NPA/22/012

Dartmoor National Park Authority

4 March 2022

Budget And Medium-Term Financial Plan 2022/23 To 2024/25

Report of the Head of Business Support

Recommendations: **That Members:**

- **(i) approve the 2022/23 budget and note the indicative budgets for 2023/24 and 2024/25 (Medium-Term Financial Plan) as shown in Appendices 1 - 3**
- **(ii) Agree that fees and charges should remain unchanged for 2022/23 as set out in section 5 of the report**
- **(iii) approve the use of Earmarked Reserves balances as set out in Appendix 6**
- **(iv) approve the Capital Investment Strategy as set out in section 6 of the report**

1 Background

1.1 The Authority is required by statute to set a balanced annual revenue budget. The basis for the revenue and capital expenditure is the pursuit of the purposes for which the National Parks were designated in the Environment Act 1995 (the Act). Section 65 of the Act determines the purposes as: conserving and enhancing the natural beauty, wildlife and cultural heritage of National Parks and of promoting opportunities for the understanding and enjoyment of the Parks by the public. The Authority also has a duty to seek to foster the economic and social well-being of local communities within the National Park. We see the purposes and duty as inter-related (see separate report on the draft Business Plan (NPA/22/011).

1.2 The key source of funding for the Authority is National Park Grant (NPG) which is paid by the Department of the Environment, Food and Rural Affairs (Defra). Currently NPG accounts for over 80% of total income. At the time of writing this report Defra has yet to confirm how much NPG the Authority will receive in 2022/23 and beyond. The delay in announcing NPG has an obvious impact on our ability to plan over both the short and medium term.

2 Financial Context

2.1 The Government's latest Spending Review covers the period 2022/23 to 2024/25. Over this period day-to-day departmental spending will increase by 3.3% per year in real terms. Although it should be noted the increase is frontloaded. Excluding Covid related spend, departmental budgets are set to grow by 10% in 2022/3 and will stay flat in real terms thereafter.

2.2 Defra is to receive 3.1% real terms increase per year in its resource budget.

2.3 Although Defra resources have increased, they have indicated that we are likely to receive grant funds at the same level as 2021. Although, unlike last year, Defra have indicated that they will be supplying the Authority with indicative figures for years 2 and 3. This will mean in real terms the value of our DEFRA grant is a cut again, when taking into consideration the rate of inflation, increase in national insurance (1.25%) and nationally set pay awards, which are all outside of our control. We are also waiting for re-imbursement of the increase in external audit fees which we have to pay and were approved by the Government.

2.4 A standstill grant means our current projection is that our existing deficit will grow in excess of £700k over the next five years should grant not be adjusted for inflation and other pressures out of our control. Some Members will recall that between 2010 and 2015 National Park Grant in England fell by nearly 40% in real terms and that led to significant programme cuts and reductions in staff numbers.

2.5 As a result of the current situation we have avoided, wherever possible, building in any significant 'new' costs into future years to avoid making a potentially difficult situation from 2022 onwards even worse. We have kept very closely to the Authority's current priorities and have not expanded programmes except where additional external funding has become available.

2.6 In January 2022 the government published its response to the independent review of designated landscapes (National Parks and Areas of Outstanding Natural Beauty) that was completed by a panel chaired by Julian Glover (see NPA/22/015). The Government's response sets out an ambitious vision for designated landscapes in England but also signals continued austerity in terms of public funding and a focus on commercial/private sector income.

2.7 The financial outlook from 2022/23 onwards is challenging. Flat cash when inflation is running above 5% means we are having to reduce work areas. There is a gap between the 'rhetoric' of the Government's response to the Landscapes Review and the reality of our financial settlements. This is compounded by the fact that we still do not have confirmation of NPG for 2022/23. This uncertainty means that we are recommending use of reserves in 2022/23 to effectively 'balance the budget'. The draft Business Plan proposes a business review during 2022/23 which will identify how we will ensure a balanced budget over the medium term – we assume that our settlement for 2022/23 will indicate indicative figures for 2023/24 and 24/25 enabling us to plan ahead with some degree of certainty.

3 2022/23 Budget and Medium-Term Financial Plan Overview

3.1 The 2022/23 Budget and indicative financial plans for 2023-24 and 2024-25 can be found at Appendices 1 to 3. The Authority does not build each annual budget on an incremental basis, choosing instead to zero-base each year. Assumptions used are:

- Pay Award: the single largest area of expenditure is staff salaries. A 2% pay award has been applied for all years. An extra 1% increase in pay, if awarded in year 1, would cost around £34k; a provision for this is included within earmarked reserves.

- Inflation and price increases are only included after discussion with suppliers / service providers
- External grant income: only included if confirmed
- Fees and charges income: target budgets are estimated using historical and trend data
- NPG: for planning purposes the MTFP assumes that the funding settlement will be flat cash (i.e. the same as 2021/22)

3.2 The forecast budget gap in years two and three, if they were to remain unchanged, could be met from reserves. However, it is too early to make changes at this stage until we get more clarity from Defra regarding our indicative funding figures.

No increase in NPG	**Budget Gap / (Surplus) £**
2022-2023 (to be met from reserves)	142,480
2023-2024	191,908
2024-2025	156,397
Total	**490,785**

3.3 If Defra were to apply an uplift of 1% to NPG in years two and three, the deficit would be reduced by 23% in year two and would be almost halved in year three (based on the current MTFP):

Impact of a 1%increase in NPG in years two and three only	**Budget Gap / (Surplus) £**
2020-2021	142,480
2021-2022	153,649
2022-2023	79,497
Total	**375,626**

3.4 If increased core funding from Defra is not forthcoming in the near future, then we will need to take some tough decisions to adjust our work programmes in order to set an affordable and balanced budget in future years. To keep calling on reserves for more than one year is not sustainable. Similarly, as we have built the 2022/23 budget assuming a flat cash settlement, if this is not the case, a revised budget may have to be brought back to the Authority after the start of the financial year, so that Members can make decisions about how to rebalance the budget (and the MTFP).

4 Budget Detail

4.1 The following table provides a summary of some of the most significant projects and income targets that have been included in the MTFP; some of which may become at risk if increased core funding is not forthcoming.

Projects and Programmes	**2022/23 £**	**2023/24 £**	**2024/25 £**
Holwell Tor Community Excavation Project	0	0	20,000
Monument Management Scheme Projects *External funding*	14,000 (10,000)	12,000 (10,000)	10,000 (8,000)
Walkhampton Premier Archaeological Survey *External funding*	15,000 (10,000)		
Biodiversity action plan (including Living Dartmoor)	6,500	9,000	9,000
Curlew recovery project	3,000	3,000	3,000
Management for DNPA woodlands *External funding*	20,600 (14,590)	18,460 (15792)	11,760 (10,760)
Species rich grassland project	0	2,000	2,000
Management own land	12,000	12,000	8,000
Our Common Cause: Our Upland Commons - national partnership project	10,000	0	0
Outreach & Education (incl. Ranger Ralph, Junior & Youth Rangers)	15,700	21,350	21,350
Local Plan review design guide	10,000	0	0
Vehicle purchases	23,000		
Electric Vehicle lease – 2 pool cars	8,000	8,000	8,000
Parke House maintenance programme	12,850	16,000	13,000
Duchy Hotel maintenance programme	93,470	18,750	12,000
Key campaigns (visitor messaging)	2,000	5,000	5,000
Car park improvements/ resurfacing	22,500	22,500	22,500
Car parking income – demand led	(95,000)	(95,000)	(95,000)
Planning fee income – demand led	(150,000)	(170,000)	(170,000)
Visitor Centres retail stock procurement Visitor Centres sales income	80,000 (175,000)	137,000 (230,000)	140,000 (262,000)
Donate for Dartmoor (target not budget)	(30,000)	(30,000)	(30,000)

4.2 The Authority has in the past taken on up to three apprentices each year; the 2022/23 budget contains two apprentices, these are within HR and IT.

4.3 Members' attention is also specifically drawn to the following projects:

(i) The Dartmoor Hill Farm Project is principally funded from the Prince's Countryside Fund, Duchy of Cornwall (circa £20K) and the Authority. Beyond March 2023 external funding for this project is not confirmed. The Authority is committing to continue to the future of the Project and help the farming community transition to a new Environmental Land Management Scheme (ELMS), which is a key priority in the Authority's Business Plan.

(ii) Our Common Cause: Our Upland Commons is a national partnership project, being led by the Foundation for Common Land with funding from the National Lottery Heritage Fund, with the National Trust acting as the accountable body and will be completed by 2024.

(iii) The Authority is a delivery partner in the Defra funded South West Peatlands Project being led by South West Water which commenced in 2018/19. This has been extended for another three years. On Dartmoor, a programme of restoration is underway with a budget of approximately £8m being funded by Natural England; and grants, contributions and in-kind support from local partners including the Authority.

(iv) Dynamic Dartmoor is the working title for an external funding bid working in partnership with others to help deliver key priorities in the Dartmoor Partnership Plan: including nature recovery, environmental enhancement, engaging and welcoming a wider range of people and supporting sustainable use of the National Park, the local economy, jobs, and communities. The final submission date for the bid to the National Lottery Heritage Fund is the end of May, but a paper will be brought to the Authority in April seeking approval for the bid.

(v) The Authority is also a delivery partner for the Dartmoor Natural Flood Management Project, which is being led by the Environment Agency (EA) for the delivery of nature-based solutions to deliver multiple benefits. A budget of £6 million has been secured by the EA, with in-kind and financial support (£67,000 for the length of the MTFP) contributions from the Authority for a 6-year project. The Authority is hosting the employment of the Project Officers and is recharging all cost to the EA.

(vi) Farming in Protected Landscapes programme (FiPL) – developed by Defra, commenced in July 2021 and continues until March 2024. FiPL provides funding for farmers and other land managers to make improvements to the natural environment, mitigate impacts of climate change, provide public access on their land and support nature-friendly, sustainable farming. This funding has been apportioned across protected landscape bodies to enable the farmers and land managers to bid for grants. We are currently waiting for confirmation of the Dartmoor FiPL allocation for 2022/23 and 2023/24.

(vii) Dartmoor was successful in a bid for Green Recovery Challenge funding (A Defra fund administered by the National Heritage Memorial Fund). The Dartmoor project aims to connect people with nature. Dartmoor's allotted bid of £409,000 plus the match funded £22,000 from reserves, has provided funding for the recruitment of three visitor engagement rangers and four conservation and access trainees. The project will be delivering a night under stars for children and young people from deprived backgrounds and deliver face to face drop-in activities to connect people with nature.

4.4 In recent years the Authority has operated a Project Fund as part of its Revenue Budget. This Fund has enabled us to: undertake project work within the financial year; buy-in additional support and capacity; to match-fund new projects; and to invest in new equipment during the financial year. This strategy has helped to provide flexibility and agility and it is therefore proposed that we continue with this approach for the life of the new MTFP. The amount allocated to the Project Fund for each year is summarised below:

Project Fund	**£**
2022/23	75,000
2023/24	75,000
2024/25	75,000

4.5 The financial context for 2022/23 and beyond is particularly challenging, especially due to the lack of clarity about NPG at the time of writing. In building this MTFP, Leadership Team has had to make some hard decisions about which work programmes could realistically be supported. A list of project bids that have not been successful or been reduced can be found at appendix 4.

4.6 Other budget pressures include our desire to implement actions set out in our Climate Action Plan. Last year we set aside a sum of £50,000 to be held in reserves to be able support the priority actions in the Climate Action Plan; to date this has not been used.

4.7 The triennial valuation of the Local Government Pension Fund took place in 2019 and the Authority's funding level improved from 90% in 2016 to 97.8% on 31 March 2019. In 2016 the Authority made a £0.5 million one-off contribution to the Pension Fund as an "invest-to-save" initiative. The aim being to potentially make long term cash savings over the deficit recovery period and to try to protect future revenue budgets against significant pension cost rises. An employer contribution target rate was subsequently set by the Actuary at 19% of pensionable pay, rather than 21%. This strategy is proving successful as borne out by the improved funding level in the 2019 valuation and the fact that the employer contribution rate has subsequently been maintained at the same level, even though the value of our liabilities increased. The next valuation will take place in 2022, with the new rates, once known, taking effect from 1st April 2023

5 Review of Fees and Charges

5.1 Each year the Authority reviews its fees and charges strategy and policy for the forthcoming financial year; this is normally considered and approved via separate report as part of the budget setting process. Whilst these are not a major source of income, they do contribute to meeting the costs of delivering some services. The charges applied may be the difference between providing a service and having to withdraw it all together.

5.2 In 2018 we introduced car parking charges as at Haytor, Postbridge and Meldon (at Princetown in 2013). The charges replaced the previous system of voluntary donations and is promoted as 'pay and conserve/pay and enjoy' rather than 'pay and display'. Income from car park charges is used to fund car park maintenance and repairs, the costs of which are increasingly significant. Going forward we intend to set car park charges via a Traffic Regulation Order using Devon County Council as our agents (see NPA/21/034).

5.3 In March 2020 Members approved an increase in parking charges (NPA/20/003) to take effect from 1 April 2020 as set out below:

Car parking charges	2019/20	2020/21
Cars – Half day (up to 3 hours)	£1.00	£2.00
Cars – Full day	£2.00	£3.00
Blue Badge Holders	£1.00	£2.00
Coaches	£4.00	£5.00

5.4 These charges have not been implemented due to backlog of contracted works caused by COVID pandemic restrictions. The Authority intends to introduce these charges via the Traffic Regulation Order that Devon County Council are leading on. We are also intending to introduce the ability to pay for car parking by card transaction.

5.5 Car park electric charging points currently have the user rate set to 35p per kilowatt hour. Regularly ongoing monitoring will ensure expected energy cost increases are passed on accordingly.

5.6 When setting fees and charges we consider the implications for public access to services and the impact on the local economy. Consideration is given to proactively engaging those who may not otherwise access Dartmoor, being mindful of potential barriers and balancing the need to generate income and maintaining budgets that are flexible and responsive to the needs of service users.

5.7 It is recommended that fees and charges remain unchanged to those approved on 6 March 2020.

6 Capital Strategy and Prudential Indicators

6.1 As part of the annual budgeting process the Authority is required to produce an affordable Medium Term Capital Programme (MTCP) alongside its revenue budget, if relevant. There is also the requirement to produce a Capital Strategy in line with the CIPFA Prudential Code for Capital Finance in Local Authorities 2021. The Prudential Code is a professional code of practice to support local authorities when taking capital investment (fixed asset) decisions. The objectives are to ensure, within a clear framework, that capital investment plans are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. A Treasury Management & Investment Strategy report is also being presented for approval today.

6.2 The obligation to have a Capital Strategy has arisen, as some authorities have become increasingly willing to invest significant amounts in commercial developments, in order to generate returns that will offset some of the financial impact of austerity.

6.3 This Authority rarely has a Capital Programme or the need for significant investment in physical assets in the same way as local authorities, who have responsibility for highways or housing. Capital spend for this Authority is commonly of a small scale nature such as related to vehicles or IT. For larger schemes such as new buildings or conversions, Members receive specific reports to support decision making; which provides background, the reasons why the scheme is being recommended and a cost benefit analysis; and will identify sources of finance. In advance of the report being presented to the Authority, Leadership Team will have scrutinised the proposed scheme.

6.4 The Authority historically has a low-risk attitude toward capital investment; having never borrowed internally or externally to fund capital schemes; entered into long-term liabilities such as Private Finance Initiatives; nor invested for commercial purposes. Capital investment decisions are made to support National Park Purposes only.

6.5 We seek external contributions towards supporting our capital spend wherever possible. If capital receipts (sale of assets) become available, these must be used to finance capital spend. In the absence of both these, revenue income (via NPG or fees and charges) or revenue reserves are used to fund capital expenditure.

6.6 Stewardship of our assets is led by Leadership Team and delivered by various officers within the Authority; the portfolio is small. Assets are kept under review to assess their ability to deliver or support National Park Purposes, to identify and manage future liabilities and identify opportunities for disposal. Built assets are subject to regular condition assessments and have a repair and redecoration programme that is built into the MTFP.

6.7 The Authority's capital programme for the MTFP period currently consists of:

Capital Scheme/ Project	**2022/23 £**	**2023/24 £**	**2024/25 £**
Replacement Vehicles (CWT)	23,000	0	0
Funded From	**£**	**£**	
Capital Receipts	23,000	0	0

6.8 If any other Capital Projects are proposed in-year, for example in respect of the Climate Change Action Plan, they will be subject to submission of a business case to have the allocation of required funding approved.

6.9 If sources of additional capital income become available during the year, for example via additional grants, external contributions, or capital receipts, or if any other business decisions are proposed that will result in a change to the Capital Programme the Authority will be presented with a business case for approval. Any changes required to the Prudential Indicators will be brought to the authority for approval.

7 Reserves

7.1 In 2010/11 the Audit & Governance Committee, at the request of the Authority, undertook work to formulate a risk-based approach to determining the level and use of reserves required by the Authority. The outcome of that work was an agreed methodology (NPA/AG/10/014) which continues to be applied to determine the level of reserves held.

7.2 Our reserve balances are regularly reviewed and are made up as follows:

- General Reserve (unallocated) - a contingency balance for emergency situations and is the minimum level that we have determined will always be maintained
- Contingency Reserves (allocated) - provisions set aside using a risk-based analysis to cushion the impact of uneven cash flows, and unexpected events where the timing of and / or amounts are uncertain (e.g. pay awards, pension contributions, loss of income).
- Earmarked Reserves (allocated) - consisting of ring-fenced grants and contributions received from third parties, sums set aside for capital schemes, commitments against future contracts and agreements and our external funding allocations where we are working in partnership with others.

7.3 The Risk Based analysis can be found at Appendix 5 and is at a summary level. Appendix 6 shows the likely General Fund Reserve Balances for the MTFP period at a detailed level. It can therefore be seen that the majority of our Reserve Balances are "allocated". The following table is a summary of how reserves are currently being allocated in each year of the MTFP (based on an assumed zero increase in NPG) the detail of which can see found at Appendix 6:

Earmarked Reserves	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Opening Balance	2,249,271	1,875,150	1,523,995	1,307,087
Movements	(374,121)	(351,155)	(216,908)	(156,397)
Closing Balance	1,875,150	1,523,995	1,307,087	1,150,690

General Reserve	500,000	500,000	500,000	500,000

7.4 If no increases in NPG are received for the next three years our Earmarked Reserve balances will be reduced by over 38% at the end of this MTFP period based on current assumptions and scenario planning (current future years indicative budget gap deficits are included).

7.5 Legislation does not prescribe how much the minimum level of reserves should be. The Section 151 officer is tasked with recommending the minimum level of reserves required as part of the budget setting process having regard to elements of risk in the Authority's finances. Since February 2020, the financial risks which all public bodies face will have increased, due to the pandemic. Section 25 of the Local Government Act 2003 requires the S151 officer to report on the adequacy of the Council's financial resources on an annual basis.

7.6 Earmarked reserves are working balances, and many are ringfenced as they represent external match funding. These balances will naturally fluctuate between years. The current MTFP has been put together using cautious assumptions and our reserves risk assessed as normal. Year one (2022/23) can be balanced by using the surplus forecast to be achieved in 2021/22, which has mainly resulted in staff vacancy with new staff being employer on lower scale points. Even though years two and three are currently forecast to be in deficit, if there is no future increase in NPG, the position is considered to be manageable; by undertaking further cost cutting, service reduction or restructuring – this will be considered as part of the proposed business review in 2022/23.

7.7 The General (unallocated) Reserve balance was increased in 2019 to £500,000 in order to maintain this reserve at approximately 12% of the net budget. This amount does still maintain a reserve of 12% of the 2022/23 budget which is deemed sufficient.

7.8 The largest call on reserve for 2022/23 is for the facilitation to carry out significant maintenance repairs to the Duchy Hotel at Princetown. The largest of these is the work to be undertaken to repair damp issues within the visitor centre area known as the 'Ballroom', the estimated costs are circa £69,000. Other works are the chimney repairs £7,500, timber window repairs and replacements £3,500 and redecorate internally and externally £6,000.

8 Risk Analysis

8.1 It should be noted that the first year of the MTFP i.e. the 2022/22 budget is normally the most robust and accurate financial plan of the three year period; it is inevitable that future years' financial plans can change for all sorts of reasons and influences, internal and external. However, as, at the time of writing, NPG has not been confirmed for 2022/23 (and beyond) there is a degree of uncertainty and there is a risk that the 2022/23 budget may have to be re-visited. The Authority continues to actively manage its financial and non-financial risks and therefore makes allowances for them by promoting a culture of flexibility and agility to militate against threats, to be proactive and to embrace opportunities as they arise.

8.2 The budget and MTFP contains a number of assumptions that may or may not prove to be accurate. In addition, events may occur that have the potential to affect the Authority's underlying finances. We must therefore consider for ongoing risks and uncertainties such as:

Risk	Likelihood	Impact	Mitigating Factors
Brexit	High	Unknown	At the date of this report, there remain a number of uncertainties associated with Brexit and which may have a positive or negative outcome for the Authority. Positive outcomes may include additional funding for ELMS Future of Farming. Uncertainties which might be either positive or negative include the economic performance of the wider economy, and its impact on government funding or on investment markets (and therefore on Pension funding), and changes in tourism patterns.
NPG – no increase	High	High	Level of reserves held. NPG has not yet been notified at time of writing this report. Budgets may have to be revised.
Staff costs in excess of budget	Low	High	Beyond 2022/23, annual inflation-related pay awards are assumed to continue at the rate of 2.0%. This assumption is used for modelling purposes only. Higher rates of national pay award may be agreed (as the local government pay continues to lag behind inflation); this would also have a knock-on effect on employer pension contributions. Provision (short term) made in reserves. Some notice will be provided which will enable a timely response. We are already seeing the impact of real-term reductions in pay on our ability to retain and attract staff for key professional posts.
Economic situation could deteriorate. Run-away inflation affecting expenditure and income.	High	High	MTFP constructed on 3-year timescale with annual review. Budgetary control arrangements are in place to monitor income and expenditure. Reserves provision (short-term) made to manage immediate pressures.

Liabilities related to property estate	Medium	Medium	A contingency fund established in reserves. On-going maintenance programme and not all property costs need to be met immediately.
Pensions valuation may increase costs	Low	Medium	Previous investment by the Authority to contain future costs. 2019 valuation has resulted in stable costs for 2022/23, with funding position at 97.8%. Future fund performance is reliant on investment returns, demographic changes and other changes in financial and non-financial assumptions. The next valuation is due in 2022 and will provide the stable costs for the following years.
Failure to deliver Business Plan objectives	Low	High	Closely managed process, with regular 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.
External grant income reduced	High	Medium	We have an active programme of developing new project ideas, but external funding sources are extremely competitive. External grant funding is essential for practical projects to deliver National Park purposes
The Landscapes (Glover) Review	High	Medium	The Government's response to the Landscapes Review was published in January 2022. It sets out an ambitious vision for 'more nature and more people' but also states that public sector money is limited. The vision is for more commercial and private sector income. DNPA has no commercial assets from which it can generate significant income and there is currently no capital funding from Defra to acquire such assets.

9 Equality & Sustainability Impact

9.1 Consideration is given when deciding which areas of expenditure should be supported of the impact on under-represented groups, and the need to promote equal opportunities both as an employer and in respect of the services provided. Our Climate and Environmental Emergency declaration does feature within the MTFP; however, our ability to deliver significant projects could be hampered due to lack of resources (funding).

10 Conclusions

10.1 The Authority's cost base is increasing at a faster rate than its underlying funding and there are one-off and ongoing costs that need to be met. A MTFP has been produced bringing together sensible assumptions over the future direction of income and expenses. However, the reality will inevitably be different, and we need to be prepared for less favourable scenarios. In particular, NPG may not increase and could potentially be cut through the Spending Review; the Pension Fund revaluation occurs every three years and can result in increased costs; staff costs could continue to rise; pay award cost are currently unknown for this and future years.

10.2 This is very much a one-year budget whilst we wait until we have a clearer view of longer-term prospects. At the time of writing, we do not know our NPG settlement for 2022/23 let alone for 2023/24 and 2024/25. It seems sensible to wait for the results of the Spending Review before adjusting our financial and other plans beyond 2023. The draft business plan recognises this and proposes a business review in 2022/23 in order to set a balanced budget in future years.

10.3 Clause 25 of part 2 of the Local Government Act 2003 requires the Chief Financial Officer (section 151 Officer) to report to Members, when calculating the net budget requirement, on the robustness of estimates made including the overall public sector financing climate. The 2022/23 budget is “balanced” and is robust and realistic, but there has been a need to use reserves. There may be a need to draw on the reserves for the future years, which means that reserves balances may have to be depleted at a faster rate than in previous years.

10.4 A continued period of austerity will threaten our ability to deliver National Park purposes, contribute to the targets in the 25 Year Environment Plan, meet our publicly stated objectives around climate change and the Government’s response to the Landscapes Review.

ANGELA STIRLAND

Attachments: **Appendices 1, 2 & 3 – 2022/23, 2023/24 & 2024/25 Revenue Budgets**
Appendix 4 – Budget bid cuts and reductions
Appendix 5 – Reserves risk-based analysis
Appendix 6 – Reserve balances