The Far Moor Taproom & Desi Kitchen — Relaunch Plan

The Rafiya Hotel, Far Moor Lane, Redditch · Sam's Properties Holding Ltd

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Purpose

The restaurant puts cash into Sam's Properties Holding Ltd and helps pay down the hotel's debt. The funding plan replaces the Together bridge in April 2027:

Step	When	Amount
Equity from Brinks Resources Ltd, for the hotel refurb and seed capital	Dec 2026	£150,000
Together bridge repaid, including exit fees	Apr 2027	about £896,000
New loan: interest-only, about 8% fixed for 2 years, overpayments without penalty inside the allowance	Apr 2027	£900,000

Interest on the new loan is about £6,000 a month (£72,000 a year), about half the Together cost. Hotel and restaurant surplus goes into quarterly overpayments up to the penalty-free allowance. Dividends are waived until the debt plan is done.

The merged hotel and restaurant model (v2) shows the following, on placeholder occupancy and rate until the team's OYO-based figures go in:

- **Interest cover:** 7.2x in 2028.
- **Debt:** £729k by end-2028, then about £3k by end-2029 once a lump sum clears the loan after the fix.
- **Loan to value:** about 46% at end-2028.
- **Debt free:** by March 2030 on these inputs, with the business a cash generator from then.

It trades as a division of Sam's with its own ring-fenced bank account. A dark kitchen goes live first for cash. The 60-cover dine-in follows, then the Sunday roast.

Concept

The Far Moor Taproom & Desi Kitchen is a desi taproom in the Indian Brewery mould. It serves sizzlers, naan-pizzas, wings and cold pints. It replaces the old Chillies curry-house model.

- **Position:** premium against the McDonald's, Subway and Greggs cluster on Far Moor Lane. It doesn't compete with them on price.
- **Markets:** hotel guests, the Moons Moat industrial estates at lunch, evening families and drinkers, and late-night shift workers on delivery.
- **Edge:** a commercial kitchen already in place (tandoor, conveyor oven, chargrill, combi oven, fryers, dough mixer), family poultry and dry-goods supply lines, and an in-house tech partner for ordering and ads.
- **Discipline:** a 15-item menu, with bulk-prepped marinades and bases.

Market and competition

The gap is real. Redditch has no desi taproom, its Indian food is traditional curry houses that close by 23:30, and only McDonald's trades through the night on Moons Moat. But wings, pizza and chicken are crowded and sell on price, so the hero has to win on flavour, not on cost.

Catchment

- **Population:** Redditch borough has 87,036 residents (2021) in 36,374 households.
- **Positioning:** halal across the menu, sold to the whole market. That's the Nando's and KFC model: halal is standard, not a niche. The pitch is "Indian street food and pints" for everyone.
- **Night-shift population:** Moons Moat hosts Amazon, Heller, AMCO, UK-NSI, Hepworth (135 staff), Grupo Antolin (80) and Thermal Transfer Solutions' new £3.5m smart factory. Night shifts run 22:00–06:00 or 19:00–07:00 at £13.43–£14.13 an hour. This is the market for shift meal contracts.
- **New supply:** more than 130,000 sq ft of new logistics units are coming at North Moons Moat (Chancerygate and Hines).
- **Hotel guests:** a small, volatile market before the refurb. Room nights ran from 407 (Aug 2024) to 68 (Aug 2025).
- **Delivery reach:** a 3-mile radius covers Winyates, Matchborough, Church Hill, Lakeside, the town centre, Headless Cross and Studley. Just Eat lists 269 partners in Redditch.

Trends

- **Markets:** UK eating out is worth £102.8bn in 2026 (+1.8%); delivery is £14.8bn (+2.8%). Lumina says direct-to-consumer ordering is "no longer optional".
- **Desi pubs:** these are the West Midlands' growth format. There are more than 50 in the Black Country, and the Indian Brewery Taproom (Birmingham, Dec 2024) sells naan-base pizzas such as butter chicken. That validates items 5–7.
- **Value:** local competitors lead on bundles (Dixy lunch box £9.99, Rio's 20 wings with 2 fries £15.49, Golden Goose 2-for-£10). A value tier is mandatory, which is the job of the Shift Box.

Competitors to watch

Competitor	Where	Why it matters	Hours	Price signal
McDonald's Moons Moat	Next door	Only 24h food on the estate; anchors value	05:00–05:00	Value menu
The Queens Head Bar & Grill	About 1 mile, B97	Closest desi-pub model on Just Eat (5/5, 634 reviews)	Not found	£1.49 delivery, no minimum
Rio's Piri Piri	Unicorn Hill	Halal wings, on the late-night list	Late	20 wings + 2 fries £15.49
Dixy Chicken / Pizza	Ipsley St	Halal chicken and pizza deals	Not found	Lunch box £9.99
Napoli Pizza	Matchborough	Most-reviewed local independent (5,474+)	From 16:00	6 wings £4.50
Domino's	The Quadrant	National pizza	To 23:00; Fri–Sat to 01:00	Italianos from £10
Desi Karahi	Redditch	Pizza, curry, halal: closest menu overlap	Not found	Free delivery, £9.99 minimum
Mina, Essence of Bengal, Shahi Palace, Rilys and others	Town	Traditional curry houses	Close 22:30–23:30	Chicken tikka from £4.95
Golden Goose	Matchborough	Value carvery and breakfast	Carvery 12:00–20:00	Carvery £12.95; Full Works £8.95

Competitor	Where	Why it matters	Hours	Price signal
The Holly Bush	Gorcott Hill	Gastropub Sunday-roast destination	Sun 12:00–18:30	Roast box £17; ½kg wings £7.50

On the apps after 23:00: only McDonald's, Domino's (Fri–Sat), Rio's, Safs, Chimney Bites and a couple of Beoley pizza shops were found trading. No independent was found trading 01:00–06:00. Whether couriers are online overnight in Redditch is unverified.

Commission (UK, 2026)	Platform delivers	Self-delivery or pickup
Uber Eats	30% (33% on Uber One orders), plus a £650 activation fee	13%
Just Eat	30% + VAT, plus about 50p per order	14% + VAT
Deliveroo (DoorDash-owned)	about 25–35% (not published)	about 14%

Pricing stance: about 10% under the Indian Brewery and above the chicken shops, at £20–£25 a head dine-in. Delivery prices sit 12–15% above dine-in.

Trading day

The dark kitchen runs 24 hours, 7 days a week, from launch. Front of house runs 07:00–22:00; delivery and collection never stop.

- **Licence first:** late-night refreshment 23:00–05:00, every night, is a precondition. Apply now.
- **Night volume:** one night cook breaks even at about 31 orders a night, and the research base estimate is 12. The Shift Box, pre-orders for shift breaks and late-night ads have to close that gap.
- **Night controls:** cashless only, rider hatch, no walk-ins after 22:00, panic alarm, CCTV, and a lone-working app. The hotel night cover handles rider handover.

Day-part	Hours	Service	Market	Main kit
The Piping Hot Start	07:00–10:30	Hotel buffet, grab-and-go	Hotel guests, commuters	Tandoor, prep islands

Day-part	Hours	Service	Market	Main kit
The Mid-Day Corporate	11:00–16:00	60-cover dine-in, app pickups, lunch drops for local firms	Moons Moat workforce	Conveyor oven, fryers
The Taproom & Sizzler	16:00–22:00	Dine-in, bar, sport and pint nights	Families, social drinkers	Tandoor, chargrill, bar
The Night Owl Shift	22:00–07:00, every night	Delivery and collection only; cashless; rider hatch	Shift workers, late trade	Conveyor oven, fryers
Sunday Roast	Sun 12:00–18:00	Dine-in only; replaces the lunch menu	Family bookings	Tandoor, combi oven

Menu (15 items)

Items 1–10 come from the researched plan; items 11–15 fill the cap. Prices are dine-in, include VAT, and follow the local benchmarks. Delivery menus sit 12–15% higher. Sizzlers and the roasts are dine-in only, to protect quality and labour.

#	Item	Day-part	Kit	Price	Local benchmark
1	Full English hotel buffet	Breakfast	Hot hold, griddle	£9.45	Golden Goose Full Works £8.95
2	Tandoori naan breakfast roll (sausage, bacon or egg)	Breakfast	Tandoor	£5.95	—
3	Far Moor Mighty Mixed Sizzler (wings, seekh, tikka)	Dine-in	Tandoor, chargrill	£18.95	Indian Brewery £19.50–£19.95
4	Tandoori wings: 6, 12 or 18	All day, delivery	Fryer, tandoor	£6.95 / £12.45 / £17.45	Napoli 6 for £4.50; Rio's 20 + fries £15.49
5	Keema & green chilli naan-pizza	All day, delivery	Conveyor oven	£12.95	Domino's from £10
6	Smoked chicken tikka naan-pizza	All day, delivery	Conveyor oven	£12.95	Indian Brewery Taproom pizzas
7	Butter chicken smash burger	All day, delivery	Griddle, fryer	£12.45	No local price found
8	House Punjabi chicken curry, with naan or rice	All day, delivery	Range	£12.95	Indian Brewery £10 + £3 rice
9	Masala loaded fries	All day, delivery	Fryer	£6.95	Indian Brewery masala fries £4

#	Item	Day-part	Kit	Price	Local benchmark
10	Sunday tandoori roast chicken with Bombay roasties, Yorkshire pudding and bone-marrow masala gravy	Sunday, dine-in	Tandoor, combi oven	£15.95	Golden Goose £12.95; Holly Bush £17
11	Slow-braised masala lamb shank roast	Sunday, dine-in	Combi oven	£19.95	—
12	Paneer tikka sizzler (vegetarian)	Dine-in	Tandoor	£14.95	Indian Brewery saucy paneer £10.95
13	Chana masala (vegan)	All day, delivery	Range	£9.95	—
14	Naans: plain, garlic, chilli-cheese	All day, delivery	Tandoor	£2.95–£3.95	Indian Brewery £2.70–£4.45
15	Kids' margherita naan-pizza	All day	Conveyor oven	£6.95	—

Night menu: the dark kitchen runs a cut-down list overnight (items 4–9, 13 and 14), all from the conveyor oven and fryers. It adds a **Shift Box** at £8.95–£9.95: 6 wings or a half naan-pizza, masala fries and a drink. That's the value tier for the night trade and for B2B pre-orders delivered for the 02:00 break.

Margin anchors:

- **Wings:** 12 cost about £2 all-in (raw at £2–£3/kg plus marinade, sauce and oil). That's about 19% of the ex-VAT price.
- **Draught lager:** a 50-litre keg costs £159–£188 ex VAT. At £5.50 a pint, gross profit is about 55–60%.

Hero product and house sauce range

Wings are the category to own. They're shareable and easy to customise, and new flavours can be dropped on a schedule. They also carry the house sauces onto every other item on the menu. This approach is adapted from the El Gringo and Cal's Kitchen relaunches.

Hero format:

- Tandoori wings (item 4) sold in 6, 12 and 18, with a choice of house sauce or rub.
- **Far Moor Hero Box:** 12 wings, masala fries, a fat naan and a dip, at £14.95. The Loaded upgrade adds a pint or a lassi for £4.
- **Monthly drop:** one limited-edition wing flavour each month, such as achari, mango chilli or Bombay honey. It uses existing sauces, so it doesn't add a menu item.

- **Sauce cups:** £1 each, offered on every delivery order and every table.

The sauces and rubs are modifiers, not menu items, so the 15-item cap still holds. They're made in-house from family-supplied spices to start.

Working name	Type	Profile	Used on
Far Moor Fire	Hot wing sauce, in heat levels	Red chilli, garlic, vinegar	Wings, sizzler, burger
Tandoor Smoke	Dry rub	Smoked paprika, kashmiri chilli, garam masala	Wings, roast chicken
Chaat Dust	Shaker topping	Chaat masala, amchur, black salt	Fries, wings, naan-pizza crusts
Mango Chilli Jam	Sweet-heat glaze	Alphonso mango, chilli, ginger	Breakfast roll, wings, burger
Butter Chicken Drip	Rich sauce	Makhani base	Smash burger, fries, dip
Mint Raita	Cool dip	Yoghurt, mint, cumin	Every order as a side

Menu layout: the front panel follows the El Gringo approach. Wings and the Hero Box take the top half. Naan-pizzas and the sizzler share the bottom half. The curry, Sunday roast and sides go on the back.

Shift meal contracts

Shift meal deals with Moons Moat employers are the kitchen's best-margin trade. Meals are pre-ordered, delivered for break times, invoiced direct and carry no app commission. They also fill the 24/7 kitchen at night.

- **How it works:** the employer or its staff pre-order from a set menu (Shift Box, curry and rice, wings box). The kitchen batches them, and our own van or driver drops them at each site for the break. The employer is invoiced weekly or its staff pay through the direct app.
- **Economics per meal:** £8.95 incl. VAT is £7.46 net. Take off food at 30% (£2.24), packaging (£0.60) and delivery (£0.75), and the contribution is about £3.87 a meal, more than an app order.
- **Volumes in the model (placeholder):** 80 meals a working day in 2027, 120 in 2028 and 150 in 2029, starting February 2027. That's roughly 2–3 employers on day and night shifts.

- **What it adds:** about £60k of contribution in 2027, £125k in 2028 and £158k in 2029, after a £1,500 a month driver and packer.
- **Halal:** a halal menu opens every site's whole workforce. Secure certification (HMC or HFA) before the claim goes on menus and contracts.
- **First steps:** a tasting day for the ten largest occupiers, a one-page contract offer, and a pilot site at a fixed price per meal.

Launch timeline

The dark kitchen goes live 24/7 on Mon 9 Nov. BRL equity lands in December, the refurb runs January to March, dine-in opens on Fri 18 Dec, and the refinance completes in April 2027.

1. **Phase 1, dark kitchen 24/7 (9–29 Nov).** Goal: aggregator cash from day one, around the clock.
    a. Open the restaurant bank account and point every aggregator payout at it.
    b. Confirm or apply for late-night refreshment 23:00–05:00 every night. Speak to West Mercia Police and the licensing team first, with strong conditions ready.
    c. Place first supplier orders. Fix electricity on a 24–36-month contract and get bulk LPG quotes.
    d. Tech partner lists "Far Moor Wings & Naan-Pizza" on Deliveroo, Uber Eats and Just Eat, open 24 hours. Close or reclaim any live "Chillies, Far Moor Lane" listing.
    e. Night shift staffed from the start: one night cook, plus hotel night cover on the rider hatch. Log courier assignment times every night.
    f. Mystery-shop The Queens Head Bar & Grill, Rio's and Desi Karahi.
2. **Phase 2, equity in, taproom open, refurb starts (30 Nov 2026–Mar 2027).** Goal: 60 covers open and the hotel on its way to 4-star.
    a. £150,000 equity from Brinks Resources Ltd received in December.
    b. Clear the dining room, flush the cellar, repaint, add menus and signage.
    c. Open 11:00–22:00 on Fri 18 Dec, with breakfast 07:00–10:30 the same week.
    d. Moons Moat tasting day; open B2B accounts and shift-break pre-orders.
    e. Hotel refurbishment January to March, rooms brought to the 4-star standard.
3. **Phase 3, refinance and scale (from Apr 2027).** Goal: Together gone, debt stepping down.
    a. First Sunday tandoori roast on Sun 3 Jan.
    b. Refinance completes in April: £900k interest-only at about 8%, fixed for 2 years, replaces Together.

c. Refurbished rooms trade at the new standard from April, through the new 15% booking operator.
d. Quarterly overpayments from earnings, up to the penalty-free allowance.
e. Own website and app live for collection orders at 10% off; target 20% of takeaway in 2027, rising to 45% by 2029.
f. Night economics reviewed monthly. If 01:00–06:00 averages under 31 orders, push shift pre-orders and night ads before anything else.

Year 2 option: house range for retail and wholesale. Once the sauces are proven in the restaurant, bottle the top three as retail jars and a gift box for the bar and the direct app. Then offer them to other kitchens. The El Gringo route was factory sampling first: a pre-consent R&D fee (€2,875 there), then a trial batch (€7,795 there), credited against the first production run. Hold this until the restaurant contribution is positive.

Financial model (steady state, month 3 onwards)

These are the restaurant's own economics from the market research. The restaurant is one part of the business case: the funding section below merges it with the hotel. On its own, the base case runs at roughly break-even and the high case contributes about £10.8k a month.

Assumption	Low	Base	High	Basis
Dine-in covers a week	250	450	700	Estimate, 60 covers, out of centre
Dine-in spend a head (incl. VAT)	£20	£22	£24	Indian Brewery and local pubs
Hotel breakfasts a month	150	250	330	OYO room nights 68–407 a month
Day and evening delivery orders a day	20	40	70	Estimate
Night delivery orders a night (22:00–06:00)	5	12	25	Estimate; one cook breaks even at about 31
Average delivery order (incl. VAT)	£24	£27 (night £25)	£30	Estimate
Aggregator share of delivery	90%	85%	80%	Plan

Assumption	Low	Base	High	Basis
Aggregator commission	30%	30%	25%	Uber Eats and Just Eat published rates
Promotions and ads (% of aggregator sales)	8%	5%	4%	Estimate
Food and drink cost	32%	30%	29%	Wholesale checks
Packaging an order	£1.10	£0.90	£0.75	Estimate
Card fees	1.75%	1.6%	1.2%	Square, SumUp, Dojo
Labour a month (all-in)	£22.9k	£28.5k	£39.4k	Minimum wage £12.71 an hour (£14.52 all-in)
Utilities a month	£3.0k	£3.3k	£4.0k	Electricity 28.6–38p/kWh; LPG
Business rates (restaurant share) a month	£400	£500	£1,530	Rateable value £48k at 38.2p = £18,336 a year for the whole hotel
Repairs, licences, insurance, EPOS a month	£2.0k	£2.5k	£3.0k	Estimate
Marketing a month	£1.5k	£1.0k	£1.5k	Estimate
Net sales a month (ex VAT)	**£37.9k**	**£72.6k**	**£121.8k**	Model output
Contribution to Sam's a month	**−£12.6k**	**−£0.8k**	**+£10.8k**	Against the £11.3k target

Variable costs run at about 52% of net sales; semi-fixed costs are about £35,800 a month.

Night economics. A £25 night order contributes about £4.93 after commission, food, packaging and promotions.

Night staffing	Cost a month	Break-even orders a night
One cook, with the hotel night porter handling rider handover	about £4,600	about 31
Two staff	about £8,500	about 57

At the base estimate of 12 orders a night, running nights 24/7 costs about £2,800 a month more than it earns, so night volume is the KPI to drive. Each extra 10 orders a night adds about £1,500 a month.

Biggest levers:

- Delivery volume.
- Moving app orders to direct ordering. Each £10k shifted saves about £3k of commission.
- Running nights on one operator until volume justifies more.

Further levers:

- **Self-delivery tiers:** at 13–14% commission, these pay once volume supports a driver.
- **Wage rise:** the minimum wage goes to £13.21 on 1 Apr 2027 (+3.9%), so price reviews should land before then.

Selling sauce cups and the Hero Box upgrade adds roughly £1.50 to the average delivery order. On base volumes that's about £2,800 a month gross. After VAT, commission and food cost it is about £1,300 a month of contribution.

Funding and debt (hotel and restaurant merged)

The £900k interest-only loan is affordable from April 2027, with interest cover of 7.2x in 2028. During the fix the full penalty-free allowance is used. Once the fix ends in April 2029, the cash built up clears the loan. Hotel, restaurant and shift meal earnings combined:

£	2027	2028	2029
Hotel EBITDA	139,500	272,400	307,600
Restaurant contribution (apps + own collection + dine-in)	−900	47,400	73,200
Shift meal contribution	60,000	124,900	158,200
Combined EBITDA	198,600	444,800	539,000
Interest paid	85,900	61,700	33,500
Corporation tax paid	0	15,500	91,800
Overpayments	90,000	81,000	725,700
Debt at 31 December	810,000	729,000	3,300

£	2027	2028	2029
Cash at 31 December	50,400	336,900	25,000
Interest cover	2.3x	7.2x	16.1x

- **During the fix:** at a 10% allowance a loan year, £171k is overpaid by April 2029, the maximum without penalties.
- **After the fix:** about £538k goes in as a lump sum in June 2029, then quarterly sweeps. Debt-free by March 2030. This assumes no early repayment charges once the fix ends: confirm with the lender.
- **Channel mix:** the apps are the marketing. Our own website and app take collection orders at 10% off with no commission. The model moves 20%, 35% and 45% of takeaway onto our own channel in 2027–29 (placeholder).
- **Cash pinch:** cash dips to about −£34k in March 2027, before the refinance. Phasing the refurb or a slightly larger loan closes it.
- **What drives it:** shift meal volumes, the own-channel share and post-refurb occupancy and rate are placeholders until contracts and the team's figures are in. Full detail is in Sams_Properties_Hotel_Restaurant_Model_v4.xlsx.

Cash management

All restaurant money runs through a dedicated account in Sam's name. Nothing goes through a personal account. Surplus is swept weekly to the main Tide account to meet the Together payment.

- **Account:** a separate business account held by Sam's. Two signatories (directors). Aggregator payouts, card terminal and direct-app settlements all land here.
- **Takings:** card first, through the EPOS. Cash is counted against the EPOS end-of-day report, banked within 48 hours, and any difference is logged with the shift manager's name.
- **Pay-outs from the account:** suppliers on invoice, payroll through a PAYE scheme, and restaurant bills. Nothing else.
- **VAT reserve:** move 1/6 of gross takings to a reserve each week. The restaurant's VAT is declared on Sam's quarterly returns (quarters end Jan, Apr, Jul and Oct).
- **Weekly sweep:** every Monday, transfer the balance above a £5,000 float and the VAT reserve to the main Tide account. It funds the quarterly overpayments on the new loan.
- **Reporting:** a one-page weekly P&L to the directors, using the KPIs below.

Bookkeeping stack (from the Cal's Kitchen onboarding pack). It plugs into the Xero ledger Sam's already uses from Feb 2025.

1. Aggregator and EPOS sales feed Xero daily through Deliverect or Hubster. Nobody keys in sales by hand.
2. Suppliers send invoices only to a dedicated accounts-payable inbox. Hubdoc turns them into draft bills in Xero.
3. The restaurant account is reconciled every day through the Xero bank feed. Each aggregator payout is matched to its statement: gross, commission and net.
4. Restaurant income and costs are tracked in Xero, so the restaurant P&L can be read on its own.
5. VAT goes on Sam's quarterly MTD returns from the same ledger.

This closes the gap behind the £29k of unbanked takings and the OYO payouts that went to a personal account: every pound is matched to a channel statement.

Tech and marketing

The aggregators bring in new customers. The direct app keeps them, without the 30% commission.

- **Apps as the shop window:** Deliveroo, Uber Eats and Just Eat bring new customers and late-night delivery. Their 30% commission is the price of reach.
- **Our own website and app:** collection orders at 10% off, with no commission and the customer's details kept. This is where repeat customers are moved.
- **Moving customers across:** a voucher and QR code in every app bag (10% off your next order on our site, collection only).
- **EPOS:** one cloud system that pulls app orders, own orders and dine-in onto the same kitchen screens.
- **Overnight station:** the night printer sits at the conveyor oven so one operator can work the shift from one spot.
- **Lunch and night ads:** geofenced to Moons Moat at 10:45 for lunch and from 21:00 for night shifts.
- **B2B:** shift meal contracts invoiced weekly, outside the apps.

Brand and content (from the Cal's Kitchen strategy):

- **Story:** Chillies reborn as a desi taproom, with family supply lines and a family kitchen. One short brand story for the website, menu back and app.
- **Content:** short videos showing tandoor flames, sizzler steam, cheese pulls on the naan-pizzas and the monthly drop. Weekly sauce polls choose the next drop.

- **Packaging:** branded wing boxes and sauce cups, each with a QR code to the direct app. Every aggregator order then carries the way off the aggregator.
- **Website:** hero banner, the story, a hero-product carousel (Hero Box, Far Moor Fire, the sizzler), then Order Now (direct first, aggregators second) and a Book a Table button.

Weekly KPIs

KPI	Target	Action if missed
Combined EBITDA (hotel + restaurant + shift meals)	£35k a month from 2028	Review the rota and cost lines against the budget
Shift meals a working day	80 in 2027, 120 in 2028, 150 in 2029	More tasting days; pilot price for a new site
Interest cover on the new loan	⩾ 2.0x monthly; 6.9x a year in 2028	Hold overpayments and protect cash
Quarterly overpayment	Full penalty-free allowance used each loan year	Check cash timing; push claims and credits through
Night orders, 22:00–07:00 (apps + shift meals)	⩾ 31 a night	Shift pre-orders, night ads, B2B accounts
Day and evening delivery orders	40 a day, rising to 70	Push B2B accounts and the Shift Box
Average delivery order	⩾ £27 (night £25)	Push sauce cups and Hero Box upgrades
Dine-in covers	450 a week, rising to 700	Sport and pint nights; local marketing
Hotel occupancy after refurb	Per the team's OYO-based targets	Rate and channel review with the booking operator
Food and drink cost	⩽ 30% of net sales	Portioning and supplier prices
Labour cost	⩽ 35% of restaurant sales	Flex the rota
Direct share of delivery revenue	20% in 2027, 35% in 2028, 45% in 2029 (collection, 10% off)	More bag vouchers and QR codes
Cash difference against EPOS	£0, explained the same day	Investigate that day

Assumptions and checklist

The plan above takes these as given. Tick each one once it's confirmed; change the model where it isn't.

Licensing and premises

- [ ] The premises licence annual fee (Chillies) is paid before 1 Dec, otherwise the licence can be suspended.
- [ ] The licence covers late-night refreshment 23:00–05:00 and the alcohol hours planned, for the public and not only residents.
- [ ] The food business registration and hygiene rating cover the new operation.
- [ ] Certificates are on file: gas safety, EICR, PAT and the extraction clean.
- [ ] The walk-in fridge has been repaired.
- [ ] The insurance (Accelerant Commercial Combined) covers public trading, alcohol and employer's liability.

Kit and supply

- [ ] The tandoor, conveyor oven, fryers and combi oven are all working.
- [ ] There is a flat-top griddle for the smash burger (not visible in the photos).
- [ ] The Carling fonts are free of a brewer supply tie, or the tie terms are known.
- [ ] Family supplier prices support a 30% food cost.

Model inputs

- [ ] Low, base and high inputs as in the financial model table. Night orders, average order values, covers, packaging and promotion costs are research estimates, with no Redditch platform data behind them.
- [ ] Commission: Uber Eats 30% (self-delivery 13%), Just Eat 30% + VAT (self-delivery 14%), Deliveroo about 25–35% (not published).
- [ ] Labour: minimum wage £12.71 an hour (£14.52 all-in with 15% employer NIC over £5,000 and 3% pension). Night cooks at £14.50–£15.50 to compete with local warehouses. Minimum wage rises to £13.21 on 1 Apr 2027.
- [ ] Energy: electricity 28.6–38p/kWh. The site is on LPG, not mains gas (Calor 13kg about 25p/kWh); bulk LPG rate to be quoted.
- [ ] Business rates: whether the restaurant is assessed separately from the hotel (rateable value £48k).
- [ ] Funding: £150k BRL equity (Dec 2026), then a £900k interest-only loan at about 8% fixed for 2 years from April 2027, replacing Together. Overpayment allowance to confirm with the lender.
- [ ] Menu items 11–15 and all prices are proposals, benchmarked but not tested.

- [ ] Redditch age and income data (Census TS007 and ONS small-area income) is pulled before the model is finalised.

Structure

- [ ] The restaurant trades as Sam's, using Sam's VAT registration, with a dedicated account.
- [ ] A PAYE scheme is live before the first shift.
- [ ] No lease or licence to a third party is planned. If that changes, Together's consent is needed (debenture cl 3.4 and 9.1.2).

Hero range and branding

- [ ] A UKIPO trademark search is done on "Far Moor Taproom" and each sauce name before printing. Use ™ until a name is registered, and ® only after registration.
- [ ] Allergen information for every sauce and rub is on the menu and in the app. Retail jars, if they go ahead, carry full food labels.
- [ ] The Year 2 factory route (Somjit via Yutani) is checked for UK import, labelling and food-safety approval before any order.
- [ ] Who owns the brand and recipes is decided: Sam's, or a separate company licensing to Sam's. If separate, it's documented as a related-party arrangement and covered in the Brinks shareholders' agreement.
- [ ] Average order uplift from sauce cups and the Hero Box (+£1.50) is a proposal to be tested.
- [ ] Bookkeeping fees are budgeted: £200–£350 setup, then £150–£250 a month, using the Cal's Kitchen pack rates. Deliverect or Hubster subscription cost is still to be priced.

Night operation and planning

- [ ] Late-night refreshment 23:00–05:00 every night is granted. It is needed for the 24/7 dark kitchen. Precedent cuts against long hours: Pink Flamingo (Unicorn Hill, 2022) asked for 04:00 and got 00:00 Sun–Thu and 02:00 Fri–Sat after West Mercia Police input. Strong conditions go into the application.
- [ ] The licensing team has confirmed whether a late-night levy or early morning restriction order is in force in Redditch.
- [ ] Written planning advice is in hand. The use class is hotel, and a delivery-led 24-hour operation could be treated as a hot-food takeaway (sui generis). It covers overnight extraction, odour and moped noise.
- [ ] Overnight courier cover on all three apps is confirmed by logged assignment times.

- [ ] Lone-working controls are in place for nights: rider hatch, cashless only, no walk-ins after 22:00, panic alarm, CCTV and a lone-working app. Rider waiting area away from bedrooms.
- [ ] The hotel night cover's role in rider handover is agreed, given the hotel staff plan (two cleaners, one manager, one receptionist / assistant manager).
- [ ] Workforce numbers and shift patterns are confirmed with the ten largest Moons Moat occupiers.

Sources

Market research report, 7 Nov 2026, drawing mainly on:

- Redditch Statement of Licensing Policy 2024–2029
- Worcestershire JSNA, Census 2021 second release
- Lumina Intelligence: UK Foodservice Delivery Report 2026
- Lumina Intelligence: UK food-to-go market 2026
- Birmingham Dispatch: the rise of the desi pub
- Uber Eats: Redditch late-night category
- Just Eat: Redditch takeaways
- Place Midlands: Redditch £3.5m smart factory
- JJ Foodservice: frozen chicken prices
- Inn Express: Carling 50L keg
- Golden Goose Carvery
- The Holly Bush, OpenTable
- Indian Brewery Snowhill, Deliveroo

Hotel occupancy and site details come from Sam's own OYO statements and the McCartneys valuation (Jul 2026).