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New Business Kit 2015/16

The Financial, Tax and Accounting considerations of starting a new business

With this handy reference guide to starting a business, you should be able to successfully handle many of the problems encountered in starting and running a business. Always remember to seek professional advice in areas that you are not sure about. The benefits will far outweigh the cost. Good luck!



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Contents

Before Starting Up	4
Notes and To Do's	5
Chapter 1 - Selecting a Legal Entity for your Business	6
Sole Proprietorship	6
Partnership	6
Limited Liability Partnership	6
Limited Company	7
Business Structure - The Pros and Cons	8
Chapter 2 - Registering with the Tax Authorities	9
H M Revenue & Customs	9
H M Revenue & Customs - NI Contributions Office	9
H M Revenue & Customs - VAT	9
Tax Calendar	10
Annual Events	10
Quarterly Events	10
Monthly Events	10
Chapter 3 - Accounting & Bookkeeping	11
Chart of Accounts	11
Cash or Accrual Accounting	12
A Word about Computers and Accounting Software Systems	13
Internal Control	13
Chapter 4 - Value Added Tax	16
Registration	16
Taxable Persons and Supplies	17
Tax Rates	18
Input VAT	18
Penalties	18
VAT Checklist	18
Money Laundering Regulations	19
Chapter 5 - Payroll Taxes	20
Helpful Publications	20
Do You Have Employees?	20
The Operation of a PAYE Scheme	20
Chapter 6 - Income Tax and Corporation Tax	23
Choice of Year End	23
Tax Returns	23
Companies	23
Sole Traders/Partnerships	24
Tax Credits	25
Chapter 7 - Cash Planning and Forecasting	27
Starting the Analysis	27
Cash Collections	27
Disbursements	28

Chapter 8 - Obtaining Credit and Financing your Business	30
How Do I Get the Money?.....	30
Business Plan	31
Financing Alternatives.....	31
Debt Financing Sources.....	32
Equity Financing Sources.....	32
Venture Capital Companies.....	32
Private Individuals.....	32
Chapter 9 - Insurance	33
Identifying a Key Person	34
When is Key Person Protection Needed?.....	35
Partnership Protection.....	35
Shareholder Protection	35
Fee Protection Insurance	35
Chapter 10 - Selecting Professional Advisers	36
Chapter 11 - Computer Accounting Systems for First Time Users	37
Introduction	37
Computer Hardware.....	37
Printers.....	35
Accounting Software.....	38
Websites.....	38
Social Media	38
Suppliers	39
Planning and Implementation.....	40
Installation of Accounting Systems.....	42
Chapter 12 - Useful Names, Addresses and Telephone Numbers	43

Before Starting Up

It is the ambition of many people to run their own business. In recent years this dream has become a reality for some who have been made redundant, whilst others may decide to start up in business to be more independent and to obtain the full financial reward for their efforts.

Whatever the reason for considering setting up in business, a number of dangers exist.

A major concern must be the risk of business failure despite considerable effort and finance having been put into the venture. Time spent in making the decision and thinking through your plans will minimise the risk of failure.

Think carefully about ceasing to be someone else's employee. Certainty of income, both in terms of quantity and regularity, disappears, whilst fixed outgoings, such as mortgage repayments, remain. Similarly, other benefits of employment may be lost, such as life assurance cover, a company pension, medical insurance, a company car, regular hours and holidays.

Consider the views of your family and friends. Their support is essential. It is important they understand that the administrative and financial requirements of running a business can be time consuming and stressful.

Success in business depends on many factors; most important is the need to critically review all aspects of the business proposition before progressing too far.

This kit highlights many of the practical points that require consideration before trading begins. It cannot cater for every possibility and decisions should be supported by appropriate professional advice.

For information of users:

This kit is published for information only. It provides only an overview of the regulations in force at the date of publication, and no action should be taken without consulting the detailed legislation or seeking professional advice from a director of this firm. No responsibility for loss occasioned by any person acting or refraining from action as a result of the material contained in this kit can be accepted by the directors of the firm.

Chapter 1 - Selecting a Legal Entity for your Business

One of the first major decisions you will have to make as you start your new business is the form of legal entity it will take. To a large degree, this decision may be dictated by the way you have organised your operations and whether you intend to work on your own or in conjunction with others.

The form of entity you choose can have a significant impact on the way you are protected under the law and the way you are affected by taxation rules and regulations. There are four basic forms of business organisation. Each has its own benefits and drawbacks and is treated differently for legal and tax purposes.

Sole Proprietorship

A sole proprietorship is typically a business owned and operated by one individual. A sole proprietorship is not considered to be a separate legal entity under the law, but rather is an extension of the individual who owns it. The owner has possession of the business assets and is directly responsible for the debts and other liabilities incurred by the business. The profit or loss of a sole proprietorship is combined with the other income of an individual for income tax purposes.

A sole proprietorship is perhaps the easiest form of business to own and operate because it does not require any specific legal organisation, except, of course, the normal requirements such as licenses or permits. A sole proprietorship typically does not have any rules or operating regulations under which it must function. The business decisions are solely the result of the owner's abilities.

Partnership

In a partnership, two or more individuals join together to run the business enterprise. Each of the individual partners has ownership of company assets and responsibility for liabilities, as well as authority in running the business. The authority of the partners, and the way in which profits or losses are to be shared, can be modified by the partnership agreement. The responsibility for liabilities can also be modified by agreement among the partners, but partnership creditors typically have recourse to the personal assets of each of the partners for settlement of partnership debts.

The rights, responsibilities and obligations of partners are typically detailed in a partnership agreement. It is a good idea to have such an agreement for any partnership.

A partnership is a legal entity recognised under the law and, as such, it has rights and responsibilities in and of itself. A partnership can sign contracts, obtain trade credit and borrow money. When a partnership is small, most creditors require a personal guarantee of the general partners for credit.

A partnership is also required to file an income tax return. A partnership typically does not pay income tax; the information from the tax return is combined with the personal income of the partners to determine their overall tax liability.

Limited Liability Partnership

The Limited Liability Partnership ("LLP") offers limited liability to its members but is tax transparent and offers flexibility in terms of its internal organisation.

An LLP is a separate legal entity from its members. Therefore, it may enter into contracts and deeds, sue and be sued and grant floating charges over its assets in its own name. This avoids the problems that exist in relation to partnerships, where technically it is often necessary for every partner to be party to certain documents or litigation, and the creation of floating charges is not possible.

The members of the LLP are those persons registered at Companies House as members.

The main "price" paid in return for limited liability is public availability of financial statements. An LLP must file accounts (prepared on a "true and fair view" basis) annually at Companies House, which must include the name and profit share of the highest paid member.

In addition the LLP must also file details of the name and address of every member at Companies House. At least two members must be "designated members" responsible for making proper filings at Companies House (and subject to penalties in the event of default).

Provided an LLP carries on a trade or a profession and is not simply an investment vehicle, it is tax transparent - that is, the LLP itself is not taxed on its income or capital gains at all. Instead the members are taxed on their shares of the LLPs' profits and gains, just as partners in a partnership are currently taxed.

LLPs were primarily intended for use by the professions. However, any type of business operating for profit may use LLPs. An LLP may be suitable for use as a joint venture vehicle or as an alternative to a limited company, particularly for small businesses.

Limited Company

A limited company is a separate legal entity that exists under the authority granted by statute. A limited company has substantially all of the legal rights of an individual and is responsible for its own debts. It must also file tax returns and pay taxes on income it derives from its operations. Typically, the owners or shareholders of a limited company are protected from the liabilities of the business. However, when a limited company is small, some creditors often require personal guarantees of the principal owners before extending credit. The legal protection afforded to the owners of a limited company can be useful.

A limited company must obtain approval from Companies House to use its proposed name. A limited company must also adopt and file a Memorandum and Articles of Association, which govern its rights and obligations to its shareholders, directors and officers.

A limited company must file annual tax returns ("corporation" tax returns) with HM Revenue & Customs.

Incorporating a business allows a number of other advantages such as the ease of bringing in additional capital through the sale of share capital, or allowing an individual to sell or transfer their interest in the business. It also provides for business continuity when the original owners choose to retire or sell their shares. From a tax perspective, the act of incorporation can create advantages via:

Selling the business to the company at market value and paying Capital Gains Tax (CGT) on the gain at 10% instead of the normal rate of tax when funds are withdrawn from a limited company

Obtaining corporation tax relief in the company on amortising the goodwill where the business started after 31 March 2002

Saving National Insurance contributions (NICs) by drawing profits as dividends rather than as salary
Should you decide to incorporate your business venture, you should seek advice from one of our team. We can also assist in forming the company through our appointed agents.

Business Structure - The Pros and Cons

Company	Sole Trader/Partnership
A company must be formally incorporated with a written constitution in the form of a Memorandum and Articles of Incorporation. There is, therefore, an initial setup cost.	There are no formation costs, but a written partnership agreement is advised.
Companies are governed by the Companies Acts. A company must:- - Keep accounting records - Produce audited accounts (if turnover > £6.5m) - File accounts and an Annual Return with the Registrar of Companies. This information is available to the public. Annual Returns have a filing fee, currently £13 online or £40 for paper. - Keep Statutory Books	Sole traders and partnerships are not required by law to have annual accounts nor to file accounts for inspection. However, annual accounts are necessary for the H M Revenue & Customs tax returns. H M Revenue & Customs requires certain records/evidence to be retained.
Companies may have greater borrowing potential. They can use current assets as security by creating a floating charge.	Sole traders and partners are unrestricted in the amount and purpose of borrowings but cannot create floating charges.
Shares in a company are generally transferable - therefore ownership may change but the business continues.	
Incorporation does not guarantee reliability or respectability but gives the impression of a soundly based organisation. Personally, there may be prestige attached to directorship.	The unincorporated business does not carry the same prestige.
Tax is payable on directors' remuneration paid via PAYE on the 19th of the following month. If applicable, higher rate tax is paid by shareholders on dividends under the self-assessment rules. Corporation tax is payable 9 months after the year-end.	For a sole trader or partnership, tax is generally paid by instalments on the 31 January in the tax year and the 31 July following the tax year. For an ongoing business tax for 2012/13 is payable:- first payment on account on 31 January 2013, second payment on account on 31 July 2013, with any final balance due on 31 January 2014. For a start-up business this is slightly different and covered in more detail later in this publication.
First year losses in a company can only be carried forward to set against future profits.	Losses generated by a sole trader or a partner can be set against other income of the year or carried back to prior years.
All profits are charged at 20% for 2014/15 onwards.	Profits are added to your other taxable income and then taxed at 20% up to £31,780, at 40% in excess of £31,780 and at 45% over £150,000 (2014/15)
There is both employers' and employees' national insurance payable on directors salaries and bonuses. The NI charge is greater than that paid by a sole trader/partner, but there is no NI charge on dividends.	A partner/sole trader will pay Class 2 NI of £2.80 p.w. (2014/15) and Class 4 NI dependent on the level of profits.

Chapter 2 - Registering with the Tax Authorities

A significant task for the new business owner is ensuring that the business is properly complying with the extensive tax and information filing requirements imposed by the various authorities. Problems and penalties could arise if the new business is not registered with the appropriate tax authorities in a timely fashion. While this chapter is not intended to be an all-inclusive list of filing requirements, it summarises some of the more prominent requirements common to most businesses.

HMRC is increasing the requirement to submit electronic forms and notifications via the internet. Paper forms are still required in some instances. In the following section we provide links to both downloadable versions of forms and the web links to apply online for various services.

H M Revenue & Customs

It is necessary to notify HMRC of your existence by completing forms CT41G (companies) or CWF1 (sole traders/ partnerships). You can also register online with HMRC to notify self-employment.

The company form CT41G is sent to all new companies after they are incorporated. The form notifies HMRC of your accounting date, your accountant, and also enables a PAYE (Pay As You Earn Scheme) to be set up, which is a requirement if you are to be an employer.

Information about CT41G is available here: <http://www.hmrc.gov.uk/ct/getting-started/new-company/start-up.htm>

CWF1 (download) is available here: - <http://www.hmrc.gov.uk/forms/cwf1.pdf>

If you fail to register within the first three full months of commencing business, you may face a penalty of up to £300 plus a continuing penalty of £60 per day, or £3,000 if information is given negligently or fraudulently by a company.

H M Revenue & Customs - NI Contributions Office

Depending on the level of profit, sole traders and partners have a liability to Class 2 NIC, and these are payable either quarterly or monthly by direct debit. From July 2015 these will start to be collected 6 monthly with your Self-Assessment Tax liabilities on 31 July and 31 January each year. Class 2 contributions are at a weekly level of £2.80 (where annual earnings are £5,965 or more for 2014/15) and the necessary form to collect Class 2 contributions should be completed at the same time as the form CWF1. Leaflet CF10 'Self-employed people with small earnings' gives full details and an application form for exemption from liability if your profits are below £5,965.

CF10 (download) is available here: - <http://www.hmrc.gov.uk/forms/cf10.pdf>

H M Revenue & Customs - VAT

You need to consider if it is beneficial to be VAT registered from the outset, even if you do not expect to reach the compulsory registration limit for some time. The pros and cons are discussed in Chapter 4. If you are registering for VAT, form VAT 1 needs completing, and if you are a partnership, form VAT 2 also needs to be completed giving details of all the partners.

VAT 1 and VAT2 (download) available here: - <http://search2.hmrc.gov.uk/kb5/hmrc/forms/vatforms.page>

To register online go to <https://online.hmrc.gov.uk/registration/>

All businesses with turnover above £100,000 now have to file VAT returns online via the internet, as do all new VAT registrations irrespective of turnover.

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There are many ways we can help you:-

- We can assist you in registering for VAT online
- We can act as your agent and file VAT returns online with you providing us with the figures to be entered
- We can help you implement online filing through software
- We can provide you with accounting software with integrated online filing so you can easily calculate and file the figures

More information can be found at the HMRC website:- <http://www.hmrc.gov.uk/vat/ret-online.htm>

Please contact us on **01332 680 540** if you need any help.

Tax Calendar

The following summarises some of the more significant dates for sole traders, partnerships and corporations using a calendar year end. Naturally, if a year-end other than 31 December is used, some of these dates will vary.

Date	Return
Annual Events	
31 January	Submission of electronic tax return for sole traders and partnerships
19 April	Final RTI Submission due
6 July	Submission of form P11D
19 July	Payment of Class 1A NIC
30 September	Payment of corporation tax for accounts prepared for the calendar year (9 months after the end of the accounting period)
31 October	Submission of paper tax returns for sole traders and partnerships
November/December	Year-end tax planning
31 December	Submission of corporation tax return for accounts prepared for the calendar year (no later than 12 months after the end of the accounting period)
Half Yearly Events	
31 January	Self employed tax instalment due
31 January	Payment of class 2 National Insurance not paid by monthly direct debit
31 July	Self employed tax instalment due
31 July	Payment of class 2 National Insurance not paid by monthly direct debit
Quarterly Events	
14 April	Forms CT61 to be submitted - tax deducted/received on interest payments
14 July	
14 October	
14 January	
Quarterly	VAT returns (although these can be monthly or annually)
Quarterly	Payment of Class 2 national insurance by cash/cheque
Monthly Events	
19 th	Payment of payroll taxes (under certain circumstances - quarterly)
19 th	Completion of CIS Statements and payment of CIS taxes
Monthly	Payment of Class 2 national insurance by direct debit

Chapter 3 - Accounting & Bookkeeping

Most operators of a new and growing business have a flair for the environment in which the business operates. They may be a great salesperson, an outstanding mechanic, carpenter, solicitor, or inventor. Unfortunately, most people don't like to keep the books. As an owner of a business, you must remember that your company's books and financial statements represent a score sheet which tells how you are progressing, as well as an early warning system which lets you know when and why the business may be going amiss. Financial statements and the underlying records will provide the basis for many decisions made by outsiders such as banks, landlords, potential investors and trade creditors, as well as taxing authorities and other governing bodies. The necessity for good, well-organised financial records cannot be over-emphasised. One of the greatest mistakes made by owners of small businesses is not keeping good financial records and making improper or poor business decisions based on inadequate information.

Quality financial information does not necessarily translate into complicated bookkeeping or accounting systems. Far too often owners of businesses become overwhelmed by their accounting system to the point where it is of no use to them. An accounting or book-keeping system is like any tool used in your business; it needs to be sophisticated enough to provide the information you need to run your business and simple enough for you to run it (or supervise the book-keeper). Questions you should ask in developing an accounting and financial reporting system are:

1. Who will be the users of the financial information?
2. What questions do I need answered to manage the business?
3. What questions should be answered for HMRC authorities? It should be noted that HMRC are increasingly making Business Records Checks of those businesses they reckon could have poor records

As your business grows, you should work closely with your accountant to ensure that your accounting system is providing you with appropriate information.

Chart of Accounts

The basic road map into any accounting system is the chart of accounts. It is this chart that helps establish the information that will be captured by your accounting system, and what information will subsequently be readily retrievable by the system. This tool, like the rest of the accounting systems, needs to be dynamic and should grow as the size and needs of your business changes.

To help establish a good working chart of accounts you need to answer some questions, in conjunction with your accountant, as to how your business will operate and what is important to you. Some of these considerations might be:

1. Will your business have stock to account for? If so, will it be purchased in finished form or will there be production costs?
2. Are fixed assets a significant portion of your business?
3. Will you sell only one product or service or will there be several types of business?
4. Will you have accounts receivable from customers, which you will have to track?
5. Are you going to sell in only one location or will you do business in several places?
6. Are the products you sell subject to value added tax?
7. Do you need to track costs by department?
8. What type of government controls or regulatory reporting are you subject to?

Each one of these questions can have several answers and will probably generate more questions. Each answer will have an impact on how the chart of accounts is structured. It may seem that developing a chart of accounts is not particularly high on your list of things to do as you start a new business. The amount of time and money a well organised accounting system may save you can be significant as the need to generate information for various purposes increases. An example of a basic chart of accounts follows this section.

Cash or Accrual Accounting

One of the decisions to be made as you start a business is whether to keep your records on a cash or accrual basis of accounting. The cash basis of accounting has the advantage of simplicity and almost everyone understands it. Under the cash basis of accounting, you record sales when you receive the money and account for expenses when you pay the bills. The increase in the money in “the cash box” at the end of the month is how much you have made.

Unfortunately, as we all know, the business world is not always so easy. Sales are made to customers and you sometimes must extend credit. Your business will incur liabilities which are due even though you may not have received the invoice or have the cash available to pay them.

Most users of financial statements such as bankers and investors are used to accrual-basis statements and expect to see them. Once you become familiar with them, they provide a much better measuring device for your business operations than cash-basis statements.

Whether you use the cash or accrual basis, it is possible to keep books for income tax purposes on a different basis than for financial statements. It may be more advantageous (reducing or deferring tax) for you to do so. We can advise you on the advantages and feasibility of doing this in your particular circumstances. Importantly, from 2014/15, businesses with a turnover equal to or less than the VAT registration level of £82,000 may employ the cash basis for income tax purposes.

Accounting Records and Record Keeping

Another question that the owner of a business must answer is “Who will keep the books of the business?” Will you do it yourself, will the receptionist or a secretary double as a part-time bookkeeper, will you have a bookkeeper that comes in periodically, or will the volume of activity be such that a full-time bookkeeper will be required?

Very often the owners of a business decide to keep the books themselves and underestimate the commitment they have made to other phases of the operation and the time required to maintain a good set of financial records and books of account. As a consequence, the record keeping is often low priority and must be caught up later. This approach, though rarely planned, can require a substantial expenditure of time and money. While it is important for the owners of a business to maintain control and stay involved in the financial operations of the enterprise, this can be achieved by maintaining close control over the cheque-signing function and scrutinising certain records. We can help develop a good programme of record-keeping duties for you, your employees and any outside book-keepers you may engage.

A Word about Computers and Accounting Software Systems

The computer is probably the single, most valuable, invention for bookkeeping and accounting since the advent of double entry bookkeeping. If your business includes any of the following, then a computer would be a useful tool in your business:

1. Many repetitive or routine tasks
2. Lots of paperwork, i.e. suppliers' cheques, sales invoices, purchase orders, mailing labels.
3. Lots of general correspondence
4. Written reports, contracts, newsletters, catalogues or brochures.

We know about both business and computers and can take much of the confusion out of the selection

There are a number of very good and easy to use accounting software systems which are commercially available, but none of them will solve the problems of inaccurate or poor quality financial records. All they will do is generate bad information faster. This is one of the reasons that the computer has also probably caused more headaches for the owners of modern businesses than any other single cause. If you want to use a computer-based accounting package, either in your own business, with a service bureau, or through your accountant, it is imperative that you generate accurate information to be entered into the system.

The real value of accounting software becomes apparent once it is running smoothly in your business. Your accountant can then function in the capacity for which he was trained, not as a "number cruncher", but as your business adviser, consultant and strategist. Both of you can focus not on producing reports for various regulatory agencies but on analysing your business to make it more profitable.

Internal Control

What is internal control? It is the system of checks and balances within a business enterprise that helps to ensure that the company's assets are properly safeguarded and that the financial information produced by the company is accurate and reliable. When you are operating as a "one man shop", or at least handling all of the company's financial transactions, maintaining good internal accounting control is relatively straightforward.

However, when your company grows to the size where you must delegate some of the functions, it becomes more difficult to ensure that all the transactions are being accounted for properly.

No matter the size of your business, you should always be able to answer "YES" to the following questions:

1. When my company provides goods or services to our customers, am I sure that the sale is recorded and either the debt is recorded in accounts receivable or the cash is collected?
2. When cash is expended by my company am I sure we received goods or services?

The method used to ensure that these two questions can be answered affirmatively will be widely varied. They are essential stepping-stones to maintaining good control in your business. The solution in your particular instance may be as simple as numbering the sales tickets and being sure ALL TICKETS ARE ACCOUNTED FOR or reviewing all invoices and timecards before signing company cheques. These are fundamentals in a well-run business. As the company grows you will need to consider concepts such as segregation of authority or controlled access storerooms. No matter what the size of your enterprise, you

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should consider controlling your business, information, and safeguarding hard earned assets as a priority from the outset.

Illustrative Chart of Accounts (Sole Trader)

FIXED ASSETS - TANGIBLE

0010	Freehold property cost
0020	Freehold property depreciation
0110	Leasehold property cost
0120	Leasehold property depreciation
0210	Plant and machinery cost
0220	Plant and machinery depreciation
0310	Fixtures/fittings cost
0320	Fixtures/fittings depreciation
0410	Motor vehicles cost
0420	Motor vehicles depreciation

FIXED ASSETS - INTANGIBLE

0700	Investments
0900	Goodwill

CURRENT ASSETS

1000	Stocks and work in progress
1100	Trade debtors
1103	Debtors and prepayments
1200	Bank current account
1230	Petty cash

CURRENT LIABILITIES

2100	Purchase ledger control
2109	Creditors and accruals
2200	VAT control account
2300	PAYE/NI creditor

LONG TERM LIABILITIES

2600	Bank loans
2700	Hire purchase creditors
2800	Lease purchase creditors
2900	Other loans

CAPITAL AND RESERVES

3000	Capital account - balance brought forward
3100	Capital introduced
3200	Profit and loss account
3300	Drawings

SALES

4000	Sales/work done
4009	Discounts allowed

4100	Export sales
OTHER INCOME	
4200	Royalties received
4210	Commissions received
4220	Insurance claims
4230	Rental income
4240	Bank interest received
COST OF SALES	
5000	Purchases
5900	Opening stock and work in progress
5950	Closing stock and work in progress
DIRECT COSTS	
6000	Direct labour
6100	Goods outward costs
6200	Goods inward costs
6300	Packaging
6400	Duty paid
6500	Transport insurance
6600	Sales commissions payable
6700	Royalties payable
OVERHEADS	
7000	Motor expenses
7100	Telephone
7200	Wages
7250	Spouse's wages
7300	Rent
7400	Rates
7500	Heat and light
7600	Postage, stationery and advertising
7700	Repairs and renewals
7800	Insurance
7900	Bank charges and interest
8000	Hire purchase interest
8050	Mortgage interest
8100	Accountancy fees
8200	Legal charges
8300	Use of home as office
8400	Protective clothing
8500	Cleaning
8600	Sundry expenses
8700	Subsistence
8800	Profit on asset sales
8900	Depreciation
9000	Bad debts written off

This provides an illustrative list - but you can generally create as many accounts as you need for your own analysis and information. Most software packages come with pre-configured codes set up, sometimes generic and sometimes for a specific trade or industry.

Chapter 4 - Value Added Tax

VAT is a tax on consumer expenditure and is ultimately paid by the final customer. Most business transactions involve the supply of goods or services and VAT is payable if they are made:

- a) in the United Kingdom
- b) by a taxable person
- c) in the course or furtherance of business and are not specifically exempted or zero-rated

VAT is collected by HM Revenue & Customs and is normally payable quarterly.

Registration

There are two different types of registration - compulsory and voluntary:

A. Compulsory

A person who makes taxable supplies becomes liable to be registered if:

- a) At the end of any month, the value of his taxable supplies in the period of one year then ending has exceeded the registration limit, which is £82,000 from 01 April 2015.
- b) At any time, there are reasonable grounds for believing that the value of his taxable supplies in the next 30 days will exceed the £82,000 limit.
- c) If, where a business carried on by a taxable person is transferred as a going concern, the taxable supplies for the twelve months prior to the transfer exceed £82,000.

In the most common situation, i.e. (a) above, the person must notify HMRC of the liability within 30 days of the end of the month in which the value of the taxable supplies first exceeded £82,000. If, for example, the value of the taxable supplies first exceeded £82,000 in the twelve months to 31 March, then HMRC must be notified by 30 April and VAT registration would commence on 1 May.

B. Voluntary

In certain circumstances, it is possible to register on a voluntary basis for VAT even though the value of taxable supplies may never exceed £82,000. This is normally only beneficial where the majority of supplies are being made to customers who are themselves VAT registered, e.g. it would not be beneficial for a domestic painter with taxable supplies of £30,000 to be registered, whereas it may be beneficial for a commercial or industrial painter with the same level of supplies.

The other situation in which a voluntary registration might be beneficial is where the supplies are all zero-rated and no VAT is charged on the transaction. All VAT suffered by the trader on expenses can be reclaimed from HMRC.

In summary, the advantages and disadvantages of a voluntary registration are as follows:

Advantages

- enables input VAT suffered to be reclaimed;
- a VAT number can give the impression that a business is larger than it actually is which sometimes can increase the possibility of obtaining work.

Disadvantages

- the requirement to prepare VAT returns on a quarterly basis and to submit them and if applicable pay over the VAT due within one month of the quarter end - is the amount of work involved worth it for the amount of input VAT that can be reclaimed?
- HMRC may visit the business about every five years to ensure that VAT is being properly accounted for. There may be penalties for incorrect returns.

Taxable Persons and Supplies

a) Taxable Persons

It should always be remembered that it is a person that is registered for VAT and not a business. If a person has two separate different businesses, both with taxable supplies of £50,000, then that person will be required to be registered for VAT and account for VAT at the appropriate rate on the total supplies of £100,000.

It is possible to mitigate the effect of VAT by having one of the businesses operated by a limited company or by a partnership with a relative, but professional advice needs to be taken since HMRC have the power to still treat the two businesses as one if strict criteria are not met.

b) Taxable Supplies

Taxable supplies are all supplies made by a business either to a third party or to the trader himself (goods for own use), which are not exempt supplies. Taxable supplies therefore include zero-rated supplies.

The major categories of exempt supplies are:

- Land (but not buildings)
- Insurance
- Postal services
- Betting, gaming and lotteries
- Finance
- Education
- Health and welfare

It is important that at the outset of a business, a trader establishes the VAT status of any supplies being made to avoid mistakes, e.g. the services of a physiotherapist are exempt, whilst the services of an acupuncturist are standard rated.

Tax Rates

There are three rates of VAT:

1. 20% - the standard rate of VAT, applying to any sales of standard-rated goods or services
2. 5% - for certain supplies of fuel and power and sanitary goods
3. Zero-rated - the four main areas of zero-rated goods are:
 - Food and agriculture (but excluding pet food and most catering)
 - Printed matter, including books and newspapers
 - Young children's clothing and footwear
 - Passenger transport (but excluding hire cars, taxis and parking)

Any VAT charged by the business, whether at 20% or 5% is known as output VAT and the total charged or collected in the VAT quarter is payable to H M Revenue & Customs.

Input VAT

Input VAT is the VAT that you are charged on your business purchases and expenses (the other persons output VAT) and is normally recoverable in full by a trader who only makes standard rated or zero-rated supplies. Businesses that make some exempt supplies (known as partially exempt businesses) have different recovery rules. The total input VAT suffered in the quarter is deducted from the output VAT charged or collected and the difference is either the amount of VAT due to HMRC or the amount repayable by HMRC. The majority of input VAT is recoverable but there are special rules for:

- cars
- petrol supplied for private usage;
- business entertaining;
- goods sold under a VAT second-hand scheme.

To reclaim VAT you have been charged as input VAT, you must hold valid evidence that you have received a taxable supply, which normally means a valid VAT invoice from a registered trader showing his VAT number and the amount of VAT charged.

Penalties

There are penalties for errors in VAT returns. More details can be found at the HMRC website.

<http://www.hmrc.gov.uk/VAT/new-pens-refunds.pdf>

<http://www.hmrc.gov.uk/about/new-penalties/index.htm>.

VAT Checklist

Registration

- (a) Should the business be registered?
- (b) Is basis of registration correct?
- (c) Are details on registration certificate correct?
- (d) Do procedures exist for notifying H M Revenue & Customs of relevant changes?
- (e) Review position at regular intervals.
- (f) Is the Cash Accounting Scheme for VAT available and would it be beneficial?

- (g) Is the Annual accounting scheme available and would it be beneficial?
- (h) Is the flat rate scheme available and would it be beneficial?
- (i) Is it necessary to register for online filing of VAT returns or is this beneficial?
- (j) Are any of the special schemes for retailers applicable?

Preparation of returns

- (a) Has return been received? If not, then obtain duplicate from VAT Office.
- (b) Review sources of information.
- (c) Prepare draft return.
- (d) Check for accuracy and completeness.
- (e) Submit the return and make payment (if outputs exceed inputs)

Input Tax

- (a) Do any restrictions on input tax exist? If “Yes”, does an agreed method exist and does this method maximise input tax reclaimable?
- (b) Are invoice additions and calculations checked?
- (c) Is input tax claimed at the earliest tax point?
- (d) Are all claims properly supported? Ensure all supporting invoices kept.

Output Tax

- (a) Are all income heads reflected for VAT accounting?
- (b) Are all potential sources of notional supplies considered?
- (c) Are all potential sources of income (asset sales, etc.) covered by VAT accounting system?
- (d) Is VAT captured at the correct tax point?
- (e) Is VAT correctly applied where appropriate?

As mentioned in the checklist there are various schemes which may be suitable for your business such as the flat rate scheme, annual accounting and cash accounting. We will be pleased to discuss the implications of these schemes with you and help you decide if they may be advantageous in your circumstances.

Money Laundering Regulations

HM Revenue & Customs have responsibility for administering certain aspects of The Money Laundering Regulations 2007, particularly relating to High Value Dealers (HVDs).

HVDs are those traders who may receive 15,000 Euros (check current sterling equivalent - £10,650 as at May 2015) in a single transaction or a series of linked transactions. The Regulations principally apply if cash or cash equivalent are offered in settlement.

If you believe you may be a HVD you should discuss this with your advisors or visit HMRC's website at www.hmrc.gov.uk.

Further if you believe you may be affected by the Regulations as they related to regulated businesses you should discuss this with your advisors as the penalties for not complying are serious.

Chapter 5 - Payroll Taxes

Irrespective of the form of business in which you operate, if you are going to have employees, then you will have to contend with payroll taxes. The brief summary that follows will give you some guidance in the rules and regulations of HMRC.

Helpful Publications

HMRC publish various booklets relating to how PAYE is operated and the legislation that you have to comply with. Not only do you collect and remit PAYE to the Collector of Taxes on behalf of HMRC, you also operate the sick pay scheme and maternity pay scheme. You should run the PAYE scheme in accordance with the legislation and should you fail to comply then HMRC will look to you for the tax or NIC you failed to deduct. This can be costly if you are unable to recover the tax and NIC from the employee.

Do You Have Employees?

Whether an individual is an employee or not in a particular situation is a question of fact depending on the terms on which he/she works. The question of whether an individual is employed or self-employed is very important for the business “employing” him or her, as that business has to comply with the reporting requirements.

In certain areas HMRC has placed emphasis on reclassifying individuals claiming to be self-employed and has issued leaflet IR56 entitled “Tax: employed or self-employed”. This booklet sets out the questions that should be answered to determine the problem. If you have treated someone as self-employed and subsequently after a routine visit from HMRC it is clear that they were employees, then the tax and NIC which should have been paid will be assessed on you. Therefore it is important to ensure when using the services of self-employed people that they are in fact self-employed. If doubt exists as to the status of an individual, the situation can be clarified with HMRC.

The Operation of a PAYE Scheme

Upon registration, HMRC will send to you guidelines on operating PAYE, National Insurance, Statutory Sick Pay and Statutory Maternity Pay (employer’s pack). In order to calculate the amount of tax and national insurance due by an employee, HMRC will supply you with sets of tables. By reference to the “tax free” tables and an employee’s tax code you will be able to calculate the amount of wages or salary that is not subject to tax. The difference between this figure and the gross amount is the employee’s taxable pay. This can then be calculated by reference to another set of tables. The employer’s and employee’s national insurance is calculated by reference to the gross pay with a third set of tables. Special rules exist for the calculation of national insurance for directors.

The tax month ends on the 5th of each month.

The tax and national insurance deducted should be paid to HMRC by the 19th of the month following that in which the wages or salaries were paid (22nd of the month if paid electronically).

Real Time Information

A system of Real Time Information (RTI) has been introduced which requires businesses to submit information electronically to HMRC every month. This will in due course eliminate the need for annual end of year returns of wages and salaries. You will need RTI-enabled software to complete your payroll and this is available from several software suppliers.

New Business Kit

Alternately where you have 9 or fewer employees, HMRC provides online the Basic PAYE Tools which can be downloaded from the HMRC website.

Under RTI, the employer tells HMRC about tax, NICs and other deductions before the payments are made, instead of waiting until the end of the tax year. It is hoped that this system will make the PAYE process simpler and less burdensome for employers and HMRC. It removes the need for the end of year return on P35 and P14, although the form P60 still has to be prepared and given to the employees. RTI will also simplify the employee starting or leaving processes.

Pensions Auto-Enrolment

Recent changes to Pensions legislation require all employers, with exception of one man band companies, to provide a pension scheme for their employees. This “Auto-Enrolment” is already an obligation for medium-sized and larger firms with 50 or more employees.

The date when the obligation applies to a particular employer depends on the “staging date” as the new system gets rolled out. The precise “staging date” will be assigned by the Pensions Regulator on behalf of the Department of Work and Pensions (DWP). Employers with between 30 and 49 employees will be affected between 1 August 2015 and 1 October 2015 and finally existing business with fewer than 30 employees will be required to Auto-enrol their employees in a pension scheme between 1 January 2016 and 1 April 2017.

So the start date for a particular business may still be some time away but changes may be required to payroll systems if you are to make deductions from employees’ pay for their pension contributions.

For automatic enrolment there are minimum contributions you must pay in order to comply with your duties. These are a percentage of earnings and are shown in the table below.

Date	Employer minimum Contribution	Total minimum contribution
Before 30/09/17	1%	2%
01/10/17-30/09/18	2%	5%
01/10/18 onwards	3%	8%

Your worker may also wish to pay additional pension contributions, which you will need to make sure you deduct and pay to the scheme on time. Ongoing automatic enrolment responsibilities: www.tpr.gov.uk/ongoing

After you have automatically enrolled your staff members, they may ask to ‘opt out’ of the pension scheme. You must then stop deductions of contributions and arrange a refund of any contributions they have paid to date.

You must set up a workplace pension scheme before your staging date, if you don’t already offer one. If you already have a pension scheme, [you may be able to use that scheme](#). ABC & Co can advise you on your obligations and assist you in complying with the new rules.

Benefits in Kind

In most businesses, the directors, and often the employees, have benefits that are not immediately taxed through the PAYE system, the most usual being the provision of a car (with or without fuel) and Health or Dental Insurance. Class 1A national insurance contributions (currently 13.8%) are due on the taxable value of these benefits in kind and are due on the 19 July following the fiscal year in which the benefits are

made available. The form is also used to report reimbursed expenses, such as employee travel and subsistence, although it is possible to apply to HMRC for a dispensation from reporting such items where good internal controls for approving expenses are in place. A form P11D(b) is also required which is used to declare the overall amount of Class 1a National Insurance Contributions due on all the expenses and benefits you have provided to your employees.

Payroll Software

The use of the HMRC supplied tax tables can be very time consuming and prone to error so it is recommended that either payroll software or a payroll bureau service is used if you have employees. There are mandatory online filing regulations in place in some circumstances and this requirement is likely to increase in the future.

Payroll can be complex and time consuming. We can offer a bureau facility for processing your payroll and supplying you with reports, payslips etc. Contact our Business Services Team if you would like further details.

Information about completing forms P11d and P11d(b) is available here:-
<http://www.hmrc.gov.uk/payerti/exb/forms.htm>

HMRC make available a checklist to help ensure compliance with expenses and benefits:
<http://www.hmrc.gov.uk/agents/toolkits/exp-ben-frm-emp.pdf>

You can register online and obtain more details at the HMRC web site:
<http://www.hmrc.gov.uk/paye/file-or-pay/fileonline/>

Chapter 6 - Income Tax and Corporation Tax

Eventually, you will have to deal with income or corporate taxes. The taxation legislation is extensive and can be confusing for an individual starting a business. This chapter does not cover all the tax ramifications of a new business, nor does it detail all the expenses you can claim for, nor does it give details of allowances available on the purchase of some capital items. We would suggest a Chartered Accountant should be consulted when you are dealing with the taxation affairs of the business. The payment of taxation has a direct impact on your future cash flow.

Choice of Year End

Which Accounting Year Should I Choose?

If you expect profits to rise steadily year by year, in the case of sole traders/partnerships, an accounting date early in the tax year, for instance 30 April, might be best in the short term, because this will defer the payment of tax on your profit. However, it is important to consider what will happen when you retire. Any accounting date other than 31 March will cause a bunching of your tax liabilities because all your profit that has not been assessed prior to your retirement will be assessed for your final year. There are a number of ways to mitigate the effect of this. You could plan to retire on or shortly after the accounting date, and allow “overlap relief” to reduce the burden. You could build up a reserve to meet the liability, or use the higher profit to permit an abnormally large pension contribution.

On the other hand if you expect to make losses in your early years, an accounting date late in the tax year, for instance, 31 March, will ensure that you get tax relief for those losses as quickly as possible. You would then not be faced with the bunching problem on retirement referred to above.

It will also be necessary to bear in mind the seasonality of your business. As part of the profit for your first period of trading could be taxed twice, it would be unfortunate if a poor choice of accounting date were to accelerate the tax on the profit of your first busy period. In these circumstances it might be preferable to run your first accounts to a date just short of your peak period.

As ever, it is important not to overlook commercial considerations. Your bankers might want to see as healthy a profit as you can manage and this desire could conflict with tax planning. A solution would be to choose a tax efficient tax accounting date, and keep the bank happy with quarterly management accounts.

As always, we would stress the need to take appropriate and timely advice from a qualified accountant at the outset and not wait until after the event as this is inevitably too late to plan matters.

Tax Returns

Companies

Companies are charged corporation tax at the rate applicable during the fiscal year (1 April - 31 March). Where a company's accounts period spans two fiscal years the profits for the period are apportioned between the years.

Fiscal year to	31 March 2016		31 March 2015	
First	£300,000	20%	£300,000	20%
Next	£1,200,000	20%	£1,200,000	21.25%
Over	£1,500,000	20%	£1,500,000	21%

The rate of corporation tax for almost all companies will continue to be 20% from 1 April 2016, irrespective of their profit levels.

A company is required to make an estimate of its own liability to corporation tax and pay that liability by the normal due date, nine months after the end of the accounting period, without an assessment being raised.

The company is required to send its completed tax return (form CT600), accounts and tax computation to the Inspector by the filing date, which is 12 months after the end of its accounting period. Penalties will be charged if it is late. These accounts and returns need to be submitted online to HMRC in iXBRL format. We have the software to deal with this on your behalf.

Once the company agrees its liability with the Inspector, there will be a settlement of any balance due or overpaid. Interest will be charged or paid from the normal due date on the balance.

HMRC generally have 12 months from the filing deadline. (24 months after the accounting period) to open an enquiry into the company's corporation tax return, otherwise the self-assessed figures are considered final. If on enquiry additional tax is found to be payable, interest and penalties will be charged on the extra tax payable.

Sole Traders/Partnerships

Sole traders and partnerships are charged income tax at the rate applicable during the fiscal years (6 April - 5 April). The rates are as follows:

	2015/16	Rate	2014/15	Rate
<i>Lower</i>	*see below	0%	*see below	10%
Basic- next	£31,785	20%	£31,865	20%
Higher-over	£31,785	40%	£31,865	40%
Additional - over	£150,000	45%	£150,000	45%

*A zero (2014/15 10%) starting rate for savings income up to £5,000 (£2,880 for 2014/15). Not applicable if taxable non-savings income exceeds that amount.

There may also be a liability to Class 2 and Class 4 National Insurance Contributions, depending on the level of profit in each fiscal year. Class 2 contributions are at a weekly rate of £2.80 (2015/16). Class 4 NI is payable by the self-employed on profits.

Class 4 contributions are levied at 9% on profits between £8,060 and £42,385 for 2015/16 (£7,955 - £41,865 for 2014/15). There is a further 2% charge for 2015/16 (same for 2014/15) on profits in excess of the upper limits.

For the self-employed and those that pay tax on other income such as rents, tax is normally payable in three instalments - the first two instalments are based on the tax paid on the previous year's business tax liability. Therefore half is paid by the 31 January in the year of assessment, the other half by the 31 July in the year following the year of assessment. The third instalment will be any balance due (payable the

following 31 January) or any amount repayable by the Inland Revenue if your final liability is lower than the amounts paid on account.

However - a word of warning when you start up a non-incorporated business.....depending on accounting dates chosen and when you start to trade, you may not pay any tax on profits for some considerable time.

For example assume you start to trade on 1 May 2015 and first accounts run to 31 March 2016. You will not pay any tax in July 2015 or January 2016 - nor will you pay any tax in July 2016, so the first tax liability will arise in January 2017. This will be 100% of the tax liability for the period to 31 March 2016 - but, in addition, you may also have to pay 50% of that sum "on account" for the following tax year, with a further 50% in July 2017. You are then however in the six monthly "cycle".

A lesson to take on board is to ensure that your accounts are prepared as soon as possible after the end of the accounting period. In our example of 31 March year end, if accounts can be prepared before 31 July it will be possible to calculate the tax for the year to 5 April and the July 31 instalment can be adjusted accordingly - downwards if tax due is found to be less. If tax due is actually more for the year, there is at least early knowledge of the tax bill due in the following January. Under self-assessment your income tax return, which encompasses your trading results, needs to be filed by 31 January following the tax assessment year. This date is moved forward to the end of September if you wish the Inland Revenue to calculate your tax liability. We will however file the returns electronically and perform the tax calculations on your behalf.

If you wish, we can work with you to establish some estimated tax liabilities so that you can budget and set some money aside to avoid the need to find large sums of tax when they fall due.

A lesson to take on board is to ensure that your accounts are prepared as soon as possible after the end of the accounting period. In our example of 5 April year end, if accounts can be prepared before 31 July it will be possible to calculate the tax for the year to 5 April and the July 31 instalment can be adjusted accordingly - downwards if tax due is found to be less. If tax due is actually more for the year, there is at least early knowledge of the tax bill due in the following January. Under self-assessment your income tax return, which encompasses your trading results, needs to be filed by 31 January following the tax assessment year. This date is moved forward to the end of September if you wish the Inland Revenue to calculate your tax liability. We will however file the returns electronically and perform the tax calculations on your behalf.

Tax Credits

Whilst not specifically related to "tax" despite the name, we will mention Tax Credits at this stage. There are three elements - Child Tax Credit, Working Tax Credit and Pension Tax Credit although these are gradually being replaced by a new system of Universal Credits.

Child Tax Credit (CTC) is for families who are responsible for at least one child or qualifying young person. You should claim if you have a child or qualifying young person who usually lives with you. You do not have to be working to claim CTC.

Working Tax Credit (WTC) is for people who are employed or self-employed (either on their own or in a business partnership), who

- get paid for their work
- expect to go on working for at least 4 weeks

and who are either

- aged 16 or over and responsible for at least one child, and usually working at least 16 hours a week, or
- aged 16 or over and disabled, and usually working at least 16 hours a week, or
- aged 25 or over and usually working at least 30 hours a week, or
- aged 50 or over and are starting work after receiving certain benefits for at least 6 months and usually working at least 16 hours a week, or
- aged 60 or over and work at least 16 hours per week

WTC is made up of several elements which we do not have space to list here.

If you are married or living with a partner you'll need to make a joint claim for tax credits. You can only make a single claim if you don't have a partner.

Pension Tax Credit (PTC) is for people who have a low income in retirement and is made up of 2 parts. These are Guarantee Credit which tops up income if it is below £151.20 for single people or £230.85 for couples, and Savings Credit which is an extra payment for people who saved some money towards retirement. For more details visit www.gov.uk/pension-credit.

When starting up it may be that your income precluded you from claiming tax credits in the past. However, income may drop substantially or a "loss" for both income tax and tax credits purposes may be able to be created by claiming allowances on equipment etc. Claims can only be backdated for three months from the date of application so it is advisable to contact the Tax Credits office as soon as possible to make a claim. You may not be immediately eligible based on a provisional calculation which takes into account your income in a prior tax year, but you may become entitled to it at some stage. Telephone the Tax Credits helpline on 0845 300 3900.

Child Benefit

This basic credit is payable by reference to the number of children of the claimant. From 7 January 2013, an income tax charge has applied to this benefit where a claimant, their spouse, civil partner or person living with them earns over £50,000 per annum. The charge is 1% of the child benefit received for every £100 of the higher earner's earnings that exceeds £50,000 in the tax year 2014/15 and also 2015/16.

There is therefore effectively no child benefit if income reaches £60,000.

Chapter 7 - Cash Planning and Forecasting

Cash is King! The lifeblood of any business is its ability to collect cash and pay bills as well as pay its employees, particularly its owners. Far too often small businesses are profitable, but they do not have enough operating capital to meet their current needs. Consequently, they may be forced to sell out to a stronger competitor, sell a portion of the company to investors at an undesirable price or close the doors and put the company out of business. None of these alternatives are typically what the owners intended when starting the business.

The ability to forecast cash resources and uses is an art and is by no means a well-defined science. None of us have a crystal ball and any cash forecast which is prepared by the management of a company or their accountant can be no more than a guess as to when the customers pay and when your business will pay its obligations. Hopefully, the more effort that is put into cash forecasting the better will be the educated guess and the more accurate the resultant picture of the future operations of your business.

Starting the Analysis

One of the most significant factors to be considered in your cash flow forecast is the volume of sales that will be generated in the next several months and for the rest of the period for which you intend to forecast. Your sales forecast must be as fine-tuned as possible. It may be unrealistic to assume that there is a million pound market for your product in your area and you will be able to capture a specified percentage of it. A sales forecast needs to be based on specific facts. These might include your sales history, or the history of similar businesses you have owned or operated, or the competition. In your area, what has been the experience of similar operations?

Some of the questions that should be addressed would include what other factors could I control such as adding new product lines, deleting unprofitable operations, adding a new salesperson, or terminating one that is not producing to quota? In preparing a forecast, you must also take into consideration items such as the seasonality of your business, the relative state of the economy and the period over which you will forecast.

Obviously your ability to forecast sales for the next month is better than it is for three to five years from now. The amount of detail that must be included in the cash forecast is really a matter of preference. It can be based on per unit sales extended out by the sales price of each type of unit or an average sales volume per day, week or month of your type of business in its current environment.

Cash Collections

Once you have determined a reasonable level of sales and you are comfortable with the forecast you have made, you must address questions such as: what percentage of my sales are received in cash, and what portion are credit sales for which I will have to carry amounts in debtors? For those that are debtors based, how soon is the cash collected? Do I have to wait for customers to pay me or do third parties such as Visa or MasterCard or a debt factor take the customer's account and convert it to cash for me with an appropriate discount?

If you are relying on customer payments for collection of debtor balances you must determine what portion of the debts will be collected in thirty days, sixty days, ninety days and thereafter, and what portion, if any, may never be collected. To assume that 100% of your sales will ultimately be converted to cash is probably unrealistic especially considering the current economic environment and the tight cash situations that may face some of your customers.

Other sources of cash may be available in addition to sales. Do you expect to bring in a partner or other investors, or can you borrow money from a bank? When will you receive the cash and how much will you get? Part of your cash flow analysis may be to determine how much investment money or borrowings will be required to operate your business.

Once you are comfortable with the cash receipt side of your business, and the timing of the collections of funds from your sales and other sources, it is necessary to consider the expenses and other cash needs of your business operation.

Disbursements

Certainly if your business entails sales of stock, you will have to purchase the merchandise from others or purchase the component parts and pay employees to assemble it. This may require a significant outlay of cash before the first pound of sales is generated and received. You should consider how often and in what amount your employees must be paid and when their payroll taxes must be paid over.

Additionally, you need to know the credit trade terms your creditors are willing to advance to you. Do you have to pay for stock items on a C.O.D. basis or can you pay for them thirty or forty-five days after receipt? What expenses must be paid to allow you to convert purchased merchandise to saleable stock? If your production requires utilities to run machines or supplies that are required, such as consumable chemicals or packing materials that must be purchased prior to the sale of the stock, you should consider the timing of these payments.

In addition to the cost of manufacturing, you should consider whether your productive capacity would allow you to generate enough stock to support the level of sales that you are predicting. If the volume of sales you forecast is above your ability to produce today, what changes in your operating environment must be made to meet the production levels? Will you need additional employees? If so, how much will they cost? Do you have to acquire additional machinery for your shop operations? What is the cost of the machinery and when will you have to pay for it? Do you have enough space to cope with the additional activity?

Once you have determined the cost of operating your production or service facilities, you need to consider what other expenses you must pay to keep the doors of your business open. You typically will have to pay rent for your office or manufacturing facility. You must consider how much the monthly payment is and when it has to be paid. Ask yourself if there will be other cash requirements such as a deposit on first and last month's rent. If you are opening a new business, you must consider what your cash requirements are to make your facility ready for your specific needs and purposes. Will you have to buy or rent furniture? Will you need to make tenant improvements or pay deposits for utilities and other services?

You also need to consider many of the overhead items and costs to open a new business that will hopefully be one-time expenses. This may be the cost of incorporating your business, a solicitor's fee for drafting partnership and other agreements, the cost to obtain business licences, approval from the taxing authorities, setting up an accounting system, stationery costs, costs of signs or logos etc.

It may seem like the list of costs and expenses to be incurred is endless. It may even discourage you in moving forward with your business endeavour. However, it is imperative to make the list as detailed as possible to ensure that you have sufficient funds to make your operation ready for business prior to running out of cash. The more detailed the list and the more sufficient information you can provide, the less chance there is of unpleasant surprises as you move down the stream to opening your business.

In addition to determining the amount and volume of expenses and cash outlays you will have to make, it is critical to determine the timing of such payments. As we have discussed in other chapters, there may be a variety of financing alternatives that are available to you. Most of the start-up costs which you incur can be delayed or deferred until you can generate the cash from your operations to help pay them. This needs to be carefully analysed and built into your cash flow analysis. However, a good rule of thumb is to assume that you are going to have to pay your expenses sooner than you think and that you will collect your cash slower than you anticipate. If you work with this attitude, any surprises should be favourable ones.

Cash flow projections can be very slow, time consuming and tedious to undertake. It is often very tempting to hire someone else to prepare the projections for you. There are a variety of individuals who can help you do this, but the critical factor is that they only help. As the owner and operator of the business, you are the only one truly qualified to develop your cash flow projections. You know what it takes to open and operate your business. Certainly, a trained professional can offer guidance and ask pointed questions to be sure you are considering all of the necessary and sometimes hidden costs of operating a business. However, the more effort you put into developing the cash flow projections, the more accurate they will tend to be. This exercise may also help you to pinpoint areas of potential cash savings that you have not otherwise considered.

Contact us on 01332 680 540 if you require any assistance in this area.

Chapter 8 - Obtaining Credit and Financing your Business

If not independently wealthy and perhaps even if you are, eventually you will probably need to obtain some outside capital for your business. In some instances, you may need to obtain capital for the initial expenses prior to opening your business or, for instance, the funds you require may be for expansion or working capital during the off-season.

Generally, business financing can take two forms; debt or equity. Debt, of course, means borrowing money. The loans may come from family, friends, banks, other financial institutions or professional investors. Equity relates to selling an ownership interest in your business. Such a sale can take many forms such as the admitting of a partner or, if you are in a company, issuing of additional shares to investors. It is typically a prudent idea to consult with your accountant, as there are many significant legal ramifications to such a step.

How Do I Get the Money?

Irrespective of the type of financing you need and are able to obtain for your business, the process of obtaining it is somewhat similar. There are several questions that must be answered during the course of raising money for your business. The ability to answer these questions is critical to your success in obtaining financing as well as the overall success of the business. Remember, in raising capital you have to sell the ability of your business to potential investors in much the same way as you sell your product to your customers.

1. How much cash do I need?

To answer this question you will have to do some serious cash flow planning, which will require estimates of future sales, the related costs, and how quickly you must pay your suppliers. You will also have to build into your planning some assumptions about when you will generate enough cash to pay the money back. However, if you raise cash through equity you probably don't need to pay it back but your investors will want to know how the value of the business will grow and how they will benefit through dividends or selling their shares.

2. What will you do with the money?

One of the most important questions you will have to answer for a potential investor is how the money will be spent. Will you use it for equipment or to hire additional employees or perhaps for research and development for a new improved product? Again, part of the answer on how you spend the money is how it will benefit the company.

3. What experience do you have in running your business?

One of the primary reasons for business failure is lack of experience of management. You will need to convince your investors that you have the knowledge, experience and ability to manage your business and their money at the level at which you expect to operate.

4. What is the climate for your type of business and your geographic location?

Few investors will want to put money into your business if you haven't done sufficient "homework" to determine that you have a reasonable chance of success. If your business is based on existing economic or legal conditions that are subject to change in the near future your risk is substantially increased. Even if your business has great potential, if the local economy is sluggish

to the point that it can't support your venture, you need to be aware of this before moving ahead.

Once you have developed concrete answers to these and other pertinent questions, you can begin looking for financing. One of the first steps is to determine whether to raise funds through debt or share capital. There are positive and negative aspects to each type. The cost to your company of each type of funding is different, as is the way in which they are treated for tax purposes. The interest on borrowed money is deductible by a business for tax purposes, which reduces the effective cost to your company. Dividends which you might pay on the same investment in shares would typically not be tax deductible by your company. In selling shares there usually is no firm commitment by your company to pay the money back but your shareholder will want, and generally will have, a legal right to have a voice in the management of your company. When you have made the decision as to the type of financing you think is appropriate to fit your desires and needs, it is probably a good idea to consult with your accountant as to alternative types of debt or equity financing available.

Business Plan

Typically, a potential lender will want to know all about you and your proposed venture. Many of these details will have already been provided, but are best provided in a logical consolidated format. This format, or business plan, is a document that enables the investor to readily obtain an understanding of your proposal. It follows that in order to successfully raise funding, the business plan should be commercial and realistic.

Several of our team have experience in writing business plans and can assist you in the effective drafting of your plan.

Financing Alternatives

Whether you determine that debt or equity financing is the best choice for your company, there are a number of alternative types of financing available. Depending upon the nature of your business, the financing may be a combination of debt and equity and may be tailored to fit the specific needs of your company.

In the summary, we will only mention a few of the more conventional methods for a young company to obtain capital, though the possibilities are many. We can discuss these and other alternatives in greater detail based on your particular circumstances.

Debt Financing Sources

1. Banks

The first source of funds, which typically comes to mind when borrowing money, is a bank, which is why they are in business. Banks typically lend to small businesses on a secured basis preferring bricks and mortar as security in preference to equipment, stock or debtors. The more liquid and readily saleable the assets you have to offer as security, the more acceptable they are likely to be a banker. Loans from a bank may take several forms such as:

a) An overdraft limit which is reviewed annually and allows you to borrow up to a predetermined maximum as you need it and pay it back as funds from sales and receivables are collected.

b) A short-term loan that is repayable on specified dates, normally over 1 or 2 years.

c) A term loan for the purchase of a specific asset such as a computer or a machine and is repaid over a longer period.

As your relationship with your banker becomes better, and your business becomes established, you may consider a longer (3 to 5 years) loan which will be payable in instalments, and spreads the cost over the useful life of the asset.

2. Lease Financing

In today's business environment it is quite common to acquire equipment through lease agreements. Leasing packages come in a variety of types through many sources. Leasing companies typically will accept a somewhat higher degree of credit risk because they are looking to the value of the equipment for collateral if your business cannot make the agreed upon payments. For this reason, leasing companies generally prefer to finance new equipment of a general purpose nature which can be resold if necessary. Leases often run for a period of three to five years and because of the risk that leasing companies are willing to take, they are somewhat more expensive than commercial bank loans.

3. Trade Credit

A very important source of financing for your company may be from the creditors and suppliers with whom you do business. Many suppliers will originally ask for cash on delivery or, in some instances, they want payment before starting on your order, depending on the nature of your purchase. Most suppliers will quickly establish trade credit with you once you have gained their confidence by continuing to do business with them and paying as requested.

Equity Financing Sources

Equity financing usually means selling a portion of your business. This can be accomplished in a number of ways including the sales of ordinary or preference shares. Equity sales are usually carefully tailored to meet the needs of both the company and the investor.

Venture Capital Companies

A venture capital company or fund is typically a company that is in the business of taking risks. A venture capital fund is often backed by a group of investors that may be individuals or companies. The investors are often represented by a management group that evaluates potential investments and manages the existing investment portfolio.

Private Individuals (Sometimes called Business Angels)

Very often, individuals who are successful in their own right and have accumulated substantial wealth may be looked to for investment in your business venture. Such individuals may believe that the success of your business may enhance theirs as well as help increase their personal wealth.

Chapter 9 - Insurance

Business insurance, like many types of expenditure, is one of those items that business owners typically do not like to pay. You must remember that sufficient insurance can be as critical to the success of your business as a good product or service. Without proper insurance you could lose all the money, time and effort you put into your company. The types and amounts of coverage you purchase must be evaluated on a cost - benefit basis like any other commodity that you purchase. Your insurance broker can help you review the amount of coverage your business requires. Usually you will want to insure against risks that could have significant detrimental impact on your business. This normally would include items such as fire, storm damage, theft, employers, public liability and products liability. Depending on the nature and size of your business it is often a good idea to self-insure for all or a portion of certain losses. Often raising the deductible (excess) can have a very favourable impact on the policy premium. The administrative cost to the insurance company to process small claims is quite high; consequently, the rates typically go down substantially if they are relieved of this expense by insuring losses in excess of a sizeable deductible amount. An insurance broker can provide you with comparative costs for various types of cover and varying degrees of deductible amounts.

Required Policies

The insurance cover required by law is employers' liability and third party motor insurance. Your insurance broker can explain the required cover and help you purchase the correct policy. You must be aware that the terms of your building, office lease or mortgage may require you to carry certain kinds of insurance cover in specified minimum amounts. If you have leased equipment or have borrowed money from a bank or other lenders, there will usually be insurance requirements in the agreement relating to these transactions. There are many other types of policies that you may wish to consider. Specific cover is provided by each policy and a qualified insurance broker can explain the related costs in-depth.

Some types of insurance cover that you should consider for your business are listed below.

Commercial Liability Insurance

There are many types of liability your business may need cover for. "Liability" refers to your legal obligation to pay compensation and costs awarded against you in respect of loss or damage sustained by a third party. Types of liability insurance you may want to consider are:-

- **Public Liability** - this will protect you from any liabilities to a third party (other than your employees) for bodily injury or loss/damage to their property that may occur during the normal operation of your business.
- **Employers' Liability** - if you are a limited company or employ anyone outside your immediate family, you are required by law to purchase employers' liability insurance. This insurance offers you protection for any liability arising from injury or illness sustained by employees whilst they are working for you.
- **Products Liability** - this will protect you from any liabilities to a third party (other than your employees) for bodily injury or damage to their property that may occur from the products you have sold or supplied.
- **Professional Indemnity** - this cover is usually purchased by "professionals" such as IT consultants, surveyors, accountants, solicitors etc. This cover will protect your legal liabilities to third parties arising from your or your employees' professional negligence/wrongful advice.

Property Insurance

There are many different types of property cover but generally businesses will purchase cover for buildings, machinery and stock against fire and other perils such as storm/flood etc and theft. They will also consider covering money, goods in transit and glass. For small businesses cover can be provided on a 'package' basis where certain covers such as money and goods in transit are included in the premium as standard. However, this option is only available for specific occupations/trades and you should consult with your broker for further details.

If you are working from home be aware that generally your ordinary household insurance policy will not provide cover for your business stock and liabilities. Specific policies can be purchased if you are working from home and you should contact your insurance broker for further details.

There are specific policies for property owners who rent out their premises to tenants. These policies provide cover for buildings, liability and loss of rent. Loss of rent cover is usually only provided in the event of an insured peril occurring such as a fire or flood etc.

Business Interruption

This covers loss of income/revenue or additional expenditure incurred following a disruption to the operation of your business. Business interruption usually mirrors your property policy and covers the same perils. However, it is possible to add additional perils to your business interruption cover such as food poisoning or failure of utilities.

Fidelity Guarantee

This type of insurance typically covers risk of loss from theft by employees. If your business deals in large amounts of cash, negotiable securities or similar types of assets, you may well be advised to consider this cover. Certain industries are required to carry this insurance by regulatory authorities.

Directors & Officers Liability

Directors and officers of companies in recent years have been found to be personally responsible for their negligence in the running of their company. Recent legislation has also made company directors liable for their behaviour to the company so that shareholders, creditors, customers and employees can now sue them as individuals.

Directors and officers liability cover provides indemnity to the company in respect of the costs it incurs in indemnifying a director against the successful defence of a claim or indemnifying the director where the defence has not been successful.

Key Person Protection

This provides a company with a valuable safety net should serious illness, disability or death curtail the contribution certain "key" people could make to its stability, profitability and success.

Identifying a Key Person

These are the people whose special knowledge, skills or enterprise are vital to the continuing survival of a business - people who are difficult to replace. Remember, key people come in many guises. They aren't always the Managing Director or other high profile senior managers. Consider other key functions that are necessary to the company's business when talking key person insurance with your clients.

When is Key Person Protection Needed?

There are three clearly identifiable situations when key person insurance is most needed.

- To prevent loss of profits
- To protect the repayment of loans
- To safeguard the raising of capital

Partnership Protection

The death of a partner can be extremely damaging to any business. The ability to continue trading and maintain the financial wellbeing of the firm will be vital. In addition, there are other problems which may have to be faced, in the absence of property provision in the Partnership Agreement and insurance cover:

- the partner's interest may pass to an heir who may not have the necessary skills, experience or interest to continue in the business.
- the partner's interest may need to be turned into cash to pay Inheritance Tax or provide for his or her dependants on death.

Raising the finance to buy a partner's interest may involve the sale of assets or finding someone who can afford to buy into the partnership.

Finding a suitable replacement and raising the money can be difficult and time consuming. If unsuccessful, the partnership may even have to be dissolved. It is clear that partners need to retain continuity, stability and control of the business whatever the eventuality. This can be achieved by making adequate legal and financial provision.

Shareholder Protection

Like partners, shareholder's shares may pass to an heir who does not understand the company's business or whose interests conflict with those of the other shareholders. Alternatively, the shareholder's interest may need to be converted into cash to cover Inheritance Tax liabilities or provide for dependants. Maintaining control and stability of the company during this often turbulent time is key to its continued success. By taking the appropriate legal and financial steps shareholders can be confident that the future holds no surprises.

Fee Protection Insurance

HM Revenue & Custom's powers have changed and they now have wider scope than ever before to visit business premises and inspect records. The likelihood of enquiries into a taxpayer's affairs appears to be on the increase. The professional fees in dealing with such enquiries can often be costly so it is advisable to "insure" or subscribe to a tax protection service which will fund these fees in the event of an enquiry or visit. We offer such a scheme and full details are available on request.

Chapter 10 - Selecting Professional Advisers

Starting your own business obviously entails a multitude of decisions which can seem overwhelming without the right players on your team. In order to succeed, you need to equip yourself with every tool at your disposal.

One of the most cost effective tools you can utilise is the expertise of a specialist. The right accountant and solicitor can eliminate a host of problems and potentially costly errors you might make as you build the financial foundation of your successful business.

As any coach can tell you, having a first rate attack (in this case, “you”) won’t guarantee a winning team without a first rate line of defence. The right accountant and solicitor are your best defence. Their expertise can help save you money that in turn can be used to increase profits.

When enlisting the expertise of an accountant and solicitor, you want a specialist suited to meet your specific needs. You want a specialist who will listen to you. More importantly, you need someone you can and will listen to, as they devise strategies to help you to succeed.

You want to succeed - and you can. By taking the time to make key decisions and enlisting the right players on your team - you will succeed!

We wish you success and welcome you to the wonderful world of free enterprise.

Chapter 11 - Computer Accounting Systems for First Time Users

Introduction

This chapter is intended to alert the business user to areas of information technology that require attention and action when installing or updating a system. It is not intended as a complete DIY handbook covering every eventuality.

Computer Hardware

The choice of computer hardware involves primarily:- Hard disk size, Processor speed and Memory (RAM).

In general terms go for as much memory and the highest processor speed within your budget. Around £600 plus VAT will be the current price of a business PC.

Processor

The processor, or central processing unit (CPU) is the part of a computer responsible for responding to and carrying out the sets of instructions necessary to perform operations. The clock speed of a processor, measured in Hertz (Hz) is a measure of how quickly the computer can execute these instruction sets. Bandwidth, measured in 'bits', relates to the amount of information that can be handled simultaneously by a processor within a given time. Higher clock speed and bandwidth will therefore yield better performance in a machine.

Memory (RAM)

Another important aspect to consider when selecting a system is the amount of Random Access Memory (RAM) that a machine has. RAM is comparable to the short-term memory in the brain, as it is a temporary storage solution. Various pieces of information are stored flexibly whilst a program is running so that it can be accessed quickly; a linear storage space would take longer for data to be retrieved. Having more RAM, therefore, allows programs to run faster, so again 'more is better'.

Hard Drive

The hard drive of a computer is used as a permanent storage solution and is used to store files and application data. The more storage capacity a hard drive has, therefore, the more information it can contain. The size of a hard drive is measured in bytes; many new desktop computers now come with at least 640Gb of space (6.4 billion bytes) which is more than adequate for most businesses. Portable hard drives are also available if required, adding even more storage capability to your system.

All software programs give their 'minimum system requirements' which are the requirements a computer system must meet to run a piece of software. Some programs give details of 'recommended system requirements' which will run the software more effectively if your system can meet them. It is therefore recommended that you check that your systems can meet both the minimum and recommended system requirements of any software applications your business will require.

Printers

For accounts purposes, a ‘dot matrix’ printer will produce multiple copies of invoices and payslips if these facilities are being used.

Laser printers are affordable for quality letter printing but, of course, only produce one copy at a time. For colour printing, **inkjet printers** represent good value and indeed the price of **colour lasers** has also dropped significantly.

Accounting Software

Accounting software, like hardware, is now very powerful and comparatively inexpensive. Integrated software includes Sales, Purchase and Nominal Ledgers with Sales/Purchase Order Processing and Stock Control in a single suite of programs. Networked versions for multi-user use are generally more expensive than single-user versions.

Choosing an accounting package

It is necessary to consider your requirements and what you want to be able to do before buying a package. There are often different levels of functionality in different versions of a program. Consider both the ability to get data into the product and also the reporting requirements that you have.

Consider also “online” packages which will not incur you in any upfront costs - simply pay a monthly fee for its use. These may have integrated payroll too if you have employees in your business.

We have reviewed most of the well-known names in this sector of the market and find, as with many things in life, you tend to get what you pay for.

Modular systems are made up of individual programs for each of the above functions, each of which is more powerful and flexible than the integrated systems. These are put together to form a total system for the larger business, usually on a network of a number of PC’s.

Websites

Developing and maintaining a website can be as complex and expensive as you care to make it. A great deal of careful thought needs to be given before significant time and expense is incurred as to how this aspect of technology be best implemented to suit your business. There are many options to consider in how this should be addressed. We can give some useful independent advice and thoughts in relation to your strategy in this area.

Social Media

The rise of social media in recent years has meant that today there are a plethora of different tools that can be used to the advantage of business owners. This guide will introduce several social media platforms that are currently popular for business use.

Twitter

Twitter is a micro-blogging service whereby users send and receive messages of up to 140 characters in length to each other, known as “tweets”. Users can track the tweets of other users by “following” them, and in turn can have their tweets “followed”; the more followers a user has, therefore, the more visible their tweets are. Twitter is useful as a business tool because it allows you to personally engage with potential and existing customers, monitor what is being said about your company and keep interested parties up-to-date with your company’s newest developments, products and offers.

Facebook

Many people are already familiar with Facebook as a tool for personal networking, but opportunities exist to use Facebook for business purposes. The most prominent of these is Facebook Pages, a flexible space within which users can promote their local business or organisation, amongst others. Facebook also offer a number of paid advertising solutions, whereby campaigns can be targeted at Facebook users according to defined demographics such as age, location and interests, which can direct people to the company Facebook Page or an external website.

LinkedIn

Billing itself as the world’s largest professional network, LinkedIn is designed for users to showcase their professional qualities. User profiles include elements such as professional experience, education and honours & awards, as well as recommendations from other LinkedIn users. LinkedIn is thus a great place to establish yourself as a competent individual within your industry. Moreover, due to the number and diversity of groups on LinkedIn, it can be a great tool for finding and networking with like-minded individuals, as well as discovering potential business partners or additional company personnel.

Suppliers

The computer industry is well known for “here today, gone tomorrow” suppliers. Make sure that you choose one with a good local reputation and never part with money until you have received the goods. Paying extra for on-site maintenance is a sound insurance for equipment being used for business.

Planning and Implementation

Planning and implementation must cover the layout of your accounts, control over the information going in and verification of the information coming out of the system.

It will also be necessary to produce the accounting data for entering the opening balances.

Where advanced management information is involved, such as profit and loss by departments, more detailed planning is required. Development of a system can only take place at the pace at which staff are able to increase their own skills. The following phases of development may be appropriate for a new start-up system:

- Recording of prime entries (Cash Received and Paid; Sales and Purchase Invoices)
- Bank Reconciliations and VAT Returns
- Monthly Adjustments (e.g. Depreciation and Stock Change) producing monthly management accounts
- Sales Invoicing Routines
- Advanced Management Information e.g. detailed analyses of sales and departmental costs
- Sales and Purchase Order Processing with Stock Control

Even at the first stage, the system will produce Aged Debtors and Creditors on a regular basis to enable the business to improve its cash flow.

A “set up procedures list” together with details of typical available reports follows this section.

Training and Support

Training staff on your computer software is essential. Our Business Services Team can provide training, on request, tailored to your specific requirements.

We also offer telephone and email support for those problems that can quickly be resolved in this way. We are also able to ‘login’ to your PC from our offices to resolve queries.

Security

The popular press would have you believe that it is only a matter of time before a virus attacking your hard disk eats up your data! The most frequent reason for loss of data is not taking backups.

We will not only advise on, but also insist that, proper procedures are in place to make your data as secure as is practical.

Costs

Hardware and software is dependent on prevailing market prices. Installation and training is proportional to your requirements and usually charged at an hourly rate.

Conclusion

Shapcotts have the necessary balance of computing and accounting expertise to help you to both get off to a good start and later to improve your system.

We have good working relations with local service providers who will supply and maintain your equipment. Many will also provide the technical support for networks and, if needed, tailor your software to specific requirements.

Installation of Accounting Systems

1. Consult your accountant! Grants may be available for training.
2. Decide on starting date, consider trial period.
3. Set up nominal ledger accounts, Balance Sheet and Profit and Loss Layout.
4. VAT? Accrual or Cash Accounting.
5. Are departments required for sub analyses?
6. Use a dummy company for practice (Multi-company systems only).
7. Obtain starting trial balance.
8. Obtain starting Sales and Purchase Ledger balances.
9. Enter Trial Balance by journal entry.
10. Enter Sales/Purchase account code, names, addresses, etc.
11. Enter Sales and Purchase Ledger balances by posting directly to Sales/Purchase control account.
12. Enter live data:
 - a. Sales and purchase invoices
 - b. Cash received
 - c. Cash paid
 - d. Petty cash
13. Consider the need to keep manual records in tandem with your computerised records for at least three months and Cash Book for full year.
14. Reconcile Bank Statement with Cash Book and Computerised Bank Control Account.
15. Consider direct production of Sales Invoices. Free text or from stock. If the latter, stocks, dummy or real need to be entered into stock records.
16. Keep a backup disk for each of the five weekdays. Keep a weekend backup off the premises. Backups could be “online” across the internet.

Benefits will be mainly a business that you manage - instead of a business that manages you!

Double Entry Principles

For every debit entry there has to be an equal and opposite credit entry. By entering a Sales Invoice in the Sales Ledger, the customer's account, the Sales Ledger Control Account (agreeing the total of the individual sales ledger balances to the total debtors in the trial balance), the VAT Account, and the Sales Account in the Profit and Loss Account are all automatically updated. Posting Purchase Invoices, Cash Received and Cash Paid all complete the double entry and update Control Accounts.

Chapter 12 - Useful Names, Addresses and Telephone Numbers

Name	Address	Tel No
H M Revenue & Customs		
Online Services Helpline		0300 200 3600
Self-Assessment Helpline		0300 200 3310
Self-Assessment Orderline		0300 200 3610
New Employer's Helpline		0300 200 3211
Construction Industry Scheme (CIS) Employer Helpline		0300 200 3210
Helpline for the Newly Self-Employed		0300 200 3504
Tax Credit Helpline		0345 300 3900
VAT Helpline		0300 200 3700
National Insurance Contributions Enquiries - Self-Employed	Longbenton, Newcastle upon Tyne NE98 1ZZ	0300 200 3505
Miscellaneous		
Companies House	Crown Way, Maindy, Cardiff CF4 3UZ	0303 123 4500

Sundry Internet Sites:	Website Address
H M Revenue & Customs - Home Page	www.hmrc.gov.uk
H M Revenue & Customs - News	www.hmrc.gov.uk/news
NIC - Information	www.hmrc.gov.uk/ni/index.htm
Parliament	www.parliament.the-stationery-office.co.uk
News providers - BBC	www.bbc.co.uk
Institute of Chartered Accountants in England and Wales	www.icaew.com
Association of Certified Accountants	www.accaglobal.com
BT Phone Net UK (UK online directory)	www.thephonebook.bt.com
Royal Mail (Postcodes on line)	www.royalmail.com
UK Street Map	www.streetmap.co.uk
GOV.UK (Government services and information)	www.gov.uk