

# Broads Authority

20 January 2023

Agenda item number 11

## Budget 2023/24 and financial strategy to 2025/26

Report by Director of Finance

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### Purpose

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

### Broads Plan context

All strategic objectives within the plan.

### Recommended decision

1. To note the actual income and expenditure figures, and adopt the:
  - i. 2023/24 Budget, including endorsement of the assumptions made applied in preparation of the Budget; and
  - ii. Earmarked Reserves and Financial Strategy for the period 2023/24 to 2025/26.
2. Approve the use of the Premises Earmarked Reserve as set out in 2.6 to implement the reduction in the costs of occupation at Yare House.

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## 1. Introduction

- 1.1. This report covers two items; consolidated income and expenditure and the consolidated budget.
- 1.2. Section 2 to 4 gives 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 5 contains the updated budget for 2023/24 and the financial strategy to 2025/26. The draft budget for 2023/24 was the basis of determining the navigation charges for 2023/24 which will be considered by this committee on the previous agenda item. The budget reflects a 13% increase in navigation charges, this report now sets out the budget for 2023/24 alongside the financial strategy to 2025/26.

## 2. Overview of actual income and expenditure

### Income

- 2.1. Core income for 2022/23 is above the profiled budget at the end of November. This is principally due to:
  - Hire boat income is £12,787 above the profiled budget;
  - Private craft income is £35,788 above the profiled budget;
  - Short visit and other toll income is £7,864 above the profiled budget; and
  - Investment income is £37,499 above the profiled budget.
- 2.2. Hire boat income is above the budget because, while the number of weekly hired boats has fallen, this has been more than offset by the increase in day boats. (See the previous agenda item, Appendix 1, for the number of boats as at 1st November 2022).
- 2.3. With additional DEFRA capital funding for access, biodiversity and match-funding for Water, Mills and Marshes, a new weed harvester will be delivered before the end of March 2023. This will boost the response to the increased growth in water plants experienced from the warmer weather.

**Table 1**

Consolidated actual income and expenditure by Directorate to 30 November 2022

Source	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance
Income	(6,266,154)	(6,360,092)	+ 93,938
Operations	3,286,183	3,042,964	+ 243,219
Strategic Services	1,105,276	1,149,337	- 44,061
Finance & Support Services	1,208,731	1,105,739	+ 102,992
Projects, Corporate Items and Contributions from Earmarked Reserves	(215,582)	51,871	- 267,453
<b>Net (Surplus) / Deficit</b>	<b>(881,546)</b>	<b>(1,010,181)</b>	<b>+ 128,635</b>

## Expenditure

- 2.4. Expenditure remains broadly in line with budget. The significant variances seen in previous months have reduced following the 2022 pay award being implemented in the November payroll. This was higher than anticipated and outside the Authority's control.
- 2.5. Following the successful capital bid from DEFRA, a number of the planned spends from the earmarked reserves have been delayed allowing staff to focus on the purchase of the equipment. The purchase of electric vehicles still remains a challenge for the Authority due to the backlog of new vehicles and component parts being delivered to the UK. An update on this year's earmarked reserve spend can be found in Appendix 4.
- 2.6. It is proposed to use the New Office Accommodation balance that currently sits within the Premises earmarked reserve to fund the downsizing of Yare House. This will help with the space planning and re-cabling required to reduce the office foot print. The revised budget for this project in 2022/23 is £18,789 and is included in Appendix 4.
- 2.7. The charts at Appendix 1 provide a visual overview of actual income and expenditure compared with both the original budget and the Latest Available Budget (LAB).

## 3. Latest Available Budget

- 3.1. The Authority's income and expenditure is monitored against the Latest Available Budget (LAB) for 2022/23. 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 consolidated budget 2022/23 (deficit)	Broads Authority 28/01/22 Agenda item number 9	352,484
Approved carry-forwards	Broads Authority 13/05/22 Agenda item number 9	75,000
<b>LAB as at 30 November 2022</b>	n/a	<b>427,484</b>

## 4. Overview of forecast outturn 2022/23

4.1. As at the end of November 2022:

- The total forecast income is £7,299,468.
- Total expenditure is forecast to be £7,703,337.
- The resulting deficit for the year is forecast to be £403,869.

4.2. The forecast outturn reflects the following changes from the LAB as shown in Table 3. Full details of movements from the original budget are in Appendix 2. The forecast deficit represents a favourable variance of £23,615.

**Table 3**

Adjustments to Forecast Outturn

Item	Amount £
Latest Available Budget	427,484
Amounts previously reported 02/12/22	30,239
Increase to Hire craft income	(4,110)
Increase to Private craft income	(34,150)
Increase to interest income	(20,000)
Decrease to Planning fee income	16,000
Decrease to salary expenditure due to vacancies	(11,594)
<b>Forecast outturn deficit as at 30 November 2022</b>	<b>403,869</b>

## 5. 2023/24 budget proposals

- 5.1. The draft budget for 2023/24 and the financial strategy to 2025/26 are set out in Appendix 3 to provide context.
- 5.2. This year the budget has been prepared by Management Team rather than zero based approach taken in previous years. The main objective of this approach is to manage our resources in context of flat cash National Park Grant and to reduce underspends at the end of the financial year.
- 5.3. The draft budget takes account of the following factors:
  - A provisional 5% pay increase for staff being imposed.
  - Rising inflation may reduce the scale of planned works.
  - The reduction of 15 weekly hired boats when compared with 2022/23 numbers.
  - National Park Grant likely to remain at 2022/23 level.
  - £50,000 will continue to be transferred annually from Navigation reserves to repay the £250,000 payment made in 2020/21 from National Park reserves (second instalment).
  - Maintaining the National Park Reserve at 10% plus £100,000 and Navigation Reserve at 10% of net expenditure.
- 5.4. Total core income for 2023/24 is budgeted to be £7,803,688 including £3,414,078 for National Park Grant, £1,333,000 from hire craft tolls and £2,844,000 from private craft tolls. This income takes account of the latest available data for boat numbers. Net expenditure is budgeted at £7,821,910. This will result in a budget deficit of £18,222, which is balanced by the use of funds from the Navigation Reserve. After taking into account the transfer of £75,000 of interest to earmarked reserves, and the second instalment of the £50,000, reserves at the end of March 2024 are forecast to be £1,388,220 (£832,586 National Park and £555,634 Navigation), which amounts to 24.2% and 12.7% of net expenditure for the year respectively. This is an acceptable position given that the both reserves are expected to remain above the recommended minimums.
- 5.5. Table 4 sets out an overview of the proposed 2023/24 budget, which is provided in more detail in Appendix 3.

**Table 4**

Draft 2023/24 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,414,078)	0	(3,414,078)
Navigation Tolls	0	(4,264,610)	(4,264,610)
Other Income	(62,500)	(62,500)	(125,000)
<b>Total Income</b>	<b>(3,476,578)</b>	<b>(4,327,110)</b>	<b>(7,803,688)</b>
Operations	1,705,512	3,317,713	5,023,225
Strategic Services	1,322,373	400,106	1,722,479
Finance & Support Services	800,502	975,078	1,775,580
Corporate Items	3,417	3,283	6,700
Contributions from earmarked reserves	(392,324)	(313,750)	(706,074)
<b>Net Expenditure</b>	<b>3,439,480</b>	<b>4,382,430</b>	<b>7,821,910</b>
<b>Net (Surplus) / Deficit</b>	<b>(37,098)</b>	<b>55,320</b>	<b>18,222</b>
<b>Opening Reserves (Forecast)</b>	<b>(647,988)</b>	<b>(563,454)</b>	<b>(1,211,442)</b>
(Surplus) / Deficit	(37,098)	55,320	18,222
Interest Transfer	37,500	37,500	75,000
Contribution to National Park Reserve (General)	(135,000)	(135,000)	(270,000)
Closure of CANAPE reserve	(50,000)	50,000	0
<b>Closing Reserves (Forecast)</b>	<b>(832,586)</b>	<b>(555,634)</b>	<b>(1,388,220)</b>

## 6. Operations

- 6.1. The Operations budget has seen an increase to staff costs to reflect the provisional 5% pay increase, subject to negotiations by the NJC. Vessels and Equipment has seen an increase due to rising costs of materials required for repairs and maintenance and the fuel. Land Management has seen a decrease to income due to reducing basic payments from the Rural Payment Agency. Practical Maintenance has seen an increase in both income and expenditure for the electricity used at the electric charging pillars. Project Funding has seen a one-off increase to fund National Park projects. Operational Premises has seen an increase due to the cost of electricity. Head Office costs have decreased to reflect the proposed reduced office space.
- 6.2. 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 2023/24.

## 7. Strategic Services

- 7.1. As with the Operations budget, staff costs have increased for the same reasons. Development Management income has reduced to reflect the latest forecast of applications. Communications has seen an increase due to the bid to the Norfolk Investment Fund which requires a contribution from the Authority. Climate Change adaptation remains crucial to the Authority. The draft budget looks to retain the Carbon Reduction Manager post 31 March 2023 and a small operating budget. The post will be funded 67/33% National Park and Navigation. Again there is little capacity to take on additional projects or ad-hoc work.
- 7.2. The Broads Authority full membership to Water Resources East (WRE) of £15,000 per year, enabling the Director of Strategic Services to sit at the WRE Board, will stop from April 2023 in its current form because it is no longer affordable. Broads Authority officers will continue to engage with WRE as a member of the Strategic Advisory Group (free membership). Of relevance, the WRE board decided on 9 December 2022 to launch an open call for new board directors – both funding members and a new non-paying stakeholder director. The WRE Board also wanted to explore the potential for a small number of non-voting advisory members to join board meetings, with expertise that the Board would value. The final details are under discussion. There will be opportunities for the Broads Authority to continue to sit at the WRE Board, either as a non-paying stakeholder director or as a non-voting advisory member, and Management Team will decide on post April 2023 Board membership once the details are known. The next WRE Board is due at the end of February 2023, which the Director of Strategic Services will attend.

## 8. Finance and Support Services

- 8.1. As per Operations and Strategic Services staff costs have increased for the same reasons. Finance has seen an increase due to the rising costs of external audit. The Public Sector Auditor Appointments (PSAA) have indicated that for the next contract individual authorities should expect 150% increase on audit fees for 2023/24 onwards. The new scale fees will be published from 30 November 2023. The PSAA have confirmed that EY have been reappointed for the five years from 2023/24 to 2027/28. ICT has seen an increase due to the rising costs of software and licences which are typically rising in line with inflation.

## 9. Central and shared costs and cost apportionment

- 9.1. As set out in paragraph 5.4 the apportionment of costs has been reviewed to reflect the use of those services by National Park and Navigation. Full details of apportionments for all budget lines in 2023/24 are set out in Appendix 3.
- 9.2. During 2022 the triannual valuation of the pension fund was carried out to determine the primary and secondary contributions required for the next three financial years from 1 April 2023. As part of the valuation the Authority has been given the opportunity

to prepay these contributions by the Actuary. The Authority has taken investment advice on this and it is proposed that the Authority should continue to pay over instalments monthly as the potential savings can be matched through current interest rate forecasts. Also as part of the valuation the Authority's lump sum payment (secondary contribution) which was previously paid over annually has moved to a negative percentage of pay due to the improved funding position. This means this annual payment will no longer be required from 2023/24 and consolidated into the monthly percentage of pay instead.

9.3. The overall split of core income in 2023/24 remains broadly the same, 47% National Park and 53% Navigation.

9.4. Table 5 provides further details of central and shared costs. These are not overheads costs. They reflect the areas examined by the Resource Allocation Working Group within the budgets of Operations, Strategic Services, and Finance and Support Services directorates.

**Table 5**

Central and shared costs

Year	Central and Shared Costs £000's	Pension <sup>1</sup> & 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
2022/23 National Park	1,718	95	1,813	61%	(3,459)	52%
2022/23 Navigation	1,102	54	1,156	39%	(3,840)	30%
<b>2022/23 Consolidated</b>	<b>2,820</b>	<b>149</b>	<b>2,969</b>	<b>100%</b>	<b>(7,299)</b>	<b>41%</b>
2023/24 National Park	1,485	3	1,488	51%	(3,477)	43%
2023/24 Navigation	1,411	3	1,414	49%	(4,327)	33%

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<sup>1</sup> The annual lump sum deficit will be consolidated into the monthly contribution from 2023/24 onwards as part of the latest triannual valuation.



Year	Central and Shared Costs £000's	Pension <sup>1</sup> & 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
<b>2023/24 Consolidated</b>	<b>2,896</b>	<b>6</b>	<b>2,902</b>	<b>100%</b>	<b>(7,804)</b>	<b>37%</b>
2024/25 National Park	1,411	4	1,415	51%	(3,477)	41%
2024/25 Navigation	1,368	4	1,372	49%	(4,540)	30%
<b>2024/25 Consolidated</b>	<b>2,779</b>	<b>8</b>	<b>2,787</b>	<b>100%</b>	<b>(8,017)</b>	<b>35%</b>
2025/26 National Park	1,430	4	1,434	51%	(3,464)	41%
2025/26 Navigation	1,390	4	1,394	49%	(4,684)	30%
<b>2025/26 Consolidated</b>	<b>2,820</b>	<b>8</b>	<b>2,828</b>	<b>100%</b>	<b>(8,148)</b>	<b>35%</b>

9.5. Central and shared costs which have been reviewed, in line with the work of the Resource Allocation Working Group, 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 member's allowances; and the Chief Executive. All of these play a vital role in supporting the delivery of front-line services. Central and shared costs also include the lump sum pension contribution, which is made annually to reduce the Authority's share of the pension deficit as calculated by the pension fund actuary.

## 10. Assumptions used for the budget and financial strategy

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

- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast;

- Salary negotiations for 2023/24 will be in line with the 5% budgeted, 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;
- The forecast outturn position for 2022/23 will be delivered in line with budget holders' projections;
- The second instalment of £50,000 being transferred back to the National Park reserve.
- Upon final receipt of the CANAPE project the reserve will be closed and the balance transferred to National Park and Navigation.

10.2. A detailed sensitivity analysis for some of these key assumptions is set out below in table 6.

**Table 6**

Budget sensitivity analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park Budget for 2022/23 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	37,000
Navigation Budget for 2022/23 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	40,000
Overall salary increase of 5% in 2023/24	1% change in salary inflation	54,000
Boat numbers and distribution remain as predicted in 2023/24	1% change in navigation toll income	42,000
National Park Grant in line with current allocation and no further reductions in 2023/24	1% under/overspend against National Park budget	34,000
Inflation in 2023/24	1% increase on non-salary budgets	21,000

## 11. Earmarked Reserves

- 11.1. The Authority's earmarked reserve strategy for the period 2023/24 to 2025/26 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of November 2022, planned expenditure until the end of the financial year, and also provides an analysis of movements in reserves, split between national park and navigation in all years to 2025/26.
- 11.2. Earmarked reserves stand at £2,926,067 (navigation £1,486,437) at the end of November 2022 and are forecast to increase to £3,024,858 (navigation £1,404,085) by the end of the financial year due to the receipt of CANAPE and Heritage Lottery Fund grant income exceeding planned expenditure.
- 11.3. 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 2023/24:
- Replacement of five vehicles;
  - Replacement fen excavator, field shelter and pony trailer;
  - Repairs to How Hill boat shed;
  - Solar panels and re-piling at Dockyard;
  - Hoveton Riverside Park works;
  - Electric charging points at Potter Heigham;
  - Initial exploratory work on the tolls system;
  - Yare House downsizing costs; and
  - Project expenditure for the Catchment Partnership, EXPERIENCE, Water Mills and Marshes, CANAPE and the UK Communications Team.
- 11.4. Planned expenditure from earmarked reserves in 2024/25 and 2025/25 includes the replacement of three further vehicles, a Ranger launch and the Catchment Partnership.
- 11.5. Taking account of all these items, the forecast balance of the earmarked reserves at the end of 2025/26 is £2,860,919 (navigation £1,354,330), although it should be noted that expenditure plans for 2024/25 and beyond are likely to be refined again when the financial strategy for 2024/25 is developed later on this year.
- 11.6. In 2023/24 the final payment from the CANAPE project will have been received. Any surplus balance will need to be redistributed 50:50 between national park and navigation reserves. The exact amount is currently difficult to forecast given the income is received in Euros and there is uncertainty surrounding the exchange rate, so the figure included in Appendix 4 should not be seen as absolute.

## 12. Risk implications

- 12.1. Loss of income is identified in the Corporate risk register under risk number four. This is a significant risk to the Authority, table 6 highlights the impact of a 1% movement.

## 13. Conclusion

- 13.1. Rapid inflation and the cost of living crisis are making budgeting difficult for families, our boat owners, the hire boat companies and the Broads Authority. The budget outlined in this report is important in putting the organisation on a firm financial footing to continue to deliver its National Park duties and maintain and enhance the navigation in a sustainable way, balancing income and expenditure going forward.
- 13.2. The draft budget presented here incorporates the navigation charges for 2023/24 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.
- 13.3. The National Park part of the budget shows a small surplus for the next three years which will cushion the impact of further flat cash settlements from DEFRA. This will result in a reserve balance of £832,586 at the end of 2023/24. While confirmation on the settlement is awaited, figures for 2023/24 onwards should be viewed with a high degree of uncertainty. The impact of any change (positive or negative) will need careful consideration to make sure National Park expenditure is sustainable.
- 13.4. It is important to recognise that the budget as a whole 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 5% increase in salaries for the period April 2023 to March 2024. There continues to be uncertainty about the likely award.
- 13.5. The consolidated deficit of £18,222 allowed for in the 2023/24 budget will be balanced by using funds held within the Navigation reserve and will continue to maintain the reserve above the 10%. The impact of rising inflation should also not be underestimated and its effect on purchasing materials and energy. The investigations into solar power at the dockyard may mitigate some of these rising costs.
- 13.6. On the Navigation side of the budget, expenditure is being balanced via the use of reserves. The level of reserves held by the Authority provides a short-term solution 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.
- 13.7. As in previous years, it remains the case that the likely tolls increase in 2024/25 and beyond will need to be revisited during next year's budget setting process to ensure it

remains appropriate. This could be as a result of any variations from current assumptions or changes to outturn figures for 2022/23.

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[Broads Plan](#) strategic actions: A-F

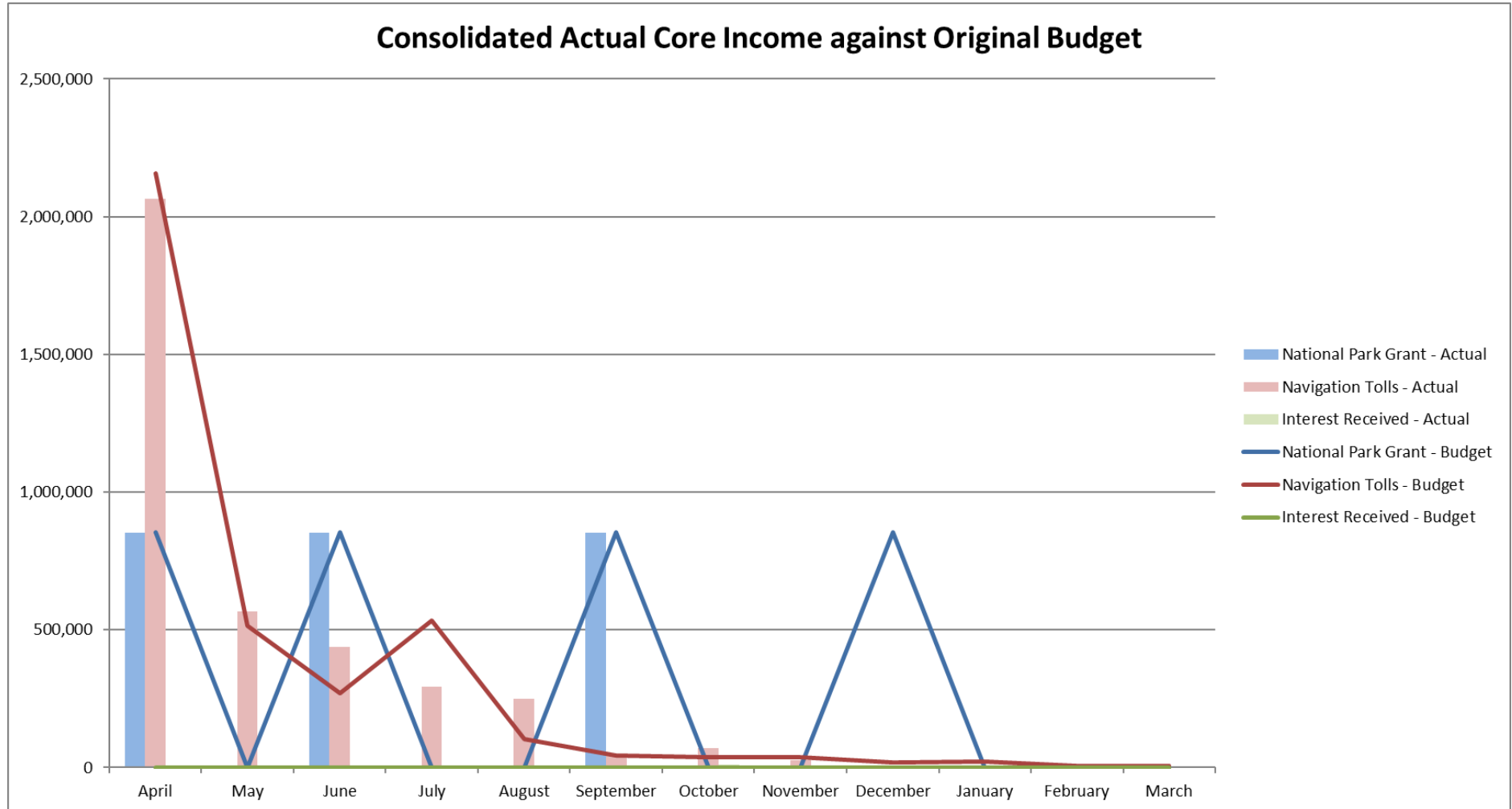
Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2022

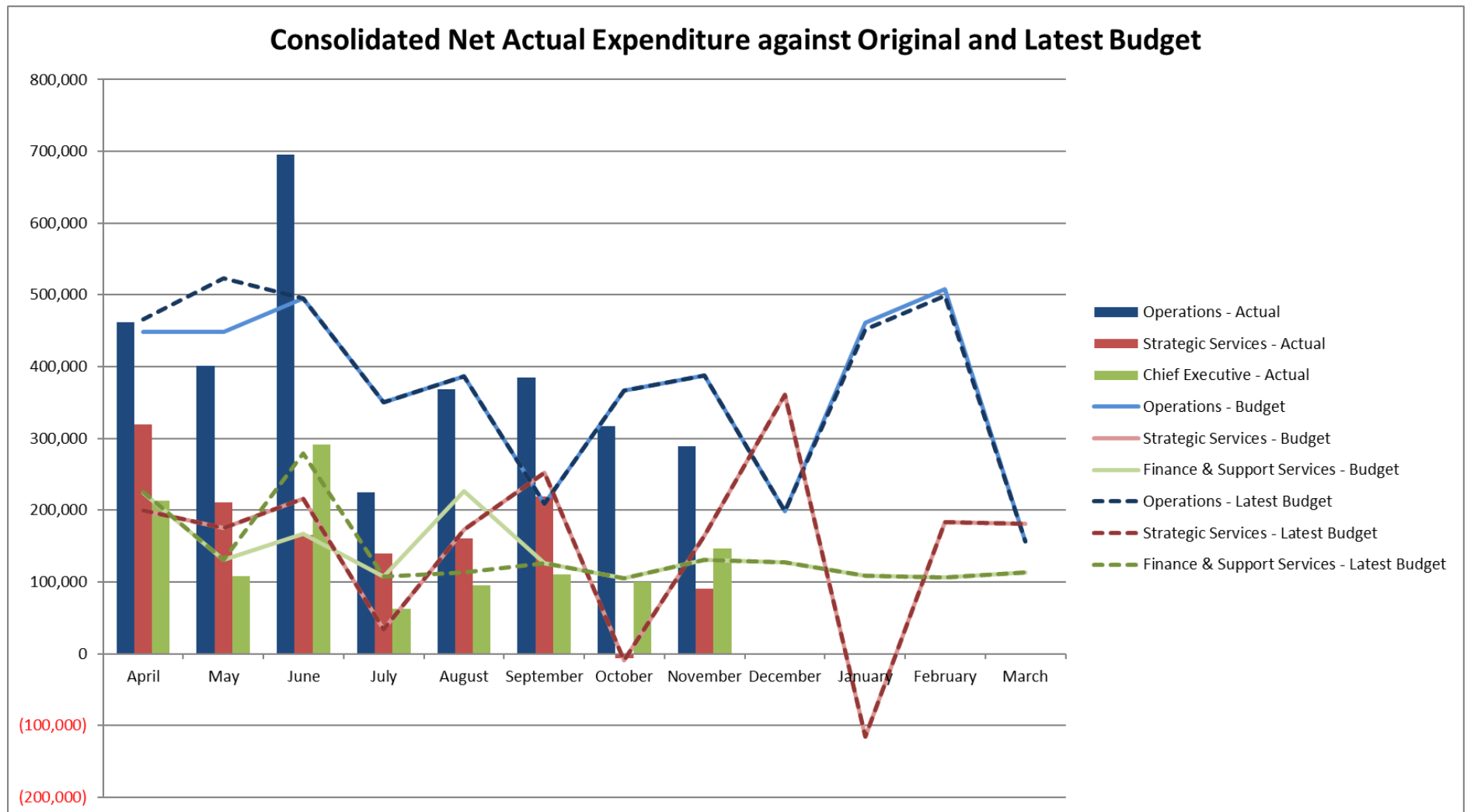
Appendix 2 – Financial monitor: Consolidated income and expenditure 2022/23

Appendix 3 – 2023/24 Budget and Financial Strategy to 2025/26

Appendix 4 – Earmarked reserves 2022/23 for budget

## Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2022





## Appendix 2 – Financial monitor: Consolidated income and expenditure 2022/23

**Table 1**

Income

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Total Income</b>	<b>(7,175,468)</b>	<b>0</b>	<b>(7,175,468)</b>	<b>(7,299,468)</b>	<b>+ 124,000</b>
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	+ 0
Hire Craft Tolls	(1,186,000)	0	(1,186,000)	(1,198,800)	+ 12,800
Private Craft Tolls	(2,489,000)	0	(2,489,000)	(2,516,200)	+ 27,200
Short Visit Tolls	(48,000)	0	(48,000)	(48,000)	+ 0
Other Toll Income	(32,390)	0	(32,390)	(32,390)	+ 0
Interest	(6,000)	0	(6,000)	(90,000)	+ 84,000



**Table 2**  
Operations

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Total Operations</b>	<b>4,691,344</b>	<b>75,000</b>	<b>4,766,344</b>	<b>4,470,794</b>	<b>+ 295,550</b>
<b>Construction and Maintenance</b>	<b>1,382,480</b>	<b>0</b>	<b>1,382,480</b>	<b>1,430,496</b>	<b>- 48,016</b>
Salaries	1,384,240	0	1,384,240	1,430,575	- 46,335
Expenditure	(1,760)	0	(1,760)	(79)	- 1,681
<b>Equipment, Vehicles &amp; Vessels</b>	<b>730,645</b>	<b>0</b>	<b>730,645</b>	<b>526,760</b>	<b>+ 203,885</b>
Income	(13,700)	0	(13,700)	(14,000)	+ 300
Expenditure	744,345	0	744,345	540,760	+ 203,585
<b>Water Management</b>	<b>79,840</b>	<b>0</b>	<b>79,840</b>	<b>79,840</b>	<b>+ 0</b>
Expenditure	79,840	0	79,840	79,840	+ 0
<b>Land Management</b>	<b>(40,786)</b>	<b>0</b>	<b>(40,786)</b>	<b>(40,786)</b>	<b>+ 0</b>
Income	(97,606)	0	(97,606)	(97,606)	+ 0
Expenditure	56,820	0	56,820	56,820	+ 0
<b>Practical Maintenance</b>	<b>640,195</b>	<b>75,000</b>	<b>715,195</b>	<b>602,990</b>	<b>+ 112,205</b>
Income	(11,000)	0	(11,000)	(11,425)	+ 425
Expenditure	651,195	75,000	726,195	614,415	+ 111,780

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Waterways and Recreation Strategy</b>	<b>54,100</b>	<b>0</b>	<b>54,100</b>	<b>56,420</b>	<b>- 2,320</b>
Salaries	42,100	0	42,100	44,420	- 2,320
Expenditure	12,000	0	12,000	12,000	+ 0
<b>Ranger Services</b>	<b>1,067,690</b>	<b>0</b>	<b>1,067,690</b>	<b>1,060,234</b>	<b>+ 7,456</b>
Income	0	0	0	0	+ 0
Salaries	866,570	0	866,570	878,827	- 12,257
Expenditure	200,870	0	200,870	181,157	+ 19,713
Pension Payments	250	0	250	250	+ 0
<b>Safety</b>	<b>122,430</b>	<b>0</b>	<b>122,430</b>	<b>154,330</b>	<b>- 31,900</b>
Income	(1,000)	0	(1,000)	(1,000)	+ 0
Salaries	78,100	0	78,100	81,560	- 3,460
Expenditure	45,330	0	45,330	73,770	- 28,440
<b>Premises</b>	<b>232,190</b>	<b>0</b>	<b>232,190</b>	<b>184,610</b>	<b>+ 47,580</b>
Income	(3,500)	0	(3,500)	(5,100)	+ 1,600
Expenditure	235,690	0	235,690	189,710	+ 45,980
<b>Premises – Head Office</b>	<b>263,880</b>	<b>0</b>	<b>263,880</b>	<b>263,880</b>	<b>+ 0</b>
Income	0	0	0	0	+ 0
Expenditure	263,880	0	263,880	263,880	+ 0

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Project Funding</b>	<b>12,100</b>	<b>0</b>	<b>12,100</b>	<b>4,600</b>	<b>+ 7,500</b>
Income	0	0	0	(7,500)	+ 7,500
Expenditure	0	0	0	0	+ 0
Pension Payments	12,100	0	12,100	12,100	+ 0
<b>Operations Management and Administration</b>	<b>146,580</b>	<b>0</b>	<b>146,580</b>	<b>147,420</b>	<b>- 840</b>
Salaries	138,080	0	138,080	138,920	- 840
Expenditure	8,500	0	8,500	8,500	+ 0

**Table 3**

## Strategic Services

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Total Strategic Services</b>	<b>1,691,702</b>	<b>0</b>	<b>1,691,702</b>	<b>1,757,478</b>	<b>- 65,776</b>
<b>Development Management</b>	<b>364,240</b>	<b>0</b>	<b>364,240</b>	<b>394,000</b>	<b>- 29,760</b>
Income	(100,000)	0	(100,000)	(84,000)	- 16,000
Salaries	408,840	0	408,840	422,600	- 13,760
Expenditure	50,850	0	50,850	50,850	+ 0
Pension Payments	4,550	0	4,550	4,550	+ 0
<b>Strategy and Projects Salaries</b>	<b>212,500</b>	<b>0</b>	<b>212,500</b>	<b>230,460</b>	<b>- 17,960</b>
Income	(962,486)	0	(962,486)	(962,486)	+ 0
Salaries	175,350	0	175,350	185,970	- 10,620
Expenditure	999,636	0	999,636	1,006,976	- 7,340
<b>Strategy and Projects</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>+ 0</b>
Expenditure	1,000	0	1,000	1,000	+ 0
<b>Biodiversity Strategy</b>	<b>11,900</b>	<b>0</b>	<b>11,900</b>	<b>11,900</b>	<b>+ 0</b>
Income	0	0	0	(5,103)	+ 5,103
Expenditure	11,900	0	11,900	17,003	- 5,103
<b>Human Resources</b>	<b>150,610</b>	<b>0</b>	<b>150,610</b>	<b>172,150</b>	<b>- 21,540</b>

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	0	0	0	(370)	+ 370
Salaries	91,960	0	91,960	113,870	- 21,910
Expenditure	58,650	0	58,650	58,650	+ 0
<b>Volunteers</b>	<b>73,300</b>	<b>0</b>	<b>73,300</b>	<b>75,330</b>	<b>- 2,030</b>
Salaries	53,900	0	53,900	55,930	- 2,030
Expenditure	19,400	0	19,400	19,400	+ 0
<b>Communications</b>	<b>428,704</b>	<b>0</b>	<b>428,704</b>	<b>427,920</b>	<b>+ 784</b>
Income	(115,272)	0	(115,272)	(89,480)	- 25,792
Salaries	303,810	0	303,810	373,780	- 69,970
Expenditure	240,166	0	240,166	143,620	+ 96,546
<b>Visitor Centres and Yacht Stations</b>	<b>339,370</b>	<b>0</b>	<b>339,370</b>	<b>326,450</b>	<b>+ 12,920</b>
Income	(200,600)	0	(200,600)	(200,600)	+ 0
Salaries	396,620	0	396,620	383,700	+ 12,920
Expenditure	143,350	0	143,350	143,350	+ 0
<b>Strategic Services Management and Administration</b>	<b>110,078</b>	<b>0</b>	<b>110,078</b>	<b>118,268</b>	<b>- 8,190</b>
Salaries	112,950	0	112,950	121,140	- 8,190
Expenditure	(2,872)	0	(2,872)	(2,872)	+ 0

**Table 4**

## Finance &amp; Support Services

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Total Finance &amp; Support Services</b>	<b>1,659,775</b>	<b>0</b>	<b>1,659,775</b>	<b>1,592,305</b>	<b>+ 67,470</b>
<b>Legal</b>	<b>96,000</b>	<b>0</b>	<b>96,000</b>	<b>94,000</b>	<b>+ 2,000</b>
Income	(4,000)	0	(4,000)	(6,000)	+ 2,000
Expenditure	100,000	0	100,000	100,000	+ 0
<b>Governance</b>	<b>249,960</b>	<b>0</b>	<b>249,960</b>	<b>230,650</b>	<b>+ 19,310</b>
Salaries	173,060	0	173,060	170,350	+ 2,710
Expenditure	76,900	0	76,900	60,300	+ 16,600
<b>Chief Executive</b>	<b>125,240</b>	<b>0</b>	<b>125,240</b>	<b>123,940</b>	<b>+ 1,300</b>
Salaries	124,240	0	124,240	122,940	+ 1,300
Expenditure	1,000	0	1,000	1,000	+ 0
<b>Asset Management</b>	<b>146,609</b>	<b>0</b>	<b>146,609</b>	<b>105,199</b>	<b>+ 41,410</b>
Income	(24,000)	0	(24,000)	(24,000)	+ 0
Salaries	47,970	0	47,970	49,560	- 1,590
Expenditure	122,639	0	122,639	79,639	+ 43,000
<b>Finance and Insurance</b>	<b>452,746</b>	<b>0</b>	<b>452,746</b>	<b>455,666</b>	<b>- 2,920</b>
Salaries	234,620	0	234,620	237,540	- 2,920

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	218,126	0	218,126	218,126	+ 0
<b>Collection of Tolls</b>	<b>193,760</b>	<b>0</b>	<b>193,760</b>	<b>195,220</b>	<b>- 1,460</b>
Salaries	182,760	0	182,760	184,220	- 1,460
Expenditure	11,000	0	11,000	11,000	+ 0
<b>ICT</b>	<b>395,460</b>	<b>0</b>	<b>395,460</b>	<b>387,630</b>	<b>+ 7,830</b>
Income	0	0	0	0	+ 0
Salaries	202,560	0	202,560	206,280	- 3,720
Expenditure	192,900	0	192,900	181,350	+ 11,550

**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) £
<b>Total Projects and Corporate Items</b>	<b>(5,387)</b>	<b>0</b>	<b>(5,387)</b>	<b>(3,687)</b>	<b>- 1,700</b>
<b>Partnerships / HLF</b>	<b>(151,987)</b>	<b>0</b>	<b>(151,987)</b>	<b>(151,987)</b>	<b>+ 0</b>
Income	(681,924)	0	(681,924)	(681,924)	+ 0
Salaries	104,180	0	104,180	183,140	- 78,960
Expenditure	425,757	0	425,757	346,797	+ 78,960

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Corporate Items</b>	<b>146,600</b>	<b>0</b>	<b>146,600</b>	<b>148,300</b>	<b>- 1,700</b>
Expenditure	19,600	0	19,600	21,300	- 1,700
Pension Payments	127,000	0	127,000	127,000	+ 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) £
<b>Total Contributions from Earmarked Reserves</b>	<b>(509,482)</b>	<b>0</b>	<b>(509,482)</b>	<b>(113,553)</b>	<b>- 395,929</b>
<b>Earmarked Reserves</b>	<b>(509,482)</b>	<b>0</b>	<b>(509,482)</b>	<b>(113,553)</b>	<b>- 395,929</b>
Expenditure	(509,482)	0	(509,482)	(113,553)	- 395,929

**Table 7**

Net (Surplus) / Deficit

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Grand Total</b>	<b>352,484</b>	<b>75,000</b>	<b>427,484</b>	<b>403,869</b>	<b>+ 23,615</b>



	2021/22			2022/23			2023/24			2024/25			2025/26			2023/24 Apportionment				
Row Labels	National Park 2021/22 (Actual)	Navigation 2021/22 (Actual)	Consolidated 2021/22 (Actual)	National Park 2021/22 (Latest Available Budget)	Navigation 2021/22 (Latest Available Budget)	Consolidated 2021/22 (Latest Available Budget)	National Park 2022/23 (Forecast)	Navigation 2022/23 (Forecast)	Consolidated 2022/23 (Forecast)	National Park 2023/24 (Budget)	Navigation 2023/24 (Budget)	Consolidated 2023/24 (Budget)	National Park 2024/25 (budget)	Navigation 2024/25 (Budget)	Consolidated 2024/25 (Budget)	National Park 2025/26 (Budget)	Navigation 2025/26 (Budget)	Consolidated 2025/26 (Budget)	National Park	Navigation
Income																				
Income																				
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(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	(1,197,763)	(1,197,763)	0	(1,186,000)	(1,186,000)	0	(1,198,800)	(1,198,800)	0	(1,333,000)	(1,333,000)	0	(1,400,000)	(1,400,000)	0	(1,449,000)	(1,449,000)	0%	100%
Private Craft Tolls	0	(2,433,865)	(2,433,865)	0	(2,489,000)	(2,489,000)	0	(2,516,200)	(2,516,200)	0	(2,844,000)	(2,844,000)	0	(2,987,000)	(2,987,000)	0	(3,091,545)	(3,091,545)	0%	100%
Short Visit Tolls	0	(48,348)	(48,348)	0	(48,000)	(48,000)	0	(48,000)	(48,000)	0	(55,000)	(55,000)	0	(58,000)	(58,000)	0	(60,030)	(60,030)	0%	100%
Other Toll Income	0	(22,721)	(22,721)	0	(32,390)	(32,390)	0	(32,390)	(32,390)	0	(32,610)	(32,610)	0	(32,930)	(32,930)	0	(33,260)	(33,260)	0%	100%
Interest	(5,761)	(5,761)	(11,522)	(3,000)	(3,000)	(6,000)	(45,000)	(45,000)	(90,000)	(62,500)	(62,500)	(125,000)	(62,500)	(62,500)	(125,000)	(50,000)	(50,000)	(100,000)	50%	50%
Income Total	(3,419,839)	(3,708,458)	(7,128,297)	(3,417,078)	(3,758,390)	(7,175,468)	(3,459,078)	(3,840,390)	(7,299,468)	(3,476,578)	(4,327,110)	(7,803,688)	(3,476,578)	(4,540,430)	(8,017,008)	(3,464,078)	(4,683,835)	(8,147,913)	45%	55%
Income Total	(3,419,839)	(3,708,458)	(7,128,297)	(3,417,078)	(3,758,390)	(7,175,468)	(3,459,078)	(3,840,390)	(7,299,468)	(3,476,578)	(4,327,110)	(7,803,688)	(3,476,578)	(4,540,430)	(8,017,008)	(3,464,078)	(4,683,835)	(8,147,913)	45%	55%
Net Expenditure																				
Operations																				
Construction and Maintenance Salaries	504,057	835,691	1,339,748	538,100	888,240	1,426,340	555,146	919,849	1,474,995	599,074	998,076	1,597,150	628,563	1,043,887	1,672,450	646,552	1,076,738	1,723,290	38%	62%
Construction and Maintenance Salaries (Income)	0	0	0	(2,693)	(6,277)	(8,970)	(1,501)	(3,501)	(5,002)	0	0	0	0	0	0	0	0	0	0%	0%
Equipment, Vehicles and Vessels	129,736	302,718	432,454	219,404	511,942	731,345	158,328	369,432	527,760	231,201	539,469	770,670	150,471	351,099	501,570	148,401	346,269	494,670	30%	70%
Equipment, Vehicles and Vessels (Income)	(3,842)	(8,964)	(12,806)	(210)	(490)	(700)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	30%	70%
Water Management	3,098	99,848	102,947	3,000	76,840	79,840	3,000	76,840	79,840	4,700	84,000	88,700	4,700	84,000	88,700	4,700	84,000	88,700	5%	95%
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	73,917	0	73,917	56,820	0	56,820	56,820	0	56,820	56,355	0	56,355	56,355	0	56,355	56,355	0	56,355	100%	0%
Land Management (Income)	(106,129)	0	(106,129)	(97,606)	0	(97,606)	(97,606)	0	(97,606)	(87,500)	0	(87,500)	(87,500)	0	(87,500)	(87,500)	0	(87,500)	100%	0%
Waterways and Recreation Strategy	7,000	12,944	19,944	3,000	9,000	12,000	3,000	9,000	12,000	0	8,000	8,000	0	8,000	8,000	0	8,000	8,000	0%	100%
Waterways and Recreation Strategy (Income)	(7,000)	(1,000)	(8,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Practical Maintenance	87,598	394,511	482,109	226,330	499,865	726,195	114,550	499,865	614,415	240,900	407,760	648,660	90,900	407,760	498,660	44,900	407,760	452,660	37%	63%
Practical Maintenance (Income)	0	(15,365)	(15,365)	0	(11,000)	(11,000)	0	(11,425)	(11,425)	0	(56,185)	(56,185)	0	(56,185)	(56,185)	0	(56,185)	(56,185)	0%	100%
Ranger Services	265,490	714,352	979,842	283,641	791,259	1,074,900	287,318	777,839	1,065,157	205,818	912,122	1,117,940	212,785	1,089,991	1,302,776	217,904	960,466	1,178,370	18%	82%
Ranger Services (Income)	(71)	(165)	(235)	0	0	0	0	0	0	0	0	0	0	(7,000)	(7,000)	0	0	0	0%	0%
Safety	46,259	94,260	140,519	38,395	85,035	123,430	58,294	97,036	155,330	46,363	97,453	143,815	62,089	107,297	169,385	47,317	100,999	148,315	32%	68%
Safety (Income)	(2,345)	(1,861)	(4,206)	0	(1,000)	(1,000)	0	(1,000)	(1,000)	0	(500)	(500)	0	(500)	(500)	0	(500)	(500)	0%	100%
Project Funding	61,650	1,092	62,742	11,011	1,089	12,100	11,011	1,089	12,100	129,475	1,125	130,600	11,375	1,125	12,500	11,375	1,125	12,500	99%	1%
Project Funding (Income)	0	0	0	0	0	0	0	0	(7,500)	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	92,500	117,814	210,314	100,107	135,583	235,690	86,313	103,397	189,710	103,074	193,976	297,050	67,074	109,976	177,050	67,074	109,976	177,050	35%	65%
Operational Property (Income)	(2,764)	(6,448)	(9,212)	(1,050)	(2,450)	(3,500)	(1,530)	(3,570)	(5,100)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	30%	70%
Operations Management and Admin	96,638	47,598	144,237	98,209	48,371	146,580	98,771	48,649	147,420	60,052	90,078	150,130	62,292	93,438	155,730	63,396	95,094	158,490	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%
Head Office	174,202	71,153	245,355	187,355	76,525	263,880	206,144	76,525	282,669	117,080	44,860	161,940	87,080	44,860	131,940	87,080	44,860	131,940	72%	28%
Head Office (Income)	(5)	(2)	(7)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Operations Total	1,419,991	2,658,176	4,078,167	1,663,812	3,102,532	4,766,344	1,530,259	2,959,324	4,489,583	1,705,512	3,317,713	5,023,225	1,345,104	3,275,227	4,620,331	1,306,474	3,176,081	4,482,555	34%	66%
Strategic Services																				

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 2022 (incl interest)	(403,817)	(476,457)	(880,274)	(122,562)	(362,576)	(485,138)	(168,174)	(125,777)	(293,951)	(628,239)	(101,784)	(730,023)	(7,619)	(476,272)	(1,568,547)	(1,304,731)	(2,873,278)	
2022/23	Contributions to Reserves to 31/10/2022																		
	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	(3,900)	(9,100)	(13,000)	0	0	0	0	0	0			(3,900)	(9,100)	(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	(36,000)	(14,000)	(50,000)	0	0	0			(36,000)	(14,000)	(50,000)	
	Asset Management for Countryside sites (SIM00451)	(46,000)		(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	(13,400)	(6,600)	(20,000)			(13,400)	(6,600)	(20,000)
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	(20,870)	0	(20,870)			(20,870)	0	(20,870)
	Sale of old vehicles (VEH000552)	0	0	0	(1,845)	(4,304)	(6,148)	0	0	0	0	0	0	0			(1,845)	(4,304)	(6,148)
	CANAPE Income (CANXXX552)	0	0	0	0	0	0	0	0	0	0	0	0	0			6,467	6,467	12,934
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	0	(73,013)	12,934	(73,013)	0	(73,013)
	UK Communications Team (Income)	0	0	0	0	0	0	0	0	0	0	(68,200)	0	(68,200)			(68,200)	0	(68,200)
	Upper Thurne monies rec'd	0	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	(1,005)	(495)	(1,500)	0	0	0	0	0	0	0			(1,005)	(495)	(1,500)
	Income from sales of Dockyard assets	0	0	0	(2,969)	(6,928)	(9,898)	0	0	0	0	0	0	0			(2,969)	(6,928)	(9,898)
	Contributions from Reserves to 30/11/2022																		
	Replacement of AP11 EPO (VEH000450)	0	0	0		125	292	417	0	0	0	0	0	0			125	292	417
	Mowers (delayed from 21/22), Welfare barge, JCB JS160, Yanmar tracked carrier and JCB Tractor replacements (VES000450)	0	0	0		125	292	417	0	0	0	0	0	0			125	292	417
	Replacement of AO12 URF, AO12 TXV & AO12 URE(RAN000450)	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Site maintenance Hoveton Riverside Park £100k, How Hill nature trail £20k, South Walsham slipway £15k, Eel Set £11.78k (SIM000450)	30,383	0	30,383	0	0	0	0	0	0	0	0	0	0			30,383	0	30,383
	EXPERIENCE grant expenditure NCC (COM000450) (Budget £46,016)	0	0	0	0	0	0	0	0	0	0	29,038	0	29,038			29,038	0	29,038
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	32,987	0	32,987			32,987	0	32,987
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	261,627	51,836	261,627	0	261,627
	CANAPE Expenditure (CANXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0			25,918	25,918	51,836
	UK Communications Team (UKC000450)	0	0	0	0	0	0	0	0	0	0	88,163	0	88,163			88,163	0	88,163
	Pool cars (parking) PCP000450	0	0	0	0	335	165	500	0	0	0	0	0	0			335	165	500
	Actual Balance 01 December 2022	(419,434)	(502,920)	(922,353)	(180,746)	(508,605)	(689,351)	(213,174)	(160,777)	(373,951)	(601,521)	(108,384)	(709,905)		180,995	(411,502)	(1,439,630)	(1,486,437)	(2,926,067)
	2023/24	Contributions to Reserves 31/03/23																	
		Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	(630)	0	(630)			(630)	0	(630)
		Catchment Partnership (CAT000552)	0	0	0	0	0	0	0	0	0	(15,000)	0	(15,000)			(15,000)	0	(15,000)
Mutford Lock Rent (MLK000552)		0	(538)	(538)	0	0	0	0	0	0	0	0	0	0			0	(538)	(538)
Sale of old vehicles (VEH000552)		0	0	0	(2,055)	(4,796)	(6,852)	0	0	0	0	0	0	0			(2,055)	(4,796)	(6,852)
CANAPE Income (CANXXX552)		0	0	0	0	0	0	0	0	0	0	0	0	0	(515,130)	(106,715)	(53,358)	(53,358)	(106,715)
Heritage Lottery Fund Income (HLF61X552)		0	0	0	0	0	0	0	0	0	0	0	0	0	(515,130)	0	(515,130)	0	(515,130)
UK Communications Team (Income)		0	0	0	0	0	0	0	0	0	(19,600)	0	(19,600)			(19,600)	0	(19,600)	
Upper Thurne monies rec'd		0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Pool Vehicles		0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Contributions From Reserves to 31/03/23																			
Replacement of AP11 EPO (VEH000450)		0	0	0		11,503	26,840	38,343	0	0	0	0	0	0			11,503	26,840	38,343
DEFRA capital money replaced reserve spend (VES000450)		0	0	0		(125)	(292)	(417)	0	0	0	0	0	0			(125)	(292)	(417)
Replacement of AO12 URF, AO12 TXV & AO12 URE(RAN000450)		0	0	0		12,000	28,000	40,000	0	0	0	0	0	0			12,000	28,000	40,000
Replacement of AO13 ABF (PCP000450) delivery scheduled for March		0	0	0		19,055	9,385	28,440	0	0	0	0	0	0			19,055	9,385	28,440
Site maintenance How Hill nature trail £20k, South Walsham slipway £15k, Eel Set £11.78k (SIM000450)		4,617	0	4,617	0	0	0	0	0	0	0	0	0	0			4,617	0	4,617
Yare House downsizing preparations (YAH000450)		0	0	0	0	0	0	0	18,789	0	18,789	0	0	0			18,789	0	18,789
Reedham Quay Yacht station replacement (YHT000450)		0	0	0	0	0	0	0	18,000	7,000	25,000	0	0	0			18,000	7,000	25,000
Catchment Partnership (CAT000450)		0	0	0	0	0	0	0	0	0	0	15,013	0	15,013			15,013	0	15,013
Heritage Lottery Fund costs (HLFXXX450)		0	0	0	0	0	0	0	0	0	0	0	0	0	229,210		229,210	0	229,210
CANAPE Expenditure (CANXXX450)		0	0	0	0	0	0	0	0	0	0	0	0	0			70,109	70,109	140,218
UK Communications Team (UKC000450)		0	0	0	0	0	0	0	0	0	0	26,461	0	26,461			26,461	0	26,461
Forecast Balance 01 April 2023		(414,817)	(503,457)	(918,274)	(140,368)	(449,467)	(589,836)	(176,385)	(153,777)	(330,162)	(595,277)	(108,384)	(703,661)		(104,925)	(378,000)	(1,620,773)	(1,404,0	

Year	Earmarked Reserves	Property Reserve - National Park	Property Reserve - Navigation	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - National Park	Plant, Vessels and Equipment Reserve - Navigation	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - National Park	Premises Reserve - Navigation	Premises Reserve - TOTAL	Other Earmarked Reserves - National Park	Other Earmarked Reserves - Navigation	Other Earmarked Reserves - TOTAL	HIF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2024/25	Contributions to Reserves to 31/03/25																	
	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 (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	(3,900)	(9,100)	(13,000)	0	0	0	0	0	0			(3,900)	(9,100)	(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	(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	(24,850)	0	(24,850)			(24,850)	0	(24,850)
	Contributions from Reserves to 31/03/25																	
	Replacement of AO64 EAW (VEH000450)	0	0	0	7,020	16,380	23,400	0	0	0	0	0	0			7,020	16,380	23,400
	Replacement of M/L Yare (LAU000450) (delayed from 2021/22)	0	0	0	0	150,000	150,000	0	0	0	0	0	0			0	150,000	150,000
	Replacement of AO13 ABF (PCP000450)	0	0	0	15,075	7,425	22,500	0	0	0	0	0	0			15,075	7,425	22,500
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	24,850	0	24,850			24,850	0	24,850
Forecast Balance 01 April 2025		(382,817)	(557,457)	(940,274)	(146,173)	(370,762)	(516,936)	(152,535)	(140,127)	(292,662)	(617,464)	(101,584)	(719,047)	(100,000)	0	(1,398,989)	(1,169,930)	(2,568,919)
2025/26	Contributions to Reserves to 31/03/26																	
	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 (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	(3,900)	(9,100)	(13,000)	0	0	0	0	0	0			(3,900)	(9,100)	(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)
	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	(25,260)	0	(25,260)			(25,260)	0	(25,260)
	Contributions from Reserves to 31/03/26																	
	Replacement of AO15 ULW (VEH000450)	0	0	0	4,950	11,550	16,500	0	0	0	0	0	0			4,950	11,550	16,500
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	25,260	0	25,260			25,260	0	25,260
Forecast Balance 01 April 2026		(382,817)	(584,457)	(967,274)	(194,173)	(494,262)	(688,436)	(177,735)	(167,427)	(345,162)	(651,864)	(108,184)	(760,047)	(100,000)	0	(1,506,589)	(1,354,330)	(2,860,919)