

Medium Term Financial Strategy 2016-2020

	2016/17 BUDGET NET £000's	2017/18 BUDGET NET £000's	2018/19 BUDGET NET £000's	2019/20 BUDGET NET £000's
PROGRAMME BIDS:				
PRIORITY PROGRAMMES				
Staff Cost	565.3	584.5	592.4	601.5
Programme Cost	42.9	44.1	90.2	48.3
Income	(259.0)	(229.0)	(229.0)	(229.0)
Development Management Total	349.2	399.5	453.6	420.8
Staff Cost	411.4	515.3	528.6	497.3
Staff income	0.0	(75.0)	(80.0)	(20.0)
Programme Cost	168.6	177.5	151.5	141.5
Income	(61.5)	(46.5)	(25.5)	(15.5)
Land Management & Biodiversity Total	518.6	571.3	574.7	603.4
Staff Cost	318.3	362.2	307.2	311.4
Staff Income	(72.5)	(74.1)	(20.0)	(20.0)
Programme Cost	641.8	680.8	637.6	572.8
Income	(409.0)	(388.5)	(372.0)	(307.0)
Rights of Way Total	478.7	580.4	552.8	557.2
Staff Cost	166.4	206.3	237.6	212.5
Staff Income	0.0	0.0	(14.9)	(15.1)
Programme Cost	160.7	154.6	159.6	159.6
Income	(61.9)	(49.9)	(54.9)	(54.9)
Volunteering and Apprentices Total	265.2	311.0	327.3	302.2
Total Priority Gross Cost	2,475.5	2,725.3	2,704.6	2,545.0
Total Priority Income	(863.8)	(863.0)	(796.3)	(661.4)
Total Priority Net Cost	1,611.6	1,862.4	1,908.3	1,883.6
ADEQUATE PROGRAMMES				
Staff Cost	79.1	81.3	82.2	83.2
Programme Cost	141.7	120.5	118.7	121.7
Income	(107.7)	(70.9)	(72.8)	(72.8)
Dales Countryside Museum Total	113.1	130.9	128.1	132.1
Staff Cost	128.5	142.8	128.7	131.3
Programme Cost	60.2	56.9	54.6	54.7
Income	(21.1)	(18.9)	(16.5)	(16.5)
Historic Environment Total	167.6	180.8	166.8	169.4
Staff Cost	77.3	79.5	80.2	81.0
Programme Cost	33.0	29.0	14.0	14.0
Income	(5.6)	0.0	0.0	0.0
Development Planning Total	104.7	108.5	94.2	95.0
Staff Cost	33.8	34.7	35.0	35.3
Programme Cost	187.0	187.0	187.0	187.0
Income	(12.0)	(12.0)	(12.0)	(12.0)
Sustainable Development Total	208.8	209.7	210.0	210.3
Staff Cost	94.0	126.0	128.8	132.2
Staff Income	(19.6)	(24.2)	(25.2)	(26.5)
Programme Cost	36.6	50.0	39.0	37.7
Income	(17.6)	(11.9)	(10.9)	(9.6)
Access For All Total	93.4	139.9	131.7	133.8
Staff Cost	80.0	82.0	82.7	83.5
Programme Cost	30.5	74.0	70.5	30.0
Income	0.0	(44.0)	(40.5)	0.0
Tourism Total	110.5	112.0	112.7	113.5
Total Adequate Gross Cost	981.6	1,063.6	1,021.5	991.4
Total Adequate Income	(183.6)	(181.9)	(177.9)	(137.4)
Total Adequate Net Cost	798.0	881.7	843.6	854.0

LIMITED PROGRAMMES				
Staff Cost	244.3	236.8	241.9	246.3
Programme Cost	276.0	299.1	279.1	285.0
Income	(236.0)	(227.1)	(227.1)	(227.1)
National Park Centres Total	284.2	308.8	294.0	304.1
Staff Cost	67.5	69.2	69.9	70.5
Programme Cost	275.8	406.2	309.1	305.8
Income	(542.0)	(544.5)	(544.5)	(544.5)
Car Parks & Toilets Total	(198.7)	(69.1)	(165.5)	(168.1)
Staff Cost	0.0	0.0	0.0	0.0
Programme Cost	173.9	101.2	25.2	45.2
Income	(54.0)	(45.0)	0.0	0.0
Landscape Features Total	119.9	56.2	25.2	45.2
Staff Cost	49.9	94.4	97.8	101.0
Programme Cost	15.8	18.8	18.8	18.8
Income	0.0	0.0	0.0	0.0
Visitor Management Total	65.7	113.2	116.6	119.8
Total Limited Gross Cost	1,103.1	1,225.8	1,041.9	1,072.7
Total Limited Income	(832.0)	(816.6)	(771.6)	(771.6)
Total Limited Net Cost	271.1	409.2	270.3	301.1
PROGRAMME SUMMARY				
TOTAL GROSS PROGRAMME COSTS	4,560.2	5,014.7	4,767.9	4,609.1
TOTAL PROGRAMME INCOME	(1,879.4)	(1,861.5)	(1,745.7)	(1,570.4)
TOTAL PROGRAMME SPEND	2,680.8	3,153.2	3,022.2	3,038.7
CORPORATE EMPLOYMENT & CENTRAL COSTS				
Conservation of the Natural Environment	105.6	108.2	109.2	110.3
Promoting Understanding and Enjoyment	90.2	94.6	96.5	98.7
Communications and Interpretation	147.3	153.4	155.6	157.9
Communications & Corporate - Ranger Services	55.7	64.4	64.9	65.5
Development Planning	26.7	27.3	27.6	27.8
Finance & Resources	755.4	784.4	796.3	807.6
1% Vacancy Factor	(62.7)	(34.3)	(35.0)	(35.2)
Pension Deficit - Lump Sum	130.5	138.5	144.2	150.1
Other Employee Costs - Corporate Management	13.4	13.6	13.8	14.0
Total Corporate Employment Costs	1,262.1	1,350.2	1,373.3	1,396.7
Support Services	191.1	209.9	202.9	201.9
Support Services Income	(12.0)	(7.0)	(7.0)	(7.0)
CEO Support	3.5	3.6	3.5	3.8
CEO Support Income	(0.2)	0.0	0.0	0.0
Legal Services	14.3	14.4	14.4	14.5
Legal Services Income	(8.6)	(9.2)	(9.2)	(9.2)
Office Accommodation	104.4	105.3	108.0	110.8
Office Accommodation Income	(15.1)	(12.1)	(12.1)	(12.1)
Health & Safety	5.0	5.1	5.1	5.2
Member Costs	107.8	112.5	112.5	114.3
IT Licences, Consumables and Support	177.6	311.6	130.2	162.8
Communications & Web Services	52.3	54.1	69.3	64.2
Communications Income	(0.7)	(0.9)	(0.9)	(0.9)
Contracts	24.9	93.1	37.3	17.3
Contracts Income	(6.5)	(6.5)	(6.5)	(6.5)
Training	25.0	26.0	26.0	26.0
Total Central Costs	662.9	899.9	673.6	685.1
BUDGET SUMMARY				
DEFRA National Park Grant Income	(4,540.6)	(5,054.4)	(5,141.4)	(5,229.8)
Other Income	(1,922.5)	(1,897.1)	(1,781.4)	(1,606.1)
Total Income	(6,463.1)	(6,951.6)	(6,922.8)	(6,835.9)
Gross Expenditure	6,528.2	7,300.5	6,850.5	6,726.6
In-Year Deficit/(Surplus)	65.2	348.9	(72.3)	(109.3)
Opportunities Fund	0.0	0.0	60.0	60.0
In-Year Deficit/(Surplus) after Opportunited Fund	65.2	348.9	(12.3)	(49.3)
FUNDED BY:				
Legacy Reserve - Matched Funding Landscape Features Swaledale Barns Project	(75.0)	(31.0)	0.0	0.0
Capex Funded from Reserves	0.0	(387.8)	(91.0)	(64.5)
(Surplus)/Deficit in year	(9.8)	(69.9)	(103.3)	(113.8)
Opportunities Fund Reserve	140.0	140.0	0.0	0.0