

# **Loch Lomond and The Trossachs National Park**

## **Management Accounts 9 months to 31 December 2015**

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Management Accounts  
9 months to 31 December 2015

Operating

	December YTD									Full Year		
	Q2 Budget Revision			Actual			Variance			Q2 Budget Revision		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Income</b>												
Grant in Aid	520,000	4,610,000	<b>5,130,000</b>	520,000	4,610,000	<b>5,130,000</b>				1,000,000	6,398,000	<b>7,398,000</b>
Income	4,000	424,611	<b>428,611</b>		387,681	<b>387,681</b>	(4,000)	(36,930)	<b>(40,930)</b>	4,000	552,128	<b>556,128</b>
<b>Income Total</b>	<b>524,000</b>	<b>5,034,611</b>	<b>5,558,611</b>	<b>520,000</b>	<b>4,997,681</b>	<b>5,517,681</b>	<b>(4,000)</b>	<b>(36,930)</b>	<b>(40,930)</b>	<b>1,004,000</b>	<b>6,950,128</b>	<b>7,954,128</b>
<b>Salaries Total</b>		3,380,440	<b>3,380,440</b>		3,355,123	<b>3,355,123</b>		25,317	<b>25,317</b>	150,000	4,599,515	<b>4,749,515</b>
<b>Other Operating Costs</b>	15,873	1,401,335	<b>1,417,208</b>	3,942	1,213,907	<b>1,217,849</b>	11,931	187,428	<b>199,359</b>	26,673	1,984,016	<b>2,010,689</b>
<b>Total Operating Expenditure</b>	<b>15,873</b>	<b>4,781,774</b>	<b>4,797,647</b>	<b>3,942</b>	<b>4,569,030</b>	<b>4,572,972</b>	<b>11,931</b>	<b>212,745</b>	<b>224,676</b>	<b>176,673</b>	<b>6,583,531</b>	<b>6,760,204</b>
<b>Net Operating Income / (Expenditure)</b>	<b>508,127</b>	<b>252,837</b>	<b>760,964</b>	<b>516,058</b>	<b>428,651</b>	<b>944,709</b>	<b>7,931</b>	<b>175,814</b>	<b>183,745</b>	<b>827,327</b>	<b>366,598</b>	<b>1,193,925</b>
<b>Capitalised salaries taken to projects</b>										<b>150,000</b>		<b>150,000</b>
<b>Net Operating Income / (Expenditure)</b>	<b>508,127</b>	<b>252,837</b>	<b>760,964</b>	<b>516,058</b>	<b>428,651</b>	<b>944,709</b>	<b>7,931</b>	<b>175,814</b>	<b>183,745</b>	<b>977,327</b>	<b>366,598</b>	<b>1,343,925</b>

Project

Project Income	306,478	134,011	<b>440,489</b>	306,478	149,045	<b>455,523</b>		15,034	<b>15,034</b>	594,478	487,011	<b>1,081,489</b>
Project Expenditure	454,497	360,081	<b>814,578</b>	481,232	343,457	<b>824,689</b>	(26,735)	16,624	<b>(10,111)</b>	1,564,951	861,266	<b>2,426,217</b>
<b>Net Project Income / (Expenditure)</b>	<b>(148,019)</b>	<b>(226,070)</b>	<b>(374,089)</b>	<b>(174,754)</b>	<b>(194,412)</b>	<b>(369,166)</b>	<b>(26,735)</b>	<b>31,658</b>	<b>4,923</b>	<b>(970,473)</b>	<b>(374,255)</b>	<b>(1,344,728)</b>

Total

Total Income	830,478	5,168,622	<b>5,999,100</b>	826,478	5,146,726	<b>5,973,204</b>	(4,000)	(21,896)	<b>(25,896)</b>	1,598,478	7,437,139	<b>9,035,617</b>
Total Expenditure	470,370	5,141,855	<b>5,612,225</b>	485,174	4,912,486	<b>5,397,661</b>	(14,804)	229,369	<b>214,565</b>	1,591,624	7,444,797	<b>9,036,421</b>
<b>Net Total Income / (Expenditure)</b>	<b>360,108</b>	<b>26,767</b>	<b>386,875</b>	<b>341,304</b>	<b>234,239</b>	<b>575,543</b>	<b>(18,804)</b>	<b>207,473</b>	<b>188,669</b>	<b>6,854</b>	<b>(7,657)</b>	<b>(803)</b>

Management Accounts  
9 months to 31 December 2015

Operating

	December YTD								
	Q2 Revised Budget			Actual			Variance		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Income</b>									
Grant in Aid	520,000	4,610,000	<b>5,130,000</b>	520,000	4,610,000	<b>5,130,000</b>			
Income - Public Bodies		13,948	<b>13,948</b>		13,948	<b>13,948</b>			
Planning Fees		145,059	<b>145,059</b>		123,910	<b>123,910</b>		(21,149)	<b>(21,149)</b>
Generated Income	4,000	108,912	<b>112,912</b>		106,617	<b>106,617</b>	(4,000)	(2,295)	<b>(6,295)</b>
Sale of Goods		4,154	<b>4,154</b>		4,197	<b>4,197</b>		43	<b>43</b>
Property Rental Income		152,110	<b>152,110</b>		138,518	<b>138,518</b>		(13,593)	<b>(13,593)</b>
Interest Received		428	<b>428</b>		491	<b>491</b>		63	<b>63</b>
<b>Income Total</b>	<b>524,000</b>	<b>5,034,611</b>	<b>5,558,611</b>	<b>520,000</b>	<b>4,997,681</b>	<b>5,517,681</b>	<b>(4,000)</b>	<b>(36,930)</b>	<b>(40,930)</b>
<b>Salaries</b>									
Staff Costs		3,195,968	<b>3,195,968</b>		3,175,374	<b>3,175,374</b>		20,594	<b>20,594</b>
Seasonal Rangers Costs		179,372	<b>179,372</b>		179,749	<b>179,749</b>		(377)	<b>(377)</b>
Maternity/ Overtime		5,100	<b>5,100</b>					5,100	<b>5,100</b>
<b>Salaries Total</b>		<b>3,380,440</b>	<b>3,380,440</b>		<b>3,355,123</b>	<b>3,355,123</b>		<b>25,317</b>	<b>25,317</b>
<b>Staff Costs</b>									
Agency Staff									
Board Members Fees		110,021	<b>110,021</b>		109,654	<b>109,654</b>		368	<b>368</b>
Conference, Courses & Training		46,317	<b>46,317</b>		36,746	<b>36,746</b>		9,571	<b>9,571</b>
Other Staff Costs		44,454	<b>44,454</b>		42,994	<b>42,994</b>		1,460	<b>1,460</b>
PPE		6,427	<b>6,427</b>		2,720	<b>2,720</b>		3,707	<b>3,707</b>
Secondments									
Travel & Subsistence		21,746	<b>21,746</b>		24,164	<b>24,164</b>		(2,419)	<b>(2,419)</b>
Uniforms & Clothing		4,537	<b>4,537</b>		4,104	<b>4,104</b>		433	<b>433</b>
<b>Staff Costs Total</b>		<b>233,502</b>	<b>233,502</b>		<b>220,383</b>	<b>220,383</b>		<b>13,120</b>	<b>13,120</b>

**Management Accounts**  
**9 months to 31 December 2015**

Operating

	December YTD								
	Q2 Revised Budget			Actual			Variance		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Property</b>									
Franchise Agency Management Agreements		18,000	<b>18,000</b>		12,000	<b>12,000</b>		6,000	<b>6,000</b>
Energy		67,095	<b>67,095</b>		53,346	<b>53,346</b>		13,749	<b>13,749</b>
Furniture Fixtures & Fittings		2,514	<b>2,514</b>		1,316	<b>1,316</b>		1,198	<b>1,198</b>
Grounds Maintenance		109,260	<b>109,260</b>	769	82,945	<b>83,714</b>	(769)	26,315	<b>25,546</b>
Other Property Costs		26,613	<b>26,613</b>		15,389	<b>15,389</b>		11,224	<b>11,224</b>
Property Cleaning		117,949	<b>117,949</b>		101,466	<b>101,466</b>		16,483	<b>16,483</b>
Property Insurance		17,527	<b>17,527</b>		17,527	<b>17,527</b>			
Property Repairs & Developments	12,700	74,737	<b>87,437</b>		61,088	<b>61,088</b>	12,700	13,649	<b>26,349</b>
Property Security		14,698	<b>14,698</b>		15,339	<b>15,339</b>		(642)	<b>(642)</b>
Rates & Water Charges		174,741	<b>174,741</b>		174,872	<b>174,872</b>		(131)	<b>(131)</b>
Refuse & Waste Disposal		8,247	<b>8,247</b>		7,525	<b>7,525</b>		721	<b>721</b>
Rent		56,310	<b>56,310</b>		57,859	<b>57,859</b>		(1,549)	<b>(1,549)</b>
Tools & Equipment		13,539	<b>13,539</b>		6,326	<b>6,326</b>		7,213	<b>7,213</b>
<b>Property Total</b>	<b>12,700</b>	<b>701,228</b>	<b>713,928</b>	<b>769</b>	<b>606,997</b>	<b>607,766</b>	<b>11,931</b>	<b>94,231</b>	<b>106,162</b>
<b>Transport</b>									
Fleet Costs - Marine		9,800	<b>9,800</b>		8,616	<b>8,616</b>		1,183	<b>1,183</b>
Fleet Costs - Motor		31,053	<b>31,053</b>		27,459	<b>27,459</b>		3,593	<b>3,593</b>
Fuel - Marine		6,996	<b>6,996</b>		6,842	<b>6,842</b>		154	<b>154</b>
Fuel - Motor		29,666	<b>29,666</b>		25,894	<b>25,894</b>		3,772	<b>3,772</b>
Vehicle Rental & Associated Costs		241	<b>241</b>		261	<b>261</b>		(20)	<b>(20)</b>
<b>Transport Total</b>		<b>77,756</b>	<b>77,756</b>		<b>69,073</b>	<b>69,073</b>		<b>8,683</b>	<b>8,683</b>
<b>ICT</b>									
GIS Software Maintenance & Support		67,469	<b>67,469</b>		61,631	<b>61,631</b>		5,838	<b>5,838</b>
IT Hardware	2,232	495	<b>2,727</b>	2,232	712	<b>2,944</b>		(217)	<b>(217)</b>
IT Software		40,141	<b>40,141</b>		31,473	<b>31,473</b>		8,669	<b>8,669</b>
MFD Maintenance		8,277	<b>8,277</b>		7,742	<b>7,742</b>		535	<b>535</b>
Telecoms & Data		73,114	<b>73,114</b>		55,811	<b>55,811</b>		17,304	<b>17,304</b>
<b>ICT Total</b>	<b>2,232</b>	<b>189,497</b>	<b>191,729</b>	<b>2,232</b>	<b>157,369</b>	<b>159,601</b>		<b>32,128</b>	<b>32,128</b>

**Management Accounts**  
**9 months to 31 December 2015**

**Operating**

	December YTD								
	Q2 Revised Budget			Actual			Variance		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Supplies &amp; Services</b>									
Office Equipment	941	348	<b>1,289</b>	941	348	<b>1,289</b>			
Catering, Hospitality & Gifts		12,629	<b>12,629</b>		12,462	<b>12,462</b>		168	<b>168</b>
Goods for Resale		1,076	<b>1,076</b>		1,439	<b>1,439</b>		(362)	<b>(362)</b>
Promoting the Park		3,408	<b>3,408</b>		2,776	<b>2,776</b>		633	<b>633</b>
<b>Supplies &amp; Services Total</b>	<b>941</b>	<b>17,462</b>	<b>18,403</b>	<b>941</b>	<b>17,024</b>	<b>17,965</b>		<b>438</b>	<b>438</b>
<b>Administration Costs</b>									
Advertising		19,929	<b>19,929</b>		19,254	<b>19,254</b>		675	<b>675</b>
Bank Charges		5,572	<b>5,572</b>		5,167	<b>5,167</b>		405	<b>405</b>
Consultants		40,528	<b>40,528</b>		30,105	<b>30,105</b>		10,423	<b>10,423</b>
Other Admin		3,673	<b>3,673</b>		4,429	<b>4,429</b>		(756)	<b>(756)</b>
Printing & Stationery		9,626	<b>9,626</b>		9,176	<b>9,176</b>		450	<b>450</b>
Professional Fees		59,535	<b>59,535</b>		45,122	<b>45,122</b>		14,414	<b>14,414</b>
Published Materials		28,525	<b>28,525</b>		27,308	<b>27,308</b>		1,217	<b>1,217</b>
<b>Administration Costs Total</b>		<b>167,389</b>	<b>167,389</b>		<b>140,561</b>	<b>140,561</b>		<b>26,828</b>	<b>26,828</b>
<b>Payment to Third Parties</b>									
Payment to Others / Grants		14,500	<b>14,500</b>		2,500	2,500		12,000	<b>12,000</b>
<b>Payment to Third Parties Total</b>		<b>14,500</b>	<b>14,500</b>		<b>2,500</b>	<b>2,500</b>		<b>12,000</b>	<b>12,000</b>
<b>Total Operating Expenditure</b>	<b>15,873</b>	<b>4,781,774</b>	<b>4,797,647</b>	<b>3,942</b>	<b>4,569,030</b>	<b>4,572,972</b>	<b>11,931</b>	<b>212,745</b>	<b>224,675</b>
<b>Net Operating Income / (Expenditure)</b>	<b>508,127</b>	<b>252,837</b>	<b>760,964</b>	<b>516,058</b>	<b>428,651</b>	<b>944,709</b>	<b>7,931</b>	<b>175,815</b>	<b>183,745</b>

**Management Accounts**  
**9 months to 31 December 2015**

**Projects**

	December YTD Actuals			Q2 Revised Budget			Still to Spend		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Revenue Projects</b>									
Wild Park 2020		5,420	5,420	900	21,100	22,000	900	15,680	16,580
Wild Park 2020 - Income		(0)	(0)					0	0
Ecosystems Services Projects		13,995	13,995		13,995	13,995			
Ecosystems Services Projects - Income		(7,999)	(7,999)		(7,999)	(7,999)			
Mountain Bogs		74,444	74,444		374,245	374,245		299,801	299,801
Mountain Bog Project - Income		(92,664)	(92,664)		(379,710)	(379,710)		(287,046)	(287,046)
Callander Landscape Programme		1,569	1,569		70,000	70,000		68,431	68,431
Callander Landscape Programme - Income					(60,000)	(60,000)		(60,000)	(60,000)
Land Management		1,540	1,540		20,000	20,000		18,460	18,460
Statutory Access Function		6,281	6,281		6,148	6,148		(133)	(133)
Statutory Access Function - Income		(11)	(11)		(11)	(11)		(0)	(0)
Loch Lomond Byelaws					1,500	1,500		1,500	1,500
Education Development		17,930	17,930		25,500	25,500		7,570	7,570
Education Development - Income		(4,080)	(4,080)		(4,080)	(4,080)			
Your Park		18,464	18,464		11,900	11,900		(6,564)	(6,564)
Litter Management		30,300	30,300		38,100	38,100		7,800	7,800
Visitor Management Communications					10,000	10,000		10,000	10,000
Waterbus Development		3,512	3,512		7,731	7,731		4,219	4,219
Waterbus Development - Income		(5,000)	(5,000)		(5,000)	(5,000)			
Visitor Survey		8,183	8,183		16,921	16,921		8,738	8,738
Tourism Strategic Direction		13,153	13,153		14,104	14,104		951	951
Tourism Strategic Direction- Income		(3,600)	(3,600)		(8,200)	(8,200)		(4,600)	(4,600)
Signature Events 2015		46,091	46,091		42,368	42,368		(3,723)	(3,723)
Signature Events 2015 - Income		(30,691)	(30,691)		(22,011)	(22,011)		8,680	8,680
Visitor Experience Estate Set Up Costs		1,470	1,470		1,470	1,470		(0)	(0)
Specialist Support - Dev Mgt					5,000	5,000		5,000	5,000
Local Development Plan		5,111	5,111		39,000	39,000		33,889	33,889
Board Election		1,024	1,024		10,000	10,000		8,976	8,976
<b>Total Revenue Projects</b>		<b>104,442</b>	<b>104,442</b>	<b>900</b>	<b>242,071</b>	<b>242,971</b>	<b>900</b>	<b>137,629</b>	<b>138,529</b>

**Management Accounts**  
**9 months to 31 December 2015**

**Projects**

	December YTD Actuals			Q2 Revised Budget			Still to Spend		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Capital Projects</b>									
Outdoor Recreation Plan - Phase 1		10,000	10,000	26,500	10,000	36,500	26,500	(0)	26,500
Outdoor Recreation Plan - Phase 1 - Income		(0)	(0)				0	0	0
Sustrans	291,250		291,250	291,250		291,250			
Sustrans - Income	(291,250)		(291,250)	(291,250)		(291,250)			
Systems Development (VM)				20,000		20,000	20,000		20,000
Your Park - Campsite Development Loch Chon				100,000		100,000	100,000		100,000
5 Lochs Management - Venacher	6,681		6,681	200,000		200,000	193,319		193,319
5 Lochs	6,895	2,550	9,445	6,895	2,502	9,397	(0)	(48)	(48)
Scenic Routes	13,038	2,177	15,215	38,891	2,195	41,086	25,853	18	25,871
Scenic Routes - Income	(5,530)		(5,530)	(38,530)		(38,530)	(33,000)		(33,000)
Student Scenic Routes Project				5,000		5,000	5,000		5,000
Student Scenic Routes Project - Income				(5,000)		(5,000)	(5,000)		(5,000)
West Highland Way Upgrades				12,000		12,000	12,000		12,000
Electric Charging Point	9,698		9,698	9,698		9,698	(0)		(0)
Electric Charging Point - Income	(9,698)	(0)	(9,698)	(9,698)		(9,698)		0	0
Interpretation & Info Signage	1,221	444	1,665	15,000	120	15,120	13,779	(324)	13,455
Artist in Residence	9,600		9,600	8,000		8,000	(1,600)		(1,600)
Gateway Centre	13,209	12,296	25,505	500,000	11,847	511,847	486,791	(449)	486,342
Gateway Centre - Income		(5,000)	(5,000)	(250,000)		(250,000)	(250,000)	5,000	(245,000)
Drumkinnon Bay Pontoon	2,987		2,987	2,987		2,987	(0)		(0)
Paths in the Park		2,500	2,500	10,000		10,000	10,000	(2,500)	7,500
Website Development	10,984	3	10,986	44,250		44,250	33,266	(3)	33,264
Unified Communications System	1,423		1,423	1,423		1,423	0		0
Capitalised Salaries				150,000		150,000	150,000		150,000
Contingency				32,500		32,500	32,500		32,500
Accrual Release				(84,335)		(84,335)	(84,335)		(84,335)
<b>Total Capital Projects</b>	<b>60,509</b>	<b>24,969</b>	<b>85,478</b>	<b>795,581</b>	<b>26,664</b>	<b>822,245</b>	<b>735,072</b>	<b>1,695</b>	<b>736,767</b>
<b>Grants &amp; Contributions</b>									
Countryside Trust		18,000	18,000		26,500	26,500		8,500	8,500
Natural Heritage Grant Scheme	3,015		3,015	47,260		47,260	44,245		44,245
Respect The Park		35,000	35,000		60,000	60,000		25,000	25,000
Mountains & The People	105,000		105,000	105,000	1,020	106,020		1,020	1,020
Community Grant Scheme				8,000	6,000	14,000	8,000	6,000	14,000
Skills Partnership		10,000	10,000		10,000	10,000			
Built Heritage Grant Scheme	6,231		6,231	13,732		13,732	7,501		7,501
Charrette Delivery		2,000	2,000		2,000	2,000			
<b>Total Grants &amp; Contributions</b>	<b>114,246</b>	<b>65,000</b>	<b>179,246</b>	<b>173,992</b>	<b>105,520</b>	<b>279,512</b>	<b>59,746</b>	<b>40,520</b>	<b>100,266</b>
<b>Totals</b>	<b>174,754</b>	<b>194,412</b>	<b>369,166</b>	<b>970,473</b>	<b>374,255</b>	<b>1,344,728</b>	<b>795,719</b>	<b>179,843</b>	<b>975,562</b>

**Loch Lomond & the Trossachs National Park**  
**Statement of Financial Position**  
**as at 31 December 2015**

	<b>42,369</b>	<b>42,094</b>
<u>Property, plant and equipment</u>		
Land	881,500	881,500
Buildings	8,180,464	8,180,465
Motor Vehicles	154,473	154,473
Marine Vehicles	250,136	250,136
IT Hardware	100,873	100,873
Furniture	25,935	25,935
Tools & Equipment	22,930	22,930
	9,616,313	9,616,313
<u>Intangible assets</u>		
Copyright	7,400	7,400
IT Software Systems	21,398	21,398
	28,798	28,798
<b>Total Non-Current assets</b>	<b>9,645,111</b>	<b>9,645,111</b>
<u>Current Assets</u>		
Inventory	8,801	8,801
Trade receivables	19,431	143,664
Other receivables	10,838	18,825
Prepayments and accrued income	6,053	131,041
Bank accounts	557,924	643,432
Imprest accounts	930	1,130
<b>Total Current Assets</b>	<b>603,977</b>	<b>946,893</b>
<u>Current Liabilities</u>		
Trade payables	78,172	775,856
Accruals and deferred income	276,859	558,185
Held on behalf of WHW	94,906	87,084
VAT payable/(receivable)	297	(54,233)
Other payables	2,313	4,113
Suspense accounts		
<b>Total Current Liabilities</b>	<b>452,547</b>	<b>1,371,005</b>
<b>Net Assets</b>	<b>9,796,541</b>	<b>9,220,999</b>
<u>Taxpayers Equity</u>		
General Reserve	3,289,649	2,714,107
Revaluation Reserve	6,500,892	6,500,892
Donated Asset Reserve	6,000	6,000
<b>Taxpayers Equity</b>	<b>9,796,541</b>	<b>9,220,999</b>
Check	0	0



**Loch Lomond & the Trossachs National Park**  
**Cash Flow**  
**9 months to 31 December 2015**

	Month	42,369	YTD	42,369
<u>Cash flows from operating activities</u>				
Operating Income		23,324		387,190
Operating Expenditure		(478,710)		(4,572,972)
Project Income		8,444		455,523
Project Expenditure		(193,857)		(824,689)
<b>Net expenditure before interest</b>		<b>(640,799)</b>		<b>(4,554,948)</b>
<u>Adjustments for items not involving the movement of cash</u>				
Depreciation				
Provision for impairment of assets				
(Gain)/loss on sale of property, plant & equipment				
Pension adjustments in Other Income				
Pension adjustments in Staff Costs				
<u>Movements in working capital</u>				
(Increase)/decrease in trade and other receivables		11,429		257,208
(Decrease)/increase in trade and other payables		(13,165)		(918,458)
(Increase)/decrease in inventories				
<b>Net Cash Inflow / (Outflow) from Operating Activities</b>		<b>(1,736)</b>		<b>(661,250)</b>
<u>Cash flows from investing activities</u>				
Bank Interest received		213		491
Purchase of property, plant & equipment				
Proceeds from property, plant & equipment				
<b>Net Cash (Outflow) / Inflow before Financing</b>		<b>213</b>		<b>491</b>
Grant in Aid applied to Operating Costs		480,000		4,610,000
Grant in Aid applied to Capital Expenditure		10,000		520,000
Other Grants applied to Capital Expenditure				
		<b>490,000</b>		<b>5,130,000</b>
<b>Net (decrease) / increase in Cash &amp; Cash Equivalents</b>		<b>(152,323)</b>		<b>(85,706)</b>
Cash & Cash Equivalents at the beginning of the period		711,178		644,562
<b>Cash &amp; Cash Equivalents at the end of the period</b>		<b>558,855</b>		<b>558,856</b>
<i>Check</i>				<i>(0)</i>