

# Public Document Pack

**Peak District National Park Authority**

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Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



**Our Values: Care – Enjoy – Pioneer**

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Our Ref: A.1142/4944

Date: 4 April 2024



## NOTICE OF MEETING

Meeting: **National Park Authority**

Date: **Friday 12 April 2024**

Time: **10.00 am**

Venue: **Aldern House, Baslow Road, Bakewell**

PHILIP MULLIGAN  
CHIEF EXECUTIVE

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## AGENDA

1. **Apologies for Absence**

2. **Urgent Business**

3. **Public Participation**

To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

4. **Members Declarations of Interest**

Members are asked to declare any disclosable pecuniary or prejudicial interests they may have in relation to items on the agenda for this meeting.

## FOR DECISION

5. **Peak District Nature Recovery Plan** (*Pages 5 - 8*) 20 mins

6. **Capital Strategy 2024/25 - 2027/28** (*Pages 9 - 26*) 20 mins  
Appendix 1

Appendix 2

Appendix 3

7. **Exempt Information S100(A) Local Government Act 1972**  
**RESOLVED:**

**That the public be excluded from the meeting during consideration of agenda item 13 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, paragraph 3 “information relating to the financial or business affairs of any particular person (including the Authority holding that information).**

8. **Proposed Property Purchase - ITEM WITHDRAWN** (*Pages 27 - 50*) 20 mins  
Appendix 1A

Appendix 1B (i)

Appendix 1B (ii)

Appendix 1B (iii)

Appendix 2A

Appendix 2B

Appendix 2C

## **Duration of Meeting**

In the event of not completing its business within 3 hours of the start of the meeting, in accordance with the Authority's Standing Orders, the Authority will decide whether or not to continue the meeting. If the Authority decides not to continue the meeting it will be adjourned and the remaining business considered at the next scheduled meeting.

If the Authority has not completed its business by 1.00pm and decides to continue the meeting the Chair will exercise discretion to adjourn the meeting at a suitable point for a 30 minute lunch break after which the committee will re-convene.

## **ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)**

### **Agendas and reports**

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website <http://democracy.peakdistrict.gov.uk>

### **Background Papers**

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected on the Authority's website.

### **Public Participation and Other Representations from third parties**

Please note that meetings of the Authority and its Committees may take place at venues other than its offices at Aldern House, Bakewell when necessary. Public participation is still available and anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Customer and Democratic Support Team to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website <http://www.peakdistrict.gov.uk/looking-after/about-us/have-your-say> or on request from the Customer and Democratic Support Team 01629 816362, email address: [democraticandlegalsupport@peakdistrict.gov.uk](mailto:democraticandlegalsupport@peakdistrict.gov.uk).

### **Written Representations**

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12noon on the Wednesday preceding the Friday meeting.

### **Recording of Meetings**

In accordance with the Local Audit and Accountability Act 2014 members of the public may record and report on our open meetings using sound, video, film, photograph or any other means this includes blogging or tweeting, posts on social media sites or publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Customer and Democratic Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority uses an audio sound system to make it easier to hear public speakers and discussions during the meeting and makes an audio visual broadcast and recording available after the meeting. From 3 February 2017 the recordings will be retained for three years after the date of the meeting.

### **General Information for Members of the Public Attending Meetings**

Please note meetings of the Authority and its Committees may take place at venues other than its offices at Aldern House, Bakewell when necessary, the venue for a meeting will be specified on the agenda. There may be limited spaces available for the public at meetings and priority will be given to those who are participating in the meeting. It is intended that the meetings will be visually broadcast via YouTube and the broadcast will be available live on the Authority's website.

This meeting will take place at Aldern House, Baslow Road, Bakewell, DE45 1AE.

Aldern House is situated on the A619 Bakewell to Baslow Road. Car parking is available. Local Bus Services from Bakewell centre and from Chesterfield and Sheffield pick up and set down near Aldern House. Further information on Public transport from surrounding areas can be obtained from Traveline on 0871 200 2233 or on the Traveline website at [www.travelineeastmidlands.co.uk](http://www.travelineeastmidlands.co.uk).

Please note that there is no refreshment provision for members of the public before the meeting or during meeting breaks. However, there are cafes, pubs and shops in Bakewell town centre, approximately 15 minutes walk away.

**To: Members of National Park Authority:**

Chair: Mr K Smith  
Deputy Chair: Mr J W Berresford

Ms R Bennett	Cllr M Beer
Cllr P Brady	Cllr M Buckler
Cllr M Chaplin	Cllr C Farrell
Cllr P G Fryer	Cllr N Gourlay
Cllr C Greaves	Cllr A Gregory
Prof J Dugdale	Cllr B Hanley
Ms A Harling	Cllr A Hart
Cllr L Hartshorne	Cllr Mrs G Heath
Cllr I Huddleston	Cllr D Murphy
Cllr A Nash	Cllr C O'Leary
Cllr Mrs K Potter	Cllr V Priestley
Cllr K Richardson	Dr R Swetnam
Mr S Thompson	Cllr J Wharmby
Ms Y Witter	Cllr B Woods

Constituent Authorities  
Secretary of State for the Environment  
Natural England

## 5. **PEAK DISTRICT NATURE RECOVERY PLAN**

### 1. **Purpose of the report**

To seek approval for the Peak District Nature Recovery Plan 2024. This document sets out the nature recovery aims for the place.

#### **Key Issues**

- Fulfilling the target under Objective 4 of the National Park Management Plan.
- Inform and influence the six county Local Nature Recovery Strategies delivered by Responsible Authorities.

### 2. **Recommendations**

1. To adopt the [Peak District Nature Recovery Plan](#).
2. **Approval for any material updates or changes delegated to the Head of Landscape & Engagement, in consultation with the Chair and Deputy Chair of the Authority.**

#### **How does this contribute to our policies and legal obligations?**

3. **National Park Management Plan** Aim two: Landscape and nature recovery (The Peak District National Park is a resilient landscape in which nature, beauty, and cultural heritage are significantly enhanced). Objective 4: To be a place where nature recovers and biodiversity flourishes. Target: Implement the one Peak District Nature Recovery plan.
4. **Biodiversity duty** Natural Environment & Rural Communities Act 2006 (as amended), Section 40 A public authority must ‘determine such policies and specific objectives as it considers appropriate to further the general biodiversity objective’.
5. **Local Plan** The Peak District Nature Recovery Plan can guide and inform the Local Plan review, and ensure consistency between planning policy and the National Park Management Plan. The Peak District Nature Recovery Plan can also fulfil the National Planning Policy Framework 185 ecological mapping requirement: ‘Identify, map and safeguard components of local wildlife-rich habitats and wider ecological networks, including the hierarchy of international, national and locally designated sites of importance for biodiversity, wildlife corridors and stepping stones that connect them; and areas identified by national and local partnerships for habitat management, enhancement, restoration or creation’.

#### **Background Information**

6. From 2000 until 2020, the Peak District has had a Biodiversity Action Plan. Following the publication of the 25 Year Environment Plan in 2018, and the end of the Biodiversity Action Plan in 2020, in 2021 the decision was taken to write a nature recovery plan for the Peak District.
7. In October 2021 an inaugural Steering Group meeting was held with partners, and a Local Authorities supporting group was set up to try and ensure synergy with the county Local Nature Recovery Strategies. Since this date there have been 11 Steering Group meetings and four Local Authorities meetings.
8. A number of iterations of the structure have been tested, including a habitat-based approach and a National Character Area approach, supported by some initial trial

opportunity mapping.

9. Following a series of farmer workshops, and taking learnings from the Peak District Environmental Land Management Test 2019-2021, the decision was taken by the Steering Group to support a themed approach based on the challenges and barriers to delivering nature recovery. The aims and content were then written with input from internal colleagues and external partners and experts.
10. The structure of the Plan is as follows:
  - Theme
  - Aims
  - Peak district context
  - For nature
  - Other benefits/ ecosystem services
  - In practice
  - Case studies
11. Following consultation with wider stakeholders in June/ July 2023, a final draft of the Nature Recovery Plan was produced and sent to the Steering Group for final comment in January 2024.
12. The final draft Nature Recovery Plan was presented to the Members Forum on 15 March 2024.
13. Whilst the plan doesn't currently include a mapping element, there is the intention to produce 'guidance maps' for each Landscape Character Type, incorporating the Landscape Strategy (and Wooded Landscapes Plan), National Park Management Plan, Nature Recovery Plan and Local Plan. The Plan will also include interactive maps that will show progress against some of the aims, for example new woodland creation.
14. The plan will also be supported by a SMART objective delivery plan, that will outline the action needed to overcome some of the identified challenges and barriers to achieving the aims. The action set out will be ambitious, and will include an analysis of required resource where appropriate, with clear consideration of potential future impacts. A reporting template integrated into the National Park Management Plan reporting process is also being explored, in an effort to minimise the reporting burden for ourselves and partners.

### **Proposals**

15. The proposal is that the Authority adopts the Peak District Nature Recovery Plan as per the link provided.
16. The plan sets out a clear message that we must be ambitious in our aims to recover nature in the Peak District, whilst also being pragmatic and realistic and maintaining a forward look.
17. The proposal therefore also incorporates an (at least) annual review to ensure the Plan (and accompanying documents and maps) are fit for purpose.

**Are there any corporate implications members should be concerned about?**

**Financial:**

18. Whilst this is a strategic document aimed at achieving nature recovery in the National Park, there is a desire from partners both locally and within the Protected Landscapes family to continue with a strategic nature recovery group to ensure a joined up approach. This will require resource from the National Park Authority to provide Secretariat and coordination, which is currently being provided by the Nature Recovery Officer.

**Risk Management:**

19. There is a risk that partners do not take account of the Nature Recovery Plan. This risk has been mitigated by past and ongoing work to build relationships with partners, and partners have put considerable input into the Plan which should help to achieve buy-in.
20. There is a risk that the six Local Nature Recovery Strategies (LNRSs) that will cover the Peak District do not align with the Nature Recovery Plan. This risk is being mitigated by continued attendance and input at LNRS meetings, an initial letter sent by CEO Phil Mulligan before LNRSs began. Consideration is being given to a standardised approach to incorporating the National Park into the priorities and opportunity mapping processes.

**Sustainability:**

21. Sustainability issues such as carbon and climate change, water quality and soil management have been considered throughout the document, particularly in the other benefits/ ecosystem services section of each aim.

**Equality, Diversity and Inclusion:**

22. The document is online only and designed to comply with all accessibility legislation. This provides the most accessible and updatable way of hosting the Plan. There will also be a hard copy summary document available.

**23. Climate Change**

1. How does this decision contribute to the Authority's role in climate change set out in the UK Government Vision and Circular for National Parks?
- a) Educators in climate change
  - b) Exemplars of sustainability
  - c) Protecting the National Park
  - d) Leading the way in sustainable land management
  - e) Exemplars in renewable energy
  - f) Working with communities

The Plan sets out a clear strategic direction for nature recovery, highlighting where this can contribute to climate change mitigation and adaptation. The delivery plan builds on the pioneering work of, for example, the Moors for the Future Partnership, whilst also bringing a new perspective from the background work and structure of the Plan. The

aims set out best practice, and the delivery plan will set out how exemplars can be promoted or used by the Authority and partners, including farmers, land managers and owners, as well as leading the way in research.

Close working with the Strategy and Performance team, and Planning Policy team has enabled the Plan to align with other work around development and education.

2. How does this decision contribute to the Authority meeting its carbon net zero target?

This is a plan for the place, with many actions being undertaken or proposed that achieve the aims of the Nature Recovery Plan whilst contributing to climate change mitigation and adaptation across the National Park.

3. How does this decision contribute to the National Park meeting carbon net zero by 2050?

The Plan highlights challenges and barriers to achieving nature recovery, and the contribution this plays in mitigating and adapting to climate change. The delivery plan will highlight time-sensitive action that can contribute to the National Park being net zero by 2050.

4. Are there any other Climate Change related issues that are relevant to this decision that should be brought to the attention of Members?

None

**24. Background papers (not previously published)**

None

**25. Appendices**

Appendix 1 - [Peak District Nature Recovery Plan](#)

**Report Author, Job Title and Publication Date**

Sarah Bird, Nature Recovery Officer, 03 April 2024



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## 6. **CAPITAL STRATEGY 2024/25 - 2027/28**

### 1. **Purpose of the Report**

This report requests approval for the revised Capital Strategy for 2024/25 to 2027/28. The Capital Strategy outlines a 4-year plan for capital investments, aligning with the strategic objectives of the Peak District National Park Authority.

#### **Key Points**

- The Capital Strategy is the overarching document that outlines the capital investment plans for the Authority and it must be updated and approved each year.
- The Capital Strategy contains the Capital Budget for the forthcoming year and the 4-year Capital Programme, which runs parallel to the Medium-Term Financial Plan.
- The Capital Programme required an update to ensure approvals and funding were in place for the outstanding works.
- Finance and Property collaborated to agree the outstanding works, funding sources and budgets required. These approved projects will have a budget on implicit.
- Any future additions to the Capital Programme are subject to a business case assessment and the necessary approval, before a budget is allocated.
- The proposed Capital Programme is a combination of approved and unapproved projects.
- A new capital budget setting and business case appraisal policy is under development and will be part of next year's Capital Strategy.

### 2. **Recommendations(s)**

1. **Approve the Capital Budget for 2024/25 (listed in Appendix 1), with the understanding that projects in the 'new' and 'additional' columns will require a business case and approval to proceed.**
2. **Acknowledge the overall Capital Programme for 2024/25 to 2027/28 (found in Appendix 2).**
3. **Approve the Capital Strategy (listed in Appendix 3)**
4. **Acknowledge that in future the Capital Strategy will be jointly presented with the Treasury Management Strategy for annual approval**

### 3. **How does this contribute to our policies and legal obligations?**

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code mandates local authorities to produce a Capital Strategy. The strategy demonstrates how capital expenditure, capital financing, and treasury management activity contribute to desired outcomes. Principles such as stewardship, value for money, prudence, sustainability, and affordability are key elements of a Capital Strategy.

The Capital Strategy ensures that capital investments are strategically aligned with the Authority's objectives, resulting in value for money and compliance with asset management plans. This alignment contributes to the effective provision of services.

### 4. **Background Information**

- The S151 Officer is responsible for formulating a comprehensive capital strategy that covers both capital expenditure (investments in infrastructure, buildings, and equipment) and capital financing (how to fund these projects).
- This strategy must align with the authority’s long-term goals, be financially prudent, and provide value for money. Sustainability and affordability are key considerations.
- Capital expenditure refers to spending on long-term assets like property and vehicles. These assets will return an economic benefit for a period more than 12-months and therefore are funded differently from revenue expenditure.
- There is a de minimus amount of £10k for capital expenditure. Items that fall below this threshold are revenue expense and charged in full, in the year the expense is incurred.
- Capital expenditure is funded from a variety of sources, including grants from external bodies, corporate reserves, revenue funding and borrowing.

## 5. Proposals

Members are requested to approve the 2024/25 Capital Budget in Appendix 1. However, it’s important to recognise that ‘New’ and ‘Additional’ projects incorporated into the budget require separate business case approvals in accordance with the Authority’s financial regulations.

The 2024/25 Capital Budget includes £1.468m of proposed expenditure on projects that were approved in previous years. This expenditure is termed ‘slippage’ and can occur due to several reasons, such as: project delays, scope changes, inaccurate profiling of spend and/or poor project management.

<b>Capital Budget Summary 2024/25</b>	<b>New</b>	<b>Additional</b>	<b>Approved</b>	<b>Total</b>
Acquisition of Land and Buildings	1,000.0	0.0	23.5	1,023.5
New Construction & Renovation	725.0	15.0	1,407.1	2,147.1
Vehicles, Plant & Equipment	0.0	0.0	0.0	0.0
Intangible Fixed Assets	0.0	0.0	38.0	38.0
<b>Total Capital Expenditure</b>	<b>1,725.0</b>	<b>15.0</b>	<b>1,468.6</b>	<b>3,208.6</b>
Capital Grants	-500.0	0.0	-202.5	-702.5
Borrowing	-350.0	0.0	-120.1	-470.1
Reserves	-875.0	-15.0	-1,146.0	-2,036.0
Financed from Revenue	0.0	0.0	0.0	0.0
<b>Total Financing</b>	<b>-1,725.0</b>	<b>-15.0</b>	<b>-1,468.6</b>	<b>-3,208.6</b>

Members are also requested to acknowledge the Capital Programme for 2024/25 – 2027/28. The Capital Programme includes proposed projects that are yet to receive the required approval and are subject to a business case assessment before any budget is allocated.

<b>Capital Programme 2024/25 - 2027/28</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total</b>
Acquisition of Land and Buildings	1,023.5	0.0	0.0	0.0	1,023.5
New Construction & Renovation	2,147.1	995.0	0.0	110.0	3,252.1
Vehicles, Plant & Equipment	0.0	0.0	0.0	250.0	250.0
Intangible Fixed Assets	38.0	0.0	0.0	0.0	38.0
<b>Total Capital Expenditure</b>	<b>3,208.6</b>	<b>995.0</b>	<b>0.0</b>	<b>360.0</b>	<b>4,563.6</b>
Capital Grants	-702.5	0.0	0.0	0.0	-702.5
Borrowing	-470.1	-500.0	0.0	-250.0	-1,220.1
Capital Receipts Reserve	-1,193.0	-295.0	0.0	-110.0	-1,598.0
Other Reserves	-843.0	-200.0	0.0	0.0	-1,043.0
<b>Total Financing</b>	<b>-3,208.6</b>	<b>-995.0</b>	<b>0.0</b>	<b>-360.0</b>	<b>-4,563.6</b>

The Asset Management service maintains an annual asset disposal plan as part of its overall asset management strategy. This plan encompasses various operational assets and estate properties. Disposal approvals are obtained through the disposal toolkit. Notably, receipts from Warslow Estate disposals must be reinvested back into the Estate, following approvals from the Department for Digital, Culture, Media and Sport (DCMS).

The forecast capital receipts are as follows:

<b>Capital Receipts Forecast</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total</b>
<b>Opening Balance</b>	1,247.3	-			-1,247.3
<b>Disposals:</b>					
Flash Barn	-150.0	0.0	0.0	0.0	-150.0
Royal Cottage - Barn	-100.0	0.0	0.0	0.0	-100.0
Royal Cottage - Pub	0.0	-200.0	0.0	0.0	-200.0
<b>Allocations</b>	1,193.0	295.0	0.0	110.0	1,598.0
	<b>-304.3</b>	<b>95.0</b>	<b>0.0</b>	<b>110.0</b>	<b>-99.3</b>

As per the prudential code, capital receipts can only be spent on future capital expenditure. Unspent capital receipts are held in the capital receipts reserve.

Finally, the actual and estimated capital financing requirement (the underlying need for borrowing) underpinning any borrowing requirements in the capital programme to 2027/28 is included in section 8.5 of the Treasury Management Strategy, which was approved by Authority in March 2024.

The estimates are that borrowing will be £1.2m at the end of 2023/24 and reduced slightly to £1.06m at the end of 2024/25 as more repayments are made than new borrowing entered into. Actual external debt will be £313k at the end of 2023/24 and £279k at the end of 2024/25. Therefore, the remaining balances of £887k and £727k respectively is internal borrowing.

**Are there any corporate implications members should be concerned about?**

**Financial:**

The issues have been covered in the report.

**Risk Management:**

The Prudential Code indicators are instrumental in mitigating the risks associated with capital expenditure borrowing. Concurrently, the Treasury Management and Investment Strategy is designed to manage and reduce the risks in the Authority’s investment activities.

The execution of current plans hinges on the sale of surplus assets; therefore, the viability of some projects may be compromised or delayed if anticipated revenues fall short. These contingencies will be considered within the respective business cases prior to seeking committee approval.

**Sustainability:**

This report underscores the commitment to the long-term sustainability of the Authority’s Capital Programme and the strategic management of future investments in its assets.

**Equality, Diversity and Inclusion:**

There are no implications to identify in this report.

**3. Climate Change**

There are no implications to identify in this report.

**4. Background papers (not previously published)**

None

**5. Appendices**

Appendix 1 – Capital Budget 2024/25

Appendix 2 – Capital Programme 2024/25 – 2027/28

Appendix 3 – Capital Strategy 2024/25 – 2027/28

**Report Author, Job Title and Publication Date**

Ben Cookson, Finance Manager , 04 April 2024  
Ben.Cookson@peakdistrict.gov.uk

**Appendix 1 - 2024/25 Capital Budget**

	<b>New</b>	<b>Additional</b>	<b>Approved</b>	<b>Total</b>
<b><u>Acquisition of Land and Buildings</u></b>				
Land purchases			23.5	<b>23.5</b>
Property purchases	1,000.0			<b>1,000.0</b>
	<b>1,000.0</b>	<b>0.0</b>	<b>23.5</b>	<b>1,023.5</b>
<b><u>New Construction &amp; Renovation</u></b>				
Warslow Moors	220.0	15.0	295.0	<b>530.0</b>
North Lees			353.1	<b>353.1</b>
Operational Assets	425.0		659.0	<b>1,084.0</b>
Trails Structures	80.0		100.0	<b>180.0</b>
	<b>725.0</b>	<b>15.0</b>	<b>1,407.1</b>	<b>2,147.1</b>
<b><u>Vehicles, Plant &amp; Equipment</u></b>				
Vehicle Replacement	0.0	0.0	0.0	<b>0.0</b>
	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b><u>Intangible Fixed Assets</u></b>				
Asset Management System	0.0	0.0	38.0	<b>38.0</b>
	<b>0.0</b>	<b>0.0</b>	<b>38.0</b>	<b>38.0</b>
<b>Total Capital Expenditure</b>	<b>1,725.0</b>	<b>15.0</b>	<b>1,468.6</b>	<b>3,208.6</b>
<b><u>Financed by:</u></b>				
<b>Capital Grants</b>	<b>-500.0</b>	0.0	<b>-202.5</b>	<b>-702.5</b>
<b>Borrowing</b>				
PWLB / Internal Borrowing	<b>-350.0</b>	0.0	<b>-120.1</b>	<b>-470.1</b>
<b>Reserves</b>				
Capital Receipts Reserve	<b>-220.0</b>	<b>-15.0</b>	<b>-958.0</b>	<b>-1,193.0</b>
Other Reserves	<b>-655.0</b>	0.0	<b>-188.0</b>	<b>-843.0</b>
<b>Financed from Revenue</b>	0.0	0.0	0.0	<b>0.0</b>
<b>Total Financing</b>	<b>-1,725.0</b>	<b>-15.0</b>	<b>-1,468.6</b>	<b>-3,208.6</b>

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**Appendix 2 - 2024/25-2027/28 Capital Programme**

	2024/25	2025/26	2026/27	2027/28	Total
<b>Acquisition of Land and Buildings</b>					
Land purchases	23.5	0.0	0.0	0.0	23.5
Property purchases	1,000.0	0.0	0.0	0.0	1,000.0
	<b>1,023.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,023.5</b>
<b>New Construction &amp; Renovation</b>					
Warslow Moors	530.0	195.0	0.0	110.0	835.0
North Lees	353.1	100.0	0.0	0.0	453.1
Operational Assets	1,084.0	500.0	0.0	0.0	1,584.0
Trails Structures	180.0	200.0	0.0	0.0	380.0
	<b>2,147.1</b>	<b>995.0</b>	<b>0.0</b>	<b>110.0</b>	<b>3,252.1</b>
<b>Vehicles, Plant &amp; Equipment</b>					
Vehicle Replacement	0.0	0.0	0.0	250.0	250.0
	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>250.0</b>	<b>250.0</b>
<b>Intangible Fixed Assets</b>					
Asset Management System	38.0	0.0	0.0	0.0	38.0
	<b>38.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>38.0</b>
<b>Total Capital Expenditure</b>	<b>3,208.6</b>	<b>995.0</b>	<b>0.0</b>	<b>360.0</b>	<b>4,563.6</b>
<b>Financed by:</b>					
<b>Capital Grants</b>	<b>-702.5</b>	0.0	0.0	0.0	<b>-702.5</b>
<b>Borrowing</b>					
PWLB / Internal Borrowing	-470.1	-500.0	0.0	-250.0	-1,220.1
<b>Reserves</b>					
Capital Receipts Reserve	-1,193.0	-295.0	0.0	-110.0	-1,598.0
Other Reserves	-843.0	-200.0	0.0	0.0	-1,043.0
<b>Financed from Revenue</b>	0.0	0.0	0.0	0.0	<b>0.0</b>
<b>Total Financing</b>	<b>-3,208.6</b>	<b>-995.0</b>	<b>0.0</b>	<b>-360.0</b>	<b>-4,563.6</b>

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# PEAK DISTRICT NATIONAL PARK AUTHORITY

## CAPITAL STRATEGY 2024/25 – 2027/28

### 1. Introduction:

- 1.1. The Peak District National Park Authority embraces a vision for sustainability through our Capital Strategy. This guiding document reflects our respect for the park's heritage and our aspirations to enhance its natural beauty. The following principles outline our commitment to prudence & sustainability:
- 1.2. Environmental Land Management: outlines our efforts to support biodiversity and ecosystem services, aligning with DEFRA's vision of enhancing natural capital. Our projects, while modest in scale, are meaningful in their contribution to habitat restoration, water quality, and biodiversity, carbon sequestration and storage, enhancement of cultural heritage supporting our overarching goals of conservation and environmental improvement.
- 1.3. Prudent Financial Management: conveys our commitment to following CIPFA's guidance, focusing on cost-effective capital investments that support the Authority's financial health. We approach our capital program with diligence, aiming for a balanced budget and investments that bring long-term value to the park and its visitors, albeit in a measured way.
- 1.4. Strategic Planning: reflects on how our capital investments fit within the Authority's strategic framework, adhering to CIPFA's principles for a solid capital strategy. These investments are carefully chosen to support the Authority's mission and objectives, such as enhancing visitor facilities and infrastructure, delivering nature recovery and contributing to local economic development, while ensuring sustainability and affordability for the future.

### 2. Governance & Organisation:

- 2.1. The Peak District National Park Authority diligently upholds the responsibility of managing and preserving the natural beauty of the park. Our actions are guided by a framework of policies and procedures that reflect our commitment to fiscal prudence and environmental land management.
- 2.2. We operate within the parameters set by the Capital Strategy and adhere to the principles outlined by the CIPFA, ensuring that our management of the Authority's assets is both responsible and sustainable. It is our ongoing mission to balance the needs of the park with our obligations, aiming to leave a positive legacy for future generations.
- 2.3. The organisational structure of the Peak District National Park Authority, supported by a comprehensive framework of corporate management, aims to responsibly oversee and maintain the park's valued landscapes:
- 2.4. National Park Authority Members: These Members are responsible for setting the strategic direction of the Authority. They ensure that their decisions support the Authority's conservation objectives and consider the interests of all stakeholders, in accordance with the Authority's governance policies.
- 2.5. Chief Executive: The Chief Executive, currently Phil Mulligan, leads the Authority's administration, emphasising fiscal responsibility. He ensures that financial decisions reflect the community's interests and contribute to the Authority's sustainability goals.
- 2.6. Heads of Service: The Heads of Service oversee the Authority's operational divisions, each aligned with the Authority's mission:

- 2.6.1. Resources: Manages the Authority's finances diligently, underpinning capital decisions with comprehensive business cases and financial analysis.
- 2.6.2. Landscape and Engagement: Directs expenditure towards conserving the natural and cultural environment, supporting land management to sequester more carbon, maintaining and enhancing the access for all priority network, fostering public engagement, and educating visitors about the park's significance.
- 2.6.3. Assets and Enterprise: Manages the Authority's assets and explores business opportunities that generate sustainable revenue, ensuring alignment with the Authority's strategic objectives.
- 2.6.4. Planning: Determines applications for development in line with our adopted policies. Develops and implements planning policies that safeguard the park's landscape, while accommodating sensitive and appropriate development. Enforces against unauthorised development. Promotes understanding and protection of the historic environment.
- 2.7. DEFRA: The Department for Environment, Food & Rural Affairs (DEFRA) provides oversight on the allocation of the National Park Authority Grant, ensuring it supports environmental conservation and enhancement initiatives that benefit the public and align with national policies.

### **3. Investment Objectives:**

- 3.1. Nature Recovery: The strategy prioritises investments in biodiversity and ecosystem projects, such as the Moors for the Future Partnership, to support the Authority's net-zero ambitions. This involves restoring peatlands; enhancing habitats; promoting species diversity and nature friendly farming practices, which are critical for carbon sequestration and climate regulation.
- 3.2. Climate Resilience: A strong commitment to conservation and sustainable practices underpins the Authority's approach to climate resilience. This includes managing land and water resources to reduce the impact of extreme weather events, preserving the park's natural beauty, maintaining safety and ensuring the longevity of its cultural assets.
- 3.3. Community Prosperity: The strategy aims to enhance the economic and social well-being of local communities through investments that create jobs, support local enterprises, and improve access to the park. This fosters a thriving community that benefits from and contributes to the park's success.
- 3.4. Cultural Heritage Conservation & Enhancement: Strategic initiatives for conservation and restoration are vital to protect the park's rich cultural heritage. This includes maintaining historic buildings, landscapes, and archaeological sites, which are not only valuable for education and research but also enhance the visitor experience.
- 3.5. Visitor Experience: Capital investments are directed towards improving facilities and services to create a welcoming and engaging environment for visitors. This includes enhancing trails, visitor centres, and educational programs to help a diverse range of visitors connect with the park's unique qualities.
- 3.6. Financial Sustainability: The strategy emphasises prudent financial management to ensure the Authority's operations and investments remain sustainable. This involves careful planning, monitoring, and evaluation of investments, as well as exploring diverse funding opportunities to support the Authority's objectives.

### **4. Risk Management:**

- 4.1. **Comprehensive Risk Assessment:** This is the cornerstone of the Authority's capital investment strategy, ensuring that all potential risks are identified, assessed, and managed effectively. It involves a systematic process that covers various risk categories, which are crucial for informed decision-making and strategic planning:
- 4.2. **Compliance Risks:** The Authority must adhere to environmental and planning regulations to avoid legal repercussions. This includes compliance with national and local conservation laws and adopted planning policies, which are essential for protecting the park's natural environment and ensuring sustainable development.
- 4.3. **Financial Risks:** Financial risks are managed by a strong approach to project costing and contingency planning. This includes maintaining reserve balances to buffer against funding source volatility, ensuring the Authority's financial stability and resilience.
- 4.4. **Operational Risks:** Operational risks are minimised through robust project management frameworks and continuous monitoring. This ensures that projects are delivered on time, within budget, and meet the desired quality standards.
- 4.5. **Environmental Risks:** Environmental impact assessments are incorporated into project planning to minimise adverse effects on the park's ecosystem. Sustainable practices are promoted to protect the environment and support the Authority's conservation objectives.
- 4.6. **Governance Risks:** Governance risks are mitigated by enhancing decision-making processes and accountability. This involves clear governance structures, roles, and responsibilities to ensure that all actions are in the best interest of the Authority and its stakeholders.
- 4.7. Overall, the Authority's Capital Strategy is designed to proactively manage risks across all areas of operation, aligning with CIPFA's guidance for effective capital management. This comprehensive approach ensures that the Authority can achieve its objectives while maintaining its commitment to conservation, community engagement, and financial sustainability.

## 5. **Asset Management:**

- 5.1. The AMP for the Peak District National Park Authority is a comprehensive document that aligns closely with the Capital Strategy. It serves as a blueprint for managing the Authority's property assets to support corporate strategy outcomes and the Authority's overarching goals.
- 5.2. The plan emphasises the sustainable management of natural and cultural heritage sites, vital for the Authority's operations and enhancing visitor experiences.
- 5.3. **Capital Strategy Focus:** The Capital Strategy is dedicated to the financial planning and investments needed to realise the AMP's objectives. It involves prioritising capital projects, identifying funding sources, and forecasting future financial needs. This strategic financial planning is essential for the effective allocation of capital to preserve and improve the Authority's assets, ensuring alignment with strategic goals.
- 5.4. **Synergy and Mission Support:** The integration of the AMP with the Capital Strategy underpins the Authority's mission by promoting conservation, accessibility, and sustainable development. This synergy ensures that assets are managed efficiently, with adequate capital investment to support the Authority's conservation efforts and contribute positively to the local economy.
- 5.5. **Asset Management Plan Details:**
  - 5.5.1. **Portfolio Management:** The Authority manages a diverse portfolio of land and buildings, leveraging them to achieve corporate strategy outcomes.
  - 5.5.2. **Sustainable Practices:** A commitment to the sustainable management of valuable natural and cultural sites is central to the plan.

- 5.5.3. Visitor Experience: The AMP aims to enhance visitor experiences, provide for more diverse audiences and access for all; and optimise trading operations for increased revenue.
- 5.5.4. Community Well-being: The plan supports local social and economic well-being by providing facilities for commercial activities.
- 5.5.5. Climate Change Mitigation: It includes strategies for increased investment in carbon emission reduction across all properties and fosters increased carbon sequestration.
- 5.5.6. Financial Planning: The AMP identifies financial needs and explores various funding avenues, such as capital receipts, borrowing, and grants. The strategic planning of asset repairs and maintenance ensures that the Authority's assets retain their value.

## **6. Background:**

- 6.1. Strategic Capital Investments: Over the past decade, the Peak District National Park Authority has made strategic capital investments to enhance its natural beauty and accessibility. These investments have been influenced by external factors such as climate change, which poses a significant threat to the Park's ecosystems and biodiversity. The Authority has responded by upgrading infrastructure to withstand extreme weather events and by enhancing conservation efforts to protect vulnerable species and habitats. Stakeholder influences include local communities and environmental groups, whose involvement has been crucial in shaping projects that align with the Authority's commitment to environmental stewardship.
- 6.2. Market Analysis and Strategic Goals: The Authority's investments in property, fleet, and ICT are informed by market analysis and strategic goals that consider external factors like economic trends and technological advancements. The push for net-zero emissions by 2040 and nature recovery is also shaped by regulatory frameworks and guidance from bodies such as CIPFA. Stakeholders, including local businesses and the tourism industry, influence these investments, ensuring they contribute to a resilient and sustainable Park environment.
- 6.3. Tourism and Visitor Trends: Tourism is a significant external factor impacting the Park. The increase in visitor numbers reflects broader trends in outdoor recreation and wellness tourism. Stakeholders, including tourism operators and local authorities, have influenced the development of visitor facilities to cater to the diverse range of visitors. The rise in younger demographics seeking outdoor adventures has led to targeted investments in activities and facilities that support sustainable tourism and conservation efforts, indicating a positive trajectory for future capital investments.
- 6.4. In summary, the Authority's management of capital projects and investments is a dynamic process influenced by a range of external factors, including environmental challenges, market conditions, and tourism trends. Stakeholder engagement, from local communities to regulatory bodies, plays a pivotal role in ensuring that these investments align with the Authority's strategic objectives and contribute to its long-term sustainability and resilience.

## **7. Key Principles:**

- 7.1. In addition to adhering to the Prudential Code's principles of affordability, prudence, and sustainability, the Authority embraces four fundamental principles that form the cornerstone of our capital strategy, guiding the development of the Capital Programme:
- 7.2. Health and Safety Compliance: Prioritising expenditures to fulfil health and safety obligations for employees and the public, alongside lease and landlord responsibilities, is essential to ensure all properties are hazard-free and legally compliant.

- 7.3. Strategic Asset Alignment: Assets acquired or upgraded must align with the Authority's long-term strategic goals, as outlined in the Asset Management and Authority Plans, including those that generate cost savings or additional revenue.
- 7.4. Whole Life Costing: Capital investments must account for the full lifecycle costs, including initial outlay, ongoing revenue commitments, potential income, and disposal-related finances, ensuring future sale proceeds are reinvested appropriately, consistent with CIPFA guidance on capital receipts.
- 7.5. Sustainable Asset Management: Asset creation and renewal should focus on long-term sustainability, with replacement costs factored into existing financial plans, such as capital or revenue reserves, to ensure continuity without overreliance on new income streams.

## 8. Capital Budget 2024/25:

Capital Budget Summary 2024/25	New	Additional	Approved	Total
Acquisition of Land and Buildings	1,000.0	0.0	23.5	1,023.5
New Construction & Renovation	725.0	15.0	1,407.1	2,147.1
Vehicles, Plant & Equipment	0.0	0.0	0.0	0.0
Intangible Fixed Assets	0.0	0.0	38.0	38.0
<b>Total Capital Expenditure</b>	<b>1,725.0</b>	<b>15.0</b>	<b>1,468.6</b>	<b>3,208.6</b>
Capital Grants	-500.0	0.0	-202.5	-702.5
Borrowing	-350.0	0.0	-120.1	-470.1
Reserves	-875.0	-15.0	-1,146.0	-2,036.0
Financed from Revenue	0.0	0.0	0.0	0.0
<b>Total Financing</b>	<b>-1,725.0</b>	<b>-15.0</b>	<b>-1,468.6</b>	<b>-3,208.6</b>

- 8.1. The detailed Capital Budget can be viewed in Appendix 1.
- 8.2. Capital Project Categories:
- 8.2.1. New Capital Projects: These initiatives undergo a thorough business case appraisal process and require approval from Senior Management or Members, before procurement and works can commence.
- 8.2.2. Additional Capital Projects: These requests seek additional funds for existing approved projects. They enhance or expand the scope of an already established initiative.
- 8.2.3. Approved Capital Projects: These projects are part of the ongoing Capital Programme. Their funding has been carried forward from previous years, ensuring continuity and alignment with organisational goals.
- 8.3. The projected spend in 2024/25 is £3.2m. In comparison, £1.74m was planned in 2023/24, so there is considerable work required to achieve this ambitious target. However, a number of key roles have now been filled throughout the organisation, which will provide increased capacity to manage the increased workload.
- 8.4. The acquisition of land and buildings relates to the planned corporate property proposal. This scheme is progressing through the approval process and is subject to a robust business case appraisal process.
- 8.5. The construction and renovation allocations are largely the existing programme of repairs to properties at Warslow Moors, which ensures compliance with Health and Safety regulations. Other works at North Lees are required to maintain, or increase the income-generating capacity of those assets.
- 8.6. Funding of £470k relates to internal borrowing. This prudent use of funds ensures the Authority is not exposed to interest rate fluctuations. However, there is an element of lost interest to consider when depleting those invested reserves.

- 8.7. When reserves are used for income-generating investments, the lost interest and capital are repaid through an accounting mechanism called Minimum Revenue Provision (MRP). The PWLB interest rate will be used to determine the annual cost of borrowing and this is recharged to the service. Debt repayments are included in the MTFP.
- 8.8. The Authority anticipates a Capital Grant from DEFRA (£500k) to fund the acquisition of property. Plus, further grant income from a number of public sector bodies and charities.
- 8.9. Funding from reserves is split between the capital receipts reserve (£1.19m) and the strategic use of service reserves.

## 9. Capital Programme 2024/25 – 2027/28:

Capital Programme 2024/25 - 2027/28	2024/25	2025/26	2026/27	2027/28	Total
Acquisition of Land and Buildings	1,023.5	0.0	0.0	0.0	1,023.5
New Construction & Renovation	2,147.1	995.0	0.0	110.0	3,252.1
Vehicles, Plant & Equipment	0.0	0.0	0.0	250.0	250.0
Intangible Fixed Assets	38.0	0.0	0.0	0.0	38.0
<b>Total Capital Expenditure</b>	<b>3,208.6</b>	<b>995.0</b>	<b>0.0</b>	<b>360.0</b>	<b>4,563.6</b>
Capital Grants	-702.5	0.0	0.0	0.0	-702.5
Borrowing	-470.1	-500.0	0.0	-250.0	-1,220.1
Capital Receipts Reserve	-1,193.0	-295.0	0.0	-110.0	-1,598.0
Other Reserves	-843.0	-200.0	0.0	0.0	-1,043.0
<b>Total Financing</b>	<b>-3,208.6</b>	<b>-995.0</b>	<b>0.0</b>	<b>-360.0</b>	<b>-4,563.6</b>

- 9.1. A detailed version of the 4-year capital programme can be seen in appendix 2.
- 9.2. The continued expenditure on construction and renovation relates to the cycle hire centres at Ashbourne and Waterhouses (400k). Plus, expansion works to the Authority car parks will increase the revenue generating potential of those assets. Works will also continue on the properties at Warslow Moors and improvements to the Millers Dale Viaduct.
- 9.3. Planned cyclical replacement of fleet vehicles is anticipated in year 4.

## 10. Performance Monitoring & Scrutiny:

- 10.1. Peak District National Park Authority: The Authority is committed to ensuring that business is conducted with integrity and in compliance with legal standards, while also being mindful of the efficient use of public funds. The Budget Monitoring Committee will monitor the progress on capital projects. Scrutiny and approval of the capital programme and budget is the responsibility of all Authority Members.
- 10.2. Governance Code Compliance: Following the CIPFA/SOLACE Framework, the Code of Corporate Governance is reviewed yearly, aiming to reflect a continuous commitment to maintaining sound governance practices.
- 10.3. Governance Effectiveness Review: The Annual Governance Statement provides a reflective evaluation of the governance and risk management processes, striving for improvement and effectiveness.
- 10.4. Internal Audit: the internal audit function is outsourced to Veritau. Project Management processes were the subject of an audit review in 2023 and it is anticipated that the capital programme and monitoring processes will be audited in 2024.
- 10.5. Performance Evaluation Metrics:
- 10.6. The National Park Management Plan (NPAMP): The NPAMP outlines four key aims. These build on the statutory purposes and duty of National Parks while taking account of ongoing pressures between communities, visitors and nature, and key external factors such as climate change and the need for continuing nature recovery. Each Aim has specific Targets and Critical Success Factors to measure against.

- 10.7. Progress Assessment Report: The Annual Monitoring Report offers a thoughtful reflection on the progress towards the Corporate Strategy, helping to inform future goal setting.
- 10.8. Risk Oversight Mechanism: The Corporate Risk Register plays a crucial role in identifying and evaluating risks, contributing to the Authority's efforts to achieve its policy objectives and outcomes.
- 10.9. Strategic Implementation Assurance: Together, these elements contribute to the careful implementation of the Capital Strategy, with the aim of realizing the Authority's strategic outcomes in a cost-effective and goal-aligned manner. The approach underscores a prudent and responsible pursuit of the Authority's long-term goals.

#### **11. Continuous Improvement:**

- 11.1. The Peak District National Park Authority's Capital Strategy is a living framework, designed to adapt and improve continually. It ensures financial prudence, asset efficiency, and environmental harmony, all while embracing innovation and maintaining strategic governance. These next five points highlight the Authority's dedication to evolving its strategy for sustainable development and conservation:
- 11.2. Evolving Financial Models: Continuously refine financial strategies to maintain the Authority's fiscal resilience and adapt to economic fluctuations.
- 11.3. Efficient Asset Management: Regularly assess and optimise asset utilisation to ensure peak efficiency and consider strategic asset reallocation or disposal.
- 11.4. Sustainable Practices Integration: Integrate sustainable practices into capital projects, aligning with environmental stewardship and community values.
- 11.5. Innovative Adaptation: Embrace innovative solutions to enhance capital project management, staying ahead of technological advancements.
- 11.6. Strategic and Accountable Governance: Strengthen governance structures to ensure accountability and strategic alignment with the Authority's overarching goals.

**Appendix 1 - 2024/25 Capital Budget**

	<b>New</b>	<b>Additional</b>	<b>Approved</b>	<b>Total</b>
<b><u>Acquisition of Land and Buildings</u></b>				
Land purchases			23.5	<b>23.5</b>
Property purchases	1,000.0			<b>1,000.0</b>
	<b>1,000.0</b>	<b>0.0</b>	<b>23.5</b>	<b>1,023.5</b>
<b><u>New Construction &amp; Renovation</u></b>				
Warslow Moors	220.0	15.0	295.0	<b>530.0</b>
North Lees			353.1	<b>353.1</b>
Operational Assets	425.0		659.0	<b>1,084.0</b>
Trails Structures	80.0		100.0	<b>180.0</b>
	<b>725.0</b>	<b>15.0</b>	<b>1,407.1</b>	<b>2,147.1</b>
<b><u>Vehicles, Plant &amp; Equipment</u></b>				
Vehicle Replacement	0.0	0.0	0.0	<b>0.0</b>
	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b><u>Intangible Fixed Assets</u></b>				
Asset Management System	0.0	0.0	38.0	<b>38.0</b>
	<b>0.0</b>	<b>0.0</b>	<b>38.0</b>	<b>38.0</b>
<b>Total Capital Expenditure</b>	<b>1,725.0</b>	<b>15.0</b>	<b>1,468.6</b>	<b>3,208.6</b>
<b><u>Financed by:</u></b>				
<b>Capital Grants</b>	<b>-500.0</b>	0.0	<b>-202.5</b>	<b>-702.5</b>
<b>Borrowing</b>				
PWLB / Internal Borrowing	<b>-350.0</b>	0.0	<b>-120.1</b>	<b>-470.1</b>
<b>Reserves</b>				
Capital Receipts Reserve	<b>-220.0</b>	<b>-15.0</b>	<b>-958.0</b>	<b>-1,193.0</b>
Other Reserves	<b>-655.0</b>	0.0	<b>-188.0</b>	<b>-843.0</b>
<b>Financed from Revenue</b>	0.0	0.0	0.0	<b>0.0</b>
<b>Total Financing</b>	<b>-1,725.0</b>	<b>-15.0</b>	<b>-1,468.6</b>	<b>-3,208.6</b>



**Appendix 2 - 2024/25-2027/28 Capital Programme**

	2024/25	2025/26	2026/27	2027/28	Total
<b>Acquisition of Land and Buildings</b>					
Land purchases	23.5	0.0	0.0	0.0	23.5
Property purchases	1,000.0	0.0	0.0	0.0	1,000.0
	<b>1,023.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,023.5</b>
<b>New Construction &amp; Renovation</b>					
Warslow Moors	530.0	195.0	0.0	110.0	835.0
North Lees	353.1	100.0	0.0	0.0	453.1
Operational Assets	1,084.0	500.0	0.0	0.0	1,584.0
Trails Structures	180.0	200.0	0.0	0.0	380.0
	<b>2,147.1</b>	<b>995.0</b>	<b>0.0</b>	<b>110.0</b>	<b>3,252.1</b>
<b>Vehicles, Plant &amp; Equipment</b>					
Vehicle Replacement	0.0	0.0	0.0	250.0	250.0
	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>250.0</b>	<b>250.0</b>
<b>Intangible Fixed Assets</b>					
Asset Management System	38.0	0.0	0.0	0.0	38.0
	<b>38.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>38.0</b>
<b>Total Capital Expenditure</b>	<b>3,208.6</b>	<b>995.0</b>	<b>0.0</b>	<b>360.0</b>	<b>4,563.6</b>
<b>Financed by:</b>					
<b>Capital Grants</b>	<b>-702.5</b>	0.0	0.0	0.0	<b>-702.5</b>
<b>Borrowing</b>					
PWLB / Internal Borrowing	-470.1	-500.0	0.0	-250.0	-1,220.1
<b>Reserves</b>					
Capital Receipts Reserve	-1,193.0	-295.0	0.0	-110.0	-1,598.0
Other Reserves	-843.0	-200.0	0.0	0.0	-1,043.0
<b>Financed from Revenue</b>	0.0	0.0	0.0	0.0	<b>0.0</b>
<b>Total Financing</b>	<b>-3,208.6</b>	<b>-995.0</b>	<b>0.0</b>	<b>-360.0</b>	<b>-4,563.6</b>

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