

Broads Authority

31 January 2020

Agenda item number 12

Financial performance and direction - Budget general 2020/2021 and Financial Strategy 2022/23

Report by Chief Financial Officer

Purpose

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

Recommended decision

- i. That the income and expenditure figures be noted.
 - ii. That the Authority adopts the 2020/21 Budget and endorses the assumptions made applied in the preparation of the Budget.
 - iii. That the Authority adopts the Earmarked Reserves Strategy for the period 2020/21 to 2022/23.
 - iv. That the Authority notes the next steps in considering repayment of the Public Works Loan.
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1. Introduction

- 1.1. This report covers three items, consolidated Income and Expenditure, the consolidated budget and the potential early settlement of the loan from the Public Works Loan Board (PWLB).
- 1.2. Sections 2 to 5 provide a summary of the Consolidated Income and Expenditure 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. Sections 6 to 13 contains the updated draft budget for 2020/21 and the draft financial strategy to 2021/22. An outline of the draft budget for 2020/21 was presented to the Committee at its meeting on 22 November 2019 to inform the setting of navigation charges for 2020/21. Following the Authority's subsequent decision to apply a 2.9% increase in navigation charges for powered vessels and a 1% increase for unpowered, hybrid and electric vessels, this report now sets out an updated budget for 2020/21 alongside the draft financial strategy to 2022/23.
- 1.4. Section 14 contains details about the next steps in considering the early settlement of the loan from the PWLB. The loan was taken out in 2007 for a period of 20 years to acquire the Dockyard Operation from May Gurney. The purpose of the loan was to enable the Authority to undertake dredging in an economical and efficient manner.

2. Overview of actual income and expenditure

Table 1

Actual Income and Expenditure by Directorate to 30 November 2019

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance £
Income	(5,951,865)	(5,969,634)	+ 17,769
Operations	2,702,834	2,623,762	+ 79,072
Strategic Services	1,143,581	1,087,546	+ 56,035

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance £
Chief Executive	1,065,179	978,397	+ 86,782
Projects, Corporate Items and Contributions from Earmarked Reserves	(71,797)	(34,842)	- 36,955
Net (Surplus) / Deficit	(1,112,068)	(1,314,771)	+ 202,703

2.1. Core navigation income is above the profiled budget at the end of month eight. The overall position as at 30 November 2019 is a favourable variance of £202,703 or a 18.23% difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £17,769 within income:
 - Hire Craft Tolls is £9,578 behind the profiled budget.
 - Private Craft Tolls is £17,426 above the profiled budget.
- An underspend within Operations relating to:
 - Construction and Maintenance Salaries is under the profiled budget by £16,120 due to vacancies that have arisen throughout the year which have taken some time to replace.
 - Equipment, Vehicle and Vessels is over the profiled budget by £20,954 due to the electric van being purchased one month ahead of schedule.
 - Land Management is under the profiled budget by £38,170 due to the uncertain nature of when income from the Rural Payments Agency will be received.
 - Practical Maintenance is above the profiled budget by £27,255 due to the Breydon channel markers and the boardwalk at Hoveton being completed ahead of schedule.
 - Waterways and Recreation Strategy is under the profiled budget by £12,512 due to a vacancy.
 - Ranger Services is under the profiled budget by £31,365 due to a number of variances across all budgets.
 - Operational Premises is under the profiled budget by £42,222 due to a timing difference on the concrete pad work at the dockyard being completed. This is offset by the corresponding Premises reserve variance.
 - Head Office is over the profiled budget by £55,773 due to the quarterly charges being received one month ahead of schedule.

- Project Funding is under the profiled budget by £39,156 due to timing differences and the uncertain nature of when projects will be submitted.
- An underspend within Strategic Services relating to:
 - Development Management is over the profiled budget by £48,522 due to Section 106 monies being paid out. This is offset by the corresponding Planning Delivery Grant and Section 106 reserve variance. It should be noted that income from Planning fees is under budget and the Local Plan Inspection coming in less than expected has reduced the overall variance.
 - Strategy and Projects is under the profiled budget by £37,836 due to salary savings following a vacancy and a delayed Catchment projects. This is due to slip into 2020/21 as its delivery is dependent on warmer weather. This is offset by the corresponding Catchment reserve variance.
 - Volunteers is under the profiled budget by £12,913 due to timing differences and salary savings following a vacancy.
 - Communications is under the profiled budget by £35,328 due a number of variances within all budgets which are timing differences.
 - Visitor Centres and Yacht Stations is under the profiled budget by £20,771 due to holiday pay for the seasonal staff being paid in December.
- An underspend within Chief Executive relating to:
 - Legal is under the profiled budget by £40,642 due to salary savings.
 - Asset Management is under the profiled budget by £17,928 due to timing differences on lease payments and consultancy.
 - Finance and Insurance is under profiled budget by £18,035 due to salary savings following a vacancy and savings on insurance premiums.
- An adverse variance within reserves relating to the Premises, Planning Delivery Grant, Section 106 and Catchment reserves. These offset the favourable variances detailed above.

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 2019/20. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are set out in Appendix 2.

Table 2

Adjustments to LAB

Item	Authorisation reference	Amount £
Original budget 2019/20 (deficit)	Broads Authority 01/02/19 Agenda item number 12	44,381
Approved carry-forwards from 2018/19	Broads Authority 17/05/19 Agenda item number 12	15,094
Cybercrime	Broads Authority 17/05/19 Agenda item number 25	36,000
Water Resources East membership	Broads Authority 27/06/19 Agenda item number 13	15,000
LAB as at 30 November 2019	n/a	110,475

4. Overview of forecast outturn 2019/20

- 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. The forecast outturn reflects the following changes from the LAB as shown in Table 3.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit per LAB	110,475
Adjustments reported 22 November 2019	(63,550)
Decrease to Construction & Maintenance salaries following a vacancy	(13,900)
Decrease to Planning Fee income	31,500
Decrease to Development Management salaries	(8,400)
Decrease to Strategy & Projects salaries following a vacancy	(13,100)
Decrease to Volunteer Services salaries following a vacancy	(5,300)
Decrease to Strategic Services Management & Admin salaries following a vacancy	(9,000)
Decrease to Finance salaries following a vacancy	(6,000)
Forecast outturn deficit as at 30 November 2019	22,725

5. Reserves

Table 4

Consolidated Earmarked Reserves

Reserve name	Balance at 1 April 2019 £	In-year movements £	Current reserve balance £
Property	(569,750)	(72,462)	(642,212)
Plant, Vessels and Equipment	(275,190)	(86,897)	(362,087)
Premises	(195,326)	(76,645)	(271,971)
Planning Delivery Grant	(269,293)	64,311	(204,982)
Upper Thurne Enhancement	(120,409)	(21,000)	(141,409)
Section 106	(103,392)	60,419	(42,973)
Heritage Lottery Fund	(89,706)	304,392	214,686
Catchment Partnership	(88,988)	(3,882)	(92,870)
CANAPE	(80,476)	(60,550)	(141,026)
Computer Software	(11,476)	(10,000)	(21,476)
Total	(1,804,006)	97,686	(1,706,320)

5.1. £885,797 of the current reserve balance above relates to Navigation reserves.

6. 2020/21 Budget proposals

- 6.1. The draft budget is set out in Appendix 3 and the financial strategy to 2022/23 to provide context. The draft navigation budget was considered by Navigation Committee on 16 January 2020. A verbal update will be provided during the meeting.
- 6.2. As with the 2019/20 Budget it 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 Working Group to consider in October prior to making recommendations around the level of navigation charges required.

6.3. The draft budget takes account of the following factors:

- A provisional 2% pay increase for staff and increased pension costs. This is subject to the National Joint Council (NJC) finalising the pay deal for 2020/21 onwards.
- The loss of ten boats in the hire fleet, this accounts for approximately £11,500.
- Interest on deposits remain at a similar level to 2019/20.
- National Park Grant remains at 2019/20 level. This is subject to confirmation from DEFRA.
- The installation of pontoons at Peto's Marsh.
- The removal of Whitlingham Tourist Information Centre running costs, catering concession income and associated staff recharges.

6.4. Total core income for 2020/21 is budgeted to be £6,960,178, including £3,414,078 for National Park Grant, £1,199,000 for hire craft tolls and £2,244,000 for private craft tolls. This income takes account of the latest available data for boat numbers. Net expenditure is budgeted at £7,113,696. This will result in a consolidated budget deficit of £153,518, which is balanced by the higher level of reserves at the end of 2019/20. Taking into account the transfer of £20,500 of interest to earmarked reserves, reserves at the end of March 2021 are forecast to be £1,269,132 (£893,264 National Park and £375,868 Navigation which amounts to 25.2% and 10.5% of net expenditure for the year respectively.

6.5. Table 5 sets out an overview of the proposed 2020/21 budget, which is provided in more detail in Appendix 3.

Table 5

Draft 2020/21 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,414,078)	0	(3,414,078)
Navigation Tolls	0	(3,505,100)	(3,505,100)
Other Income	(20,500)	(20,500)	(41,000)
Total Income	(3,434,578)	(3,525,600)	(6,960,178)
Operations	1,432,692	2,503,622	3,936,314
Strategic Services	1,268,041	336,518	1,604,559
Chief Executive	737,861	651,462	1,389,323
Corporate Items	104,100	79,400	183,500

Source	National Park £	Navigation £	Consolidated £
Total Expenditure	3,542,694	3,571,002	7,113,696
Net (Surplus) / Deficit	108,116	45,402	153,518
Opening Reserves (Forecast)	(1,011,630)	(431,520)	(1,443,150)
(Surplus) / Deficit for the year	108,116	45,402	153,518
Interest transfer	10,250	10,250	20,500
Closing Reserves (Forecast)	(893,264)	(375,868)	(1,269,132)

7. Operations

- 7.1. The Operations budget has seen an increase to staff costs to reflect the provisional 2% pay increase currently being negotiated by the NJC. Staff costs have also been updated to reflect the triennial valuation results for the pension costs. The Equipment, Vehicles and Vessels budget has been increased to cover the cost of replacing the JCB 2010 excavator on a Finance Lease. The Practical Maintenance budget has been increased to incorporate the extra costs for the Pontoons at Peto's Marsh. The Ranger Services budget has seen a decrease to income following the loss of staff recharges to Whitlingham Charitable Trust. The contribution to the launch replacements within the Plant, Vessel and Equipment Reserve has been increased as per recommendations discussed with members on 01/02/19. Project Funding has been reduced to decrease the National Park Deficit. It is proposed to revisit this once the outcome of the grant settlement is known. Small scale savings identified in 2019/20 have also been incorporated into 2020/21. 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.
- 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 2020/21.

8. Strategic Services

- 8.1. As with the Operations budget, staff costs have increased for the same reasons. Visitor Centres and Yacht Stations have seen the removal of the running costs associated with Whitlingham Tourist Information Centre and the loss of the catering concession income. Staff costs for the visitor centre have been maintained at the same level in order to operate from The Forum for a period of one year. Other locations for 2020/21 being investigated will be potentially covered by existing budgets. Longer term options will be costed for future year budgets once further details become available. The focus

on the Whitlingham replacement means 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. As with the Operations and Strategic Services budgets, staff costs have increased for the same reasons. The Legal budget has seen a reduction following the decision not to replace the Solicitor post and outsourcing the work. The Collection of Tolls budget has seen an increase to reflect the year round cover now provided. Again, there remains little capacity for additional work.

10. Central and shared costs and cost apportionment

- 10.1. Cost apportionments have remained the same as those for 2019/20 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2020/21 are set out in Appendix 3.
- 10.2. The overall split of proposed net expenditure in 2020/21 remains 50% national park and 50% navigation, whilst income is split 49% and 51%. The 1% movement reflects the uncertainty around the National Park grant which has been budgeted at the same level as 2019/20. Confirmation from DEFRA on the future year(s) is expected before 31 March 2020. A reduction in grant will require planning for future years (2021/22 onwards) to ensure National Park Reserves remain at the recommended levels.
- 10.3. Table 6 below 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 that are included within the budgets of both Operations and Strategic Services directorates, and from the Chief Executive's section.

Table 6

Central and Shared Costs

Cost/Percentage split	2020/21 National Park £000s	2020/21 Navigation £000s	2020/21 Consolidated £000s	2021/22 National Park £000s	2021/22 Navigation £000s	2021/22 Consolidated £000s	2022/23 National Park £000s	2022/23 Navigation £000s	2022/23 Consolidated £000s
Share of central and shared costs	1,535	999	2,534	1,554	1,017	2,571	1,575	1,034	2,609
Pension contribution lump-sum	74	49	123	76	51	127	78	52	130
Total	1,609	1,048	2,657	1,630	1,068	2,698	1,653	1,086	2,739
Percentage split of central and shared costs	61%	39%	100%	60%	40%	100%	60%	40%	100%
Total core income	(3,435)	(3,526)	(6,961)	(3,429)	(3,627)	(7,056)	(3,429)	(3,700)	(7,129)
Central and shared costs as a percentage of core income	47%	30%	38%	48%	29%	38%	48%	29%	38%

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 frontline 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 2019/20.

11. Assumptions used for the Budget and Financial Strategy

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

- National Park Grant will continue at the same level of the 2019/20 settlement;
- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast;
- Salary increases from 2020/21 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 2019/20 will be delivered in line with budget holders' projections; and
- The continued provision until 2021/22 of £60,000 split equally between National Park and Navigation for the implementation of the Hickling vision.

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 2019/20 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	35,000
Navigation budget for 2019/20 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	34,000
Overall salary increase of 2% in 2020/21	1% change in salary inflation	47,000
Boat numbers and distribution remain as predicted in 2020/21	1% change in navigation toll income	34,000
National Park Grant in line with current allocations and no further reduction	1% change in National Park Grant allocation	34,000

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
applied in 2020/21		

12. Earmarked reserves

- 12.1. The Authority's earmarked reserve strategy for the period 2020/21 to 2022/23 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of November 2019, 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 2022/23.
- 12.2. Earmarked reserves stand at £1,706,320 (navigation £885,797) at the end of November 2019 and are forecast to increase slightly (to £1,973,542) by the end of the financial year.
- 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 2020/21:
- Replace mini digger, Sanderson Telehandler and NATO floats;
 - Replace three vehicles;
 - Dockyard slip-way piling and wash down area;
 - Repairs to How Hill Boatshed;
 - Planning Officer;
 - Catchment Partnership expenditure;
 - UK Communications Team expenditure;
 - Heritage Lottery Fund expenditure; and
 - CANAPE project expenditure.
- 12.4. Planned expenditure from earmarked reserves in 2021/22 and 2022/23 includes the continued Catchment Partnership, UK Communications Team, Heritage Lottery Fund, CANAPE project expenditure, replacement of eleven vehicles at an estimated cost of £212,545, replacement of JCB JS220 (2017) at an estimated cost of £105,000, replacement of a ranger launch at an estimated cost of £100,000 and the replacement of a wherry at an estimated cost of £120,000.
- 12.5. Taking account of all these items, the forecast balance of earmarked reserves at the end of 2022/23 is £2,212,231, although it should be noted that expenditure plans for 2021/22 and beyond are likely to be refined again when the financial strategy for 2021/22 is developed later on this year.

- 12.6. In 2022/23 the CANAPE project will have been completed. 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 uncertainty surrounding the exchange rate so the figure included in Appendix 4 should not be seen as absolute. Members will need to consider how a potential surplus could be distributed. Options 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 2020/21 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, whilst 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 funded from the National Park Reserve resulting in a reserve balance of £893,264 at the end of 2020/21. Whilst the outcome of a new settlement remains uncertain figures for 2021/22 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, 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 2020 to March 2023. There continues to be uncertainty about the likely award.
- 13.4. The consolidated deficit of £153,518 allowed for in the 2020/21 budget continues to maintain reserves above their minimum. As in previous years, it remains the case that the indicative national park grant and tolls increases in 2021/22 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 2019/20.

14. Early settlement of PWLB loan

- 14.1. At the Audit and Risk Committee meeting last November, it was agreed that the possibility of early repayment of the outstanding loan should be considered. This has been looked at a number of times over the years, but the cost has always been considered prohibitive. However, following the sale of Ludham field base and the creation of the Capital Receipts Reserve, this is now potentially possible.
- 14.2. The Capital Receipt Reserve is held on the balance sheet and is a useable reserve. The balance is £405,000 and is split 60/40 between National Park and Navigation. The

reserve can only be used to fund capital expenditure or to repay debt. The loan repayments are considered 100% Navigation.

- 14.3. Preliminary investigations indicate that this could be beneficial, given the continuation of low interest rates for investments. This will potentially create savings within the Navigation budget over the next seven years for the remaining instalments due. However, this does require confirmation from PWLB regarding the actual premium that would be charged.
- 14.4. The next steps will be to consult the Navigation Committee at its meeting in April and bring a report back to the Authority in May for a decision.

Author: Emma Krelle

Date of report: 10 January 2020

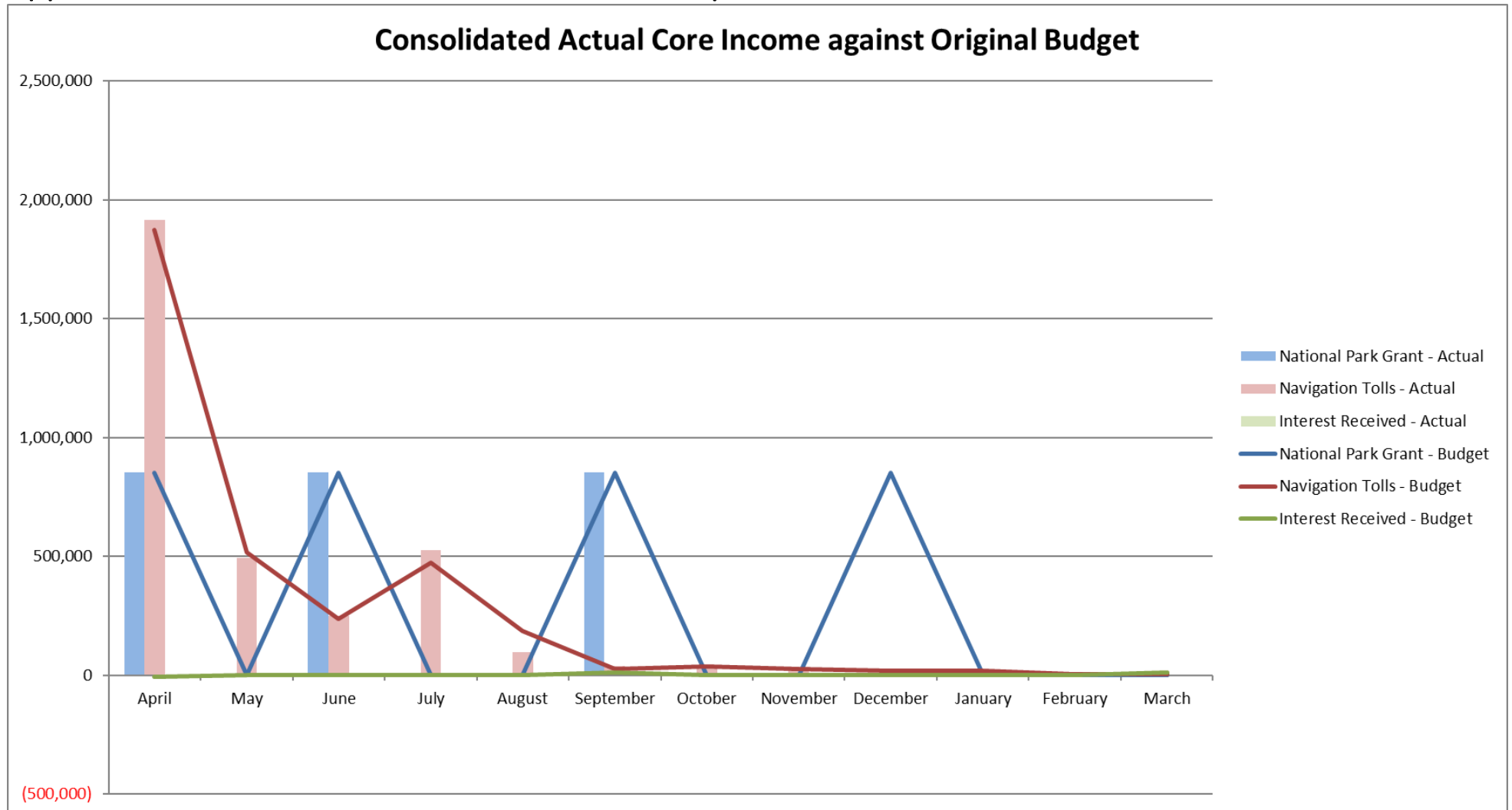
Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2019

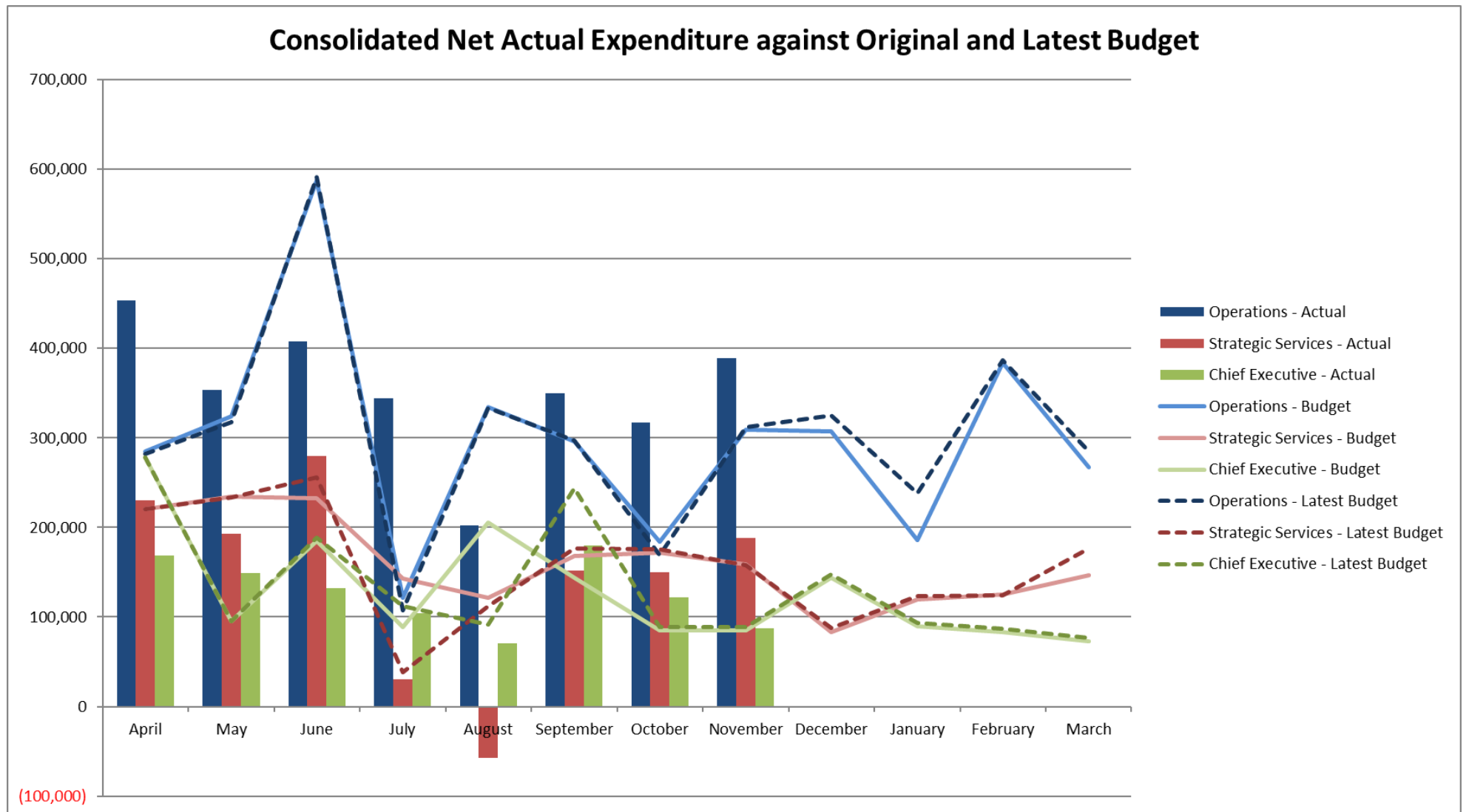
Appendix 2 – Financial monitor: Consolidated income and expenditure 30 November 2019

Appendix 3 – Draft Budget 2020/21 and Financial Strategy to 2022/23.

Appendix 4 – Earmarked Reserves to 2022/23

Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2019





Appendix 2 – Financial monitor: Consolidated income and expenditure 2019/20

Table 1

Income

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(6,869,078)	0	(6,869,078)	(6,886,578)	17,500
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	0
Hire Craft Tolls	(1,189,000)	0	(1,189,000)	(1,179,000)	-10,000
Private Craft Tolls	(2,175,000)	0	(2,175,000)	(2,185,000)	10,000
Short Visit Tolls	(42,000)	0	(42,000)	(42,000)	0
Other Toll Income	(19,000)	0	(19,000)	(19,000)	0
Interest	(30,000)	0	(30,000)	(47,500)	17,500

Table 2
Operations

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	3,945,630	57,342	4,002,972	3,965,512	37,460
Construction and Maintenance Salaries	1,225,520	28,167	1,253,687	1,239,787	13,900
Salaries	1,231,130	28,167	1,259,297	1,245,397	13,900
Expenditure	(5,610)	0	(5,610)	(5,610)	0
Equipment, Vehicles & Vessels	454,000	5,550	459,550	459,550	0
Income	0	0	0	0	0
Expenditure	454,000	5,550	459,550	459,550	0
Water Management	125,970	0	125,970	125,970	0
Income	0	0	0	0	0
Expenditure	125,970	0	125,970	125,970	0
Land Management	(48,440)	0	(48,440)	(48,440)	0
Income	(102,600)	0	(102,600)	(102,600)	0
Expenditure	54,160	0	54,160	54,160	0
Practical Maintenance	485,500	0	485,500	485,500	0
Income	(10,700)	0	(10,700)	(10,700)	0
Expenditure	496,200	0	496,200	496,200	0

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Waterways and Recreation Strategy	89,460	(3,500)	85,960	62,400	23,560
Salaries	79,960	(3,500)	76,460	52,900	23,560
Expenditure	9,500	0	9,500	9,500	0
Ranger Services	779,740	0	779,740	779,740	0
Income	(100,000)	0	(100,000)	(100,000)	0
Salaries	701,260	0	701,260	701,260	0
Expenditure	176,880	0	176,880	176,880	0
Pension Payments	1,600	0	1,600	1,600	0
Safety	130,000	27,125	157,125	157,125	0
Income	(3,300)	0	(3,300)	(3,300)	0
Salaries	62,600	0	62,600	62,600	0
Expenditure	70,700	27,125	97,825	97,825	0
Premises	232,910	0	232,910	232,910	0
Income	(1,000)	0	(1,000)	(1,000)	0
Expenditure	233,910	0	233,910	233,910	0
Premises - Head Office	250,640	0	250,640	250,640	0
Income	(240)	0	(240)	(240)	0
Expenditure	250,880	0	250,880	250,880	0

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Project Funding	100,000	0	100,000	100,000	0
Expenditure	100,000	0	100,000	100,000	0
Pension Payments	0	0	0	0	0
Operations Management and Administration	120,330	0	120,330	120,330	0
Salaries	115,620	0	115,620	115,620	0
Expenditure	4,710	0	4,710	4,710	0

Table 3

Strategic Services

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Strategic Services	1,679,765	(41,707)	1,638,058	1,589,948	48,110
Development Management	425,615	23,335	448,950	443,975	4,975
Income	(100,000)	0	(100,000)	(68,500)	-31,500
Salaries	403,790	0	403,790	395,390	8,400
Expenditure	117,425	23,335	140,760	112,685	28,075
Pension Payments	4,400	0	4,400	4,400	0
Strategy and Projects Salaries	355,035	(78,801)	276,234	247,399	28,835
Income	(20,470)	0	(20,470)	(20,470)	0
Salaries	247,290	(60,301)	186,989	183,154	3,835
Expenditure	128,215	(18,500)	109,715	84,715	25,000
Pension Payments	0	0	0	0	0
Biodiversity Strategy	7,670	0	7,670	7,670	0
Expenditure	7,670	0	7,670	7,670	0
Human Resources	134,720	15,094	149,814	149,814	0
Income	0	0	0	0	0
Salaries	76,420	0	76,420	76,420	0

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	58,300	15,094	73,394	73,394	0
Volunteers	77,340	0	77,340	72,040	5,300
Salaries	51,740	0	51,740	46,440	5,300
Expenditure	25,600	0	25,600	25,600	0
Communications	324,245	0	324,245	324,245	0
Income	0	(99,600)	(99,600)	(99,600)	0
Salaries	240,530	52,250	292,780	292,780	0
Expenditure	83,715	47,350	131,065	131,065	0
Visitor Centres and Yacht Stations	244,260	0	244,260	244,260	0
Income	(245,100)	0	(245,100)	(245,100)	0
Salaries	351,260	0	351,260	351,260	0
Expenditure	138,100	0	138,100	138,100	0
Strategic Services Management and Administration	110,880	(1,335)	109,545	100,545	9,000
Salaries	107,270	0	107,270	98,270	9,000
Expenditure	3,610	(1,335)	2,275	2,275	0

Table 4

Chief Executive

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Chief Executive	1,415,254	35,634	1,450,888	1,413,133	37,755
Legal	116,430	0	116,430	90,000	26,430
Income	0	0	0	0	0
Salaries	51,430	0	51,430	0	51,430
Expenditure	65,000	0	65,000	90,000	-25,000
Governance	233,445	35,634	269,079	269,079	0
Income	0	0	0	0	0
Salaries	113,480	35,634	149,114	149,114	0
Expenditure	119,965	0	119,965	119,965	0
Chief Executive	118,830	0	118,830	118,830	0
Salaries	114,330	0	114,330	114,330	0
Expenditure	4,500	0	4,500	4,500	0
Asset Management	113,944	0	113,944	113,944	0
Income	(25,540)	0	(25,540)	(25,540)	0
Salaries	46,890	0	46,890	46,890	0
Expenditure	92,594	0	92,594	92,594	0

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Finance and Insurance	373,735	0	373,735	355,735	18,000
Income	0	0	0	0	0
Salaries	161,100	0	161,100	155,100	6,000
Expenditure	212,635	0	212,635	200,635	12,000
Collection of Tolls	135,860	0	135,860	142,535	-6,675
Salaries	123,360	0	123,360	130,035	-6,675
Expenditure	12,500	0	12,500	12,500	0
ICT	323,010	0	323,010	323,010	0
Salaries	192,660	0	192,660	192,660	0
Expenditure	130,350	0	130,350	130,350	0

Table 5

Projects and Corporate items

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Projects and Corporate Items	124,918	51,000	175,918	166,653	9,265
Partnerships / HLF / CANAPE	28,718	0	28,718	19,453	9,265
Income	(754,629)	0	(754,629)	(754,629)	0
Salaries	180,250	0	180,250	170,985	9,265
Expenditure	603,097	0	603,097	603,097	0
Corporate Items	96,200	51,000	147,200	147,200	0
Expenditure	3,200	51,000	54,200	54,200	0
Pension Payments	93,000	0	93,000	93,000	0

Table 6

Contributions from earmarked reserves

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total contributions from Earmarked Reserves	(252,108)	(36,175)	(288,283)	(225,943)	-62,340
Earmarked Reserves	(252,108)	(36,175)	(288,283)	(225,943)	-62,340
Expenditure	(252,108)	(36,175)	(288,283)	(225,943)	-62,340

Table 7

Net (Surplus) / Deficit

Row Labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Grand Total	44,381	66,094	110,475	22,725	87,750

Appendix 3 - Draft Budget 2020/21 and Financial Strategy to 2022/23

Row Labels	2018/19			2019/20			2020/21			2021/22			2022/23			2020/21 Apportionment					
	National Park 2018/19 (Actual)	Navigation 2018/19 (Actual)	Consolidated 2018/19 (Actual)	National Park 2019/20 (Latest Available Budget)	Navigation 2019/20 (Latest Available Budget)	Consolidated 2019/20 (Latest Available Budget)	National Park 2019/20 (Forecast)	Navigation 2019/20 (Forecast)	Consolidated 2019/20 (Forecast)	National Park 2020/21 (Budget)	Navigation 2020/21 (Budget)	Consolidated 2020/21 (Budget)	National Park 2021/22 (Budget)	Navigation 2021/22 (Budget)	Consolidated 2021/22 (Budget)	National Park 2022/23 (Budget)	Navigation 2022/23 (Budget)	Consolidated 2022/23 (Budget)	National Park	Navigation	
Income																					
Income																					
National Park Grant	(3,356,348)	0	(3,356,348)	(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	(1,159,858)	(1,159,858)	0	(1,189,000)	(1,189,000)	0	(1,179,000)	(1,179,000)	0	(1,199,000)	(1,199,000)	0	(1,235,000)	(1,235,000)	0	(1,260,000)	(1,260,000)	0%	100%	
Private Craft Tolls	0	(2,134,006)	(2,134,006)	0	(2,175,000)	(2,175,000)	0	(2,185,000)	(2,185,000)	0	(2,244,000)	(2,244,000)	0	(2,312,000)	(2,312,000)	0	(2,359,000)	(2,359,000)	0%	100%	
Short Visit Tolls	0	(42,475)	(42,475)	0	(42,000)	(42,000)	0	(42,000)	(42,000)	0	(43,000)	(43,000)	0	(45,000)	(45,000)	0	(46,000)	(46,000)	0%	100%	
Other Toll Income	0	(22,956)	(22,956)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,100)	(19,100)	0	(19,100)	(19,100)	0	(19,100)	(19,100)	0%	100%	
Interest	(18,526)	(18,526)	(37,053)	(15,000)	(15,000)	(30,000)	(23,750)	(23,750)	(47,500)	(20,500)	(20,500)	(41,000)	(15,000)	(15,000)	(30,000)	(15,000)	(15,000)	(30,000)	50%	50%	
Income Total	(3,374,874)	(3,377,822)	(6,752,696)	(3,429,078)	(3,440,000)	(6,869,078)	-3,437,828	-3,448,750	-6,886,578	(3,434,578)	(3,525,600)	(6,960,178)	(3,429,078)	(3,626,100)	(7,055,178)	(3,429,078)	(3,699,100)	(7,128,178)	49%	51%	
Income Total	(3,374,874)	(3,377,822)	(6,752,696)	(3,429,078)	(3,440,000)	(6,869,078)	-3,437,828	-3,448,750	-6,886,578	(3,434,578)	(3,525,600)	(6,960,178)	(3,429,078)	(3,626,100)	(7,055,178)	(3,429,078)	(3,699,100)	(7,128,178)	49%	51%	
Net Expenditure																					
Operations																					
Construction and Maintenance Salaries	425,840	744,406	1,170,246	467,650	791,647	1,259,297	456,530	788,867	1,245,397	497,572	830,508	1,328,080	515,726	859,054	1,374,780	533,324	885,076	1,418,400	37%	63%	
Construction and Maintenance Salaries (income)	(3,031)	(5,301)	(8,332)	(2,438)	(3,172)	(5,610)	(2,438)	(3,172)	(5,610)	0	0	0	0	0	0	0	0	0	0%	0%	
Equipment, Vehicles and Vessels	146,314	341,399	487,714	114,150	266,350	380,500	114,150	266,350	380,500	120,690	281,610	402,300	125,490	292,810	418,300	119,640	279,160	398,800	30%	70%	
Equipment, Vehicles and Vessels (Income)	(4,311)	(10,060)	(14,371)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Water Management	4,719	87,333	92,052	6,500	119,470	125,970	6,500	119,470	125,970	5,000	98,670	103,670	5,000	119,414	124,414	5,000	119,414	124,414	5%	95%	
Water Management (Income)	(2,631)	(668)	(3,299)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Land Management	50,953	0	50,953	54,160	0	54,160	54,160	0	54,160	58,710	0	58,710	58,710	0	58,710	58,710	0	58,710	100%	0%	
Land Management (Income)	(70,962)	0	(70,962)	(102,600)	0	(102,600)	(102,600)	0	(102,600)	(103,796)	0	(103,796)	(103,796)	0	(103,796)	(103,796)	0	(103,796)	100%	0%	
Waterways and Recreation Strategy	358	6,498	6,856	500	9,000	9,500	500	9,000	9,500	0	9,000	9,000	0	9,000	9,000	0	9,000	9,000	0%	100%	
Waterways and Recreation Strategy (Income)	0	(188)	(188)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Practical Maintenance	85,871	434,181	520,052	85,000	413,200	498,200	85,000	413,200	498,200	89,300	432,260	521,560	89,300	397,160	486,460	89,300	397,160	486,460	17%	83%	
Practical Maintenance (Income)	(5,000)	(27,805)	(32,805)	0	(10,700)	(10,700)	0	(10,700)	(10,700)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0%	100%	
Ranger Services	280,306	492,274	772,580	297,484	538,426	835,910	297,484	538,426	835,910	304,304	560,656	864,960	311,763	571,844	883,607	319,436	583,355	902,791	35%	65%	
Ranger Services (Income)	(18,208)	(27,853)	(46,060)	(22,468)	(33,702)	(56,170)	(22,468)	(33,702)	(56,170)	0	0	0	0	0	0	0	0	0	0%	0%	
Safety	57,965	98,753	156,718	40,137	75,163	115,300	40,137	75,163	115,300	42,226	80,744	122,970	43,685	82,805	126,490	44,077	83,733	127,810	34%	66%	
Safety (Income)	(1,252)	(2,855)	(4,107)	0	(3,300)	(3,300)	0	(3,300)	(3,300)	0	(1,500)	(1,500)	0	(1,500)	(1,500)	0	(1,500)	(1,500)	0%	100%	
Project Funding	101,691	0	101,691	100,000	0	100,000	100,000	0	100,000	60,793	1,067	61,860	40,000	0	40,000	40,000	0	40,000	98%	2%	
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	96,012	131,655	227,667	86,073	102,837	188,910	86,073	102,837	188,910	85,473	101,437	186,910	85,473	101,437	186,910	85,473	101,437	186,910	46%	54%	
Operational Property (Income)	(632)	(1,475)	(2,107)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	30%	70%	
Operations Management and Admin	79,093	38,956	118,049	82,825	40,795	123,620	82,825	40,795	123,620	88,916	43,794	132,710	93,807	46,203	140,010	96,239	47,401	143,640	67%	33%	
Operations Management and Admin (Income)	(2,914)	(1,435)	(4,349)	(2,204)	(1,086)	(3,290)	(2,204)	(1,086)	(3,290)	0	0	0	0	0	0	0	0	0	0%	0%	
Head Office	186,238	76,069	262,307	178,125	72,755	250,880	178,125	72,755	250,880	183,805	75,075	258,880	178,125	72,755	250,880	178,125	72,755	250,880	71%	29%	
Head Office (Income)	(269)	(110)	(378)	(170)	(70)	(240)	(170)	(70)	(240)	0	0	0	0	0	0	0	0	0	0%	0%	
Operations Total	1,406,152	2,373,775	3,779,928	1,382,423	2,376,914	3,759,337	1,371,303	2,374,134	3,745,437	1,432,692	2,503,622	3,936,314	1,442,982	2,541,283	3,984,265	1,465,228	2,567,291	4,032,519	36%	64%	
Strategic Services																					
Development Management	426,073	4,108	430,180	400,185	0	400,185	391,785	0	391,785	477,461	8,719	486,180	490,193	9,017	499,210	503,306	9,324	512,630	98%	2%	
Development Management (Income)	(148,788)	0	(148,788)	(100,000)	0	(100,000)	-68,500	0	-68,500	(74,500)	0	(74,500)	(74,500)	0	(74,500)	(74,500)	0	(74,500)	100%	0%	
Strategy and Projects Salaries	266,293	62,099	328,392	223,845	58,164	282,009	210,999	43,615	254,614	61,687	4,244	65,930	63,039	4,331	67,370	52,280	4,420	56,700	94%	6%	
Strategy and Projects	102,871	0	102,871	72,418	113	72,530	71,371	9	71,380	69,595	90	69,685	66,630	90	66,720	75,320	90	75,410	100%	0%	
Strategy and Projects (Income)	(29,559)	0	(29,559)	(5,470)	0	(5,470)	-5,470	0	-5,470	0	0	0	0	0	0	0	0	0	0%	0%	
Biodiversity Strategy	11,118	0	11,118	7,670	0	7,670	8,717	104	8,820	11,870	0	11,870	10,000	0	10,000	10,000	0	10,000	100%	0%	
Biodiversity Strategy (Income)	(750)	0	(750)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Environment Land Management System	0	0	0	0	0	0	0	0	0	32,170	0	32,170	0	0	0	0	0	0	100%	0%	
Environment Land Management System (Income)	0	0	0	0	0	0	0	0	0	(32,170)	0	(32,170)	0	0	0	0	0	0	100%	0%	
Water Environment Grant	0	0	0	0	0	0	0	0	0	11,653	0	11,653	0	0	0	0	0	0	100%	0%	
Water Environment Grant (income)	0	0	0	0	0	0	0	0	0	(11,653)	0	(11,653)	0	0	0	0	0	0	100%	0%	
Communications	252,832	74,527	327,359	251,552	79,573	331,125	251,552	79,573	331,125	249,177	78,473	327,650	254,050	80,460	334,510	259,051	82,499	341,550	76%	24%	
Communications (Income)	(26,153)	(307)	(26,460)	(6,593)	(287)	(6,880)	-6,593	-287	-6,880	0	0	0	0	0	0	0	0	0	0%	0%	
UK NP Communications Team	0	0	0	99,600	0	99,600	99,600	0	99,600	118,800	0	118,800	121,095	0	121,095	0	0	0	100%	0%	
UK NP Communications Team (income)	0	0	0	(99,600)	0	(99,600)	(99,600)	0	(99,600)	(118,800)	0	(118,800)	(121,095)	0	(121,095)	0	0	0	100%	0%	
Visitor Centres and Yacht Stations	315,233	134,491	449,724	338,720	155,640	494,360	338,720	155,640	494,360	300,128	158,753	458,880	304,300	160,530	464,830	309,130	163,410	472,540	65%	35%	
Visitor Centres and Yacht Stations (Income)	(179,239)	(66,014)	(245,253)	(181,400)	(68,700)	(250,100)	-181,400	-68,700	-250,100	(105,400)	(68,700)	(174,100)	(105,400)	(68,700)	(174,100)	(105,400)	(68,700)	(174,100)	61%	39%	
Human Resources	71,731	49,847	121,577	88,390	61,424	149,814	88,390	61,424	149,814	82,146	57,084	139,230	83,391	57,949	141,340	84,671	58,839	143,510	59%	41%	
Human Resources (Income)	(4,776)	(3,319)	(8,095)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Volunteers	45,129	30,086	75,215	46,404	30,936	77,340	43,224	28,816	72,040	44,088	29,392	73,480	45,582	30,388	75,970	47,094	31,396	78,490	60%	40%	
Volunteers (Income)	(581)	(387)	(968)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Office Expenses	23,786	11,863	35,649	26,777	13,188	39,965	26,777	13,188	39,965	27,524	13,556	41,080	27,524	13,556	41,080	27,524	13,556	41,080	67%	33%	
Office Expenses (Income)	(96)	(48)	(144)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Strategic Services Management and Admin	123,133	54,333	177,465	125,461																	

Appendix 4 – Earmarked Reserves to 2022/23

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
	Balance 01 April 2019	(569,750)	(275,190)	(195,326)	(593,558)	(89,706)	(80,476)	(1,070,645)	(733,361)	(1,804,006)
2019/20	Contributions to Reserves to 30/11/19									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000552)	(1,462)	0	0	0			0	(1,462)	(1,462)
	Launches (LAU000451)	0	(18,000)	0	0			0	(18,000)	(18,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)
	Pool Vehicles (PCP000552)	0	0	0	0			0	0	0
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Upper Thurne Monies Recd (UTE000552)	0	0	0	0			0	0	0
	Heritage Lottery Fund (HLF000451)	0	0	0	0			0	0	0
	Heritage Lottery Fund Income (HLFXXX552)	0	0	0	0	(103,752)		(103,752)	0	(103,752)
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)
	CANAPE Income (CANXXX552)	0	0	0	0		(53,256)	(26,628)	(26,628)	(53,256)
	Income from sale of dockyard asses (VES000552)	0	(9,243)	0	0			(2,773)	(6,470)	(9,243)
	Planning Policy underspend M12 (POL000451)	0	0	0	0			0	0	0
	Catchment Partnership (CAT000451)	0	0	0	(31,280)			(31,280)	0	(31,280)
	Catchment Partnership Monies Recd (CAT000552)	0	0	0	0			0	0	0
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)
	Asset Management underspend M12 (ASS000451)	0	0	0	0			0	0	0
	Section 106 (DVM000552)	0	0	0	(5,000)			(5,000)	0	(5,000)
	UK Communications Team underspend M12 (UKC000541)	0	0	0	0			0	0	0
	Contributions from Reserves to 30/11/19									
	Replacement of EU63 LUJ & AO06 XPF (Vans) for CM&E (VEH000450)	0	23,936	0	0			7,181	16,755	23,936
	Pool Vehicles (PCP000450)	0	0	0	0			0	0	0
	Replacement of Dockyard Crane, plus clamshell bucket (VES000450)	0	57,410	0	0			17,223	40,187	57,410
	Dockyard Site Development (PRM009450)	0	0	3,355	0			1,007	2,349	3,355
	John Fox Cottage refurbishment (PRM009450)	0	0	0	0			0	0	0
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	408,144		408,144	0	408,144
	CANAPE Expenditure (CANXXX450)	0	0	0	0		52,707	26,353	26,353	52,707
	Catchment Partnership expenditure (CAT000450)	0	0	0	27,398			27,398	0	27,398
	Policy Planning (POL000450)	0	0	0	44,311			44,311	0	44,311
	Planning Officer (Compliance & Implementation) (DVM000450)	0	0	0	20,000			20,000	0	20,000
	Section 106 (DVM000450)	0	0	0	65,419			65,419	0	65,419
	Actual Balance 30 November 2019	(642,212)	(362,087)	(271,971)	(503,710)	214,686	(141,026)	(820,523)	(885,797)	(1,706,320)
2019/20	Contributions to Reserves to 31/03/20									
	Mutford Lock Rent (MLK000552)	(538)	0	0	0			0	(538)	(538)
	Catchment Partnership income (CAT000552)	0	0	0	(15,000)			(15,000)	0	(15,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(516,128)		(516,128)	0	(516,128)
	CANAPE Income (CANXXX552)	0	0	0	0		(81,493)	(40,746)	(40,746)	(81,493)
	UK Communications Team underspend M12 (UKC000451)	0	0	0	(25,897)			(25,897)	0	(25,897)
	Contributions from Reserves to 31/03/20									
	Replacement of Yare House pool vehicles (two Smart) (PCP000450)	0	27,500	0	0			18,425	9,075	27,500
	Additional Electric Van (PCP000450)	0	17,625	0	0			11,809	5,816	17,625
	Dockyard Site Development (PRM009450)	0	0	41,645	0			12,494	29,152	41,645
	Planning Officer (Compliance & Implementation) (DVM000450)	0	0	0	10,000			10,000	0	10,000
	Catchment Partnership (CAT000450)	0	0	0	12,567			12,567	0	12,567
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	215,280		215,280	0	215,280
	CANAPE Expenditure (CANXXX450)	0	0	0	0		47,216	23,608	23,608	47,216
	Forecast Balance 01 April 2020	(642,750)	(316,962)	(230,326)	(522,040)	(86,162)	(175,302)	(1,114,111)	(859,431)	(1,973,542)

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
2020/21	<u>Contributions to Reserves to 31/03/21</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000552)	(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			(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)
	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	(33,110)			(33,110)	0	(33,110)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(496,163)		(496,163)	0	(496,163)
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)
	CANAPE Income (CANXXX552)	0	0	0	0		(101,309)	(50,655)	(50,655)	(101,309)
	UK Communications Team (Income)	0	0	0	(118,800)			(118,800)	0	(118,800)
	<u>Contributions from Reserves to 31/03/21</u>									
	Replace mini digger, Sanderson Telehandler & NATO Floats x 5(VES000451)	0	68,000	0	0			20,400	47,600	68,000
	Replace AO12 DWY, AO12 DWX & AO12 KFJ (VEH000450)	0	66,500	0	0			19,950	46,550	66,500
	Slip-way piling and hardstanding wash down area (PRM009450)	0	0	45,000	0			13,500	31,500	45,000
	Repairs to How Hill Boat Shed (BHB000450)	0	0	25,000	0			18,000	7,000	25,000
	Planning Officer (Compliance & Implementation) (DVM000450)	0	0	0	34,300			34,300	0	34,300
	Potter Heigham Staither alterations (UTE000450)	0	0	0	8,000			8,000	0	8,000
	Catchment Partnership (CAT000450)	0	0	0	83,440			83,440	0	83,440
	UK Communications Team (UKC000450)	0	0	0	114,060			114,060	0	114,060
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	496,163		496,163	0	496,163
	CANAPE Expenditure (CANXXX450)	0	0	0	0		90,006	45,003	45,003	90,006
	Forecast Balance 01 April 2021	(715,750)	(353,462)	(240,326)	(465,150)	(86,162)	(246,605)	(1,157,503)	(949,952)	(2,107,455)
2021/22	<u>Contributions to Reserves to 31/03/22</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			(5,200)	(7,800)	(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	(33,720)			(33,720)	0	(33,720)
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(448,900)		(448,900)	0	(448,900)
	CANAPE Income (CANXXX552)	0	0	0	0			0	0	0
	UK Communications Team (Income)	0	0	0	(121,095)		(75,500)	(196,595)	0	(196,595)
	<u>Contributions from Reserves to 31/03/22</u>									
	Replacement of AO12 TXS, AO12 TXU & AP12 GUA (VEH000450)	0	57,300	0	0			17,190	40,110	57,300
	Replacement of AU12 OMA & AU12 OMB (RAN000450)	0	40,000	0	0			16,000	24,000	40,000
	Replace JCB JS220 (2017) (VES000450)	0	105,000	0	0			31,500	73,500	105,000
	Replacement of M/L Yare (LAU000450)	0	100,000	0	0			0	100,000	100,000
	Catchment Partnership (CAT000450)	0	0	0	33,720			33,720	0	33,720
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	491,981		491,981	0	491,981
	CANAPE Expenditure (CANXXX450)	0	0	0	0		109,000	54,500	54,500	109,000
	UK Communications Team (UKC000450)	0	0	0	101,470			101,470	0	101,470
	Forecast Balance 01 April 2022	(788,750)	(239,162)	(320,326)	(515,775)	(43,081)	(273,105)	(1,293,307)	(886,892)	(2,180,199)
2022/23	<u>Contributions to Reserves to 31/03/23</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			(5,200)	(7,800)	(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	(34,410)			(34,410)	0	(34,410)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(157,159)		(157,159)	0	(157,159)
	<u>Contributions from Reserves to 31/03/23</u>									
	Replacement of AO12 URK, AO12 DWP & AU12 OCN, (VEH000450)	0	57,945	0	0			17,384	40,562	57,945
	Replacement wherry (VES000450)	0	120,000	0	0			36,000	84,000	120,000
	Replacement of AO12 URF, AO12 TXV & AO12 URE(RAN000450)	0	57,300	0	0			22,920	34,380	57,300
	Catchment Partnership (CAT000450)	0	0	0	34,410			34,410	0	34,410
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	200,240		200,240	0	200,240
	CANAPE Expenditure (CANXXX450)	0	0	0	0		11,380	5,690	5,690	11,380
	UK Communications Team (UKC000450)	0	0	0	50,262			50,262	0	50,262
	Closure of CANAPE reserve & repayment of loan	(26,000)	(32,500)	(32,500)	0		91,000	0	0	0
	Forecast Balance 01 April 2023	(887,750)	(224,417)	(432,826)	(496,513)	0	(170,725)	(1,290,920)	(921,311)	(2,212,231)