote, market, and recruit the Education programme to schools and centres.
- Ensuring Minimum standards are met, delivery Agreements are in place and safety management system and audits/reviews have been completed Responsible for the implementation of action plans to address issues identified in the annual self-assessment and quality assurance processes
- Provide support to the programme manager complete annual quality reviews for Delivery
- Partners as required and ensure Delivery Partners' views are fed back to the regional or country programme management team
- Liaise with delivery partners to ensure awareness of and participation in events related to Prince's Trust Achieve programme and added value offers e.g. Adviser Conferences
- Experience of facilitating skills development in a range of informal settings through delivering to young people on the Prince's Trust Get Into, Get Started and Education programmes accurately and with good attention to detail via the management of a large caseload.

2016 – 2018 Monitoring and Tracking Officer, Coleg Sir Gar, Cynnydd Project

- Offering advice, support and guidance via one to one and group support for young people identified at risk of becoming NEET
- Advice, support and guidance includes emotional support, study support, assignment support, employability support, timekeeping support family issues support and health and well-being support
- Creation of individualised action plans to identify appropriate support required.
- Communicating effectively with lecturers and students to create intervention methods to ensure the correct support for the young person.
- Effective caseload management ensuring each participant is engaged and supported
- Effective data management ensuring each stage of the participants time on Cynnydd is recorded to allow for an impact assessment on the projects overall success with the young person's progression
- Collaborate and share with other team members sharing intervention information and expertise

2016 – 2018 BTEC Sport and Exercise Science Sport Lecturer, Coleg Sir Gar

- Delivering Sports Analysis and Sports Injuries lesson at Level 3
- Delivering engaging and motivating lessons using digital technology
- Lesson Planning
- Creations of Schemes of Work
- Marking of assignments to BTEC course specification requirements. Ensuring assessment criteria is met
- Developing numeracy and literacy skills of participants
- Building an effective working relationship with students
- Providing opportunities for sports students to act as physiotherapists within the sports academy and with external partners

2015-2016 Labourer, TRJ Builders Llanelli

- General building and Maintenance duties
- Bricklayer
- Health and Safety in building

Education and Qualifications

- Professional Certificate in Teaching Skills (PROFGCE)
- BSc Hons Community and Justice (University of Portsmouth)
- BSc Sports Coaching and Performance - 2:1 (University of Wales Trinity Saint David)
- BTEC Sport and Exercise Sciences –Triple Distinction Profile
- PQIP – Professional Qualification in Probation – level 6 Working Towards
- VQS – Vocational Qualification in Probation – Level 5 Working Towards
- Level 2 Brick Laying
- Level 1 Health and Safety
- CSCS Card holder

Further Skills and Qualifications

- Key Skill/Employability Skills –WJEC Problem Solving Level 3
- Key Skill/Employability Skills –WJEC Communication Level 3
- Key Skill/Employability Skills –WJEC Application of Number Level 2
- Youth Mental Health First Aid
- PSO Modules 1-4 – Core Concepts, Drug and Substance abuse, Working with Sex Offenders and mental Health.

Other Details

- Full Driving Licence – Including Minibus

Appendix C

Welsh tourism performance

In 2019, spending on tourism in Wales totalled **£5.97 billion** and the industry employed 149,600 people in Wales, totalling 11.8% of the workforce, of which, 122,400 people, 9.6% of total employment in Wales, worked in hospitality.

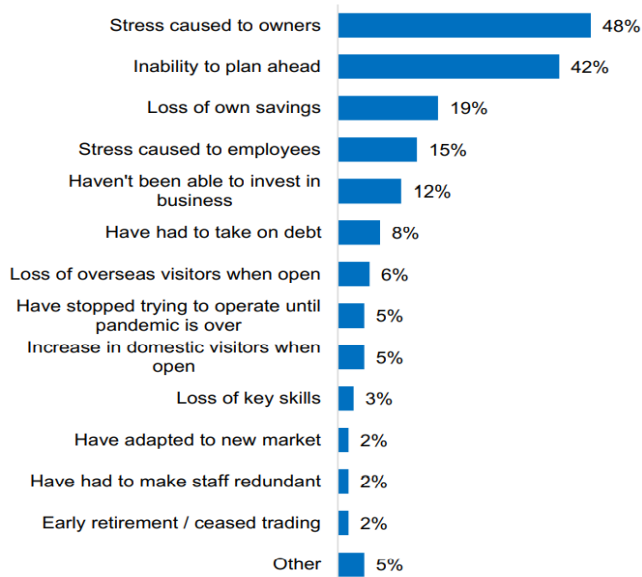
2019 saw:	Indicative 2020 performance:	Furlough (UK-level figures)
– 10,698,000 overnight domestic GB trips to Wales – an increase of 6.8% and generating expenditure of £2,003 million. – 87,300,000 day visits in Wales – a decrease of 8.8%. These visits generated expenditure of £3,447 million. – 1,023,000 international trips to Wales – an increase of 3.6%. Visitor spending was £515 million, which was an 18.8% increase on the same time last year.	– Hotel occupancy rates down 20% over course of 2020, but only down 8% in August. – Occupancy in August 2020 was 90%, with many people making bookings once lockdown restrictions were lifted. However, in September, occupancy was the highest it had been over the last three years at 82% – 14 percentage points higher than the previous year.	– As of January 2021 56,800 Accommodation and Food Services, and Arts, Entertainment and Recreation workers in Wales were on furlough. Across the UK, over half of all workers in these industries were on furlough, compared to 16% of workers across all industries in the UK, and 14% in Wales.

(Welsh Government, 2021)

Appendix D

Covid impact on businesses

Q5 "Apart from loss of revenue and not being able to open as normal, what other impacts, if any, has the Covid-19 crisis had on you and your business?"
(Unprompted)



Q3 "... how much revenue did your business lose in 2020 due to the Covid-19 crisis?"	
Haven't lost any revenue	3%
Up to £2,500	0%
£2,501 – £5,000	5%
£5,001 – £10,000	10%
£10,001 – £25,000	26%
£25,001 – £50,000	23%
£50,001 – £100,000	17%
£100,001 – £250,000	10%
£250,001 – £500,000	4%
£500,001 – £1,000,000	1%
More than £1,000,000	2%
Base	569

The above results exclude those not knowing or preferring not to answer this sensitive question

(Lydall, 2021)

Appendix E

South Wales attractions



Top sights

Based on traveller visits and local insights



Folly Farm Adventure Park and Zoo

4.8 ★★★★★ (7,144)

Family zoo, farm & funfair all in 1



Pembroke Castle

4.7 ★★★★★ (4,263)

Fortress where Henry VII was born



Oakwood Theme Park

3.8 ★★★★★ (1,613)

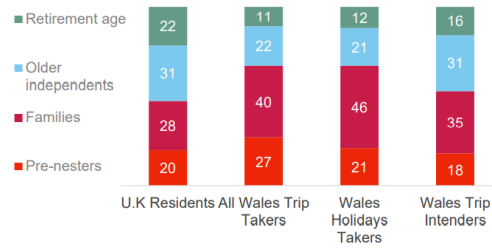
Roller coasters, rides & Neverland zone

(Google, 2021)

Appendix F

Occupancy breakdown by life stage

Figure 5. Breakdown of population and trip-takers by life stage, Percentage Weeks 10-13, U.K. and Wales

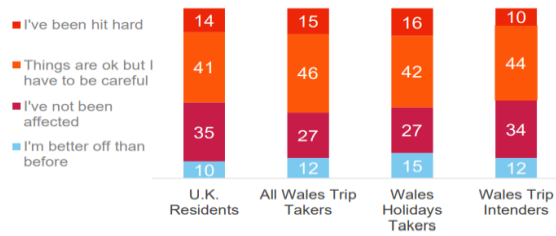


(Welsh Government, 2021c)

Appendix G

Covid impact on trip takers

Figure 7. Breakdown of trip-takers compared to intenders by financial segments, Percentage Weeks 10-13, U.K. and Wales



(Welsh Government, 2021c)

Appendix H

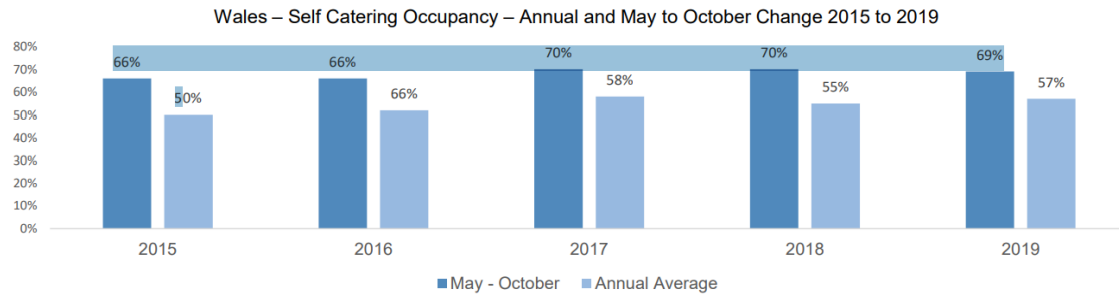
Wales self-catering occupancy trends

Wales - Self Catering Occupancy Trends

This section outlines national and regional self catering unit occupancy trends in Wales and provides an understanding of tourism levels in destinations over a 12-month period. Using this data can help provide opportunities to drive tourism growth at different stages of the year through campaigns and events.

Wales (Overall)

In 2019 the annual self-catering average unit occupancy for all cottages and apartments was 57%. Self-catering accommodation continued to demonstrate high levels of occupancy during peak periods, with an average unit occupancy of 69% for the period May to October, a small fall of 1 percentage point since 2018.



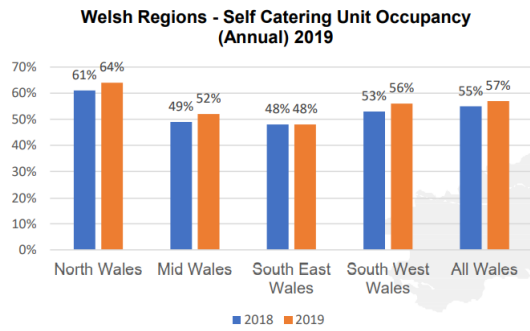
(Welsh Government, 2020)

Appendix I

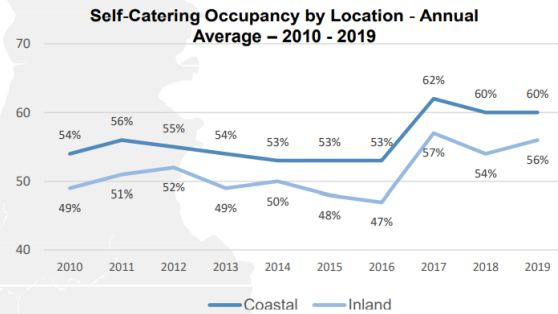
Occupancy levels by Welsh regions

Welsh Regions

Unit occupancy levels across three out of four regions saw an increase during 2019. North Wales achieved the highest unit occupancy at 64%, followed by South West Wales (56%) and Mid Wales (52%). Meanwhile, the lowest unit occupancy was recorded in South East Wales (48% - on a par with the previous year).



The annual average unit occupancy in coastal locations was higher than inland locations, continuing the trend over the last 10 years. In 2019 occupancy rates in coastal locations were on average, four percentage points higher than inland locations (60% compared to 56%).



(Welsh Government, 2020)

Appendix J



Partingtons - Season calendar dates

Yearly Calendar

January 2022 - December 2022

January 2022 1						
S	M	T	W	Th	F	Sa
						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					

February 2022 2						
S	M	T	W	Th	F	Sa
		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					

March 2022 3						
S	M	T	W	Th	F	Sa
		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		

April 2022 4						
S	M	T	W	Th	F	Sa
					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

May 2022 5						
S	M	T	W	Th	F	Sa
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				

June 2022 6						
S	M	T	W	Th	F	Sa
			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		

July 2022 7						
S	M	T	W	Th	F	Sa
					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						

August 2022 8						
S	M	T	W	Th	F	Sa
	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			

September 2022 9						
S	M	T	W	Th	F	Sa
				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	

October 2022 10						
S	M	T	W	Th	F	Sa
						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					

November 2022 11						
S	M	T	W	Th	F	Sa
		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			

December 2022 12						
S	M	T	W	Th	F	Sa
				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

(Partingtons, 2021)

Appendix K

SALES FORECAST

Kirsty Owen & Benjamin Williams

Water's Edge Escapes

13/07/2021

	Properties	DAYS OPEN PER YEAR	PROPERTY NIGHTS PER YEAR
	3	308	924

PREDICTED OCCUPANCY RATE (PER PROPERTY)	DAYS OPEN	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
HIGH SEASON	172	40%	50%	60%	70%	80%
MID SEASON	28	40%	50%	60%	70%	80%
LOW SEASON	108	40%	50%	60%	70%	80%

OCCUPIED NIGHTS (TOTAL PROPERTIES)						
HIGH SEASON	516	206	258	310	361	413
MID SEASON	84	34	42	50	59	67
LOW SEASON	324	130	162	194	227	259
TOTAL OCCUPIED NIGHTS	924	370	462	554	647	739

AVERAGE PROPERTY RATE						
HIGH SEASON	£ 110	£ 113	£ 115	£ 117	£ 119	
MID SEASON	£ 100	£ 102	£ 104	£ 106	£ 108	
LOW SEASON	£ 90	£ 92	£ 94	£ 96	£ 98	

REVENUE						
HIGH SEASON	£ 22,704	£ 29,154	£ 35,604	£ 42,260	£ 49,123	
MID SEASON	£ 3,360	£ 4,284	£ 5,242	£ 6,233	£ 7,258	
LOW SEASON	£ 11,664	£ 14,904	£ 18,274	£ 21,773	£ 25,402	
PROPERTY REVENUE TOTAL	£ 37,728	£ 48,342	£ 59,119	£ 70,266	£ 81,782	

OTHER						
Breakfast Hamper		£ 740	£ 924	£ 1,108	£ 1,294	£ 1,478
Dog charge		£ 740	£ 925	£ 1,110	£ 1,295	£ 1,480
OTHER REVENUE TOTAL		£ 1,480	£ 1,849	£ 2,218	£ 2,589	£ 2,958

TOTAL REVENUE						
	£ 39,208	£ 50,191	£ 61,337	£ 72,855	£ 84,740	

Additional Information:

Predicted occupancy rates based on Wales' annual averages with additional increase as business grows

Property rates based on similar competitor pricing with predicted annual inflation of 2%

Breakfast hamper figures based on 20% predicted sales @ £10 per night (min 3 nights)

Dog charge figures based on 40% predicted sales @ £5 per night

Appendix L

Freetobook account features

Free Internet Booking Engine

All this plus lots more for free... get set-up and running in 2hrs!

Increase direct bookings	Manage bookings	Improve margins	Keep customers close
Direct commission free bookings	Easy to use booking diary	Flexible occupancy pricing	TripAdvisor Review Express (free)
Special offers suite	Check-in and assign rooms	Set minimum stays	Post reviews on Facebook & Twitter
Promo codes	Add key date reminders	Variable meal plans	Create email templates
Free Facebook tab app	Add bar bills and meals	Report booking source & occupancy	Export customer lists
Multi language booking process	Insert bookings in seconds	Book extras online	Flexible booking policy options

For a full in-depth list of all the free features freetobook offers view our [Features Section](#)

(freetobook, n.d)

Appendix M

Terms and Conditions

Water's Edge Escapes

Booking Terms and Conditions

|

A contract between you and the owner will come into existence when payment is received and a booking confirmation is issued showing the confirmed holiday dates. The contract binds you & all the members of your party. It is your responsibility to ensure that all members of your party accept the terms of the contract set out in these terms & conditions of booking. Failure to disclose all relevant information or comply with these terms may lead to termination of the contract & loss of the booking.

All bookings are subject to the following terms and conditions:

- A non-refundable 25% deposit of the holiday cost is payable at the time of booking. Bookings made less than six weeks before your arrival date must be paid in full, plus the 10% refundable damage deposit.
- The balance must be paid no later than six weeks before the commencement of your holiday. If the balance is not received by the due date, then your holiday will be treated as a cancellation.
- All cancellations must be notified in writing. If you cancel your holiday more than 6 weeks before it is due to start, then your deposit will be forfeit. If you cancel less than 6 weeks before the holiday, then the full balance remains due and is not refundable.
- We strongly advise that you take out comprehensive travel insurance to cover cancellations. If you choose not to, then you accept responsibility for any loss that you may incur due to your cancellation.
- Your booking will not be cancelled by the owner except in exceptional circumstances beyond our control. Notification will be given of the cancellation as soon as possible and we will promptly refund all payments made for your holiday. Our liability for cancellation will be limited to payments made to us.
- No parties or events – the maximum number of persons using the accommodation at any time must not exceed 6 and only those listed on the booking form can occupy the property. We reserve the right to terminate the booking without notice and without refund in case of a breach of this condition.
- Bookings cannot be accepted from persons under eighteen years of age.
- The owner reserves the right to refuse a booking without giving any reason.
- We or our representatives reserve the right to enter the property at any time to undertake essential maintenance or for inspection purposes.
- Tenancies normally commence at 16:00, unless otherwise agreed and guests are required to vacate the rental by 10:00 on the day of departure. This allows the accommodation to be thoroughly cleaned and prepared for incoming guests.
- Vaping or smoking anywhere inside the premises will result in immediate termination of occupancy and forfeiture of all payments. This must be strictly adhered to and any damage or extra cleaning caused by smoking will be at the expense of you.
- Pets
 - There is an additional charge of £5 per night for pets
 - Only 2 pets are allowed at one time
 - Please don't let pets onto the furniture, especially sofas and beds
 - Guests are responsible for cleaning up after their pets

Appendix N Complaints Procedure

Water's Edge Escapes

Complaints Procedure

We are committed to providing a high standard of service to all our customers. However, if things do go wrong and you feel our high standards of service have not been achieved, please tell us about them.

During your holiday:

Any problem or complaint which the client may have concerning their holiday must be immediately reported directly to us/our representatives and we will endeavour to put matters right. Any complaints not reported to us/the property manager at the time and only reported after the client has returned from holiday will not be considered by the proprietor.

Please use the contact details found in the Welcome Pack to inform us immediately.

Before/after your holiday:

Stage 1 – Your complaint

Please put your complaint in writing either by letter or email and address it to Kirsty Owen. Please include as much detail as possible and where able to, enclose/attach any supporting evidence.

Complaints should be sent to:

Water's Edge Escapes

11 Heol Dderwen

Llanelli

SA15 1JQ

Email: watersedgeescapes@gmail.com

Stage 2 – Our Acknowledgement

Your complaint will be acknowledged and we will start our in-house complaints procedure.

Timescale – Within 5 working days of receiving your complaint.

Stage 3 – Our Investigation

Your complaint will be investigated and a formal written response will be provided addressing specific complaints and proposing resolutions where appropriate.

Timescale – Within 15 working days of receiving complaint.

Stage 4 – Final Viewpoint

If you remain dissatisfied, you should contact us again and we will conduct a separate review to take place by Benjamin Williams. This will outline our final viewpoint on the matter.

Timescale: Within 15 working days of receiving request.

Stage 5 – Independent Advice

If our final viewpoint does not resolve matters, you may be able to request advice from the following:

The Consumer Rights Act 2015

Supply of Goods and Services Act

Competition and Markets Authority (CMA)

Appendix O

Personal Survival Budget

PERSONAL SURVIVAL BUDGET

Kirsty Owen & Benjamin Williams

Water's Edge Escapes

13/07/2021



Key:

	These cells auto-calculate and are locked so you can't edit them.
	Insert your own text/numbers into these cells as relevant.

Personal income	Description (as required)	Monthly net income (£)	Annual net income (£)
Employment (net income)		£3,200	£38,400
Benefits payments		£80	£960
Enter other		£0	£0
Enter other		£0	£0
Enter other		£0	£0
Enter other		£0	£0
Total income across all sources:		£3,280	£39,360

Personal expenses	Description (as required)	Monthly net expenses (£)	Annual net expenses (£)
Rent or mortgage payments		£320	£3,840
Council tax		£120	£1,440
Utilities		£145	£1,740
Phone and internet		£60	£720
TV Licence		£13	£156
Personal and property insurance		£10	£120
Grocery shopping		£150	£1,800
Transport costs		£50	£600
Car tax and insurance		£30	£360
Subscriptions		£12	£144
Clothing		£50	£600
Leisure and entertainment		£100	£1,200
Money put into savings		£400	£4,800
Enter other		£0	£0
Enter other		£0	£0
Enter other		£0	£0
Enter other		£0	£0
Enter other		£0	£0
Total expenses across all areas:		£1,460	£17,520

YOUR MONTHLY BALANCE

£1,820

YOUR ANNUAL BALANCE

£21,840

Appendix P

Breakfast hamper costings

	Product/service name	Breakfast Hamper	
A	Number of units in calculation	1	*prices ba
B	Product/service components	Component cost	
	Bacon	£2.00	
	Sausages	£3.00	
	Eggs	£1.00	
	Bread	£1.50	
	Jam	£0.75	
	Croissants	£1.50	
	Butter	£0.75	
	Orange Juice	£1.00	
	Yoghurt	£1.00	
	Cereal	£1.50	
	Milk	£1.50	
	Packaging	£3.00	
C	Total product/service cost	£18.50	
D	Cost per unit	£18.50	
E	Profit margin (£)	£11.50	
F	Price per unit	£30.00	
G	Profit margin (%)	38%	
H	Mark up (%)	62%	

Appendix Q

Cashflow forecast

12-MONTH CASH FLOW FORECAST



Kirsty Owen & Benjamin Williams
Water's Edge Escapes
13/07/2021

Key:

	These cells auto-calculate and are locked so you can't edit
	Insert your own text/numbers into these cells as relevant.

Select your starting month:

September

2021

Cash in-flows	Description (as required)	Starting point	MONTHS												TOTAL
			Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
Anticipated sales			£0	£0	£0	£0	£0	£3,921	£3,921	£3,921	£3,921	£3,921	£3,921	£3,921	£27,447
Value of your Start Up Loan		£0	£40,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	£40,000
Other sources of cash or equity		£25,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£25,000
Existing assets for business purposes	Car, phone, laptop	£10,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£10,000
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total cash in-flows (A)		£35,000	£40,000	£0	£0	£0	£0	£3,921	£3,921	£3,921	£3,921	£3,921	£3,921	£3,921	£102,447

Cash out-flows	Description (as required)	Starting point	MONTHS												TOTAL
			Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
Premises costs		£10,000	£60,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£60,000
Existing assets		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£10,000
Building and Maintenance		£0	£1,000	£1,000	£1,000	£1,000	£0	£0	£0	£0	£0	£0	£0	£0	£4,000
Furnishings		£0	£0	£0	£0	£2,000	£2,000	£0	£0	£0	£0	£0	£0	£0	£6,000
Repairs and renewals		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Solicitor fees		£0	£2,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,000
Site fees		£0	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Utilities (gas, electric, water)		£0	£200	£200	£200	£200	£200	£300	£300	£300	£300	£300	£300	£300	£3,100
Insurance		£0	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£792
TV and internet		£0	£0	£0	£0	£0	£0	£90	£90	£90	£90	£90	£90	£90	£630
Vehicle running costs		£0	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Cleaning and laundry		£0	£0	£0	£0	£0	£0	£30	£30	£30	£30	£30	£30	£30	£210
Hamper costs		£0	£0	£0	£0	£0	£0	£46	£46	£46	£46	£46	£46	£46	£322
Your salary (if PSB is in deficit)*		n/a	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Your salary (over and above your PSB needs)*		n/a	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Breakfast hamper cost		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan interest and charges		£0	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£16,255
VAT		£0	£0	£0	£0	£0	£0	£784	£784	£784	£784	£784	£784	£784	£5,488
		£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	£0	£0
		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total cash out-flows (B)		£10,000	£64,891	£2,891	£2,891	£4,891	£3,891	£4,941	£2,941	£2,941	£2,941	£2,941	£2,941	£2,941	£112,037

Your net cash flow (A-B)	£25,000	£24,891	£2,891	£2,891	£4,891	£3,891	£1,020	£980	£980	£980	£980	£980	£980	£980	£9,590
Your monthly opening business bank account balance	£0	£25,000	£109	£2,781	£5,672	£10,562	£14,453	£15,472	£14,492	£13,511	£12,531	£11,551	£10,570	£9,590	£9,590
Your closing cash position	£25,000	£109	£2,781	£5,672	£10,562	£14,453	£15,472	£14,492	£13,511	£12,531	£11,551	£10,570	£9,590	£9,590	£9,590

Additional Information

0% interest credit cards and overdrafts will be used to cover negative equity.

Monthly loan repayment = £1355 x 36 months.

Anticipated sales spread over 10 month average as per sales forecast.

Personal salary will not be drawn until year 3

Closing cash position in year 4 will allow for further expansion of the business

12-MONTH CASH FLOW FORECAST



Kirsty Owen & Benjamin Williams
Water's Edge Escapes
13/07/2021

Key:

	These cells auto-calculate and are locked so you can't edit
	Insert your own text/numbers into these cells as relevant.

Select your starting month: **September** 2022

			MONTHS													
Cash in-flows	Description (as required)	Starting point	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	TOTAL	
Anticipated sales			£3,921	£3,921	£3,921	£0	£0	£5,012	£5,012	£5,012	£5,012	£5,012	£5,012	£5,012	£46,847	
Value of your Start Up Loan		£0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	£0	
Other sources of cash or equity		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Existing assets for business purposes	Car, phone, laptop	£7,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£7,000	
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Total cash in-flows (A)		£7,000	£3,921	£3,921	£3,921	£0	£0	£5,012	£5,012	£5,012	£5,012	£5,012	£5,012	£5,012	£53,847	

			MONTHS												
Cash out-flows	Description (as required)	Starting point	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	TOTAL
Premises costs			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Existing assets		£7,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£7,000
Building and Maintenance		£0	£0	£0	£0	£300	£300	£0	£0	£0	£0	£0	£0	£0	£600
Furnishings		£0	£0	£0	£0	£0	£200	£0	£0	£0	£0	£0	£0	£0	£200
Repairs and renewals		£0	£0	£0	£0	£600	£0	£0	£0	£0	£0	£0	£0	£0	£600
Solicitor fees		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Site fees		£0	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Utilities (gas, electric, water)		£0	£300	£300	£300	£150	£150	£300	£300	£300	£300	£300	£300	£300	£3,300
Insurance		£0	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£792
TV and internet		£0	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£1,080
Vehicle running costs		£0	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Cleaning and laundry		£0	£30	£30	£30	£0	£0	£30	£30	£30	£30	£30	£30	£30	£300
Hamper costs		£0	£46	£46	£46	£0	£0	£57	£57	£57	£57	£57	£57	£57	£537
Your salary (if PSB is in deficit)*		n/a	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Your salary (over and above your PSB needs)*		n/a	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan monthly repayment		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan interest and charges		£0	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£16,260
Negative equity from previous year		£9,590	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£9,590
VAT		£0	£784	£784	£784	£0	£0	£1,002	£1,002	£1,002	£1,002	£1,002	£1,002	£1,002	£9,366
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total cash out-flows (B)		£16,590	£2,941	£2,941	£2,941	£2,831	£2,431	£3,170	£3,170	£3,170	£3,170	£3,170	£3,170	£3,170	£52,865

Your net cash flow (A-B)	-£9,590	£980	£980	£980	-£2,831	-£2,431	£1,842	£1,842	£1,842	£1,842	£1,842	£1,842	£1,842	£1,842	£1,842	£982
Your monthly opening business bank account balance	£0	-£9,590	-£8,610	-£7,630	-£6,650	-£9,481	-£11,912	-£10,070	-£8,228	-£6,386	-£4,544	-£2,702	-£860			£982
Your closing cash position	-£9,590	-£8,610	-£7,630	-£6,650	-£9,481	-£11,912	-£10,070	-£8,228	-£6,386	-£4,544	-£2,702	-£860	£982			£982

Additional Information

0% interest credit cards and overdrafts will be used to cover negative equity.

Monthly loan repayment = £1355 x 36 months.

Anticipated sales spread over 10 month average as per sales forecast.

Personal salary will not be drawn until year 3

12-MONTH CASH FLOW FORECAST



Kirsty Owen & Benjamin Williams
Water's Edge Escapes
13/07/2021

Key:
These cells auto-calculate and are locked so you can't edit
Insert your own text/numbers into these cells as relevant.

Select your starting month: **September** 2023

Cash in-flows	Description (as required)	Starting point	MONTHS												TOTAL
			Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
Anticipated sales			£5,012	£5,012	£5,012	£0	£0	£6,134	£6,134	£6,134	£6,134	£6,134	£6,134	£6,134	£57,974
Value of your Start Up Loan		£0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	£0
Other sources of cash or equity		£982	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£982
Existing assets for business purposes	Car, phone, laptop	£5,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£5,000
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total cash in-flows (A)			£5,982	£5,012	£5,012	£5,012	£0	£0	£6,134	£6,134	£6,134	£6,134	£6,134	£6,134	£63,956

Cash out-flows	Description (as required)	Starting point	MONTHS												TOTAL
			Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
Premises costs			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Existing assets		£5,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£5,000
Building and Maintenance		£0	£0	£0	£0	£300	£300	£0	£0	£0	£0	£0	£0	£0	£600
Furnishings		£0	£0	£0	£0	£0	£600	£0	£0	£0	£0	£0	£0	£0	£600
Repairs and renewals		£0	£0	£0	£0	£600	£0	£0	£0	£0	£0	£0	£0	£0	£600
Solicitor fees		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Site fees		£0	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Utilities (gas, electric, water)		£0	£300	£300	£300	£150	£150	£300	£300	£300	£300	£300	£300	£300	£3,300
Insurance		£0	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£792
TV and internet		£0	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£1,080
Vehicle running costs		£0	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Cleaning and laundry		£0	£30	£30	£30	£0	£0	£30	£30	£30	£30	£30	£30	£30	£300
Hamper costs		£0	£57	£57	£57	£0	£0	£69	£69	£69	£69	£69	£69	£69	£654
Your salary (if PSB is in deficit)*		n/a	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Your salary (over and above your PSB needs)*		n/a	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Loan monthly repayment		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan interest and charges		£0	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£1,355	£16,260
Negative equity from previous year		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
VAT		£0	£1,002	£1,002	£1,002	£0	£0	£1,227	£1,227	£1,227	£1,227	£1,227	£1,227	£1,227	£11,595
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total cash out-flows (B)			£5,000	£3,670	£3,670	£3,670	£3,331	£3,331	£3,907	£3,907	£3,907	£3,907	£3,907	£3,907	£50,021

Your net cash flow (A-B)	£982	£1,342	£1,342	£1,342	£-3,331	£-3,331	£2,227	£2,227	£2,227	£2,227	£2,227	£2,227	£2,227	£2,227	£13,935
--------------------------	------	--------	--------	--------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	---------

Your monthly opening business bank account balance	£0	£982	£2,324	£3,666	£5,008	£1,677	£-1,654	£573	£2,800	£5,027	£7,254	£9,481	£11,708	£13,935
--	----	------	--------	--------	--------	--------	---------	------	--------	--------	--------	--------	---------	---------

Your closing cash position	£982	£2,324	£3,666	£5,008	£1,677	£-1,654	£573	£2,800	£5,027	£7,254	£9,481	£11,708	£13,935
----------------------------	------	--------	--------	--------	--------	---------	------	--------	--------	--------	--------	---------	---------

Additional Information

0% interest credit cards and overdrafts will be used to cover negative equity.

Monthly loan repayment = £1355 x 36 months.

Anticipated sales spread over 10 month average as per sales forecast.

Personal salary will not be drawn until year 3

Closing cash position in year 4 will allow for further expansion of the business

12-MONTH CASH FLOW FORECAST



Kirsty Owen & Benjamin Williams
Water's Edge Escapes
13/07/2021

Key:
These cells auto-calculate and are locked so you can't edit
Insert your own text/numbers into these cells as relevant.

Select your starting month: **September** 2023

			MONTHS												
Cash in-flows	Description (as required)	Starting point	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	TOTAL
Anticipated sales			£6,134	£6,134	£6,134	£0	£0	£7,288	£7,288	£7,288	£7,288	£7,288	£7,288	£7,288	£69,418
Value of your Start Up Loan		£0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	£0
Other sources of cash or equity		£13,935	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£13,935
Existing assets for business purposes	Car, phone, laptop	£5,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£5,000
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total cash in-flows (A)		£18,935	£6,134	£6,134	£6,134	£0	£0	£7,288	£7,288	£7,288	£7,288	£7,288	£7,288	£7,288	£88,353

			MONTHS												
Cash out-flows	Description (as required)	Starting point	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	TOTAL
Premises costs			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Existing assets		£5,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£5,000
Building and Maintenance		£0	£0	£0	£0	£300	£300	£0	£0	£0	£0	£0	£0	£0	£600
Furnishings		£0	£0	£0	£0	£0	£600	£0	£0	£0	£0	£0	£0	£0	£600
Repairs and renewals		£0	£0	£0	£0	£600	£0	£0	£0	£0	£0	£0	£0	£0	£600
Solicitor fees		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Site fees		£0	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Utilities (gas, electric, water)		£0	£300	£300	£300	£150	£150	£300	£300	£300	£300	£300	£300	£300	£3,300
Insurance		£0	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£792
TV and internet		£0	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£1,080
Vehicle running costs		£0	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Cleaning and laundry		£0	£30	£30	£30	£0	£0	£30	£30	£30	£30	£30	£30	£30	£300
Hamper costs		£0	£69	£69	£69	£0	£0	£80	£80	£80	£80	£80	£80	£80	£767
Your salary (if PSB is in deficit)*		n/a	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Your salary (over and above your PSB needs)*		n/a	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Loan monthly repayment		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan interest and charges		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Negative equity from previous year		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
VAT		£0	£1,227	£1,227	£1,227	£0	£0	£1,458	£1,458	£1,458	£1,458	£1,458	£1,458	£1,458	£13,887
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enter other		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total cash out-flows (B)		£5,000	£2,552	£2,552	£2,552	£1,976	£1,976	£2,794	£2,794	£2,794	£2,794	£2,794	£2,794	£2,794	£36,166

Your net cash flow (A-B)	£13,935	£3,582	£3,582	£3,582	£-1,976	£-1,976	£4,494	£4,494	£4,494	£4,494	£4,494	£4,494	£4,494	£4,494	£52,187
Your monthly opening business bank account balance	£0	£13,935	£17,517	£21,099	£24,681	£22,705	£20,729	£25,223	£29,717	£34,211	£38,705	£43,199	£47,693	£52,187	
Your closing cash position	£13,935	£17,517	£21,099	£24,681	£22,705	£20,729	£25,223	£29,717	£34,211	£38,705	£43,199	£47,693	£52,187	£52,187	

Additional Information

0% interest credit cards and overdrafts will be used to cover negative equity.

Monthly loan repayment = £1355 x 36 months.

Anticipated sales spread over 10 month average as per sales forecast.

Personal salary will not be drawn until year 3

Closing cash position in year 4 will allow for further expansion of the business

Appendix R
Balance sheet

Balance Sheet

Asset Type	FY - 2021
	Prior Year
Current Assets	68,447
Fixed Assets	60,000
Other Assets	0
Current Liabilities	11,258
Long-term Liabilities	56,355
Owner Equity	0
Total Assets	128,447
Total Liabilities & Stockholder Equity	▶ 67,613
Balance	60,834

Assets

		FY - 2021
Asset Type	Description	Prior Year
Current Assets	Sales	27,447
Fixed Assets	Premises cost	60,000
Current Assets	Furnishings	6,000
Current Assets	Cash	25,000
Current Assets	Phone, Car, Laptop	10,000
Total Assets		128,447

Liabilities

Liability Type	Description	Current Year
Current Liabilities	Insurance	723
Current Liabilities	Site Fees/Rent	3,000
Current Liabilities	Solicitor Fees	2,000
Current Liabilities	Breakfast Hamper	1,355
Current Liabilities	Cleaning and laundry	210
Current Liabilities	Utilities	3,100
Long-term Liabilities	Loan repayments	16,355
Long-term Liabilities	Loan Total borrowed	40,000
Current Liabilities	Vehicle running Costs	630
Current Liabilities	Tv and Internet	240
Total Liabilities & Stockholder Equity		67,613

Categories

Categories

Current Assets

Fixed Assets

Other Assets

Current Liabilities

Long-term Liabilities

Owner Equity

Appendix S

Loan details



Motoring ▾

Insurance ▾

Money ▾

Energy ▾

Travel ▾

Broadband ▾

Mobile Phones ▾

Business ▾

40000

3 years ▾

14.2% ▾

CALCULATE

Your monthly repayment will be £1,354.55

The total amount repayable will be £48,763.69, therefore the loan will cost you £8,763.69

Calculate and compare loans: Find out how

COMPARE DEALS

How to use the loan calculator

(MoneySuperMarket, n.d)