Staffing Agency Business Plan

Bridgework Staffing

Contents

Executive summary....4
Business details....5
Business concept and objectives....6
Business model canvas....7
SWOT and longer term goals....8
TOWS strategy matrix....9
Owner and management....10
Owner and key personnel profiles....11
Target customers....12
Segmentation targeting and positioning....13
Value proposition canvas....14
Market size and trends....15
PESTLE analysis....16
Local demand and evidence....17
Competitors and positioning....18
Porter five forces....19
Strategy canvas....20
Location and premises....21
Equipment and resource plan....22
Staffing service strategy....23
Pricing and assignment economics....24
Competitor price comparison....25
Brand and customer experience....26
Sales channels and process....27
Launch marketing....28
Retention and ongoing sales....29
Daily operations and suppliers....30
Sustainability practices....31
Staffing and training....32
Staff skills and fair work....33
Legal and insurance requirements....34
Opening roadmap....35
Risks and management actions....36
Research and evidence....37
Quotes and assumptions....38
Startup costs and funding....39
Itemized startup costs....40

Owner personal survival budget....41
Financing terms and security....42
Revenue forecast and capacity....43
Costs and projected profit....44
Profit and loss forecast....45
Cash flow and financial position....46
Cash flow forecast months one to six....47
Cash flow forecast months seven to twelve....48
Financial position summary....49
Break even and scenarios....50
Model guide and completion....51

01 / OPERATING PLAN

Executive summary

Bridgework Staffing is a proposed Manchester employment business supplying adult temporary office administration workers to incorporated local employers. The decision is conditional launch: prove client demand, payroll readiness and collections before accepting assignments. The company pays workers through PAYE and invoices clients for all delivered hours. Proposed funding is £650,000 equity and £150,000 term debt, neither committed. No invoice discounting, grant or automatic cash support is assumed.

The operating forecast covers January 2027 to December 2029, preceded by two paid preparation months. One owner, two consultants and a payroll coordinator support 100 nominal concurrent assignments before paid leave, training and absence reduce Base availability to 90. Client invoices collected two months after billing contrast with payroll paid in the service month. A £200,000 cash reserve is a proposed operating gate, not cash added by the model.

Base annual net billings are £1,594,320, £3,261,804, £4,170,610. Year three net result is £392,835 and closing cash £733,206. Minimum cash is £264,414 against a £200,000 policy reserve. Downside minimum cash is (£824,869) and reserve shortfall £1,074,869. These are forecast hypotheses, not approved finance or achieved demand.

GBP	2027	2028	2029
Net billings	£1,594,320	£3,261,804	£4,170,610
Direct expenses	£1,265,091	£2,588,237	£3,309,373
Invoice losses	£19,132	£39,142	£50,047
Gross profit	**£310,098**	**£634,426**	**£811,190**
Permanent payroll	£181,248	£186,685	£192,286
Net overhead	£79,200	£81,576	£84,023
EBITDA	**£49,650**	**£366,164**	**£534,881**
Depreciation	£5,000	£5,000	£5,000
Interest	£10,900	£8,500	£6,100
Pretax result	**£33,750**	**£352,664**	**£523,781**
Tax reserve	£14,287	£88,166	£130,945
Net result	**£19,463**	**£264,498**	**£392,835**
Closing cash	**£400,883**	**£396,332**	**£733,206**

02 / OPERATING PLAN

Business details

Planning identity: Bridgework Staffing Ltd, Manchester, England. Incorporation, company name availability, bank accounts, PAYE, VAT registration and pension scheme remain to be completed. The business is a direct employment business supplying workers under client supervision. It is not an umbrella chain, outsourcing contractor or lender.

Currency is GBP. Prices and income are net of VAT; ordinary business purchases are net with recoverable VAT separately scheduled. Preparation takes place in November and December 2026. No office lease, insurance, software or finance terms have been agreed.

03 / OPERATING PLAN

Business concept and objectives

Start with general office administration, scheduling and customer support assignments during normal weekday office hours. Exclude regulated clinical work, schools, driving, construction and food or agricultural processing. Every new role requires a legal scope and safety assessment rather than relying on sector labels.

The first operating gate is a small paid pilot with verified timesheets and client receipts. Base demand begins at 20 worker equivalents and increases by three each month until the available capacity is reached; Base provides 90 assignments after paid leave. These are hypotheses, not a signed order book. Expand only after acceptable payroll accuracy, repeat orders, complaints and overdue balances.

04 / OPERATING PLAN

Business model canvas

Client employers pay for hours delivered by temporary workers. Consultants source and screen candidates, agree terms and manage placements; the coordinator validates payroll and invoice records. The owner leads sales and approves credit. Paid workers are the delivery resource, not unpaid members of a marketplace.

Income comes only from temporary staffing billings. Costs include gross pay, holiday pay, employer NI, pensions, sickness cover allowance and verification, plus permanent staff and office overhead. No permanent placement fees or subscription revenue are modelled.



Figure Business model canvas. Proposed choices or explicitly labelled evidence gaps.

05 / OPERATING PLAN

SWOT and longer term goals

Strength is a deliberately narrow service and direct payroll accountability. Weaknesses are no proven recruitment pipeline, client base, operating history or collections record. Opportunity is a testable need for administrative cover; threat is incumbent agencies, client failure and changing employment obligations.

Longer term success means reliable cash conversion and fair treatment before extra branches. The owner should stop expansion when overdue invoices or payroll exceptions grow, and preserve a financing route for existing earned wages even when assignments are reduced.

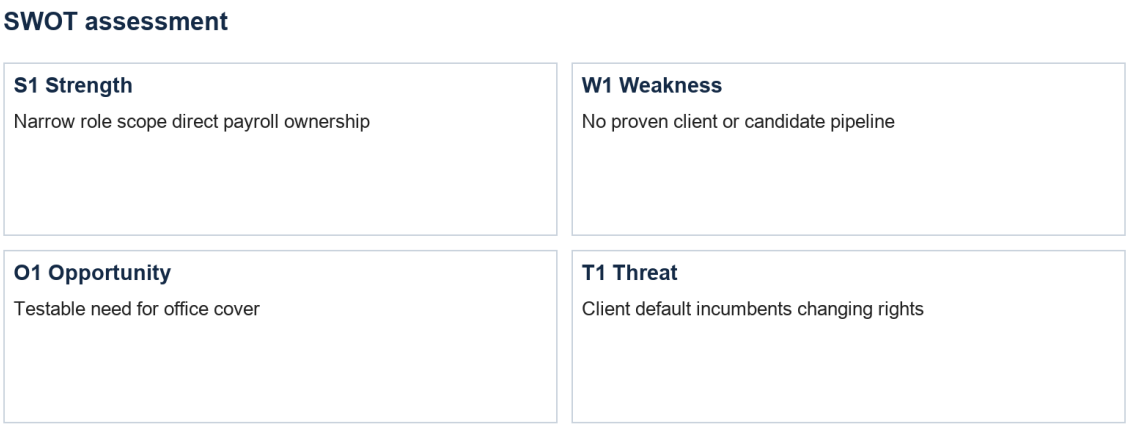


Figure SWOT and longer term goals. Proposed choices or explicitly labelled evidence gaps.

06 / OPERATING PLAN

TOWS strategy matrix

S1 O1: use the focused office role scope to build repeatable screening and induction. W1 O1: validate employer and candidate demand in a small pilot before promising 100 placements. S1 T1: keep direct payroll, traceable hours and credit limits rather than fragmented subcontracting.

W1 T1: defer launch if capital, employer terms or legal readiness cannot be demonstrated. A narrower pipeline and cash reserve help control growth but cannot justify withholding pay already earned.

TOWS responses

S1 O1 Focused office roles repeatable screening	**W1 O1** Paid pilot validates hours and collections
S1 T1 Direct payroll and traceable responsibilities	**W1 T1** Defer without legal readiness or capital

Figure TOWS strategy matrix. Proposed choices or explicitly labelled evidence gaps.

07 / OPERATING PLAN

Owner and management

The paid owner managing director leads sales, client credit decisions and compliance oversight. Two paid staffing consultants report to the owner and support up to 50 concurrent assignments each. The paid payroll coordinator reports to the owner with independent payroll approval escalated to an external accountant.

External legal counsel, accountant, insurance broker and software support are contracted services within overhead or setup allowances. They are not free employees and do not count towards assignment capacity. Client supervisors direct day to day work on assignments; the agency remains responsible for the employment business duties.

Paid agency team and external support

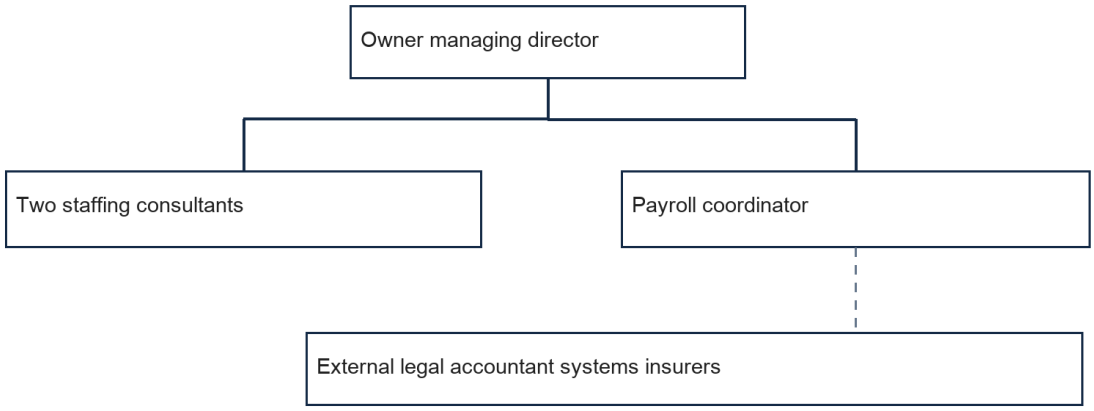


Figure Owner and management. Proposed choices or explicitly labelled evidence gaps.

08 / OPERATING PLAN

Owner and key personnel profiles

No founder credentials or named hires are asserted. Recruitment specifications are proven agency operations and worker protection experience for the owner; candidate and client management skills for consultants; PAYE, pension and reconciliation proficiency for the coordinator. References and employment eligibility checks are required before appointment.

The organisation plan and financial model include pay from launch. Preparation funds two months of owner work, one consultant month and one coordinator month before trading; the second consultant joins at launch. All four permanent roles are paid during slow sales and launch delays.

09 / OPERATING PLAN

Target customers

Target incorporated Manchester employers requiring adult weekday office administration cover with identifiable supervisors, suitable premises and approved credit. Candidate eligibility requires role fit, verified right to work and a workable commute, without unlawful demographic targeting.

No sector demand volume is claimed. Prioritise repeat users able to explain vacancy duration, pay comparators and invoice approval. Decline assignments with unclear responsibilities, unsafe work, unaffordable pay conditions or unresolved credit checks.

10 / OPERATING PLAN

Segmentation targeting and positioning

Segment buyers by office role, assignment duration, location, supervision and payment behaviour. Target recurring administration and scheduling cover within a practical Manchester travel area. Position around clear pay, accountable service and timely payroll.

Exclude food processing, healthcare, children and high hazard occupations from launch. Candidate targeting follows ability and role requirements, not protected characteristics. Longer placements trigger ongoing equal treatment checks rather than resetting assignment clocks artificially.

Segmentation targeting and positioning

Segment Role duration supervision travel payment	**Target** Credit approved Manchester office employers
Position Clear pay named support dependable payroll	**Exclude** Regulated hazardous and licensed food roles

Figure Segmentation targeting and positioning. Proposed choices or explicitly labelled evidence gaps.

11 / OPERATING PLAN

Value proposition canvas

Clients need verified, reliable cover without losing control of work. Their pains are poor fit, inconsistent attendance and unclear invoicing. Workers need accurate pay, understandable terms and appropriate assignments; late pay and unclear holiday calculations are material harms.

The proposed response is clear job requirements, documented screening, named consultant contact, written terms and separate holiday pay information. These features are intended service standards, not evidence of present customer satisfaction.



Figure Value proposition canvas. Proposed choices or explicitly labelled evidence gaps.

12 / OPERATING PLAN

Market size and trends

TAM is annual net temporary office staffing billings across the UK; SAM is eligible Manchester employer demand within the service scope; SOM is the modelled delivered hours and billings within consultant capacity. The three populations have different boundaries and must not be treated as interchangeable.

No consistent current TAM or SAM estimate has been validated. SOM is a forecast hypothesis and cannot be labelled observed market share. Commission employer interviews and candidate supply tests, then establish unique employers, average suitable hours and feasible share before investing in a wider branch.

TAM SAM SOM scope and method

TAM unavailable UK annual net temporary office staffing billings	**SAM unavailable** Eligible Manchester office staffing demand annually
SOM modelled Delivered hours within staffing capacity	**Evidence needed** Eligible employers hours supply and collectible terms

Figure Market size and trends. Proposed choices or explicitly labelled evidence gaps.

13 / OPERATING PLAN

PESTLE analysis

Political and legal conditions include Fair Work Agency enforcement and phased employment law changes. Economic pressure can narrow staffing spreads while extending debtor terms. Social priorities include respectful work, accessible communications and reliable payroll.

Technology helps reconcile assignments and hours but does not replace checks. Data protection restricts candidate sharing and retention. Environmental practice focuses on travel and paper reduction without pricing an unsupported green premium. Review legal and tax rules immediately before 2027 launch and each subsequent year.

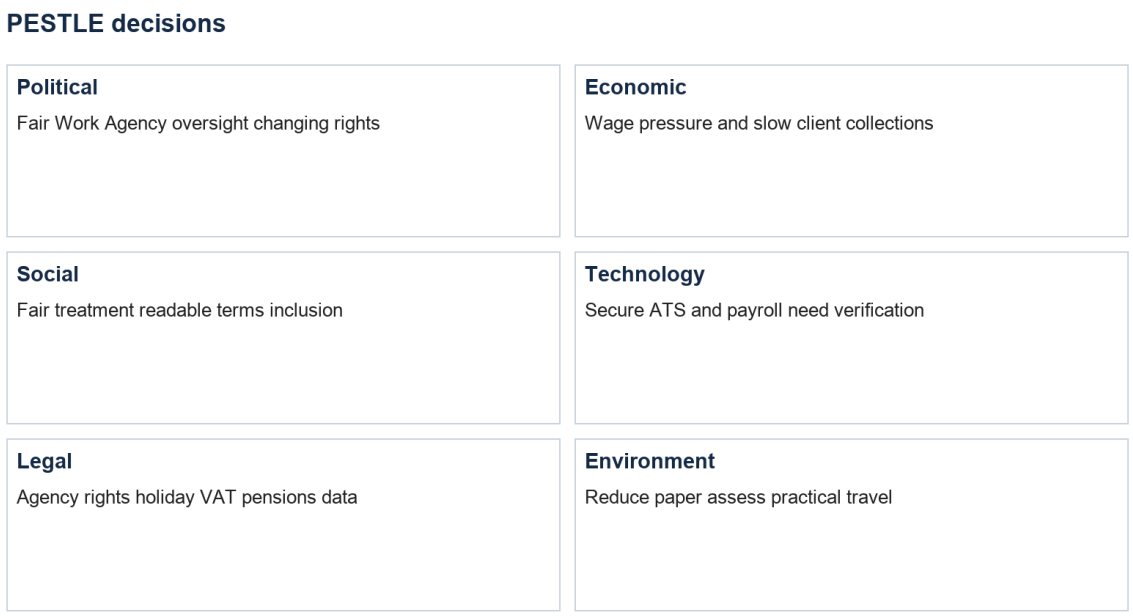


Figure PESTLE analysis. Proposed choices or explicitly labelled evidence gaps.

14 / OPERATING PLAN

Local demand and evidence

Research establishes employment business duties, staffing VAT and payroll requirements. It does not establish Manchester client demand, candidate availability, achieved wage rates or collectible invoice terms. No interviews, transactions or signed contracts are claimed.

Before launch, seek 20 employer interviews and a limited number of credit approved pilot clients; document required roles, comparator pay, supervisor contacts and invoice procedures. Test at least two payroll runs in a sandbox. Acceptance depends on actual evidence rather than completion of a marketing checklist alone.

Demand evidence and launch gates

Established Employment duties full VAT payroll context	**Unknown** Employer demand candidate pool achieved rates
Validation Twenty employer interviews controlled paid pilot	**Gate** Capital legal terms payroll tests actual receipts

Figure Local demand and evidence. Proposed choices or explicitly labelled evidence gaps.

15 / OPERATING PLAN

Competitors and positioning

Established Manchester agencies and direct employer recruitment are relevant alternatives. No competitor rating or price quote has been invented. Request written comparable office staffing offers with pay, holiday, NI, pension, replacement cover and payment terms separately understood.

The proposed bill rate is £24 per delivered hour net in Base. Competitor comparisons must use equivalent worker pay and scope; a lower headline bill rate may include different benefits or responsibilities. The business has no proven reputation advantage.

16 / OPERATING PLAN

Porter five forces

Rivalry is substantial because staffing clients can compare agencies and recruit directly. Buyers can demand longer payment terms; consultants should value credit and payment reliability rather than accept volume at any spread. Candidate availability and software suppliers influence fulfilment cost.

Entry is possible but compliant payroll, hiring and working capital are barriers. Substitutes include direct fixed term hires and reallocating existing staff. Response is a narrow pilot, documented service and credit controls; no market power or exclusive supply is assumed.

Porter five forces and responses

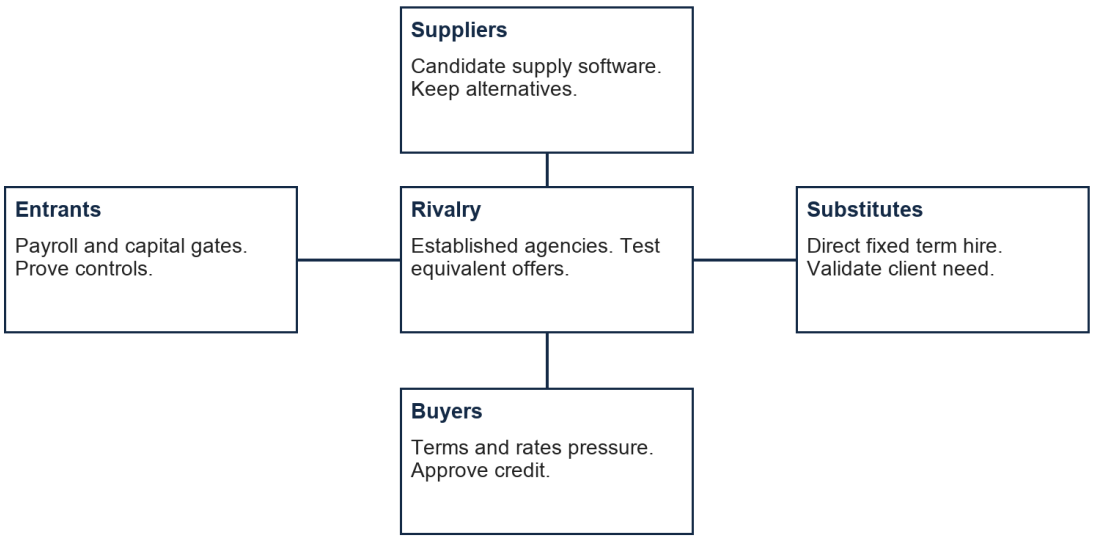


Figure Porter five forces. Proposed choices or explicitly labelled evidence gaps.

17 / OPERATING PLAN

Strategy canvas

The canvas scores proposed emphasis on payroll clarity, role focus, named support, service breadth and proven history. Scores are management judgments on a one to five scale, not measured competitor performance or survey data.

Bridgework places emphasis on clarity and focus, with low breadth and no proven history. Established agency comparison is generic and explicitly illustrative. Obtain customer evidence before turning priorities into claims of superiority.

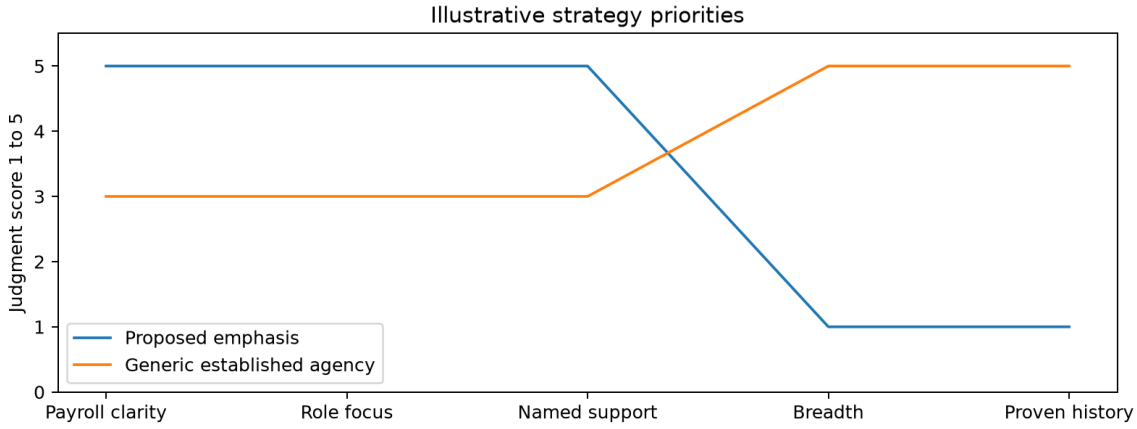


Figure Strategy canvas. Proposed choices or explicitly labelled evidence gaps.

18 / OPERATING PLAN

Location and premises

Propose a modest Manchester serviced office reachable by public transport, with private space for worker discussions. No premises have been selected. Net monthly occupancy allowance is £2,000; a three month refundable deposit is modelled as an asset, not an expense.

Before signing, confirm permitted use, secure records, accessibility, privacy, reliable connectivity and a lease exit route. Client sites require separate risk information and induction. A low cost office cannot compensate for inadequate candidate access or weak collections.

19 / OPERATING PLAN

Equipment and resource plan

Startup net capital allowance is £15,000 for laptops, secure network and office equipment, depreciated over 36 months. Payroll and applicant tracking systems are operating subscriptions. The model assumes taxable purchases with recoverable VAT and supplier payment at setup.

These are unquoted allowances. Obtain comparable procurement quotes, test permissions and backups, and verify payroll exports before appointments begin. Annual replacement capital is not included in this short horizon; review post 2029 renewal needs rather than assume equipment has perpetual life.

20 / OPERATING PLAN

Staffing service strategy

The single modelled service is direct PAYE temporary office staffing under the client supervisor. There are no permanent placement, outsourced managed service or payroll only products. Pricing covers each actually worked billable hour; candidate work finding fees are prohibited.

Written assignment terms explain work, location, duration, gross wage and holiday pay, with client instructions and a escalation contact. The model is restricted to legally qualifying irregular hours contracts whose paid hours vary genuinely. Thirty five hours is an average across the portfolio, not a fixed contractual schedule. Rolled up holiday pay is used only for legally eligible irregular hours workers and shown separately; other contracts need a different calculation and an updated model.

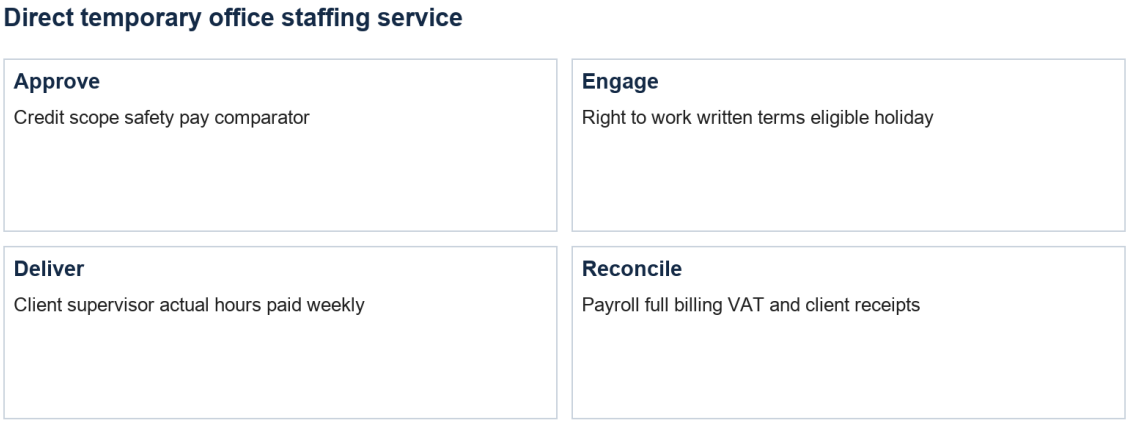


Figure Staffing service strategy. Proposed choices or explicitly labelled evidence gaps.

21 / OPERATING PLAN

Pricing and assignment economics

Base proposes £24 net billing and £14 gross ordinary pay per delivered hour in 2027. Holiday pay is 12.07% of ordinary pay for the legally eligible contract population. Employer NI is conservatively 15% of all gross including holiday; pension is 3% of all gross.

These loading bases intentionally do not deduct statutory earnings thresholds or Employment Allowance. Add 2% of ordinary pay as paid sickness and relief expense allowance plus £0.25 per hour verification and training cost. The last allowance is taxable procurement; wage and employer contributions are not VAT taxable purchases. An actual assignment with higher equal treatment entitlements must be repriced before it starts.

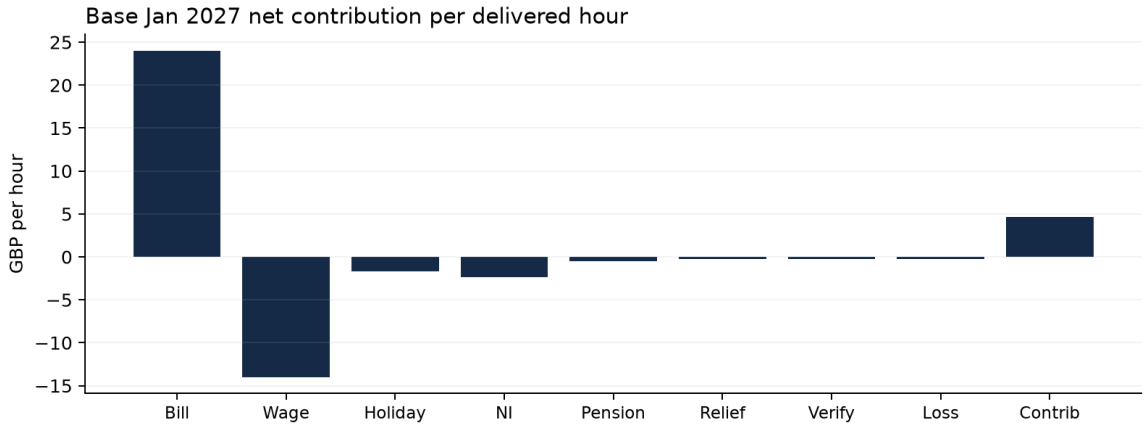


Figure Pricing and assignment economics. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.

22 / OPERATING PLAN

Competitor price comparison

No written competitor quotations are available. Compare total net bill rate, ordinary pay, holiday, pension, employer NI, paid absence, duration and client payment terms. The modelled spread is a proposal rather than an achieved market rate.

A £24 bill rate is not a £10 gross profit once statutory and operational costs are included. Do not sell below the verified full assignment cost to produce attractive gross revenue.

Equivalent offer	Evidence
Proposed bill net	£24 per hour
Proposed ordinary wage	£14 per hour plus separate eligible holiday
Comparable signed competitor quote	Not obtained

23 / OPERATING PLAN

Brand and customer experience

Use Bridgework as a planning identity pending name checks. Promise understandable terms, predictable contact and prompt correction of pay queries. Publish a clear complaints process for workers and clients with escalation outside the consultant managing the assignment.

Confirm actual service standards only after the pilot. Avoid language implying a licensed food labour provider, accredited professional agency or secured staffing pool. Candidate records and references are shared only on an appropriate lawful basis.

24 / OPERATING PLAN

Sales channels and process

Owner led prospecting, selected professional introductions and website enquiries may create leads; no website build is part of this package. Consultants qualify the work and worker fit. Credit and contract checks precede an assignment commitment.

Record enquiry, approved employer, assignment, worked hours, billing and receipt as separate events. A signed timesheet helps resolve disputes but cannot be made a condition for paying wages for hours actually worked. Client credit limits require a transaction ledger; the aggregate model cannot verify concentration.

25 / OPERATING PLAN

Launch marketing

Preparation includes a £5,000 net launch marketing allowance, followed by £2,000 monthly net activity in Base. Use direct employer research and candidate role advertising before broader promotion. Measure eligible applicants and collectible pilot hours rather than impressions alone.

No paid media performance is assumed. Stop channels that produce unsuitable candidates, misleading work promises or clients outside scope. The owner and consultants carry paid responsibility for this work rather than an unpaid marketing role.

26 / OPERATING PLAN

Retention and ongoing sales

Review worker attendance, complaints, payroll accuracy, client repeat hours and overdue receivables by cohort. Named consultants conduct assignment check ins and compare pay conditions when placements approach the 12 week equal treatment threshold.

Retention does not mean keeping workers dependent on the agency or preventing direct employment. Any transfer fee arrangement must be legally reviewed and transparent; no such fee income is assumed. Reprice annual contracts when wages or benefits change.

27 / OPERATING PLAN

Daily operations and suppliers

Consultants maintain assignment and worker records; the payroll coordinator reconciles hours, pay, pension and HMRC obligations. The owner separately authorises payroll and client credit. Payroll outsourcing support is paid but the company retains responsibility.

Workers are paid weekly in operation. The monthly model conservatively pays all payroll and employer costs within the service month with no payroll liability financing. Clients pay modelled gross invoice cohorts after two whole months in Base. Disputed timesheets never justify nonpayment of earned wages. Maintain a rolling 13 week cash plan beyond this monthly forecast.

28 / OPERATING PLAN

Sustainability practices

Use secure electronic terms and timesheets with accessible alternatives. Offer commute information and minimise unnecessary journeys; do not restrict lawful opportunities based on travel preference. Client site safety remains part of assignment assessment.

No carbon savings or premium rate is claimed. Record actual travel and equipment disposal practices before setting targets. Fair pay and safe work are operational obligations, not marketing substitutes.

29 / OPERATING PLAN

Staffing and training

Permanent launch staffing is owner £4,000 gross monthly, two consultants £3,000 each and coordinator £2,800. Add 15% NI and 3% pension on full gross as conservative allowances; salaries and nonpay overhead rise 3% annually in Base. Consultants provide up to 50 concurrent worker equivalents each; coordinator checks up to 120 weekly timesheets, so nominal consultant capacity is binding at 100 before the Base 90% availability allowance reduces usable capacity to 90.

The model population has genuinely variable contracted paid hours qualifying as irregular hours, subject to counsel approval. Thirty five hours is only a portfolio average, not a fixed contractual week. Assignments average 35 hours weekly, converted to 52 divided by 12 weeks each month. Fractional equivalents reflect average hours, not fractional people in payroll. Match real rosters to contracts. Train every internal role in PAYE controls, agency rights, right to work, data protection and escalation. External accountant handles cover under a paid allowance; there is no 24 hour service promise.

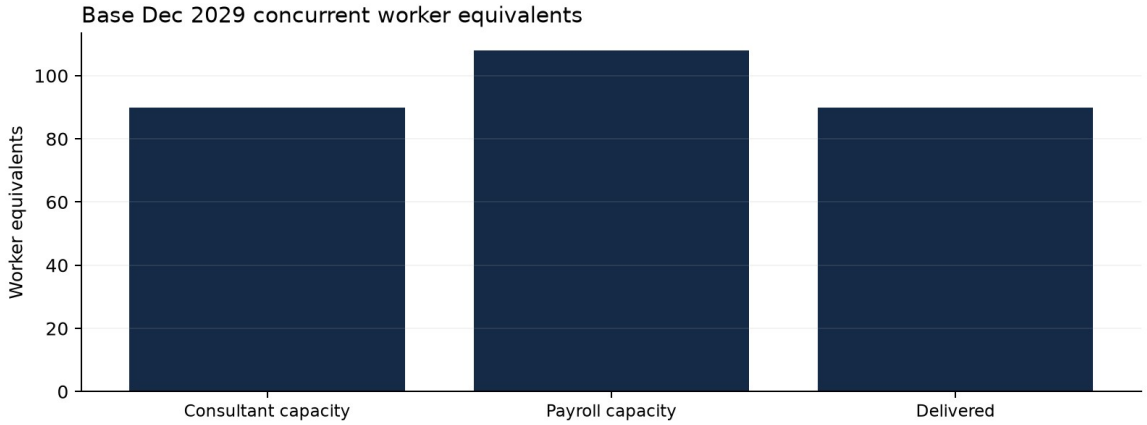


Figure Staffing and training. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.

30 / OPERATING PLAN

Staff skills and fair work

Every worker receives clear pay and engagement terms and appropriate client site information. Verify right to work without discriminatory assumptions. Track qualifying weeks and comparator conditions; ordinary wage growth is not a substitute for legally required equal treatment.

No work finding fees or withheld earned wages are allowed. Holiday accrual and leave remain real even with lawful rolled up pay. NI and pension estimates are planning allowances, not payslip calculations; live payroll applies actual eligibility, thresholds and deductions. Sickness and new employment rights require a launch legal check.

31 / OPERATING PLAN

Legal and insurance requirements

The business must comply with employment agency conduct rules, PAYE, pensions, holiday and Agency Workers Regulations. The Fair Work Agency is the relevant enforcement context in the researched 2026 sources. General office scope is proposed outside gangmaster licensed sectors, subject to assignment specific counsel review; a sector exclusion is not a universal authorisation.

No licence, registration, insurance or approval is held by this proposal. Obtain employer liability, public liability, professional indemnity and cyber cover appropriate to staffing. Check client safety duties, contracts, ICO obligations and right to work controls. Model full staffing billings with 20% VAT, not only the margin, as HMRC Notice 700/34 requires.

32 / OPERATING PLAN

Opening roadmap

November 2026: funded remote owner preparation with no occupied office, incorporation and legal scope review. December: paid consultant and coordinator setup, payroll sandbox, pension and insurance procurement, office and system checks. The second consultant starts in January 2027.

Launch only after finance is documented, payroll tests pass and eligible client terms are agreed. A delayed launch reduces delivered hours while permanent payroll and overhead continue. If conditions fail, defer new assignments and protect already earned wages.

33 / OPERATING PLAN

Risks and management actions

Major risks are payroll error, client failure, unaffordable equal treatment, legal change, candidate shortage and data breach. Owner reviews a weekly cash forecast, client credit aging and assignment pay compliance. Consultants monitor fit and hours; coordinator records payroll exceptions.

No aggregate forecast proves a safe client concentration. Set a transaction level debtor limit and independent approval, and pause further placements when a client misses terms. Do not use worker wages as creditor financing. A reserve shortfall is a decision to recapitalise with documented funds or reduce uncommitted expansion.

34 / OPERATING PLAN

Research and evidence

Sources accessed 3 October 2026 establish legal and tax context. They do not validate commercial demand or supplied labour. Primary source references below distinguish present requirements from future assumptions. Before launch, review phased employment changes and future wage floors and amend contracts and prices.

No founder references, insurer binders, lender offers, supplier quotes, office terms, interviews or client receipts have been supplied. This plan is a proposal for controlled validation, not an investment recommendation or claim of readiness.

S1 GOV UK employment businesses duties: https://www.gov.uk/employment-agencies-and-businesses

S2 GOV UK agency workers equal treatment: https://www.gov.uk/government/publications/agency-workers-regulations-2010-guidance-for-recruiters/agency-workers-regulations-2010-guidance

S3 HMRC staffing VAT full consideration: https://www.gov.uk/guidance/companies-that-supply-staff-and-staff-bureaux-vat-notice-70034

S4 HMRC employer rates 2026 to 2027: https://www.gov.uk/guidance/rates-and-thresholds-for-employers-2026-to-2027

S5 GOV UK holiday pay reforms: https://www.gov.uk/government/publications/simplifying-holiday-entitlement-and-holiday-pay-calculations/holiday-pay-and-entitlement-reforms-from-1-january-2024

S6 TPR minimum pension contributions: https://www.thepensionsregulator.gov.uk/employers/new-employers/im-an-employer-who-has-to-provide-a-pension/choose-a-pension-scheme/understanding-your-costs/making-contributions-to-your-pension-scheme

S7 GOV UK Fair Work Agency licensing scope: https://www.gov.uk/guidance/detailed-guidance-on-who-needs-a-gangmasters-licence

S8 GOV UK corporation tax rates: https://www.gov.uk/corporation-tax-rates

S9 GOV UK wage floor: https://www.gov.uk/national-minimum-wage-rates

S10 GOV UK right to work employer checks: https://www.gov.uk/check-job-applicant-right-to-work

S11 HSE agency and temporary workers: https://www.hse.gov.uk/vulnerable-workers/gig-agency-temporary-workers/employer/roles-of-suppliers-end-user-businesses.htm

S12 ICO employment information: https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/employment/

35 / OPERATING PLAN

Quotes and assumptions

All commercial prices, wages, timing, occupancy, funding, capacity and demand figures are planning assumptions. NI 15%, holiday method, pension minimum and staffing VAT have official source support; applying NI and pension to full gross pay is a conservative modelling choice. Future rates and legal eligibility must be checked.

No competitor quote, signed placement, external financing or professional approval is claimed. Replace assumptions with versioned evidence and rerun the complete model and document when terms change. Preserve old accepted outputs until updated files pass review.

36 / FINANCE

Startup costs and funding

Proposed sources are £650,000 equity and £150,000 term debt, not secured offers. Startup uses comprise net equipment, refundable office deposit, explicitly paid setup and taxable legal, systems, launch and occupancy allowances. Recoverable startup VAT is funded initially and carried as a credit until offset; no cash VAT refund is assumed.

Setup wages and employer costs are expenses reducing opening retained earnings; equipment and deposit remain assets. Opening cash equals actual proposed funding less gross paid uses. No founders work without pay in the preparation period.

Base setup expense is £35,284; total paid cash uses including funded input VAT £63,084; opening cash £736,916. Setup payroll £16,284 is included in expense, not added again to operating payroll.

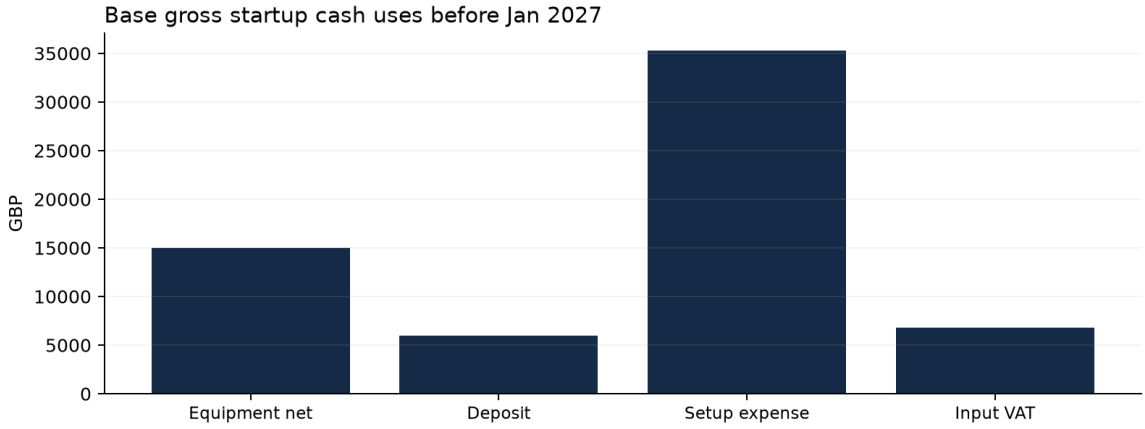


Figure Startup costs and funding. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.

37 / FINANCE

Itemized startup costs

Net equipment £15,000; office deposit £6,000; owner preparation two months at £4,000; one consultant month £3,000; one coordinator month £2,800. Setup gross pay £13,800 plus 15% NI and 3% pension gives £16,284. Net other setup is legal £8,000, systems £4,000, marketing £5,000 and office £2,000.

All setup costs are paid before January 2027. Equipment and other setup attract 20% input VAT in the planning assumption; deposit and payroll do not. Obtain invoices and accountant confirmation before using input tax credits. Amounts are editable and linked to the permanent wage assumptions.

Cash use GBP	Base	Accounting
Net equipment	£15,000	Asset or total
Refundable deposit	£6,000	Asset or total
Setup gross pay	£13,800	Expense
Setup employer NI	£2,070	Expense
Setup pension	£414	Expense
Total paid setup staff	**£16,284**	**Expense**
Legal net	£8,000	Expense
Systems net	£4,000	Expense
Marketing net	£5,000	Expense
Office net	£2,000	Expense
Total other setup	**£19,000**	**Expense**
Total setup expense	**£35,284**	**Expense**
Funded recoverable VAT	£6,800	Asset or total
Total paid cash uses	**£63,084**	**Asset or total**

38 / FINANCE

Owner personal survival budget

Illustrative household expenditure is £2,800 monthly: housing and utilities £1,400, food £500, transport £250, commitments £250 and contingency £400. At an assumed 75% net retention of £4,000 gross, owner cash pay is £3,000 and headroom is £200. This is not a personal tax calculation or verified household budget.

There are no dividends or household costs paid by the company. Owner salary is already in permanent payroll; adding the personal budget to business costs would double count. Verify individual deductions and household requirements before committing equity.

Illustrative monthly GBP	Amount
Housing utilities	£1,400
Food	£500
Transport	£250
Commitments	£250
Contingency	£400
Total personal expenditure	**£2,800**
Owner cash at 75% retention	£3,000
Budget surplus	**£200**

39 / FINANCE

Financing terms and security

The proposed £150,000 debt bears 8% annual interest on opening monthly principal and repays equal principal over 60 months from January 2027. Debt remaining after three years is £60,000. No lender offer, security, guarantee, covenant or refinancing is asserted.

Legal review must identify likely security over company assets and whether any personal guarantee is acceptable. Base £200,000 reserve is a policy warning, not a borrowing source. Negative cash and reserve gaps remain visible. No client receivable factoring is assumed; its cost, recourse and availability would need a separate verified schedule.

40 / FINANCE

Revenue forecast and capacity

Delivered hours equal the lower of requested worker equivalents, consultants times assignment capacity and payroll timesheet capacity, multiplied by 35 weekly hours and 52 divided by 12. The launch delay input makes billings zero during delayed months.

Base starts at 20 requested equivalents and adds three each month, capped at 90 after 90% availability against 100 nominal consultant capacity. Billing and wages both grow 3% each January. The company does not receive client payroll funds in advance. Demand, availability and collections are unvalidated assumptions.

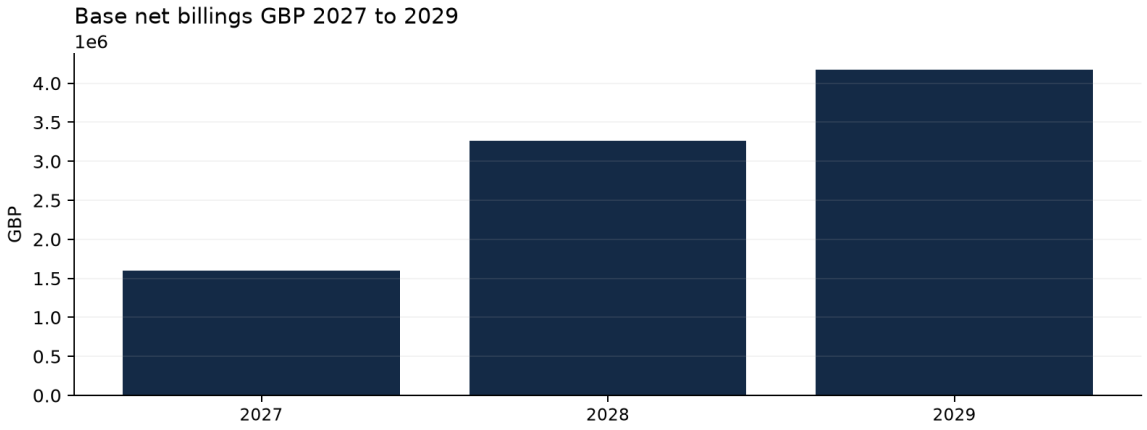


Figure Revenue forecast and capacity. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.

41 / FINANCE

Costs and projected profit

Temporary labour is the largest cost and must be split from permanent internal payroll. Gross wages, holiday pay, employer NI, pension and sickness allowance are expensed when work occurs. Per hour verification cost and eligible office overhead attract input VAT; labour does not.

Gross profit subtracts all direct labour and verification. Permanent payroll, office costs, software, marketing, professional support and insurance then produce EBITDA. Depreciation and debt interest lead to pretax result. Corporation tax is conservatively reserved monthly on positive profit at 25%, with no loss relief assumed.

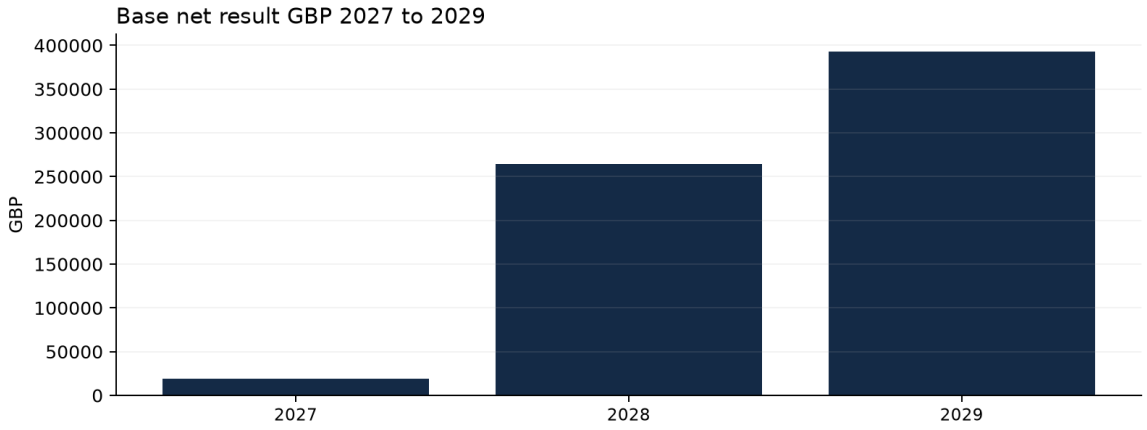


Figure Costs and projected profit. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.

42 / FINANCE

Profit and loss forecast

The model contains 36 monthly live statements and three annual totals. Revenue excludes VAT; full wage bill is an expense because this direct employment business is the principal supplier. Gross billed cash cannot be treated as earned margin.

A conservative 25% monthly positive profit tax expense can exceed a final annual tax liability when loss relief or marginal relief applies. The forecast pays the prior month provision, reserves the latest month in the balance sheet, and makes no optimistic tax refund. An accountant must replace this planning reserve with the company tax calculation.

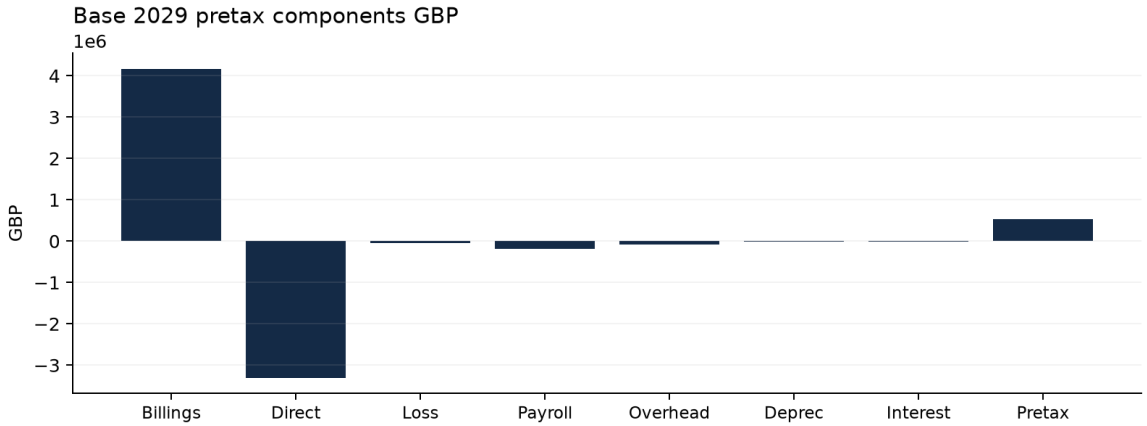


Figure Profit and loss forecast. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.

GBP	2027	2028	2029
Net billings	£1,594,320	£3,261,804	£4,170,610
Direct expenses	£1,265,091	£2,588,237	£3,309,373
Invoice losses	£19,132	£39,142	£50,047
Gross profit	**£310,098**	**£634,426**	**£811,190**
Permanent payroll	£181,248	£186,685	£192,286
Net overhead	£79,200	£81,576	£84,023
EBITDA	**£49,650**	**£366,164**	**£534,881**
Depreciation	£5,000	£5,000	£5,000
Interest	£10,900	£8,500	£6,100
Pretax result	**£33,750**	**£352,664**	**£523,781**
Tax reserve	£14,287	£88,166	£130,945
Net result	**£19,463**	**£264,498**	**£392,835**
Closing cash	**£400,883**	**£396,332**	**£733,206**

43 / FINANCE

Cash flow and financial position

Cash follows gross client receipts, quick payroll, overhead, interest, debt principal, prior month tax and quarterly VAT payment. Gross client debtors are assets until collected; no invented payment or funding plug removes deficits. A planning bad debt percentage is written off before expected cohort collection.

Output VAT arises on billing even when the client has not yet paid. Startup input VAT credit is offset against later liabilities, with no refund assumed. Quarterly positive net VAT is paid in the following month. The model is not a daily cash calendar; weekly wages require the supplementary rolling 13 week liquidity plan.

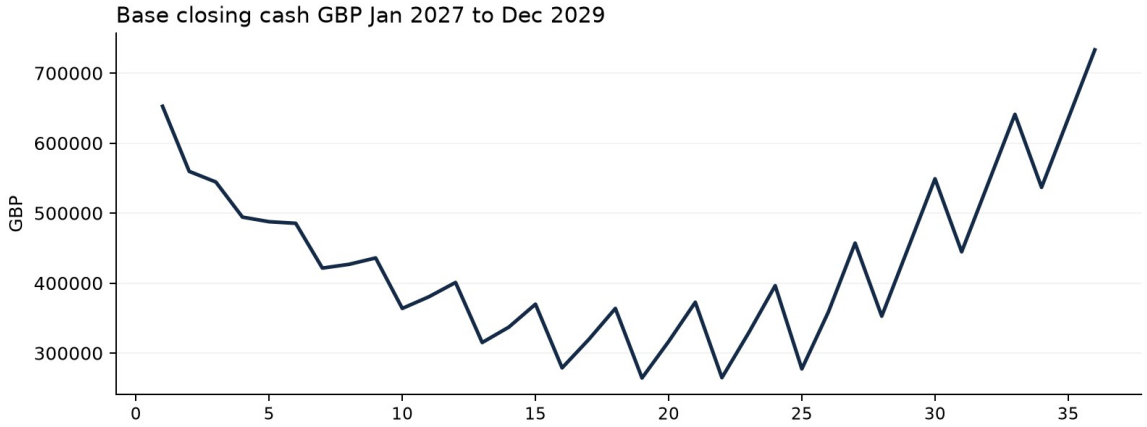


Figure Cash flow and financial position. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.

44 / FINANCE

Cash flow forecast months one to six

Early months fund worker wages while client invoices await collection. Billing and collection are separate events. The first Base receipt is in March for January invoices after expected bad debt.

The table reports opening cash, gross receipts and cash outflows before closing cash. A negative closing balance indicates financing failure requiring action; it is not an authorised overdraft.

GBP	M1	M2	M3	M4	M5	M6
Opening cash	£736,916	£652,594	£559,600	£544,422	£494,237	£487,663
Gross receipts	£0	£0	£86,486	£99,459	£112,432	£125,405
Direct plus VAT	(£57,918)	(£66,606)	(£75,294)	(£83,982)	(£92,669)	(£101,357)
Permanent payroll	(£15,104)	(£15,104)	(£15,104)	(£15,104)	(£15,104)	(£15,104)
Overhead plus VAT	(£7,800)	(£7,800)	(£7,800)	(£7,800)	(£7,800)	(£7,800)
Interest	(£1,000)	(£983)	(£967)	(£950)	(£933)	(£917)
Tax paid	£0	£0	£0	£0	£0	£0
VAT paid	£0	£0	£0	(£39,309)	£0	£0
Debt principal	(£2,500)	(£2,500)	(£2,500)	(£2,500)	(£2,500)	(£2,500)
Closing cash	**£652,594**	**£559,600**	**£544,422**	**£494,237**	**£487,663**	**£485,390**

45 / FINANCE

Cash flow forecast months seven to twelve

Growth increases wage payments immediately and receivables before receipts arrive. Monitor the balance between payroll commitments, approved new assignments and available cash, with actual client aging rather than total debtors alone.

VAT and debt payments can produce monthly cash declines despite a profitable month. Defer uncommitted growth if reserve warnings occur; earned wage obligations remain due.

GBP	M7	M8	M9	M10	M11	M12
Opening cash	£485,390	£421,424	£426,785	£435,912	£363,795	£380,455
Gross receipts	£138,378	£151,351	£164,324	£177,297	£190,270	£203,243
Direct plus VAT	(£110,045)	(£118,733)	(£127,420)	(£136,108)	(£144,796)	(£153,484)
Permanent payroll	(£15,104)	(£15,104)	(£15,104)	(£15,104)	(£15,104)	(£15,104)
Overhead plus VAT	(£7,800)	(£7,800)	(£7,800)	(£7,800)	(£7,800)	(£7,800)
Interest	(£900)	(£883)	(£867)	(£850)	(£833)	(£817)
Tax paid	(£436)	(£971)	(£1,506)	(£2,041)	(£2,576)	(£3,111)
VAT paid	(£65,560)	£0	£0	(£85,011)	£0	£0
Debt principal	(£2,500)	(£2,500)	(£2,500)	(£2,500)	(£2,500)	(£2,500)
Closing cash	**£421,424**	**£426,785**	**£435,912**	**£363,795**	**£380,455**	**£400,883**

46 / FINANCE

Financial position summary

Assets include closing cash, gross collectible client debtors, refundable office deposit and depreciated equipment. Liabilities include remaining term debt, net VAT position and corporation tax reserve; a VAT credit is an asset. Equity comprises proposed paid share capital and cumulative retained results including setup expenses.

The company carries no client pass through payroll liability or candidate deposit. All payroll and employer obligations are assumed paid within the service month. The balance check and cash roll check are live for every month.

Closing GBP	2027	2028	2029
Cash	£400,883	£396,332	£733,206
Client debtors	£445,405	£779,459	£825,781
VAT credit	£0	£0	£0
Equipment net	£10,000	£5,000	£0
Deposit	£6,000	£6,000	£6,000
Total assets	**£862,288**	**£1,186,791**	**£1,564,986**
Debt	£120,000	£90,000	£60,000
VAT payable	£104,462	£187,736	£202,539
Tax payable	£3,646	£10,378	£10,935
Total liabilities	**£228,109**	**£288,114**	**£273,474**
Paid equity	£650,000	£650,000	£650,000
Retained results	(£15,821)	£248,677	£641,512
Total equity	**£634,179**	**£898,677**	**£1,291,512**
Liabilities and equity	**£862,288**	**£1,186,791**	**£1,564,986**
Difference	£0	£0	£0

47 / FINANCE

Break even and scenarios

Break even delivered hours is permanent payroll plus net overhead divided by contribution per hour after direct labour and expected bad debt. Convert to equivalent workers using 35 hours weekly times 52 divided by 12. An impossible threshold or nonpositive contribution means the offer needs repricing.

Downside uses slower demand, lower billing, higher pay and three month collections; Upside uses stronger demand and one month collections. Cases are captured snapshots, visibly flagged stale when any captured numeric input changes, including equal offset changes and missing unselected inputs. Selected live outputs continue only when selected inputs are numeric.

Base year three EBITDA break even is 30.7 delivered worker equivalents versus 90 available consultant capacity. The result is an operating threshold, not a guaranteed sales pipeline or funding break even.

Downside year three net contribution after direct costs and expected gross invoice losses is £-0.25 per delivered hour. With a nonpositive contribution there is no operating break even; reducing growth alone cannot repair the price and cost mismatch. Do not launch under those commercial terms.

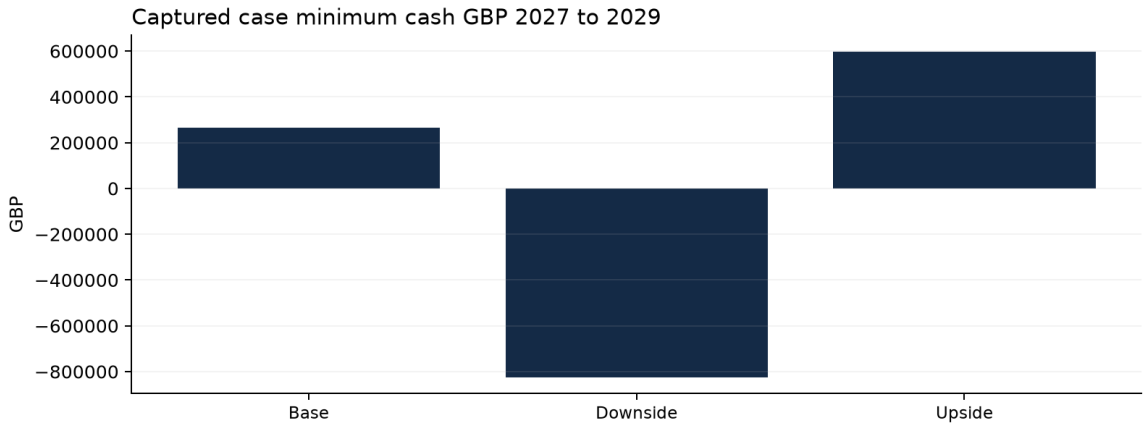


Figure Break even and scenarios. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.

staff v1 snapshots	Y3 net GBP	Minimum cash	Reserve gap
Base	£392,835	£264,414	£0
Downside	(£328,745)	(£824,869)	£1,074,869
Upside	£616,464	£597,572	£0

48 / FINANCE

Model guide and completion

In Excel choose Inputs F5 as 1 Base, 2 Downside or 3 Upside. Blue cells are editable; green formulas link sheets; dark formulas calculate locally. Outputs and native charts update from selected live inputs. Cases shows build snapshots and exact freshness status. Blank selected numeric inputs make dependent outputs unavailable; zero is valid.

To refresh snapshots after editing Excel, first copy desired values from every Base, Downside and Upside input column into the retained inputs array, including startup setup controls. Then run retained build_model.mjs; rebuilding replaces Excel inputs with those source values. Rebuild model results, financial figures and Word together. The retained script does not silently preserve workbook edits. This model is staff-v1 GBP January 2027 to December 2029.

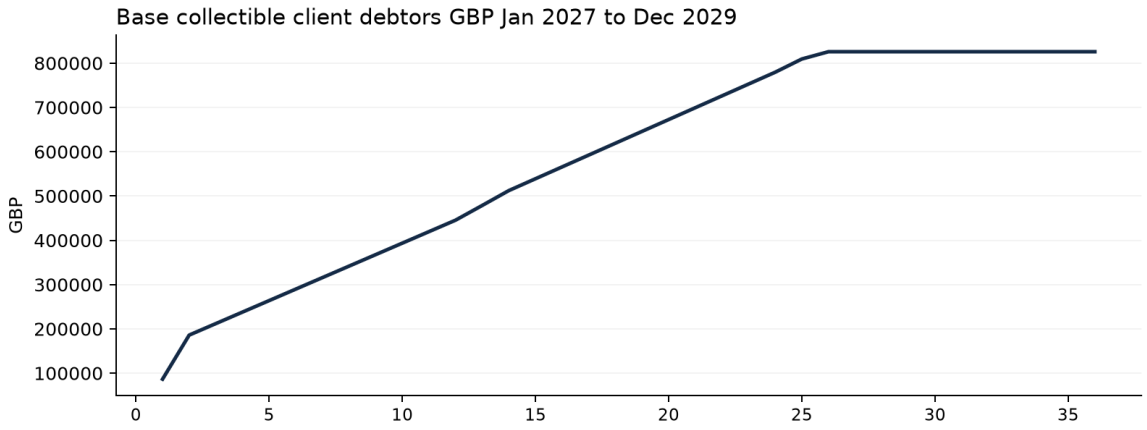


Figure Model guide and completion. Source staff-v1 Base GBP Jan 2027 to Dec 2029 except named captured cases.