

Financial Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
I&E													
Employee costs	1,653	1,686	1,720	1,754	1,789	1,825	1,862	1,899	1,937	1,975	2,015	2,055	2,096
Premises costs	4,288	4,162	4,246	4,330	4,417	4,505	4,595	4,687	4,781	4,877	4,974	5,074	5,175
WTD	36,868	37,412	38,804	40,135	41,017	41,928	42,868	43,838	44,840	45,874	46,943	48,047	49,187
Supplies & services costs	1,317	1,343	1,370	1,398	1,426	1,454	1,483	1,513	1,543	1,574	1,605	1,638	1,670
Depreciation cost	8,227	8,230	7,972	7,975	7,979	7,982	7,985	7,989	7,992	7,996	8,000	8,003	8,007
Financing cost	9,032	8,828	8,616	8,396	8,167	7,928	7,679	7,418	7,145	6,859	6,560	6,246	5,917
Trade & Other income	-1,386	-1,414	-1,442	-1,471	-1,500	-1,530	-1,561	-1,592	-1,624	-1,656	-1,690	-1,723	-1,758
Agency Income	-444	-453	-462	-471	-481	-490	-500	-510	-520	-531	-541	-552	-563
Levy Total	-59,555	-59,795	-60,823	-62,047	-62,814	-63,602	-64,411	-65,241	-66,093	-66,968	-67,866	-68,787	-69,732
Surplus/Deficit	0	0	0	0	0	0	0	0	0	0	0	0	0

BALANCE SHEET													
EfW	184,500	176,427	168,615	160,804	152,992	145,180	137,368	129,556	121,744	113,932	106,120	98,309	90,497
Other long term assets	4,249	4,092	3,932	3,768	3,602	3,432	3,258	3,081	2,901	2,717	2,529	2,338	2,142
Cash	13,869	17,509	20,698	23,686	26,464	29,020	31,342	33,419	35,236	36,781	38,037	38,990	39,622
Debtors	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339
Creditors	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375
Long term borrowing	-67,417	-66,387	-65,276	-64,079	-62,790	-61,401	-59,904	-58,291	-56,553	-54,680	-52,663	-50,489	-48,146
Other long term liabilities	-121,841	-118,283	-114,610	-110,819	-106,908	-102,871	-98,705	-94,406	-89,969	-85,390	-80,665	-75,788	-70,755
Pension fund liability	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723
Net assets	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600
Usable reserves	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541
Unusable reserves	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941
Total reserves	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600

CASHFLOW													
Cash inflows													
Loan drawdowns	0	0	0	0	0	0	0	0	0	0	0	0	0
Trade & Other income	-1,386	-1,414	-1,442	-1,471	-1,500	-1,530	-1,561	-1,592	-1,624	-1,656	-1,690	-1,723	-1,758
Agency Income	-444	-453	-462	-471	-481	-490	-500	-510	-520	-531	-541	-552	-563
Levy Total	-59,555	-59,795	-60,823	-62,047	-62,814	-63,602	-64,411	-65,241	-66,093	-66,968	-67,866	-68,787	-69,732
Inflow	-61,385	-61,662	-62,727	-63,989	-64,795	-65,622	-66,472	-67,343	-68,238	-69,155	-70,097	-71,062	-72,053
Cash outflows													
Employee costs	1,653	1,686	1,720	1,754	1,789	1,825	1,862	1,899	1,937	1,975	2,015	2,055	2,096
Premises costs	4,288	4,162	4,246	4,330	4,417	4,505	4,595	4,687	4,781	4,877	4,974	5,074	5,175
WTD - PAYT costs	38,261	38,265	39,478	40,638	41,403	42,193	43,009	43,852	44,723	45,623	46,553	47,515	48,509
WTD - FCL costs	6,028	6,569	6,747	6,918	7,035	7,156	7,280	7,407	7,538	7,672	7,811	7,953	8,099
Supplies & services costs	1,317	1,343	1,370	1,398	1,426	1,454	1,483	1,513	1,543	1,574	1,605	1,638	1,670
EfW additions	0	0	0	0	0	0	0	0	0	0	0	0	0
Financing cost	6,277	4,965	4,867	4,765	4,657	4,544	4,423	4,296	4,160	4,016	3,864	3,701	3,528
Loan repayments	239	1,031	1,111	1,197	1,289	1,389	1,497	1,613	1,738	1,873	2,018	2,174	2,342
Outflow	58,062	58,021	59,538	61,001	62,017	63,067	64,149	65,267	66,420	67,611	68,840	70,110	71,421
Net cash (inflow)/outflow	-3,322	-3,640	-3,189	-2,988	-2,778	-2,556	-2,322	-2,077	-1,818	-1,544	-1,257	-953	-632
Cash b/f	-10,547	-13,869	-17,509	-20,698	-23,686	-26,464	-29,020	-31,342	-33,419	-35,236	-36,781	-38,037	-38,990
Cash c/f	-13,869	-17,509	-20,698	-23,686	-26,464	-29,020	-31,342	-33,419	-35,236	-36,781	-38,037	-38,990	-39,622

2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40
£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
2,138	2,181	2,225	2,269	2,315	2,361	2,408	2,456	2,505	2,556	2,607
5,279	5,384	5,492	5,602	5,714	5,828	5,945	6,064	6,185	6,309	6,435
50,367	51,586	52,847	54,151	55,500	56,896	58,341	59,838	61,388	62,994	64,658
1,704	1,738	1,773	1,808	1,844	1,881	1,919	1,957	1,996	2,036	2,077
8,011	8,015	8,019	8,023	8,028	8,032	8,036	8,041	8,045	8,050	8,055
5,571	5,208	4,826	4,424	4,001	3,555	3,085	2,589	2,066	1,513	928
-1,793	-1,829	-1,865	-1,903	-1,941	-1,980	-2,019	-2,060	-2,101	-2,143	-2,186
-574	-586	-598	-610	-622	-634	-647	-660	-673	-686	-700
-70,702	-71,697	-72,718	-73,765	-74,838	-75,939	-77,068	-78,225	-79,411	-80,627	-81,873
0	0	0	0	0	0	0	0	0	0	0

82,685	74,873	67,061	59,249	51,437	43,626	35,814	28,002	20,190	12,378	4,566
1,943	1,740	1,533	1,321	1,106	886	661	432	199	-39	-282
39,915	39,851	39,409	38,566	37,301	35,587	33,400	30,710	27,488	23,701	19,316
2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339	2,339
-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375	-2,375
-45,622	-42,903	-39,972	-36,815	-33,413	-29,748	-25,798	-21,542	-16,957	-12,016	-6,693
-65,562	-60,202	-54,671	-48,962	-43,071	-36,991	-30,717	-24,242	-17,560	-10,664	-3,548
-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723	-7,723
5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600
10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541
-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941	-4,941
5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600

0	0	0	0	0	0	0	0	0	0	0
-1,793	-1,829	-1,865	-1,903	-1,941	-1,980	-2,019	-2,060	-2,101	-2,143	-2,186
-574	-586	-598	-610	-622	-634	-647	-660	-673	-686	-700
-70,702	-71,697	-72,718	-73,765	-74,838	-75,939	-77,068	-78,225	-79,411	-80,627	-81,873
-73,069	-74,112	-75,181	-76,277	-77,401	-78,553	-79,734	-80,944	-82,185	-83,456	-84,759
2,138	2,181	2,225	2,269	2,315	2,361	2,408	2,456	2,505	2,556	2,607
5,279	5,384	5,492	5,602	5,714	5,828	5,945	6,064	6,185	6,309	6,435
49,538	50,602	51,703	52,842	54,022	55,244	56,509	57,820	59,178	60,587	62,047
8,250	8,405	8,565	8,730	8,899	9,074	9,254	9,439	9,631	9,828	10,032
1,704	1,738	1,773	1,808	1,844	1,881	1,919	1,957	1,996	2,036	2,077
0	0	0	0	0	0	0	0	0	0	0
3,343	3,146	2,936	2,711	2,470	2,213	1,938	1,643	1,326	987	623
2,524	2,720	2,930	3,157	3,402	3,666	3,950	4,256	4,585	4,941	5,324
72,776	74,176	75,623	77,119	78,666	80,266	81,921	83,634	85,407	87,243	89,144
-293	64	443	842	1,266	1,713	2,188	2,690	3,222	3,787	4,385
-39,622	-39,915	-39,851	-39,409	-38,566	-37,301	-35,587	-33,400	-30,710	-27,488	-23,701
-39,915	-39,851	-39,409	-38,566	-37,301	-35,587	-33,400	-30,710	-27,488	-23,701	-19,316