

Expression of Interest

Liverpool Pop Up Project

Northumberland Street Arcade (Shop 10)

Liverpool City Council

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Contact

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1. INTRODUCTION

1.1 Liverpool City Council

Liverpool was originally inhabited by the Darug and Gandangara tribes. The clan group around Liverpool was the Cabrogal, named after the Cohbra (or Cahbra) grubs they harvested at the banks of the Georges River, especially near Cabramatta Creek. Liverpool was settled in 1810 by Governor Lachlan Macquarie, and is Australia's fourth oldest town behind Sydney, Parramatta and Hobart, and its first free planned settlement.

Liverpool's population is over 210,000 and is expected to reach 241,000 by 2021. The Liverpool Local Government Area (LGA) is incredibly diverse, consisting of semi-rural and suburban areas as well as an expanding and lively city centre where major commercial activity exists. In addition, Liverpool is a culturally diverse LGA. It is home to over 140 language groups with 40% of its population born overseas.

Liverpool City is the regional capital of the Great South West and is rapidly growing to become one of the biggest cities in Australia. In line with this growth, Liverpool City Council (Council) has undertaken steps to transform the city into a more desirable place to live, work and visit.

1.2 City Centre Activation

Our Home, Liverpool 2027 Community Strategic Plan sets Council's vision to create a vibrant and robust city, which is the thriving economic and cultural hub of South Western Sydney. Council has implemented several strategies which are aimed at revitalising the city centre and developing key economic, cultural, recreational and entertainment precincts.

The Liverpool Pop Up project will encourage the activation of the south end of the CBD at the Northumberland Street Arcade. The intention is to transform vacant shopfronts in the arcade into a creative retail hub.

1.3 Support for start-ups and small businesses

Council values the contribution small businesses make to the local economy and employment. Key to Council's Economic Development Strategy is to support start-ups, entrepreneurship and small businesses. The Liverpool Pop Up project will provide an opportunity to trial concepts and operations in a low risk environment. Successful applicants will be provided business advisory support prior and during their tenancy.

2. CALL FOR EXPRESSIONS OF INTEREST

Council is seeking Expressions of Interest (EOI) from start-ups, social enterprises, community groups or artists to set up a temporary retail shop. There is one shopfront available during this EOI application round. Refer to the Appendix - 2 for more details about the available shopfront.



Submissions must address all questions in the application form and include all attachments requested.

Submissions close on **Friday, 12 October 2018 at 5pm**

3. PROJECT BRIEF

3.1 Project scope

The Northumberland Street Arcade (refer to Appendix 1) forms part of a chain of arcades that enable pedestrians to cross the CBD whilst enjoying an eclectic mix of retail, hospitality and professional services.

The Liverpool Pop Up project aims to complement the existing businesses by activating the Northumberland Street end of the arcade and creating a hub of artisan shopfronts. The available shopfront (Shop10) is equipped with a shared kitchenette and has approval for use as general retail. See Appendix 2 for the shopfront layout.

The aim of this project is to develop a vibrant and interesting destination that attracts visitors to the area. The shopfronts will provide visitors with a memorable retail experience both in terms of the unique products/services on offer and how customers are engaged.

Potential Pop Up concepts could include:

- Studio or gallery which has artworks for purchase
- Hybrid businesses that combine two or more products/services, for example: a book exchange and hand-made artisan products or a tea shop and florist
- Artist co-op selling a range of products from local artists and engaging customers through sharing the stories of the makers
- Made to fit upcycled clothing store

If you are unsure whether your proposal is within the scope please contact Tracy Lee, Small Business Officer at business@liverpool.nsw.gov.au or on 8711 7730 to discuss this further.

3.2 Business support

To ensure tenants are well supported throughout the process there are a number of support mechanisms in place.

3.2.1 Business Advisory support

Council can assist the successful tenant to access complimentary business advisory services prior to and during their tenancy. These services will be provided by partner Business Advisory organisations. The aim of these services will be to assist successful tenants to refine their business plans, financial, marketing and operational strategies.



3.3 Community Engagement (optional)

In line with Council's Community Strategic Plan, Council can assist to connect tenants with community groups and/or community initiatives. The aim of this is to create greater connections and generate greater opportunities within the community. This can be in the form of offering work experience to locals, providing workshops to local schools or community groups, contributing to a local programme or initiative (please note, certain checks will be required if individuals are school aged).

3.4 Licence Agreement

Successful applicants will enter into a Licence Agreement with Council. The Agreement will be proposed for a six (6) month period with the possibility to extend for an additional six (6) months.

Rent will be paid at a peppercorn rate of one dollar (\$1) per month. The successful applicant will be responsible for the cost of utilities at a rate of \$50 per month. A bond of \$200 (cash or bank cheque accepted) is required prior to the commencement of the lease.

3.5 Technical Considerations

3.5.1 Fixtures & Fittings

The shop fitout is at the successful applicant's **own** costs. The successful applicant is given the flexibility to fit out the shop to their creative requirements however the fixtures must be removable and the space left in a "make good" condition. Examples of these fixtures and fittings could be:

- Multiple shelving units that are made up of vertical and angled perspex and solid shelves
- Lockable glass cabinets
- Counter
- Fitting room
- Numerous Display Hooks

3.5.2 Trading Hours

Pop Ups are able to trade six (6) days a week, Monday to Saturday between 8am – 10pm.

The core trading hours which the shopfronts are required to be open are Monday to Friday, 10am – 3pm.



3.6 Key Dates

Please refer to the below for the timeframes for this EOI application round. The Pop Ups will be expected to be operational by November.

Please note, applications can be submitted after this date though will not be considered until the next EOI application round.

6 September 2018	Expression of Interest opens
12 October 2018	Closing date for all submissions due by 5pm
26 October 2018	Successful submission announced
29 October 2018	Successful applicants provided access to commence shop fitout and setup (subject to Agreement being signed)
November 2018	Pop up to be operational

4. SELECTION PROCESS

A Council Selection Panel will review and evaluate all EOIs, and will decide the successful submission.

Submissions must be sent in a high resolution format (JPEG, PDF) and emailed to

Contact Tracy Lee, Small Business Officer
Email business@liverpool.nsw.gov.au
Phone 02 8711 7730

Large electronic files are to be sent via a file sharing website. All files should be clearly labelled with the applicant's name.

4.1 Selection Criteria

Submissions will be evaluated according to, but not limited to, the following criteria related to the applicant's:

- Business plan
- Activation proposal
- Motivation for participating in the program

4.2 Expression of Interest Check List

All EOI submissions must be received by **Friday, 12 October 2018 by 5pm.**



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Applications can be submitted after this date though will not be considered until the next EOI application round.

Submissions should address all questions in the **Application Form and include the attachments requested:**

- a) Business Plan
- b) Shopfront layout - images or drawings

The selected applicants will be notified by **Friday, 26 October 2018**



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5. Application Form: Expression of Interest for Liverpool Pop Up Project

Please complete this Application Form and include it with your EOI submission.

Application Form	
EOI Title:	Liverpool Pop Up
Applicant details	
<p>I/We (the Applicant)</p> <p>.....</p> <p>(Full Name in BLOCK LETTERS of Individuals, Partners trading in a partnership or Company)</p> <p>ACN (if a Company): ABN:</p> <p>Address:</p> <p>State:..... Postcode:</p> <p>Telephone: Mobile: Facsimile:.....</p> <p>Email Address:</p>	
<p>By signing below I declare on behalf of the Applicant</p> <p>To the best of my/our knowledge, in submitting the Application, none of the employees, officers or agents of the Applicant have or are likely to have any conflict of interest in relation to matters connected with the Application.</p> <p>I/We have complied with all mandatory requirement(s) if any, in relation to this Expression of Interest.</p> <p>I/We agree with the Terms and Conditions specified in Section.6 of this document</p> <p>Name of Applicant or authorised person(s):</p> <p>Signature(s): Date:/...../.....</p> <p>Please ensure you submit your Application as a pdf file</p>	



All submissions must be sent in a high resolution format (JPEG, PDF) and emailed to Tracy Lee, Small Business Officer, at business@liverpool.nsw.gov.au .

Large electronic file are to be sent via a file-sharing website. All files should be clearly labelled.

All submissions must be received no later than **Friday, 5 October 2018 at 5pm.**

Please note, applications can be submitted after this date though will not be considered until the next EOI application round.



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5.1 Applicants Background

Provide a summary of your background and experience (please limit your response to 250 words)

<<please provide response>>

5.2 Business plan

Please provide us with a copy of your business plan (please use the template in Appendix 3)

<<please attach>>

5.3 Customer validation

Have you undertaken research (surveys, face to face interviews, focus groups etc.) with your target market to ensure that there is a need/desire for your business concept or products? If yes, please tell us what your findings.

<<please provide response>>



5.4 Applicants Activation Proposal

Please tell us about how you will activate your shopfront and contribute to the activation of the arcade?

<<please provide response>>

5.5 Marketing

How do you plan to market and connect with your target market to draw them to your Pop Up? Please include your social media channels and reach (if already established)

<<please provide response>>



5.6 Shop Layout

Please provide us with an idea of your shop layout and shopfront activation plan. Please include any drawings or images as separate attachments

<<please provide response>>

5.7 Motivation

What is your motivation for wanting to start up a business and how will participating in the Liverpool Pop Up Program will help?

<<please provide response>>



5.8 Business support and community engagement

Should you be successful, please indicate whether you would be interested in the below

- Business advisory sessions
- Mentorship
- Participating a community development program
- Sharing a space with another business

Please confirm if there is any other assistance you might require.

<<please provide response>>

5.9 Marketing and media

Please confirm agreement to participate in all related research and media coverage during your Pop Up tenancy, and up to one year thereafter?

- Yes
- No

5.10 Legislative requirements

Please confirm whether you have or will have the following prior to entering into a Lease Agreement with Council:

- An Australian Business Number (ABN)
- Public Liability Insurance with the value of \$10 million



6. TERMS AND CONDITIONS

The Terms and Conditions for the Pop Up Shops are as per the below;

6.1 Licensing Conditions

The successful applicant and Liverpool City Council will enter into a License Agreement. The key terms and conditions for the Pop Up are as per the below;

- (a) The Agreement is for a period of six (6) months with the possibility to extend for an additional six (6) months
- (b) The cost of the occupation is at a peppercorn rate of one dollar (\$1) including GST per month
- (c) The successful applicant will be responsible for payment of water and electricity costs. A standard rate of \$50 per month for utilities is payable
- (d) A cash or bank cheque bond of \$200 is payable prior to the commencement of the lease
- (e) Minimum trading hours are 5 days per week, Monday to Friday between 10am to 3pm.
- (f) The sites are currently approved for retail uses. Tenant must not vary the "Pop up Shop" usage unless agreed to in writing by Council and/or approved development consent or Complying Development Certificate (CDC)
- (g) The successful applicant must supply their own furniture, tools, and materials. All furniture is required to be removed at the end of the lease. No permanent change to the premises unless agreed in advance with Council
- (h) No structural alterations to the premises
- (i) Premises to be kept clean and presentable at all times
- (j) Premises will be inspected prior to, and at the completion of the lease
- (k) Damages to be rectified prior to the end of the agreement terms
- (l) The successful applicant must vacate at completion of occupancy unless agreed to in writing by Council
- (m) Council will request the successful applicant to vacate early in the event that the terms and conditions of the lease have been breached

6.2 Insurance

- (a) The successful applicant is responsible for insurance of their contents and furniture. Council is not responsible for any lost, stolen or damaged contents.
- (b) The successful applicant must keep current an insurance policy covering -
 - I. Public Liability Insurance to the value of \$10 million in relation to any activities undertaken in the Pop Up shops
 - II. Damage or destruction from any cause to all plate glass in the windows and other portions of the property

6.3 Reporting and disclosure of information

- (a) Council can request progress reports from Business Advisory partners. The information sought after includes: recommendations and advice provided, barriers and key successes identified and an overview of the sustainability of the business



6.4 Media & Marketing

- (a) The successful applicant must agree to be available for media requests for the duration of the tenancy and up to one year thereafter.



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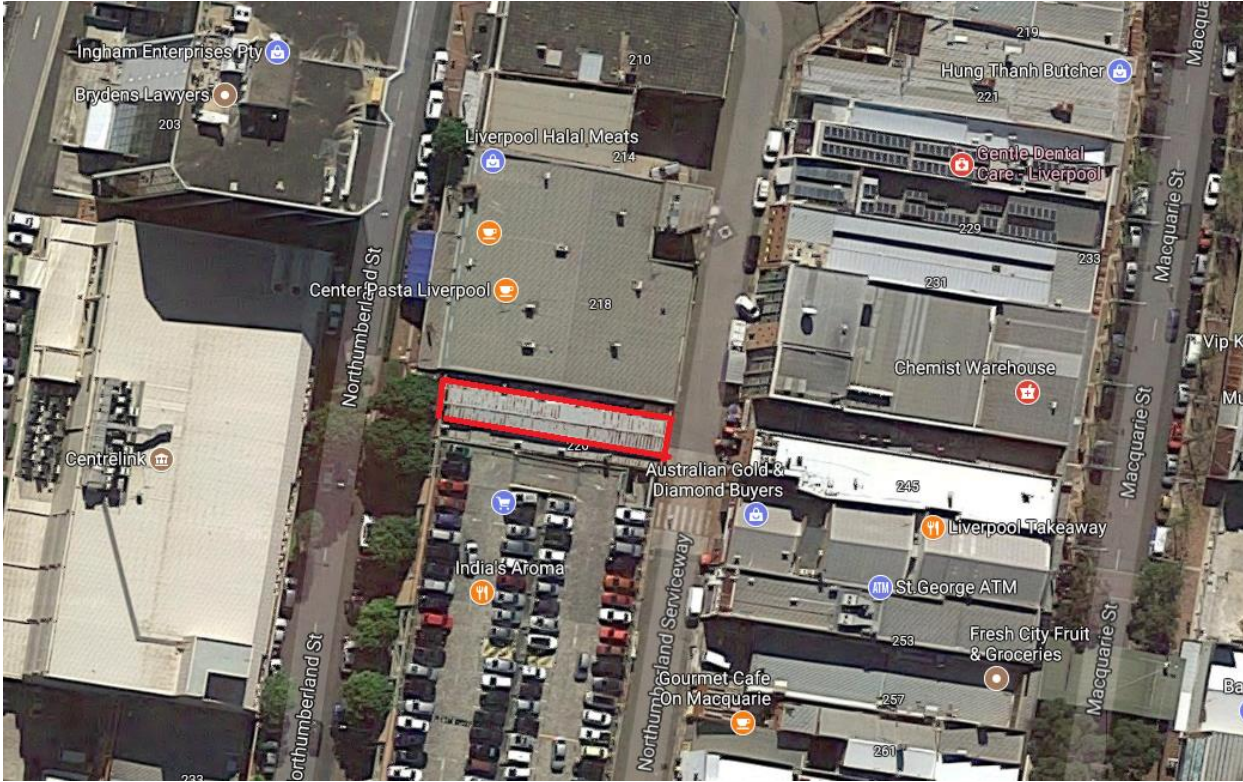
Appendix



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Appendix 1 – Site map

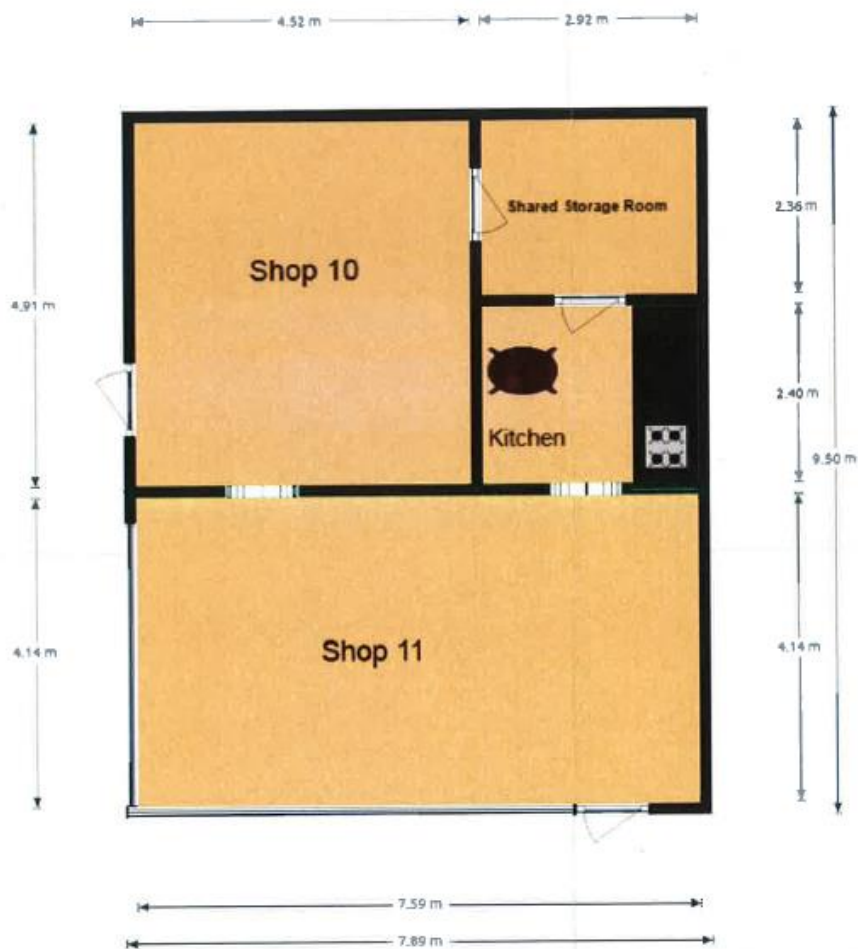
Northumberland Arcade highlighted in red



Source: Google

Appendix 2 - Shopfront layouts – Shop 10

Shop 10 & 11 232 - 250 Northumberland Street, Liverpool, 210



Scale: 1.50

Appendix 3 - Business Plan template



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Business Plan template

A good business plan can help you secure finance, define the direction of your business and create strategies to achieve your goals. The business.gov.au Business Plan template steps you through the process of creating a solid, well-structured plan tailored to your business.

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If you need further information, assistance or referral about a business issue, please contact business.gov.au on 13 28 46.



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Using this template

Before you complete this business plan template and start using it, consider the following:

- 1. Do your research.** You will need to make quite a few decisions about your business including structure, marketing strategies and finances before you can complete the template. By having the right information to hand you also can be more accurate in your forecasts and analysis.
- 2. Determine who the plan is for.** Does it have more than one purpose? Will it be used internally or will third parties be involved? Deciding the purpose of the plan can help you target your answers. If third parties are involved, what are they interested in? Although don't assume they are just interested in the finance part of your business. They will be looking for the whole package.
- 3. Do not attempt to fill in the template from start to finish.** First decide which sections are relevant for your business and set aside the sections that don't apply. You can always go back to the other sections later.
- 4. Use the [*italicised text*].** The italicised text is there to help guide you by providing some more detailed questions you may like to answer when preparing your response. **Please note:** If a question does not apply to your circumstances it can be ignored.
- 5. Download the Business Plan Guide.** The business plan guide contains general advice on business planning, a complete overview of the business plan template and a glossary explaining the main terms used throughout this template.
- 6. Get some help.** If you aren't confident in completing the plan yourself, you can enlist the help of a professional (i.e. Single Business Service, Business Enterprise Centre, business adviser, or accountant) to look through your plan and provide you with advice.
- 7. Actual vs. expected figures.** Existing businesses can include actual figures in the plan, but if your business is just starting out and you are using expected figures for turnover and finances you will need to clearly show that these are expected figures or estimates.
- 8. Write your summary last.** Use as few words as possible. You want to get to the point but not overlook important facts. This is also your opportunity to sell yourself. But don't overdo it. You want prospective banks, investors, partners or wholesalers to be able to quickly read your plan, find it realistic and be motivated by what they read.
- 9. Review. Review. Review.** Your business plan is there to make a good impression. Errors will only detract from your professional image. So ask a number of impartial people to proofread your final plan.

For advice and examples on how to complete this template, please download the business.gov.au **Business Plan guide** from www.business.gov.au/businessplan.

Scan to watch our business planning video:



[INSERT YOUR BUSINESS LOGO]

[Your Name]

[Your Title]

[Business Name]

[Main Business Address]

ABN: [ABN]

ACN: [ACN]

[*Business Name*]

Business Plan

Prepared: [Date prepared]

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Business Plan Summary

[Please complete this page last]

[Your business summary should be no longer than a page and should focus on why your business is going to be successful. Your answers below should briefly summarise your more detailed answers provided throughout the body of this plan.]

The Business

Business name: *[Enter your business name as registered in your state/territory. If you have not registered your business name, add your proposed business name.]*

Business structure: *[Sole trader, partnership, trust, company.]*

ABN: *[Registered Australian business number.]*

ACN: *[Registered Australian company number, if applicable.]*

Business location: *[Main business location]*

Date established: *[The date you started trading.]*

Business owner(s): *[List all of the business owners.]*

Relevant owner experience: *[Briefly outline your experience and/or years in the industry and any major achievements/awards.]*

Products/services: *[What products/services are you selling? What is the anticipated demand for your products/services?]*

The Market

Target market:

[Who are you selling to? Why would they buy your products/services over others?]

Marketing strategy:

[How do you plan to enter the market? How do you intend to attract customers? How and why will this work?]

The Future

Vision statement:

[The vision statement briefly outlines your future plan for the business. It should state clearly what your overall goals for the business are.]

Goals/objectives:

[What are your short & long term goals? What activities will you undertake to meet them?]

The Finances

[Briefly outline how much profit you intend on making in a particular timeframe. How much money will you need up-front? Where will you obtain these funds? What portion will you be seeking from other sources? How much of your own money are you contributing towards the business?]

The Business

Business details

Products/services: *[What products/services are you selling? What is the anticipated demand for your products/services?]*

Registration details

Business name: *[Enter your business name as registered in your state/territory. If you have not registered your business name, add your proposed business name.]*

Trading name(s): *[Registered trading name(s).]*

Date registered: *[Date business name registered.]*

Location(s) registered: *[State(s) you are registered in.]*

Business structure: *[Sole trader, partnership, trust, company.]*

ABN: *[Registered Australian Business Number.]*

ACN: *[Registered Australian Company Number, if applicable.]*

GST: *[Are you registered for Goods and Services Tax? Date registered?]*

Domain names: *[Registered domain names.]*

Licences & permits: *[List all the licences or permits you have registered]*

Business premises

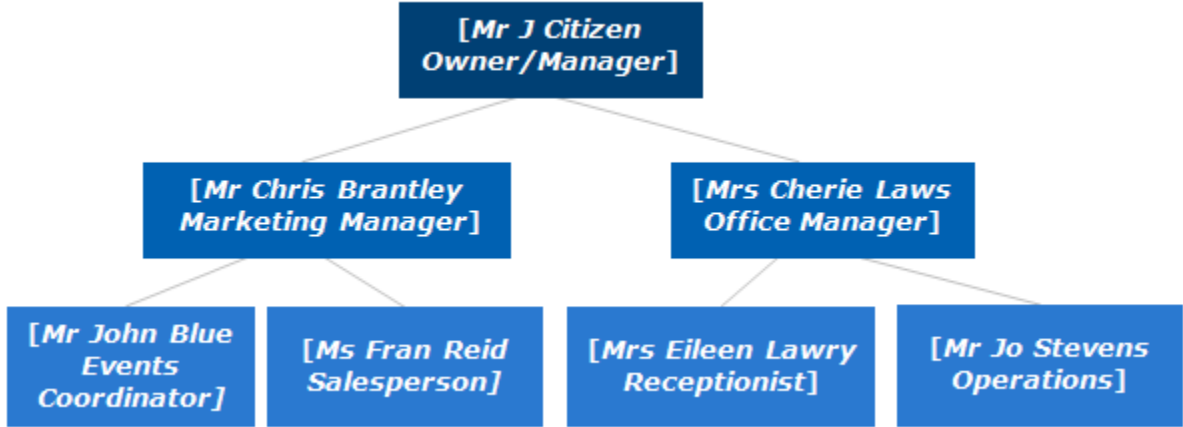
Business location: *[Describe the location and space occupied/required. What is the size of the space you occupy/require? Which city or town? Where in relation to landmarks/main areas? If you have a retail business, where are you in relation to other shops? What is the retail traffic like?]*

Buy/lease: *[If you have purchased a business premises or are currently leasing, briefly outline the arrangements. If you are still looking for a lease, outline your commercial lease requirements and any utilities/facilities required.]*

Organisation chart

[Outline your business structure in an organisation chart.]

Figure 1: Example Organisation Chart.



Management & ownership

Names of owners: *[List all of the business owners.]*

Details of management & ownership: *[As the owner(s), will you be running the business or will a Chief Executive Officer (CEO) be running the business on your behalf? What will be your involvement? If it is a partnership briefly outline % share, role in the business, the strengths of each partner and whether you have a partnership agreement/contract in place?]*

Experience: *[What experience do the business owner(s) have? How many years have you owned or run a business? List any previous businesses owned/managed. List any major achievements/awards. What other relevant experience do you have? Don't forget to attach your resume(s) to the back of your plan.]*

Key personnel

Current staff

[List your current staff in the table below.]

Job Title	Name	Expected staff turnover	Skills or strengths
<i>[e.g. Marketing/ Sales Manager]</i>	<i>[Mr Chris Brantley]</i>	<i>[12-18 months]</i>	<i>[Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence.]</i>
<i>[e.g. Marketing/ Sales Manager]</i>	<i>[Mr Chris Brantley]</i>	<i>[12-18 months]</i>	<i>[Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence.]</i>
<i>[e.g. Marketing/ Sales Manager]</i>	<i>[Mr Chris Brantley]</i>	<i>[12-18 months]</i>	<i>[Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence.]</i>

Job Title	Name	Expected staff turnover	Skills or strengths
[e.g. Marketing/ Sales Manager]	[Mr Chris Brantley]	[12-18 months]	[Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence.]

Required staff

[List your required staff in the table below.]

Job Title	Quantity	Expected staff turnover	Skills necessary	Date required
[e.g. Office Manager]	[1]	[2-3 years]	[Relevant qualifications in Office Management. At least 2 years experience.]	[Month/Year]
[e.g. Office Manager]	[1]	[2-3 years]	[Relevant qualifications in Office Management. At least 2 years experience.]	[Month/Year]
[e.g. Office Manager]	[1]	[2-3 years]	[Relevant qualifications in Office Management. At least 2 years experience.]	[Month/Year]
[e.g. Office Manager]	[1]	[2-3 years]	[Relevant qualifications in Office Management. At least 2 years experience.]	[Month/Year]

Recruitment options

[How do you intend on obtaining your required staff? Advertising in the local paper, online advertising, and/or training current staff members?]

Training programs

[Are there any training programs you will be organising in the event you cannot find the required skills? Are these in-house or external providers? What training will you as the business owner/manager undertake to keep your skills current?]

Skill retention strategies

[What procedural documentation will you provide to ensure the skills of staff are maintained? Do you have an appropriate allocation of responsibilities? How are responsibilities documented and communicated to staff? What internal processes will you implement to regularly check that the current skills of staff members are still appropriate for the business?]

Products/services

Product/Service	Description	Price
[Product/service name]	[Brief product/service description]	[Price including GST]
[Product/service name]	[Brief product/service description]	[Price including GST]
[Product/service name]	[Brief product/service description]	[Price including GST]
[Product/service name]	[Brief product/service description]	[Price including GST]

Market position: [Where do your products/services fit in the market? Are they high-end, competitive or budget? How does this compare to your competitors?]

Unique selling position: [How will your products/services succeed in the market where others may have failed? What gives your products/services the edge?]

Anticipated demand: [What is the anticipated quantity of products/services your customers are likely to purchase? For example, how much will an individual customer buy in 6 months or 12 months?]

Pricing strategy: [Do you have a particular pricing strategy? Why have you chosen this strategy?]

Value to customer: [How do your customers view your products/services? Are they a necessity, luxury or something in between?]

Growth potential: [What is the anticipated percentage growth of the product in the future? What will drive this growth?]

Innovation

Research & development (R&D)/innovation activities

[What R&D activities will you implement to encourage innovation in your business? What financial and/or staff resources will you allocate?]

Intellectual property strategy

[How do you plan to protect your innovations? List any current trade marks, patents, designs you have registered. Do you have confidentiality agreements in place?]

Insurance

Workers compensation: [Provide details if you have workers compensation insurance? This is mandatory if you have employees.]

Public liability insurance: [Provide details if you have public liability insurance? This covers any third party death or injury.]

Professional indemnity: [Provide details if you have professional indemnity insurance? This covers any legal action taken out as a result of your professional advice.]

Product liability: [Provide details if you have product liability insurance? This covers any legal action taken out as a result of injury, damage or death from your product.]

Business assets: [Provide details if you have insured your business assets in the event of a fire, burglary, or damage? For example: building, contents, motor vehicles.]

Business revenue: [Provide details if you have insured your business in the event of business interruption where you cannot trade because of a particular event and are unable to make money?]

Risk management

[List the potential risks (in order of likelihood) that could impact your business.]

Risk	Likelihood	Impact	Strategy
[Description of the risk and the potential impact to your business.]	[Highly Unlikely, Unlikely, Likely, Highly Likely]	[High, Medium, Low]	[What actions will you take to minimise/mitigate the potential risk to your business?]
[Description of the risk and the potential impact to your business.]	[Highly Unlikely, Unlikely, Likely, Highly Likely]	[High, Medium, Low]	[What actions will you take to minimise/mitigate the potential risk to your business?]
[Description of the risk and the potential impact to your business.]	[Highly Unlikely, Unlikely, Likely, Highly Likely]	[High, Medium, Low]	[What actions will you take to minimise/mitigate the potential risk to your business?]
[Description of the risk and the potential impact to your business.]	[Highly Unlikely, Unlikely, Likely, Highly Likely]	[High, Medium, Low]	[What actions will you take to minimise/mitigate the potential risk to your business?]

Legal considerations

[List the legislation which will have some impact on the running of your business. For example: consumer law, business law, or specific legislation to your industry.]

Operations

Production process

[What is the process involved in producing your products or services. This process will vary depending on your product or service. Here are some examples of questions you may consider. Is there a manufacturing process? Who is involved in the process? Are there any third parties involved? What is involved in delivering the service to your customers?]

Suppliers

[Who are your main suppliers? What do they supply to your business? How will you maintain a good relationship with them?]

Plant & equipment

[List your current plant and equipment purchases. These can include vehicles, computer equipment, phones and fax machines.]

Equipment	Purchase date	Purchase price	Running cost
<i>[e.g Personal Computer]</i>	<i>[eg. 20/03/2010]</i>	<i>[e.g \$2100]</i>	<i>[e.g \$100 a month]</i>
<i>[e.g Personal Computer]</i>	<i>[eg. 20/03/2010]</i>	<i>[e.g \$2100]</i>	<i>[e.g \$100 a month]</i>
<i>[e.g Personal Computer]</i>	<i>[eg. 20/03/2010]</i>	<i>[e.g \$2100]</i>	<i>[e.g \$100 a month]</i>
<i>[e.g Personal Computer]</i>	<i>[eg. 20/03/2010]</i>	<i>[e.g \$2100]</i>	<i>[e.g \$100 a month]</i>

Inventory

[List your current inventory items in the table below. If you have a substantial inventory, you may prefer to attach a full inventory list to the back of this business plan.]

Inventory item	Unit price	Quantity in stock	Total cost
<i>[e.g flour]</i>	<i>[e.g \$5.00kg]</i>	<i>[e.g Five kilograms]</i>	<i>[e.g \$25.00]</i>
<i>[e.g flour]</i>	<i>[e.g \$5.00kg]</i>	<i>[e.g Five kilograms]</i>	<i>[e.g \$25.00]</i>
<i>[e.g flour]</i>	<i>[e.g \$5.00kg]</i>	<i>[e.g Five kilograms]</i>	<i>[e.g \$25.00]</i>
<i>[e.g flour]</i>	<i>[e.g \$5.00kg]</i>	<i>[e.g Five kilograms]</i>	<i>[e.g \$25.00]</i>

Technology (Software): *[What technology do you require? For example: website, point of sale software or accounting package? What will be the main purpose for each? Will they be off-the-shelf or purpose built? What is the estimated cost of each technology solution?]*

Trading hours: *[What are your trading hours? What are your expected peak trading times? Which times do you expect to be more profitable? How will this change over different seasons? How do your trading hours accommodate these changes?]*

Communication channels: *[How can your customers get in contact with you? These channels can include: telephone (landline/mobile), post box, shopfront, email, fax, internet blog or social media channel.]*

Payment types accepted: *[What payment types will you accept. cash, credit, cheque, gift cards, Paypal etc]*

Credit policy: [What is your credit policy for customers/suppliers? How long is the credit period? What are your collection strategies/procedures? What credit does your business receive? What are the terms?]

Warranties & refunds: [If you manufacture certain goods, what are the warranty terms? What is your business refund/exchange policy?]

Quality control: [Describe your quality control process. What checks or balances do you have in place to ensure the product or service you offer is produced to the same standard of quality? What steps do you take to meet product safety standards?]

Memberships & affiliations: [Is your business a member of any particular industry association or club? Do you have any affiliations with any other organisation?]

Sustainability plan

Environmental/resource impacts

[Describe the impact your business could potentially have on the environment. E.g. a particular manufacturing process may contribute negatively on the local water supply.]

Community impact & engagement

[How does your environmental impact affect the local community? How can you engage the community in minimising your impact?]

Risks/constraints

[List any risks/constraints to your business resulting from this environmental impact?]

Strategies

[What strategies will you implement to minimise/mitigate your environmental impact and any risks to your business? Will you conduct an environmental audit? Have you introduced an Environmental management system?]

Action plan

[List your key sustainability/environmental milestones below?]

Sustainability milestone	Target	Target date
[Reduce water consumption]	[60% reduction]	[Month/Year]
[Reduce water consumption]	[60% reduction]	[Month/Year]
[Reduce water consumption]	[60% reduction]	[Month/Year]
[Reduce water consumption]	[60% reduction]	[Month/Year]

The Market

Market research

[What statistical research have you completed to help you analyse your market? Did you use a survey/questionnaire? If so, you may like to attach a copy of your survey/questionnaire to the back of this plan.]

Market targets

[Outline your planned sales targets. What quantity of your products/services do you plan to sell in a planned timeframe? Are they monthly or yearly targets?]

Environmental/industry analysis

[Detail the results of the market research you have performed. Is the area experiencing population growth? Are there long-term employers in the area? Is the region's economy stable? Are there seasonal variations?]

What is the size of the market? What recent trends have emerged in the market? What growth potential is available and where do you fit in? How will the market/customers change when you enter the market?]

Your customers

Customer demographics

[Define who your target customers are and how they behave. You can include age, gender, social status, education and attitudes.]

Key customers

[Identify your key customers. (These can be large consumers of your products or individuals whose satisfaction is key to the success of your business.) How will you target your products/service to them?]

Customer management

[How will you maintain a good relationship with your customers? What techniques will you use? How will you keep your customers coming back? Have you introduced customer service standards? Do you follow any particular code of practice?]

S.W.O.T. analysis

[List each of your businesses strengths, weaknesses, opportunities or threats in the table below and then outline how you plan to address each of the weaknesses/threats.]

Strengths	Weaknesses
<i>[e.g High traffic location]</i>	<i>[e.g High rental costs]</i>
Opportunities	Threats
<i>[e.g build on customer and brand loyalty]</i>	<i>[e.g Cash flow problems]</i>

Your competitors

[How do you rate against your competitors? How can your business improve on what they offer?]

Competitor details

[List at least 5 competitors in the table below.]

Competitor	Established date	Size	Market share (%)	Value to customers	Strengths	Weaknesses
[Competitor name]	[When were they established?]	[Number of staff and/or turnover]	[Estimated percentage of market share]	[Unique value to customers. E.g. convenience, quality, price or service?]	[What are your competitor's main strengths?]	[What are your competitor's main weaknesses?]
[Competitor name]	[When were they established?]	[Number of staff and/or turnover]	[Estimated percentage of market share]	[Unique value to customers. E.g. convenience, quality, price or service?]	[What are your competitor's main strengths?]	[What are your competitor's main weaknesses?]
[Competitor name]	[When were they established?]	[Number of staff and/or turnover]	[Estimated percentage of market share]	[Unique value to customers. E.g. convenience, quality, price or service?]	[What are your competitor's main strengths?]	[What are your competitor's main weaknesses?]
[Competitor name]	[When were they established?]	[Number of staff and/or turnover]	[Estimated percentage of market share]	[Unique value to customers. E.g. convenience, quality, price or service?]	[What are your competitor's main strengths?]	[What are your competitor's main weaknesses?]
[Competitor name]	[When were they established?]	[Number of staff and/or turnover]	[Estimated percentage of market share]	[Unique value to customers. E.g. convenience, quality, price or service?]	[What are your competitor's main strengths?]	[What are your competitor's main weaknesses?]

Advertising & sales

Advertising & promotional strategy

[What strategies do you have for promoting and advertising your products/services in the next 12 months?]

Planned promotion /advertising type	Expected business improvement	Cost (\$)	Target date
<i>[Print media advertising, online advertising, mail-out, giveaway, media release, social media campaign or event.]</i>	<i>[How do you expect it will improve your business success?]</i>	<i>[\$]</i>	<i>[Month/Year]</i>
<i>[Print media advertising, online advertising, mail-out, giveaway, media release, social media campaign or event.]</i>	<i>[How do you expect it will improve your business success?]</i>	<i>[\$]</i>	<i>[Month/Year]</i>
<i>[Print media advertising, online advertising, mail-out, giveaway, media release, social media campaign or event.]</i>	<i>[How do you expect it will improve your business success?]</i>	<i>[\$]</i>	<i>[Month/Year]</i>
<i>[Print media advertising, online advertising, mail-out, giveaway, media release, social media campaign or event.]</i>	<i>[How do you expect it will improve your business success?]</i>	<i>[\$]</i>	<i>[Month/Year]</i>

Sales & marketing objectives

[Who makes up your sales team? What sales techniques will they use? What tools/material will they use to help sell your products/services? What sales goals/targets will they meet?]

Unique selling position

[Why do you have an advantage over your competitors? How will your products/services succeed in the market where others may have failed?]

Sales & distribution channels

Channel type	Products/services	Percentage of sales (%)	Advantages	Disadvantages
<i>[e.g. Shopfront, internet, direct mail, export or wholesale]</i>	<i>[List all the products/services sold via this channel]</i>	<i>[What percentage of overall sales do you expect to sell via this channel?]</i>	<i>[What advantages are there of using this channel for these products?]</i>	<i>[What challenges do you expect to face using this channel? How will you overcome them?]</i>
<i>[e.g. Shopfront, internet, direct mail, export or wholesale]</i>	<i>[List all the products/services sold via this channel]</i>	<i>[What percentage of overall sales do you expect to sell via this channel?]</i>	<i>[What advantages are there of using this channel for these products?]</i>	<i>[What challenges do you expect to face using this channel? How will you overcome them?]</i>
<i>[e.g. Shopfront, internet, direct mail, export or wholesale]</i>	<i>[List all the products/services sold via this channel]</i>	<i>[What percentage of overall sales do you expect to sell via this channel?]</i>	<i>[What advantages are there of using this channel for these products?]</i>	<i>[What challenges do you expect to face using this channel? How will you overcome them?]</i>
<i>[e.g. Shopfront, internet, direct mail, export or wholesale]</i>	<i>[List all the products/services sold via this channel]</i>	<i>[What percentage of overall sales do you expect to sell via this channel?]</i>	<i>[What advantages are there of using this channel for these products?]</i>	<i>[What challenges do you expect to face using this channel? How will you overcome them?]</i>

The Future

Vision statement

[What is your business' vision statement? It should briefly outline your future plan for the business and include your overall goals.]

Mission statement

[What is your business' mission statement? I.e. how will you achieve your vision?]

Goals/objectives

[What are your short & long term goals? What activities will you undertake to meet them?]

Action plan

Please note: This table does not include sustainability milestones as they are listed in the sustainability section above.

Milestone	Date of expected completion	Person responsible
<i>[What are the business milestones that you need to complete starting from today?]</i>	<i>[When do you expect to complete them?]</i>	<i>[Who is responsible for delivering this milestone?]</i>
<i>[What are the business milestones that you need to complete starting from today?]</i>	<i>[When do you expect to complete them?]</i>	<i>[Who is responsible for delivering this milestone?]</i>
<i>[What are the business milestones that you need to complete starting from today?]</i>	<i>[When do you expect to complete them?]</i>	<i>[Who is responsible for delivering this milestone?]</i>
<i>[What are the business milestones that you need to complete starting from today?]</i>	<i>[When do you expect to complete them?]</i>	<i>[Who is responsible for delivering this milestone?]</i>

The Finances

Key objectives & financial review

Financial objectives

[List your key financial objectives. These can be in the form of sales or profit targets. You could also list your main financial management goals such as cost reduction targets.]

Finance required

[How much money up-front do you need? Where will you obtain the funds? What portion will you be seeking from loans, investors, business partners, friends or relatives, venture capital or government funding? How much of your own money are you contributing towards the business?]

Assumptions

The financial tables on the subsequent pages are based on the assumptions listed below:

- *[List your financial assumptions. These can include seasonal adjustments, drought or interest rates etc.]*

Start-up costs for [YEAR]

[Double-click the table below to enter your details or attach your own start up costing sheet at the back of this business plan.]

START-UP COSTS	Cost (\$)	EQUIPMENT/CAPITAL COSTS	Cost (\$)
Registrations		Business purchase price	
Business name		Franchise fees	
Licences		Start-up capital	
Permits		Plant & equipment	
Domain names		Vehicles	
Trade marks/designs/patents		Computer equipment	
Vehicle registration		Computer software	
More...		Phones	
Membership fees		Fax machine	
Accountant fees		More...	
Solicitor fees		Security system	
Rental lease cost (Rent advance/deposit)		Office equipment	
Utility connections & bonds (Electricity, gas, water)		Furniture	
Phone connection		Shop fitout	
Internet connection		More...	
Computer software			
Training			
Wages			
Stock/raw materials			
Insurance			
Building & contents			
Vehicle			
Public liability			
Professional indemnity			
Product liability			
Workers compensation			
Business assets			
Business revenue			
Printing			
Stationery & office supplies			
Marketing & advertising			
More...			
Total start-up costs	\$0	Total equipment/capital costs	\$0

Balance sheet forecast

[Double-click the table below to enter your details or attach your own profit & loss sheet at the back of this business plan]

BALANCE SHEET FORECAST	[Year 1]	[Year 2]	[Year 3]
Current assets			
Cash			
Petty cash			
Inventory			
Pre-paid expenses			
Fixed assets			
Leasehold			
Property & land			
Renovations/improvements			
Furniture & fitout			
Vehicles			
Equipment/tools			
Computer equipment			
More...			
Total assets	\$0	\$0	\$0
Current/short-term liabilities			
Credit cards payable			
Accounts payable			
Interest payable			
Accrued wages			
Income tax			
More...			
Long-term liabilities			
Loans			
More...			
Total liabilities	\$0	\$0	\$0
NET ASSETS	\$0	\$0	\$0

Profit and loss forecast

[Double-click the table below to enter your details or attach your own profit & loss sheet at the back of this business plan]

PROFIT & LOSS FORECAST	[Year 1]	[Year 2]	[Year 3]
Sales			
less cost of goods sold			
More...			
Gross profit/net sales	\$0	\$0	\$0
Expenses			
Accountant fees			
Advertising & marketing			
Bank fees & charges			
Bank interest			
Credit card fees			
Utilities (electricity, gas, water)			
Telephone			
Lease/loan payments			
Rent & rates			
Motor vehicle expenses			
Repairs & maintenance			
Stationery & printing			
Insurance			
Superannuation			
Income tax			
Wages (including PAYG)			
More...			
Total expenses	\$0	\$0	\$0
NET PROFIT	\$0	\$0	\$0

Expected cash flow

[Double-click the table below to enter your details or attach your own profit & loss sheet at the back of this business plan]

EXPECTED CASHFLOW [YEAR]	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
OPENING BALANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash incoming												
Sales												
Asset sales												
Debtor receipts												
Other income												
Total incoming	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash outgoing												
Purchases (Stock etc)												
Accountant fees												
Solicitor fees												
Advertising & marketing												
Bank fees & charges												
Interest paid												
Credit card fees												
Utilities (electricity, gas, water)												
Telephone												
Lease/loan payments												
Rent & rates												
Motor vehicle expenses												
Repairs & maintenance												
Stationery & printing												
Membership & affiliation fees												
Licensing												
Insurance												
Superannuation												
Income tax												
Wages (including PAYG)												
More...												
Total outgoing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Monthly cash balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CLOSING BALANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Break-even analysis

[Double-click the table below to enter your details or attach your own table. Refer to the Business Plan guide from www.business.gov.au/businessplan for the calculations.]

BREAK-EVEN CALCULATOR	
Timeframe (e.g. monthly/yearly)	
Average price of each product/service sold	
Average cost of each product/service to make/deliver	
Fixed costs for the month/year	
Percentage of price that is profit	
Total sales needed to break-even	
Number of units sold needed to break-even	

Supporting documentation

Attached is my supporting documentation in relation to this business plan. The attached documents include:

- *[List all of your attachments here. These may include resumes, inventory list, survey/questionnaire and/or financial documents.]*