

Budget 2015/16 and Financial Strategy to 2017/18
Report by Head of Finance

Summary: This report sets out information for the Authority to consider the consolidated income and expenditure budget for 2015/16, which is based on an overall 1.7% increase in navigation charges as formally adopted by the Authority on 21 November 2014 following the recommendation of the Navigation Committee.

Recommendations:

- (i) That the Authority adopts the draft 2015/16 Budget, notes the uncertainties regarding National Park Grant, and endorses the assumptions applied in the preparation of the Budget.
- (ii) That the Authority adopts the Earmarked Reserves Strategy for the period 2015/16 to 2017/18, and approves the proposed contributions to and from Earmarked Reserves for the period 2015/16 to 2017/18.
- (iii) That the Authority approves the principle that any underspends within the Policy Planning budget be transferred to the Planning Delivery Grant reserve annually as set out in paragraph 8.7.

1 Introduction

- 1.1 An outline of the draft budget for 2015/16 was presented to the Authority at its meeting of 21 November 2014 in order to inform the setting of navigation charges for 2015/16. Following the Authority's decision to apply a flat-rate increase in tolls of 1.7%, in line with the recommendations of the Navigation Committee, this report now sets out an updated draft budget for 2015/16 alongside the financial strategy to 2017/18. Ministers have yet to make a decision on National Park Grant allocations for 2015/16 and therefore the budget has been based on Defra's last indication of future grant levels.
- 1.2 The views of the Navigation Committee were sought to inform preparation of this final draft budget at the Committee's meeting of 11 December 2014.

2 Overview of 2014/15 Forecast Outturn

- 2.1 Members will recall that following the announcement of 2014/15 National Park Grant allocations, work was undertaken in late 2013/14 to identify options to deliver a sustainable and robust financial strategy for the period to 2016/17. This included identification of options to deliver savings within corporate service budgets and an increase in the proportion of practical navigation

works undertaken over the two years 2015/16 and 2016/17. A final budget for 2014/15, providing for a deficit of £15,495, was approved by the Authority on 21 March 2014. This original budget has been adjusted as reported in the previous agenda item and currently provides for a latest available budget (LAB) deficit of £157,087.

- 2.2 The current predictions for income in 2014/15 are for overall income to be broadly in line with the budget. This incorporates a reduction in hire boat income of approximately £45,000, offset by a similar above budget increase for private craft. As at 1 November 2014, boat figures showed hire motor cruisers reducing by 25 and private motor cruisers 92 up on the 1 November 2013 figure.
- 2.3 Expenditure is similarly broadly on target, however there are a number of variances within budgets which mean that the overall forecast outturn position for 2014/15 anticipates a deficit in the consolidated budget of £123,330 (a favourable variance of £33,757 to the LAB). This would result in an overall consolidated reserve balance of approximately £971,000 at the end of the year, and £960,000 after year-end adjustments, which is in excess of the minimum recommended level for National Park. However this will mean that the Navigation reserve will fall below the recommended level of 10% to 8.7%. These balances provide the Authority with some level of protection against likely costs in subsequent years. Within the total consolidated balance, the forecast navigation account balance after year-end adjustments is £262,000. The budget takes into account the forecast outturn position and makes proposals which will restore the balance of the navigation reserve at the recommended level in 2015/16.

3 2015/16 Budget Proposals

- 3.1 The draft budget for the Authority is set out in Appendix 1, alongside the financial strategy to 2017/18 to provide context. The format of the budget is in line with the monitoring presented to Authority through the financial year and reflects the Authority's organisational structure. Legal costs have been transferred from Planning and Resources to the Chief Executive section from 2015/16 onwards, reflecting the new structure and the appointment of an in-house Solicitor and Monitoring Officer.
- 3.2 In line with the previously reported financial strategy, the draft budget takes account of the following four key factors:
1. Ongoing and sustained pressure on National Park Grant
 2. Resourcing the Asset Management Plan
 3. Allocation of Practical Work
 4. Reductions in Central Costs
- 3.3 Total core income for 2015/16 is budgeted to be £6,240,632, including £3,188,952 National Park Grant, £1,869,042 for private craft tolls and £1,090,525 for hire craft tolls. This income takes account of the latest available data for boat numbers, and the impact of the overall (flat rate) 1.7%

increase in tolls approved by the Authority at its meeting 21 November 2014 following the recommendations of the Navigation Committee. Net expenditure is budgeted at £6,101,211. After taking into account the transfer of £17,500 of interest to earmarked reserves, this will result in a consolidated budget surplus of £121,921 in 2015/16, with the result that reserves at the end of March 2016 are projected to be £1,082,088 (£772,653 National Park and £390,434 Navigation, which amounts to 24.7% and 10.4% of net expenditure for the year respectively).

- 3.4 Table 1 sets out an overview of the proposed 2015/16 budget, which is provided in more detail in Appendix 1.

Table 1 – Draft 2015/16 Budget

	2015/16		
	National Park	Navigation	Consolidated
	£	£	£
National Park Grant	(3,188,952)	0	(3,188,952)
Navigation Tolls	0	(2,997,930)	(2,997,930)
Other income	(17,500)	(36,250)	(53,750)
Total Income	(3,206,452)	(3,034,180)	(6,240,632)
Operations	1,013,093	2,065,159	3,078,251
Planning and Resources	1,755,503	715,417	2,470,920
Chief Executive	287,039	153,001	440,040
Corporate Items	67,200	44,800	112,000
Total Expenditure	3,122,835	2,978,377	6,101,211
Net (Surplus) / Deficit	(83,617)	(55,803)	(139,421)
Opening Reserves (Forecast)	(697,786)	(262,381)	(960,167)
(Surplus) / Deficit for the year	(83,617)	(55,803)	(139,421)
Interest transfer	8,750	8,750	17,500
Closing Reserves (Forecast)	(772,653)	(309,434)	(1,082,088)

4 Operations

- 4.1 The Operations budget incorporates the first stage of changes to the apportionment of practical works (mainly affecting Construction and Maintenance salary budgets), which will enable additional navigation activity to be delivered in 2015/16. The Moorings budget within the Practical Maintenance budget line has been increased in line with the recommendations in the Mooring Strategy considered at the last Authority meeting. In other areas the budget represents the level of funding required to enable a continuation of the levels of service delivered in the current year.

- 4.2 It is however important to recognise that the Operations budget has extremely limited capacity to take on additional projects or ad-hoc work in 2015/16. The development of a long-term Hickling restoration project, which would have required a navigation charges increase of 2.9%, is not deliverable within existing resources. However, given the high priority attributed to this project by members, work is underway to continue to scope the requirements for a larger-scale project in future years, and particularly to identify potential dredging disposal sites. In the shorter term, work to develop smaller-scale dredging projects for delivery in early 2015/16 (or potentially at the end of the current year) is on-going, although there is limited capacity to complete this work in house and it may be that these would need to be let under contract if they are to be progressed promptly.

5 Planning and Resources and Chief Executive

- 5.1 There have been a number of changes within both the Planning and Resources and Chief Executive areas of the navigation budget when compared to 2014/15. These principally relate to the changes made in response to the 2014/15 and 2015/16 National Park Grant settlement, which members will be aware has led to restructuring in many of the Authority's support services including Legal, HR, Governance and Communications. Savings are therefore anticipated within all of these budgets. There has also been a further consolidation of project budgets within the Authority's Project Funding budget. The 2015/16 budget also allows for £50,000 annually for three years from 2015/16 to support the delivery of the HLF/Landscape Partnership project, for which the bid is currently underway. Within the Communications budget there is a provisional increase of £5,000 which is subject to the Authority's decision on the branding exercise. This has been included in the Chief Executives report earlier on this agenda.
- 5.2 It should be noted that this budget represents a further significant paring back of the Authority's Planning and Resources structure over that undertaken in 2011, and means that there is extremely limited capacity in these areas to take on projects or other ad-hoc work.

6 Central and Shared Costs and Cost Apportionment

- 6.1 Apportionments between Navigation and National Park have been adjusted within the Operations directorate to reflect the proposed apportionment for practical works supported by the Navigation Committee and subsequently approved by the Authority. In addition the apportionment of Legal budgets has been adjusted to reflect the latest actual split of activity (legal costs are always apportioned in line with actual use). Legal budgets are shown within the Chief Executive's department from 2015/16 to reflect the new structure for this area. All other apportionments are consistent with the principles agreed by the Resources Allocation Working Group.
- 6.2 Full details of apportionments by budget line for 2015/16 are set out in Appendix 1. The overall split of proposed net expenditure in 2015/16 is 51%

national park and 49% navigation, which is very much consistent with the forecast split of income standing at 53% to 47% for the same period.

- 6.3 Table 2 below provides further details of central and shared costs. These should not be seen as being synonymous with overheads, but have been identified in line with those areas specifically examined for apportionment by the Resource Allocation Working Group. As such they reflect costs across the Authority that are included within the budgets of both the Operations and Planning and Resources directorates, and from the Chief Executive's section.
- 6.4 These costs have been reduced from the levels reported in the 2014/15 budget, mainly as a result of the organisational restructure taking full effect from April 2015.

Table 2 – Central and Shared Costs

	2015/16			2016/17			2017/18		
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Share of central and shared costs	1,287	883	2,170	1,289	907	2,196	1,294	914	2,208
Pension contribution lump-sum	67	45	112	82	55	137	100	67	167
Total	1,354	928	2,282	1,372	962	2,333	1,394	981	2,375
Percentage split of central and shared costs	59%	41%	100%	59%	41%	100%	59%	41%	100%
Total core income	(3,206)	(3,034)	(6,241)	(3,209)	(3,088)	(6,297)	(3,209)	(3,139)	(6,348)
Central and shared costs as percentage of core income	42%	31%	37%	43%	31%	37%	43%	31%	37%

- 6.5 Central and shared costs have been defined in line with the work of the Resource Allocation Working Group to include: operational property; finance and insurance; communications; collection of tolls; ICT; legal; head office, office expenses and pool vehicles; directorate management and administration costs; human resources and training; governance and member's allowances; and the Chief Executive, all of which play a vital role in supporting the delivery of front line services. Central and shared costs also

include the lump sum pension contribution which is made annually to reduce the Authority's share of the pension deficit as calculated by the pension fund actuary. As a percentage of income, central and shared costs are broadly static but have reduced slightly from the levels reported in December 2013. This reflects both reduced costs in these areas but also reduced budgeted income for the same period.

7 Budget Assumptions

7.1 The following key assumptions have been applied in developing the draft budget:

- Navigation tolls will be collected in line with budget and a flat rate increase applied for 2015/16 on the existing 2014/15 structure;
- Boat numbers and dispositions will remain in line with those experienced in 2014/15;
- Last year following representations from the Broads Hire Boat Federation revised arrangements were put in place for hire boat companies, with a total annual hire tolls liability of £1,300 or more, to make staged payments. For bills between £1,300 and £4,000 there was an option to pay in two instalments and for those above £4,000 four payments was provided as an option. To encourage payment in full on or before 1 April, which makes the administration much simpler, a 2% discount was provided. The process worked extremely well and received a positive response from the industry. The cost of the discount provided, in terms of lost revenue, was £11,070.97. The intention is to continue with the same arrangements for the coming year and this is factored into the calculations;
- National Park Grant will be received in line with allocations, with no further reduction applied after 2015/16, although it is recognised that there remains significant pressure on public finances and as such a reduction cannot be ruled out;
- Salary increases have been allowed for in 2015/16 based on the confirmed pay award of 2.2% for the period January 2015 to March 2016, with no backdating to April 2014. Salary increases for subsequent years have been allowed at 1% in 2016/17 and 1.5% in 2017/18;
- The efficiencies from the restructuring due to be completed in March 2015 will be realised in line with the currently projected levels of savings;
- Changes to National Insurance arrangements as a result of the cessation of the contracted out rate for the state second pension will go ahead. These are forecast to cost an additional £70,000 annually for the Authority as a whole from 2016/17 and these changes have been factored into the staffing costs included in the Financial Strategy. There has been no indication that the Government will seek to mitigate the impact of these changes for Local Authorities; and
- The forecast outturn position for 2014/15 will be delivered in line with budget holders' projections.

7.2 A detailed sensitivity analysis for some of these key assumptions is set out below.

Table 3 – Budget Sensitivity Analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park budget for 2014/15 will be delivered in line with forecast outturn.	1% under / over-spend against National Park budget.	34,000
Navigation budget for 2014/15 will be delivered in line with forecast outturn.	1% under / over-spend against Navigation budget.	30,000
Overall salary increase of 1% in 2016/17.	1% change in salary inflation.	39,500
Boat numbers and distribution remain stable; overall increase in navigation tolls income 1.7% 2015/16 and following two years.	1% change in navigation toll income.	30,000
National Park Grant in line with notified allocations and no further reduction applied in 2016/17.	1% change in National Park Grant allocation.	32,000

8 Earmarked Reserves

8.1 The Authority's earmarked reserves strategy for the period 2015/16 – 2017/18 is set out in Appendix 2. The strategy details the actual balance of earmarked reserves at the end of October 2014, planned contributions and expenditure until the end of the financial year, and also provides an analysis of movements in reserves split between national park and navigation in all years to 2017/18.

8.2 Earmarked reserves stand at £1,575,365 (navigation £838,958) at the end of October 2014 and are forecast to reduce slightly (to £1,458,938) by the end of the financial year. The year-end balance will be highly dependent on a number of factors. This includes the timing of land purchases approved by the Authority, which are currently expected to be completed during 2014/15.. It should also be noted that the previously approved use of reserves to enable a land purchase at Boundary Farm / Thurne Mouth will not go ahead due to a decision by the landholder to withdraw the site from sale. Negotiations with the landholder are ongoing to secure future mooring provision in this area and currently it is anticipated that a solution incorporating pontoon moorings may be progressed (subject to planning and consultation as to feasibility). Provision for the purchase of pontoons to provide a mooring facility has therefore been made from the Property Reserve in 2015/16.

- 8.3 Appendix 2 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 1. Planned expenditure from reserves is itemised within Appendix 2 and includes in 2015/16:
- the fit-out of a second ranger launch;
 - the purchase of additional linkflotes;
 - purchase of pontoon moorings for Boundary Farm / Thurne Mouth as set out above; and
 - the procurement of a third wherry, which is urgently required as two of the older wherries have had to be taken out of service and are beyond economical repair.
- 8.4 In addition to these identified areas of spend, there is potential for additional expenditure to be required at Mutford Lock which would be funded from reserves in 2015/16, relating to the repair of the Lock gate bearings. The specification, extent and costs of this project are currently being explored and as such costs have not been included at this time. Depending on the scale of works required, which may include a need for the dewatering of the Lock, these costs could be in the order of £200,000.
- 8.5 Significant planned expenditure from earmarked reserves in 2016/17 and 2017/18 includes the replacement of a number of operational vehicles at an estimated total cost of £75,000 (with £42,660 relating to navigation).
- 8.6 The strategy also anticipates the receipt of final PRISMA claim income during 2015/16 and the closure of this reserve in year, with the balance being released to the navigation Plant, Vessels and Equipment reserve, as previously approved by the Authority. Taking account of all these items, the forecast balance of earmarked reserves at the end of 2017/18 is £1,523,493 (navigation £955,002), although it should be noted that expenditure plans for 2016/17 and beyond are likely to be further refined when the financial strategy for 2016/17 is developed next year.
- 8.7 Within the Authority's revenue budgets, provision has been made for the annualised cost of asset management, in line with the Authority's Asset Management Strategy. It should be recognised that this Strategy represents the whole life costs of maintaining the Authority's assets and as such the actual expenditure may vary from year to year depending on requirements. The total budget however represents the level of funding required over the life of the asset. As such, these sums need to be available in future years to meet the liabilities which will arise. It is therefore proposed that members should approve the principle that any underspends within the Moorings Maintenance and Repair budget (within the Practical Maintenance line) be transferred to the Dredging / Moorings / Piling (Property) reserve to fund maintenance in future years. The same principle applies in respect of the Policy Planning budget, which funds planning policy inspection / assessment activity occurring every few years. It is therefore similarly proposed that underspends in this area should be transferred to the Planning Delivery Grant reserve annually.

9 Summary

- 9.1 As reported in November when members considered the financial strategy, the Authority is in the position where it both hoped and planned to be, so that after the investment in the purchase and development of the Dockyard and the transfer of responsibility for Breydon Water, annual toll increases to maintain the status quo are broadly in line with inflation.
- 9.2 The draft budget presented here incorporates the 1.7% increase in navigation charges for 2015/16 and is designed to allow the Authority to continue to deliver priority activities at the required level, whilst also making prudent provision for asset maintenance over the life of the strategy and beyond. The draft budget takes into account the Navigation Committee's comments on the budget and financial strategy and therefore includes the costs of limited extended waste provision at the Authority's own sites as recommended at the last Committee meeting. Minor adjustments have also been made to reflect the latest staffing forecasts. As a result of all these factors there is no capacity within the budget for additional projects such as major dredging and restoration of Hickling Broad, the provision of new moorings, or the costs of a significant development of waste collection facilities. The National Park budget similarly provides for the continuation of priority works in 2015/16 and to support the delivery of the major HLF / Landscape Partnership project in the event of a successful bid.
- 9.3 It is important to recognise that the budget as a whole is highly sensitive to changes in salary inflation, as a result of the significant proportion of the budget that is made up of staff costs. The budget is based on a 2.2% increase in salaries for the period January 2015 to March 2016, which provides certainty in respect of 2015/16, however there remains considerable uncertainty as regards future year awards.
- 9.4 The navigation reserve is forecast to be in line with the minimum recommended levels at the end of 2015/16. The currently projected toll increases of 1.7% in 2016/17 and 2017/18 will need to be revisited during next year's budget setting process to ensure they remain appropriate to take account of variations from current assumptions or changes in outturn figures for 2014/15 and 2015/16.
- 9.5 On the National Park side, the reserve remains above the minimum recommended levels, but assumes no reduction in grant beyond that previously notified for 2015/16. It is important to recognise however that there continues to be the potential for a reduction to be announced in late 2014/15, in respect of 2015/16, and there is very considerable uncertainty about future years beyond this. Any changes in National Park Grant allocations will clearly require a further review of future year budgets.
- 9.6 In spite of these uncertainties, the draft budget for 2015/16 represents a prudent plan to deploy the Authority's resources in an economical and effective manner, maximising the levels of front line service delivery in line with the priorities identified by members.

Background Papers: Nil

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Broads Plan Objectives: None

Appendices: APPENDIX 1 – Draft Budget 2015/16 and Financial Strategy to 2017/18
APPENDIX 2 – Earmarked Reserves to 2017/18

Row Labels	2013/14			2014/15			2015/16			2016/17			2017/18			2015/16 Apportionment				
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation			
	2013/14 (Actual)	2013/14 (Actual)	2013/14 (Actual)	2014/15 (Latest Available Budget)	2014/15 (Latest Available Budget)	2014/15 (Latest Available Budget)	2014/15 (Forecast Outturn)	2014/15 (Forecast Outturn)	2014/15 (Forecast Outturn)	2015/16 (Budget)	2015/16 (Budget)	2015/16 (Budget)	2016/17 (Budget)	2016/17 (Budget)	2016/17 (Budget)	2017/18 (Budget)	2017/18 (Budget)	2017/18 (Budget)	National Park	Navigation
Income																				
Income																				
National Park Grant	(3,580,545)	0	(3,580,545)	(3,245,393)	0	(3,245,393)	(3,245,393)	0	(3,245,393)	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)	100%	0%
Hire Craft Tolls	0	(1,084,910)	(1,084,910)	0	(1,118,300)	(1,118,300)	0	(1,072,296)	(1,072,296)	0	(1,090,525)	(1,090,525)	0	(1,109,064)	(1,109,064)	0	(1,127,918)	(1,127,918)	0%	100%
Private Craft Tolls	0	(1,746,898)	(1,746,898)	0	(1,792,100)	(1,792,100)	0	(1,837,800)	(1,837,800)	0	(1,869,042)	(1,869,042)	0	(1,900,816)	(1,900,816)	0	(1,933,130)	(1,933,130)	0%	100%
Short Visit Tolls	0	(39,813)	(39,813)	0	(37,721)	(37,721)	0	(37,721)	(37,721)	0	(38,363)	(38,363)	0	(39,015)	(39,015)	0	(39,678)	(39,678)	0%	100%
Other Toll Income	0	(20,383)	(20,383)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0%	100%
Interest	(10,773)	(10,773)	(21,546)	(15,000)	(15,000)	(30,000)	(11,000)	(11,000)	(22,000)	(17,500)	(17,500)	(35,000)	(20,000)	(20,000)	(40,000)	(20,000)	(20,000)	(40,000)	50%	50%
Income Total	(3,591,318)	(2,902,777)	(6,494,095)	(3,260,393)	(2,981,871)	(6,242,264)	(3,256,393)	(2,977,567)	(6,233,960)	(3,206,452)	(3,034,180)	(6,240,632)	(3,208,952)	(3,087,645)	(6,296,597)	(3,208,952)	(3,139,476)	(6,348,428)	51%	49%
Income Total	(3,591,318)	(2,902,777)	(6,494,095)	(3,260,393)	(2,981,871)	(6,242,264)	(3,256,393)	(2,977,567)	(6,233,960)	(3,206,452)	(3,034,180)	(6,240,632)	(3,208,952)	(3,087,645)	(6,296,597)	(3,208,952)	(3,139,476)	(6,348,428)	51%	49%
Net Expenditure																				
Operations																				
Construction and Maintenance Salaries	497,067	573,415	1,070,482	499,037	575,734	1,074,771	493,930	571,430	1,065,360	459,760	628,981	1,088,740	429,936	699,884	1,129,820	438,921	714,149	1,153,070	42%	58%
Equipment, Vehicles and Vessels	68,127	297,573	365,700	106,806	280,743	387,549	106,805	280,743	387,548	108,425	267,075	375,500	112,650	262,850	375,500	112,650	262,850	375,500	29%	71%
Equipment, Vehicles and Vessels (Income)	(1,144)	(28,957)	(30,101)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Management	11,407	132,037	143,444	5,000	76,850	81,850	3,685	76,850	80,535	5,000	82,500	87,500	5,000	82,500	87,500	5,000	82,500	87,500	6%	94%
Water Management (Income)	(3,963)	(18,675)	(22,638)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	84,567	0	84,567	63,850	0	63,850	63,850	0	63,850	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	100%	0%
Land Management (Income)	(144,140)	0	(144,140)	(90,000)	0	(90,000)	(100,500)	0	(100,500)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	100%	0%
Practical Maintenance	37,102	354,490	391,592	29,000	186,205	215,205	29,000	326,227	355,227	29,000	357,200	386,200	29,000	357,200	386,200	29,000	357,200	386,200	8%	92%
Practical Maintenance (Income)	(2,188)	(20,267)	(22,455)	0	(7,000)	(7,000)	0	(8,700)	(8,700)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0%	100%
Ranger Services	263,182	522,990	786,172	252,404	445,606	698,010	265,736	465,604	731,340	251,964	444,946	696,910	262,036	460,054	722,090	267,652	468,478	736,130	36%	64%
Ranger Services (Income)	(73,828)	(10,972)	(84,800)	(25,000)	(10,000)	(35,000)	(25,000)	(10,000)	(35,000)	(14,000)	(21,000)	(35,000)	(14,000)	(21,000)	(35,000)	(14,000)	(21,000)	(35,000)	40%	60%
Safety	25,353	48,184	73,537	22,572	63,328	85,900	22,454	63,088	85,542	22,592	69,326	91,918	23,093	70,535	93,628	23,328	71,104	94,432	25%	75%
Safety (Income)	(182)	(1,890)	(2,072)	0	(9,000)	(9,000)	0	(9,000)	0	(9,000)	0	(9,000)	0	(9,000)	0	0	(9,000)	(9,000)	0%	100%
Asset Management	37,415	73,295	110,710	40,220	65,430	105,650	46,964	70,948	117,912	40,842	68,939	109,780	42,222	70,068	112,290	43,361	71,000	114,360	37%	63%
Asset Management (Income)	(22)	(1,218)	(1,240)	(550)	(450)	(1,000)	(550)	(450)	(1,000)	(550)	(450)	(550)	(450)	(550)	(450)	(550)	(450)	(550)	55%	45%
Volunteers	41,524	17,796	59,320	43,638	18,702	62,340	43,661	18,712	62,373	39,402	26,268	65,670	39,774	26,516	66,290	40,404	26,936	67,340	60%	40%
Volunteers (Income)	(175)	(75)	(250)	(700)	(300)	(1,000)	(700)	(300)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	60%	40%
PRISMA	0	0	0	0	10,410	10,410	0	10,523	10,523	0	0	0	0	0	0	0	0	0	0%	0%
PRISMA (Income)	0	0	0	0	(10,410)	(10,410)	0	(10,411)	(10,411)	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	127,479	153,839	281,318	89,024	85,338	174,362	89,024	174,363	85,339	60,960	87,211	148,170	54,251	93,919	148,170	54,251	93,919	148,170	41%	59%
Operational Property (Income)	(37,583)	(46,364)	(83,947)	(10,304)	(896)	(11,200)	(3,066)	(267)	(3,333)	(9,814)	(853)	(10,667)	(11,960)	(1,040)	(13,000)	(15,334)	(1,333)	(16,667)	92%	8%
Operations Management and Admin	52,118	66,332	118,450	56,118	71,422	127,540	55,836	71,063	126,899	56,113	71,417	127,530	57,517	73,203	130,720	58,318	74,222	132,540	44%	56%
Operations Total	982,116	2,111,533	3,093,649	1,081,115	1,841,712	2,922,828	1,091,129	2,001,399	3,092,528	1,013,093	2,065,159	3,078,251	992,369	2,157,839	3,150,208	1,006,400	2,183,175	3,189,575	33%	67%
Planning and Resources																				
Development Management	296,688	0	296,688	284,910	0	284,910	281,499	0	281,499	301,882	0	301,882	313,152	0	313,152	319,718	0	319,718	100%	0%
Development Management (Income)	(77,340)	0	(77,340)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	100%	0%
Strategy and Projects Salaries	384,217	75,943	460,160	348,275	65,947	414,222	388,296	60,869	388,296	280,435	59,605	340,040	291,410	60,350	351,760	297,019	61,392	358,410	82%	18%
Strategy and Projects	77,438	30	77,468	52,020	0	52,020	52,020	0	52,020	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	100%	0%
Strategy and Projects (Income)	(27,155)	(1,643)	(28,798)	(27,500)	0	(27,500)	(39,000)	0	(39,000)	(21,500)	0	(21,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	100%	0%
Biodiversity Strategy	16,885	0	16,885	77,298	0	77,298	77,298	0	77,298	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	100%	0%
Biodiversity Strategy (Income)	(7,899)	0	(7,899)	0	0	0	0	0	0	(10,000)	0	(10,000)	0	0	0	0	0	0	100%	0%
Legal	80,952	22,570	103,522	78,000	42,000	120,000	78,000	42,000	120,000	0	0	0	0	0	0	0	0	0	0%	0%
Waterways and Recreation Strategy	733	11,601	12,334	6,000	9,000	15,000	6,000	9,000	15,000	500	9,000	9,500	500	9,000	9,500	500	9,000	9,500	5%	95%
Project Funding	139,611	0	139,611	148,645	26,970	175,615	98,645	26,970	175,615	174,500	0	174,500	174,500	0	174,500	174,500	0	174,500	100%	0%
Project Funding (Income)	(74,667)	0	(74,667)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	100%	0%
Sustainable Development Fund	299,504	0	299,504	12,000	0	12,000	12,000	0	12,000	0	0	0	0	0	0	0	0	0	0%	0%
Finance and Insurance	193,275	158,141	351,416	188,382	158,187	346,569	186,295	156,337	342,632	172,769	158,151	330,920	174,515	162,515	337,030	173,215	161,215	334,430	52%	48%
Communications	258,170	88,057	346,227	238,212	78,048	316,260	239,603	78,995	318,598	197,782	62,048	259,830	193,846	62,195	256,040	194,642	63,168	257,810	76%	24%
Communications (Income)	(20,155)	(4,512)	(24,667)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Visitor Centres and Yacht Stations	312,029	121,301	433,330	325,433	125,228	450,660	312,800	122,437	435,236	328,050	130,470	458,520	327,798	129,323	457,120	333,338	132,503	465,840	72%	28%
Visitor Centres and Yacht Stations (Income)	(123,735)	(54,369)	(178,104)	(156,750)	(56,250)	(213,000)	(156,750)	(56,250)	(213,000)	(161,750)	(56,250)	(218,000)	(161,750)	(56,250)	(218,000)	(161,750)	(56,250)	(218,000)	74%	26%
Collection of Tolls	0	115,955	115,955	0	113,660	113,660	0	113,192	113,192	0	116,740	116,740	0	121,330	121,330	0	124,120	124,120	0%	100%
ICT	190,336	80,144	270,480	179,439	88,381	267,820	182,335	89,807	272,142	165,745	81,635	247,380	169,470	83,470	252,940	171,741	84,589	256,330	67%	33%
Head Office, Office Expenses and Pool Vehicles	219,503	94,617	314,120	228,794	98,506	327,300	228,794	98,506	327,300	239,220	102,628	341,848	239,220	102,628	341,848	239,220	102,628	341,848	70%	30%
Planning and Resources Management and Admin	131,276	45,452	176,728	129,798	56,852	186,650	131,160	57,561	188,721	116,870	51,390	168,260	119,805	52,715	172,520	121,986	53,714	175,700	69%	31%
Planning and Resources Total	2,269,666	753,287	3,022,953	2,033,956	806,528	2,840,484	1,939,126	799,42												

Year	Earmarked Reserves	Property Reserve - National Park	Property Reserve - Navigation	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - National Park	Plant, Vessels and Equipment Reserve - Navigation	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - National Park	Premises Reserve - Navigation	Premises Reserve - TOTAL	Other Earmarked Reserves - National Park	Other Earmarked Reserves - Navigation	Other Earmarked Reserves - TOTAL	STEP	PRISMA	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
2013/14	Balance B/F	(75,474)	(426,700)	(502,174)	(72,748)	(215,948)	(288,696)	(78,101)	(30,455)	(108,556)	(673,346)	0	(673,346)	(65,720)	(210,246)	(965,389)	(883,349)	(1,848,738)	
	2013/14 Movements	0	(61,538)	(61,538)	(4,060)	77,207	73,147	0	(29,060)	(29,060)	57,062	0	57,062	57,800	(32,753)	110,802	(46,144)	64,658	
	Interest	(607)	(3,781)	(4,388)	(618)	(1,115)	(1,733)	(628)	(479)	(1,107)	(4,956)	0	(4,956)	(63)	(1,954)	(6,872)	(7,329)	(14,201)	
	Balance 31 March 2014	(76,081)	(492,019)	(568,100)	(77,425)	(139,857)	(217,282)	(78,729)	(59,994)	(138,723)	(621,240)	0	(621,240)	(7,983)	(244,953)	(861,458)	(936,823)	(1,798,281)	
	Release STEP to General Reserve	0	0	0	0	0	0	0	0	0	0	0	0	7,983	0	7,983	0	7,983	
	Revised Balance 1 April 2014	(76,081)	(492,019)	(568,100)	(77,425)	(139,857)	(217,282)	(78,729)	(59,994)	(138,723)	(621,240)	0	(621,240)	0	(244,953)	(853,475)	(936,823)	(1,790,298)	
2014/15	Contributions to Reserves to 31/10/14																		
	Vessels and Equipment (VES000451)	0	0	0	(18,400)	(27,600)	(46,000)	0	0	0	0	0	0	0	0	(18,400)	(27,600)	(46,000)	
	Vehicles (VEH000451)	0	0	0	(6,600)	(4,400)	(11,000)	0	0	0	0	0	0	0	0	(6,600)	(4,400)	(11,000)	
	Mutford Lock (MLK000451)	0	(12,500)	(12,500)	0	0	0	0	0	0	0	0	0	0	0	0	(12,500)	(12,500)	
	Mutford Lock Rent (MLK000451)	0	(1,000)	(1,000)	0	0	0	0	0	0	0	0	0	0	0	0	(1,000)	(1,000)	
	Mutford Lock Defra grant (MLK000451)	0	(62,399)	(62,399)	0	0	0	0	0	0	0	0	0	0	0	0	(62,399)	(62,399)	
	Launches (LAU000451)	0	0	0	0	(7,500)	(7,500)	0	0	0	0	0	0	0	0	0	(7,500)	(7,500)	
	Launches (sale proceeds) (LAU000451)	0	0	0	0	(14,583)	(14,583)	0	0	0	0	0	0	0	0	0	(14,583)	(14,583)	
	Ranger Vehicles (RAN000451)	0	0	0	(2,552)	(3,828)	(6,380)	0	0	0	0	0	0	0	0	(2,552)	(3,828)	(6,380)	
	Dockyard Site (PRM009451)	0	0	0	0	0	0	(6,000)	(9,000)	(15,000)	0	0	0	0	0	(6,000)	(9,000)	(15,000)	
	Pool Vehicles (PCP000451)	0	0	0	(4,667)	(2,333)	(7,000)	0	0	0	0	0	0	0	0	(4,667)	(2,333)	(7,000)	
	SDF management costs (SUS000451)	0	0	0	0	0	0	0	0	0	(6,000)	0	(6,000)	0	0	(6,000)	0	(6,000)	
	Section 106 contributions (DVM000451)	0	0	0	0	0	0	0	0	0	(31,311)	0	(31,311)	0	0	(31,311)	0	(31,311)	
	PRISMA Income (PRS607451)	0	0	0	0	0	0	0	0	0	0	0	0	0	(101,237)	0	(101,237)	(101,237)	
	Contributions from Reserves to 31/10/14																		
	Mutford Lock hydraulic repair (MLK000450)	0	67,332	67,332	0	0	0	0	0	0	0	0	0	0	0	0	0	67,332	67,332
	Fen Harvester (FMG000450)	0	0	0	67,633	0	67,633	0	0	0	0	0	0	0	0	0	67,633	0	67,633
	Commission for launch sale (LAU000450)	0	0	0	0	1,050	1,050	0	0	0	0	0	0	0	0	0	1,050	1,050	
	2nd Wherry (Gleaner) (VES000450)	0	0	0	11,926	17,890	29,816	0	0	0	0	0	0	0	0	11,926	17,890	29,816	
	LDF Site Specifics Inspection (POL000450)	0	0	0	0	0	0	0	0	0	0	31,774	0	31,774	0	31,774	0	31,774	
	Grant Finder licence (PMA000450)	0	0	0	0	0	0	0	0	0	0	2,631	0	2,631	0	2,631	0	2,631	
	Document Management System (ICT000450)	0	0	0	0	0	0	0	0	0	0	16,472	0	16,472	0	16,472	0	16,472	
	Planning System upgrade (ICT000450)	0	0	0	0	0	0	0	0	0	0	3,950	0	3,950	0	3,950	0	3,950	
	WCP development project (WPM000451)	0	0	0	0	0	0	0	0	0	0	(3,379)	0	(3,379)	0	0	(3,379)	0	(3,379)
	Project Officer (SPS000450)	0	0	0	0	0	0	0	0	0	0	18,140	0	18,140	0	18,140	0	18,140	
	Transfer Inspire Grant (PDG to MPR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Inspire - aerial photography (ICT000450)	0	0	0	0	0	0	0	0	0	0	2,233	0	2,233	0	2,233	0	2,233	
	Acorn Profiler Software (TEL000450)	0	0	0	0	0	0	0	0	0	0	7,507	0	7,507	0	7,507	0	7,507	
	Mobile Phones + Rebate (TEL000450)	0	0	0	0	0	0	0	0	0	0	(549)	0	(549)	0	0	(549)	0	(549)
	SDF Funding (SUS000450)	0	0	0	0	0	0	0	0	0	0	23,915	0	23,915	0	23,915	0	23,915	
	Reverse Section 106 legal costs	0	0	0	0	0	0	0	0	0	0	6,847	0	6,847	0	6,847	0	6,847	
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	0	0	0	0	0	0	0	3,500	0	3,500	0	3,500	0	3,500	
	PRISMA costs/accrued income (PRS***450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	257,973	0	257,973	257,973
Actual Balance 31/10/2014	(76,081)	(500,586)	(576,667)	(30,085)	(181,161)	(211,246)	(84,729)	(68,994)	(153,723)	(545,512)	0	(545,512)	0	(88,217)	(736,407)	(838,958)	(1,575,365)		
Contributions to Reserves to 31/03/15																			
Vessels and Equipment (VES000451)	0	0	0	(18,400)	(27,600)	(46,000)	0	0	0	0	0	0	0	0	0	(18,400)	(27,600)	(46,000)	
Vehicles (VEH000451)	0	0	0	(6,600)	(4,400)	(11,000)	0	0	0	0	0	0	0	0	0	(6,600)	(4,400)	(11,000)	
Mutford Lock (MLK000451)	0	(12,500)	(12,500)	0	0	0	0	0	0	0	0	0	0	0	0	0	(12,500)	(12,500)	
Mutford Lock Rent (MLK000451)	0	(1,000)	(1,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	(1,000)	(1,000)	
Launches (LAU000451)	0	0	0	0	(7,500)	(7,500)	0	0	0	0	0	0	0	0	0	0	(7,500)	(7,500)	
Launches (sale proceeds) (LAU000451)	0	0	0	0	(11,000)	(11,000)	0	0	0	0	0	0	0	0	0	0	(11,000)	(11,000)	
Ranger Vehicles (RAN000451)	0	0	0	(2,648)	(3,972)	(6,620)	0	0	0	0	0	0	0	0	0	(2,648)	(3,972)	(6,620)	
Dockyard Site (PRM009451)	0	0	0	0	0	0	(6,000)	(9,000)	(15,000)	0	0	0	0	0	0	(6,000)	(9,000)	(15,000)	
Pool Vehicles (PCP000451)	0	0	0	(4,667)	(2,333)	(7,000)	0	0	0	0	0	0	0	0	0	(4,667)	(2,333)	(7,000)	
SDF management costs (SUS000451)	0	0	0	0	0	0	0	0	0	0	(6,000)	0	(6,000)	0	0	(6,000)	0	(6,000)	
Contributions from Reserves to 31/03/15																			
Document Management System (ICT000450)	0	0	0	0	0	0	0	0	0	0	2,100	0	2,100	0	0	2,100	0	2,100	
Project Officer (SPS000450)	0	0	0	0	0	0	0	0	0	0	13,392	0	13,392	0	0	13,392	0	13,392	
2nd Wherry (Gleaner) balance (VES000450)	0	0	0	24,000	36,000	60,000	0	0	0	0	0	0	0	0					

Year	Earmarked Reserves	Property Reserve - National Park	Property Reserve - Navigation	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - National Park	Plant, Vessels and Equipment Reserve - Navigation	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - National Park	Premises Reserve - Navigation	Premises Reserve - TOTAL	Other Earmarked Reserves - National Park	Other Earmarked Reserves - Navigation	Other Earmarked Reserves - TOTAL	STEP	PRISMA	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2016/17	<u>Contributions to Reserves to 31/03/17</u>																	
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	0	0	(6,600)	(15,400)	(22,000)	0	0	0	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0	0	0	0	(2,000)	(2,000)
	Launches (LAU000451)	0	0	0	0	(15,000)	(15,000)	0	0	0	0	0	0	0	0	0	(15,000)	(15,000)
	Ranger Vehicles (RAN000451)	0	0	0	(5,200)	(7,800)	(13,000)	0	0	0	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	0	0	(9,380)	(4,620)	(14,000)	0	0	0	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	<u>Contributions from Reserves to 31/03/17</u>																	
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	0	0	0	0	0	0	3,500	0	3,500			3,500	0	3,500
	Replace AP56 EJM - Pool Van (PCP000450)	0	0	0	8,040	3,960	12,000	0	0	0	0	0	0	0	0	8,040	3,960	12,000
	Replace DU11 EFL - Rangers (RAN000450)	0	0	0	10,800	7,200	18,000	0	0	0	0	0	0	0	0	10,800	7,200	18,000
	Replace CM&E AO06 XPF / DU61 NUX (VEH000450)	0	0	0	9,900	23,100	33,000	0	0	0	0	0	0	0	0	9,900	23,100	33,000
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Forecast Balance 01 April 2017	(41,081)	(383,086)	(424,167)	(22,820)	(306,602)	(329,421)	(110,229)	(118,494)	(228,723)	(403,682)	0	(403,682)	0	0	(577,811)	(808,182)	(1,385,993)
2017/18	<u>Contributions to Reserves to 31/03/18</u>																	
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	0	0	(6,600)	(15,400)	(22,000)	0	0	0	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0	0	0	0	(2,000)	(2,000)
	Launches (LAU000451)	0	0	0	0	(15,000)	(15,000)	0	0	0	0	0	0	0	0	0	(15,000)	(15,000)
	Ranger Vehicles (RAN000451)	0	0	0	(5,200)	(7,800)	(13,000)	0	0	0	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	0	0	(9,380)	(4,620)	(14,000)	0	0	0	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	<u>Contributions from Reserves to 31/03/18</u>																	
	Local Plan Inspection	0	0	0	0	0	0	0	0	0	60,000	0	60,000	0	0	60,000	0	60,000
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	0	0	0	0	0	0	3,500	0	3,500			3,500	0	3,500
	Replace CM&E Van (VEH000450)	0	0	0	3,600	8,400	12,000	0	0	0	0	0	0	0	0	3,600	8,400	12,000
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Forecast Balance 01 April 2018	(41,081)	(410,086)	(451,167)	(68,000)	(405,422)	(473,421)	(119,229)	(139,494)	(258,723)	(340,182)	0	(340,182)	0	0	(568,491)	(955,002)	(1,523,493)