

Broads Authority

19 September 2025

Agenda item number 9

Financial performance and direction

Report by Director of Resources

Purpose

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

Broads Plan context

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

Recommended decision

- i. Note the actual income and expenditure figures and prudential indicators.
 - ii. Approve the additional earmarked expenditure for Fen Management in 2025/26 as set out in paragraph 5.2.
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1. Introduction

- 1.1. This report covers two items: consolidated income and expenditure and quarter one prudential indicators for 2025/26.
- 1.2. Section 2 to 5 provides a summary of income and expenditure for the consolidated budget up until 31 July, 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. The Directorates below were those in place as at the end of July. The next report to the Board will reflect the updated organisational structure.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 July 2025

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(6,526,047)	(6,396,985)	- 129,062
Operations	1,958,502	1,566,985	+ 391,517
Strategic Services	652,636	641,933	+ 10,703
Finance & Support Services	1,208,514	882,730	+ 325,784
Projects, Corporate Items and Contributions from Earmarked Reserves	(369,331)	(108,631)	- 260,700
Net (Surplus) / Deficit	(3,075,726)	(3,413,968)	+ 338,242

- 2.1. Core navigation income is above the profiled budget at the end of month four. The overall position as at 31 July 2025 is a favourable variance of £338,242 or a 11% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £129,061 within income:
 - Hire Craft Tolls is £99,940 below the profiled budget.
 - Private Craft Tolls is £63,066 below the profiled budget.
 - Short Visit and Other Toll income is £7,525 above the profiled budget.
 - Investment income is £26,419 above the profiled budget.

- An underspend within Operations relating to:
 - Construction, Maintenance and Ecology salaries is £44,733 below the profiled budget due to the pay award being 0.8% less than budgeted. The pay award will be implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly.
 - Equipment, Vehicles and Vessels is £103,017 below the profiled budget due to timing differences on the replacement of equipment and vehicles from the earmarked reserves.
 - Land Management is £23,789 below the profiled budget due to a timing difference on tools and equipment replacements.
 - Practical Maintenance is £156,608 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.
 - Waterways and Recreation Strategy is £57,906 above 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.
 - Ranger Services is £84,520 below the profiled budget due to the pay award being 0.8% less than budgeted. The pay award will be 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 £33,958 below the profiled budget due to timing differences on the Dockyard solar and repiling project.
- An underspend within Strategic Services relating to:
 - Development Management is £19,467 below the profile budget due to the pay award being 0.8% less than budgeted. The pay award will be 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.
 - Strategy and Projects is £105,512 above the profiled budget due to timing differences on externally funded grant expenditure being in advance and the quarterly reclaimed income being in arrears.
 - Communications is £29,493 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 will be implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly.

- Visitor Centres and Yacht Stations is £58,482 above the profiled budget due to the pay award being 0.8% less than budgeted. The pay award will be 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 repairs and maintenance on the yacht stations and trip boats.
 - An underspend within Finance and Support Services relating to:
 - National Park expenditure is £277,012 below the profiled budget due to a timing difference on the capital spend.
 - Premises Head Office is £28,581 below the profiled budget due to a timing difference.
 - Finance and Insurance is £14,790 above the profiled budget due to audit costs being invoiced ahead of profile.
 - ICT is £44,584 below the profiled budget due to timing differences.
 - An adverse variance within reserves relating to:
 - Premises is above the profile due to delays in works at the Dockyard.
 - Plant, Vessels and Equipment is above the profile due to delays in equipment replacements.
 - Property is above the profile due to delays in Mutford Lock technical review.
 - Planning Delivery Grant is above the profile due to delays in the Local Plan expenditure.
- 2.2. The charts at Appendix 1 provide a visual overview of actual income and expenditure compare with both the original budget and the LAB.

3. Latest available budget

- 3.1. The Authority's income and expenditure is monitored against the latest available budget (LAB) for 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 set out in Appendix 2.
- 3.2. Following the meeting in July it was identified that the recruitment for new Chief Executive should not be funded from the Medium-Term Planning earmarked reserve as this is 100% National Park. The table below reflects this is now funded from revenue budgets 60/40 in accordance with the salary split.

Table 2

Adjustments to consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2025/26 – deficit	Broads Authority 24/01/2025 Agenda item number 9	173,984
Approved budget carry-forwards	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 July 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	217,887
Decrease to staff costs for vacancies and pay award	(245,933)
Decrease to Hire Craft income	32,474
Decrease to Private Craft income	45,260
Forecast outturn deficit as at 31 July 2025	49,688

5. 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.

- 5.2. At the January meeting members agreed to place the Countryside Stewardship Scheme income into the Plant, Vessels and Equipment Reserve due to the timing difference on when payment would be received and works undertaken. £118,875 was placed in the reserve at the end of March and some of this is now needed to be spent in 2025/26. Members are asked to approve £17,500 from this balance to fund works at Reedham Marshes.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2025 £	In-year movements £	Current reserve balance £
Property	(970,253)	7,066	(963,187)
Plant, Vessels and Equipment	(656,490)	(204,854)	(861,344)
Premises	(441,785)	(60,721)	(502,506)
Planning Delivery Grant	(504,364)	8,257	(496,107)
Upper Thurne Enhancement	(282,729)	(20,068)	(302,797)
Catchment Partnership	(76,673)	(4,058)	(80,731)
Computer Software	(158,363)	(11,924)	(170,287)
Medium Term Planning	(462,504)	24,358	(438,146)
Total	(3,553,161)	(261,944)	(3,815,105)

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. Since that date DEFRA has now confirmed additional capital funding of £1,385,058 which means the table below has been updated. 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 £	Q1 Actual £
Capital expenditure	0	1,600,058	2,750

Prudential Indicator	Opening 01/04/25 £	Estimate 31/03/26 £	Q1 Actual £
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	662,218
Debt balance	689,640	608,073	663,716

7. Conclusion

- 7.1. The forecast position for the year suggests a deficit within the National Park and the Navigation budget. This would result in a National Park Reserve balance of approximately £1,159,000 and a Navigation Reserve balance of £588,000 at the end of 2024/25 (before any year-end adjustments). This would mean that both reserves would be above the recommended levels, with National Park at 24.8% and Navigation at 12.5%. Year-end transfers of interest to the earmarked reserves and repayment of the National Park loan will mean National Park will rise to approximately 24.8% and Navigation reduce to 10.4%. This will be highly dependent on the level of interest received.

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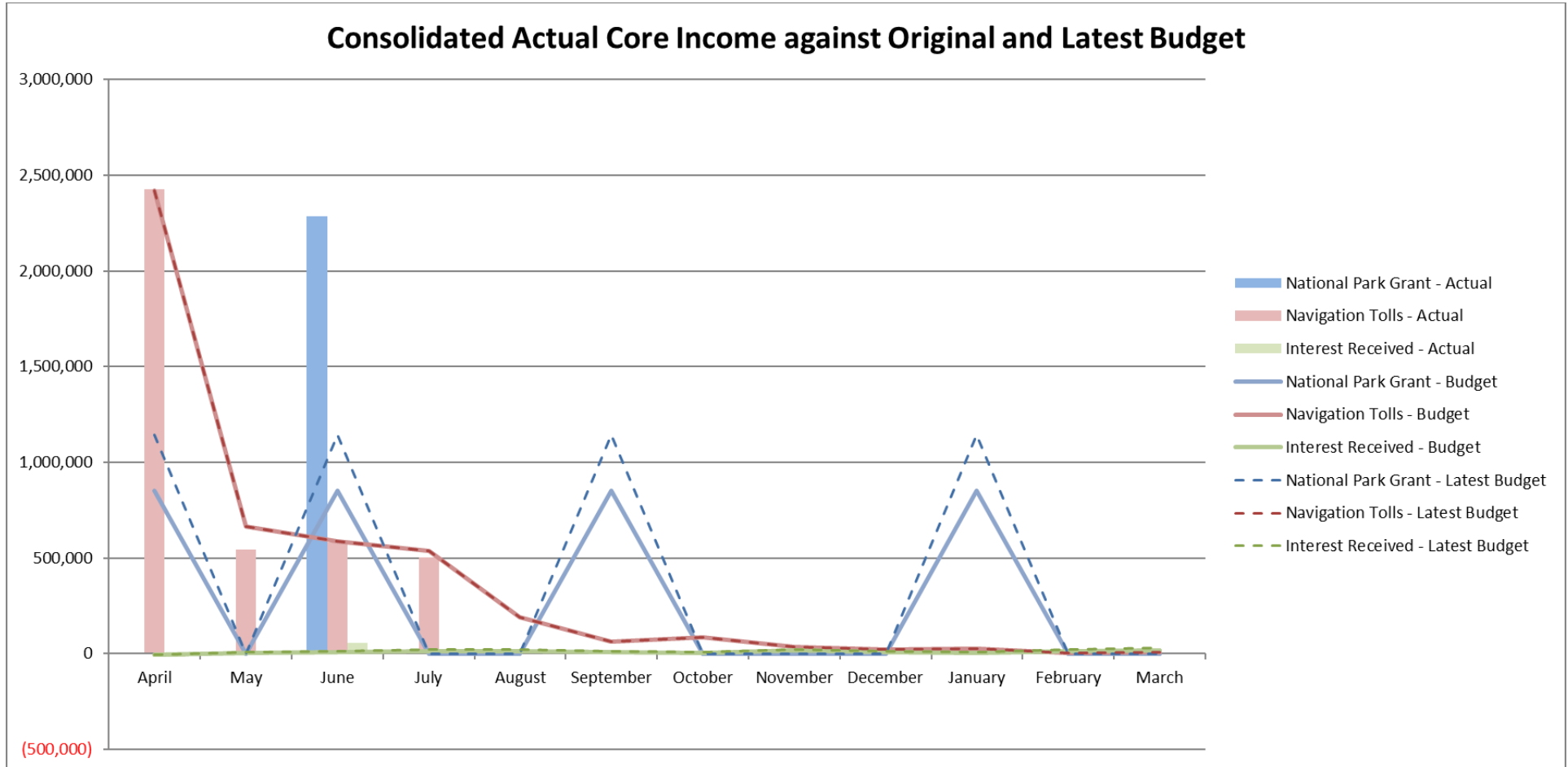
Date of report: 05 September 2025

[Broads Plan](#) strategic objectives: All

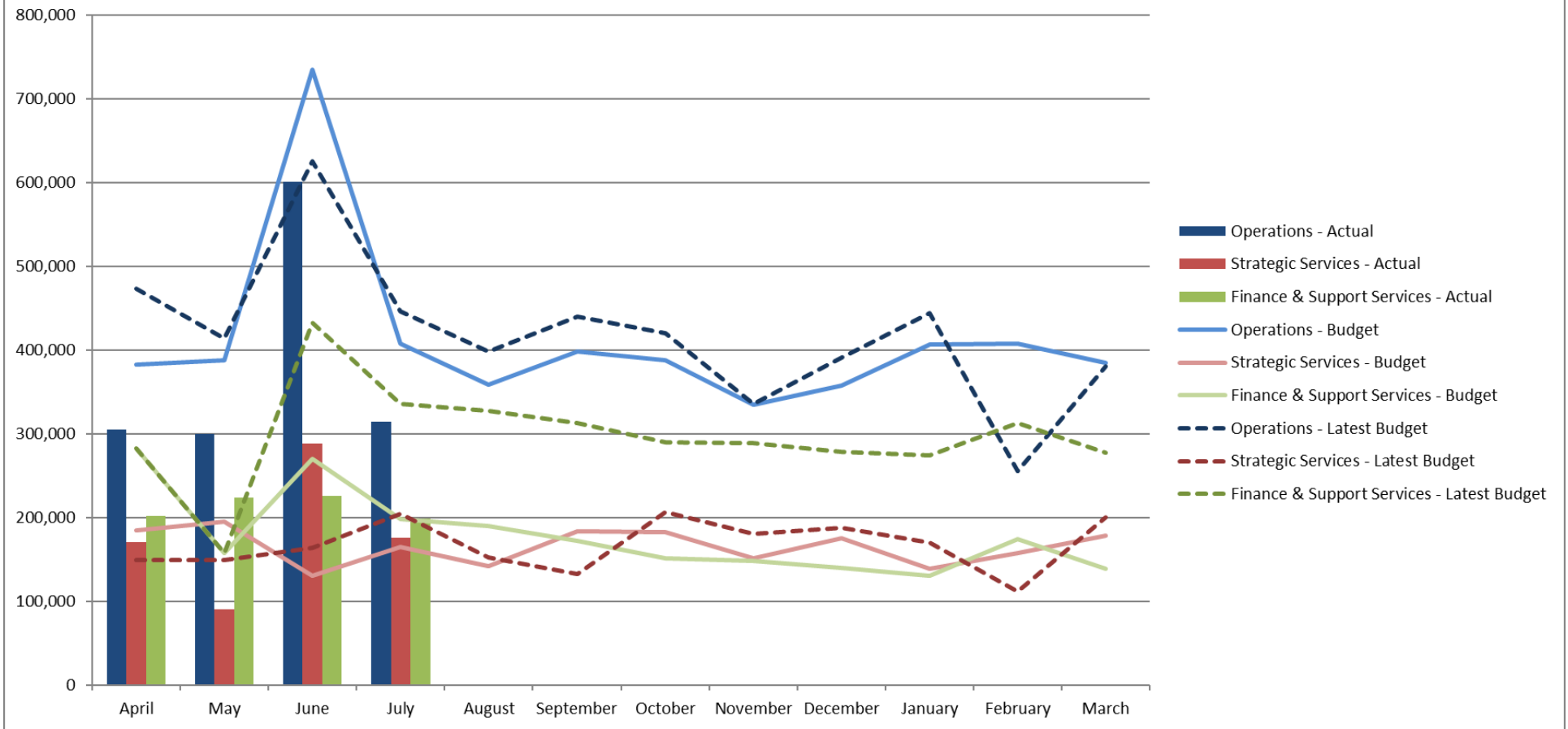
Appendix 1 – Consolidated actual income and expenditure charts to 31 July 2025

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

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



Consolidated Net Actual Expenditure 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)	(9,306,144)	-77,734
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)	(1,456,526)	-32,474
Private Craft Tolls	(3,057,000)	0	(3,057,000)	(3,011,740)	-45,260
Short Visit Tolls	(63,540)	0	(63,540)	(63,540)	0
Other Toll Income	(33,260)	0	(33,260)	(33,260)	0
Interest	(110,000)	(57,000)	(167,000)	(167,000)	0

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,947,875	64,174	5,012,049	4,871,029	141,020
Construction and Maintenance Salaries	1,714,980	5,990	1,720,970	1,644,800	76,170
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	676,500	0
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	677,700	0	677,700	677,700	0
Water Management	101,280	0	101,280	101,280	0
Expenditure	101,280	0	101,280	101,280	0
Land Management	(102,950)	0	(102,950)	(102,950)	0
Income	(221,935)	0	(221,935)	(221,935)	0
Expenditure	118,985	0	118,985	118,985	0
Practical Maintenance	531,215	(17,026)	514,189	484,189	30,000
Income	(26,425)	(38,025)	(64,450)	(64,450)	0
Expenditure	557,640	20,999	578,639	548,639	30,000
Waterways and Recreation Strategy	58,900	20	58,920	33,670	25,250

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	0	(148,092)	(148,092)	(148,092)	0
Salaries	52,500	20	52,520	27,270	25,250
Expenditure	6,400	148,092	154,492	154,492	0
Ranger Services	1,350,110	75,970	1,426,080	1,418,460	7,620
Income	0	0	0	0	0
Salaries	996,110	970	997,080	989,460	7,620
Expenditure	353,750	75,000	428,750	428,750	0
Pension Payments	250	0	250	250	0
Safety	141,480	740	142,220	141,530	690
Income	(750)	0	(750)	(750)	0
Salaries	96,230	740	96,970	96,280	690
Expenditure	46,000	0	46,000	46,000	0
Premises	300,040	0	300,040	300,040	0
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	302,540	0	302,540	302,540	0
Operations Management and Administration	161,320	(1,520)	159,800	158,510	1,290
Salaries	159,320	(1,520)	157,800	156,510	1,290

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	2,000	0	2,000	2,000	0
Project Funding	15,000	0	15,000	15,000	0
Expenditure	15,000	0	15,000	15,000	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	1,982,949	17,078	2,000,027	1,881,741	118,286
Development Management	528,270	11,160	539,430	515,740	23,690
Income	(95,000)	15,000	(80,000)	(80,000)	0
Salaries	528,200	(3,840)	524,360	500,670	23,690
Expenditure	89,070	0	89,070	89,070	0
Pension Payments	6,000	0	6,000	6,000	0
Strategy and Projects Salaries	292,469	11,988	304,457	302,831	1,626
Income	(115,513)	(223,813)	(339,326)	(339,326)	0
Salaries	331,640	0	331,640	329,520	2,120
Expenditure	76,342	235,801	312,143	312,637	-494
Strategy and Projects	0	0	0	0	0
Expenditure	0	0	0	0	0
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

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	66,000	1,500	67,500	67,500	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
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
Salaries	499,210	(2,550)	496,660	493,160	3,500
Expenditure	127,320	65,000	192,320	192,320	0
Strategic Services 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

Table 4

Finance and Support Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Finance & Support Services	2,151,681	1,436,946	3,588,627	3,570,807	17,820
National Park Grant	0	1,385,058	1,385,058	1,385,058	0
Expenditure	0	1,385,058	1,385,058	1,385,058	0
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	274,690	12,850	287,540	279,390	8,150
Salaries	212,480	(7,150)	205,330	197,180	8,150
Expenditure	62,210	20,000	82,210	82,210	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
Asset Management	118,740	0	118,740	118,340	400
Income	(26,300)	0	(26,300)	(26,300)	0
Salaries	51,240	0	51,240	50,840	400
Expenditure	93,800	0	93,800	93,800	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Premises – Head Office	145,000	4,028	149,028	149,028	0
Expenditure	145,000	4,028	149,028	149,028	0
Finance and Insurance	603,100	4,970	608,070	605,740	2,330
Salaries	293,150	4,970	298,120	295,790	2,330
Expenditure	309,950	0	309,950	309,950	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	536,551	2,040
Salaries	261,150	0	261,150	259,110	2,040
Expenditure	277,441	0	277,441	277,441	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	8,400	0
Partnerships / HLF	0	0	0	0	0
Expenditure	0	0	0	0	0
Corporate Items	8,400	0	8,400	8,400	0
Expenditure	8,400	0	8,400	8,400	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	(750,043)	(257,295)	(1,007,338)	(976,145)	-31,193
Earmarked Reserves	(750,043)	(257,295)	(1,007,338)	(976,145)	-31,193
Expenditure	(750,043)	(257,295)	(1,007,338)	(976,145)	-31,193

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	49,688	168,199