

# Broads Authority

09 May 2025

Agenda item number 10

## Financial performance and direction

Report by Director of Finance

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### Purpose

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

### Broads Plan context

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

### Recommended decision

- i. To note the draft income and expenditure figures, prudential indicators in section 6.
  - ii. That the recommended carry forward request in 9.2 be approved and added to the 2025/26 budget as additional expenditure.
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# 1. Introduction

- 1.1. This report covers three items, the draft Consolidated Income and Expenditure from 1 April 2024 – 31 March 2025, the quarter four prudential indicators for 2024/25 and the recommended carry forward request.

# 2. Overview of actual income and expenditure

**Table 1**

Draft consolidated income and expenditure by directorate to 31 March 2025

<b>Directorate</b>	<b>Profiled latest available budget £</b>	<b>Actual income and expenditure £</b>	<b>Actual variance £</b>
Income	(8,129,008)	(8,592,279)	+ 463,271
Operations	5,100,066	4,013,779	+ 1,086,287
Strategic Services	1,937,140	1,513,978	+ 423,162
Finance & Support Services	2,427,704	2,757,339	- 329,635
Projects, Corporate Items and Contributions from Earmarked Reserves	(1,437,867)	(564,914)	- 872,953
<b>Net (Surplus) / Deficit</b>	<b>(101,965)</b>	<b>(872,097)</b>	<b>+ 770,132</b>

- 2.1. It should be noted that this will not be the final position of 2024/25 as the above figures do not include any year-end adjustments. Year-end adjustments include stock, external grant funding not spent and accruals (goods/services received by 31 March 2025 but not invoiced). Budget holders use the draft figures to help identify further adjustments. A verbal update on these adjustments will be provided at the meeting.
- 2.2. Core income is above the profiled budget at the end of month twelve. The overall position as at 31 March 2025 is a favourable variance of £770,132 from the profiled LAB. This is principally due to:
- An overall favourable variance of £463,271 within income:
    - National Park Grant income is £500,000 above the budget due to the additional revenue and capital funding from DEFRA confirmed after the budget was set in January 2024.
    - Hire Craft Tolls is £30,688 below the budget.
    - Private Craft Tolls is £97,611 below the budget.

- Short visit and other toll income is £176 above the budget.
- Investment income is £91,394 above the budget, this will increase by a further £35,437 once the accrual is posted.
- An underspend within Operations relating to:
  - Construction, Maintenance and Ecology salaries is £93,613 under the budget due to the budgeted pay award (£1,925 per Full Time Equivalent (FTE) being less (£1,290 per FTE)) than what was agreed by the unions. Promotions within the section have also created savings.
  - Equipment, Vehicle and Vessels is £275,817 under the budget due to capital items that were originally due to be funded from the earmarked reserves being funded from the DEFRA capital grant. There has also been income that has been transferred to the earmarked reserves as a result of selling old equipment and vehicles, this had not been budgeted for.
  - Land Management is £123,911 under the budget due to the changes to the Countryside Stewardship scheme. Members agreed in January to transfer the excess over the original budget to the earmarked reserve Plant, Vessels and Equipment to enable spending in future years. This adjustment is yet to be made but is expected to reduce the variance by approximately £118,000.
  - Practical Maintenance is £284,056 under the budget due to a number of factors. This includes delays of work at Potter Heigham and Martham, Breydon replacement of marker posts was done in-house rather than by contractors and delays in electric charging points. The electric charging points are being funded by a grant and will be requested as a carry forward. Acle Bridge demolition works did not go ahead due to capacity so will remain underspent.
  - Waterways and Recreation Strategy is £28,672 under the budget due to low spend on the Access for All Funding, this may decrease as accruals are processed. A carry forward has been requested for the outstanding works.
  - Ranger Services is £246,027 under the budget on salaries due to the pay award. The Ranger launch replacement has been delayed until 2025/26. Invoices are also outstanding for the launch refits and will be processed as part of the accruals.
  - Safety is £27,015 under the budget due to delays in the Head of Safety Management post being filled. The new postholder started in September.
- An underspend within Strategic Services relating to:
  - Development Management is £220,664 under the budget due to funding being received from Ministry of Housing Communities and Local Government

(MHCLG) for the Local Plan of £228,000. This has been transferred to the Planning Delivery Grant Earmarked reserve so it can be spent in 2025/26.

- Strategy and Projects is £140,166 under the budget due to the externally funded grants for Paludiculture, Restoration, Farming in Protected Landscapes (FiPL) and Active Travel England requiring year-end adjustments. This variance is expected to reduce.
- Biodiversity Strategy is £39,745 above the budget due an outstanding transfer from FiPL for the deer funded project. This will be completed as part of the year-end adjustments.
- Human Resources is £13,377 under the budget due to staff training. This is in part due to the Spring Staff Development Day being carried out in April not March. A carry forward request has been made.
- Volunteers is £21,513 under the budget due to a reduction in Volunteer Supervisor hours and increase in administrative support.
- Visitor Services is £54,694 under the budget due to grant funding from BMW for the trip boats, this needs to be transferred to 2025/26 when it will be spent. This has been offset by the delayed charging at Reedham.
- Strategic Services Management and Administration is £12,656 under the budget due to a temporary reduction in hours.
- An overspend within Finance and Support Services relating to:
  - National Park Grant is £512,694 above the budget due to the additional revenue and capital funding from DEFRA confirmed after the budget was set in January. This is offset by the favourable income variance above.
  - Legal is £34,161 under the budget, this may reduce slightly as year-end accruals are processed.
  - Asset Management is £20,119 under the budget due to a vacancy between June and August for the Asset Officer. There is also some timing differences on receipt of invoices from the property consultants.
  - Premises Head Office is £10,471 above the budget due to the delay in the downsizing project. This is likely to increase slightly as utility invoices remain outstanding since the downsizing completed.
  - Finance and Insurance is £51,073 under the budget due to a timing difference on external audit costs and salaries as a result of the pay award and vacancies at the start of the financial year.
  - Collection of Tolls is £13,587 under the budget due to the pay award and a timing difference on printing costs. The year-end stock adjustment may reduce this.

- ICT is £67,119 under the budget due to the tolls replacement system and the finance system coming in under budget.
  - An adverse variance within reserves relating to:
    - Plant, Vessels and Equipment is under the budget due to the equipment now being funded via the DEFRA capital grant.
    - Property is under the budget due to the timing differences on Hoveton Riverside Park works.
    - Planning Delivery Grant is under the budget due to the Local Plan grant from MHCLG being placed in the reserve.
    - Computer Software is under the budget due to minimal spend so far on the upgrade to the tolls system and the finance system coming in under budget.
    - Medium Term Financial Planning is under the budget due to the timing differences on Yare House and coming in slightly under budget.
- 2.3. The charts at Appendix 1 provide a visual overview of actual income and expenditure compare with both the original budget and the LAB.

### 3. Latest available budget

- 3.1. The Authority's income and expenditure is monitored against the latest available budget (LAB) for 2024/25. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are set out in Appendix 2.

**Table 2**

Adjustments to consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2024/25 – surplus	Broads Authority 26/01/24 Agenda item number 10	(129,045)
Approved budget carry-forwards	Broads Authority 10/05/24 Agenda item number 10	27,080
<b>LAB as at 31 March 2025</b>	n/a	<b>(101,965)</b>

### 4. Overview of forecast outturn 2024/25

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

**Table 3**

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn surplus as per LAB	(101,965)
Adjustments reported 14/03/2025	(227,314)
<b>Forecast outturn surplus as at 31 March 2025</b>	<b>(329,279)</b>

## 5. Reserves

- 5.1. The Property Reserve contains the income from land rental at Oulton Broad, the piling at Repps bank and the works at Mutford Lock. The Plant, Vessels and Equipment reserves contains the income from the sale of the old vehicles, JCBs and trailers. It has also funded four vehicles. The Premises Reserve has funded the final items for Reedham Quay hut replacement, feasibility reports for the Dockyard solar project and the professional fees for the Yare House. The Computer Software reserve has funded the work on the new tolls and finance systems. The Heritage Lottery Fund, Catchment Project and UK Communications contains the income and expenditure relating to those projects. The Medium-Term Planning reserve has funded the additional expenditure for the reconfiguration of Yare House and External Funding & Partnership working.

**Table 4**

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2024 £	In-year movements £	Current reserve balance £
Property	(1,139,085)	302,320	(836,765)
Plant, Vessels and Equipment	(639,560)	3,228	(636,332)
Premises	(431,177)	16,097	(415,080)
Planning Delivery Grant	(277,134)	(193,231)	(470,365)
Upper Thurne	(249,820)	(14,888)	(264,708)
Heritage Lottery Fund	(12,399)	(105,602)	(118,001)
Catchment Partnership	(70,186)	(1,852)	(72,038)
Computer Software	(183,114)	38,626	(144,488)
UK Communications	(3,926)	771	(3,155)
Medium Term Planning	(495,024)	58,174	(436,850)
<b>Total</b>	<b>(3,501,425)</b>	<b>103,643</b>	<b>(3,397,782)</b>

## 6. Prudential Indicators

- 6.1. The Capital, treasury and investment strategy 2024/25, approved 15 March 2024, included the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts are produced in May each year. The updated code requires these prudential indicators to be reported quarterly and are set out in table 5 below.

**Table 5**

Prudential Indicators 2024/25

<b>Prudential Indicator</b>	<b>Opening 01/04/24 £</b>	<b>Estimate 31/03/25 £</b>	<b>Q4 YTD draft £</b>
Capital expenditure	0	1,482,000	1,192,014
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	92,510	635,500	661,185
Debt balance	94,008	756,743	662,683

## 7. Summary

- 7.1. The figures above will be the basis of the draft Statement of Accounts and excludes the year-end adjustments for stock and accruals.
- 7.2. The draft surplus on the National Park side is £477,993 and £394,104 on Navigation, resulting in a consolidated surplus of £872,097. At this point in time, the draft reserves are National Park £1,228,000 and Navigation £924,000, however these balances must be noted with caution whilst the remaining year-end adjustments are processed. These include the closure of the Heritage Lottery Fund Reserve and the repayment of the Navigation loan. A verbal update will be provided at the meeting on any further adjustments.

## 8. Statement of Accounts

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

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

## 9. Carry Forward Requests

9.1. Budget holders who have not fully spent their individual budget allocations can request that any underspends are carried forward and added to their 2025/26 budget allocation. These requests are reviewed by Management Team prior to requesting member approval. Requests to Management Team must relate to either:

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

9.2. Details of the 2024/25 carry forward request is set out in the table 6 below.

**Table 6**

Carry Forward Requests

Budget Line	National Park £	Navigation £	Total £	Reason for carry forward
Practical Maintenance (expenditure)	0	38,025	38,025	Grant money to install electric charging has been delayed due to difficulties with getting contractors for installation.
Practical Maintenance (income)	0	-38,025	-38,025	as above.
Visitor Services (expenditure)	65,000	0	65,000	BMW funding received end of February to upgrade trip boats. Works to be carried out to Ra and Liana.
Visitor Services (income)	-65,000	0	-65,000	as above.

Budget Line	National Park £	Navigation £	Total £	Reason for carry forward
Strategy & Projects (expenditure)	11,988	0	11,988	Completion of the Connected Places Catapult PowerPods project - budget for remaining two installations (Salhouse Broad and Ferry Inn Reedham), and the partially completed Carlton Marshes installation. The project has run behind schedule due to a longer than planned design development process and working through the planning requirements.
Construction & Maintenance (expenditure)	12,614	0	12,614	This is the last bit of expenditure on the Acle Footpath project funded from Access for All grant funding. Original contractor pulled out due to ill health, delaying completion beyond 31 March 2025 into April 2025.
Construction & Maintenance (income)	-12,614	0	-12,614	as above.
Construction & Maintenance (expenditure)	28,974	0	28,974	Roughly £12.5K is the 5% holdover for any final snagging (a contractual holdover, but which is for works that have been completed and invoiced prior to April 1st, we are just not paying it yet. The remainder is made up of various work elements completed after 1st April 2025 as works were delayed due to prolonged high-water levels.
Earmarked reserves	-28,974	0	-28,974	as above.

<b>Budget Line</b>	<b>National Park £</b>	<b>Navigation £</b>	<b>Total £</b>	<b>Reason for carry forward</b>
Premises - Head Office	4,028	0	4,028	Work outstanding on soundproofing of meeting rooms. Despite regular chasing of architect, no costings so purely estimate
Earmarked reserves	-4,028	0	-4,028	as above.
Human Resources	780	720	1,500	Spring SDD delayed until new financial year so seasonal staff could attend.
<b>Total</b>	<b>12,768</b>	<b>720</b>	<b>13,488</b>	<b>n/a</b>

9.3. Unusually most of the carry forwards submitted relate to external funding that the Authority has received to fund most of the projects or where earmarked reserves were being used. If members agree the carry forwards the 2025/26 Latest Available Budget (LAB) on National Park will increase by £12,768 and Navigation by £720 but this will be offset by the underspend in 2024/25.

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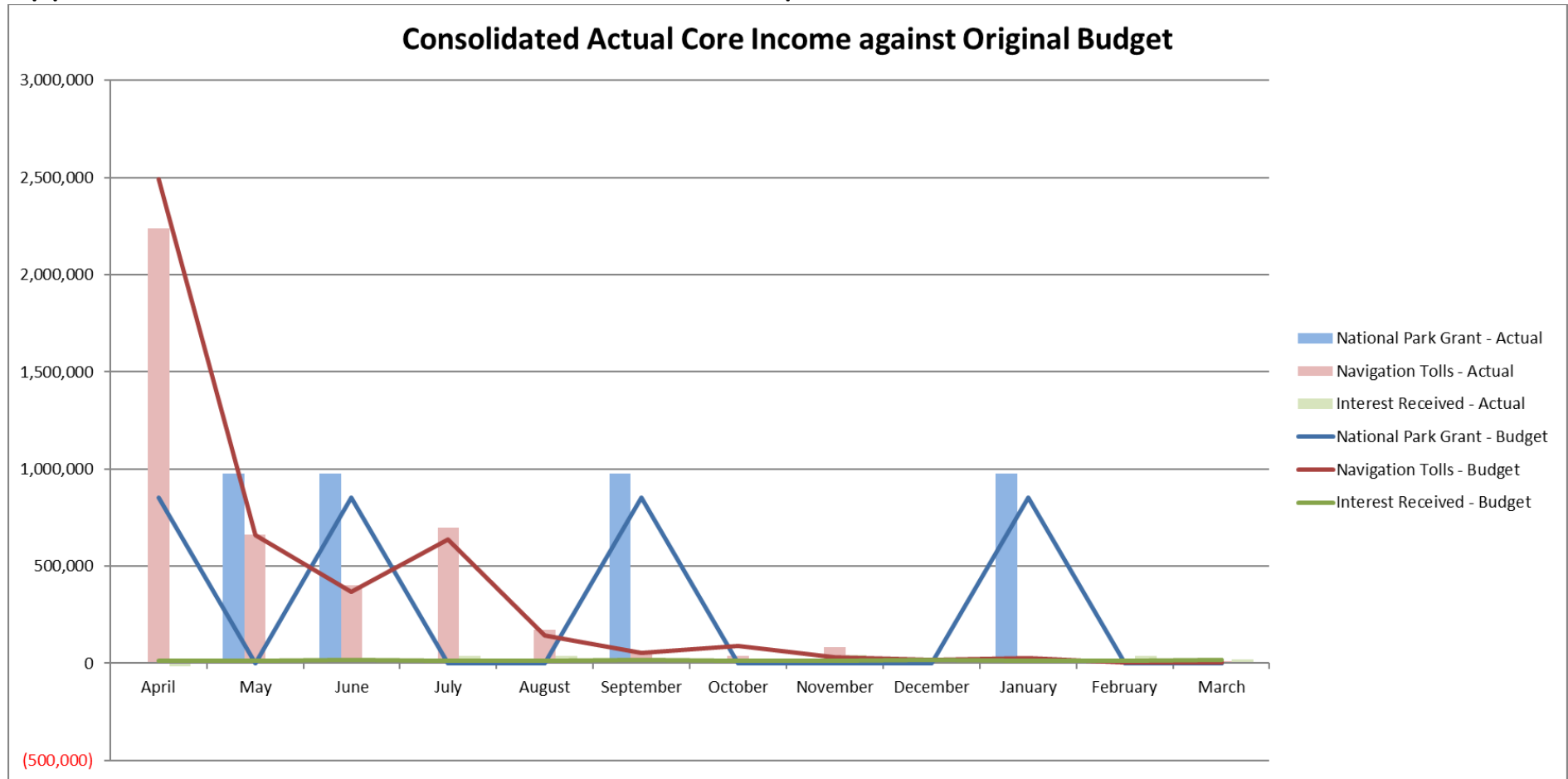
Date of report: 24 April 2025

[Broads Plan](#) strategic objectives: All

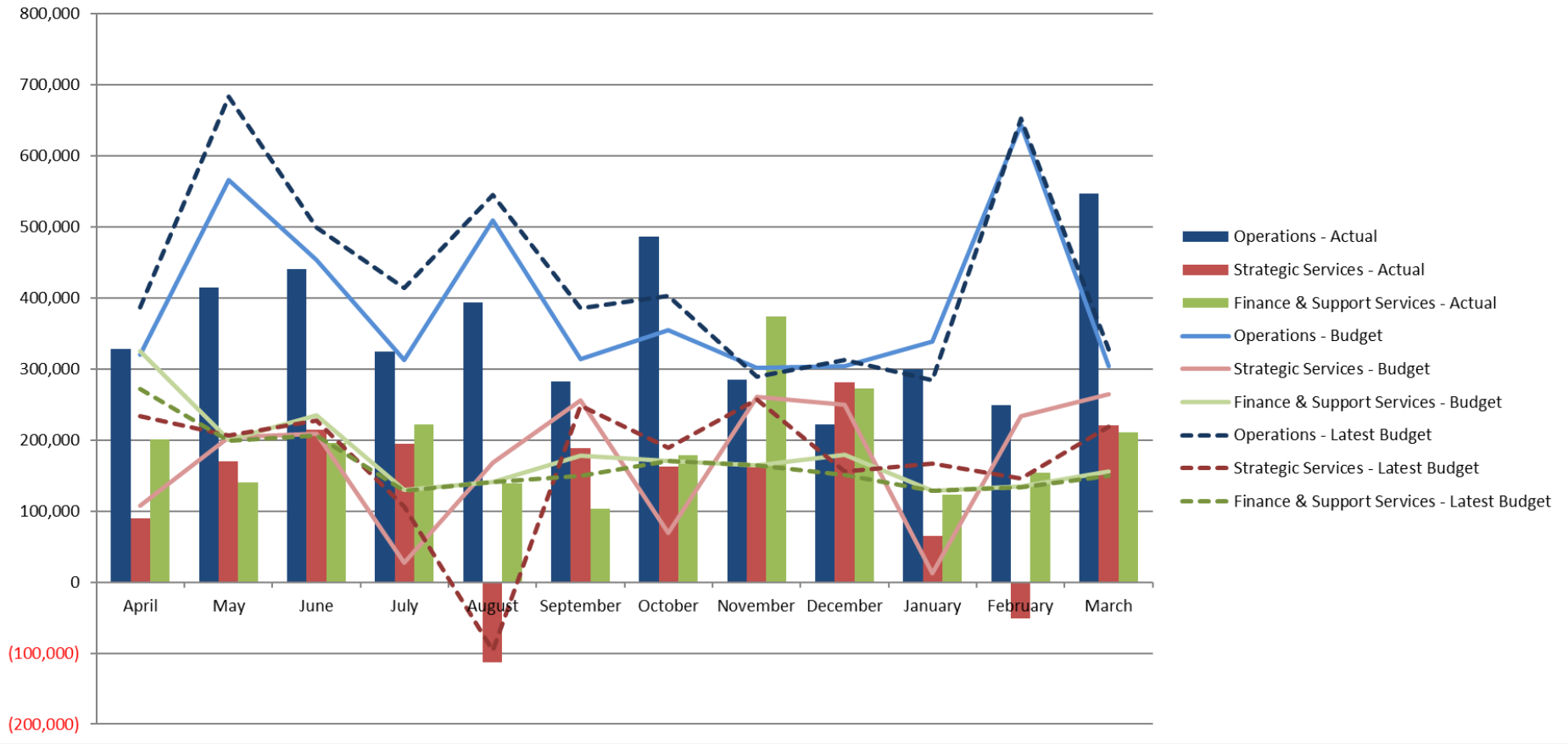
Appendix 1 – Consolidated actual income and expenditure charts to 31 March 2025

Appendix 2 – Financial monitor: Consolidated income and expenditure 2024/25

# Appendix 1 – Consolidated actual income and expenditure charts to 31 March 2025



### Consolidated Net Actual Expenditure against Original and Latest Budget



## Appendix 2 – Financial monitor: Consolidated income and expenditure 2024/25

**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>(8,129,008)</b>	<b>0</b>	<b>(8,129,008)</b>	<b>(8,616,996)</b>	<b>487,988</b>
National Park Grant	(3,414,078)	0	(3,414,078)	(3,914,078)	500,000
Hire Craft Tolls	(1,436,000)	0	(1,436,000)	(1,405,312)	-30,688
Private Craft Tolls	(3,006,000)	0	(3,006,000)	(2,904,676)	-101,324
Short Visit Tolls	(60,000)	0	(60,000)	(60,000)	0
Other Toll Income	(32,930)	0	(32,930)	(32,930)	0
Interest	(180,000)	0	(180,000)	(300,000)	120,000

**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>4,940,486</b>	<b>159,580</b>	<b>5,100,066</b>	<b>4,913,773</b>	<b>186,293</b>
<b>Construction and Maintenance Salaries</b>	<b>1,662,930</b>	<b>0</b>	<b>1,662,930</b>	<b>1,610,110</b>	<b>52,820</b>
Income	0	0	0	0	0
Salaries	1,662,930	0	1,662,930	1,610,110	52,820
Expenditure	0	0	0	0	0
<b>Equipment, Vehicles &amp; Vessels</b>	<b>615,400</b>	<b>0</b>	<b>615,400</b>	<b>615,400</b>	<b>0</b>
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	616,600	0	616,600	616,600	0
<b>Water Management</b>	<b>80,500</b>	<b>0</b>	<b>80,500</b>	<b>80,500</b>	<b>0</b>
Expenditure	80,500	0	80,500	80,500	0
<b>Land Management</b>	<b>(20,885)</b>	<b>0</b>	<b>(20,885)</b>	<b>(20,885)</b>	<b>0</b>
Income	(78,235)	0	(78,235)	(78,235)	0
Expenditure	57,350	0	57,350	57,350	0
<b>Practical Maintenance</b>	<b>693,965</b>	<b>152,080</b>	<b>846,045</b>	<b>746,045</b>	<b>100,000</b>
Income	(26,425)	(38,025)	(64,450)	(64,450)	0
Expenditure	720,390	190,105	910,495	810,495	100,000

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>56,660</b>	<b>0</b>	<b>56,660</b>	<b>55,800</b>	<b>860</b>
Income	(82,851)	0	(82,851)	(82,851)	0
Salaries	50,260	0	50,260	49,400	860
Expenditure	89,251	0	89,251	89,251	0
<b>Ranger Services</b>	<b>1,423,906</b>	<b>0</b>	<b>1,423,906</b>	<b>1,421,233</b>	<b>2,673</b>
Income	0	0	0	0	0
Salaries	1,053,156	0	1,053,156	978,690	74,466
Expenditure	370,500	0	370,500	442,293	-71,793
Pension Payments	250	0	250	250	0
<b>Safety</b>	<b>147,170</b>	<b>0</b>	<b>147,170</b>	<b>121,210</b>	<b>25,960</b>
Income	(500)	0	(500)	(500)	0
Salaries	92,170	0	92,170	61,210	30,960
Expenditure	55,500	0	55,500	60,500	-5,000
<b>Premises</b>	<b>123,920</b>	<b>7,500</b>	<b>131,420</b>	<b>131,420</b>	<b>0</b>
Income	(2,600)	0	(2,600)	(2,600)	0
Expenditure	126,520	7,500	134,020	134,020	0
<b>Operations Management and Administration</b>	<b>156,920</b>	<b>0</b>	<b>156,920</b>	<b>152,940</b>	<b>3,980</b>

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Salaries	150,820	0	150,820	149,440	1,380
Expenditure	6,100	0	6,100	3,500	2,600
<b>Project Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Pension Payments	0	0	0	0	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>1,937,140</b>	<b>0</b>	<b>1,937,140</b>	<b>1,909,968</b>	<b>27,173</b>
<b>Development Management</b>	<b>488,080</b>	<b>0</b>	<b>488,080</b>	<b>483,318</b>	<b>4,763</b>
Income	(90,500)	0	(90,500)	(90,500)	0
Salaries	514,580	0	514,580	483,530	31,050
Expenditure	64,000	0	64,000	90,288	-26,288
Pension Payments	0	0	0	0	0
<b>Strategy and Projects Salaries</b>	<b>323,370</b>	<b>(3,500)</b>	<b>319,870</b>	<b>315,370</b>	<b>4,500</b>
Income	(711,758)	0	(711,758)	(811,758)	100,000
Salaries	370,740	0	370,740	373,610	-2,870
Expenditure	664,388	(3,500)	660,888	753,518	-92,630
<b>Biodiversity Strategy</b>	<b>8,520</b>	<b>0</b>	<b>8,520</b>	<b>8,520</b>	<b>0</b>
Income	0	0	0	0	0
Expenditure	8,520	0	8,520	8,520	0
<b>Human Resources</b>	<b>175,850</b>	<b>0</b>	<b>175,850</b>	<b>174,140</b>	<b>1,710</b>
Income	0	0	0	0	0
Salaries	107,750	0	107,750	106,040	1,710

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	68,100	0	68,100	68,100	0
<b>Volunteers</b>	<b>83,620</b>	<b>0</b>	<b>83,620</b>	<b>69,520</b>	<b>14,100</b>
Salaries	67,120	0	67,120	53,020	14,100
Expenditure	16,500	0	16,500	16,500	0
<b>Communications</b>	<b>381,460</b>	<b>3,500</b>	<b>384,960</b>	<b>379,580</b>	<b>5,380</b>
Income	(250)	0	(250)	(250)	0
Salaries	312,660	0	312,660	307,280	5,380
Expenditure	69,050	3,500	72,550	72,550	0
<b>Visitor Centres and Yacht Stations</b>	<b>336,160</b>	<b>0</b>	<b>336,160</b>	<b>349,460</b>	<b>-13,300</b>
Income	(251,000)	0	(251,000)	(231,000)	-20,000
Salaries	459,840	0	459,840	453,140	6,700
Expenditure	127,320	0	127,320	127,320	0
<b>Strategic Services Management and Administration</b>	<b>140,080</b>	<b>0</b>	<b>140,080</b>	<b>130,060</b>	<b>10,020</b>
Salaries	135,680	0	135,680	127,510	8,170
Expenditure	4,400	0	4,400	2,550	1,850
<b>Strategy and Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditure	0	0	0	0	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>2,143,815</b>	<b>283,889</b>	<b>2,427,704</b>	<b>2,901,844</b>	<b>-474,140</b>
<b>National Park Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>-500,000</b>
Expenditure	0	0	0	500,000	-500,000
<b>Legal</b>	<b>145,000</b>	<b>0</b>	<b>145,000</b>	<b>145,000</b>	<b>0</b>
Income	(5,000)	0	(5,000)	(5,000)	0
Expenditure	150,000	0	150,000	150,000	0
<b>Governance</b>	<b>261,710</b>	<b>0</b>	<b>261,710</b>	<b>259,620</b>	<b>2,090</b>
Salaries	201,710	0	201,710	197,410	4,300
Expenditure	60,000	0	60,000	62,210	-2,210
<b>Chief Executive</b>	<b>135,700</b>	<b>0</b>	<b>135,700</b>	<b>133,900</b>	<b>1,800</b>
Salaries	134,700	0	134,700	132,900	1,800
Expenditure	1,000	0	1,000	1,000	0
<b>Asset Management</b>	<b>130,090</b>	<b>0</b>	<b>130,090</b>	<b>115,370</b>	<b>14,720</b>
Income	(25,300)	0	(25,300)	(25,300)	0
Salaries	56,590	0	56,590	41,870	14,720
Expenditure	98,800	0	98,800	98,800	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
<b>Premises – Head Office</b>	<b>148,000</b>	<b>283,889</b>	<b>431,889</b>	<b>451,889</b>	<b>-20,000</b>
Income	0	0	0	0	0
Expenditure	148,000	283,889	431,889	451,889	-20,000
<b>Finance and Insurance</b>	<b>578,070</b>	<b>0</b>	<b>578,070</b>	<b>563,200</b>	<b>14,870</b>
Salaries	285,300	0	285,300	270,430	14,870
Expenditure	292,770	0	292,770	292,770	0
<b>Collection of Tolls</b>	<b>228,380</b>	<b>0</b>	<b>228,380</b>	<b>220,270</b>	<b>8,110</b>
Salaries	215,880	0	215,880	207,770	8,110
Expenditure	12,500	0	12,500	12,500	0
<b>ICT</b>	<b>516,865</b>	<b>0</b>	<b>516,865</b>	<b>512,595</b>	<b>4,270</b>
Income	0	0	0	0	0
Salaries	249,480	0	249,480	245,210	4,270
Expenditure	267,385	0	267,385	267,385	0

**Table 5**

## Projects and Corporate items

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
<b>Total Projects and Corporate Items</b>	<b>(83,175)</b>	<b>0</b>	<b>(83,175)</b>	<b>(83,175)</b>	<b>0</b>
<b>Partnerships / HLF</b>	<b>(91,875)</b>	<b>0</b>	<b>(91,875)</b>	<b>(91,875)</b>	<b>0</b>
Income	(121,875)	0	(121,875)	(121,875)	0
Salaries	11,010	0	11,010	11,010	0
Expenditure	18,990	0	18,990	18,990	0
<b>Corporate Items</b>	<b>8,700</b>	<b>0</b>	<b>8,700</b>	<b>8,700</b>	<b>0</b>
Expenditure	8,700	0	8,700	8,700	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) £
<b>Total Contributions from Earmarked Reserves</b>	<b>(938,303)</b>	<b>(416,389)</b>	<b>(1,354,692)</b>	<b>(1,354,692)</b>	<b>0</b>
<b>Earmarked Reserves</b>	<b>(938,303)</b>	<b>(416,389)</b>	<b>(1,354,692)</b>	<b>(1,354,692)</b>	<b>0</b>
Expenditure	(938,303)	(416,389)	(1,354,692)	(1,354,692)	0

**Table 7**

Net (Surplus) / Deficit

<b>Row labels</b>	<b>Original Budget (Consolidated) £</b>	<b>Budget Adjustments (Consolidated) £</b>	<b>Latest Available Budget (Consolidated) £</b>	<b>Forecast Outturn (Consolidated) £</b>	<b>Forecast Outturn Variance (Consolidated) £</b>
<b>Grand Total</b>	<b>(129,045)</b>	<b>27,080</b>	<b>(101,965)</b>	<b>(329,279)</b>	<b>227,314</b>