

## Appendix A

# Homes for Lambeth Business Plan 2020

## Finance Appendix

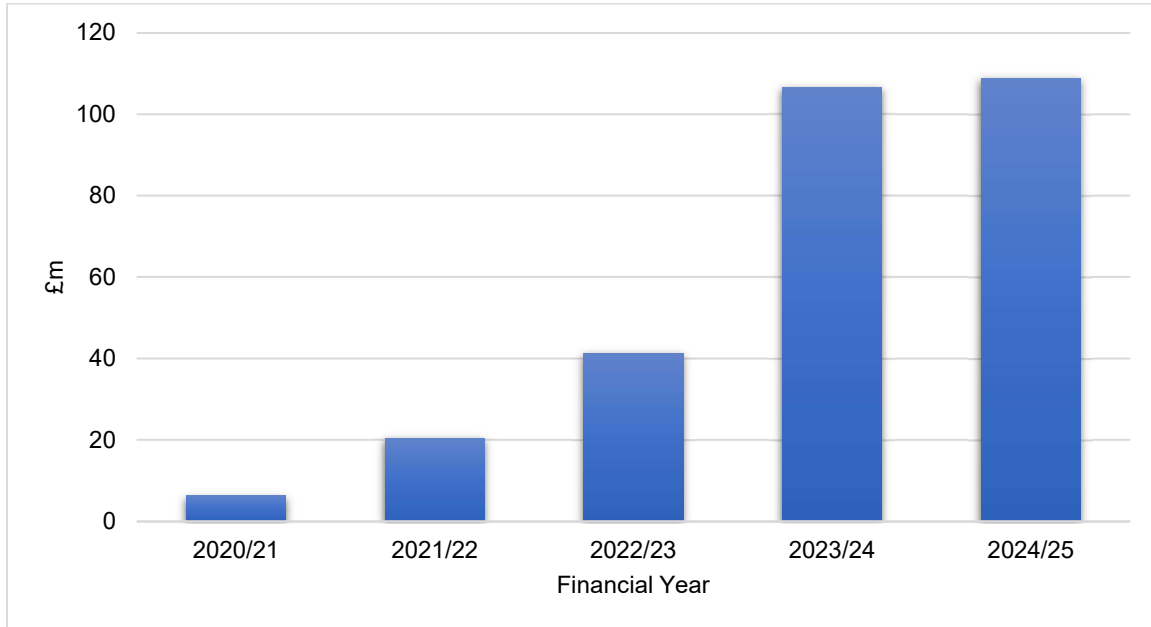
The below table shows a more detailed budget along with Financial Key Performance Indicators for HFL Build for the 3 years of this Business Plan and the next two years which we have in outline:

### Finance Key Performance Indicators

	Covered by the business plan			Two-year horizon	
	2020/21	2021/22	2022/23	2023/24	2024/25
Private Units	-	-	58	112	189
Affordable Units	-	46	76	238	54
<b>Total Units</b>	<b>-</b>	<b>46</b>	<b>134</b>	<b>350</b>	<b>243</b>
Private Sale Turnover	£5.4m	£21.1m	£44.9m	£119.3m	£121.6m
Affordable Housing Turnover					
<b>Total Turnover</b>	<b>£5.4m</b>	<b>£21.1m</b>	<b>£44.9m</b>	<b>£119.3m</b>	<b>£121.6m</b>
Land, Demolition & Construction	£4.1m	£15.6m	£32.6m	£86.7m	£88.5m
Fees, S106 and Sales & Marketing	£0.9m	£3.3m	£6.8m	£18.0m	£18.4m
Overheads	£1.3m	£1.5m	£1.9m	£1.9m	£2.0m
<b>Total Costs</b>	<b>£(6.3)m</b>	<b>£(20.4)m</b>	<b>£(41.3)m</b>	<b>£(106.6)m</b>	<b>£(108.9)m</b>
<b>(Loss)/Profit Before Interest and Tax</b>	<b>£(0.9)m</b>	<b>£0.7m</b>	<b>£3.6m</b>	<b>£12.7m</b>	<b>£12.7m</b>
Finance Costs	£(0.9)m	£(2.5)m	£(6.8)m	£(9.0)m	£(6.7)m
<b>(Loss)/Profit Before Tax</b>	<b>£(1.8)m</b>	<b>£(1.8)m</b>	<b>£(3.2)m</b>	<b>£3.7m</b>	<b>£6.0m</b>

## Annual spend

This graph shows how the spend detailed above is planned to increase over the next 5 years:



## Peak Debt

The maximum amount that HFL can borrow from the Council in development loans is £150m. The programmed spend has been carefully planned in order to stay within this limit and to provide headroom in case of adverse changes in the market. Below is a graph which demonstrates the development debt profile during the 3-year business plan and the additional 2-year horizon:

