

Financial Year	2017-18 £000s Budget	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s
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BUDGET MONITORING FORMAT

PAYT											
WTD	37,582	38,603	39,468	41,081	42,330	43,640	45,014	46,456	47,968	49,554	51,218
Premises costs	7,001	1,292	1,344	1,397	1,453	1,511	1,572	1,635	1,700	1,768	1,839
Depreciation	4,430	6,955	6,794	6,794	6,794	6,794	6,794	6,794	6,794	6,794	6,794
Financing	1,337	4,288	4,213	4,097	4,000	3,897	3,788	3,670	3,546	3,413	3,271
Concession accounting adjustment	-2,990	-3,502	-3,567	-3,637	-3,710	-3,788	-3,871	-3,954	-4,053	-4,153	-4,258
PAYT Levy	-47,360	-47,636	-48,252	-49,732	-50,867	-52,054	-53,296	-54,600	-55,954	-57,376	-58,863
Surplus/Deficit	0	0	0	0	0	0	0	0	0	0	0
FCL											
WTD	7,033	6,989	7,146	7,438	7,664	7,901	8,150	8,411	8,685	8,972	9,273
Employee costs	1,653	1,803	1,875	1,950	2,028	2,109	2,194	2,281	2,373	2,468	2,566
Premises costs	2,951	1,279	1,330	1,383	1,439	1,496	1,556	1,618	1,683	1,750	1,820
Supplies & services costs	1,317	926	963	1,002	1,042	1,083	1,127	1,172	1,219	1,267	1,318
Depreciation	1,226	1,645	1,607	1,607	1,607	1,607	1,607	1,607	1,607	1,607	1,607
Financing	629	1,280	1,223	1,212	1,174	1,134	1,094	1,052	1,009	964	918
Concession accounting adjustment	-459	-563	-574	-585	-597	-609	-623	-636	-652	-668	-685
Statutory provision for debt repayment	0	683	703	722	743	764	785	807	830	854	878
Trade & Other income	-1,404	-1,395	-1,451	-1,509	-1,569	-1,632	-1,697	-1,765	-1,836	-1,909	-1,986
Agency Income	-426	-433	-450	-468	-487	-507	-527	-548	-570	-593	-616
FCL Levy	-12,520	-12,214	-12,372	-12,752	-13,042	-13,347	-13,665	-14,000	-14,347	-14,711	-15,093
Surplus/Deficit	0	0	0	0	0	0	0	0	0	0	0
Total Surplus/Deficit	0	0	0	0	0	0	0	0	0	0	0

I&E STATUTORY FORMAT

Employee costs	1,803	1,875	1,950	2,028	2,109	2,194	2,281	2,373	2,468	2,566
Premises costs	2,571	2,674	2,781	2,892	3,008	3,128	3,253	3,383	3,519	3,659
WTD	37,734	38,652	40,452	41,820	43,257	44,769	46,364	48,027	49,782	51,627
Supplies & services costs	926	963	1,002	1,042	1,083	1,127	1,172	1,219	1,267	1,318
Depreciation cost	8,600	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400
Financing cost	9,360	9,257	9,154	9,041	8,917	8,782	8,635	8,475	8,300	8,110
Trade & Other income	-1,395	-1,451	-1,509	-1,569	-1,632	-1,697	-1,765	-1,836	-1,909	-1,986
Agency Income	-433	-450	-468	-487	-507	-527	-548	-570	-593	-616
Levy Total	-59,850	-60,624	-62,484	-63,909	-65,401	-66,961	-68,600	-70,301	-72,088	-73,956
Surplus/Deficit	-684	-703	-722	-743	-764	-785	-807	-830	-854	-878

BALANCE SHEET

Fixed Assets	229,265	220,865	212,464	204,064	195,663	187,263	178,862	170,462	162,061	153,661
Cash	12,220	15,280	18,167	20,868	23,371	25,661	27,730	29,549	31,107	32,386
Debtors	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809
Creditors	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227
Long term borrowing	-87,854	-85,952	-83,938	-81,803	-79,540	-77,138	-74,589	-71,883	-69,008	-65,952
Other long term liabilities	-118,251	-114,109	-109,888	-105,580	-101,182	-96,688	-92,098	-87,392	-82,572	-77,628
Pension fund liability	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643
Net assets	21,320	22,022	22,745	23,488	24,251	25,037	25,844	26,674	27,528	28,405
Usable reserves	17,516	18,218	18,941	19,684	20,447	21,233	22,040	22,870	23,724	24,601
Unusable reserves	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804
Total reserves	21,320	22,022	22,745	23,488	24,251	25,037	25,844	26,674	27,528	28,405

CASHFLOW

Cash inflows											
Loan drawdowns	-23,000	0	0	0	0	0	0	0	0	0	0
Trade & Other income	-1,395	-1,451	-1,509	-1,569	-1,632	-1,697	-1,765	-1,836	-1,909	-1,986	
Agency Income	-433	-450	-468	-487	-507	-527	-548	-570	-593	-616	
Levy Total	-59,850	-60,624	-62,484	-63,909	-65,401	-66,961	-68,600	-70,301	-72,088	-73,956	
Inflow	-84,678	-62,525	-64,461	-65,965	-67,539	-69,185	-70,913	-72,707	-74,589	-76,558	
Cash outflows											
Employee costs	1,803	1,875	1,950	2,028	2,109	2,194	2,281	2,373	2,468	2,566	
Premises costs	2,571	2,674	2,781	2,892	3,008	3,128	3,253	3,383	3,519	3,659	
WTD - PAYT costs	45,592	46,614	48,518	49,993	51,541	53,164	54,866	56,652	58,526	60,491	
Supplies & services costs	926	963	1,002	1,042	1,083	1,127	1,172	1,219	1,267	1,318	
Additions	33,000	0	0	0	0	0	0	0	0	0	
Financing cost	5,568	5,437	5,309	5,174	5,032	4,881	4,723	4,555	4,377	4,188	
Loan repayments	1,796	1,902	2,014	2,135	2,264	2,401	2,549	2,706	2,875	3,056	
Outflow	91,256	59,464	61,574	63,264	65,036	66,895	68,844	70,888	73,031	75,279	
Net cash (inflow)/outflow	6,578	-3,060	-2,887	-2,701	-2,503	-2,290	-2,069	-1,819	-1,558	-1,279	
Cash b/f	18,798	12,220	15,280	18,167	20,868	23,371	25,661	27,730	29,549	31,107	
Cash c/f	12,220	15,280	18,167	20,868	23,371	25,661	27,730	29,549	31,107	32,386	

2028-29 £000s	2029-30 £000s	2030-31 £000s	2031-32 £000s	2032-33 £000s	2033-34 £000s	2034-35 £000s	2035-36 £000s	2036-37 £000s	2037-38 £000s	2038-39 £000s	2039-40 £000s	2040-41 £000s	2041-42 £000s
52,964	54,796	56,718	58,734	60,849	63,069	65,398	67,842	70,407	73,098	75,922	78,887	81,998	85,371
1,912	1,989	2,069	2,151	2,237	2,327	2,420	2,517	2,617	2,722	2,831	2,944	3,062	3,184
6,794	6,794	6,794	6,794	6,794	6,794	6,794	6,794	6,794	6,238	6,794	6,238	6,238	2,187
3,119	2,957	2,783	2,597	2,398	2,185	1,957	1,713	1,450	1,178	870	556	211	-349
-4,371	-4,490	-4,616	-4,751	-4,894	-5,046	-5,208	-5,380	-5,562	-5,756	-5,963	-6,182	-6,416	-2,193
-60,419	-62,045	-63,746	-65,525	-67,385	-69,329	-71,361	-73,486	-75,706	-77,480	-80,455	-82,442	-85,093	-88,200
0	0	0	0	0	0	0	0	0	0	0	0	0	0
9,589	9,921	10,269	10,634	11,017	11,419	11,840	12,283	12,747	13,234	13,746	14,282	14,845	15,456
2,669	2,776	2,887	3,002	3,122	3,247	3,377	3,512	3,653	3,799	3,951	4,109	4,273	4,444
1,893	1,969	2,048	2,130	2,215	2,303	2,396	2,491	2,591	2,695	2,802	2,915	3,031	3,152
1,371	1,426	1,483	1,542	1,604	1,668	1,734	1,804	1,876	1,951	2,029	2,110	2,195	2,282
1,607	1,607	1,607	1,607	1,607	1,607	1,607	1,607	1,607	1,475	1,607	1,475	1,475	517
869	820	768	714	658	599	539	475	409	331	267	182	103	326
-703	-722	-743	-764	-787	-812	-838	-865	-895	-926	-959	-995	-1,032	-353
902	928	954	981	1,009	1,037	1,066	1,096	1,127	1,159	1,192	1,225	1,260	1,295
-2,065	-2,148	-2,233	-2,323	-2,416	-2,512	-2,613	-2,717	-2,826	-2,939	-3,057	-3,179	-3,306	-3,438
-641	-667	-693	-721	-750	-780	-811	-843	-877	-912	-949	-987	-1,026	-1,067
-15,492	-15,909	-16,345	-16,801	-17,278	-17,776	-18,297	-18,842	-19,411	-19,866	-20,629	-21,138	-21,818	-22,615
0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0

2,669	2,776	2,887	3,002	3,122	3,247	3,377	3,512	3,653	3,799	3,951	4,109	4,273	4,444
3,806	3,958	4,116	4,281	4,452	4,630	4,815	5,008	5,208	5,417	5,633	5,859	6,093	6,337
53,566	55,603	57,744	59,995	62,360	64,845	67,457	70,202	73,086	76,117	79,303	82,650	86,168	97,172
1,371	1,426	1,483	1,542	1,604	1,668	1,734	1,804	1,876	1,951	2,029	2,110	2,195	2,282
8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	7,714	8,400	7,714	7,714	2,705
7,903	7,678	7,434	7,169	6,881	6,569	6,232	5,866	5,470	5,041	4,581	4,080	3,541	1,085
-2,065	-2,148	-2,233	-2,323	-2,416	-2,512	-2,613	-2,717	-2,826	-2,939	-3,057	-3,179	-3,306	-3,438
-641	-667	-693	-721	-750	-780	-811	-843	-877	-912	-949	-987	-1,026	-1,067
-75,910	-77,954	-80,091	-82,326	-84,662	-87,105	-89,658	-92,327	-95,117	-97,346	-101,083	-103,581	-106,911	-110,815
-902	-928	-954	-981	-1,009	-1,037	-1,066	-1,096	-1,127	-1,159	-1,192	-1,225	-1,260	-1,295

145,260	136,860	128,460	120,059	111,659	103,258	94,858	86,457	78,057	70,343	61,943	54,229	46,515	43,810
33,365	34,025	34,341	34,290	33,846	32,980	31,662	29,860	27,539	23,976	20,504	15,707	10,225	10,384
3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809	3,809
-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227
-62,702	-59,246	-55,567	-51,650	-47,478	-43,032	-38,293	-33,239	-27,848	-22,095	-15,953	-9,394	-2,386	-1,091
-72,555	-67,343	-61,984	-56,468	-50,787	-44,929	-38,883	-32,638	-26,181	-19,499	-12,577	-5,400	2,048	4,594
-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643	-8,643
29,308	30,235	31,189	32,170	33,179	34,216	35,282	36,378	37,506	38,664	39,856	41,081	42,341	43,636
25,504	26,431	27,385	28,366	29,375	30,412	31,478	32,574	33,702	34,860	36,052	37,277	38,537	39,832
3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804	3,804
29,308	30,235	31,189	32,170	33,179	34,216	35,282	36,378	37,506	38,664	39,856	41,081	42,341	43,636

0	0	0	0	0	0	0	0	0	0	0	0	0	0
-2,065	-2,148	-2,233	-2,323	-2,416	-2,512	-2,613	-2,717	-2,826	-2,939	-3,057	-3,179	-3,306	-3,438
-641	-667	-693	-721	-750	-780	-811	-843	-877	-912	-949	-987	-1,026	-1,067
-75,910	-77,954	-80,091	-82,326	-84,662	-87,105	-89,658	-92,327	-95,117	-97,346	-101,083	-103,581	-106,911	-110,815
-78,616	-80,768	-83,018	-85,370	-87,828	-90,397	-93,082	-95,888	-98,820	-101,197	-105,089	-107,746	-111,243	-115,321
2,669	2,776	2,887	3,002	3,122	3,247	3,377	3,512	3,653	3,799	3,951	4,109	4,273	4,444
3,806	3,958	4,116	4,281	4,452	4,630	4,815	5,008	5,208	5,417	5,633	5,859	6,093	6,337
62,554	64,717	66,986	69,368	71,866	74,488	77,238	80,125	83,154	86,332	89,668	93,169	96,843	100,827
1,371	1,426	1,483	1,542	1,604	1,668	1,734	1,804	1,876	1,951	2,029	2,110	2,195	2,282
0	0	0	0	0	0	0	0	0	0	0	0	0	0
3,988	3,776	3,551	3,311	3,056	2,785	2,496	2,188	1,859	1,509	1,138	738	314	-24
3,249	3,457	3,679	3,917	4,172	4,446	4,739	5,054	5,391	5,753	6,142	6,559	7,007	1,295
77,637	80,109	82,701	85,421	88,272	91,263	94,400	97,690	101,141	104,761	108,561	112,544	116,725	115,162
-980	-659	-316	51	445	866	1,318	1,802	2,321	3,563	3,472	4,797	5,481	-159
32,386	33,365	34,025	34,341	34,290	33,846	32,980	31,662	29,860	27,539	23,976	20,504	15,707	10,225
33,365	34,025	34,341	34,290	33,846	32,980	31,662	29,860	27,539	23,976	20,504	15,707	10,225	10,384