Pet Care Business Plan

Canal Paws Manchester

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This illustrative plan tests a proposed Manchester dog care business. All demand, premises, staffing recruitment and funding inputs remain unvalidated. Research cutoff 3 October 2026. Final financial version v1; forecast 2027 to 2029. Figures are GBP. No launch is authorised by this document.

01 / OPERATING PLAN

Executive summary

Canal Paws is a proposed Manchester dog day care and grooming business for owners who need reliable weekday care. This illustrative plan tests a site limited to 30 dogs, reserving one concurrent grooming place and up to 29 day care dogs opening in January 2027. It is a decision document for a prospective owner and lender. No founder, premises, licence, funding or bookings have been confirmed.

Welfare supervision and paid staffing create a substantial fixed cost before bookings reach capacity. The plan therefore makes launch conditional on verified demand, premises suitability and sufficient committed cash. Financial conclusions are inserted only from the verified v1 model, with losses and funding gaps retained.

Verified v1 base case starts with £149,384 cash after £110,616 preparation uses. Net revenue is £165,735 in 2027 and £256,278 in 2029. Minimum cash is (£162,150). The base case does not support launch on the proposed operating design; committed capital alone cannot substitute for sustainable economics.

All three cases fail the viability gate. Even Upside has 2029 EBITDA (£29,274) and minimum cash £8,110, below the£30000 reserve. Defer the proposal unless a revised welfare compliant design demonstrates sustainable contribution and committed funding.

02 / OPERATING PLAN

Business details

The proposed legal form is an independent UK private limited company, trading as Canal Paws. The name is a working identity and has not been cleared. The site search focuses on the east Manchester corridor, where secure industrial space may accommodate noise separation and a safe drop off area. No street address or lease is assumed secured.

Services are daytime dog care and grooming, with no overnight boarding, veterinary treatment or transport rounds. Customers deliver and collect dogs. A written emergency transport arrangement with a suitable vehicle remains a launch prerequisite. The forecast uses GBP, calendar years 2027 to 2029 and an October 2026 research cutoff.

03 / OPERATING PLAN

Business concept and objectives

The concept combines small supervised groups, documented rest periods and grooming appointments in a separate room. Each dog undergoes an assessment and health record review before joining a group. Dogs unsuitable for group care are declined or referred to an appropriate service rather than admitted to fill capacity.

First year priorities are an approved site, a competent team, reliable records and repeat customers. The owner reviews retention, incidents, daily dog counts and cash weekly. Expansion is conditional on positive operating cash and stable staffing, rather than on a target opening date.

04 / OPERATING PLAN

Business model canvas

Recurring weekday care provides the main revenue stream. Grooming uses dedicated labour and equipment and offers an additional booking occasion without increasing the licensed day care limit. Parents of pets are customers; dogs are the welfare recipients. The distinction matters when convenience conflicts with rest, behaviour or health.

The canvas below links customer relationships and channels to supervised care. The fixed payroll and lease dominate costs. Veterinarians, an accountant, equipment suppliers and a waste contractor are prospective partners, with no contracts claimed.

Business model canvas

Partners Vet and emergency transport; accountant; suppliers. All prospective.	**Activities** Assess dogs, supervise groups, record welfare, groom and clean.	**Resources** Compliant premises; four care staff; groomer; paid owner manager.
Value Reliable weekday care with rest and clear records; grooming access.	**Relationships** Assessment first, recurring bookings, incident communication.	**Channels** Direct booking, local search and referrals. No transport rounds.
Customers Suitable dogs of local working owners; separate grooming clients.	**Costs** Payroll, rent, utilities, insurance and maintenance dominate.	**Revenue** Daycare attendances and grooming appointments; VAT inclusive prices.

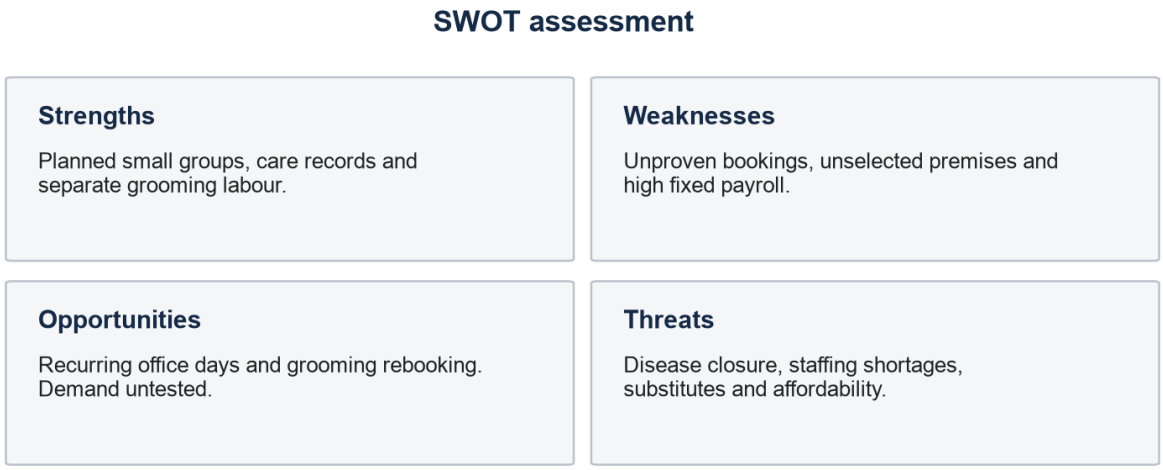
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05 / OPERATING PLAN

SWOT and longer term goals

Strengths are planned controlled group sizes, transparent care records and an integrated grooming offer. Weaknesses are an unproven owner/team, no secured site, a narrow weekday revenue window and a high fixed wage base. These are design characteristics and gaps, not evidence of customer preference.

Opportunities include repeat care for commuting owners and useful grooming rebooking. Threats include disease closures, staff shortages, household spending pressure and existing operators. Years three to five should prioritise cash resilience and quality before a second site. No additional site appears in the model.



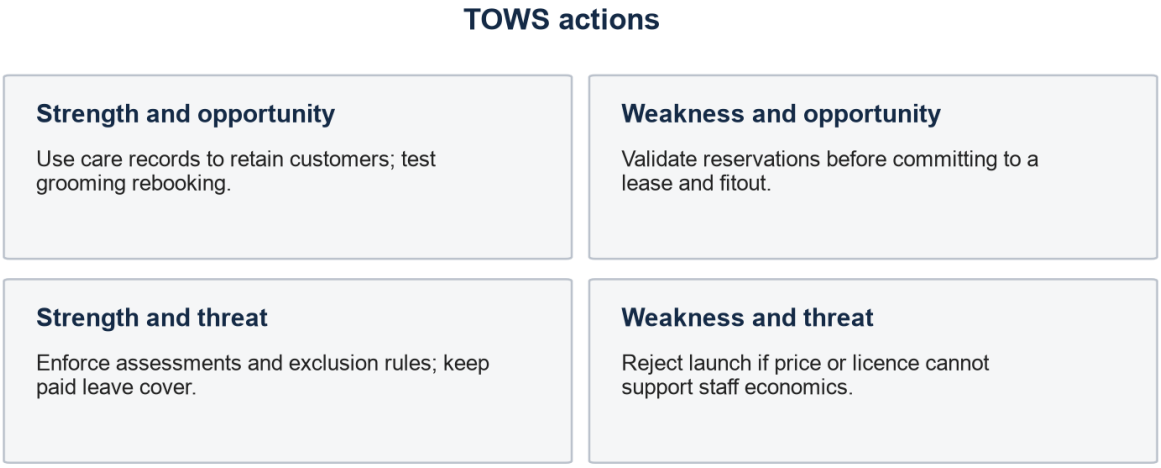
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06 / OPERATING PLAN

TOWS strategy matrix

Use planned welfare routines to win repeat customers through demonstrable records, not rating claims. Use grooming bookings to widen occasions while keeping the groomer separate from care ratios. Address the lack of demand evidence through a catchment survey and a refundable reservation test before committing to a lease.

The defensive response is to keep enough paid cover during weak demand and delay launch if committed funding is insufficient. A smaller licence reduces saleable capacity without automatically reducing the supervision footprint. The downside case retains minimum staffing to show this risk.



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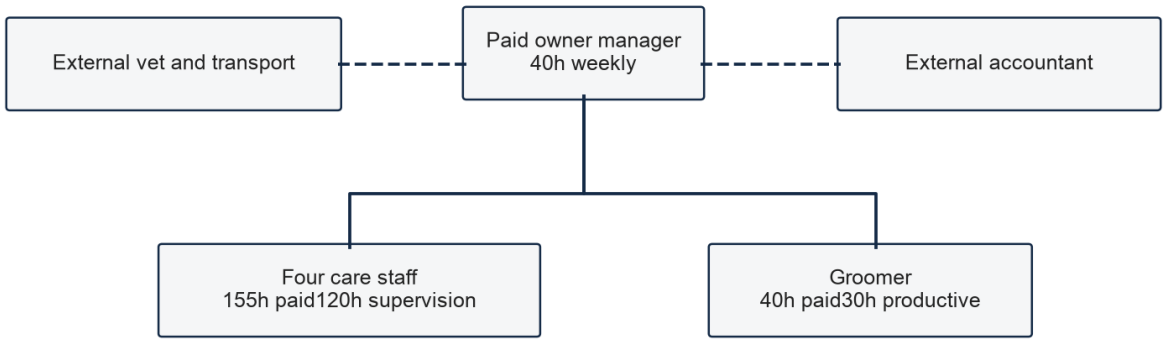
07 / OPERATING PLAN

Owner and management

A prospective owner would act as full time general manager, with 40 paid hours per week equivalent in the planning schedule. Duties include compliance, rota design, customer assessment, purchasing, payroll liaison and cash review. The salary is included during preparation and operation. The owner is not counted as a routine dog carer in the capacity calculation.

Ownership percentage, source of equity and personal guarantees are unknown. Before signing the lease, the owner must demonstrate relevant competence, recruit an experienced care lead and obtain independent advice on animal welfare, employment and tax. External advisers have dashed links in the organisation diagram.

Organisation and paid staffing



Solid reporting lines | dashed external support | no unpaid care hours

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08 / OPERATING PLAN

Owner and key personnel profiles

No biography or qualifications have been provided. The owner profile must be completed with verified employment history, canine handling training and evidence of management ability. The care lead should show experience of group behaviour, welfare observation and incident response. The groomer should demonstrate safe handling and competent coat assessment.

Recruitment records should include references, practical trials, right to work checks and training gaps. The model assumes four care employees and one groomer. Each receives 25 paid preparation hours before opening. Shareholders other than the prospective owner, succession arrangements and the emergency manager remain to be named before opening.

09 / OPERATING PLAN

Target customers

The primary segment is owners within a practical 15 minute driving catchment who need regular weekday supervision and whose dogs suit group care. The secondary segment is local grooming customers, including dogs that are not enrolled for day care. Neither segment has been measured at an unselected site.

Purchase occasions include office days, recurring weekly routines and grooming maintenance. Price sensitive owners, remote workers and dogs requiring individual supervision may prefer walking, home care or other providers. The business must qualify welfare suitability and affordability before taking recurring bookings.

10 / OPERATING PLAN

Segmentation targeting and positioning

Segment by required frequency, travel time, dog suitability and household budget. Target recurring owners needing one to three weekdays first, then fill spare slots with assessed occasional customers. Grooming targets customers seeking appointments with clear coat based quotes and a rebooking option.

Positioning is a proposed promise of supervised routines, rest and clear records. It is not a claim of better care than rivals. Validation requires customer interviews, observed journey times, assessment conversion and repeat usage. The diagram below is an operating choice rather than a market survey.

Segmentation targeting and positioning



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11 / OPERATING PLAN

Value proposition canvas

Customer jobs are arranging dependable care, managing drop off time and keeping the dog clean and comfortable. Frustrations may include unsuitable group play, unclear policies and inconsistent availability. These are interview hypotheses. The dog's welfare needs include rest, safe handling and an appropriate environment.

The proposed response is an assessment, secure handover, documented rest and daily reports. Grooming quotes follow a coat assessment and include realistic time. Confirm these benefits with prospective customers; willingness to pay £36 for a day has not been demonstrated.

Value proposition canvas



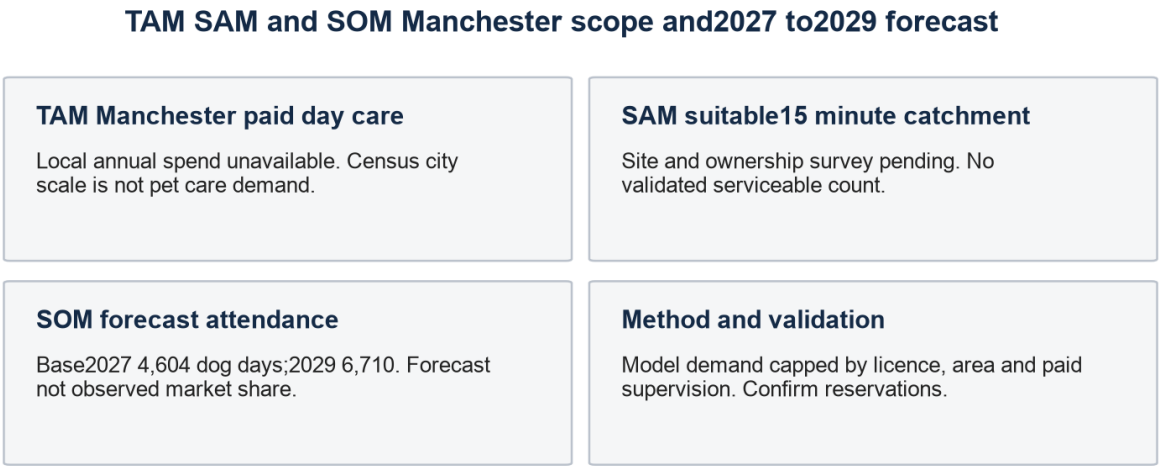
Code generated from the retained operating assumptions. Facts have source identifiers in the narrative. Diagrams are planning analysis, not market observations.

12 / OPERATING PLAN

Market size and trends

Manchester City Council reports 552000 residents and 214700 dwellings in the 2021 census [S02]. These establish city scale, not dog ownership or paid care demand. PDSA publishes national pet welfare research [S09], but a national dog population cannot be directly assigned to a Manchester neighbourhood.

TAM is annual paid day care spend by dog owners across Manchester; no defensible local spend estimate is available. SAM is eligible assessed dogs in the proposed 15 minute catchment needing weekday care; it is also unmeasured until a site is selected. SOM is the modelled attendance forecast, capped by staffing and licence, and is not validated market share. The scope diagram keeps these distinctions visible.



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13 / OPERATING PLAN

PESTLE analysis

Political and legal factors centre on animal activity licensing, employment and tax. Economic exposure comes from household affordability and a largely fixed wage bill. Social factors include a need for flexible care and concern about welfare, both to be tested locally. Technology supports records and booking but cannot replace supervision.

Environmental factors include noise, drainage, energy and safe waste disposal. Each panel identifies a decision: secure an appropriate licence, validate pricing, assess dogs, back up records, check premises and train staff. No composite score is presented as evidence.

PESTLE factors and decisions



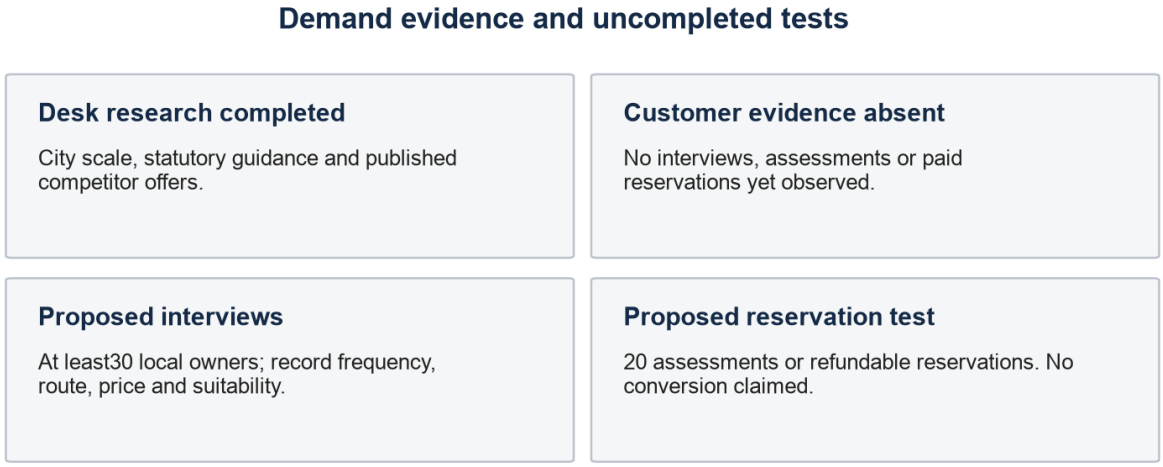
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14 / OPERATING PLAN

Local demand and evidence

The desk research identifies existing paid care services and a large city population. It does not establish an unmet local market. Happy Dogs publishes weekday services in Dukinfield, and Barkside describes licensed Manchester day care [S03,S04]. Their presence proves an offer exists, not that Canal Paws can win bookings.

Before the lease, interview at least 30 nearby owners, map journey times, run 20 paid or refundable assessment reservations and track conversion to recurring attendance. These numbers are proposed research thresholds, not observations. Record questions, dates, postcode consent and cancellation reasons. The evidence chart displays completed desk sources separately from uncompleted customer tests.



Code generated from the retained operating assumptions. Facts have source identifiers in the narrative. Diagrams are planning analysis, not market observations.

15 / OPERATING PLAN

Competitors and positioning

Happy Dogs lists full day care at £28 including VAT, half day at £20 and a weekday week at £120 [S03]. Its Dukinfield geography differs from an east Manchester site. Barkside is a local alternative describing Manchester City Council licensing [S04]. Price and rating verification must be repeated before launch.

Substitutes include dog walkers, home sitters and owners working from home. Canal Paws proposes £36 gross per day, a £8 premium to the reviewed single day comparator. The premium remains an unvalidated hypothesis. Neither competitor quality nor spare capacity has been independently observed.

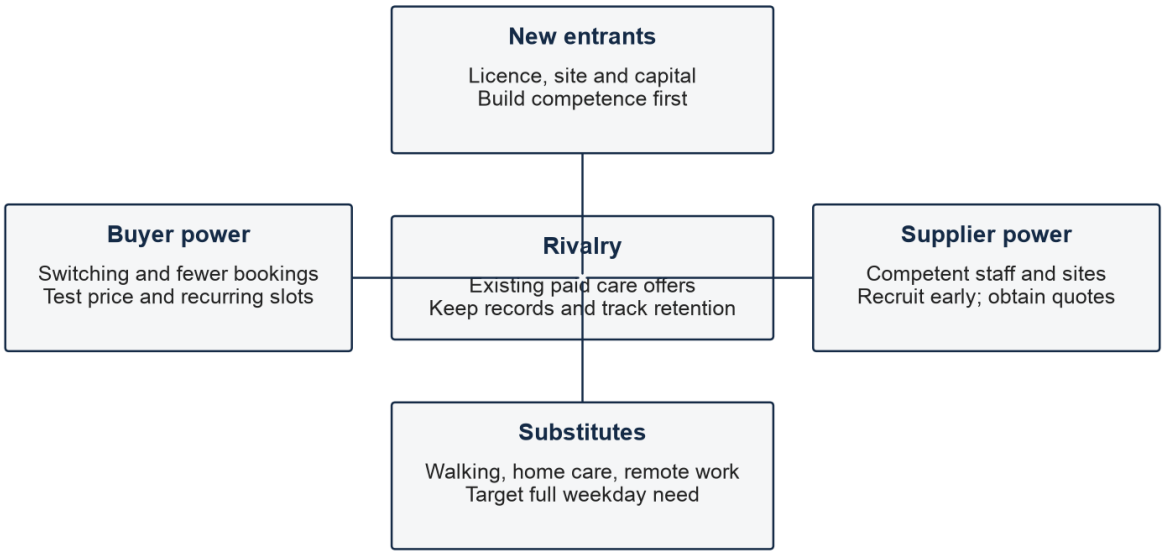
16 / OPERATING PLAN

Porter five forces

Rivalry is significant because established providers and substitutes already offer care. Buyer power is high where owners can switch or reduce office day bookings. Supplier power arises from competent care staff, a suitable site and specialist maintenance. Entry requires capital, a compliant site and competent staff, although brand loyalty is not guaranteed.

Substitution is strong from home care, walking and remote work. Responses are clear assessment policies, reliable reserved slots and retention tracking. Discounting below the contribution needed for staffing would weaken the operation. The central rivalry diagram is accompanied by operating responses, not unsupported numerical force scores.

Porter five forces and operating responses



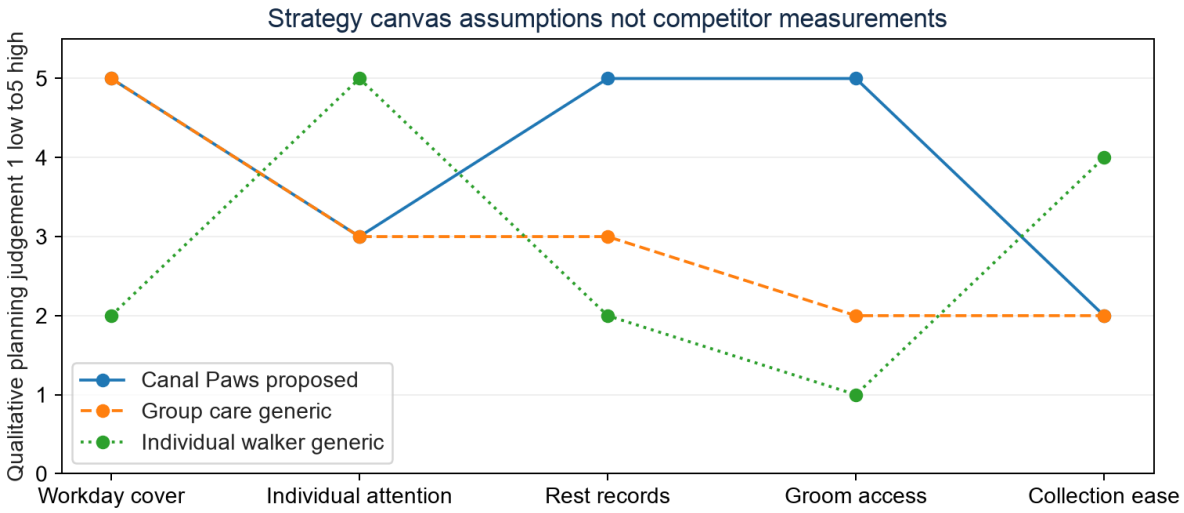
Code generated from the retained operating assumptions. Facts have source identifiers in the narrative. Diagrams are planning analysis, not market observations.

17 / OPERATING PLAN

Strategy canvas

The canvas compares intended service designs: group day care, an individual walker and Canal Paws. Criteria are full workday coverage, individual attention, rest documentation, grooming access and collection convenience. Values are qualitative planning judgements, not measured competitor performance.

Canal Paws should concentrate on reliable weekday cover and records rather than transport convenience, which is excluded. Individual care remains more appropriate for some dogs. The diagram supports a focus choice and cannot establish competitive superiority.



Code generated from the retained operating assumptions. Facts have source identifiers in the narrative. Diagrams are planning analysis, not market observations.

18 / OPERATING PLAN

Location and premises

The site brief is about 250 square metres gross with at least 210 square metres usable by dogs, including separate rest and safe outside or appropriate toileting space. Grooming, storage, reception and staff facilities need additional allocation. DEFRA requires at least six square metres per dog and safe barriers [S01].

A council inspection determines the permissible dog count; the plan assumes 30 total dogs pending approval, reserving one concurrent grooming dog and limiting day care to 29. Check permitted use, neighbour noise, drainage, ventilation, landlord consent, two barrier exits and accessible emergency routes. Rent £2800 net monthly and deposit £8400 are unquoted estimates. Reject sites that need costly unresolved planning changes.

19 / OPERATING PLAN

Equipment and resource plan

Planned assets include washable floors and drainage, secure partitions, gates, resting beds, feeding storage, grooming bath and table, dryers and booking equipment. The asset budget is £45000 net fitout and £15000 net equipment. These are estimates rather than supplier quotes.

Fitout is depreciated over 120 months and equipment over 60 with zero residual; replacement equipment is scheduled in January 2029. The workbook caps depreciation at useful life. Confirm warranty, electrical suitability and cleaning compatibility before ordering. A maintenance allowance is an expense, distinct from replacement capital.

20 / OPERATING PLAN

Service menu and product strategy

The service menu is assessed full day care on weekdays, plus appointment based grooming. A day care place buys a supervised day rather than a fixed amount of active play. Grooming prices vary by size, coat condition, time and handling needs; the £60 gross model price is a blended proposal.

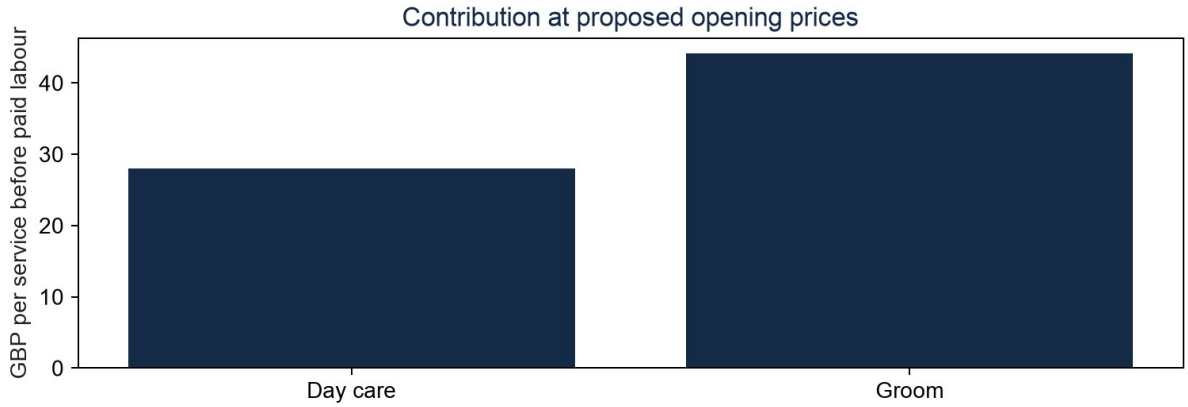
No overnight care, pet retail, veterinary procedures or delivery rounds are included. Avoid packages that imply unlimited attendance. Refund and cancellation policies should be clear, fair and recorded, with vaccination and suitability conditions reviewed by a competent adviser.

21 / OPERATING PLAN

Pricing and order economics

The launch proposal is £36 gross including 20 percent VAT for one day and £60 gross per average groom. This yields £30 and £50 net respectively before direct consumables and card fees. Day care consumables are assumed £1.50 net per attendance; grooming consumables £5.00. Paid labour is separately modelled.

A day contributes £27.96 after £1.50 supplies and a £0.54 processing fee, before payroll and overhead. Groom contribution is £44.10 before dedicated labour. The price must support the care ratio and fixed wage base. Discounts require a recalculated contribution test, not merely a competitor match.



v1 opening net service contribution after consumables and gross card fees, before paid labour and fixed overhead.

22 / OPERATING PLAN

Competitor price comparison

The reviewed Happy Dogs single day price is £28 gross; Canal Paws proposes £36, about 29 percent higher [S03]. The comparator’s full week £120 equates to £24 per weekday, but it is a different commitment and must not be treated as its single day price. These are published web prices at the research date.

No grooming comparator quote has been obtained. Obtain three local like for like coat quotes and three supplier quotations before setting the final menu. The strategy must explain a credible reason for a premium and test willingness to pay. A pricing table distinguishes published facts from proposals.

Offer	Gross price	Basis
Happy Dogs single day	£28	Published S03
Happy Dogs five days	£120	Published S03
Canal Paws day	£36	Proposed assumption
Canal Paws groom average	£60	Proposed assumption

23 / OPERATING PLAN

Brand and customer experience

The working brand is calm, clear and welfare centred. Use a secure scheduled handover, written intake, an emergency contact and a brief factual daily update. Do not present licence stars or testimonials before obtaining them. Photographs require customer permission and should avoid exposing personal records.

An incident triggers immediate care, owner notification and a logged review. The owner tracks complaints to resolution and reviews recurring causes. A suitable dog may still need a gradual introduction. Service consistency is measured by attendance retention and completed care logs rather than promotional claims.

24 / OPERATING PLAN

Sales channels and process

Direct booking is the only forecast channel. Customers complete an inquiry, health and behaviour record, an assessment, then a recurring or occasional booking. Payment is assumed collected in the service month, avoiding prepaid contract liabilities in this model. No receivable or multi month prepaid revenue is assumed.

Referral partnerships are prospective and not contracted. A booking platform must enforce dog limits by day and retain records securely. Confirm card settlement timing; the same month receipt assumption may need a small cash timing adjustment. Do not book a grooming dog as a second day care attendance unless both services are actually purchased.

25 / OPERATING PLAN

Launch marketing

Preopening marketing is included in the £6000 external services allowance, with a separate£1000 licence allowance and paid staff preparation, with £3000 allocated to identity, local awareness and reservation testing. Operating marketing is £500 monthly inside the £2100 VATable overhead assumption. No cost per acquisition benchmark is claimed.

Use search listings, local owner groups with permission and an open assessment programme after licensing. Test two messages and track qualified inquiry, assessment, first booking and four week retention. Stop campaigns that bring unsuitable dogs or customers below the viable price. No external messages are sent by this plan.

26 / OPERATING PLAN

Retention and ongoing sales

Retention depends on suitability, reliable availability and transparent records. Offer the same recurring weekdays when possible. Ask customers to rebook grooming before leaving, while avoiding medically prescriptive advice or pressure sales. Track attendance per active household, cancellations and cohort retention.

A weekly review compares booked care to paid staff capacity. Upsell only services appropriate for the dog. If repeat bookings fall, interview departing customers before spending more on acquisition. Targets are management hypotheses and require a booking history to calibrate.

27 / OPERATING PLAN

Daily operations and suppliers

The day starts with premises safety checks, dog records and handover. Staff separate incompatible dogs, alternate rest and activity, clean safely away from animals and monitor water and behaviour. The care team covers an eight hour dog day plus preparation and closing; proposed service hours are 08:30 to 16:30 Monday to Friday.

Suppliers cover disinfectant, laundry, consumables, grooming maintenance and waste removal. Owners provide individual feed where needed. The model buys consumables in the month used, with no material inventory or supplier credit. Secure a vet contact and emergency transport agreement; none is represented as signed.

28 / OPERATING PLAN

Sustainability practices

Priorities are efficient heating and ventilation, measured cleaning water, durable washable beds and segregated waste. Welfare cleaning takes priority over reducing disinfectant use. No environmental certification is claimed. The landlord must confirm drainage and waste arrangements before occupation.

The owner records utility use per attendance monthly and tests maintenance changes against dog comfort. Keep chemical instructions, avoid unsafe substitutions and replace damaged items promptly. The model contains utility costs and maintenance expenses, while waste contracts remain unquoted.

29 / OPERATING PLAN

Staffing and training

Four care employees supply 155 paid hours weekly, with 120 planned productive supervision hours. Three carers can cover up to 30 dogs, with the saleable day care cap 29 after reserving one grooming place across five eight hour days; the 35 hour fourth role provides breaks, leave and preparation cover. Grooming has its own 40 hour employee, with 75 percent productivity and 1.5 hours per appointment, giving four grooms per day, handled one at a time.

The paid owner handles management and administration and is excluded from routine care capacity. Total paid hours are 235 weekly including the 40 hour owner equivalent. Publish a rota proving three carers remain present at maximum occupancy, with planned leave and contingency cover. An absence reduces capacity immediately when cover is unavailable.

Role	Paid hours weekly	Productive care credit
Four care employees	155	120hours
Dedicated groomer	40	30hours grooming
Paid owner manager	40 equivalent	0 routine care

30 / OPERATING PLAN

Staff skills and fair work

Care wages are proposed at £15 gross hourly and grooming £17, subject to recruitment and future statutory minimum checks. All preparation, meetings and cleaning time must be paid. The payroll uses the£417 monthly employer NI threshold, including an assumed monthly method for the director pending payroll advice, and a conservative 3 percent pension contribution on all gross pay, without an employment allowance benefit [S05,S10].

Keep training in handling, first aid, behaviour, cleaning and emergency response, with recorded supervision until competence is demonstrated. Roles and owner remuneration are assumptions. Verify contracts, holiday pay treatment, working time and pension eligibility with a payroll adviser before employing staff.

31 / OPERATING PLAN

Legal and insurance requirements

Commercial dog day care requires an animal activities licence in England [S01]. Obtain local approval, permitted premises use, landlord consent and appropriate inspection before serving customers. Maintain vaccination and care records, written emergency procedures and clearly displayed licence details. No licence is claimed granted.

Obtain employer liability where required, public liability, care custody control cover, professional grooming cover and interruption quotations. Review data protection, consumer terms, health and safety and waste obligations with advisers. The forecast reserves£250 monthly insurance but this is not a binding premium.

32 / OPERATING PLAN

Opening roadmap

October to December 2026 is a conditional preparation period: choose a compliant site, verify customer interest, agree finance, recruit and train the team, complete fitout and obtain the licence. The paid owner receives three months of preparation salary, with rent and loan interest included.

The base operational forecast starts January 2027. A downside five month preparation allowance represents extra costs but keeps the common 2027 forecast calendar for comparison. It is a cost stress rather than a shifted opening date. Do not open before the licence; if delay enters 2027, shift trading dates and regenerate the model.

33 / OPERATING PLAN

Risks and management actions

The largest risk is insufficient net revenue to support the paid supervision footprint. Demand, premium pricing and grooming conversion must be tested before committing funds. A low licence count, staff absence or a disease closure reduces capacity. Maintain exclusion policies, incident records and a cash reserve policy.

The owner reviews monthly cash and restricts commitments if it falls below£30000. The forecast may show an unmet reserve or negative cash; this is a financing requirement, not an approved overdraft. If demand cannot support welfare compliant economics, reject or redesign the proposal before launch.

34 / OPERATING PLAN

Research and evidence

Source identifiers point to the retained register with exact URLs, retrieval UTC timestamps and SHA256 hashes. Government guidance supports licensing and tax treatment; competitor pages support published offers only. Census data supports city scale. PDSA supports national welfare context rather than local service demand.

Manchester Council HTTP downloads may refuse automated retrieval. Where this occurs, the register identifies the web tool extraction and marks raw HTML unavailable. No interviews, footfall observations, supplier quotes or founder credentials have been fabricated. The research date is 3 October 2026.

S01 DEFRA dog day care guidance https://www.gov.uk/government/publications/animal-activities-licensing-guidance-for-local-authorities/dog-day-care-licensing-statutory-guidance-for-local-authorities

S02 Manchester Census 2021 https://www.manchester.gov.uk/the-council-and-democracy/statistics-and-intelligence/census-results-2021

S03 Happy Dogs published prices https://happydogs-daycare.com/

S04 Barkside day care https://www.thebarksidemcr.co.uk/day-care/

S05 HMRC employer rates 2026 to 2027 https://www.gov.uk/guidance/rates-and-thresholds-for-employers-2026-to-2027

S06 HMRC Corporation Tax https://www.gov.uk/government/publications/rates-and-allowances-corporation-tax/rates-and-allowances-corporation-tax

S07 HMRC VAT returns https://www.gov.uk/submit-vat-return

S08 HMRC Corporation Tax payment https://www.gov.uk/pay-corporation-tax

S09 PDSA PAW report https://www.pdsa.org.uk/what-we-do/pdsa-animal-wellbeing-report

S10 Employer pension contributions https://www.gov.uk/workplace-pensions-employers/how-to-enrol-staff

S11 VAT rates https://www.gov.uk/vat-rates

S12 Manchester licence public registers https://www.manchester.gov.uk/licences-and-permissions/licence-public-registers/public-registers

S13 HMRC capital allowances eligibility https://www.gov.uk/capital-allowances/what-you-can-claim-on

S14 HMRC statutory fees outside VAT scope https://www.gov.uk/charge-reclaim-record-vat/when-not-to-charge-vat

S15 HMRC qualifying pre-trading expenditure https://www.gov.uk/hmrc-internal-manuals/business-income-manual/bim46355

S16 HMRC pre-commencement AIA https://www.gov.uk/hmrc-internal-manuals/capital-allowances-manual/ca23083

S17 HMRC pre-trading loan interest relief conditions https://www.gov.uk/hmrc-internal-manuals/corporate-finance-manual/cfm32100

35 / OPERATING PLAN

Quotes and assumptions

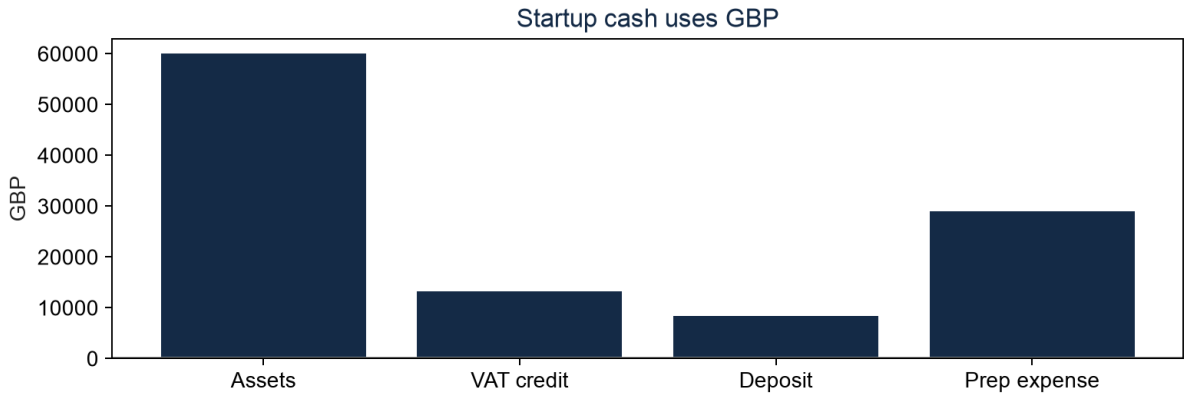
Outstanding quotes are the lease, fitout, grooming equipment, insurance, waste contract, booking system and lender terms. Outstanding evidence includes owner competence, the final licence count, staff availability and recurring customer reservations. Each should replace the corresponding blue model input when validated.

Hold future tax and NI rates at current researched levels only as a forecast assumption. Rent is assumed VAT exempt, and voluntary VAT registration precedes startup. Tax provisionally allows£10000 of portable grooming, IT and bed equipment, with zero allowances on£5000 fences, unclassified equipment contingency and fitout pending adviser classification. Book depreciation is added back, not treated as a tax deduction. Testing a different asset tax treatment is required before lender reliance.

36 / FINANCIAL PLAN

Startup costs and funding

Proposed sources total£260000. Startup gross uses are £110,616, leaving £149,384 opening cash. The reserve policy is£30000, with no top up inserted. The minimum forecast balance including opening cash (£162,150) implies £192,150 additional cash to preserve the reserve if all other assumptions hold. This is an unmet funding need, not a secured facility.



v1 base startup cash uses. VAT credit is an asset; reserve is cash and not an expense.

37 / FINANCIAL PLAN

Itemized startup costs

Cash use	GBP
Fitout net	£45,000
Equipment net	£15,000
Recoverable VAT	£13,200
Refundable deposit	£8,400
External services net	£6,000
Licence fee nonVAT	£1,000
Paid staff preparation incl employer costs	£1,984
Paid owner gross preparation	£9,000
Owner NI and pension preparation	£1,432
Preparation rent	£8,400
Preparation loan interest	£1,200
Total gross cash uses	**£110,616**

All budgets are unquoted. Fitout and equipment are assets. Preparation services, remuneration, rent and interest are opening loss. Licence fees and payroll are excluded from recoverable VAT [S14]. Four care staff and one groomer each receive 25 paid preparation hours with exact monthly employer NI and pension. Preparation payroll is conservatively paid before opening, including early tax remittance; no preopening wage liability remains.

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Owner personal survival budget

The illustrative monthly household budget is housing and utilities£1250, food£400, travel£200, insurance£150 and personal contingency£300, totalling£2300 net. These are author selected amounts, not an actual founder budget. Other reliable income is assumed zero.

The proposed owner salary is£3000 gross monthly. At an assumed 78 percent retention it gives£2340 net, a£40 monthly margin. Actual PAYE, pension, household commitments and director treatment could change this result. Confirm personal resilience independently of the company equity commitment.

Personal monthly item	GBP net estimate
Housing and utilities	£1,250
Food	£400
Travel	£200
Personal insurance	£150
Contingency	£300
Other reliable income	—
Required net budget	£2,300
Estimated net salary	£2,340
Surplus or shortfall	**£40**

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Financing terms and security

The model assumes£200000 proposed owner equity and£60000 proposed loan, with 8 percent annual interest and 60 equal monthly principal repayments from January 2027. No offer, security value or guarantee is confirmed. The downside uses 10 percent interest and higher startup costs.

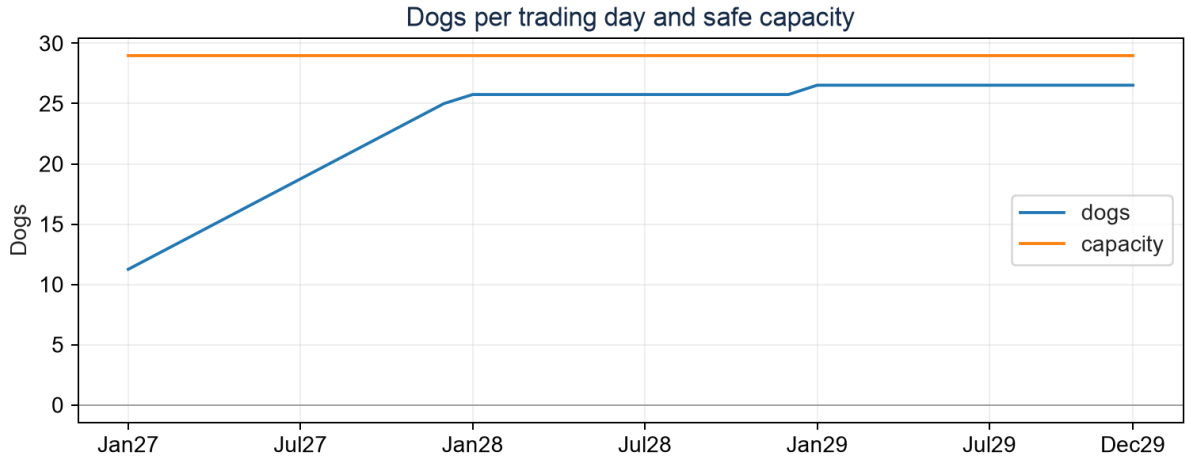
Loan principal is£1000 monthly until repaid, with interest on opening debt. The remaining balance at December 2029 is£24000. Preparation interest is paid separately. Equipment may be offered as security but lender valuations and personal guarantees remain unknown. The model never inserts an additional cash draw to cover losses.

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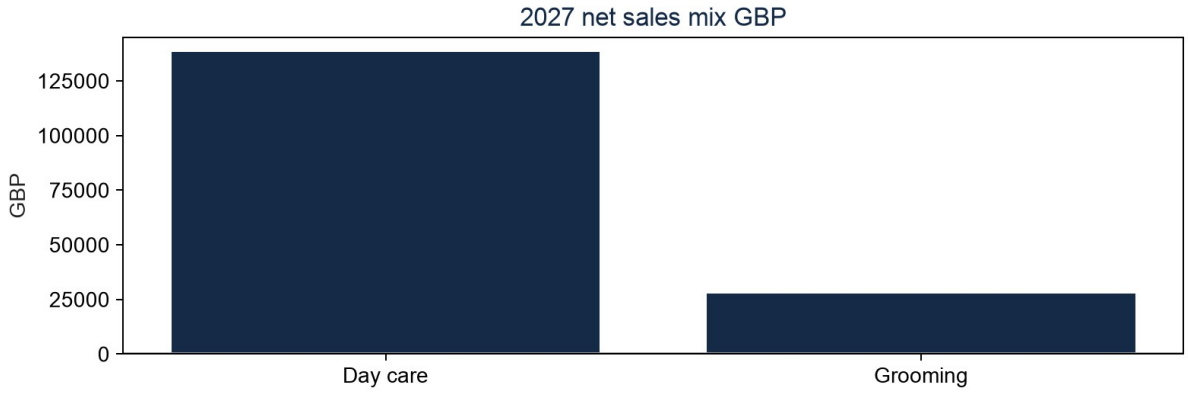
Revenue forecast and capacity

Metric	2027	2028	2029
Revenue net	£165,735	£240,612	£256,278
Day care attendances	4,604	6,489	6,710
Grooms	**552**	**779**	**805**

Capacity is the minimum of assumed total licence count less one grooming place, usable area divided by six less one grooming place and productive staffing. Grooming has four daily slots. Attendance is a monthly average forecast and may be fractional. Demand above safe capacity is not sold.



v1 base forecast dogs per weekday against safe capacity. No observed bookings.



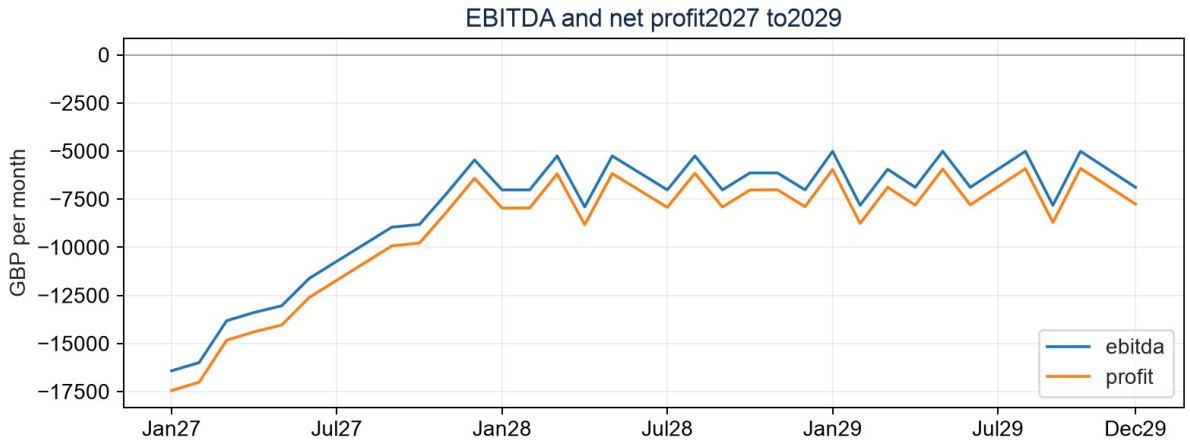
v1 base 2027 net sales by stream.

When paid care hours change, productive supervision cannot exceed paid hours multiplied by 120/155, retaining the base leave and break allowance. Capacity uses whole 40 hour core carer equivalents. Zero licence or insufficient area also stops grooming sales; closed days never create negative volume.

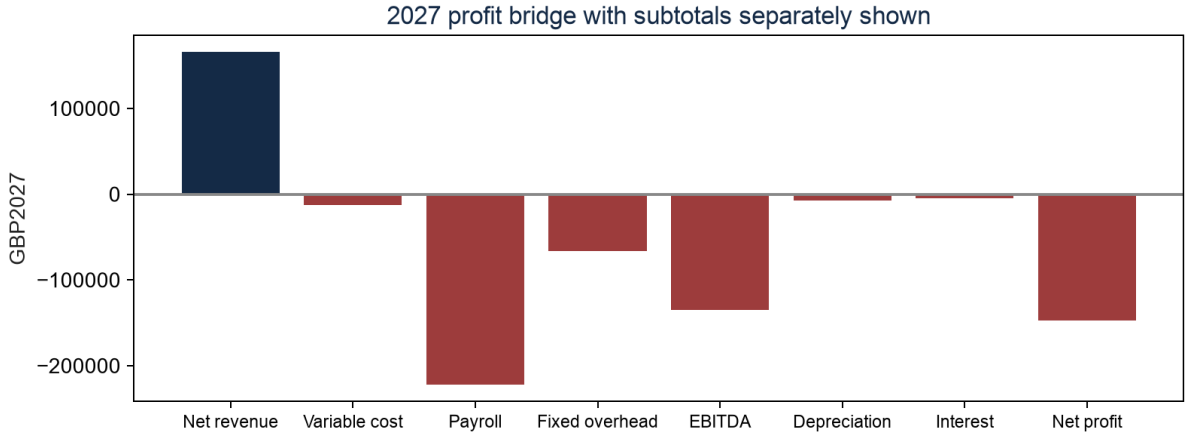
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Costs and projected profit

Paid payroll totals £222,363 in 2027 and £240,876 in 2029. The model retains cover during low demand. Owner gross pay starts at£3000 monthly and rises 4 percent annually. Fixed premises costs and underused staff explain losses.



v1 base monthly EBITDA and net profit. Depreciation and interest explain the gap; tax follows annual losses and allowances.



v1 base 2027 revenue less variable costs, paid payroll and fixed overhead gives EBITDA. Depreciation and interest give net loss; tax is zero. Subtotal bars must not be summed together.

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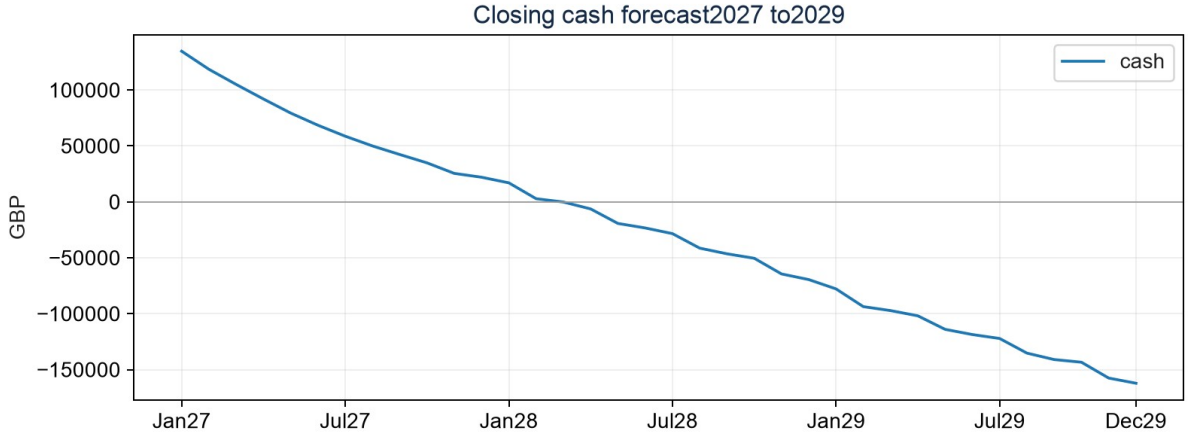
Profit and loss forecast

GBP	2027	2028	2029
Revenue	£165,735	£240,612	£256,278
Payroll	£222,363	£231,438	£240,876
EBITDA	(£135,279)	(£77,172)	(£74,179)
Depreciation	£7,500	£7,500	£8,500
Interest	£4,360	£3,400	£2,440
Corporation Tax	—	—	—
Net profit	**(£147,139)**	**(£88,072)**	**(£85,119)**

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Cash flow and financial position

Customers pay in the service month. Consumables and overhead are paid in the month used. Employer NI is paid in the following month, and pension cost is included on all gross pay as a conservative assumption. Receivables, inventory and supplier credit are zero. VAT credits are retained without cash refunds. Quarter liabilities are paid on the 7 th of the second following month. Corporation Tax is paid in October after the prior calendar year [S07,S08].



v1 base cash after all paid operating costs, VAT, tax, capital and debt service. Negative cash is an unmet requirement, not an overdraft assumption.

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Cash flow forecast months one to six

Month	Operating cash	Capex gross	Principal	Closing cash
2027-01	(£13,665)	—	£1,000	£134,719
2027-02	(£15,169)	—	£1,000	£118,550
2027-03	(£12,544)	—	£1,000	£105,006
2027-04	(£12,020)	—	£1,000	£91,986
2027-05	(£11,596)	—	£1,000	£79,389
2027-06	**(£9,872)**	**—**	**£1,000**	**£68,518**

Base v1. Operating cash includes tax, interest and payroll cash timing. The full 36 month schedule is retained in Excel.

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Cash flow forecast months seven to twelve

Month	Operating cash	Capex gross	Principal	Closing cash
2027-07	(£8,797)	—	£1,000	£58,720
2027-08	(£7,723)	—	£1,000	£49,997
2027-09	(£6,649)	—	£1,000	£42,348
2027-10	(£6,476)	—	£1,000	£34,872
2027-11	(£8,412)	—	£1,000	£25,461
2027-12	**(£2,426)**	**—**	**£1,000**	**£22,035**

Base v1. Operating cash includes tax, interest and payroll cash timing. The full 36 month schedule is retained in Excel.

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Financial position summary

GBP at year end	2027	2028	2029
Cash	£22,035	(£69,473)	(£162,150)
Net fixed assets	£52,500	£45,000	£41,500
Loan	£48,000	£36,000	£24,000
Equity including losses	**£23,844**	**(£64,228)**	**(£149,347)**

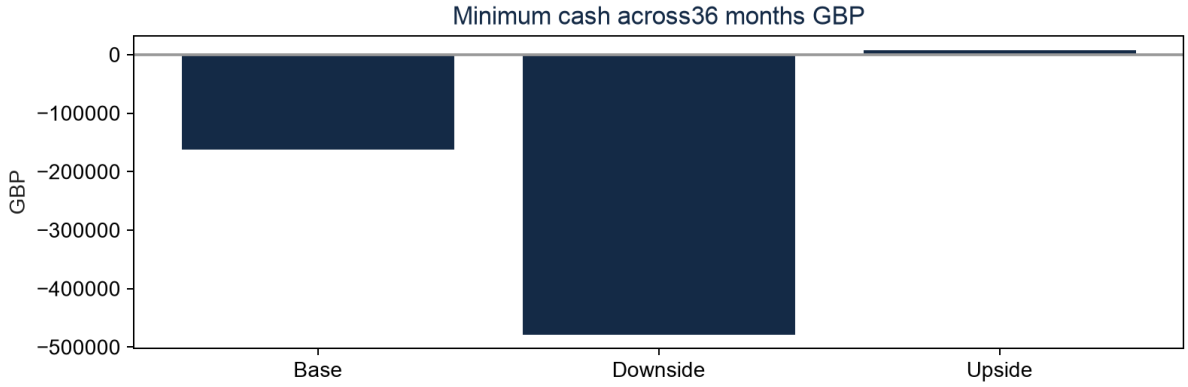
Deposits remain an asset; VAT credits and tax or payroll liabilities complete the balance sheet. The monthly reconciliation contains no balancing entry. Negative forecast cash is displayed as an unresolved cash requirement and means the business cannot continue without action.

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Break even and scenarios

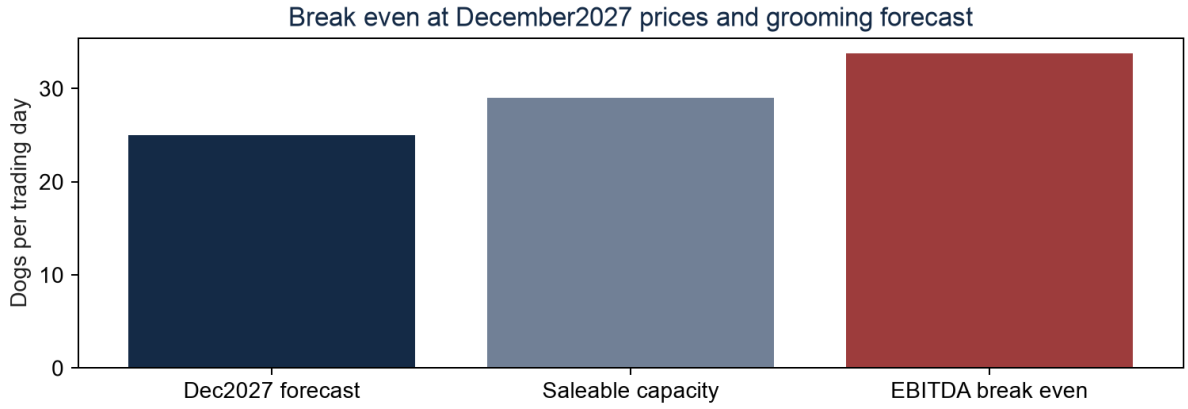
Case	2027 EBITDA	2029 EBITDA	Minimum cash
Base	(£135,279)	(£74,179)	(£162,150)
Downside	(£216,806)	(£175,760)	(£478,414)
Upside	**(£62,327)**	**(£29,274)**	**£8,110**

Cases are explicitly hypothetical. Downside reduces demand and price, increases startup and costs and retains the paid welfare footprint. Upside raises demand and price but still caps sales. The month 12 contribution must cover fixed wages and premises; any break even dog count exceeding 29 day care dogs is infeasible after the reserved grooming place. Owner equity and loan are held fixed across cases.



v1 minimum cash by case. Any negative balance is an unmet financing need.

If grooming already covers fixed costs, the day care break even count is zero. If remaining fixed costs are positive and day care contribution or trading days are nonpositive, the workbook reports Not achievable rather than dividing by zero. The same rule applies to all 36 monthly periods.



v1 EBITDA break even uses month 12 paid payroll and fixed overhead, less grooming contribution, divided by day care contribution and trading days. This is before interest and debt principal.

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Model guide and completion

Choose Base 1, Downside 2 or Upside 3 in Inputs F5. Blue case inputs drive the same monthly schedules, annual outputs and native charts. Minimum cash includes Startup opening cash and all 36 closing balances. Scenario comparisons are v1 snapshots and display STALE when any saved numeric case input changes. Regenerate snapshots and the Word plan after any material input change.

The final package retains original draft, builder, source archive, model result JSON and QA. The model is a planning forecast, not historical trading data. Before use, verify funding availability, licences, staff cover, tax classification and customer demand. Every monthly balance sheet and cash rollforward should reconcile.

Annual opening deductions / loss pool includes assumed qualifying pre-trading revenue costs and portable equipment AIA in 2027, then carried tax losses. It is not a previously filed tax loss. HMRC treats qualifying pre-trading expenditure as incurred on commencement, while pre-commencement AIA has separate conditions [S15,S16]. Pre-trading loan interest has separate loan relationship rules; the model assumes qualifying relief by carryforward or a timely election, subject to an eligible accounting period and adviser confirmation [S17]. Adviser confirmation is a launch gate; book depreciation is added back and no startup AIA is assumed for fitout or fences.

Verified saved workbook v1 and model-results.json were compared across all 36 months. The largest independent balance sheet difference is£0.00000000. See the retained native recalculation and stress QA for the actual tested engine and limitations.