Freight Trucking Business Plan

Midlands Pallet Haulage Birmingham Version 1.0

DOCUMENT GUIDE

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Midlands Pallet Haulage Birmingham 3 October 2026

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Reading this business plan

This hypothetical domestic dry freight startup is an operating and funding proposal for owner and lender review. Official context is distinguished from unverified demand, costs, qualifications and financing. Financial schedules at the end use the same 36-month Base model and dated case captures.

The contents uses native Word fields with cached pages. Update the entire table after editing. All figures are GBP planning estimates from model version 1.0; no lease, approval or financing is secured.

01 / OVERVIEW

Executive summary

A bounded regional carrier needs demand and readiness evidence

Operating plan

Midlands Pallet Haulage is a hypothetical Birmingham limited company carrying dry, nonhazardous palletised goods on domestic regional routes. Three proposed 18-tonne Euro VI rigid vehicles open in January 2027, with a fourth in January 2028. The plan supports an owner and lender decision. No company, depot, licence, vehicle, customer agreement or financing has been secured.

Forecast GBP	2027	2028	2029
Revenue	422,554	635,252	667,395
EBITDA	(48,820)	66,615	80,542
Net profit	(106,220)	(3,485)	9,632
Closing cash	204,162	139,129	175,447

Management decision

Completed jobs earn revenue. Empty running consumes fuel and time without earning a second haulage fee. Vehicle downtime, paid driver availability, driving hours, loading and checks constrain output. The forecast includes paid preparation, owner remuneration, manager and dispatcher pay, vehicle capital and debt repayment. Proceed only after customer evidence, lawful readiness and sufficient downside liquidity.

Base year one revenue GBP 422,554 and net profit GBP (106,220). Minimum cash GBP 113,468; Downside needs GBP 585,633 to avoid negative cash and GBP 660,633 to maintain its reserve. Proposed financing is not committed.

02 / BUSINESS

Business details

Birmingham domestic dry freight with explicit exclusions

Operating plan

The proposed business uses one Birmingham operating centre and a standard national goods vehicle operator licence. The working name needs clearance. The site search seeks secure parking, safe circulation, office dispatch space and access suitable for 18-tonne vehicles. No specific premises or local consent is established.

Management decision

The scope excludes dangerous goods, chilled food, waste, international carriage, warehousing, freight forwarding, articulated trucks and subcontracted carriage. Customer consignments do not become company inventory. The owner manages commercial and financial work and contributes no driving capacity. Any new cargo category or outsourced carrier requires revised operating controls, insurance and model inputs.

03 / STRATEGY

Business concept and objectives

Earn a complete job fee within a lawful roster

Operating plan

A typical planning job has 180 loaded kilometres and eight tonnes of cargo. At 30% empty kilometres, total travel is approximately 257 kilometres. The standard job occupies one truck weekday. This is a route assumption requiring trial runs and customer loading evidence, not a known operating result.

Management decision

First-year objectives are safe dispatch, reliable proof of delivery, invoice accuracy and viable contribution after all kilometres. Maintain a weekly roster and cash forecast. The fourth vehicle and fifth driver in month 13 remain proposed commitments. Release expansion only when dated customer orders, availability and liquidity justify it; the model is not purchase authority.

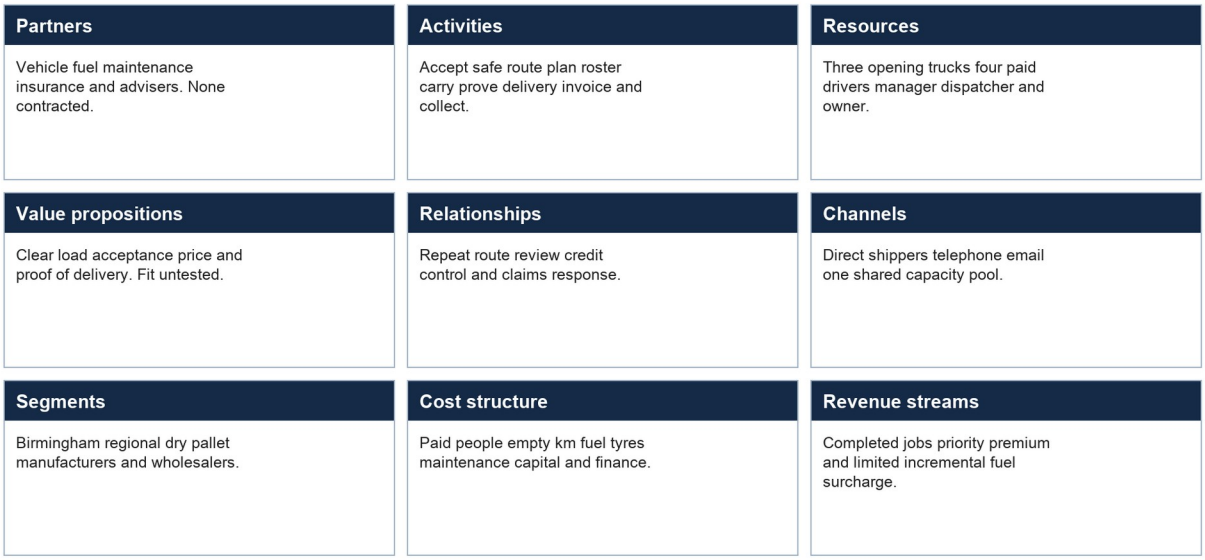
04 / STRATEGY

Business model canvas

An owned fleet earns completed domestic haulage fees

Operating plan

Customers pay a standard completed-job price, with a planning priority premium and a limited fuel surcharge. One capacity pool serves all enquiries. The paid owner, dispatcher, drivers and qualified transport manager coordinate acceptance, safe movement, proof of delivery and cash collection.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Potential suppliers include vehicle vendors, maintenance contractors, fuel providers, insurers and professional advisers. None has agreed terms. Core resources are vehicles, lawful rosters, people and dispatch records. Main costs are labour, diesel, maintenance, tyres, occupancy, insurance, tax and finance. Unpaid empty running and delayed customer collection remain company risks.

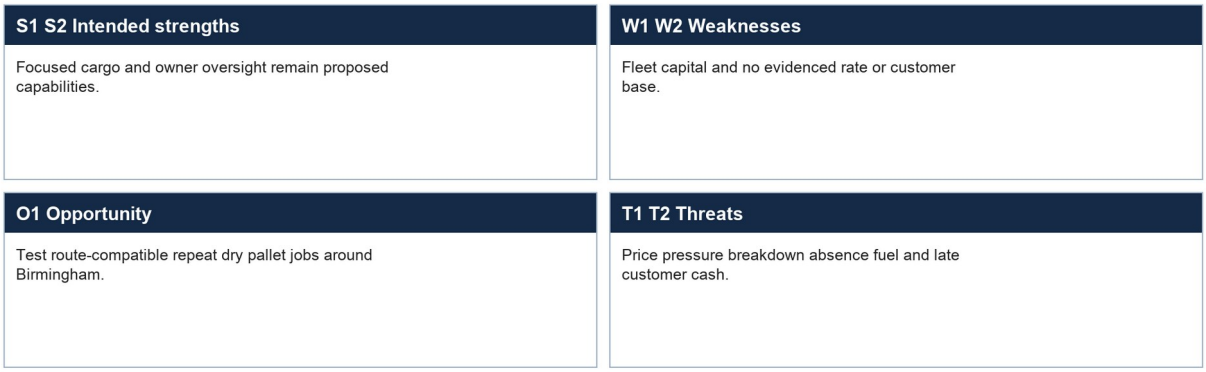
05 / STRATEGY

SWOT and longer term goals

Focused operations still carry fleet and customer risk

Operating plan

S1 is a narrow dry-freight scope and S2 is direct owner oversight, both intended capabilities. W1 is capital tied to a small vehicle fleet. W2 is an unproven rate and demand base. The business has no trading record or evidenced service advantage.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

O1 is a testable regional need for scheduled pallet jobs. T1 is price competition and shipper bargaining power. T2 is breakdown, driver absence, fuel cost and late invoices. Longer term goals are documented repeat demand and safe profitable jobs. Additional depots, international work and a larger fleet are outside this forecast.

06 / STRATEGY

TOWS strategy matrix

Convert the weak demand base into a release condition

Operating plan

Use S1 with O1 by interviewing regional shippers about route, payload, loading access and service requirements. Use S2 against T2 through daily defect reports, qualified oversight, funded maintenance and collection follow-up. These tasks belong to paid staff rather than an unpaid owner programme.

SO Test route fit	ST Control dispatch
S1 + O1 paid interviews loading access and written route quotations.	S2 + T2 lawful roster defects records and funded maintenance.
WO Gate fourth vehicle	**WT Protect contribution**
W1 + O1 demand and cash evidence before month 13 growth.	W2 + T1 contribution floor credit limit and refusal of unsuitable loads.

Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Address W1 with O1 by postponing the fourth vehicle until genuine job evidence supports its capital and driver payroll. Address W2 with T1 through written rate comparisons and a contribution floor. The owner should decline negative-contribution routes, and the manager should stop work that cannot fit a lawful roster.

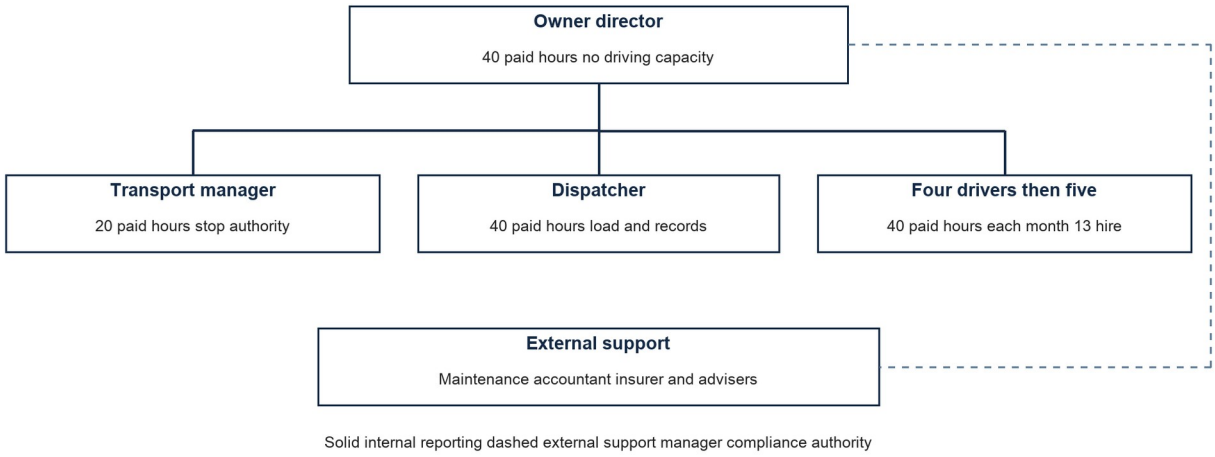
07 / STRATEGY

Owner and management

Commercial authority and transport compliance are distinct

Operating plan

The paid owner director works 40 hours weekly on customer terms, finance, purchasing and staff management. One dispatcher works 40 hours. Four paid drivers each have a 40-hour work budget, with holiday and sickness reducing available capacity. A fifth driver is paid from month 13. The qualified transport manager is a separately paid half-time employee with 20 hours weekly.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The manager needs actual professional competence, approval on the operator licence and effective control of transport activity. No biography or appointment is invented. External accountant, maintenance specialist and insurer support the team without adding employee or driving hours. If 20 manager hours are insufficient for the actual undertaking, increase funded time and rerun the cases.

08 / PEOPLE

Owner and key personnel profiles

Credentials and references precede vehicle commitments

Operating plan

The owner profile requires commercial discipline and the ability to understand transport cash risk. Driver profiles require the correct entitlement, current Driver CPC where applicable, medical fitness and tachograph capability. The transport manager profile requires competence suitable for a standard national undertaking and actual availability.

Management decision

Verify licences and qualifications, references, right to work and role contracts before induction. The paid December induction month assumes already qualified drivers. It does not fund a full novice driving qualification. Recruit or delay if those credentials are absent; do not invent experienced employees or borrow uncosted founder driving time.

09 / MARKET

Target customers

Small regional shippers with route-compatible dry pallets

Operating plan

Primary prospects are manufacturers and wholesalers requiring domestic dry-pallet movement around Birmingham and adjoining regions. Jobs must fit the chosen body, loading system, axle limits and eight-tonne planning cargo. No customer list or purchase order validates the starting demand.

Management decision

Segment enquiries by route length, recurring frequency, loading access, weight, timing and creditworthiness. A forecast job is not a unique customer. Repeat jobs can come from one shipper, creating concentration risk. Avoid promising same-day priority, tail-lift access or multi-drop routes until vehicle specification and roster feasibility are established.

10 / CUSTOMER STRATEGY

Segmentation targeting and positioning

Target route fit before selling a broad promise

Operating plan

Segments include recurring manufacturing jobs, wholesaler replenishment, urgent dry freight and specialist cargo. Target the first two, with limited priority work that uses the same daily roster. Specialist and temperature-controlled cargo remain excluded.

Segment	Target	Position
Manufacturing wholesale urgent dry and specialist cargo.	Route-compatible recurring dry pallets no hazardous or chilled cargo.	Written route price and proof of delivery not cheapest or fastest.

Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The proposed position is a transparent route-specific quotation and traceable proof of delivery. There is no cheapest-price, fastest-delivery or superior-safety claim. Confirm that customer willingness to pay supports the crew and empty kilometres. Declining an unsuitable job protects both the lawful operation and the economics.

11 / CUSTOMER STRATEGY

Value proposition canvas

Test loading certainty and communication as priorities

Operating plan

Customer jobs are to move compliant dry pallets between agreed collection and delivery points. Possible pains are uncertain collection windows, missed loading slots, damage and missing proof of delivery. These are hypotheses requiring interviews.

Customer jobs	Products services
Move dry pallets between agreed loading points.	Regional domestic rigid-truck jobs with limited priority pricing.
Pains to test	**Pain relievers**
Missed slot unclear price damage and missing delivery records.	Load specification written terms planned roster and claims contact.
Gains to test	**Gain creators**
Predictable collection and traceable completion.	Dispatch communication cargo records and proof of delivery.

Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Respond with a written cargo and access specification, agreed time window, defect and load checks, tracked dispatch communication and a proof-of-delivery record. Validate the value of those features before committing capital. A small fleet cannot guarantee uninterrupted service or provide unbudgeted replacement transport.

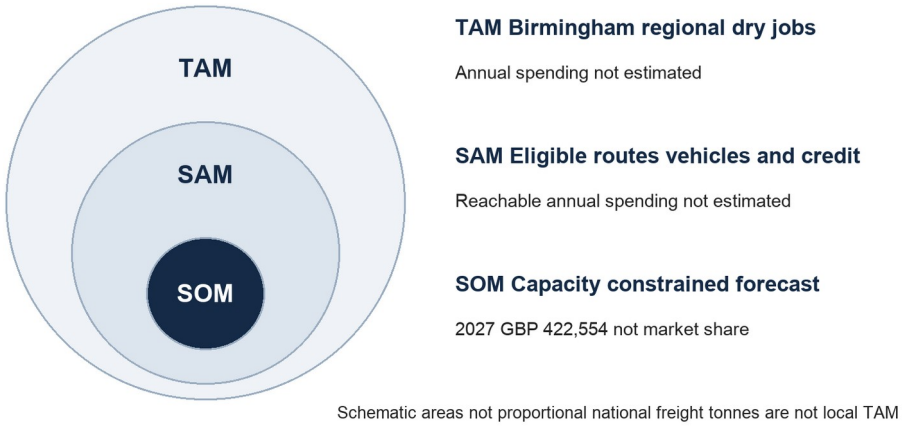
12 / MARKET

Market size and trends

National tonnage cannot establish a regional revenue market

Operating plan

TAM is annual spending on the defined domestic regional dry-pallet jobs originating within Birmingham and the chosen reach. SAM is that spending compatible with the actual rigid vehicles, legal routes, loading access and credit policy. Neither spending estimate is available. No exact catchment or shipper census has been established.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

DfT reports 1.53 billion tonnes lifted by GB-registered HGVs in the UK during 2025 and 31% empty vehicle kilometres, published 27 May 2026 [R5]. These describe national freight activity, not this company demand or local market share. SOM is the capacity-constrained model revenue hypothesis. The scope diagram has schematic areas, not proportional market estimates.

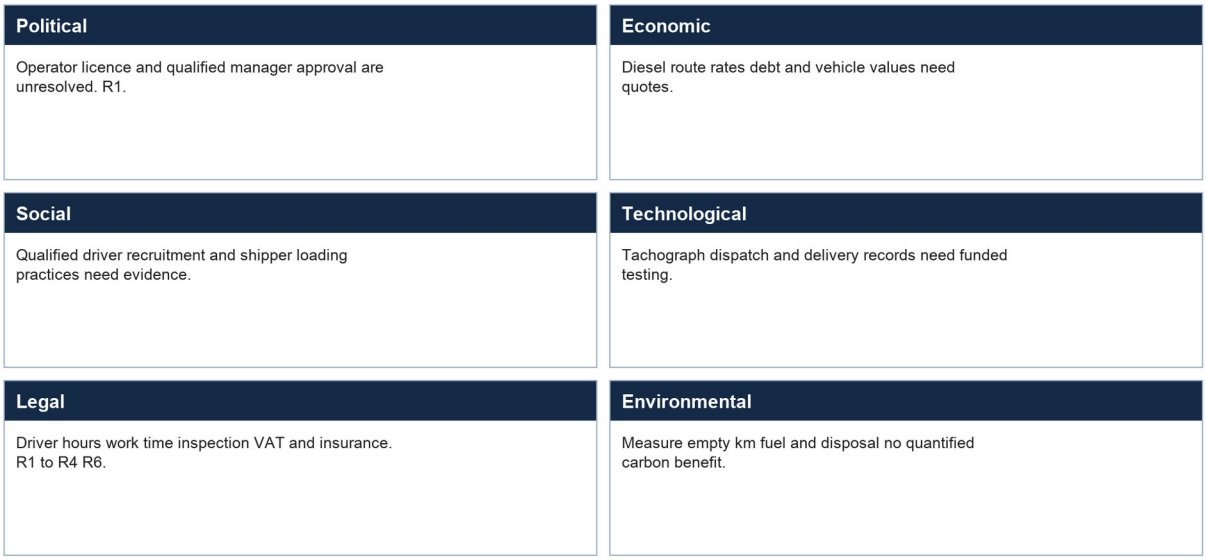
13 / MARKET CONTEXT

PESTLE analysis

Regulation and physical availability shape the offer

Operating plan

Political and legal conditions include operator licensing, qualified management, driver hours and roadworthiness. Economic risks include unquoted freight rates, diesel and vehicle values. Social questions include driver recruitment and customer loading preferences. Technological choices include tachographs, dispatch records and secure proof of delivery.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Environmental priorities are measured empty kilometres, fuel use and safe disposal. No carbon saving is quantified. Translate each condition into a readiness check, budget or customer experiment. Official rules do not establish that this hypothetical company, depot, vehicles or staff comply.

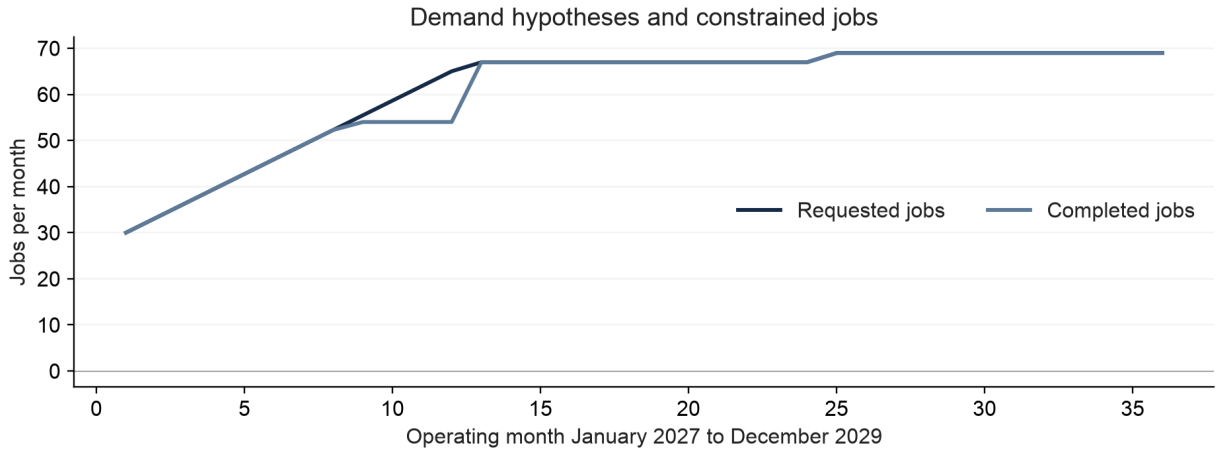
14 / MARKET

Local demand and evidence

Requested jobs are planning assumptions

Operating plan

Base demand begins at 30 requested jobs monthly and reaches 65 in month 12, with 3% annual requested growth. The model can decline or defer jobs when vehicle, driver, work-hour or payload constraints bind. Demand is not an observed order book.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The funded preparation plan calls for 25 shipper interviews, ten comparable written route quotations and detailed trial rosters. Record loading and empty repositioning, not just loaded distance. A paid trial can begin only after legal readiness. Compare actual completed jobs and collections against assumptions before approving the fourth vehicle.

15 / MARKET

Competitors and positioning

Established carriers and shipper fleets are alternatives

Operating plan

Alternatives include regional hauliers, pallet networks, larger national carriers and shippers using their own vehicles. Their availability and total route prices have not been measured. No competitor rankings, ratings or share estimates are assigned.

Management decision

Compare quotations for the same payload, route, dates, loading support, waiting policy, fuel surcharge and insurance terms. Network prices for a single pallet are not comparable with an eight-tonne dedicated job. Revise positioning if real customer evidence shows that the proposed narrow offer has no viable price advantage or service need.

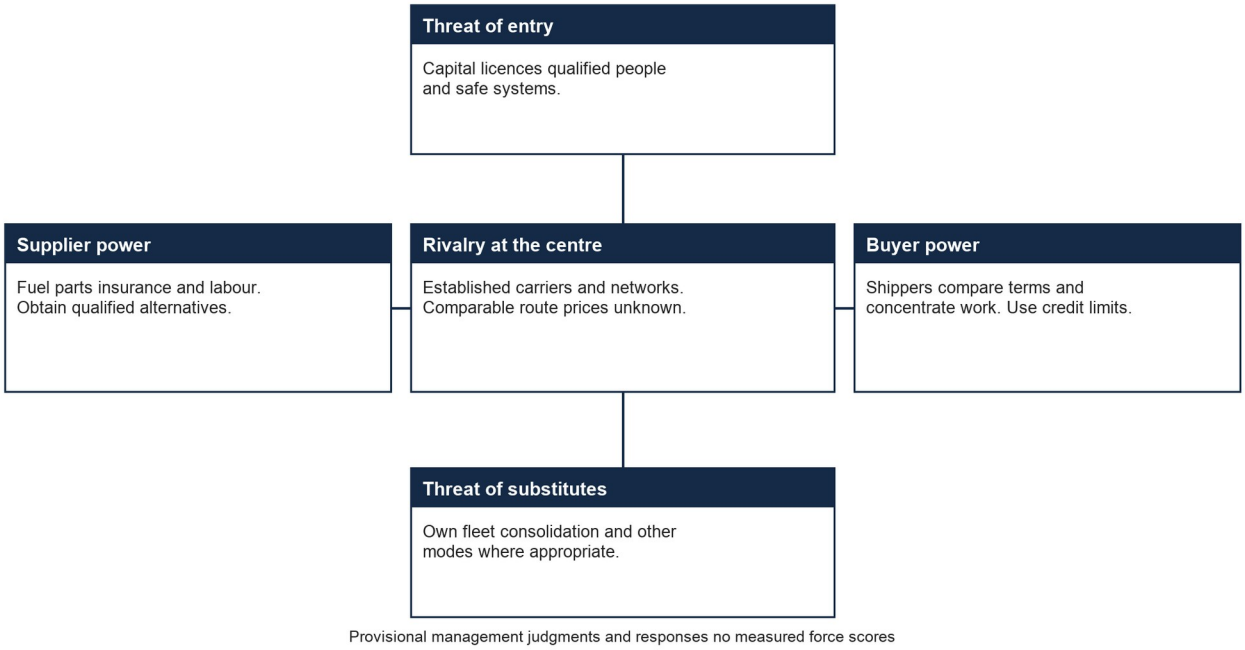
16 / COMPETITIVE STRATEGY

Porter five forces

Price and supplier exposure remain at the centre

Operating plan

Rivalry is a provisional judgment about established carrier alternatives. Buyer power reflects shippers comparing rates and concentrating work. Supplier power includes diesel, parts, vehicle finance and qualified labour. Entry requires capital and effective operating controls.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

Substitutes include own-account transport, consolidation and other modes when feasible. Responses are a route contribution floor, evidence of repeat demand, qualified maintenance support and a restricted promise. The diagram contains management judgments, not numerical force ratings or observed competitor performance.

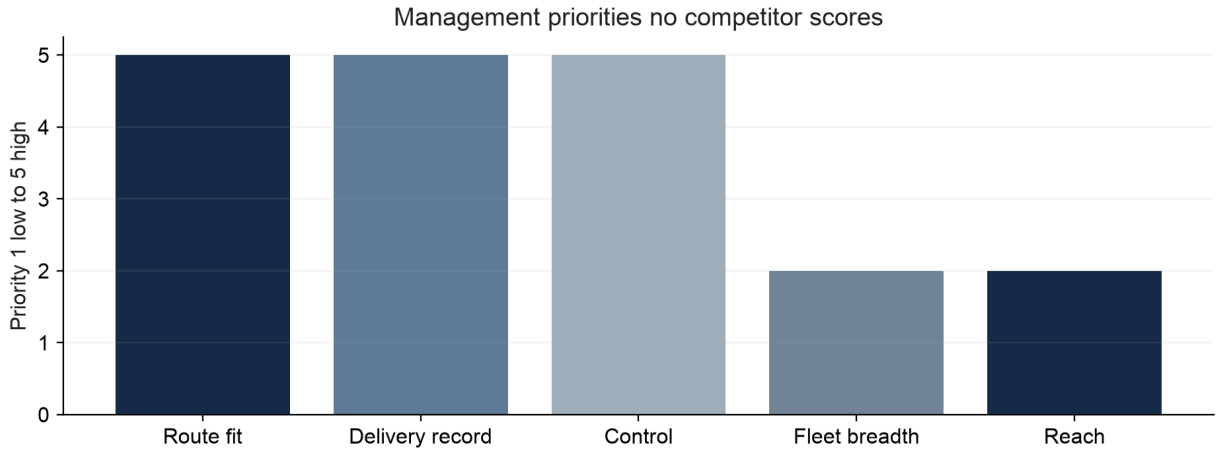
17 / COMPETITIVE STRATEGY

Strategy canvas

Priorities reflect the narrow launch scope

Operating plan

Management priorities on a one-to-five scale emphasise route fit, documented delivery and compliance control. Fleet breadth and geographic reach are lower priorities. These are proposed choices rather than customer research or competitor scores.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The paid roster and capital budget must support any promised feature. Measure whether shippers value the chosen emphasis before expansion. Do not promise extra shifts or backup trucks merely because priority jobs have a higher price.

18 / OPERATIONS

Location and premises

The operating centre requires a specific approval path

Operating plan

The provisional search is Birmingham with suitable HGV road access, secure parking for at least four vehicles, safe manoeuvring and dispatch space. Local planning, environmental impact and landlord consent require review. No exact depot or licence authority exists.

Management decision

The model assumes GBP2,500 net monthly yard cost within fixed overhead and a GBP7,500 security deposit. The three-month preparation rent is GBP7,500 net. VAT assumes a taxed commercial lease. Confirm operating-centre suitability and actual terms before commitment; an indicative site brief is not a permit or quotation.

19 / OPERATIONS

Equipment and resource plan

Initial and later vehicles depreciate separately

Operating plan

Three initial rigid vehicles cost GBP70,000 net each; one later vehicle costs GBP75,000 net in month 13. Initial IT costs GBP12,000 net. Vehicle lives are 60 months and IT 36. Purchase prices, Euro VI status, body fit and nine-tonne usable payload are assumptions requiring evidence.

Opening asset	Net cost GBP	Life months
Three 18t trucks	210,000	60
Dispatch IT	12,000	36
Total capital	**222,000**	**—**
Month 13 fourth truck	75,000	60

Management decision

Each original and future cohort has separate cost and life inputs. Depreciation stops at cost, with sale assumed after the useful-life period at 20% of original cost. Sale cash, output VAT and disposed book value are separate. No default vehicle sale occurs inside this 36-month horizon. Short-life stress tests force earlier disposal and remove that vehicle from capacity.

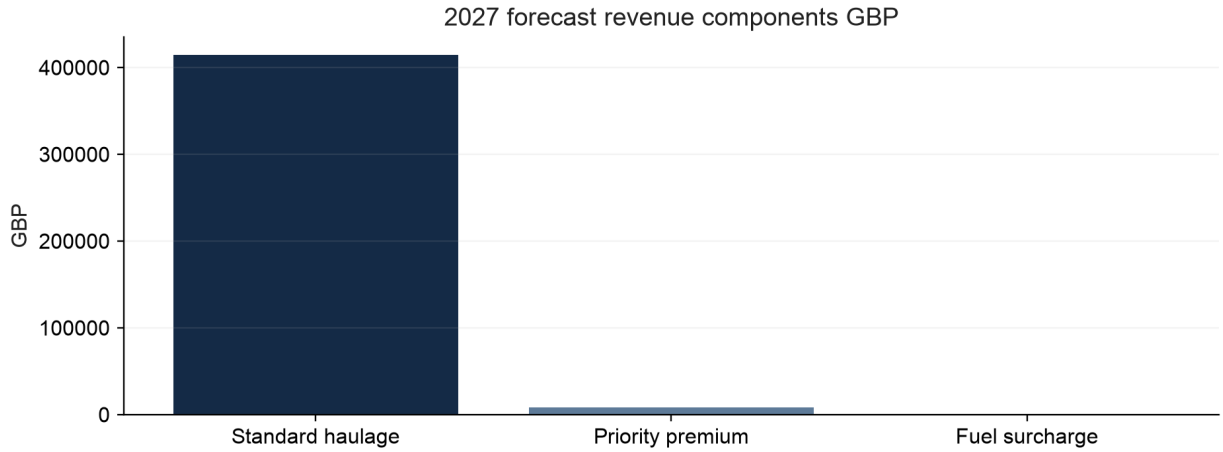
20 / OFFER

Freight product strategy

One dry-freight job type with a limited premium

Operating plan

The standard offer is a route-compatible dedicated dry-pallet job, planned at 180 loaded kilometres and eight tonnes. Twenty percent of Base jobs carry a 10% priority price premium. Priority work shares the same vehicles and paid roster and cannot create an extra job day.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The surcharge applies only to positive diesel-price increases above GBP1.20 net per litre, using loaded kilometres, consumption and a 90% pass-through assumption. It does not recover empty-mile fuel or every price shock. Actual customer agreements must define the mechanism. Accessorial fees and detention revenue are excluded.

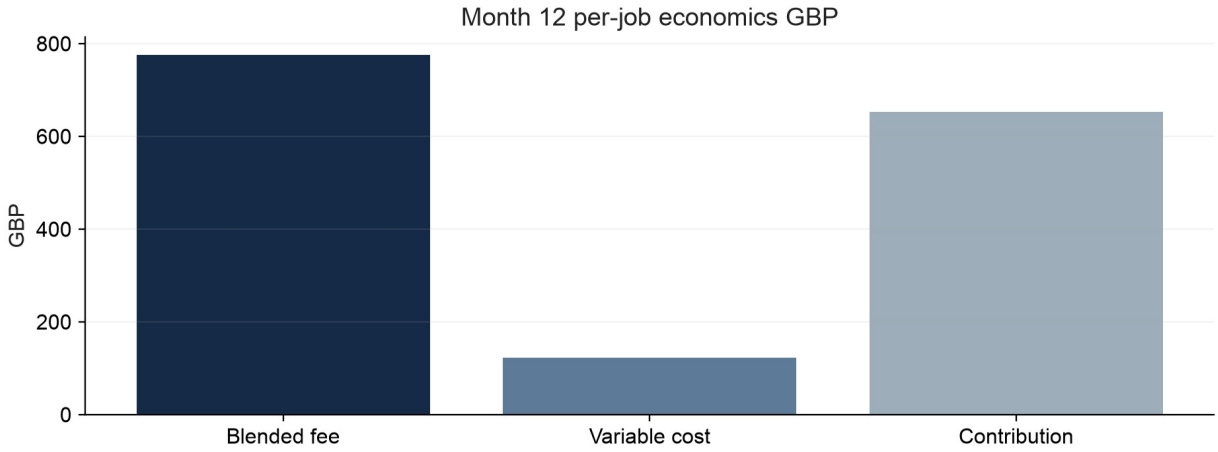
21 / OFFER

Pricing and order economics

Price all kilometres even when only the job earns revenue

Operating plan

The proposed standard fee is GBP760 net, or GBP912 including 20% VAT. The priority premium and surcharge are additional earned revenue only on completed qualifying jobs. Prices are assumptions, not supplier or customer quotations. The forecast has fractional average jobs for planning, whereas dispatch must use whole lawful loads.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

At 30% empty running, a 180-loaded-kilometre job travels about 257 total kilometres. Diesel consumption at 0.25 litres per kilometre is approximately 64.3 litres. Maintenance, tyres and tolls add variable cost. Contribution must pay full wages, fixed overhead, interest and principal before considering tax, renewal and working-capital growth.

22 / OFFER

Competitor price comparison

Equivalent route quotes are still missing

Operating plan

No dated comparable competitor quotations have been collected. The plan therefore records unavailable prices rather than fabricated bands or ratings. A small pallet-network price cannot substantiate the proposed dedicated eight-tonne job rate.

Comparable route	Proposed net GBP	Observed comparable
Standard dry job	760	Not collected
Priority premium	76	Not collected
Fuel surcharge	Conditional formula	No signed terms

Management decision

Obtain written comparisons on identical collection and delivery points, tonnes, dates, loading access, waiting time, insurance and surcharge. Archive VAT treatment and compulsory extras. Use those quotations and willingness-to-pay interviews to rerun Base and Downside before signing vehicle orders.

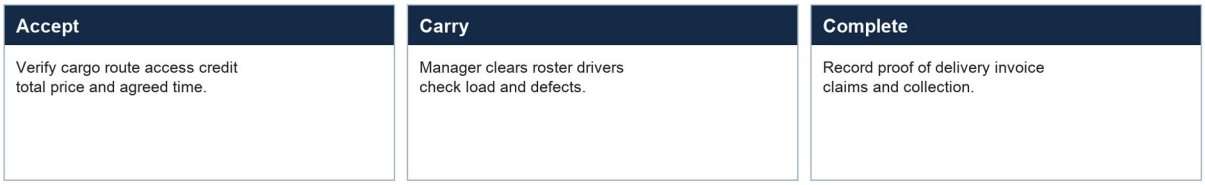
23 / OFFER

Brand and customer experience

Clear cargo acceptance and delivery records

Operating plan

Midlands Pallet Haulage is a proposed name subject to clearance. Customers should receive a written load specification, complete price, acceptance window and escalation contact. Traceable proof of delivery and cargo-condition records are intended features, not claimed existing capabilities.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The dispatcher checks access and consignment information before booking. The transport manager can refuse an unsafe job. The owner handles claims and credit disputes within quoted cover and lawful terms. No website or campaign is published by this package.

Sales channels and process

All channels consume the same limited fleet

Operating plan

Prospective orders arrive through direct shipper relationships, telephone and email. The dispatcher checks route, payload, time, vehicle access and credit terms. The manager reviews lawful roster fit before confirmation. Revenue is recognised after the completed job and contemporaneous invoice.

Management decision

No advance customer cash is assumed. Gross credit invoices follow actual cohort ageing. Proof-of-delivery delays and dispute collection require a separate revised assumption if observed. Do not accept unlimited priority orders, subcontract overflow or promise unmodelled replacement trucks.

25 / GROWTH

Launch marketing

Preparation and monthly sales effort are paid

Operating plan

Paid owner and manager preparation covers October–December 2026 in Base, with drivers and dispatcher joining for paid December induction. Professional setup has a GBP15,000 net allowance. Ongoing sales activity has GBP1,200 monthly inside fixed overhead.

Management decision

Owner interviews, route quotations and lawful roster preparation occur within the funded period. No earlier unpaid pilot or assumed booked customer exists. If licence approval or operating-centre readiness takes longer, keep trading paused and obtain a revised funded preparation budget rather than compressing the gate.

26 / GROWTH

Retention and ongoing sales

Track contribution and collection by customer

Operating plan

Use repeat route reviews, proof-of-delivery accuracy and complaint resolution to understand retention. Measure actual job frequency and customer concentration. No loyalty programme, renewal rate or contracted minimum volume is implied by the demand ramp.

Management decision

Retain customers whose safe, route-compatible jobs pay an acceptable contribution and collect within agreed terms. Review empty repositioning, loading time and disputes together with price. Tighten credit or decline work if an apparently high revenue customer consumes too much driver time or cash.

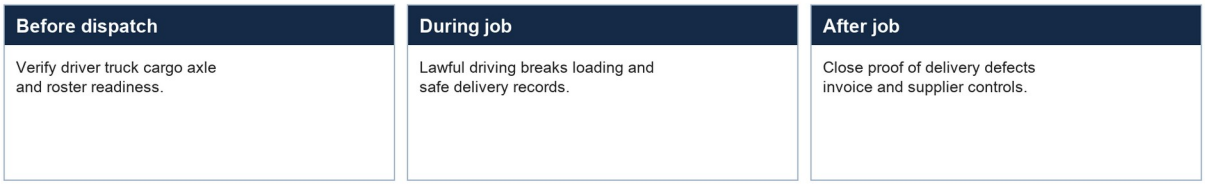
27 / OPERATIONS

Daily operations and suppliers

Stop unsafe work before dispatch

Operating plan

The dispatcher verifies load details and access, then the manager confirms vehicle and driver readiness. Drivers perform daily defect and load checks, follow the actual lawful roster and record delivery. Maintenance isolates defective vehicles and restores service only after documented clearance.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The model assumes 90% vehicle and driver availability in Base, 20 weekday job days and no customer loading labour supplied by this carrier. Drivers fund their own checks within paid work. Maintenance, fuel and tyre invoices age as gross supplier cohorts. Vendors, inspection intervals and backup support are uncontracted.

28 / OPERATIONS

Sustainability practices

Measure fuel and empty running before making claims

Operating plan

Record loaded kilometres, empty kilometres, fuel litres and maintenance by vehicle. The model expenses diesel for all kilometres. Euro VI status is a procurement requirement to verify, not a claimed fleet credential or quantified climate benefit.

Management decision

Seek route-compatible backhaul opportunities only if lawful capacity and cargo scope permit. The current model earns no second backhaul fee. Dispose of oil, tyres and vehicles through qualified suppliers with records. No emissions credit, grant, subsidy or carbon-reduction saving supports the financial result.

29 / OPERATIONS

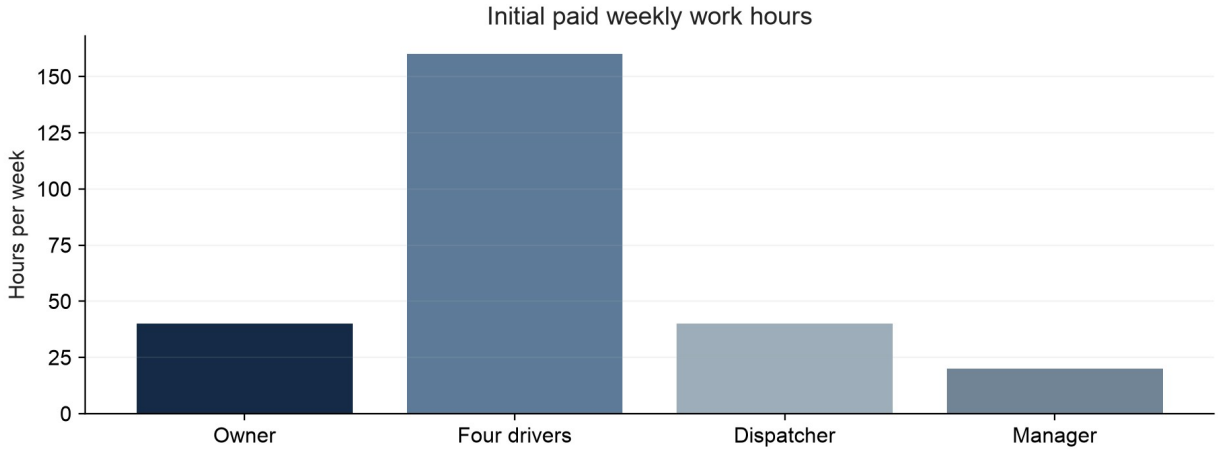
Staffing and training

Four drivers fund leave cover for three opening trucks

Operating plan

Initial paid roles are owner GBP5,000 monthly gross, four drivers GBP3,200 each, dispatcher GBP2,800 and half-time manager GBP1,500. A fifth driver begins month 13. Employer loading is 20%, with annual wage inflation of 3% in Base. Owner and dispatcher do not add driving hours.

Opening role	Gross GBP monthly	Loaded GBP
Owner	5,000	6,000
Four drivers	12,800	15,360
Dispatcher	2,800	3,360
Manager half time	1,500	1,800
Total	**22,100**	**26,520**



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The preparation budget pays owner and manager three months and the drivers and dispatcher one full induction month. Qualifications must already exist. Ongoing driver availability is 90%, reflecting absence and training. Individual compliance, holiday coverage and fair payroll treatment need actual contracts and advice; a loading percentage is not a statutory payroll calculation.

30 / PEOPLE

Staff skills and fair work

A compliant individual roster remains a launch gate

Operating plan

Each driver has a paid 40-hour weekly work budget. The planning day has eight work hours, a seven-driving-hour internal ceiling and a 45-minute off-duty driving break budget. These aggregate limits do not prove each real shift, rest period or fortnight compliant.

Management decision

Government guidance sets usual daily driving at nine hours, weekly driving at 56 and two consecutive weeks at 90, alongside required breaks and rest [R2]. Mobile-worker guidance sets 48 average weekly work hours, with up to 60 subject to the average [R3]. Pay is fixed, without incentives to breach these rules. Audit individual rosters before dispatch. R10 gives GBP12.71 hourly for age 21 and over from April 2026. Dispatcher gross pay implies about GBP16.15 hourly on 40 hours times 52 weeks divided by 12. Future April rates and actual paid time must be checked.

31 / OPERATIONS

Legal and insurance requirements

Approval and qualified control precede trading

Operating plan

A standard national licence and qualified approved transport manager are required for the proposed for-hire operation [R1]. GOV.UK financial evidence presently specifies GBP8,000 for the first HGV and GBP4,500 for each additional HGV: GBP17,000 for three and GBP21,500 for four [R8]. These are evidence requirements, not expenses deducted from cash.

Management decision

Verify company registration, operating-centre authority, vehicle tax and levy, driver credentials, cargo and motor insurance, employment and invoice terms. DVSA guidance requires first-use safety inspection and effective ongoing checks [R4]. VED and levy are a GBP100-per-vehicle monthly allowance requiring class-specific verification [R9]. No approval or cover is claimed. Reserve policy does not replace legal financial-standing evidence.

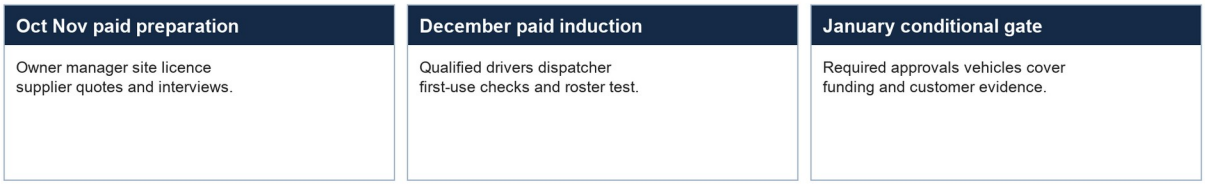
32 / OPERATIONS

Opening roadmap

January 2027 is conditional on funded readiness

Operating plan

October preparation covers owner and manager diligence, application work and site feasibility. November addresses vehicle and supplier quotes, customer interviews and recruitment verification. December includes paid induction, first-use inspection, dispatch tests and final roster review.



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Management decision

The planned January opening occurs only after required permissions, insurance, manager approval, funding and vehicles are ready. Application lead times can extend beyond this programme. No trading or driver work is allowed merely because a forecast starts. Delay the actual launch and fund preparation if the gates remain unresolved. Expansion is a separate month-13 approval.

33 / MANAGEMENT

Risks and management actions

Stop or reprice work that breaches readiness or contribution

Operating plan

Principal risks are absent customer evidence, unsafe or unavailable vehicles, driver absence, loading delay, fuel prices, cash collection, licence delay and underbudgeted preparation. The narrow scope prevents some complexity but does not remove these risks.

Management decision

Owner actions are written rate and supplier evidence, weekly invoice review, a contribution floor and funded launch gates. Manager actions are qualification checks, lawful individual rosters, defect control and stop authority. A severe interruption needs an updated budget and customer response; there is no free replacement fleet or automatic external rescue.

34 / APPENDIX A

Research and evidence

Official context does not establish this company demand

Operating plan

Sources R1–R10 establish relevant licensing, driving and work-hour, inspection, national freight, VAT, corporate tax, financial-standing vehicle-tax and minimum-wage context. They were reviewed on 3 October 2026. The national freight series is 2025, published May 2026; its units and scope differ from regional spending.

ID	Official source	Use and limits
R1	Operator licensing	Standard national manager and operating-centre requirements not approval
R2	Driver hours	Daily weekly fortnightly limits and breaks not roster certification
R3	Mobile worker time	Average and maximum weekly work limits
R4	Roadworthiness	First-use and ongoing inspections not actual readiness
R5	DfT domestic freight 2025	National tonnage and empty running not local revenue market
R6	VAT rates	Standard 20 percent rate not company tax assessment
R7	Corporation tax	Main and small profits rates model is conservative monthly proxy
R8	Licence financial evidence	GBP8000 first and 4500 additional HGV not expense
R9	Vehicle tax April 2026	Class-specific VED and levy must be checked actual vehicle
R10	Minimum wage rates	21 and over GBP12.71 from April2026 recheck April2027 and later

Management decision

Prices, customer demand, vehicles, qualifications, site, payload, costs and finance are planning assumptions or evidence gaps. Archive exact written quotes and customer interviews before approval. Model-reference inspection records a reference-inspired rebuild; no North American template figures or market claims were imported.

R1 https://www.gov.uk/guidance/goods-vehicle-operator-licensing-guide

R2 https://www.gov.uk/drivers-hours/eu-rules

R3 https://www.gov.uk/government/publications/working-time-regulations-for-mobile-workers/working-time-rules-lorry-bus-and-coach-drivers-and-crew

R4 https://www.gov.uk/government/publications/guide-to-maintaining-roadworthiness/guide-to-maintaining-roadworthiness-commercial-goods-and-passenger-carrying-vehicles

R5 https://www.gov.uk/government/statistics/road-freight-statistics-2025/domestic-road-freight-statistics-united-kingdom-2025

R6 https://www.gov.uk/vat-rates

R7 https://www.gov.uk/corporation-tax-rates

R8 https://www.gov.uk/apply-vehicle-operator-licence/financial-evidence

R9 https://assets.publishing.service.gov.uk/media/69b04c8f24c6431b84f0e40f/v149x1-rates-of-vehicle-tax-april-2026.pdf

R10 https://www.gov.uk/national-minimum-wage-rates

35 / APPENDIX B

Quotes and assumptions

Replace estimates with dated evidence before approval

Operating plan

Required evidence includes complete vehicle specification and net/VAT quote, maintenance interval and price, insurance, fuel terms, depot rights, payroll, customer route quotes, collection terms and debt conditions. The GBP100 monthly vehicle-tax/levy allowance needs the actual plated weight and registration class.

Management decision

Record assumption owner, date, scope and approval. Retain rejected alternatives and pricing definitions so comparisons remain fair. Rebuild cases, cash, charts and the Word plan after any material correction. No supplier agreement, founder credential, customer reservation or financial resource is implied by a placeholder.

36 / FINANCE

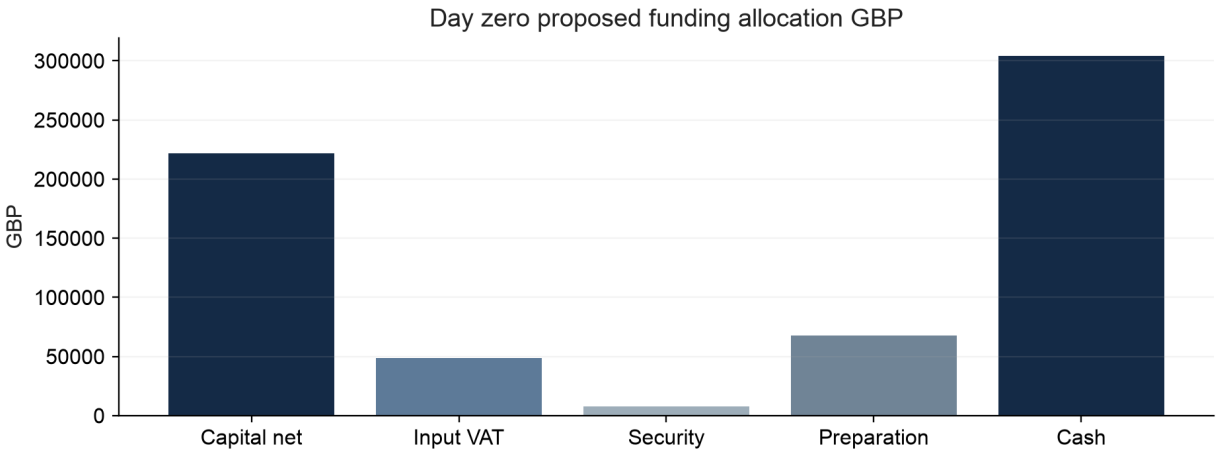
Startup costs and funding

Day zero separates capital VAT preparation and cash

Forecast basis

Proposed funding is GBP500,000 equity and GBP150,000 term debt, neither committed. Vehicle and IT purchases are paid in full rather than represented as finance deposits. Startup input VAT is paid in cash and carried as a credit asset, with no immediate VAT refund assumed.

Funding and liquidity	GBP
Proposed equity	500,000
Proposed debt	150,000
Total funding	650,000
Cash uses	**346,020**
Opening cash	**303,980**
Base minimum	113,468
Downside below-zero need	585,633
Downside reserve need	660,633



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

Paid preparation, security deposit and retained operating cash are distinct uses. Owner bridge resources must pay preparation before day-zero reimbursement; none is verified. The model cannot establish that legal financial standing or lending security is satisfied. Review the actual funding documents and downside gap before launch.

37 / FINANCE

Itemized startup costs

Cash uses include paid preparation before opening

Forecast basis

The itemized schedule includes three vehicles, IT, professional setup, owner and manager preparation, full driver and dispatcher induction, three months yard rent, preopening insurance, supplier VAT and security deposit. All amounts are assumptions requiring written quotes.

Use before trading	GBP
Initial vehicles net	210,000
IT and dispatch equipment net	12,000
Professional setup net	15,000
Owner preparation loaded	18,000
Manager preparation loaded	5,400
Driver dispatcher induction loaded	18,720
Preopening yard rent net	7,500
Preopening insurance cash	3,000
Total preparation expense	67,620
Input VAT credit carried	48,900
Lease security deposit	7,500
Cash uses excluding reserve	**346,020**
Opening operating cash	303,980

Interpretation and limits

Preparation is expensed into opening retained loss, not hidden in a goodwill or balancing asset. Vehicle and IT cost enters fixed assets, VAT remains recoverable credit and security remains a refundable asset. Preserve these distinctions when actual invoices replace estimates. Unsupported preopening work is outside the budget and requires a revised funded plan.

38 / FINANCE

Owner personal survival budget

Director pay is a real operating cost

Forecast basis

The owner receives GBP5,000 monthly gross, charged to payroll with employer loading. An estimated retained share of 65% gives GBP3,250 against a GBP3,000 monthly household budget, a GBP250 surplus before individual adjustments. This is a personal planning proxy, not a tax calculation.

Monthly item	GBP
Gross owner pay	5,000
Estimated retained	3,250
Household costs	3,000
Surplus	**250**

Interpretation and limits

The same director receives paid preparation remuneration. Household resources and the preparation bridge are separate from company cash and have not been evidenced. No unpaid living period, dividend, founder loan or second driving role is assumed. Recheck affordability with actual payroll and household obligations before commitment.

39 / FINANCE

Financing terms and security

Debt repayment leaves a residual beyond the forecast

Forecast basis

The proposed GBP150,000 loan draws at opening. Base interest is 8% annually on opening monthly debt. Three months are interest only; equal principal repayment then runs over 60 months, capped by outstanding debt. Financing is not approved.

Term	Base proposal
Principal	GBP150,000
Annual interest	8%
Interest only	3 months
Amortisation	60 principal payments GBP2,500
December 2029 residual	GBP67,500
Security and approval	Unknown written offer required

Interpretation and limits

The 36-month forecast retains debt after December 2029; it has no unmodelled balloon or assumed refinancing. Security, guarantees, covenants, fees and early repayment terms need written evidence and may change costs. Negative model cash does not become an overdraft agreement. No automatic funding or balance-sheet plug is inserted.

40 / FINANCE

Revenue forecast and capacity

Completed jobs are constrained before invoicing

Forecast basis

Requested demand ramps by case. Fulfilled jobs are the minimum of demand, available vehicle weekdays, driver driving-hour capacity and driver work-hour capacity. Cargo over the nine-tonne planning payload budget is rejected. Four paid initial drivers fund leave cover and a fifth begins with the fourth vehicle.

Forecast GBP	2027	2028	2029
Revenue	422,554	635,252	667,395



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

The model measures standard job fees, priority premium and incremental fuel surcharge separately. Loaded and empty kilometres, litres and tonnes are consistent with fulfilled jobs. Fractional jobs are monthly forecast averages, requiring whole-job rosters in operation. Refuse demand that cannot fit the actual loading, route, axle and driver restrictions.

41 / FINANCE

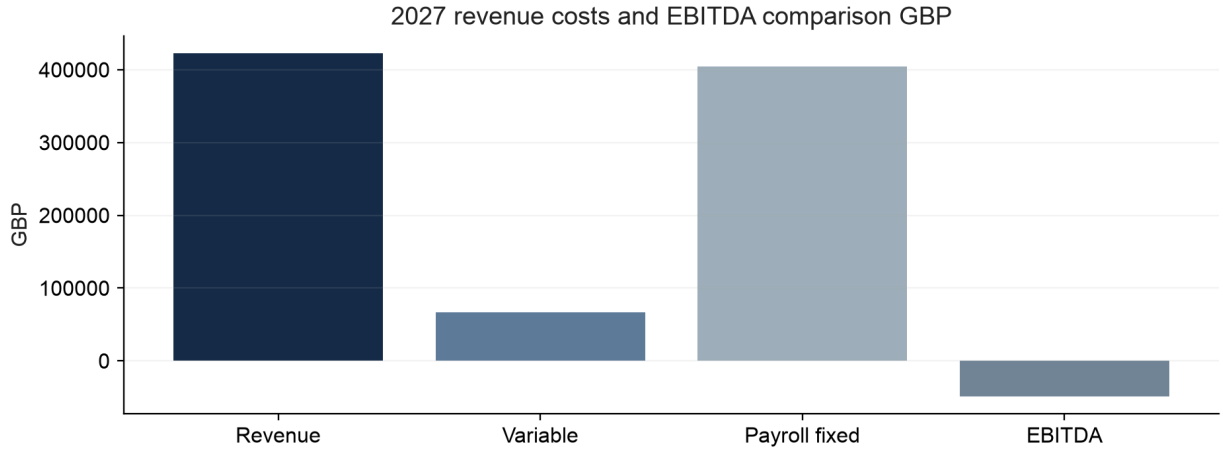
Costs and projected profit

Empty running and full payroll determine contribution

Forecast basis

Variable expenses include diesel, maintenance, tyres and tolls on the appropriate total kilometres or jobs. Fixed expenses include complete owner and staff payroll, yard, dispatch systems, administration, sales, compliance, insurance and a VED/levy allowance.

Forecast GBP	2027	2028	2029
Revenue	**422,554**	**635,252**	**667,395**
Variable costs	66,735	99,451	103,592
Payroll	318,240	375,250	386,507
Fixed costs	86,400	93,936	96,754
EBITDA	**(48,820)**	**66,615**	**80,542**



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

Depreciation and debt interest reduce profit, while capital purchases and principal reduce cash separately. There are no grants, unearned backhaul fees or unpaid labour. Review rate and route changes together. A positive job contribution does not establish that the whole business earns profit or preserves its reserve.

42 / FINANCE

Profit and loss forecast

The same live model supplies all annual totals

Forecast basis

Annual profit and loss sums the 36-month selected-case model. It separates earned revenue, variable costs, full payroll, fixed costs, depreciation, vehicle-sale gain and interest. Vehicle-sale gain is not freight turnover.

Forecast GBP	2027	2028	2029
Revenue	**422,554**	**635,252**	**667,395**
Variable costs	66,735	99,451	103,592
Contribution	355,820	535,801	563,803
Payroll	318,240	375,250	386,507
Fixed costs	86,400	93,936	96,754
EBITDA	**(48,820)**	**66,615**	**80,542**
Depreciation	46,000	61,000	61,000
Operating profit	**(94,820)**	**5,615**	**19,542**
Vehicle sale gain	—	—	—
Interest	11,400	9,100	6,700
Pretax profit	(106,220)	(3,485)	12,842
Tax provision	—	—	3,211
Net profit	**(106,220)**	**(3,485)**	**9,632**

Interpretation and limits

Corporation tax is a conservative cash provision of 25% on positive monthly profit before tax. It deliberately excludes loss relief, small-profit rates, capital allowances and statutory payment timing. HMRC publishes 25% main and 19% small-profit rates with applicable thresholds [R7]. Obtain tax advice for an actual company; the provision is a funding estimate, not its return.

43 / FINANCE

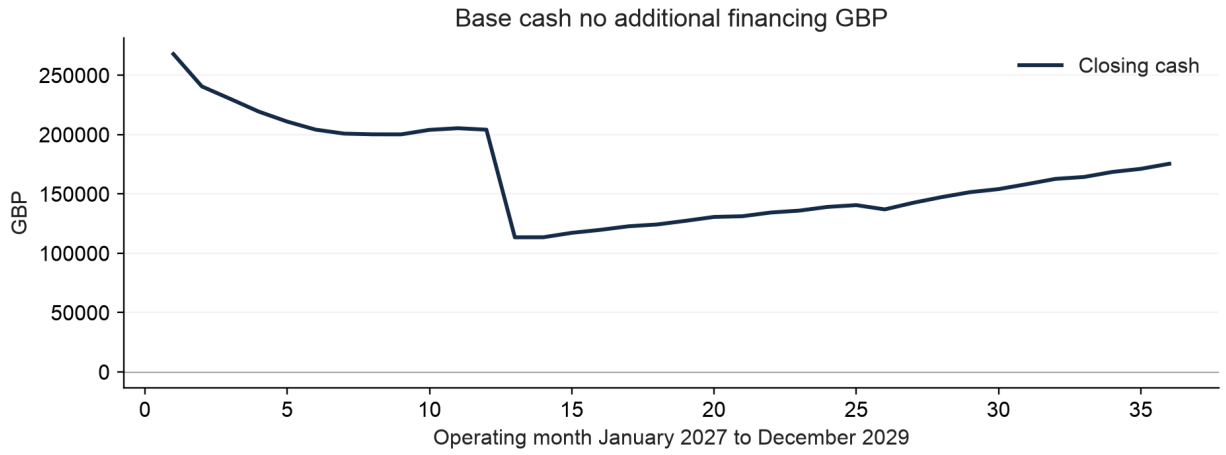
Cash flow and financial position

Collection timing affects cash independently of profit

Forecast basis

Gross customer and supplier invoice cohorts age over actual calendar days, assuming uniform issue dates in each invoice month. Operating cash deducts payroll, fixed suppliers, VAT provision, interest and tax. Capital purchases, vehicle sale receipts and principal are then separated.

Cash measure	GBP
Opening	**303,980**
Base minimum	**113,468**
Below zero need	—
2029 closing	175,447



Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

Initial and later VAT credits carry forward and offset positive liability with no automatic refund. The monthly VAT payment is a conservative funding provision rather than the actual quarterly filing schedule. Cash, gross receivables, credit VAT, deposit, assets, gross payables, debt and retained earnings reconcile without funding plugs.

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Cash flow forecast months one to six

Opening liquidity funds demand ramp and collections

Forecast basis

The first six months show actual gross collection lag, full paid roster and proposed loan interest, then principal from April. No customer prepayments or unmodelled overdraft support the startup. VAT credits begin with paid startup invoices.

Cash GBP	M01	M02	M03	M04	M05	M06
Opening cash	**303,980**	**267,918**	**240,620**	**230,106**	**219,409**	**210,981**
Customer receipts	—	12,603	30,737	32,893	35,987	37,682
Supplier cash	142	3,981	5,332	5,170	6,012	6,075
Payroll	26,520	26,520	26,520	26,520	26,520	26,520
Fixed cash	8,400	8,400	8,400	8,400	8,400	8,400
VAT provision	—	—	—	—	—	—
Interest	1,000	1,000	1,000	1,000	983	967
Tax	—	—	—	—	—	—
Capex gross	—	—	—	—	—	—
Sale receipts	—	—	—	—	—	—
Principal	—	—	—	2,500	2,500	2,500
Net change	(36,062)	(27,298)	(10,514)	(10,697)	(8,428)	(6,780)
Closing cash	**267,918**	**240,620**	**230,106**	**219,409**	**210,981**	**204,201**

Interpretation and limits

Watch cash and aged invoices every week. If collection or loading delays exceed assumptions, reduce commitments and obtain funding evidence before trading continues. Positive accounting contribution cannot pay wages until invoices collect. The table comes from the same final Base forecast as the annual statements.

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Cash flow forecast months seven to twelve

The mature request level may exceed dispatch availability

Forecast basis

Months seven to twelve approach the requested demand target, but completed jobs remain within the same fleet and paid crew constraints. Unfulfilled requests create neither invoices nor fuel use. Empty kilometres continue to cost money on all completed jobs.

Cash GBP	M07	M08	M09	M10	M11	M12
Opening cash	**204,201**	**200,862**	**200,254**	**200,207**	**204,017**	**205,391**
Customer receipts	42,009	44,973	45,721	50,320	49,369	51,097
Supplier cash	6,977	7,227	7,432	8,189	7,677	8,189
Payroll	26,520	26,520	26,520	26,520	26,520	26,520
Fixed cash	8,400	8,400	8,400	8,400	8,400	8,400
VAT provision	—	—	—	—	2,014	5,850
Interest	950	933	917	900	883	867
Tax	—	—	—	—	—	—
Capex gross	—	—	—	—	—	—
Sale receipts	—	—	—	—	—	—
Principal	2,500	2,500	2,500	2,500	2,500	2,500
Net change	(3,338)	(608)	(48)	3,810	1,374	(1,229)
Closing cash	**200,862**	**200,254**	**200,207**	**204,017**	**205,391**	**204,162**

Interpretation and limits

Retain capacity, route and collection evidence before the month-13 vehicle purchase. Forecast cash is not committed borrowing. Refresh payroll, insurance, maintenance and finance quotes when actual costs change, and regenerate the Word figures with the model rather than manually altering one table.

Financial position summary

Fixed assets and debt remain beyond the planning horizon

Forecast basis

Annual closing balance sheets link directly to monthly cash, gross receivables, remaining VAT credit, security deposit and vehicle/IT net assets. Liabilities are supplier invoices and actual remaining loan principal. Equity equals proposed paid-in capital less preparation losses plus retained forecast earnings.

Closing balance GBP	2027	2028	2029
Cash	204,162	139,129	175,447
Receivables gross	73,675	93,170	97,885
VAT credit	—	—	—
Security deposit	7,500	7,500	7,500
Fixed assets	176,000	190,000	129,000
Total assets	**461,337**	**429,799**	**409,832**
Payables gross	7,677	9,624	10,025
Loan	127,500	97,500	67,500
Total liabilities	**135,177**	**107,124**	**77,525**
Paid equity	500,000	500,000	500,000
Retained earnings	(173,840)	(177,325)	(167,693)
Total equity	**326,160**	**322,675**	**332,307**
Liabilities and equity	**461,337**	**429,799**	**409,832**
Difference	—	—	—

Interpretation and limits

No cargo stock, customer deposit or goodwill is invented. Vehicle depreciation is capped by each cohort cost, and disposals remove cost and accumulated depreciation. A negative cash asset exposes missing liquidity rather than showing an approved bank facility. Balance-sheet closure alone does not make the commercial assumptions credible.

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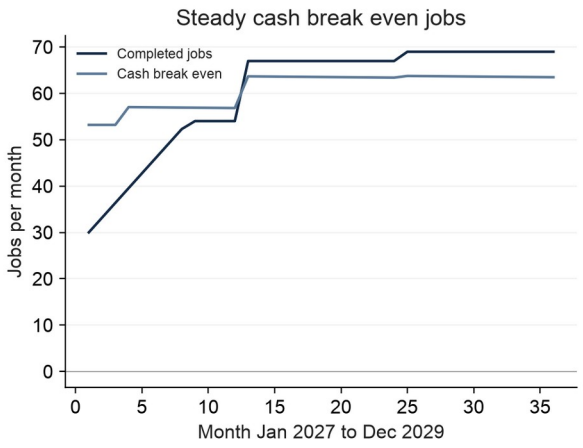
Break even and scenarios

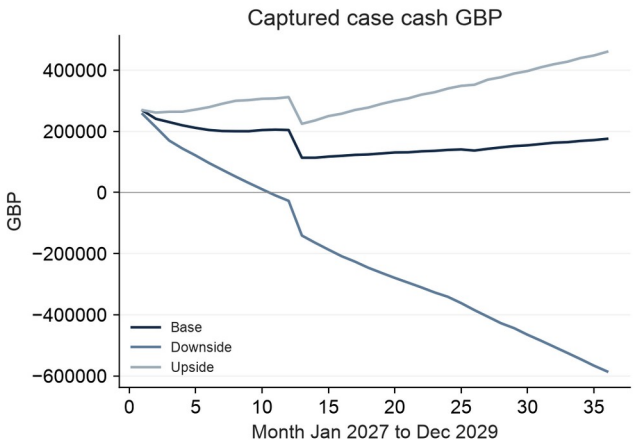
Cash break even excludes renewal and working capital growth

Forecast basis

The cash break-even job calculation divides payroll, fixed expense, vehicle insurance and VED/levy, loan interest and principal by job contribution. It excludes corporate tax, capital renewal and working-capital growth, so it is a limited steady-month measure. Compare it with available lawful job capacity.

Captured case	Minimum cash GBP	Reserve gap GBP
Base	113,468	—
Downside	(585,633)	660,633
Upside	224,526	—





Planning diagram or forecast from retained code and model version 1.0. Evidence limits are stated in this section.

Interpretation and limits

Base, Downside and Upside are captured snapshots from the retained builder. Changes to any input flag snapshots stale. Live statements still respond to the selector. Downside tests slower demand, higher empty running, fuel and costs, lower availability and longer collections. A scenario is not a forecast confidence range or financing commitment.

48 / APPENDIX C

Model guide and completion

Use the selected live case and refresh captures together

Forecast basis

Inputs has one case selector and blue commercial assumptions. Startup separates opening funding and uses; Fleet tracks asset cohorts and loan; Activity limits jobs; Costs budgets operations; WorkingCapital ages gross invoices; Statements links profit, cash and balance sheet. Summary displays annual results and native charts.

Interpretation and limits

Cases records captured comparisons and flags edits stale. Retained JavaScript generates the workbook and model-results JSON used in Word. QA includes saved-file import, native case and stress recalculation, independent arithmetic, every document page and workbook view. Final acceptance belongs to the orchestrator after inspecting the actual deliverables. Missing legal and commercial evidence remains a launch gate.