

**APPENDIX 3 Business Plan 2014/17 - Summary**

INCOME BY SOURCE	2013-14*	BUSINESS PLAN YEAR			TOTAL 2014-17
		2014-15	2015-16	2016-17	
DEFRA	460,307	425,600	425,600	425,600	1,276,800
Natural England - Cotswold Way	103,000	91,000	76,000	67,000	234,000
Local Authority - Direct Grant	141,704	141,704	141,704	141,704	425,112
Parish Council Contributions	650	0	0	0	0
Rental Area Income	2,667	8,258	8,266	8,274	24,798
Earned Income	122,362	124,256	159,684	171,239	455,179
Sponsorship	8,412	25,800	25,130	21,100	72,030
Grants	0	77,347	77,882	84,124	239,353
Transfers from Earmarked Reserves	83,566	57,187	42,108	20,104	119,399
<b>TOTAL INCOME</b>	<b>922,668</b>	<b>951,152</b>	<b>956,374</b>	<b>939,145</b>	<b>2,846,671</b>

EXPENDITURE BY THEME **	2013-14*	BUSINESS PLAN YEAR			TOTAL 2014-17
		2014-15	2015-16	2016-17	
<b>CONSERVING AND ENHANCING</b>					
Climate Change	58,908	37,820	24,172	24,635	86,627
Landscape	41,554	47,474	45,447	41,143	134,064
Rural Land Management	90,248	101,154	93,455	95,628	290,237
Natural Resources & Services	15,457	12,410	12,286	12,318	37,013
Historic Environment	5,960	5,955	6,043	6,159	18,157
Biodiversity	32,703	74,389	68,238	70,440	213,067
Development & Transport	31,510	34,020	34,372	34,835	103,227
<b>CONSERVING AND ENHANCING TOTAL</b>	<b>276,340</b>	<b>313,222</b>	<b>284,012</b>	<b>285,157</b>	<b>882,391</b>
<b>UNDERSTANDING &amp; ENJOYING</b>					
Awareness & Understanding	110,462	80,019	100,415	80,936	261,371
Enjoying & Exploring	113,218	113,813	109,990	104,763	328,566
Health & Wellbeing	13,763	19,382	19,604	19,856	58,842
Participation	142,428	193,527	192,494	193,768	579,789
Tourism	51,820	34,197	38,593	40,714	113,505
<b>UNDERSTANDING &amp; ENJOYING TOTAL</b>	<b>431,691</b>	<b>440,939</b>	<b>461,095</b>	<b>440,038</b>	<b>1,342,073</b>
Corporate Management	156,462	178,650	181,286	184,763	544,699
NAAONB	40,580	41,941	42,360	42,784	127,085
<b>TOTAL EXPENDITURE</b>	<b>905,073</b>	<b>974,752</b>	<b>968,753</b>	<b>952,742</b>	<b>2,896,247</b>

<b>Board Budget Balance***</b>	<b>17,595</b>	<b>-23,600</b>	<b>-12,379</b>	<b>-13,597</b>	<b>-49,576</b>
Agency Area balance	-45,399	-23,733	1,128	6,788	-15,818
Combined Board & Agency Area balances	-27,804	-47,333	-11,251	-6,809	-65,394
<b>General Fund remaining at year end</b>	<b>206,135</b>	<b>158,802</b>	<b>147,550</b>	<b>140,741</b>	
Earmarked reserves remaining at year end	205,593	148,406	106,298	86,194	
<b>Total Reserves remaining at year end</b>	<b>411,728</b>	<b>307,208</b>	<b>253,848</b>	<b>226,935</b>	
Agency Area Running Balance	-45,399	-69,132	-68,005	-61,217	
<b>Reserves at year + funds to be recouped from Agency Area</b>	<b>457,127</b>	<b>376,340</b>	<b>321,853</b>	<b>288,152</b>	

\* Estimate as at Q3 January 2014

\*\* Includes staff and delivery costs.

\*\*\* Includes £35k pa caused by a change in the actuary's forecast