

Statement of Comprehensive Income																														
£000s																														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053
Income	13,172	13,438	13,764	14,097	14,474	14,808	15,148	15,516	15,933	16,280	16,676	17,104	17,542	17,926	18,363	18,812	19,343	19,742	20,225	20,720	21,280	21,747	22,308	22,826	23,444	23,960	24,548	25,151	25,866	26,372
Expenditure	(8,889)	(8,886)	(9,053)	(9,196)	(9,341)	(9,487)	(9,715)	(9,963)	(10,187)	(10,416)	(10,644)	(10,886)	(11,101)	(11,315)	(11,525)	(11,771)	(12,040)	(12,308)	(12,565)	(12,839)	(13,091)	(13,331)	(13,586)	(13,848)	(14,128)	(14,440)	(14,756)	(15,033)	(15,284)	(15,696)
Operating Surplus	4,283	4,552	4,711	4,901	5,133	5,321	5,433	5,553	5,745	5,864	6,033	6,219	6,441	6,611	6,838	7,040	7,303	7,434	7,660	7,881	8,189	8,416	8,722	8,979	9,316	9,519	9,792	10,118	10,582	10,676
Operating Margin	32.5%	33.9%	34.2%	34.8%	35.5%	35.9%	35.9%	35.8%	36.1%	36.0%	36.2%	36.4%	36.7%	36.9%	37.2%	37.4%	37.8%	37.7%	37.9%	38.0%	38.5%	38.7%	39.1%	39.3%	39.7%	39.7%	39.9%	40.2%	40.9%	40.5%
Interest & Dividends	(1,728)	(1,968)	(1,768)	(1,592)	(1,420)	(1,319)	(1,049)	(1,005)	(932)	(861)	(803)	(740)	(720)	(720)	(720)	(180)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Land & Property Sales	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	0	
Group Surplus	2,555	2,584	2,943	3,309	3,713	4,002	4,384	4,549	4,813	5,004	5,230	5,479	5,721	5,891	6,118	6,860	7,303	7,434	7,660	7,881	8,189	8,416	8,722	8,979	9,316	9,519	9,792	10,118	10,582	10,676
Statement of Financial Position																														
£000s																														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053
Total Fixed Assets	112,066	112,771	112,562	112,390	112,256	112,162	114,449	116,841	118,552	120,396	121,348	122,397	123,581	124,914	126,584	129,771	133,745	137,633	140,745	144,450	146,831	148,604	149,895	151,321	153,315	156,624	159,724	160,783	160,267	161,178
Total Current Assets	1,031	1,031	1,031	1,052	1,188	1,345	1,996	2,237	2,424	2,679	2,575	3,365	4,497	5,583	6,287	8,806	11,730	14,872	19,016	22,786	28,190	34,427	41,454	48,603	55,519	61,324	67,613	76,267	86,961	96,321
Total Liabilities	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)	(2,921)
Net Assets	110,176	110,881	110,672	110,521	110,523	110,586	113,524	116,157	118,055	120,154	121,002	122,840	125,157	127,576	129,950	135,655	142,554	149,584	156,839	164,315	172,100	180,110	188,428	197,002	205,913	215,028	224,416	234,129	244,306	254,578
Long-term debt	39,051	37,576	34,829	31,774	28,467	24,933	23,892	22,380	19,869	17,370	13,393	10,157	7,157	4,090	750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Deferred capital grant	42,361	41,956	41,551	41,147	40,742	40,337	39,932	39,528	39,123	38,718	38,314	37,909	37,504	37,099	36,695	36,290	35,885	35,481	35,076	34,671	34,266	33,862	33,457	33,052	32,648	32,243	31,838	31,433	31,029	30,624
Reserves	28,764	31,349	34,292	37,601	41,314	45,316	49,700	54,249	59,063	64,066	69,296	74,775	80,496	86,387	92,505	99,365	106,669	114,103	121,763	129,644	137,833	146,249	154,971	163,950	173,266	182,785	192,578	202,696	213,278	223,954
Net Funding Capital	110,176	110,881	110,672	110,521	110,523	110,586	113,524	116,157	118,055	120,154	121,002	122,840	125,157	127,576	129,950	135,655	142,554	149,584	156,839	164,315	172,100	180,110	188,428	197,002	205,913	215,028	224,416	234,129	244,306	254,578
Statement of Cash Flows																														
£000s																														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053
Cashflow from Operating Activities	5,941	6,246	6,407	6,599	6,833	7,021	7,212	7,428	7,688	7,878	8,113	8,376	8,645	8,858	9,120	9,390	9,739	9,953	10,246	10,548	10,909	11,176	11,531	11,840	12,243	12,542	12,907	13,283	13,765	13,907
Net Interest	(1,714)	(1,954)	(1,754)	(1,578)	(1,406)	(1,306)	(1,049)	(1,005)	(932)	(861)	(803)	(740)	(720)	(720)	(180)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Housing Assets	(4,955)	(2,794)	(1,882)	(1,921)	(1,959)	(1,999)	(4,460)	(4,660)	(4,047)	(4,251)	(3,425)	(3,598)	(3,780)	(3,972)	(4,343)	(5,928)	(6,801)	(6,797)	(6,088)	(6,762)	(5,491)	(4,923)	(4,489)	(4,676)	(5,310)	(6,720)	(6,602)	(4,612)	(3,053)	(4,530)
Other Assets	(10)	(10)	(11)	(11)	(11)	(11)	(11)	(12)	(12)	(12)	(12)	(13)	(13)	(13)	(14)	(14)	(14)	(14)	(15)	(15)	(15)	(16)	(16)	(16)	(17)	(17)	(17)	(18)	(15)	
Cashflow from Investments	(6,679)	(4,758)	(3,646)	(3,509)	(3,377)	(3,316)	(5,520)	(5,676)	(4,990)	(5,124)	(4,240)	(4,350)	(4,513)	(4,705)	(5,076)	(6,122)	(6,814)	(6,812)	(6,102)	(6,777)	(5,506)	(4,938)	(4,505)	(4,692)	(5,326)	(6,737)	(6,619)	(4,629)	(3,070)	(4,545)
Cashflow from Financing Activities	738	(1,489)	(2,761)	(3,069)	(3,320)	(3,547)	(1,041)	(1,511)	(2,511)	(2,500)	(3,977)	(3,236)	(2,999)	(3,067)	(3,340)	(750)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cashflow	(0)	0	0	21	136	158	651	241	187	255	(104)	789	1,133	1,086	704	2,519	2,924	3,141	4,144	3,771	5,403	6,238	7,027	7,149	6,917	5,805	6,289	8,654	10,694	9,362