

CONFIDENTIAL

HEMOCARE LTD

PROMOTING INDEPENDENCE

Business Plan

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Executive Summary

Objectives

Homecare is a new limited company (to be set-up, name reserved) which will provide domiciliary care services initially in Aberdeen, then to Dundee and Perth within 3 years.

Directors are committing £24,000 raised from sale of existing business and seek £40,000 through loan to fund combination of set-up costs and year one cashflow.

Who We Are

A domiciliary care provider serving the private market and socially funded care market. Operating across Scotland and providing a full range world class domiciliary care services.

Opening first office in Q1 2014 serving Aberdeen. Subsequent office to open in Dundee with satellite presence in Perth.

What We Sell

Homecare Ltd provide a range of high quality domiciliary care services, as an example;

- Assistance with a 'good morning' start to the day, with help to get up, wash, shower or bath, get dressed and have breakfast
- Shopping support - alongside our customer or alternatively we can come in, agree a shopping list, go to the shops, come back and put it all away
- Preparation of food and drink
- Ensuring a timely prompt for medication when due
- Undertaking domestic tasks such as cleaning, laundry and ironing either on a regular basis or as a 'spring clean', whatever the season
- Provision of a respite service. If you are performing the role of principal carer, then you may need support during your time off each week
- Pampering sessions – the occasional visit to organise bathing, clean clothes, fresh bedding and a thoughtfully prepared meal before bedtime

- At the end of each day, some help with getting ready for bed
- Once we have considered the sort of care our customer needs, a member of our team will discuss the customers individual requirements in more detail.

The eventual care package could include;

- Provision of care services through the night for those people who need them. This can either be on a ‘sleeper night’ basis, where the care worker expects a reasonable night's sleep but is on hand for emergencies, or a ‘waking night’ where the care worker is on duty throughout the night
- Live in care – providing a care worker to live with you in your home. Similarly, we often provide live-in care when a customer needs temporary support through a period of convalescence or recuperation when returning from hospital
- Respite care
- Palliative and end of life care

Dementia & Alzhiemers

Far too many times, people with dementia find themselves pigeonholed, often losing their identity, when in fact, each is an individual and it is only dementia they have in common. Sometimes care will be of a practical nature, help with getting up, washing or dressing or perhaps help with meals, laundry and ironing. But it may be about going out to the shops, or a walk in the park or a visit to relatives or friends

Many people with dementia are looked after on a day to day basis by a spouse or other family member. But caring relatives need a break from time to time and this is where our ‘sitting service’ can help. On an arranged day each week we will come and take over the role - allowing the family member time to themselves. Some of our customers may require live-in care, which is also available.

Who We Sell To

Details of our target market and how demand exists is contained later within the plan.

In essence we sell our services to any of the following (not exhaustive list);

- Elderly
- Dementia & Alzheimers patients

- Discharged patients from hospitals
- Infirm
- Those needing companionship or help with everyday tasks
- Learning difficulties
- Disabled at home
- Palliative care
- Respite care
- End of life care at home

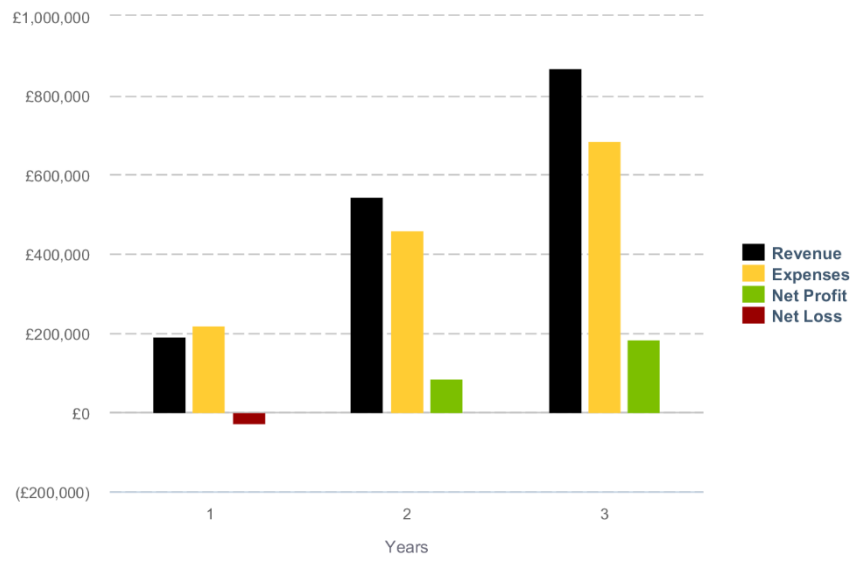
Financial Summary

Financial Highlights

All forecast assumptions are based on sound principles, these are;

- Directors have run this type of business before, made the mistakes and have produced forecasts based on real and achievable figures
- The forecasts are based on visit and care numbers, this means that the monetary values used come from thought through principles
- The visit numbers are based on conservative growth. The figures are in-line with those achieved previously, albeit the previous market was far more competitive
- Scotland has few direct competitors, this has bred a standard of care which Homecare Ltd will easily exceed

Financial Highlights by Year



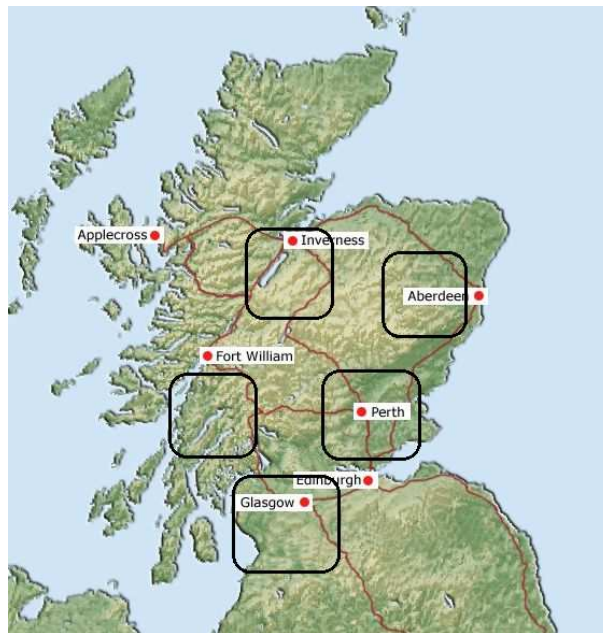
Company

Company Overview

Providing world class domiciliary care services to the growth market across Scotland.

The business will start from offices in Aberdeen and serve the east coast and surrounding area, the business will then expand to place offices in Dundee and Perth in the next 3 years. The business aim is to have 5 offices running within 5 years.

The size of market and opportunity is vast. Scotland is underserved for domiciliary care. An opportunity to replicate what the directors have already done in Sussex exists and they benefit from having hugely



reduced competition.

Why Aberdeen

- has only 3 competitors operating in the city

- has the highest net worth per head of any city in UK
- cost of property makes new care homes a more costly alternative

Management Team

Homecare Ltd is run by Ron Jones and Sue Jones, both hugely experienced health care professionals.

The directors previously ran ABC Care Ltd, a franchise providing domiciliary care services. This business has allowed for direct experience, relevant and practical knowledge of operating in this sector.

This background puts the directors in a position of having unique skills and knowledge, this business allows them the opportunity to apply those skills in an area of high demand.

Ron Jones

Ron has a complete business background, particularly in Retail and Wholesale Pharmacy sales, with nearly two years as a Medical Drug Representative.

Worked for Moss Chemists and AAH Pharmaceuticals in Marketing/Business Development roles before deciding to move into a more direct sales role. He operated as the Managing Director and Shareholder of the leading Care franchise - ABC Care Ltd.

Brief Background

At the end of 1997 he joined Innovex on their Boehringer Ingelheim (Pharmaceuticals) team with the specific task of minimising parallel imports and generic activity, success here led to promotion to Team-Coordinator managing a team of 3 Account Managers

In 2001 he accepted an “internal transfer” and joined the Ashfield Warner Chilcott team selling two products for Galen as a Hospital Representative and at the end of the Drug Training course he won first prize for best final presentation.

Within the first two months of 2002 Ron had already gained formulary inclusion for Regurin (Trospium Chloride) Urology Drug at the Royal Surrey Hospital and managed to finalise Formulary inclusion during the next eight months in St Peters Hospital and East Surrey Hospital.

In October 2002 Ron wanted to consolidate all of the success and experience that he has gained and joined a small company called Neomedic Ltd to build a portfolio of Medical Disposable Products for the Export markets including the UK.

The involved a lot of overseas travel and interface with NHS contracts and Pricing Prescription Authority for successful Drug Tariff inclusion in the UK.

The success of the company in its first year included local press interest and more importantly led to Ron being recognised with the Queens Award for Enterprise for International Trade.

Sue Jones

Sue has an extensive Care background, particularly in Childcare and Nursery Management, with nearly five years as an Auxiliary Nurse for the NHS. Sue has also worked for Sussex Home Care as a Domiciliary Care Worker.

As Director and a Registered Care Manager for Quality Care Plc, having previously worked for Worthing Hospital in West Sussex as an Auxiliary Nurse in the Gynae Day unit. 3 years previously she operated in a similar role in the Elderly Care Wards.

Sue is a qualified care professional, holding all necessary qualifications to undertake specialist domiciliary care and to act as a care supervisor and manager, she is fully regulated and approved by The Care Quality Commission.

Through being a director of ABC Care Ltd, Sue has significant working experience of -

- Responsibility for the legal and ethical running of the day-to-day business
- Achievement of sales targets and delivery within budgets
- To work within agreed budgets to ensure profitability of business
- Ultimate responsibility for all staff
- To ensure successful operation of quality control systems
- Implementation of complaints procedure
- Preparation of Management Reports for bank and directors use
- To participate in the growth and development of the business, locally and regionally through various marketing exercises
- Preparation of all invoices

- Preparing information for payroll
- To partake in on-call as is necessary either on a rota basis or ad-hoc to ensure adequate cover

Products and Services

Products and Services

Domiciliary care is an alternative to sheltered living or residential care homes.

Competitors

The level of competition in Scotland is far less than with directors previous care business in Worthing. As a guide, in Worthing there are 30 good care companies competing for business. In Aberdeen there are 3 companies, in Edinburgh there are 3 companies.

The level of competition is seriously lower and the opportunity for a new, well structured, domiciliary care provider is massive. There is demand from local authorities for new providers to enable choice and standards to be raised.

Argyle & Buick council have acknowledged that migration of 12-25 year olds from the region and an ageing population gives them a need for new domiciliary care providers.

Competition Comment

The 3 main players in Aberdeen are deemed our competition. We are not competing for market share directly with them, rather our opportunity comes from the 15/20 smaller care providers.

The differentiator sits within our professional and well operated business. The majority of smaller care providers live off the back of socially funded care. These providers have not grown and will see a reduction in their business volumes as people gain the choice of care provider through the direct payment initiative.

Choosing a care provider based on personal criteria is very different. The standards, level of reporting, assurances about care and simple quality are all factors. With socially funded care the only driver is cost.

Our ability to show carer time on site, track visit times, advise of carer whereabouts, consistency with who the carer is, and commitment to training and development put Homecare Ltd ahead of it's competition.

This model has proven successful in a more competitive and crowded marketplace, using in a less crowded and more opportune market becomes ideal.

Target Market

Market Overview

The following is an excerpt from The UKHCA report into domiciliary care in Scotland. This is independent research we have used to formulate the market existence and demand. It comments on market needs also.

Scotland

Public expenditure	Gross expenditure by local authorities on adult homecare in 2010-11 was £406million. Around £342million was spent on free personal care for home care clients, which accounted for over 80% of total net expenditure on publicly funded homecare. ⁴⁵
Direct Payment users	The latest figures show that the number of people in receipt of direct payments in 2011 was 4,392. ⁴⁶ 34% of people in receipt of a Direct Payment in 2010 used it to buy regulated homecare services and the amount spent on Direct Payments by local authorities has increased from £2.1 million in 2001 to 50.2 million in 2011. ⁴⁷
Supply of homecare	A small majority of service users receive homecare provided by in-house teams but the majority of publicly funded homecare hours are provided by the independent sector indicating that the independent provides care to people with more intensive needs. In 2011 46% of publicly funded homecare was provided solely by the independent sector, with 10% a combination of service from local authority and the independent sector. The remainder, 44% was provided solely by local authorities. ⁴⁸
Commissioning and contracting	<p>UKHCA's survey of the homecare sector in 2004 found that more than 70% of independent providers relied on a single local authority for more than three-quarters of their business.⁴⁹</p> <p>Public spending cuts are placing greater pressure on local authority social care commissioners who are restricting</p>

Scotland	the amount of care that they buy as well as the price they pay. UKHCA's 2012 commissioning survey showed that Over a third (34%) of the UK's homecare providers were concerned about risks to the dignity or safety of the care that local councils require them to undertake for older and disabled people. ⁵⁰
Provider numbers	From figures supplied to UKHCA in August 2011, 809 care at home services were in operation, 122 run by local authorities and 687 (85%) by independent (private and voluntary) sector. The largest number of services registered are in the voluntary sector, who run 431 services. ⁵¹ However the Care Commission has previously commented that these services tend to be smaller in the number of hours of care they provide, and Scotland's 32 local authorities still provide care to the largest numbers of individuals. ⁵²
Standards	The Scottish Commission for the Regulation of Care has been merged with the Social Work Inspection Agency to form the Social Care and Social Work Improvement Scotland (SCSWIS) from the 1 st April 2011. In its final report of grading registered services, the Scottish Commission for the Regulation of Care, it found that care at home services achieved some of the best sets of grades of services for adults, with 80% of services achieving grade 4 or above in every theme and 25% of services achieving grade 5 or above for every theme. ⁵³ authority social care commissioners who are restricting

The basic summary here is that the need for care in Scotland is growing. Of the independent providers operating, the majority are small and not professionally operated. The opportunity is for a well run domiciliary care provider who can establish relationships with industry and sector professionals.

All these aims are well within the directors skill set and past proven experience.

Market Needs

The overriding need is to support an ageing population.

The following is taken from UKHCA report into domiciliary care, and The Scottish Government report based on 2011 census information;

UKHCA Comment

**Intensity of
homecare**

The pattern is one of increasingly intensive packages of care for those most in need. On average, households received 10.8 hours of homecare in 2011. In 1999 the average was 5.1 hours.⁴⁴

Scottish Government Information

Current projections suggest that the population of Scotland will rise to 5.76 million by 2035 and that the population will age significantly, with the number of people aged 65 and over increasing by 63%, from 0.88 million to 1.43 million.

The number of households headed by people aged 60 or over is projected to increase by almost 60% between 2010 and 2035. In contrast, households headed by someone aged under 65 are projected to increase by just 10%. The number of households headed by someone aged 85 and over is projected to more than double over the same period, from 76,000 to 198,000.

Scotland's population on census day 2011 was estimated to be 5,295,403; the highest ever. Since the 2001 Census, the population has increased by 233,400 (5 per cent).

Seventeen per cent of people were estimated to be aged under 16, 66% aged 16 to 64 and 17% aged 65 and over.

The number of people aged 65 and over increased by 85,000 (11 per cent) since 2001 and now represents 17 per cent of the population.

There were 230,000 people aged 80 and over in 2011 compared with 193,000 in 2001 (an increase of 19 per cent).

Alzheimer Scotland 2013 Information

Statistics: Number of people with dementia in Scotland 2013

Approximately 86,000 people have dementia in Scotland in 2013. Around 3,200 of these people are under the age of 65.

Table 1: number of people with dementia in Scotland in 2013 by local authority area

Local authority	Under 65	65+	Total
SCOTLAND	3,201	82,607	85,807
Aberdeen City	127	3,133	3,260
Aberdeenshire	161	3,807	3,968
Angus	72	2,139	2,211
Argyll & Bute	59	1,792	1,851
Claackmannanshire	33	687	719
Dumfries & Galloway	98	3,041	3,139
Dundee City	80	2,570	2,650
East Ayrshire	75	1,901	1,976
East Dunbartonshire	66	1,890	1,957
East Lothian	61	1,669	1,729
East Renfrewshire	53	1,583	1,637
Edinburgh, City of	282	7,280	7,562
Eilean Siar	18	560	578
Falkirk	96	2,254	2,350
Fife	225	6,130	6,355
Glasgow City	326	7,475	7,801
Highland	150	3,950	4,100
Inverclyde	49	1,336	1,385
Midlothian	52	1,221	1,272
Moray	56	1,560	1,616
North Ayrshire	86	2,262	2,347
North Lanarkshire	196	4,263	4,459
Orkney Islands	13	360	374
Perth & Kinross	95	2,885	2,978
Renfrewshire	105	2,529	2,633
Scottish Borders	75	2,082	2,157
Shetland Islands	14	362	376
South Ayrshire	72	2,291	2,363
South Lanarkshire	193	4,838	5,031
Stirling	53	1,447	1,500
West Dunbartonshire	55	1,317	1,372
West Lothian	104	1,996	2,101

A key part of domiciliary care surrounds Dementia and Alzheimers. These are growth illnesses which require greater care as the person ages. The need for care to this sector is increasing and will continue to increase.

Providing quality dementia care is something Homecare Ltd is both experienced with and able to provide.

Growth In Dementia Study

A recent BBC report further reinforced the growing need for dementia care, this essentially provides a market and demand for domiciliary care services in the socially paid and private paid sectors for an infinite period.

Comment from the study said;

The report says most governments are *"woefully unprepared for the dementia epidemic"*.

Marc Wortmann, the executive director at Alzheimer Disease International, said: *"It's a global epidemic and it is only getting worse - if we look into the future the numbers of elderly people will rise dramatically."*

Jeremy Hughes, chief executive of the UK's Alzheimer's Society, said: *"Dementia is fast becoming the biggest health and social care challenge of this generation."*

The number of people living with dementia worldwide is set to treble by 2050, according to a new analysis.

Alzheimer's Disease International says 44 million people live with the disease, but that figure will increase to 135 million by 2050.

The figures were released ahead of the G8 dementia summit in London next week (December 2013).

In the UK, dementia research receives one eighth of the amount of funding that is spent on cancer, which charities say is insufficient.

Demand Increasing

To provide independent support for the level of demand, the following is provided courtesy of Carers UK and Age UK.

Carers UK

According to the charity Carers UK, there were more than 6 million people in the UK providing unpaid care and support to ill, frail and disabled friends and family members in 2011 (www.carersuk.org/media/k2/attachments/The_Cost_of_Caring_1.pdf). Around 30% of carers questioned by the charity had reduced their hours or given up work to care for relatives, at an estimated cost of £1.3billion to the UK economy (www.bbc.co.uk/news/uk-17919035).

Age UK

Increasing residential care home fees could result in increased demand for provision of home care. In 2010/11 the typical weekly fee for a nursing home was around £700 per resident and the typical fee for a residential care home was around £500, both of which exceeded the average amount local authorities were willing to pay for residential care (www.ageuk.org.uk/Documents/EN-GB/Factsheets/Later_Life_UK_factsheet.pdf?dtrk=true).

Unique Risk

Political Risk



The market for domiciliary care is driven by an ageing population and central government policy. The ageing population is not going to slow down and the demand for care will not abate.

The risk factor is in government policy and how care is paid for and managed.

At present there is consensus of opinion cross-party that domiciliary care is best managed through private providers and that there is continued support for socially funded care. This policy continues to be the case should there be Scottish independence, research undertaken shows no appetite for a change of care policy.

Direct Payments For Care

From April 2014 the payment of care will change for local authority funded patients. From April there will be an allowance paid to the patient or relevant guardian who will then be responsible for sourcing and paying for their own care.

The reason local authorities have taken this route is to remove the need to manage payments and invoicing, reduce administration and quasi outsource this work back to the individual. The price of providing care cannot be reduced and the burden of care will only increase, local authorities are therefore looking to reduce their internal cost of providing care.

The effect this will have is that the patient (or guardian) will be presented with a list of care providers and will be able to choose. This will mean that care is value driven rather than price.

This will open up opportunities for new entrants who can offer a professional level of service and care, which is a real opportunity for Hemocare Ltd.

Strategy and Implementation

100 Day Plan To Launch



The value of this 100 day plan cannot be underestimated. The plan is a blueprint for launching a domiciliary care business and carries huge intellectual value. We would ask that it be treated in confidence.

The business will operate from conception to first paying client through the implementation of a 100 day plan.

The 100 day plan breaks down in detail every step needed to formulate a strategy, recruit, meet regulatory requirements and instigate models and systems for internal control.

This plan sets the business well ahead of other independent start-ups. It reduces risk and ensures every regulatory issue is covered, staffing is achieved and that trading can commence on time and without delay.

A copy of the 100 day plan is attached as hard copy.

Competitive Edge

At the moment Scotland is underserved with quality domiciliary care providers. There are operators in Edinburgh but elsewhere there is a real opportunity.

There are a number of unique propositions which Homecare Ltd will be utilising.

Implementation and Management



There are proven systems in place to manage the business and monitor performance. The industry leading 'staffplan' software is being used to rota staff, book in clients and track visits.

This software is industry leading trusted. The system allows for complete control over the business. There is no training required as the directors already use Staffplan. The system also simplifies invoicing and control of payments.

Accountant Support

The accountants can log into Staffplan and access payroll and PAYE information directly, this ensures that payroll is correctly controlled and all crown commitments are properly managed.

This is another step to enabling the directors to run the business and maintain control over essential lines.

Staffing / Care Provision

Care Worker Recruitment

This is the key to meeting demand and servicing client needs. Care workers are recruited on zero hours basis with numbers being increased as demand rises. This justifies why care worker labour is considered a direct cost.

The challenge across all domiciliary care providers is to recruit staff at a rate and quality to meet demand. With this in mind a recruitment campaign has already started. An example of this is given above. It is key to have a database of carers to tap into and this is being tackled early.

Local demographics show that care staff exist.

HR Support & Legal Protection

Homecare Ltd have ACAS & HMRC approved holiday terms and staff contracts. This means that the legal paperwork is done properly and they are protected from claim as far as humanly possible.

All staff mileage and hours are monitored and paid in line with HMRC approved guidelines.

To further add protection here, Homecare Ltd have Primecare HR as an outsourced support for any HR issues.

Staff Workload

Part of the carer's job involves manual labour. Homecare Ltd use WPA Healthcare to provide a cash payout for chiropractors and other work related issues. This is all built around ensuring the carers are looked after and the company have minimal disruption to care provision.

The advertising flyer above is an example, the localities need to be changed but it is provided to show the work done and readiness of the business.

Health & Safety Requirement

According to the Health and Safety Executive (HSE), workers in the health and social care sector frequently face violence and aggressive behaviour. Home carers are particularly at risk, as they usually work alone and often deal with clients experiencing frustration, impatience, anxiety and resentment.

The following guidance is given to domiciliary care companies;

Under the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999, domiciliary care agencies have a duty to protect the health and safety of their employees and anyone else that may be affected by their work. The proprietor should carry out a risk assessment identifying the risks posed to care workers during home visits. Steps should be taken to eliminate risks if possible and if not, to reduce them. Where individual clients pose a particularly high risk of violence and aggression, individual risk assessments should be carried out. These should be

provided to all care workers dealing with those clients and cover potential trigger situations and prevention measures.

Through Homecare Ltd's existing structures used and the support externally we are able to cover our requirements in a professional manner. This is not true of all independent agencies.

SWOT Analysis

SWOT Template to be added

Legal & Regulatory

This is obviously a regulated and monitored industry. The positives here are that the directors are already approved by The CQC in England, the Care Inspectorate in Scotland follow the same guidelines. This has already been discussed and an application is pending approval.

CRB

All carers require CRB clearance. A system is already in place which enables this to be done on-line and submitted electronically, cutting down paperwork and ensuring a full audit trail of compliance.

Training & Ongoing Requirements

This obligation is met using an e-learning portal. Again, this enables all training to be logged and shown for compliance purposes. It also serves to protect Homecare Ltd in the event of any staff claim. Because the e-learning portal is updated it means that the latest regulatory changes are immediately met.

Further legal and regulatory information and updates are sourced/met from the following;

- Tutorcare (www.tutorcare.co.uk) runs a range of CPD courses for health and social care workers. They can be delivered at the agency's premises and include topics such as Personal Care and Care Planning, as well as specialist courses focusing on specific conditions such as Dementia Awareness
- Virtual College runs a range of e-learning CPD courses including various distance learning courses related to health and social care (www.virtual-college.co.uk/products/cpd.aspx). Courses cost £30 (excluding VAT) and include Dignity in Care, Dementia Awareness and Falls and Fracture Prevention in Older People

- 'Community Care' (www.communitycare.co.uk), an online resource for the social care sector that provides news and information
- 'Homecarer Magazine' (www.ukhca.co.uk/homecarer.aspx), a bi-monthly professional journal published by the UK Home Care Association exclusively for members. It provides news, legal updates and advice on best practice
- 'Home Care Focus' (www.ceretas.org.uk/home-care-focus.php), a quarterly bulletin published by membership association Ceretas, which provides industry news and information as well as legal updates

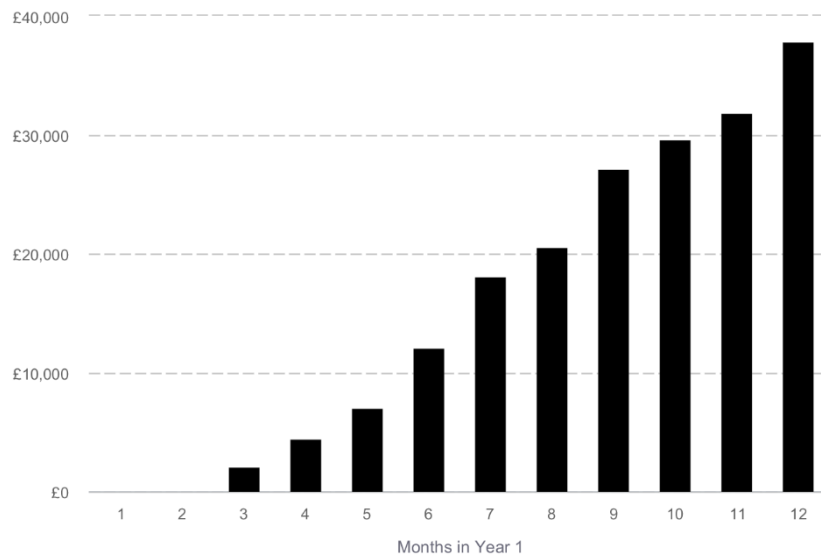
Financial Plan

Revenue Forecast

Revenue Forecast

	Year 1	Year 2	Year 3
Revenue			
Live-In Care	£25,459	£65,466	£109,110
Care Visit Hours Weekday	£116,835	£363,784	£575,774
Care Visit Hours Weekend	£48,663	£116,362	£184,162
Total Revenue	£190,957	£545,612	£869,046
Direct Cost			
Live-In Care	£0	£0	£0
Care Visit Hours Weekday	£0	£0	£0
Care Visit Hours Weekend	£0	£0	£0
Total Direct Cost	£0	£0	£0
Gross Margin	£190,957	£545,612	£869,046
Gross Margin %	100%	100%	100%

Revenue by Month



About the Revenue Forecast

Revenue is projected on the following sound assumptions;

- Care visits are budgeted at £15.14 per hour per weekday and £16.95 per hour per weekend
- Live-in Care is budgeted at £840 per week, or £3637 per month

The revenue forecasts are based on average levels of new business seen in the previous business. This is a conservative forecast as the potential to grow is far greater and level of competition is far less.

The breakdown of using weekday and weekend hours ensures the maximum level of detail is being applied to the figures.

There are no direct costs linked to sales as the fixed costs that do exist are accounted for under care worker labour and care worker mileage which are listed as overheads. These two lines are budgeted at %ages of income based on past experience and will be measured using weekly Management Information.

Personnel Plan

Personnel Table

	Year 1	Year 2	Year 3
Care Manager	£20,167	£22,660	£23,340
Care Co-ordinator	£4,950	£5,568	£5,724
Care Supervisor	£30,000	£30,900	£31,824
Total	£55,117	£59,128	£60,888

About the Personnel Plan

The staff structure chart below summarises how responsibility will be split. The Supervisor role will be split between Ron and Syue.

Responsibility for managing the care worker team is split between Ron Jones and The Care Manager. Once fully operating and to satisfaction then the Care Manager will take responsibility for all carers with some of their duties passed to the Care Co-Ordinator.

INSERT STRUCTURE CHART

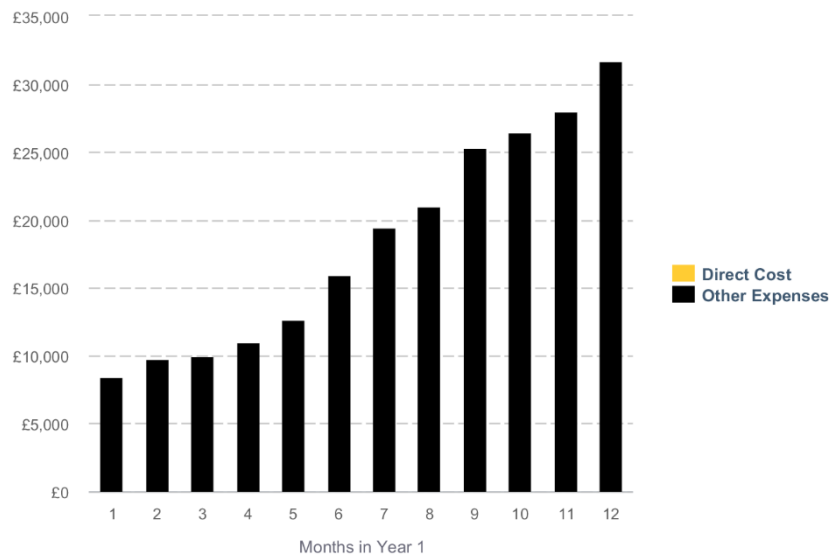
The company will employ a number of carers on a key time basis. The amount of carers will increase in line with demand for care and the hours each carer can work. The Care Manager and Care Co-Ordinator are full time roles. By the end of first year we expect to have between 25-40 carers working at least some of the time.

Budget

Budget Table

	Year 1	Year 2	Year 3
Operating Expenses			
Salary	£55,117	£59,128	£60,888
Employee Related Expenses	£11,024	£11,828	£12,168
Care Worker Fuel Cost	£11,457	£32,737	£52,143
Care Worker Labour Cost	£105,026	£300,087	£477,975
Stationery	£432	£432	£432
Rent (serviced offices)	£5,400	£5,400	£5,400
Rates (exempt)	£0	£0	£0
Management Motor Costs	£1,665	£2,900	£3,700
Professional Fees	£5,400	£5,400	£5,400
Telephone & Internet	£2,880	£2,880	£2,880
Uniforms	£880	£1,080	£1,080
Training	£1,000	£1,200	£1,200
Advertising	£10,000	£7,200	£8,400
Postage	£1,200	£1,200	£1,200
General Insurance	£900	£900	£900
Accountancy	£960	£960	£960
Sundry Costs	£1,200	£1,200	£1,200
Office Print	£264	£288	£288
Aberdeen Office Registration	£1,261	£0	£0
Total Operating Expenses	£216,066	£434,820	£636,214
Major Purchases			
PC & Office Equipment	£2,400	£0	£0
Trademark Name	£500	£0	£0
Web & On-Line Development	£750	£0	£0
Initial Stationery	£1,200	£0	£0
Total Major Purchases	£4,850	£0	£0
Dividends and Distributions			
Dividend	£0	£0	£50,000
Total Dividends and Distributions	£0	£0	£50,000

Expenses by Month



About the Budget

The budget is calculated using proven figures from the previous business. Actual figures are added in for;

- Rent
- Office costs
- Insurance
- Salaries

There is no dividend disbursement until year 3. The balance of cash in year 2 will be retained to enable a cash contribution to be made to the next office, the same practice occurs in year 3.

Cash Flow Assumptions

Cash Flow Assumptions

Cash Inflow	
% of Sales on Credit	80%
Avg Collection Period (Days)	30
Cash Outflow	
% of Purchases on Credit	20%
Avg Payment Delay (Days)	15

About the Cash Flow Assumptions

The following sound assumptions are used;

- 80% of sales on credit. We invoice on two weekly terms with collection of invoices to be done via direct debit. This will mean that sales will be received two weeks in arrears once trading for all privately paid work. Social Care work is a longer payment period, as such a 30 day delay to receipt of funds is used
- The remaining 20% will be live-in work or privately paid in advance
- 20% of costs will be paid two weeks in arrears, this matches the terms agreed for office supplies (through Viking) medical supplies (through Clinicare) and serviced office rent

Loans and Investments

Loans and Investments Table

	Year 1	Year 2	Year 3
Directors Injection			
Equity investment	£35,000	£0	£0
Bank Loan			
Loan at 8% interest for 60 mos.	£40,000	£0	£0
Total Amount Received	£75,000	£0	£0

Sources of Funds

- Cash being injected by directors at £35,000
- Bank loan £40,000 calculated at 8% over 5 years

Use of Funds

All figures are within the budget and cashflow.

The primary costs are cashflow in year one as the business starts to take on new clients and generate cash income,

Financial Statements

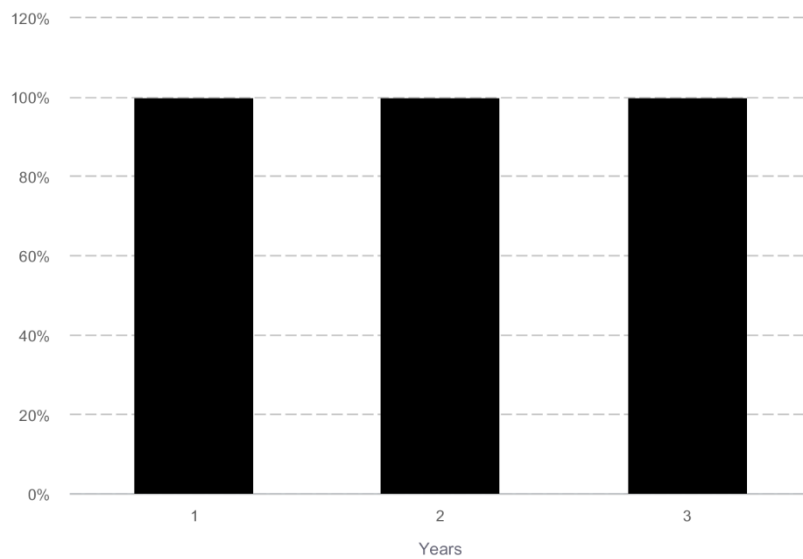
Profit and Loss Statement

Profit and Loss Statement

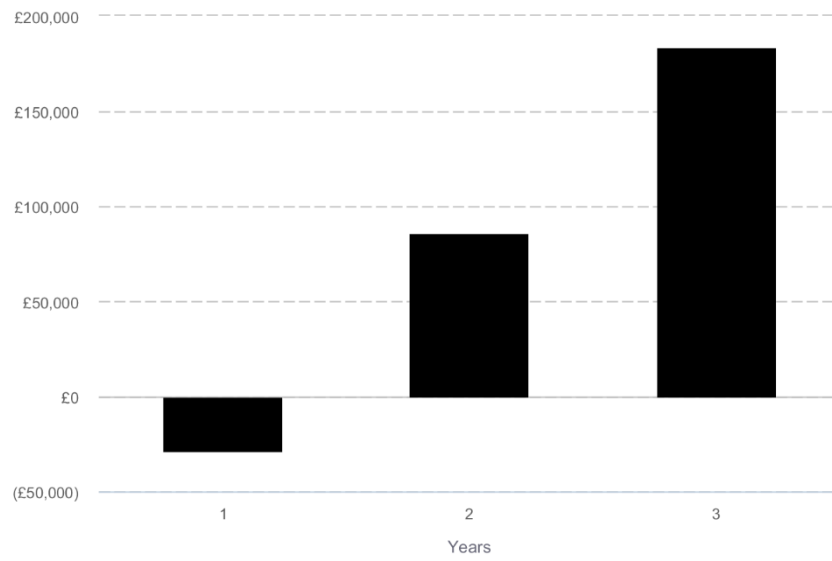
	Year 1	Year 2	Year 3
Revenue	£190,957	£545,612	£869,046
Direct Cost	£0	£0	£0
Gross Margin	£190,957	£545,612	£869,046
Gross Margin %	100%	100%	100%
Operating Expenses			
Salary	£55,117	£59,128	£60,888
Employee Related Expenses	£11,024	£11,828	£12,168
Care Worker Fuel Cost	£11,457	£32,737	£52,143
Care Worker Labour Cost	£105,026	£300,087	£477,975
Stationery	£432	£432	£432
Rent (serviced offices)	£5,400	£5,400	£5,400
Rates (exempt)	£0	£0	£0
Management Motor Costs	£1,665	£2,900	£3,700
Professional Fees	£5,400	£5,400	£5,400
Telephone & Internet	£2,880	£2,880	£2,880
Uniforms	£880	£1,080	£1,080
Training	£1,000	£1,200	£1,200
Advertising	£10,000	£7,200	£8,400
Postage	£1,200	£1,200	£1,200
General Insurance	£900	£900	£900
Accountancy	£960	£960	£960
Sundry Costs	£1,200	£1,200	£1,200
Office Print	£264	£288	£288
Aberdeen Office Registration	£1,261	£0	£0
Total Operating Expenses	£216,066	£434,820	£636,214
Operating Income	(£25,109)	£110,792	£232,832
Interest Incurred	£2,730	£2,442	£1,837

Depreciation and Amortization	£970	£970	£970
Income Taxes	£0	£21,476	£46,005
Total Expenses	£219,766	£459,708	£685,026
Net Profit	(£28,809)	£85,904	£184,020
Net Profit / Sales	(15%)	16%	21%

Gross Margin by Year



Net Profit (or Loss) by Year



About the Profit and Loss Statement

Balance Sheet

Balance Sheet

As of Period's End	Year 1	Year 2	Year 3
Cash	£8,415	£80,999	£188,195
Accounts Receivable	£30,274	£37,850	£59,410
Inventory	£0	£0	£0
Other Current Assets	£0	£0	£0
Total Current Assets	£38,689	£118,849	£247,605
Long-Term Assets	£4,850	£4,850	£4,850
Accumulated Depreciation	(£970)	(£1,940)	(£2,910)
Total Long-Term Assets	£3,880	£2,910	£1,940
Total Assets	£42,569	£121,759	£249,545
Accounts Payable	£2,569	£3,145	£4,806
Sales Taxes Payable	£0	£0	£0
Short-Term Debt	£0	£0	£0
Total Current Liabilities	£2,569	£3,145	£4,806
Long-Term Debt	£33,809	£26,519	£18,624
Total Liabilities	£36,378	£29,664	£23,430
Paid-In Capital	£35,000	£35,000	£35,000
Retained Earnings	£0	(£28,809)	£7,095
Earnings	(£28,809)	£85,904	£184,020
Total Owner's Equity	£6,191	£92,095	£226,115
Total Liabilities & Equity	£42,569	£121,759	£249,545

About the Balance Sheet

This type of business operates with few fixed assets. Being a 'management' business in the care sector the true value lies in a few key areas;

Intellectual Assets being;

- regulatory knowledge and approvals
- the 100 day plan to start the business
- previous direct and relevant experience
- contacts within relevant sectors
- systems and processes to manage a growth business in this sector

All of the above provide high barriers to entry for someone who either does not have prior experience of running their own care business, or is otherwise going through a franchise operation. Even with franchise backing the owner will still fall foul of personal mistakes.

The directors here have the experience and intellectual capability which cannot be underestimated.

Depreciation

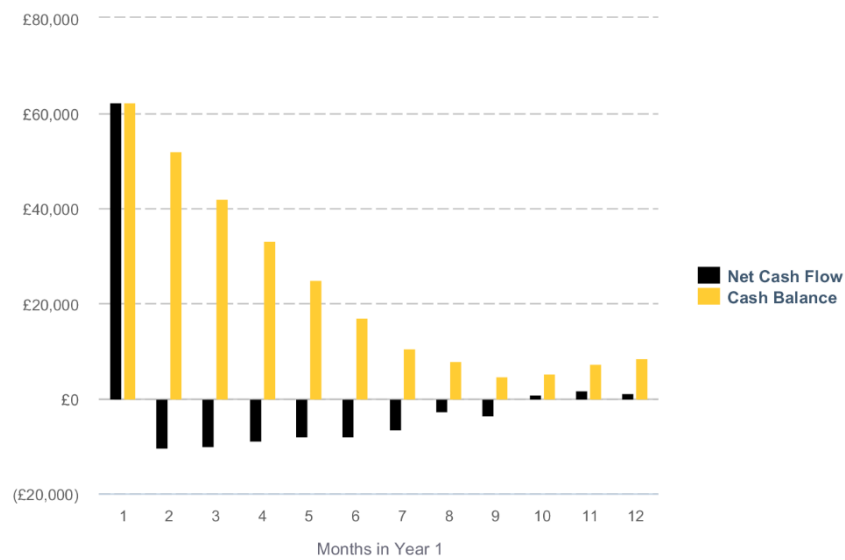
This has been calculated on a five year straight line basis.

Cash Flow Statement

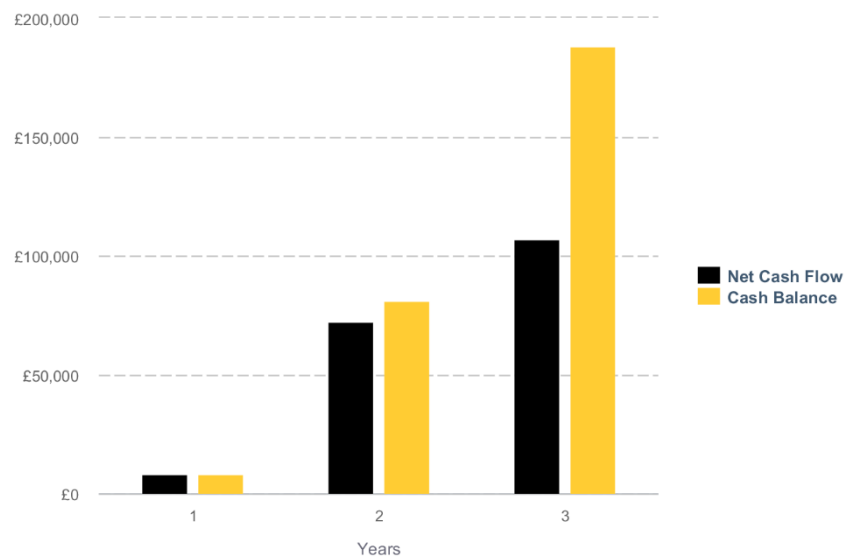
Cash Flow Statement

	Year 1	Year 2	Year 3
Operations			
Net Profit	(£28,809)	£85,904	£184,020
Depreciation and Amortization	£970	£970	£970
Change in Accounts Receivable	(£30,274)	(£7,576)	(£21,560)
Change in Inventory	£0	£0	£0
Change in Accounts Payable	£2,569	£576	£1,661
Change in Sales Taxes Payable	£0	£0	£0
Net Cash Flow from Operations	(£55,544)	£79,874	£165,091
Investing & Financing			
Assets Purchased or Sold	(£4,850)	£0	£0
Investments Received	£35,000	£0	£0
Change in Short-Term Debt	£0	£0	£0
Change in Long-Term Debt	£33,809	(£7,290)	(£7,895)
Dividends and Distributions	£0	£0	(£50,000)
Net Cash Flow from Investing & Financing	£63,959	(£7,290)	(£57,895)
Cash at Beginning of Period	£0	£8,415	£80,999
Net Change in Cash	£8,415	£72,584	£107,196
Cash at End of Period	£8,415	£80,999	£188,195

Cash Flow by Month



Cash Flow by Year



About the Cash Flow Statement

The cashflow assumptions are clarified within the plan. All assumptions are based on previous business and as such are based on actual numbers & days.

Appendix

Revenue Forecast

Revenue Forecast Table (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Revenue												
Live-In Care	£0	£0	£0	£0	£0	£0	£3,637	£3,637	£3,637	£3,637	£3,637	£7,274
Care Visit Hours Weekday	£0	£0	£1,453	£3,104	£4,936	£8,645	£10,310	£12,112	£16,578	£18,365	£19,849	£21,483
Care Visit Hours Weekend	£0	£0	£661	£1,356	£2,068	£3,458	£4,169	£4,882	£6,950	£7,661	£8,373	£9,085
Total Revenue	£0	£0	£2,114	£4,460	£7,004	£12,103	£18,116	£20,631	£27,165	£29,663	£31,859	£37,842
Direct Cost												
Live-In Care	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Care Visit Hours Weekday	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Care Visit Hours Weekend	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Direct Cost	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Gross Margin	£0	£0	£2,114	£4,460	£7,004	£12,103	£18,116	£20,631	£27,165	£29,663	£31,859	£37,842

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Gross Margin %	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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	Year 1	Year 2	Year 3
Revenue			
Live-In Care	£25,459	£65,466	£109,110
Care Visit Hours Weekday	£116,835	£363,784	£575,774
Care Visit Hours Weekend	£48,663	£116,362	£184,162
Total Revenue	£190,957	£545,612	£869,046
Direct Cost			
Live-In Care	£0	£0	£0
Care Visit Hours Weekday	£0	£0	£0
Care Visit Hours Weekend	£0	£0	£0
Total Direct Cost	£0	£0	£0
Gross Margin	£190,957	£545,612	£869,046
Gross Margin %	100%	100%	100%

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Personnel Plan

Personnel Table (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Care Manager	£0	£1,833	£1,833	£1,833	£1,833	£1,833	£1,833	£1,833	£1,834	£1,834	£1,834	£1,834
Care Co-ordinator	£0	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450
Care Supervisor	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500
Total	£2,500	£4,783	£4,783	£4,783	£4,783	£4,783	£4,783	£4,783	£4,784	£4,784	£4,784	£4,784

	Year 1	Year 2	Year 3
Care Manager	£20,167	£22,660	£23,340
Care Co-ordinator	£4,950	£5,568	£5,724
Care Supervisor	£30,000	£30,900	£31,824
Total	£55,117	£59,128	£60,888

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Budget

Budget Table (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Operating Expenses												
Salary	£2,500	£4,783	£4,783	£4,783	£4,783	£4,783	£4,783	£4,783	£4,784	£4,784	£4,784	£4,784
Employee Related Expenses	£500	£956	£956	£956	£957	£957	£957	£957	£957	£957	£957	£957
Care Worker Fuel Cost	£0	£0	£127	£267	£421	£726	£1,087	£1,238	£1,630	£1,779	£1,912	£2,270
Care Worker Labour Cost	£0	£0	£1,163	£2,453	£3,852	£6,657	£9,963	£11,347	£14,941	£16,315	£17,522	£20,813
Stationery	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36
Rent (serviced offices)	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450
Rates (exempt)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Management Motor Costs	£75	£100	£100	£100	£100	£110	£130	£150	£170	£190	£210	£230
Professional Fees	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450
Telephone & Internet	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240
Uniforms	£0	£0	£220	£0	£0	£220	£0	£0	£220	£0	£0	£220
Training	£500	£0	£100	£0	£100	£0	£100	£0	£100	£0	£100	£0
Advertising	£2,000	£2,000	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600
Postage	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100

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General Insurance	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75
Accountancy	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80
Sundry Costs	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
Office Print	£0	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24
Aberdeen Office Registration	£1,261	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Operating Expenses	£8,367	£9,394	£9,604	£10,714	£12,368	£15,608	£19,175	£20,630	£24,957	£26,180	£27,640	£31,429
Major Purchases												
PC & Office Equipment	£2,400	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Trademark Name	£500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Web & On-Line Development	£750	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Initial Stationery	£1,200	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Major Purchases	£4,850	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Dividends and Distributions												
Dividend	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Dividends and Distributions	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

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	Year 1	Year 2	Year 3
Operating Expenses			
Salary	£55,117	£59,128	£60,888
Employee Related Expenses	£11,024	£11,828	£12,168
Care Worker Fuel Cost	£11,457	£32,737	£52,143
Care Worker Labour Cost	£105,026	£300,087	£477,975
Stationery	£432	£432	£432
Rent (serviced offices)	£5,400	£5,400	£5,400
Rates (exempt)	£0	£0	£0
Management Motor Costs	£1,665	£2,900	£3,700
Professional Fees	£5,400	£5,400	£5,400
Telephone & Internet	£2,880	£2,880	£2,880
Uniforms	£880	£1,080	£1,080
Training	£1,000	£1,200	£1,200
Advertising	£10,000	£7,200	£8,400
Postage	£1,200	£1,200	£1,200
General Insurance	£900	£900	£900
Accountancy	£960	£960	£960
Sundry Costs	£1,200	£1,200	£1,200
Office Print	£264	£288	£288
Aberdeen Office Registration	£1,261	£0	£0
Total Operating Expenses	£216,066	£434,820	£636,214
Major Purchases			
PC & Office Equipment	£2,400	£0	£0
Trademark Name	£500	£0	£0

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Web & On-Line Development	£750	£0	£0
Initial Stationery	£1,200	£0	£0
Total Major Purchases	£4,850	£0	£0
Dividends and Distributions			
Dividend	£0	£0	£50,000
Total Dividends and Distributions	£0	£0	£50,000

Loans and Investments

Loans and Investments Table (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Directors Injection Equity investment	£35,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Bank Loan Loan at 8% interest for 60 mos.	£40,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Amount Received	£75,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

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	Year 1	Year 2	Year 3
Directors Injection Equity investment	£35,000	£0	£0
Bank Loan Loan at 8% interest for 60 mos.	£40,000	£0	£0
Total Amount Received	£75,000	£0	£0

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Profit and Loss Statement

Profit and Loss Statement (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Revenue	£0	£0	£2,114	£4,460	£7,004	£12,103	£18,116	£20,631	£27,165	£29,663	£31,859	£37,842
Direct Cost	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Gross Margin	£0	£0	£2,114	£4,460	£7,004	£12,103	£18,116	£20,631	£27,165	£29,663	£31,859	£37,842
Gross Margin %	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operating Expenses												
Salary	£2,500	£4,783	£4,783	£4,783	£4,783	£4,783	£4,783	£4,783	£4,784	£4,784	£4,784	£4,784
Employee Related Expenses	£500	£956	£956	£956	£957	£957	£957	£957	£957	£957	£957	£957
Care Worker Fuel Cost	£0	£0	£127	£267	£421	£726	£1,087	£1,238	£1,630	£1,779	£1,912	£2,270
Care Worker Labour Cost	£0	£0	£1,163	£2,453	£3,852	£6,657	£9,963	£11,347	£14,941	£16,315	£17,522	£20,813
Stationery	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36
Rent (serviced offices)	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450
Rates (exempt)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Management Motor Costs	£75	£100	£100	£100	£100	£110	£130	£150	£170	£190	£210	£230
Professional Fees	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450

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Telephone & Internet	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240
Uniforms	£0	£0	£220	£0	£0	£220	£0	£0	£220	£0	£0	£220
Training	£500	£0	£100	£0	£100	£0	£100	£0	£100	£0	£100	£0
Advertising	£2,000	£2,000	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600
Postage	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
General Insurance	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75
Accountancy	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80
Sundry Costs	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100
Office Print	£0	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24
Aberdeen Office Registration	£1,261	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Operating Expenses	£8,367	£9,394	£9,604	£10,714	£12,368	£15,608	£19,175	£20,630	£24,957	£26,180	£27,640	£31,429
Operating Income	(£8,367)	(£9,394)	(£7,490)	(£6,254)	(£5,364)	(£3,505)	(£1,059)	£1	£2,208	£3,483	£4,219	£6,413
Interest Incurred	£0	£267	£263	£259	£256	£252	£248	£245	£241	£237	£233	£229
Depreciation and Amortization	£80	£80	£80	£80	£80	£80	£81	£81	£82	£82	£82	£82
Income Taxes	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Expenses	£8,447	£9,741	£9,947	£11,053	£12,704	£15,940	£19,504	£20,956	£25,280	£26,499	£27,955	£31,740
Net Profit	(£8,447)	(£9,741)	(£7,833)	(£6,593)	(£5,700)	(£3,837)	(£1,388)	(£325)	£1,885	£3,164	£3,904	£6,102
Net Profit / Sales	0%	0%	(371%)	(148%)	(81%)	(32%)	(8%)	(2%)	7%	11%	12%	16%

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	Year 1	Year 2	Year 3
Revenue	£190,957	£545,612	£869,046
Direct Cost	£0	£0	£0
Gross Margin	£190,957	£545,612	£869,046
Gross Margin %	100%	100%	100%
Operating Expenses			
Salary	£55,117	£59,128	£60,888
Employee Related Expenses	£11,024	£11,828	£12,168
Care Worker Fuel Cost	£11,457	£32,737	£52,143
Care Worker Labour Cost	£105,026	£300,087	£477,975
Stationery	£432	£432	£432
Rent (serviced offices)	£5,400	£5,400	£5,400
Rates (exempt)	£0	£0	£0
Management Motor Costs	£1,665	£2,900	£3,700
Professional Fees	£5,400	£5,400	£5,400
Telephone & Internet	£2,880	£2,880	£2,880
Uniforms	£880	£1,080	£1,080
Training	£1,000	£1,200	£1,200
Advertising	£10,000	£7,200	£8,400
Postage	£1,200	£1,200	£1,200
General Insurance	£900	£900	£900
Accountancy	£960	£960	£960
Sundry Costs	£1,200	£1,200	£1,200
Office Print	£264	£288	£288
Aberdeen Office Registration	£1,261	£0	£0

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Total Operating Expenses	£216,066	£434,820	£636,214
Operating Income	(£25,109)	£110,792	£232,832
Interest Incurred	£2,730	£2,442	£1,837
Depreciation and Amortization	£970	£970	£970
Income Taxes	£0	£21,476	£46,005
Total Expenses	£219,766	£459,708	£685,026
Net Profit	(£28,809)	£85,904	£184,020
Net Profit / Sales	(15%)	16%	21%

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Balance Sheet

Balance Sheet (With Monthly Detail)

As of Period's End	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Cash	£62,319	£51,943	£41,972	£33,141	£25,097	£17,026	£10,702	£8,025	£4,628	£5,424	£7,220	£8,415
Accounts Receivable	£0	£0	£1,691	£3,568	£5,603	£9,682	£14,493	£16,505	£21,732	£23,730	£25,487	£30,274
Inventory	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Other Current Assets	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Current Assets	£62,319	£51,943	£43,663	£36,709	£30,700	£26,708	£25,195	£24,530	£26,360	£29,154	£32,707	£38,689
Long-Term Assets	£4,850	£4,850	£4,850	£4,850	£4,850	£4,850	£4,850	£4,850	£4,850	£4,850	£4,850	£4,850
Accumulated Depreciation	(£80)	(£160)	(£240)	(£320)	(£400)	(£480)	(£561)	(£642)	(£724)	(£806)	(£888)	(£970)
Total Long-Term Assets	£4,770	£4,690	£4,610	£4,530	£4,450	£4,370	£4,289	£4,208	£4,126	£4,044	£3,962	£3,880
Total Assets	£67,089	£56,633	£48,273	£41,239	£35,150	£31,078	£29,484	£28,738	£30,486	£33,198	£36,669	£42,569
Accounts Payable	£536	£365	£386	£497	£663	£987	£1,344	£1,489	£1,922	£2,044	£2,189	£2,569
Sales Taxes Payable	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Short-Term Debt	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Current Liabilities	£536	£365	£386	£497	£663	£987	£1,344	£1,489	£1,922	£2,044	£2,189	£2,569

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Long-Term Debt	£40,000	£39,456	£38,908	£38,356	£37,801	£37,242	£36,679	£36,113	£35,543	£34,969	£34,391	£33,809
Total Liabilities	£40,536	£39,821	£39,294	£38,853	£38,464	£38,229	£38,023	£37,602	£37,465	£37,013	£36,580	£36,378
Paid-In Capital	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000	£35,000
Retained Earnings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Earnings	(£8,447)	(£18,188)	(£26,021)	(£32,614)	(£38,314)	(£42,151)	(£43,539)	(£43,864)	(£41,979)	(£38,815)	(£34,911)	(£28,809)
Total Owner's Equity	£26,553	£16,812	£8,979	£2,386	(£3,314)	(£7,151)	(£8,539)	(£8,864)	(£6,979)	(£3,815)	£89	£6,191
Total Liabilities & Equity	£67,089	£56,633	£48,273	£41,239	£35,150	£31,078	£29,484	£28,738	£30,486	£33,198	£36,669	£42,569

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As of Period's End	Year 1	Year 2	Year 3
Cash	£8,415	£80,999	£188,195
Accounts Receivable	£30,274	£37,850	£59,410
Inventory	£0	£0	£0
Other Current Assets	£0	£0	£0
Total Current Assets	£38,689	£118,849	£247,605
Long-Term Assets	£4,850	£4,850	£4,850
Accumulated Depreciation	(£970)	(£1,940)	(£2,910)
Total Long-Term Assets	£3,880	£2,910	£1,940
Total Assets	£42,569	£121,759	£249,545
Accounts Payable	£2,569	£3,145	£4,806
Sales Taxes Payable	£0	£0	£0
Short-Term Debt	£0	£0	£0
Total Current Liabilities	£2,569	£3,145	£4,806
Long-Term Debt	£33,809	£26,519	£18,624
Total Liabilities	£36,378	£29,664	£23,430
Paid-In Capital	£35,000	£35,000	£35,000
Retained Earnings	£0	(£28,809)	£7,095
Earnings	(£28,809)	£85,904	£184,020
Total Owner's Equity	£6,191	£92,095	£226,115
Total Liabilities & Equity	£42,569	£121,759	£249,545

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Cash Flow Statement

Cash Flow Statement (With Monthly Detail)

Year 1	Y1 M1	Y1 M2	Y1 M3	Y1 M4	Y1 M5	Y1 M6	Y1 M7	Y1 M8	Y1 M9	Y1 M10	Y1 M11	Y1 M12
Operations												
Net Profit	(£8,447)	(£9,741)	(£7,833)	(£6,593)	(£5,700)	(£3,837)	(£1,388)	(£325)	£1,885	£3,164	£3,904	£6,102
Depreciation and Amortization	£80	£80	£80	£80	£80	£80	£81	£81	£82	£82	£82	£82
Change in Accounts Receivable	£0	£0	(£1,691)	(£1,877)	(£2,035)	(£4,079)	(£4,811)	(£2,012)	(£5,227)	(£1,998)	(£1,757)	(£4,787)
Change in Inventory	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Change in Accounts Payable	£536	(£171)	£21	£111	£166	£324	£357	£145	£433	£122	£145	£380
Change in Sales Taxes Payable	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Net Cash Flow from Operations	(£7,831)	(£9,832)	(£9,423)	(£8,279)	(£7,489)	(£7,512)	(£5,761)	(£2,111)	(£2,827)	£1,370	£2,374	£1,777
Investing & Financing												
Assets Purchased or Sold	(£4,850)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Investments Received	£35,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

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Change in Short-Term Debt	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Change in Long-Term Debt	£40,000	(£544)	(£548)	(£552)	(£555)	(£559)	(£563)	(£566)	(£570)	(£574)	(£578)	(£582)
Dividends and Distributions	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Net Cash Flow from Investing & Financing	£70,150	(£544)	(£548)	(£552)	(£555)	(£559)	(£563)	(£566)	(£570)	(£574)	(£578)	(£582)
Cash at Beginning of Period	£0	£62,319	£51,943	£41,972	£33,141	£25,097	£17,026	£10,702	£8,025	£4,628	£5,424	£7,220
Net Change in Cash	£62,319	(£10,376)	(£9,971)	(£8,831)	(£8,044)	(£8,071)	(£6,324)	(£2,677)	(£3,397)	£796	£1,796	£1,195
Cash at End of Period	£62,319	£51,943	£41,972	£33,141	£25,097	£17,026	£10,702	£8,025	£4,628	£5,424	£7,220	£8,415

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	Year 1	Year 2	Year 3
Operations			
Net Profit	(£28,809)	£85,904	£184,020
Depreciation and Amortization	£970	£970	£970
Change in Accounts Receivable	(£30,274)	(£7,576)	(£21,560)
Change in Inventory	£0	£0	£0
Change in Accounts Payable	£2,569	£576	£1,661
Change in Sales Taxes Payable	£0	£0	£0
Net Cash Flow from Operations	(£55,544)	£79,874	£165,091
Investing & Financing			
Assets Purchased or Sold	(£4,850)	£0	£0
Investments Received	£35,000	£0	£0
Change in Short-Term Debt	£0	£0	£0
Change in Long-Term Debt	£33,809	(£7,290)	(£7,895)
Dividends and Distributions	£0	£0	(£50,000)
Net Cash Flow from Investing & Financing	£63,959	(£7,290)	(£57,895)
Cash at Beginning of Period	£0	£8,415	£80,999
Net Change in Cash	£8,415	£72,584	£107,196
Cash at End of Period	£8,415	£80,999	£188,195

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References

References

All information in this business plan is based on sound principles, proven track record and researched information. Some of the resources used in the plan are

- ⁵⁴ An Independent Review by Lord Sutherland into free personal & nursing care in Scotland 2008, page 68: <http://www.scotland.gov.uk/Topics/Health/care/17655/SutherlandReview>
- ⁵⁵ Domiciliary Care UK Market Report, 2011 (2011). Not available on the web.
- ⁵⁶ Scottish social services sector: report on 2010 workforce data, Scottish Social Services Council, (2011) page 13, table 4.
http://www.sssc.uk.com/component/option,com_docman/Itemid,486/format,raw/gid,2101/task,doc_view/tmpl,component/
- ⁵⁷ Scottish social services sector: report on 2010 workforce data, Scottish Social Services Council, (2011) Page 17, table 6. Page 21, table 7.
http://www.sssc.uk.com/component/option,com_docman/Itemid,486/format,raw/gid,2101/task,doc_view/tmpl,component/
- ⁵⁰ UKHCA commissioning survey: Care is not a commodity July 2012, page 7:
<http://www.ukhca.co.uk/downloads.aspx?ID=356>
- ⁵¹ Data supplied by the Care Commission by email (dated 18 August 2011) to UKHCA.
- ⁵² Care Commission, Quality of Care Services in Scotland 2005-2006 (2007). Care Commission, P. 38
Now available from the archive publications section of the Care Inspectorate website:
http://www.scswis.com/index.php?option=com_docman&task=cat_view&gid=147&Itemid=378
- ⁵³ Care Commission. Final *Making the grade* report (2011). Now available from the archive publications section of the Care Inspectorate website:
http://www.scswis.com/index.php?option=com_docman&task=cat_view&gid=156&Itemid=378

collated and listed below;

Scotland Demographic Info - <http://www.scotland.gov.uk/Topics/People/Equality/Equalities/DataGrid/Age/AgePopMig>

Alzheimers Scotland -http://www.alzscot.org/information_and_resources/information_sheet/2331_dementia_research_centre

BBC Dementia Report - <http://www.bbc.co.uk/news/health-25213162>

Personal Income/ Outgoings

Personal Income/ Outgoings

STATEMENT OF ASSETS, LIABILITIES, INCOME and EXPENDITURE (SALIE)					
CUSTOMER NAME				DATE	
Imrie				05/12/13	
MONTHLY INCOME	£ per month	ASSETS	£ '000	Guidance for Details required	Details
Your earnings after tax	2000	Cash	100	state institution held	
Your partner's earnings after tax		Shares		state company and if listed	
Other (Investments, etc)		Life Policy (surrender value only)		state company and maturity date	
		Personal Dwelling House		state owners and full address	
		Other Property 1		state type, owners and full address	
		Other Property 2		state type, owners and full address	
		Other Investments		give details	
Total monthly income after tax (A)	2000	Total Assets (A)	100		
MONTHLY EXPENDITURE	£ per month	LIABILITIES	£ '000	Guidance for Details required	Details
Mortgage/Rent	850	Overdraft	0	Balance, Lender and if up to date	
Life assurance/endowment policy/pension	50	Mortgage		Balance, Lender and if up to date	
Rates/Council Tax	140	Car Loan/HP		Balance, Lender and if up to date	
Water/Gas/Electricity/Telephone	120	Personal Loan 1		Balance, Lender and if up to date	
Home buildings/contents insurance	35	Personal Loan 2		Balance, Lender and if up to date	
Travel to work		Personal Loan 3		Balance, Lender and if up to date	
Petrol/car maintenance		Store/Credit Card 1	0.4	Single card, balance to be repaid, £400 only	
Car insurance/road tax		Store/Credit Card 2		Balance, Lender and if up to date	
Food and Clothing	150	Store/Credit Card 3		Balance, Lender and if up to date	
		Personal Tax		Year and when due	
Other loans/HP/credit cards		Personal Guarantees signed	0	Amount and Lender	
Entertainment/subscriptions		Other			
Other costs e.g. holidays/Christmas					
Total monthly Expenditure (B)	1345	Total Liabilities (B)	0.4		
MONTHLY DISPOSABLE INCOME (A-B)	655	NET SUPPLUS/DEFICIT (A-B)	99.6		

Aug 2010

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