

Broads Authority

27 February 2026

Agenda item number 10

Budget 2026/27 and Financial Strategy to 2028/29

Report by Director of Resources

Purpose

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

Broads Plan context

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

Recommended decision

- i. To note the actual income and expenditure figures and prudential indicators.
 - ii. To adopt the:
 - a) 2026/27 Budget, including the endorsement of assumptions applied in the preparation of the Budget; and
 - b) Earmarked Reserves and Financial Strategy for the period 2026/27 to 2028/29.
 - iii. To agree the recommendation set out in paragraph 13.4 to create a new earmarked reserve to make available in future years funds generated from staff time recharged to externally funded projects.
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1. Introduction

- 1.1. This report covers three items: consolidated income and expenditure, quarter three prudential indicators for 2025/26 and the consolidated budget for 2026/27.
- 1.2. Section 2 to 5 provides a summary of the income and expenditure for the consolidated budget up until 31 December, 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 prudential indicators.
- 1.4. Section 7 onwards contains the updated draft budget for 2026/27 and the draft financial strategy to 2028/29. The budget for 2026/27 has been shaped by the 3.5% increase in navigation charges approved by the Board on 28 November 2025. This report now sets out the budget for 2026/27 alongside the financial strategy to 2028/29.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by Directorate to 31 December 2025

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance £
Income	(8,143,162)	(9,316,779)	+ 1,173,617
Delivery	4,403,565	3,368,331	+ 1,035,234
Resources	2,846,124	2,276,179	+ 569,945
Chief Executive	930,263	862,981	+ 67,282
Projects, Corporate Items and Contributions from Earmarked Reserves	(763,126)	(166,694)	- 596,432
Net (Surplus) / Deficit	(726,336)	(2,975,982)	2,249,646

2.1. Core Navigation income is below the profiled budget at the end of month nine. The overall position as at 31 December 2025 is a favourable variance of £2,249,645 or a 309.72% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £1,173,617 within income:
 - Hire Craft Tolls is £39,692 below the profiled budget.
 - Private Craft Tolls is £15,203 below the profiled budget.
 - Short Visit Tolls and Other Toll income is £5,290 above the profiled budget.
 - Investment income is £79,702 above the profiled budget.
 - National Park Grant is £1,143,520 above the profiled budget due to a profiling difference.
- An underspend within Delivery relating to:
 - Development Management is £50,177 below the profile budget due to the pay award being 0.8% less than budgeted and due to a vacancy on the Heritage post. The pay award was implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also timing differences on the Local Plan expenditure due to changes in planning policies.
 - Construction, Maintenance and Ecology salaries is £114,567 below the profiled budget due to the pay award being 0.8% less than budgeted, plus to two op tech

posts removed from structure. The pay award was implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly.

- Equipment, Vehicles and Vessels is £186,670 below the profiled budget due to delay on the replacement of some of the equipment from the earmarked reserves (replacement tug has been deferred to 2026/27 as not deliverable this financial year) and the purchase of two vehicles are to be funded from capital grant.
- Water Management is £22,053 below the profiled budget due to a delay in planned activities but will be undertaken within the financial year.
- Land Management is £58,823 below the profiled budget due to a timing difference on income as well as on tools and equipment replacements.
- Practical Maintenance is £265,145 below the profiled budget due to a timing difference on contractor spend and the Mutford Lock technical review. This review is now no longer required following the works earlier this year and the forecast has been updated accordingly. There is also a delay on works starts on mooring maintenance and repairs. Planned contractor work at Marham Bank has now been pushed back to next year's programme. The team has been sourcing additional contractor work for at Worlingham, and How Hill mooring, work due to start February. Contractor for Ranworth quay heading work due to start in the next few weeks.
- Waterways and Recreation Strategy is £112,968 below the profiled budget due to timing differences on receipt of the Access for All Grant from DEFRA. This is partially offset in the delays to recruitment for a vacancy which has now been filled.
- Ranger Services is £181,564 below the profiled budget due to the pay award being 0.8% less than budgeted. The pay award was implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also timing differences in the replacement of the Ranger launch.
- Premises is £50,556 below the profiled budget due to timing differences on the Dockyard solar and repiling project.
- An underspend within Resources relating to:
 - Strategy and Projects £29,333 above the profiled budget due to timing differences on externally funded grant expenditure being in advance and the quarterly reclaimed income being in arrears.
 - National Park Expenditure £405,785 below the profiled budget due to timing difference on the capital spend.

- Asset Management £18,366 below the profiled budget due to timing differences on lease costs.
- ICT £72,203 below the profiled budget due to timing differences and no progress has been made on the replacement planning system.
- Resources Management £43,303 below the profiled budget due to the re-structure resulting in reduced Directors' costs.
- An underspend within Chief Executive relating to:
 - Governance is £10,210 below the profiled budget due to timing differences and salary savings.
 - Chief Executive is £16,407 above the profiled budget due to recruitment cost to recruit a new Chief Executive.
 - Communications is £65,668 below the profiled budget due two posts being removed from the structure and the pay award being 0.8% less than budgeted. The pay award has been implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also a timing difference on contractor spend.
 - Visitor Centres and Yacht Stations is £16,297 below the profiled budget due to timing differences and visitor centres' income was slightly higher than budgeted.
- An adverse variance within reserves relating to:
 - Corporate Items £20,504 above the profiled budget due to restructure resulting in redundancy payments.
 - Catchment Partnership is above the profile due to timing differences.
 - Planning Delivery Grant is below the profile due to delays in the Local Plan expenditure.
 - Premises is below the profile due to delays in works at the Dockyard.
 - Property is below the profile due to Mutford Lock technical review no longer being required in this financial year.
 - Plant, Vessels and Equipment is below the profile due to delays in equipment 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 2025/26. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are in Appendix 2.

Table 2

Adjustments to Navigation LAB

Item	Authorisation reference	Amount £
Original budget 2025/26 - deficit	Broads Authority 24/01/2025 Agenda item number 9	173,984
Carry forward requests	Broads Authority 09/05/2025 Agenda item number 10	13,488
Budget adjustments (salary savings, interest rate improvements and removal of sunken vessels)	Broads Authority 09/05/2025 Agenda item number 11	415
Budget adjustments (recruitment of a new CEO)	Broads Authority 25/07/2025 Agenda item number 20	30,000
LAB as at 31 December 2025	n/a	217,887

4. Overview of forecast outturn 2025/26

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

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit as per LAB	67,605
Adjustments reported 28/11/2025	(11,330)
Decrease to staff costs for a vacancy	(7,570)
Increase to Hire Craft income	(1,934)
Increase to Private Craft income	(23,254)
Increase to Investment income	(60,000)

Item	Amount £
Increase to staff recharges income	(24,550)
Forecast outturn surplus as at 31 December 2025	(61,033)

5. Earmarked Reserves

- 5.1. Items funded from the Property Reserve includes the income from land rental at Oulton Broad and asset management and site maintenance costs. The Plant, Vessels and Equipment reserve contains income from the sale of old equipment. The Planning Delivery Grant has funded costs associated with the Local Plan and officer time. The Catchment Partnership reserve has funded project costs. The Computer Software reserve has funded the work on the Ranger app for the new cloud-based tolls system. The Medium-Term Planning reserve has funded external funding and partnership work.

Table 4

Consolidated Earmarked Reserves

Reserve name	Balance at 1 April 2025 £	In-year movements £	Current reserve balance £
Property	(851,378)	19,523	(831,855)
Plant, Vessels and Equipment	(775,365)	(215,984)	(991,349)
Premises	(441,785)	(46,303)	(488,088)
Planning Delivery Grant	(504,364)	89,190	(415,174)
Upper Thurne Enhancement	(282,729)	(21,000)	(303,729)
HLF	0	(52,957)	(52,957)
Catchment Partnership	(76,673)	770	(75,903)
Computer Software	(158,363)	(11,924)	(170,287)
Medium Term Planning	(462,504)	41,377	(421,127)
Total	(3,553,161)	(197,308)	(3,750,469)

6. Prudential Indicators

- 6.1. The Capital, Treasury and Investment Strategy 2025/26, approved 14 March 2025, included the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts are produced in May each year.

The updated code requires these prudential indicators to be reported quarterly and are set out in table 5 below.

Table 5

Prudential Indicators 2025/26

Prudential Indicator	Opening 01/04/25 £	Estimate 31/03/26 £	Q3 Actual £
Capital expenditure	0	1,600,058	621,594
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	688,142	606,575	606,789
Debt balance	689,640	608,073	608,287

7. 2026/27 budget proposals

- 7.1. The budget is set out in Appendix 3 and the financial strategy to 2028/29 to provide context.
- 7.2. As with the 2025/26 budget the draft for 2026/27 has been prepared by Management Team rather than letting budget holders request their own allocations. The main objective of this approach is to minimise underspends at the end of the financial year.
- 7.3. The draft budget takes into account the following factors:
 - A provisional pay increase of 3%, this is approximately in line with the 2025/26 award of 3.2%.
 - Hire and private boat numbers will reduce income by a further £105,560 when compared to 2025/26.
 - National Park Grant will remain at 2025/26 base revenue and capital allocations. This is subject to confirmation from DEFRA.
 - Expenditure has been reduced in line with the restructure in 2025/26.
 - £50,000 has been allocated to fund the costs associated with the Broads Plan.
 - £50,000 has been allocated to projects to help develop some initial spend to save revenue projects.
 - £50,000 will be transferred from Navigation reserves annually to repay the £250,000 payment from National Park reserves.
 - Maintaining the National Park Reserve at 10% of net expenditure plus £100,000.

- Maintaining the Navigation reserve at 10% of net expenditure.

7.4. Total core income for 2026/27 is budgeted to be £9,386,432, including £4,574,078 for National Park Grant, £1,438,000 for hire craft tolls and £3,108,000 for private craft tolls. This income takes into account of the latest available information on boat numbers. Net expenditure is budgeted at £9,404,043. This will result in a consolidated budgeted deficit of £17,611 with the National Park side being balanced through the National Park Reserve. The surplus on the Navigation side will be placed in Navigation reserve at year end and will give the Authority the option to keep toll increases for future years in line with inflation. After taking into account the transfer of £100,200 interest to earmarked reserves and the fourth instalment of the £50,000, reserves at the end of March 2027 are forecast to be £1,584,776 (£1,065,353 National Park and £519,423 Navigation), which amounts to 22.4% and 11.2% of net expenditure for the year respectively. This is an acceptable position given that both reserves are expected to remain above the recommended minimums.

7.5. Table 6 sets out an overview of the proposed 2026/27 budget, which is provided in more details in Appendix 3.

Table 6

Draft 2026/27 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(4,574,078)	0	(4,574,078)
Navigation Tolls	0	(4,645,354)	(4,645,354)
Investment Income	(83,500)	(83,500)	(167,000)
Total Income	(4,657,578)	(4,728,854)	(9,386,432)
Delivery	1,701,399	3,343,801	5,045,200
Resources	2,642,054	1,079,099	3,721,153
Chief Executive	634,341	494,774	1,129,115
Contributions from earmarked reserves and corporate items	(228,109)	(263,316)	(491,425)
Total Expenditure	4,749,685	4,654,358	9,404,043
Net (Surplus) / Deficit	92,107	(74,496)	17,611
Opening Reserves (Forecast)	(1,157,560)	(545,027)	(1,702,587)
(Surplus) / Deficit for the year	92,107	(74,496)	17,611
Interest transfer	50,100	50,100	100,200
Contribution to National Park (General) Reserve	(50,000)	50,000	0

Source	National Park £	Navigation £	Consolidated £
Closing Reserves (Forecast)	(1,065,353)	(519,423)	(1,584,776)

8. Delivery

- 8.1. Salary budgets have seen an increase to reflect the provisional 3% pay increase, subject to negotiations by the NJC. Following the agreement of the additional 1%, above the proposed 2.5% increase to charges, an additional operations technician had been included and the split between National Park and Navigation has moved from 40/60 to 38/62. Practical Maintenance includes an additional contribution to the earmarked reserves to help fund future repairs and maintenance. Income appears reduced for 2026/27 when compared to 2025/26 for electric pillars due to the grant received in 2025/26 being a one off. Development Management includes the increase to income from the new charges for pre-application advice. Project funding includes £50,000 help develop some initial spend to save revenue projects which cannot be funded from the capital grant.
- 8.2. As with previous years, however, it is important to recognise that the Delivery budget has little capacity to take on additional projects or ad-hoc work in 2026/27.

9. Resources

- 9.1. As with the Delivery budget, staff costs have increased for the same reasons. Strategy and Projects includes the £50,000 to fund the costs associated with the Broads Plan.

10. Chief Executive

- 10.1. As with the Delivery and Resources budget, staff costs have increased for the same reasons. There has also been an increase on the legal costs for Navigation following the increased levels of prosecutions for non-payment of tolls.
- 10.2. The Authority operates three yacht stations and three Tourist Information Centres (TIC's) each offering a boat trip. These services are provided to support delivery of the Authority's second and third purposes. In particular, the yacht stations at Great Yarmouth and Reedham perform a valuable safety function. With over 5,500 boat trip tickets, 6,600 mooring fees and over 120,000 visitors through the doors of the TIC's these services engage with a large number of visitors.
- 10.3. As part of the proposed budget savings in 2025/26 Members were presented with a proposal to close Hoveton TIC whilst retaining the operation of the Ra boat trip in that location. The closure of the TIC is no longer necessary for a combination of reasons; an improvement in the Authority budget position with savings being made elsewhere, stronger income performance in 2025, and the potential loss of short-visit tolls (£9,561 in 2025) and boat trip sales (2,187 bookings worth £22,360 in 2025) which depend on face-to-face conversations with customers.

10.4. For further detail see appendix 5.

11. Central and shared costs and cost apportionment

11.1. Cost apportionments remain broadly the same as those for 2025/26 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2026/27 are set out in Appendix 3.

11.2. The overall split of estimated income and proposed net expenditure in 2026/27 has remained consistent with the forecast income split for 2025/26 at 50/50.

11.3. Table 7 provides further details of central and shared costs. These should not be seen as synonymous with overheads but have been identified in line with those areas specifically examined by the Resource Allocation Working Group. As such, they reflect costs across the Authority included within the budgets of Delivery, Resources and Chief Executive directorates.

Table 7

Central and shared costs

Year	Central and Shared Costs £000's	Apprenticeship levy costs £000's	Total £000's	Percentage split of central and shared costs	Total Core Income £000's	Central and shared costs as percentage of core income
2025/26 National Park	2,908	46	2,954	66%	(4,704)	63%
2025/26 Navigation	1,540	12	1,552	34%	(4,724)	33%
2025/26 Consolidated	4,448	58¹	4,506	100%	(9,428)	48%
2026/27 National Park	2,898	4	2,902	66%	(4,658)	62%
2026/27 Navigation	1,494	4	1,498	34%	(4,728)	32%
2026/27 Consolidated	4,392	8	4,400	100%	(9,386)	47%

¹ 2025/26 includes the apprenticeship levy and redundancy costs following the restructure.

Year	Central and Shared Costs £000's	Apprenticeship levy costs £000's	Total £000's	Percentage split of central and shared costs	Total Core Income £000's	Central and shared costs as percentage of core income
2027/28 National Park	2,839	4	2,843	66%	(4,644)	61%
2027/28 Navigation	1,482	5	1,487	34%	(4,747)	31%
2027/28 Consolidated	4,321	9	4,330	100%	(9,391)	46%
2028/29 National Park	2,858	4	2,862	66%	(4,644)	62%
2028/29 Navigation	1,502	5	1,507	34%	(4,764)	32%
2028/29 Consolidated	4,360	9	4,369	100%	(9,408)	46%

11.4. 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.

12. Assumptions used for the budget and financial strategy

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

- National Park Grant will remain at 2025/26 levels for both capital and revenue (£3,154,020 revenue and £1,420,058 capital).
- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast.
- Salary negotiations for 2026/27 will be in line with the 3% budgeted and increases from 2027/28 onwards are based on a provisional increase of 2%, subject to negotiations with the NJC.

- Staffing levels will remain at 100% of budget. Staff turnover may result in timing differences between vacancy and appointment. Where these savings arise, the forecast will be adjusted accordingly. This represents an approximate reduction of four and half full-time equivalents (FTE) on permanent contracts in 2026/27 when compared to the budget this time last year of 123 FTE.
- The forecast outturn position for 2025/26 will be delivered in line with budget holders' projections; and
- 2026/27 will see the fifth and final instalment of £50,000 being transferred back to the National Park reserve.

12.2. A detailed sensitivity analysis for some of these key assumptions is set out below in table 8.

Table 8

Budget sensitivity analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park Budget for 2025/26 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	47,000
Navigation Budget for 2025/26 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	47,000
Overall salary increase of 3% in 2026/27	1% change in salary inflation	57,000
Boat numbers and distribution remain as predicted in 2026/27	1% change in navigation toll income	45,000
National Park Grant in line with current allocations and no further reductions in 2026/27	1% change in National Park Grant income	46,000
Inflation	1% increase on non-salary budget	36,000

13. Earmarked reserves

13.1. The Authority's earmarked reserve strategy for the period 2026/27 to 2028/29 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of January 2026, planned expenditure until the end of the financial year, and

provides an analysis of movements in reserves, split between national park and navigation in all years to 2028/29.

- 13.2. Earmarked reserves stand at £3,723,469 (navigation £1,555,687 at the end of January 2026 and are forecast to decrease to £3,276,252 (navigation £1,432,733) by the end of the financial year due to expenditure on the vehicles, equipment and the Dockyard piling works.
- 13.3. Appendix 4 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 3. Planned expenditure from reserves is itemised within Appendix 4 and includes in 2026/27:
- Replacement Ranger launch.
 - Phase two of the online tolls and finance system.
 - Replacement of the Planning Application system.
 - The Local Plan Inspection.
 - Replacement electric vehicle chargers for Yare House.
 - Dockyard and Buttles Barn wood store, roller shutters and LED lighting
 - Mutford Lock gate repairs.
 - Ludham Staithe repairs.
 - Project expenditure for the lottery grant and catchment partnership.
- 13.4. Recent years have seen an increase in externally funded projects where staff time across the organisation is recharged to them. Historically this time is then credited back to the salary cost centre as income. Whilst estimates are made for project applications the actual levels of staff involvement can be difficult to predict and not known in full until the claims are submitted. It is proposed to set up an external funding reserve where these credits can be transferred too instead. This will then provide a fund that can be used to help fund posts in future years. Members are asked to agree this new reserve.
- 13.5. Planned expenditure from earmarked reserves in 2027/28 and 2028/29 includes the replacement of excavators and project expenditure for the catchment partnership.
- 13.6. Taking account of all these items, the forecast balance of navigation earmarked reserves at the end of 2028/29 is £3,480,958 (navigation £1,787,378, although it should be noted that expenditure plans for 2027/28 and beyond are likely to be refined again when the financial strategy for 2027/28 is developed later next year.

14. Risk implications

- 14.1. Loss of income is identified in the corporate risk register under risk number three. This is a significant risk to the Authority, table 8 highlights the impact of a 1% movement.

The cost-of-living crisis means that many people, including hire boat operators, may face some difficult decision regarding their continued boat ownership.

15. Conclusion

- 15.1. The draft budget presented here incorporates the agreed navigation charges for 2026/27 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, while making prudent provision for asset maintenance over the life of the strategy and beyond. Minor adjustments have also been made reflecting the latest staffing forecasts. As a result of all these factors, there is little capacity within the budget for additional projects.
- 15.2. The National Park part of the budget shows a deficit for 2026/27 which will be balanced via the National Park reserve. This will result in a reserve balance of £1,065,353 at the end of 2026/27. While confirmation on the settlement is awaited, figures for 2027/28 onwards should be viewed with a high degree of uncertainty. The impact of any change (positive or negative) will need careful consideration to make sure National Park expenditure is sustainable.
- 15.3. It is important to recognise that the budget is highly sensitive to changes in salary inflation, with a significant proportion of the budget being made up of staff costs. The budget is based on a 3% increase in salaries for the period April 2026 to March 2027. As in previous years there continues to be uncertainty about the amount and the timing of the likely award.
- 15.4. For navigation the surplus of £74,496 allowed for in the 2026/27 budget will be placed in the Navigation reserve and continue to maintain the reserve above the 10%. Despite falling inflation, the impact of cost increases should not be underestimated and its effect on purchasing materials and services. On the Navigation side of the budget the level of reserves held by the Authority provides is considered adequate at 11.2%.
- 15.5. As in previous years, it remains the case that the indicative tolls increase in 2027/28 and beyond will need to be revisited during next year's budget setting process to ensure that remain appropriate. This could be because of any variations from current assumptions or changes to outturn figures for 2025/26

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

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

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

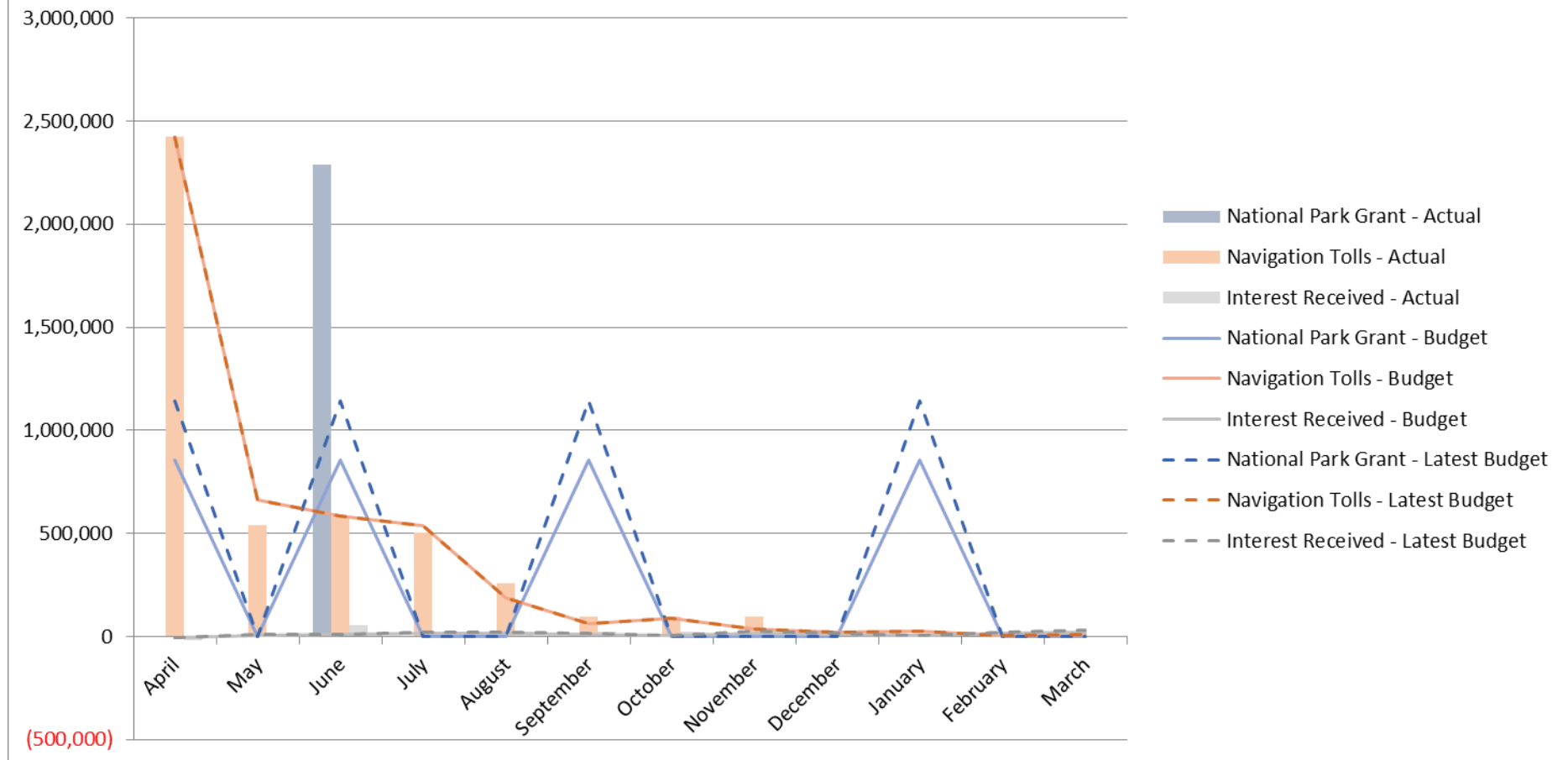
Appendix 4 – Earmarked reserves 2025-26 to 2028-29

Appendix 5 - Visitor Services performance report 2025

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



Consolidated Actual Core Income against Original and Latest Budget



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

Table 1

Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(8,166,878)	(1,217,000)	(9,383,878)	(9,427,861)	43,983
National Park Grant	(3,414,078)	(1,160,000)	(4,574,078)	(4,574,078)	0
Hire Craft Tolls	(1,489,000)	0	(1,489,000)	(1,449,494)	-39,506
Private Craft Tolls	(3,057,000)	0	(3,057,000)	(3,047,489)	-9,511
Short Visit Tolls	(63,540)	0	(63,540)	(57,110)	-6,430
Other Toll Income	(33,260)	0	(33,260)	(39,690)	6,430
Interest	(110,000)	(57,000)	(167,000)	(260,000)	93,000

Table 2

Delivery

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Delivery	5,556,485	92,834	5,649,319	5,039,228	610,091
Development Management	608,610	11,160	619,770	539,660	80,110
Income	(95,000)	15,000	(80,000)	(136,000)	56,000
Salaries	582,540	(3,840)	578,700	554,590	24,110
Expenditure	115,070	0	115,070	115,070	0
Pension Payments	6,000	0	6,000	6,000	0
Construction and Maintenance Salaries	1,714,980	5,990	1,720,970	1,620,250	100,720
Income	0	0	0	(24,550)	24,550
Salaries	1,714,980	5,990	1,720,970	1,644,800	76,170
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	676,500	0	676,500	551,500	125,000
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	677,700	0	677,700	552,700	125,000
Water Management	101,280	0	101,280	101,280	0
Expenditure	101,280	0	101,280	101,280	0
Land Management	(102,950)	17,500	(85,450)	(85,450)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	(221,935)	0	(221,935)	(221,935)	0
Expenditure	118,985	17,500	136,485	136,485	0
Practical Maintenance	531,215	(17,026)	514,189	482,348	31,841
Income	(26,425)	(38,025)	(64,450)	(66,291)	1,841
Expenditure	557,640	20,999	578,639	548,639	30,000
Waterways and Recreation Strategy	58,900	20	58,920	26,100	32,820
Income	0	(148,092)	(148,092)	(148,092)	0
Salaries	52,500	20	52,520	19,700	32,820
Expenditure	6,400	148,092	154,492	154,492	0
Project Funding	15,000	0	15,000	15,000	0
Pension Payments	15,000	0	15,000	15,000	0
Ranger Services	1,350,110	75,970	1,426,080	1,218,460	207,620
Income	0	0	0	0	0
Salaries	996,110	970	997,080	989,460	7,620
Expenditure	353,750	75,000	428,750	228,750	200,000
Pension Payments	250	0	250	250	0
Safety	141,480	740	142,220	141,530	690
Income	(750)	0	(750)	(750)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Salaries	96,230	740	96,970	96,280	690
Expenditure	46,000	0	46,000	46,000	0
Premises	300,040	0	300,040	270,040	30,000
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	302,540	0	302,540	272,540	30,000
Delivery Management and Administration	161,320	(1,520)	159,800	158,510	1,290
Salaries	159,320	(1,520)	157,800	156,510	1,290
Expenditure	2,000	0	2,000	2,000	0

Table 3

Resources

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Resources	2,316,240	1,427,584	3,743,824	3,625,243	118,581
National Park Grant	0	1,385,058	1,385,058	1,385,058	0
Strategy and Projects Salaries	212,129	11,988	224,117	222,911	1,206
Income	(115,513)	(223,813)	(339,326)	(374,326)	35,000
Salaries	277,300	0	277,300	268,090	9,210
Expenditure	50,342	235,801	286,143	329,147	-43,004
Biodiversity Strategy	8,520	0	8,520	8,520	0
Expenditure	8,520	0	8,520	8,520	0
Human Resources	178,720	1,500	180,220	179,350	870
Salaries	112,720	0	112,720	111,850	870
Expenditure	66,000	1,500	67,500	67,500	0
Finance and Insurance	665,710	24,970	690,680	681,400	9,280
Salaries	345,050	4,970	350,020	340,740	9,280
Expenditure	320,660	20,000	340,660	340,660	0
Asset Management	118,740	0	118,740	118,340	400
Income	(26,300)	0	(26,300)	(26,300)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Salaries	51,240	0	51,240	50,840	400
Expenditure	93,800	0	93,800	93,800	0
Collection of Tolls	236,570	40	236,610	232,780	3,830
Salaries	224,070	40	224,110	220,280	3,830
Expenditure	12,500	0	12,500	12,500	0
ICT	538,591	0	538,591	469,576	69,015
Salaries	261,150	0	261,150	259,110	2,040
Expenditure	277,441	0	277,441	210,466	66,975
Resources Management and Administration	142,210	0	142,210	108,680	33,530
Salaries	140,710	0	140,710	107,180	33,530
Expenditure	1,500	0	1,500	1,500	0
Volunteers	70,050	0	70,050	69,600	450
Salaries	56,550	0	56,550	56,100	450
Expenditure	13,500	0	13,500	13,500	0
Premises - Head Office	145,000	4,028	149,028	149,028	0
Expenditure	145,000	4,028	149,028	149,028	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	1,209,780	15,280	1,225,060	1,164,670	60,390
Legal	95,000	0	95,000	95,000	0
Income	(5,000)	0	(5,000)	(5,000)	0
Expenditure	100,000	0	100,000	100,000	0
Governance	212,080	(7,150)	204,930	203,730	1,200
Salaries	160,580	(7,150)	153,430	152,230	1,200
Expenditure	51,500	0	51,500	51,500	0
Chief Executive	139,990	30,000	169,990	168,920	1,070
Salaries	139,490	0	139,490	138,420	1,070
Expenditure	500	30,000	30,500	30,500	0
Communications	397,180	3,780	400,960	346,340	54,620
Income	(250)	0	(250)	(250)	0
Salaries	325,130	3,780	328,910	274,290	54,620
Expenditure	72,300	0	72,300	72,300	0
Visitor Centres and Yacht Stations	365,530	(11,350)	354,180	350,680	3,500
Income	(261,000)	(73,800)	(334,800)	(334,800)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Salaries	499,210	(2,550)	496,660	493,160	3,500
Expenditure	127,320	65,000	192,320	192,320	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	8,400	0	8,400	57,517	-49,117
Partnerships / HLF	0	0	0	0	0
Corporate Items	8,400	0	8,400	57,517	-49,117
Expenditure	8,400	0	8,400	57,517	-49,117

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	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Earmarked Reserves	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009
Expenditure	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009

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	173,984	43,903	217,887	(61,032)	278,919

Row Labels	2024/25			2025/26			2026/27			2027/28			2028/29			2026/27 Apportionment				
	Sum of National Park 2024/25 (Actual)	Sum of Navigation 2024/25 (Actual)	Sum of Consolidated 2024/25 (Actual)	Sum of National Park 2025/26 (Latest Available Budget)	Sum of Navigation 2025/26 (Latest Available Budget)	Sum of Consolidated 2025/26 (Latest Available Budget)	Sum of National Park 2026/27 (Forecast)	Sum of Navigation 2026/27 (Forecast)	Sum of Consolidated 2026/27 (Forecast)	Sum of National Park 2027/28	Sum of Navigation 2027/28	Sum of Consolidated 2027/28	Sum of National Park 2028/29	Sum of Navigation 2028/29	Sum of Consolidated 2028/29	National Park	Navigation			
Income																				
Income																				
National Park Grant	(3,914,078)	0	(3,914,078)	(4,574,078)	0	(4,574,078)	(4,574,078)	0	(4,574,078)	(4,574,078)	0	(4,574,078)	(4,574,078)	0	(4,574,078)	(4,574,078)	0	(4,574,078)	100%	0%
Hire Craft Tolls	0	(1,405,312)	(1,405,312)	0	(1,489,000)	(1,489,000)	0	(1,449,494)	(1,449,494)	0	(1,438,000)	(1,438,000)	0	(1,474,000)	(1,474,000)	0	(1,504,000)	(1,504,000)	0%	100%
Private Craft Tolls	0	(2,908,389)	(2,908,389)	0	(3,057,000)	(3,057,000)	0	(3,047,490)	(3,047,490)	0	(3,108,000)	(3,108,000)	0	(3,109,000)	(3,109,000)	0	(3,095,000)	(3,095,000)	0%	100%
Short Visit Tolls	0	(54,616)	(54,616)	0	(63,540)	(63,540)	0	(57,110)	(57,110)	0	(58,624)	(58,624)	0	(60,090)	(60,090)	0	(61,291)	(61,291)	0%	100%
Other Toll Income	0	(38,490)	(38,490)	0	(33,260)	(33,260)	0	(39,690)	(39,690)	0	(40,730)	(40,730)	0	(33,590)	(33,590)	0	(33,590)	(33,590)	0%	100%
Interest	(153,416)	(153,416)	(306,832)	(83,500)	(83,500)	(167,000)	(130,000)	(130,000)	(260,000)	(83,500)	(83,500)	(167,000)	(70,000)	(70,000)	(140,000)	(70,000)	(70,000)	(140,000)	50%	50%
Income Total	(4,067,494)	(4,560,223)	(8,627,717)	(4,657,578)	(4,726,300)	(9,383,878)	(4,704,078)	(4,723,784)	(9,427,862)	(4,657,578)	(4,728,854)	(9,386,432)	(4,644,078)	(4,746,680)	(9,390,758)	(4,644,078)	(4,763,881)	(9,407,959)	50%	50%
Income Total	(4,067,494)	(4,560,223)	(8,627,717)	(4,657,578)	(4,726,300)	(9,383,878)	(4,704,078)	(4,723,784)	(9,427,862)	(4,657,578)	(4,728,854)	(9,386,432)	(4,644,078)	(4,746,680)	(9,390,758)	(4,644,078)	(4,763,881)	(9,407,959)	50%	50%
Net Expenditure																				
Net Expenditure																				
Delivery																				
Development Management	574,653	5,050	579,703	515,130	5,329	520,459	491,900	5,288	497,188	556,142	10,213	566,355	515,251	10,524	525,775	524,918	10,737	535,655	98%	2%
Development Management (Income)	(305,516)	0	(305,516)	(80,000)	0	(80,000)	(136,000)	0	(136,000)	(122,200)	0	(122,200)	(122,200)	0	(122,200)	(122,200)	0	(122,200)	100%	0%
Strategy and Projects	24,164	0	24,164	26,000	0	26,000	26,000	0	26,000	23,000	0	23,000	23,000	0	23,000	23,000	0	23,000	100%	0%
Strategy and Projects (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Construction and Maintenance Salaries	608,740	1,001,286	1,610,027	758,833	1,014,657	1,773,490	711,610	952,890	1,664,500	710,588	978,902	1,689,490	743,066	1,032,684	1,775,750	765,755	1,069,245	1,835,000	42%	58%
Construction and Maintenance Salaries (Income)	(89)	(18)	(108)	0	0	0	(11,008)	(13,543)	(24,550)	0	0	0	0	0	0	0	0	0	0%	0%
Equipment, Vehicles and Vessels	114,154	266,360	380,514	203,310	474,390	677,700	165,810	386,890	552,700	133,200	310,800	444,000	202,200	471,800	674,000	133,200	310,800	444,000	30%	70%
Equipment, Vehicles and Vessels (Income)	(11,022)	(25,717)	(36,739)	(360)	(840)	(1,200)	(840)	(2,000)	(3,000)	(600)	(1,400)	(2,000)	(600)	(1,400)	(2,000)	(600)	(1,400)	(2,000)	30%	70%
Water Management	5,800	70,650	76,451	5,500	95,780	101,280	5,500	95,780	101,280	5,500	82,700	88,200	5,500	82,700	88,200	5,500	82,700	88,200	6%	94%
Water Management (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	174,613	0	174,613	118,985	0	118,985	118,985	0	118,985	111,775	0	111,775	111,775	0	111,775	111,775	0	111,775	100%	0%
Land Management (Income)	(199,822)	0	(199,822)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	100%	0%
Waterways and Recreation Strategy	66,892	1,205	68,097	148,092	6,400	154,492	148,092	6,400	154,492	0	6,400	6,400	0	6,400	6,400	0	6,400	6,400	0%	100%
Waterways and Recreation Strategy (Income)	(70,790)	0	(70,790)	(148,092)	0	(148,092)	(148,092)	0	(148,092)	0	0	0	0	0	0	0	0	0	0%	0%
Active Travel England Grant (Salaries)	12,007	0	12,007	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Active Travel England Grant	33,187	0	33,187	0	0	0	0	0	0	200,000	0	200,000	0	0	0	0	0	0	100%	0%
Active Travel England Grant (Income)	(45,194)	0	(45,194)	0	0	0	0	0	0	(200,000)	0	(200,000)	0	0	0	0	0	0	100%	0%
Practical Maintenance	254,331	404,571	658,901	113,614	465,025	578,639	113,614	435,025	548,639	55,200	493,200	548,400	38,000	363,200	401,200	38,000	363,200	401,200	10%	90%
Practical Maintenance (Income)	0	(18,973)	(18,973)	0	(64,450)	(64,450)	0	(66,291)	(66,291)	0	(17,925)	(17,925)	0	(17,925)	(17,925)	0	(17,925)	(17,925)	0%	100%
Ranger Services	222,089	965,465	1,187,554	209,016	1,217,064	1,426,080	207,492	1,010,968	1,218,460	208,896	1,151,584	1,360,480	215,225	966,900	1,182,125	219,551	984,204	1,203,755	15%	85%
Ranger Services (Income)	(38)	152	114	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Safety	35,096	89,794	124,890	43,116	99,854	142,970	42,972	99,308	142,280	31,612	100,208	131,820	32,191	102,389	134,580	32,587	103,883	136,470	24%	76%
Safety (Income)	(670)	(679)	(1,349)	0	(750)	(750)	0	(750)	(750)	0	(350)	(350)	0	(350)	(350)	0	(350)	(350)	0%	100%
Project Funding	13,390	1,322	14,712	13,650	1,350	15,000	13,650	1,350	15,000	64,651	1,449	66,100	14,651	1,449	16,100	14,651	1,449	16,100	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	51,949	88,910	140,860	105,547	196,993	302,540	96,547	175,993	272,540	82,975	134,525	217,500	68,275	114,225	182,500	68,275	114,225	182,500	38%	62%
Operational Property (Income)	(1,705)	(3,977)	(5,682)	(750)	(1,750)	(2,500)	(750)	(1,750)	(2,500)	(480)	(1,120)	(1,600)	(480)	(1,120)	(1,600)	(480)	(1,120)	(1,600)	30%	70%
Operations Management and Admin	61,713	92,570	154,283	63,920	95,880	159,800	63,404	95,106	158,510	63,076	94,614	157,690	64,980	97,470	162,450	66,292	99,438	165,730	40%	60%
Operations Management and Admin (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Delivery Total	1,617,932	2,937,971	4,555,903	1,873,576	3,604,932	5,478,508	1,687,431	3,181,824	4,869,256	1,701,399	3,343,801	5,045,200	1,688,899	3,228,946	4,917,845	1,658,289	3,125,486	4,783,775	34%	66%
Resources																				
Strategy and Projects Salaries	163,296	28,302	191,599	159,259	29,759	189,018	157,848	29,680	187,527	152,659	24,851	177,510	157,603	25,607	183,210	160,786	26,124	186,910	86%	14%
Strategy and Projects	96,443	(2,292)	94,151	107,108	0	107,108	107,108	0	107,108	102,500	0	102,500	124,360	0	124,360	70,580	0	70,580	100%	0%
Strategy and Projects (Income)	(32,608)	0	(32,608)	(34,493)	0	(34,493)	(34,493)	0	(34,493)	(59,170)	0	(59,170)	(60,370)	0	(60,370)	(61,590)	0	(61,590)	100%	0%
Biodiversity Strategy	66,059	(1,391)	64,668	8,520	8,520	17,040	8,520	8,520	17,040	8,250	8,250	16,500	8,250	8,250	16,500	8,250	8,250	16,500	100%	0%
Biodiversity Strategy (Income)	(70,168)	0	(70,168)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Asset Management	67,915	59,562	127,478	36,565	80,293	116,858	36,565	80,113	116,678	115,554	78,626	194,180	61,429	79,342	140,770	62,034	79,837	141,870	60%	40%
Asset Management (Income)	(22,166)	(6,452)	(28,618)	(21,165)	(5,135)	(26,300)	(21,165)	(5,135)	(26,300)	(237)	(6,194)	(6,430)	(237)	(6,194)	(6,430)	(237)	(6,194)	(6,430)	4%	96%
NCPGS Discovery Grant	3,578	0	3,578	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Discovery Grant (Income)	(423)	0	(423)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Restoration Grant	41,629	0	41,629	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Restoration Grant (Income)	(49,012)	0	(49,012)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Palludiculture Exploration Fund	136,933	0	136,933	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Palludiculture Exploration Fund (Income)	(127,657)	0	(127,657)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
FIPL	461,730	0	461,730	321,657	0	321,657	356,591	0	356,591	343,179	0	343,179	343,179	0	343,179	343,179	0	343,179	100%	0%
FIPL Grant (Income)	(456,549)	0	(456,549)	(304,833)	0	(304,833)	(339,833)	0	(339,833)	(343,179)	0	(343,179)	(343,179)	0	(343,179)	(

Year	Earmarked Reserves			Property Reserve - National Park	Property Reserve - Navigation	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - National Park	Plant, Vessels and Equipment Reserve - Navigation	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - National Park	Premises Reserve - Navigation	Premises Reserve - TOTAL	Other Earmarked Reserves - National Park	Other Earmarked Reserves - Navigation	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2025/26	Actual Balance 01 April 2025 (including interest)			(337,484)	(506,246)	(843,730)	(281,024)	(501,988)	(783,012)	(213,470)	(228,315)	(441,785)	(1,380,560)	(104,072)	(1,484,633)	0	(0)	(2,212,539)	(1,340,622)	(3,553,160)
	<i>Contributions to Reserves to 30/01/26</i>																			
				0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
				0	(3,269)	(3,269)	0	0	0	0	0	0	0	0	0			0	(3,269)	(3,269)
				0	0	0	(4,364)	(10,182)	(14,546)	0	0	0	0	0	0			(4,364)	(10,182)	(14,546)
				0	0	0	0	0	0	0	0	0	0	0	0			(64,656)	0	(64,656)
				0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)	(64,656)		(21,000)	0	(21,000)
				0	0	0	0	0	0	0	0	0	(18,040)	0	(18,040)	(64,656)		(18,040)	0	(18,040)
				0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)	(64,656)		(10,400)	(9,600)	(20,000)
				0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
				0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)
				0	0	0	(3,800)	(15,200)	(19,000)	0	0	0	0	0	0			(3,800)	(15,200)	(19,000)
				0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)
				0	0	0	(15,300)	(35,700)	(51,000)	0	0	0	0	0	0			(15,300)	(35,700)	(51,000)
				0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)
				0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)
				0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)
	<i>Contributions from Reserves to 30/01/26</i>																			
				0	0	0	0	0	0	0	0	0	37,286	0	37,286			37,286	0	37,286
				0	0	0	0	0	0	0	0	0	64,630	0	64,630			64,630	0	64,630
				0	0	0	0	0	0	0	0	0	19,647	0	19,647			19,647	0	19,647
				0	0	0	125	292	417	0	0	0	0	0	0			125	292	417
				0	0	0	641	1,497	2,138	0	0	0	0	0	0			641	1,497	2,138
				0	0	0	0	0	0	0	0	0	0	0	0			18,243	0	18,243
				0	0	0	0	0	0	0	0	0	7,106	0	7,106			7,106	0	7,106
				0	0	0	0	0	0	0	0	0	34,271	0	34,271			34,271	0	34,271
				0	0	0	(103)	(239)	(342)	0	0	0	0	0	0			(103)	(239)	(342)
				0	0	0	0	0	0	0	0	0	3,384	1,667	5,051			3,384	1,667	5,051
				0	0	0	0	0	0	0	0	0	0	3,025	3,025			0	3,025	3,025
				23,305	0	23,305	0	0	0	0	0	0	0	0	0			23,305	0	23,305
				27,860	0	27,860	0	0	0	0	0	0	0	0	0			27,860	0	27,860
				0	0	0	0	0	0	1,134	2,645	3,779	0	0	0			1,134	2,645	3,779
				0	0	0	0	0	0	4,287	0	4,287	0	0	0			4,287	0	4,287
	Actual Balance 01 February 2026			(286,320)	(534,515)	(820,835)	(338,124)	(659,221)	(997,345)	(233,249)	(252,970)	(486,220)	(1,263,676)	(108,981)	(1,372,657)	(46,413)	(0)	(2,167,782)	(1,555,687)	(3,723,469)
	<i>Contributions to Reserves to 31/03/26</i>																			
				0	(572)	(572)	0	0	0	0	0	0	0	0	0			0	(572)	(572)
				0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
				0	0	0	0	0	0	0	0	0	(15,000)	0	(15,000)			(15,000)	0	(15,000)
	<i>Contributions from Reserves to 31/03/26</i>																			
				0	0	0	20,875	48,708	69,583	0	0	0	0	0	0			20,875	48,708	69,583
				0	0	0	2,359	5,503	7,862	0	0	0	0	0	0			2,359	5,503	7,862
				0	0	0	0	0	0	28,866	67,355	96,221	0	0	0			28,866	67,355	96,221
				0	0	0	0	0	0	5,040	1,960	7,000	0	0	0			5,040	1,960	7,000
				4,877	0	4,877	0	0	0	0	0	0	0	0	0			4,877	0	4,877
				85,754	0	85,754	0	0	0	0	0	0	0	0	0			85,754	0	85,754
				0	0	0	17,500	0	17,500	0	0	0	0	0	0			17,500	0	17,500
				0	0	0	0	0	0	0	0	0	55,933	0	55,933			55,933	0	55,933
				0	0	0	0	0	0	0	0	0	74,622	0	74,622			74,622	0	74,622
				0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
				0	0	0	0	0	0	0	0	0	269	0	269			269	0	269
				0	0	0	0	0	0	0	0	0	1,306	0	1,306			1,306	0	1,306
				0	0	0	0	0	0	0	0	0	8,393	0	8,393			8,393	0	8,393
				0	0	0	0	0	0	0	0	0	0	0	0			33,469	0	33,469
	Forecast Balance 01 April 2026			(195,688)	(535,087)	(730,775)	(297,390)	(605,010)	(902,400)	(199,343)	(183,655)	(382,998)	(1,138,153)	(108,981)	(1,247,134)	(12,944)	(0)	(1,843,519)	(1,432,733)	(3,276,252)

Year	Earmarked Reserves						Property Reserve - National Park	Property Reserve - Navigation	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - National Park	Plant, Vessels and Equipment Reserve - Navigation	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - National Park	Premises Reserve - Navigation	Premises Reserve - TOTAL	Other Earmarked Reserves - National Park	Other Earmarked Reserves - Navigation	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
2026/27	<u>Contributions to Reserves to 31/03/27</u>																							
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0	0	0	0	0	0	0			(19,200)	(44,800)	(64,000)
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(5,000)	(5,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	(5,000)	(5,000)
	Broads Heritage Partnership: A Vision for the Future (HLF610552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(64,656)		(64,656)	0	(64,656)
	Asset Management (SIM000451)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Fen Management (FMG000451)	0	0	0	(8,700)	0	(8,700)	0	0	0	0	0	0	0	0	0	0	0	0			(8,700)	0	(8,700)
	Moorings (MMR000451)	0	(100,000)	(100,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	(100,000)	(100,000)
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0	0	0	0	0	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0			(5,000)	(20,000)	(25,000)
	Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0	0	0	0	0	0	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)
	Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0	0	0	0	0	0	0			(16,200)	(6,300)	(22,500)
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)	0	0	0	0			(10,400)	(9,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)	0	0	0	0			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	0	(19,250)	0	(19,250)	0	0	0	0			(19,250)	0	(19,250)
	<u>Contributions from Reserves to 31/03/27</u>																							
	Replacement of 2 vehicles (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Tug replacement (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Additional functionality for finance system est (ICT000450)	0	0	0	0	0	0	0	0	0	0	0	10,720	5,280	16,000	0	0	0	0			10,720	5,280	16,000
	Cloud based planning system (ICTGEN450)	0	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000	0	0	0	0			50,000	0	50,000
	Phase 2 tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	0	16,975	16,975	0	0	0	0			0	16,975	16,975
	Replacement of AU66 ZLL (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Replacement of M/L Yare (LAU000450) (delayed from 2021/22)	0	0	0	0	200,000	200,000	0	0	0	0	0	0	0	0	0	0	0	0			0	200,000	200,000
	Mutford Lock gate repairs (MLK000450)	0	30,000	30,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	30,000	30,000
	Local Plan Inspection (POL000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			55,000	0	55,000
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			77,600	0	77,600
	Yare House - replacement EV chargers (YAH000450)	0	0	0	0	0	0	10,000	0	10,000	0	0	0	0	0	0	0	0	0			10,000	0	10,000
	Dockyard wood store (£15k) and roller shutter (£10k) (PRM009450)	0	0	0	0	0	0	7,500	17,500	25,000	0	0	0	0	0	0	0	0	0			7,500	17,500	25,000
	Buttle Barn LED lighting (PRM086450)	0	0	0	0	0	0	7,200	2,800	10,000	0	0	0	0	0	0	0	0	0			7,200	2,800	10,000
	Ludham staithe (UTE000450)	0	0	0	0	0	0	0	0	0	0	0	55,000	0	55,000	0	0	0	0			55,000	0	55,000
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	19,250	0	19,250	0	0	0	0			19,250	0	19,250	
Site Maintenance projects 26/27 (SIM000450)	17,200	0	17,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			17,200	0	17,200	
Forecast Balance 01 April 2027	(178,488)	(635,087)	(813,575)	(364,590)	(567,510)	(932,100)	(199,843)	(190,655)	(390,498)	(998,833)	(96,326)	(1,095,159)	0	(0)	(1,741,755)	(1,489,578)	(3,231,333)							
2027/28	<u>Contributions to Reserves to 31/03/28</u>																							
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0	0	0	0	0	0	0			(19,200)	(44,800)	(64,000)
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(5,000)	(5,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	(5,000)	(5,000)
	Asset Management (SIM000451)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Fen Management (FMG000451)	0	0	0	(8,700)	0	(8,700)	0	0	0	0	0	0	0	0	0	0	0	0			(8,700)	0	(8,700)
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0	0	0	0	0	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0			(5,000)	(20,000)	(25,000)
	Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0	0	0	0	0	0	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)
	Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0	0	0	0	0	0	0			(16,200)	(6,300)	(22,500)
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)	0	0	0	0			(10,400)	(9,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)	0	0	0	0			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	0	(30,180)	0	(30,180)	0	0	0	0			(30,180)	0	(30,180)
	<u>Contributions from Reserves to 31/03/28</u>																							
	Replacement of 2 vehicles (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Doosan excavator (VES000450)	0	0	0	69,000	161,000	230,000	0	0	0	0	0	0	0	0	0	0	0	0			69,000	161,000	230,000
	Replacement vehicles Renault Kango & Zoe (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	30,180	0	30,180	0	0	0	0			30,180	0	30,180
	Transfer to revenue	0	0	0	0	0	0	0	0	0	0	0	78,994	0	78,994	0	0	0	0			78,994	0	78,994
	Forecast Balance 01 April 2028	(178,488)	(665,087)	(843,575)	(362,790)	(569,010)	(931,800)	(225,043)	(217,955)	(442,998)	(951,239)	(105,926)	(1,057,165)	0	(0)	(1,717,561)	(1,557,978)	(3,275,539)						

Appendix 5 - Visitor Services performance report – 2025 season

Introduction

This report provides an oversight of the performance and popularity of the Tourist Information Centres (TIC's), yacht stations and boat trips. These services are provided to support delivery of the Authority's second and third purposes. Comparisons with the 2024 performance have been provided. Some changes were made before the 2025 season which have influenced variances. These include:

- Price increases to stock, mooring fees and boat trips
- A trial of a 3rd party mobile catering unit at How Hill to boost enhance the visitor offer and provide an income from a profit share arrangement.
- Mooring fee charges were introduced at Reedham yacht station on 13 June once a new lease agreement was in place.
- The Hoveton TIC had an internal refurbishment with new interpretive displays aimed at increasing dwell time and income from sales and boat trips.

The weather greatly influences financial performance as does the economic climate which can affect hireboat bookings and footfall. It should be noted that the weather during the early part of the season was warmer and drier than in 2024. This had a positive effect on the Electric Eel boat trips at How Hill whilst more high winds caused the cancellation of a number Liana trips at Ranworth.

Tourist Information Centres (TIC's)

	Hoveton 2024	Hoveton 2025	Ranworth 2024	Ranworth 2025	Toad Hole 2024	Toad Hole 2025
Footfall in TIC	27618	17604 **	70908	68544	23472	24433
Boat trip bookings	1651	2187	1459	997	2104	2322

**Data of footfall in Hoveton for 2025 is inaccurate because the door counter data was not recorded consistently. This will be corrected for the 2026 season.

The table below illustrates the cost of running the 3 TIC's and boat trips.

	Income	Expenditure	Salaries	Net Cost
Hoveton /Ra 2024	£33,343	£29,999	£61,627	£58,283
2025	£43,241	£19,410	£65,180	£41,349
Ranworth/Liana 2024	£81,266	£29,590	£86,331	£34,655

2025	£94,648	£28,797	£77,247	£11,396
Toad Hole / Eel				
2024	£50,771	£20,674	£56,611	£26,514
2025	£58,805	£19,959	£57,349	£18,503

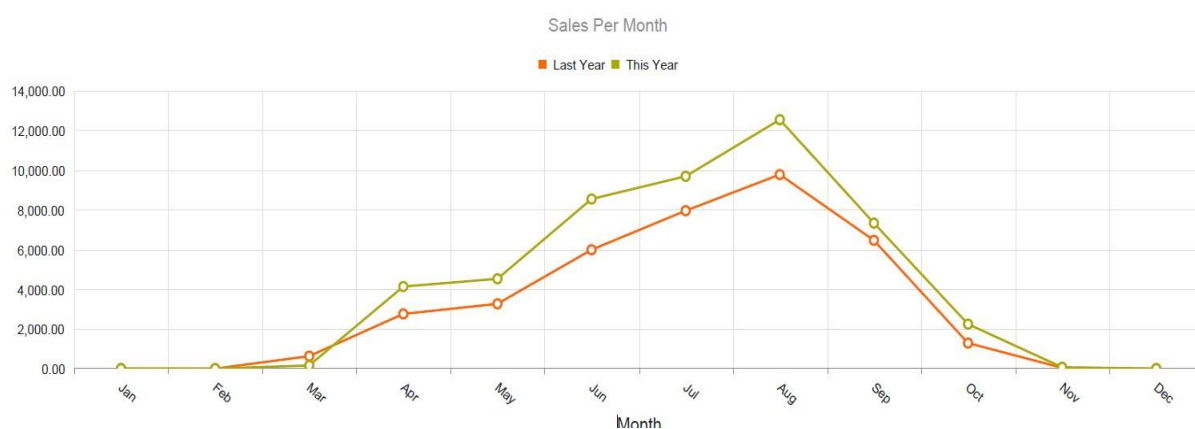
Hoveton TIC summary and financial performance

2025 was a very good season with income 29.68% up on the 2024 season. This was helped by the refurbishment of the TIC interior, Ra being much more reliable and generally good weather throughout the season.

Total income was £43,241. It is worth noting that Hoveton TIC sells a very high number of short-visit tolls (£9,561 this year).

It is unfortunate that the door counter data was not recorded consistently as it is likely that footfall was higher than last year given the substantial increases in boat trip bookings and sales.

Hoveton TIC was considered for closure at the end of the 2025 season to contribute to budget savings. It was reprieved for the 2026 season for a combination of reasons – the stronger income performance in 2025, concern over the potential loss of short-visit toll and boat trip sales (which are dependent on face-to-face conversations with customers) and an improvement in the Authority budget position with savings being made elsewhere.



A full breakdown of revenue by sales category is attached in Appendix A

Ranworth TIC summary and financial performance

Ranworth is an exceptionally busy site with staff not only managing the TIC and boat trips but also assisting boaters to moor stern-on in a very popular location and collecting mooring fees.

The TIC had a successful season despite the generally lower number of boats - the site saw more repeat visits. Income was 16.47% up on 2024 despite a lower number of bookings on Liana. Total income was just under £95,000. Mooring fees are a valuable source of income here (£46,522 this year) and the initiative has proved very successful and popular with visitors since the introduction of fees in 2023.

Positive influences on sales included good weather in the early season, price increases and the fact that all mooring spaces were available for the whole season following repairs in 2024. Stock sales were also 26.61% up on the previous year.

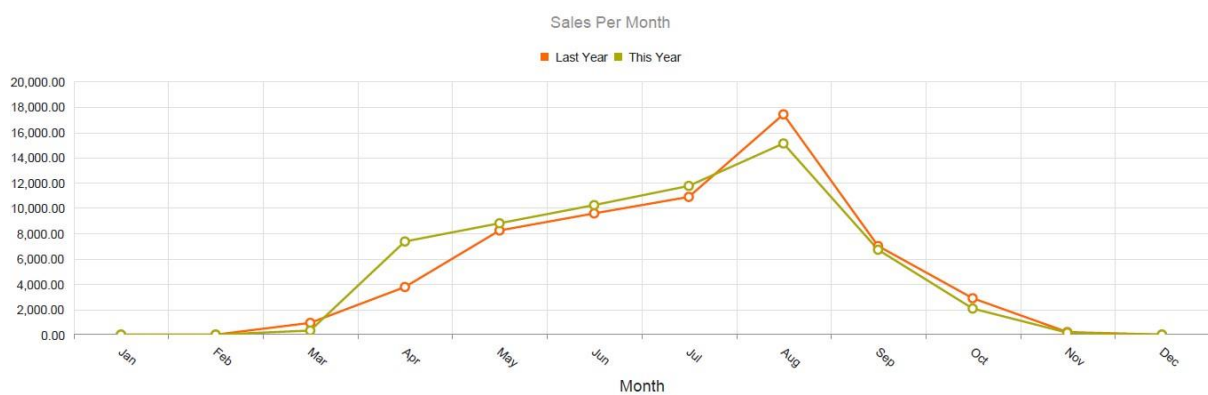


Toad Hole Cottage, How Hill TIC summary and financial performance

Visitor numbers at How Hill are weather dependent. 2025 visitor numbers and income were up on the 2024 season particularly in the earlier part of the season helped by the better weather. Sales from August to the end of the season slowed when the weather was not as good.

The introduction of catering provision from Natural Rise had a very positive impact on the site. Feedback from visitors and staff showed that this had made an important contribution and encouraged longer visits. The catering had a minor impact on sales in the cottage. Overall income was up 15.82% including the profit share from Natural Rise (around £5,500) and numbers on the Electric Eel showed a good increase.

The catering profit share trial proved to be a good way of generating extra income with limited costs and risk to the Authority. A further 'Expression of Interest' process for a 3-year agreement was held. As a result, Natural Rise will be returning for the 2026, 2027 and 2028 seasons.



Yacht Stations

The table below shows a comparison of the number of boat mooring charges at our 3 yacht stations.

	Great Yarmouth daytime	Great Yarmouth overnight	Norwich daytime	Norwich overnight	Reedham daytime	Reedham overnight
2024	980	2631	524	1361	N/A	N/A
2025	981	2467	535	1133	529**	978**

** Charging for moorings started 13 June – no data on mooring numbers prior to this date.

This table below shows income and expenditure comparisons for the 3 yacht stations. Reedham 2025 income reflects the introduction of mooring charges. The higher expenditure at Reedham in 2024 is due to the water point improvements.

	Income	Expenditure	Salaries	Total Cost
Yarmouth				
2024	£46,812	£17,962	£118,455	£89,605
2025	£48,648	£18,505	£118,764	£88,621
Norwich				
2024	£27,740	£12,052	£55,058	£39,370
2025	£28,408	£12,156	£55,864	£39,612
Reedham				
2024	£4,405	£6,504	£37,785	£39,884
2025	£14,191	£3,904	£45,038	£34,751

Great Yarmouth Yacht Station

Several improvements were implemented for the 2025 season. These included:

- Measures to encourage the wearing of life jackets including additional signage along the length of quay and cards produced and given to all visitors on arrival.
- Great Yarmouth Borough Council carried out programme of works on quay, mooring post replacement and removal of trip hazards.
- 5 new electric pillars installed.

The safety measures were deemed to be a success. There were no serious/fatal accidents during the season and feedback from Quay Rangers was that more people were wearing lifejackets.

Norwich Yacht Station

Income at the start of the season suffered because of 2 operational issues:

- No card payments for 2 months – PDQ terminal supply issues from our bank.

- The Council had not arranged for the pump-out machine to be serviced over the winter period... A significant impact because of the popularity of this service in this location.

Overnight Boat numbers were down from 2024, but income was up, due to the higher charges.

Reedham Yacht Station

Pre-season improvements included:

- All mooring posts and rings replaced
- Portable safety signage for use during high tide/overtopping events.
- New water points were installed.
- Signage installed to clearly mark the boundary between the Broads Authority and Lord Nelson sections of the quay.

Mooring fee charges were successfully introduced on the 13 June 2025 once a new lease for the site was signed and methods of payment and appropriate signage in place. Local businesses experienced a positive impact as boaters stayed for longer having paid for a day stay.

All yacht stations benefitted from the introduction of a new site checking system created by IT. All safety issues are recorded with photographic evidence enabling efficient contact, management and resolution with the relevant council.