

Broads Authority

15 May 2026

Agenda item number 10

Financial performance and direction

Report by Director of Resources

Purpose

This report provides a strategic overview of current key financial issues and items for decision.

Broads Plan context

Financial performance underpins all the strategic objectives of the Broads Plan.

Recommended decision

- i. To note the draft income and expenditure figures, prudential indicators in section 6.
 - ii. That the recommended carry forward request in 9.2 be approved and added to the 2026/27 budget as additional expenditure.
 - iii. To clarify the £25 charge for the notice of contravention letters, in section 10.2.
 - iv. To adopt the revised 2026/27 budget, earmarked reserves and the transfer of unspent DEFRA additional funding at the end of 2026/27 to the Medium-Term Planning reserve.
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1. Introduction

- 1.1. This report covers six items, the draft Consolidated Income and Expenditure from 1 April 2025 – 31 March 2026, the draft quarter four prudential indicators for 2025/26, the recommended carry forward requests, the timeline for 2025/26 Statement of Accounts, a clarification on the notice of contravention letters and the revised 2026/27 budget.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 March 2026

Directorate	Latest available budget £	Actual income and expenditure £	Actual variance £
Income	(9,383,878)	(9,288,906)	- 94,972
Delivery	5,631,819	4,633,367	+ 998,452
Resources	3,743,824	3,360,129	+ 383,695
Chief Executive	1,225,060	1,151,902	+ 73,158
Projects, Corporate Items and Contributions from Earmarked Reserves	(998,938)	(86,059)	- 912,879
Net (Surplus) / Deficit	217,887	(229,567)	+ 447,454

- 2.1. Core income is below the budget at the end of month twelve. The overall position as at 31 March 2026 is a favourable variance of £447,454 or a 205.36% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £94,972 within income:

- National Park Grant is £150,790 behind the budget due to the capital grant not being fully spent.
- Hire Craft Tolls is £36,700 behind the budget.
- Private Craft Tolls is £10,867 behind the budget.
- Short Visit and Other Tolls income is £3,428 above the budget.
- Investment Income is £99,957 above the budget.
- An underspend within Delivery relating to:
 - Development Management is £101,499 below the budget due to the pay award being 0.8% less than budgeted and due to a vacancy on the Heritage post. A £50,000 grant has also been received for Digital Planning improvements in March which has been transferred to the Planning Delivery Grant Reserve. There continues to be delays with the Local Plan inspection which is now scheduled for September.
 - Construction, Maintenance and Ecology Salaries is £162,396 below the budget due to the pay award being 0.8% less than budgeted, plus to two Operation Technician posts removed from structure. There has also been an increase in staff recharges to external bodies.
 - Equipment, Vehicles and Vessels is £213,351 below the budget due to capital items that were originally due to be funded from the earmarked reserves being funded from the DEFRA capital grant. There has also been income that has been transferred to the earmarked reserves as a result of selling old equipment and vehicles, this had not been budgeted for.
 - Water Management is £14,090 below the budget due to changes in the work programme with the main reduction in equipment hire.
 - Land Management is £67,804 below the budget due to the sale of the Softrak. This income has been transferred to the Plant, Vessels and Equipment earmarked reserve.
 - Practical Maintenance is £127,284 below the budget due to delays on contractor spend and the Mutford Lock technical review. This review is now no longer required following the works earlier this year. There is also a delay on works starting on mooring maintenance and repairs. Planned contractor work at Marham Bank has been transferred to 2026/27. Grant funding for electric charging has also been transferred to 2026/27.
 - Waterways and Recreation Strategy is £32,385 below the budget due to delays to recruitment for a vacancy which has now been filled.
 - Ranger Services is £190,850 below the budget due to the pay award being 0.8% less than budgeted. There is a delay in the replacement of the Ranger

launch which has been transferred to 2026/27. This has been offset by the overspend in the removal of wrecks.

- Safety is £10,448 above the budget due to a number of smaller overspends across all areas. This includes boat safety, health and safety, oil spill preparedness and pool vehicles.
- Premises is £104,589 below the budget due to the planned works being funded from the National Park Capital grant instead.
- An underspend within Resources relating to:
 - Strategy and Projects is £46,885 below the budget due to underspends in the Natural England funded projects and staff recharges.
 - Biodiversity Strategy is £18,203 below the budget due to staff recharges to externally funded projects.
 - National Park expenditure is £150,790 below the budget due to a number of projects not being delivered by the end of March. DEFRA has given permission where those projects have been completed in April this can be transferred to 2026/27 budget. £43,617 has been repaid following the delays at Acle.
 - ICT is £85,013 below the budget due to the replacement planning system and tolls phase two being transferred to 2026/27.
 - Resources Management is £74,665 below the budget due to restructure resulting in reduced Directors' costs.
- An underspend within Chief Executive relating to:
 - Legal is £29,494 above the budget due to the increased prosecution cases.
 - Governance is £10,913 below the budget due to salary savings following vacancies and reduced members expenses for conferences.
 - Communications is £80,556 below the budget due to two posts being removed from the structure and the pay award being 0.8% less than budgeted. In addition, some expenditure has been transferred to the GIRAMs and National Park capital expenditure creating further savings.
 - Visitor Services is £12,481 below the budget due to income being higher than expected.
- An adverse variance within Projects and Corporate items relating to:
 - Heritage Lottery is £11,680 below the budget due to the development grant received in 2025/26 that was not originally budgeted for.
 - Corporate items is £48,309 above the budget due to the restructure resulting in redundancy payments.

- An adverse variance within reserves relating to:
 - Heritage Lottery is above the budget due to the development grant received in 2025/26 that was not originally budgeted for.
 - Computer Software is above the budget due to the delays to replacement planning system and tolls phase two.
 - Planning Delivery Grant is above the budget due to the additional grant money received and delays on the local plan expenditure.
 - Premises is above the budget due to the planned Dockyard works being funded by the National Park Capital grant.
 - Property is above the budget due to the Mutford Lock technical review no longer being required in this financial year.
 - Plant, Vessels and Equipment is above the budget due to capital expenditure being funded by the National Park Capital Grant.

2.2. The charts at Appendix 1 provide a visual overview of actual income and expenditure compare with both the original budget and the LAB.

3. Latest available budget

3.1. The Authority's income and expenditure is monitored against the latest available budget (LAB) for 2025/26. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are set out in Appendix 2.

Table 2

Adjustments to consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2025/26 – deficit	Broads Authority 24/01/2025 Agenda item number 9	173,984
Carry forward requests	Broads Authority 09/05/2025 Agenda item number 10	13,488
Budget adjustments (salary savings, interest rate improvements and removal of sunken vessels)	Broads Authority 09/05/2025 Agenda item number 11	415
Budget adjustments (recruitment of a new CEO)	Broads Authority 25/07/2025 Agenda item number 20	30,000
LAB as at 31 March 2026	n/a	217,887

4. Overview of forecast outturn 2025/26

- 4.1. Budget holders have been asked to comment on the expected income and expenditure at the end of the financial year in respect of all budget lines for which they are responsible. A summary of these adjustments are given in the table below:

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit as per LAB	217,887
Adjustments reported 28/02/2026	(278,919)
Increase to Investment income	(7,000)
Forecast outturn surplus as at 31 March 2026	(68,032)

5. Reserves

- 5.1. Items funded from the Property Reserve includes the income from land rental at Oulton Broad and asset management and site maintenance costs. The Plant, Vessels and Equipment reserve contains income from the sale of old equipment. The Planning Delivery Grant has funded costs associated with the Local Plan and officer time. The Catchment Partnership reserve has funded project costs. The Computer Software reserve has funded the work on the Ranger app for the new cloud-based tolls system. The Medium-Term Planning reserve has funded external funding and partnership work.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2025 £	In-year movements £	Current reserve balance £
Property	(851,378)	(21,581)	(872,959)
Plant, Vessels and Equipment	(775,365)	(276,967)	(1,052,332)
Premises	(441,785)	(39,680)	(481,465)
Planning Delivery Grant	(504,364)	71,488	(432,876)
Upper Thurne Enhancement	(282,729)	(21,932)	(304,661)
HLF	0	(11,421)	(11,421)
Catchment Partnership	(76,673)	3,249	(73,424)
Computer Software	(158,363)	(11,924)	(170,287)
Medium Term Planning	(462,504)	41,377	(421,127)
Total	(3,553,161)	(267,391)	(3,820,552)

6. Prudential Indicators

- 6.1. The Capital, treasury and investment strategy 2025/26, approved 14 March 2025, included the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts are produced in May each year. The updated code requires these prudential indicators to be reported quarterly and are set out in table 5 below.

Table 5

Prudential Indicators 2025/26

Prudential Indicator	Opening 01/04/25 £	Estimate 31/03/26 £	Q4 Actual (subject to year-end adjustments) £
Capital expenditure	0	1,600,058	1,134,621
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	688,142	606,575	601,094
Debt balance	689,640	608,073	602,592

7. Summary

- 7.1. The figures above will be the basis of the draft Statement of Accounts and excludes the year-end adjustments for transferring of investment income to the earmarked reserves.
- 7.2. The draft surplus on the National Park side is £144,030 and £85,537 on Navigation, resulting in a consolidated surplus of £229,567. At this point in time, the draft reserves are National Park £1,283,000 and Navigation £583,000, however these balances must be noted with caution whilst the remaining year-end adjustments are processed.

8. Statement of Accounts

- 8.1. The timetable for the preparation of the Authority's Statement of Accounts (SoA) is dictated by the requirements of The Accounts and Audit (Amendment) Regulations 2024. The regulations amended the 2015 regulations and provides the reporting deadlines for the audited SoA.
- 8.2. Based on the regulations this year's timetable is provisionally as follows:

- Director of Resources to sign the draft Statement of Accounts by 17 June 2026. The regulations allow for 30-day public inspection to include the first 10 days of July 2025.
- External Audit (Ernst and Young) to start the audit in July 2026 (date to be confirmed).
- Risk, Audit and Governance Committee to scrutinise the accounts on 24 November 2026, and to recommend them for approval to the Broads Authority, subject to any suggested amendments.
- Broads Authority to consider and formally adopt the audited accounts at its meeting on 27 November 2026.

9. Carry Forward Requests

9.1. Budget holders who have not fully spent their individual budget allocations can request that any underspends are carried forward and added to their 2026/27 budget allocation. These requests are reviewed by Management Team prior to requesting member approval. Requests to Management Team must relate to either:

- Projects already underway, that have been delayed by external events; or
- Ring-fenced income that has been provided by third parties and is earmarked for specific purposes.

9.2. Details of the 2025/26 carry forward request is set out in the table 6 below.

Table 6

Carry Forward Requests

Budget Line	National Park £	Navigation £	Total £	Reason for carry forward
Practical Maintenance	0	3,868	3,868	Delayed EU import
Land Management	1,900	0	1,900	Delayed delivery of boat covers
Human Resources	1,724	1,591	3,315	Delayed training and occupation health
Total	3,624	5,459	9,083	n/a

9.3. If members agree the carry forwards the 2026/27 LAB on National Park will increase by £3,624 and Navigation by £5,459 but this will be offset by the underspend in 2025/26.

10. Notice of Contravention Letters

- 10.1. Following the Broads Authority’s decision on 28 November 2025 to introduce a £25 charge for notice of contravention letters it has become apparent that the minutes do not precisely reflect the intention of the charges following queries from the members of the public.
- 10.2. To clarify, after a notice of contravention has been issued by the Rangers and payment has not been made then the tolls office will issue a letter at stage one which will incur a £25 charge. If payment is still not forthcoming, then a second letter will be issued at a further charge of £25. Members are asked to agree this clarification.

11. Revised 2026/27 budget

- 11.1. Since the budget was adopted on 27 February 2026 DEFRA have confirmed that an additional one off £1,720,000 of revenue will be distributed to each of the English National Parks. In addition, the National Joint Council (NJC) has put forward a full and final offer for the 2026/27 pay award of 3.3%. This is subject to acceptance by the unions and is 0.3% above the previous budgeted proposal.
- 11.2. Given the significant changes to the revenue funding this report provides a revised budget for members to consider.
- 11.3. The impact of these changes means that total core income for 2026/27 is budgeted to be £11,256,605, this includes £6,401,251 for National Park Grant and £4,645,354 for Navigation tolls. Net expenditure is budgeted at £11,270,099. This will result in a consolidated budget deficit of £13,494 with the National Park side being balanced through the National Park Reserve. The surplus on the Navigation side will be placed in Navigation reserve at year end and will give the Authority the option to keep toll increases for future years in line with inflation. These revised figures are based on the carry forwards in paragraph 9.2 being approved.

Table 7

Revised 2026/27 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(6,401,251)	0	(6,401,251)
Navigation	0	(4,645,354)	(4,645,354)
Investment Income	(105,000)	(105,000)	(210,000)
Total Income	(6,506,251)	(4,750,354)	(11,256,605)
Delivery	1,818,837	3,391,731	5,210,568
Resources	4,443,209	1,078,582	5,521,791
Chief Executive	612,019	495,646	1,107,665

Source	National Park £	Navigation £	Consolidated £
Corporate Items	(278,110)	(291,815)	(569,925)
Total Expenditure	6,595,955	4,674,144	11,270,099
Net (Surplus) / Deficit	89,704	(76,210)	13,494
Opening Reserves (Forecast)	(1,283,927)	(583,021)	(1,866,948)
(Surplus) / Deficit for the Year	89,704	(76,210)	13,494
Interest Transfer	63,000	63,000	126,000
Contribution to National Park (General) Reserve	(50,000)	50,000	0
Closing Reserves (Forecast)	(1,181,223)	(546,231)	(1,727,454)

11.4. The forecast opening reserve balances are based on the draft figures above and should be reviewed with high degree of caution due to the number of year-end adjustments required. A verbal update will be provided at the meeting.

12. Budget Amendments

12.1. Table 8 below sets out the adjustments compared to the budget agreed in February.

Table 8

Budget Adjustments

Source	National Park £	Navigation £	Consolidated £
(Surplus) / Deficit budget agreed 27/02/26	92,107	(74,496)	17,611
Carry Forward requests	3,624	5,459	9,083
National Park Grant income (includes 25/26 DEFRA agreed carry forward)	(1,827,173)	0	(1,827,173)
Additional National Park revenue expenditure	1,827,173	0	1,827,173
Investment income - based on interest rates continuing in the short term to remain higher than predicted	(21,500)	(21,500)	(43,000)

Source	National Park £	Navigation £	Consolidated £
Changes in salary assumptions	54,533	15,067	69,600
Replacement to Spirit of Breydon engine	0	28,500	28,500
Digital Planning Improvements	50,000	0	50,000
Pool vehicle maintenance (now no longer leased)	6,700	3,300	10,000
Correction to Insurance split	0	3,200	3,200
Increase to miscellaneous income	(21,000)	0	(21,000)
Increase to Visitor Services income	(24,760)	(12,240)	(37,000)
Increase to Yacht Station expenditure	0	5,000	5,000
Contribution from earmarked reserves	(50,000)	(28,500)	(78,500)
Revised (Surplus) / Deficit budget 2026/27	89,704	(76,210)	13,494

13. Earmarked Reserves

- 13.1. The earmarked reserves have been updated to reflect the year end balances. In addition, the Spirit of Breydon urgently required a new engine. To reduce the impact on the Navigation budget this is to be funded from the Plant, Vessels and Equipment Reserve. Also following the late receipt of the Digital Improvement Grant, which was transferred to the Planning Delivery Grant reserve, expenditure has been added for 2026/27.
- 13.2. Appendix 4 provides an updated earmarked reserve strategy for 2026/27. It should be noted that further year-end adjustments and the transfer of interest will change these balances. Earmarked reserves are now forecast to be £3,698,656 (£1,637,295 navigation) at the end of 2026/27. However, they are likely to increase based on any unspent DEFRA additional revenue funding being placed in the medium-term planning reserve to fund expenditure in years two and three.

14. Risk implications

- 14.1. The corporate risk register identifies both loss of income and budget overspends. The adjustments above have been offset by additional income and reduces those risks. At this stage it is too early to tell whether the predictions made for a further reduction in the number of boats in 2026/27 will transpire. At this stage of the year the toll income is as expected.

15. Conclusion

- 15.1. The revised budget takes into the account the latest pay ward negotiations and the updated settlement from DEFRA. The three-year indication from DEFRA means the Authority can plan with some certainty over the years until 2028/29.
- 15.2. Whilst National Park side of the budget is running at a deficit this will be balanced via the National Park (General) reserve this is sustainable in the short-term following the action taken by the board for a restructure in 2025/26. The reserve balance is forecast to be 17.9% of net expenditure and is above the recommended minimum.
- 15.3. For the Navigation side of the budget the surplus will be placed in Navigation reserve and continue to maintain the reserve above the 10%. the impact of cost increases, including fuel should not be underestimated and its effect on purchasing materials and services. The reserve balance is forecast to be 11.7% of net expenditure and is above the recommended minimum.

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[Broads Plan](#) strategic objectives: All

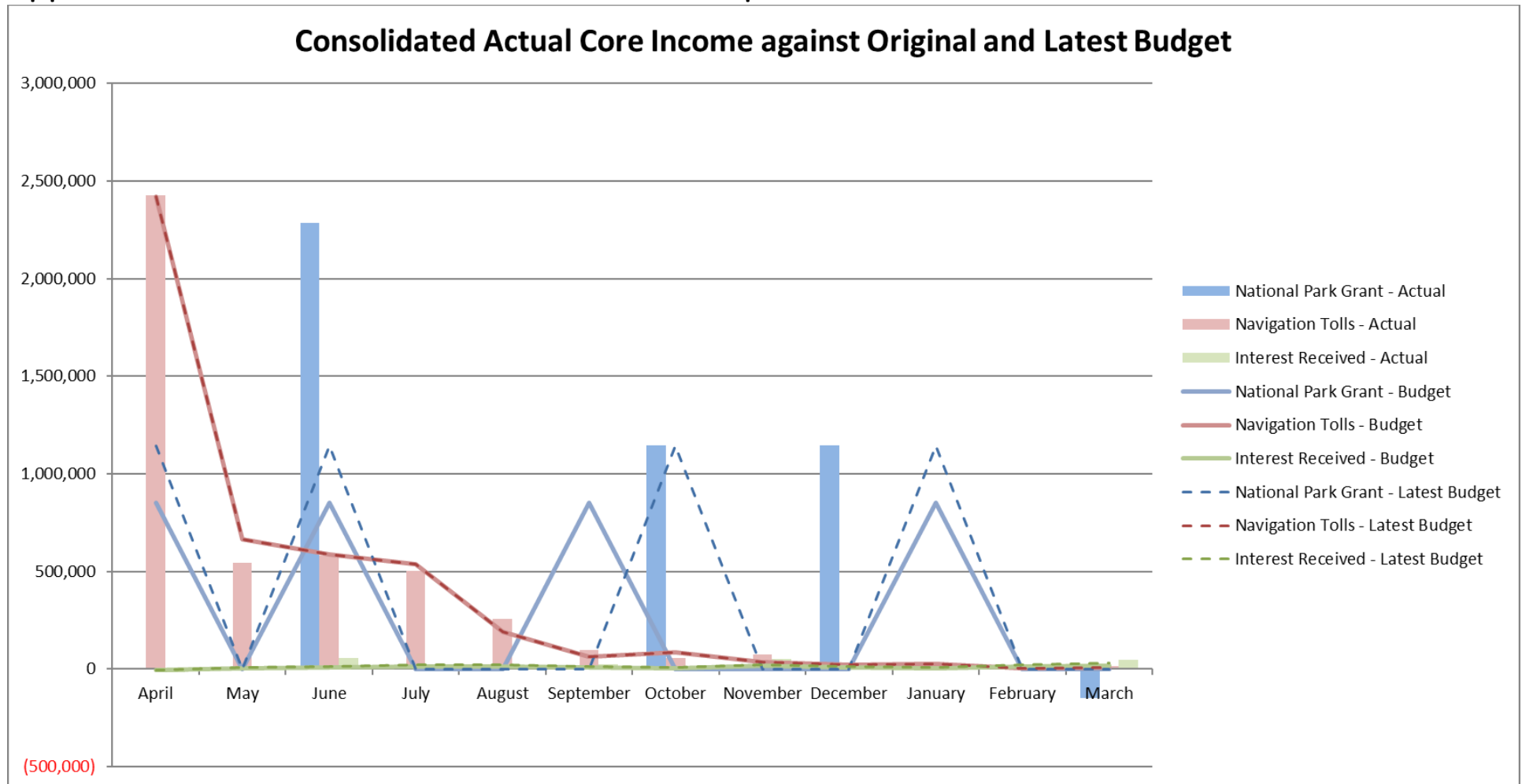
Appendix 1 – Consolidated actual income and expenditure charts to 31 March 2026

Appendix 2 – Financial monitor: Consolidated income and expenditure 2025/26

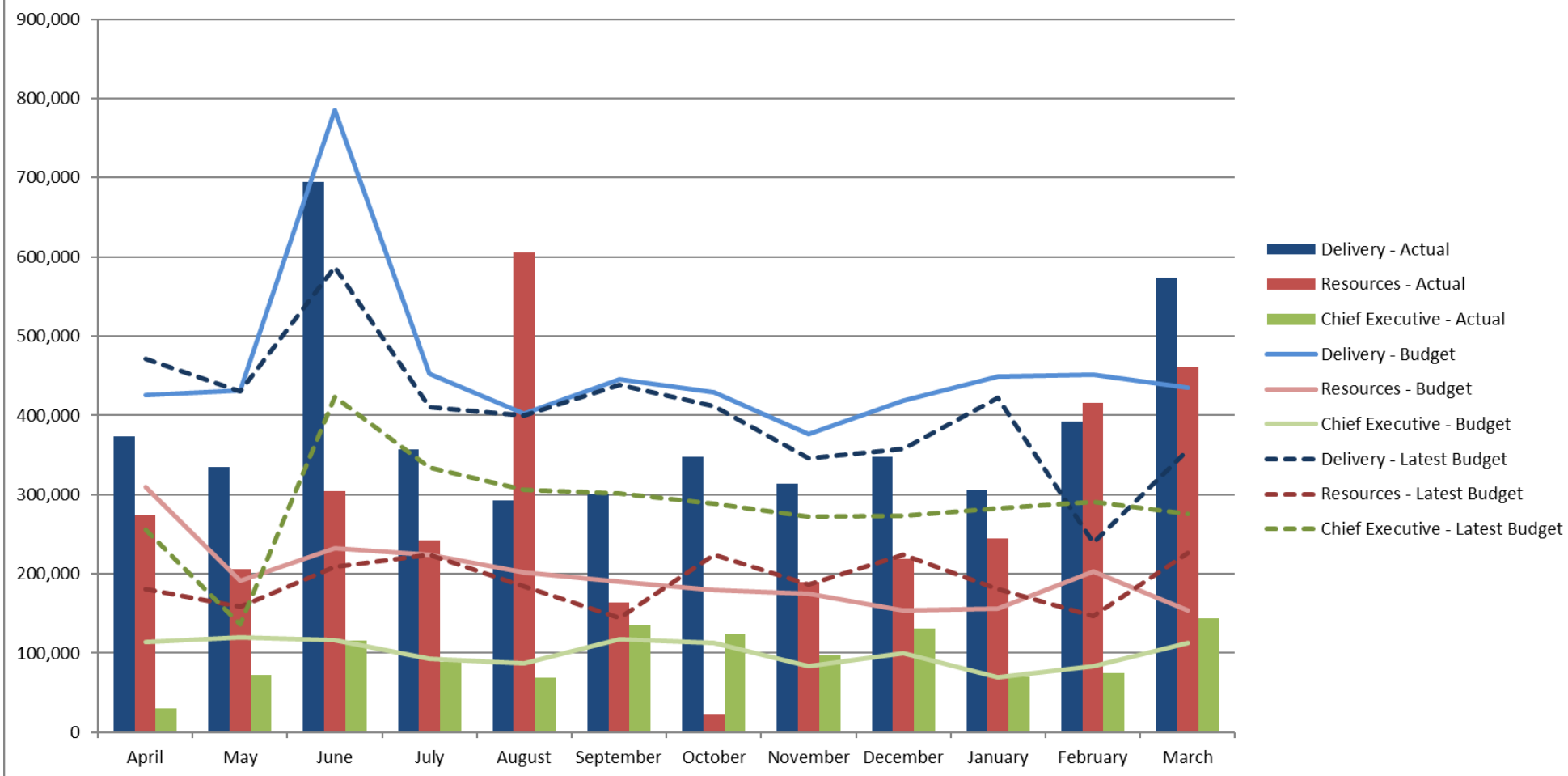
Appendix 3 – Revised 2026/27 Budget

Appendix 4 – Revised earmarked reserves 2025/26 to 2026/27

Appendix 1 – Consolidated actual income and expenditure charts to 31 March 2026



Consolidated Net Actual Expenditure against Original and Latest Budget



Appendix 2 – Financial monitor: Consolidated income and expenditure 2025/26

Table 1

Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(8,166,878)	(1,217,000)	(9,383,878)	(9,434,861)	50,983
National Park Grant	(3,414,078)	(1,160,000)	(4,574,078)	(4,574,078)	0
Hire Craft Tolls	(1,489,000)	0	(1,489,000)	(1,449,494)	-39,506
Private Craft Tolls	(3,057,000)	0	(3,057,000)	(3,047,489)	-9,511
Short Visit Tolls	(63,540)	0	(63,540)	(57,110)	-6,430
Other Toll Income	(33,260)	0	(33,260)	(39,690)	6,430
Interest	(110,000)	(57,000)	(167,000)	(267,000)	100,000

Table 2

Delivery

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Delivery	5,556,485	92,834	5,649,319	5,039,228	610,091
Development Management	608,610	11,160	619,770	539,660	80,110
Income	(95,000)	15,000	(80,000)	(136,000)	56,000
Salaries	582,540	(3,840)	578,700	554,590	24,110
Expenditure	115,070	0	115,070	115,070	0
Pension Payments	6,000	0	6,000	6,000	0
Construction and Maintenance Salaries	1,714,980	5,990	1,720,970	1,620,250	100,720
Income	0	0	0	(24,550)	24,550
Salaries	1,714,980	5,990	1,720,970	1,644,800	76,170
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	676,500	0	676,500	551,500	125,000
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	677,700	0	677,700	552,700	125,000
Water Management	101,280	0	101,280	101,280	0
Income	0	0	0	0	0
Expenditure	101,280	0	101,280	101,280	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Land Management	(102,950)	17,500	(85,450)	(85,450)	0
Income	(221,935)	0	(221,935)	(221,935)	0
Expenditure	118,985	17,500	136,485	136,485	0
Practical Maintenance	531,215	(17,026)	514,189	482,348	31,841
Income	(26,425)	(38,025)	(64,450)	(66,291)	1,841
Expenditure	557,640	20,999	578,639	548,639	30,000
Waterways and Recreation Strategy	58,900	20	58,920	26,100	32,820
Income	0	(148,092)	(148,092)	(148,092)	0
Salaries	52,500	20	52,520	19,700	32,820
Expenditure	6,400	148,092	154,492	154,492	0
Ranger Services	1,350,110	75,970	1,426,080	1,218,460	207,620
Income	0	0	0	0	0
Salaries	996,110	970	997,080	989,460	7,620
Expenditure	353,750	75,000	428,750	228,750	200,000
Pension Payments	250	0	250	250	0
Safety	141,480	740	142,220	141,530	690
Income	(750)	0	(750)	(750)	0
Salaries	96,230	740	96,970	96,280	690

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	46,000	0	46,000	46,000	0
Premises	300,040	0	300,040	270,040	30,000
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	302,540	0	302,540	272,540	30,000
Delivery Management and Administration	161,320	(1,520)	159,800	158,510	1,290
Salaries	159,320	(1,520)	157,800	156,510	1,290
Expenditure	2,000	0	2,000	2,000	0
Project Funding	15,000	0	15,000	15,000	0
Expenditure	0	0	0	0	0

Table 3
Resources

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Resources	2,316,240	1,427,584	3,743,824	3,625,243	118,581
Strategy and Projects Salaries	212,129	11,988	224,117	222,911	1,206
Income	(115,513)	(223,813)	(339,326)	(374,326)	35,000
Salaries	277,300	0	277,300	268,090	9,210
Expenditure	50,342	235,801	286,143	329,147	-43,004
Strategy and Projects	0	0	0	0	0
Income	0	0	0	0	0
Expenditure	0	0	0	0	0
Biodiversity Strategy	8,520	0	8,520	8,520	0
Income	0	0	0	0	0
Expenditure	8,520	0	8,520	8,520	0
Human Resources	178,720	1,500	180,220	179,350	870
Salaries	112,720	0	112,720	111,850	870
Expenditure	66,000	1,500	67,500	67,500	0
Volunteers	70,050	0	70,050	69,600	450
Salaries	56,550	0	56,550	56,100	450

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	13,500	0	13,500	13,500	0
Finance and Insurance	665,710	24,970	690,680	681,400	9,280
Income	345,050	4,970	350,020	340,740	9,280
Salaries	320,660	20,000	340,660	340,660	0
Expenditure	0	1,385,058	1,385,058	1,385,058	0
National Park Grant	0	1,385,058	1,385,058	1,385,058	0
Expenditure	0	1,385,058	1,385,058	1,385,058	0
Asset Management	118,740	0	118,740	118,340	400
Income	(26,300)	0	(26,300)	(26,300)	0
Salaries	51,240	0	51,240	50,840	400
Expenditure	93,800	0	93,800	93,800	0
Premises – Head Office	145,000	4,028	149,028	149,028	0
Expenditure	145,000	4,028	149,028	149,028	0
Collection of Tolls	236,570	40	236,610	232,780	3,830
Salaries	224,070	40	224,110	220,280	3,830
Expenditure	12,500	0	12,500	12,500	0
ICT	538,591	0	538,591	469,576	69,015
Income	0	0	0	0	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Salaries	261,150	0	261,150	259,110	2,040
Expenditure	277,441	0	277,441	210,466	66,975
Resources Management and Administration	142,210	0	142,210	108,680	33,530
Salaries	140,710	0	140,710	107,180	33,530
Expenditure	1,500	0	1,500	1,500	0

Table 4

Chief Executive

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Chief Executive	1,209,780	15,280	1,225,060	1,164,670	60,390
Legal	95,000	0	95,000	95,000	0
Income	(5,000)	0	(5,000)	(5,000)	0
Expenditure	100,000	0	100,000	100,000	0
Governance	212,080	(7,150)	204,930	203,730	1,200
Salaries	160,580	(7,150)	153,430	152,230	1,200
Expenditure	51,500	0	51,500	51,500	0
Chief Executive	139,990	30,000	169,990	168,920	1,070
Salaries	139,490	0	139,490	138,420	1,070
Expenditure	500	30,000	30,500	30,500	0
Communications	397,180	3,780	400,960	346,340	54,620
Income	(250)	0	(250)	(250)	0
Salaries	325,130	3,780	328,910	274,290	54,620
Expenditure	72,300	0	72,300	72,300	0
Visitor Centres and Yacht Stations	365,530	(11,350)	354,180	350,680	3,500
Income	(261,000)	(73,800)	(334,800)	(334,800)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Salaries	499,210	(2,550)	496,660	493,160	3,500
Expenditure	127,320	65,000	192,320	192,320	0

Table 5

Projects and Corporate items

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Projects and Corporate Items	8,400	0	8,400	57,517	-49,117
Partnerships / HLF	0	0	0	0	0
Income	0	0	0	0	0
Salaries	0	0	0	0	0
Expenditure	0	0	0	0	0
Corporate Items	8,400	0	8,400	57,517	-49,117
Expenditure	8,400	0	8,400	57,517	-49,117

Table 6

Contributions from earmarked reserves

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Contributions from Earmarked Reserves	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009
Earmarked Reserves	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009
Expenditure	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009

Table 7

Net (Surplus) / Deficit

Row labels	Original Budget (Consolidated) £	Budget Adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast Outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Grand Total	173,984	43,903	217,887	(68,032)	285,919

Row Labels	2026/27			2027/28			2028/29			2026/27 Apportionment	
	Sum of National Park 2026/27	Sum of Navigation 2026/27	Sum of Consolidated 2026/27	Sum of National Park 2027/28	Sum of Navigation 2027/28	Sum of Consolidated 2027/28	Sum of National Park 2028/29	Sum of Navigation 2028/29	Sum of Consolidated 2028/29	National Park	Navigation
Income											
Income											
National Park Grant	(6,401,251)	0	(6,401,251)	(4,574,078)	0	(4,574,078)	(4,574,078)	0	(4,574,078)	100%	0%
Hire Craft Tolls	0	(1,438,000)	(1,438,000)	0	(1,474,000)	(1,474,000)	0	(1,504,000)	(1,504,000)	0%	100%
Private Craft Tolls	0	(3,108,000)	(3,108,000)	0	(3,109,000)	(3,109,000)	0	(3,095,000)	(3,095,000)	0%	100%
Short Visit Tolls	0	(58,624)	(58,624)	0	(60,090)	(60,090)	0	(61,291)	(61,291)	0%	100%
Other Toll Income	0	(40,730)	(40,730)	0	(33,590)	(33,590)	0	(33,590)	(33,590)	0%	100%
Interest	(105,000)	(210,000)	(210,000)	(83,500)	(83,500)	(167,000)	(70,000)	(70,000)	(140,000)	50%	50%
Income Total	(6,506,251)	(4,750,354)	(11,256,605)	(4,657,578)	(4,760,180)	(9,417,758)	(4,644,078)	(4,763,881)	(9,407,959)	58%	42%
Income Total	(6,506,251)	(4,750,354)	(11,256,605)	(4,657,578)	(4,760,180)	(9,417,758)	(4,644,078)	(4,763,881)	(9,407,959)	58%	42%
Net Expenditure											
Delivery											
Development Management	656,130	10,245	666,375	568,240	10,555	578,795	583,043	10,822	593,865	98%	2%
Development Management (Income)	(122,200)	0	(122,200)	(122,200)	0	(122,200)	(122,200)	0	(122,200)	100%	0%
Strategy and Projects	23,000	0	23,000	23,000	0	23,000	23,000	0	23,000	100%	0%
Strategy and Projects (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Construction and Maintenance Salaries	719,870	993,350	1,713,220	745,205	1,035,555	1,780,760	771,774	1,077,546	1,849,320	42%	58%
Construction and Maintenance Salaries (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Equipment, Vehicles and Vessels	133,200	310,800	444,000	202,200	471,800	674,000	133,200	310,800	444,000	30%	70%
Equipment, Vehicles and Vessels (Income)	(600)	(1,400)	(2,000)	(600)	(1,400)	(2,000)	(600)	(1,400)	(2,000)	30%	70%
Water Management	5,500	82,700	88,200	5,500	82,700	88,200	5,500	82,700	88,200	6%	94%
Water Management (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	113,675	0	113,675	111,775	0	111,775	111,775	0	111,775	100%	0%
Land Management (Income)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	100%	0%
Waterways and Recreation Strategy	177,068	6,400	183,468	0	6,400	6,400	0	6,400	6,400	97%	3%
Waterways and Recreation Strategy (Income)	(177,068)	0	(177,068)	0	0	0	0	0	0	100%	0%
Active Travel England Grant (Salaries)	0	0	0	0	0	0	0	0	0	0%	0%
Active Travel England Grant	215,673	0	215,673	0	0	0	0	0	0	100%	0%
Active Travel England Grant (Income)	(215,673)	0	(215,673)	0	0	0	0	0	0	100%	0%
Practical Maintenance	55,200	532,728	587,928	38,000	363,200	401,200	38,000	363,200	401,200	9%	91%
Practical Maintenance (Income)	0	(53,585)	(53,585)	0	(17,925)	(17,925)	0	(17,925)	(17,925)	0%	100%
Ranger Services	208,214	1,177,356	1,385,570	215,371	967,484	1,182,855	221,167	990,668	1,211,835	15%	85%
Ranger Services (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Safety	38,369	103,731	142,100	38,948	105,902	144,850	39,443	107,767	147,210	27%	73%
Safety (Income)	0	(350)	(350)	0	(350)	(350)	0	(350)	(350)	0%	100%
Project Funding	64,651	1,449	66,100	14,651	1,449	16,100	14,651	1,449	16,100	98%	2%
Project Funding (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	82,975	134,525	217,500	68,275	114,225	182,500	68,275	114,225	182,500	38%	62%
Operational Property (Income)	(480)	(1,120)	(1,600)	(480)	(1,120)	(1,600)	(480)	(1,120)	(1,600)	30%	70%
Operations Management and Admin	63,268	94,902	158,170	65,172	97,758	162,930	66,816	100,224	167,040	40%	60%
Operations Management and Admin (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Delivery Total	1,818,838	3,391,731	5,210,568	1,751,122	3,236,233	4,987,355	1,731,429	3,145,006	4,876,435	35%	65%
Resources											
Strategy and Projects Salaries	153,123	24,927	178,050	157,767	25,683	183,450	161,740	26,330	188,070	86%	14%
Strategy and Projects	102,500	0	102,500	124,750	0	124,750	71,140	0	71,140	100%	0%
Strategy and Projects (Income)	(59,170)	0	(59,170)	(60,370)	0	(60,370)	(61,590)	0	(61,590)	100%	0%
Biodiversity Strategy	8,250	0	8,250	8,250	0	8,250	8,250	0	8,250	100%	0%
Biodiversity Strategy (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Asset Management	115,642	78,698	194,340	61,517	79,414	140,930	62,276	80,035	142,310	60%	40%
Asset Management (Income)	(21,237)	(6,194)	(27,430)	(21,237)	(6,194)	(27,430)	(21,237)	(6,194)	(27,430)	77%	23%
FiPL	343,179	0	343,179	343,179	0	343,179	343,179	0	343,179	100%	0%
FiPL Grant (income)	(343,179)	0	(343,179)	(343,179)	0	(343,179)	(343,179)	0	(343,179)	100%	0%
Finance and Insurance	3,521,156	335,905	3,857,061	1,702,484	346,724	2,049,208	1,705,978	351,170	2,057,148	91%	9%
Finance and Insurance (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Collection of Tolls	0	230,240	230,240	0	236,900	236,900	0	242,020	242,020	0%	100%
Collection of Tolls (Income)	0	0	0	0	0	0	0	0	0	0%	0%
ICT	284,341	228,674	513,015	227,750	210,230	437,980	231,327	213,533	444,860	55%	45%
Human Resources	92,856	85,714	178,570	92,906	85,759	178,665	94,445	87,180	181,625	52%	48%
Human Resources (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Volunteers	44,136	16,324	60,460	45,172	16,708	61,880	46,056	17,034	63,090	73%	27%
Volunteers (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Office Expenses	22,780	11,220	34,000	22,780	11,220	34,000	22,780	11,220	34,000	67%	33%
Office Expenses (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Head Office	91,649	42,061	133,710	81,649	42,061	123,710	81,649	42,061	123,710	69%	31%
Head Office (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Resources Management and Admin	87,182	31,013	118,195	93,505	33,800	127,305	95,199	34,586	129,785	74%	26%
GIRAMS (Income)	(172,555)	0	(172,555)	0	0	0	0	0	0	100%	0%
GIRAMS	172,555	0	172,555	0	0	0	0	0	0	100%	0%
Resources Total	4,443,209	1,078,583	5,521,791	2,536,922	1,082,306	3,619,228	2,498,012	1,098,976	3,596,988	80%	20%
Chief Executive											
Legal	45,000	55,000	100,000	45,000	55,000	100,000	45,000	55,000	100,000	45%	55%
Legal (Income)	0	(5,000)	(5,000)	0	(5,000)	(5,000)	0	(5,000)	(5,000)	0%	100%
Governance	91,276	116,169	207,445	94,039	119,686	213,725	96,974	123,421	220,395	44%	56%
Chief Executive	82,922	54,308	137,230	87,847	57,533	145,380	90,029	58,961	148,990	60%	40%
Communications	259,394	81,486	340,880	262,566	82,265	344,830	268,595	84,555	353,150	76%	24%
Communications (Income)	(2,250)	0	(2,250)	(2,250)	0	(2,250)	(2,250)	0	(2,250)	100%	0%
Generation Green (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Generation Green	0	0	0	0	0	0	0	0	0	0%	0%
UK NP Communications Team	0	0	0	0	0	0	0	0	0	0%	0%
UK NP Communications Team (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Visitor Centres and Yacht Stations	257,277	368,883	626,160	218,207	358,463	576,670	226,061	374,559	600,620	41%	59%
Visitor Centres and Yacht Stations (Income)	(121,600)	(175,200)	(296,800)	(121,600)	(175,200)	(296,800)	(121,600)	(175,200)	(296,800)	41%	59%
Chief Executive Total	612,019	495,646	1,107,665	583,809	492,746	1,076,555	602,810	516,296	1,119,105	55%	45%
Corporate Items											
Projects and Corporate Items	3,760	4,240	8,000	3,910	4,590	8,500	4,094	4,806	8,900	47%	53%
National Heritage Lottery Funding	77,600	0	77,600	0	0	0	0	0	0	100%	0%
National Heritage Lottery Funding (Income)	(64,656)	0	(64,656)	0	0	0	0	0	0	100%	0%
Contributions from Earmarked reserves	(294,814)	(296,055)	(590,869)	(178,174)	(156,000)	(334,174)	(178,571)	5,000	(173,571)	50%	50%
Corporate Items Total	(278,110)	(291,815)	(569,925)	(174,264)	(151,410)	(325,674)	(174,477)	9,806	(164,671)	49%	51%
Net Expenditure Total	6,595,955	4,674,144	11,270,099	4,697,588	4,659,876	9,357,464	4,657,774	4,770,083	9,427,857	59%	41%
Grand Total (Surplus) / Deficit	89,704	(76,210)	13,494	40,010	(100,304)	(60,294)	13,696	6,202	19,898		

Earmarked Reserves	Property Reserve - National Park			Plant, Vessels and Equipment Reserve - National Park			Premises Reserve - National Park			Other Earmarked Reserves - National Park			HLF	CANAPE	Total Earmarked Reserves - National Park		
	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			Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
Actual Balance 01 April 2025 (including interest)	(337,484)	(506,246)	(843,730)	(281,024)	(501,988)	(783,012)	(213,470)	(228,315)	(441,785)	(1,380,560)	(104,072)	(1,484,633)	0	(0)	(2,212,539)	(1,340,622)	(3,553,160)
<u>Contributions to Reserves to 31/03/26</u>																	
Potter Heigham Chalet Income (UTE000552)	0	0	0	0	0	0	0	0	0	(932)	0	(932)			(932)	0	(932)
Mutford Lock Rent (MLK000451)	0	(3,847)	(3,847)	0	0	0	0	0	0	0	0	0			0	(3,847)	(3,847)
Vessels and Equipment (VES000552)	0	0	0	(4,364)	(10,182)	(14,546)	0	0	0	0	0	0			(4,364)	(10,182)	(14,546)
Broads Heritage Partnership: A Vision for the Future (HLF610552)	0	0	0	0	0	0	0	0	0	0	0	0	(64,656)		(64,656)	0	(64,656)
Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)
Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	(18,040)	0	(18,040)			(18,040)	0	(18,040)
Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)			(10,400)	(9,600)	(20,000)
Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)
Ranger Vehicles (RAN000451)	0	0	0	(3,800)	(15,200)	(19,000)	0	0	0	0	0	0			(3,800)	(15,200)	(19,000)
Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)
Vehicles (VEH000451)	0	0	0	(15,300)	(35,700)	(51,000)	0	0	0	0	0	0			(15,300)	(35,700)	(51,000)
Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)
Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)
Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)
Digital Planning Improvement grant (DVM000552)	0	0	0	0	0	0	0	0	0	(50,000)	0	(50,000)			(50,000)	0	(50,000)
Moorings (MMR000451)	0	(55,722)	(55,722)	0	0	0	0	0	0	0	0	0			0	(55,722)	(55,722)
Fen Management (FMG000451)	0	0	0	(4,218)	0	(4,218)	0	0	0	0	0	0			(4,218)	0	(4,218)
Fen Management Income (FMG000552)	0	0	0	(58,000)	0	(58,000)	0	0	0	0	0	0			(58,000)	0	(58,000)
<u>Contributions from Reserves to 31/03/26</u>																	
Planning Officer (DVM000450)	0	0	0	0	0	0	0	0	0	44,743	0	44,743			44,743	0	44,743
Local Plan Inspection (POL000450)	0	0	0	0	0	0	0	0	0	76,745	0	76,745			76,745	0	76,745
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	21,289	0	21,289			21,289	0	21,289
Replacement of two vans (VEH000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Hydraulic grab (E8k), Richard Tug 30' replacement (E120k) and reform mower (E7k)	0	0	0	641	1,496	2,138	0	0	0	0	0	0	53,235		641	1,496	2,138
Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	0	0	0	0	0	0	0	0			53,235	0	53,235
Farming in protective landscapes (Apr-Sep'25)	0	0	0	0	0	0	0	0	0	7,106	0	7,106			7,106	0	7,106
Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	34,271	0	34,271			34,271	0	34,271
Ranger Vehicles (RAN000450)	0	0	0	(103)	(239)	(342)	0	0	0	0	0	0			(103)	(239)	(342)
Replacement Finance system (prepaid licence fee) (ICT000450)	0	0	0	0	0	0	0	0	0	3,384	1,667	5,051			3,384	1,667	5,051
Phase 2 tolls system	0	0	0	0	0	0	0	0	0	0	3,025	3,025			0	3,025	3,025
Asset Officer costs (ASS000450)	27,966	0	27,966	0	0	0	0	0	0	0	0	0			27,966	0	27,966
Site Maintenance projects 25/26 & 24/25 carry forward (SIM000450)	35,022	0	35,022	0	0	0	0	0	0	0	0	0			35,022	0	35,022
Dockyard repiling 55m2 edge (delayed from 23/24) & solar (delayed)	0	0	0	0	0	0	2,560	5,973	8,534	0	0	0			2,560	5,973	8,534
Yare House - meeting room sound proofing 24/25 carry forward (YAH000450)	0	0	0	0	0	0	4,287	0	4,287	0	0	0			4,287	0	4,287
Actual Balance 31 March 2026	(274,497)	(590,814)	(865,312)	(400,467)	(659,513)	(1,059,980)	(231,823)	(249,642)	(481,465)	(1,293,394)	(108,981)	(1,402,374)	(11,421)	(0)	(2,211,602)	(1,608,950)	(3,820,552)
<u>Contributions to Reserves to 31/03/27</u>																	
Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)
Vehicles (VEH000451)	0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0			(19,200)	(44,800)	(64,000)
Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
Mutford Lock Rent (MLK000451)	0	(5,000)	(5,000)	0	0	0	0	0	0	0	0	0			0	(5,000)	(5,000)
Broads Heritage Partnership: A Vision for the Future (HLF610552)	0	0	0	0	0	0	0	0	0	0	0	0	(64,656)		(64,656)	0	(64,656)
Asset Management (SIM000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Fen Management (FMG000451)	0	0	0	(8,700)	0	(8,700)	0	0	0	0	0	0			(8,700)	0	(8,700)
Moorings (MMR000451)	0	(100,000)	(100,000)	0	0	0	0	0	0	0	0	0			0	(100,000)	(100,000)
Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)
Ranger Vehicles (RAN000451)	0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0			(5,000)	(20,000)	(25,000)
Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)
Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)
Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)
Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)			(10,400)	(9,600)	(20,000)
Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)
Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	(19,250)	0	(19,250)			(19,250)	0	(19,250)
<u>Contributions from Reserves to 31/03/27</u>																	
Replacement of 2 vehicles (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Tug replacement (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Additional functionality for finance system est (ICT000450)	0	0	0	0	0	0	0	0	0	10,720	5,280	16,000			10,720	5,280	16,000
Cloud based planning system (ICTGEN450)	0	0	0	0	0	0	0	0	0	50,000	0	50,000			50,000	0	50,000
Digital Planning grant (DVM000450)	0	0	0	0	0	0	0	0	0	50,000	0	50,000			50,000	0	50,000
Phase 2 tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	16,975	16,975			0	16,975	16,975
Replacement of AU66 ZZL (to be funded from NGP capital)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Replacement of M/L Yare (LAU000450) (delayed from 2021/22)	0	0	0	0	200,000	200,000	0	0	0	0	0	0			0	200,000	200,000
Replacement Engine Spirit of Breydon (LAU000450)	0	0	0	0	28,500	28,500	0	0	0	0	0	0			0	28,500	28,500
Mutford Lock gate repairs (MLK000450)	0	30,000	30,000	0	0	0	0	0	0	0	0	0			0	30,000	30,000
Local Plan Inspection (POL000450)	0	0	0	0	0	0	0	0	0	55,000	0	55,000			55,000	0	55,000
Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	0	0	0	0	0	0	0	0	76,077		76,077	0	76,077
Yare House - replacement EV chargers (YAH000450)	0	0	0	0	0	0	10,000	0	10,000	0	0	0			10,000	0	10,000
Dockyard wood store (E15k) and roller shutter (E10k) (PRM009450)	0	0	0	0	0	0	7,500	17,500	25,000	0	0	0			7,500	17,500	25,000
Buttle Barn LED lighting (PRM086450)	0	0	0	0	0	0	7,200	2,800	10,000	0	0	0			7,200	2,800	10,000
Ludham staithe (UTE000450)	0	0	0	0	0	0	0	0	0	55,000	0	55,000			55,000	0	55,000
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	19,250	0	19,250			19,250	0	19,250
Site Maintenance projects 2																	