

# Navigation Committee

22 January 2026

Agenda item number 7

## Proposed budget 2026/27 and financial strategy to 2028/29

Report by Director of Resources

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### Purpose

To:

- i. inform the Committee of the actual Navigation income and expenditure for the eight-month period to 30 November 2025 and provide a forecast of the projected expenditure at the end of the financial year (31 March 2026).
- ii. consult on the preparation of the Draft Budget for 2026/27 and Financial Strategy to 2028/29 prior to its consideration by the Broads Authority on 27 February 2025.

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### Broads Plan Context

All strategic actions under Theme C: Maintaining and enhancing the navigation.

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# 1. Introduction

- 1.1. This report covers two items: Navigation Income and Expenditure and the draft budget.
- 1.2. Section 2 to 5 provides a summary of the income and expenditure for the Navigation 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 draft budget for 2026/27 and the draft financial strategy to 2028/29. The draft budget for 2026/27 has been shaped by the 3.5% increase in navigation charges considered by this committee on 6 November 2025 which was formally adopted by the Authority on 28 November 2025.

# 2. Overview of actual income and expenditure

**Table 1**

Actual Navigation income and expenditure by Directorate to 30 November 2025

<b>Directorate</b>	<b>Profiled Latest Available Budget £</b>	<b>Actual income and expenditure £</b>	<b>Actual variance £</b>
Income	(4,629,993)	(4,618,595)	- 11,398
Delivery	2,470,032	1,864,082	+ 605,950
Resources	814,548	765,571	+ 48,977
Chief Executive	395,959	355,148	+ 40,811
Projects, Corporate Items and Contributions from Earmarked Reserves	(321,287)	12,825	- 334,112
<b>Net (Surplus) / Deficit</b>	<b>(1,270,741)</b>	<b>(1,620,969)</b>	<b>+ 350,228</b>

- 2.1. Core Navigation income is below the profiled budget at the end of month eight. The overall position as at 30 November 2025 is a favourable variance of £350,228 or a 27.56% difference from the profiled LAB. This is principally due to:
  - An overall adverse variance of £11,398 within toll income:
    - Hire Craft Tolls is £39,692 below the profiled budget.
    - Private Craft Tolls is £18,434 below the profiled budget.
    - Short Visit Tolls and Other Toll income is £12,789 above the profiled budget.

- Investment income is £33,939 above the profiled budget.
- An underspend within Delivery relating to:
  - Operations salaries is £60,569 under the profiled budget due to the pay award being 0.8% less than budgeted, plus to two op tech posts removed from structure. The pay award was implemented in September and back dated to 1 April 2025. In addition, the budget has seen the benefit of staff recharges for equipment hire. The forecast for the income and staff saving has been updated accordingly.
  - Equipment, Vehicles and Vessels are £127,785 under the profiled budget due to the focus on maximising the purchases from the National Park capital grant which must be spent in 2025/26. This has inevitably led to an underspend from the earmarked reserves. The forecast has been updated.
  - Water Management is £21,650 under the profiled budget due to dredging delays caused by increased salinity levels.
  - Practical Maintenance is £193,661 under the profiled budget due to timing differences on contractor work.
  - Waterways and Recreation Strategy is £18,346 under the profiled budget due to delays in recruitment following the restructure. The post was filled in December, and the forecast has been updated accordingly.
  - Ranger Services is £156,354 under the profiled budget due to the pay award being 0.8% less than budgeted. The pay award was implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also timing difference in the replacement of the Ranger launch which has been delayed until 2026/27.
  - Premises is £37,013 under the profiled budget due to timing differences on the repiling project. The solar project is now being funded by the National Park capital grant. The forecast has been updated accordingly.
- An underspend within Resources relating to:
  - Asset Management is £10,302 under the profiled budget due to timing differences on lease payments.
  - ICT is £24,064 under the profiled budget due to delays with the phase two of the tolls project. This has been transferred to 2026/27 budget.
  - Resources Management and Administration is £9,302 under the profiled budget due to the re-structure resulting in reduced Directors' costs. The forecast has been updated.
- An underspend within Chief Executive relating to:

- Communications are £15,106 under the profiled budget due to two posts being removed from the structure and the pay award being 0.8% less than budgeted. The pay award has been implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly.
  - Visitor Services is £18,747 under the profiled budget due to timing differences on electricity charges and repairs and maintenance.
  - An adverse variance within reserves relating to:
    - Premises is above the profiled budget due to the timing differences on the Dockyard repiling project and the solar project being funded by the National Park capital grant.
    - Property is above the profile due to Mutford Lock technical review no longer being required in this financial year.
    - Plant, Vessels and Equipment is above the profiled budget due to the reprioritising of the National Park capital expenditure and the launch replacement being delayed until 2026/27.
- 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 2025/26. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are in Appendix 2.

**Table 2**  
Adjustments to Navigation LAB

Item	Authorisation reference	Amount £
Original budget 2025/26	Broads Authority 24/01/2025 Agenda item number 9	8,471
Carry forward requests	Broads Authority 09/05/2025 Agenda item number 10	720
Budget adjustments (salary savings, interest rate improvements and removal of sunken vessels)	Broads Authority 09/05/2025 Agenda item number 11	46,544
Budget adjustments (recruitment of a new CEO)	Broads Authority 25/07/2025 Agenda item number 20	11,870

Item	Authorisation reference	Amount £
<b>LAB as at 30 November 2025</b>	n/a	<b>67,605</b>

3.2. The LAB therefore provides for a navigation deficit of £67,605 in 2025/26 as at 30 November 2025.

## 4. Overview of forecast outturn 2025/26

4.1. Budget holders have been asked to comment on the expected income and expenditure at the end of the financial year in respect of all budget lines for which they are responsible.

4.2. As at the end of November 2025, the forecast indicates that:

- The total forecast income is £4,703,949.
- Total expenditure is forecast to be £4,678,328.
- The resulting surplus for the year is forecast to be £25,621.

4.3. The forecast outturn reflects the following changes from the LAB as shown in Table 3. The forecast deficit represents a favourable variance of £93,226 against the LAB.

**Table 3**

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit as per LAB	67,605
Adjustments reported 06/11/2025	(40,545)
Increase to Hire Craft income	(1,748)
Increase to Private Craft income	(18,605)
Increase to Investment income	(15,000)
Increase to staff recharges income	(13,543)
Decrease to salaries due to vacancy saving	(3,785)
<b>Forecast outturn surplus as at 30 November 2025</b>	<b>(25,621)</b>

## 5. Navigation Earmarked Reserves

**Table 4**

Navigation Earmarked Reserves

<b>Reserve name</b>	<b>Balance at 1 April 2025 £</b>	<b>In-year movements £</b>	<b>Current reserve balance £</b>
Property	(506,246)	(27,436)	(533,682)
Plant, Vessels and Equipment	(501,989)	(157,330)	(659,319)
Premises	(228,315)	(27,627)	(255,942)
Computer Software	(104,072)	(4,908)	(108,980)
<b>Total</b>	<b>(1,340,622)</b>	<b>(217,301)</b>	<b>(1,557,923)</b>

- 5.1. As well as the annual contributions to the earmarked reserves the Property reserve contains the income from the land rental at Oulton Broad. The Plant, Vessels and Equipment reserve contains the income from the sale of old equipment and has funded a mower. The Computer Software reserve has funded the work on the Ranger app for the new cloud-based tolls system.

## 6. 2026/27 budget proposals

- 6.1. The draft budget is set out in Appendix 3 and the financial strategy to 2028/29 to provide context.
- 6.2. As with the 2025/26 budget the draft for 2026/27 has been prepared by Management Team rather than letting budget holders request their own allocations. The main objective of this approach is to minimise underspends at the end of the financial year.
- 6.3. The draft budget takes into account the following factors:
- A provisional pay increase of 3%, this is approximately in line with the 2025/26 award of 3.2%.
  - Hire and private boat numbers will reduce income by a further £105,560 when compared to 2025/26.
  - National Park Grant will remain at 2025/26 base revenue allocation. Currently there is no further capital allocations budgeted. This is subject to confirmation from DEFRA.
  - Expenditure has been reduced in line with the restructure in 2025/26.
  - £50,000 will be transferred from Navigation reserves annually to repay the £250,000 payment from National Park reserves.
  - Maintaining the Navigation reserve at 10% of net expenditure.

6.4. Total core Navigation income for 2026/27 is budgeted to be £4,723,854, including £1,438,000 for hire craft tolls and £3,103,000 for private craft tolls. This income takes into account of the latest available information on boat numbers. Net navigation expenditure is budgeted at £4,654,358. This will result in a budget surplus of £69,496 which will be placed in Navigation reserve at year end and will give the Authority the option to keep toll increases for future years in line with inflation. After taking into account the transfer of £50,100 interest to earmarked reserves and the fourth instalment of the £50,000, reserves at the end of March 2027 are forecast to be £503,588, 10.8% of net expenditure for the year.

6.5. Table 5 sets out an overview of the proposed 2026/27 budget, which is provided in more details in Appendix 3.

**Table 5**

Draft 2026/27 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,134,020)	0	(3,134,020)
Navigation Tolls	0	(4,640,354)	(4,640,354)
Investment Income	(83,500)	(83,500)	(167,000)
<b>Total Income</b>	<b>(3,217,520)</b>	<b>(4,723,854)</b>	<b>(7,941,374)</b>
Delivery	1,742,899	3,557,301	5,300,200
Resources	1,221,926	1,079,099	2,301,025
Chief Executive	634,342	494,773	1,129,115
Contributions from earmarked reserves and corporate items	(319,290)	(476,815)	(796,425)
<b>Total Expenditure</b>	<b>3,279,557</b>	<b>4,654,358</b>	<b>7,933,915</b>
<b>Net (Surplus) / Deficit</b>	<b>62,037</b>	<b>(69,496)</b>	<b>(7,459)</b>
<b>Opening Reserves (Forecast)</b>	<b>(1,151,560)</b>	<b>(534,192)</b>	<b>(1,685,752)</b>
(Surplus) / Deficit for the year	62,037	(69,496)	(7,459)
Interest transfer	50,100	50,100	100,200
Contribution to National Park (General) Reserve	(50,000)	50,000	0
<b>Closing Reserves (Forecast)</b>	<b>(1,089,423)</b>	<b>(503,588)</b>	<b>(1,593,011)</b>

## **7. Delivery**

- 7.1. Salary budgets have seen an increase to reflect the provisional 3% pay increase, subject to negotiations by the NJC. Following the agreement of the additional 1%, above the proposed 2.5% increase to charges, an additional operations technician had been included and the split between National Park and Navigation has moved from 40/60 to 38/62. Practical Maintenance includes an additional contribution to the earmarked reserves to help fund future repairs and maintenance. Income appears reduced for 2026/27 when compared to 2025/26 for electric pillars due to the grant received in 2025/26 being a one off.
- 7.2. As with previous years, however, it is important to recognise that the Delivery budget has little capacity to take on additional projects or ad-hoc work in 2026/27.

## **8. Resources**

- 8.1. As with the Delivery budget, staff costs have increased for the same reasons.

## **9. Chief Executive**

- 9.1. As with the Delivery and Resources budget, staff costs have increased for the same reasons. There has also been an increase on the legal costs for Navigation following the increased levels of prosecutions for non-payment of tolls.

## **10. Central and shared costs and cost apportionment**

- 10.1. Cost apportionments remain broadly the same as those for 2025/26 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2026/27 are set out in Appendix 3.
- 10.2. The overall split of estimated income and proposed net expenditure in 2026/27 has moved following the reduction in National Park revenue grant to 41% National Park and 59% Navigation. The forecast income split for 2025/26 is 50/50.
- 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 Delivery, Resources and Chief Executive 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
2025/26 National Park	2,908 <sup>1</sup>	46	2,954	66%	(4,689) <sup>2</sup>	63%
2025/26 Navigation	1,540	12	1,552	34%	(4,704)	33%
<b>2025/26 Consolidated</b>	<b>4,448</b>	<b>58<sup>3</sup></b>	<b>4,506</b>	<b>100%</b>	<b>(9,393)</b>	<b>48%</b>
2026/27 National Park	1,478	4	1,482	50%	(3,218)	46%
2026/27 Navigation	1,494	4	1,498	50%	(4,724)	32%
<b>2026/27 Consolidated</b>	<b>2,972</b>	<b>8</b>	<b>2,980</b>	<b>100%</b>	<b>(7,942)</b>	<b>38%</b>
2027/28 National Park	1,419	4	1,423	49%	(3,204)	44%
2027/28 Navigation	1,482	5	1,487	51%	(4,749)	31%
<b>2027/28 Consolidated</b>	<b>2,901</b>	<b>9</b>	<b>2,910</b>	<b>100%</b>	<b>(7,953)</b>	<b>37%</b>
2028/29 National Park	1,438	4	1,442	49%	(3,204)	45%
2028/29 Navigation	1,502	5	1,507	51%	(4,766)	32%

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<sup>1</sup> This includes £1,385,058 of National Park Capital expenditure

<sup>2</sup> This includes £1,385,058 of National Park Capital Grant

<sup>3</sup> 2025/26 includes the apprenticeship levy and redundancy costs following the restructure.

<b>Year</b>	<b>Central and Shared Costs £000's</b>	<b>Apprenticeship levy costs £000's</b>	<b>Total £000's</b>	<b>Percentage split of central and shared costs</b>	<b>Total Core Income £000's</b>	<b>Central and shared costs as percentage of core income</b>
<b>2028/29 Consolidated</b>	<b>2,940</b>	<b>9</b>	<b>2,949</b>	<b>100%</b>	<b>(7,970)</b>	<b>37%</b>

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 member's 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:

- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast.
- Salary negotiations for 2026/27 will be in line with the 3% budgeted and increases from 2027/28 onwards are based on a provisional increase of 2%, 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. This represents an approximate reduction of four and half full-time equivalents (FTE) on permanent contracts in 2026/27 when compared to the budget this time last year of 123 FTE.
- The forecast outturn position for 2025/26 will be delivered in line with budget holders' projections; and
- 2026/27 will see the fifth and final 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

<b>Assumption</b>	<b>Change in assumption</b>	<b>Approximate financial impact of change £ (+/-)</b>
National Park Budget for 2025/26 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	47,000
Navigation Budget for 2025/26 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	47,000
Overall salary increase of 3% in 2026/27	1% change in salary inflation	57,000
Boat numbers and distribution remain as predicted in 2026/27	1% change in navigation toll income	45,000
National Park Grant in line with current allocations and no further reductions in 2026/27	1% change in National Park Grant income	31,000
Inflation	1% increase on non-salary budget	15,000

## 12. Earmarked reserves

- 12.1. The Authority's earmarked reserve strategy for the period 2026/27 to 2028/29 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of November 2025, 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 2028/29.
- 12.2. Navigation earmarked reserves stand at £1,557,923 at the end of November 2025 and are forecast to decrease (to £1,432,538) by the end of the financial year due to expenditure on the vehicles, equipment and the Dockyard piling works.
- 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 2026/27:
- Replacement of three vehicles.
  - Replacement of a tugboat.

- Replacement Ranger launch.
- Phase two of the online tolls system.
- Dockyard and Buttles Barn wood store, roller shutters and LED lighting
- Mutford Lock gate repairs.

12.4. Planned expenditure from earmarked reserves in 2027/28 and 2028/29 includes the replacement of seven further vehicles, two excavators, and bucket, telescopic handler, clamshell grab, iron horse, hydraulic power packs and winch.

12.5. Taking account of all these items, the forecast balance of navigation earmarked reserves at the end of 2028/29 is £1,372,023, although it should be noted that expenditure plans for 2027/28 and beyond are likely to be refined again when the financial strategy for 2027/28 is developed later next year.

### 13. Risk implications

13.1. Loss of income is identified in the corporate risk register under risk number three. 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 draft budget presented here incorporates the navigation charges for 2026/27 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 little capacity within the budget for additional projects.

14.2. The National Park part of the budget shows a deficit for 2026/27 which will be balanced via the National Park reserve. This will result in a reserve balance of £1,089,423 at the end of 2026/27. While confirmation on the settlement is awaited, figures for 2027/28 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.

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 3% increase in salaries for the period April 2026 to March 2027. As in previous years there continues to be uncertainty about the amount and the timing of the likely award.

14.4. For navigation the surplus of £69,496 allowed for in the 2026/27 budget will be placed in the Navigation reserve and continue to maintain the reserve above the 10%. Despite

falling inflation, the impact of cost increases should not be underestimated and its effect on purchasing materials and services. On the Navigation side of the budget the level of reserves held by the Authority provides is considered adequate at 10.8%.

- 14.5. As in previous years, it remains the case that the indicative tolls increase in 2027/28 and beyond will need to be revisited during next year's budget setting process to ensure that remain appropriate. This could be as a result of any variations from current assumptions or changes to outturn figures for 2025/26.

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Date of report: 09 January 2026

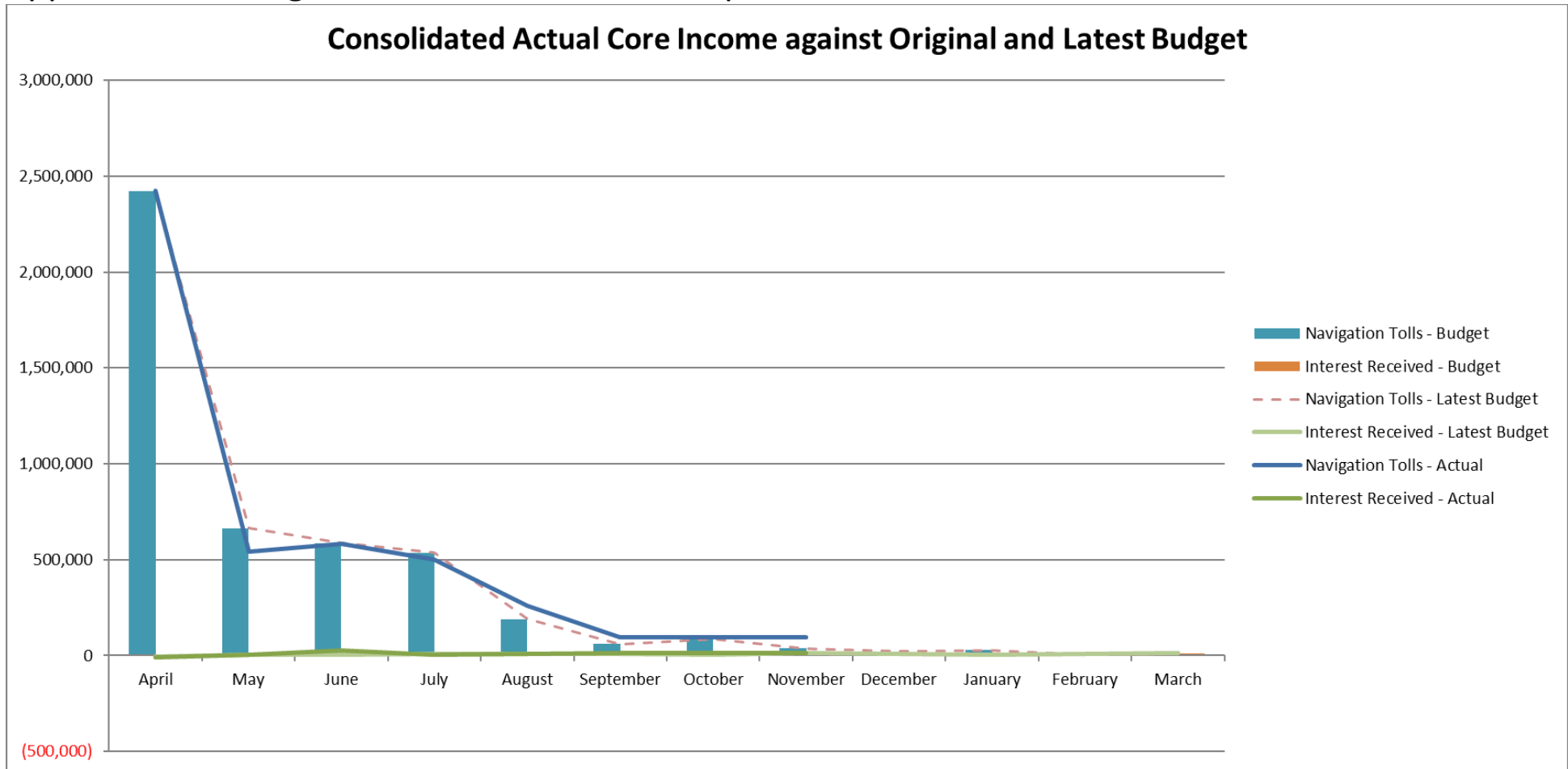
Appendix 1 – Navigation actual income and expenditure charts to 30 November 2025

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

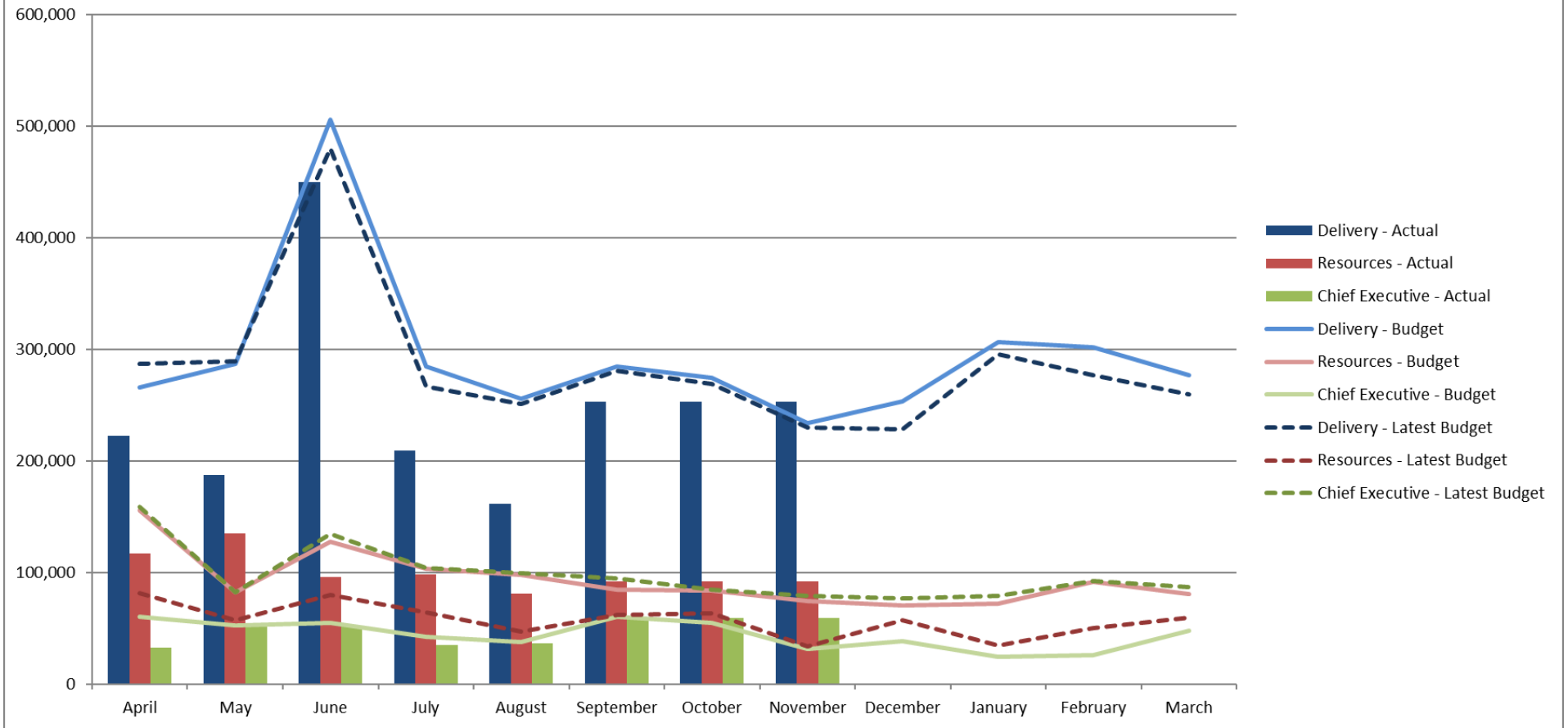
Appendix 3 – 2026/27 Budget and Financial Strategy to 2028/29

Appendix 4 – Earmarked reserves 2025/26 to 2028/29

# Appendix 1 – Navigation actual income and expenditure charts to 30 November 2025



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



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

**Table 1**

Income

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Total Income</b>	<b>(4,697,800)</b>	<b>(28,500)</b>	<b>(4,726,300)</b>	<b>(4,703,948)</b>	<b>-22,352</b>
National Park Grant	0	0	0	0	0
Hire Craft Tolls	(1,489,000)	0	(1,489,000)	(1,449,308)	- 39,692
Private Craft Tolls	(3,057,000)	0	(3,057,000)	(3,042,840)	- 14,160
Short Visit Tolls	(63,540)		(63,540)	(57,110)	- 6,430
Other Toll Income	(33,260)	0	(33,260)	(39,690)	+ 6,430
Interest	(55,000)	(28,500)	(83,500)	(115,000)	+ 31,500

**Table 2**

Delivery

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Total Delivery</b>	<b>3,530,809</b>	<b>79,014</b>	<b>3,609,823</b>	<b>3,186,677</b>	<b>+ 423,146</b>
<b>Development Management</b>	<b>10,220</b>	<b>0</b>	<b>10,220</b>	<b>10,140</b>	<b>+ 79</b>

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Income	0	0	0	0	+ 0
Salaries	10,220	0	10,220	10,140	+ 79
Expenditure	0	0	0	0	+ 0
Pension Payments	0	0	0	0	+ 0
<b>Construction and Maintenance Salaries</b>	<b>984,776</b>	<b>3,622</b>	<b>988,397</b>	<b>929,498</b>	<b>+ 58,899</b>
Income	0	0	0	(13,543)	+ 13,543
Salaries	984,776	3,622	988,397	943,040	+ 45,357
Expenditure	0	0	0	0	+ 0
<b>Equipment, Vehicles &amp; Vessels</b>	<b>473,550</b>	<b>0</b>	<b>473,550</b>	<b>386,050</b>	<b>+ 87,500</b>
Income	(840)	0	(840)	(840)	+ 0
Expenditure	474,390	0	474,390	386,890	+ 87,500
<b>Water Management</b>	<b>95,780</b>	<b>0</b>	<b>95,780</b>	<b>95,780</b>	<b>+ 0</b>
Income	0	0	0	0	+ 0
Expenditure	95,780	0	95,780	95,780	+ 0
<b>Land Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>+ 0</b>
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
<b>Practical Maintenance</b>	<b>400,575</b>	<b>0</b>	<b>400,575</b>	<b>368,734</b>	<b>+ 31,841</b>

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Income	(26,425)	(38,025)	(64,450)	(66,291)	+ 1,841
Expenditure	427,000	38,025	465,025	435,025	+ 30,000
<b>Waterways and Recreation Strategy</b>	<b>32,650</b>	<b>10</b>	<b>32,660</b>	<b>16,250</b>	<b>+ 16,410</b>
Income	0	0	0	0	+ 0
Salaries	26,250	10	26,260	9,850	+ 16,410
Expenditure	6,400	0	6,400	6,400	+ 0
<b>Ranger Services</b>	<b>1,141,288</b>	<b>75,776</b>	<b>1,217,064</b>	<b>1,010,968</b>	<b>+ 206,096</b>
Income	0	0	0	0	+ 0
Salaries	796,888	776	797,664	791,568	+ 6,096
Expenditure	344,200	75,000	419,200	219,200	+ 200,000
Pension Payments	200	0	200	200	+ 0
<b>Safety</b>	<b>98,586</b>	<b>518</b>	<b>99,104</b>	<b>98,558</b>	<b>+ 546</b>
Income	(750)	0	(750)	(750)	+ 0
Salaries	75,386	518	75,904	75,358	+ 546
Expenditure	23,950	0	23,950	23,950	+ 0
<b>Premises</b>	<b>195,243</b>	<b>0</b>	<b>195,243</b>	<b>174,243</b>	<b>+ 21,000</b>
Income	(1,750)	0	(1,750)	(1,750)	+ 0
Expenditure	196,993	0	196,993	175,993	+ 21,000

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Delivery Management and Administration</b>	<b>96,792</b>	<b>(912)</b>	<b>95,880</b>	<b>95,106</b>	<b>+ 774</b>
Salaries	95,592	(912)	94,680	93,906	+ 774
Expenditure	1,200	0	1,200	1,200	+ 0
<b>Project Funding</b>	<b>1,350</b>	<b>0</b>	<b>1,350</b>	<b>1,350</b>	<b>+ 0</b>
Pension Payments	1,350	0	1,350	1,350	+ 0

**Table 3**  
Resources

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Total Resources</b>	<b>1,124,770</b>	<b>3,543</b>	<b>1,128,314</b>	<b>1,092,111</b>	<b>+ 36,202</b>
<b>Strategy and Projects Salaries</b>	<b>24,868</b>	<b>0</b>	<b>24,868</b>	<b>24,827</b>	<b>+ 41</b>
Income	0	0	0	0	+ 0
Salaries	24,868	0	24,868	24,827	+ 41
Expenditure	0	0	0	0	+ 0
<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

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Biodiversity Strategy</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>+ 0</b>
Expenditure	0	0	0	0	+ 0
<b>National Park Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>+ 0</b>
Expenditure	0	0	0	0	+ 0
<b>Human Resources</b>	<b>85,786</b>	<b>720</b>	<b>86,506</b>	<b>86,088</b>	<b>+ 418</b>
Salaries	54,106	0	54,106	53,688	+ 418
Expenditure	31,680	720	32,400	32,400	+ 0
<b>Volunteers</b>	<b>18,914</b>	<b>0</b>	<b>18,914</b>	<b>18,792</b>	<b>+ 122</b>
Salaries	15,269	0	15,269	15,147	+ 122
Expenditure	3,645	0	3,645	3,645	+ 0
<b>Finance and Insurance</b>	<b>352,476</b>	<b>2,783</b>	<b>355,259</b>	<b>351,661</b>	<b>+ 3,598</b>
Salaries	181,291	2,783	184,074	180,476	+ 3,598
Expenditure	171,185	0	171,185	171,185	+ 0
<b>Asset Management</b>	<b>75,158</b>	<b>0</b>	<b>75,158</b>	<b>74,978</b>	<b>+ 180</b>
Income	(5,135)	0	(5,135)	(5,135)	+ 0
Salaries	23,058	0	23,058	22,878	+ 180
Expenditure	57,235	0	57,235	57,235	+ 0
<b>Collection of Tolls</b>	<b>236,570</b>	<b>40</b>	<b>236,610</b>	<b>232,780</b>	<b>+ 3,830</b>

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Salaries	224,070	40	224,110	220,280	+ 3,830
Expenditure	12,500	0	12,500	12,500	+ 0
<b>ICT</b>	<b>239,036</b>	<b>0</b>	<b>239,036</b>	<b>221,082</b>	<b>+ 17,954</b>
Income	0	0	0	0	+ 0
Salaries	125,352	0	125,352	124,373	+ 979
Expenditure	113,684	0	113,684	96,709	+ 16,975
<b>Premises – Head Office</b>	<b>49,300</b>	<b>0</b>	<b>49,300</b>	<b>49,300</b>	<b>+ 0</b>
Expenditure	49,300	0	49,300	49,300	+ 0
<b>Resources Management and Administration</b>	<b>42,663</b>	<b>0</b>	<b>42,663</b>	<b>32,604</b>	<b>+ 10,059</b>
Salaries	42,213	0	42,213	32,154	+ 10,059
Expenditure	450	0	450	450	+ 0

**Table 4**

## Chief Executive

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Total Chief Executive</b>	<b>532,703</b>	<b>5,077</b>	<b>537,780</b>	<b>516,677</b>	<b>+ 21,103</b>
<b>Legal</b>	<b>35,000</b>	<b>0</b>	<b>35,000</b>	<b>35,000</b>	<b>+ 0</b>
Income	(5,000)	0	(5,000)	(5,000)	+ 0
Expenditure	40,000	0	40,000	40,000	+ 0
<b>Governance</b>	<b>118,765</b>	<b>(4,004)</b>	<b>114,761</b>	<b>114,089</b>	<b>+ 672</b>
Salaries	89,925	(4,004)	85,921	85,249	+ 672
Expenditure	28,840	0	28,840	28,840	+ 0
<b>Chief Executive</b>	<b>55,394</b>	<b>11,871</b>	<b>67,265</b>	<b>66,842</b>	<b>+ 423</b>
Salaries	55,196	0	55,196	54,773	+ 423
Expenditure	198	11,871	12,069	12,069	+ 0
<b>Communications</b>	<b>100,510</b>	<b>(954)</b>	<b>99,556</b>	<b>81,667</b>	<b>+ 17,889</b>
Income	0	0	0	0	+ 0
Salaries	89,965	(954)	89,011	71,122	+ 17,889
Expenditure	10,545	0	10,545	10,545	+ 0
<b>Visitor Centres and Yacht Stations</b>	<b>223,035</b>	<b>(1,836)</b>	<b>221,199</b>	<b>219,079</b>	<b>+ 2,120</b>
Income	(153,960)	0	(153,960)	(153,960)	+ 0

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Salaries	308,415	(1,836)	306,579	304,459	+ 2,120
Expenditure	68,580	0	68,580	68,580	+ 0

**Table 5**

Projects and Corporate items

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Total Projects and Corporate Items</b>	<b>4,116</b>	<b>0</b>	<b>4,116</b>	<b>11,673</b>	<b>- 7,557</b>
<b>Partnerships / HLF</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>+ 0</b>
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
<b>Corporate Items</b>	<b>4,116</b>	<b>0</b>	<b>4,116</b>	<b>11,673</b>	<b>- 7,557</b>
Expenditure	4,116	0	4,116	11,673	- 7,557

**Table 6**

Contributions from earmarked reserves

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Total contributions from Earmarked Reserves</b>	<b>(486,127)</b>	<b>0</b>	<b>(486,127)</b>	<b>(128,811)</b>	<b>- 357,316</b>
<b>Earmarked Reserves</b>	<b>(486,127)</b>	<b>0</b>	<b>(486,127)</b>	<b>(128,811)</b>	<b>- 357,316</b>
Expenditure	(486,127)	0	(486,127)	(128,811)	- 357,316

**Table 7**

Net (Surplus) / Deficit

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
<b>Grand Total</b>	<b>8,471</b>	<b>59,134</b>	<b>67,605</b>	<b>(25,621)</b>	<b>+ 93,226</b>

Row Labels	2024/25			2025/26			2026/27			2027/28			2028/29			2026/27 Apportionment				
	Sum of National Park 2024/25 (Actual)	Sum of Navigation 2024/25 (Actual)	Sum of Consolidated 2024/25 (Actual)	Sum of National Park 2025/26 (Latest Available Budget)	Sum of Navigation 2025/26 (Latest Available Budget)	Sum of Consolidated 2024/25 (Latest Available Budget)	Sum of National Park 2025/26 (Forecast)	Sum of Navigation 2025/26 (Forecast)	Sum of Consolidated 2025/26 (Forecast)	Sum of National Park 2026/27	Sum of Navigation 2026/27	Sum of Consolidated 2026/27	Sum of National Park 2027/28	Sum of Navigation 2027/28	Sum of Consolidated 2027/28	Sum of National Park 2028/29	Sum of Navigation 2028/29	Sum of Consolidated 2028/29	National Park	Navigation
<b>Income</b>																				
Income																				
National Park Grant	(3,914,078)	0	(3,914,078)	(4,574,078)	0	(4,574,078)	(4,574,078)	0	(4,574,078)	(3,134,020)	0	(3,134,020)	(3,134,020)	0	(3,134,020)	(3,134,020)	0	(3,134,020)	100%	0%
Hire Craft Tolls	0	(1,405,312)	(1,405,312)	0	(1,489,000)	(1,489,000)	0	(1,449,308)	(1,449,308)	0	(1,438,000)	(1,438,000)	0	(1,474,000)	(1,474,000)	0	(1,504,000)	(1,504,000)	0%	100%
Private Craft Tolls	0	(2,908,389)	(2,908,389)	0	(3,057,000)	(3,057,000)	0	(3,042,841)	(3,042,841)	0	(3,103,000)	(3,103,000)	0	(3,104,000)	(3,104,000)	0	(3,090,000)	(3,090,000)	0%	100%
Short Visit Tolls	0	(54,616)	(54,616)	0	(63,540)	(63,540)	0	(57,110)	(57,110)	0	(58,624)	(58,624)	0	(60,090)	(60,090)	0	(61,291)	(61,291)	0%	100%
Other Toll Income	0	(38,490)	(38,490)	0	(33,260)	(33,260)	0	(39,690)	(39,690)	0	(40,730)	(40,730)	0	(33,590)	(33,590)	0	(33,590)	(33,590)	0%	100%
Interest	(153,416)	(153,416)	(306,832)	(83,500)	(83,500)	(167,000)	(115,000)	(115,000)	(230,000)	(83,500)	(83,500)	(167,000)	(70,000)	(70,000)	(140,000)	(70,000)	(70,000)	(140,000)	50%	50%
<b>Income Total</b>	<b>(4,067,494)</b>	<b>(4,560,223)</b>	<b>(8,627,717)</b>	<b>(4,657,578)</b>	<b>(4,726,300)</b>	<b>(9,383,878)</b>	<b>(4,689,078)</b>	<b>(4,703,949)</b>	<b>(9,393,027)</b>	<b>(3,217,520)</b>	<b>(4,723,854)</b>	<b>(7,941,374)</b>	<b>(3,204,020)</b>	<b>(4,741,680)</b>	<b>(7,945,700)</b>	<b>(3,204,020)</b>	<b>(4,758,881)</b>	<b>(7,962,901)</b>	<b>41%</b>	<b>59%</b>
<b>Net Expenditure</b>	<b>(4,067,494)</b>	<b>(4,560,223)</b>	<b>(8,627,717)</b>	<b>(4,657,578)</b>	<b>(4,726,300)</b>	<b>(9,383,878)</b>	<b>(4,689,078)</b>	<b>(4,703,949)</b>	<b>(9,393,027)</b>	<b>(3,217,520)</b>	<b>(4,723,854)</b>	<b>(7,941,374)</b>	<b>(3,204,020)</b>	<b>(4,741,680)</b>	<b>(7,945,700)</b>	<b>(3,204,020)</b>	<b>(4,758,881)</b>	<b>(7,962,901)</b>	<b>41%</b>	<b>59%</b>
<b>Delivery</b>																				
Development Management	574,653	5,050	579,703	515,130	5,329	520,459	491,900	5,288	497,188	556,142	10,213	566,355	515,251	10,524	525,775	524,918	10,737	535,655	98%	2%
Development Management (Income)	(305,516)	0	(305,516)	(80,000)	0	(80,000)	(86,000)	0	(86,000)	(122,200)	0	(122,200)	(122,200)	0	(122,200)	(122,200)	0	(122,200)	100%	0%
Strategy and Projects	24,164	0	24,164	26,000	0	26,000	26,000	0	26,000	23,000	0	23,000	23,000	0	23,000	23,000	0	23,000	100%	0%
Strategy and Projects (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Construction and Maintenance Salaries	608,740	1,001,286	1,610,027	758,833	1,014,657	1,773,490	711,610	952,890	1,664,500	710,588	978,902	1,689,490	743,066	1,032,684	1,775,750	765,755	1,069,245	1,835,000	42%	58%
Construction and Maintenance Salaries (Income)	(89)	(18)	(108)	0	0	0	(11,008)	(13,543)	(24,550)	0	0	0	0	0	0	0	0	0	0%	0%
Equipment, Vehicles and Vessels	114,154	266,360	380,514	203,310	474,390	677,700	165,810	386,890	552,700	214,200	499,800	714,000	223,200	520,800	744,000	184,200	429,800	614,000	30%	70%
Equipment, Vehicles and Vessels (Income)	(11,022)	(25,717)	(36,739)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	(600)	(1,400)	(2,000)	(600)	(1,400)	(2,000)	(600)	(1,400)	(2,000)	30%	70%
Water Management	5,800	70,650	76,451	5,500	95,780	101,280	5,500	95,780	101,280	5,500	82,700	88,200	5,500	82,700	88,200	5,500	82,700	88,200	6%	94%
Water Management (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	174,613	0	174,613	118,985	0	118,985	118,985	0	118,985	111,775	0	111,775	111,775	0	111,775	111,775	0	111,775	100%	0%
Land Management (Income)	(199,822)	0	(199,822)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	100%	0%
Waterways and Recreation Strategy	66,892	1,205	68,097	148,092	6,400	154,492	148,092	6,400	154,492	0	6,400	6,400	0	6,400	6,400	0	6,400	6,400	0%	100%
Waterways and Recreation Strategy (Income)	(70,790)	0	(70,790)	(148,092)	0	(148,092)	(148,092)	0	(148,092)	0	0	0	0	0	0	0	0	0	0%	0%
Practical Maintenance	254,331	404,571	658,901	113,614	465,025	578,639	113,614	435,025	548,639	55,200	493,200	548,400	38,000	363,200	401,200	38,000	363,200	401,200	10%	90%
Practical Maintenance (Income)	0	(18,973)	(18,973)	0	(64,450)	(64,450)	0	(66,291)	(66,291)	0	(66,291)	(66,291)	0	(17,925)	(17,925)	0	(17,925)	(17,925)	0%	100%
Ranger Services	222,089	965,465	1,187,554	209,016	1,217,064	1,426,080	207,492	1,010,968	1,218,460	219,396	1,176,084	1,395,480	215,225	966,900	1,182,125	219,551	984,204	1,203,755	16%	84%
Ranger Services (Income)	(38)	152	114	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Safety	35,096	89,794	124,890	43,116	99,854	142,970	42,972	99,308	142,280	31,612	100,208	131,820	75,741	123,839	199,580	57,377	116,093	173,470	24%	76%
Safety (Income)	(670)	(1,349)	(2,019)	0	(750)	(750)	0	(750)	(750)	0	(350)	(350)	0	(350)	(350)	0	(350)	(350)	0%	100%
Project Funding	13,390	1,322	14,712	13,650	1,350	15,000	13,650	1,350	15,000	14,651	1,449	16,100	14,651	1,449	16,100	14,651	1,449	16,100	91%	9%
Project Funding (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	51,949	88,910	140,860	105,547	196,993	302,540	96,547	175,993	272,540	82,975	134,525	217,500	68,275	114,225	182,500	68,275	114,225	182,500	38%	62%
Operational Property (Income)	(1,705)	(3,977)	(5,682)	(750)	(1,750)	(2,500)	(750)	(1,750)	(2,500)	(480)	(1,120)	(1,600)	(480)	(1,120)	(1,600)	(480)	(1,120)	(1,600)	30%	70%
Operations Management and Admin	61,713	92,570	154,283	63,920	95,880	159,800	63,404	95,106	158,510	63,076	94,614	157,690	64,980	97,470	162,450	66,292	99,438	165,730	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%
<b>Delivery Total</b>	<b>1,617,932</b>	<b>2,937,971</b>	<b>4,555,903</b>	<b>1,873,576</b>	<b>3,604,932</b>	<b>5,478,508</b>	<b>1,737,431</b>	<b>3,181,824</b>	<b>4,919,256</b>	<b>1,742,899</b>	<b>3,557,301</b>	<b>5,300,200</b>	<b>1,753,449</b>	<b>3,299,396</b>	<b>5,052,845</b>	<b>1,734,079</b>	<b>3,256,696</b>	<b>4,990,775</b>	<b>33%</b>	<b>67%</b>
<b>Resources</b>																				
Strategy and Projects Salaries	163,296	28,302	191,599	159,259	29,759	189,018	157,848	29,680	187,527	202,589	24,851	227,440	210,513	25,607	236,120	160,786	26,124	186,910	89%	11%
Strategy and Projects (Income)	96,443	(2,292)	94,151	107,108	0	107,108	107,108	0	107,108	52,500	0	52,500	74,360	0	74,360	70,580	0	70,580	100%	0%
Strategy and Projects (Income)	(32,608)	0	(32,608)	(34,493)	0	(34,493)	(34,493)	0	(34,493)	(59,170)	0	(59,170)	(60,370)	0	(60,370)	(61,590)	0	(61,590)	100%	0%
Biodiversity Strategy	66,059	(1,391)	64,668	8,520	0	8,520	8,520	0	8,520	8,250	0	8,250	8,250	0	8,250	8,250	0	8,250	100%	0%
Biodiversity Strategy (Income)	(70,168)	0	(70,168)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Asset Management	67,915	59,562	127,478	36,565	80,293	116,858	36,565	80,113	116,678	115,554	78,626	194,180	61,429	79,342	140,770	62,034	79,837	141,870	60%	40%
Asset Management (Income)	(22,166)	(6,452)	(28,618)	(21,165)	(5,135)	(26,300)	(21,165)	(5,135)	(26,300)	(237)	(6,194)	(6,430)	(237)	(6,194)	(6,430)	(237)	(6,194)	(6,430)	4%	96%
NCPGS Discovery Grant	3,578	0	3,578	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Discovery Grant (Income)	(423)	0	(423)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Restoration Grant	41,629	0	41,629	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Restoration Grant (Income)	(49,012)	0	(49,012)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Palludiculture Exploration Fund	136,933	0	136,933	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Palludiculture Exploration Fund (Income)	(127,657)	0	(127,657)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
FIPL	461,730	0	461,730	321,657	0	321,657	321,591	0	321,591	63,560	0	63,560	30,480	0	30,480	31,100	0	31,100	100%	0%
FIPL Grant (Income)	(456,549)	0	(456,549)	(304,833)	0	(304,833)	(304,833)	0	(304,833)	(63,560)	0	(63,560)	(30,480)	0	(30,480)	(31,100)	0	(31,100)	100%	0%
Finance and Insurance	751,052	294,101	1,045,153	1,658,209	334,919	1,993,128	1,657,184	333,614	1,990,798	277,806	337,644	615,450	281,832	342,768	624,600	284,811	346,559	631,370	45%	55%
Finance and Insurance (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Collection of Tolls	0	219,918	219,918	0	236,610	236,610	0	232,780	232,780	0	229,580	229,580	0	236,220	236,220	0	240,170	240,170	0%	100%
Collection of Tolls (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
ICT	203,759	213,617	417,375	276,641	22															

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
2025/26	<b>Actual Balance 01 April 2025 (including interest)</b>			<b>(337,484)</b>	<b>(506,246)</b>	<b>(843,730)</b>	<b>(281,024)</b>	<b>(501,988)</b>	<b>(783,012)</b>	<b>(213,470)</b>	<b>(228,315)</b>	<b>(441,785)</b>	<b>(1,380,560)</b>	<b>(104,072)</b>	<b>(1,484,633)</b>	0	(0)	<b>(2,212,539)</b>	<b>(1,340,622)</b>	<b>(3,553,160)</b>
	<u>Contributions to Reserves to 30/11/25</u>																			
	Potter Heigham Chalet Income (UTE000552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Mutford Lock Rent (MLK000451)	0	(2,436)	(2,436)	0	0	0	0	0	0	0	0	0	0	0			0	(2,436)	(2,436)
	Vessels and Equipment (VES000552)	0	0	0	(4,280)	(9,987)	(14,268)	0	0	0	0	0	0	0	0			(4,280)	(9,987)	(14,268)
	Broads Heritage Partnership: A Vision for the Future (HLF610552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0			(64,656)	0	(64,656)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)	(64,656)		(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	0	(18,040)	0	(18,040)	(64,656)		(18,040)	0	(18,040)
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)			(10,400)	(9,600)	(20,000)
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	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	0	0			(3,800)	(15,200)	(19,000)
	Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)
	Vehicles (VEH000451)	0	0	0	(15,300)	(35,700)	(51,000)	0	0	0	0	0	0	0	0			(15,300)	(35,700)	(51,000)
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)
	Dockyard Site (PRM009451)	0	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0	0			(9,000)	(21,000)	(30,000)
	Building repairs (PRM000451)	0	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0	0			(16,200)	(6,300)	(22,500)
	<u>Contributions from Reserves to 30/11/25</u>																			
	Planning Officer (DVM000450)	0	0	0	0	0	0	0	0	0	0	0	29,829	0	29,829			29,829	0	29,829
	Local Plan Inspection (POL000450)	0	0	0	0	0	0	0	0	0	0	0	51,081	0	51,081			51,081	0	51,081
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	18,123	0	18,123			18,123	0	18,123
	Hydraulic grab (E8k), Richard Tug 30' replacement (E120k) and reform mower (E7k)	0	0	0	641	1,497	2,138	0	0	0	0	0	0	0	0			641	1,497	2,138
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,934		1,934	0	1,934
	Farming in protective landscapes (Apr-Sep'25)	0	0	0	0	0	0	0	0	0	0	0	7,106	0	7,106			7,106	0	7,106
	Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	0	34,271	0	34,271			34,271	0	34,271
	Ranger Vehicles (RAN000450)	0	0	0	(103)	(239)	(342)	0	0	0	0	0	0	0	0			(103)	(239)	(342)
	Replacement Finance system (prepaid licence fee) (ICT000450)	0	0	0	0	0	0	0	0	0	0	0	3,384	1,667	5,051			3,384	1,667	5,051
	Phase 2 tolls system	0	0	0	0	0	0	0	0	0	0	0	0	3,025	3,025			0	3,025	3,025
	Asset Officer costs (ASS000450)	18,644	0	18,644	0	0	0	0	0	0	0	0	0	0	0			18,644	0	18,644
	Site Maintenance projects 25/26 & 24/25 carry forward (SIM000450)	24,571	0	24,571	0	0	0	0	0	0	0	0	0	0	0			24,571	0	24,571
	Dockyard repiling 55m2 edge (delayed from 23/24) & solar (delayed)	0	0	0	0	0	0	0	(140)	(327)	(467)	0	0	0	0			(140)	(327)	(467)
	Yare House - meeting room sound proofing 24/25 carry forward (YAH000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	<b>Actual Balance 01 December 2025</b>			<b>(294,270)</b>	<b>(533,681)</b>	<b>(827,951)</b>	<b>(338,165)</b>	<b>(659,318)</b>	<b>(997,483)</b>	<b>(238,810)</b>	<b>(255,942)</b>	<b>(494,752)</b>	<b>(1,286,206)</b>	<b>(108,981)</b>	<b>(1,395,187)</b>	(62,722)	(0)	<b>(2,220,173)</b>	<b>(1,557,923)</b>	<b>(3,778,095)</b>
	<u>Contributions to Reserves to 31/03/26</u>																			
	Mutford Lock Rent (MLK000451)	0	(1,406)	(1,406)	0	0	0	0	0	0	0	0	0	0	0			0	(1,406)	(1,406)
	Potter Heigham Chalet Income (UTE000552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Catchment Partnership NRT contribution (CAT000552)	0	0	0	0	0	0	0	0	0	0	0	(15,000)	0	(15,000)			(15,000)	0	(15,000)
	<u>Contributions from Reserves to 31/03/26</u>																			
	Replacement of two vans (VEH000450)	0	0	0	21,000	49,000	70,000	0	0	0	0	0	0	0	0			21,000	49,000	70,000
	Hydraulic grab (E8k), Richard Tug 30' replacement (E120k) and reform mower (E7k)	0	0	0	2,359	5,503	7,862	0	0	0	0	0	0	0	0			2,359	5,503	7,862
	Dockyard repiling 55m2 edge (delayed from 23/24) & solar (delayed)	0	0	0	0	0	0	0	30,140	70,327	100,467	0	0	0	0			30,140	70,327	100,467
	Repairs to piling at How Hill Boatshed (BHB000450)	0	0	0	0	0	0	0	5,040	1,960	7,000	0	0	0	0			5,040	1,960	7,000
	Asset Officer costs (ASS000450)	9,538	0	9,538	0	0	0	0	0	0	0	0	0	0	0			9,538	0	9,538
	Site Maintenance projects 25/26 & 24/25 carry forward (SIM000450)	89,043	0	89,043	0	0	0	0	0	0	0	0	0	0	0			89,043	0	89,043
	Fen Management work at Reedham Marshes (FMG000450)	0	0	0	17,500	0	17,500	0	0	0	0	0	0	0	0			17,500	0	17,500
	Local Plan Inspection (POL000450)	0	0	0	0	0	0	0	0	0	0	0	69,482	0	69,482			69,482	0	69,482
	Planning Officer & Enforcement Costs(DVM000450)	0	0	0	0	0	0	0	0	0	0	0	82,079	0	82,079			82,079	0	82,079
	Yare House - meeting room sound proofing 24/25 carry forward (YAH000450)	0	0	0	0	0	0	0	4,028	0	4,028	0	0	0	0			4,028	0	4,028
	Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	0	269	0	269			269	0	269
	Farming in protective landscapes (Apr-Sep'25)	0	0	0	0	0	0	0	0	0	0	0	1,306	0	1,306			1,306	0	1,306
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	9,917	0	9,917			9,917	0	9,917
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	49,778		49,778	0	49,778
	<b>Forecast Balance 01 April 2026</b>			<b>(195,688)</b>	<b>(535,087)</b>	<b>(730,775)</b>	<b>(297,307)</b>	<b>(604,815)</b>	<b>(902,122)</b>	<b>(199,602)</b>	<b>(183,655)</b>	<b>(383,257)</b>	<b>(1,138,153)</b>	<b>(108,981)</b>	<b>(1,247,134)</b>	(12,944)	(0)	<b>(1,843,694)</b>	<b>(1,432,538)</b>	<b>(3,276,232)</b>

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	
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	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	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	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(5,000)	(5,000)	0	0	0	0	0	0	0	0	0	0	0	0			0	(5,000)	(5,000)
	Broads Heritage Partnership: A Vision for the Future (HLF610552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(64,656)		(64,656)	0	(64,656)
	Asset Management (SIM000451)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Fen Management (FMG000451)	0	0	0	(8,700)	0	(8,700)	0	0	0	0	0	0	0	0	0			(8,700)	0	(8,700)
	Moorings (MMR000451)	0	(100,000)	(100,000)	0	0	0	0	0	0	0	0	0	0	0	0			0	(100,000)	(100,000)
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	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	0	0	0			(5,000)	(20,000)	(25,000)
	Dockyard Site (PRM009451)	0	0	0	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	0	0	0			(6,700)	(3,300)	(10,000)
	Building repairs (PRM000451)	0	0	0	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	0	0	0	(10,400)	(9,600)	(20,000)			(10,400)	(9,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	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	0	0	(19,250)	0	(19,250)			(19,250)	0	(19,250)
	<u>Contributions from Reserves to 31/03/27</u>																				
	Replacement of 2 vehicles (VEH000450)	0	0	0	21,000	49,000	70,000	0	0	0	0	0	0	0	0	0			21,000	49,000	70,000
	Tug replacement (VES000450)	0	0	0	60,000	140,000	200,000	0	0	0	0	0	0	0	0	0			60,000	140,000	200,000
	Additional functionality for finance system est (ICT000450)	0	0	0	0	0	0	0	0	0	0	0	0	10,720	5,280	16,000			10,720	5,280	16,000
	Cloud based planning system (ICTGEN450)	0	0	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000			50,000	0	50,000
	Phase 2 tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	0	0	16,975	16,975			0	16,975	16,975
	Replacement of AU66 ZLL (RAN000450)	0	0	0	10,500	24,500	35,000	0	0	0	0	0	0	0	0	0			10,500	24,500	35,000
	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	0			0	200,000	200,000
	Mutford Lock gate repairs (MLK000450)	0	30,000	30,000	0	0	0	0	0	0	0	0	0	0	0	0			0	30,000	30,000
	Local Plan Inspection (POL000450)	0	0	0	0	0	0	0	0	0	0	0	0	55,000	0	55,000			55,000	0	55,000
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	77,600		77,600	0	77,600
	Yare House - replacement EV chargers (YAH000450)	0	0	0	0	0	0	0	0	0	10,000	0	10,000	0	0	0			10,000	0	10,000
	Dockyard wood store (£15k) and roller shutter (£10k) (PRM009450)	0	0	0	0	0	0	0	0	0	7,500	17,500	25,000	0	0	0			7,500	17,500	25,000
	Buttle Barn LED lighting (PRM086450)	0	0	0	0	0	0	0	0	0	7,200	2,800	10,000	0	0	0			7,200	2,800	10,000
	Ludham staithe (UTE000450)	0	0	0	0	0	0	0	0	0	0	0	0	55,000	0	55,000			55,000	0	55,000
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	0	19,250	0	19,250			19,250	0	19,250
Site Maintenance projects 26/27 (SIM000450)	17,200	0	17,200	0	0	0	0	0	0	0	0	0	0	0	0			17,200	0	17,200	
<b>Forecast Balance 01 April 2027</b>	<b>(178,488)</b>	<b>(635,087)</b>	<b>(813,575)</b>	<b>(273,007)</b>	<b>(353,815)</b>	<b>(626,822)</b>	<b>(200,102)</b>	<b>(190,655)</b>	<b>(390,757)</b>	<b>(998,833)</b>	<b>(96,326)</b>	<b>(1,095,159)</b>	<b>0</b>	<b>(0)</b>	<b>(1,095,159)</b>	<b>0</b>	<b>(0)</b>	<b>(1,650,430)</b>	<b>(1,275,883)</b>	<b>(2,926,313)</b>	
2027/28	<u>Contributions to Reserves to 31/03/28</u>																				
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	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	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	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(5,000)	(5,000)	0	0	0	0	0	0	0	0	0	0	0	0			0	(5,000)	(5,000)
	Asset Management (SIM000451)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Fen Management (FMG000451)	0	0	0	(8,700)	0	(8,700)	0	0	0	0	0	0	0	0	0			(8,700)	0	(8,700)
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	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	0	0	0			(5,000)	(20,000)	(25,000)
	Dockyard Site (PRM009451)	0	0	0	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	0	0	0			(6,700)	(3,300)	(10,000)
	Building repairs (PRM000451)	0	0	0	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	0	0	0	(10,400)	(9,600)	(20,000)			(10,400)	(9,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	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	0	0	(30,180)	0	(30,180)			(30,180)	0	(30,180)
	<u>Contributions from Reserves to 31/03/28</u>																				
	Replacement of 2 vehicles (VEH000450)	0	0	0	21,000	49,000	70,000	0	0	0	0	0	0	0	0	0			21,000	49,000	70,000
	Doosan excavator (VES000450)	0	0	0	69,000	161,000	230,000	0	0	0	0	0	0	0	0	0			69,000	161,000	230,000
	Replacement vehicles Renault Kango & Zoe (PCP000450)	0	0	0	43,550	21,450	65,000	0	0	0	0	0	0	0	0	0			43,550	21,450	65,000
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	0	30,180	0	30,180			30,180	0	30,180
	Transfer to revenue	0	0	0	0	0	0	0	0	0	0	0	0	78,994	0	78,994			78,994	0	78,994
	<b>Forecast Balance 01 April 2028</b>	<b>(178,488)</b>	<b>(665,087)</b>	<b>(843,575)</b>	<b>(206,657)</b>	<b>(284,865)</b>	<b>(491,522)</b>	<b>(225,302)</b>	<b>(217,955)</b>	<b>(443,257)</b>	<b>(951,239)</b>	<b>(105,926)</b>	<b>(1,057,165)</b>	<b>0</b>	<b>(0)</b>	<b>(1,057,165)</b>	<b>0</b>	<b>(0)</b>	<b>(1,561,686)</b>	<b>(1,273,833)</b>	<b>(2,835,519)</b>