A PLAN FOR ROSA

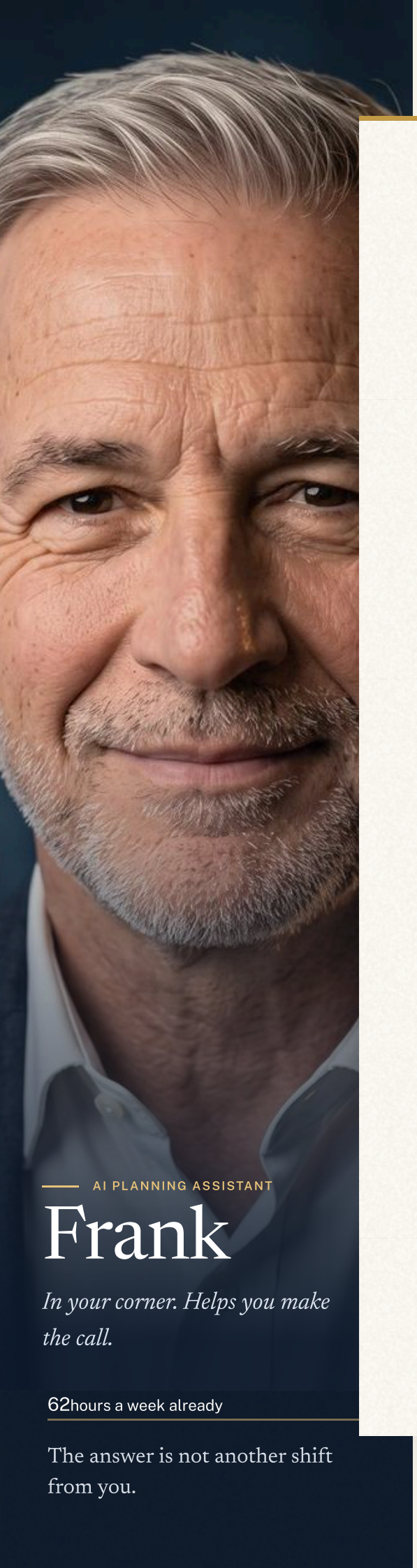
Saltbush and Crumb, Kyneton

Your costs rose faster than your sales. *Working harder won't fix that.*

Ingredients and paid staff costs swallowed the sales growth. Reset the menu prices, control portions and waste, and buy for what you actually use. Keep every staff hour.

$29,279	$22,000	$51,279
less profit in the year ended 30 June 2026	more sales	more expenses

Prepared for you by Frank, your AI planning assistant. Your drawings goal is a target, not money already recovered.



AI PLANNING ASSISTANT

Frank

In your corner. Helps you make the call.

62hours a week already

The answer is not another shift from you.

A PERSONAL WORD FROM FRANK

Rosa, the extra sales were real. So was the squeeze.

Your cafe sold more, but food and drink costs and the cost of employing your team grew faster. That is the main reason profit fell. These totals do not prove you have too many people, or tell us how much of the increase came from prices, hours, product mix or waste.

Your bank also fell by $13,128 during the year ended 30 June 2026. Drawings and tax exceeded the profit available. The $11,172 closing balance is historical, not a confirmed balance today.

There is one limit in the files: January 2025 recipe costs cannot tell us exactly what each item costs in November 2026. I've shown a clearly labelled cost test instead of pretending otherwise.

The proposed prices are ready. The buying decision is clear. The first handovers fit inside existing prep, closing and admin time. No Tuesday opening, no staff hour cuts and no extra nights at the books.

Frank

FRANK · AI PLANNING ASSISTANT

Frank is an AI. He wrote this letter and plan from what you sent. No person has reviewed or signed it.

1 THE PLAN FIRST

Three changes. No longer week.

Approve the price test today. Give the other jobs to the team inside their existing hours.

0

EXTRA HOURS IS THE CONSTRAINT

Keep Theo at 38 hours, casuals at about 70, and your own week no higher than 62. These jobs replace existing tasks, not breaks or time off.

Your first three changes

Prices first for the money. Portions and buying to stop the leak.

CHANGE	WHEN	WHO OWNS IT
Reset menu prices USE THE PRICES ON THE NEXT TWO MENU PAGES	Wed 4 Nov Approve today, prepare during existing admin	Rosa Barista checks POS against the menu
Portions and smaller batches START WITH EGGS, AVO, TOASTIES, CAKES AND BREAD	Mon 2 Nov Next existing prep and close	Theo and closing team No additional shift
Reset supplier orders NO EXTRA BEANS TO QUALIFY FOR A DISCOUNT	Mon 2 Nov Before the next order	Rosa Use the ready message on the supplier page

TODAY Approve the test prices. Keep Tuesday closed.

WED 4 NOV

1. Launch the price test

1. Update the menu and POS together before opening.
2. Tell customers: “We've held our prices since February 2025. From today our menu prices are changing to help cover higher ingredient and team costs. Thanks for supporting us.”

MON 2 NOV

2. Set portions and batch sizes

1. Theo refreshes the existing eggs, avo and toastie cards using actual quantities and the latest invoices.
2. The closing team reports leftover cake and bread during the normal close. Theo uses that to reduce the next comparable day's order or batch.

MON 2 NOV

3. Ask for a matched usage quote

1. Send the supplier message already written in this plan.
2. Keep order quantities tied to use, shelf life and cash, not discount thresholds.

2 WHERE THE MARGIN WENT

The extra sales did not cover the extra costs.

This is the year ended 30 June 2026 compared with the year ended 30 June 2025.

about 8.0%

NET PROFIT MARGIN

Down from about 14.5%. Both figures are before your drawings and income tax, with no wage for your own work.

How profit fell despite higher sales



First and last bars are totals. Staff includes wages, super and workers compensation. Profit excludes owner drawings and income tax. All figures exclude GST.

Where the expense increase landed

Ingredients and staff were the biggest changes.

EXPENSE GROUP	INCREASE
Food and drink costs	$20,900
Wages, super and workers compensation	$22,679
Rent	$1,600
Repairs and equipment	$2,300
All remaining expenses, net	$3,800
Total expense increase	**$51,279**

> **How it's worked out:** Each 2026 expense less its 2025 equivalent. More sales added $22,000, leaving profit $29,279 lower.

Source: your bookkeeper's profit and loss. The grinder is included in reported repairs and equipment; no adjustment has been made.

WHAT THE ACCOUNTS CANNOT PROVE

Higher supplier prices are documented. But purchases also change with volume, mix, stock and waste. Wages can change with rates, hours and penalties. Do not call the whole increase “inflation” or “overstaffing”.

3 DRINKS, CAKES AND RETAIL

Regular coffee: test $5.50.

Customer prices include GST. The earnings column is a cost stress test, not verified November profit.

$5.50

PROPOSED REGULAR COFFEE PRICE

Your price has been $5.00 since 1 February 2025. Keep the product and portion consistent during the test.

The menu decision

"Left now" means today's menu price, less assumed GST and the ingredient cost test only.

ITEM	NOW	TEST PRICE	COST TEST*	LEFT NOW*
Regular coffee	$5.00	**$5.50**	about $1.03	about $3.52
Large coffee	$5.80	**$6.30**	about $1.31	about $3.96
Pot of tea	$4.80	$5.00	about $0.44	about $3.93
Hot chocolate or chai	$5.50	$6.00	about $1.19	about $3.81
Bottled cold drink	$4.50	$5.00	$1.90 quoted	about $2.19
Fresh juice or smoothie	$8.50	$9.00	about $3.25	about $4.48
Slice or cake	$7.00	$7.50	about $2.00	about $4.36
Scone, jam and cream	$8.00	$8.50	about $1.63	about $5.65
Jar or take home loaf	$12.00	$13.00	about $8.13	about $2.78

> ***Assumptions:** January recipe costs increased by an assumed 25%, except bottled drinks, which use the August carton quote divided by 24. This is not an ingredient by ingredient recost. Left now excludes wages, super, rent, packaging, waste and fees.

Your latest supplied supplier prices are August 2026, not confirmed November quotes. Tea, juice, cakes and jars have no complete current ingredient prices or quantities.

TWO CHECKS WORTH DOING, NOT A WHOLE NEW PROJECT

The barista verifies coffee dose, milk use and cup cost during normal prep. The bookkeeper splits "jar or take home loaf" into separate POS items and checks their GST codes. The model follows your export's assumption that every sale is taxable; takeaway classifications can differ.

WORTH A LOOK

ATO food and beverage classification guidance ato.gov.au Give this to the bookkeeper for the retail lines.

ATO: GST free items and services smallbusiness.taxsuperandyou.gov.au Explains why a finished cafe product can differ from its ingredients.

4 THE FOOD MENU

Price the food for the costs you face.

Keep the first test simple. Same dishes and portions, new prices, no extra prep shift.

$22

PROPOSED SMASHED AVO PRICE

Avocados rose from $1.40 to $2.10 each in your supplier list. A fixed portion matters as much as the menu price.

Food prices ready for the test

Current price and proposed price include GST. Cost and contribution exclude it.

ITEM	NOW	TEST PRICE	COST TEST*	LEFT NOW*
Big breakfast	$26.00	**$28.00**	about $9.87	about $13.77
Eggs on toast	$14.50	**$16.00**	about $4.13	about $9.05
Smashed avo	$19.50	**$22.00**	about $6.90	about $10.83
Porridge or bircher	$13.00	$14.00	about $2.75	about $9.07
Toasted sandwich	$12.50	$13.50	about $4.13	about $7.24
Soup with bread	$15.00	$16.00	about $4.25	about $9.39
Lunch burger	$22.00	$24.00	about $8.50	about $11.50
Kids meal	$11.00	$12.00	about $3.63	about $6.38

> ***Assumptions:** Big breakfast and eggs use the full egg price ratio on their old recipe cost. Avo uses the full avocado price ratio. Other dishes use an assumed 25% ingredient cost increase. These whole recipe stress assumptions are not measured recipes.

Left now = current price divided by 1.10, less unrounded cost test. It is contribution before all other costs, not profit. Rounded columns may differ slightly when subtracted.

THE KITCHEN HANDOVER

"Theo, keep your hours unchanged. During existing prep, refresh the eggs, avo and toastie cards from actual quantities and the latest invoices. Use one portion standard per dish. If this won't fit, simplify a prep task rather than stay back."

NOVEMBER IS NOT AUGUST

The sales sample was a winter week. Keep soup batches tied to current spring demand, not August quantities. Don't add a new seasonal dish until an existing prep job comes off the menu.

5 WHAT THE PRICE TEST COULD DO

The prices give you room. They do not guarantee it.

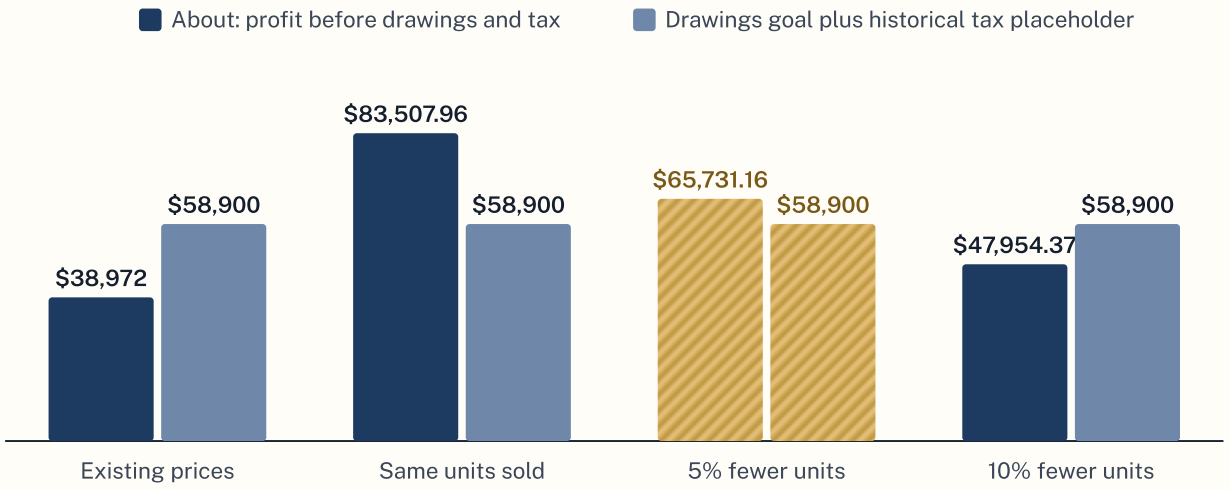
The proposed menu lifts the August basket by about 8.9%, with no extra customers or hours assumed.

about $883

EXTRA WEEKLY SALES EXCLUDING GST

Only if the same quantities sell. This is extra revenue, before extra card fees or other costs, not cash already recovered.

Annual profit run rates with the proposed prices



Illustrations, not forecasts. Annual sales base $499,000; proposed prices increase the August basket by about 8.9%. Current rent is included. Lower volume reduces food and drink costs, packaging and existing card fees proportionately; wages and other costs stay unchanged. Extra fees on higher prices, further cost increases and future tax changes are not modelled. No waste or negotiated savings are counted.

Your drawings goal needs more profit first

An annual planning comparison, not permission to increase drawings.

ITEM	ANNUAL AMOUNT
Your drawings target	$52,000
Tax placeholder using last year's payment	$6,900
Profit needed for those two amounts	$58,900
2026 profit adjusted only for current rent	$38,972
Extra profit needed on that basis	**$19,928**

> **How it's worked out:** Current rent is $3,450 a month, or $800 a year above the rent in the 2026 accounts. The tax placeholder is not a forecast of your future tax.

Scenarios use annual sales of $499,000 and August's sales mix. They are full year run rates, not a forecast for the remaining 2026 to 2027 financial year. Further wage, supplier and fee increases are not included. No waste or negotiated savings are counted.

MON
16
NOV

Review after two trading weeks

1. Use the existing POS report to compare units, sales excluding GST and mix with the six trading days ending 2 November. Check the supplier spend alongside it.
2. If contribution improves without hurting service, keep the prices. If it deteriorates, adjust the affected items rather than reverse the whole menu or add hours.
3. Before changing drawings, ask the accountant to refresh tax and cash needs, including unpaid bills and the Christmas closure.

6 WAGES AND THE ROSTER

Protect the hours. Change who owns the jobs.

Annual payroll totals cannot tell us which shifts are over or understaffed.

108

PAID TEAM HOURS A WEEK

Theo's 38 plus about 70 casual hours. Keep that envelope, with your own 62 hours a ceiling, not a reason to absorb more work.

Same hours, clearer ownership

Proposed task swaps inside existing shifts, subject to safe capacity.

PERSON	HOURS	OWNS
Theo	38	Food portions, batch sizes and kitchen order quantities
Casual team	about 70	Barista checks drink portions and POS; closing team reports cake and bread leftovers
Rosa	No more than 62	Price decision and supplier approval, replacing existing admin

This is not a proposed shift timetable. Hourly sales, individual availability, start and finish times and break coverage were not supplied.

READY MESSAGE TO YOUR PAYROLL PROVIDER

"Please explain the wage increase between the two years by paid hours, rates, penalties and role mix. Confirm our current award coverage, classifications, pay, super and break arrangements. I am not cutting Theo's or the casual team's hours. Please flag any correction needed before I change roster timing."

SWAP TASKS, DON'T STACK THEM

If the new ownership does not fit the paid shift, remove or simplify an existing task. Do not solve it with unpaid work, missed breaks or your own evening.

ANY LATER SHIFT CHANGES NEED A SEPARATE CHECK

Fair Work says regular roster or ordinary hours changes require consultation with affected employees. Applicable award or agreement rules also matter. Keep the present shift times while those checks are done.

WORTH A LOOK

Fair Work: consultation and cooperation	fairwork.gov.au	The process to follow before a regular roster change.
Fair Work: hours, breaks and rosters	fairwork.gov.au	A useful starting point for the payroll provider's check.

7 WASTE AND SUPPLIERS

Do not buy extra beans to earn a discount.

The offer lowers the unit price but raises the bill at your stated usage.

about $124.50

MORE CASH PER FORTNIGHT

Buying 20 kg at the discounted rate costs more than buying the roughly 16 kg you use.

The roaster's offer

Supplier prices exclude GST where applicable. Usage is approximate.

OPTION	QUANTITY	FORTNIGHTLY BILL
Buy for current use	about 16 kg	about $664.00
Take the 5% offer	20 kg	$788.50
Extra cash committed	**about 4 kg extra**	**about $124.50**

> **How it's worked out:** Current use multiplied by $41.50, compared with 20 kg multiplied by $41.50 and then reduced by 5%. Extra stock is not automatically waste, but it ties up cash.

Source: your August supplier list and stated usage. No supplier saving is assumed elsewhere in the plan.

READY SUPPLIER MESSAGE

“Please send your current delivered prices for our regular lines. We want to keep ordering at actual usage and avoid surplus stock. Can the roaster offer the same discount on our usual quantity or a usage based agreement without a 20 kg commitment? For the wholesaler, please confirm delivery charges, minimums, pack sizes and equivalent quality alternatives. Please quote before changing any line.”

WHOLESALER: DON'T PAD THE TROLLEY

Your minimum order is $250, with a $25 delivery fee below $400. Compare the delivered bill. Only combine orders when the stock is needed, fits safely and will be used. Do not buy surplus to avoid freight.

CAKES AND BREAD: CHANGE THE BATCH, NOT THE CLOSING SHIFT

Your waste guess is $150 to $200 a week at cost. Halving it would mean about $75 to $100 a week, but that is a target, not a saving found. During the normal close, the team reports leftover quantities using the existing POS waste function if available, otherwise a quick photo and verbal handover. Theo reduces the next comparable day's batch or order, then checks for stockouts. No separate tracker or blanket discounting.

CHECK THE BOTTLED DRINK CARD

The August carton quote works out at $1.90 each before freight, below the old recipe card's $2.10. Check the pack and what the card includes. A supplier percentage increase is not a valid substitute for a recipe recost.



A CLOSING WORD FROM FRANK

Rosa, fix what each sale leaves behind.

Not the length of your week.

3

changes: prices, portions and buying

You do not need to prove you can work harder. You already work 62 hours. The accounts show why the money tightened, and the proposed prices give you a practical test without cutting the team.

Today's decision is ready: “I'm approving the menu price test from Wednesday 4 November, keeping every staff hour. We'll review it on Monday 16 November. The portion and buying jobs stay inside our existing shifts.”

Your $52,000 drawings goal stays the goal. It is not a forecast, and it should not be funded by quietly running the bank down again.

Keep what works. Bring back the POS results and refreshed recipe costs, and the next version can replace assumptions with your own evidence.

Frank

FRANK · AI PLANNING ASSISTANT

Assumptions and limits: Recipe costs are stress tests, not verified November costs. Price scenarios assume August's mix, the supplied GST treatment and unchanged annual costs apart from rent and the stated volume adjustments. Current tax, pay obligations, cash commitments and bank balance need professional confirmation.

Frank is an AI. No person has reviewed or signed this plan. General business information only, not personal financial, legal, tax, medical or dietary advice. Sources: your three supplied files, your answers, and the official guidance cited in the plan.