GREGORY ANALYTICS · CHARTERED ACCOUNTANT (ICAEW)

SAMPLE CASH-FLOW FORECAST

Pryor Electrical Ltd

Twelve-month cash-flow forecast and 13-week cash flow, January to December 2027, supporting a request to increase the overdraft facility from £35,000 to £55,000

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Prepared for the directors and for presentation to the company's bank · October 2026

Sample document. The company and its trading figures are made up. The rules, rates and survey findings are real and sourced in the appendix, as at October 2026.

1. Summary and recommendation

Pryor Electrical Ltd is an NICEIC-approved electrical contractor in Woking with nine staff and forecast sales of £965k in 2027, split between commercial end-user clients (43%), sub-contract work for main contractors (36%) and domestic work (22%). The company is profitable, but it funds up to three months of work for its commercial customers before it is paid, carries 5% retentions on sub-contract work, and in 2027 it has a van to replace in May and a corporation tax bill of £9,500 to pay in October.

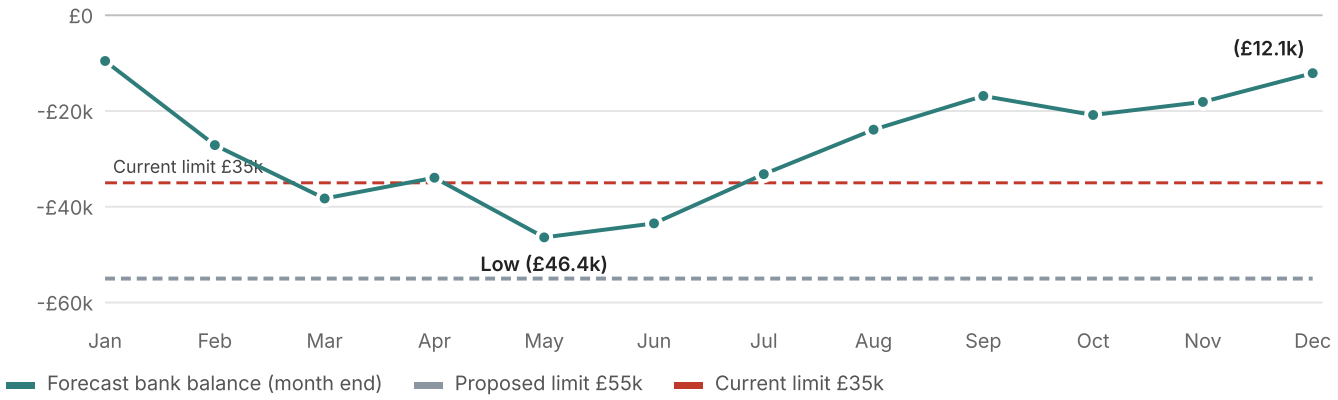
(£46.4k)
Lowest month-end balance (May 2027)

(£58.1k)
Weekly low if the month-end payment run slips a week (w/c 29 Mar)

£55k
Facility requested (peak need plus 15% headroom)

(£12.1k)
Forecast balance at 31 December 2027

FORECAST BANK BALANCE AGAINST THE OVERDRAFT LIMIT



WHAT THE FORECAST SHOWS

- The current £35k limit is exceeded in 3 of the 12 months. The peak need is (£46.4k) at the end of May, when the van deposit, the Q1 VAT payment and the spring sales build-up coincide.
- The 13-week view (section 5) shows that trade customers' end-of-month payment runs are what keep the account inside the limit. If one run slipped by a week, the balance would touch (£58.1k) in the week commencing 29 Mar.
- Trading generates cash in the second half, and the balance recovers to (£12.1k) by December after the £9.5k corporation tax payment.
- Overdraft interest and fees cost about £4,170 for the year at Bank Rate 3.75% plus a 9.5% margin. Cheap, in the context of the problem it solves.

Recommendation: request an increase in the overdraft limit to £55k for 12 months, reviewed in January 2028, and keep two levers in reserve: fund the May van purchase entirely on hire purchase (saving £7,200 of deposit) and move the June dividend to August. Section 7 compares the overdraft with invoice discounting on the commercial book.

2. Basis of preparation and key assumptions

The forecast is prepared on a receipts-and-payments basis, month by month, from the 2026 management accounts, the order book at October 2026 and the directors' sales forecast. It is integrated with a profit and loss forecast and a month-end balance sheet (available in the Excel workbook) so that debtors, creditors, VAT and retentions reconcile. Figures include VAT where it is paid or collected.

Area	Assumption	Basis
Sales	£965k for 2027, 7% above 2026, with the seasonal pattern of the last two years (slower December and August)	Order book and directors' forecast; prior-year pattern
Commercial end users	Standard-rated VAT at 20%; paid 5% in month, 45% at 30 days, 40% at 60 days, 10% at 90 days (average 47 days)	ECA member survey: 62% of firms report commercial clients paying in 31–60 days and 15% in 61–90 days (ECA, Feb 2024)
Sub-contract work	Domestic reverse charge applies, so no VAT is collected on these invoices; paid 40% at 30 days, 45% at 60, 15% at 90 (average 52 days); 5% retention released after six months	HMRC reverse-charge rules for CIS-registered contractors; ECA survey: over 40% of firms have 2.5–10% of turnover tied up in retentions (Nov 2024)
CIS	The company does not hold gross payment status, so main contractors deduct 20% from the labour element (60%) of each payment; deductions suffered are set against the monthly PAYE bill	HMRC CIS rules; set-off claimed on each monthly EPS
Domestic	Standard-rated; 60% paid on the day (deposit and completion), 40% the following month	Company's own terms
Materials	36% of sales plus VAT, paid on 30-day trade accounts	2026 management accounts
Sub-contract labour	10% of sales; the company deducts 20% CIS and pays it to HMRC with PAYE on the 22nd of the following month	HMRC CIS rules
Payroll	Nine staff, gross £265k a year at 2026 JIB rates; employer NIC at 15% above £5,000 less the £10,500 Employment Allowance; apprentice under 25 attracts no employer NIC	JIB pay scales from 5 Jan 2026; HMRC rates and thresholds 2026/27
VAT returns	Quarterly to March, June, September and December; paid one month and seven days after the quarter end	HMRC
Overdraft pricing	Bank Rate 3.75% plus a 9.5% margin (13.25%), charged monthly on the overdrawn balance; renewal fee 1.5% of the limit	Bank of England Bank Rate 3.75% (held 17 Sept 2026); Lloyds publishes 10.85% over Bank Rate for limits up to £25k, larger limits negotiated; NatWest 1.5% fee above £5k
Capital spending	One replacement van in May at £36k plus VAT: 20% deposit and the VAT paid up front (VAT recovered in the next return), balance on 48-month HP at about £690/month	Dealer quote; HP rates for new vans typically 4–6% APR with a 20–30% deposit
Corporation tax	£9,500 for the year to 31 December 2026, paid by 1 October 2027; 2027 profits fall within the 19%–25% marginal relief band	CT rates 2026/27: 19% to £50k, 25% above £250k, marginal relief between
Dividends and loan	Directors' dividends of £6,000 a quarter; existing bank loan £1,100 a month to 2029	Directors; loan agreement

Pending legislation. The Commercial Payments Bill [HL], introduced on 19 May 2026, would ban cash retentions on construction contracts and cap private-sector payment terms at 60 days. It is not yet law and no commencement date has been set, so the forecast keeps retentions and current payment terms in the base case and shows the upside in section 6.

3. Monthly cash-flow forecast, January to December 2027

£'000	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2027	2028	2029
Receipts															
Commercial end-user receipts	35.3	33.1	36.4	39.5	41.9	44.2	45.2	43.9	39.2	40.7	45.5	45.7	490.6	516.4	541.1
Sub-contract receipts (net of CIS)	20.1	18.2	20.2	22.3	23.8	25.5	27.2	27.5	23.7	23.0	26.2	26.8	284.3	299.4	313.7
Retentions released	1.3	0.9	1.3	1.4	1.2	0.7	1.1	1.1	1.2	1.3	1.4	1.5	14.6	15.5	16.2
Domestic receipts	15.7	18.7	21.4	24.2	25.2	23.0	20.2	17.8	20.4	24.2	23.8	17.0	251.6	264.3	276.9
Total receipts	**72.4**	**70.9**	**79.3**	**87.4**	**92.1**	**93.4**	**93.7**	**90.3**	**84.5**	**89.2**	**96.8**	**91.1**	**1,041.1**	**1,095.6**	**1,148.0**
Payments															
Materials and plant hire	21.3	30.2	32.0	35.0	37.6	39.3	38.9	36.3	27.6	38.4	41.0	37.6	415.3	436.6	457.4
Sub-contract labour (net of CIS)	5.6	5.9	6.5	7.0	7.3	7.2	6.7	5.1	7.1	7.6	7.0	4.2	77.2	81.1	84.9
Net wages	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	201.6	207.7	213.7
PAYE, NIC and CIS to HMRC	3.7	4.8	5.2	5.0	4.8	4.7	4.5	4.1	3.6	4.7	4.9	4.3	54.0	55.0	56.2
Pension contributions	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	14.4	14.8	15.3
Vehicle HP, fuel and running	6.7	6.7	15.1	6.7	6.7	7.4	7.4	7.4	7.4	7.4	7.4	7.4	93.4	98.6	100.3
Rent, rates and utilities	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	40.1	41.3	42.5
Overheads and insurance	3.0	10.5	3.0	6.6	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	47.1	48.5	49.9
New van: deposit and VAT	–	–	–	–	14.4	–	–	–	–	–	–	–	14.4	–	–
Dividends	–	–	6.0	–	–	6.0	–	–	6.0	–	–	6.0	24.0	24.0	24.0
Bank loan	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	13.2	13.2	13.2
Corporation tax	–	–	–	–	–	–	–	–	–	9.5	–	–	9.5	14.5	25.8
VAT to HMRC	–	7.8	–	–	8.1	–	–	2.4	–	–	8.2	–	26.4	36.1	38.3
Overdraft interest and fees	0.7	0.1	0.3	0.4	0.4	0.5	0.5	0.4	0.3	0.2	0.2	0.2	4.2	2.1	0.6
Total payments	**63.4**	**88.4**	**90.4**	**83.0**	**104.6**	**90.5**	**83.4**	**81.0**	**77.5**	**93.2**	**94.1**	**85.1**	**1,034.7**	**1,073.4**	**1,122.0**
Net cash flow	**8.9**	**(17.6)**	**(11.2)**	**4.3**	**(12.5)**	**2.9**	**10.3**	**9.3**	**7.0**	**(4.0)**	**2.7**	**6.0**	**6.4**	**22.2**	**25.9**
Opening balance	(18.5)	(9.6)	(27.1)	(38.3)	(33.9)	(46.4)	(43.5)	(33.2)	(23.9)	(16.9)	(20.8)	(18.1)	(18.5)	(12.1)	10.1
Closing balance	**(9.6)**	**(27.1)**	**(38.3)**	**(33.9)**	**(46.4)**	**(43.5)**	**(33.2)**	**(23.9)**	**(16.9)**	**(20.8)**	**(18.1)**	**(12.1)**	**(12.1)**	**10.1**	**36.0**
Lowest month-end balance													(46.4)	(30.0)	(5.0)
Current limit	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)			
Headroom / (excess) against £35k	25.4	7.9	(3.3)	1.1	(11.4)	(8.5)	1.8	11.1	18.1	14.2	16.9	22.9			
Headroom against proposed £55k	45.4	27.9	16.7	21.1	8.6	11.5	21.8	31.1	38.1	34.2	36.9	42.9			

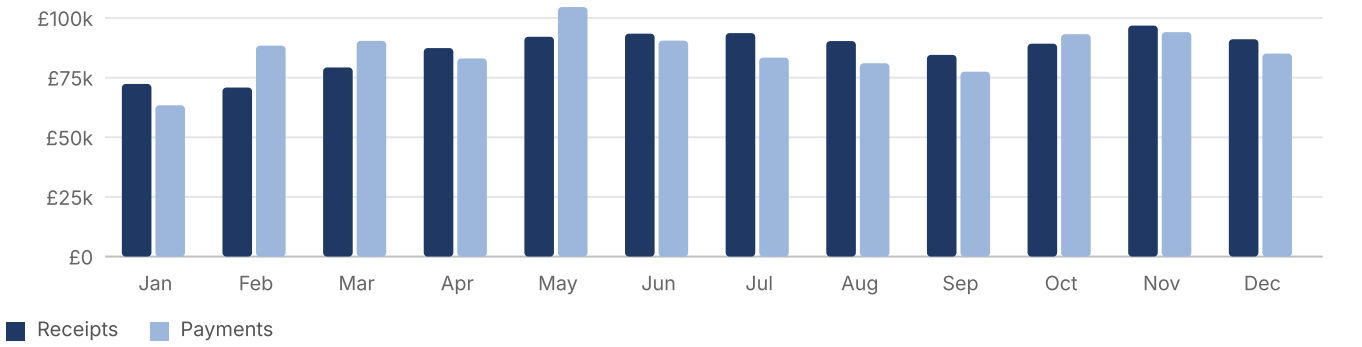
Receipts include VAT where charged. Sub-contract receipts are shown after the main contractor's 5% retention and 20% CIS deduction on the labour element. Figures in brackets are negative balances. The VAT line in February is the payment for the quarter to December 2026; May, August and November are the 2027 quarters. The 2028 and 2029 columns are annual totals on the assumptions in the appendix: sales up 5% and 10% on 2027, pay and overheads up 3% and 6%, no further capital spending, and corporation tax on 2027 and 2028 profits paid in October 2028 and 2029 (the 2027 bill is reduced by 100% first-year relief on the new van).

BEYOND 2027

On these assumptions the overdraft is cleared during 2028 and the company ends 2029 with £36k in the bank, so the facility is a working-capital bridge rather than structural debt. The lowest month-end balance is (£30k) in 2028 and (£5k) in 2029.

4. Receipts, payments and the tax calendar

MONTHLY RECEIPTS AND PAYMENTS



PAYMENTS TO HMRC

Month	PAYE, NIC and CIS	VAT	Corporation tax	Total to HMRC
Jan	£3,666	–	–	£3,666
Feb	£4,759	£7,772	–	£12,532
Mar	£5,154	–	–	£5,154
Apr	£4,960	–	–	£4,960
May	£4,785	£8,050	–	£12,835
Jun	£4,677	–	–	£4,677
Jul	£4,496	–	–	£4,496
Aug	£4,098	£2,355	–	£6,453
Sep	£3,646	–	–	£3,646
Oct	£4,659	–	£9,500	£14,159
Nov	£4,858	£8,186	–	£13,044
Dec	£4,253	–	–	£4,253
Year	**£54,011**	**£26,363**	**£9,500**	**£89,874**

PAYE, NIC and CIS are paid by the 22nd of the following month. VAT is paid one month and seven days after each quarter. CIS deductions suffered on sub-contract receipts (about £40,761 in 2027) are set against the PAYE bill each month.

WHERE THE CASH IS TIED UP

Debtor book at 31 March 2027	£	Days
Commercial end users (incl. VAT)	£61,560	47
Main contractors (net of retention, before CIS)	£44,982	52
Retentions outstanding	£7,763	180
Domestic	£9,120	12

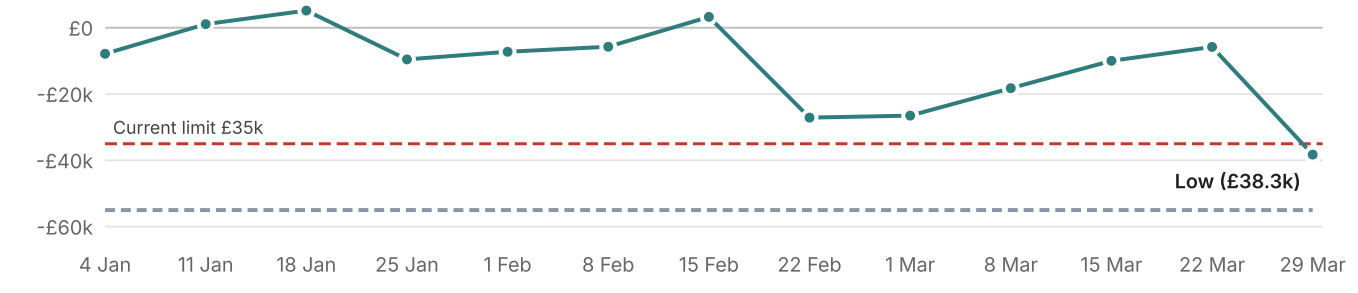
Debtor days are weighted averages of the payment profiles in section 2. At the March quarter end the company is owed about £123k by customers, more than twice the overdraft limit.

REVERSE CHARGE: WHY SUB-CONTRACT WORK COSTS MORE TO FUND

Under the domestic reverse charge the company does not collect VAT from main contractors, so it is a net reclaimer of VAT on the materials it buys for that work, but only after the quarter ends. Combined with 52-day payment and a 5% retention, each £10,000 of sub-contract sales ties up roughly £1,900 more cash than the same work for an end user. The directors don't currently price for this. They should.

5. Thirteen-week cash flow, January to March 2027

Most lenders now want a weekly view of the next quarter as well as the monthly forecast. It shows the timing inside each month: rent, HP and the bank loan go out in week one, PAYE and CIS on the 22nd, wages and supplier statements in the last week, while trade customers pay in two bursts: end-of-month payment runs that land in the first days of the month, and a second run in the final week. The weekly figures reconcile to the monthly forecast.



£'000, week commencing	4 Jan	11 Jan	18 Jan	25 Jan	1 Feb	8 Feb	15 Feb	22 Feb	1 Mar	8 Mar	15 Mar	22 Mar	29 Mar
Receipts													
Commercial receipts	10.6	5.3	5.3	14.1	9.9	5.0	5.0	13.2	9.1	4.4	4.4	5.8	12.7
Sub-contract receipts	6.0	3.0	3.0	8.0	5.4	2.7	2.7	7.3	5.0	2.4	2.4	3.2	7.1
Retention released	–	–	–	1.3	–	–	–	0.9	–	–	–	–	1.3
Domestic receipts	3.9	3.9	3.9	3.9	4.7	4.7	4.7	4.7	4.3	4.3	4.3	4.3	4.3
Total receipts	**20.5**	**12.2**	**12.2**	**27.4**	**20.0**	**12.4**	**12.4**	**26.1**	**18.4**	**11.1**	**11.1**	**13.3**	**25.4**
Payments													
Materials and plant hire	–	–	–	21.3	–	–	–	30.2	–	–	–	–	32.0
Sub-contract labour	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.5	1.3	1.3	1.3	1.3	1.3
Net wages	–	–	–	16.8	–	–	–	16.8	–	–	–	–	16.8
PAYE, NIC and CIS	–	–	3.7	–	–	–	–	4.8	–	–	–	5.2	–
Pension	–	–	1.2	–	–	–	–	1.2	–	–	–	1.2	–
Vehicles	3.6	1.0	1.0	1.0	3.6	1.0	1.0	1.0	11.8	0.8	0.8	0.8	0.8
Rent, rates, utilities	3.0	0.1	0.1	0.1	3.0	0.1	0.1	0.1	3.0	0.1	0.1	0.1	0.1
Overheads and insurance	0.8	0.8	0.8	0.8	0.8	8.2	0.8	0.8	0.6	0.6	0.6	0.6	0.6
Dividends	–	–	–	–	–	–	–	–	–	–	–	–	6.0
Bank loan	1.1	–	–	–	1.1	–	–	–	1.1	–	–	–	–
VAT to HMRC	–	–	–	–	7.8	–	–	–	–	–	–	–	–
Overdraft interest and fees	–	–	–	0.7	–	–	–	0.1	–	–	–	–	0.3
Total payments	**9.9**	**3.3**	**8.1**	**42.1**	**17.7**	**10.9**	**3.4**	**56.5**	**17.8**	**2.8**	**2.8**	**9.2**	**57.9**
Net cash flow	**10.6**	**9.0**	**4.1**	**(14.7)**	**2.3**	**1.5**	**9.0**	**(30.4)**	**0.6**	**8.3**	**8.3**	**4.2**	**(32.5)**
Closing balance	**(7.9)**	**1.1**	**5.2**	**(9.6)**	**(7.2)**	**(5.7)**	**3.3**	**(27.1)**	**(26.5)**	**(18.2)**	**(10.0)**	**(5.8)**	**(38.3)**
Headroom / (excess) against £35k	27.1	36.1	40.2	25.4	27.8	29.3	38.3	7.9	8.5	16.8	25.0	29.2	(3.3)

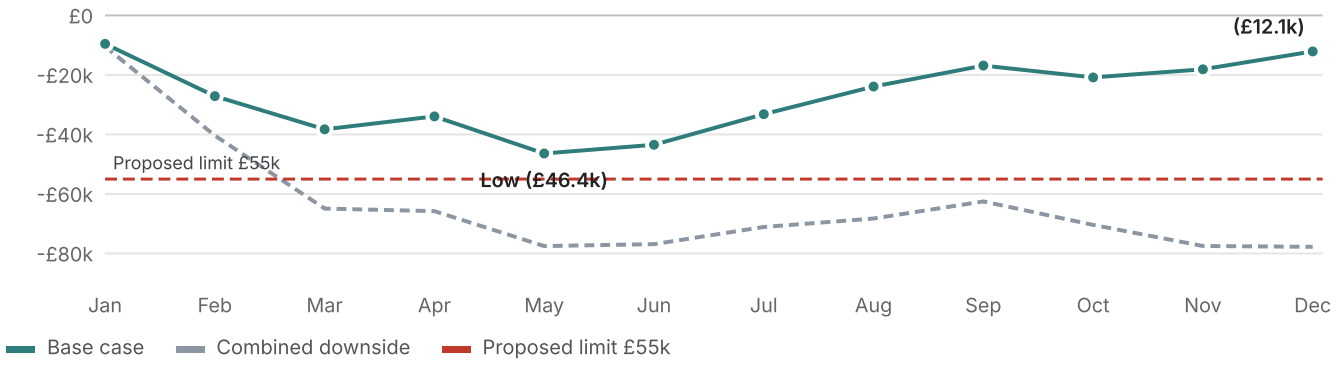
What the weekly view adds: the lowest weekly balance in the quarter is (£38.3k) in the week commencing 29 Mar, in line with the month-end figures, because the trade customers' month-end payment runs arrive just as wages and supplier statements go out. That is the vulnerability: about £20k of receipts is expected in that week, and if the payment run slipped by a week the balance would touch (£58.1k), breaching the current limit by £23k. The requested £55k limit covers that event with headroom of (£3.1k).

6. Scenarios and sensitivity

Each scenario changes one assumption from the base case, with everything else held constant. The combined downside applies the two most likely problems together: customers paying 30 days later and the loss of the largest main-contractor account.

Scenario	Peak need	Month	Months over £35k	Balance 31 Dec	Interest and fees
Base case	(£46.4k)	May	3	(£12.1k)	£4,170
Trade customers pay 15 days later on average	(£81.6k)	May	11	(£53.9k)	£7,904
Main contractor lost from April (−30% sub-contract)	(£43.8k)	May	7	(£40.8k)	£4,869
Materials 40% of sales	(£61.4k)	Jun	10	(£52.2k)	£6,329
Bank Rate 4.0% (next MPC decision 5 Nov 2026)	(£46.4k)	May	3	(£12.2k)	£4,243
Retention ban enacted (no retentions on 2027 invoices)	(£42.2k)	May	3	(£5.2k)	£3,635
Combined downside (late payment + contract lost)	(£77.8k)	Dec	11	(£77.8k)	£8,300

BASE CASE AND COMBINED DOWNSIDE AGAINST THE PROPOSED LIMIT



WHAT THE SCENARIOS SHOW

- **Late payment is the biggest risk.** Fifteen extra days across the trade book adds about £35.2k to the peak need. This matches the ECA finding that 76% of contractors are paid later than 30 days by private clients.
- **Losing the main contractor** cuts sales but also releases working capital, so the cash effect is smaller than the profit effect: the peak need moves by (£2.6k).
- **Interest rates barely matter.** A quarter-point rise in Bank Rate on 5 November 2026 adds under £200 a year. The margin and the fee are worth negotiating; the base rate isn't worth worrying about.
- **The retention ban is an upside:** if the Commercial Payments Bill is enacted and applies to new contracts, roughly (£4.2k) of the peak need disappears.
- **Combined downside:** the peak need rises to (£77.8k), which the proposed £55k limit does not cover; the levers in section 7 would be needed.

7. Funding options

The need peaks in late spring and unwinds by the autumn. An overdraft suits that, as long as the limit covers the weekly low point as well as the month ends. The alternatives below are costed on the same forecast.

Option	Cash released at the May peak	Annual cost (approx.)	For	Against
A. Overdraft increased to £55k	£20k	£4,995	Simple; already in place; interest only on what is used	Repayable on demand; renewed annually; needs the directors' guarantee
B. Invoice discounting on the commercial end-user book	£55k	£5,435	Grows with sales; 80–90% advance against approved invoices; confidential	Service fee of 0.2–0.5% of turnover plus discount at 1.5–3% over base; sub-contract invoices with retentions are often excluded; minimum contract periods
C. Van 100% on hire purchase	£7k	£504	Keeps £7.2k in the business; HP rates for new vans 4–6% APR	Slightly higher monthly instalment
D. Move the June dividend to August	£6k	–	No cost	Directors' personal cash flow
E. Apply for CIS gross payment status	£7k	–	Stops 20% deductions on labour; needs a clean compliance record (including VAT since April 2024) and net construction turnover of £30k per director or £100k for the company	HMRC compliance test; takes several weeks

AFFORDABILITY OF THE PROPOSED FACILITY

- Forecast 2027 operating cash flow before financing is about £62k, against loan, HP and overdraft costs of about £53k: cover of roughly 1.2 times.
- The overdraft falls to (£12.1k) by December in the base case and is repaid in the first quarter of 2028 as the autumn retentions are released. In the combined downside the need would exceed the proposed limit by about £10k even with options C and D, which is why invoice discounting (option B) is kept as the fallback and the forecast is re-run monthly.
- The debtor book is bigger than the proposed limit at every month end, and the retention ledger sits behind that. Retentions are usually the first thing a bank asks about on a contractor, so the aged retention ledger goes in the pack.

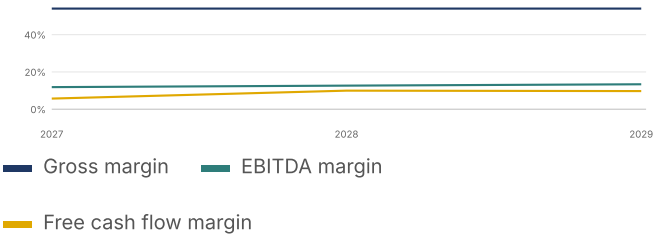
> **Recommended package:** option A (overdraft to £55k) as the core facility, with options C and D held in reserve, and an application for CIS gross payment status (option E) in the first quarter. Review invoice discounting (option B) if sub-contract work exceeds half of sales, when the overdraft will no longer scale.

NEXT STEPS

- Agree the forecast with the bank's relationship manager and provide the aged debtor and creditor listings at 31 December 2026.
- Update the forecast monthly against actuals; re-issue the 13-week view each quarter.
- Start the CIS gross payment application in January.

PROFIT, FREE CASH FLOW AND RETURN ON CAPITAL

	2027	2028	2029
Sales	£965k	£1,013k	£1,062k
Gross profit (after materials and sub-contract labour)	£521k	£547k	£573k
Gross margin	54%	54%	54%
EBITDA	£114k	£128k	£142k
Profit before tax	£94k	£110k	£125k
Profit after tax	£80k	£84k	£96k
Net margin	8%	8%	9%
Free cash flow	£55k	£101k	£103k
Free cash flow margin	6%	10%	10%
Capital invested at start of year: shareholders' funds	£92k	£148k	£208k
plus bank loan, hire purchase and overdraft	£114k	£97k	£46k
less cash at bank	£0k	£0k	(£10k)
Total capital invested (equity plus debt less cash)	£206k	£245k	£244k
Operating profit after tax (NOPAT: profit before interest, less tax)	£87k	£89k	£99k
Return on invested capital (NOPAT ÷ capital invested)	**42%**	**36%**	**40%**



Free cash flow is cash from trading after tax and capital spending, before dividends, loan repayments and overdraft costs. Capital invested is measured from the financing side: shareholders' funds plus the bank loan, hire purchase and overdraft, less cash, at the start of each year. It equals the vans at written-down value plus net working capital. The overdraft funds the gap between invoicing and payment, not losses: the business earns well above its cost of borrowing.

Appendix: payroll, pricing and sources

PAYROLL ASSUMPTIONS

Role	JIB grade / basis	Hourly	Annual	Employer NIC
2 × Approved Electrician	JIB National rate from 5 Jan 2026	£20.08	£39,156 each	£5,123 each
3 × Electrician	JIB National rate	£18.38	£35,841 each	£4,626 each
1 × Apprentice (Stage 3, under 25)	JIB apprentice rate; no employer NIC below the upper threshold	£13.05	£25,448	nil
Office manager	Salary	–	£30,000	£3,750
2 × Directors	Salary plus dividends	–	£12,000 each	£1,050 each
Total			**£265,283**	**£29,975 less £10,500 Employment Allowance**

PRICING OF THE FACILITY

The overdraft is modelled at Bank Rate plus 9.5%. Lloyds publishes 10.85% over Bank Rate for limits up to £25,000 and negotiates larger limits; the government's 2025 call for evidence quotes typical business overdraft rates of 15–20% EAR. A margin of 9.5% is mid-range for a trading company with a four-year record and a secured term loan already in place. The renewal fee is modelled at 1.5% of the limit, in line with published bank tariffs. Banks will sometimes cut the fee for an existing customer; I haven't assumed that.

2028 AND 2029

The annual columns assume sales growth of 5% in 2028 and a further 5% in 2029, pay and overheads rising 3% a year, the same dividend policy, no further vans, and corporation tax at the 2026/27 rates (19% to £50,000, marginal relief above). The May 2027 van qualifies for 100% first-year relief (the Annual Investment Allowance of £1m, or full expensing for a company), which reduces the tax paid in October 2028; the new 40% first-year allowance and the 14% main-pool writing-down allowance introduced by Finance Act 2026 apply to other plant from 2026.

HOW THIS FORECAST WAS PREPARED

Gregory Analytics builds each forecast in Excel from the client's own management accounts, bank statements and order book, so that every line can be traced and updated. The pack supplied to the bank includes the monthly forecast, the 13-week cash flow, the integrated profit and loss and balance sheet, aged debtors and creditors, and the scenarios above. A real forecast is agreed with the directors line by line before it goes to the bank.

Sources. Bank of England, Bank Rate 3.75% maintained (17 September 2026); next decision 5 November 2026. · Lloyds Bank, Business Overdraft: 10.85% over Bank Rate for limits of £500–£25,000, larger limits on application; NatWest Business Overdraft fee 1.5% above £5,000 (October 2026). · HM Government, Small business access to finance call for evidence (2025): typical business overdraft rates 15–20% EAR. · ECA, Engineering services feels the pinch despite growing demand (February 2024) and Electrical businesses brace for project delays in 2025 (November 2024). · Construction News, Construction retentions to be banned (24 March 2026); House of Lords Library, Commercial Payments Bill [HL] briefing LLN-2026-0049 (June 2026). · HMRC, Rates and thresholds for employers 2026 to 2027: employer NIC 15% above £5,000; Employment Allowance £10,500. · HMRC, VAT domestic reverse charge for building and construction services (manual VATREVCON33200: end-user status and the 5% disregard); Construction Industry Scheme: gross payment status turnover test of £30,000 per director or £100,000 per company (gov.uk; CISR44100) and CIS reform from 6 April 2024 (VAT compliance test). · Finance Act 2026 (Royal Assent 18 March 2026): 40% first-year allowance from 1 January 2026 and 14% main-pool writing-down allowance from April 2026 (Deloitte Taxscape; ICAEW TAXguide 05/25). · JIB pay scales from 5 January 2026 (via elec-mate and elec.training; verify at jib.org.uk). · NICEIC, Approved Contractor Scheme fees from 1 April 2026. · ExpertSure, Invoice finance overview UK 2026 (service fee 0.2–0.5% of turnover, discount 1.5–3% over base, 80–90% advance) and Hire purchase for UK businesses 2026.

> Pryor Electrical Ltd is a made-up company used to show the format. Its trading figures are invented; everything quoted from outside sources is real and dated.