

## The site:

1. Where is it located?
2. What is the concept?
3. Are there any restrictions? E.g. no noise outside after 9pm, no alcohol before 12pm, etc
4. How many internal covers are there?
  - a. Is it a mix of 2 seaters, 4, 6, 8, benches, chairs, etc
5. Does it have an outside area?
  - a. Is it covered/heated?
  - b. How many external covers are there?
  - c. When do you expect it to be used?
6. What is the square footage of the site?
7. How is the space split? (kitchen vs front of house vs storage)
8. What condition is the site in? (shell / second-gen / needs full refurb)
9. What existing equipment (if any) is included in the lease?
10. Is there adequate extraction / ventilation already installed?
11. What are the utilities capacities (gas/electric load limits)?
12. Is there parking or nearby transport links?

## Lease & Property:

1. Lease start date
2. Lease length
3. Break clause dates
4. Rent review frequency and method
5. Deposit required
6. Personal guarantee requirement (yes/no + amount/terms)
7. Rent-free period (length)
8. Repair obligations (FRI lease vs other)
9. Dilapidations liability at end of lease
10. Costs:
  - a. Rent
  - b. Business Rates
  - c. Service Charge
  - d. Other landlord charges e.g. insurance, cleaning of communal areas

## Build-Out & Capex

1. What is the estimated initial build out cost?
  - a. Construction
  - b. Professional Fees (architecture, surveying, licensing, etc)
  - c. Furniture, Fixtures & Fittings
2. Do you have available cash reserves, or will you need financing?
3. If financing, what is the loan:
  - a. Amount
  - b. Interest rate
  - c. Repayment terms
  - d. Monthly repayment amount
4. Do you have a list of equipment that you'll need to buy? (We can create a general list of equipment so that it can be costed out).
  - a. Is this a "bare minimum" list, or is it a "wish" list? How much of it can you do without in order to open/ are there any alternative suppliers for less expensive or refurbished equipment?
5. VAT Treatment on build costs- recoverable or not?
6. Is there a payment schedule for the build?
7. Build start date
8. Estimated build duration

## Opening:

1. When do you expect to be open by?
2. What days will you be open?
3. What are the opening times?
4. Are you planning any ad campaigns, a soft launch, hard launch, etc?
5. Expected covers:
  - a. Per day
  - b. Per service (breakfast, lunch, dinner)
6. Will there be any seasonal fluctuations? (NB: seasonal fluctuations don't specifically relate to the weather. Seasons can relate to "on and off" periods of trade).
7. What are the peak vs off-peak expectations?

## Systems:

1. What EPOS system are you planning on using?
  - a. Will this be integrated with the card payment provider?
  - b. What is the settlement timing? (e.g. next day, 3 working days, etc).
2. What booking system are you planning on using?
3. What takeaway platforms are you planning on using? (if applicable)
  - a. Are you using your own drivers or the platform's drivers?
4. Will you also cater for larger parties/events? (by this we mean anything above a large table e.g. someone hiring out the whole venue).
  - a. If so, have you considered a minimum hire charge, or what type of events you'd be willing to host?
5. Expected payroll system.
6. Expected accounting/ bookkeeping system.
7. Stock management system (if any).

## Menu:

1. Have you got specs in place for all of your menu items? Will these be easily accessible to everyone? i.e. placed above/ next to each station?
2. What is the menu structure? (e.g. small plates, mains, tasting, etc.)
3. How many items on the menu?
4. Will the menu change seasonally?
5. Drinks offering (alcohol-heavy, coffee-led, etc.)
6. % split between food and drink revenue (if known)
7. Target GP:
  - a. Food
  - b. Drink
8. Expected/target wastage %
9. Will you offer (provide detail):
  - a. Discounts?
  - b. Intro offers?
  - c. Staff discounts?
10. What is the expected % impact of discounts on revenue

## Sales:

1. If using takeaway platforms, what is your expected revenue split per platform? (this is so that we can estimate platform and packaging fees, etc).
2. What is your expected revenue? What is the split between the following:
  - a. Eat-in
  - b. Takeaway (order in store)
  - c. Takeaway (platforms)
3. Have you worked out your average spend per head? (either VAT inclusive or exclusive).
  - a. Does this differ depending on the time of day? i.e. Breakfast, Lunch, and Dinner service.
4. Will you have an automatic optional service charge? If so, what % will it be?

## Staff:

1. What positions will you need to hire for?
  - a. Head chef
  - b. Sous chef
  - c. CDP
  - d. Kitchen Assistant
  - e. Pot wash
  - f. Servers
  - g. Bar staff
  - h. Supervisors
  - i. GM
  - j. AM
2. How many people will you need to hire?
  - a. What will be the rate of pay for each position?
  - b. How many hours will each person work?
  - c. Will any of the positions be salaried?
  - d. What would a mock rota look like?
3. How will you train new hires?
4. How will you put a system in place so that senior staff can train new people for you?
  - a. How will you ensure that this is carried out according to policy?
5. Will the owner be working in the business?
  - a. In what role?
  - b. How many hours?
6. Do you have contracts in place?

7. Do you have HR in place?
8. Employer costs:
  - a. Employer NI
  - b. Pension contributions
9. Holiday entitlement assumptions
10. Staff turnover assumption (even as a placeholder)
11. Agency staff usage (yes/no, expected usage)
12. Training period (paid but non-productive time)

## **Pre-Opening Costs:**

1. Recruitment costs
2. Training wages pre-opening
3. Initial stock purchase
4. Marketing spend pre-launch
5. Professional fees (legal, licensing, etc.)

## Admin:

1. How much will Insurance cost?
2. How much will utilities cost?
  - a. Electricity
  - b. Gas
  - c. Broadband
  - d. Phone
3. Have you already sourced suppliers?
  - a. Who will you be using and what for?
  - b. Expected payment terms per supplier.
  - c. Delivery frequency per supplier.
  - d. Any minimum order requirements?
4. Expected payment split:
  - a. Cash
  - b. Card
  - c. Online
5. Average merchant % split
6. Based on your turnover, when do you expect to register for VAT, and which scheme do you intend to register for?
  - a. Standard (accrual)
  - b. Standard (cash)
  - c. Flat Rate
  - d. Straight away (e.g. 2<sup>nd</sup> site for existing VAT Registered business/ VAT on build out costs outweighs delaying registration).