Appendix 1 Shropshire Hills AONB proposed structure

# group

Partnership evolved from the existing AONB Partnership, no longer as a JAC, but as an advisory body to the Board, including organisation delivery partners not

# **Partnership**

represented



## Shropshire Hills AONB **Conservation Board**

Formal independent AONB governance body, with local authority reps, Parish/Town Council reps and Secretary of State appointees

Working groups and/or sub-committees

#### Conservation Board staff team

Team funded by Defra, local authorities and project funders, working directly for the Conservation Board

#### Defra

main funder

### **Shropshire Council**

main funder

#### Telford & Wrekin Council

main funder

**Project funders** 

#### Shropshire Hills AONB Trust

*Independent CIO charitable* structure, with some trustees appointed from the Conservation Board, and support from team

### Friends of the Shropshire Hills AONB

Membership scheme supported by AONB Team, subscriptions going to the AONB Trust

## Appendix 2 Options Appraisal – Shropshire Hills AONB possible structures

□ Options		Retain Council hosting but develop linked charitable structure to optimise broader income sources	Create a new independent body for the AONB such as a charity or company	3. AONB Conservation Board	4. Transfer hosting to a different organisation, if available
Implications for customers	Pros	Charity provides a more attractive vehicle for donations	Could open avenues for non- public sector funding Freer to advocate for the AONB	Strong body acting solely for the AONB, and more free to advocate Easy to understand	Could open avenues for non- public sector funding
	Cons	Subject to imposed changes from the council which may impact on the ability of the team to focus on the AONB  Lack of flexibility  Perception may be affected by people's views of the council  May be a disincentive for some people to volunteer or donate money  Associated structure and relationships could be confusing	Loss of support from the officers and support services within the council Untested new model to deliver long term	Change from current known structure	Unknown relationship with Council, where statutory duty still lies  Potential confusion about responsibilities, and lack of overlap with role/ priorities of another host body
Implications for staff	Pros	Protection of T&Cs for staff	New skills and networks, and support from trustees	Staff transferred on existing conditions  New skills and networks, and support from trustees	Potential useful synergies with other staff of host body

□ Options		Retain Council hosting but develop linked charitable structure to optimise broader income sources	Create a new independent body for the AONB such as a charity or company	3. AONB Conservation Board	4. Transfer hosting to a different organisation, if available
	Cons	Possible erosion of T&Cs as a result of further cuts  Vulnerability to restructuring  Staff time involved in supporting charity as well as Partnership	Likely loss of T&Cs such as poorer pension (future staff)  Different competencies required of staff and training needs  Potential loss of staff and expertise due to savings required?	Not part of a larger organisation  Potential loss of staff and expertise due to savings required?	Uncertainty. Possible loss of T&Cs.
Financial Implications	Council bankrolling		Could open avenues for non- public sector funding  Enhanced ability to fund-raise  Support services could be bought in more cheaply outside the  Council	Reduced costs overall, as support services can be bought in more cheaply outside the Council  Defra funding paid in advance and may be increased?  Enhanced ability to fund-raise, working with linked charity	Could open avenues for non- public sector funding
	Cons	Council now charging for support services and funding contributions likely to decrease further  Uncertainty resulting from discretion of trustees of independent charity regarding spending	New body may be unable to meet pension commitments  Difficulty of maintaining Council funding	Some VAT not reclaimable Difficulty of maintaining Council funding?	Upheavals of transfer  Potentially less accountability for public funding  Likely loss of Council funding

□ Options		Retain Council hosting but develop linked charitable structure to optimise broader income sources	2. Create a new independent body for the AONB such as a charity or company	3. AONB Conservation Board	4. Transfer hosting to a different organisation, if available
Scope for future business development	Pros	Additional skills from involvement of charity trustees	Focus on needs of the AONB  Potential to provide services and tender for commercial business, subject to charitable objects	Unequivocal focus on the needs of the AONB, in proven model  Access to skills and expertise through Board members with greater responsibility	Uncertain
	Council may be less keen to act as accountable body for large project bids in future  Sometimes restricted by Council procedures  Potential for lack of alignment/ competition  Need to establish track record as a delivery body for projects.  Need to develop and sustain organisation may detract from delivery  Untested model among English AONBs		a delivery body for projects.  Need to develop and sustain organisation may detract from delivery  Untested model among English	Need to establish track record as a delivery body for projects.  Need to develop and sustain organisation may detract from delivery	More exposure to external competition  Potential for less focus on the AONB due to organisational pressures
Implications for Council	Pros	Reduced draw on support services for some activities which may be moved out to charitable structure  Council retains influence on service delivery  Large added value can be demonstrated from Council funding	Need to develop an effective agreement around local authority statutory duties for AONB Management Plan Demonstrable model of outsourcing	Councils permanently transfer statutory AONB Management Plan duty to Board Reduced workload from hosting Strong provision for Council representation Demonstrable model of outsourcing Council can still take some credit for work through association	Removal of responsibility

□ Options		Retain Council hosting but develop linked charitable structure to optimise broader income sources	Create a new independent body for the AONB such as a charity or company	3. AONB Conservation Board	4. Transfer hosting to a different organisation, if available	
	Cons	Council retains contractual responsibilities	The council would lose some influence.	The council would lose some influence	Loss of association and kudos from link with AONB activity  Councils retain statutory  Management Plan duty, and potential lack of clarity over relationship with new host body	
Identified risks		Continued loss of funding from the council  Restructure proposals not in AONB interests  Effective links and close working relationship need to be established with charity	Need adequate financial reserves/ assets for cash flow Need to attract trustees with sufficient capacity	Need adequate financial reserves/ assets for cash flow Defra may not have capacity for establishment Lead-in time for establishment	No possible partner identified or likely to be available  Potential host may not commit to longer term	
Effect of changes to governance	Pros	New opportunities for involvement and responsibility as trustees	More independence and more responsibility required of Board, Trustees etc	More independence, opportunities for people to take responsibility  Secure, high status structure, specifically for AONBs from an Act of Parliament, taking on statutory responsibilities  Can sit alongside charitable structure	Unknown, depends on organisation	

□ Options		Retain Council hosting but develop linked charitable structure to optimise broader income sources	Create a new independent body for the AONB such as a charity or company	3. AONB Conservation Board	4. Transfer hosting to a different organisation, if available
	Cons	Charitable structure and AONB Partnership/ Council relationships could cause tension	Need for formally defined relationship with Councils Untested model in English & Welsh AONBs Charity law may restrict activity?	Need to establish effective working relationship with Councils, charity and Partnership	Lack of connection to LAs who hold statutory responsibility Unknown, depends on organisation
Business Impact / Other	Hosting provides links to a range		Can fund-raise effectively and use directly without intermediary/ associated structure	Freer to comment on planning matters	Disruption during transfer period
	Cons	Risk of AONB benefits not being highest priority due to other pressure on services.  Complexity of organisational relationships	Holding directly all risks and responsibilities		Possible different geographic focus of different host body

Appendix 3 Risk Register – Shropshire Hills AONB transition to Conservation Board

	Risk	Probability	Impact	Impact specifics	Contingency actions
1	Non-agreement in principle by local authorities	L	Н	Impossible to go ahead	Strong business case. The proposal has been developed with full involvement of Councillors and has support of senior management.
2	Failure to release reserves in full to new body	L	Н	Insufficient working capital to cash flow and make project bids	A strong business case has been made on the needs for reserves, and based on the fact that they derive from income earned by the AONB team.
3	Insufficient or declining financial support from LAs	M	M	Lack of funds and visible lack of commitment	Strong business case. Shropshire Council contributions for 2018-19 and 2019-20 have been agreed at levels improved from earlier negotiations. Telford & Wrekin Council have confirmed stability of their contribution. Need to earn more income and/or make savings.
4	Non-agreement by Defra	M	Н	Impossible to go ahead	Strong business case. Clarity sought on criteria for decision. NAAONB and political support. Need to consider alternative model?
5	Lack of capacity in Defra to do legal work	M	H	Delay or inability to progress	The Establishment Orders for the two existing Conservation Boards are available as a proven template. The work required should be relatively limited. More time than expected may need to be allowed. Consider alternative model.

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7	Lack of capacity within Shropshire Council to support transition  Lack of trustee/board capacity	L/M	Н	Support needed from various departments  Delay or inability to progress	Essential work is being progressed as soon as possible, and good support is currently available.  Maintain political support.  The Transition Board has been established and is
	capacity			to progress	involving new people. Two workshops have been held to get people involved. Development funding is being sought from HLF.
8	Potentially unmanageable burden of pension liabilities	L	Н	Especially re scheme shortfalls	Secure transfer within LGPS as 'fully funded' new employer re deficits.
9	Reduction in Defra financial support	М	М	Reduction to extent causing unviability very unlikely	Continue to broaden sources of other income.
10	Failure to secure additional income	L	L	Levels of income may determine scale of operation but unlikely to threaten viability	Staff resource and Board support focused on sound business plan, including pursuit of new projects, feeearning work and fundraising.
11	Reduced delivery capacity of AONB team during transition period	M	L	Time taken. Transition process may affect ability to make funding bids for new projects, or make these more complicated.	Careful work programming. Use of available support.

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	Hosted by S	Shropshire		
	Cou		Conservat	
AONB Forecast Income and Expenditure	2016/17 Total	2017/18 Total	2018/19 Total	2019/20 Total
Expenditure	Total	TOLAI	TOTAL	TOLAI
Experience				
Staff Costs	£389,280	£407,880	£223,030	£205,630
Direct Employee Costs		£388,214		
Indirect Employee Costs	£1,250	£19,666	£750	£750
Premises Costs	£25,390	£20,740	£18,540	£18,690
Rent and Service Charges	£17,390			
Rates	£6,100	£6,222	£6,346	£6,473
Energy Costs	£1,900	£1,921	£1,092	£1,114
Transport Costs	£28,390	£28,650	£24,750	_
Car Allowance Direct Transport Costs	£3,850 £4,800	£3,850 £4,800	£1,800 £5,760	£1,500 £5,760
Contracts	£19,740	£20,000	£17,193	£17,193
Contracts	213), 10	220,000	217,133	217,133
Supplies and Services	£540,750	£381,080	£60,200	£18,280
Equipment, Furniture and Materials	£3,130	£3,130	£2,850	£2,850
Printing and Stationery	-£3,946	£2,500	£1,000	£1,000
Communications and Computing	£7,488	£7,488	£7,562	£6,862
Volunteer Expenses	£840	£840	£670	£180
Grants and Subscriptions Project Implementation	£35,384 £486,483	£3,000 £348,749	£3,000 £40,731	£3,000 £0
Marketing, Promotion and Events	£486,483 £3,500	£348,749 £4,500	£40,731 £3,190	£3,190
Independent Body Set-Up Costs	£6.000	£9,000	£0	£0
Miscellaneous Expenses	£1,870	£1,870	£1,200	
Support Services	£31,290			£17,500
Shropshire Council Support Services	£31,290	£31,290	£0	£0
Professional Services	£0	£0	£17,500	£17,500
Total Expenditure	£1,015,100	£869,640	£344,020	£284,550
	,, ,, ,,	,	,,,,,,	,,,,,,,
Income		-£823,530		
DEFRA AONB Single Pot		-£189,623		
Shropshire Council Grant	-£40,830		-£25,000	
Telford and Wrekin Grant Other Grant Income	-£2,942	-£2,694	-£2,694 -£48,526	
Contributions from Other Bodies	-£014,331 -£115,914	-£508,777 -£37,062	-£48,320 -£32,100	
Private Contributions	-£7,500	-£7,144	£0	£0
Sales	-£1,000	-£1,000	-£1,000	
Fees and Charges	-£19,242	-£8,400	-£7,550	-£7,550
(Surplus)/Deficit	£26,710	£46,110	£34,270	£36,000
Plan A				
Potential Sources of Further Income Generation	-£2,500	-£27,000	-£39,860	-£35,080
Potential Increase in DEFRA Funding following Independence	£0	£0	-£12,859	-£13,080
Upland Commons Project	£0	-£20,000	-£20,000	-£20,000
Jean Jackson Trust	£0	£0	-£5,000	£0
Admin and Grant Work for Conservation Fund	-£500	-£2,000	-£2,000	-£2,000
Woodland Trust	-£2,000	-£5,000	£0	£0
Annuariations to Ufram Decemb	C24 210	C10 110	CE E00	5020
Appropriations to/(from) Reserve	-£24,210	-£19,110	£5,590	-£920
(Surplus)/Deficit	£0	£0	£0	£0
Plan B				
New Earned Income and New Projects	£0	-£20,000	-£30,000	-£30,000
Increased Fee-Earning Work and Income from New Projects	£0	-£20,000	-£30,000	-£30,000
Appropriations to/(from) Reserve	-£26,710	-£26,110	-£4,270	-£6,000
repropriations to (from) resource	220,720	220,220	2.,270	20,000
(Surplus)/Deficit	£0	£0	£0	£0
Plan C		a		
Reduction in Posts	£0	-£7,900	-£35,480	-£35,520
Deletion of One or More Posts  Estimated Pedundancy Cost	£0	-£26,400	-£35,480	-£35,520
Estimated Redundancy Cost	£0	£18,500	£0	£0
Appropriations to/(from) Reserve	-£26,710	-£38,210	£1,210	-£480

#### AONB Forecast Cash Flow Forecast Following Independence

	Incom Expen	
		2019/20
Expenditure		
Chall Cardy	C222 020	C20E C20
Staff Costs Direct Employee Costs	£223,030 £222,278	£205,630 £204,877
Indirect Employee Costs	£750	£750
man ede Employee eosts	2730	2750
Premises Costs	£18,540	£18,690
Rent and Service Charges	£11,100	£11,100
Rates	£6,346	£6,473
Energy Costs	£1,092	£1,114
Transmort Costs	624.750	C24 4E0
Transport Costs Car Allowance	£24,750 £1,800	£24,450
Direct Transport Costs	£5,760	£5,760
Contracts	£17,193	£17,193
Supplies and Services	£60,200	£18,280
Equipment, Furniture and Materials	£2,850	£2,850
Printing and Stationery	£1,000	£1,000
Communications and Computing	£7,562	£6,862
Volunteer Expenses	£670	£180
Grants and Subscriptions	£3,000	£3,000
Project Implementation  Marketing Promotion and Events	£40,731	£3,190
Marketing, Promotion and Events Miscellaneous Expenses	£3,190 £1,200	£3,190
seenaneous Expenses	11,200	11,200
Support Services	£17,500	£17,500
Professional Services	£17,500	£17,500
Total Expenditure	£344,020	£284,550
Income	-£309,760	-£248,550
DEFRA AONB Single Pot		-£196,202
Shropshire Council Grant	-£25,000	-£25,000
Telford and Wrekin Grant	-£2,694	-£2,694
Other Grant Income Contributions from Other Bodies	-£48,526 -£32,100	£0
Sales	-£32,100 -£1,000	-£16,100
Fees and Charges	-£7,550	-£7,550
rees and charges	17,550	17,550
(Surplus)/Deficit	£34,270	£36,000
Cumulative Balance		
Reserve Cumulative Balance		
Total Funds		
Total Fallas		
Plan A	-£39.860	-£35 080
Plan A Potential Sources of Further Income Generation	- <b>£39,860</b> - <b>£12,859</b>	
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence	-£12,859	-£13,080
Plan A Potential Sources of Further Income Generation		-£13,080
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project	-£12,859 -£20,000	-£13,080 -£20,000 £0
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund	-£12,859 -£20,000 -£5,000	-£13,080 -£20,000 £0
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve	-£12,859 -£20,000 -£5,000 -£2,000	-£13,080 -£20,000 £0 -£2,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund	-£12,859 -£20,000 -£5,000 -£2,000	-£13,080 -£20,000 £0 -£2,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve	-£12,859 -£20,000 -£5,000 -£2,000 <b>£5,59</b> 0	-£13,080 -£20,000 £0 -£2,000 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve	-£12,859 -£20,000 -£5,000 -£2,000	-£13,080 -£20,000 £0 -£2,000 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve  [Surplus]/Deficit	-£12,859 -£20,000 -£5,000 -£2,000 <b>£5,59</b> 0	-£13,080 -£20,000 £0 -£2,000 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance	-£12,859 -£20,000 -£5,000 -£2,000 <b>£5,59</b> 0	-£13,080 -£20,000 £0 -£2,000 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance	-£12,859 -£20,000 -£5,000 -£2,000 <b>£5,59</b> 0	-£13,080 -£20,000 £0 -£2,000 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance	-£12,859 -£20,000 -£5,000 -£2,000 <b>£5,59</b> 0	-£13,080 -£20,000 £0 -£2,000 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance	-£12,859 -£20,000 -£5,000 -£2,000 <b>£5,59</b> 0	-£13,080 -£20,000 £0 -£2,000 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds	-£12,859 -£20,000 -£5,000 -£2,000 <b>£5,59</b> 0	-£13,080 -£20,000 £0 -£2,000 -£2,000 -£920 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B	-£12,859 -£20,000 -£5,000 -£2,000 £5,590 £5,590	-£13,080 -£20,000 -£13,080 -£20,000 -£20,000 -£20,000 -£920 -£920 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B New Earned Income and New Projects	-£12,859 -£20,000 -£5,000 -£2,000 -£5,590 -£5,590 -£0	-£13,080 -£20,000 -£13,080 -£20,000 -£20,000 -£20,000 -£920 -£920 -£920
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 -£5,590 -£0 -£30,000 -£30,000 -£30,000	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects  Appropriations to/(from) Reserve Contributions to/(from) Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000 -£30,000 -£30,000 -£4,270	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000 -£6,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 -£5,590 -£0 -£30,000 -£30,000 -£30,000	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000 -£6,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve Contributions to/from Reserve Contributions to/(from) Reserve Contributions to/from Reserve Contributions to/from Reserve (Surplus)/Deficit	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000 -£30,000 -£30,000 -£4,270	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000 -£6,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance  Contributions to/(from) Reserve  Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000 -£30,000 -£30,000 -£4,270	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000 -£6,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve Contributions to/from Reserve Contributions to/from Reserve  Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Reserve Cumulative Balance Reserve Cumulative Balance Reserve Cumulative Balance	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000 -£30,000 -£30,000 -£4,270	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000 -£6,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance  Contributions to/(from) Reserve  Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000 -£30,000 -£30,000 -£4,270	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000 -£6,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve Contributions to/from Reserve Contributions to/from Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000 -£30,000 -£30,000 -£4,270	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£30,000 -£30,000 -£6,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Increased Fee-Earning Work and Income from New Projects Contributions to/from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000 -£30,000 -£30,000 -£4,270	-£13,080 -£20,000 -£2,000 -£2,000 -£920 -£920 -£920 -£30,000 -£30,000 -£6,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve  Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 £5,590 -£30,000 -£30,000 -£30,000 -£4,270 -£4,270	-£13,080 -£20,000 -£20,000 -£20,000 -£20,000 -£920 -£920 -£920 -£930,000 -£30,000 -£60,000 -£60,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve Contributions to/from Reserve Reserve Cumulative Balance Reserve Cumulative Balance Reserve Cumulative Balance Total Funds  Plan C Reduction in Posts	-£12,859 -£20,000 -£5,000 -£5,000 -£2,000 -£5,590 -£35,590 -£30,000 -£30,000 -£4,270 -£4,270 -£4,270	-£13,080 -£20,000 -£20,000 -£20,000 -£20,000 -£920 -£920 -£920 -£930,000 -£30,000 -£60,000 -£60,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Increased Fee-Earning Work and Income from New Projects (Surplus)/Deficit  Cumulative Balance Reserve Contributions to/(from) Reserve Contributions to/from Reserve  Contributions to/Ifrom Reserve  Cumulative Balance Reserve Cumulative Balance Reserve Cumulative Balance Reserve Cumulative Balance Reserve Cumulative Balance Reserve Cumulative Balance Total Funds  Plan C Reduction in Posts Deletion of One or More Posts  Appropriations to/(from) Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£2,000 -£5,590 -£35,590 -£30,000 -£30,000 -£4,270 -£4,270 -£4,270	-£13,080 -£20,000 -£20,000 -£20,000 -£20,000 -£920 -£920 -£920 -£930,000 -£30,000 -£60,000 -£60,000 -£65,000 -£65,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Appropriations to/(from) Reserve Contributions to/from) Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects  Appropriations to/(from) Reserve  Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan C  Reduction in Posts Deletion of One or More Posts	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 -£5,590 -£5,590 -£30,000 -£30,000 -£30,000 -£4,270 -£4,270 -£4,270	-£13,080 -£20,000 -£20,000 -£20,000 -£20,000 -£920 -£920 -£920 -£930,000 -£30,000 -£60,000 -£60,000 -£65,000 -£65,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Increased Fee-Earning Work and Income from New Projects  Appropriations to/(from) Reserve Contributions to/from Reserve  (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan C Reduction in Posts Deletion of One or More Posts  Appropriations to/(from) Reserve Contributions to/(from) Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 -£5,590 -£5,590 -£30,000 -£30,000 -£4,270 -£4,270 -£4,270 -£4,270 -£4,270 -£1,210	-£13,080 -£20,000 -£20,000 -£20,000 -£20,000 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£92000 -£92000 -£92000 -£920000 -£92000000000000000000000000000000000000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Increased Fee-Earning Work and Income from New Projects (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan C Reduction in Posts Deletion of One or More Posts  Appropriations to/(from) Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£2,000 -£5,590 -£35,590 -£30,000 -£30,000 -£4,270 -£4,270 -£4,270 -£4,270 -£35,480 -£35,480 -£35,480	-£13,080 -£20,000 -£20,000 -£2,000 -£2,000 -£9200 -£9200 -£9200 -£930,000 -£30,000 -£6,000 -£6,000 -£6,000 -£4,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Upland Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Increased Fee-Earning Work and Income from New Projects (Surplus)/Deficit  Cumulative Balance Contributions to/(from) Reserve Contributions to/from Reserve  Contributions to/from Reserve  Camplus Plan C Reserve Cumulative Balance Total Funds  Plan C Reduction in Posts Deletion of One or More Posts  Appropriations to/(from) Reserve Contributions to/from Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 -£5,590 -£5,590 -£30,000 -£30,000 -£4,270 -£4,270 -£4,270 -£4,270 -£4,270 -£1,210	-£13,080 -£20,000 -£20,000 -£2,000 -£2,000 -£9200 -£9200 -£9200 -£930,000 -£30,000 -£6,000 -£6,000 -£6,000 -£4,000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Jean Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B  New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Increased Fee-Earning Work and Income from New Projects  Appropriations to/(from) Reserve Contributions to/from Reserve  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan C Reduction in Posts Deletion of One or More Posts  Appropriations to/(from) Reserve Contributions to/from Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 -£5,590 -£5,590 -£30,000 -£30,000 -£4,270 -£4,270 -£4,270 -£4,270 -£4,270 -£1,210	-£35,080 -£13,080 -£2,000 -£2,000 -£2,000 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£92000
Plan A Potential Sources of Further Income Generation Potential Increase in DEFRA Funding following Independence Upland Commons Project Upland Jackson Trust Admin and Grant Work for Conservation Fund  Appropriations to/(from) Reserve Contributions to/from Reserve (Surplus)/Deficit  Cumulative Balance Reserve Cumulative Balance Total Funds  Plan B New Earned Income and New Projects Increased Fee-Earning Work and Income from New Projects Increased Fee-Earning Work and Income from New Projects (Surplus)/Deficit  Cumulative Balance Contributions to/(from) Reserve Contributions to/from Reserve  Contributions to/from Reserve  Camplus Plan C Reserve Cumulative Balance Total Funds  Plan C Reduction in Posts Deletion of One or More Posts  Appropriations to/(from) Reserve Contributions to/from Reserve	-£12,859 -£20,000 -£5,000 -£5,000 -£5,590 -£5,590 -£5,590 -£30,000 -£30,000 -£4,270 -£4,270 -£4,270 -£4,270 -£4,270 -£1,210	-£13,080 -£20,000 -£20,000 -£20,000 -£20,000 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£9200 -£92000 -£92000 -£92000 -£920000 -£92000000000000000000000000000000000000

					201	8/19			
April	May	June	July	August	September	October	November	December	January
-£18,523	-£18,523	-£18,523	-£18,523	-£18,523	-£18,523	-£18,523	-£18,523	-£18,523	-£18,52
	-£100		-£400			-£100			-£15
			62.775			62.775			62.77
	-£6,346		-£2,775			-£2,775			-£2,77
-£91	-£91	-£91	-£91	-£91	-£91	-£91	-£91	-£91	-£9
	232	232	232	232	231	201	232	232	
-£150	-£150	-£150	-£150	-£150	-£150	-£150	-£150	-£150	-£15
-£480	-£480	-£480	-£480	-£480	-£480	-£480	-£480	-£480	-£48
		-£3,439	-£3,439	-£3,439	-£3,439	-£3,439			
6574	674	674	6574	674	674	6574	674	674	
-£571	-£71	-£71	-£571	-£71 -£83	-£71	-£571	-£71	-£71	-£57
-£83	-£83	-£83	-£83		-£83	-£83	-£83	-£83	-£8
-£630 -£115	-£630 -£50	-£630 -£50	-£630 -£50	-£630 -£50	-£630 -£50	-£630 -£50	-£630 -£50	-£630 -£50	-£63
-£115	-£250	-£250	-£250	-£250	-£250	-£250	-£250	-£30	-£25
-£250 -£4,526	-£250 -£4,526	-£250 -£4,526	-£250 -£4,526	-£250 -£4,526	-£250 -£4,526	-£250 -£4,526	-£250 -£4,526	-£250 -£4,526	-E25
-£521	-£108	-£168	-£521	-£108	-£168	-£521	-£108	-£168	-£52
-£100	-£100	-£100	-£100	-£100	-£100	-£100	-£100	-£100	-£10
					,			,,,	
			-£4,375			-£4,375			-£4,37
-£26,040	-£31,509	-£28,562	-£36,964	-£28,502	-£28,562	-£36,664	-£25,063	-£25,123	-£28,75
640	670-	622.72	650.000	£4.000	64.00=	CFO 101		(22.27	C40 7
£48,450	£789	£22,733	£50,960	£1,989	£1,989	£50,400	£229	£23,279	£49,20 £48,22
£48,221		£12,500	£48,221			£48,221		£12,500	148,22
		£2,694						112,500	
£0	£0	£0	£0	£0	£0	£0	£0	£0	f
£0	£0	£6,750	£1,200	£1,200	£1,200	£1,200	£0	£10,550	f
£83	£83	£83	£83	£83	£83	£83	£83	£83	£8
£146	£706	£706	£1,456	£706	£706	£896	£146	£146	£89
			,						
£22,410	-£30,720	-£5,828	£13,996	-£26,512	-£26,572	£13,736	-£24,834	-£1,844	£20,45
£22,410	£25,959	£20,130	£34,126	£7,614	-£18,959	-£5,222	-£30,056	-£31,900	-£11,45
£104,356	£70,087	£70,087	£70,087	£70,087	£70,087	£70,087	£70,087	£70,087	£70,08
£126,766	£96,046	£90,217	£104,213	£77,701					
				177,701	£51,128	£64,865	£40,031	£38,187	£58,63
				177,701	131,128	104,805	140,031	138,187	150,03
				177,701	151,126	164,865	140,031	138,187	150,03
£3 215				177,701	151,126		140,031	138,187	
£3,215			£3,215		151,126	£3,215		138,187	
£3,215				£5,000	131,120		£5,000	138,187	
£3,215					131,120			138,187	£3,21
£3,215			£3,215		131,120	£3,215		138,187	£3,21
£3,215			£3,215		131,120	£3,215		138,187	£3,21
£3,215			£3,215		131,120	£3,215		138,187	£3,21
			£3,215	£5,000		£3,215	£5,000		£3,21
£3,215	-£30,720	-£5,828	£3,215		-£26,572	£3,215		-£1,844	£3,21
£25,625		-£5,828	£3,215 £500	£5,000 -£21,512	-£26,572	£3,215 £500	£5,000 -£19,834	-£1,844	£3,21
£25,625	-£5,095	-£5,828 -£10,924	£3,215 £500 £17,711	£5,000 -£21,512 -£14,725	-£26,572 -£41,298	£3,215 £500 £17,451	£5,000 -£19,834 -£43,681	-£1,844 -£45,524	£3,21 £50 £24,16
£25,625 £25,625 £133,856	-£5,095 £133,856	-£5,828 -£10,924 £133,856	£3,215 £500 £17,711 £6,787 £133,856	£5,000 -£21,512 -£14,725 £133,856	-£26,572 -£41,298 £133,856	£3,215 £500 £17,451 -£23,847 £133,856	£5,000 -£19,834 -£43,681 £133,856	-£1,844 -£45,524 £133,856	£3,21 £50 £24,16 -£21,35 £133,85
£25,625	-£5,095 £133,856	-£5,828 -£10,924	£3,215 £500 £17,711 £6,787 £133,856	£5,000 -£21,512 -£14,725	-£26,572 -£41,298	£3,215 £500 £17,451	£5,000 -£19,834 -£43,681	-£1,844 -£45,524	£3,21 £50 £24,16 -£21,35 £133,85
£25,625 £25,625 £133,856	-£5,095 £133,856	-£5,828 -£10,924 £133,856	£3,215 £500 £17,711 £6,787 £133,856	£5,000 -£21,512 -£14,725 £133,856	-£26,572 -£41,298 £133,856	£3,215 £500 £17,451 -£23,847 £133,856	£5,000 -£19,834 -£43,681 £133,856	-£1,844 -£45,524 £133,856	£3,21 £50 £24,16 -£21,35 £133,85
£25,625 £25,625 £133,856	-£5,095 £133,856	-£5,828 -£10,924 £133,856	£3,215 £500 £17,711 £6,787 £133,856	£5,000 -£21,512 -£14,725 £133,856	-£26,572 -£41,298 £133,856	£3,215 £500 £17,451 -£23,847 £133,856	£5,000 -£19,834 -£43,681 £133,856	-£1,844 -£45,524 £133,856	£3,21 £50 £24,16 -£21,35 £133,85
£25,625 £25,625 £133,856	-£5,095 £133,856	-£5,828 -£10,924 £133,856	£3,215 £500 £17,711 £6,787 £133,856	£5,000 -£21,512 -£14,725 £133,856	-£26,572 -£41,298 £133,856	£3,215 £500 £17,451 -£23,847 £133,856	£5,000 -£19,834 -£43,681 £133,856	-£1,844 -£45,524 £133,856	£3,21 £5( £24,16 £133,85 £112,49
£25,625 £25,625 £133,856	-£5,095 £133,856	-£5,828 -£10,924 £133,856	£3,215 £500 £17,711 £6,787 £133,856 £140,643	£5,000 -£21,512 -£14,725 £133,856	-£26,572 -£41,298 £133,856	£3,215 £500 £17,451 -£23,847 £133,856 £110,009	£5,000 -£19,834 -£43,681 £133,856	-£1,844 -£45,524 £133,856	£3,21 £50 £24,16 £21,35 £133,85 £112,49
£25,625 £25,625 £133,856	-£5,095 £133,856 £128,760	-£5,828 -£10,924 £133,856	£3,215 £500 £17,711 £6,787 £133,856 £140,643	£5,000 -£21,512 -£14,725 £133,856	-£26,572 -£41,298 £133,856	£3,215 £500 £17,451 -£23,847 £133,856 £110,009	£5,000 -£19,834 -£43,681 £133,856	-£1,844 -£45,524 £133,856	£3,21 £5( £24,16 £133,85 £112,49
£25,625 £25,625 £133,856	-£5,095 £133,856	-£5,828 -£10,924 £133,856	£3,215 £500 £17,711 £6,787 £133,856 £140,643	£5,000 -£21,512 -£14,725 £133,856	-£26,572 -£41,298 £133,856	£3,215 £500 £17,451 -£23,847 £133,856 £110,009	£5,000 -£19,834 -£43,681 £133,856	-£1,844 -£45,524 £133,856	£3,21 £50 £24,16 £21,35 £133,85 £112,49
£25,625 £25,625 £133,856 £159,481	-£5,095 £133,856 £128,760	-£5,828 -£10,924 £133,856 £122,932	£3,215 £500 £17,711 £6,787 £133,856 £140,643	£5,000 -£21,512 -£14,725 £133,856 £119,130	-£26,572 -£41,298 £133,856 £92,558	£3,215 £500 £17,451 -£23,847 £133,856 £110,009	£5,000 -£19,834 -£43,681 £133,856 £90,175	-£1,844 -£45,524 £133,856 £88,331	£3,21 £50 £24,16 -£21,35 £112,49
£25,625 £25,625 £133,856	-£5,095 £133,856 £128,760	-£5,828 -£10,924 £133,856	£3,215 £500 £17,711 £6,787 £133,856 £140,643	£5,000 -£21,512 -£14,725 £133,856	-£26,572 -£41,298 £133,856	£3,215 £500 £17,451 -£23,847 £133,856 £110,009	£5,000 -£19,834 -£43,681 £133,856	-£1,844 -£45,524 £133,856	£3,21 £50 £24,16
£25,625 £25,625 £133,856 £159,481	-£5,095 £133,856 £128,760 £4,270	-£5,828 -£10,924 £133,856 £122,932	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500	£5,000 -£21,512 -£14,725 £133,856 £119,130	-£26,572 -£41,298 £133,856 £92,558	£3,215 £500 £17,451 £133,847 £133,856 £110,009	£5,000 -£19,834 -£43,681 £133,856 £90,175	-£1,844	£3,21 £50 £24,16 £13,85 £112,45 £7,50
£25,625 £25,625 £133,856 £159,481 £22,410	-£5,095 £133,856 £128,760 £4,270 -£26,450	-£5,828 -£5,828 -£5,828	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500	£5,000 -£21,512 -£14,725 £133,856 £119,130	-£26,572 -£41,298 £133,856 £92,558	£3,215 £500 £17,451 -£23,847 £133,856 £110,009 £7,500	£5,000 -£19,834 -£43,681 £133,856 £90,175	-£1,844 -£45,524 £133,856 £88,331 -£1,844	£3,21 £50 £24,16 £133,8: £112,45 £7,50
£25,625 £25,625 £133,856 £159,481 £22,410 £22,410 £124,356	£5,095 £133,856 £128,760 £4,270 £4,270 £4,040 £120,087	-£5,828 -£10,924 £133,856 £122,932 -£5,828 -£9,868 £120,087	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500 £21,496 £11,628 £11,628	£5,000 -£21,512 -£14,725 £133,856 £119,130 -£26,512 -£14,885 £120,087	-£26,572 -£41,298 £133,856 £92,558	£3,215 £500 £17,451 -£23,847 £133,856 £110,009 £7,500	£5,000 -£19,834 -£43,681 £133,856 £90,175	-£1,844 -£45,524 £133,856 £88,331 -£1,844 -£46,899 £120,087	£3,21 £5CC £24,1£ £133,85 £112,45 £7,5C £27,95
£25,625 £25,625 £133,856 £159,481 £22,410 £22,410 £124,356	-£5,095 £133,856 £128,760 £4,270 -£26,450	-£5,828 -£10,924 £133,856 £122,932 -£5,828 -£9,868 £120,087	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500 £21,496 £11,628 £11,628	£5,000 -£21,512 -£14,725 £133,856 £119,130	-£26,572 -£41,298 £133,856 £92,558	£3,215 £500 £17,451 -£23,847 £133,856 £110,009 £7,500	£5,000 -£19,834 -£43,681 £133,856 £90,175	-£1,844 -£45,524 £133,856 £88,331 -£1,844	£3,21 £5CC £24,1£ £133,85 £112,45 £7,5C £27,95
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£25,625 £25,625 £133,856 £159,481 £22,410 £22,410 £124,356 £146,766	£4,270 £4,270 £128,760	-£5,828 -£10,924 £133,856 £122,932 -£5,828 -£9,868 £120,087 £110,219	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500 £21,496 £11,628 £120,087 £131,715	£5,000 -£21,512 -£14,725 £133,856 £119,130 -£26,512 -£14,885 £120,087 £105,202	-£26,572 -£41,298 £133,856 £92,558 -£26,572 -£41,457 £120,087 £78,630	£3,215 £500 £17,451 £133,847 £133,856 £110,009 £7,500 £21,236 £21,236 £21,236	£5,000 -£19,834 -£43,681 £133,856 £90,175 -£24,834 -£45,055 £120,087 £75,032	-£1,844 -£45,524 £133,856 £88,331 -£1,844 -£46,899 £120,087 £73,188	£3,21 £50 £24,16 £133,81 £133,81 £112,41 £7,50 £27,91 £120,06 £101,11
£25,625 £25,625 £133,856 £159,481 £22,410 £22,410 £124,356 £146,766	£4,270 £4,270 £128,760	-£5,828 -£10,924 £133,856 £122,932 -£5,828 -£9,868 £120,087 £110,219	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500 £21,496 £11,628 £120,087 £131,715	£5,000 -£21,512 -£14,725 £133,856 £119,130 -£26,512 -£14,885 £120,087 £105,202	-£26,572 -£41,298 £133,856 £92,558 -£26,572 -£41,457 £120,087 £78,630	£3,215 £500 £17,451 £133,847 £133,856 £110,009 £7,500 £21,236 £21,236 £21,236	£5,000 -£19,834 -£43,681 £133,856 £90,175 -£24,834 -£45,055 £120,087 £75,032	-£1,844 -£45,524 £133,856 £88,331 -£1,844 -£46,899 £120,087 £73,188	£3,21 £5(24,14) £24,34 £133,81 £112,45 £7,5(0
£25,625 £25,625 £133,856 £159,481 £22,410 £22,410 £124,356 £146,766	£5,095 £133,856 £128,760 £4,270 -£26,450 £120,087 £116,047	-£5,828 -£10,924 £133,856 £122,932 -£5,828 -£9,868 £120,087 £110,219	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500 £21,496 £11,628 £120,087 £131,715	£5,000 -£21,512 -£14,725 £133,856 £119,130 -£26,512 -£14,885 £120,087 £105,202	-£26,572 -£41,298 £133,856 £92,558 -£26,572 -£41,457 £120,087 £78,630	£3,215 £500 £17,451 £133,847 £133,856 £110,009 £7,500 £21,236 £21,236 £21,236	£5,000 -£19,834 -£43,681 £133,856 £90,175 -£24,834 -£45,055 £120,087 £75,032	-£1,844 -£45,524 £133,856 £88,331 -£1,844 -£46,899 £120,087 £73,188	£3,21 £50 £24,16 £133,81 £133,81 £112,41 £7,50 £27,91 £120,06 £101,11
£25,625 £25,625 £133,856 £159,481 £22,410 £124,356 £146,766	£5,095 £133,856 £128,760 £4,270 -£26,450 £120,087 £116,047	-£5,828 -£10,924 £133,856 £122,932 -£5,828 -£9,868 £120,087 £110,219	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500 £21,496 £11,628 £120,087 £131,715	£5,000 -£21,512 -£14,725 £133,856 £119,130 -£26,512 -£14,885 £120,087 £105,202	-£26,572 -£41,298 £133,856 £92,558 -£26,572 -£41,457 £120,087 £78,630	£3,215 £500 £17,451 -£23,847 £133,856 £110,009 £7,500 £21,236 -£20,221 £120,087 £99,866	£5,000 -£19,834 -£43,681 £133,856 £90,175 -£24,834 -£45,055 £120,087 £75,032	-£1,844 -£45,524 £133,856 £88,331 -£1,844 -£46,899 £120,087 £73,188	£3,21 £50 £24,16 £24,16 £13,88 £112,46 £27,90 £120,06 £101,13
£25,625 £25,625 £133,856 £159,481 £22,410 £124,356 £146,766	£4,270 £4,270 £4,270 £2,450 £116,047	-£5,828 -£10,924 £133,856 £122,932 -£5,828 -£9,868 £120,087 £110,219	£3,215 £500 £17,711 £6,787 £133,856 £140,643 £7,500 £21,496 £11,628 £120,087 £131,715	£5,000 -£21,512 -£14,725 £133,856 £119,130 -£26,512 -£14,885 £120,087 £105,202	-£26,572 -£41,298 £133,856 £92,558 -£26,572 -£41,457 £120,087 £78,630	£3,215 £500 £17,451 -£23,847 £133,856 £110,009 £7,500 £21,236 -£20,221 £120,087 £99,866	£5,000 -£19,834 -£43,681 £133,856 £90,175 -£24,834 -£45,055 £120,087 £75,032	-£1,844 -£45,524 £133,856 £88,331 -£1,844 -£46,899 £120,087 £73,188	£3,2: £50. £24,11 £133,8: £112,4: £7,50. £27,9: £120,0:

	Cash	Flow											
							201	9/20					
February	March	April	May	June	July	August	September	October	November	December	January	February	March
-£18,523	-£18,523	-£17,073	-£17,073 -£100	-£17,073	-£17,073 -£400	-£17,073	-£17,073	-£17,073 -£100	-£17,073	-£17,073	-£17,073 -£150	-£17,073	-£17,073
		-£2,775			-£2,775			-£2,775			-£2,775		
-£91	-£91	-£93	-£6,473 -£93	-£93	-£93	-£93	-£93	-£93	-£93	-£93	-£93	-£93	-£93
-£150	-£150	-£125	-£125	-£125	-£125	-£125	-£125	-£125	-£125	-£125	-£125	-£125	-£125
-£480	-£480	-£480	-£480	-£480 -£3,439	-£480 -£3,439	-£480 -£3,439	-£480 -£3,439	-£480 -£3,439	-£480	-£480	-£480	-£480	-£480
-£71	-£71	-£571	-£71	-£71	-£571	-£71	-£71	-£571	-£71	-£71	-£571	-£71	-£71
-£83	-£83	-£83	-£83	-£83	-£83	-£83	-£83	-£83	-£83	-£83	-£83	-£83	-£83
-£630	-£630	-£572	-£572	-£572	-£572	-£572	-£572	-£572	-£572	-£572	-£572	-£572	-£572
-£50 -£250	-£50 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250	-£15 -£250
-£108 -£100	-£168 -£100	-£521 -£100	-£108 -£100	-£168 -£100	-£521 -£100	-£108 -£100	-£168 -£100	-£521 -£100	-£108 -£100	-£168 -£100	-£521 -£100	-£108 -£100	-£168 -£100
		-£4,375			-£4,375			-£4,375			-£4,375		
-£20,537	-£20,597	-£27,033	-£25,544	-£22,469	-£30,871	-£22,409	-£22,469	-£30,571	-£18,970	-£19,030	-£27,183	-£18,970	-£19,030
£229	£10,229	£98,556 £49,051	£789	£19,733	£51,790 £49,051	£1,989	£1,989	£51,230 £49,051	£229	£20,279	£50,030 £49,051	£229	£229
				£12,500 £2,694				- 10,000		£12,500			
£0	£0	£48,526	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
£0	£10,000	£0	£0	£3,750	£1,200	£1,200	£1,200	£1,200	£0	£7,550	£0	£0	£0
£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83
£146	£146	£896	£706	£706	£1,456	£706	£706	£896	£146	£146	£896	£146	£146
-£20,308	-£10,368	£71,523	-£24,754	-£2,736	£20,918	-£20,420	-£20,480	£20,658	-£18,741	£1,249	£22,847	-£18,741	-£18,801
-£31,758 £70,087 £38,329	-£42,126 £70,087 £27,961	£29,397 £70,087 £99,484	£4,642 £70,087 £74,730	£1,907 £70,087 £71,994	£22,825 £70,087 £92,912	£2,406 £70,087 £72,493	£17,929 £34,084 £52,013	£38,587 £34,084 £72,671	£19,846 £34,084 £53,930	£21,095 £34,084 £55,179	£43,942 £34,084 £78,026	£25,201 £34,084 £59,285	£6,400 £34,084 £40,484
£5,000	CE 000	£3,270	£5,000		£3,270	£5,000		£3,270	£5,000		£3,270	£5,000	
	£5,000	£500			£500			£500			£500		
	-£5,590						£920						
-£15,308	-£10,958	£75,293	-£19,754	-£2,736	£24,688	-£15,420	-£19,560	£24,428	-£13,741	£1,249	£26,617	-£13,741	-£18,801
-£36,667 £133,856	-£47,626 £139,446	£27,667 £139,446	£7,913 £139,446	£5,177 £139,446	£29,866 £139,446	£14,446 £139,446	-£5,114 £138,523	£19,315 £138,523	£5,574 £138,523	£6,822 £138,523	£33,439 £138,523	£19,698 £138,523	£897 £138,523
£97,188	£91,820	£167,113	£147,359	£144,623	£169,312	£153,892	£133,409	£157,837	£144,096	£145,345	£171,962	£158,221	£139,420
		67.500			67.500			67.500			67.500		
		£7,500			£7,500			£7,500			£7,500		
							£6,000						
-£20,308	-£10,368	£79,023	-£24,754	-£2,736	£28,418	-£20,420	-£14,480	£28,158	-£18,741	£1,249	£30,347	-£18,741	-£18,801
-£39,256 £120,087	-£49,625 £120,087	£29,398 £120,087	£4,644 £120,087	£1,908 £120,087	£30,327 £120,087	£9,907 £120,087	-£4,573 £114,084	£23,586 £114,084	£4,845 £114,084	£6,093 £114,084	£36,440 £114,084		-£1,102 £114,084
£80,831	£70,462	£149,485	£124,731		£150,414		£109,511	£137,669	£118,928	£120,177	£150,524	-	
	62.55				22.55	62.55	02.55		00.00	00.75			62.55
£2,957	£2,957	£2,960	£2,960	£2,960	£2,960	£2,960	£2,960	£2,960	£2,960	£2,960	£2,960	£2,960	£2,960
647.07	-£1,210	671.00	626.70		632.075	647.46	£480	C22 C4-	645.76	6.00	C27 00-	CAE TO	C4F 26
-£17,351 -£33,503	-£8,621 -£42,125	£74,483 £32,358	-£21,794 £10,564	£224	£23,878 £34,667	-£17,460 £17,207	-£17,040 £167	£23,618 £23,786	-£15,781 £8,005	£4,209	£25,807	-£15,781 £22,239	-£15,361 £6,878
	£113,467	£113,467		£113,467		£113,467	£112,984		£112,984	£12,213		£112,984	
£78,752	£71,342	£145,825		£124,255	£148,134		£113,151	£136,769	£120,988	£125,197		£135,223	

#### **AONB Forecast Movement in Reserves**

		Conservation Fund		Stiperstones and Corndon Hill Landscape Partnership Scheme	Total		Conservation Fund
Opening Balance	£139,670.07						
<u> </u>		· ·	,	· · · · · · · · · · · · · · · · · · ·	,		
I&E Surplus/Deficit	-£11,228.32	-£8,884.20	-£897.00	-£5,699.00	-£26,708.52	-£37,009.95	
Closing Balance	£128,441.75	£1,272.64	£20,751.18	£0.00	£150,465.57	£91,431.80	£1,272.64

Result of Plan A			2016/17				
		Conservation					Conservation
Function	General	Fund	Shuttles	Scheme	Total	General	Fund
Opening Balance	£139,670.07	£10,156.84	£21,648.18	£5,699.00	£177,174.09	£130,941.75	£1,272.64
I&E Surplus/Deficit	-£8,728.32	-£8,884.20	-£897.00	-£5,699.00	-£24,208.52	-£10,009.95	
Closing Balance	£130,941.75	£1,272.64	£20,751.18	£0.00	£152,965.57	£120,931.80	£1,272.64

Result of Plan B							
				Stiperstones and			
				Corndon Hill			
				Landscape			
		Conservation		Partnership			Conservation
Function	General	Fund	Shuttles	Scheme	Total	General	Fund
Opening Balance	£139,670.07	£10,156.84	£21,648.18	£5,699.00	£177,174.09	£128,441.75	£1,272.64
I&E Surplus/Deficit	-£11,228.32	-£8,884.20	-£897.00	-£5,699.00	-£26,708.52	-£17,009.95	
Closing Balance	£128,441.75	£1,272.64	£20,751.18	£0.00	£150,465.57	£111,431.80	£1,272.64

Result of Plan C							
				Stiperstones and			
				Corndon Hill			
				Landscape			
		Conservation		Partnership			Conservation
Function	General	Fund	Shuttles	Scheme	Total	General	Fund
Opening Balance	£139,670.07	£10,156.84	£21,648.18	£5,699.00	£177,174.09	£128,441.75	£1,272.64
I&E Surplus/Deficit	-£11,228.32	-£8,884.20	-£897.00	-£5,699.00	-£26,708.52	-£29,109.95	
Closing Balance	£128,441.75	£1,272.64	£20,751.18	£0.00	£150,465.57	£99,331.80	£1,272.64

#### **AONB Forecast Movement**

	2017/18					2018/19			
		Stiperstones and Corndon Hill Landscape Partnership Scheme	Total		Conservation Fund		Stiperstones and Corndon Hill Landscape Partnership Scheme		
Opening Balance	£20,751.18								
<u> </u>			,			,			
I&E Surplus/Deficit	-£9,100.00		-£46,109.95	-£29,975.59		-£4,293.00			
Closing Balance	£11,651.18	£0.00	£104,355.62	£61,456.21	£1,272.64	£7,358.18	£0.00		

Result of Plan A	2017/18			2018/19				
		Stiperstones and Corndon Hill Landscape Partnership			Conservation		Stiperstones and Corndon Hill Landscape Partnership	
Function	Shuttles	Scheme	Total	General	Fund	Shuttles	Scheme	
Opening Balance	£20,751.18	£0.00	£152,965.57	£120,931.80	£1,272.64	£11,651.18	£0.00	
I&E Surplus/Deficit	-£9,100.00		-£19,109.95	£9,883.41		-£4,293.00		
Closing Balance	£11,651.18	£0.00	£133,855.62	£130,815.21	£1,272.64	£7,358.18	£0.00	

Result of Plan B	2017/18			2018/19				
		Stiperstones					Stiperstones and	
		and Corndon					Corndon Hill	
		Hill Landscape					Landscape	
		Partnership			Conservation		Partnership	
Function	Shuttles	Scheme	Total	General	Fund	Shuttles	Scheme	
Opening Balance	£20,751.18	£0.00	£150,465.57	£111,431.80	£1,272.64	£11,651.18	£0.00	
I&E Surplus/Deficit	-£9,100.00		-£26,109.95	£24.41		-£4,293.00		
Closing Balance	£11,651.18	£0.00	£124,355.62	£111,456.21	£1,272.64	£7,358.18	£0.00	

Result of Plan C	2017/18					2018/19	
		Stiperstones					Stiperstones and
		and Corndon					Corndon Hill
		Hill Landscape					Landscape
		Partnership			Conservation		Partnership
Function	Shuttles	Scheme	Total	General	Fund	Shuttles	Scheme
Opening Balance	£20,751.18	£0.00	£150,465.57	£99,331.80	£1,272.64	£11,651.18	£0.00
I&E Surplus/Deficit	-£9,100.00		-£38,209.95	£5,504.41		-£4,293.00	
Closing Balance	£11,651.18	£0.00	£112,255.62	£104,836.21	£1,272.64	£7,358.18	£0.00

#### **AONB Forecast Movement**

			2019/20					
	Total		Conservation Fund		Stiperstones and Corndon Hill Landscape Partnership Scheme	Total		
Opening Balance	£104,355.62	£61,456.21	£1,272.64	£7,358.18	£0.00	£70,087.03		
I&E Surplus/Deficit	-£34,268.59	-£31,710.16		-£4,293.00		-£36,003.16		
Closing Balance	£70,087.03	£29,746.05	£1,272.64	£3,065.18	£0.00	£34,083.87		

Result of Plan A			2019/20						
Function	Total		Conservation Fund		Stiperstones and Corndon Hill Landscape Partnership Scheme	Total			
Opening Balance	£133,855.62								
Opening balance	1133,633.02	1130,813.21	11,272.04	17,336.16	10.00	1135,440.03			
I&E Surplus/Deficit	£5,590.41	£3,369.84		-£4,293.00		-£923.16			
Closing Balance	£139,446.03	£134,185.05	£1,272.64	£3,065.18	£0.00	£138,522.87			

Result of Plan B			2019/20						
					Stiperstones and				
					Corndon Hill				
					Landscape				
			Conservation		Partnership				
Function	Total	General	Fund	Shuttles	Scheme	Total			
Opening Balance	£124,355.62	£111,456.21	£1,272.64	£7,358.18	£0.00	£120,087.03			
I&E Surplus/Deficit	-£4,268.59	-£1,710.16		-£4,293.00		-£6,003.16			
Closing Balance	£120,087.03	£109,746.05	£1,272.64	£3,065.18	£0.00	£114,083.87			

Result of Plan C			2019/20						
					Stiperstones and				
					Corndon Hill				
					Landscape				
			Conservation		Partnership				
Function	Total	General	Fund	Shuttles	Scheme	Total			
Opening Balance	£112,255.62	£104,836.21	£1,272.64	£7,358.18	£0.00	£113,467.03			
I&E Surplus/Deficit	£1,211.41	£3,809.84		-£4,293.00		-£483.16			
Closing Balance	£113,467.03	£108,646.05	£1,272.64	£3,065.18	£0.00	£112,983.87			