

Financial Year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
BALANCE SHEET													
Fixed Assets	226,659	218,174	209,689	201,204	192,719	184,234	175,749	167,264	158,779	150,293	141,808	133,323	124,838
Cash	10,071	12,968	15,680	18,192	20,491	22,569	24,396	25,962	27,248	28,235	28,901	29,223	29,177
Debtors	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744
Creditors	-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
Long term borrowing	-90,513	-88,336	-86,033	-83,596	-81,017	-78,286	-75,392	-72,323	-69,069	-65,615	-61,948	-58,053	-53,915
Other long term liabilities	-112,373	-108,077	-103,695	-99,222	-94,652	-89,986	-85,205	-80,307	-75,287	-70,135	-64,845	-59,407	-53,812
Pension fund liability	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853
Net assets	22,508	23,394	24,305	25,241	26,204	27,194	28,212	29,259	30,335	31,442	32,580	33,749	34,952
Usable reserves	19,656	20,542	21,453	22,389	23,352	24,342	25,360	26,407	27,483	28,590	29,728	30,897	32,100
Unusable reserves	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852
Total reserves	22,508	23,394	24,305	25,241	26,204	27,194	28,212	29,259	30,335	31,442	32,580	33,749	34,952

CASHFLOW													
Cash inflows													
Loan drawdowns	0	0	0	0	0	0	0	0	0	0	0	0	0
Trade & Other income	-1,516	-1,561	-1,608	-1,657	-1,706	-1,757	-1,810	-1,864	-1,920	-1,978	-2,037	-2,098	-2,161
Agency Income	-373	-384	-396	-408	-420	-432	-445	-459	-473	-487	-501	-516	-532
Levy Total	-61,226	-61,454	-62,510	-63,603	-64,735	-65,912	-67,118	-68,372	-69,670	-71,012	-72,400	-73,836	-75,321
Inflow	-63,115	-63,400	-64,514	-65,667	-66,861	-68,102	-69,373	-70,695	-72,063	-73,477	-74,939	-76,451	-78,014
Cash outflows													
Employee costs	2,031	2,092	2,155	2,219	2,286	2,354	2,425	2,498	2,573	2,650	2,729	2,811	2,896
Premises costs	2,686	2,767	2,850	2,935	3,023	3,114	3,207	3,303	3,403	3,505	3,610	3,718	3,830
WTD - PAYT costs	46,615	46,928	48,066	49,250	50,482	51,764	53,097	54,485	55,929	57,433	58,997	60,626	62,322
Supplies & services costs	992	1,022	1,052	1,084	1,117	1,150	1,184	1,220	1,257	1,294	1,333	1,373	1,414
Additions	0	0	0	0	0	0	0	0	0	0	0	0	0
Financing cost	5,659	5,517	5,377	5,230	5,075	4,911	4,738	4,554	4,360	4,155	3,937	3,705	3,460
Loan repayments	2,061	2,178	2,303	2,436	2,579	2,731	2,894	3,068	3,255	3,454	3,667	3,895	4,139
Outflow	60,044	60,503	61,803	63,155	64,561	66,024	67,546	69,129	70,776	72,490	74,273	76,129	78,060
Net cash (inflow)/outflow	-3,071	-2,897	-2,711	-2,512	-2,299	-2,078	-1,827	-1,566	-1,286	-987	-666	-322	46
Cash b/f	7,000	10,071	12,968	15,680	18,192	20,491	22,569	24,396	25,962	27,248	28,235	28,901	29,223
Cash c/f	10,071	12,968	15,680	18,192	20,491	22,569	24,396	25,962	27,248	28,235	28,901	29,223	29,177

2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
116,353	107,868	99,383	90,898	82,413	73,928	65,443	57,601	49,760
28,737	27,874	26,559	24,759	22,440	19,563	16,090	11,335	5,894
5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744
-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227	-9,227
-49,514	-44,834	-39,854	-34,552	-28,906	-22,890	-16,478	-9,642	-2,350
-48,051	-42,112	-35,984	-29,657	-23,116	-16,349	-9,342	-2,078	5,457
-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853	-7,853
36,189	37,461	38,768	40,113	41,495	42,916	44,377	45,880	47,425
33,337	34,609	35,916	37,261	38,643	40,064	41,525	43,028	44,573
2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852
36,189	37,461	38,768	40,113	41,495	42,916	44,377	45,880	47,425

0	0	0	0	0	0	0	0	0
-2,226	-2,293	-2,362	-2,433	-2,506	-2,581	-2,658	-2,738	-2,820
-548	-564	-581	-599	-617	-635	-654	-674	-694
-76,855	-78,442	-80,081	-81,776	-83,526	-85,334	-87,201	-88,485	-90,478
-79,629	-81,299	-83,024	-84,807	-86,648	-88,550	-90,513	-91,897	-93,992
2,983	3,072	3,164	3,259	3,357	3,458	3,561	3,668	3,778
3,944	4,063	4,185	4,310	4,440	4,573	4,710	4,851	4,997
64,087	65,925	67,840	69,834	71,911	74,074	76,328	78,677	81,125
1,457	1,500	1,546	1,592	1,640	1,689	1,739	1,792	1,845
0	0	0	0	0	0	0	0	0
3,199	2,921	2,625	2,310	1,975	1,617	1,235	828	396
4,400	4,680	4,980	5,302	5,646	6,016	6,412	6,837	7,292
80,070	82,162	84,340	86,607	88,968	91,426	93,986	96,653	99,434
440	863	1,315	1,800	2,319	2,876	3,473	4,756	5,441
29,177	28,737	27,874	26,559	24,759	22,440	19,563	16,090	11,335
28,737	27,874	26,559	24,759	22,440	19,563	16,090	11,335	5,894