

Committee: FINANCE AND RESOURCES

Date: 7 February 2023

Report: DRAFT BUDGET 2023/24

Purpose of report

1. To seek approval for:
 - the draft 2023/24 Budget for the Yorkshire Dales National Park Authority and the associated Reserves Strategy; and
 - the indicative draft budgets for 2024-25 and 2025-26 and related actions.

Recommendation

2. That Members approve the draft budget for 2023/24 and indicative budgets for 2024/25 and 2025/26 (**Appendix 1**), and the Reserves Strategy (**Appendix 5**), for submission to the full Authority for final approval.

Strategic Planning Framework

3. The information and recommendations contained in this report are consistent with the Authority's strategic planning framework, and in particular:
 - **Corporate Plan 2022-2023**
Objective 34: *Plan and manage the Authority's work so as to make the most effective use of its resources.*

Background

4. The Authority is required to produce a balanced budget for the financial year ahead. This budget, together with projections for the following two years, constitute the Authority's Three-year Medium Term Financial Strategy (MTFS).
5. Members considered a paper at the December Finance & Resources Committee titled 'Medium Term Financial Strategy MTFS 2023/24 – 25/26: setting the scene'. This paper set out a series of challenges and options facing the Authority; principally how we might manage the financial deficits and increased volatility that were projected for future years.
6. That report contained the following table which set out the scale of the deficits.

Year	Total deficit	Deficit (after use of allocated reserves)
2023/24	£650k	£230k
2024/25	£1,000k	£710k
2025/26	£1,140k	£890k

7. At the meeting in December Members were told that there were still a significant number of uncertainties in the budget projections. The Authority's officers would be reviewing all the income and expenditure components of programmes and overheads, to arrive at a draft balanced budget for this meeting of the Committee.
8. As part of the process to deal with the increasingly difficult financial landscape, Members of this Committee (and the wider membership through a recent Policy Development Forum) discussed the need to increase the pace of the cultural changes and flexibilities required within the Authority to meet these challenges. Essentially, recent years have seen us having to move away from reliance on Government Core grant and, instead, generate increasing amounts of 'earned income' in order to continue to provide the range of our work programmes. In addition, Government has indicated that in future they are likely to use targeted grants to achieve their objectives, rather than a reliance on the Core grant.
9. The need to generate increasing amounts of income isn't a new process for the Authority; indeed, we have been increasingly successful in this endeavour since 2015 – resulting in record spending in the current 2022/23 financial year. However, there is a need to ensure this 'culture' of seeking out funds to help us provide the Authority's work programmes is understood by Members, staff, our partners and the public. Failure to generate such funding would undoubtedly lead to cuts in work programmes and a narrowing of our ambitions and objectives.

Overall position

10. The main features of the proposed Medium Term Financial Strategy are:

- A balanced budget has been produced for 2023/24. This includes the planned use of £0.4m of Earmarked Reserves for IT, Estates, Plant and planned multi-year projects e.g. the Tees-Swale: Naturally Connected project.
- The total planned expenditure is **£10.6m**. This is significantly 'over-achieving' against our objective (£9.1m) although, at the moment, less than the record spending levels of 2022/23 of £12.7m.
- The planned expenditure will support the delivery of almost all the objectives set by Members in December (but see para. 18), notably:
 - Providing almost £1m of funding for farmers and landowners through *Defra's Farming in Protected Landscapes* programme;
 - Improving the quality of rights of way so that 90% are easy to use;
 - Increasing the accessibility of visitor facilities.
 - Producing a new Nature Recovery Plan for the National Park;
 - Providing an efficient and effective Development Management service;
 - Preparing a new Local Plan for the whole National Park.

- Looking forward the projected deficits for 2024/25 onwards have been reduced but they are still challenging and require further structural attention – particularly if we are to meet our objective of maintaining the real value of the Authority’s budget. It is the intention to resolve these issues during 2023 - either by securing additional income or making further savings. These deficits are highlighted at **Appendix 1**. They have significantly reduced from those reported to Members in December (as a result of savings identified in this budget), but they do continue to rise as a direct consequence of the reduction in core Government funding. They now stand at:

	Budget Deficit	Target to meet income generation objective
2024/25	£279k	£418k
2025/26	£440k	£1,527k
2026/27	£558k	£1,771k

11. The table above shows, for comparison, the levels of income that the Authority will need to generate to a) cover the projected deficits and b) to continue to achieve the income objective. Members will note that the latter becomes particularly challenging as the years pass. Nonetheless, Officers do believe these targets can be met if the necessary structural and cultural changes are implemented successfully.

Key features of the budget

12. As reported in December, there have been a number of external changes since last year with a negative impact on the budget:

- The DEFRA core grant is another flat settlement (£5.2 m) with no inflationary increase over the three years. By the end of the three years, there will have been no increase in the grant for 8 years. The grant is less in actual terms than it was in 2010, and in real terms is worth half of what it was then.
- There was a higher than budgeted pay award this year, and an increase in future years pay increases are now forecast due to inflation pressures.
- Overhead costs are significantly higher due to inflation and supply issues.

13. Conversely, some of the external changes have had a positive impact on the budget, most significantly:

- The employers’ pension contribution rate has reduced (from 20.8% to 13.3%);
- The employers’ NI rate has reduced from 15.05% to 13.8%;
- The bank interest forecast rate has increased significantly;
- A successful rates appeal at the Dales Countryside Museum.

14. Members will be aware how quickly the context regarding our finances can change and how significant some of those factors can be in our future planning. In developing the 2023/24 budget, and the wider three-year MTFs, we have had to make some assumptions based on the best information we have currently (see **Appendix 2**).

15. As well as the changes highlighted above in paragraphs 12 and 13, in order to reach a balanced budget for 2023/24, a number of savings have been identified which will impact on our work programmes. Further details of these can be found in **Appendix 3** but the most significant are:

- a. Some initial staff savings from not refilling vacant posts in lower priority work areas (Historic Environment & Minerals Officer) or restructuring of posts (Senior Management Team);
- b. Some cuts to programme spend:
 - i. Sustainable Development Fund (£20k pa)
 - ii. Wildlife Conservation (£20k – one off for 2023/24 only)
 - iii. Apprentices (£17k pa)
 - iv. Trees & Woodlands (£15k pa)

16. The changes identified above, enable the Authority to set a balanced budget for 2023/24. They also have an impact on future years. However, they do not fully address the structural and cultural changes that are required. To deal with these longer term issues, a number of other savings have been identified which, for contractual or practical reasons, cannot be implemented immediately. These do require Member support to enable Officers to enter into discussions with the relevant bodies. The conclusions of those discussions would be brought back to Members for final determination. These are:

- A proposal to remove the Authority's presence from Hudson House in Reeth from 2024/25. This allows for 12-months' notice of the intention to withdraw to be served. This budget sits in a low priority programme and would save £31k per annum.
- The Rights of Way programme, an Authority priority, costs over £1m per year. This is a significant sum and, in view of the financial pressures facing the Authority, unsustainable. Moreover, the statutory responsibility for this work rests with the Highways Authorities. It is intended to enter into discussions with the two new Unitary Authorities to ask them to provide financial support towards Rights of Way maintenance. If these discussions prove unsuccessful then the Authority will need to consider programme cuts or that the maintenance of the Rights of Way network be returned to the bodies responsible for them.
- A proposal to introduce car park machines that take cards only. Removing the need for the main cash collection service, which is becoming increasingly expensive and difficult to maintain. The work to examine this change would happen in 2023/24. If successful, the cash collection costs could be reduced significantly from 2024/25 onwards, saving up to £50k per annum. The capital costs of any agreed change (£25k) would be financed from reserves and are not included in this budget.

17. Members will note from the bottom of **Appendix 1** that a 'balancing line' (shown in red) has been included for the years 2024/25 onwards. This will need to be financed by (yet to be identified) additional net income, or by further programme and staffing reductions. In line with the new Income Generation Strategy (see report on this agenda), managers will be seeking out new income opportunities that fit with our objectives. The Authority's track record gives some confidence that this approach will be successful.

18. Finally, Members should note two changes to the set of objectives agreed at the Authority meeting in December. First, a revised objective has been set for the Sustainable Development Fund (to reflect the cut to that budget). Second, an ‘interim’ objective has been set for biodiversity, pending the completion of work on the forthcoming Nature Recovery Plan – see **Appendix 4**.

The Draft Budget: Detail

19. Detailed information on all programme and corporate activity budgets is contained within the following appendices:

- **Appendix 1: Draft Medium Term Financial Strategy 2023/24-2025/26.** The detailed budget for 2023/24 and projections for the following two years.
- **Appendix 2: Budget assumptions: Costs and income.** The key assumptions that underpin the projections. The estimates are considered to be robust, and additional explanations are provided where there is any significant level of uncertainty.
- **Appendix 3: Significant budget changes.** Those parts of the 2023/24 budget that have changed significantly from the indicative figures presented last year.
- **Appendix 4: Work Programme Budgets.** Detailed proposals for each work programme.
- **Appendix 5: Reserves.** Details of the planned use of a number of our earmarked and General Reserves.
- **Appendix 6: Risks:** significant issues that may affect the budget in 2023/24.

Equalities Impact Assessment

20. An Equalities Impact Assessment has been completed for this report and the proposals it describes, with specific reference to the protected characteristics prescribed by the Equalities Act 2010. This assessment concluded that the proposals have no adverse impact with respect to equalities.

Conclusions

21. This year’s budget is an important preparatory step towards securing our longer-term objectives and financial future. The Authority is now on a firm footing for 2023/24. However, significant further work will still be needed in 2023 to identify and secure new income streams, and – where necessary - make further cuts in order to put the Authority on a more robust financial footing from 2024/25.

22. The Draft Budget may be subject to further revision before it is submitted to the Authority for final approval on 28 March 2023. Any such changes will be highlighted within the accompanying report to be submitted to the Authority meeting in March.

Michelle Clyde
Head of Finance/Treasurer
12 January 2023

Medium Term Financial Strategy 2022/23-2024/25

	2022/23 BUDGET NET £000's	2023/24 BUDGET NET £000's	2024/25 BUDGET NET £000's	2025/26 BUDGET NET £000's
PROGRAMME BIDS				
Staff Cost	757.2	743.5	776.3	803.9
Programme Cost	59.7	59.9	60.2	60.4
Income	(270.0)	(330.0)	(332.0)	(333.0)
Development Management Total	546.9	473.4	504.4	531.3
Staff Cost	504.7	591.9	483.3	500.4
Staff income	(265.2)	(269.5)	(143.2)	(145.4)
Programme Cost	1,487.1	1,172.3	133.0	13.0
Income	(1,425.1)	(1,119.3)	(80.0)	(15.0)
Farm Conservation Total	301.5	375.4	393.1	353.0
Staff Cost	146.5	187.4	195.8	169.8
Staff income	0.0	(28.2)	(49.7)	(22.1)
Programme Cost	130.8	100.5	121.4	121.4
Income	(69.5)	(70.5)	(71.5)	(71.5)
Biodiversity Total	207.8	189.3	196.1	197.7
Staff Cost	505.6	574.1	602.5	624.7
Staff Income	(106.8)	(123.1)	(128.7)	(133.4)
Programme Cost	571.0	529.8	554.1	605.5
Income	(281.1)	(277.5)	(355.0)	(355.0)
Rights of Way Total	688.7	703.4	673.0	741.9
Staff Cost	105.6	141.7	120.6	111.0
Programme Cost	41.0	41.0	106.0	26.0
Income	0.0	0.0	0.0	0.0
Development Planning Total	146.6	182.7	226.6	137.0
Staff Cost	92.2	101.7	105.5	109.9
Staff Income	0.0	(1.3)	0.0	0.0
Programme Cost	42.0	20.0	84.2	15.0
Income	0.0	0.0	(69.2)	0.0
Recreation & Health Total	134.2	120.4	120.5	124.9

	2022/23 BUDGET NET £000's	2023/24 BUDGET NET £000's	2024/25 BUDGET NET £000's	2025/26 BUDGET NET £000's
PROGRAMME BIDS				
Staff Cost	192.9	263.6	249.9	243.3
Staff Income	(41.6)	(96.8)	(76.9)	(65.4)
Programme Cost	49.6	43.7	43.7	43.7
Income	(11.9)	(12.7)	(12.7)	(12.7)
Education & Outreach Total	188.9	197.8	204.0	208.8
Staff Cost	276.7	323.8	332.1	178.5
Staff income	(129.8)	(196.3)	(179.8)	(19.0)
Programme Cost	621.0	776.9	717.6	50.2
Income	(561.2)	(742.2)	(672.8)	(5.5)
Trees & Woodlands Total	206.7	162.2	197.0	204.2
Staff Cost	87.9	94.4	99.0	102.7
Programme Cost	141.0	125.7	126.1	154.6
Income	(94.9)	(87.4)	(87.4)	(87.4)
Dales Countryside Museum Total	134.0	132.8	137.7	169.9
Staff Cost	136.8	134.0	142.7	150.1
Staff income	0.0	0.0	(20.2)	(21.4)
Programme Cost	76.5	94.5	56.5	56.5
Income	(30.0)	(68.0)	(30.0)	(30.0)
Historic Environment Total	183.3	160.5	149.0	155.2
Staff Cost	0.0	0.0	0.0	0.0
Programme Cost	1,023.3	3.7	3.7	3.7
Income	(866.0)	0.0	0.0	0.0
Landscape Features Total	157.3	3.7	3.7	3.7
Staff Cost	183.1	203.4	212.6	219.7
Staff Income	(0.6)	0.0	0.0	0.0
Programme Cost	137.1	128.0	115.9	129.0
Income	(4.0)	(10.0)	0.0	0.0
Volunteers and Apprentices Total	315.6	321.4	328.5	348.7

	2022/23 BUDGET NET £000's	2023/24 BUDGET NET £000's	2024/25 BUDGET NET £000's	2025/26 BUDGET NET £000's
PROGRAMME BIDS				
Staff Cost	108.5	118.8	125.0	128.9
Staff Income	0.0	0.0	0.0	0.0
Programme Cost	32.1	20.0	20.0	20.0
Income	0.0	0.0	0.0	0.0
Tourism Total	140.6	138.8	145.0	148.9
Staff Cost	314.0	350.4	348.3	360.9
Programme Cost	300.0	343.2	336.0	331.1
Income	(311.1)	(340.1)	(340.1)	(340.1)
National Park Centres Total	302.9	353.5	344.2	351.9
Staff Cost	37.8	41.4	43.0	44.2
Programme Cost	175.0	155.0	155.0	155.0
Income	0.0	0.0	0.0	0.0
Sustainable Development Total	212.8	196.4	198.0	199.2
Staff Cost	71.6	80.0	85.7	88.2
Programme Cost	318.5	354.5	306.8	322.3
Income	(764.7)	(863.1)	(943.1)	(943.1)
Car Parks & Toilets Total	(374.7)	(428.5)	(550.5)	(532.6)
Staff Cost	60.1	65.5	68.2	70.4
Programme Cost	59.5	46.0	46.0	46.0
Income	(30.0)	(30.0)	(30.0)	(30.0)
Recreation Management Total	89.6	81.5	84.2	86.4
PROGRAMME SUMMARY				
TOTAL GROSS PROGRAMME COSTS	8,846.2	8,030.5	6,976.7	6,060.1
TOTAL PROGRAMME INCOME	(5,263.5)	(4,666.0)	(3,622.2)	(2,630.0)
TOTAL PROGRAMME SPEND	3,582.7	3,364.6	3,354.5	3,430.0

	2022/23 BUDGET NET £000's	2023/24 BUDGET NET £000's	2024/25 BUDGET NET £000's	2025/26 BUDGET NET £000's
CORPORATE EMPLOYMENT & CENTRAL COSTS				
Conservation of the Natural Environment	128.7	128.9	135.0	138.7
Promoting Understanding and Enjoyment	103.0	111.2	117.7	121.0
Communications and Interpretation	182.9	197.3	206.1	213.3
Communications & Corporate - Ranger Services	72.6	79.2	82.0	84.2
Development Planning	0.0	0.0	0.0	0.0
Corporate Services	992.3	1,031.4	1,076.7	1,109.6
Vacancy Factor	(107.5)	(115.2)	(119.2)	(118.9)
Other Employee Costs - Corporate Management	18.6	19.9	20.1	20.5
Other Employee Income - Corporate Management	0.0	0.0	0.0	0.0
TOTAL CENTRAL GROSS COSTS	1,390.6	1,452.7	1,518.3	1,568.5
TOTAL CENTRAL INCOME	0.0	0.0	0.0	0.0
TOTAL CORPORATE EMPLOYMENT COSTS	1,390.6	1,452.7	1,518.3	1,568.5
Support Services	212.9	303.6	255.6	253.9
Support Services Income	(30.0)	(170.0)	(150.0)	(146.0)
CEO Support	7.8	9.9	10.0	10.1
CEO Support Income	0.0	0.0	0.0	0.0
Legal Services	24.1	30.9	24.6	25.4
Legal Services Income	(23.0)	(17.0)	(17.0)	(17.0)
Office Accommodation	113.2	165.1	155.1	160.9
Office Accommodation Income	(12.5)	(14.5)	(14.5)	(14.5)
Office Buildings Maintenance	33.7	26.2	68.7	53.0
Health & Safety	8.1	8.1	8.4	8.6
Member Costs	131.3	122.7	133.6	133.0
IT Licences, Consumables and Support	230.8	254.3	283.5	268.2
Communications	60.4	98.8	65.3	68.0
Communications Income	(0.4)	(23.4)	(2.4)	(2.4)
Training	60.1	60.1	60.1	60.1
TOTAL CENTRAL GROSS COSTS	882.3	1,079.8	1,064.9	1,041.3
TOTAL CENTRAL INCOME	(65.9)	(224.9)	(183.9)	(179.9)
TOTAL CENTRAL COSTS	816.4	854.9	881.0	861.4

	2022/23 BUDGET NET £000's	2023/24 BUDGET NET £000's	2024/25 BUDGET NET £000's	2025/26 BUDGET NET £000's
BUDGET SUMMARY				
DEFRA National Park Grant Income	(5,229.8)	(5,315.3)	(5,229.8)	(5,229.8)
Other Income	(5,329.4)	(4,890.9)	(3,806.1)	(2,809.9)
Total Income	(10,559.2)	(10,206.2)	(9,035.9)	(8,039.7)
Gross Expenditure	11,119.1	10,563.0	9,560.0	8,669.8
In-Year Deficit	559.9	356.8	524.1	630.1
Opportunities Fund	60.0	60.0	60.0	60.0
In-Year Deficit/(Surplus) after Opportunities Fund	619.9	416.8	584.1	690.1
FUNDED BY:				
Matched Funding from Specific Reserves	(113.6)	(278.0)	(100.4)	(9.3)
Capital Expenditure Funded from Reserves	(113.7)	(138.7)	(204.8)	(241.0)
General Balancing Reserve Movement	0.0	0.0	0.0	0.0
New income generation opportunities/Staff or programme cuts	0.0	0.0	(278.9)	(439.8)
Deficit in year	392.5	0.1	0.0	0.0

Budget assumptions: Costs and income

1. Defra Grant

Defra's grant settlement letter for 2023/24 had not been received by the date this report was completed. However, DEFRA has indicated a 'flat settlement' over the next three years. Effectively a real terms cut.

2. Staff Costs

Staff costs have been modelled in detail across the next 5 years to identify potential affordability problems. The projections include the estimated national pay increase, pay-band progression, employer Pension and National Insurance contributions, and a saving due to temporary vacancies (vacancy factor). Projections for the ratio of staff costs to gross income are shown below, together with the previous predictions for the same years as calculated in January 2022.

% Salary Costs to Gross Income	2023/24	2024/25	2025/26	2026/27	2027/28
Projections as at January 2023	54%	61%	68%	69%	71%
Projections as at January 2022	56%	64%	72%	73%	-

Members had adopted an indicative measure for this ratio of 50% - 55%, so the above figures suggest a developing problem from 2024/25. Pay levels continue to rise annually, and because we are now assuming flat levels of Defra grant, the ratio of staff costs to gross income is rising progressively. Note that these values are very likely to fall further if we achieve further success in income generation, which are not wholly matched by staff cost increases. Members can see the percentages have fallen from last year's predictions as a result of securing additional income.

3. Staff/Member Pay

The impact of inflationary pressures during 2022 had a significant impact on staff cost. Consequently, we have needed to amend our assumptions on pay awards for future years. These assumptions have been applied by all National Park Authorities. They are:

2023/24: 5%
 2024/25: 4%
 2025/26: 3%
 2% thereafter

4. Overheads

Inflation on corporate overheads has been applied at variable rates depending on the particular item. Inflation is much higher than previous years, in particular for utilities.

5. Income from Fees & Charges

Projections for income from fees and charges are realistic based on prior years. It is proposed not to reinstate the turnstiles for the use of public toilets at Grassington. Expensive maintenance issues and the cost of dealing with user issues/complaints now out-weigh the level of income received. A donations box has been installed in the toilet in line with policy at other Authority toilets.

6. Capital Expenditure

The Authority's capital expenditure comprises investment in Property, IT and Plant & Equipment, for which detailed schedules have been prepared covering the next five years. These are available at Members' request. At present, all such expenditure is funded from Earmarked Reserves (see **Appendix 5**), which avoids the pressure of having to find this money from within annual programme budgets.

Significant Budget Changes

The changes below highlight significant issues and budgetary changes (increases and reductions) between the indicative budgets agreed in March 2022 for 2023/24, and the budget now proposed.

Staffing

1. National Insurance Employer Contributions:

National decrease of 1.25% from 2023/24 and the secondary threshold was frozen across the three years, a net **saving** of; £27k 23/24, £26k 24/25, £25k 25/26.

2. North Yorkshire Pension Fund Contributions:

Following the positive triennial valuation of the Authority's share of the North Yorkshire Pension Fund's assets and liabilities in 2022, the rates have been reduced from 20.8% to the following rates, **saving** the following amounts:

2023/24: 13.1% - £284k

2024/25: 12.7% - £305k

2025/26: 12.4% - £325k

12.4% thereafter - £355k

3. The National Pay Award for Local Government:

The 2022/23 pay award was larger than budgeted (£1,925 per FTE rather than 2%) so the start point for 2023/24 is now higher. The following pay inflation rates have been assumed, and replace the 2% assumption from the prior year's MTFS, **increasing** the budget by the following amounts:

2023/24: 5% - £294k

2024/25: 4% - £446k

2025/26: 3% - £511k

2% thereafter - £557k

A 1% change either way would add/subtract approximately £50k.

4. Increased staffing costs

- Extension of additional resource to support production of the Local Plan: £40k 23/24, £13k 24/25.
- Additional resource in Land Management: to develop and manage externally-funded projects £54k 23/24, £56k 24/25, £58k 25/26.
- Pennine Way and Bridleway: Income lost £12k p.a.
- Income was overstated in prior MTFS for farming: £79k 24/25, £17k 25/26.

5. Funded Posts (net zero cost to the Authority)

- Access & Engagement role– Temporary to Dec 23 £24k 23/24.

6. Staffing Savings

- Minerals Officer retirement and posts amalgamated: £23k p.a.
- Senior Management Team restructure following the retirement of the Director of Corporate Services: £32k.
- Potential Built heritage saving, not replacing leaver: Up to £40k p.a.
- Hudson House Staffing redeployment saving of £20k from 2024/25 on salaries.

7. Additional Income – reducing costs

- Biodiversity net gain income: £10k 23/24.
- Yorkshire Peat Partnership 0.5 FTE Ecologist: £22k 23/24-25/26.
- Yorkshire Peat Partnership 0.5 FTE Archaeologist: £21k 23/24-25/26.
- Revere woodland research project: £15k 23/24.

Work Programmes

8. Development Management

- Additional income to reflect proposed national increase in planning fees (£45k p.a) and local increase to pre-planning advice (£15k p.a.)

9. Biodiversity

- Habitat survey not going ahead £20k saving in 23/24 only.

10. Rights of Way

- Cut to core budget £30k in 23/24.
- Income increased by £80k from 24/25 onwards.
- Overhead costs increased (rent, vehicles, utilities, consumables) £27k in 23/24, £23k from 24/25 on.

11. Recreation & Health

- Creatively Connected Arts Council project funding (part of Tees-Swale programme) £58k in 23/24, £51k in 24/25, £7k in 25/26 (net zero cost).
- DEFRA Access fund year 3 £69k in 24/25 (net zero cost).

12. Trees & Woodlands

- Woodland management/creation decreased by £15k.
- Income from Amex of £10k is programmed in 23/24.

13. Dales Countryside Museum

- Business rates saving of £58k in 23/24 rising to 64k in 25/26 following a successful rates appeal.
- Increases in utilities: £20k p.a.
- Saving on maintenance costs: £9k p.a.

14. Historical Environment

- Ingleborough Cave Archaeology project, funded by Westmorland Dales Landscape Partnership £38k in 23/24 (net zero cost).

15. Landscape Features

- Westmorland Dales project, £26k additional cost (re-profiled budget; the net total contribution from the authority over the course of the four-year project remains unchanged, at £300k).

16. Volunteers & Apprentices

- Saving on 1 apprentice place £17k/£13k alternate years.

17. Tourism

- Tourism Membership subscription removed: £12k p.a.

18. National Park Centres and Retail

- Utilities increase ~ £23k p.a.
- Reeth rent saving ~ £11k p.a.
- Net profits increased on retail by £12k p.a.

19. Sustainable Development Fund

- Reduced budget by 20k p.a.

20. Car Parks & Toilets

- Increased car park income by £145k in 23/24, and £225k p.a. from 24/25.
- Projected savings on cash collection from 24/25: up to £50k p.a.

22. Central Costs

- Support services - increase in auditing fees £12k in 23/24, £38k from 24/25 on. Due to new contract and difficulties with retaining auditors, centrally negotiated through PSAA.
- Office accommodation – utilities cost increased by £31k p.a.
- Bank Interest income increase: £128k in 23/24, £104k in 24/25, £100k in 25/26.
- IT costs, alterations to the timing of the capital five-year spend programme, saving £25k in 23/24, increasing cost £100k in 24/25, increasing cost £51k in 25/26. This is funded from an earmarked reserve so does not impact on the bottom line of the budget.

DEVELOPMENT MANAGEMENT

Programme Activities:

- Provide a comprehensive pre-application planning advice service
- Process planning applications
- Monitor development and take enforcement action where necessary
- Deal with minerals applications and monitor minerals operations
- Carry out land charge searches

Corporate Plan objectives:

Provide an efficient development management service that supports appropriate opportunities for economic and community development whilst helping to conserve and enhance the special qualities of the National Park, including ensuring that 65% of minor and 80% of 'other' planning applications are being determined within eight weeks and at least 80% of applicants are satisfied with the service provided.

Budget Proposal:

The budget is based on continuing to provide high levels of service for the core DM functions (with an 'adequate' enforcement and minerals service). This includes a comprehensive pre-application advice service, and regular free 'planning surgeries'. Projected levels of income have been raised to reflect the Government's proposed increase in planning fees, and increasing fees for pre-application planning advice in line with inflation.

Development Management		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	757,184	743,508	776,273	803,904
IT Maintenance	Expenditure	15,685	15,920	16,159	16,402
Admin, Training & Consultancy	Expenditure	20,000	20,000	20,000	20,000
Applications	Expenditure	23,000	23,000	23,000	23,000
	Income	(225,000)	(270,000)	(270,000)	(270,000)
Pre-Application Advice Service	Income	(25,000)	(40,000)	(42,000)	(43,000)
Minerals Applications & Monitoring	Income	(10,000)	(10,000)	(10,000)	(10,000)
Search Fees	Income	(10,000)	(10,000)	(10,000)	(10,000)
Enforcement	Expenditure	1,000	1,000	1,000	1,000
Programme	Expenditure	59,685	59,920	60,159	60,402
	Income	(270,000)	(330,000)	(332,000)	(333,000)
Net Total (including staff)		546,869	473,428	504,432	531,306

FARM CONSERVATION

Programme Activities:

- Support 'High Nature Value' farming in the National Park
- Deliver the 'Catchment Sensitive Farming' programme to help reduce agricultural pollution in the Swale and Ure catchments
- Deliver the 'Farming in Protected Landscapes' programme of support to help farmers prepare for the move to the new Environmental Land Management schemes from 2024.

Corporate Plan objectives:

During Brexit transition, support farmers and landowners to continue to deliver a range of public benefits through national agri-environment scheme agreements and other similar initiatives, including the Farming in Protected Landscapes programme.

Deliver a co-ordinated 5-year programme of investment to support nature recovery through the Tees-Swale: naturally connected programme, and identify other potential landscape-scale 'nature recovery areas'.

Work with farmers and landowners to improve the condition of the Aire, Eden, Lune, Ribble, Swale, Ure and Wharfe so that at least 90% of all rivers achieve 'good ecological status' by 2027.

Work with farmers and landowners to deliver landscape-scale natural flood management projects in the Aire, Eden, Ribble; Lune; Swale, Ure, and Wharfe catchments.

Budget Proposal:

The proposed budget will enable the Authority to continue to drive forward an ambitious and practical programme of funding and advice to farmers and landowners across the National Park to support high nature value farming.

In addition, to supporting farmers to take-up national agri-environment schemes (NPMP objective A1), we will:

- continue to deliver Natural England's 'Catchment Sensitive Farming' initiative across the National Park, helping farmers tackle water quality issues and access grants for works to help reduce pollution (NPMP objective C3).
- implement year 3 of the 'Farming in Protected Landscapes' programme, which will support upland farmers to make improvements to the natural environment, cultural heritage and public access on their land as part of the post-Brexit transition to a new system of farm payments (NPMP objective A1).

We will also work with local partners to implement three major externally-funded initiatives:

- continue the multi-million pound Tees-Swale: Naturally Connected programme (led by the North Pennines AONB), supporting high nature value farming systems to deliver nature recovery on a grand scale across Swaledale and Upper Teesdale (NPMP objective C1);
- support the Foundation for Common Land's national 'Our Upland Commons' project, taking action to conserve and enhance the natural and cultural heritage of several Commons within the National Park.
- Support York City Council (and others) to implement a 5-year programme of measures to demonstrate natural flood management in the Swale, Ure, Nidd and Ouse catchments.

Farm Conservation		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	385,726	461,428	483,296	500,391
	Income	(146,235)	(139,036)	(143,179)	(145,404)
Agri-Environment Service	Expenditure	3,000	3,000	3,000	3,000
		(5,000)	(5,000)	(5,000)	(5,000)
Catchment Sensitive Farming	Expenditure	5,000	5,000	5,000	5,000
	Income	(5,000)	(5,000)	(5,000)	(5,000)
Farming in Protected Landscapes	Direct Staff Expenditure	118,970	130,507	0	0
	Advice & Admin Income	(118,970)	(130,507)	0	0
	Other Advice & Admin Costs	14,908	12,683		
	Other Advice & Admin Income	(14,908)	(12,683)	0	0
	Capital Expenditure	1,330,155	1,026,648		
	Income	(1,330,155)	(1,026,648)	0	0
Our Upland Commons	Expenditure	10,000	0	0	0
Northern Upland Chain LNP	Expenditure	5,000	5,000	5,000	5,000
Tees-Swale: Naturally Connected	Expenditure	119,000	120,000	120,000	0
	Income	(70,000)	(70,000)	(70,000)	(5,000)
Programme	Expenditure	1,472,155	1,172,330	133,000	13,000
	Income	(1,410,155)	(1,119,330)	(80,000)	(15,000)
Net Total (including staff)		301,491	375,392	393,118	352,988

BIODIVERSITY

Programme Activities:

- Through the Yorkshire Dales Biodiversity Forum, prepare and implement plans for nature recovery, including surveys and monitoring
- Run the Swinden and Dry Rigg quarry Natural Environment Funds
- Through the local Raptor group coordinate monitoring and roost protection
- Run species-specific nature recovery projects

Corporate Plan objectives:

Support farmers and landowners to restore and manage landscape-scale mosaics of priority habitats

Work with farmers and landowners to support stable or increasing populations of priority species.

Work with moorland managers and other key stakeholders to devise and implement a local approach to end illegal persecution of raptors, including independent and scientifically robust monitoring, and co-ordinated Hen Harrier nest and winter roost site protection.

Budget Proposal:

The proposed budget will enable the Authority to continue to drive forward an ambitious and practical programme of support to farmers, landowner and local communities for nature recovery projects.

In addition to providing specialist information to support implementation of national and local agri-environment schemes and projects), we will:

- provide grants for projects to restore nature in areas affected by quarrying operations in Wharfedale and Ribblesdale.
- continue to work with partners on the Local Biodiversity Forum to support nature recovery. This includes completing a new, detailed plan for nature recovery across the National Park.
- work through the local Raptor Group to coordinate monitoring and roost site protection (NPMP objective C5).
- Continue to work through the Northern Upland Chain Local Nature Partnership to promote and secure the recovery of nature across the northern Pennine uplands.

Biodiversity		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	146,450	187,415	195,811	169,844
	Income	0	(28,167)	(49,655)	(22,097)
Biodiversity Ranger Vehicles	Expenditure	5,237	5,237	5,237	5,237
Nature Recovery	Expenditure	58,600	27,300	47,200	47,200
	Income	(2,500)	(2,500)	(2,500)	(2,500)
Local wildlife grants	Expenditure	67,000	68,000	69,000	69,000
	Income	(67,000)	(68,000)	(69,000)	(69,000)
Programme	Expenditure	130,837	100,537	121,437	121,437
	Income	(69,500)	(70,500)	(71,500)	(71,500)
Net Total (including staff)		207,787	189,285	196,093	197,683

RIGHTS OF WAY

Programme Activities

- Routine Rights of Way maintenance
- Pennine Way and Bridleway maintenance
- Lead Authority for the management of the Pennine National Trails Partnership
- Replacement and maintenance of bridges and stepping stones
- Other large engineering capital projects
- Diversion of Rights of Way under Town and Country Planning Act (T&CP Act)
- Path Order applications (diversions not under T&CP Act) and creation agreements

Corporate Plan objectives:

Benefit a wide variety of users by raising the standard of all public rights of way so that 90% are 'easy to use' by 2023.

Maintain and promote the Pennine Trails and other recognised long-distance routes, and implement the Coast-to-Coast path as a National Trail through the National Park by 2025.

Budget Proposal:

The Rights of Way network is key to providing opportunities for a wide range of people to enjoy the special qualities of the National Park. The Authority currently has delegated responsibility from North Yorkshire, Lancashire and Cumbria County Councils for maintenance of public Rights of Way. It has a 5 year Maintenance Plan with associated targets, agreed by Members, outlining how it will meet these responsibilities. The Authority also manages the National Trails (Pennine Way, Pennine Bridleway) partnership, involving 14 local authorities. Implementation of the Coast to Coast path is funded by Natural England and the Authority is working with partners and stakeholders to bring this route up to National Trail standard. External funding is also secured for maintenance work on bridges and promoted routes. The actual scale of income and corresponding expenditure, in any year, for these projects is difficult to predict as it depends on successful applications to several possible funding sources. The Authority is also seeking funding from the new unitary Authorities for the statutory maintenance work it undertakes on their behalf.

Rights of Way		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	464,095	519,073	544,629	564,365
	Income	(65,330)	(68,037)	(70,757)	(73,006)
Ranger Vehicles, Workshops	Expenditure	104,265	132,321	129,122	129,992
National Trails Partnership	Expenditure Staff	41,492	55,061	57,905	60,383
	Staff Income	(41,493)	(55,062)	(57,905)	(60,383)
	Expenditure Grants	260,107	256,489	254,004	253,500
	Income	(275,107)	(271,489)	(269,004)	(269,000)
Plant & Equipment	Expenditure	8,000	6,000	6,000	57,000
Legal Orders	Expenditure	4,000	4,000	4,000	4,000
	Income	(6,000)	(6,000)	(6,000)	(6,000)
RoW Routine Maintenance	Expenditure	194,640	131,000	161,000	161,000
	Income	0	0	(80,000)	(80,000)
Programme	Expenditure	571,012	529,811	554,126	605,492
	Income	(281,107)	(277,489)	(355,004)	(355,000)
Net Total (including staff)		688,669	703,356	672,993	741,851

DEVELOPMENT PLANNING

Programme Activities:

- Produce and monitor the National Park Management Plan
- Produce and monitor the Local Plan and associated Supplementary Planning Documents
- Implement planning policies and support partners to deliver affordable housing and bring under-occupied housing back into use.

Corporate Plan objectives:

Work with neighbouring authorities to produce a single, updated Local Plan for the whole of the National Park by 2024, which will help achieve the vision and objectives in the National Park Management Plan

Encourage and facilitate high quality proposals for new housing in a range of tenures, sizes, types and prices, such that around 85 new dwellings are approved each year.

Undertake a 5-year programme of measures to promote the National Park as a place to live for younger, working age households (18-44), including identifying measures to reduce the proportion of under-occupied properties.

Budget Proposal:

The budget will fund the development of a new Local Plan for the whole of the National Park. This includes the range of consultations, statutory reports and studies needed to support the review of policy over the next year, and the costs of the statutory Local Plan Examination in 2024.

As well as developing new policy, the budget includes funding to implement the existing Local Plan. This includes supporting the work of the new unitary councils to try to attract younger people to move into the area, as part of a wider programme of measures to bring under-occupied properties back into permanent use.

The budget also includes the small annual costs of running the National Park Management Plan Steering Group, which will start work on developing the next Plan in 2024.

Development Planning		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	105,629	141,674	120,572	110,955
Local Plan policy	Expenditure	30,000	30,000	95,000	15,000
Local Plan implementation	Expenditure	10,000	10,000	10,000	10,000
National Park Management Plan	Expenditure	1,000	1,000	1,000	1,000
Programme	Expenditure	41,000	41,000	106,000	26,000
Net Total (including salaries)		146,629	182,674	226,572	136,955

RECREATION & HEALTH

Programme Activities

- Promote and waymark 'easy' walks and 'access for all' publications; improve routes for people with limited ability and families
- Promote opportunities and recreational activities for people to enjoy the special qualities of the National Park to benefit their health and well-being;
- Run 'inform and inspire' activities to raise awareness of recreational opportunity, encourage responsibly visiting and promote understanding.

Corporate Plan objectives:

Carry out works to improve access on appropriate public rights of way and establish permissive routes, so that 262km (10%) of public rights of way are suitable for users of all ages and abilities by 2024.

Maintain the National Park as a place where a true sense of tranquillity, remoteness and solitude can be found, and retain Dark Skies Reserve status.

Run a cohesive programme of inspirational, participatory activities that attract at least 4,000 people each year to find out more about the National Park's special qualities.

Promote and encourage responsible cycling, enabling the development of two 'cycle hubs', and working with local Highway Authorities and other partners to undertake the work necessary to develop at least one further family-friendly cycling route by 2024.

Budget Proposal:

This programme actively develops and promotes, for all, the recreational and health benefits of being in the National Park. It includes undertaking route improvements to create 'miles without stiles' routes that will benefit families with pushchairs, people with limited mobility and mixed ability parties. Defra provided 'in-year' funding for this work in 2022/23, and further funding is expected in 2024/25. The NHLF project led by the Eden Rivers Trust is providing further funding for 'access for all' projects. These and other 'easy' walks, are actively promoted, as well as broader opportunities for walking, cycling and horse riding. Outdoor providers are commissioned to run recreational activities in the National Park which are attractive to those who wouldn't otherwise access them. It includes a programme of engagement activities, that are inspirational and help participants understand more about the National Park and how to visit responsibly. This programme also includes the work to retain Dark Sky Reserve status, and the 'Creatively Connected' Arts Council / Tees Swale funded engagement project.

Recreation & Health		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	92,173	101,658	105,527	109,920
	Income	0	(1,298)	0	0
Miles Without Stiles	Expenditure	2,000	2,000	71,208	2,000
Access Income	Income	0	0	(69,208)	0
Recreational Activities	Expenditure	35,000	13,000	13,000	13,000
Creatively Connected Project Arts Council/Tees Swale	Expenditure	0	58,174	51,062	6,564
	Income	0	(58,174)	(51,062)	(6,564)
Dark Sky Reserve	Expenditure	5,000	5,000	0	0
Programme	Expenditure	42,000	78,174	135,270	21,564
	Income	0	(58,174)	(120,270)	(6,564)
Net Total (including staff)		134,173	120,360	120,527	124,920

TREES & WOODLANDS

Programme Activities:

- Provide funding and advice for new native woodland and woodland management schemes

Corporate Plan objectives:

Through *Grow Back Greener* and other local funding programmes, support farmers and landowners to create at least a further 225 hectares of native broadleaved and mixed woodland that enhances the National Park's landscape by 2025.

Budget Proposal:

The proposed budget will enable the Authority to continue to drive forward an ambitious and practical programme:

We will support a significant increase in woodland creation in the Park (building on NPMP objective D2). In addition to continuing our longstanding partnership with the Forestry Commission, Woodland Trust, and Yorkshire Dales Millennium Trust, we will also work with local partners to continue to implement three major externally-funded initiatives:

- Deliver the Northern Forest/Woodland Trust's '*Grow Back Greener*' programme in the National Park, supporting the creation of 240 ha of new native woodland by 2025.
- As part of the White Rose Forest partnership, identifying opportunities to plant another 100 ha of woodland in the SUNO catchment.
- Through the National Lottery-funded *Heart of the Pennines Forest* project, identify and facilitate the creation of

We will also continue smaller-scale programmes to support the other objectives of the Dales Woodland Strategy relating to woodland management and planting individual field trees.

Trees & Woodlands		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	276,721	323,831	332,092	178,476
	Income	(129,765)	(196,334)	(179,809)	(19,027)
Woodland Ranger Vehicle	Expenditure	5,237	5,237	5,237	5,237
Woodland Management	Expenditure	30,000	25,000	25,000	25,000
	Income	(5,500)	(5,500)	(5,500)	(5,500)
Woodland Creation	Expenditure	30,000	20,000	20,000	20,000
	Income	0	(10,000)	0	0
Grow Back Greener	Capital Expenditure	500,000	650,000	610,000	0
	Capital Income	(500,000)	(650,000)	(610,000)	0
Grow Back Greener	Administration Costs	55,744	76,698	57,324	0
	Administration Income	(55,744)	(76,698)	(57,324)	0
Programme	Expenditure	620,981	776,935	717,561	50,237
	Income	(561,244)	(742,198)	(672,824)	(5,500)
Net Total (including staff)		206,693	162,234	197,020	204,186

OUTREACH & EDUCATION

Programme Activities

- Deliver a 'formal education' outdoor learning programme for schools, which promotes understanding of the National Park through the national curriculum.
- Provide session activities for family groups and under-represented groups to connect people with nature

Corporate Plan objectives:

By 2024, provide 6,000 people from under-represented groups with activity days that enable them to access the special qualities of the National Park and so increase their understanding, enjoyment, health and well-being.

Through educational and skills-based activities, inspire 1,500 young people from in and around the National Park to explore and enhance their environment each year.

Budget Proposal:

This programme includes the Authority's formal education offer – delivering an outdoor learning programme to primary, secondary and special schools whose catchment includes part of the National Park, and through externally funded projects, such as the Tees Swale working with schools in the urban areas around the National Park. These education sessions are practical and engaging learning experiences that meet the requirements of the National Curriculum; as well as enabling children and young people to develop an informed and inquisitive relationship with the National Park. This budget proposal also includes the Authority's outreach programme which includes a range of projects and programmes of activity to enable people from under-represented communities to experience the health and wellbeing benefits of connecting with nature, cultivate a sense of care for the environment and develop a lifelong relationship with the National Park.

Education & Outreach		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	192,853	263,575	249,915	243,254
	Income	(41,634)	(96,757)	(76,898)	(65,415)
Education & Outreach	Expenditure	26,000	26,000	26,000	26,000
Dalesbus Support	Expenditure	5,000	5,000	5,000	5,000
Tees Swale	Expenditure	11,900	12,700	12,700	12,700
	Income	(11,900)	(12,700)	(12,700)	(12,700)
Generation Green	Expenditure	6,700			
Programme	Expenditure	49,600	43,700	43,700	43,700
	Income	(11,900)	(12,700)	(12,700)	(12,700)
Net Total (including staff)		188,919	197,818	204,016	208,839

DALES COUNTRYSIDE MUSEUM

Programme Activities

- Maintenance of permanent heritage exhibitions and displays interpreting the wildlife, landscape and cultural heritage of the National Park
- Provide temporary exhibitions, events and workshops
- Museum collection management, in accordance with museum accreditation including provision of access for research
- Schools and family activities
- Provide public access to archive collection and family history material
- Community-based projects and events
- Provision of a café franchise

Corporate Plan objectives:

Use the Dales Countryside Museum and the Historic Environment Record to help local heritage groups to research, record and promote the stories of the National Park area, including completing the enhancement of the Historic Environment Record for the new area of the National Park by 2024.

Budget Proposal:

This programme includes all fixed site costs for the DCM premises (e.g. utilities and rates) including the public toilets, the National Park Centre and Ranger base. Income is generated through admissions, café rent, events and from the biomass boiler through the Renewable Heat Incentive (RHI) scheme. The admission income has been increased slightly for 2023/24 in line with an increase in the admission charge.

Other costs to run the Museum (including a small sum to stage events and exhibitions and replace displays) are shown in the 'non-premises' costs. The Friends of DCM membership offers the option to Gift Aid, which generates income that is used to help with match funding for projects at DCM.

Dales Countryside Museum		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	87,939	94,423	99,002	102,651
Building Maintenance	Expenditure	13,904	18,924	20,970	47,044
Cleaning & Caretaker	Expenditure	31,639	24,977	26,226	27,538
Rates	Expenditure	30,200	2,740	2,877	3,021
Premises Fixed Costs	Expenditure	31,754	55,096	51,992	53,032
Renewable Heating Incentive	Income	(13,500)	(13,500)	(13,500)	(13,500)
Non-Premises Museum Costs	Expenditure	22,000	22,000	22,000	22,000
Admissions, Café Lease	Income	(71,400)	(72,900)	(72,900)	(72,900)
DCM Projects	Expenditure	11,500	2,000	2,000	2,000
DCM Projects Income	Income	(10,000)	(1,000)	(1,000)	(1,000)
Programme	Expenditure	140,997	125,738	126,065	154,634
	Income	(94,900)	(87,400)	(87,400)	(87,400)
Net Total (including staff)		134,036	132,761	137,667	169,885

HISTORICAL ENVIRONMENT

Programme Activities:

- Help people to conserve, maintain and re-use Listed Buildings
- Help people to conserve and maintain Scheduled Monuments, and other heritage sites, structures and features
- Carry out regular surveys of the condition of Listed Buildings and Scheduled Monuments
- Maintain the Historic Environment Record for the National Park

Corporate Plan objectives:

Help local people to restore, repair and - where possible - bring back into use nationally-important historical sites, buildings and structures so that less than 4% of scheduled monuments and listed buildings are considered 'at risk' by 2024

Use the Dales Countryside Museum and the Historic Environment Record to help local heritage groups to research, record and promote the stories of the National Park area, including completing the enhancement of the Historic Environment Record for the new area of the National Park by 2024

Budget Proposal:

The budget remains in line with recent years, and will give effect to the Cultural Heritage Strategy approved by Members in December 2019. Activity will focus on preventing any worsening in the overall condition of listed buildings and scheduled monuments that are 'at risk' (or may soon become so). This includes delivering a number of heritage projects funded through other programmes (e.g. restoring metal mines through Tees-Swale: Naturally Connected and restoring lime kilns through the Westmorland Dales Landscape Partnership).

For 2023/24 the HER budget includes additional funding from the 'Our Upland Commons' project for a project to collate and share information on the archaeology of Ingleborough's caves.

Historical Environment		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	136,795	133,993	142,688	150,105
	Income	0	0	(20,198)	(21,444)
Historic Environment IT Maintenance	Expenditure	2,000	2,000	2,000	2,000
Listed Buildings at Risk	Expenditure	18,500	18,500	18,500	18,500
Scheduled Monuments	Expenditure	24,000	24,000	24,000	24,000
	Income	(10,000)	(10,000)	(10,000)	(10,000)
Historic Environment Record	Expenditure	32,000	50,000	12,000	12,000
	Income	(20,000)	(58,000)	(20,000)	(20,000)
Programme	Expenditure	76,500	94,500	56,500	56,500
	Income	(30,000)	(68,000)	(30,000)	(30,000)
Net Total (including staff)		183,295	160,493	148,989	155,161

LANDSCAPE FEATURES

Programme Activities:

- Conserve and enhance distinctive local landscapes through Landscape Partnerships
- Repair and restore traditional farm buildings and dry stone walls
- Conserve and enhance Conservation Areas
- Protect important trees

Corporate Plan objectives:

Deliver a co-ordinated programme of activity that enhance the distinctive landscape, geology and cultural heritage of the 'Westmorland Dales' by the end of 2023.

By 2024, secure significant funding to repair, restore, and, where appropriate, find adaptive new uses for traditional field barns, particularly those in Swaledale, Arkengarthdale and Littondale

Budget Proposal:

The budget is dominated by the £3.5 million Westmorland Dales Landscape Partnership, which is being led by Friends of the Lake District, but for which the Authority acts as the 'accountable body'. In 2023/24, the Partnership will complete the 4-year programme of activity under the themes of natural, cultural and connecting heritage. As a result of pandemic, the programme has been extended for 6 months – to the end of 2023.

The Authority will continue its small local barns repair scheme, using funding from a legacy and from the Yorkshire Dales Millennium Trust, as well as supporting other barn restoration projects through Farming in Protected Landscapes.

Finally, the budget includes a small amount of funding for the ongoing work to enhance Conservation Areas, including producing up-to-date character appraisals.

Landscape Features		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Conservation Area Enhancements	Expenditure	3,700	3,700	3,700	3,700
Westmorland Dales Landscape Partnership	Expenditure	1,019,635	0	0	0
	Income	(866,013)	0	0	0
Programme	Expenditure	1,023,335	3,700	3,700	3,700
	Income	(866,013)	0	0	0
Net Total (including staff)		157,322	3,700	3,700	3,700

VOLUNTEERS AND APPRENTICES

Programme Activities

- Volunteers support to Authority programmes
- Supported activities to encourage youth volunteering (age 12 to 29)
- Other initiatives for communities to look after the National Park
- Apprenticeships

Corporate Plan objectives

Give people from all backgrounds an opportunity to enjoy and contribute to the National Park by providing at least 7,000 volunteer days per year, with 15% coming from under-represented groups.

Budget Proposal

The work of volunteers makes a valuable contribution across almost all Authority work areas, and we will continue to work to increase the diversity of opportunity, particularly for young people. A sum is included to support young people (ie under 30 years) to volunteer, through the Young Rangers programme and 'upskill down dale' to supports skills development to help with employment. Volunteer travel expenses have been reviewed in 2022/23 with the mileage rate increased to HMRC rates, but a cap on the overall amount that can be claimed for anyone journey has been introduced. This results in a small cost saving.

The staff costs below include those apprenticeships provided directly by the Authority.

Volunteers and Apprentices		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	183,061	203,412	212,570	219,734
	Income	(563)	0	0	0
Ranger Vehicles, apportioned	Expenditure	16,173	20,173	20,173	20,173
Volunteers	Expenditure	62,450	55,000	55,000	55,000
Apprentice staff costs	Expenditure	57,492	50,796	38,709	51,816
Apprentice Grant income	Income	(4,000)	(10,000)	0	0
Youth volunteering and young rangers	Expenditure	1,000	2,000	2,000	2,000
Programme	Expenditure	137,115	127,969	115,882	128,989
	Income	(4,000)	(10,000)	0	0
Net Total (including staff)		315,613	321,381	328,453	348,723

TOURISM

Programme Activities

- Development of activities with tourism businesses
- Work with tourism organisations to promote the Yorkshire Dales
- Provide lead and support for Yorkshire Dales National Park Tourism Partnership
- Share good practice through Brilliant Businesses case studies
- Produce National Park visitor economy monitoring and trend data

Corporate Plan objectives

Improve the quality, variety and marketing of the tourism 'offer' to encourage more overnight stays and more visitors in the quieter months by 2024.

Develop and promote new events, festivals and attractions based on the National Park's special qualities and local distinctiveness so that at least 10% of visitors each year are coming for the first time.

Budget Proposal

The budget is used to help support tourism in the Dales. Its purpose is to ensure that, through collaboration, the benefits tourism can bring to the area are optimised at the same time as the special qualities of the Dales are safeguarded. It focuses on product development, business support, and facilitating the Yorkshire Dales National Park Tourism Partnership, continued work around the 'Distinctly Dales' local distinctiveness project, and 'Brilliant Businesses' case studies. It includes use of the STEAM Model and other research to evaluate the economic impact and trends in National Park's visitors. A tourism partnership bid was submitted with the District Councils last year, but was unsuccessful. Other opportunities are being explored as they arise.

Tourism		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	108,488	118,839	125,046	128,924
	Income	0	0	0	0
Tourism Delivery Plan	Expenditure	15,100	15,100	15,100	15,100
Economic Evaluation	Expenditure	4,900	4,900	4,900	4,900
Subscriptions	Expenditure	12,100	0	0	0
Programme	Expenditure	32,100	20,000	20,000	20,000
Net Total (including staff)		140,588	138,839	145,046	148,924

NATIONAL PARK CENTRES AND RETAIL

Programme Activities

- Face to face advice National Park Visitor Centres
- A retail service from National Park Centres
- National Park-specific information and interpretative displays at Cumbria TICs
- Ranger and Volunteer bases

Corporate Plan objectives:

Current objective achieved

Budget Proposal:

This programme includes premises fixed running costs for three of the four flagship National Park Visitor Centres, Grassington, Malham, Aysgarth Falls, (NB Hawes is in the DCM budget); a contribution to the partnership centre at Hudson House Reeth (both staffing and cash for 2023/24, this ceases in 2024/25 subject to Members decision on giving notice); and cash for a National Park presence in the three Cumbria partnership centres (Kirkby Lonsdale, Sedbergh and Kirkby Stephen). The projected retail sales, income and overheads are based on the actual sales achieved in 2022/23.

National Park Centres & Retail		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff (including HH staff)	Expenditure	313,979	350,380	348,264	360,877
NPC Fixed Running Costs	Expenditure	23,901	55,062	58,873	59,789
NPC Refurbishment & Visitor Hubs	Expenditure	15,000	15,000	15,000	15,000
NPC Planned Maintenance	Expenditure	19,627	16,174	14,932	8,204
NPC Cleaning	Expenditure	16,991	15,853	16,645	17,478
NPC Uniforms and sundries	Expenditure	2,500	2,500	2,500	2,500
NPC Hudson House Rent	Expenditure	10,339	10,546		
NPC Partnership Centres	Expenditure	21,000	20,000	20,000	20,000
NPC Income	Income	(10,070)	(10,070)	(10,070)	(10,070)
Retail Overheads	Expenditure	10,080	10,080	10,080	10,080
Retail Trade	Expenditure	180,600	198,000	198,000	198,000
	Income	(301,000)	(330,000)	(330,000)	(330,000)
Programme	Expenditure	300,038	343,215	336,031	331,050
	Income	(311,070)	(340,070)	(340,070)	(340,070)
Net Total (including salaries)		302,947	353,525	344,225	351,857

SUSTAINABLE DEVELOPMENT

Programme Activities:

- Run the Sustainable Development Fund
- Work with Local Enterprise Partnerships to support appropriate economic development

Corporate Plan objectives:

Use the Sustainable Development Fund and other funding sources, to support 15 new local projects each year that bring economic, social and environmental benefits to the National Park.

Budget Proposal:

The main expenditure remains the Sustainable Development Fund (SDF), which provides grants for local projects that bring economic, social and environmental benefits to the National Park. The Fund has been reduced slightly as part of balancing the 23/24 budget.

While no direct funding is involved, the Authority will also be working with the Local Enterprise Partnerships, new unitary authorities and other protected landscape bodies to identify and support new opportunities for sustainable development in the National Park through Local Growth Plans, devolution deals and the 'Shared Prosperity Fund'.

Sustainable Development		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	37,774	41,421	42,988	44,207
SDF Grants	Expenditure	175,000	155,000	155,000	155,000
Programme	Expenditure	175,000	155,000	155,000	155,000
Net Total (including salaries)		212,774	196,421	197,988	199,207

CAR PARKS AND TOILETS

Programme Activities

- Manage 10 sites with car parks and toilets
- Maintain and clean public conveniences at these sites
- Manage Authority Property (amenity land, woodlands and agricultural holdings)
- Manage toilet facility charging/donations

Corporate Plan objectives:

No specific objective.

Budget Proposal:

The car parking income has been increased to reflect the income achieved in 2021/22 and 2022/23. Income is difficult to predict as it varies depending on the weather, but has shown no signs of declining, however we assume there will be a dip in 2023/24 due to the cost of living crises. Car parking charges have been increased in line with inflation to reflect the rising costs of operation. Expenditure includes cleaning and maintenance of toilets and individual properties, as well as the cost of car park surface repairs.

Expenditure also includes cash collection charges, there is a significant decrease in charges from 2024/25 as the car park machines will be converted to card only which will need capital investment in 2023/24 in the infrastructure to ensure this is possible.

The car park ticket machines allow card payments, including contactless and phone pay. This has some additional costs, but the machines have less cash collection and theft is less likely.

Car Parks & Toilets		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	71,595	80,026	85,738	88,163
Ranger Vehicle, apportioned	Expenditure	5,237	5,237	5,237	5,237
Car Parks	Expenditure	183,494	189,653	141,129	148,824
Wayleaves	Income	(5,818)	(5,818)	(5,818)	(5,818)
Rents	Income	(4,000)	(4,250)	(4,250)	(4,250)
Parking Fees	Income	(750,000)	(845,000)	(925,000)	(925,000)
Car Parks	Income	(759,818)	(855,068)	(935,068)	(935,068)
Toilets	Expenditure	129,725	159,617	160,423	168,277
Donations	Income	(4,900)	(8,000)	(8,000)	(8,000)
Programme	Expenditure	318,456	354,507	306,788	322,338
	Income	(764,718)	(863,068)	(943,068)	(943,068)
Net Total (including salaries)		(374,667)	(428,535)	(550,542)	(532,567)

RECREATION MANAGEMENT

Programme Activities

- Meet the Authority’s statutory duties under the CRoW Act: Open Access – manage restrictions and provide secretariat for the Yorkshire Dales Access Forum
- Pre-existing access management agreements
- Manage the use of recreational motor vehicles on sensitive green lanes
- Work with user groups and organisers of large-scale events re: the Sandford Principle

Corporate Plan objectives:

Maintain ‘green lanes’ and, where appropriate, manage use by recreational motor vehicles, including enforcing any restrictions imposed by Traffic Regulation Orders.

Work with organisers of large-scale events to ensure they are well run, benefit local businesses, and contribute to the maintenance of the Park’s natural capital, for example funding the cost of maintaining the ‘Three Peaks’ route.

Budget Proposal:

This programme includes monitoring recreational motor vehicle compliance with TROs, and management and use on green lanes; meeting our statutory obligations under the CRoW Act both as a ‘relevant authority’ for Open Access, and as ‘access authority’, including providing the secretariat for the Yorkshire Dales Access Forum (LAF). It also includes staff time for liaising with user groups and individuals e.g. concerning voluntary climbing restrictions and breeding birds, and the Three Peaks notification scheme. (Note: the Three Peaks Project and Visitor Payback income are included in the Rights of Way budget). The LAF now has one on-line meeting a year so running costs have been reduced to reflect this.

Recreation Management		2022/23	2023/24	2024/25	2025/26
		£	£	£	£
Staff	Expenditure	60,093	65,451	68,202	70,432
Open Access	Expenditure	17,500	5,000	5,000	5,000
Green Lanes	Expenditure	40,000	40,000	40,000	40,000
	Income	(30,000)	(30,000)	(30,000)	(30,000)
LAF	Expenditure	2,000	1,000	1,000	1,000
Programme	Expenditure	59,500	46,000	46,000	46,000
	Income	(30,000)	(30,000)	(30,000)	(30,000)
Net Total (including salaries)		89,593	81,451	84,202	86,432

Reserves Strategy

1. The Authority holds Reserves for two purposes:
 - **To help to manage budget risk, by providing** financial ‘insurance’ in case of:
 - contingencies such as a major legal cost or the interim funding needed to cope with a reduction in National Park Grant from Defra;
 - Inaccurate budget estimates or loss of external funding streams.
 - **To support delivery by:**
 - funding investment requirements;
 - enabling us to take advantage of appropriate project opportunities.
2. This Strategy covers the Authority’s **Usable** Reserves. These are Reserves backed by cash and are therefore available to spend on the purposes for which they have been established. At the date of this report, the value of the Authority’s Usable Reserves is **£3,110k**.

The Strategy

3. It is proposed that the Authority’s Reserves be maintained in line with the table below. Full details of each Reserve, and the purpose for which it is maintained, have not been included here but are available at Members’ request.
4. Reserves will be spent over the following five years to cover the projects and capital spending indicated; the costs of which are included in the main budget.
5. The position at year-end (31 March 2023) will inevitably be different from that shown below, after taking into account the following events:
 - A temporary reserve will be created to contain any carry-forward budgets that are required to complete activity started but not finished in 2022/23, this is normally in the region of £400k to £600k and covers those projects which do not neatly fit into the financial year.
 - The balance of the reserve for the ongoing woodland monitoring obligations until 2030 will be increased by the value attributed to 2022/23 new capital projects completed in year, this balance was not known at the time of writing this report.
 - It is unlikely that the position at year-end will exactly match the set budget which this estimation is based on. The General Fund will be modified in line with the net 2022/23 year-end financial balance (after taking account of carry-forward budgets).

No	Reserve Description	ESTIMATED BALANCE @ 31/3/23 £'000
1.	Contingency Reserve - 10% gross budgeted expenditure 23/24	1062.1
2.	Carry Forward Budgets	TBN
3.	IT (Replacement and Upgrade)	347.0
4.	Property (Maintenance)	252.6
5.	Plant & Equipment	101.0
6.	Broadband Loans (incl. accrued Interest)	23.4
7.	Access for All	30.6
8.	Tees-Swale - Naturally Connected	100.0
9.	Swaledale Barns	59.0
10.	Attracting Younger People	29.3
11.	Ribblesdale Premises - South Park Rangers Accommodation	200.0
12.	Earmarked legacies	140.4
13.	B4RN Shares	74.5
14.	Grow Back Greener Year 5 maintenance	42.7
	Estimated Earmarked Reserves Balance	2,462.6
	<i>Estimated General Fund Reserve</i>	<i>647.7</i>
	Estimated Total Usable Reserve Balance (based on current budget)	3,110.3

Risks associated with the Draft Budget

Risk	Impact	Likelihood	Control / Mitigation
1. Staff costs in excess of budget	High	Moderate	Staff turnover may not generate the saving from vacancies built into the budget, of £115k. At the time of preparing this budget, the Local Government pay award for 2023/24 had not yet been agreed. For every additional 1%, the Authority's staff costs would rise by ~£50k pa.
2. Inflation greater than projected	Moderate	Moderate	Specific rates of inflation, appropriate to each overhead, have been used to prepare the budget. The current situation is volatile and will be monitored, so that more substantial increases in inflation can be taken onto account should the budgeted rates prove to be too low.
3. Unidentified costs missing from budget.	Low	Low	Any significant problems could be managed through a call on the Contingency Reserve.
4. Failure to achieve earned income projections.	Moderate	Low	Achievement of targets is kept under continuous review. The most significant 'earned income' target is car parking, for which our projection for 2023/24 assumes a continuation of the performance seen in 2022/23. The increasing contribution from external grant income to our budgets isn't necessarily accompanied by increased risk: the majority of such income is linked to related expenditure, and if that spending doesn't happen to its planned extent, less grant income will be accessed, but with no overall net <i>financial</i> impact (although the gross income result reported at year end would be lower than is currently projected).
5. Failure to deliver objectives within Corporate Plan	High	Low	Closely managed process, with scheduled in-year review. Where additional spending is required to achieve delivery, budget can be made available from the General Reserve or – if necessary - from redirecting resources from lower priority programmes.
6. Insufficient Reserves to cover spending plans	High	Low	Managed through the Reserves Strategy (see Appendix 5).
7. Longer term plans are unaffordable	High	High	Projections indicate that our plans for 2024/25 and beyond are unlikely to be affordable in their current form. This risk doesn't affect 2023/24, but programme cuts will be needed if additional income cannot be generated from 2024/25.