Industrial Warehouse Business Plan

Irwell Trade Estate | Manchester

DOCUMENT GUIDE

Contents

Manchester warehouse acquisition and letting | 3 October 2026 | Model 1.0

Decision document for the proposed founder and lender. All commercial values are planning assumptions. The offer is four industrial unit leases; property surveys legal permissions finance and tenant evidence remain acquisition gates. Funding and contracts remain uncommitted.

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01 / BUSINESS

Executive summary

Irwell Trade Estate is a proposed Manchester landlord business acquiring and refurbishing one existing industrial property for four independent leases. The planning capacity is four units of 5000 square feet each. This is a rental business: it does not operate tenant logistics, manufacture goods or develop a new warehouse. The property, founder, tenants and funding remain unidentified and uncommitted.

The proposal requires £1800000 sponsor equity and £1200000 acquisition debt, with no automatic financing plug. Startup spending includes purchase VAT and SDLT on the VAT inclusive consideration, paid preopening management, refurbishment and carrying costs. Security deposits cannot fund operating cash. The decision is conditional on property/legal/technical evidence, lender terms, credible tenant demand and the final modeled reserve requirement. The owner salary also leaves an illustrative household funding shortfall; actual personal obligations must be supplied.

Verified Base 2027 earned rent is £145,000, EBITDA £5,314; 2029 available closing cash £393,018. Minimum available cash including opening is £19,053, requiring £80,947 beyond proposed funding to maintain the £100000 reserve. Downside minimum £-270,684 requires £370,684 for that reserve. These are planning results, not approved financing.

02 / BUSINESS

Business details

The proposed private limited company would hold and let a single existing Manchester industrial estate. Incorporation number VAT registration registered office and founder identity are not supplied. The target is an existing property within Manchester City Council boundaries, subject to actual access, planning, utilities and statutory due diligence. Trafford Park listings are metropolitan competing formats, not the identified acquisition or proof of local rent.

The management plan assumes paid acquisition work during October to December 2026 and lettings from January 2027. Dates move if any safety legal finance or construction gate fails. No actual sale agreement property address lease signature supplier quote or bank offer is represented.

Identity	Planning status
Trading name	Irwell Trade Estate proposed
Company	UK private limited company proposed
City and currency	Manchester England GBP
Asset	Existing industrial property not identified
Opening	January 2027 conditional
Funding	Sponsor and lender uncommitted

03 / BUSINESS

Business concept and objectives

Acquire an existing freehold industrial property with four independently usable units, complete essential compliance/structural work, and let it on clear fixed-rent terms. Initial leases are assumed five years with rent free incentives. Target occupiers need warehouse/light-industrial space and their own qualified operations, not outsourced logistics.

The first objective is an evidence-backed acquisition decision. Confirm unit separability, lawful use, truck access, utilities, roof condition, environmental history, EPC and rate assessments. Then establish lease demand without treating enquiries as signed tenants. The proposed scale remains four units through 2029. Expansion or sale would require a separate valuation, funding and execution plan.

04 / STRATEGY

Business model canvas

The company earns landlord rent from occupied leased units. Paid management coordinates compliance maintenance leasing invoices and collections. External surveyors lawyers letting agents contractors and accountants are paid through explicit budgets. Tenant utilities and occupied rates are assumed directly paid by tenants; the landlord retains vacant rates and common/structural costs.

No separate service-charge recovery is forecast. This avoids claiming an unagreed recoverable cost pool, but it does not remove landlord obligations. A lease solicitor must translate responsibility allocations into enforceable terms and identify costs the forecast omits.

Landlord business model canvas

Customers Eligible industrial occupiers	**Value** Usable space with clear lease duties	**Channels** Paid letting agent and referrals
Relationships Named paid management contact	**Revenue** Fixed initial lease rent	**Resources** Four units paid manager and capital
Activities Acquire maintain let invoice collect	**Partners** Paid surveyors lawyers contractors	**Costs** Vacancy payroll repairs debt taxes

Business model canvas for the proposed four unit landlord.

05 / STRATEGY

SWOT and longer term goals

The proposed narrow asset scope makes responsibilities and unit-level leases easier to inspect. This is a design intention rather than established operational strength. Weaknesses are concentration in one unverified asset, no tenant pipeline and substantial equity needed before rent is received.

Existing industrial occupiers may need appropriately sized premises, but no unmet need has been measured. Competing landlords, technical defects, delayed VAT recovery and tenant arrears can undermine the proposal. The longer term aim is reliable retained rental cash with documented maintenance; no promised capital appreciation or investor return is included.

SWOT planning assessment

Strengths	Weaknesses
Proposed bounded four unit scope	One unverified asset no tenants
Opportunities	**Threats**
Suitable local occupiers to test	Repairs arrears mortgage and vacancy

SWOT distinguishes design intentions from missing evidence.

06 / STRATEGY

TOWS strategy matrix

Use the four-unit scope to test independently priced leases before acquisition, and use transparent repair and payment terms to reduce disputes. Missing references and tenant evidence should be addressed through actual viewings agent feedback and signed conditional heads of terms.

Single-asset exposure requires technical surveys and an available cash reserve. Establish arrears limits and an agreed repair escalation routine before letting. Do not use protected deposits to compensate for weak economics. If survey works or reserve funding are unaffordable, renegotiate or abandon the acquisition rather than implying that sale proceeds will solve operating losses.

TOWS acquisition actions

SO Test fixed leases with actual occupiers	**WO** Require surveys and signed conditions
ST Price repairs and clear lease duties	**WT** Keep reserve and stop unaffordable deal

TOWS actions connect identified weaknesses and risks to acquisition gates.

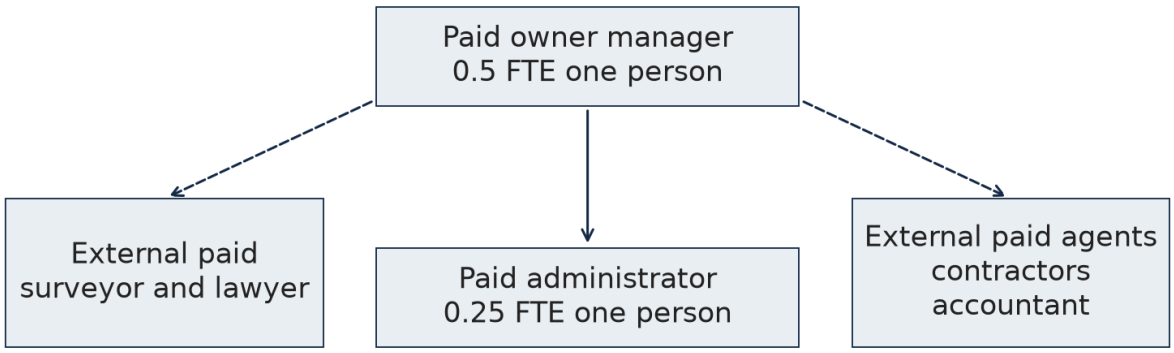
07 / PEOPLE

Owner and management

The paid owner property manager is one person at 0.5 FTE, with £48000 full time annual pay and £24000 actual annual gross salary. The administrator is one person at 0.25 FTE, with £32000 full time annual pay and £8000 actual salary. Employer NI and pension thresholds apply per actual person, not fractional FTE. Three preopening paid team months are budgeted.

The owner directs acquisition decisions, advisers, lease negotiation, maintenance escalation, arrears and cash review within 20 paid hours per week. The administrator provides 10 paid hours for invoice schedules records and appointment coordination. Neither is assumed to provide tenant forklift driving, overnight guarding, qualified electrical work or unpaid emergency repair labour. These are separately contracted or tenant responsibilities.

Paid management and external support



Solid reporting line for paid staff and dashed relationships for external paid advisers.

08 / PEOPLE

Owner and key personnel profiles

No founder or employee biography was supplied. Before appointment document property management experience, financial controls, lease administration capability and appropriate training. The plan does not invent professional surveying, legal or construction qualifications. Retain accredited technical and legal advisers for their actual scopes.

The owner remains accountable for contractor selection and landlord safety coordination even where specialist work is outsourced. Obtain named out-of-hours contractor availability and written charges. The existing overhead and refurbishment allowances are unquoted and must be replaced if callout support or required technical qualifications make them insufficient.

Role	Evidence required
Owner manager	Availability competence cash controls adviser oversight
Administrator	Billing record keeping data handling
External advisers	Scope qualifications insurance fees availability

09 / MARKET

Target customers

Target established small and medium business occupiers seeking one 5000 square foot industrial unit for lawful warehouse or light-industrial use. Suitable tenants need safe access adequate power the proposed fixed lease obligations and ability to pay rent VAT rates utilities and their own operational costs. This is a proposed screening segment, not an observed customer base.

Reject uses that conflict with planning lease restrictions fire loading environmental conditions or property design. No tenant business can be assumed safe merely because it calls itself a warehouse. Ask about hazardous goods vehicle access hours machinery floor loading noise utilities and permits before a lease decision.

10 / MARKET

Segmentation targeting and positioning

Segment by floor area, permitted use, servicing/access, lease duration and payment reliability. Target only occupiers whose actual needs fit a 5000 square foot independent unit and who can provide financial and operational evidence. Avoid promising suitability for heavy production cold storage hazardous goods or high-bay automation before surveys.

Position the estate around understandable landlord responsibilities and a documented unit handover. Availability and inspection evidence matter more than unverified claims of superior location. Competing owner occupation larger distribution facilities flexible storage and other industrial estates remain real alternatives.



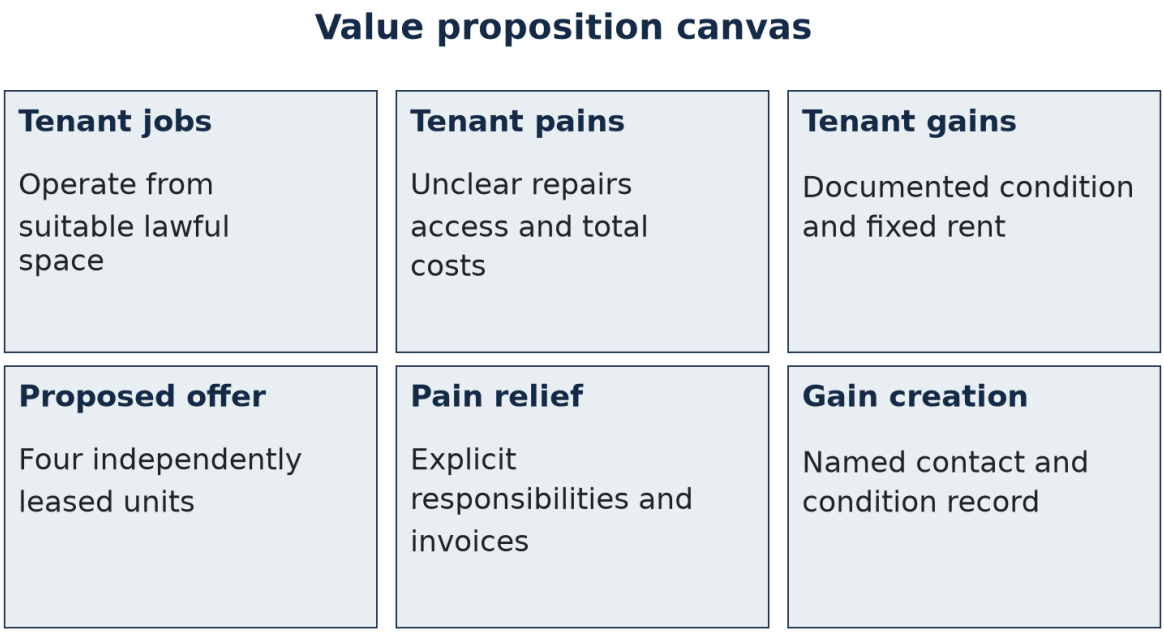
STP follows unit suitability and tenant payment evidence.

11 / MARKET

Value proposition canvas

Occupiers need a legally usable space with predictable rent, access, utilities and repair responsibilities. Unclear dilapidations, service charges or compliance gaps can create unbudgeted obligations. The proposed offer provides a documented condition schedule, fixed initial rent and an identified management contact, subject to legal and technical evidence.

The business cannot guarantee tenant sales, operational productivity or planning approval. Rental value must be tested with actual occupants and competing offers. A rent-free incentive is part of the negotiated economic cost, not extra revenue; it is explicitly reflected in lease income and the cash schedule.



Value proposition is proposed and requires tenant validation.

12 / MARKET

Market size and trends

TAM is annual rental expenditure for legally suitable industrial property across metropolitan Manchester. SAM narrows this to occupiers requiring approximately 5000 square feet with compatible access use lease terms and budget in the target area. Neither total has been reliably quantified for this proposed scope; no market share is claimed.

SOM is a capacity-limited planning hypothesis for four units, not a validated fraction of TAM. Physical space is 20000 square feet, or approximately 1858 square metres; this is a capacity measure, not market demand. Real marketed alternatives S15 and S16 establish competing formats only. Property condition local vacancy and actual achieved rents require agent and occupier evidence.

Rental market scope and evidence limits

TAM	Manchester industrial rental expenditure	**UNKNOWN**
SAM	Suitable 5000 sq ft unit rental expenditure	**UNKNOWN**
SOM	Four units,20000 sq ft finite capacity	**PLANNING**

Scope chart distinguishes unknown rental market sizes from finite proposed estate capacity.

13 / MARKET

PESTLE analysis

Political and legal conditions include business rates, landlord duties and evolving energy standards. The 2026 non-domestic MEES interim response S13 distinguishes current requirements from proposed changes that require legislation; obtain advice for the actual building and any industrial exception. A 5000 square foot unit is approximately 465 square metres, while the combined estate exceeds 1000; the relevant building assessment cannot be inferred from this arithmetic.

Economic exposure includes mortgage rates rent concessions and repair inflation. Social needs concern safe working space and clear access. Technology concerns utility capacity and reliable records. Environmental due diligence must cover flood contamination waste and building efficiency, rather than implying that reuse automatically makes the property compliant.

PESTLE and landlord responses

Political Rate and energy policy Review actual scope	**Economic** Vacancy debt repairs Test cash and quotes	**Social** Safe suitable workplace Validate tenant needs
Technological Power access records Survey building systems	**Legal** Title leases tax safety Obtain competent advice	**Environmental** Flood asbestos efficiency Survey before purchase

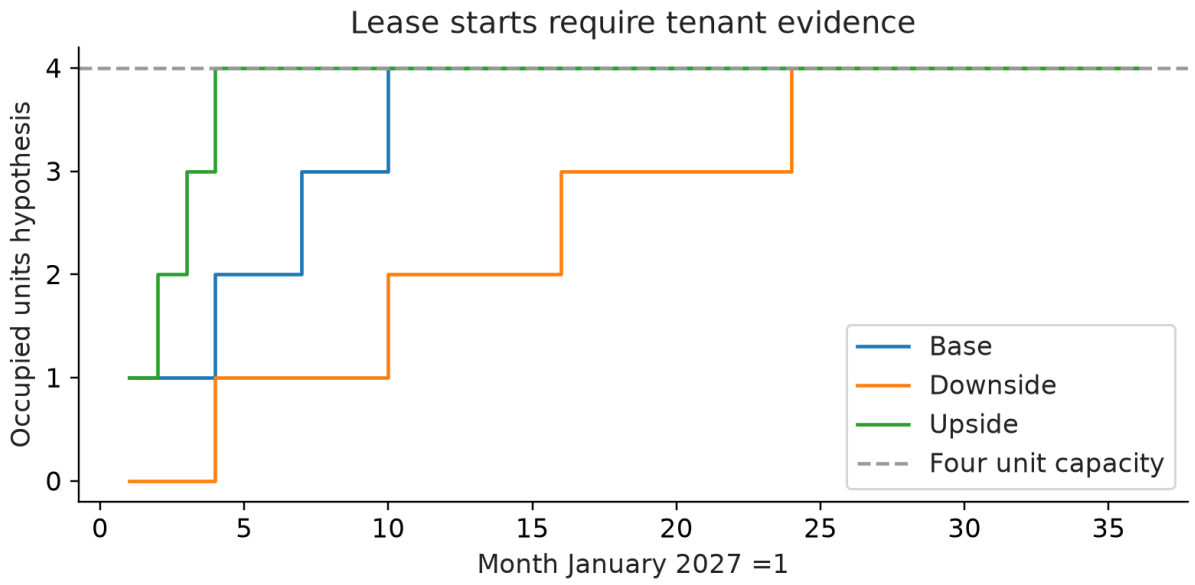
PESTLE panels connect local policy and technical factors to concrete decisions.

14 / MARKET

Local demand and evidence

No interviews viewings tenant commitments or achieved rent comparables were supplied. Before exchange commission an agent opinion supported by comparable signed leases, speak with eligible occupiers, and record rejected requirements as well as interest. Distinguish enquiry viewing heads of terms signed lease and actual payment.

Base starts in months 1,4,7 and 10. Downside months 4,10,16 and 24 test slower lease-up; Upside months 1 to 4 is a hypothesis. A zero start means a unit is never let throughout the model. Starts should be entered only as a forecast supported by evidence, never as reported signed occupancy.



Modeled lease-up starts are planning assumptions, not observed tenant demand.

15 / MARKET

Competitors and positioning

Savills lists actual industrial/distribution and industrial/open-storage formats around Trafford Park(S15,S16). They are metropolitan alternatives, not proof of available 5000 square foot units at the proposed price. Availability pricing service and condition can change. Other local landlords and owner occupation compete for the same occupier decisions.

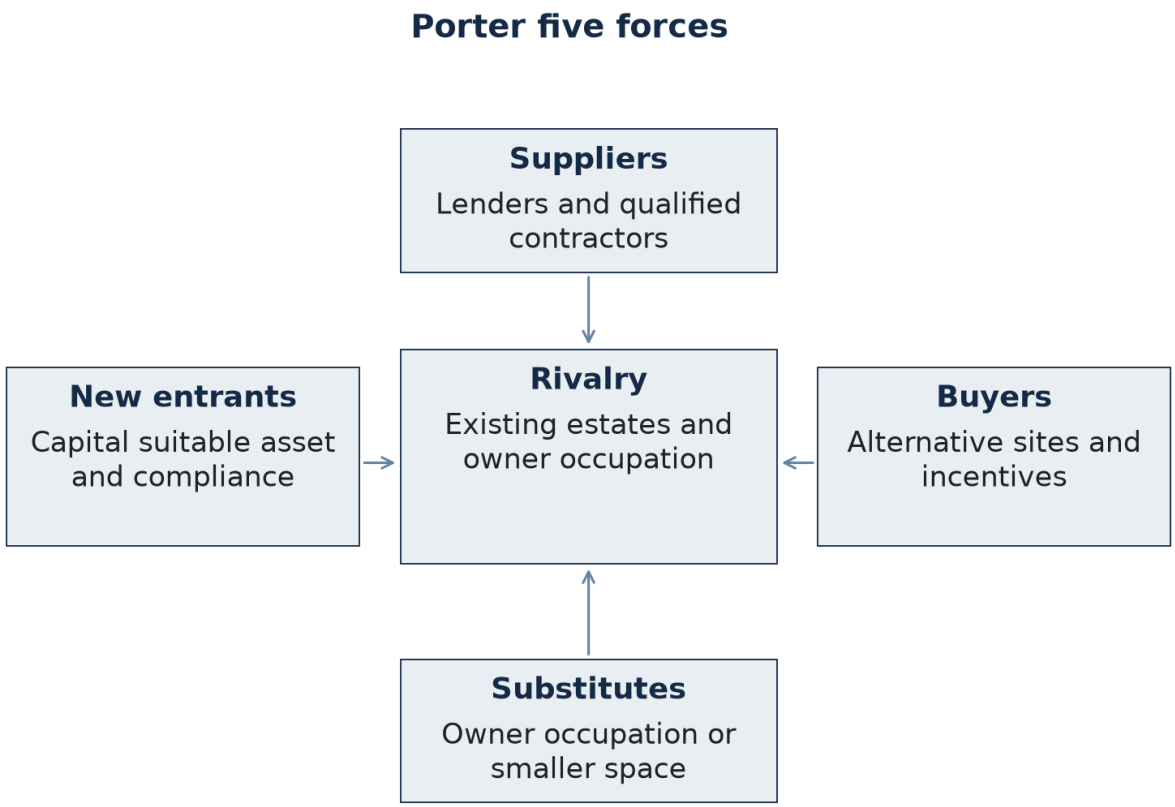
Compare total occupancy cost and actual suitability: net rent VAT rates repairs utilities lease length access and permitted use. No competitor quality scores, occupancy levels or tenant outcomes were obtained. The estate can only make claims that actual survey and contractual evidence support.

16 / MARKET

Porter five forces

Rivalry comes from existing estates and owner occupation. Buyer power includes the ability to defer relocate or negotiate rent-free periods. Supplier power includes qualified contractors lenders and specialist advisers, particularly where roof or environmental work is mandatory.

Entry requires capital a suitable asset and legal/technical compliance rather than just marketing. Substitutes include larger shared sites owner occupation or less space where lawful and operationally suitable. Responses are disciplined price comparisons quotes credit screening and a reserve; none removes the need to verify actual demand.



Rivalry at the centre, with four forces and specific landlord responses.

17 / MARKET

Strategy canvas

The comparison uses categorical product formats rather than invented numerical scores. Irwell proposes four fixed-rent industrial units with a named landlord contact. The marketed distribution listing and open-storage listing have different physical scopes; their landlord service and comparable 5000 square foot rent remain unverified.

The strategic choice is a bounded offer and documented condition, without claiming broader logistics services or lower total costs. Validate which dimensions matter through actual occupier interviews and quotations. The strategy can change if the observed lease market requires shorter terms or concessions that defeat the financial proposal.

Strategy canvas by format, no measured ratings

Format	Irwell proposed	Distribution listing (S15)	Open storage (S16)
5000 sq ft units	Proposed four	Not verified	Not verified
Fixed five year rent	Proposed	Not verified	Not verified
Industrial distribution	Tenant use conditional	Marketed format	Not represented
Open storage offer	Not proposed	Not verified	Marketed format
Comparable price	Unquoted assumption	Not verified	Not verified

Strategy canvas compares evidenced formats and explicitly unverified features, without ratings.

18 / OPERATIONS

Location and premises

Select an existing freehold property inside Manchester City Council boundaries with four independently accessible units. A location has not been chosen. Verify boundaries and responsible council before applying local rate guidance; Trafford Park alternatives fall within the wider metropolitan market and are not this proposed estate.

Survey roof drainage floor loading asbestos access fire compartments yard rights and power. Check title covenants easements contamination flood history planning use and works consents. Model four equal 5000 square foot units; actual measured areas and lettability may invalidate the proposed capacity. Do not sign leases until essential works and compliance evidence are complete.

19 / OPERATIONS

Equipment and resource plan

The net purchase assumption is £2000000. Acquisition legal/technical transaction fees £30000 are capitalized with SDLT; initial refurbishment £200000 is separate. Management equipment £5000 and replacement refurbishment £50000 in month 25 are budget hypotheses. No quote or survey validates the required works.

Allocate 20% of purchase plus transaction costs to nondepreciable land, subject to valuation. Building life 480 months, initial refurbishment 120 months, equipment 60 months and replacement 120 months are management depreciation assumptions. Statutory FRS 102 investment-property fair-value treatment differs(S14); the planning depreciation balance sheet is not an issued statutory account or valuation.

Resource net GBP	Base assumption
Purchase price	2,000,000
Acquisition legal and survey	30,000
Initial refurbishment	200,000
Management equipment	5,000
Replacement month 25	50,000

20 / OFFER

Lease and service strategy

Offer one 5000 square foot unit per lease, with a proposed 60 month fixed-rent term and two rent-free months in Base. Rent is billed monthly after the free period and assumed collected one month later. These terms require negotiation and are not standard-market facts. No upward rent review, tenant break, renewal or re-letting is forecast.

The tenant operates its own business and pays occupied-unit rates and utilities directly. Landlord common and structural work remains budgeted; no service charge is invoiced. Leases must state actual repairs and safety responsibilities. If a short edited lease expires inside the horizon it becomes vacant and security deposits are returned; automatic re-letting is not invented.

21 / OFFER

Pricing and lease economics

Base rent £12 per square foot per year gives £60000 annual rent per 5000 square foot unit, or £5000 monthly billed rent before VAT. Two free months over 60 months reduce straight-line earned monthly rent to £4833 per occupied unit. During the free period income is accrued as an unbilled lease asset; later billing exceeds straight-line income until that asset reverses.

The net letting fee is 5% of first annual rent, or £3000 per new lease, paid and expensed on commencement plus VAT. Three months net rent deposit is £15000 per unit, held in segregated restricted cash with a matching liability. It is not rent revenue, available cash or taxable consideration while merely security. Actual deposit deed and application events require advice.

Base unit economics GBP	Amount
Annual net contractual rent	60,000
Monthly net billed rent	5,000
Straight line earned monthly rent	4,833
Letting fee net	3,000
Restricted security deposit	15,000

22 / OFFER

Competitor scope comparison

The two provider listings demonstrate broader distribution and open-storage alternatives. They do not validate the proposed rent or give comparable service quality evidence. Compare actual current lease offers before acquisition, adjusting for area roof/yard utility capacity repairs incentives VAT and rates.

An asking rent is not achieved rent. Document effective rent over the fixed term and total tenant occupancy cost. Owner occupation has finance and capital risks instead of landlord rent; it cannot be treated as a simple cheaper competitor without actual valuation and debt terms.

Alternative	Known scope	Price evidence
Irwell proposed	Four 5000 sq ft industrial units	£12 planning only
S15 listed alternative	Industrial distribution facility	Comparable rent not verified
S16 listed alternative	Industrial open storage	Comparable rent not verified

23 / SALES

Brand and tenant experience

Use the proposed Irwell Trade Estate name only after company/trademark checks. Tenant materials should show actual unit plans, permitted use, condition, repairs, rent incentives, deposit handling and total lease obligations. Do not publish invented estate photographs or claim a building is acquired.

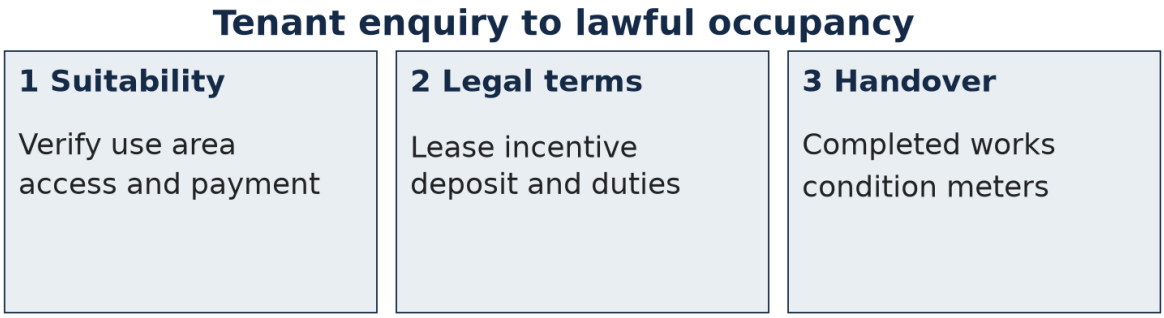
The tenant experience moves from enquiry to suitability review viewing heads of terms legal drafting works handover and payment records. Record defects and agreed remedies in the condition schedule. A named paid contact handles landlord issues; urgent specialist work follows a paid contractor arrangement, not free founder labour.

24 / SALES

Sales channels and process

Use a qualified local letting agent plus targeted occupier referrals. Ask for a transparent mandate, current comparable evidence and a written fee. The model pays a commission when each lease starts; it does not capitalize agent effort as free labour.

Screen suitability and payment evidence before reserving a unit. Heads of terms are conditional until legal terms finance and building readiness are resolved. Sign the lease and deposit deed, record opening meter/condition readings, then invoice under the actual schedule. Forecast starts remain assumptions until evidenced contracts justify them.



Tenant process records evidence and responsibilities before invoicing.

25 / SALES

Launch marketing

The formation/launch net budget £10000 includes £2000 company/administrative setup,£3000 brochures/plans/listing preparation,£3000 signage and £2000 adviser/launch contingencies. Actual taxable invoice treatment must be checked; the model provisionally applies 20% recoverable VAT to the budget, without granting tax deductibility to any of it.

Ongoing marketing is within external professional overhead and the separately modeled agent commission. Avoid double-counting a full agent campaign as another unpaid acquisition resource. No click conversion enquiry count or observed tenant pipeline is forecast.

Launch net GBP	Budget
Formation and administration	2,000.00
Plans and listing preparation	3,000.00
Signage	3,000
Adviser and launch contingency	2,000
Total	10,000

26 / SALES

Retention and ongoing leasing

Fixed initial leases require reliable repairs billing and condition records. The owner reviews arrears safety issues and contractor completion weekly. Give tenants clear routes for reporting common-area or structural issues and retain permission before using references.

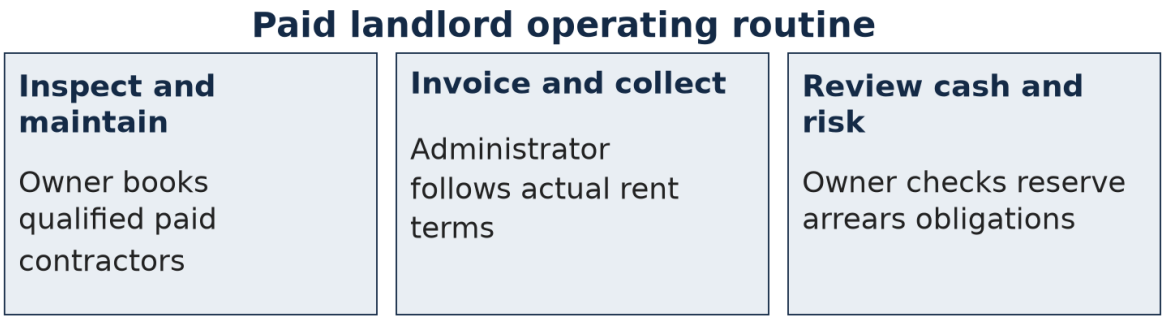
No renewal income rent uplift or re-letting after initial expiry is assumed. Start renewal discussions before expiry and obtain separate fee/capex evidence. Deposits remain segregated and are returned at modeled expiry with no speculative dilapidation deduction. Actual arrears default break clauses and bad debt are not built into this narrow plan and must be evaluated before credit approval.

27 / OPERATIONS

Daily operations and suppliers

The owner oversees scheduled inspections contractor access invoices tenant queries and cash; the administrator maintains billing and document records. Tenants run their own goods handling and operational safety. Landlord scope includes title/access issues common services structural works and obligations that cannot simply be transferred by contract.

Base overhead net £2650 monthly comprises insurance £500 maintenance £1000 communal utilities £250 accounting/admin £500 and external professional support £400. These quotes are missing. Contractor labour is paid through maintenance/refurbishment allowances. Outsourced response times liability cover and actual callout charges require written agreements.



Landlord workflow uses paid management and paid specialist contractors.

28 / OPERATIONS

Sustainability practices

Reuse of an existing building can avoid new construction but does not establish energy or environmental performance. Obtain actual EPC applicability assessment and investigate the 2026 policy direction S13. Budget only approved works; an EPC B proposal is not treated as an enacted universal rule.

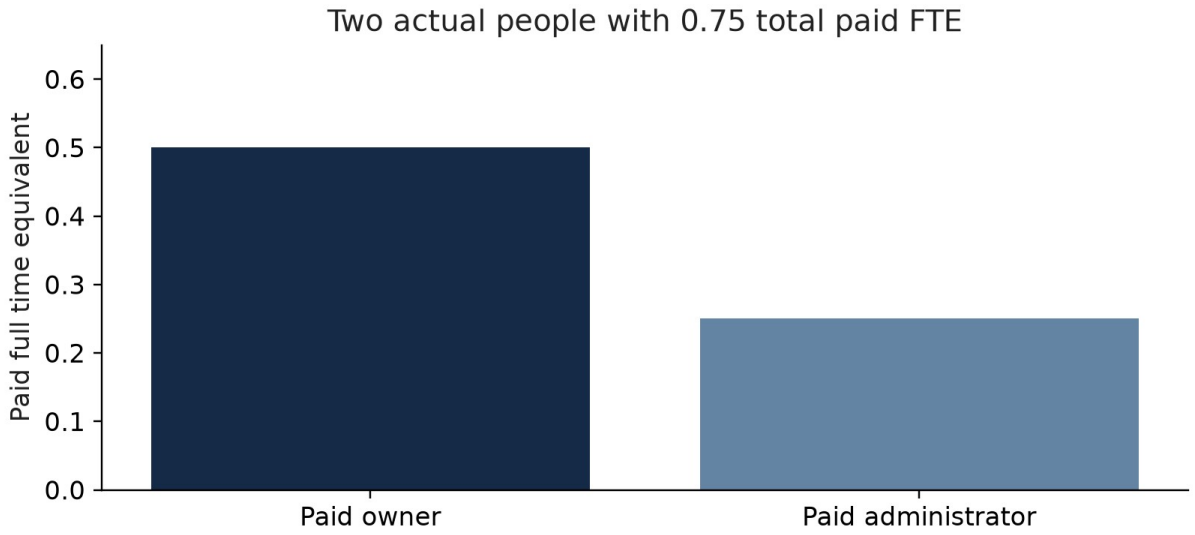
Survey asbestos contamination roof insulation drainage and flood exposure before exchange. Use licensed competent contractors and proper waste documentation. Record energy performance and tenant utility boundaries where evidence exists. The plan makes no carbon reduction estimate, green finance claim or renewable-generation revenue forecast.

29 / PEOPLE

Staffing and training

The plan funds two actual people totaling 0.75 FTE: owner 0.5 and administrator 0.25. Base annual gross salaries are £24000 and £8000. Employer NI at 15% above £5000 per actual person gives £3300 annual cost. Employer pension at 3% of qualifying annual earnings gives £585.60, budgeted conservatively for both people subject to eligibility. Total annual payroll is £35885.60, or £2990.47 monthly.

Both roles are paid for three preopening months. The 20 owner hours and 10 administrative hours weekly cover the bounded four-unit management scope, not qualified construction or night security. Obtain adviser and contractor availability. Increase paid capacity if actual estate demands exceed the assumed schedule; no unpaid founder capacity fills the gap.



Actual people and paid FTE differ; statutory thresholds apply per person.

Paid role	People	FTE	Annual gross GBP
Owner property manager	1	0.50	24,000
Administrator	1	0.25	8,000

30 / PEOPLE

Staff skills and fair work

Check actual duties contracts working hours holiday and employer registration. Budget lawful paid work and training rather than contractor skills invented for the owner. Payroll includes NI and qualifying pension on actual-person pay; no Employment Allowance reduction is assumed. Director NI assessment and pension duties must be checked for the actual company.

The model carries current research rates and bands into 2027 to 2029 as planning assumptions, with annual pay/overhead growth 3% Base. It is not a future payroll guarantee. Personal net retention 70% is a household illustration, not an income tax calculation or undisclosed second income.

31 / OPERATIONS

Legal and insurance requirements

S1 and S2 establish progressive commercial SDLT on VAT inclusive acquisition consideration. S3 concerns option to tax; the plan assumes a vacant taxable purchase with no going-concern exemption, effective buyer option and valid recovery invoices. Conveyancer and accountant must confirm actual transaction treatment before exchange.

Verify title planning permitted use building regulations EPC/MEES fire risk asbestos responsibilities S10 and S11. Obtain landlord property/public liability and employers liability advice. Commercial deposit arrangements differ from residential schemes; do not claim residential deposit protection obligations for these leases. Confirm company registrations data controls and actual council/VOA assessments.

32 / OPERATIONS

Opening roadmap

October 2026 conditionally completes acquisition after finance/title/survey review; owner and administrator are paid through the three preopening months. Preopening interest overhead and full vacant rates are also paid. Refurbishment is completed before units become serviceable in January 2027, so management depreciation starts then.

The property may have been vacant before purchase, so initial empty-rate relief is not renewed automatically. No relief is claimed by default. Do not open or sign an unsafe/unsuitable lease to meet a forecast month. If works or funding slip, update carrying costs, starts, VAT timing and the entire plan together.

Gate	Evidence before commitment
Asset	Title measured units roof/environment surveys utilities planning
Compliance	Fire asbestos EPC works approvals actual responsibilities
Commercial	Achieved rent comparables tenant interviews credit evidence
Cash	Committed sponsor loan VAT buffer available reserve
Handover	Completed works lease deposit deed condition record

33 / GOVERNANCE

Risks and management actions

Concentration in one unverified property can create capital loss and repair costs beyond the allowance. Slower leases leave vacant rates overhead payroll interest and principal without rent. VAT recovery is not guaranteed on the assumed schedule. Rent-free incentives defer invoices despite positive earned revenue.

Keep tenant deposits segregated. Monitor available cash rather than total bank balances, and stop further commitments if reserve funding is unavailable. Obtain an independent valuation and works tender before exchange. No modeled exit refinance tenant security appropriation or new equity draw silently fills a shortfall.

Risk	Action
Structural or contamination defect	Survey and tender before exchange
Slower lease-up	Conditional commitments and reserve funding
VAT or tax treatment	Transaction advice valid invoices recovery buffer
Arrears and lease expiry	Credit controls no speculative renewal income
Owner household shortfall	Supply actual budget secure outside support or revise paid role

34 / GOVERNANCE

Research and evidence

Sources were checked 3 October 2026. HMRC and council pages establish selected tax/rates context, not lease market viability. FRC S14 identifies why statutory investment property accounts differ from this management cost forecast. Provider S15/S16 describe competing formats, not verified comparable rents.

All property values wages works rents starts rates liability funding and useful lives remain planning assumptions. Actual legal transaction EPC classification VAT deductibility insurance and tenant responsibilities require competent advice. Sources and their boundaries are retained in research/sources.json; lack of quote or interview evidence must remain visible.

S1 https://www.gov.uk/stamp-duty-land-tax/nonresidential-and-mixed-rates
S2 https://www.gov.uk/hmrc-internal-manuals/stamp-duty-land-tax-manual/sdltm03800
S3 https://www.gov.uk/guidance/opting-to-tax-land-and-buildings-notice-742a
S4 https://www.manchester.gov.uk/business-and-investment/business-rates/empty-property-and-business-rates
S5 https://www.gov.uk/submit-vat-return
S6 https://www.gov.uk/corporation-tax-rates
S7 https://www.gov.uk/pay-corporation-tax
S8 https://www.gov.uk/guidance/rates-and-thresholds-for-employers-2026-to-2027
S9 https://www.gov.uk/workplace-pensions/what-you-your-employer-and-the-government-pay
S10 https://www.gov.uk/who-is-responsible-for-asbestos-found-in-my-commercial-property
S11 https://www.gov.uk/renting-business-property-tenant-responsibilities
S12 https://www.gov.uk/energy-performance-certificate-commercial-property
S13 https://www.gov.uk/government/consultations/non-domestic-private-rented-sector-minimum-energy-efficiency-standards-epc-b-implementation/outcome/minimum-energy-efficiency-standards-mees-in-the-non-domestic-private-rented-sector-interim-response
S14 https://media.frc.org.uk/documents/Factsheet_5_-_Property_-_fair_value_measurement_and_company_law.pdf
S15 https://assets.savills.com/properties/GB0393L228609/78787b47fb801d6c408960c70840d585-k333-trafford-park-manchester.pdf
S16 https://assets.savills.com/properties/GB0393S108754/98478b1519fb1e0488685013d7056834_Trafford_Park_Road.pdf

35 / GOVERNANCE

Quotes and assumptions

Obtain the actual sale/legal pack independent valuation measured unit plans roof/asbestos/environmental surveys and a scope-priced refurbishment tender. Obtain lender interest principal security fees covenants and maturity; sponsor capacity must be documented. Agent rent opinions need comparable signed lease evidence and effective incentive analysis.

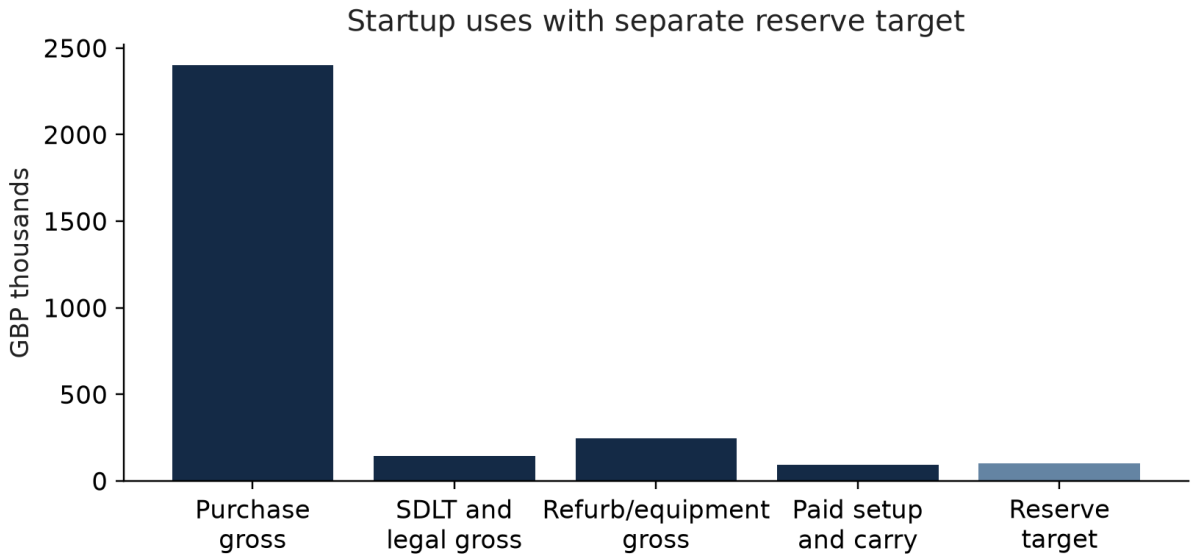
Confirm separate unit rating and vacant liability, since a single assessment or shared occupancy can invalidate area-based vacant-rate allocation. Supplier prices wages insurance utilities maintenance and deposit deed are unquoted. Fixed 60 month rent no tenant breaks/no default no re-letting no capital allowances no investment valuation gains and no dividends are explicit scope limits, not facts about an actual deal.

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Startup costs and funding

Proposed fixed funding is £1800000 equity and £1200000 loan. All cash uses occur before forecast opening, including acquisition/refurbishment VAT commercial SDLT fees and three months paid team/property carrying costs. VAT credit is not cash until recovered; the model delays the opening claim to the first forecast quarter.

A reserve target is not a cash expense. The model reports additional funding required to maintain £100000 available cash, including negative opening balances. Deposit security is excluded. No seller deferral automatic overdraft sponsor top-up or refinance is assumed.



Startup cash uses from verified results; reserve target shown separately.

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Itemized startup costs

SDLT is calculated from the taxable purchase consideration: £2000000 net plus £400000 VAT means £2400000 consideration and £109500 commercial SDLT. Purchase net plus SDLT and net transaction legal fees is allocated between land and building. Refurbishment and equipment are separate capital assets. Formation and preopening paid payroll interest rates and overhead are expensed.

VAT is charged only on taxable purchase/invoice categories, never wages interest SDLT vacant rates or security deposits. Recoverability assumes effective option and proper evidence. Preopening VAT is retained as a receivable until the assumed delayed return/refund, not netted from startup cash payment.

Startup item GBP	Base planning
Purchase net	2,000,000
Acquisition VAT	400,000
Commercial SDLT incl acquisition VAT	109,500
Acquisition legal net	30,000
Acquisition legal VAT	6,000
Initial refurbishment net	200,000
Refurbishment VAT	40,000
Management equipment net	5,000
Equipment VAT	1,000
Formation and launch net	10,000
Formation and launch VAT	2,000
Preopening paid payroll	8,971
Preopening landlord overhead net	7,950
Preopening overhead VAT	1,113
Preopening vacant rates	40,000
Preopening loan interest	22,500
Total startup cash uses	**2,884,034**
Proposed sponsor equity	1,800,000
Proposed acquisition loan	1,200,000
Total proposed funding	**3,000,000**
Opening available cash	**115,966**
Opening input VAT credit	450,113
Opening expense loss	89,421
Property acquisition cost incl SDLT legal	**2,139,500**
Nondepreciable land cost	427,900
Building cost	1,711,600
Initial net capital assets	**2,344,500**

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Owner personal survival budget

The illustrative household requires £2500 monthly: housing £1100 utilities/communications £250 food £400 transport £200 insurance £150 other £200 and savings £200. No actual personal budget or outside income was supplied. Base owner gross £2000 monthly with illustrative 70% retention gives £1400 net and an £1100 shortfall.

This shortfall must be addressed before a launch decision through actual household evidence reliable external income or a revised paid-role/funding plan. It is not funded by tenant deposits, dividends or an unmodeled second job. Any extra company salary must flow through payroll employer costs cash and the forecast.

Monthly household GBP	Amount
Housing	1,100
Utilities communications	250
Food	400
Transport	200
Insurance	150
Other	200
Savings	200
Required net cash	2,500
Illustrative owner net salary	1,400
Surplus or shortfall	(1,100)

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Financing terms and security

The proposed £1200000 loan costs 7.5% annual interest in Base, paid on opening monthly debt, with three post-opening months principal grace then 240 equal principal repayments. Preopening three months interest is also paid, not capitalized. Principal reduces cash/debt and is not a profit expense.

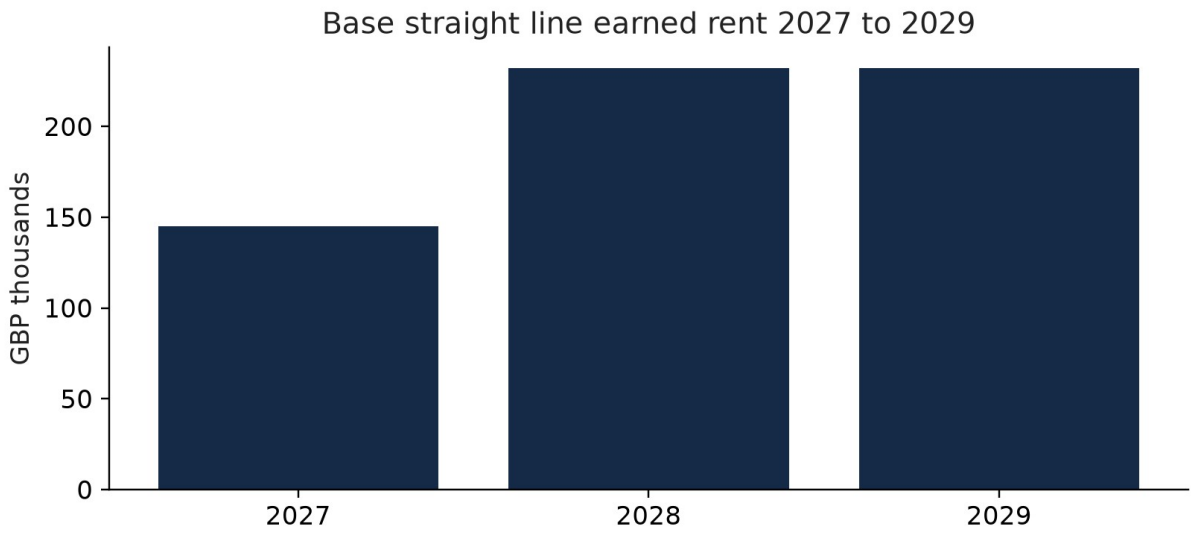
The loan and security are uncommitted. Obtain valuation covenants arrangement fees guarantees draw conditions and actual maturity. The modeled loan extends well beyond 2029 and is not assumed repaid by an invented sale. Lender debt-service cover is not guaranteed by positive EBITDA; the plan reports its own EBITDA/debt service ratio as a proxy with no agreed covenant.

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Revenue forecast and capacity

Maximum occupied capacity is four units and 20000 square feet. Each fixed initial lease earns rent evenly over its contractual term including rent-free incentives; billing begins after the free months. Gross receivables include 20%VAT and collections lag billed rent by one month Base. The separate unbilled lease-income asset accounts for earned rent versus net billed rent.

No annual rent growth tenant break default renewal new unit or market-share percentage is forecast. An edited short lease expiry releases the unit to vacancy and returns its security deposit; no replacement tenant is automatically assumed. Units with zero start never earn rent or receive deposits.



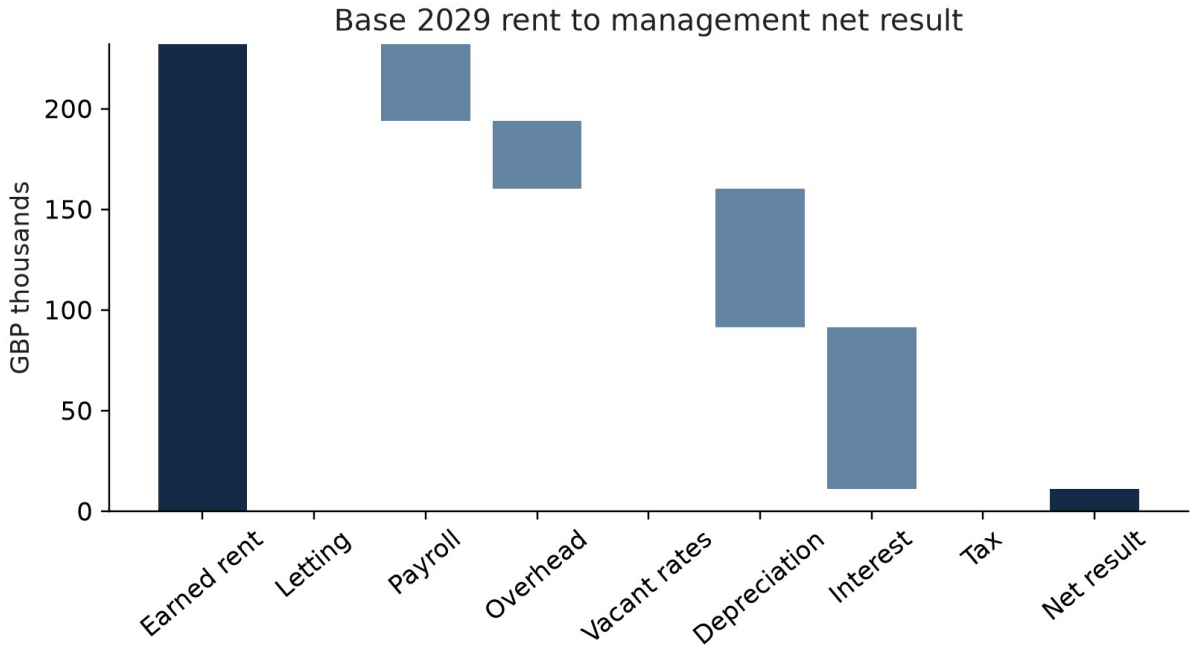
Base earned rent 2027 to 2029 from the verified monthly lease model.

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Costs and projected profit

Paid payroll £2990.47 and landlord overhead £2650 net monthly continue regardless of occupancy, with 3% annual inflation. Vacant liability uses £8 per square foot annually and no initial relief. Tenants directly pay occupied-unit rates and their own utilities; landlord common/structural costs and letting fees remain explicit. No service charge recovery is forecast.

Management depreciation separates nondepreciable land from building refurbishment equipment and replacement works; positive fractional lives cap at zero. Statutory investment property fair-value/deferred-tax adjustments are not projected. Tax budgets 25% on a loss proxy with all depreciation added back, no capital allowances and no formation/launch expense deduction. Actual property-business tax timing and deductibility require accountant review.



2029 earned rent to net planning result includes paid management and financing.

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Profit and loss forecast

Annual flows aggregate all 36 linked months. Earned rental revenue differs from rent invoices and cash. Letting fees are expensed when leases start; paid payroll and landlord overhead are fixed while vacant rates depend on unlet area. Interest is expensed and paid; loan principal is financing cash.

The cost/depreciation statement is a management planning view. It must not be presented as statutory FRS 102 investment property accounts or a current valuation. Corporation tax is a 25% planning budget with annual cumulative trueups; no actual return or guaranteed eligibility for allowances/reliefs is implied.

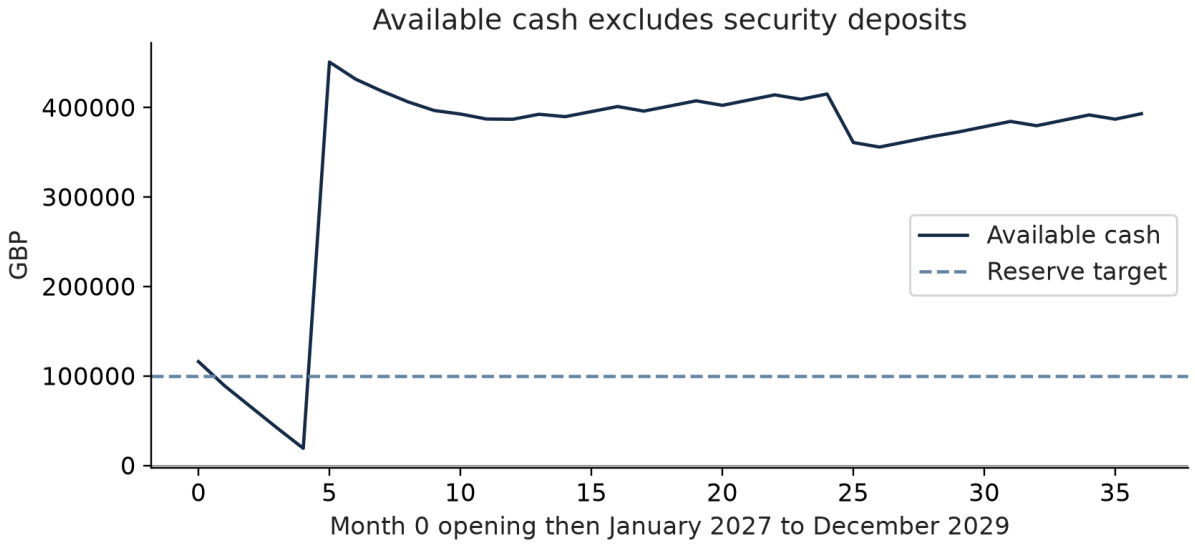
GBP	2027	2028	2029
Earned rental revenue	**145,000**	**232,000**	**232,000**
Letting commissions	12,000	–	–
Rent contribution before paid management	**133,000**	**232,000**	**232,000**
Paid payroll including owner	**35,886**	**37,018**	**38,185**
Landlord overhead	31,800	32,754	33,737
Vacant property rates	60,000	–	–
EBITDA	**5,314**	**162,228**	**160,078**
Management depreciation	63,790	63,790	68,790
Loan interest	88,875	84,563	80,063
Profit before tax	(147,351)	13,875	11,226
Corporation tax provision	–	–	–
Net profit or loss	**(147,351)**	**13,875**	**11,226**

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Cash flow and financial position

Available cash excludes segregated tenant security deposits. Gross rent collections differ from earned income and invoices; VAT tax points are modeled on net billed rent, not straight-line lease income. Positive quarter VAT is paid two months after quarter end, while negative refunds use the separate assumed lag.

Opening VAT credit is included in the first forecast quarter claim, despite preopening purchases; earlier recovery is not assumed. Corporate tax is paid inOctober following the December year end. All operating/refurbishment loan/deposit balances roll without plugs. December 2029 still carries loan debt deposits accrued lease income receivables VAT and tax where relevant; no artificial liquidation is assumed.



Available monthly cash excludes restricted deposits and includes actual funding/settlement assumptions.

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Cash flow forecast months one to six

Monthly available cash starts with actual opening funding after all startup spending. Gross rent receipts less paid team gross overhead vacant rates letting fees interest signed VAT and tax produce operating cash. Replacement investment and principal are separate.

Security deposit receipts and refunds are shown separately in the lease schedule and change restricted cash and liability equally; they never improve operating cash or minimum available reserve. Refund VAT is a negative payment and therefore increases available cash.

GBP	Jan 27	Feb 27	Mar 27	Apr 27	May 27	Jun 27
Opening available cash	**115,966**	**88,854**	**65,343**	**41,831**	**19,053**	**450,732**
Gross rent collections	–	–	–	6,000	6,000	6,000
Paid payroll cash	2,990	2,990	2,990	2,990	2,990	2,990
Overhead cash gross	3,021	3,021	3,021	3,021	3,021	3,021
Vacant rates cash	10,000	10,000	10,000	6,667	6,667	6,667
Letting commissions cash gross	3,600	–	–	3,600	–	–
Interest cash	7,500	7,500	7,500	7,500	7,469	7,438
VAT cash signed	–	–	–	–	(450,826)	–
Tax cash	–	–	–	–	–	–
Operating cash flow	(27,111)	(23,511)	(23,511)	(17,778)	436,679	(14,116)
Investing cash flow gross	–	–	–	–	–	–
Loan principal financing cash	–	–	–	(5,000)	(5,000)	(5,000)
Closing available cash	**88,854**	**65,343**	**41,831**	**19,053**	**450,732**	**431,617**

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Cash flow forecast months seven to twelve

The same lease billing collection and settlement mechanics continue through the launch year. Forecast starts do not establish tenant commitments. The expense of two rent-free months remains in straight-line income, while cash receipt starts later.

Full vacant rates are conservatively budgeted unless documented unexpired initial relief is entered. An ownership change alone does not create a new six-month industrial relief period. Unit rating/relief history and actual dates must be confirmed before editing the input.

GBP	Jul 27	Aug 27	Sep 27	Oct 27	Nov 27	Dec 27
Opening available cash	**431,617**	**418,266**	**406,259**	**396,570**	**392,646**	**387,066**
Gross rent collections	12,000	12,000	12,000	18,000	18,000	18,000
Paid payroll cash	2,990	2,990	2,990	2,990	2,990	2,990
Overhead cash gross	3,021	3,021	3,021	3,021	3,021	3,021
Vacant rates cash	3,333	3,333	3,333	–	–	–
Letting commissions cash gross	3,600	–	–	3,600	–	–
Interest cash	7,406	7,375	7,344	7,313	7,281	7,250
VAT cash signed	–	2,287	–	–	5,287	–
Tax cash	–	–	–	–	–	–
Operating cash flow	(8,351)	(7,007)	(4,689)	1,076	(580)	4,739
Investing cash flow gross	–	–	–	–	–	–
Loan principal financing cash	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Closing available cash	**418,266**	**406,259**	**396,570**	**392,646**	**387,066**	**386,805**

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Financial position summary

Assets comprise available cash gross rent receivables unbilled lease income restricted security cash VAT receivable nondepreciable land and net depreciable assets. Liabilities comprise deposit obligations VAT corporate tax and the acquisition loan. Retained earnings start with paid preopening expense losses and roll through monthly profit.

Every month reconciles assets with liabilities/equity. This cost/depreciation planning position is not a statutory investment property valuation. Deposit assets do not offset debt service or the available cash reserve. No distributions sale proceeds or refinance assumptions erase terminal obligations.

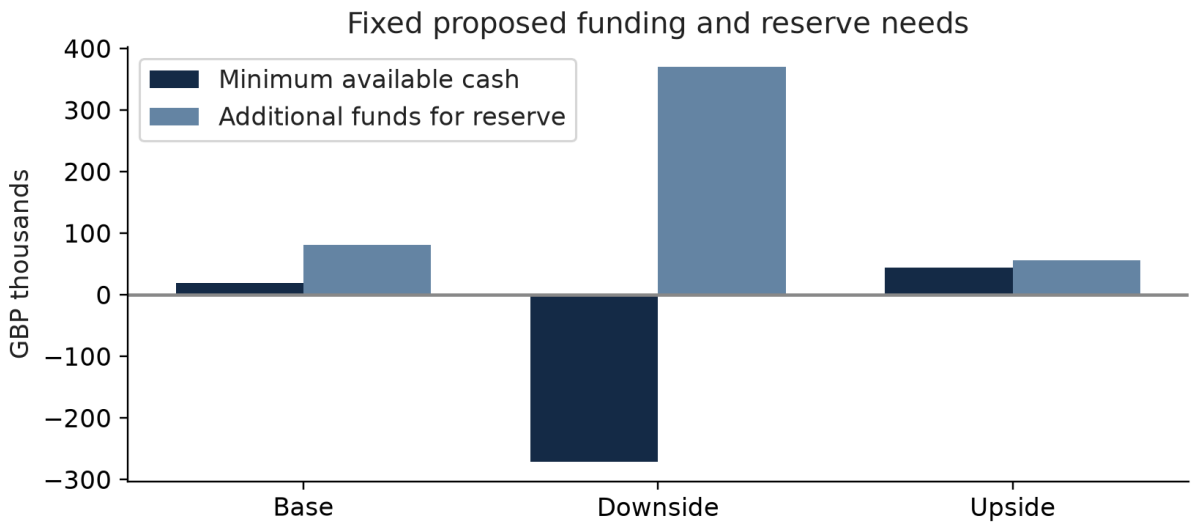
GBP	2027	2028	2029
Closing available cash	**386,805**	**415,037**	**393,018**
Gross rent receivables	24,000	24,000	24,000
Accrued lease income asset	35,000	27,000	19,000
Restricted security cash	60,000	60,000	60,000
VAT receivable	–	–	–
Nondepreciable land	427,900	427,900	427,900
Net depreciable property and equipment	1,852,810	1,789,020	1,770,230
Total assets	**2,786,515**	**2,742,957**	**2,694,148**
Security deposit liabilities	60,000	60,000	60,000
VAT payable	8,287	10,854	10,819
Corporation tax payable	–	–	–
Acquisition loan	1,155,000	1,095,000	1,035,000
Total liabilities	**1,223,287**	**1,165,854**	**1,105,819**
Sponsor contributed equity	1,800,000	1,800,000	1,800,000
Retained earnings	(236,772)	(222,897)	(211,671)
Total equity	**1,563,228**	**1,577,103**	**1,588,329**
Liabilities and equity	**2,786,515**	**2,742,957**	**2,694,148**

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Break even and scenarios

EBITDA break-even occupied units includes paid payroll landlord overhead and full vacant-rate cost; each occupied unit earns straight-line rent and avoids its vacant rate cost. This is a steady-state threshold after initial letting fees and conservatively ignores relief. It excludes debt principal interest depreciation tax and replacement works. A threshold above four units exceeds physical capacity.

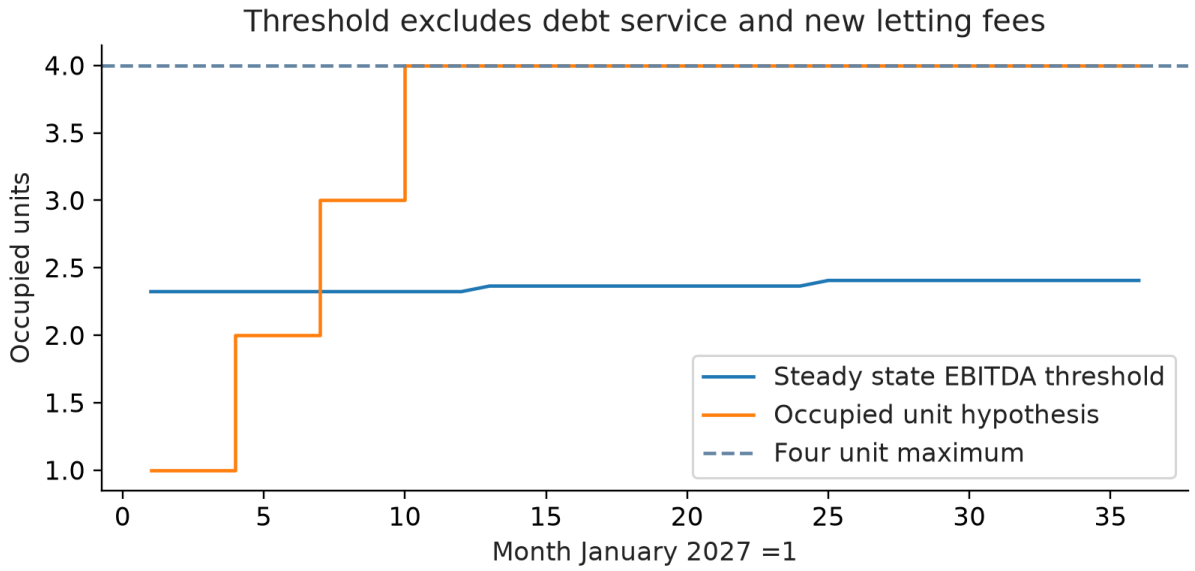
Base Downside and Upside change actual lease starts rent costs interest and refund timing with fixed sponsor/loan amounts. Saved case outputs flag STALE CAPTURE after any case/shared input change and must be rebuilt; active sheets and native charts recalculate. No snapshot is represented as a live Excel Data Table.



Minimum available cash and additional reserve funding from the verified cases.

GBP except units and ratios	Base	Downside	Upside
2027 earned rent	145,000	47,500	232,313
2029 EBITDA	160,078	107,908	193,578
2029 available cash	393,018	(261,683)	590,403
Minimum available cash incl opening	**19,053**	**(270,684)**	**44,470**
Additional funding for reserve	**80,947**	**370,684**	**55,530**
2029 threshold occupied units	2.41	2.89	2.22
2029 EBITDA debt service ratio	1.14	0.69	1.44

Operating capacity threshold



Base steady-state monthly EBITDA threshold in occupied industrial units compared with the finite four-unit capacity. Excludes new letting fees and debt service. From verified model 1.0.

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Model guide and completion

Select 1 Base 2 Downside 3 Upside in Inputs. Blue typed values are editable; blank/text/out-of-range inputs and fractional selectors are rejected by calculation guards. Zero lease-start inputs produce no rent or deposits for all 36 months while paid management carrying costs and debt remain. Land does not depreciate; positive fractional asset lives are capped at zero.

Follow Startup Leases Costs AssetsDebt and Statements to linked Summary outputs. Cases are labeled captures and compare all case/shared inputs type-sensitively. The industrial warehouse actual workbook design/builder informed rental area costs debt and capital scheduling; this is a new UK monthly model, not an imported US workbook. Retained JavaScript and JSON reproduce figures/charts. Actual property tenant finance technical compliance and household evidence remain incomplete.