

## REPORT OF HEAD OF FINANCE & FUNDRAISING

---

**Subject: Budget Report for the 9 Months to 31<sup>st</sup> December 2025**

### Contents

<b>Revenue Budget Summary .....</b>	<b>3</b>
<b>Income performance.....</b>	<b>4</b>
<b>Expenditure overview .....</b>	<b>6</b>
<b>Departmental Performance Summary .....</b>	<b>7</b>
<b>2025-26 Forecast Out-turn .....</b>	<b>8</b>
<b>Explanation of Forecast Movement.....</b>	<b>8</b>
<b>Capital programme .....</b>	<b>9</b>
<b>The Authority's Useable Reserves .....</b>	<b>9</b>
Forecast reserves .....	10
General Reserve.....	10
Capital Receipts & Capital Grants Unapplied .....	10
Earmarked Reserves .....	11
<b>Procurement Breaches.....</b>	<b>11</b>
<b>Conclusion &amp; Recommendation .....</b>	<b>11</b>
<b>Appendix 1 – Detailed cost centre report .....</b>	<b>12</b>
<b>Appendix 2 – Income &amp; Expenditure .....</b>	<b>13</b>
<b>Appendix 3 – Balance Sheet .....</b>	<b>15</b>
<b>Appendix 4 – Expense analysis.....</b>	<b>16</b>
<b>Appendix 5 - Earmarked reserves .....</b>	<b>19</b>

## Revenue Budget Summary

The financial position for the reporting period remains strong, with the Authority's net revenue position showing a net deficit of £580k against an expected budget deficit of £1,586k (£1,006k better than budget).

Overall, income is **£442k (7%) above budget** and expenditure **£571k below budget** giving a combined better than budget performance of £1m. The positive income variance is driven by strong trading performance, early receipt of grant funding, and favourable investment returns. Expenditure variances reflect timing differences, project-related underspends, and recruitment challenges. Departmental performance is broadly favourable, with several areas reporting significant underspends linked to grant-funded activity and income received in advance.

The year-to-date position is expected to remain positive, although some project-related underspends may reduce as activity increases in the final quarter.

A detailed breakdown of each cost centre heading is presented in Appendix 1-3, with a headline summary by service area as follows:

	December 25 Profiled Budget	December 25 Actual & committed	Variance	% Variance
Conservation of the Natural Environment	746,375	646,301	✓ 100,074	13%
Conservation of the Historic & Cultural Env't	63,223	43,533	✓ 19,690	31%
Development Management	409,427	427,898	✗ -18,471	-5%
Forward Planning & Communities	208,617	211,474	✗ -2,857	-1%
Promoting Understanding & Enjoyment	1,096,160	748,581	✓ 347,579	32%
Recreation & Park Management	-214,987	-302,787	✓ 87,800	-41%
Rangers, Estates & Volunteers	846,077	668,282	✓ 177,795	21%
Democratic Representation & Management	514,323	540,782	✗ -26,459	-5%
Service Management & Support Services	1,478,576	1,552,133	✗ -73,557	-5%
<b>Net Cost of Services</b>	<b>5,147,791</b>	<b>4,536,197</b>	<b>✓ 611,594</b>	<b>12%</b>
<b>Financed by:</b>				
National Park Grant	-2,558,945	-2,671,841	✓ 112,896	4%
Legacies	0	-6,000	✓ 6,000	0%
WG Capital grants - SLSP	0	-247,500	✓ 247,500	0%
Capital exp/sale of fixed assets		-25	✓ 25	0%
Levy against Pembrokeshire County Council	-852,896	-852,896	⚠ 0	0%
Interest receivable and investment income	-150,000	-177,637	✓ 27,637	18%
	<b>-3,561,841</b>	<b>-3,955,899</b>	<b>✓ 394,058</b>	<b>11%</b>
<b>(Surplus)/Deficit</b>	<b>1,585,950</b>	<b>580,298</b>	<b>1,005,652</b>	

\*Note – the surplus above is reported before any capital expenditure or transfers from earmarked reserves to meet expenditure.

## Income performance

Income for the period is performing strongly, coming in **£442k (7%) above budget**. This positive position is driven by several factors across the organisation. Trading income has been particularly robust, exceeding expectations by £120k. Higher-than-anticipated centre admission income, supported by favourable summer weather and increased admission prices, delivered the largest uplift, while café sales, activities and events, and car park income also contributed to the overall gain.

The National Park Grant is significantly ahead of budget. The Authority received a one-off payment of £113k to compensate for increased national insurance costs, along with £248k of capital funding for the SLSP project. This capital element is typically received at year-end, so its early receipt has boosted the year-to-date position.

Merchandise sales have also performed well, with turnover up 14% despite lower footfall. Even after accounting for higher purchasing costs, merchandise has generated £109k in gross profit. Concession income remains broadly in line with expectations, with the variance reflecting licence fees received in advance for the full year.

Investment income continues to outperform the budget, adding an extra £28k. Strong cash balances and favourable interest rates have supported this trend. The Trust has contributed £77k towards projects during the year, income of which was not expected in the original budget.

Planning fees are tracking closely to target, while advertising income includes £17k received in advance for Coast-to-Coast advertising for the 2026–27 period.

A detailed table of income by category is noted below:

As of December 31, 2025

Location:

Pembrokeshire Coast National Park Authority

	YTD Actual	% Revenue	YTD Budget	YTD Budget % Var
	FY 25-26		FY 25-26	
<b>Revenue</b>				
Revenue - Sales				
Cafe Sales	191,472	2.99 %	159,000	20.42 % ↑
Photocopies, Maps, Etc	0	0.00 %	3	(100.00) % ↓
Sale of Timber - External	10,463	0.16 %	32,250	(67.55) % ↓
Sale of Timber - Internal	22,806	0.36 %	18,750	21.63 % ↑
Car Park Income	835,530	13.03 %	831,000	0.54 % ↑
Admission Fees	364,963	5.69 %	292,750	24.66 % ↑
Activities & Events	59,396	0.93 %	48,675	22.02 % ↑
Exhibitions Income	17,584	0.27 %	17,800	(1.21) % ↓
E-Bike Rental Income	263	0.00 %	0	100.00 % ↑
Advertising	17,671	0.28 %	0	100.00 % ↑
<b>Total Revenue - Sales</b>	<b>1,520,148</b>	<b>23.71 %</b>	<b>1,400,228</b>	<b>8.56 % ↑</b>
Revenue - Products				
Merchandise Sales	305,011	4.76 %	268,560	13.57 % ↑
<b>Total Revenue - Products</b>	<b>305,011</b>	<b>4.76 %</b>	<b>268,560</b>	<b>13.57 % ↑</b>
<b>Revenue - Licenses</b>				
Concessions	17,676	0.28 %	0	100.00 % ↑
<b>Total Revenue - Licenses</b>	<b>17,676</b>	<b>0.28 %</b>	<b>0</b>	<b>100.00 % ↑</b>
<b>Revenue - Services</b>				
Hire of Facilities (Income)	2,851	0.04 %	2,335	22.10 % ↑
Schools	11,009	0.17 %	13,700	(19.64) % ↓
Archaeology Day Income	4,529	0.07 %	4,279	5.84 % ↑
Costs Awarded to NPA	192	0.00 %	0	100.00 % ↑
Planning Fees	141,644	2.21 %	171,046	(17.18) % ↓
Pre-Application Planning Fees	8,646	0.13 %	8,175	5.77 % ↑
Non Statutory Pre-App Service	29,959	0.47 %	0	100.00 % ↑
Local Land Charges Searches	0	0.00 %	3,007	(100.00) % ↓
<b>Total Revenue - Services</b>	<b>198,830</b>	<b>3.10 %</b>	<b>202,542</b>	<b>(1.83) % ↓</b>
<b>Revenue - Other</b>				
NPG	2,919,341	45.54 %	2,558,945	14.08 % ↑
Council Tax Levy	852,896	13.30 %	852,896	0.00 %
NRW Grants	20,628	0.32 %	11,000	87.52 % ↑
Welsh Government Grant	289,710	4.52 %	289,710	0.00 %
Other Grants - Miscellaneous	181,886	2.84 %	255,319	(28.76) % ↓
Sale of Equipment Etc	2,116	0.03 %	0	100.00 % ↑
Internal recharge - contra	24,806	0.39 %	129,360	(80.82) % ↓
Sale of Fixed Assets	25	0.00 %	0	100.00 % ↑
PCNP Trust Income	77,469	1.21 %	0	100.00 % ↑
<b>Total Revenue - Other</b>	<b>4,368,877</b>	<b>68.15 %</b>	<b>4,097,230</b>	<b>6.63 % ↑</b>
<b>Total Revenue</b>	<b>6,410,542</b>	<b>100.00 %</b>	<b>5,968,560</b>	<b>7.40 % ↑</b>

## Expenditure overview

Overall costs are **£571k below budget** for the reporting period. This favourable variance reflects a combination of timing differences, underspends, and the impact of funded project activity. Several significant payments have also been made in advance contributing to the current variance. A summary of operating expenses is noted below with fuller detail in the expense analysis in appendix 4:

	Year To Date 31/12/2025		Year To Date 31/12/2025			Year Ending 31/03/2026	Year To Date 31/12/2025
	Actual	PO commitments	Total	FY 25-26 Vired budget	Variance	FY 25-26 Vired budget	Remaining budget
<b>PCNPA Operating Expenses</b>							
General and Administrative Expenses	795,048	36,674	831,722	1,317,222	-485,500	1,734,054	902,332
Marketing and Advertising Expenses	103,035	5,030	108,066	159,724	-51,658	206,029	97,963
Payroll and Related Expenses	4,801,784	1,252	4,803,036	4,902,397	-99,362	6,448,998	1,645,962
Utilities and Facilities	829,475	101,286	930,761	837,554	93,206	1,085,318	154,558
Operating and Maintenance Expenses	230,210	-3,971	226,239	227,643	-1,403	289,589	63,349
Management Fees	40,305	0	40,305	76,764	-36,460	96,764	56,460
Insurance	79,259	0	79,258	69,252	10,007	91,828	12,569
<b>Total PCNPA Operating Expenses</b>	<b>6,879,116</b>	<b>140,271</b>	<b>7,019,387</b>	<b>7,590,556</b>	<b>-571,170</b>	<b>9,952,580</b>	<b>2,933,193</b>

Several notable variances have arisen within operating expenditure categories, summarised below.

### General and Administrative Expenses

General and administrative costs are **£486k below budget**, largely due to lower-than-expected professional fees. Expenditure on hired and contracted services is **£345k behind budget**, primarily relating to the SLSP project. Given current progress, it is unlikely that this underspend will be fully utilised during the final quarter.

### Payroll and Related Expenses

Payroll costs are **£100k under budget**, despite the agreed pay settlement being 1.2% higher than originally budgeted. The favourable variance is driven by ongoing vacancies and recruitment challenges. To support recruitment efforts, staff advertising costs have increased by £14k due to enhanced campaigns and agency use. Overall, payroll expenditure is expected to remain below budget for the year.

### Utilities and Facilities

Utilities and facilities costs are **£93k above budget**, reflecting increased contractor costs for repairs and maintenance, as well as higher materials prices. These pressures are expected to continue in the short term.

## Management Fees

Management fees, representing payments to landholders, are **£36k behind budget** as at December 2025. This variance is considered a timing issue, and expenditure is expected to align with budget by year-end.

## Marketing and Advertising

Marketing and advertising expenditure is **£50k below budget**, primarily due to the timing of Coast-to-Coast printing costs, which have not yet been incurred but are in the budget profile. These costs are expected later in the financial year.

## Insurance

Insurance costs reflect a higher premium for 2025–26 than originally budgeted. Quotes were not available at the time of budget preparation, resulting in an unavoidable variance.

## Departmental Performance Summary

A detailed departmental breakdown is provided in **Appendix 1**, with a summary table presented on **page 2**. Key variances are outlined below:

### Conservation of the Natural Environment

Expenditure within this service area is **£100k under budget** (September: £126k under). The variance is primarily due to underspend on the SLSP Nature project. Activity levels are expected to increase, and some of this underspend may be utilised before year-end.

### Development Management and Development Planning

These areas are **£21k over budget** (September: £28k over). The variance is largely attributable to an earmarked reserve that had not yet been transferred at month-end to cover IT-related costs. This is a timing issue and is expected to be corrected.

### Promoting Understanding and Enjoyment

This service area is reporting a **£347k favourable variance**, driven by strong performance at the Centres (**£153k ahead of budget**) and lower-than-anticipated expenditure on grant-funded projects.

### Recreation and Park Management

Expenditure is **£87k below budget**, mainly due to a vacant post within Inland Rights of Way (**£61k underspend**) and car park net income performing **£27k ahead of budget**.

### Rangers and Estates

Rangers are reporting a **£104k positive variance**, reflecting vacant posts and general underspends on materials. Estates is also **£74k ahead of budget**, primarily due to rental income received in advance.

### Democratic Representation

This area is **£26k over budget**, principally due to an unexpected **£53k settlement** relating to the Ancient Connections WEFO-funded project.

### Management and Support Services

This category appears behind budget; however, the variance is influenced by an **unexpected £80k legacy receipt**, underspend on SLSP carbon project activity, and delays in grants received on other grant-funded projects that are currently in arrears.

## 2025-26 Forecast Out-turn

At year-end, the forecast revenue position for 2025–26 indicates a **deficit of £471k**, based on nine months of actual results to December and the remaining three months of budgeted expenditure. This position assumes that departmental underspends do not fully catch up during the final quarter. Should expenditure progress in line with the original budget, a net deficit would remain; however, this would be funded from earmarked reserves.

The most realistic scenario is a **balanced outturn**, supported by the additional **£1.4m revenue funding** received from Welsh Government in the prior year. This funding was carried forward as an earmarked reserve at 31 March 2025 and is available to support the 2025–26 budget. On this basis, **no deficit is currently forecast** for the financial year.

This forecast is presented prior to the impact of pension reserve movements and depreciation adjustments. It also assumes that income targets continue to be met and that expenditure remains controlled. The movement in the forecast position is explained as follows:

2025-26 Budget Forecast @ 31-12-25	£000's	£000's
Original net Budget (Deficit)		<b>-566</b>
<b>Movements:</b>		
Net underspends	95	
		<b>95</b>
Forecast deficit based on 9 month actual and 3month budget		<b>-471</b>
Earmarked reserve release to balance budget		<b>471</b>
<b>Revised revenue forecast Net (Deficit)/Surplus</b>		<b>0</b>

### Explanation of Forecast Movement

The movement in the forecast position is driven by:

- **Higher-than-budgeted income**, particularly from trading, merchandise, and investment returns
- **Underspends across several departments**, particularly within grant-funded projects
- **Delays in project delivery**, resulting in expenditure slipping into future periods
- **Vacant posts**, reducing payroll expenditure
- **Early receipt of income**, including rental income and grant funding
- **Use of earmarked reserves**, including the £1.4m Welsh Government funding carried forward

## Capital programme

A summary of the capital programme for the year and progress is noted below.

Draft Capital Programme 2025/26	Draft Budget	Funded by EMR	Capital Receipts/Grants	Spend as at 31/12/2025	Receipts as at 30/12/2025	Total	Comments
Carew Causeway Repairs	32,000	32,000				0	Phased work scheduled for February 2026
Castell Henllys Improvement Programme/Shed	38,032	38,032		15,777		15,777	In progress - completion scheduled April 2026
Green Room Redevelopment Project	773,726	113,726	660,000	639,675		639,675	Completed January 2026
Carew Castle Enhancement & Interpretation	39,716	39,716				0	Proposals progressing/consent awaited
Carew Castle Visitor Access	32,000	32,000				0	Proposals progressing/consent awaited
Decarbonisation / Net Zero feasibility for our Buildings inc PV & EV	150,000	150,000				0	Llanion canopies scheduled
OYP Security Upgrades	20,000		20,000			0	Procurement in progress
Traeth Mawr Newport Sands Development	425,240		425,240			0	In progress - completion scheduled April 2026
Fire Doors Llanion	40,000		40,000			0	Procurement in progress
Castell Henllys Roundhouse	40,000		40,000			0	Autumn 2026
Porthgain Hoppers	5,000		5,000			0	Scoping work
IT Upgrades	80,000	80,000		53,296		53,296	In progress
<b>Total</b>	<b>1,675,714</b>	<b>485,474</b>	<b>1,190,240</b>	<b>708,748</b>	<b>0</b>	<b>708,748</b>	

It is not expected that the full the program will be delivered by the end of the financial year. The Preseli Suite was completed in January 2026 and the Newport Traeth Mawr development is anticipated to be completed in April 2026, both of which comprise 72% of the program.

### The Authority's Useable Reserves

The Authority is required to keep a prudent level of working balances to maintain adequate cash flows to meet planned and unexpected expenditure. The General Reserve is a reserve created from prior years surpluses and is available for any approved expenditure. As a minimum, this reserve should be 5% of the net budget. Following a review of the budget for 2025-26, it was agreed to set the reserve level at an increased level of £1,400k, from £750k, the basis for this being approximately three months' operational salary costs (excludes funded projects). Earmarked Reserves are reserves that have been built up from revenue funding over several years and have been set aside for specific projects. The Capital Reserve balance is made up from receipts of the Authority's capital disposals in prior years and as such these funds are restricted for the use on capital expenditure.

As at 31 March 2025, the usable reserves per the audited accounts were:



	2025	2024
	£'000	£'000
	£	£
General fund	1,623	1,216
Earmarked reserves	5,910	5,575
Capital receipts	257	328
Capital grants unapplied	625	952
	<b>8,415</b>	<b>8,071</b>

### Forecast reserves

An estimated forecast of the movement in reserves for the year is detailed in the table below. This takes in to account the anticipated balanced budget for the year as detailed above, other movements in reserves such as the utilisation of earmarked reserves and the utilisation of the capital receipts fund for the Preseli Suite build. No unusual movement is expected or planned.

	As at 31/03/2025	Movement 2025/26 to date	Position as @ 31-12-25	Forecast Movement 2025/26 @ 31-3-26	Forecast Position as @ 31-3-26
	£'000	£'000	£'000	£'000	£'000
<b>GENERAL RESERVES</b>					
General Reserves	1,623	-580	1,043	580	1,623
Capital Receipts	257		257	(257)	-
Capital Grants Unapplied	625		625	(625)	-
<b>TOTAL</b>	<b>2,505</b>	<b>-580</b>	<b>1,925</b>	<b>(302)</b>	<b>1,623</b>
<b>EARMARKED RESERVES</b>	<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
Receipts in advance	2,781	-	2,781	(471)	2,310
Total authority created reserves	3,129	-	3,129	(83)	3,046
	<b>5,910</b>	<b>-</b>	<b>5,910</b>	<b>(554)</b>	<b>5,356</b>
<b>TOTAL RESERVES FORECAST</b>	<b>8,415</b>	<b>(580)</b>	<b>7,835</b>	<b>(856)</b>	<b>6,979</b>

### General Reserve

As noted above, the forecast deficit for 25-26 is expected to be met from earmarked reserves. The general fund therefore should be maintained at approximately £1,623K allowing the fund balance to remain within the reserves policy and meet future anticipated deficits. This does not consider the impact of pension reserve or depreciation movements at the end of the year.

### Capital Receipts & Capital Grants Unapplied

The Capital Receipts reserve and capital grants fund will be utilised the year for the Preseli Suite development.

## Earmarked Reserves

A detailed breakdown of EMR's is noted in appendix 3 below.

These reserves have been earmarked to fund revenue and capital projects during 25-26 and future years. There is an expectation that these will reduce during 25-26 as projects are delivered.

## Procurement Breaches

As required by the updated contract standing orders, procurement breaches are required to be reported on a quarterly basis. The following breaches are reported:

No.	Date of breach	Nature of Breach	Legislative breach	Details	Department	Supplier	Value of supply	Value for money consideration
							£	
1	31/12/2025	Not obtaining 3 quotes where use of supplier has exceeded £10k threshold	No	Fencing supply - 4 contractors invited and 1 quote received, work allocated to J Thomas exceeding £10k threshold	Countryside	J Thomas Fencing	10,941	Competitive quote received given complexity and nature of site.

## Conclusion & Recommendation

The Authority remains in a strong financial position, with income outperforming expectations and expenditure remaining controlled. The application of earmarked reserves is expected to deliver a balanced outturn for 2025–26. Continued monitoring of project delivery, recruitment, and income performance will be essential as the financial year concludes.

Members are invited to **NOTE** the budgetary performance for the 9 months ended 31st December 2025 as well as noting and approving the movement in earmarked reserves and capital budget to date.

*(Further information is available from the Head of Finance & Fundraising, on 01646 624900)*

## Appendix 1 – Detailed cost centre report

	Net Expenditure Period Ending 31/12/2025	Net Expenditure Period Ending 31/12/2025	Net Expenditure 01/04/2025 Through 31/12/2025	Gross Expenditure Period Ending 31/12/2025	Gross Income Period Ending 31/12/2025
	Budget YTD	Actual YTD with comitments	Actual minus budget	Expenditure YTD	Income YTD
<b>Departments by Cost Centre</b>					
<b>Conservation of the Natural Environment</b>					
DEP301 - Head Nature Recovery	182,486	179,571	(2,915)	179,571	0
DEP323 - Cilrhedyn	80,208	77,342	(2,866)	110,611	33,269
DEP600 - Conservation	218,041	182,563	(35,478)	192,063	9,500
DEP602 - Marine Environment	8,646	8,645	(1)	8,645	0
DEP900 - Restricted Fund projects Inv Species	0	(105)	(105)	(3)	102
DEP902 - Restricted Fund projects SLSP Wild Coast	0	1,307	1,307	1,307	0
DEP904 - Restr Fund project SLSP Nature (25-27)	256,120	76,188	(179,932)	116,188	40,000
DEP905 - Restricted Fund projects - LP4N	0	5,117	5,117	5,117	0
DEP907 - Restricted Fund projects NNF4	0	66,063	66,063	94,680	28,617
DEP923 - RF Project - Ffermio Bro Pembrokeshire	0	18,017	18,017	31,177	13,160
DEP924 - RF Project - Ffermio Bro Gower	0	15,102	15,102	26,748	11,646
DEP906 - Restricted Fund projects NNF3	0	38,440	38,440	109,333	70,893
DEP917 - RF projects - Nat Designated Landscapes	874	(21,949)	(22,823)	267,761	289,710
<b>Total Conservation of the Natural Environment</b>	<b>746,375</b>	<b>646,301</b>	<b>(100,074)</b>	<b>1,143,198</b>	<b>496,897</b>
<b>Conservation of the Cultural Heritage</b>					
DEP410 - Archaeology in the Park	63,223	43,533	(19,690)	50,720	7,187
<b>Total Conservation of the Cultural Heritage</b>	<b>63,223</b>	<b>43,533</b>	<b>(19,690)</b>	<b>50,720</b>	<b>7,187</b>
<b>Development Control</b>					
DEP100 - Development Management	409,427	427,898	18,471	611,844	183,946
<b>Total Development Control</b>	<b>409,427</b>	<b>427,898</b>	<b>18,471</b>	<b>611,844</b>	<b>183,946</b>
<b>Forward Planning &amp; Communities</b>					
DEP110 - Development Planning	208,617	211,474	2,857	211,944	470
<b>Total Forward Planning &amp; Communities</b>	<b>208,617</b>	<b>211,474</b>	<b>2,857</b>	<b>211,944</b>	<b>470</b>
<b>Promoting Understanding</b>					
DEP130 - Health & Wellbeing	610	33,261	32,651	33,261	0
DEP200 - Carew Castle Visitor Centre	(34,701)	(86,758)	(52,057)	357,210	443,968
DEP201 - Carew Castle Tearoom	(19,301)	(34,713)	(15,412)	157,621	192,334
DEP211 - Oriel y Parc Visitor Centre	224,588	181,993	(42,595)	335,321	153,328
DEP268 - Ebike Scheme	619	183	(436)	445	262
DEP212 - Castell Henllys Visitor Centre	115,760	39,753	(76,007)	207,769	168,016
DEP213 - Coast to Coast	55,727	6,245	(49,482)	23,916	17,671
DEP221 - Communications & Marketing	194,735	219,865	25,130	220,850	985
DEP230 - Head Regen Tourism	54,007	36,133	(17,874)	36,133	0
DEP231 - Learning & Inclusion	67,548	46,925	(20,623)	55,706	8,781
DEP241 - Activities & Events	27,655	25,567	(2,088)	32,260	6,693
DEP302 - Head of Inclusion & Engagement	74,748	77,204	2,456	77,204	0
DEP640 - Graphic Services	71,353	72,501	1,148	72,839	338
DEP908 - Restricted Fund projects Get Outdoors	27,000	41,206	14,206	50,298	9,092
DEP909 - Restricted Fund projects - PODS	32,767	21,069	(11,698)	24,449	3,380
DEP910 - Restricted Fund projects - 1st '000 days	22,828	19,082	(3,746)	19,978	896
DEP911 - Restricted Fund projects - Roots	12,787	(11,427)	(24,214)	8,903	20,330
DEP912 - RF projects - Roots to Recovery	73,058	(3,133)	(76,191)	23,101	26,234
DEP913 - Restricted Fund projects - Pathways	26,872	14,697	(12,175)	14,697	0
DEP914 - SLSP I&E 2025-2027 Collaborative Project	67,500	47,879	(19,621)	47,879	0
DEP915 - RF projects - SLSP Sust Tourism	0	6,846	6,846	6,846	0
DEP919 - RF Project-BB Unlocking Nature & History	0	7,123	7,123	7,123	0
DEP920 - RF project - Next Generation/Youth Voice	0	(12,131)	(12,131)	6,050	18,181
DEP925 - RF Project - Routes to Discovery	0	(789)	(789)	25,445	26,234
<b>Total Promoting Understanding</b>	<b>1,096,160</b>	<b>748,581</b>	<b>(347,579)</b>	<b>1,845,304</b>	<b>1,096,723</b>

	Net Expenditure Period Ending 31/12/2025	Net Expenditure Period Ending 31/12/2025	Net Expenditure 01/04/2025 Through 31/12/2025	Gross Expenditure Period Ending 31/12/2025	Gross Income Period Ending 31/12/2025
	Budget YTD	Actual YTD with comitments	Actual minus budget	Expenditure YTD	Income YTD
<b>Recreation &amp; Transport</b>					
DEP140 - Sustainable Transport	67,861	79,389	11,528	79,389	0
DEP370 - National Trail Officer Bid	48,077	43,272	(4,805)	43,271	(1)
DEP371 - National Trail Maintenance	151,857	157,602	5,745	157,602	0
DEP375 - Coastal Path Capital Works (Comp. Fund)	0	(13,252)	(13,252)	12,748	26,000
DEP380 - Inland Rights of Way	103,596	42,091	(61,505)	42,091	0
DEP800 - Car Park Operations	(630,665)	(657,695)	(27,030)	177,835	835,530
DEP916 - Restricted Fund projects - Access	44,287	45,806	1,519	45,806	0
<b>Total Recreation &amp; Transport</b>	<b>(214,987)</b>	<b>(302,787)</b>	<b>(87,800)</b>	<b>558,742</b>	<b>861,529</b>
<b>Rangers, Estates &amp; Volunteers</b>					
DEP320 - Countryside team North	255,503	224,960	(30,543)	224,960	0
DEP321 - Countryside team West	156,212	146,281	(9,931)	146,281	0
DEP322 - Countryside team South	156,149	141,114	(15,035)	141,114	0
DEP360 - Ranger Services	198,134	156,874	(41,260)	194,611	37,737
DEP365 - Seas'I Tourism Team	16,558	9,527	(7,031)	9,905	378
DEP650 - Estate Management	63,521	(10,474)	(73,995)	93,666	104,140
<b>Total Rangers, Estates &amp; Volunteers</b>	<b>846,077</b>	<b>668,282</b>	<b>(177,795)</b>	<b>810,537</b>	<b>142,255</b>
<b>Democratic Representation &amp; Management</b>					
DEP700 - Corporate Activities	158,091	150,625	(7,466)	152,279	1,654
DEP710 - Chief Executive's Office	76,583	77,086	503	77,086	0
DEP715 - Democratic Representation	174,028	164,616	(9,412)	164,616	0
DEP716 - Corporate Governance	98,762	118,050	19,288	118,050	0
DEP717 - PCNP Trust	4,859	3,073	(1,786)	3,073	0
DEP755 - National Parks Wales	0	6,315	6,315	6,315	0
DEP757 - SNPS Conference	2,000	(1,983)	(3,983)	10,167	12,150
DEP926 - Future Landscape Wales	0	23,000	23,000	23,000	0
<b>Total Democratic Representation &amp; Management</b>	<b>514,323</b>	<b>540,782</b>	<b>26,459</b>	<b>554,586</b>	<b>13,804</b>
<b>Management &amp; Support Service Costs</b>					
DEP500 - Director P D & E	70,075	69,215	(860)	69,215	0
DEP501 - Director Nature/Tour	70,608	70,340	(268)	70,340	0
DEP601 - Admin Services - Llanion	163,883	146,543	(17,340)	178,976	32,433
DEP605 - Performance Management	36,492	36,927	435	36,927	0
DEP610 - Legal Services	37,518	100,689	63,171	100,689	0
DEP620 - Finance Services	172,236	208,102	35,866	208,109	7
DEP630 - I.T. Services	247,694	277,847	30,153	277,847	0
DEP660 - Fund Raising	42,679	(28,906)	(71,585)	54,445	83,351
DEP670 - Building Maintenance & contracts	173,613	194,364	20,751	194,364	0
DEP680 - Head Decarbonisation	75,352	76,901	1,549	79,017	2,116
DEP720 - Fleet	11,444	19,000	7,556	19,000	0
DEP740 - Human Resources	208,232	207,449	(783)	207,449	0
DEP901 - Restr Fund projects SLSP Decarb 22-25	0	13,640	13,640	13,640	0
DEP903 - Restr Fund project SLSP Carbon (25-27)	168,750	74,066	(94,684)	74,066	0
DEP918 - RF Project - Brilliant Basics Newport	0	85,956	85,956	85,956	0
<b>Total Management &amp; Support Service Costs</b>	<b>1,478,576</b>	<b>1,552,133</b>	<b>73,557</b>	<b>1,670,040</b>	<b>117,907</b>
<b>Total Departments by Cost Centre</b>	<b>5,147,791</b>	<b>4,536,197</b>	<b>(611,594)</b>	<b>7,456,915</b>	<b>2,920,718</b>
<b>Revenue - taxation &amp; non specific grant income etc</b>					
DEP705 - CIES	(3,561,841)	(3,955,899)	(394,058)	0	3,955,899
DEP750 - MIRS	0	0	0	0	0
<b>Total Revenue - taxation &amp; non specific grant income etc</b>	<b>(3,561,841)</b>	<b>(3,955,899)</b>	<b>(394,058)</b>	<b>0</b>	<b>3,955,899</b>
<b>NET COST OF SERVICES</b>	<b>1,585,950</b>	<b>580,298</b>	<b>1,005,652</b>	<b>7,456,915</b>	<b>6,876,617</b>

## Appendix 2 – Income & Expenditure

# **Pembrokeshire Coast National Park Author**

## **Budget Report - Actual vs. Budget**

Reporting Book:  
As of Date:  
Location:

ACCRUAL  
31/12/2025  
PCNPA--Pembrokeshire Coast National Park Author

	Year To Date 31/12/2025		Year To Date 31/12/2025			Year Ending Year To Date 31/03/2026 31/12/2025	
	PO Actual	commitments	Total	FY 25-26 Vired budget	Variance	FY 25-26 Vired budget	Remaining budget
<b>PCNPA Net Income/(Loss)</b>							
<b>Revenue</b>							
<b>Revenue - Sales</b>							
Cafe Sales	191,472	0	191,472	159,000	32,472	170,000	-21,472
Photocopies, Maps, Etc	0	0	0	3	-3	64	64
Sale of Timber - External	10,463	0	10,463	32,250	-21,787	43,000	32,537
Sale of Timber - Internal	22,806	0	22,806	18,750	4,056	25,000	2,194
Car Park Income	835,530	0	835,530	831,000	4,530	853,000	17,470
Admission Fees	364,963	0	364,963	292,750	72,213	335,000	-29,963
Activities & Events	59,396	0	59,396	48,675	10,721	52,100	-7,296
Exhibitions Income	17,584	0	17,584	17,800	-216	20,000	2,416
E-Bike Rental Income	263	0	263	0	263	0	-263
Advertising	17,671	0	17,671	0	17,671	60,000	42,329
<b>Total Revenue - Sales</b>	1,520,148	0	1,520,148	1,400,228	119,920	1,558,164	38,016
<b>Revenue - Products</b>							
Merchandise Sales	305,011	0	305,011	268,560	36,451	298,200	-6,811
<b>Total Revenue - Products</b>	305,011	0	305,011	268,560	36,451	298,200	-6,811
<b>Revenue - Licenses</b>							
Concessions	17,676	0	17,676	0	17,676	23,000	5,324
<b>Total Revenue - Licenses</b>	17,676	0	17,676	0	17,676	23,000	5,324
<b>Revenue - Services</b>							
Hire of Facilities (Income)	2,851	0	2,851	2,335	516	2,900	49
Schools	11,009	0	11,009	13,700	-2,691	17,500	6,491
Archaeology Day Income	4,529	0	4,529	4,279	250	4,279	-250
Costs Awarded to NPA	192	0	192	0	192	0	-192
Planning Fees	141,644	0	141,644	171,046	-29,402	240,283	98,639
Pre-Application Planning Fees	8,646	0	8,646	8,175	472	11,502	2,855
Non Statutory Pre-App Service	29,959	0	29,959	0	29,959	0	-29,959
Local Land Charges Searches	0	0	0	3,007	-3,008	4,135	4,136
<b>Total Revenue - Services</b>	198,830	0	198,830	202,542	-3,712	280,599	81,769
<b>Revenue - Other</b>							
NPG	2,919,341	0	2,919,341	2,558,945	360,396	3,411,926	492,586
Council Tax Levy	852,896	0	852,896	852,896	0	1,137,195	284,298
NRW Grants	20,628	0	20,628	19,400	1,228	243,788	223,160
Welsh Government Grant	289,710	0	289,710	289,710	0	1,396,280	1,106,570
Other Grants - Miscellaneous	181,886	0	181,886	255,319	-73,433	635,835	453,949
Sale of Equipment Etc	2,116	0	2,116	0	2,116	0	-2,116
Internal recharge - contra	24,806	0	24,806	0	24,806	0	-24,806
Sale of Fixed Assets	25	0	25	0	25	0	-25
PCNP Trust Income	77,469	0	77,469	18,181	59,288	22,881	-54,588
<b>Total Revenue - Other</b>	4,368,877	0	4,368,877	3,994,451	374,426	6,847,905	2,479,028
<b>Total Revenue</b>	6,410,542	0	6,410,542	5,865,781	544,761	9,007,868	2,597,326
<b>Cost of Revenue</b>							
Cost of Goods Sold	195,799	-150	195,649	195,483	167	216,905	21,256
<b>Total Cost of Revenue</b>	195,799	-150	195,649	195,483	167	216,905	21,256
<b>PCNPA Operating Expenses</b>							
General and Administrative Expenses	795,048	36,674	831,722	1,317,222	-485,500	1,734,054	902,332
Marketing and Advertising Expenses	103,035	5,030	108,066	159,724	-51,658	206,029	97,963
Payroll and Related Expenses	4,801,784	1,252	4,803,036	4,902,397	-99,362	6,448,998	1,645,962
Utilities and Facilities	829,475	101,286	930,761	837,554	93,206	1,085,318	154,558
Operating and Maintenance Expenses	230,210	-3,971	226,239	227,643	-1,403	289,589	63,349
Management Fees	40,305	0	40,305	76,764	-36,460	96,764	56,460
Insurance	79,259	0	79,258	69,252	10,007	91,828	12,569
<b>Total PCNPA Operating Expenses</b>	6,879,116	140,271	7,019,387	7,590,556	-571,170	9,952,580	2,933,193
<b>PCNPA Other Income (Expenses)</b>							
<b>PCNPA Other Income</b>							
Interest Income	177,637	0	177,637	150,000	27,637	200,000	22,363
<b>Total PCNPA Other Income</b>	177,637	0	177,637	150,000	27,637	200,000	22,363
<b>PCNPA Other non-operating income</b>							
Liberty Play Donations	-351	0	-351	0	-351	0	351
Donations	-2,146	0	-2,145	-1,895	-250	-2,025	120
Mobility Scooter Donation	-635	0	-635	-640	5	-700	-65
Other Income	-89,904	0	-89,905	-41,932	-47,973	-57,464	32,441
Legacies In Memory	-89,000	0	-89,000	0	-89,000	0	89,000
Purchase Card Rebate	-1,654	0	-1,654	0	-1,654	-2,000	-346
Rents Received	-96,405	0	-96,404	-66,546	-29,858	-137,571	-41,167
Wayleaves & Easements	-551	0	-552	0	-552	-800	-248
RHI / FIT Payment Income	-7,792	0	-7,791	-4,855	-2,936	-11,000	-3,208
<b>Total PCNPA Other non-operating income</b>	-288,438	0	-288,437	-115,868	-172,569	-211,560	76,878
<b>PCNPA Other expenses ex capital</b>							
Project costs	42,669	0	42,668	71,800	-29,131	90,671	48,002
Dark skies project costs	7,273	0	7,273	0	7,273	0	-7,273
SDF Grant Payments	38,813	0	38,814	0	38,813	0	-38,814
SDF Internal Payments	-9,474	0	-9,474	0	-9,474	0	9,474
Contributions to Local Authorities	0	0	0	375	-375	500	500
Grants to other bodies/orgs	162,598	0	162,598	127,971	34,627	143,608	-18,990
Coast Path - internal recharge	0	0	0	-9,035	9,035	-14,338	-14,338
Bad Debt Provision	0	0	0	0	0	1,000	1,000
<b>Total PCNPA Other expenses ex capital</b>	241,879	0	241,879	191,111	50,768	221,441	-20,439
<b>Total PCNPA Other Income (Expenses)</b>	224,196	0	224,196	74,757	149,438	190,119	-34,076
<b>Total PCNPA Earnings Before Income Taxes</b>	-440,177	-140,121	-580,299	-1,845,501	1,265,202	-971,498	-391,199
<b>Total PCNPA Net Income/(Loss)</b>	-440,177	-140,121	-580,299	-1,845,501	1,265,202	-971,498	-391,199

**Note: the net deficit is stated before transfers from reserves and capital expenditure**

## Appendix 3 – Balance Sheet

### Pembrokeshire Coast National Park Authority

#### Balance Sheet

Reporting Book:

As of Date:

Location:

#### ACCRUAL

31/12/2025

Pembrokeshire Coast National Park Author

	Month Ending 31/12/2025	Quarter Ending 30/09/2025	Year Ending 31/03/2025
	Actual	Actual	Actual
<b>Assets</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	2,250,708.44	3,334,200.62	3,614,779.71
Short Term Investments	4,927,197.06	4,893,411.45	4,821,602.10
Accounts Receivable, Net	38,486.67	89,723.86	65,073.01
Inventory	183,252.55	183,252.55	196,024.80
Prepaid Expenses	35,675.57	65,351.09	108,203.35
Other Current Assets	4,338.31	4,290.46	170,828.54
<b>Total Current Assets</b>	<b>7,439,658.60</b>	<b>8,570,230.03</b>	<b>8,976,511.51</b>
<b>Fixed Assets, Net</b>			
Fixed Assets	21,478,437.20	21,478,437.20	21,468,457.20
Accumulated Depreciation	3,375,558.11	3,375,558.11	3,375,558.11
<b>Total Fixed Assets, Net</b>	<b>18,102,879.09</b>	<b>18,102,879.09</b>	<b>18,092,899.09</b>
<b>Total Assets</b>	<b>£ 25,542,537.69</b>	<b>£ 26,673,109.12</b>	<b>£ 27,069,410.60</b>
<b>Liabilities and Equity</b>			
<b>Current Liabilities</b>			
Accounts Payable	128,026.14	200,323.23	221,214.60
Accrued Liabilities			
Holiday accrual	120,952.30	120,952.30	18,303.61
Accruals	0.00	36,418.49	274,130.29
Committments accrual	727,385.78	230,274.20	0.00
Total Accrued Liabilities	848,338.08	387,644.99	292,433.90
Accrued Taxes	(50,203.05)	43,563.57	(63,989.25)
Deferred Revenue	0.00	0.00	121,825.00
Income Tax Payable	119,261.36	144,118.25	92,377.22
Other Current Liabilities	6,380.36	14,401.42	20,929.07
<b>Total Current Liabilities</b>	<b>1,051,802.89</b>	<b>790,051.46</b>	<b>684,790.54</b>
<b>Long Term Liabilities</b>			
Pension liability	31460.78	31460.78	31460.78
Operating Lease Liability - Long Term	98,084.86	98,084.86	98,084.86
<b>Total Long Term Liabilities</b>	<b>129,545.64</b>	<b>129,545.64</b>	<b>129,545.64</b>
<b>Reserves</b>			
Unuseable reserves	17,849,424.74	17,849,424.74	17,849,424.74
Useable reserves	6,511,764.42	7,904,087.28	8,405,649.68
<b>Total Reserves</b>	<b>24,361,189.16</b>	<b>25,753,512.02</b>	<b>26,255,074.42</b>
<b>Total Liabilities and Equity</b>	<b>£ 25,542,537.69</b>	<b>£ 26,673,109.12</b>	<b>£ 27,069,410.60</b>



## Appendix 4 – Expense analysis

As of Date:

Location:

### Operating Expenses

#### General and Administrative Expenses

##### Computer Processing Expenses

Licences (non IT)

IT Software & licences

Computer Maintenance

Website/Domain Maintenance

Computer Consumables

Hardware purchases

#### Total Computer Processing Expenses

#### Copying and Printing

Photographic Supplies

Printing

Photocopying Costs

Photocopier Lease

#### Total Copying and Printing

#### Due and Subscriptions

Subscriptions

#### Total Due and Subscriptions

#### Education

Education Equipment & consumables

#### Total Education

#### Finance Charges

Bank Charges

Credit Card /Online Charges

#### Total Finance Charges

#### Travel, Meals and Entertainment

Travel Expenses

Staff Travelling expenses

Volunteer Travel Expenses

Members Expenses

#### Total Travel Expenses

#### Meals and Entertainment

Subsistence

Volunteer Subsistence

Total Meals and Entertainment

#### Total Travel, Meals and Entertainment

#### Office Supplies

Stationery/Misc. office supplies

Provisions & sundry costs

#### Total Office Supplies

#### Telecommunication

Telephone & mobile etc

#### Total Telecommunication

#### Postage and Delivery

Franking machine postage

Postage Packing Delivery

Postage Recharge

#### Total Postage and Delivery

#### Legal and Accounting

Legal Fees

Corp. Finance Costs

#### Total Legal and Accounting

#### Professional Services

Translation Costs

Professional Fees

Contributors/Events/Activities

Cost of Appeals

District Valuer Services

DP Officer

Hired & Contracted Services

Health Wellbeing Tourism costs

Archaeological Services

Management Plan LDP

Biodiversity Action Plan

SAC Management

DC Statuary Advertising

Tree Preservation Orders

Production cost for public.

Stewardship Expenses

M. H. Env. Monitoring Group

Commercial Partnership costs

Corporate Governance

Corporate Events

#### Total Professional Services

#### Total General and Administrative Expenses

31/12/2025

Pembrokeshire Coast National Park Authority

	YTD Actual	% Expense	YTD Budget	YTD Budget % Var
	FY 25-26		FY 25-26	
	5,271	0.06 %	4,216	25.02 % ↑
	207,269	2.42 %	143,929	44.00 % ↑
	37	0.00 %	4,980	(99.27) % ↓
	2,464	0.03 %	1,100	124.01 % ↑
	3,240	0.04 %	3,183	1.79 % ↑
	7,797	0.09 %	23,036	(66.15) % ↓
	226,078	2.64 %	180,444	25.28 % ↑
	379	0.00 %	0	100.00 % ↑
	2,786	0.03 %	2,000	39.26 % ↑
	1,630	0.02 %	5,628	(71.03) % ↓
	3,270	0.04 %	3,749	(12.77) % ↓
	8,065	0.09 %	11,377	(29.10) % ↓
	37,817	0.44 %	23,632	60.02 % ↑
	37,817	0.44 %	23,632	60.02 % ↑
	914	0.01 %	200	357.24 % ↑
	914	0.01 %	200	357.24 % ↑
	2,168	0.03 %	1,710	26.78 % ↑
	14,413	0.17 %	12,527	15.04 % ↑
	16,581	0.19 %	14,237	16.45 % ↑
	34,184	0.40 %	39,565	(13.60) % ↓
	4,781	0.06 %	5,802	(17.59) % ↓
	1,241	0.01 %	5,200	(76.13) % ↓
	40,206	0.47 %	50,567	(20.48) % ↓
	2,813	0.03 %	9,213	(69.46) % ↓
	43	0.00 %	1,260	(96.58) % ↓
	2,856	0.03 %	10,473	(72.73) % ↓
	43,062	0.50 %	61,040	(29.45) % ↓
	4,689	0.05 %	8,431	(44.38) % ↓
	759	0.01 %	24,363	(96.88) % ↓
	5,448	0.06 %	32,794	(83.38) % ↓
	34,799	0.00 %	36,004	(3.34) % ↓
	34,799	0.00 %	36,004	(3.34) % ↓
	6,903	0.08 %	5,868	17.62 % ↑
	221	0.00 %	7,124	(96.89) % ↓
	12	0.00 %	(5,282)	(100.21) % ↓
	7,136	0.08 %	7,710	(7.45) % ↓
	22,604	0.26 %	4,269	429.43 % ↑
	50	0.00 %	51,028	(99.90) % ↓
	22,654	0.26 %	55,297	(59.03) % ↓
	33,186	0.00 %	39,401	(15.77) % ↓
	224,770	0.00 %	147,728	52.15 % ↑
	25,422	0.00 %	35,515	(28.41) % ↓
	0	0.00 %	4,500	(100.00) % ↓
	500	0.00 %	0	100.00 % ↑
	5,625	0.00 %	5,625	0.00 %
	2,537	0.00 %	347,272	(99.26) % ↓
	602	0.00 %	1,785	(66.26) % ↓
	7,742	0.00 %	22,500	(65.59) % ↓
	0	0.00 %	15,000	(100.00) % ↓
	26,186	0.00 %	53,520	(51.07) % ↓
	0	0.00 %	5,646	(100.00) % ↓
	7,815	0.00 %	12,431	(37.13) % ↓
	354	0.00 %	918	(61.43) % ↓
	0	0.00 %	3,100	(100.00) % ↓
	216	0.00 %	188	14.97 % ↑
	3,000	0.00 %	3,000	0.00 %
	83,250	0.00 %	82,500	0.90 % ↑
	1,500	0.00 %	8,913	(83.17) % ↓
	6,463	0.00 %	5,875	10.00 % ↑
	429,168	0.00 %	795,417	(46.04) % ↓
	831,722	9.70 %	1,218,152	(31.72) % ↓

	YTD Actual	% Expense	YTD Budget	YTD Budget % Var
	FY 25-26		FY 25-26	
<b>Marketing and Advertising Expenses</b>				
Advertising and Promotion				
Marketing	21,840	0.25 %	44,100	(50.47) % ↓
Advertising & Promotion	55,931	0.65 %	20,323	175.20 % ↑
Statutory Advertising	5,312	0.06 %	6,597	(19.48) % ↓
Coast to Coast costs	215	0.00 %	52,279	(99.58) % ↓
Web Development	3,004	0.04 %	4,200	(28.47) % ↓
Corp Comms Strategy delivery	11,005	0.13 %	26,250	(58.07) % ↓
Interpretation/Signage	6,569	0.08 %	5,525	18.88 % ↑
Royal Welsh Show	4,190	0.05 %	0	100.00 % ↑
<b>Total Advertising and Promotion</b>	108,066	1.26 %	159,274	(32.15) % ↓
<b>Total Marketing and Advertising Expenses</b>	108,066	1.26 %	159,274	(32.15) % ↓
<b>Payroll and Related Expenses</b>				
<b>Benefits</b>				
Staff Training	59,831	0.70 %	36,894	62.17 % ↑
Volunteer Training & Development	839	0.01 %	7,360	(88.60) % ↓
<b>Total Benefits</b>	60,670	0.71 %	44,254	37.09 % ↑
<b>Payroll Expenses</b>				
<b>Staff Advertising</b>	15,060	0.18 %	1,020	1376.47 % ↑
Redundancy / Settlements	(408)	0.00 %	3,744	(110.90) % ↓
Pension Service Charges	4,803	0.06 %	180	2568.47 % ↑
Misc Employee Costs	10,920	0.13 %	351	3013.51 % ↑
<b>Total Payroll Expenses</b>	30,375	0.35 %	5,295	473.68 % ↑
<b>Payroll Taxes</b>				
NI APT & C	438,264	5.11 %	448,685	(2.32) % ↓
NI Seasonal	23,524	0.27 %	14,135	66.43 % ↑
<b>Total Payroll Taxes</b>	461,788	5.39 %	462,820	(0.22) % ↓
<b>Salary and Wages</b>				
Salary - APT & C	3,499,860	40.82 %	3,675,635	(4.78) % ↓
Salaries - Seasonals	278,338	3.25 %	197,328	41.05 % ↑
Superan APT & C	355,191	4.14 %	382,266	(7.08) % ↓
Superan Seasonal	22,682	0.26 %	16,856	34.56 % ↑
Apprenticeship Levy	7,973	0.09 %	7,500	6.30 % ↑
Members Allowances	86,158	1.00 %	88,623	(2.78) % ↓
Standards Members Allowances	0	0.00 %	134	(100.00) % ↓
Members NIC ers cost	0	0.00 %	3,434	(100.00) % ↓
<b>Total Salary and Wages</b>	4,250,202	49.57 %	4,371,776	(2.78) % ↓
<b>Total Payroll and Related Expense</b>	4,803,035	56.02 %	4,884,145	(1.66) % ↓
<b>Utilities and Facilities</b>				
<b>Equipment Rental</b>				
Equipment Leasing	127	0.00 %	0	100.00 % ↑
Hire of Equipment/facilities	5,231	0.06 %	900	481.20 % ↑
<b>Total Equipment Rental</b>	5,358	0.06 %	900	495.24 % ↑
<b>Facilities</b>				
Building Cleaning	28,155	0.33 %	25,936	8.55 % ↑
Planned Maintenance	45,127	0.53 %	74,997	(39.82) % ↓
Reactive Maintenance	64,324	0.75 %	33,750	90.58 % ↑
Sponsored Maintenance	197	0.00 %	788	(74.92) % ↓
Tree Planting	0	0.00 %	1,500	(100.00) % ↓
Greening Up	0	0.00 %	5,000	(100.00) % ↓
Sub Contractors	0	0.00 %	4,125	(100.00) % ↓
Site Management	3,488	0.04 %	26,644	(86.90) % ↓
Surface Maintenance	10,077	0.12 %	15,000	(32.82) % ↓
Pay & Display costs	52,932	0.62 %	53,667	(1.36) % ↓
Rates	117,686	1.37 %	97,177	21.10 % ↑
Water	(2,435)	(0.03) %	4,992	(148.78) % ↓
Sewage	840	0.01 %	6,450	(86.97) % ↓
Cleaning Materials	329	0.00 %	112	192.80 % ↑
Refuse & Recycling	7,828	0.09 %	6,087	28.60 % ↑
<b>Total Facilities</b>	328,548	3.83 %	356,225	(7.76) % ↓
<b>Rent</b>				
Rents Paid - Buildings/Land	27,851	0.32 %	18,073	54.10 % ↑
<b>Total Rent</b>	27,851	0.32 %	18,073	54.10 % ↑
<b>Repairs and Maintenance</b>				
Materials Reserve	34,517	0.40 %	803	4197.21 % ↑
Materials Countryside	25,089	0.29 %	4,333	478.95 % ↑
Timber Purchases	47,389	0.55 %	50,717	(6.56) % ↓
Premises/Site Materials	46,404	0.54 %	97,226	(52.27) % ↓
Blades, flails etc.	1,077	0.01 %	438	146.29 % ↑
Machinery/Equipment Repairs & servicing	11,707	0.14 %	21,438	(45.39) % ↓
Contractors	305,549	3.56 %	178,194	71.47 % ↑
Machinery/Equipment Purchases <£10k	2,258	0.03 %	6,036	(62.58) % ↓
<b>Total Repairs and Maintenance</b>	473,990	5.53 %	359,185	31.96 % ↑
<b>Utilities</b>				
Electricity	70,788	0.83 %	84,842	(16.56) % ↓
Gas	6,735	0.08 %	14,195	(52.55) % ↓
Solid Fuels	15,541	0.18 %	12,750	21.88 % ↑
Heating Oil	655	0.01 %	413	58.46 % ↑
<b>Total Utilities</b>	93,719	1.09 %	112,200	(16.47) % ↓
<b>Total Utilities and Facilities</b>	929,466	10.84 %	846,583	9.79 % ↑



	YTD Actual	% Expense	YTD Budget	YTD Budget % Var
	FY 25-26		FY 25-26	
<b>Operating and Maintenance Expenses</b>				
<b>Automobile Expenses</b>				
Vehicle Maintenance	27,572	0.32 %	16,244	69.73 % ↑
Beach Wheelchair Maintenance	2,074	0.02 %	750	176.49 % ↑
Fuel	26,583	0.31 %	39,186	(32.15) % ↓
Electric Vehicle Charging Costs	9,110	0.11 %	6,974	30.63 % ↑
Tax & MOT	5,431	0.06 %	6,120	(11.26) % ↓
Vehicle Contract Hire/Lease Charges	24,662	0.29 %	40,371	(38.91) % ↓
Vehicle Rental	7,923	0.09 %	5,646	40.30 % ↑
Recharge - Pool Car Usage	0	0.00 %	14,914	(100.00) % ↓
Vehicle Insurance	26,333	0.31 %	23,614	11.51 % ↑
<b>Total Automobile Expenses</b>	129,688	1.51 %	153,819	(15.68) % ↓
<b>Miscellaneous Expense</b>				
Health & Safety	5,724	0.07 %	4,425	29.35 % ↑
Uniforms & PPE	4,409	0.05 %	6,290	(29.89) % ↓
Volunteer Uniforms	195	0.00 %	2,675	(92.72) % ↓
Volunteer Equipment	248	0.00 %	965	(74.29) % ↓
Toiletries/Hygiene	297	0.00 %	1,441	(79.37) % ↓
Newspapers, Magazines etc & publications	3,171	0.04 %	300	957.10 % ↑
SNPS costs	9,655	0.11 %	16,200	(40.40) % ↓
<b>Total Miscellaneous Expense</b>	23,699	0.28 %	32,296	(26.61) % ↓
<b>Other Operating Expense</b>				
Outdoors small tools/equip	18,954	0.22 %	29,202	(35.09) % ↓
Exhibition costs	5,469	0.06 %	11,410	(52.07) % ↓
Exhibitor Payments	13,653	0.16 %	13,172	3.65 % ↑
Conservation grants	34,777	0.41 %	0	100.00 % ↑
<b>Total Other Operating Expense</b>	72,853	0.85 %	53,784	35.45 % ↑
<b>Total Operating and Maintenance Expenses</b>	226,240	2.64 %	239,899	(5.69) % ↓
<b>Management Fees</b>				
Management Fees				
Management Agreements	40,304	0.47 %	76,764	(47.49) % ↓
<b>Total Management Fees</b>	40,304	0.47 %	76,764	(47.49) % ↓
<b>Total Management Fees</b>	40,304	0.47 %	76,764	(47.49) % ↓
Insurance	79,259	0.92 %	69,252	14.45 % ↑
<b>Total Operating Expenses</b>	7,018,092	81.86 %	7,494,069	(6.35) % ↓
<b>Other Non-operating Expenses</b>	1,555,466	18.14 %	304,791	410.33 % ↑
<b>Total Expenses</b>	8,573,558	100.00 %	7,798,860	9.93 % ↑

## Appendix 5 - Earmarked reserves

EARMARKED RESERVES 2025-2026					
	Position as at 31/03/2025	Transfers to Revenue From EMR	Transfers from Revenue To EMR	Adjs	Position as at 30/12/2025
Receipts in Advance/EMR - Heritage Guardians	-6,198				-6,198
<b>Receipts in Advance/EMR - WG Capital Grant 2019/20 Unspent:</b>					
A03 - Angel Gabions Refurbishment	-12,345				-12,345
A05 - Visitor Interpretation/Events OYP	-5,027				-5,027
A07 - Carew Castle Enhancement & Interpretation	-39,716				-39,716
A08 - Carew Castle Visitor Management & Access	-32,000				-32,000
A24 - Open Sided Barn at Castell Henllys/Development	-63,169				-63,169
Welsh Gov Funded - Pathways	-46,049				-46,049
Welsh Gov Funded - Future Landscapes Wales	-124,650				-124,650
Welsh Gov Funded - Public Health Partnership	-45,668				-45,668
Welsh Gov Funded - National Trail Improvement	-15,978				-15,978
Welsh Gov Funded - Marketing Pembrokeshire Coast	-39,975				-39,975
Welsh Gov Funded - Pembs Outdoor Schools	-17,376				-17,376
First 1000 Days (Trust Income)	-18,080				-18,080
<b>Project Specific Additional WG Funding 20/21:</b>					
Communication, Engagement & Sustainable Tourism out of Covid19	-76,072				-76,072
SLSP PV Arrays (A36)	-33,557				-33,557
SLSP Greening Agriculture in the Park (190)	-22,160				-22,160
SLSP Community Woodland Purchase (A37)	-3,300				-3,300
Welsh Government Funded - Designated Landscapes (280)	-383,888				-383,888
Welsh Government Funded - Wales Coast Path Anniversary	-37,474				-37,474
WG Funded 22/23 to 24/25 - Management Plan	-35,427				-35,427
WG Funded 22/23 to 24/25 - SLSP Decarbonisation (155)	-186,170				-186,170
WG Funded 22/23 to 24/25 - SLSP Wild Coast (156)	-54,248				-54,248
WG Funded 22/23 to 24/25 - SLSP Designated Landscapes Education (275)	-13,448				-13,448
WG Funded 22/23 to 24/25 - SLSP Sustainable Tourism (276)	-568,951				-568,951
Conservation Coastal Management Agreements	-190,188				-190,188
WG Grant additional revenue	-1,400,000	1,400,000			0
<b>Receipts In Advance</b>	<b>-3,471,113</b>	<b>1,400,000</b>	<b>0</b>	<b>0</b>	<b>-2,071,113</b>
Carryovers from Underspend 21/22, 22/23, 24/25 - Conservation Make More Meadows	-2,364				-2,364
Carryovers from Underspend 21/22 & 22/23 - Archaeology	-22,751				-22,751
Carryovers from Underspend 21/22 - Development Management	-75,067				-75,067
Carryovers from Underspend 21/22, 23/24 - Roots to Recovery Project	-45,666				-45,666
Carryovers from Underspend 24/25 Conservation Hedgelaying & Pembs Wildfire	-3,477				-3,477
Asset Management - programme for assets replacements & emergencies	-178,027			-270,000	-448,027
Planning - LDP Review	-99,354				-99,354
National Park Wales	-27,847				-27,847
Planning System	-137,365				-137,365
Sponsored Maintenance re Sponsor A Gate	-37,577				-37,577
SDF Increase In Funds	-249,879			120,000	-129,879
Planning Enforcement	-146,800	10,168			-136,632
Invasive Species	-22,043				-22,043
Carew Causeway	-206,700				-206,700
Roots Project (2.252)	-3,763				-3,763
Digital Transformation inc software & hardware upgrades	-210,845		53,296	50,000	-107,549
Green Room Redevelopment	-450,000			100,000	-350,000
Pay Regrading & Pay Award	-20,000		20,000		0
Investment & delivery fund (income generation)	-143,080				-143,080
Decarbonisation	-248,250				-248,250
Get Outdoors (2.242)	-98,492				-98,492
<b>Total</b>	<b>-5,900,460</b>	<b>1,410,168</b>	<b>73,296</b>	<b>0</b>	<b>-4,416,996</b>