

REPORT OF FINANCE MANAGER

SUBJECT:
BUDGET PERFORMANCE REPORT 6 MONTHS TO SEPTEMBER 2020

Revenue Budget

The detailed net revenue budget for the 6 months to 30TH September 2020 is presented in Appendix 1, with the summary by service area as follows:

	Net Budget 2020/21	Sept 20 Profiled Budget	Sept 20 Actual & Committed	Variance	% Variance
Conservation of the Natural Environment	430,636	221,113	213,795	7,318	3.3%
Conservation of the Historic & Cultural Env't	118,044	57,126	49,829	7,297	12.8%
Development Management	297,447	142,199	76,620	65,579	46.1%
Forward Planning & Communities	308,678	150,746	137,089	13,657	9.1%
Promoting Understanding & Enjoyment	1,015,979	383,763	524,149	-140,386	-36.6%
Recreation & Park Management	-62,910	-145,583	-10,116	-135,467	93.1%
Rangers, Estates & Volunteers	1,080,564	504,867	454,844	50,023	9.9%
Democratic Representation & Management	844,203	503,066	456,341	46,725	9.3%
Service Management & Support Services	1,283,886	593,574	530,372	63,202	10.6%
Net Cost of Services	5,316,526	2,410,871	2,432,923	-22,052	-0.9%

As at 30th September 2020 the Authority's net revenue actual and committed expenditure was £2,433k, £22k (0.9%) over the profiled budget of £2,411k. The main reasons for the variance of actual expenditure against budget for each Service department are as follows:

- **Conservation of the Natural Environment (£7k under budget).** While the Cilrhedyn Woodland Centre remained close for the first quarter, orders for countryside furniture are running on budget and these have yet to be reflected as recorded sales which has contributed to the budget shortfall. Conservation grant payments are currently also running behind budget.

- **Conservation of Cultural Heritage (£7k under budget).** The variances in the Conservation of Cultural Heritage service are considered minor and arise from budget profiling.

Partnering with Pembrokeshire County Council the Authority has been awarded a grant of £40k from the Wales Council for Voluntary Action under the “Local Nature Partnership”. The project will involve projects at Castell Henllys, Tefach, Ceibwr Bay and Manorbier and Stackpole. In addition a grant of £7k has been awarded to the Authority by the Pembrokeshire Coast National Park Trust for the “Making Meadows” project. A further £70k grant funding has been obtained from N.R.W. under the Supporting Natura 2000 scheme for a Damselfly and Fritillary project. These projects come on top of the Welsh Government “Enabling Natural Resources and Wellbeing in Wales” grant for the Stitch in Time project awarded last year. The grant is worth £150k over a 3 year period from April 2019 to March 2022

- **Development Management (£66k under budget).** Within Development Management planning fee and pre application fees income of £119k are up £36k versus budget and £37k against the same period for 2019/20. This coupled with savings in salary, travel, professional fees and advertising costs and job retention scheme grant income has resulted in the under spend.
- **Forward Planning & Communities (£13k under budget).** The Development Plans service is running to budget. As at the end of the period no grant awards had been made under the SDF scheme although payments of £36k had been made in respect of prior year awards.
- **Promoting & Understanding (£140k over budget).**
The table that follows shows the current year budget, actual and prior years' figures for merchandise sales, admissions income and car park income for the 6 months ended 30th September 2020. Total Merchandise income of £59k is £121k below budget and £122k versus 2019/20. Total Admission income of £59k is below budget by £125k and £132k against the comparable period for 2019/20. Carew Castle, Castell Henllys and Oriel Y Parc remained closed until the end of the first quarter. The sites obtained the official UK tourism and hospitality mark, “We’re Good To Go”, clearance and then had a phased reopening. However in line with COVID secure guidelines visitor numbers were restricted throughout the remainder of the period with visitor bookings managed via a new online booking system. There was financial support from the Welsh Government of £100k for the 1st quarter loss of income from the centres. The claim was based on the shortfall of 1st quarter shortfall compared to the similar period in 2019/20.

The Authority along with its Irish and Welsh partners submitted bids for phase 2 of both the Ancient Connections and Celtic Roots Projects.

Risk assessments for the activities and events programme was completed in line with Welsh Government guidance on a resumption of outdoor activity. A revised programme produced and walk Leaders were signed up to deliver a programme which consists largely of 'socially distanced' walks.

- **Recreation & Park Management (£135k over budget).** The first quarter car park income was down £105k versus the same period in 2019/20 and, similar the centre income shortfall, a grant from the Welsh Government compensated for this loss. Car Parks did reopen in June and in the subsequent period income partially recovered. The table that follows shows total Car Park income of £282k was £141k down against budget and down £97k on 2019/20. The Authority was due to commence charging at four additional car parks but this has been deferred until 2021/22.

Under the Welsh Government's Access Improvement Grant, the Authority has been awarded a grant of £39k. This grant is to be spent on a range of public rights of way and countryside access improvements that have been agreed as part of a Work Plan with Welsh Government.

- **Rangers, Estates & Volunteers (£50k under budget).** While cutting activity was on hold for the first 8 weeks of the financial year work resumed and Authority is expected to claim nearly all but a very small element of the National Trial grant available. All staff have had their own vehicles to avoid sharing which is adding to the Authority's vehicle hire costs.
- **Democratic Representation & Management (£46k under budget).** The under spend in Democratic Representation is due savings on members allowances and expenses and translations and conferences costs. A new cost centre was created to record some of the costs and incomes streams associated with the Covid 19 pandemic. While the receipt from HMRC the job support scheme have been credited to each service area a rates relief support grant of £45k along with additional protective equipment costs is shown under this cost centre.
- **Service Management & Support Services (£63k under budget).** The General Building Maintenance budget is under spent by £23k versus the profile budget and it is anticipated that this and other budget variances in Service Management & Support Serves will be corrected by the end of the financial year.

2020/21 2nd Quarter Income Versus Budget & Prior Years

Merchandise Sales	Budget	YTD Actual	Variance	2019/20	Variance	2018/19	Variance	2017/18	Variance	2016/17	Variance
Carew Income	65,215	15,041	-50,174	66,875	-51,833	70,978	-55,937	71,006	-55,965	67,689	-52,648
Oriel Y Parc	88,722	37,116	-51,606	88,724	-51,608	90,977	-53,861	88,927	-51,811	84,645	-47,529
Castell Henllys Income	25,907	7,133	-18,774	25,906	-18,773	28,533	-21,400	34,906	-27,773	32,213	-25,080
	179,844	59,290	-120,554	181,504	-122,214	190,488	-131,198	194,839	-135,549	184,547	-125,257
Admission Fees											
Carew Income	126,001	43,221	-82,780	133,784	-90,563	121,061	-77,840	127,882	-84,660	105,663	-62,442
Castell Henllys	57,480	15,557	-41,923	57,479	-41,921	59,446	-43,888	68,614	-53,057	49,093	-33,536
	183,481	58,779	-124,703	191,263	-132,484	180,507	-121,728	196,496	-137,717	154,756	-95,977
Car Park Income											
Car Park Operations	22,909	16,878	-6,031	21,170	-4,292	16,948	-71	16,944	-67	10,562	6,315
Manorbier Car Park	41,430	34,506	-6,924	41,430	-6,925	40,687	-6,182	38,251	-3,746	37,204	-2,699
Little Haven Car Park	26,663	18,188	-8,475	26,663	-8,475	26,064	-7,876	24,348	-6,160	30,328	-12,139
St Davids Car Park	61,057	26,164	-34,893	61,058	-34,894	62,937	-36,773	67,038	-40,875	67,433	-41,269
Poppit Car Park	52,004	41,056	-10,948	52,004	-10,948	49,400	-8,343	48,391	-7,334	36,657	4,399
Saundersfoot Car Park	47,470	30,169	-17,301	47,470	-17,301	53,271	-23,102	56,750	-26,581	54,049	-23,880
Freshwater East Car Park	22,203	29,323	7,120	22,203	7,121	21,956	7,368	21,921	7,402	23,639	5,684
Broad Haven Car Park	22,053	28,751	6,698	22,054	6,697	20,089	8,662	20,728	8,023	21,818	6,933
Newport Car Park	23,031	13,668	-9,363	23,033	-9,365	18,186	-4,518	21,356	-7,688	38,861	-25,193
Newgale Car Park	18,675	16,009	-2,666	18,675	-2,666	19,038	-3,029	16,619	-610	17,584	-1,575
Solva Car Park	43,245	26,844	-16,401	43,245	-16,402	48,112	-21,268	49,449	-22,606	0	26,844
Amroth Car Park	15,750		-15,750								
West Angle Car Park	13,050		-13,050								
Nolton Car Park	9,000		-9,000								
Penally Car Park	4,128		-4,128								
	422,668	281,555	-141,113	379,004	-97,449	376,688	-95,132	381,796	-100,241	338,135	-56,580

2020/21 Revenue Forecast

At the end of the second quarter the forecast revenue position for the 2020/21 year end is a deficit of £142k versus a nil surplus in the original budget. The movement in the position is explained as follows:

2020/21 Budget Forecast	£000's	£000's
Original Operating Deficit	-176	
Transfer from Reserves	176	
Original Budget		0
Movements:		
Additional / Reduced Costs		
Coast to Coast Refund	-74	
Staff Cost	20	
Travel & Subsistence	20	
Vehicle Hire Cost	-25	
		-59
Additional / Reduce Income		
Car Park Income	-150	
Centre Income	-250	
Rental Income	-50	
Planning Fees	30	
Rates Support Grant	45	
Welsh Government 1st Qtr Revenue Support Grant	292	
Furlough claims HMRC	150	-83
Revised revenue forecast Surplus / Deficit		-142

The variance from the original budget of a nil surplus to a deficit of £142k is made up of a number of factors as detailed above.

- The Welsh Government agreed to support refunding the Coast to Coast advertisers and this amounted to approximately £74k.
- There are a number budget savings arising from vacant posts of approximately £20k, and other savings such as travel and subsistence costs of circa £20k.
- Due to Covid the restriction of single vehicle occupancy vehicle hire cost are expected to be £25k above budget.

- The Authority car parks were closed for most of the first quarter and while income has recovered since it is expected that income for the year will be down £150k against budget.
- The Authority's heritage centres remained closed up until late June early July. This in combination with restricting visitor numbers and opening times means that overall income for the year is expected to be down circa £250k versus budget.
- Income from property rentals and concessions are also expected to be down at an estimated £50k versus budget.
- On a more positive note planning fee income is expected to exceed budget by £30k.

The Authority has mitigated these losses of income by obtaining additional support grants totally £487k. These are made up of: the rate support grant scheme, £45k, the Welsh Government 1st quarter revenue support grant of £292k and the UK Government Job Retention Scheme circa £150k. The Authority has also submitted claims under the Local Government Cultural Services Fund. The net forecasted loss for the year is therefore expected to be circa £142k.

Capital Programme 2020/21

	Draft Budget 2020/21	Revised Budget 2020-21	Funded by EMR	Funded by other Grants	Capital Receipts	Spend as at 30/09/2020
PV 's In the Park	54,000					
IT Equipment	10,000	10,000			10,000	
Castell Henllys Wood Pellet Silo	30,000	30,000			30,000	
Saundersfoot Car Park Bridge	18,000	18,000			18,000	
Improvements to Withybush Depot	30,000	30,000			30,000	
WG Funded: Broad Haven Car Park	403,500	403,500	275,615		127,885	1,844
WG Funded: Causeway Repairs Phase	57,000	57,000	57,000			2,470
WG Funded: Castell Henllys Programme	38,000	38,000	38,000			3,394
WG Funded: Machinery		16,578	16,578			
WG Funded 19/20: Resilience to Winter Storms		25,889	25,889			
WG Funded 19/20: FWE Access Improvements		13,294	13,294			12,977
WG Funded 19/20: Angel Gabions Refurbishment		15,000	15,000			
WG Funded 19/20: Coast Path Re-grading in North		3,500	3,500			
WG Funded 19/20: Oriel Y Parc Interpretation	30,000	24,904	24,904			
WG Funded 19/20: Car Park Refurbishment OYP		10,000	10,000			
WG Funded 19/20: Carew Castle Enhancement & Interpretation	38,660	47,500	47,500			
WG Funded 19/20: Carew Castle Visitor Access	32,000	32,000	32,000			
WG Funded 19/20: C Hellys Revetment Works		5,000	5,000			
WG Funded 19/20: Bespoke Mobile Information Unit	10,000	10,000	10,000			2,275
Electric Vehicle Charge Points	60,000	94,692	4,692	60,000	30,000	
WG Funded 19/20: Electric Vehicles	105,000	140,000	140,000			46,856
WG Funded 19/20: St Non's Physical Improvements	20,000	20,000	20,000			
WG Funded 19/20: Disability Mini Bus		48,186	48,186			
WG Funded 19/20: Electric Beach Wheelchairs		21,984	21,984			8,983
WG Funded 19/20: Pembs Commons Resilience	15,000	23,188	23,188			
WG Funded 19/20: Traditional Boundaries in L/Scape		45,000	45,000			

WG Funded 19/20: Bug Hotel Initiative		7,320	7,320			
WG Funded 19/20: St Brides Walled Garden		3,500	3,500			
WG Funded 19/20: Refurb Cannons at Fishguard		2,717	2,717			
WG Funded 19/20: Porthgain Hoppers		9,500	9,500			
WG Funded 19/20: Broadband at Car Parks	48,000	48,000	48,000			
WG Funded 19/20: Castell Henllys Open Sided Barn	15,000	15,000	15,000			
WG Funded 19/20: Refurb Cilrhedyn Workshop		9,392	9,392			
WG Funded 19/20: Greening Park Initiatives	5,000	5,000	5,000			
WG Funded: 19/20 Remote Control Machinery		65,000	57,485		7,515	53,271
WG Funded 19/20: Ranger Tool Store x 2		10,000	10,000			
WG Funded 19/20: HAV's	15,000	15,000	15,000			
WG Funded 20/21: SLSP IT Equipment		220,000		220,000		17,814
WG Funded 20/21: SLSP EV Charging Points & Infrastructure		1,198,000		1,198,000		
WG Funded 20/21: SLSP SDF Community Projects		55,000		55,000		
WG Funded 20/21: SLSP Land Purchase		220,000		220,000		
WG Funded 20/21: SLSP Photovoltaic (PV) Arrays		50,000		50,000		
Total	1,034,160	3,116,644	1,060,244	1,803,000	253,400	149,884

The Authority's capital program is an essential part of the Authority financial planning and is based on the Authority's corporate objectives, operational need, making prudent investments and the availability of sources of internal and external funding. The capital programme for the year has significantly increased from the original budget of £1,034k to a revised budget of £3,117k. The forecast is up due to an award from the Welsh Government under their Sustainable Landscapes Sustainable Places grant scheme. The grant includes funding of £1.2m to provide for electric vehicle charge points across the National Park, £50k for photovoltaic arrays at Cilrhedyn and Castell Henllys, £220k for digital transformation to support decarbonisations and Covid recovery, £55k to deliver SDF community decarbonisation projects and £200k for the purchase of land for carbon sequestration.

The revised budgeted expenditure of £3,117k is funded £1,060k from Earmarked Reserves, £1,803k from in year capital grants and £253k from the Capital Receipts Reserve. Total capital expenditure as at 30th September 2020 was £150k as shown in the table above.

Details of the capital programme are:

- Photovoltaic (PV's) Generation. This project is to look at the installation of PV's at suitable sites across the Authority. This is now being funded as part of the Sustainable Landscapes Sustainable Places.
- ICT Equipment. This expenditure represents the usual cycle of IT equipment replacement.
- Greening Park Initiatives. The Authority intends to spend funds on energy saving green projects with the exact nature of the expenditure yet to be determined.
- Castell Henllys Wood Pellet Silo
- Improvements to Withybush Depot
- Charging Points. It is anticipated grants will be available to extend the roll out electric vehicle charge points which would improve the parks offering for sustainable travel in Pembrokeshire

The following projects were funded from a Welsh Government award in 2018/19:

- Carew Castle Causeway Phases I. Under the Reservoirs Act the Authority has statutory duty to undertake the repairs as instructed by the Reservoirs Inspectorate. The Causeway has undergone many phases of major and minor repair works to prevent / minimise water leakage through the structure from the mill pond which is accepted as an ongoing and permanent issue.
- Broad Haven Car Park. Partially funded by the Welsh Government Capital Grant and The Tourist Amenity Investment Support Scheme the scope of the project has been enhanced to a major redevelopment of the site.
- Castell Henllys Program. Following the capital expenditure on the Origins project and repairs to the Round Houses at Castell Henllys, work will be undertaken to enhance the overall facility

The following projects were funded from a Welsh Government award in 2019/20:

- Carew Castle Interpretation. Improvements to the physical access and interpretation on-site will add to the visitor experience and understanding of Pembrokeshire's historical and cultural heritage
- Carew Castle Access. Following recent capital investment to enhance the visitor experience at Carew Castle the Authority will now prioritise a range of additional physical infrastructure works to improve the accessibility of the site for visitors with mobility problems and/or for families with pushchairs
- Oriel y Parc Interpretation. By increasing the amount of information available within OYP we can better inform visitors about the special qualities of the area
- Broad Band at Car Parks. An improved broadband infrastructure is necessary across PCNPA's car parks (many of which are in relatively isolated rural areas) in order to accommodate the number of cashless pay and display machines available

- Greening Park Initiatives. Funding for replacement bulbs, water saving taps, efficient boiler controls etc. across the authority estate, to continue to reduce energy use and carbon footprint
- Carew Castle Enhancing Visitor experience. Improvements to the physical access and interpretation on-site will add to the visitor experience and understanding of Pembrokeshire's historical and cultural heritage. It will allow access to as much of the Castle as possible and help increase visitor numbers.
- St Nons Ancient Connections. PCC and PCNPA were successful in securing INTERREG funding to boost heritage tourism between the West of Wales and the East of Ireland. One specific aspect of the project is to improve physical access to the holy well at St Non's which is a popular tourist attraction but is presently not accessible for wheelchair users
- Mitigation against Hand Arm Vibration Syndrome.(HAV's) This project will continue the Authority's investment in remote control (RC) machinery used for coast path maintenance and conservation work on difficult terrain across the National Park. RC technology helps mitigate against Hand Arm Vibration Syndrome
- Electric Vehicles The Authority is gradually switching to electric vehicles to undertake it's work wherever possible
- Bespoke Mobile Information Unit. An additional mobile information unit to complement the Authority's new approach to the provision of visitor information through a pop-up presence at busy visitor locations (beaches, events, festivals, etc)
- Castell Henllys Open side Barn. This will enhance the site management and safety through improving storage facilities away from public areas
- Commons resilience. This investment helps form part of PCNPA's wider conservation work with the farming community across Pembrokeshire and is funding that is generally not covered by other agri-environment schemes such as Glastir

The Authority's Useable Reserves £000's

	Year end Position		Year end Position		Year end Position
	2018/19	Movement 2019/20	2019/20	Movement 2020/21	2020/21
General Reserves	1,008		1,008	-31	977
Capital Receipts	654	-284	370	-253	117
TOTAL	1,662	-284	1,378	-284	1,094
Earmarked Reserves:					
Receipts In Advance	-2,530	-229	-2,759	480	-2,279
Asset Management	-37		-37		-37
LDP	-123	90	-33		-33
Self-Insurance	-30		-30		-30
Staff Restructuring	-214	25	-189		-189
National Park Wales	-41	27	-14		-14
Planning System	-89		-89		-89
Car Par Integration (Broad Haven)	-77		-77	77	
Sponsored Maintenance re Sponsor A Gate	-5	-8	-13		-13
Rangers Services - Landscape Fund		-4	-4		-4
Round Houses	-20	20	0		0
SDF Increase In Funds	-29		-29		-29
NPG Reduction	-287		-287	287	
Car Park Resurfacing (Broad Haven)	-98		-98		-98
Biodiversity	-11		-11		-11
Planning Enforcement	-100		-100		-100
Portfield Gate	0		0		0
Invasive Species	-25	-11	-36		-36
The Pathways Project	-35		-35		-35
Skills In Action	-15	15			
Carew Causeway	-158	4	-154		-154
Underground Cables At Newport Parrog	-14	14			
Pollinator Project	-15		-15		-15
Roots Project		-10	-10		-10
Total	-3,952	-67	-4,018	844	-3,174

Financial Reserves and Balances

The Authority is required to keep a prudent level of working balances to maintain adequate cash flows to meet planned and unexpected expenditure. The General Reserve is a reserve created from prior years underspends and is available for any approved expenditure. As a minimum this reserve should be 5% of the net budget but it is considered prudent to keep above £400k. Earmarked Reserves are reserves that have been built up from revenue funding over a numbers of years and have been set aside for specific projects. The Capital Reserve balance is made from the receipts of the Authority's capital disposals in prior years and as such these funds are restricted for the use on capital expenditure

General Reserve

The audited statements of accounts as at 31st March 2020 verified that the Authority's General Reserve stood at £1,008k. The forecasted deficit for the year is expected to be £142k and the reasons for this surplus are given earlier the report. Part of the deficit will be funded by the NPG Reduction Earmarked Reserve and the remainder charged to the General Reserve. The reserve is therefore expected to reduce to £977k at the end of the current financial year.

Capital Receipts

The Capital Receipts reserve started the year at £370k and after funding various capital projects the reserve is expected to fall to £117k at the end of the 2020/21.

Earmarked Reserves

Earmarked reserves as at 31st March 2020 stood at £4,018k and these are expected to fall by £844k to £3,174k at the end of 2019/20,

Recommendation

Members are invited to **NOTE** the budgetary performance for the 6 months ended 30th September 2020 as presented in this report.

(Further information is available from the Financial Manager Richard Griffiths, on 01646 624815 – email richardg@pembrokeshirecoast.org.uk)

Appendix 1

	Revisions to Budgets 2020/21	September 20 Profiled Budget	September 20 Actual & Committed	Variance
Conservation of the Natural Environment	430,636	221,113	213,795	7,318
Cilrhedyn Woodland Centre	54,969	21,703	48,097	-26,394
Invasive Species	25,000	20,430	26,851	-6,421
Environmental Growth Project	0	8,592	8,592	0
Nature Conservation	344,952	167,531	130,255	37,276
Marine Environment	5,714	2,857	0	2,857
Conservation of the Cultural Heritage	118,044	57,126	49,829	7,297
Conservation Areas & Historic Buildings	47,594	22,822	20,625	2,197
CP10 - Archaeology, Culture & Heritage	70,450	34,304	29,204	5,100
Development Control	297,447	142,199	76,620	65,579
Development Management (inc Mineral Plans)	297,447	142,199	76,620	65,579
Forward Planning & Communities	308,678	150,746	137,089	13,657
Development Planning	208,009	100,746	100,657	89
Sustainable Development Fund	100,669	50,000	36,432	13,568
Promoting Understanding	1,015,979	383,763	524,149	-140,386
Tourism & Wellbeing Officer	49,317	26,195	27,280	-1,085
Carew Castle	12,451	-86,170	27,848	-114,018
Carew Castle Tea Room	-15,243	-24,274	-2,947	-21,327
Castell Henllys	101,169	19,811	57,993	-38,182
Oriel Y Parc, St David's	246,128	68,961	69,909	-948
Oriel Y Parc Cafe	-20,000	-10,000	295	-10,295
Tenby National Park Office		0	-4	4
Coast to Coast	-33,190	28,728	11,106	17,622
Wales Coast Path Marketing	51,723	50,622	50,622	0
Communications	216,696	109,073	99,189	9,884
SUP9 - Graphic Services	91,354	40,921	34,290	6,631
Discovery	146,465	70,945	69,251	1,694
Activities & Events	525	-53	-299	246
Walkability Program	15,698	7,892	5,932	1,960
Pembs Outdoor Schools	49,575	14,321	14,321	0
Celtic Routes		0	-2,721	2,721
Ancient Connections	0	0	-1,886	1,886
West Wales Walking	-9,454	34,843	34,843	0
Experiences for All	0	0	2,480	-2,480
Nevern Castle Project	210	210	0	210
Pathways Project	62,554	31,738	26,647	5,091
National Designated Landscapes	50,000	0	0	0
Recreation & Park Management	-62,910	-145,583	-10,116	-135,467
Sustainable Transport	81,276	10,677	7,000	3,677
National Trail	43,413	116,204	102,166	14,038
Access Officer and Rights of Way	113,306	62,710	45,089	17,621
Access Projects	0	0	3,154	-3,154
Charging Car Parks	-317,572	-345,512	-178,137	-167,375
Paths & Pollinators Project	16,667	10,338	10,612	-274

Appendix 1

	Revisions to Budgets 2020/21	September 20 Profiled Budget	September 20 Actual & Committed	Variance	
Rangers, Estates & Volunteers	1,080,564	504,867	454,844	50,023	
Park Delivery Management	117,486	40,645	46,579	-5,934	
Ranger Services	229,104	115,274	96,206	19,068	
North Area	313,065	150,825	132,250	18,575	
West Area	193,873	82,816	75,074	7,742	
South Area	224,434	108,500	104,111	4,389	
Castlemartin Ranger	7,317	-238	-11,037	10,799	
Tenby / Newport Ranger	17,776	8,888	4,301	4,587	
Estates Management (incl. Surplus Properties)	-22,491	-1,843	7,360	-9,203	
Democratic Representation & Management	844,203	503,066	456,341	46,725	
DRM2 - Chief Executive's Office	110,020	53,170	52,740	430	
DRM1 - Corporate Activities & Management	340,310	308,605	296,502	12,103	
Democratic Representation	208,245	102,548	84,532	18,016	
Future Landscapes Wales	100,000	0	0	0	
National Parks Wales	8,291	75	75	0	
Corporate Governance	71,336	35,668	36,335	-667	
Coronavirus	0	0	-16,991	16,991	
PCNP Trust	6,000	3,000	3,148	-148	
Service Management & Support Services	1,283,886	593,574	530,372	63,202	
SUP1 - Director of Park Direction & Planning	81,687	39,432	38,666	766	
SUP3 - Director of Delivery & Discovery	100,393	48,783	48,019	764	
SUP5 - Reception/Admin Services	94,812	46,149	32,666	13,483	
SUP2 - Performance Management	53,306	20,626	20,344	282	
SUP6 - Legal Services	30,450	15,225	10,171	5,054	
SUP7 - Financial Services	165,711	80,824	78,871	1,953	
SUP8 - IT Services	268,996	111,769	115,420	-3,651	
SUP16 - Parc Llanion Park	94,378	34,814	33,135	1,679	
SUP12 - General Building Maintenance	90,002	45,001	21,986	23,015	
Grants Officer	63,068	30,788	29,041	1,747	
Projects Team	87,508	42,280	33,929	8,351	
SUP14 - Pool Vehicles	15,564	7,509	8,866	-1,357	
HR, Health & Safety, Staff Training	138,010	70,374	59,258	11,116	
TOTALS	5,316,526	2,410,871	2,432,923	-22,052	
Conservation of the Natural Environment	430,636	221,113	213,795	7,318	3.3%
Conservation of the Historic & Cultural Env't	118,044	57,126	49,829	7,297	12.8%
Development Control	297,447	142,199	76,620	65,579	46.1%
Forward Planning & Communities	308,678	150,746	137,089	13,657	9.1%
Promoting Understanding & Enjoyment	1,015,979	383,763	524,149	-140,386	-36.6%
Recreation & Park Management	-62,910	-145,583	-10,116	-135,467	93.1%
Rangers, Estates & Volunteers	1,080,564	504,867	454,844	50,023	9.9%
Democratic Representation & Management	844,203	503,066	456,341	46,725	9.3%
Service Management & Support Services	1,283,886	593,574	530,372	63,202	10.6%
Net Cost of Services	5,316,526	2,410,871	2,432,923	-22,052	-0.9%