

Navigation Committee

13 January 2022

Agenda item number 10

Draft budget 2022/23 and financial strategy to 2024/25

Report by Director of Finance

Purpose

To:

- i. inform the Committee of the actual Navigation income and expenditure for the eight-month period to 30 November 2021, and provide a forecast of the projected expenditure at the end of the financial year (31 March 2021);
 - ii. consult on the preparation of the Draft Budget for 2022/23 and Financial Strategy to 2024/25 prior to its consideration by the Broads Authority on 28 January 2022.
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1. Introduction

- 1.1. This report covers two items: Navigation Income and Expenditure and the draft budget.
- 1.2. Sections 2 to 5 give 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 contains the updated draft budget for 2022/23 and the draft financial strategy to 2024/25. The draft budget for 2022/23 was the basis of determining the navigation charges for 2022/23 considered by this committee on 21 October 2021. This is based on the 3.6% increase in navigation charges adopted formally by the Authority on 19 November 2021.

2. Overview of actual income and expenditure

Table 1

Actual Navigation income and expenditure by Directorate to 30 November 2021

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance £
Income	(3,451,040)	(3,613,892)	+ 162,852
Operations	1,946,714	1,725,226	+ 221,488
Strategic Services	214,299	220,440	- 6,141
Chief Executive	527,951	476,910	+ 51,041
Projects, Corporate Items and Contributions from Earmarked Reserves	(106,647)	(21,895)	- 84,752
Net (Surplus) / Deficit	(868,723)	(1,213,211)	+ 344,488

- 2.1. Core Navigation income is above the profiled budget at the end of month eight. The overall position as at 30 November 2021 is a favourable variance of £344,488 or a 39.65% difference from the profiled LAB. This is principally due to:
 - An overall favourable variance of £162,852 within toll income:
 - Hire Craft Tolls is £63,087 above the profiled budget.

- Private Craft Tolls is £108,225 above the profiled budget.
- Short Visit Tolls is £10,519 behind the profile budget.
- Other Toll Income is £4,631 above the profiled budget.
- Investment income is £2,572 behind the profiled budget.
- An underspend within Operations relating to:
 - Construction and Maintenance Salaries is £20,766 behind the profiled budget due to 2% pay rise that was budgeted not being agreed by the National Joint Council (NJC) and the Unions, as well as some vacancies within the team.
 - Equipment, Vehicle and Vessels is £58,816 behind the profiled budget due to the availability of purchasing new equipment and vehicle replacements. With order times being so long this is likely to be deferred to 2022/23.
 - Water Management is £16,395 behind the profiled budget due to timing differences.
 - Practical Maintenance is £47,276 behind the profiled budget due to costs exceeding the available budget for Commissioners Cut and Dilham Mooring. Alternative options and timescales are being investigated.
 - Ranger Services is £62,206 behind the profiled budget due to the 2% pay rise that was budgeted not being agreed by the National Joint Council (NJC) and the Unions, to timing differences on the launch repairs and maintenance.
 - Premises is £12,174 behind the profiled budget due to reprioritising reserve expenditure plans which has meant some works have been deferred to 2022/23. This is so that solar panels for the Dockyard can be investigated.
- An overspend within Strategic Services relating to:
 - Human Resources is above the profiled budget by £11,901 due to staff cover.
- An underspend within Chief Executive relating to:
 - Legal expenditure is behind the profiled budget by £12,368 due to timing differences.
 - Finance and Insurance is behind the profiled budget by £16,737 due to vacancies and savings on the insurance tender.
 - ICT is behind the profiled budget by £15,052 due to timing differences.
- An adverse variance within reserves relating to:
 - Premises reserve is under the profiled budget due to the delays in the Dockyard expenditure which has been deferred to 2022/23.

- Property reserve is above the profiled budget due to the purchase of Berney Mill moorings 2.
 - Plant, Vessels and Equipment reserve is under the profiled budget due to the delays in equipment and vehicle replacements.
- 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 2021/22. 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 navigation budget 2020/21 (deficit)	Broads Authority 29/01/21 Agenda item number 8	221,915
Approved carry-forwards	Broads Authority 30/04/21 Agenda item number 9	77,972
Transfer from Finance to HR payroll budget	CEO approved 15/06/21	(421)
LAB as at 30 November 2021	n/a	299,466

- 3.2. The LAB therefore provides for a navigation deficit of £299,466 in 2021/22 as at 30 November 2021.

4. Overview of forecast outturn 2021/22

- 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 2021, the forecast indicates there has been no change compared to the LAB:
- The total forecast income is £3,688,900.
 - Total expenditure is forecast to be £3,892,721.
 - The resulting deficit for the year is forecast to be £203,821.

- 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 £95,646 against the LAB.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit per LAB	299,466
Adjustments previously reported	(80,234)
Salary adjustments for vacancies	(3,998)
Insurance tender savings	(9,649)
Volunteer services savings	(1,764)
Forecast outturn deficit as at 30 November 2021	203,821

5. Reserves

Table 4

Navigation Earmarked Reserves

Reserve name	Balance at 1 April 2021 £	In-year movements £	Current reserve balance £
Property	(397,658)	(6,342)	(404,000)
Plant, Vessels and Equipment	(259,014)	(80,621)	(339,635)
Premises	(89,781)	(35,686)	(125,467)
CANAPE	(195,661)	49,972	(145,689)
Computer Software	(10,232)	(3,300)	(13,532)
Total	(952,346)	(75,977)	(1,028,323)

- 5.1. As in previous years, the Authority's contributions to the reserves have all been made in full at the end of quarter one. This has resulted in the reserves showing increased balances.
- 5.2. Items funded from the Plant, Vessels and Equipment reserve include two replacement Ranger vehicles, boat trailer and hydro acoustic equipment. The Property reserve has funded the purchase of Berney Mill moorings 2.

6. 2022/23 budget proposals

- 6.1. The draft budget is set out in Appendix 3 and the financial strategy to 2024/25 to provide context.

- 6.2. As in previous years the budget has been prepared on a zero-budget basis. This makes no assumptions of the automatic rollover of previous years' budgets. Budget holders are sent a template in July to consider expenditure for the next financial year in line with strategic direction previously agreed with members. It takes into consideration priorities around dredging, moorings and plant cutting agreed in the relevant strategies and is split between essential and desirable expenditure. This is then reviewed by Management Team in September to ensure requests are in line with expectations. It provides the baseline information for the Tolls briefing to consider in September prior to making recommendations around the level of navigation charges required.
- 6.3. The draft budget takes into account of the following factors:
- A provisional 2% pay increase for staff. It should be noted that the outcome for the 2021/22 remains unknown. For 2021/22 a provision for a 2% increase was included in the budget.
 - Additional Employer National Insurance for health and social care costs.
 - Rising inflation may reduce the scale of some of the planned projects.
 - Red diesel used in plant and equipment will no longer be entitled to reduced rate of tax from 1 April 2022.
 - Boat numbers will remain below 2021/22 levels.
 - National Park Grant remains at 2021/22 level. This is subject to confirmation from DEFRA.
 - £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 2022/23 is budgeted to be £3,758,390, including £1,186,000 for hire craft tolls and £2,489,000 for private craft tolls. This income takes account of the latest available data for boat numbers. Net Navigation expenditure is budgeted at £3,895,509. This will result in a budget deficit of £137,119, which is balanced by the use of funds from the Navigation reserve. After taking into account the transfer of £1,500 of interest to earmarked reserves, and the first instalment of the £50,000, reserves at the end of March 2023 are forecast to be £500,595, 12.9% of net expenditure for the year.
- 6.5. Table 5 sets out an overview of the proposed 2022/23 budget, which is provided in more detail in Appendix 3.

Table 5
Draft 2022/23 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,414,078)	0	(3,414,078)
Navigation Tolls	0	(3,755,390)	(3,755,390)
Other Income	(3,000)	(3,000)	(6,000)
Total Income	(3,417,078)	(3,758,390)	(7,175,468)
Operations	1,663,813	3,027,533	4,691,346
Strategic Services	1,337,341	343,361	1,680,702
Chief Executive	876,213	759,562	1,635,775
Corporate Items	93,638	52,962	146,600
Contributions from earmarked reserves	(348,562)	(287,908)	(636,469)
Total Expenditure	3,622,443	3,895,510	7,517,953
Net (Surplus / Deficit	205,365	137,120	342,485
Opening Reserves (Forecast)	(753,212)	(689,215)	(1,442,427)
(Surplus) / Deficit for the year	205,365	137,120	342,485
Interest transfer	1,500	1,500	3,000
Contribution to National Park Reserve (General)	(50,000)	50,000	0
Closing Reserves (Forecast)	(596,347)	(500,595)	(1,096,942)

7. Operations

- 7.1. The Operations budget has seen an increase to staff costs to reflect the provisional 2% pay increase, subject to negotiations by the NJC. Vessels and Equipment has seen an increase due to rising costs of material required for repairs and maintenance and the change to tax rate on red diesel. Safety salaries have increased following the decision to increase Hire Boat Licensing from 1 day a week to 3 days a week. In other areas of the budget, the provision represents the level of funding required to enable services to be delivered.
- 7.2. As with previous years, however, it is important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2022/23.

8. Strategic Services

- 8.1. As with the Operations budget, staff costs have increased for the same reasons, and there is little capacity to take on additional projects or other ad-hoc work. In other areas of the budget, the provision represents the level of funding required to enable continuation of the levels of service delivered in the current year.

9. Chief Executive

- 9.1. Staffing budgets for Finance and Collection of Tolls have increased as outlined in the Navigation charges report. These changes will help reduce the growing pressure in tolls and strengthen the Finance team. In general staff costs have increased for the same reasons as Operations and Strategic Services.

10. Central and shared costs and cost apportionment

- 10.1. Cost apportionments remains broadly the same as those for 2021/22 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2022/23 are set out in Appendix 3.
- 10.2. The overall split of estimated income and proposed net expenditure in 2022/23 remains broadly the same, 48% National Park and 52% Navigation.
- 10.3. Table 6 provides further details of central and shared costs. These should not be seen as synonymous with overheads, but have been identified in line with those areas specifically examined by the Resource Allocation Working Group. As such, they reflect costs across the Authority included within the budgets of both Operations and Strategic Services directorates, and from the Chief Executive section.

Table 6

Central and shared costs

Cost/Percentage split	2022/23 National Park £000s	2022/23 Navigation £000s	2022/23 Consolidated £000s	2023/24 National Park £000s	2023/24 Navigation £000s	2023/24 Consolidated £000s	2024/25 National Park £000s	2024/25 Navigation £000s	2024/25 Consolidated £000s
Share of central and shared costs	1,716	1,130	2,846	1,690	1,109	2,799	1,655	1,128	2,783

Cost/Percentage split	2022/23 National Park £000s	2022/23 Navigation £000s	2022/23 Consolidated £000s	2023/24 National Park £000s	2023/24 Navigation £000s	2023/24 Consolidated £000s	2024/25 National Park £000s	2024/25 Navigation £000s	2024/25 Consolidated £000s
Pension contribution lump-sum	94	53	147	122	79	201	126	82	208
Total	1,810	1,183	2,993	1,812	1,188	3,000	1,781	1,210	2,991
Percentage split of central and shared costs	60%	40%	100%	60%	40%	100%	60%	40%	100%
Total core income	(3,417)	(3,758)	(7,175)	(3,422)	(3,898)	(7,320)	(3,429)	(4,066)	(7,495)
Central and shared costs as percentage of core income	53%	31%	42%	53%	30%	41%	52%	30%	40%

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. 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. As a percentage of income, central and shared costs are broadly static and remain at the same level as 2021/22 (Navigation percentage split of central and shared costs 42%, central and shared costs as a percentage of core income 33%).

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 2021/22 will be in line with the 2% budgeted and increases from 2022/23 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;
- The forecast outturn position for 2021/22 will be delivered in line with budget holders' projections;
- The Hire Boat Licensing Officer hours will be increased through Hire Boat Licensing fees; and
- 2022/23 will see the first instalment of £50,000 being transferred back to the National Park reserve.

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

Table 7

Budget sensitivity analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park Budget for 2021/22 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	36,000
Navigation Budget for 2021/22 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	39,000
Overall salary increase of 2% in 2022/23	1% change in salary inflation	51,000
Boat numbers and distribution remain as predicted in 2022/23	1% change in navigation toll income	37,000
National Park Grant in line with current allocations and no	1% change in National Park allocation	34,000

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
further reduction applied in 2022/23		

12. Earmarked reserves

- 12.1. The Authority's earmarked reserve strategy for the period 2022/23 to 2024/25 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of November 2021, 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 2024/25.
- 12.2. Navigation earmarked reserves stand at £1,028,323 at the end of November 2021 and are forecast to increase (to £1,173,516) by the end of the financial year due to receipt of CANAPE grant income and the contribution of £88,000 towards the new toll system.
- 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 2 and includes in 2022/23:
- Replace large mower (deferred from 2021/22), welfare barge, JCB JS160, Yanmar tracked carrier and JCB Tractor replacement;
 - Replace nine vehicles, three deferred from 2021/22;
 - Replacement of a ranger launch engine;
 - Dockyard solar power project; and
 - CANAPE project expenditure.
- 12.4. Planned expenditure from earmarked reserves in 2023/24 and 2024/25 includes the continued CANAPE project expenditure, replacement of six vehicles at an estimated cost of £105,820 (with £65,749 relating to navigation), replacement of a wherry at an estimated cost of £120,000 (with £84,000 relating to navigation) and replacement of Ranger launch at an estimated cost of £100,000 (with £100,000 relating to navigation).
- 12.5. Taking account of all these items, the forecast balance of navigation earmarked reserves at the end of 2024/25 is £1,269,650, although it should be noted that expenditure plans for 2023/2 and beyond are likely to be refined again when the Financial Strategy for 2023/24 is developed later on this year.
- 12.6. 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. Officers are currently reviewing available options for the closing balance and this will be brought back to members at a future date. Options on the navigation side could include increasing the moorings/piling part of the property reserves or creating a new reserve to provide match funding for future projects.

13. Summary

- 13.1. The draft budget presented here incorporates the navigation charges for 2022/23 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.
- 13.2. The National Park part of the budget shows a deficit for the next three years. This will be balanced by using funds in the National Park Reserve, resulting in a reserve balance of £596,347 at the end of 2022/23. While the outcome of a new settlement is awaited, figures for 2022/23 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 expenditure is sustainable.
- 13.3. It is important to recognise that the budget as a whole is highly sensitive to changes in salary inflation, and as a result a significant proportion of the budget is made up of staff costs. The budget is based on a 2% increase in salaries for period April 2022 to March 2025. There continues to be uncertainty about the likely award.
- 13.4. The deficit of £137,120 allowed for in the 2022/23 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 will mitigate some of these rising costs.
- 13.5. On both sides of the budget expenditure is being balanced via the use of reserves. Management Team considered a percentage cut to all budgets but felt this was not achievable due to statutory expenditure beyond the budget holders' control. 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.
- 13.6. As in previous years, it remains the case that the indicative tolls increase in 2023/24 and beyond will need to be revisited during next year's budget setting process to ensure they remain appropriate. This could be as a result of any variations from current assumptions or changes to outturn figures for 2021/22.

Author: Emma Krelle

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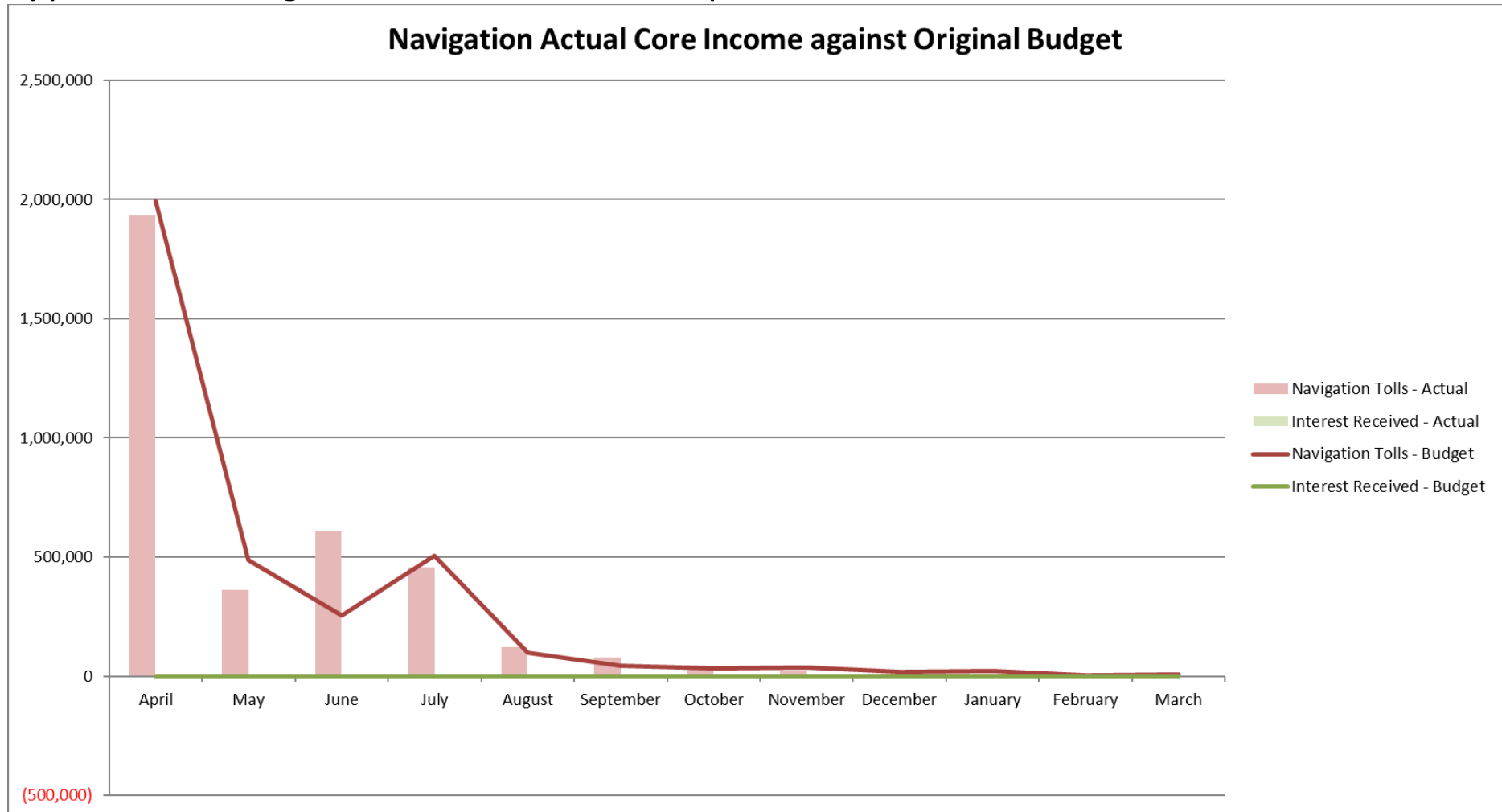
Appendix 1 – Navigation actual income and expenditure charts to 30 November 2021

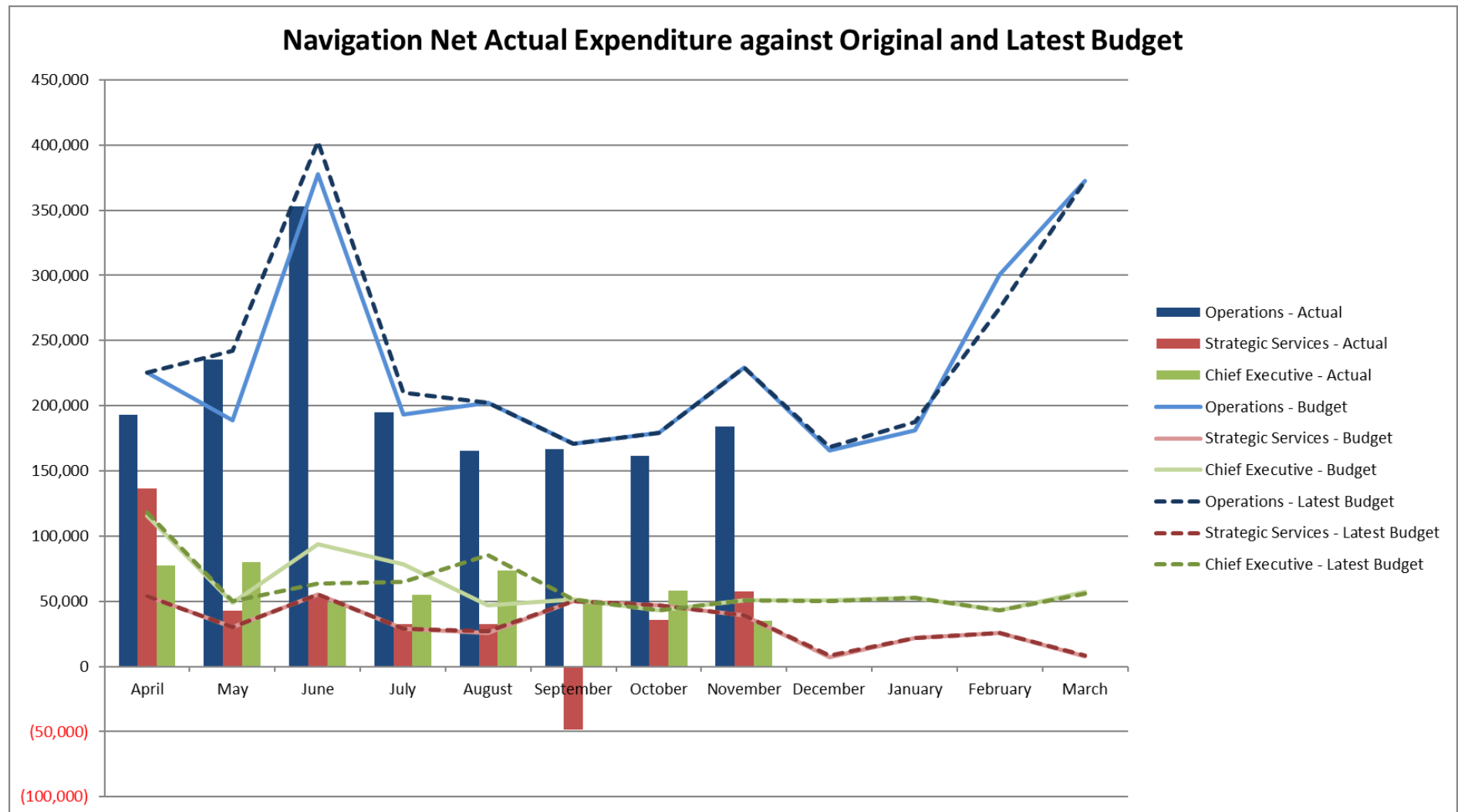
Appendix 2 – Financial monitor: Navigation income and expenditure 2021/22

Appendix 3 – 2022/23 Budget and Financial Strategy to 2024/25

Appendix 4 – Earmarked reserves 21/22 for budget

Appendix 1 – Navigation actual income and expenditure charts to 30 November 2021





Appendix 2 – Financial monitor: Navigation income and expenditure 2021/22

Table 1

Income

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Income Total	(3,503,650)	0	(3,503,650)	(3,688,900)	+ 185,250
National Park Grant	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Hire Craft Tolls	(1,131,000)	0	(1,131,000)	(1,193,100)	+ 62,100
Income	(1,131,000)	0	(1,131,000)	(1,193,100)	+ 62,100
Private Craft Tolls	(2,303,000)	0	(2,303,000)	(2,429,900)	+ 126,900
Income	(2,303,000)	0	(2,303,000)	(2,429,900)	+ 126,900
Short Visit Tolls	(45,000)	0	(45,000)	(45,000)	+ 0
Income	(45,000)	0	(45,000)	(45,000)	+ 0
Other Toll Income	(17,900)	0	(17,900)	(17,900)	+ 0
Income	(17,900)	0	(17,900)	(17,900)	+ 0
Interest	(6,750)	0	(6,750)	(3,000)	- 3,750
Income	(6,750)	0	(6,750)	(3,000)	- 3,750

Table 2
Operations

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Operations Total	2,900,656	77,500	2,978,156	2,872,771	+ 105,385
Construction and Maintenance Salaries	834,956	0	834,956	834,956	+ 0
Salaries	834,956	0	834,956	834,956	+ 0
Expenditure	0	0	0	0	+ 0
Equipment, Vehicles & Vessels	369,880	0	369,880	369,880	+ 0
Income	(6,090)	0	(6,090)	(6,090)	+ 0
Expenditure	375,970	0	375,970	375,970	+ 0
Water Management	95,135	0	95,135	95,135	+ 0
Expenditure	95,135	0	95,135	95,135	+ 0
Land Management	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Practical Maintenance	394,836	77,500	472,336	472,336	+ 0
Income	(11,000)	0	(11,000)	(11,000)	+ 0
Expenditure	405,836	77,500	483,336	483,336	+ 0
Waterways and Recreation Strategy	28,290	0	28,290	28,290	+ 0

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	19,290	0	19,290	19,290	+ 0
Expenditure	9,000	0	9,000	9,000	+ 0
Project Funding	1,089	0	1,089	1,089	+ 0
Expenditure	0	0	0	0	+ 0
Pension Payments	1,089	0	1,089	1,089	+ 0
Ranger Services	837,448	0	837,448	737,448	+ 100,000
Income	(7,000)	0	(7,000)	(7,000)	+ 0
Salaries	588,028	0	588,028	588,028	+ 0
Expenditure	256,245	0	256,245	156,245	+ 100,000
Pension Payments	175	0	175	175	+ 0
Safety	92,113	0	92,113	86,728	+ 5,385
Income	(1,000)	0	(1,000)	(1,000)	+ 0
Salaries	43,735	0	43,735	47,425	- 3,690
Expenditure	49,378	0	49,378	40,303	+ 9,075
Premises	126,462	0	126,462	126,462	+ 0
Income	(2,450)	0	(2,450)	(2,450)	+ 0
Expenditure	128,912	0	128,912	128,912	+ 0

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Operations Management and Administration	45,372	0	45,372	45,372	+ 0
Salaries	42,567	0	42,567	42,567	+ 0
Expenditure	2,805	0	2,805	2,805	+ 0
Premises - Head Office	75,075	0	75,075	75,075	+ 0
Income	0	0	0	0	+ 0
Expenditure	75,075	0	75,075	75,075	+ 0

Table 3
Strategic Services

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Strategic Services Total	304,821	3,342	308,162	331,228	- 23,066
Development Management	4,361	0	4,361	4,361	+ 0
Income	0	0	0	0	+ 0
Salaries	4,361	0	4,361	4,361	+ 0
Expenditure	0	0	0	0	+ 0
Pension Payments	0	0	0	0	+ 0

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Strategy and Projects Salaries	8,845	0	8,845	8,845	+ 0
Income	0	0	0	0	+ 0
Salaries	8,800	0	8,800	8,800	+ 0
Expenditure	45	0	45	45	+ 0
Biodiversity Strategy	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Human Resources	57,283	3,342	60,624	85,454	- 24,830
Income	0	0	0	0	+ 0
Salaries	33,185	0	33,185	58,015	- 24,830
Expenditure	24,097	3,342	27,439	27,439	+ 0
Volunteers	29,676	0	29,676	27,912	+ 1,764
Salaries	20,428	0	20,428	20,428	+ 0
Expenditure	9,248	0	9,248	7,484	+ 1,764
Communications	80,430	0	80,430	80,430	+ 0
Income	0	0	0	0	+ 0
Salaries	70,455	0	70,455	70,455	+ 0
Expenditure	9,975	0	9,975	9,975	+ 0

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Visitor Centres and Yacht Stations	90,263	0	90,263	90,263	+ 0
Income	(69,450)	0	(69,450)	(69,450)	+ 0
Salaries	134,025	0	134,025	134,025	+ 0
Expenditure	25,688	0	25,688	25,688	+ 0
Strategic Services Management and Administration	33,963	0	33,963	33,963	+ 0
Salaries	32,958	0	32,958	32,958	+ 0
Expenditure	1,005	0	1,005	1,005	+ 0
Strategy and Projects	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Salaries	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0

Table 4

Chief Executive

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Chief Executive Total	733,553	(3,290)	730,263	813,232	- 82,969
Legal	32,500	0	32,500	32,500	+ 0
Income	(2,500)	0	(2,500)	(2,500)	+ 0
Expenditure	35,000	0	35,000	35,000	+ 0
Governance	82,139	0	82,139	78,044	+ 4,095
Salaries	56,021	0	56,021	51,926	+ 4,095
Expenditure	26,118	0	26,118	26,118	+ 0
Chief Executive	48,705	0	48,705	48,705	+ 0
Salaries	47,773	0	47,773	47,773	+ 0
Expenditure	932	0	932	932	+ 0
Asset Management	81,302	0	81,302	101,422	- 20,120
Income	(2,000)	0	(2,000)	(2,000)	+ 0
Salaries	21,020	0	21,020	21,020	+ 0
Expenditure	62,283	0	62,283	82,403	- 20,120
Finance and Insurance	191,521	(3,290)	188,231	173,102	+ 15,129
Salaries	85,230	0	85,230	79,750	+ 5,480

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Expenditure	106,291	(3,290)	103,001	93,352	+ 9,649
Collection of Tolls	152,530	0	152,530	152,530	+ 0
Salaries	141,330	0	141,330	141,330	+ 0
Expenditure	11,200	0	11,200	11,200	+ 0
ICT	144,857	0	144,857	226,930	- 82,073
Income	0	0	0	0	+ 0
Salaries	66,482	0	66,482	60,555	+ 5,927
Expenditure	78,375	0	78,375	166,375	- 88,000

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) £
Projects and Corporate Items Total	27,277	0	27,277	27,277	+ 0
Partnerships / HLF	(23,684)	0	(23,684)	(23,684)	+ 0
Income	(64,524)	0	(64,524)	(64,524)	+ 0
Salaries	14,540	0	14,540	14,540	+ 0

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Expenditure	26,300	0	26,300	26,300	+ 0
Corporate Items	50,960	0	50,960	50,960	+ 0
Expenditure	1,760	0	1,760	1,760	+ 0
Pension Payments	49,200	0	49,200	49,200	+ 0

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) £
Total contributions from Earmarked Reserves	(240,742)	0	(240,742)	(151,787)	- 88,955
Earmarked Reserves	(240,742)	0	(240,742)	(151,787)	- 88,955
Expenditure	(240,742)	0	(240,742)	(151,787)	- 88,955

Table 7

Net (Surplus) / Deficit

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Grand Total	221,915	77,552	299,466	203,821	+ 95,646

Appendix 3 – 2022/23 Budget and Financial Strategy to 2024/25

Row Labels	2020/21			2021/22						2022/23			2023/24			2024/25			2022/23 Apportionment	
	National Park 2020/21 (Actual)	Navigation 2020/21 (Actual)	Consolidated 2020/21 (Actual)	National Park 2021/22 (Latest Available Budget)	Navigation 2021/22 (Latest Available Budget)	Consolidated 2021/22 (Latest Available Budget)	National Park 2021/22 (Forecast)	Navigation 2021/22 (Forecast)	Consolidated 2021/22 (Forecast)	National Park 2022/23 (Budget)	Navigation 2022/23 (Budget)	Consolidated 2022/23 (Budget)	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	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	(1,104,677)	(1,104,677)	0	(1,131,000)	(1,131,000)	0	(1,193,100)	(1,193,100)	0	(1,186,000)	(1,186,000)	0	(1,229,000)	(1,229,000)	0	(1,280,000)	(1,280,000)	0%	100%
Private Craft Tolls	0	(2,228,404)	(2,228,404)	0	(2,303,000)	(2,303,000)	0	(2,429,900)	(2,429,900)	0	(2,489,000)	(2,489,000)	0	(2,579,000)	(2,579,000)	0	(2,685,000)	(2,685,000)	0%	100%
Short Visit Tolls	0	(36,392)	(36,392)	0	(45,000)	(45,000)	0	(45,000)	(45,000)	0	(48,000)	(48,000)	0	(50,000)	(50,000)	0	(53,000)	(53,000)	0%	100%
Other Toll Income	0	(15,711)	(15,711)	0	(17,900)	(17,900)	0	(17,900)	(17,900)	0	(32,390)	(32,390)	0	(32,610)	(32,610)	0	(32,930)	(32,930)	0%	100%
Interest	(11,167)	(11,167)	(22,334)	(6,750)	(6,750)	(13,500)	(3,000)	(3,000)	(6,000)	(3,000)	(3,000)	(6,000)	(7,500)	(7,500)	(15,000)	(15,000)	(15,000)	(30,000)	50%	50%
Income Total	(3,425,245)	(3,396,351)	(6,821,597)	(3,420,828)	(3,503,650)	(6,924,478)	(3,417,078)	(3,688,900)	(7,105,978)	(3,417,078)	(3,758,390)	(7,175,468)	(3,421,578)	(3,898,110)	(7,319,688)	(3,429,078)	(4,065,930)	(7,495,008)	48%	52%
Income Total	(3,425,245)	(3,396,351)	(6,821,597)	(3,420,828)	(3,503,650)	(6,924,478)	(3,417,078)	(3,688,900)	(7,105,978)	(3,417,078)	(3,758,390)	(7,175,468)	(3,421,578)	(3,898,110)	(7,319,688)	(3,429,078)	(4,065,930)	(7,495,008)	48%	52%
Net Expenditure																				
Operations																				
Construction and Maintenance Salaries	491,566	814,335	1,305,901	515,704	854,246	1,369,950	515,704	854,246	1,369,950	538,100	888,240	1,426,340	528,654	884,766	1,413,420	542,664	909,096	1,451,760	38%	62%
Construction and Maintenance Salaries (Income)	0	0	0	0	0	0	0	0	0	(2,693)	(6,277)	(8,970)	0	0	0	0	0	0	30%	70%
Equipment, Vehicles and Vessels	131,280	306,319	437,599	158,730	370,370	529,100	127,907	298,449	426,355	219,404	511,942	731,345	187,806	438,214	626,020	140,850	328,650	469,500	30%	70%
Equipment, Vehicles and Vessels (Income)	(4,984)	(11,629)	(16,613)	(210)	(490)	(700)	(210)	(490)	(700)	(210)	(490)	(700)	(210)	(490)	(700)	(210)	(490)	(700)	30%	70%
Water Management	5,156	78,683	83,839	3,500	95,135	98,635	3,500	95,135	98,635	3,000	76,840	79,840	3,000	76,840	79,840	3,000	76,840	79,840	4%	96%
Water Management (Income)	0	(2,364)	(2,364)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	50,781	0	50,781	64,565	0	64,565	64,565	0	64,565	56,820	0	56,820	56,820	0	56,820	56,820	0	56,820	100%	0%
Land Management (Income)	(100,401)	0	(100,401)	(86,536)	0	(86,536)	(86,536)	0	(86,536)	(97,606)	0	(97,606)	(97,606)	0	(97,606)	(97,606)	0	(97,606)	100%	0%
Waterways and Recreation Strategy	0	4,800	4,800	0	9,000	9,000	0	9,000	9,000	3,000	9,000	12,000	3,000	9,000	12,000	3,000	9,000	12,000	25%	75%
Waterways and Recreation Strategy (Income)	0	(458)	(458)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Practical Maintenance	94,324	273,646	367,970	85,550	485,336	570,886	85,550	485,336	570,886	226,330	424,865	651,195	79,550	424,865	504,415	79,550	424,865	504,415	35%	65%
Practical Maintenance (Income)	0	(10,317)	(10,317)	0	(11,000)	(11,000)	0	(11,000)	(11,000)	0	(11,000)	(11,000)	0	(11,000)	(11,000)	0	(11,000)	(11,000)	0%	100%
Ranger Services	228,092	631,076	859,168	275,982	844,448	1,120,430	275,982	744,448	1,020,430	283,641	791,259	1,074,900	278,541	857,359	1,135,900	282,408	762,050	1,044,458	26%	74%
Ranger Services (Income)	(1,029)	(2,400)	(3,429)	0	(7,000)	(7,000)	0	0	0	0	0	0	0	(7,000)	(7,000)	0	0	0	0%	0%
Safety	34,756	75,870	110,626	55,407	93,113	148,520	36,982	87,728	124,710	38,395	85,035	123,430	39,114	86,846	125,960	55,057	96,483	151,540	31%	69%
Safety (Income)	(11,078)	(6,517)	(17,595)	0	(1,000)	(1,000)	0	(1,000)	(1,000)	0	(1,000)	(1,000)	0	(1,000)	(1,000)	0	(1,000)	(1,000)	0%	100%
Project Funding	15,243	1,087	16,330	61,011	1,089	62,100	61,011	1,089	62,100	11,011	1,089	12,100	11,011	1,089	12,100	11,011	1,089	12,100	91%	9%
Project Funding (Income)	45,759	0	45,759	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	38,169	66,859	105,028	97,748	128,912	226,660	97,748	128,912	226,660	100,107	135,583	235,690	86,313	103,397	189,710	86,313	103,397	189,710	42%	58%
Operational Property (Income)	(1,369)	(3,195)	(4,564)	(1,050)	(2,450)	(3,500)	(1,050)	(2,450)	(3,500)	(1,050)	(2,450)	(3,500)	(1,050)	(2,450)	(3,500)	(1,050)	(2,450)	(3,500)	30%	70%
Operations Management and Admin	91,794	45,212	137,006	92,118	45,372	137,490	92,118	45,372	137,490	98,209	48,371	146,580	96,842	47,698	144,540	97,123	47,837	144,960	67%	33%
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	216,832	74,408	291,240	183,805	75,075	258,880	183,805	75,075	258,880	187,355	76,525	263,880	187,355	76,525	263,880	187,355	76,525	263,880	71%	29%
Head Office (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Operations Total	1,324,890	2,335,416	3,660,305	1,506,324	2,980,156	4,486,480	1,457,076	2,809,849	4,266,925	1,663,812	3,027,532	4,691,344	1,459,140	2,984,659	4,443,799	1,446,285	2,820,892	4,267,177	35%	65%
Strategic Services																				
Development Management	445,003	4,270	449,273	513,420	8,800	522,220	513,420	8,800	522,220	459,756	4,484	464,240	469,269	4,541	473,810	480,565	4,635	485,200	99%	1%
Development Management (Income)	(92,843)	0	(92,843)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(100,000)	0	(100,000)	(100,000)	0	(100,000)	(100,000)	0	(100,000)	100%	0%
Strategy and Projects Salaries	103,710	8,378	112,088	63,489	4,361	67,850	63,489	4,361	67,850	123,379	10,231	133,610	99,354	9,826	109,180	101,392	10,028	111,420	92%	8%
Strategy and Projects	123,239	0	123,239	101,080	45	101,125	101,080	45	101,125	68,890	0	68,890	71,050	0	71,050	71,950	0	71,950	100%	0%
Strategy and Projects (Income)	(23,000)	0	(23,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Biodiversity Strategy	12,371	24	12,395	11,270	0	11,270	11,270	0	11,270	11,900	0	11,900	11,900	0	11,900	11,900	0	11,900	100%	0%
Biodiversity Strategy (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Environment Land Management System	33,185	0	33,185	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Environment Land Management System (Income)	(32,934)	0	(32,934)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Environment Grant	10,052	0	10,052	11,653	0	11,653	292,314	0	292,314	254,036	0	254,036	0	0	0	0	0	0	100%	0%
Water Environment Grant (Income)	(15,099)	0	(15,099)	(11,653)	0	(11,653)	(292,314)	0	(292,314)	(254,036)	0	(254,036)	0	0	0	0	0	0	100%	0%
Communications	244,504	77,670	322,175	258,527	80,430	338,957	258,527	80,430	338,957	307,946	83,710	391,656	260,327	84,074	344,400	265,193	86,027	351,220	79%	21%
Communications (Income)	(6,139)	0	(6,139)	0	0	0	0	0	0	(250)	0	(250)	0	(250)	0	(250)	0	(250)	100%	0%
UK NP Communications Team	127,977	0	127,977	117,100	0	117,100	117,100	0	117,100	152,320	0	152,320	55,900	0	55,900	0	0	0	100%	0%
UK NP Communications Team (Income)	(147,230)	0	(147,230)	(121,095)	0	(121,095)	(121,095)	0	(121,095)	(115,022)	0	(115,022)	0	0	0	0	0	0	100%	0%
Visitor Centres and Yacht Stations	266,311	148,140	414,451	286,418	159,713	446,130	299,918	159,713	459,630	349,678	190,293	539,970	345,923	174,878	520,800	351,143	177,968	529,110	65%	35%
Visitor Centres and Yacht Stations (Income)	(82,260)	(43,562)	(125,822)	(136,650)	(69,450)	(206,100)	(136,650)	(69,450)	(206,100)	(131,150)	(69,450)	(200,600)	(131,150)	(69,450)	(200,600)	(131,150)	(69,450)	(200,600)	65%	35%
Human Resources	79,855	55,492	135,347	87,240	60,624	147,864	122,970	85,454	208,424	88,860	61,750	150,610	89,993	62,537	152,530	91,568	63,632	155,200	59%	41%
Human Resources (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Volunteers	31,342	20,894	52,236	44,514	29,676	74,190	41,868	27,912	69,780	43,980	29,320	73,300	45,396	30,264	75,660	46,860	31,240	78,100	60%	40%
Volunteers (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Strategic Services Management and Admin	76,541	32,803	109,344	79,247	33,963	113,210	79,247	33,963	113,210	81,620	34,980	116,600	82,614	35,406	118,020	84,252	36,108	120,360	70%	30%
Strategic Services Management and Admin (Income)	0	0	0	0	0	0	0	0	0	(4,565)	(1,957)	(6,522)	0	0	0	0	0	0	70%	30%

Appendix 4 - Earmarked reserves 21/22 for budget

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
	National Park %					100%	50%			
	Actual Balance 1 April 2021 (incl interest)	(731,379)	(345,886)	(212,245)	(625,379)	(32,258)	(391,323)	(1,386,124)	(952,346)	(2,338,470)
2021/22	Contributions to Reserves to 30/11/21									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(1,462)	0	0	0			0	(1,462)	(1,462)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	(33,950)			(33,950)	0	(33,950)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(58,513)		(58,513)	0	(58,513)
	CANAPE Income (CANXXX552)	0	0	0	0		20,376	10,188	10,188	20,376
	UK Communications Team (Income)	0	0	0	(133,516)			(133,516)	0	(133,516)
	Contributions from Reserves to 30/11/21									
	Replacement of AU12 OMA & AU12 OMB (RAN000450)	0	40,000	0	0			12,000	28,000	40,000
	£30,000 hydraulic boat cradle; £10,500 hydro acoustic kit; £31,000 NATO floats	0	37,756	0	0			11,327	26,429	37,756
	Dockyard slipway and wet dock pilling projects (PRM009450)	0	0	(980)	0			(294)	(686)	(980)
	Catchment Partnership (CAT000450)	0	0	0	13,952			13,952	0	13,952
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	182,295		182,295	0	182,295
	CANAPE Expenditure (CANXXX450)	0	0	0	0		79,568	39,784	39,784	79,568
	Section 106 payments	0	0	0	33,620			33,620	0	33,620
	UK Communications Team (UKC000450)	0	0	0	111,196			111,196	0	111,196
	Purchase of Berney Arms 2 moorings (MOO000450)	20,120	0	0	0			0	20,120	20,120
	Actual Balance 01 December 2021	(783,721)	(456,131)	(293,225)	(665,077)	91,523	(291,378)	(1,369,686)	(1,028,323)	(2,398,009)
	Contributions to Reserves to 31/03/22									
	Mutford Lock Rent (MLK000451)	(538)	0	0	0			0	(538)	(538)
	New Tolls system (COT000451)	0	0	0	(88,000)			0	(88,000)	(88,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(202,825)		(202,825)	0	(202,825)
	CANAPE Income (CANXXX552)	0	0	0	0		(149,423)	(74,712)	(74,712)	(149,423)
	Contributions from Reserves to 31/03/22									
	3D Hydrographic Survey about and below waterline(MLK000450)	10,000	0	0	0			0	10,000	10,000
	Repairs to How Hill Boat Shed (BHB000450) (trf from 20/21)	0	0	25,000	0			18,000	7,000	25,000
	Catchment Partnership (CAT000450)	0	0	0	8,774			8,774	0	8,774
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	108,608		108,608	0	108,608
	CANAPE Expenditure (CANXXX450)	0	0	0	0		2,112	1,056	1,056	2,112
	UK Communications Team (UKC000450)	0	0	0	30,675			30,675	0	30,675
	Forecast Balance 01 April 2022	(774,259)	(456,131)	(268,225)	(713,629)	(2,694)	(438,689)	(1,480,110)	(1,173,516)	(2,653,627)
2022/23	Contributions to Reserves to 31/03/23									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(20,000)			(13,400)	(6,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	(20,870)			(20,870)	0	(20,870)
	Sale of old vehicles (VEH000552)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	CANAPE Income (CANXXX552)	0	0	0	0		(93,781)	(46,891)	(46,891)	(93,781)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(588,143)		(588,143)	0	(588,143)
	UK Communications Team (Income)	0	0	0	(115,022)			(115,022)	0	(115,022)
	Contributions from Reserves to 31/03/23									
	Replacement of AO12 TXS, AO12 TXU, AP12 GUA, AO12 URK, AO12 DWP & AU12 OCN, (VEH000450) (TXS, TXU & GUA delayed from 21/22)	0	124,000	0	0			37,200	86,800	124,000
	Mowers (delayed from 21/22), Welfare barge, JCB JS160, Yanmar tracked carrier and JCB Tractor replacements (VES000450)	0	160,745	0	0			48,224	112,522	160,745
	Electrify launch engine (LAU000450)	0	22,000	0	0			0	22,000	22,000
	Replacement of AO12 URF, AO12 TXV & AO12 URE(RAN000450)	0	40,000	0	0			12,000	28,000	40,000
	Site maintenance (SIM000450)	146,780	0	0	0			146,780	0	146,780
	Dockyard solar panels (spend from 21/22 delayed & trf to solar project) (PRM009450)	0	0	45,980	0			13,794	32,186	45,980
	Yacht station (YHT000450)	0	0	25,000	0			25,000	0	25,000
	EXPERIENCE grant expenditure NCC (COM000450)	0	0	0	46,016			46,016	0	46,016
	Electric charging points at Potter (UTE000450)	0	0	0	18,000			18,000	0	18,000
	Catchment Partnership (CAT000450)	0	0	0	20,870			20,870	0	20,870
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	490,837		490,837	0	490,837
	CANAPE Expenditure (CANXXX450)	0	0	0	0		39,100	19,550	19,550	39,100
	UK Communications Team (UKC000450)	0	0	0	117,100			117,100	0	117,100

Appendix 4 - Earmarked reserves 21/22 for budget

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
	National Park %					100%	50%			
	Closure of CANAPE & HLF reserve & repayment of loan	(26,000)	(32,500)	(32,500)	0	100,000	91,000	0	0	0
	Forecast Balance 01 April 2023	(726,479)	(342,886)	(309,745)	(688,535)	(0)	(402,370)	(1,437,915)	(1,132,099)	(2,570,015)
2023/24	<u>Contributions to Reserves to 31/03/24</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Sale of old launch (LAU000552)	0	(7,000)	0	0			0	(7,000)	(7,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(20,000)			(13,400)	(6,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	(21,950)			(21,950)	0	(21,950)
	<u>Contributions from Reserves to 31/03/24</u>									
	Replacement of AO12 TXR, AO13 ABU, AO63 BHX & AV61 BWZ (VEH000450)	0	59,920	0	0			17,976	41,944	59,920
	Replacement wherry (VES000450)	0	120,000	0	0			36,000	84,000	120,000
	Replacement of M/L Yare (LAU000450) (delayed from 2021/22)	0	100,000	0	0			0	100,000	100,000
	Catchment Partnership (CAT000450)	0	0	0	21,950			21,950	0	21,950
	UK Communications Team (UKC000450)	0	0	0	55,900			55,900	0	55,900
	Forecast Balance 01 April 2024	(799,479)	(257,966)	(389,745)	(673,635)	(0)	(402,370)	(1,506,389)	(1,116,805)	(2,623,195)
2024/25	<u>Contributions to Reserves to 31/03/25</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(20,000)			(13,400)	(6,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	(22,400)			(22,400)	0	(22,400)
	<u>Contributions from Reserves to 31/03/25</u>									
	Replacement of AO64 EAW (VEH000450)	0	23,400	0	0			7,020	16,380	23,400
	Replacement of AO13 ABF (PCP000450)	0	22,500	0	0			15,075	7,425	22,500
	Catchment Partnership (CAT000450)	0	0	0	22,400			22,400	0	22,400
	Forecast Balance 01 April 2025	(872,479)	(400,066)	(469,745)	(714,635)	(0)	(402,370)	(1,662,644)	(1,296,650)	(2,959,295)