

Navigation Budget 2012/13 (Forecast Outturn) – 2013/14
Report by Director of Change Management and Resources

Summary: This report seeks the views of the Committee on the navigation income and expenditure budget for 2013/14, which has been prepared as part of a consolidated budget for the Authority. The figures are based on the Financial Strategy which was agreed by the Broads Authority at its meeting on 21 September 2012, on the basis of a 3% increase in tolls, as set out in the Financial Strategy and formally adopted by the Broads Authority on 23 November.

1 Introduction

1.1 The Broads Authority adopted a consolidated budget for 2012/13 at its meeting on 20 January 2012, based on the Financial Strategy which had been agreed by the Broads Authority in June 2011. This projected total navigation income of £2,852,250 and expenditure of £3,040,945, resulting in a deficit budget of £188,695 and reducing navigation general reserves to £480,924.

1.2 Since the budget was prepared there have been a number of very significant changes which have had an impact on the Authority's financial position. These are:

- materialisation of significant cost and efficiency savings which were achieved as a result of the 2011 restructuring, combined with success in bringing in additional income;
- deferral of the acquisition of a mud wherry and six uniflotes to 2012/13;
- savings on salary costs as a result of the continued local government pay freeze;
- investment in a new workshop at the Dockyard and fitting out of the new offices at Yare House;
- additional maintenance costs as a result of the transfer of responsibility for Breydon Water and the Lower Bure;
- future savings in costs as a result of the acquisition of new and smaller vehicles, to replace the previous policy of leasing vehicles; and
- sizeable savings on accommodation costs as a result of the 18 months rent free period at Yare House (from November 2012 to May 2014).

1.3 The net result of these changes has been threefold:

- the deficit budget which was projected for 2011/12 did not materialise, and instead there was a sizeable surplus which increased general navigation reserves to £926,473;
- the capital projects planned for 2012/13 will result in a large draw down from the general navigation reserves during the current financial year, and

reduce these to below the minimum recommended level of 10% of net expenditure; and

- the savings associated with Yare House and other cost efficiencies will provide an opportunity to bring the reserves back into balance in 2013/14 and increase them to above the recommended minimum levels in 2014/15 and beyond.

2 Forecast Outturn 2012/13

- 2.1 Total income for 2012/13 is now estimated at £2,842,375, a reduction of £9,875 from the original budget. This includes predicted additional income of £15,000 from adjacent waters and the Lower Bure, offset by anticipated reductions in income from hire craft tolls and short visit sales.
- 2.2 Projected expenditure has risen steeply to £3,507,209, an increase of £457,074. This includes a contribution of £254,343 towards the development of a workshop at the Dockyard (net of the contribution of £75,000 from PRISMA), £90,915 towards the fit out costs at Yare House, £78,000 carried forward from 2011/12 towards the acquisition of uniflotes which were ordered during the previous financial year but not delivered until late summer, and additional costs and income relating to Breydon Water, including hydraulic/sediment modelling and the acquisition of a new launch. It is now proposed that the provision of lay-by moorings adjacent to Breydon Bridge be funded from the Dredging Disposal Sites reserve account, which has been under-utilised as a result of the difficulty in acquiring suitable sites for the disposal of spoil.
- 2.3 This will result in a deficit budget of £674,834, including a transfer of £10,000 interest to earmarked reserves, and reduce general navigation reserves to £251,639 as at 31 March 2013, which equates to 7.2% of net expenditure and is £30,268 better than the predicted figure in the recently approved Financial Strategy.

3 Draft Navigation Budget 2013/14

- 3.1 The draft Navigation Budget for 2013/14 is set out in Appendix 1. The format has been restructured to mirror the new staff structure which will come into effect on 1 April 2013, with the existing Planning and Strategy and Change Management and Resources Directorates merging to form an enlarged Planning and Resources Directorate, and the Governance and Human Resources Teams coming under the responsibility of the Chief Executive.
- 3.2 Total Navigation Income for 2013/14 is estimated at £2,928,984, based on a toll increase of 3% as agreed by the Broads Authority at its meeting on 23 November. Net expenditure is projected at £2,923,981. After taking into account the transfer of interest this will result in a small deficit of £4,997, thus reducing reserves to £246,642 as at 31 March 2014 (8.4% of net expenditure). This is £16,765 more than was anticipated in the Financial Strategy.

3.3 Operations

Total Operations expenditure has reduced by £177,084 compared to the original 2012/13 budget, since this included one off expenditure relating to the acquisition of new equipment and vehicles, maintenance works at Breydon Water, and contributions to earmarked reserves which have been withheld in 2013/14. An additional £50,000 has been allocated for Moorings Maintenance and Repair in order to undertake piling work at 24hr moorings on the River Yare. The budget provides for continuation of the existing programme of operational work, including the Committee's aspiration to dredge at least 50,000m³ of sediment from the navigation area in accordance with identified priorities.

3.4 Other Expenditure

Total non operational expenditure has increased by £50,932 from the 2012/13 original budget. The most significant outlay relates to the Dockyard development, for which £81,600 has been budgeted, reflecting the 10% retention fee and 10% contingency sum (which may not be needed). This is offset by a saving of approximately £67,000 as a result of the relocation to new offices. Communications costs have increased as a result of the navigation contribution (of one third) towards the new Tourism Marketing Officer post and associated budget (pending clarification of the legal position), and ICT costs due to the contribution towards a new IT Project Officer.

3.5 Salary Costs and Inflation

For the purposes of this budget it has been assumed that salary costs will increase by 1% in 2013/14, following the three year public sector pay freeze. Inflation of 3% has been allowed for non-project expenditure (offices, ICT, stationery, etc), with some inflation for project work, in line with the assumptions made in the three year Financial Strategy.

4 Earmarked Reserves

4.1 In order to maintain the existing work programme and maximise use of the budget for operational work, the programme of movements into and out of earmarked reserves - as set out in the Financial Strategy - has been reviewed and updated, and it is proposed not to make the planned contributions to the Mutford Lock Endowment Fund in 2012/13 and 2013/14, and the Launch Replacement Fund in 2013/14. This effects a saving of £72,500, of which it is proposed that £60,000 be added to the Navigation Equipment and Vessels Reserve Account in order to help fund the purchase cost of a new wherry in 2013/14.

4.2 An updated schedule of earmarked reserves is set out at Appendix 2. At its meeting on 23 November the Broads Authority noted that an annual contribution of approximately £250,000 per annum would be necessary in order to provide for the future maintenance of the Authority's assets, and supported the principle that these earmarked reserves be combined into three main headings (for which the National Park/Navigation elements would need to be recorded separately), as follows:

- Premises (Dockyard Site Maintenance/New Office Accommodation);
- Plant, Vessels and Equipment (Navigation Vessels and Equipment/Fen Management Equipment/Launch Replacement Fund); and
- Property (Dredging Disposal Sites/Mutford Lock/Asset Management).

4.3 The Authority agreed that further, more detailed work should be undertaken in identifying financial commitments over the next three to five years, and that the Financial Scrutiny and Audit Committee be invited to look at these and determine the appropriate minimum levels of funding for each reserve.

5 National Park Income and Expenditure

5.1 This report concentrates primarily on the Authority's navigation income and expenditure. However this forms only part of the Authority's consolidated budget, albeit an important one, and it is important to note how navigation income and expenditure fits into the overall budget, to identify how resources will be deployed in the integrated operational arrangements.

5.2 Members should note that the National Park Grant will reduce by £227,352 in 2013/14, as previously notified to the Authority, and will continue to reduce by a similar amount in 2014/15. This will affect the balance of the Authority's work programme over this period, which has been reflected in the Financial Strategy.

5.3 It should also be noted that National Park Grant is meeting the full costs of any transitional arrangements which will need to be met by the Authority in implementing the second phase of the reorganisation, as it did the first phase. This will include the severance (primarily redundancy) costs of downsizing the staff establishment.

6 Summary

6.1 The budget proposed in this report builds on the detailed work carried out by the Resource Allocation Working Group in 2010 in developing a three year financial strategy for the Authority and more recent work in reviewing and updating these figures in the light of changes to circumstances and current developments.

6.2 After the large draw down of reserves in 2012/13, the budget is broadly in balance in 2013/14 which will provide a platform to allow general navigation reserves to be built up to their minimum level and above over the following two financial years.

6.3 The budget enables the Authority to maintain the impetus of the good work carried out in recent years, especially with regard to dredging and the maintenance of the navigation area, as well as making provision for the additional costs which will or may be required for:

- improvements to the Dockyard site;
- managing Breydon Water; and
- improving and enhancing mooring provision.

Background papers: Business Plan 2011/12 – 2014/15
Financial Strategy 2013/14 – 2015/16

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Appendices: APPENDIX 1 – Consolidated Draft Budget 2012/13 (Forecast Outturn)
– 2013/14
APPENDIX 2 – Earmarked Reserve Accounts 2012/13 – 2015/16.

| Directorate | Actual 2011/12 | | | Original Budget 2012/13 | | | Forecast Outturn 2012/13 (as at 31/10/2012) | | | Budget 2013/14 | | |
|--|--------------------|--------------------|--------------------|-------------------------|--------------------|--------------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated |
| Income | | | | | | | | | | | | |
| National Park Grant | (4,002,149) | 0 | (4,002,149) | (3,774,799) | 0 | (3,774,799) | (3,774,799) | 0 | (3,774,799) | (3,547,447) | 0 | (3,547,447) |
| Navigation Charges | | | | | | | | | | | | |
| Hire Craft Tolls | 0 | (1,044,203) | (1,044,203) | 0 | (1,074,000) | (1,074,000) | 0 | (1,061,000) | (1,061,000) | 0 | (1,092,830) | (1,092,830) |
| Private Craft Tolls | 0 | (1,650,720) | (1,650,720) | 0 | (1,692,000) | (1,692,000) | 0 | (1,707,000) | (1,707,000) | 0 | (1,758,210) | (1,758,210) |
| Short Visit Tolls | 0 | (46,331) | (46,331) | 0 | (47,500) | (47,500) | 0 | (35,625) | (35,625) | 0 | (36,694) | (36,694) |
| Other Toll Income | 0 | (19,463) | (19,463) | 0 | (18,750) | (18,750) | 0 | (18,750) | (18,750) | 0 | (18,750) | (18,750) |
| Interest | (26,330) | (23,884) | (50,214) | (20,000) | (20,000) | (40,000) | (20,000) | (20,000) | (40,000) | (22,500) | (22,500) | (45,000) |
| Total Income | (4,028,479) | (2,784,601) | (6,813,080) | (3,794,799) | (2,852,250) | (6,647,049) | (3,794,799) | (2,842,375) | (6,637,174) | (3,569,947) | (2,928,984) | (6,498,931) |
| Expenditure | | | | | | | | | | | | |
| Operations | | | | | | | | | | | | |
| Dredging (Salaries) | 116,202 | 174,303 | 290,506 | 123,784 | 185,676 | 309,460 | 120,936 | 181,404 | 302,340 | 124,910 | 187,365 | 312,275 |
| Fen & Tree Management (Salaries) | 21,184 | 31,777 | 52,961 | 17,716 | 26,574 | 44,290 | 17,412 | 26,118 | 43,530 | 18,107 | 27,161 | 45,268 |
| Practical Maintenance (Salaries) | 195,347 | 293,021 | 488,368 | 199,612 | 299,418 | 499,030 | 208,500 | 312,750 | 521,250 | 210,243 | 315,364 | 525,607 |
| Environment and Design (Salaries) | 109,707 | 27,427 | 137,134 | 120,208 | 30,052 | 150,260 | 135,400 | 33,850 | 169,250 | 138,648 | 34,662 | 173,310 |
| Vehicles | 64,810 | 97,214 | 162,024 | 63,200 | 94,800 | 158,000 | 83,885 | 125,828 | 209,713 | 37,600 | 56,400 | 94,000 |
| Vessels & Equipment | 7,008 | 256,208 | 263,216 | 8,310 | 268,690 | 277,000 | 42,550 | 277,450 | 320,000 | 27,000 | 213,000 | 240,000 |
| Vessels & Equipment (Income) | 0 | (3,798) | (3,798) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PRISMA (Salaries) | 0 | 17,555 | 17,555 | 0 | 31,660 | 31,660 | 0 | 31,100 | 31,100 | 0 | 32,440 | 32,440 |
| PRISMA (Transfer to Reserve Account) | 0 | 128,325 | 128,325 | 0 | 333,340 | 333,340 | 0 | 173,404 | 173,404 | 0 | 0 | 0 |
| PRISMA (Income) | 0 | (198,717) | (198,717) | 0 | (365,000) | (365,000) | 0 | (31,100) | (31,100) | 0 | 0 | 0 |
| Contribution to Fen Mgt Equipment Reserve | 50,000 | 0 | 50,000 | 50,000 | 0 | 50,000 | 50,000 | 0 | 50,000 | 0 | 0 | 0 |
| Subtotal Construction and Maintenance | 564,258 | 823,314 | 1,387,573 | 582,830 | 905,210 | 1,488,040 | 658,683 | 1,130,804 | 1,789,487 | 556,508 | 866,392 | 1,422,900 |
| Dredging Disposal | 0 | 104,591 | 104,591 | 0 | 120,000 | 120,000 | 0 | 150,000 | 150,000 | 0 | 90,000 | 90,000 |
| Dredging Disposal (Income) | 0 | (14,201) | (14,201) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lake Restoration & Management | 41,353 | 0 | 41,353 | 50,000 | 0 | 50,000 | 20,000 | 0 | 20,000 | 20,000 | 0 | 20,000 |
| Conservation of Water Bodies | 1,280 | 320 | 1,600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dredging Salaries - Staff Travel Expense | 837 | 1,255 | 2,092 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dredging Salaries - Recharges External | (720) | (1,080) | (1,800) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Restoration & Management (Income) | (14,583) | 0 | (14,583) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sediment Removal/Mud Pumping | 26,441 | 0 | 26,441 | 50,000 | 0 | 50,000 | 2,500 | 0 | 2,500 | 10,000 | 0 | 10,000 |
| Sediment Source Control | 4,278 | 0 | 4,278 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 |
| Subtotal Water Management | 58,886 | 90,886 | 149,771 | 110,000 | 120,000 | 230,000 | 32,500 | 150,000 | 182,500 | 40,000 | 90,000 | 130,000 |
| Habitat Management & Recreation | 5,343 | 0 | 5,343 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 10,000 |
| Fen Management | 52,915 | 0 | 52,915 | 56,000 | 0 | 56,000 | 46,000 | 0 | 46,000 | 50,000 | 0 | 50,000 |
| Fen Management (Income) | (111,585) | 0 | (111,585) | (124,000) | 0 | (124,000) | (124,000) | 0 | (124,000) | (90,000) | 0 | (90,000) |
| Trinities (Salaries) | 35,610 | 0 | 35,610 | 36,680 | 0 | 36,680 | 0 | 0 | 0 | 0 | 0 | 0 |
| Trinities | 63,800 | 0 | 63,800 | 45,500 | 0 | 45,500 | 52,465 | 0 | 52,465 | 22,500 | 0 | 22,500 |
| Trinities (Income) | (85,742) | 0 | (85,742) | (67,040) | 0 | (67,040) | (67,040) | 0 | (67,040) | (45,000) | 0 | (45,000) |
| Grazing | 6,547 | 0 | 6,547 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 |
| Grazing (Income) | (30) | 0 | (30) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fen & Tree Management (Travel Expenses) | 216 | 324 | 540 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Land Management | (32,925) | 324 | (32,601) | (30,860) | 0 | (30,860) | (70,575) | 0 | (70,575) | (40,500) | 0 | (40,500) |
| Breydon Water | 0 | (10,000) | (10,000) | 0 | 108,580 | 108,580 | 0 | 218,580 | 218,580 | 0 | 63,200 | 63,200 |
| Breydon Water (Income) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (50,000) | (50,000) | 0 | 0 | 0 |
| Mutford Lock | 0 | 30,522 | 30,522 | 0 | 38,000 | 38,000 | 0 | 20,000 | 20,000 | 0 | 15,000 | 15,000 |
| Mutford Lock (Income) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2,000) | (2,000) | 0 | 0 | 0 |
| ECP Maintenance & Repair | 0 | 14,906 | 14,906 | 0 | 18,000 | 18,000 | 0 | 18,000 | 18,000 | 0 | 20,000 | 20,000 |
| ECP Maintenance & Repair (Income) | 0 | (3,861) | (3,861) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Moorings Maintenance & Repair | 0 | 68,370 | 68,370 | 0 | 75,000 | 75,000 | 0 | 135,000 | 135,000 | 0 | 120,000 | 120,000 |
| Moorings Maintenance & Repair (Income) | 0 | (65) | (65) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Notice Boards Maintenance & Repair | 0 | 10,022 | 10,022 | 0 | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 8,000 | 8,000 |
| Other Navigation Works | 0 | 18,025 | 18,025 | 0 | 71,500 | 71,500 | 0 | 36,500 | 36,500 | 0 | 28,000 | 28,000 |
| Other Navigation Works (Income) | 0 | (79,853) | (79,853) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PROW/Access | 1,351 | 0 | 1,351 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PROW/Access (Income) | (2,450) | 0 | (2,450) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Practical Maintenance | 1,285 | 1,927 | 3,212 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Directorate | Actual 2011/12 | | | Original Budget 2012/13 | | | Forecast Outturn 2012/13 (as at 31/10/2012) | | | Budget 2013/14 | | |
|--|----------------|------------------|------------------|-------------------------|------------------|------------------|---|------------------|------------------|----------------|------------------|------------------|
| | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated |
| Site Maintenance | 33,006 | 0 | 33,006 | 47,500 | 0 | 47,500 | 31,000 | 0 | 31,000 | 35,000 | 0 | 35,000 |
| Site Maintenance (Income) | (973) | (7,044) | (8,017) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Practical Maintenance | 32,219 | 42,950 | 75,169 | 47,500 | 321,080 | 368,580 | 31,000 | 386,080 | 417,080 | 35,000 | 254,200 | 289,200 |
| Rangers (Salaries) | 206,897 | 293,303 | 500,200 | 185,955 | 333,925 | 519,880 | 199,836 | 323,754 | 523,590 | 203,448 | 329,672 | 533,120 |
| Rangers (Lump Sum) | 921 | 1,053 | 1,974 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rangers | 37,551 | 33,283 | 70,835 | 63,250 | 51,750 | 115,000 | 59,108 | 88,662 | 147,770 | 26,000 | 39,000 | 65,000 |
| Rangers (Income) | (54,768) | 0 | (54,768) | (53,500) | 0 | (53,500) | (53,500) | (8,000) | (61,500) | (53,500) | (8,000) | (61,500) |
| Launches | 0 | 58,759 | 58,759 | 0 | 78,000 | 78,000 | 0 | 352,500 | 352,500 | 0 | 78,000 | 78,000 |
| Launches (Income) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (20,000) | (20,000) | 0 | 0 | 0 |
| Contribution to Vessel Replacement Fund | 0 | 0 | 0 | 0 | 22,500 | 22,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| Removal of Wrecks | 0 | 0 | 0 | 0 | 4,000 | 4,000 | 0 | 4,000 | 4,000 | 0 | 4,000 | 4,000 |
| Subtotal Ranger Services | 190,601 | 386,399 | 577,000 | 195,705 | 490,175 | 685,880 | 205,444 | 740,916 | 946,360 | 175,948 | 442,672 | 618,620 |
| Safety (Salaries) | 26,201 | 54,418 | 80,620 | 23,049 | 47,871 | 70,920 | 22,662 | 47,068 | 69,730 | 23,245 | 47,195 | 70,440 |
| Safety | 384 | 943 | 1,327 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Safety Management (Income) | 0 | 0 | 0 | 0 | (5,000) | (5,000) | 0 | 0 | 0 | 0 | 0 | 0 |
| Health & Safety at Work | 7,086 | 4,724 | 11,810 | 10,000 | 5,000 | 15,000 | 20,000 | 10,000 | 30,000 | 10,000 | 5,000 | 15,000 |
| Boat Safety | 0 | 21,954 | 21,954 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 |
| Boat Safety Income | 0 | (12,393) | (12,393) | 0 | 0 | 0 | 0 | (5,000) | (5,000) | 0 | (5,000) | (5,000) |
| Oil Spill Preparedness | 0 | 6,532 | 6,532 | 0 | 7,000 | 7,000 | 0 | 7,000 | 7,000 | 0 | 7,000 | 7,000 |
| Subtotal Safety | 33,671 | 76,178 | 109,849 | 33,049 | 66,871 | 99,920 | 42,662 | 71,068 | 113,730 | 33,245 | 66,195 | 99,440 |
| Asset Management (Salaries) | 18,296 | 12,197 | 30,493 | 18,996 | 12,664 | 31,660 | 18,660 | 12,440 | 31,100 | 17,842 | 14,598 | 32,440 |
| Asset Management | 18,496 | 11,861 | 30,357 | 16,775 | 10,725 | 27,500 | 16,775 | 10,725 | 27,500 | 13,750 | 11,250 | 25,000 |
| Asset Management (Income) | 0 | (1,100) | (1,100) | 0 | (1,000) | (1,000) | 0 | (1,000) | (1,000) | 0 | (1,000) | (1,000) |
| Boat Houses & Billets | 0 | 5,264 | 5,264 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,500 | 12,500 |
| Land Based Management | 1,604 | 3,525 | 5,129 | 0 | 3,000 | 3,000 | 0 | 3,000 | 3,000 | 0 | 3,000 | 3,000 |
| Moorings | 0 | 31,059 | 31,059 | 0 | 26,000 | 26,000 | 0 | 26,000 | 26,000 | 0 | 27,000 | 27,000 |
| Subtotal Asset Management | 38,396 | 62,806 | 101,202 | 35,771 | 63,389 | 99,160 | 35,435 | 63,165 | 98,600 | 31,592 | 67,348 | 98,940 |
| Volunteers (Salaries) | 24,004 | 6,001 | 30,006 | 23,745 | 7,915 | 31,660 | 23,325 | 7,775 | 31,100 | 22,708 | 9,732 | 32,440 |
| Volunteers | 3,895 | 974 | 4,869 | 4,500 | 1,500 | 6,000 | 6,000 | 2,000 | 8,000 | 7,000 | 3,000 | 10,000 |
| (Income) | (160) | (40) | (200) | (600) | (200) | (800) | (600) | (200) | (800) | (700) | (300) | (1,000) |
| Recruitment & Training | 2,149 | 537 | 2,686 | 4,500 | 1,500 | 6,000 | 9,000 | 3,000 | 12,000 | 8,400 | 3,600 | 12,000 |
| Subtotal Volunteers | 29,888 | 7,472 | 37,360 | 32,145 | 10,715 | 42,860 | 37,725 | 12,575 | 50,300 | 37,408 | 16,032 | 53,440 |
| Operations Management and Admin (Salaries) | 49,923 | 64,056 | 113,979 | 48,731 | 67,019 | 115,750 | 47,927 | 65,913 | 113,840 | 50,710 | 64,540 | 115,250 |
| Operations Management and Admin | 6,086 | 7,809 | 13,895 | 5,052 | 6,948 | 12,000 | 5,052 | 6,948 | 12,000 | 5,456 | 6,944 | 12,400 |
| Subtotal Management and Administration | 56,009 | 71,866 | 127,875 | 53,783 | 73,967 | 127,750 | 52,979 | 72,861 | 125,840 | 56,166 | 71,484 | 127,650 |
| Total Operations | 971,004 | 1,562,194 | 2,533,197 | 1,059,923 | 2,051,407 | 3,111,330 | 1,025,853 | 2,627,469 | 3,653,322 | 925,367 | 1,874,323 | 2,799,690 |
| Planning and Resources | | | | | | | | | | | | |
| Development Management (Salaries) | 237,083 | 0 | 237,083 | 244,820 | 0 | 244,820 | 243,090 | 0 | 243,090 | 252,270 | 0 | 252,270 |
| Development Management (Lump Sum) | 3,757 | 0 | 3,757 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Development Management | 59,568 | 0 | 59,568 | 27,500 | 0 | 27,500 | 42,500 | 0 | 42,500 | 27,500 | 0 | 27,500 |
| Development Management (Income) | (87,910) | 0 | (87,910) | (85,000) | 0 | (85,000) | (85,000) | 0 | (85,000) | (85,000) | 0 | (85,000) |
| Subtotal Development Management | 212,497 | 0 | 212,497 | 187,320 | 0 | 187,320 | 200,590 | 0 | 200,590 | 194,770 | 0 | 194,770 |
| Biodiversity (Salaries) | 63,191 | 6,250 | 69,440 | 66,193 | 6,547 | 72,740 | 65,101 | 6,439 | 71,540 | 66,621 | 6,589 | 73,210 |
| Lound (Salaries) | 17,906 | 0 | 17,906 | 20,730 | 0 | 20,730 | 0 | 0 | 0 | 0 | 0 | 0 |
| Strategy & Projects (Salaries) | 85,903 | 8,496 | 94,399 | 89,253 | 8,827 | 98,080 | 98,398 | 9,732 | 108,130 | 94,640 | 9,360 | 104,000 |
| Cultural Heritage (Salaries) | 31,117 | 3,077 | 34,194 | 32,560 | 3,220 | 35,780 | 32,014 | 3,166 | 35,180 | 32,341 | 3,199 | 35,540 |
| Policy Planning (Salaries) | 40,061 | 3,962 | 44,023 | 37,246 | 3,684 | 40,930 | 36,664 | 3,626 | 40,290 | 37,037 | 3,663 | 40,700 |
| STEP (Salaries) | 36,669 | 3,627 | 40,296 | 37,246 | 3,684 | 40,930 | 36,664 | 3,626 | 40,290 | 0 | 0 | 0 |
| Recreation (Salaries) | 33,933 | 0 | 33,933 | 36,040 | 0 | 36,040 | 35,440 | 0 | 35,440 | 36,290 | 0 | 36,290 |
| Waterways Strategy (Salaries) | 0 | 48,373 | 48,373 | 0 | 50,530 | 50,530 | 0 | 49,420 | 49,420 | 0 | 44,010 | 44,010 |
| Other Projects (Salaries) | 39,640 | 3,920 | 43,561 | 40,268 | 3,983 | 44,250 | 39,667 | 3,923 | 43,590 | 40,067 | 3,963 | 44,030 |
| Subtotal Strategy and Projects (Salaries) | 348,419 | 77,705 | 426,124 | 359,536 | 80,474 | 440,010 | 343,948 | 79,932 | 423,880 | 306,997 | 70,783 | 377,780 |
| Fen Strategy | 69,076 | 0 | 69,076 | 50,000 | 0 | 50,000 | 50,000 | 0 | 50,000 | 30,000 | 0 | 30,000 |
| Fen Strategy (Income) | (8,833) | 0 | (8,833) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Directorate | Actual 2011/12 | | | Original Budget 2012/13 | | | Forecast Outturn 2012/13 (as at 31/10/2012) | | | Budget 2013/14 | | |
|--|----------------|------------|--------------|-------------------------|------------|--------------|---|------------|--------------|----------------|------------|--------------|
| | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated |
| Conservation of Water Bodies | 13,370 | 0 | 13,370 | 17,500 | 0 | 17,500 | 17,500 | 0 | 17,500 | 15,000 | 0 | 15,000 |
| Biodiversity | 2,041 | 202 | 2,243 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Biodiversity Strategy | 25,249 | 0 | 25,249 | 40,000 | 0 | 40,000 | 40,000 | 0 | 40,000 | 15,000 | 0 | 15,000 |
| Biodiversity Strategy (Income) | (18,467) | 0 | (18,467) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Biodiversity Strategy | 82,436 | 202 | 82,638 | 107,500 | 0 | 107,500 | 107,500 | 0 | 107,500 | 60,000 | 0 | 60,000 |
| Lound | 25,976 | 0 | 25,976 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lound (Income) | (26,939) | 0 | (26,939) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HLF (Income) | 1,952 | 0 | 1,952 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Partnerships / HLF | 989 | 0 | 989 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Climate Change | 0 | 0 | 0 | 15,000 | 0 | 15,000 | 20,000 | 0 | 20,000 | 20,000 | 0 | 20,000 |
| Climate Change (Income) | (22,500) | 0 | (22,500) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tourism | 20,822 | 0 | 20,822 | 15,000 | 0 | 15,000 | 15,000 | 0 | 15,000 | 0 | 0 | 0 |
| Tourism (Income) | (5,025) | 0 | (5,025) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cultural Heritage | 39,787 | 75 | 39,862 | 25,000 | 0 | 25,000 | 50,000 | 0 | 50,000 | 20,000 | 0 | 20,000 |
| Policy Planning | 42,072 | 0 | 42,072 | 10,000 | 0 | 10,000 | 8,000 | 0 | 8,000 | 10,000 | 0 | 10,000 |
| Policy Planning (Income) | (10) | 0 | (10) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Strategy and Projects | 1,612 | 159 | 1,771 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Strategy and Projects (Income) | (273) | (27) | (300) | (3,500) | 0 | (3,500) | (17,667) | 0 | (17,667) | (3,500) | 0 | (3,500) |
| Broads Plan | 15,211 | 0 | 15,211 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| STEP | 79,934 | 55 | 79,989 | 0 | 0 | 0 | 84,431 | 0 | 84,431 | 0 | 0 | 0 |
| STEP (Income) | (96,079) | 0 | (96,079) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contribution to STEP Reserve Account | 75,000 | 0 | 75,000 | 75,000 | 0 | 75,000 | 75,000 | 0 | 75,000 | 0 | 0 | 0 |
| Subtotal Strategy and Projects | 150,550 | 262 | 150,812 | 136,500 | 0 | 136,500 | 234,764 | 0 | 234,764 | 46,500 | 0 | 46,500 |
| Recreation Strategy | 1,120 | 0 | 1,120 | 6,000 | 0 | 6,000 | 6,000 | 0 | 6,000 | 6,000 | 0 | 6,000 |
| Waterways Strategy | 0 | 6,547 | 6,547 | 0 | 9,000 | 9,000 | 0 | 9,000 | 9,000 | 0 | 9,000 | 9,000 |
| Waterways Strategy (Income) | 40,000 | 0 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Waterways and Recreation Strategy | 41,120 | 6,547 | 47,667 | 6,000 | 9,000 | 15,000 | 6,000 | 9,000 | 15,000 | 6,000 | 9,000 | 15,000 |
| Upper Thurne Enhancement Scheme | 310 | 0 | 310 | 69,000 | 0 | 69,000 | 32,500 | 0 | 32,500 | 79,526 | 0 | 79,526 |
| Upper Thurne Enhancement Scheme (Income) | (19,873) | 0 | (19,873) | (19,000) | 0 | (19,000) | (19,000) | 0 | (19,000) | (19,000) | 0 | (19,000) |
| Other Projects | 49,252 | 2,726 | 51,978 | 100,000 | 0 | 100,000 | 75,000 | 0 | 75,000 | 100,000 | 0 | 100,000 |
| Other Projects (Lump Sum) | 9,073 | 897 | 9,970 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Projects (Income) | 0 | 0 | 0 | 0 | 0 | 0 | (20,000) | 0 | (20,000) | 0 | 0 | 0 |
| Subtotal Project Funding | 38,763 | 3,623 | 42,386 | 150,000 | 0 | 150,000 | 68,500 | 0 | 68,500 | 160,526 | 0 | 160,526 |
| Sustainable Development Fund (SDF) | 116,349 | 0 | 116,349 | 0 | 0 | 0 | 150,000 | 0 | 150,000 | 0 | 0 | 0 |
| Sustainable Development Fund (SDF) Transfer to Reserve | 150,000 | 0 | 150,000 | 150,000 | 0 | 150,000 | 150,000 | 0 | 150,000 | 150,000 | 0 | 150,000 |
| Subtotal Sustainable Development Fund | 266,349 | 0 | 266,349 | 150,000 | 0 | 150,000 | 300,000 | 0 | 300,000 | 150,000 | 0 | 150,000 |
| Finance (Salaries) | 44,760 | 31,105 | 75,865 | 69,482 | 52,416 | 121,898 | 62,660 | 47,270 | 109,930 | 70,983 | 58,077 | 129,060 |
| Finance | 68,938 | 47,906 | 116,843 | 43,985 | 33,182 | 77,167 | 39,844 | 30,058 | 69,902 | 38,500 | 31,500 | 70,000 |
| Insurance | 78,492 | 54,545 | 133,037 | 74,100 | 55,900 | 130,000 | 74,100 | 55,900 | 130,000 | 71,500 | 58,500 | 130,000 |
| Subtotal Finance and Insurance | 192,190 | 133,555 | 325,745 | 187,567 | 141,498 | 329,065 | 176,604 | 133,228 | 309,832 | 180,983 | 148,077 | 329,060 |
| Communications (Salaries) | 165,621 | 52,301 | 217,922 | 167,040 | 52,750 | 219,790 | 164,320 | 51,890 | 216,210 | 164,492 | 81,018 | 245,510 |
| Communications | 1,054 | 351 | 1,405 | 0 | 0 | 0 | 0 | 0 | 0 | 13,333 | 6,667 | 20,000 |
| Events | 7,682 | 0 | 7,682 | 10,000 | 0 | 10,000 | 20,000 | 0 | 20,000 | 20,000 | 0 | 20,000 |
| Events (Income) | (379) | 0 | (379) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Design & Interpretation | 15,637 | 5,212 | 20,849 | 18,750 | 6,250 | 25,000 | 18,750 | 6,250 | 25,000 | 17,500 | 7,500 | 25,000 |
| Education | 23,990 | 0 | 23,990 | 20,000 | 0 | 20,000 | 20,000 | 0 | 20,000 | 10,000 | 0 | 10,000 |
| Education (Income) | (774) | (150) | (924) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Relations | 7,592 | 2,531 | 10,123 | 11,250 | 3,750 | 15,000 | 11,250 | 3,750 | 15,000 | 10,500 | 4,500 | 15,000 |
| Communications (Income) | (200) | 0 | (200) | (2,000) | 0 | (2,000) | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Communications | 220,222 | 60,246 | 280,468 | 225,040 | 62,750 | 287,790 | 234,320 | 61,890 | 296,210 | 235,825 | 99,685 | 335,510 |
| Visitor Centres (Salaries) | 178,085 | 0 | 178,085 | 168,389 | 0 | 168,389 | 163,690 | 0 | 163,690 | 172,100 | 0 | 172,100 |
| Visitor Centres | 113,701 | 0 | 113,701 | 95,000 | 0 | 95,000 | 95,200 | 0 | 95,200 | 85,000 | 0 | 85,000 |
| Visitor Centres (Income) | (61,298) | 0 | (61,298) | (55,000) | 0 | (55,000) | (55,200) | 0 | (55,200) | (49,000) | 0 | (49,000) |
| Boat Trips | 14,991 | 0 | 14,991 | 25,000 | 0 | 25,000 | 21,850 | 0 | 21,850 | 25,750 | 0 | 25,750 |
| Boat Trips (Income) | (22,935) | 0 | (22,935) | (25,000) | 0 | (25,000) | (21,850) | 0 | (21,850) | (32,000) | 0 | (32,000) |

| Directorate | Actual 2011/12 | | | Original Budget 2012/13 | | | Forecast Outturn 2012/13 (as at 31/10/2012) | | | Budget 2013/14 | | |
|---|------------------|----------------|------------------|-------------------------|----------------|------------------|---|------------------|------------------|------------------|----------------|------------------|
| | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated |
| Whitlingham Country Park (Income) | (29,679) | 0 | (29,679) | (23,300) | 0 | (23,300) | (23,300) | 0 | (23,300) | (24,000) | 0 | (24,000) |
| Yacht Stations (Salaries) | 28,340 | 85,019 | 113,358 | 31,174 | 93,521 | 124,694 | 30,833 | 92,498 | 123,330 | 31,313 | 93,938 | 125,250 |
| Yacht Stations | 9,530 | 28,591 | 38,122 | 10,000 | 30,000 | 40,000 | 10,000 | 30,000 | 40,000 | 10,300 | 30,900 | 41,200 |
| Yacht Stations (Income) | (31,453) | (64,188) | (95,641) | (25,000) | (75,000) | (100,000) | (25,000) | (75,000) | (100,000) | (25,625) | (76,875) | (102,500) |
| Subtotal Visitor Centres | 199,283 | 49,422 | 248,705 | 201,263 | 48,521 | 249,783 | 196,223 | 47,498 | 243,720 | 193,838 | 47,963 | 241,800 |
| Collection of Tolls (Salaries) | 0 | 88,491 | 88,491 | 0 | 91,300 | 91,300 | 0 | 93,470 | 93,470 | 0 | 96,100 | 96,100 |
| Collection of Tolls | 0 | 12,482 | 12,482 | 0 | 12,000 | 12,000 | 0 | 12,000 | 12,000 | 0 | 12,400 | 12,400 |
| Subtotal Collection of Tolls | 0 | 100,973 | 100,973 | 0 | 103,300 | 103,300 | 0 | 105,470 | 105,470 | 0 | 108,500 | 108,500 |
| ICT (Salaries) | 80,440 | 39,620 | 120,059 | 84,420 | 41,580 | 126,000 | 79,616 | 39,214 | 118,830 | 104,714 | 51,576 | 156,290 |
| ICT | 110,267 | 28,402 | 138,669 | 60,030 | 29,970 | 90,000 | 64,843 | 29,970 | 94,813 | 67,000 | 33,000 | 100,000 |
| ICT (Income) | (55) | (27) | (82) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Telephones | 8,139 | 5,487 | 13,627 | 13,340 | 6,660 | 20,000 | 14,973 | 6,660 | 21,633 | 13,733 | 6,867 | 20,600 |
| Subtotal ICT | 198,791 | 73,482 | 272,273 | 157,790 | 78,210 | 236,000 | 159,432 | 75,844 | 235,276 | 185,447 | 91,443 | 276,890 |
| Legal | 100,442 | 13,957 | 114,399 | 80,000 | 20,000 | 100,000 | 80,000 | 20,000 | 100,000 | 82,000 | 20,500 | 102,500 |
| Legal (Income) | 0 | (2,502) | (2,502) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Legal | 100,442 | 11,455 | 111,897 | 80,000 | 20,000 | 100,000 | 80,000 | 20,000 | 100,000 | 82,000 | 20,500 | 102,500 |
| Dragonfly House Running Costs | 326,066 | 130,301 | 456,367 | 338,200 | 136,800 | 475,000 | 226,717 | 92,603 | 319,320 | 0 | 0 | 0 |
| Yare House Running Costs | 0 | 0 | 0 | 0 | 0 | 0 | 42,415 | 17,085 | 59,500 | 101,367 | 41,403 | 142,770 |
| Yare House Fit Out Costs | 0 | 0 | 0 | 0 | 0 | 0 | 222,585 | 90,915 | 313,500 | 0 | 0 | 0 |
| Dockyard Running Costs | 22,864 | 235,714 | 258,578 | 0 | 0 | 0 | 22,864 | 81,251 | 104,115 | 0 | 0 | 0 |
| Dockyard Development | 0 | 0 | 0 | 0 | 0 | 0 | 216,228 | 329,343 | 545,571 | 54,400 | 81,600 | 136,000 |
| Other Premises | 51,692 | 12,480 | 64,172 | 83,750 | 76,250 | 160,000 | 60,886 | 10,000 | 70,886 | 83,750 | 76,250 | 160,000 |
| Other Premises (Income) | (1,728) | (2,592) | (4,320) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Premises | 398,894 | 375,903 | 774,797 | 421,950 | 213,050 | 635,000 | 791,694 | 621,197 | 1,412,891 | 239,517 | 199,253 | 438,770 |
| Resources Management & Admin (Salaries) | 56,230 | 27,696 | 83,926 | 58,491 | 28,809 | 87,300 | 61,050 | 30,070 | 91,120 | 20,475 | 10,085 | 30,560 |
| Resources Management & Admin | 39,527 | 3,597 | 43,124 | 27,498 | 2,502 | 30,000 | 27,498 | 2,502 | 30,000 | 28,300 | 2,600 | 30,900 |
| Resources Management & Admin (Income) | (13,305) | (6,553) | (19,858) | (13,065) | (6,435) | (19,500) | (13,065) | (6,435) | (19,500) | 0 | 0 | 0 |
| Pool Cars & Car Parking | 8,391 | 4,133 | 12,523 | 14,000 | 7,000 | 21,000 | 18,000 | 9,000 | 27,000 | 14,000 | 7,000 | 21,000 |
| Office Expenses | 36,981 | 18,533 | 55,514 | 43,300 | 21,700 | 65,000 | 38,304 | 19,196 | 57,500 | 40,000 | 20,000 | 60,000 |
| Office Expenses (Income) | (123) | (61) | (184) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Planning and Strategy Management & Admin (Salaries) | 62,856 | 7,928 | 70,783 | 79,671 | 10,049 | 89,720 | 95,167 | 12,003 | 107,170 | 76,111 | 32,619 | 108,730 |
| Planning and Strategy Management & Admin | 28,346 | 902 | 29,249 | 8,880 | 1,120 | 10,000 | 4,440 | 560 | 5,000 | 7,210 | 3,090 | 10,300 |
| Planning and Strategy Management & Admin (Income) | (3,666) | (462) | (4,128) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Management and Administration | 215,237 | 55,711 | 270,949 | 218,775 | 64,745 | 283,520 | 231,394 | 66,896 | 298,290 | 186,096 | 75,394 | 261,490 |
| Total Planning and Resources | 2,666,183 | 949,086 | 3,615,268 | 2,589,241 | 821,546 | 3,410,788 | 3,130,969 | 1,220,954 | 4,351,923 | 2,228,499 | 870,598 | 3,099,096 |
| Chief Executive | | | | | | | | | | | | |
| Human Resources (Salaries) | 40,839 | 28,380 | 69,219 | 44,710 | 31,070 | 75,780 | 49,442 | 34,358 | 83,800 | 37,500 | 26,060 | 63,560 |
| Human Resources | 11,156 | 7,704 | 18,860 | 7,500 | 7,500 | 15,000 | 12,500 | 12,500 | 25,000 | 7,500 | 7,500 | 15,000 |
| Staff Training | 21,004 | 14,596 | 35,600 | 40,000 | 25,000 | 65,000 | 29,500 | 20,500 | 50,000 | 29,500 | 20,500 | 50,000 |
| Subtotal Human Resources | 72,999 | 50,680 | 123,679 | 92,210 | 63,570 | 155,780 | 91,442 | 67,358 | 158,800 | 74,500 | 54,060 | 128,560 |
| Governance (Salaries) | 72,091 | 35,507 | 107,598 | 75,060 | 36,970 | 112,030 | 73,653 | 36,277 | 109,930 | 74,946 | 36,914 | 111,860 |
| Governance | 7,879 | 3,941 | 11,819 | 10,000 | 5,000 | 15,000 | 14,667 | 7,333 | 22,000 | 8,000 | 4,000 | 12,000 |
| Governance (Income) | (280) | (140) | (420) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members Allowance & Expenses | 30,628 | 15,312 | 45,940 | 30,667 | 15,333 | 46,000 | 30,667 | 15,333 | 46,000 | 31,284 | 16,116 | 47,400 |
| Subtotal Governance | 110,318 | 54,620 | 164,938 | 115,727 | 57,303 | 173,030 | 118,987 | 58,943 | 177,930 | 114,230 | 57,030 | 171,260 |
| Operations Chief Exec (Salaries) | 14,342 | 18,402 | 32,745 | 13,607 | 18,713 | 32,320 | 13,434 | 18,476 | 31,910 | 14,274 | 18,166 | 32,440 |
| Operations Chief Exec | 834 | 1,070 | 1,904 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Planning and Strategy Chief Exec (Salaries) | 29,958 | 3,779 | 33,737 | 29,570 | 3,730 | 33,300 | 29,197 | 3,683 | 32,880 | 23,254 | 9,966 | 33,220 |
| Planning and Strategy Chief Exec | 1,694 | 214 | 1,908 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Resources Chief Executive (Salaries) | 21,939 | 10,806 | 32,745 | 21,654 | 10,666 | 32,320 | 21,380 | 10,530 | 31,910 | 21,601 | 10,639 | 32,240 |
| Resources Chief Executive | 1,155 | 569 | 1,724 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Chief Executive | 69,923 | 34,839 | 104,762 | 64,832 | 33,108 | 97,940 | 64,011 | 32,689 | 96,700 | 59,128 | 38,772 | 97,900 |
| Total Chief Executive | 253,240 | 140,139 | 393,379 | 272,769 | 153,981 | 426,750 | 274,440 | 158,990 | 433,430 | 247,859 | 149,861 | 397,720 |

| Directorate | Actual 2011/12 | | | Original Budget 2012/13 | | | Forecast Outturn 2012/13 (as at 31/10/2012) | | | Budget 2013/14 | | |
|---|------------------|------------------|--------------------|-------------------------|------------------|------------------|---|------------------|------------------|------------------|------------------|------------------|
| | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated | National Park | Navigation | Consolidated |
| Additional Lump Sum Pension Payments | 25,307 | 17,693 | 43,000 | 34,800 | 23,200 | 58,000 | 34,800 | 23,200 | 58,000 | 43,800 | 29,200 | 73,000 |
| Severance Costs | 63,616 | 0 | 63,616 | 50,000 | 0 | 50,000 | 50,000 | 0 | 50,000 | 0 | 0 | 0 |
| Reorganisation Costs | 37,718 | 0 | 37,718 | 60,500 | 0 | 60,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Other Costs | 126,641 | 17,693 | 144,334 | 145,300 | 23,200 | 168,500 | 84,800 | 23,200 | 108,000 | 43,800 | 29,200 | 73,000 |
| Planning Delivery Grant | (101,710) | 0 | (101,710) | | | 0 | (45,000) | 0 | (45,000) | | | 0 |
| New Office Accommodation | (3,934) | 0 | (3,934) | | | 0 | (85,000) | 0 | (85,000) | | | 0 |
| Mobile Phone | 2,852 | 0 | 2,852 | | | 0 | (1,633) | 0 | (1,633) | | | 0 |
| IEG | (10,189) | 0 | (10,189) | | | 0 | (4,813) | 0 | (4,813) | | | 0 |
| Sustainable Development | (116,349) | 0 | (116,349) | | | 0 | (150,000) | 0 | (150,000) | | | 0 |
| PRISMA | 0 | 52,902 | 52,902 | | | 0 | 0 | (248,404) | (248,404) | | | 0 |
| Asset Management | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | | | 0 |
| Section 106 Reserve | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | | | 0 |
| Fen Management Equipment | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | | | 0 |
| STEP | 16,702 | 0 | 16,702 | | | 0 | (84,431) | 0 | (84,431) | | | 0 |
| Launch Replacement | 0 | (1,600) | (1,600) | | | 0 | 0 | (190,000) | (190,000) | | | 0 |
| Mutford Lock | 0 | 2,000 | 2,000 | | | 0 | 0 | (5,000) | (5,000) | | | 0 |
| Dredging Disposal | 0 | 0 | 0 | | | 0 | 0 | (50,000) | (50,000) | | | 0 |
| Dockyard Vessels & Equipment | 0 | 0 | 0 | | | 0 | 0 | (15,000) | (15,000) | | | 0 |
| Dockyard Site Maintenance | 0 | (95,648) | (95,648) | | | 0 | 0 | (15,000) | (15,000) | | | 0 |
| Subtotal Use of Earmarked Reserves | (212,628) | (42,346) | (254,974) | 0 | 0 | 0 | (370,877) | (523,404) | (894,281) | 0 | 0 | 0 |
| Total Expenditure | 3,804,439 | 2,626,766 | 6,431,205 | 4,067,233 | 3,050,135 | 7,117,368 | 4,145,185 | 3,507,209 | 7,652,394 | 3,445,525 | 2,923,981 | 6,369,506 |
| (Surplus) / Deficit for the Year | (224,040) | (157,835) | (381,875) | 272,434 | 197,885 | 470,319 | 350,386 | 664,834 | 1,015,220 | (124,422) | (5,003) | (129,425) |
| General Reserves Brought Forward | (720,383) | (782,029) | (1,502,412) | | | | (932,830) | (926,473) | (1,859,303) | (572,444) | (251,639) | (824,083) |
| In-year movement ((Surplus) / Deficit for the Year) | (224,040) | (157,835) | (381,875) | | | | 350,386 | 664,834 | 1,015,220 | (124,422) | (5,003) | (129,425) |
| Interest transfer to earmarked reserves | 11,593 | 13,391 | 24,984 | | | | 10,000 | 10,000 | 20,000 | 10,000 | 10,000 | 20,000 |
| General Reserves Carried Forward | (932,830) | (926,473) | (1,859,303) | | | | (572,444) | (251,639) | (824,083) | (686,866) | (246,642) | (933,508) |

Broads Authority Earmarked Reserve Accounts: 2012/13 – 2015/16

| | 31/03/2012 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Comments |
|---|------------|----------|----------|----------|----------|---|
| National Park - Asset Management | | | | | | |
| | | | | | | Asset management Plan has identified and documented all land and property assets. Liabilities and associated costs to be assessed and a programme developed. |
| Balance | 74,346 | 74,346 | 74,346 | 74,346 | 74,346 | |
| Navigation Asset Management – Moorings and Dredging etc. | | | | | | |
| Contribution from Navigation Revenue Expenditure | | 0 | 0 | 0 | 0 | |
| Contribution to PRISMA Project Fund | | 60,000 | | | | Purchase of land, matched by European funding |
| Purchase of Moorings | | 70,000 | | | | Subject to BA approval |
| Breydon Layby Moorings | | 52,950 | | | | |
| Balance | 182,950 | 0 | 0 | 0 | 0 | Strategy to be reviewed as a result of the inability to identify landowners who are willing to sell land. |
| Dockyard Site Maintenance | | | | | | |
| Contribution from Revenue Expenditure | | (30,000) | (30,000) | (30,000) | (30,000) | These contributions will be split on a 60% Navigation/40% National Park basis from 2012/13. |
| Contribution to PRISMA Project Fund | | 30,000 | | | | |
| Replacement Cesspit | | 15,000 | | | | In accordance with 60/40 split. |
| Transfer to Navigation Vessels and Equipment Fund | | 41,836 | | | | |
| Balance | 71,836 | 15,000 | 45,000 | 75,000 | 105,000 | Includes provision for contribution to resurfacing of access road, expected to occur in 2013/14 (costs not known at this stage). |
| Navigation Vessels and Equipment | | | | | | |
| Contribution from Navigation Revenue Expenditure | | | (60,000) | (60,000) | (60,000) | |
| Contribution to PRISMA Project Fund | | 60,000 | | | | |
| Dockyard Equipment | | 15,000 | | 100,000 | 100,000 | Second hand weed harvester (2012/13). Strategy for acquisition of vessels and equipment to be reviewed, new wherries to be purchased following delivery of current year's design if strategy agreed.. |
| Transfer from Dockyard Site Maintenance Fund | | (41,836) | | | | |
| Balance | 164,056 | 130,892 | 190,892 | 150,982 | 110,982 | |

| | | | | | | |
|---|---------|----------|----------|----------|----------|--|
| National Park - Fen Management Equipment | | | | | | |
| Contribution from National Park Revenue Expenditure | | (50,000) | | | | |
| Replacement Fen Harvester | | | 100,647 | | | |
| | 50,647 | 100,647 | 0 | 0 | 0 | |
| | | | | | | |
| Navigation - Launch Replacement Fund | | | | | | |
| Contribution from Navigation Revenue Expenditure | | (22,500) | | (22,500) | (22,500) | |
| Sale of Launch | | (20,000) | (20,000) | | | |
| Launch Acquisition Costs | | 190,000 | | | | Estimated costs of replacement launch and hull plus contribution towards cost of Breydon launch. |
| Balance | 150,369 | 2,869 | 22,869 | 45,369 | 67,869 | |
| | | | | | | |
| Navigation - Mutford Lock Endowment Fund | | | | | | |
| Contribution from Navigation Revenue Expenditure | | | | (25,000) | (50,000) | |
| Rent | | (2,000) | (2,000) | (2,000) | (2,000) | |
| Repairs and Maintenance | | 5,000 | | | | Expenditure will be determined by need. |
| Balance | 270,374 | 267,374 | 269,374 | 296,374 | 348,374 | |
| | | | | | | |
| New Office Accommodation | | | | | | |
| Yare house Fitting Out Costs | | 85,103 | | | | |
| Balance | 85,103 | 0 | 0 | 0 | 0 | |
| | | | | | | |
| Planning Delivery Grant | | | | | | |
| Cultural Heritage | | 15,000 | | | | Consultants fees to create comprehensive listed buildings and tree records. |
| LDF Site Specifics Public Enquiry | | | 70,000 | | | |
| Climate Change Research/ Community engagement | | 10,000 | | | | |
| Archaeology Work | | 5,000 | 5,000 | 5,000 | 5,000 | |
| Document Management System | | | 45,000 | | | |
| Landscape Partnership Bid | | | | 40,000 | 40,000 | Match Funding for revised bid/Development Phase. |
| Additional Enforcement Support | | 15,000 | | | | |
| Project Office | | | 40,000 | 40,000 | | |

| | | | | | | |
|--------------|------------------|------------------|----------------|------------------|------------------|--|
| Balance | 521,564 | 476,564 | 316,564 | 231,564 | 186,564 | |
| Total | 1,571,245 | 1,067,692 | 919,045 | 1,003,545 | 1,153,045 | |