

**Operating Income and Expenditure**

	Board Approved Budget 2016/17			Budget 2016/17			Variance		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
Net Operating Income / (Expenditure)	757,980	348,763	1,106,743	787,000	335,007	1,122,007	29,020	(13,756)	15,264
Capitalised Salaries taken to Projects	200,000	0	200,000	200,000	0	200,000	0	0	0
Net Operating Income/ (Expenditure)	957,980	348,763	1,306,743	987,000	335,007	1,322,007	29,020	(13,756)	15,264
Net Project Income/ (Expenditure)	(964,964)	(397,350)	(1,362,314)	(994,364)	(370,633)	(1,364,997)	(29,400)	26,717	(2,683)
Net Income/ (Expenditure)	(6,984)	(48,587)	(55,571)	(7,364)	(35,626)	(42,990)	(380)	12,961	12,581

**Operating Income and Expenditure**

	Board Approved Budget 2016/17			Final Budget 2016/17			Variance		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Income</b>									
Grant in Aid	1,000,000	6,270,000	7,270,000	1,000,000	6,270,000	7,270,000			
Income - Public Bodies		114,811	114,811		114,811	114,811			
Planning Fees		190,000	190,000		190,000	190,000			
Generated Income		182,376	182,376	4,000	180,376	184,376	4,000	(2,000)	2,000
Sale of Goods		4,438	4,438		4,438	4,438			
Property Rental Income		177,816	177,816		179,483	179,483		1,667	1,667
Interest Received		600	600		600	600			
<b>Income Total</b>	<b>1,000,000</b>	<b>6,940,041</b>	<b>7,940,041</b>	<b>1,004,000</b>	<b>6,939,708</b>	<b>7,943,708</b>	<b>4,000</b>	<b>(333)</b>	<b>3,667</b>
<b>Salaries</b>									
Fixed Term Staff Costs									
Staff Costs	200,000	4,684,837	4,884,837	200,000	4,684,837	4,884,837			
Seasonal Staff Costs		173,500	173,500		173,500	173,500			
Maternity/ Overtime									
Savings Target									
<b>Salaries Total</b>	<b>200,000</b>	<b>4,858,337</b>	<b>5,058,337</b>	<b>200,000</b>	<b>4,858,337</b>	<b>5,058,337</b>			
<b>Staff Costs</b>									
Agency Staff									
Board Members Fees		158,709	158,709		157,187	157,187		1,522	1,522
Conference, Courses & Training		35,692	35,692		35,954	35,954		(262)	(262)
Other Staff Costs		42,145	42,145		42,290	42,290		(145)	(145)
PPE		7,900	7,900		7,500	7,500		400	400
Secondments									
Travel & Subsistence		31,500	31,500		33,500	33,500		(2,000)	(2,000)
Uniforms & Clothing		6,450	6,450		6,850	6,850		(400)	(400)
<b>Staff Costs Total</b>		<b>282,396</b>	<b>282,396</b>		<b>283,281</b>	<b>283,281</b>		<b>(885)</b>	<b>(885)</b>

**Operating Income and Expenditure**

	Board Approved Budget 2016/17			Final Budget 2016/17			Variance		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Property</b>									
Franchise Agency Management Agreements		30,000	30,000		27,000	27,000		3,000	3,000
Energy		77,000	77,000		77,000	77,000			
Furniture Fixtures & Fittings		3,000	3,000		3,000	3,000			
Grounds Maintenance	10,000	162,000	172,000	10,000	162,000	172,000			
Other Property Costs	17,860	28,000	45,860		42,500	42,500	17,860	(14,500)	3,360
Property Cleaning		136,700	136,700		126,770	126,770		9,930	9,930
Property Insurance		13,813	13,813		13,813	13,813			
Property Repairs & Developments	4,000	81,500	85,500	4,000	81,500	85,500			
Property Security		17,051	17,051		17,051	17,051			
Rates & Water Charges		197,812	197,812		226,905	226,905		(29,093)	(29,093)
Refuse & Waste Disposal		6,500	6,500		6,500	6,500			
Rent		88,248	88,248		84,623	84,623		3,625	3,625
Tools & Equipment		14,770	14,770		14,470	14,470		300	300
<b>Property Total</b>	<b>31,860</b>	<b>856,394</b>	<b>888,254</b>	<b>14,000</b>	<b>883,132</b>	<b>897,132</b>	<b>17,860</b>	<b>(26,738)</b>	<b>(8,878)</b>
<b>Transport</b>									
Fleet Costs - Marine		20,000	20,000		20,000	20,000			
Fleet Costs - Motor		44,900	44,900		45,900	45,900		(1,000)	(1,000)
Fuel - Marine		7,500	7,500		7,500	7,500			
Fuel - Motor		35,000	35,000		35,000	35,000			
Vehicle Rental & Associated Costs		500	500		500	500			
<b>Transport Total</b>		<b>107,900</b>	<b>107,900</b>		<b>108,900</b>	<b>108,900</b>		<b>(1,000)</b>	<b>(1,000)</b>
<b>ICT</b>									
GIS Software Maintenance & Support	5,000	82,831	87,831		82,831	82,831	5,000		5,000
IT Hardware	3,000	7,000	10,000	3,000	7,000	10,000			
IT Software		62,313	62,313		60,373	60,373		1,940	1,940
MFD Maintenance		11,000	11,000		11,000	11,000			
Telecoms & Data		95,066	95,066		97,006	97,006		(1,940)	(1,940)
<b>ICT Total</b>	<b>8,000</b>	<b>258,210</b>	<b>266,210</b>	<b>3,000</b>	<b>258,210</b>	<b>261,210</b>	<b>5,000</b>		<b>5,000</b>
<b>Supplies &amp; Services</b>									
Office Equipment									
Catering, Hospitality & Gifts		15,900	15,900		14,400	14,400		1,500	1,500
Goods for Resale		2,000	2,000		2,000	2,000			
Promoting the Park		4,100	4,100		4,000	4,000		100	100
<b>Supplies &amp; Services Total</b>		<b>22,000</b>	<b>22,000</b>		<b>20,400</b>	<b>20,400</b>		<b>1,600</b>	<b>1,600</b>

**Operating Income and Expenditure**

	Board Approved Budget 2016/17			Final Budget 2016/17			Variance		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Administration Costs</b>									
Advertising		26,200	26,200		26,200	26,200			
Bank Charges		6,740	6,740		6,740	6,740			
Consultants		36,350	36,350		36,350	36,350			
Bad Debt									
Other Admin	2,160	4,000	6,160		1,000	1,000	2,160	3,000	5,160
Printing & Stationery		10,000	10,000		9,300	9,300		700	700
Professional Fees		78,900	78,900		75,900	75,900		3,000	3,000
Published Materials		36,051	36,051		34,151	34,151		1,900	1,900
<b>Administration Costs Total</b>	<b>2,160</b>	<b>198,241</b>	<b>200,401</b>		<b>189,641</b>	<b>189,641</b>	<b>2,160</b>	<b>8,600</b>	<b>10,760</b>
<b>Payment to Third Parties</b>									
Payment to Others / Grants		7,800	7,800		2,800	2,800		5,000	5,000
<b>Payment to Third Parties Total</b>		<b>7,800</b>	<b>7,800</b>		<b>2,800</b>	<b>2,800</b>		<b>5,000</b>	<b>5,000</b>
<b>Total Operating Expenditure</b>	<b>242,020</b>	<b>6,591,278</b>	<b>6,833,298</b>	<b>217,000</b>	<b>6,604,701</b>	<b>6,821,701</b>	<b>25,020</b>	<b>(13,423)</b>	<b>11,597</b>
<b>Net Operating Income / (Expenditure)</b>	<b>757,980</b>	<b>348,763</b>	<b>1,106,743</b>	<b>787,000</b>	<b>335,007</b>	<b>1,122,007</b>	<b>29,020</b>	<b>(13,756)</b>	<b>15,264</b>

**Projects Analysis**

<b>Board Approved 2016/17 Budget</b>						
<b>Expenditure</b>		<b>Income</b>				
<b>Capital</b>	<b>Revenue</b>	<b>Capital</b>	<b>Revenue</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net Expenditure</b>
<b>Conservation &amp; Land Use</b>						
Wild Park 2020	16,500			16,500		16,500
Countryside Trust	11,500			11,500		11,500
Ecosystems Services Projects	10,000			10,000		10,000
Landscape	3,850			3,850		3,850
NNR	5,000			5,000		5,000
Natural Heritage Grant Scheme	45,000			45,000		45,000
Mountain Bogs	5,000			5,000		5,000
Land Management	25,000			25,000		25,000
<b>Total</b>	<b>50,000</b>			<b>121,850</b>		<b>121,850</b>
<b>Visitor Management</b>						
Statutory Access Function						
Respect The Park				65,000		65,000
Outdoor Recreation Plan - Phase 1	29,500			45,000		45,000
Mountains & the People	105,000			105,500		105,500
Education Development			1,500	26,000	1,500	24,500
Visitor Management						
Communications				45,000		45,000
Systems Development (VM)	50,000			50,000		50,000
Your Park - Campsite						
Development Loch Chon	245,000			245,000		245,000
Your Park - Site Development	50,000			50,000		50,000
Your Park Signage	100,000			100,000		100,000
Developing Young Workforce			1,000	1,000		1,000
Your Park Operational Resource						
Workstream	20,000			50,000		50,000
<b>Total</b>	<b>599,500</b>		<b>1,500</b>	<b>782,500</b>	<b>1,500</b>	<b>781,000</b>

**Projects Analysis**

	Final 2016/17 Budget						Variance			
	Expenditure		Income		Total Expenditure	Total Income	Net Expenditure	Net Expenditure Summary		
	Capital	Revenue	Capital	Revenue				Capital	Revenue	Total
<b>Conservation &amp; Land Use</b>										
Wild Park 2020		6,500			6,500			6,500		
Countryside Trust		11,500			11,500			11,500		
Ecosystems Services Projects		10,000			10,000			10,000		
Landscape		3,850			3,850			3,850		
NNR	5,000				5,000			5,000		
Natural Heritage Grant Scheme	45,000				45,000			45,000		
Mountain Bogs		5,000			5,000			5,000		
Land Management		25,000			25,000			25,000		
<b>Total</b>	<b>50,000</b>	<b>61,850</b>			<b>111,850</b>			<b>111,850</b>	<b>10,000</b>	<b>10,000</b>
<b>Visitor Management</b>										
Statutory Access Function										
Respect The Park		60,000			60,000			60,000	5,000	5,000
Outdoor Recreation Plan - Phase 1	29,500	15,500			45,000			45,000		
Mountains & the People		500			500			500		
Education Development		26,000		1,500	26,000	1,500		24,500		
Visitor Management										
Communications		45,000			45,000			45,000		
Systems Development (VM)	50,000				50,000			50,000		
Your Park - Campsite										
Development Loch Chon	245,000				245,000			245,000		
Your Park - Site Development	50,000				50,000			50,000		
Your Park Signage	100,000				100,000			100,000		
Developing Young Workforce		1,000			1,000			1,000		
Your Park Operational Resource										
Workstream	20,000	30,000			50,000			50,000		
<b>Total</b>	<b>494,500</b>	<b>178,000</b>		<b>1,500</b>	<b>672,500</b>	<b>1,500</b>		<b>671,000</b>	<b>105,000</b>	<b>110,000</b>

## Projects Analysis

	Board Approved 2016/17 Budget						
	Expenditure		Income		Total Expenditure	Total Income	Net Expenditure
	Capital	Revenue	Capital	Revenue			
<b>Estates / Capital Projects</b>							
West Highland Way Upgrades	30,000				30,000	30,000	
Estates Management System	1,000	2,000			3,000	3,000	
Site Improvements	10,500				10,500	10,500	
Capitalised Salaries	200,000				200,000	200,000	
<b>Total</b>	<b>241,500</b>	<b>2,000</b>			<b>243,500</b>	<b>243,500</b>	
<b>Visitor Experience - Tourism</b>							
Interpretation & Info Signage	7,500				7,500	7,500	
Gateway Centre							
Signature Events	14,600	22,000			36,600	36,600	
Strategic Projects		9,500		1,500	9,500	8,000	
Visitor Strategy		10,500			10,500	10,500	
Commercial Development	22,000	12,500			34,500	34,500	
<b>Total</b>	<b>44,100</b>	<b>54,500</b>		<b>1,500</b>	<b>98,600</b>	<b>97,100</b>	
<b>Rural Development</b>							
Community Partnership SLA							
Community Action Plans		10,000			10,000	10,000	
Community Grant Scheme	10,000	10,000			20,000	20,000	
Paths In the Park	4,000				4,000	4,000	
Local Development Plan		37,500			37,500	37,500	
Built Heritage Grant Scheme	15,000				15,000	15,000	
Charrette Delivery		5,000			5,000	5,000	
Callander Landscape Programme		4,000			4,000	4,000	
TPO Review		10,000			10,000	10,000	
<b>Total</b>	<b>29,000</b>	<b>76,500</b>			<b>105,500</b>	<b>105,500</b>	

**Projects Analysis**

	Final 2016/17 Budget						Variance			
	Expenditure		Income		Total Expenditure	Total Income	Net Expenditure	Net Expenditure Summary		
	Capital	Revenue	Capital	Revenue				Capital	Revenue	Total
<b>Estates / Capital Projects</b>										
West Highland Way Upgrades	30,000				30,000					
Estates Management System	1,000	2,000			3,000					
Site Improvements	10,500				10,500					
Capitalised Salaries	200,000				200,000					
<b>Total</b>	<b>241,500</b>	<b>2,000</b>			<b>243,500</b>					
<b>Visitor Experience - Tourism</b>										
Interpretation & Info Signage	7,500				7,500					
Gateway Centre	536,000		387,000		536,000	387,000		(149,000)		(149,000)
Signature Events		2,000			2,000			14,600	20,000	34,600
Strategic Projects		9,500		1,500	9,500	1,500				
Visitor Strategy		10,500			10,500					
Commercial Development	22,000	12,500			34,500					
<b>Total</b>	<b>565,500</b>	<b>34,500</b>	<b>387,000</b>	<b>1,500</b>	<b>600,000</b>	<b>388,500</b>		<b>(134,400)</b>	<b>20,000</b>	<b>(114,400)</b>
<b>Rural Development</b>										
Community Partnership SLA										
Community Action Plans									10,000	10,000
Community Grant Scheme	10,000	10,000			20,000					
Paths In the Park	4,000				4,000					
Local Development Plan		49,500			49,500				(12,000)	(12,000)
Built Heritage Grant Scheme	15,000				15,000					
Charrette Delivery		5,000			5,000					
Callander Landscape Programme		10,283			10,283				(6,283)	(6,283)
TPO Review		10,000			10,000					
<b>Total</b>	<b>29,000</b>	<b>84,783</b>			<b>113,783</b>				<b>(8,283)</b>	<b>(8,283)</b>



**Projects Analysis**

<b>Board Approved 2016/17 Budget</b>						
<b>Expenditure</b>		<b>Income</b>				
<b>Capital</b>	<b>Revenue</b>	<b>Capital</b>	<b>Revenue</b>	<b>Total Expenditure</b>	<b>Total Income</b>	<b>Net Expenditure</b>
<b>Communications</b>						
Website Development	864			2,364		2,364
Gaelic Language Plan				1,000		1,000
<b>Total</b>	<b>864</b>			<b>3,364</b>		<b>3,364</b>
<b>Corporate Services</b>						
National Park Partnership Plan				10,000		10,000
<b>Total</b>				<b>10,000</b>		<b>10,000</b>
<b>Project Total</b>	<b>964,964</b>			<b>1,365,314</b>	<b>3,000</b>	<b>1,362,314</b>
<b>Net Project Income / (Expenditure)</b>			<b>3,000</b>			<b>(1,362,314)</b>

**Projects Analysis**

	Final 2016/17 Budget						Variance			
	Expenditure		Income		Total Expenditure	Total Income	Net Expenditure	Net Expenditure Summary		
	Capital	Revenue	Capital	Revenue				Capital	Revenue	Total
<b>Communications</b>										
Website Development	864	1,500			2,364					
Gaelic Language Plan		1,000			1,000					
<b>Total</b>	<b>864</b>	<b>2,500</b>			<b>3,364</b>					
<b>Corporate Services</b>										
National Park Partnership Plan		10,000			10,000					
<b>Total</b>		<b>10,000</b>			<b>10,000</b>					
<b>Project Total</b>	<b>1,381,364</b>	<b>373,633</b>	<b>387,000</b>	<b>3,000</b>	<b>1,754,997</b>	<b>390,000</b>	<b>1,364,997</b>			
<b>Net Project Income / (Expenditure)</b>								<b>(29,400)</b>	<b>26,717</b>	<b>(2,683)</b>
	<b>(1,364,997)</b>									