Land Banking Business Plan

Manchester Land Preparation

Contents

Executive summary....4
Business details....5
Business concept and objectives....6
Business model canvas....7
SWOT and longer term goals....8
TOWS strategy matrix....9
Owner and management....10
Owner and key personnel profiles....11
Target customers....12
Segmentation targeting and positioning....13
Value proposition canvas....14
Market size and trends....15
PESTLE analysis....16
Local demand and evidence....17
Competitors and positioning....18
Porter five forces....19
Strategy canvas....20
Location and premises....21
Equipment and resource plan....22
Site and product strategy....23
Pricing and disposal economics....24
Comparable transaction review....25
Brand and customer experience....26
Sales channels and process....27
Launch marketing....28
Retention and ongoing sales....29
Daily operations and suppliers....30
Sustainability practices....31
Staffing and training....32
Staff skills and fair work....33
Legal and insurance requirements....34
Opening roadmap....35
Risks and management actions....36
Research and evidence....37
Quotes and assumptions....38
Startup costs and funding....39
Itemized startup costs....40

Owner personal survival budget....41
Financing terms and security....42
Revenue forecast and capacity....43
Costs and projected profit....44
Profit and loss forecast....45
Cash flow and financial position....46
Cash flow forecast months one to six....47
Cash flow forecast months seven to twelve....48
Financial position summary....49
Break even and scenarios....50
Model guide and completion....51

01 / DECISION

Executive summary

Manchester Land Preparation is a proposed private property operating company. It would buy at most two small previously used sites in Manchester, investigate constraints and sell whole sites to developers. No land has been identified, no permission granted and no purchaser committed.

Do not acquire until title, contamination, access, planning feasibility and fixed owner funding have been independently verified. Ownership and the passage of time do not create planning permission or realizable uplift. The three-year model is a conditional planning exercise, not a valuation or a fund offering.

Base requires £19,400 additional cash before its assumed sale and breaches the £100,000 reserve. Defer the second acquisition or document genuinely available additional funds. Verified default Base forecast: total revenue £430,000; cumulative loss (£297,200); closing cash £343,300; unsold land £309,500. Model version 1.0, January 2027 to December 2029.

Scope	Two hypothetical sites at £300,000 each
Revenue	Whole-site disposal only; no rent
Decision	Stage due diligence before irrevocable purchase

02 / BUSINESS

Business details

The working trading name is Manchester Land Preparation. A UK private limited company is proposed, subject to solicitor and accountant review. Address, directors, registration number, beneficial ownership and bank details remain pending.

The plan is dated 3 October 2026 and forecasts January 2027 to December 2029 in GBP. It is intended for the prospective owner and professional advisers. It must not be presented as evidence of secured capital, regulated status or completed site selection.

Registration	Pending incorporation and tax review
Contact and website	Not yet supplied
Advisers	Property solicitor, chartered surveyor, planner and accountant to appoint

03 / STRATEGY

Business concept and objectives

Acquire whole parcels rather than retail plot subdivisions. Focus on small brownfield sites where ownership, access and constraints can be investigated without construction. The company will not build housing, promise planning success or manage pooled investor plots.

Within six months, produce a documented first-site decision. By month nine, a second acquisition is permitted only after updated liquidity review. Selling is conditional on diligence and buyer readiness; an unsold site remains an asset and consumes cash.

Screening target	Review 20 candidate listings; illustrative workflow
Portfolio limit	Two sites concurrently
Expansion gate	Realized disposal and a new funded forecast

04 / FRAMEWORK

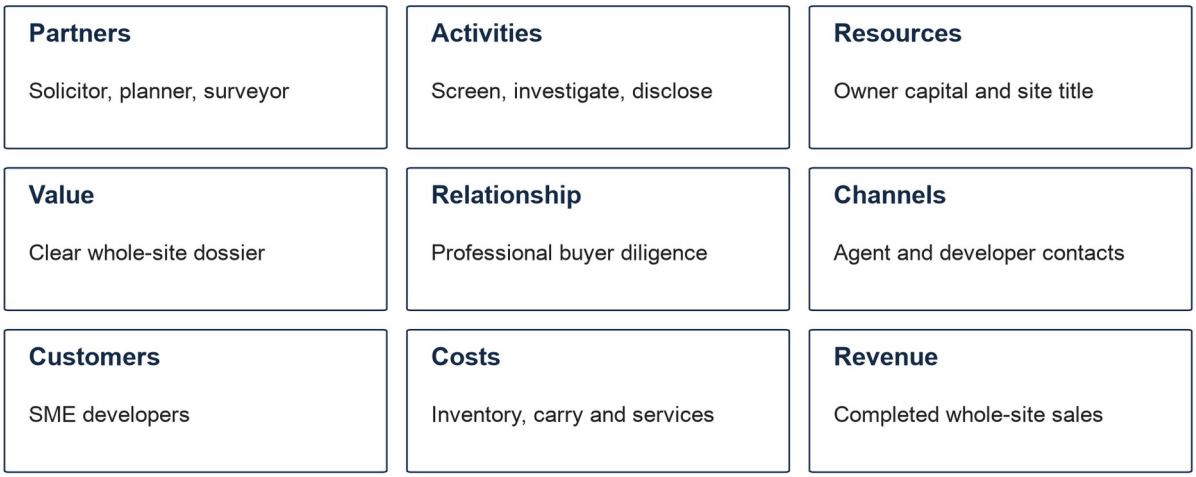
Business model canvas

The offer is an intelligible land transaction: one title, a documented constraint register and a complete diligence room. Developers save investigation time, but must make their own planning and build-cost assessments.

The owner coordinates independent advisers and pays for investigations. Acquisition and holding consume cash long before any revenue. External experts supply specific reports; they do not guarantee saleability or uplift.

Partners	Solicitor, planner, surveyor, environmental consultant, selling agent
Activities and resources	Site screening, reports, title control and fixed owner equity
Customer and relationship	Local SME developers; negotiated whole-site sale
Channel	Agent mandate and direct professional contact
Revenue and cost	Disposal receipts; land basis, diligence, carry and owner pay

Business model canvas



Planning framework; qualitative unless expressly labelled GBP forecast.

05 / STRATEGY

SWOT and longer term goals

S1 is a deliberately small portfolio and S2 is an auditable diligence room. W1 is no established track record and W2 is a cash-negative holding period. O1 is a possible need for prepared smaller sites; this remains a buyer-interview hypothesis. T1 is refusal or delay and T2 is contamination and weak liquidity.

Years four and five are outside the model. The owner may continue with one site only if a realized sale covers costs, qualified buyers confirm demand and a longer holding forecast remains funded. No five-year expansion or profit is promised.

S1 and S2	Cap exposure and keep evidence accessible
W1 and W2	Adviser review and protected cash reserve
O1	Interview ten developers before bidding
T1 and T2	Reject unbounded liability and test no sale

SWOT with action references



Planning framework; qualitative unless expressly labelled GBP forecast.

06 / FRAMEWORK

TOWS strategy matrix

SO uses S2 to test O1: offer a sample anonymous data-room index to developers and ask which reports affect bid certainty. WO addresses W1 through an independently reviewed first acquisition memorandum rather than marketing claims.

ST uses S1 against T1: stop at one site if permission remains uncertain or liquidity falls below the reserve. WT addresses W2 and T2: fund investigations first, reject contamination without bounded remediation estimates and retain a no-sale holding budget.

SO	S2 plus O1: buyer-led report scope
WO	W1 plus O1: obtain adviser and buyer feedback
ST	S1 plus T1: defer second purchase
WT	W2 plus T2: no-sale reserve and rejection gates

TOWS action matrix



Planning framework; qualitative unless expressly labelled GBP forecast.

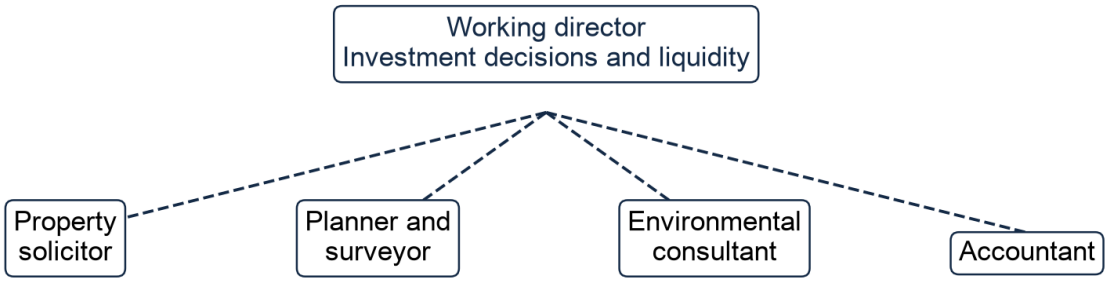
07 / PEOPLE

Owner and management

The owner is responsible for investment decisions, liquidity and adviser appointments. The model includes one working director with £2,500 monthly gross remuneration and a £500 monthly allowance for employment-related costs. These are planning budgets, not statutory payroll calculations.

The owner works an assumed 25 hours weekly. Independent professionals provide legal, environmental, planning and accounting support on written scopes. The company has no employee acquisition team; specialist expertise must be bought rather than implied.

Director	Approve expenditure and maintain risk register
External property solicitor	Title, contracts, access and legal gates
External planner and surveyor	Feasibility, independent value evidence and sale dossier
External accountant	Tax, payroll and financial reporting



Dashed lines show external advisory support. No employee team is forecast.

Planning framework; qualitative unless expressly labelled GBP forecast.

08 / PEOPLE

Owner and key personnel profiles

No owner CV, qualifications, prior land transactions or income evidence has been provided. The plan therefore assigns responsibilities without claiming credentials. Owner capital and household resilience require documentary proof.

Before spending on a site, obtain identity and funds evidence, references for advisers, written conflict declarations and a record of who can authorize exchange. Any additional shareholder requires legal review of control, promotion and investment arrangements.

Experience	Unverified; CV and transaction history required
Ownership	Single active owner assumed; percentage to confirm
Training	Title review, planning procedure and cash modelling
Gap	Qualified adviser coverage before commitment

09 / MARKET

Target customers

The intended purchasers are SME residential or mixed-use developers able to fund a whole-site purchase and undertake construction separately. The company will not target retail savers, sell fractional plots or offer managed investment returns.

A buyer must confirm geographic appetite, size range, planning requirements, access standards and funding timetable. Ten structured interviews and written indicative interest are required before the first bid. Indicative interest is neither a binding contract nor realizable proceeds.

Primary	Developers seeking small whole sites
Secondary	Owner-occupier businesses subject to lawful use
Excluded	Retail investment plot buyers and pooled funds

10 / FRAMEWORK

Segmentation targeting and positioning

Segment buyers by permitted use requirements, cheque size, construction capacity and preferred Manchester districts. Target small developers able to evaluate sites near the assumed £430,000 disposal price; that price is a scenario input, not observed market pricing.

Position through completeness of records and frank constraint disclosure. Do not claim the best returns or planning certainty. Reject buyer proposals that rely on undisclosed subsidies or a retail subdivision scheme.

Segment	Whole-site SME developers
Target	Documented funding and an independent technical team
Position	Clear constraints and a single accountable seller

Segmentation targeting positioning



Planning framework; qualitative unless expressly labelled GBP forecast.

11 / FRAMEWORK

Value proposition canvas

Buyer jobs are finding a viable site, evaluating costs and reaching an informed bid. Pains include unclear access, contamination, missing documents and unpredictable permissions. Gains are fewer repeated inquiries and a traceable decision record.

The offer consists of title documents, scoped investigations and a planning feasibility note. Pain relief comes from disclosing adverse findings early. The company cannot remove statutory risk, confer permission or promise development profit.

Jobs	Evaluate viability and obtain ownership
Pains	Opaque constraints and wasted professional fees
Gains	Comparable facts and an organized dossier
Offer	Whole title and verified available reports

Value proposition canvas



Planning framework; qualitative unless expressly labelled GBP forecast.

12 / MARKET

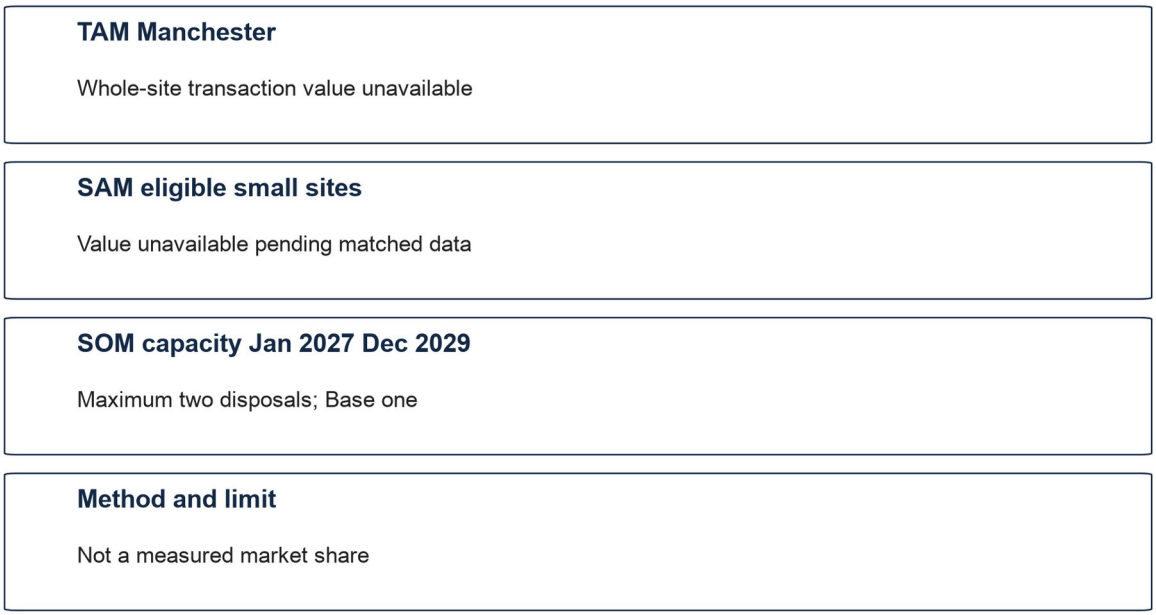
Market size and trends

TAM is the annual value of relevant whole-site transactions in Manchester. SAM is the subset of small previously used sites meeting the company's size, title and liability criteria. Reliable matched transaction counts and values have not been assembled, so neither is quantified.

SOM is a capacity ceiling of two disposals over 36 months, not a validated market share. The Base case contains only one disposal. City planning documents establish a screening context; they do not establish demand for these unidentified sites or prove their value.

TAM	Manchester whole-site transactions; value unavailable
SAM	Eligible smaller brownfield sites; value unavailable
SOM	At most two sites; capacity assumption
Method	Obtain sold comparables and buyer evidence before assigning shares

Market scope and capacity



Planning framework; qualitative unless expressly labelled GBP forecast.

13 / FRAMEWORK

PESTLE analysis

Political: local plan priorities shape feasible uses. Economic: developer finance costs can reduce bids. Social: neighbourhood concerns affect proposals. Technological: GIS and organized records help screening but do not certify boundaries.

Legal: title rights, planning requirements and regulated-scheme boundaries need independent review. Environmental: contamination, flood, ecology and remediation may make a cheap site uneconomic. Each finding is a decision gate rather than a forecast uplift.

Political	Review adopted policies and site allocation
Economic	Stress delayed sale and lower price
Social	Record neighbours and consultation concerns
Technological	Cross-check GIS against title survey
Legal	Solicitor approves title and business structure
Environmental	Paid surveys and bounded remediation assessment

PESTLE decision panels



Planning framework; qualitative unless expressly labelled GBP forecast.

14 / MARKET

Local demand and evidence

No traffic survey, buyer interview, signed expression of interest or site appraisal exists. The current evidence is a desk-researched legal and planning context. Manchester's published housing land documents may guide search areas but cannot establish parcel viability.

Before offering, record ten buyer interviews, three recent genuinely comparable completed transactions with permission status, and a surveyor's independent valuation. Store dates, comparability adjustments and contrary evidence. Stop acquisition if buyer needs do not fit the site.

Existing evidence	Official planning and tax sources only
Required evidence	Buyer interview record and sold comparables
Decision threshold	Two credible parties willing to review the dossier

Demand evidence status



Planning framework; qualitative unless expressly labelled GBP forecast.

15 / MARKET

Competitors and positioning

Competition includes owners selling directly, specialist land agents and developers sourcing their own sites. A prepared dossier may reduce investigation effort but competitors can provide equally strong reports. No competitor rating or market share is asserted.

Compare real offers on site condition, title, permission status, infrastructure obligations and net price. A site with consent and services is not a valid unadjusted comparison to raw land. Compete on disclosure and transaction readiness rather than return claims.

Direct owners	Potentially lower intermediation cost
Agents	Broader buyer networks
Developers	Internal land acquisition capability

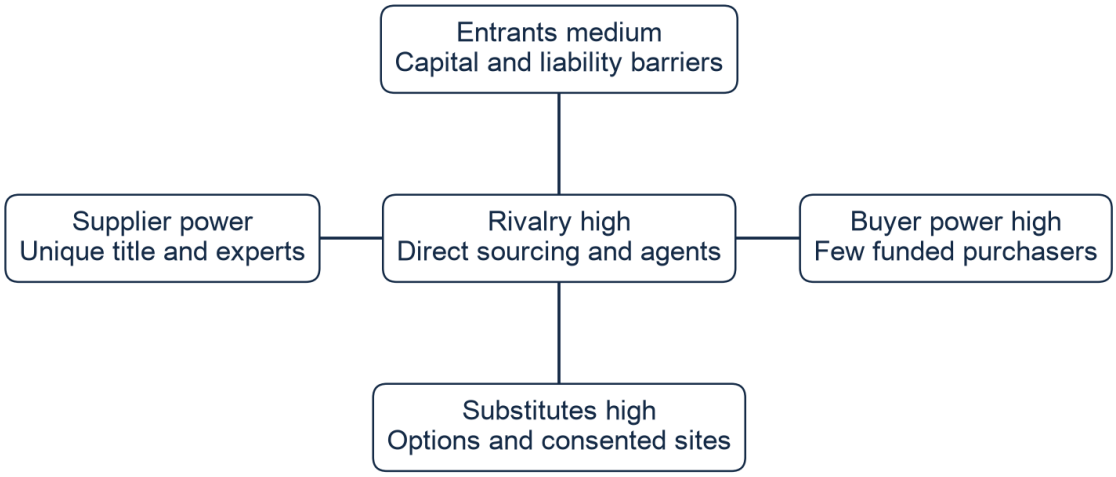
16 / FRAMEWORK

Porter five forces

Rivalry is high because developers can source directly and prepared sites remain price-sensitive. Buyer power is high when only a few firms can fund a site. Supplier power is material for unique parcels and specialist reports.

Entry barriers are modest organizationally but capital and liability are substantial. Substitutes include consented sites, options and waiting. Respond by maintaining price discipline, refusing unbounded risk and testing whether buyers value the actual dossier.

Rivalry	High: avoid speculative bidding
Buyers	High: seek multiple qualified bidders
Suppliers	Medium to high: written scopes and title checks
Entrants	Medium: reserve capital limits entry
Substitutes	High: options or already consented sites



Planning framework; qualitative unless expressly labelled GBP forecast.

17 / FRAMEWORK

Strategy canvas

Use an unscored qualitative comparison until buyer research is complete. Direct owners may compete on price; land agents compete on reach; the proposed company intends to compete on diligence completeness and response time.

A comparative score would suggest evidence that does not exist. The strategy visual therefore shows intended emphasis only. Test the positioning through buyer interviews and change it if a prepared dossier does not support a worthwhile net margin.

Price	Negotiate against evidence; no premium claim
Reach	Use an agent with relevant buyers
Dossier	Maintain title, constraints and report index
Certainty	Disclose uncertainty; never promise approval

Strategy canvas intended emphasis



Planning framework; qualitative unless expressly labelled GBP forecast.

18 / OPERATIONS

Location and premises

Manchester is the working geography. No specific neighbourhood or site is selected. Search small previously used whole-title parcels; exclude protected greenfield speculation, disputed access and sites where remediation liability cannot be bounded.

The director uses a home office and meeting space within the £1,000 monthly administration budget. No staffed storefront or rent-yield assumption is included. Site security, inspection and insurance are budgeted per held parcel.

Acquisition scope	Two hypothetical £300,000 whole sites
Office	Home office; address to confirm
Site gate	Access, utilities, title and environmental checks

19 / OPERATIONS

Equipment and resource plan

Startup equipment is £6,000 gross for computer, secure document storage and basic office equipment. It is capitalized and depreciated over 36 months; land is never depreciated. A longer-life stress tests the equipment schedule.

Adviser reports are professional services rather than plant. No earthmoving equipment, construction assets or remediation plant is included. A project requiring physical works needs a new scope, quotations, permissions and separately funded forecast.

Office equipment	£6,000 gross; illustrative
Life	36 months, zero residual value
Land	Capitalized inventory; no depreciation
Physical works	Excluded pending approved separate plan

20 / PRODUCT

Site and product strategy

The product is a whole site with an honest record of its condition and constraints. It is not planning permission, a financial security or a guaranteed development opportunity. The owner prepares documents and commissions proportionate investigations.

Each dossier includes title, access, survey boundaries, environmental scope, planning history, feasibility, utilities and unresolved obligations. Planning application work requires a separate professional recommendation; the monthly budget is not evidence of submitted or successful permission.

Core	Whole-site ownership transferred on completion
Support	Available reports and disclosed restrictions
Excluded promise	Guaranteed uplift, buildability or rental yield

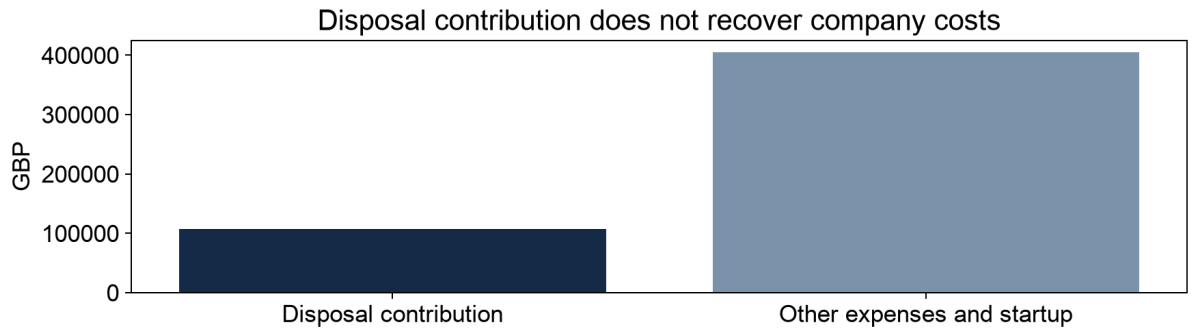
21 / PRODUCT

Pricing and disposal economics

Purchase cost is an illustrative £300,000 per site. Direct legal closing costs are £5,000 and modeled nonresidential SDLT is £4,500 per site. These enter land inventory, creating a £309,500 carrying basis before any impairment.

The Base sale price is a £430,000 hypothesis with 3% selling costs. Diligence and planning services are conservatively expensed; ongoing costs must be recovered through the realized disposal margin. No market appreciation formula increases the price or book value.

Capitalized basis	£309,500 per acquired site
Base hypothetical price	£430,000
Selling fee	3% of recognized price; unquoted
Recurring income	None



GBP default forecast January 2027 to December 2029; model version 1.0.

22 / MARKET

Comparable transaction review

No completed comparable transactions have been verified. Listing prices are asking prices and cannot substantiate the £430,000 disposal assumption. The owner must obtain surveyor-supported sales evidence before exchange.

For each comparable, record completion date, area, use, access, services, contamination, planning conditions, obligations and price. Adjustments must be documented. A lower supported valuation must flow through the scenario price and impairment assumptions.

Required sample	Three recent completed comparable transactions
Critical distinction	Raw land versus permission and serviced land
Current conclusion	Price remains unsupported planning input

23 / SALES

Brand and customer experience

Use plain-language materials headed by site facts, permission status and unresolved constraints. Never present council allocation as permission or adviser spending as successful entitlement. Buyers receive a controlled data-room index and clear report reliance terms.

Respond within two working days as a service target. Material adverse findings must be disclosed consistently to every bidder. Solicitors review advertising and reliance statements before launch.

Identity	Manchester Land Preparation; provisional
Promise	Timely access to accurate available information
Control	Adviser review of public claims

24 / SALES

Sales channels and process

Appoint a land agent on a written mandate and supplement outreach with professional developer contacts. Marketing costs sit in the £1,000 monthly overhead budget. No cold retail investment promotion is planned.

The sales sequence is dossier review, buyer funding evidence, indicative offer, legal diligence, unconditional exchange and completion. Revenue is recognized on completed transfer. Receivables reflect modeled payment delay; a disposal gate can suppress sale entirely.

Gate one	Owner ready to sell with disclosed constraints
Gate two	Qualified buyer and solicitor-approved terms
Gate three	Completion and separately tracked cash collection

25 / SALES

Launch marketing

The startup £20,000 expense budget includes incorporation, initial legal scoping, adviser selection and modest materials. £25,000 per site is separately budgeted for paid due diligence at acquisition. These are unquoted allowances.

Before public marketing, commission a solicitor review of the business description and regulatory perimeter. Buyer-facing materials emphasize actual site information and avoid investor returns. Campaign spending is stopped if technical gates fail.

Preparation	Report index and professional materials
Audience	Qualified whole-site buyers
Approval	Legal review before publication

26 / SALES

Retention and ongoing sales

A small land seller has episodic transactions rather than recurring subscribers. Retention means maintaining professional relationships and sharing accurate new-site opportunities when permitted. The model contains no repeat revenue multiplier.

After completion, record transaction lessons, claims and report usefulness. Do not pursue a new acquisition solely to maintain sales activity. Capital preservation and current liquidity take priority over the number of deals.

Relationship target	Maintain ten qualified professional contacts
Learning	Review outcome and adverse findings after each sale
Repeat purchase	Excluded from forecast unless separately supported

27 / OPERATIONS

Daily operations and suppliers

The director maintains cash records weekly, inspections monthly and a dated site risk register. Suppliers work under written scopes, liability limits and agreed reliance rights. Reports must be specific to the site and the intended decision.

Before exchange, the solicitor checks title, restrictive covenants, easements, ransom strips and access. Environmental consultants assess contamination and recommend further testing. The planner assesses lawful use, policies and permission routes; the surveyor tests value independently.

Weekly	Cash and committed expenditure review
Monthly	Site inspection and holding-cost approval
Exchange gate	Signed acquisition memorandum and sufficient cash

28 / OPERATIONS

Sustainability practices

Reuse of previously used land is the search preference, not a claim that every brownfield site is environmentally benign. Investigations must address contamination, drainage, flood, ecology, trees and neighbour impacts.

The company will not undertake remediation without defined scope and funding. Environmental findings may justify rejection or a lower price. Sustainability claims require report evidence and cannot substitute for legal permissions.

Screen	Flood, ecology and historic industrial use
Protect	Safe site access and illegal dumping controls
Report	Disclose unresolved environmental liabilities

Environmental workflow



Planning framework; qualitative unless expressly labelled GBP forecast.

29 / PEOPLE

Staffing and training

One director is budgeted at £3,000 monthly including the employment-cost allowance. Legal, survey, planning and environmental services are external. Two held sites are the capacity limit; no unpaid analyst capacity is assumed.

Training covers record keeping, site access safety and understanding professional reports. The owner must not independently certify contamination, boundaries or planning law. Additional staffing or a third site requires a refreshed forecast.

Owner workload	25 hours per week assumed
Owner cost	£3,000 monthly total planning budget
External work	Diligence £25,000 per site and planning £1,500 per held site per month

Capacity and staffing



Planning framework; qualitative unless expressly labelled GBP forecast.

30 / PEOPLE

Staff skills and fair work

The owner’s expertise is unverified. Professional advisers must hold relevant qualifications, insurance and experience. Contract terms should specify the work, payment and client reliance rather than loosely promise a successful outcome.

If employees are hired later, confirm pay, employer costs, pensions, right to work and working time under then-current rules. The current forecast uses a fixed director cost allowance and is not a payroll compliance calculation.

Required skill	Evaluate risk without replacing licensed advice
Training	Financial controls and site safety
Employment gate	Payroll adviser confirms director treatment

31 / COMPLIANCE

Legal and insurance requirements

A property operating company owning and disposing of whole sites is the intended structure. This is not a proposed pooled fund or managed retail plot scheme. The FCA states that arrangements involving pooling and managed plots can constitute a collective investment scheme; a solicitor must confirm the perimeter before any capital solicitation.

Confirm title, lawful use, planning requirements, insurance, AML and tax with advisers. Holding raw land creates no permission. Insurance budgets do not guarantee coverage for contamination; obtain explicit exclusions and report reliance terms.

Legal	Title, planning and regulatory perimeter review
Insurance	Public liability, site and director cover quotations
VAT	Exempt bare-land transactions assumed; no option to tax
Tax	SDLT eligibility and company tax reviewed before exchange

32 / DELIVERY

Opening roadmap

Months one and two are owner preparation and screening. Month three is the first hypothetical completion only if all gates pass. Month nine is a second conditional acquisition. Neither milestone is an existing contract.

Suspend the second purchase if liquidity or first-site findings deteriorate. The Base disposal target is month thirty; Downside has no disposal within the model. Extend the forecast before any commitment whose holding period may exceed December 2029.

Before month one	Confirm identity, funds, incorporation and advisers
Months one to three	Screen, paid investigations and first exchange decision
Month nine	Reapprove second purchase against no-sale cash
Before any sale	Buyer funds, legal completion and cash collection

Acquisition and disposal gates



Planning framework; qualitative unless expressly labelled GBP forecast.

33 / RISK

Risks and management actions

The principal risks are title defects, contamination, planning refusal, buyer absence, price loss and insufficient holding cash. A survey may discover liabilities greater than the purchase price; the company must not treat limited liability as a substitute for diligence.

Use acquisition gates and a £100,000 liquidity threshold. A forecast breach triggers deferral, cost reduction or an independently reviewed sale proposal. Additional funding must be genuinely approved and available; the model never inserts it automatically.

Permission or buyer delay	No-sale scenario; extend hold and defer second purchase
Contamination	Reject unbounded remediation and obtain specialist reports
Price loss	Evidence-supported bid limits and impairment
Liquidity	Weekly cash review; freeze optional spend

34 / EVIDENCE

Research and evidence

Official sources were checked on 3 October 2026. HMRC nonresidential SDLT rates underpin the modeled purchase duty. HMRC VAT Notice 742 explains exemptions and exceptions for land. Corporation-tax guidance confirms the main rate and small-profit framework; the model uses a conservative 25% planning provision with loss offsets, not a tax return.

FCA land-banking guidance and PERG 11.3 inform the regulatory gate. Manchester City Council’s Strategic Housing Land Availability Assessment main report (November 2024; base date 31 March 2024), paragraph 1.4, states that strategic site identification does not imply planning permission. It informs screening only. The reference workbook was rebuilt without its funding plug, entitlement uplift or US taxes.

SDLT	https://www.gov.uk/stamp-duty-land-tax/nonresidential-and-mixed-rates
VAT	https://www.gov.uk/guidance/vat-on-land-and-property-notice-742
Company tax	https://www.gov.uk/corporation-tax-rates
FCA	https://www.fca.org.uk/consumers/land-banking-investment-scams
Planning	https://www.gov.uk/guidance/determining-a-planning-application
Manchester SHLAA — November 2024, base 31 March 2024	https://www.manchester.gov.uk/download/downloads/id/29541/mcc_shlaa_report_2024.pdf

35 / EVIDENCE

Quotes and assumptions

Every acquisition price, sale price, professional fee, staffing cost and timing in this plan is an author-selected planning assumption. None is a supplier quotation, valuation, signed buyer demand or approved financing. The owner's £950,000 equity is proposed and unverified.

Replace these inputs with documentary evidence before committing. Bare-land VAT exemption and unconnected nonresidential acquisitions are assumed; option-to-tax, linked transactions, residential use or development works require a new tax assessment. All service budgets are gross cash including unrecovered VAT where charged.

Obtain	Legal, survey, environmental, insurance and selling quotes
Verify	Owner funds and household commitments
Refresh	Sale price, gate, timing, carrying cost and tax treatment

36 / FINANCE

Startup costs and funding

The model will distinguish startup equipment and preparation expenses from later land purchases. Proposed initial owner equity is fixed rather than sized to eliminate negative cash. No loan, credit facility or automatic exit distribution is assumed.

The complete forecast must assess acquisition, due diligence and carrying cash through no-sale periods. Land is held as inventory at cost less modeled impairment; inventory is released to cost of sales only on actual gated disposal.

Base requires £19,400 additional cash before its assumed sale and breaches the £100,000 reserve. Defer the second acquisition or document genuinely available additional funds. Verified default Base forecast: total revenue £430,000; cumulative loss (£297,200); closing cash £343,300; unsold land £309,500. Model version 1.0, January 2027 to December 2029.

Item	Amount / planning basis
Equity	**£950,000 proposed**
Equipment	£6,000 capitalized
Preparation	£20,000 expensed
Funding	Not secured; proof required

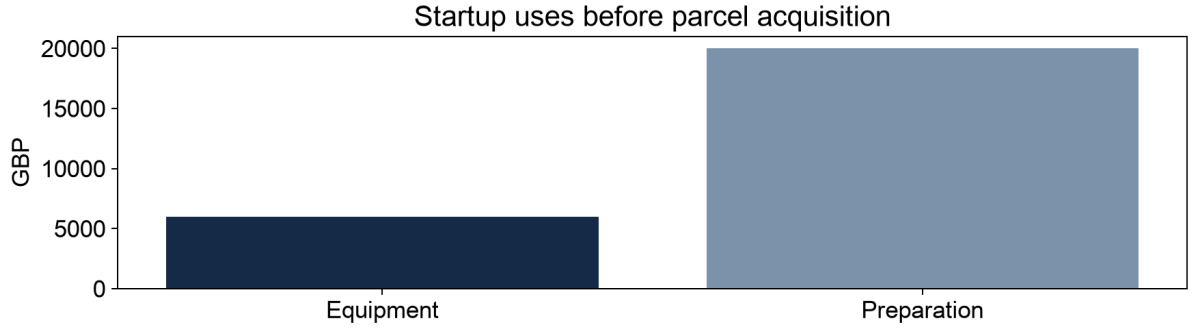
37 / FINANCE

Itemized startup costs

Startup uses are separate from parcel acquisition. The first £300,000 purchase occurs in month three and the second in month nine. Direct closing legal fees and duty are capitalized with each parcel. Diligence is conservatively expensed when paid.

A cash reserve is not a cost or an asset added twice. It is the cash remaining after uses. Service budgets are gross; no VAT refund or tax refund is forecast.

Item	Amount / planning basis
Computer and secure storage	£6,000
Preparation services	£20,000
Diligence per acquisition	£25,000
Direct closing costs per site	£5,000 legal plus £4,500 SDLT



GBP default forecast January 2027 to December 2029; model version 1.0.

38 / FINANCE

Owner personal survival budget

The owner receives an illustrative £2,500 monthly gross salary. Assuming 75% net retention gives £1,875 monthly take-home for planning only. A £2,200 monthly household budget implies a £325 personal shortfall; actual payroll deductions and personal commitments are unknown.

The company's £500 employment-cost allowance is separate from personal take-home. Owner living costs must not silently become additional company funding or an unpaid salary assumption. The owner must document a personal reserve or reduce commitments before proceeding.

Item	Amount / planning basis
Housing and utilities	£1,100
Food and household	£450
Transport and insurance	£300
Personal contingency	£350
Planning shortfall	**£325 per month**

39 / FINANCE

Financing terms and security

The forecast is entirely equity-funded. There is no lender term sheet, guarantee or secured facility. Any future borrowing requires a separate debt schedule, interest, fees, security valuation and covenants; it must not be represented as available liquidity.

Owner equity is paid at startup for modeling. Funding approval is a precondition, not a model result. A funding gap is displayed as required additional cash without posting cash, debt or equity to balance it.

Item	Amount / planning basis
Initial proposed equity	**£950,000**
Loan and interest	Zero
Distributions	Zero
Security	No pledged asset or lender commitment

40 / FINANCE

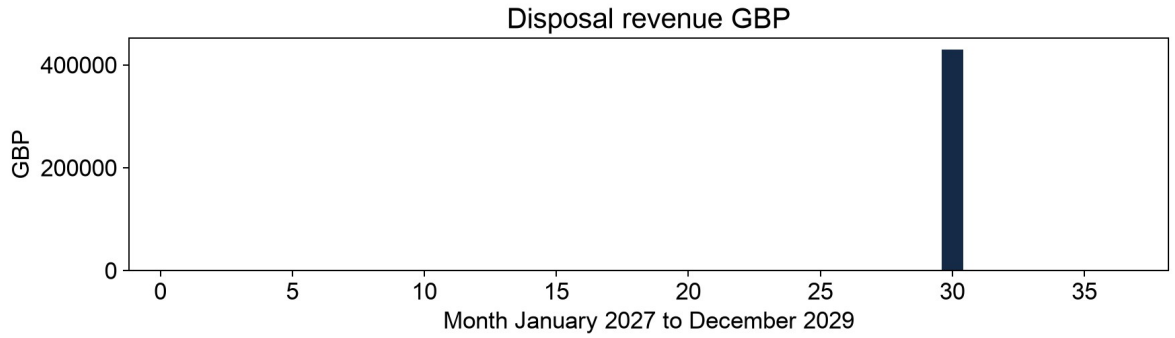
Revenue forecast and capacity

There is no rental or recurring income. The Base case assumes one conditional disposal in month thirty; the second site remains unsold. The Upside assumes two gated disposals. The Downside assumes no buyer completion and retains both sites.

Sale gates are editable hypotheses, not statements that permissions or buyers exist. If a gate is zero, revenue and receipts are zero and the land remains. The company can manage no more than two held sites with the planned owner and adviser structure.

Base requires £19,400 additional cash before its assumed sale and breaches the £100,000 reserve. Defer the second acquisition or document genuinely available additional funds. Verified default Base forecast: total revenue £430,000; cumulative loss (£297,200); closing cash £343,300; unsold land £309,500. Model version 1.0, January 2027 to December 2029.

Item	Amount / planning basis
Capacity	Two sites maximum
Base	One disposal; second site unsold
Downside	No disposals
Upside	Two disposals; still subject to evidence



Default inputs only; GBP forecast January 2027 to December 2029; model version 1.0.

41 / FINANCE

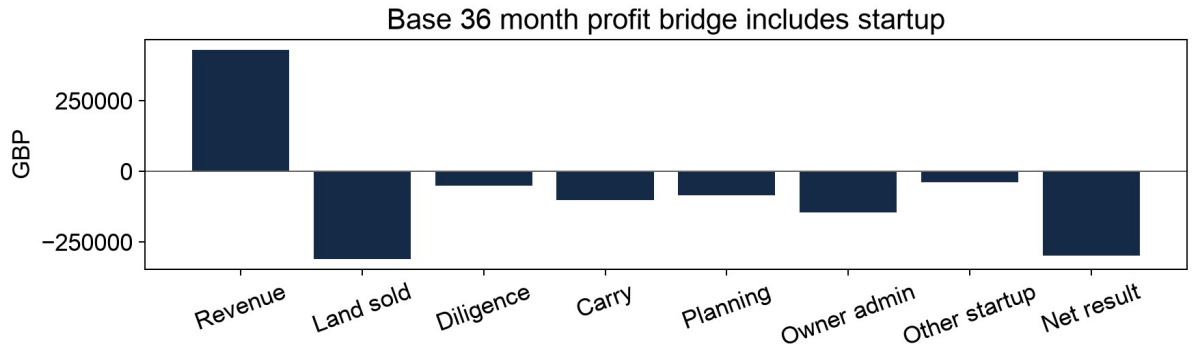
Costs and projected profit

Each held site costs £1,800 monthly for security, maintenance, inspections, insurance and an unquoted rates allowance, plus £1,500 monthly planning and professional work. The company also pays £3,000 director cost and £1,000 administration monthly.

Land is not depreciated and unsold land is not fully expensed. Office equipment alone depreciates. A cash-positive closing balance can coexist with a loss and unsold land; neither demonstrates investment success.

Base requires £19,400 additional cash before its assumed sale and breaches the £100,000 reserve. Defer the second acquisition or document genuinely available additional funds. Verified default Base forecast: total revenue £430,000; cumulative loss (£297,200); closing cash £343,300; unsold land £309,500. Model version 1.0, January 2027 to December 2029.

Item	Amount / planning basis
Fixed company cash cost	**£4,000 monthly**
Per-held-site services and carry	£3,300 monthly
Selling costs	3% of price
Equipment depreciation	£167 monthly at 36-month life



GBP default forecast January 2027 to December 2029; model version 1.0.

42 / FINANCE

Profit and loss forecast

The P and L recognizes disposal revenue on legal transfer and releases that parcel's capitalized land basis. Diligence, carrying, planning and owner costs are expenses. No unrealized valuation increase is recognized as income.

A conservative 25% tax provision applies only after modeled cumulative loss offsets. No deferred-tax asset or cash tax refund is assumed. The accountant must review inventory classification, deductible expenditure and statutory payment timing before use.

Base requires £19,400 additional cash before its assumed sale and breaches the £100,000 reserve. Defer the second acquisition or document genuinely available additional funds. Verified default Base forecast: total revenue £430,000; cumulative loss (£297,200); closing cash £343,300; unsold land £309,500. Model version 1.0, January 2027 to December 2029.

The £20,000 preparation loss occurs before January 2027 and is included in opening retained earnings. The annual operating results below exclude that preforecast loss.

GBP	2027	2028	2029
Revenue	**£0**	**£0**	**£430,000**
Cost of land sold	£0	£0	£309,500
Paid due diligence	£50,000	£0	£0
Carrying expense	£25,200	£43,200	£32,400
Planning services	£21,000	£36,000	£27,000
Selling fees	£0	£0	£12,900
Director cost	£36,000	£36,000	£36,000
Administration	£12,000	£12,000	£12,000
Equipment depreciation	£2,000	£2,000	£2,000
Land impairment	£0	£0	£0
Net profit or loss	**(£146,200)**	**(£129,200)**	**(£1,800)**

43 / FINANCE

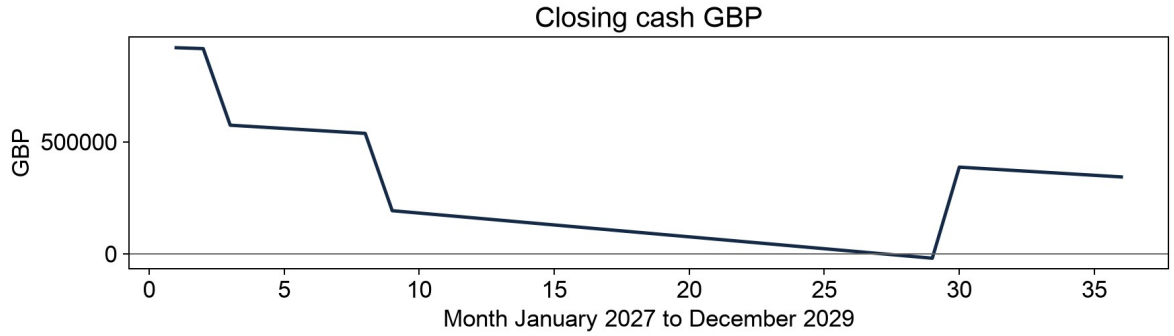
Cash flow and financial position

The cash schedule separately tracks equity, acquisition, diligence, operating services, sale collections and taxes. A receivable delay can move collections beyond recognized sales and even beyond the 36-month horizon.

Balance-sheet cash equals the cash schedule. Unsold land remains inventory; sold but unpaid land creates receivables rather than cash. Negative modeled cash is an unfunded cash position requiring action, not an available overdraft. Beyond month 36, Base retains one unsold site. Continued holding requires £7,300 per month: £4,000 director and administration plus £3,300 carrying and planning for that one site, with no new sale proceeds assumed. Extend the financial forecast before further commitments.

Base requires £19,400 additional cash before its assumed sale and breaches the £100,000 reserve. Defer the second acquisition or document genuinely available additional funds. Verified default Base forecast: total revenue £430,000; cumulative loss (£297,200); closing cash £343,300; unsold land £309,500. Model version 1.0, January 2027 to December 2029.

GBP	2027	2028	2029
Sale collections	£0	£0	£430,000
Acquisition cash	£619,000	£0	£0
Net cash change	**(£763,200)**	**(£127,200)**	**£309,700**
Closing cash	**£160,800**	**£33,600**	**£343,300**



Default inputs only; GBP forecast January 2027 to December 2029; model version 1.0.

44 / FINANCE

Cash flow forecast months one to six

The first six months cover initial operating expenses, month-three first acquisition and diligence. No sale receipts are anticipated in this window. These are planned outflows conditional on owner funds and technical gates.

Use the workbook’s monthly columns to check each commitment against cash remaining. The target reserve is £100,000; it is a decision threshold rather than a guaranteed remaining balance.

GBP	2027-01	2027-02	2027-03	2027-04	2027-05	2027-06
Acquisition cash	£0	£0	£309,500	£0	£0	£0
Sale collections	£0	£0	£0	£0	£0	£0
Net cash change	**(£4,000)**	**(£4,000)**	**(£341,800)**	**(£7,300)**	**(£7,300)**	**(£7,300)**
Closing cash	**£920,000**	**£916,000**	**£574,200**	**£566,900**	**£559,600**	**£552,300**

45 / FINANCE

Cash flow forecast months seven to twelve

The second acquisition is a month-nine planning assumption. It is optional and must be deferred if the first site or no-sale holding forecast threatens the cash reserve. The forecast does not assume refinancing the first site.

Two sites double per-site carrying and planning outflows. That burden continues until a gated disposal or a documented cost change; a target sale date alone cannot turn it off.

GBP	2027-07	2027-08	2027-09	2027-10	2027-11	2027-12
Acquisition cash	£0	£0	£309,500	£0	£0	£0
Sale collections	£0	£0	£0	£0	£0	£0
Net cash change	**(£7,300)**	**(£7,300)**	**(£345,100)**	**(£10,600)**	**(£10,600)**	**(£10,600)**
Closing cash	**£545,000**	**£537,700**	**£192,600**	**£182,000**	**£171,400**	**£160,800**

46 / FINANCE

Financial position summary

Year-end statements show cash, receivables, remaining land inventory and depreciated equipment against fixed owner equity and retained results. Unsold land is not a liquid reserve or evidence of a current sale price.

Review net realizable value independently at each reporting date. The Downside includes an explicit 15% site impairment in month twenty-four; it is noncash and does not fund operations. A failed technical assessment could require a larger write-down.

Base requires £19,400 additional cash before its assumed sale and breaches the £100,000 reserve. Defer the second acquisition or document genuinely available additional funds. Verified default Base forecast: total revenue £430,000; cumulative loss (£297,200); closing cash £343,300; unsold land £309,500. Model version 1.0, January 2027 to December 2029.

GBP	2027	2028	2029
Assets			
Cash or unfunded cash	£160,800	£33,600	£343,300
Unsold land inventory	£619,000	£619,000	£309,500
Receivables	£0	£0	£0
Office equipment	£4,000	£2,000	£0
Total assets	**£783,800**	**£654,600**	**£652,800**
Liabilities			
Total liabilities	**£0**	**£0**	**£0**
Equity			
Paid owner equity	£950,000	£950,000	£950,000
Retained earnings	(£166,200)	(£295,400)	(£297,200)
Total equity	**£783,800**	**£654,600**	**£652,800**
Liabilities plus equity	**£783,800**	**£654,600**	**£652,800**

47 / FINANCE

Break even and scenarios

Break-even is disposal-based rather than a monthly sales target. To recover all 36-month costs through two equal disposals, price must cover capitalized basis, diligence, selling costs, fixed overhead and modeled holding costs. A delayed sale raises required price and may exhaust funding. At default Base costs, selling both sites by month thirty-six at about £527,732 each would recover the modeled costs before tax. This arithmetic holds the Base carrying budget and 3% selling rate fixed; it is not a supported valuation or achievable price.

Cases use the same linked statements. Downside disables both sale gates and impairs sites; Upside brings two assumed completions forward. Scenario snapshots are tied to default inputs and must be refreshed after edits; the live selected case recalculates.

Base requires £19,400 additional cash before its assumed sale and breaches the £100,000 reserve. Defer the second acquisition or document genuinely available additional funds. Verified default Base forecast: total revenue £430,000; cumulative loss (£297,200); closing cash £343,300; unsold land £309,500. Model version 1.0, January 2027 to December 2029.

Case	Revenue	Closing cash	Unfunded gap
Base	£430,000	£343,300	£19,400
Downside	£0	(£157,000)	£157,000
Upside	£920,000	£848,300	£0

Cost recovery and cash gates



GBP default forecast January 2027 to December 2029; model version 1.0.

48 / FINANCE

Model guide and completion

The financial package retains its JavaScript builder, results JSON and QA evidence. Inputs are blue; same-sheet formulas are dark and cross-sheet calculation links green. The case selector chooses Base, Downside or Upside; active drivers and monthly statements recalculate.

Before a real transaction, replace estimates, prove funding, extend the hold horizon and obtain professional tax and accounting advice. The forecast's purpose is to identify capital at risk and whether a proposed commitment is affordable, not to certify viability or permission. Base's retained unsold site continues to cost £7,300 per month after December 2029 (£4,000 company costs and £3,300 for one site), with no new proceeds assumed.

Item	Amount / planning basis
Period	36 months January 2027 to December 2029
Annual	Three calendar-year summaries
Accounting	Cost inventory; land not depreciated
Completion gate	Evidence, funded liquidity and independent review