

Broads Authority

26 January 2024

Agenda item number 10

Budget 2024/25 and financial strategy to 2026/27

Report by Director of Finance

Purpose

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

Broads Plan context

All strategic actions within the plan.

Recommended decision

To note the actual income and expenditure figures, and adopt the:

- i. 2024/25 Budget, including the endorsement of the assumptions applied in the preparation of the Budget;
 - ii. Earmarked Reserves and Financial Strategy for the period 2024/25 to 2026/27; and
 - iii. Approve the year end transfer of an underspend in Project Funding budget to the Medium-term planning reserve for the Yare House downsizing works as set out in paragraph 5.2.
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1. Introduction

- 1.1. This report covers two items: consolidated income and expenditure and the consolidated budget.
- 1.2. Sections 2 to 5 give a summary of the income and expenditure for the consolidated budget up until 30 November, any amendments to the Latest Available Budget (LAB), Forecast Outturn (predicted year end position) and the movements on the earmarked reserves.
- 1.3. Section 6 onwards contains the updated budget for 2024/25 and the draft financial strategy to 2026/27. The draft budget for 2024/25 was the basis of determining the navigation charges for 2024/25 considered by this committee on 24 November 2023. The budget reflects an 8.5% increase in navigation charges, this report now sets out the budget for 2024/25 alongside the financial strategy to 2026/27.

2. Overview of actual income and expenditure

Table 1

Consolidated actual income and expenditure by Directorate to 30 November 2023

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual Variance £
Income	(6,856,177)	(6,985,034)	+ 128,857
Operations	3,362,437	2,936,534	+ 425,903
Strategic Services	1,158,555	1,158,612	- 57
Finance & Support Services	1,604,510	1,703,294	- 98,784
Projects, Corporate Items and	(662,826)	(274,152)	- 388,674

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual Variance £
Contributions from Earmarked Reserves			
Net (Surplus) / Deficit	(1,393,501)	(1,460,746)	+ 67,245

2.1. Core income is above the profiled budget at the end of month eight. The overall position as at 30 November 2023 is a favourable variance of £67,245 or a 4.83% difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £128,857 within income:
 - National Park Grant is £150,000 above the profiled budget due to the previously capital grant unapplied for Hulver Ground has been released to fund the purchase.
 - Hire Craft Tolls is £9,600 below the profiled budget.
 - Private Craft Tolls is £75,273 below the profiled budget.
 - Short Visit Tolls and Other Toll income is £3,052 below the profiled budget.
 - Investment income is £66,782 above the profiled budget.
- An underspend with Operations relating to:
 - Construction, Maintenance and Ecology salaries is under the profiled budget by £56,032 due to the pay award not being implemented until December 2023.
 - Equipment, Vehicles & Vessels is under the profiled budget by £55,525 due to delays in expenditure from the earmarked reserves. This is offset by the overspend on fuel, repairs and maintenance.
 - Land Management is £17,651 above the profiled budget due to a timing difference in the RPA income with it being received in December.
 - Practical Maintenance is under the profiled budget by £97,594 due to a grant being received for the installation of electric charging points, the expenditure has yet to take place. Work at Hoveton Riverside Park has also been deferred until 2024/25.
 - Ranger Services is under the profiled budget by £69,152 due to the pay award not being implemented until December 2023.
 - Premises is under the profiled budget by £58,507 due to delays in expenditure at the Dockyard from the earmarked reserves.

- Project Funding is under the profiled budget by £78,124 due to delays in expenditure on Yare House downsizing.
- An overspend within Strategic Services relating to:
 - Development Management is under the profiled budget by £15,088 due to the pay award not being implemented until December 2023.
 - Strategy and Projects is above the profiled budget by £67,960 due to delays in receiving the FiPL grant income.
 - Communications is under the profiled budget by £48,119 due to the extension to the UK National Parks Communication service being approved after the budget was set. In addition, three grants have been received from Forest Holidays, Green Pathways and Rails, Trails and Sails that were not budgeted for. These variances will decrease as expenditure is incurred.
 - Visitor Centres and Yacht Stations is above the profiled budget by £12,820 due to mooring income being less than budgeted and the lease at Reedham Quay not being finalised so charging this season could not commence. This is offset by the underspend on salaries due to the pay award not being implemented until December 2023.
- An overspend within Finance & Support Services relating to:
 - National Park Grant is over the profiled budget by £150,000 due to the delayed purchase of Hulver Ground. It is offset by the income variance.
 - Legal is over the profiled budget by £43,656 due to increased costs for Reedham Quay lease, Monitoring Officer recharges and increased prosecution costs.
 - Governance is under the profiled budget by £14,075 due to a vacancy at the start of the financial year and the pay award not being implemented until December 2023.
 - Asset Management is under the profiled budget by £31,091 due to delays in earmarked reserve expenditure.
 - ICT is under the profiled budget by £24,774 due to timing differences.
- An underspend within reserves relating to:
 - Premises is under the profiled budget due to delays on Dockyard expenditure.
 - Plant, Vessels and Equipment is under the profiled budget due to delays in vehicle and equipment replacements.
 - Property is under the profiled budget due to the work at Hoveton Riverside Park being transferred to 2024/25.

- Upper Thurne is under the profiled budget due to delays in electric charging point installation.
 - Computer Software reserve is under the profiled budget due to delays in the toll system replacement project.
 - UK Communications reserve is under the profiled budget due to the additional income received for the extension.
- 2.2. The charts at Appendix 1 provide a visual overview of actual income and expenditure compared 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 2023/24. 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 in Appendix 2.

Table 2

Adjustments to Consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2023/24 – deficit	Broads Authority 20/01/23 Agenda item number 11	18,222
LAB as at 30 November 2023	n/a	18,222

- 3.2. The LAB therefore provides for a consolidated deficit of £18,222 in 2023/24 as at 30 November 2023.

4. Overview of Forecast outturn 2023/24

- 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.
- 4.2. A summary of these adjustment is given in the table below.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit per LAB	18,222
Previously reported 24/11/23	45,669

Item	Amount £
Increase to investment income	(20,000)
Salary recharges to external funded projects	(869)
Increase to bank charges	9,150
Increase to National Park Sponsorship income from BMW	(10,000)
Forecast outturn deficit as at 30 November 2023	42,172

5. Reserves

Table 4

Consolidated Earmarked Reserves

Reserve Name	Balance at 1 April 2023 £	In-year movements £	Current reserve balance £
Property	(936,361)	(72,462)	(1,008,823)
Plant, Vessels and Equipment	(635,878)	(35,173)	(671,051)
Premises	(376,578)	(35,591)	(412,169)
Planning Delivery Grant	(261,209)	0	(261,209)
Upper Thurne Enhancement	(213,533)	(21,000)	(234,533)
HLF	(171,017)	162,665	(8,352)
Catchment Partnership	(84,887)	836	(84,051)
CANAPE	(463,385)	19,528	(443,857)
Computer Software	(152,592)	(20,000)	(172,592)
UK Communications	(4,820)	(5,120)	(9,940)
Match Funding (EXPERIENCE)	(17,466)	15,874	(1,592)
Medium-Term Planning	(449,623)	74,742	(374,881)
Total	(3,767,349)	84,299	(3,683,050)

- 5.1. As in previous years, the Authority's contributions to the reserves have all been made in full at the end of quarter one. This has resulted in some of the reserves showing increased balances.
- 5.2. Whilst the plans for shrinking the Authority's footprint are continuing with the contractors submitting tenders before Christmas it has been at a slower pace than originally envisaged. Whilst the majority of the works are to be funded from the

Medium-Term Planning reserve some of the costs were to be funded from the Project Funding budget. It is proposed that if there are further delays or there is an underspend this budget line is transferred to the Medium-Term Planning earmarked reserve at the end of the financial year to fund works in 2024/25.

- 5.3. The Property reserve contains the income from the land rental at Oulton Broad. Items funded from the Plant, Vessels and Equipment reserve includes three replacement vehicles and a new crane. The Premises reserve has funded the deposit for the replacement hut at Reedham Quay and the electric works. The Heritage Lottery Fund (HLF), Catchment Partnership, CANAPE, UK Communications and Match funding reserves contains the income and expenditure relating to those projects. The Medium-Term Planning reserve has funded the additional expenditure for the delayed reconfiguration of Yare House. Full details can be found in Appendix 4.

6. 2024/25 budget proposals

- 6.1. The draft budget is set out in Appendix 3 and the financial strategy to 2026/27 to provide context.
- 6.2. As with the 2023/24 budget the draft for 2024/25 has been prepared by Management Team rather than the zero-based approach taken in previous years. The main objective of this approach is to reduce underspends at the end of the financial year.
- 6.3. The draft budget takes account of the following factors:
- A provisional pay increase of £1,925 per full time equivalent (FTE) member of staff, this is in line with the pay increase for 2023/24.
 - Despite falling CPI and RPI material and staff costs will continue to increase.
 - Boat numbers will remain at 2023/24 levels.
 - National Park Grant remains at 2019/20 level. This is subject to confirmation from DEFRA.
 - The Authority will move to a smaller Head Office from 1 April 2024 subject to the lease being finalised at the beginning of January.
 - No contributions will be made to the asset replacement earmarked reserves except for vehicles.
 - £50,000 will be transferred from Navigation reserves annually to repay the £250,000 payment from National Park reserves.
 - Maintaining the National Park Reserve at 10% of net expenditure + £100,000
 - Maintaining the Navigation reserve at 10% of net expenditure.
- 6.4. Total core income for 2024/25 is budgeted to be £8,129,008, including £3,414,078 for National Park Grant, £1,436,000 for hire craft tolls and £3,006,000 for private craft tolls.

This income takes account of the latest available information on boat numbers. Net expenditure is budgeted at £7,999,963. This will result in a budget surplus of £129,045. After taking into account the transfer of £108,000 interest to earmarked reserves, and the third instalment of the £50,000, reserves at the end of March 2025 are forecast to be £1,545,283 (£990,759 National Park and £554,524 Navigation), which amounts to 28.4% and 12.3% of net expenditure for the year respectively. This is an acceptable position given that both reserves are expected to remain above the recommended minimums.

6.5. Table 5 sets out an overview of the proposed 2024/25 budget, which is provided in more detail in Appendix 3.

Table 5

Draft 2024/24 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,414,078)	0	(3,414,078)
Navigation Tolls	0	(4,534,930)	(4,534,930)
Investment Income	(90,000)	(90,000)	(180,000)
Total Income	(3,504,078)	(4,624,930)	(8,129,008)
Operations	1,531,562	3,408,924	4,940,486
Strategic Services	1,434,554	482,086	1,916,640
Finance & Support Services	986,052	1,137,763	2,123,815
Contributions from earmarked reserves & corporate items	(462,841)	(518,137)	(980,978)
Total Expenditure	3,489,327	4,510,636	7,999,963
Net (Surplus) / Deficit	(14,751)	(114,294)	(129,045)
Opening Reserves (Forecast)	(828,406)	(544,230)	(1,372,636)
(Surplus) / Deficit for the year	(14,751)	(114,294)	(129,045)
Interest transfer	54,000	54,000	108,000
Contribution to National Park (General) Reserve	(50,000)	50,000	0
Closure of HLF reserve	(151,602)	0	(151,602)
Closing Reserves (Forecast)	(990,759)	(554,524)	(1,545,283)

7. Operations

- 7.1. The Operations budget has seen an increase to staff costs to reflect the provisional £1,925 per FTE pay increase, subject to negotiations by the NJC. Waterways and Recreation Strategy has seen an increase for the third year of Access for All Funding from DEFRA. Practical Maintenance has seen an increase to expenditure in Mutford Lock repairs and maintenance, gauge boards replacements and structure repairs at How Hill. Launches has seen an increase to maintenance and fuel costs.
- 7.2. As with previous years, however, it is important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2024/25.

8. Strategic Services

- 8.1. As with the Operations budget, staff costs have increased for the same reasons. Development Management has seen an increase due to increased enforcement and landscape costs. External funding has seen an increase in income and expenditure for the Restoration Grant, Paludiculture Exploration Fund and Farming in Protected Landscapes. Strategy and Projects have been increased to provide a small working budget for external funding bids. Visitor Centres and Yacht Stations has seen a reduction to income to reflect the drop-in mooring fees, although this does assume charging at Reedham will start from the beginning of the season. Again, there is little capacity to take on additional projects or ad-hoc work.

9. Finance and support services

- 9.1. As per Operations and Strategic Services, staff costs have increased for the same reasons. Legal costs have been increased to reflect increased legal fees, including the Monitoring Officer. Finance and Insurance has seen an increase due to the rising costs of external audit. The Public Sector Auditor Appointments (PSAA) have confirmed that for the next contract individual authorities will see an 151% increase on audit fees for 2023/24 onwards. The new scale fees were published on 28 November 2023. The fee will be payable for the next five years of audits from 2023/24 to 2027/28. Insurance costs have also increased due to the additional equipment being covered and increased premiums.

10. Central and shared costs and cost apportionment

- 10.1. Cost apportionments remains broadly the same as those for 2023/24 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2024/25 are set out in Appendix 3.
- 10.2. The overall split of estimated income and proposed net expenditure in 2024/25 remains broadly the same, 43% National Park and 57% Navigation.

10.3. Table 6 provides further details of central and shared costs. These should not be seen as synonymous with overheads but have been identified in line with those areas specifically examined by the Resource Allocation Working Group. As such, they reflect costs across the Authority included within the budgets of Operations, Strategic Services and Finance and Support Services directorates.

Table 6

Central and shared costs

Year	Central and Shared Costs £000's	Apprenticeship levy costs £000's	Total £000's	Percentage split of central and shared costs	Total Core Income £000's	Central and shared costs as percentage of core income
2023/24 National Park	2,051	3	2,054	58%	3,699	56%
2023/24 Navigation	1,458	3	1,461	42%	4,315	34%
2023/24 Consolidated	3,509	6	3,515	100%	8,014	44%
2024/25 National Park	1,517	5	1,522	51%	3,504	43%
2024/25 Navigation	1,455	4	1,459	49%	4,625	32%
2024/25 Consolidated	2,972	9	2,981	100%	8,129	37%
2025/26 National Park	1,541	5	1,546	51%	3,464	45%
2025/26 Navigation	1,478	4	1,482	49%	4,833	31%
2025/26 Consolidated	3,019	9	3,028	100%	8,297	36%
2026/27 National Park	1,562	5	1,567	51%	3,449	45%

Year	Central and Shared Costs £000's	Apprenticeship levy costs £000's	Total £000's	Percentage split of central and shared costs	Total Core Income £000's	Central and shared costs as percentage of core income
2026/27 Navigation	1,500	5	1,505	49%	4,914	31%
2026/27 Consolidated	3,062	10	3,072	100%	8,363	37%

10.4. Central and shared costs have been identified 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 staff training; governance and members' allowances; and the Chief Executive. All of these play a vital role in supporting the delivery of front-line services.

11. Assumptions used for the budget and financial strategy

11.1. The following key assumptions have been applied in developing the draft budget and financial strategy:

- National Park Grant will remain at 2023/24 allocation.
- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast.
- Salary negotiations for 2024/25 will be in line with the £1,925 per FTE budgeted and increases from 2025/26 onwards are based on a provisional increase of 3%, subject to negotiations with the NJC.
- Staffing levels will remain at 100% of budget. Staff turnover may result in timing differences between vacancy and appointment. Where these savings arise, the forecast will be adjusted accordingly.
- No contributions will be made to the asset replacement earmarked reserves for one year only, except for vehicle replacements.
- The Authority will move to a smaller Head Office from 1 April 2024.
- The forecast outturn position for 2023/24 will be delivered in line with budget holders' projections; and

- 2024/25 will see the third instalment of £50,000 being transferred back to the National Park reserve.

11.2. A detailed sensitivity analysis for some of these key assumptions is set out below in table 7.

Table 7

Budget sensitivity analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park Budget for 2023/24 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	36,000
Navigation Budget for 2023/24 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	44,000
Overall salary increases of £1,925 per FTE in 2024/25	1% change in salary inflation	7,610
Boat numbers and distribution remain as predicted in 2024/25	1% change in navigation toll income	44,000
National Park Grant in line with current allocations and no further reductions in 2024/25	1% change in National Park Grant income	34,000
Inflation	1% increase on non-salary budgets	19,000

12. Earmarked reserves

12.1. The Authority's earmarked reserve strategy for the period 2024/25 to 2026/27 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of November 2023, planned expenditure until the end of the financial year, and provides an analysis of movements in reserves, split between national park and navigation in all years to 2026/27.

12.2. Earmarked reserves stand at £3,683,050 (navigation £1,584,093) at the end of November 2023 and are forecast to decrease to £2,711,373 (navigation £1,204,007) by the end of the financial year due to the planned expenditure being completed by 31 March 2024.

12.3. Appendix 4 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 3. Planned expenditure from reserves is itemised within Appendix 4 and includes in 2024/25:

- Replacement of four vehicles.
- Replacement of a welfare unit, dipper arm extension and weed bucket for excavators, telescopic handler and a concrete pump.
- Replacement Ranger launch.
- Software development for the new tolls system.
- Replacement Finance system.
- Piling at Repps bank.
- Works at Hoveton Riverside Park.
- Improvements at Bridge Green.
- Partnership and External Funding costs; and
- Project expenditure for the Catchment Partnership and Water Mills and Marshes.

12.4. Planned expenditure from earmarked reserves in 2025/26 and 2026/27 includes the replacement of five further vehicles, NATO floats, Yanmar tracked carrier, mower, deposit for a long reach excavator, clamshell bucket, Takeuchi excavator, iron horse, a hydraulic power pack, Partnership and External Funding and Catchment Partnership.

12.5. Taking account of all these items, the forecast balance of earmarked reserves at the end of 2026/27 is £2,253,846 (navigation £928,957), although it should be noted that expenditure plans for 2025/26 and beyond are likely to be refined again when the financial strategy for 2025/26 is developed later next year.

13. Risk implications

13.1. Loss of income is identified in the corporate risk register under risk number four. This is a significant risk to the Authority, table 7 highlights the impact of a 1% movement. The cost-of-living crisis means that many people, including hire boat operators, may face some difficult decision regarding their continued boat ownership.

14. Conclusion

14.1. The budget presented here incorporates the navigation charges for 2024/25 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, while making prudent provision for asset maintenance over the life of the strategy and beyond. Minor adjustments have also been made reflecting the

latest staffing forecasts. As a result of all these factors, there is no capacity within the budget for additional projects.

- 14.2. The National Park part of the budget shows a small surplus for 2024/25 which will cushion the impact of a further year of a flat cash settlement from DEFRA. This will result in a reserve balance of £990,759 at the end of 2024/25. While confirmation on the settlement is awaited, figures for 2025/26 onwards should be viewed with a high degree of uncertainty. Currently from 2025/26 onwards the budget returns to a deficit which will be funded from reserves. Work will be undertaken during 2024/25 to identify further savings and income generation opportunities and brought back to members in due course. The impact of any change (positive or negative) will need careful consideration to make sure National Park expenditure is sustainable.
- 14.3. It is important to recognise that the budget is highly sensitive to changes in salary inflation, with a significant proportion of the budget being made up of staff costs. The budget is based on a £1,925 per FTE increase in salaries for the period April 2024 to March 2025. As in previous years there continues to be uncertainty about the amount and the timing of the likely award.
- 14.4. The consolidated surplus of £129,045 allowed for in the 2024/25 budget will continue to maintain both reserves above the recommended minimum (10% + £100,000 National Park and 10% Navigation). Despite falling inflation, the impact of cost increases should not be underestimated and its effect on purchasing materials and services.
- 14.5. On both sides of the budget the level of reserves held by the Authority provides a cushion to increasing costs and allows time to plan for achievable medium-term savings that will benefit both sides of the budget whilst maintaining appropriate minimum level of reserves.
- 14.6. As in previous years, it remains the case that the indicative tolls increase in 2025/26 and beyond will need to be revisited during next year's budget setting process to ensure they remain appropriate. This could be as a result of any variations from current assumptions or changes to outturn figures for 2023/24.

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[Broads Plan](#) strategic objectives: strategic objectives: C1, C2, C3, C4

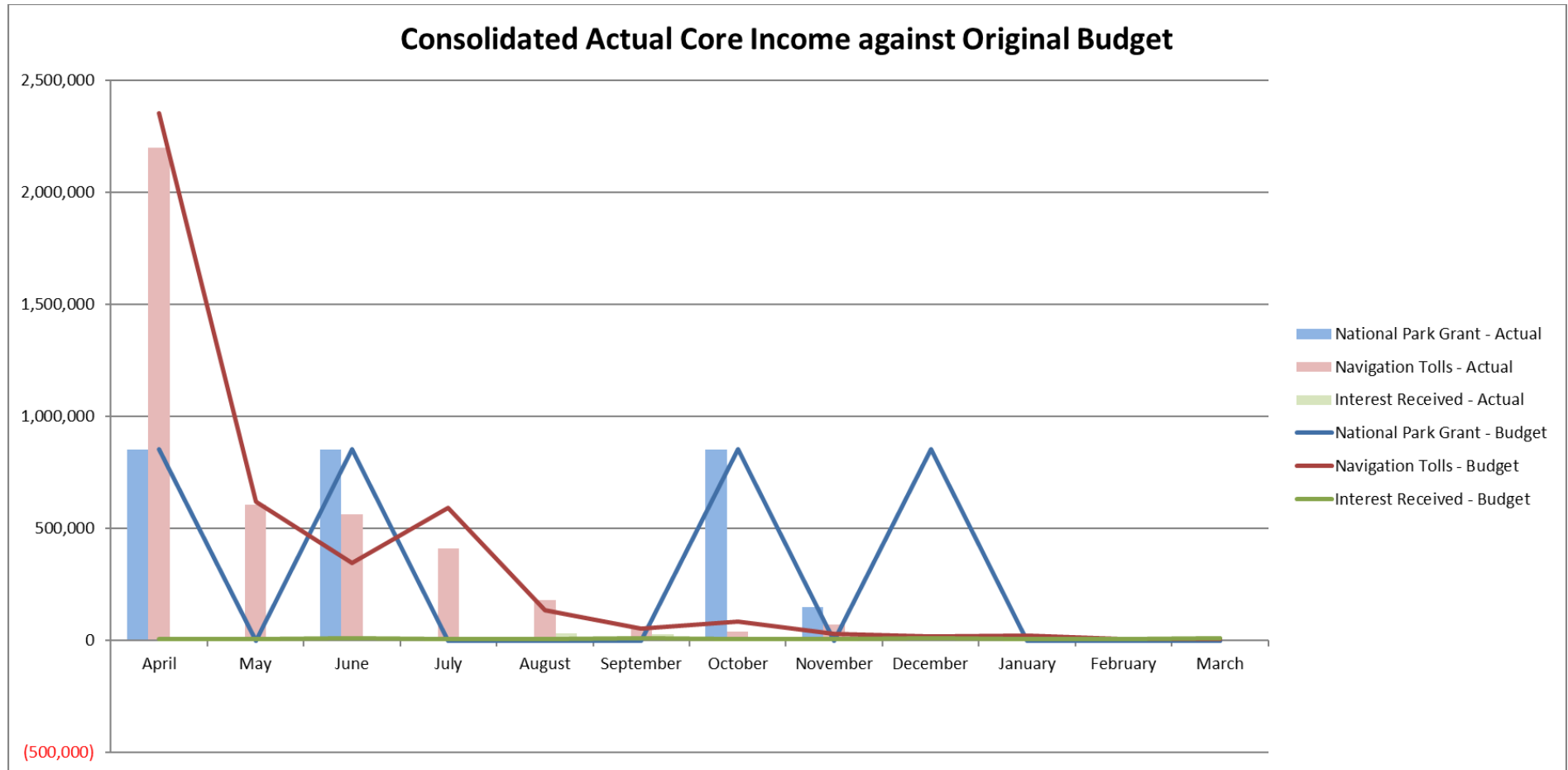
Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2023

Appendix 2 - Financial monitor: Consolidated income and expenditure 2023/24

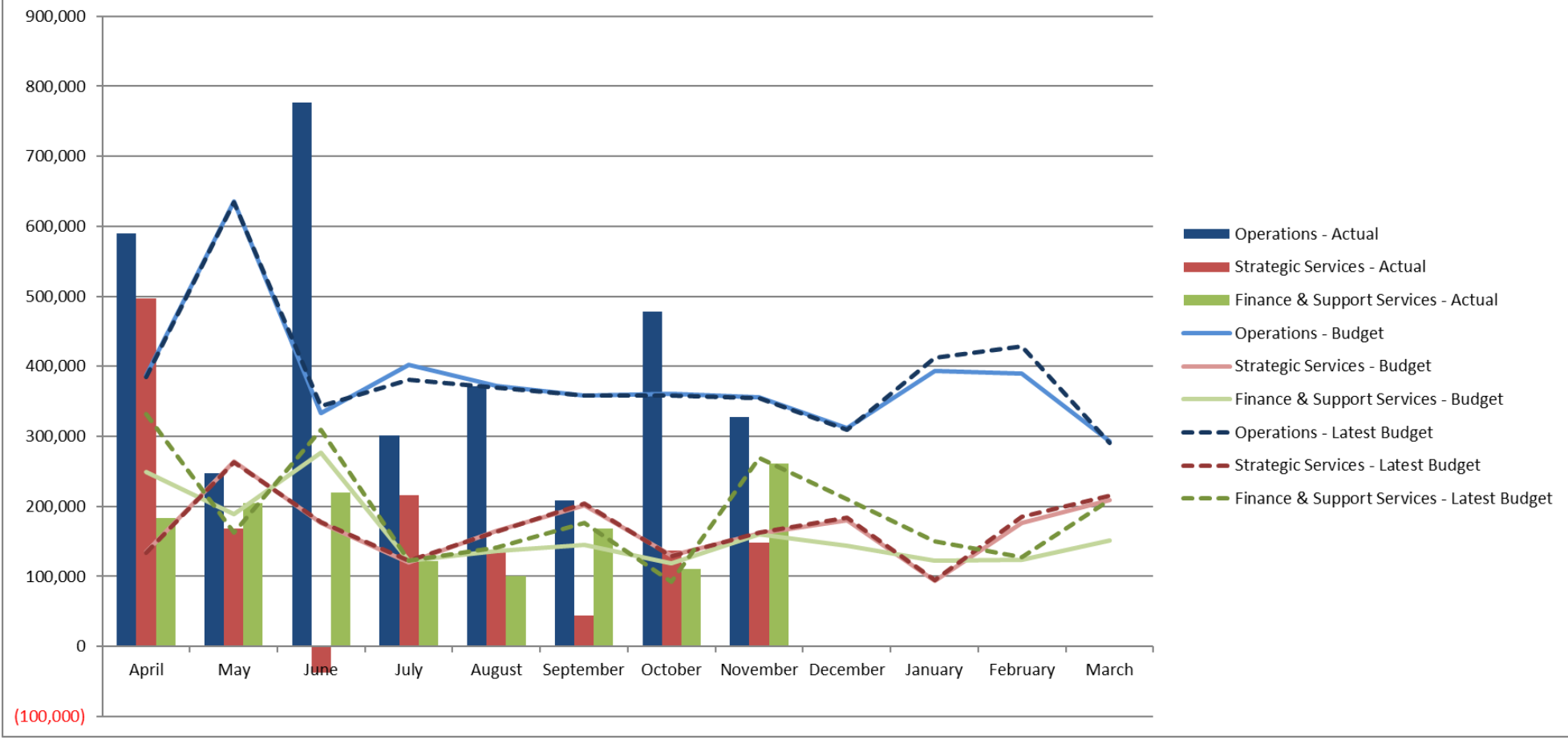
Appendix 3 –2024/25 Budget and Financial Strategy to 2026/27

Appendix 4 –Earmarked reserves 2023/24 to 2026/27 for budget

Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2023



Consolidated Net Actual Expenditure against Original and Latest Budget



Appendix 2 – Financial monitor: Consolidated income and expenditure 2023/24

Table 1
Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(7,803,688)	0	(7,803,688)	(8,014,112)	210,424
National Park Grant	(3,414,078)	0	(3,414,078)	(3,564,078)	150,000
Hire Craft Tolls	(1,333,000)	0	(1,333,000)	(1,322,781)	-10,219
Private Craft Tolls	(2,844,000)	0	(2,844,000)	(2,769,643)	-74,357
Short Visit Tolls	(55,000)	0	(55,000)	(55,000)	0
Other Toll Income	(32,610)	0	(32,610)	(32,610)	0
Interest	(125,000)	0	(125,000)	(270,000)	145,000

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,861,285	32,050	4,893,335	4,778,934	114,401
Construction and Maintenance Salaries	1,549,230	0	1,549,230	1,571,849	-22,619
Salaries	1,549,230	0	1,549,230	1,574,610	-25,380
Expenditure	0	0	0	(2,761)	2,761
Equipment, Vehicles & Vessels	769,670	0	769,670	769,670	0
Income	(1,000)	0	(1,000)	(1,000)	0
Expenditure	770,670	0	770,670	770,670	0
Water Management	88,700	0	88,700	88,700	0
Expenditure	88,700	0	88,700	88,700	0
Land Management	(31,145)	0	(31,145)	(32,145)	1,000
Income	(87,500)	0	(87,500)	(87,500)	0
Expenditure	56,355	0	56,355	55,355	1,000
Practical Maintenance	592,475	0	592,475	442,475	150,000
Income	(56,185)	0	(56,185)	(56,185)	0
Expenditure	648,660	0	648,660	498,660	150,000

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Waterways and Recreation Strategy	55,920	0	55,920	54,380	1,540
Income	0	0	0	0	0
Salaries	47,920	0	47,920	46,380	1,540
Expenditure	8,000	0	8,000	8,000	0
Ranger Services	1,117,940	32,050	1,149,990	1,165,800	-15,810
Income	0	0	0	0	0
Salaries	986,990	0	986,990	1,002,800	-15,810
Expenditure	130,700	32,050	162,750	162,750	0
Pension Payments	250	0	250	250	0
Safety	143,315	0	143,315	143,335	-20
Income	(500)	0	(500)	(500)	0
Salaries	87,870	0	87,870	87,890	-20
Expenditure	55,945	0	55,945	55,945	0
Premises	294,450	0	294,450	294,450	0
Income	(2,600)	0	(2,600)	(2,600)	0
Expenditure	297,050	0	297,050	297,050	0
Project Funding	130,600	0	130,600	130,600	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	118,100	0	118,100	118,100	0
Pension Payments	12,500	0	12,500	12,500	0
Operations Management and Administration	150,130	0	150,130	149,820	310
Salaries	144,030	0	144,030	143,720	310
Expenditure	6,100	0	6,100	6,100	0

Table 3
Strategic Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Strategic Services	1,722,479	46,217	1,768,696	1,790,764	-22,068
Development Management	419,510	14,000	433,510	434,830	-1,320
Income	(87,500)	0	(87,500)	(90,500)	3,000
Salaries	459,380	0	459,380	471,920	-12,540
Expenditure	42,930	14,000	56,930	48,710	8,220
Pension Payments	4,700	0	4,700	4,700	0
Strategy and Projects Salaries	264,590	7,478	272,068	257,001	15,067
Income	(209,000)	0	(209,000)	(401,833)	192,833
Salaries	215,230	21,478	236,708	301,650	-64,942
Expenditure	258,360	(14,000)	244,360	357,184	-112,824
Biodiversity Strategy	9,300	0	9,300	20,988	-11,688
Expenditure	9,300	0	9,300	20,988	-11,688
Human Resources	161,810	0	161,810	161,950	-140
Salaries	102,110	0	102,110	102,250	-140
Expenditure	59,700	0	59,700	59,700	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Volunteers	75,360	0	75,360	75,950	-590
Salaries	61,860	0	61,860	62,450	-590
Expenditure	13,500	0	13,500	13,500	0
Communications	393,974	0	393,974	427,154	-33,180
Income	(250)	0	(250)	(49,895)	49,645
Salaries	312,910	0	312,910	346,090	-33,180
Expenditure	81,314	0	81,314	130,959	-49,645
Visitor Centres and Yacht Stations	265,175	24,739	289,914	284,704	5,210
Income	(306,550)	0	(306,550)	(306,550)	0
Salaries	444,070	0	444,070	438,860	5,210
Expenditure	127,655	24,739	152,394	152,394	0
Strategic Services Management and Administration	132,760	0	132,760	128,187	4,573
Salaries	130,260	0	130,260	129,960	300
Expenditure	2,500	0	2,500	(1,773)	4,273
Strategy and Projects	0	0	0	0	0
Expenditure	0	0	0	0	0

Table 4

Finance and Support Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Finance & Support Services	1,937,520	364,056	2,301,576	2,493,264	-191,688
National Park Grant	0	0	0	150,000	-150,000
Expenditures	0	0	0	150,000	-150,000
Legal	104,000	0	104,000	134,000	-30,000
Income	(6,000)	0	(6,000)	(6,000)	0
Expenditure	110,000	0	110,000	140,000	-30,000
Governance	245,350	0	245,350	241,250	4,100
Salaries	185,750	0	185,750	185,450	300
Expenditure	59,600	0	59,600	55,800	3,800
Chief Executive	133,060	0	133,060	130,786	2,274
Salaries	132,060	0	132,060	130,600	1,460
Expenditure	1,000	0	1,000	186	814
Asset Management	153,880	0	153,880	146,100	7,780
Income	(24,300)	0	(24,300)	(24,300)	0
Salaries	53,320	0	53,320	53,740	-420

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	124,860	0	124,860	116,660	8,200
Premises – Head Office	161,940	364,056	525,996	525,996	0
Expenditure	161,940	364,056	525,996	525,996	0
Finance and Insurance	495,510	0	495,510	507,850	-12,340
Income	0	0	0	(10,000)	10,000
Salaries	268,010	0	268,010	268,200	-190
Expenditure	227,500	0	227,500	249,650	-22,150
Collection of Tolls	208,680	0	208,680	210,930	-2,250
Salaries	198,080	0	198,080	200,330	-2,250
Expenditure	10,600	0	10,600	10,600	0
ICT	435,100	0	435,100	446,352	-11,252
Salaries	224,000	0	224,000	235,520	-11,520
Expenditure	211,100	0	211,100	210,832	268

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	28,625	0	28,625	18,405	10,220
Partnerships / HLF	21,925	0	21,925	11,705	10,220
Income	(91,535)	0	(91,535)	(91,535)	0
Salaries	96,460	0	96,460	86,240	10,220
Expenditure	17,000	0	17,000	17,000	0
Corporate Items	6,700	0	6,700	6,700	0
Expenditure	6,700	0	6,700	6,700	0

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	(727,999)	(442,323)	(1,170,322)	(1,025,082)	-145,240
Earmarked Reserves	(727,999)	(442,323)	(1,170,322)	(1,025,082)	-145,240
Expenditure	(727,999)	(442,323)	(1,170,322)	(1,025,082)	-145,240

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	18,222	0	18,222	42,172	-23,950

Row Labels	2022/23			2023/24			2024/25			2025/26			2026/27			2024/25 Apportionment				
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation			
	2022/23 (Actual)	2022/23 (Actual)	2022/23 (Actual)	2023/24 (Latest Available Budget)	2023/24 (Latest Available Budget)	2023/24 (Latest Available Budget)	2024/25 (Forecast)	2024/25 (Forecast)	2024/25 (Forecast)	2024/25 (Budget)	2024/25 (Budget)	2024/25 (Budget)	2025/26 (Budget)	2025/26 (Budget)	2025/26 (Budget)	2026/27 (Budget)	2026/27 (Budget)	2026/27 (Budget)	National Park	Navigation
Income																				
Income																				
National Park Grant	(4,784,591)	0	(4,784,591)	(3,414,078)	0	(3,414,078)	(3,564,078)	0	(3,564,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	100%	0%
Hire Craft Tolls	0	(1,204,264)	(1,204,264)	0	(1,333,000)	(1,333,000)	0	(1,322,781)	(1,322,781)	0	(1,436,000)	(1,436,000)	0	(1,515,000)	(1,515,000)	0	(1,546,000)	(1,546,000)	0%	100%
Private Craft Tolls	0	(2,516,714)	(2,516,714)	0	(2,844,000)	(2,844,000)	0	(2,769,643)	(2,769,643)	0	(3,006,000)	(3,006,000)	0	(3,171,330)	(3,171,330)	0	(3,234,757)	(3,234,757)	0%	100%
Short Visit Tolls	0	(54,089)	(54,089)	0	(55,000)	(55,000)	0	(55,000)	(55,000)	0	(60,000)	(60,000)	0	(63,300)	(63,300)	0	(64,566)	(64,566)	0%	100%
Other Toll Income	0	(35,474)	(35,474)	0	(32,610)	(32,610)	0	(32,610)	(32,610)	0	(32,930)	(32,930)	0	(33,260)	(33,260)	0	(33,590)	(33,590)	0%	100%
Interest	(58,570)	(58,570)	(117,141)	(62,500)	(62,500)	(125,000)	(135,000)	(135,000)	(270,000)	(90,000)	(90,000)	(180,000)	(50,000)	(100,000)	(100,000)	(35,000)	(35,000)	(70,000)	50%	50%
Income Total	(4,843,162)	(3,869,111)	(8,712,273)	(3,476,578)	(4,327,110)	(7,803,688)	(3,699,078)	(4,315,034)	(8,014,112)	(3,504,078)	(4,624,930)	(8,129,008)	(3,464,078)	(4,832,890)	(8,296,968)	(3,449,078)	(4,913,913)	(8,362,991)	43%	57%
Net Expenditure	(4,843,162)	(3,869,111)	(8,712,273)	(3,476,578)	(4,327,110)	(7,803,688)	(3,699,078)	(4,315,034)	(8,014,112)	(3,504,078)	(4,624,930)	(8,129,008)	(3,464,078)	(4,832,890)	(8,296,968)	(3,449,078)	(4,913,913)	(8,362,991)	43%	57%
Operations																				
Construction and Maintenance Salaries	549,462	902,955	1,452,417	599,074	998,076	1,597,150	606,384	1,011,844	1,618,229	646,965	1,066,225	1,713,190	668,333	1,106,187	1,774,520	677,329	1,119,251	1,796,580	38%	62%
Construction and Maintenance Salaries (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Equipment, Vehicles and Vessels	161,938	377,856	539,794	231,201	539,469	770,670	231,201	539,469	770,670	184,980	431,620	616,600	176,580	412,020	588,600	179,580	419,020	598,600	30%	70%
Equipment, Vehicles and Vessels (Income)	(5,343)	(12,468)	(17,811)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	30%	70%
Water Management	2,245	50,311	52,557	4,700	84,000	88,700	4,700	84,000	88,700	5,500	75,000	80,500	5,500	75,000	80,500	5,500	75,000	80,500	7%	93%
Water Management (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	68,861	0	68,861	56,355	0	56,355	55,355	0	55,355	57,350	0	57,350	57,350	0	57,350	57,350	0	57,350	100%	0%
Land Management (Income)	(102,663)	0	(102,663)	(87,500)	0	(87,500)	(87,500)	0	(87,500)	(78,235)	0	(78,235)	(78,235)	0	(78,235)	(78,235)	0	(78,235)	100%	0%
Waterways and Recreation Strategy	64,055	6,992	71,047	0	8,000	8,000	0	8,000	8,000	82,851	6,400	89,251	0	6,400	6,400	0	6,400	6,400	93%	7%
Waterways and Recreation Strategy (Income)	(64,055)	0	(64,055)	0	0	0	0	0	0	(82,851)	0	(82,851)	0	0	0	0	0	0	100%	0%
Practical Maintenance	122,812	491,986	614,799	240,900	407,760	648,660	90,900	407,760	498,660	327,140	393,250	720,390	123,140	408,250	531,390	123,140	408,250	531,390	45%	55%
Practical Maintenance (Income)	0	(16,709)	(16,709)	0	(56,185)	(56,185)	0	(56,185)	(56,185)	0	(26,425)	(26,425)	0	(26,425)	(26,425)	0	(26,425)	(26,425)	0%	100%
Ranger Services	277,222	751,208	1,028,430	215,433	934,557	1,149,990	218,595	947,205	1,165,800	231,031	1,192,875	1,423,906	235,146	1,039,334	1,274,480	238,783	1,053,882	1,292,665	16%	84%
Ranger Services (Income)	(101)	(235)	(335)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Safety	66,224	87,252	153,476	46,363	97,453	143,815	46,270	97,566	143,835	47,390	100,280	147,670	44,529	100,471	145,000	44,910	101,910	146,820	32%	68%
Safety (Income)	(1,005)	(937)	(1,942)	0	(500)	(500)	0	(500)	(500)	0	(500)	(500)	0	(500)	(500)	0	(500)	(500)	0%	100%
Project Funding	11,370	1,126	12,496	129,475	1,125	130,600	129,475	1,125	130,600	0	0	0	0	0	0	0	0	0	0%	0%
Project Funding (Income)	(7,500)	0	(7,500)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	87,097	113,745	200,842	103,074	193,976	297,050	103,074	193,976	297,050	47,812	78,708	126,520	70,087	108,933	179,020	70,087	108,933	179,020	38%	62%
Operational Property (Income)	(3,436)	(8,017)	(11,453)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	30%	70%
Operations Management and Admin	93,942	46,270	140,213	60,052	90,078	150,130	59,928	89,892	149,820	62,768	94,152	156,920	64,540	96,810	161,350	65,960	98,940	164,900	40%	60%
Operations Management and Admin (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Operations Total	1,321,126	2,791,335	4,112,461	1,598,047	3,295,288	4,893,335	1,457,302	3,321,632	4,778,934	1,531,562	3,408,924	4,940,486	1,365,830	3,323,820	4,689,650	1,383,264	3,362,001	4,745,265	31%	69%
Strategic Services																				
Development Management	485,026	4,590	489,616	502,089	4,921	507,010	506,418	4,912	511,330	552,955	5,126	558,080	555,287	5,263	560,550	563,860	5,370	569,230	99%	1%
Development Management (Income)	(83,608)	0	(83,608)	(87,500)	0	(87,500)	(90,500)	0	(90,500)	(90,500)	0	(90,500)	(90,500)	0	(90,500)	(90,500)	0	(90,500)	100%	0%
Strategy and Projects Salaries	120,544	10,005	130,550	139,129	28,181	167,310	125,543	25,880	151,423	144,253	29,287	173,540	184,573	30,073	214,646	210,815	30,686	241,500	83%	17%
Strategy and Projects (Income)	91,738	1	91,740	112,280	0	112,280	123,800	0	123,800	172,728	0	172,728	112,454	0	112,454	93,000	0	93,000	100%	0%
Biodiversity Strategy	18,858	0	18,858	9,300	0	9,300	20,988	0	20,988	8,520	0	8,520	8,000	0	8,000	8,000	0	8,000	100%	0%
Biodiversity Strategy (Income)	(14,290)	0	(14,290)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Discovery Grant	682,033	0	682,033	0	0	0	19,580	0	19,580	10,070	0	10,070	0	0	0	0	0	0	100%	0%
NCPGS Discovery Grant (Income)	(709,347)	0	(709,347)	0	0	0	(19,580)	0	(19,580)	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Restoration Grant	0	0	0	0	0	0	0	0	0	147,120	0	147,120	0	0	0	0	0	0	100%	0%
NCPGS Restoration Grant (Income)	0	0	0	0	0	0	0	0	0	(157,190)	0	(157,190)	0	0	0	0	0	0	100%	0%
Pallidiculture Exploration Fund	0	0	0	0	0	0	27,420	0	27,420	43,450	0	43,450	0	0	0	0	0	0	100%	0%
Pallidiculture Exploration Fund (Income)	0	0	0	0	0	0	(27,420)	0	(27,420)	(43,450)	0	(43,450)	0	0	0	0	0	0	100%	0%
FIPL	169,121	0	169,121	194,000	0	194,000	350,611	0	350,611	488,220	0	488,220	27,700	0	27,700	29,000	0	29,000	100%	0%
FIPL Grant (Income)	(169,121)	0	(169,121)	(194,000)	0	(194,000)	(339,833)	0	(339,833)	(480,320)	0	(480,320)	0	0	0	0	0	0	100%	0%
Environment Land Management System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Environment Land Management System (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Environment Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Environment Grant (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Communications	294,050	85,351	379,402	292,554	90,148	382,702	318,426	90,636	409,062	285,569	96,141	381,710	289,186	97,415	386,600	293,981	99,249	393,230	75%	25%
Communications (Income)	(3,680)	0	(3,680)	(250)	0	(250)	(16,000)	0	(16,000)	(250)	0	(250)	(250							

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	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
	Actual Balance 01 April 2023 (incl interest)	(421,967)	(514,394)	(936,361)	(153,571)	(482,307)	(635,878)	(212,285)	(164,294)	(376,578)	(1,073,525)	(110,605)	(1,184,130)	(171,017)	(463,385)	(2,264,057)	(1,503,292)	(3,767,349)	
2023/24	Contributions to Reserves to 30/11/2023																		
	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	(11,400)	(26,600)	(38,000)	0	0	0	0	0	0			(11,400)	(26,600)	(38,000)	
	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 (MLK000552)	0	(1,462)	(1,462)	0	0	0	0	0	0	0	0	0			0	(1,462)	(1,462)	
	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	(2,600)	(10,400)	(13,000)	0	0	0	0	0	0			(2,600)	(10,400)	(13,000)	
	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	(10,050)	(4,950)	(15,000)	0	0	0	0	0	0			(10,050)	(4,950)	(15,000)	
	Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)	
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	(46,000)	0	0	0	0	0	0	0	0	0			(46,000)	0	(46,000)	
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)		(10,400)	(9,600)	(20,000)	
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	(24,263)	0	(24,263)		(24,263)	0	(24,263)	
	Sale of old vehicles (VEH000552)	0	0	0	(2,430)	(5,670)	(8,100)	0	0	0	0	0	0			(2,430)	(5,670)	(8,100)	
	CANAPE Income (CANXXX552)	0	0	0	0	0	0	0	0	0	0	0	0		1,164	582	582	1,164	
	Catchment Partnership (CAT000552)	0	0	0	0	0	0	0	0	0	0	(7,495)	0	(7,495)		(7,495)	0	(7,495)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0		(55,318)	(55,318)	0	(55,318)	
	UK Communications Team (Income)	0	0	0	0	0	0	0	0	0	0	(33,895)	0	(33,895)		(33,895)	0	(33,895)	
	Upper Thurne monies rec'd	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Upper Thurne contribution to Reserve (Budget £21,000)	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)		(21,000)	0	(21,000)	
	Pool Vehicles	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Income from sales of Dockyard assets	0	0	0	(657)	(1,532)	(2,189)	0	0	0	0	0	0			(657)	(1,532)	(2,189)	
	Planning policy	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Asset Management	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Rangers income (Plug in grant)	0	0	0	(750)	(1,750)	(2,500)	0	0	0	0	0	0			(750)	(1,750)	(2,500)	
	Contributions from Reserves to 30/11/2023																		
	Replacement of AO12 DWY & DWX (ordered in 22/23, delivery in 23/24), plus 3 other vehicles (VEH000450)	0	0	0	14,603	34,073	48,676	0	0	0	0	0	0			14,603	34,073	48,676	
	Replacement Fen excavator, field shelter & pony trailer (VES000450)	0	0	0	24,480	57,120	81,600	0	0	0	0	0	0			24,480	57,120	81,600	
	Replacement of AO12 URF, AO12 TXV & AO12 URE(RAN000450)	0	0	0	10,602	24,737	35,339	0	0	0	0	0	0			10,602	24,737	35,339	
	Site maintenance Hoveton Riverside Park £100k deferred from 22/23 (SIM000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Dockyard - solar panels (deferred from 22/23) and repile 55m2 edge (PRM009450)	0	0	0	0	0	0	288	671	959	0	0	0			288	671	959	
	EXPERIENCE grant expenditure NCC (COM000450)	0	0	0	0	0	0	0	0	0	0	15,874	0	15,874		15,874	0	15,874	
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	32,593	0	32,593		32,593	0	32,593	
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0		217,982	217,982	0	217,982	
	CANAPE Expenditure (CANXXX450)	0	0	0	0	0	0	0	0	0	0	0	0		18,364	9,182	9,182	18,364	
	Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	UK Communications Team (UKC000450)	0	0	0	0	0	0	0	0	0	0	28,776	0	28,776		28,776	0	28,776	
	Replacement shed at Reedham Quay	0	0	0	0	0	0	3,851	1,497	5,348	0	0	0			3,851	1,497	5,348	
	Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	2,099	0	2,099		2,099	0	2,099	
	Yare House dilapidations and moving costs (YAH000450)	0	0	0	0	0	0	10,603	0	10,603	68,006	0	0			78,609	0	78,609	
	Farming in protective landscapes	0	0	0	0	0	0	0	0	0	0	4,638	0	4,638		4,638	0	4,638	
Actual Balance 30 November 2023	(467,967)	(540,856)	(1,008,823)	(159,373)	(511,679)	(671,051)	(222,744)	(189,425)	(412,169)	(1,018,593)	(120,205)	(1,138,798)	(8,352)	(443,857)	(2,098,957)	(1,584,093)	(3,683,050)		
Contributions to Reserves to 31/03/24																			
Mutford Lock Rent (MLK000552)	0	(538)	(538)	0	0	0	0	0	0	0	0	0			0	(538)	(538)		
Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Catchment Partnership Norfolk Rivers Trust (CAT000552)	0	0	0	0	0	0	0	0	0	0	(7,505)	0	(7,505)		(7,505)	0	(7,505)		
Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0		(121,875)	(121,875)	0	(121,875)		
UK Communications income (UKC000552)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
CANAPE Income	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Sale of old vehicles (VEH000552)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Contributions from Reserves to 31/03/24																			
Replacement of AO12 DWY & DWX (ordered in 22/23, delivery in 23/24), plus 3 other vehicles (VEH000450)	0	0	0	32,382	75,557	107,939	0	0	0	0	0	0			32,382	75,557	107,939		
Replacement Fen excavator, field shelter & pony trailer (VES000450)	0	0	0	5,520	12,880	18,400	0	0	0	0	0	0			5,520	12,880	18,400		
Repairs to How Hill Boat Shed (BHB000450) (delayed from 20/21)	0	0	0	0	0	0	18,000	7,000	25,000	0	0	0			18,000	7,000	25,000		
Dockyard - solar panels (deferred from 22/23) and repile 55m2 edge (PRM009450)	0	0	0	0	0	0	35,712	83,329	119,041	0	0	0			35,712	83,329	119,041		
Site maintenance Hoveton Riverside Park £100k deferred from 22/23 (SIM000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Electric charging points at Potter (delayed from 22/23 due landowner agreements) (UTE000450)	0	0	0	0	0	0	0	0	0	0	18,000	0	18,000		18,000	0	18,000		
EXPERIENCE grant expenditure NCC (COM000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	20,000	20,000		0	20,000	20,000		
CANAPE Expenditure outstanding planting (CANXXX450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0		70,500	70,500	0	70,500		
Yare House dilapidations and moving costs (YAH000450)	0	0	0	0	0	0	33,702	0	33,702	281,706	0	0			315,407	0	315,407		
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	17,609	0	17,609		17,609	0	17,609		
UK Communications Team (UKC000450)	0	0	0	0	0	0	0	0	0	0	3,928	0	3,928		3,928	0	3,928		
Reedham Quay Hut (YHT000450)	0	0	0	0	0	0	13,962	5,429	19,391	0	0	0			13,962	5,429	19,391		
Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	8,601	0	8,601		8,601	0	8,601		
Farming in protective landscapes	0	0	0	0	0	0	0	0	0	0	4,921	0	4,921		4,921	0	4,921		
Repayment of loan for CANAPE	(26,000)	0	(26,000)	(9,750)	(22,750)	(32,500)	(9,750)	(22,750)	(32,500)	0	0	0		91,000	0	0	0		
Closure of CANAPE/HLF & bal trf to General (NP) and Nav														352,857	176,428	176,428	352,857		
Forecast Balance 01 April 2024	(493,967)	(541,394)	(1,035,361)	(131,221)	(445,991)	(577,212)	(131,118)	(116,417)	(247,535)	(691,333)	(100,205)	(791,538)	(59,727)	0	(1,507,366)	(1,204,007)	(2,711,373)		

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	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
2024/25	<u>Contributions to Reserves to 31/03/25</u>																		
	Vessels and Equipment (VES000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Vehicles (VEH000451)	0	0	0	(11,400)	(26,600)	(38,000)	0	0	0	0	0	0			(11,400)	(26,600)	(38,000)	
	Mutford Lock (MLK000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)	
	Launches (LAU000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Ranger Vehicles (RAN000451)	0	0	0	(2,600)	(10,400)	(13,000)	0	0	0	0	0	0			(2,600)	(10,400)	(13,000)	
	Dockyard Site (PRM009451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Pool Vehicles (PCP000451)	0	0	0	(10,050)	(4,950)	(15,000)	0	0	0	0	0	0			(10,050)	(4,950)	(15,000)	
	Building repairs (PRM000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Asset Management for Countryside sites (SIM00451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Potter Heigham Chalet Income (UTE000451)	0	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	0	(26,330)	0	(26,330)		(26,330)	0	(26,330)	
	Catchment Partnership NRT contribution (CAT000552)	0	0	0	0	0	0	0	0	0	0	(15,000)	0	(15,000)		(15,000)	0	(15,000)	
	Heritage Lottery Fund income last 5% of grant (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	0	(121,875)	(121,875)	0	(121,875)	
	<u>Contributions from Reserves to 31/03/25</u>																		
	Replacement of two Hilux (VEH000450)	0	0	0	18,000	42,000	60,000	0	0	0	0	0	0	0		18,000	42,000	60,000	
	Welfare unit (E8k), Dipper arm extension for fen excavator (E11k), Telescopic handler (E23k), Weed bucket for excavator (E5k) & Concrete pump (E150k)	0	0	0	59,100	137,900	197,000	0	0	0	0	0	0	0		59,100	137,900	197,000	
	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		0	200,000	200,000	
	Replacement of two Hilux vehicles (RAN000450)	0	0	0	12,000	48,000	60,000	0	0	0	0	0	0	0		12,000	48,000	60,000	
	Tools system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	30,000	30,000		0	30,000	30,000	
	Replacement Finance system (ICT000450)	0	0	0	0	0	0	0	0	0	0	33,500	16,500	50,000		33,500	16,500	50,000	
	Piling at Repps bank (MMR000450)	0	50,000	50,000	0	0	0	0	0	0	0	0	0	0		0	50,000	50,000	
	Delayed works at Hoveton Riverside Park (SIM000450)	250,000	0	250,000	0	0	0	0	0	0	0	0	0	0		250,000	0	250,000	
Improvements to Bridge Green, Potter Heigham (UTE000450)	0	0	0	0	0	0	0	0	0	0	12,000	0	12,000		12,000	0	12,000		
Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	49,700	0	49,700		49,700	0	49,700		
Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	30,000	30,000	0	30,000		
Farming in protective landscapes	0	0	0	0	0	0	0	0	0	0	7,900	0	7,900		7,900	0	7,900		
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	40,078	0	40,078	151,602	40,078	0	40,078		
Forecast Balance 01 April 2025	(243,967)	(493,394)	(737,361)	(66,171)	(60,041)	(126,212)	(131,118)	(116,417)	(247,535)	(610,486)	(53,705)	(664,190)	0	0	(1,203,344)	(723,557)	(1,926,901)		
2025/26	<u>Contributions to Reserves to 31/03/26</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	(15,300)	(35,700)	(51,000)	0	0	0	0	0	0			(15,300)	(35,700)	(51,000)	
	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	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)	
	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)	
	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	(13,400)	(6,600)	(20,000)			(13,400)	(6,600)	(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	(27,700)	0	(27,700)			(27,700)	0	(27,700)	
	<u>Contributions from Reserves to 31/03/26</u>																		
	Replacement of Hilux (VEH000450)	0	0	0	10,500	24,500	35,000	0	0	0	0	0	0	0		10,500	24,500	35,000	
	Replacement of Hilux (RAN000450)	0	0	0	7,000	28,000	35,000	0	0	0	0	0	0	0		7,000	28,000	35,000	
	Nato floats (E20k), Yanmar tracked carrier (E15k), Mower (E7k), Deposit for long reach excavator (E20k), Clamshell bucket (E12k) & Takeuchi excavator (E15k)	0	0	0	26,700	62,300	89,000	0	0	0	0	0	0	0		26,700	62,300	89,000	
	Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	22,054	0	22,054		22,054	0	22,054	
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	27,700	0	27,700		27,700	0	27,700	
	Forecast Balance 01 April 2026	(243,967)	(520,394)	(764,361)	(75,371)	(93,841)	(169,212)	(156,318)	(143,717)	(300,035)	(622,832)	(60,305)	(683,136)	0	0	(1,250,090)	(818,257)	(2,068,346)	
	2026/27	<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	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)
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	(13,400)	(6,600)	(20,000)			(13,400)	(6,600)	(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	(29,000)	0	(29,000)			(29,000)	0	(29,000)	
<u>Contributions from Reserves to 31/03/27</u>																			
Replacement of Hilux & AU12 OCN (VEH000450)		0	0	0	22,500	52,500	75,000	0	0	0	0	0	0	0		22,500	52,500	75,000	
Iron horse (E18k) & Hydraulic power pack (E28k)		0	0	0	13,800	32,200	46,000	0	0	0	0	0	0	0		13,800	32,200	46,000	
Replacement of AU66 ZL (RAN000450)		0	0	0	7,000	28,000	35,000	0	0	0	0	0	0	0		7,000	28,000	35,000	
Catchment Partnership (CAT000450)		0	0	0	0	0	0	0	0	0	0	29,000	0	29,000		29,000	0	29,000	
Forecast Balance 01 April 2027		(243,967)	(547,394)	(791,361)	(90,571)	(143,641)	(234,212)	(181,518)	(171,017)	(352,535)	(657,232)	(66,905)	(724,136)	0	0	(1,324,890)	(928,957)	(2,253,846)	