

Table 1 and Table 2 provide the breakdown of the outturn as discussed in Section 6 of the main report. Table 1 is budget against actual in the normal reporting format, including the budget amounts to carry forward or for transfer to earmarked reserves and Table 2 is the actual results allocated against the strategic aims.

**Table 1 2021/22 Outturn in normal reporting format**

<b>2021/22 Outturn Results</b>	<b>Actual £,000's</b>	<b>Budget £,000's</b>	<b>Variance £,000's</b>	<b>Carry Forward £,000's</b>	<b>Earmarked Reserve £,000's</b>
National Park Grant	2,731.9	2,731.9	-	-	-
Operating Salary and Related Costs	(1,999.9)	(2,146.8)	146.9	69.1	-
Operating Expenditure	(1079.5)	(1,262.1)	182.6	114.7	-
Operating Income	560.5	475.9	84.6	-	-
<b>Operating Net Surplus/ (Deficit)</b>	<b>213.0</b>	<b>(201.1)</b>	<b>414.1</b>	<b>183.8</b>	<b>-</b>
Project Expenditure	(1395.4)	(1,615.9)	220.5	409.9	47.1
Project Income	1532.5	1513.0	19.5	(248.0)	-
<b>Net Project Surplus/ (Deficit)</b>	<b>137.1</b>	<b>(102.9)</b>	<b>240.0</b>	<b>161.9</b>	<b>47.1</b>
Sill Business Plan Expenditure	(682.9)	(688.6)	537.0	58.0	15.8
Sill Business Plan Income	687.8	564.5	123.3	-	-
<b>Net Sill Business Surplus/ (Deficit)</b>	<b>4.9</b>	<b>(124.1)</b>	<b>129.0</b>	<b>58.0</b>	<b>15.8</b>
<b>Total Outturn Surplus/ (Deficit)</b>	<b>355.0</b>	<b>(428.1)</b>	<b>783.1</b>	<b>403.7</b>	<b>62.9</b>

Table 2 Outturn by Strategic Aims

Strategic Aims	Expenditure £,000's	Income £,000's	Net £,000's
Welcoming Park	(2,291.1)	1,507.6	(783.5)
Distinctive Place	(963.1)	512.8	(450.3)
Living Working Landscape	(566.1)	224.5	(341.6)
Thriving Communities	(237.1)	3.5	(233.6)
Valued Asset	(435.2)	250.4	(184.8)
Excellent Organisation	(388.9)	5.8	(383.1)
<b>Total</b>	<b>(4,881.5)</b>	<b>2,504.6</b>	<b>(2,376.9)</b>
Funded by National Park Grant			2,731.9
			<b>Surplus</b>
			<b>355.0</b>

The performance of trading operations is discussed in Section 7 of the main report. Table 3 below summarises the performance against individual trading areas.

Table 3 Summary of Trading Operations

	Car Parks £,000's	Eastburn Enterprise Hubs £,000's	The Sill £,000's	Walltown £,000's	Total Trading Operations £,000's
Income	279.4	51.9	553.7	33.9	918.9
Costs (incl. recharged)	(66.6)	(24.0)	(365.1)	(30.8)	(486.5)
<b>Cash surplus/ (deficit)</b>	<b>212.8</b>	<b>27.9</b>	<b>188.6</b>	<b>3.1</b>	<b>432.4</b>
Value of staff time	(11.3)	(5.7)	(51.5)	(4.9)	(73.4)
<b>Operating surplus / (deficit) after inclusion of staff time</b>	<b>201.5</b>	<b>22.2</b>	<b>137.1</b>	<b>(1.8)</b>	<b>359.0</b>