Medium Term Financial Strategy 2019-2023

	2019/20 BUDGET NET £000's	2020/21 BUDGET NET £000's	2021/22 BUDGET NET £000's	2022/23 BUDGET NET £000's
PROGRAMME BIDS:				
PRIORITY PROGRAMMES				
Staff Cost	681.5	689.9	702.6	712.2
Programme Cost	56.5	59.2	59.5	59.7
Income	(269.0)	(269.0)	(269.0)	(269.0)
Development Management Total	**469.0**	**480.1**	**493.0**	**502.9**
Staff Cost	592.9	603.2	581.5	586.9
Staff income	(113.6)	(109.0)	(105.0)	(93.0)
Programme Cost	213.1	363.0	337.5	330.0
Income	(80.9)	(118.0)	(118.0)	(118.0)
Land Management & Biodiversity Total	**611.4**	**739.2**	**695.9**	**705.9**
Staff Cost	434.9	445.5	453.3	461.7
Staff Income	(69.5)	(72.1)	(73.2)	(74.2)
Programme Cost	665.5	717.2	665.9	576.7
Income	(326.6)	(322.6)	(322.6)	(322.6)
Rights of Way Total	**704.3**	**767.9**	**723.4**	**641.5**
Staff Cost	138.1	188.7	178.4	180.0
Staff Income	(26.6)	(41.0)	(40.0)	(40.0)
Programme Cost	48.4	72.9	61.0	71.0
Income	(4.2)	(6.6)	(3.4)	(3.4)
Access For All Total	**155.7**	**214.0**	**196.0**	**207.6**
Total Priority Gross Cost	**2,830.8**	**3,139.6**	**3,039.5**	**2,978.1**
Total Priority Income	**(890.4)**	**(938.4)**	**(931.2)**	**(920.2)**
Total Priority Net Cost	**1,940.5**	**2,201.2**	**2,108.4**	**2,057.9**
ADEQUATE PROGRAMMES				
Staff Cost	84.4	85.5	86.7	87.8
Programme Cost	128.5	153.6	196.5	158.1
Income	(74.9)	(86.9)	(86.9)	(86.9)
Dales Countryside Museum Total	**138.0**	**152.2**	**196.3**	**159.0**
Staff Cost	131.6	134.2	139.4	142.2
Programme Cost	60.7	68.5	98.5	58.5
Income	(35.0)	(30.0)	(50.0)	(30.0)
Historic Environment Total	**157.3**	**172.7**	**187.9**	**170.7**
Staff Cost	89.5	124.6	127.7	106.2
Programme Cost	75.0	55.0	70.0	50.0
Income	(20.0)	0.0	(20.0)	0.0
Development Planning Total	**144.5**	**179.6**	**177.7**	**156.2**
Staff Cost	0.0	0.0	0.0	0.0
Programme Cost	688.8	751.0	797.0	802.2
Income	(593.4)	(742.4)	(668.1)	(691.2)
Landscape Features Total	**95.4**	**8.6**	**128.9**	**111.0**
Staff Cost	226.9	231.8	250.6	238.1
Staff Income	0.0	0.0	0.0	0.0
Programme Cost	134.2	78.6	78.6	78.6
Income	(44.4)	0.0	0.0	0.0
Volunteers and Apprentices Total	**316.8**	**310.4**	**329.2**	**316.7**
Staff Cost	112.5	103.8	106.6	109.3
Staff Income	(11.5)	0.0	0.0	0.0
Programme Cost	40.0	105.0	30.0	30.0
Income	0.0	0.0	0.0	0.0
Tourism Total	**141.0**	**208.8**	**136.6**	**139.3**

Total Adequate Gross Cost	**1,772.2**	**1,891.6**	**1,981.6**	**1,861.1**
Total Adequate Income	**(779.2)**	**(859.3)**	**(825.0)**	**(808.1)**
Total Adequate Net Cost	**993.0**	**1,032.4**	**1,156.6**	**1,052.9**
LIMITED PROGRAMMES				
Staff Cost	338.8	304.4	310.1	316.0
Programme Cost	381.4	296.9	299.5	302.7
Income	(352.7)	(312.5)	(312.5)	(312.5)
National Park Centres Total	**367.6**	**288.8**	**297.1**	**306.2**
Staff Cost	37.1	36.8	37.1	37.3
Programme Cost	175.0	185.0	185.0	175.0
Income	0.0	0.0	0.0	0.0
Sustainable Development Total	**212.1**	**221.8**	**222.1**	**212.3**
Staff Cost	66.5	69.2	71.1	73.2
Programme Cost	277.7	303.2	312.0	318.6
Income	(588.8)	(684.8)	(684.8)	(684.8)
Car Parks & Toilets Total	**(244.5)**	**(312.3)**	**(301.7)**	**(293.0)**
Staff Cost	110.6	113.7	115.7	117.8
Programme Cost	47.0	60.5	47.0	47.0
Income	(30.0)	(31.0)	(30.0)	(30.0)
Visitor Management Total	**127.6**	**143.2**	**132.7**	**134.8**
Total Limited Gross Cost	**1,434.1**	**1,369.8**	**1,377.4**	**1,387.6**
Total Limited Income	**(971.4)**	**(1,028.3)**	**(1,027.3)**	**(1,027.3)**
Total Limited Net Cost	**462.7**	**341.5**	**350.2**	**360.3**
PROGRAMME SUMMARY				
TOTAL GROSS PROGRAMME COSTS	**6,037.2**	**6,401.0**	**6,398.5**	**6,226.7**
TOTAL PROGRAMME INCOME	**(2,641.0)**	**(2,825.9)**	**(2,783.4)**	**(2,755.6)**
TOTAL PROGRAMME SPEND	**3,396.2**	**3,575.1**	**3,615.1**	**3,471.2**
CORPORATE EMPLOYMENT & CENTRAL COSTS				
Conservation of the Natural Environment	113.8	115.9	118.0	120.4
Promoting Understanding and Enjoyment	107.4	109.7	113.7	117.8
Communications and Interpretation	171.1	172.9	175.4	178.1
Communications & Corporate - Ranger Services	68.8	71.0	71.4	71.9
Development Planning	29.7	0.0	0.0	0.0
Corporate Services	888.5	899.3	913.6	926.8
1% Vacancy Factor	(38.7)	(58.7)	(58.4)	(59.0)
Other Employee Costs - Corporate Management	34.0	18.2	18.3	18.4
Other Employee Income - Corporate Management	(13.0)	0.0	0.0	0.0
TOTAL CENTRAL GROSS COSTS	**1,374.6**	**1,328.4**	**1,352.1**	**1,374.3**
TOTAL CENTRAL INCOME	**(13.0)**	**0.0**	**0.0**	**0.0**
Total Corporate Employment Costs	**1,361.6**	**1,328.4**	**1,352.1**	**1,374.3**
Support Services	208.9	186.5	192.8	200.6
Support Services Income	(106.1)	(48.0)	(50.1)	(52.3)
CEO Support	4.0	4.7	4.8	4.9
CEO Support Income	0.0	0.0	0.0	0.0
Legal Services	14.9	20.8	21.2	21.6
Legal Services Income	(17.0)	(27.0)	(27.0)	(27.0)
Office Accommodation	110.0	100.7	103.9	107.3
Office Accommodation Income	(9.7)	(12.5)	(12.5)	(12.5)
Office Buildings Maintenance	17.0	50.5	38.1	33.7
Health & Safety	7.8	7.9	8.0	8.1
Member Costs	116.8	119.9	122.8	123.8
IT Licences, Consumables and Support	118.7	159.0	154.6	256.2
Communications & Web Services	87.9	57.8	58.7	59.7
Communications Income	(19.0)	(0.4)	(0.4)	(0.4)
Training	40.1	60.1	60.1	60.1
Total Central Costs	**574.2**	**680.0**	**675.1**	**783.8**
BUDGET SUMMARY				
DEFRA National Park Grant Income	**(5,229.8)**	**(5,319.8)**	**(5,411.3)**	**(5,504.3)**
Other Income	**(2,805.7)**	**(2,913.8)**	**(2,873.4)**	**(2,847.8)**
Total Income	**(8,035.5)**	**(8,233.5)**	**(8,284.6)**	**(8,352.1)**
Gross Expenditure	**8,137.8**	**8,497.2**	**8,515.7**	**8,477.1**
In-Year Deficit/(Surplus)	**102.3**	**263.7**	**231.0**	**125.0**
Opportunities Fund	**60.0**	**83.9**	**60.0**	**60.0**
In-Year Deficit/(Surplus) after Opportunities Fund	**162.3**	**347.6**	**291.0**	**185.0**
FUNDED BY:				

Matched Funding from Specific Reserves	**(140.0)**	**(197.0)**	**(135.0)**	**(60.0)**
Capital Expenditure Funded from Reserves	**0.0**	**(150.6)**	**(126.0)**	**(180.1)**
General Balancing Reserve Movement	**(22.3)**	**0.0**	**0.0**	**0.0**
(Surplus)/Deficit in year	**(0.0)**	**(0.0)**	**30.0**	**(55.2)**