Medium Term Financial Strategy 2020-2024

	2020/21 BUDGET NET £000's	2021/22 BUDGET NET £000's	2022/23 BUDGET NET £000's	2023/24 BUDGET NET £000's
PROGRAMME BIDS:				
PRIORITY PROGRAMMES				
Staff Cost	689.9	706.0	682.1	740.8
Programme Cost	59.2	69.5	59.7	59.9
Income	(269.0)	(247.3)	(269.0)	(269.0)
Development Management Total	**480.1**	**528.2**	**472.8**	**531.7**
Staff Cost	603.2	671.6	681.9	692.0
Staff income	(109.0)	(160.4)	(152.2)	(114.3)
Programme Cost	363.0	365.0	319.0	309.0
Income	(118.0)	(127.0)	(127.0)	(127.0)
Land Management & Biodiversity Total	**739.2**	**749.2**	**721.7**	**759.7**
Staff Cost	445.5	448.6	457.0	496.8
Staff Income	(72.1)	(62.9)	(63.9)	(78.4)
Programme Cost	717.2	751.9	575.7	577.5
Income	(322.6)	(322.6)	(322.6)	(322.6)
Rights of Way Total	**767.9**	**814.9**	**646.1**	**673.2**
Staff Cost	188.7	191.1	157.3	166.6
Staff Income	(41.0)	(57.3)	(40.0)	(40.0)
Programme Cost	72.9	81.4	71.0	51.0
Income	(6.6)	(11.3)	0.0	0.0
Access For All Total	**214.0**	**203.9**	**188.3**	**177.6**
Total Priority Gross Cost	**3,139.6**	**3,285.0**	**3,003.7**	**3,093.5**
Total Priority Income	**(938.4)**	**(988.9)**	**(974.7)**	**(951.3)**
Total Priority Net Cost	**2,201.2**	**2,296.1**	**2,029.0**	**2,142.2**
ADEQUATE PROGRAMMES				
Staff Cost	85.5	85.3	86.4	94.2
Programme Cost	153.6	176.5	167.6	174.9
Income	(86.9)	(63.8)	(85.9)	(84.9)
Dales Countryside Museum Total	**152.2**	**198.0**	**168.1**	**184.2**
Staff Cost	134.2	136.5	139.4	153.3
Programme Cost	68.5	96.5	56.5	56.5
Income	(30.0)	(50.0)	(30.0)	(30.0)
Historic Environment Total	**172.7**	**183.0**	**165.9**	**179.8**
Staff Cost	124.6	124.9	103.6	101.6
Programme Cost	55.0	66.0	41.0	105.0
Income	0.0	(20.0)	0.0	0.0
Development Planning Total	**179.6**	**170.9**	**144.6**	**206.6**
Staff Cost	0.0	0.0	0.0	0.0
Programme Cost	751.0	506.5	925.2	894.8
Income	(742.4)	(437.5)	(846.3)	(748.1)
Landscape Features Total	**8.6**	**69.0**	**78.9**	**146.8**
Staff Cost	231.8	255.2	208.2	238.6
Staff Income	0.0	(30.6)	0.0	0.0
Programme Cost	78.6	62.7	78.6	78.6
Income	0.0	0.0	0.0	0.0
Volunteers and Apprentices Total	**310.4**	**287.2**	**286.8**	**317.2**

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Staff Cost	103.8	104.2	106.9	117.3
Staff Income	0.0	0.0	0.0	0.0
Programme Cost	105.0	100.0	30.0	30.0
Income	0.0	0.0	0.0	0.0
Tourism Total	**208.8**	**204.2**	**136.9**	**147.3**
Total Adequate Gross Cost	**1,891.6**	**1,714.3**	**1,943.5**	**2,044.8**
Total Adequate Income	**(859.3)**	**(601.9)**	**(962.2)**	**(863.0)**
Total Adequate Net Cost	**1,032.4**	**1,112.4**	**981.3**	**1,181.8**
LIMITED PROGRAMMES				
Staff Cost	304.4	299.2	305.1	333.5
Programme Cost	296.9	253.9	302.7	305.0
Income	(312.5)	(235.8)	(311.1)	(311.1)
National Park Centres Total	**288.8**	**317.2**	**296.7**	**327.5**
Staff Cost	36.8	36.7	36.9	39.9
Programme Cost	185.0	185.0	175.0	175.0
Income	0.0	0.0	0.0	0.0
Sustainable Development Total	**221.8**	**221.7**	**211.9**	**214.9**
Staff Cost	69.2	68.8	70.9	78.6
Programme Cost	303.2	314.2	320.7	328.7
Income	(684.8)	(605.8)	(683.3)	(683.3)
Car Parks & Toilets Total	**(312.3)**	**(222.8)**	**(291.7)**	**(276.0)**
Staff Cost	113.7	113.6	115.7	126.4
Programme Cost	60.5	47.0	60.5	47.0
Income	(31.0)	(30.0)	(31.0)	(30.0)
Visitor Management Total	**143.2**	**130.6**	**145.2**	**143.4**
Total Limited Gross Cost	**1,369.8**	**1,318.3**	**1,387.5**	**1,434.2**
Total Limited Income	**(1,028.3)**	**(871.6)**	**(1,025.4)**	**(1,024.4)**
Total Limited Net Cost	**341.5**	**446.6**	**362.1**	**409.8**
PROGRAMME SUMMARY				
TOTAL GROSS PROGRAMME COSTS	**6,401.0**	**6,317.6**	**6,334.7**	**6,572.5**
TOTAL PROGRAMME INCOME	**(2,825.9)**	**(2,462.5)**	**(2,962.3)**	**(2,838.7)**
TOTAL PROGRAMME SPEND	**3,575.1**	**3,855.1**	**3,372.4**	**3,733.8**
CORPORATE EMPLOYMENT & CENTRAL COSTS				
Conservation of the Natural Environment	115.9	119.1	127.2	129.3
Promoting Understanding and Enjoyment	109.7	113.1	117.1	129.9
Communications and Interpretation	172.9	177.4	178.6	193.1
Communications & Corporate - Ranger Services	71.0	70.9	71.3	76.8
Development Planning	0.0	0.0	0.0	0.0
Corporate Services	899.3	938.6	910.1	988.6
1% Vacancy Factor	(58.7)	(61.0)	(59.4)	(63.8)
Other Employee Costs - Corporate Management	18.2	18.5	18.6	18.7
Other Employee Income - Corporate Management	0.0	0.0	0.0	0.0
TOTAL CENTRAL GROSS COSTS	**1,328.4**	**1,376.7**	**1,363.4**	**1,472.5**
TOTAL CENTRAL INCOME	**0.0**	**0.0**	**0.0**	**0.0**
Total Corporate Employment Costs	**1,328.4**	**1,376.7**	**1,363.4**	**1,472.5**

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Support Services	186.5	193.7	201.4	194.7
Support Services Income	(48.0)	(24.0)	(24.9)	(25.8)
CEO Support	4.7	4.8	4.8	4.9
CEO Support Income	0.0	0.0	0.0	0.0
Legal Services	20.8	30.8	24.1	24.6
Legal Services Income	(27.0)	(20.0)	(20.0)	(20.0)
Office Accommodation	100.7	106.9	110.4	113.9
Office Accommodation Income	(12.5)	(12.5)	(12.5)	(12.5)
Office Buildings Maintenance	50.5	72.5	33.7	27.9
Health & Safety	7.9	8.0	8.1	8.2
Member Costs	119.9	136.6	127.0	129.2
IT Licences, Consumables and Support	159.0	156.3	258.0	232.2
Communications & Web Services	57.8	59.4	60.4	76.3
Communications Income	(0.4)	(0.4)	(0.4)	(0.4)
Training	60.1	60.1	60.1	60.1
TOTAL CENTRAL GROSS COSTS	**767.9**	**829.2**	**887.9**	**872.0**
TOTAL CENTRAL INCOME	**(87.9)**	**(56.9)**	**(57.8)**	**(58.7)**
Total Central Costs	**680.0**	**772.3**	**830.1**	**813.3**
BUDGET SUMMARY				
DEFRA National Park Grant Income	**(5,319.8)**	**(5,229.801)**	**(5,229.8)**	**(5,229.8)**
Other Income	**(2,913.8)**	**(2,519.4)**	**(3,020.1)**	**(2,897.4)**
Total Income	**(8,233.5)**	**(7,749.2)**	**(8,249.9)**	**(8,127.2)**
Gross Expenditure	**8,497.2**	**8,523.4**	**8,585.9**	**8,917.0**
In-Year Deficit/(Surplus)	**263.7**	**774.3**	**336.0**	**789.8**
Opportunities Fund	**83.9**	**60.0**	**60.0**	**60.0**
In-Year Deficit/(Surplus) after Opportunities Fund	**347.6**	**834.3**	**396.0**	**849.8**
FUNDED BY:				
Matched Funding from Specific Reserves	**(197.0)**	**(280.5)**	**(60.0)**	**(60.0)**
Capital Expenditure Funded from Reserves	**(150.6)**	**(131.1)**	**(181.7)**	**(153.8)**
General Balancing Reserve Movement	**0.0**	**0.0**	**0.0**	**0.0**
(Surplus)/Deficit in year	**0.0**	**422.7**	**154.4**	**636.0**