

Broads Authority

25 September 2026

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

Note the actual income and expenditure and prudential indicators.

Contents

1.	Introduction	2
2.	Overview of actual income and expenditure	2
3.	Latest available budget	4
4.	Overview of forecast outturn 2026/27	5
5.	Reserves	5
6.	Prudential Indicators	6
7.	Conclusion	7
	Appendix 1 – Consolidated actual income and expenditure charts to 31 August 2026	8
	Appendix 2 – Financial monitor: Consolidated income and expenditure 2026/27	10

1. Introduction

- 1.1. This report covers two items: consolidated income and expenditure and quarter one prudential indicators for 2026/27.
- 1.2. Section 2 to 5 provides a summary of income and expenditure for the consolidated budget up until 31 August, 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.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 August 2026

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(7,708,777)	(7,810,635)	+ 101,858
Delivery	2,398,367	1,997,378	+ 400,989
Resources	1,595,407	1,289,092	+ 306,315
Chief Executive	484,300	411,764	+ 72,536
Projects, Corporate Items and Contributions from Earmarked Reserves	(291,658)	(89,578)	- 202,080
Net (Surplus) / Deficit	(3,522,361)	(4,201,979)	+ 679,618

- 2.1. Core income is above the profiled budget at the end of month five. The overall position as at 31 August 2026 is a favourable variance of £679,618 or a 19.3% difference from the profiled LAB. This is principally due to:
 - An overall favourable variance of £101,858 within income:
 - Hire Craft Tolls is £49,681 above the profiled budget.
 - Private Craft Tolls is £29,288 above the profiled budget.
 - Short Visit and Other Toll income is £9,301 above the profiled budget.
 - Investment income is £13,588 above the profiled budget.
 - An underspend within Delivery relating to:

- Development Management is £52,692 behind the profiled budget due to timing differences on the digital planning grant and Broads Plan expenditure.
- Construction, Maintenance and Ecology Salaries is £49,283 behind the profiled budget due to the timing differences on the pay award. This has been agreed by the Unions and will be paid in the October payroll and backdated to 1 April 2026.
- Equipment, Vehicles and Vessels is £26,049 above the profiled budget due to new wire rope for the Hitachi crane and the fen harvester flail head needing some unplanned repairs. Tools and equipment is also ahead due to an expansion of our Hand Arm Vibration Syndrome (HAVS) metering capabilities, so there are more units for staff to use and track HAVS.
- Water Management is £26,988 above the profiled budget due to timing difference on equipment hire, consultancy and professional fees. This has been partially offset by and underspend in contractor services.
- Practical Maintenance is £110,485 behind the profiled budget due to a timing difference on contractor services with various jobs starting in October and November.
- Waterways and Recreation Strategy is £110,021 behind the profiled budget due to timing differences on the grant funded projects for Access and Active Travel England.
- Ranger services is £107,294 behind the profiled budget due to a timing difference on the replacement Ranger launch and salaries. The pay increase has been agreed by the Unions and will be paid in the October payroll and backdated to 1 April 2026.
- Premises is £11,321 above the profiled budget due to timing differences.
- Project Funding is £23,746 behind the profiled budget due to timing differences.
- An underspend within Resources relating to:
 - National Park Grant expenditure is £292,803 behind the profiled budget due to timing differences on the capital purchases.
 - Finance and Insurance is £14,187 behind the profiled budget due to a saving following the insurance tender. There is also a timing difference on salary costs due to the pay award. This has been agreed by the Unions and will be paid in the October payroll and backdated to 1 April 2026. This has been offset by a timing difference on audit costs.
 - Premises Head Office is £32,541 above the profiled budget due to a timing difference on the lease and facilities management billing.

- An underspend within Chief Executive relating to:
 - Legal is £18,537 behind the profiled budget due to a timing difference on billing.
 - Communications is £30,945 behind the profiled budget due to unbudgeted grant income and a timing difference on consultants.
 - Visitor Centres and Yacht Stations is £23,151 behind the profiled budget due to a timing difference on the pay award. This has been agreed by the Unions and will be paid in the October payroll and backdated to 1 April 2026.
- An adverse variance within reserves relating to:
 - Property is above the profiled budget due to timing differences on Mutford Lock and contractor services.
 - Plant, Vessels & Equipment is above the profiled budget due to a timing difference on the Ranger launch replacement.
 - Premises is above the profiled budget due to timing differences on the works at the Dockyard and Buttles Barn.
 - Heritage Lottery is above the profiled budget due to a timing difference on the grant receipt.
 - Computer Software is above the profiled budget due to timing differences.
 - Upper Thurne is above the profiled budget due to timing differences on contractor works.

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 2026/27. 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 consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2026/27 - deficit	Broads Authority 27/02/2026 Agenda item number 10	17,611
Approved budget carry-forwards	Broads Authority 15/05/2026	9,083

Item	Authorisation reference	Amount £
	Agenda item number 10	
Budget adjustments (salary assumptions, interest rate improvements, pool vehicles, insurance and visitor services income)	Broads Authority 15/05/2026 Agenda item number 10	(13,200)
LAB as at 31 August 2026	n/a	13,494

4. Overview of forecast outturn 2026/27

- 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	13,494
Increase to Hire Craft income	(24,259)
Increase to Private Craft income	(32,536)
Increase to Investment income	(30,000)
Forecast outturn deficit as at 31 August 2026	(73,301)

5. Reserves

- 5.1. Earmarked reserve balances have increased following the annual contributions being made in full at the end of quarter one. Items funded from the Property reserve includes the income from land rental at Oulton Broad and site maintenance costs. The Plant, Vessels and Equipment has funded the new engine for the Spirit of Breydon ranger launch and income from the disposal of old equipment. The Premises reserve has funded repairs at How Hill boatshed and the upgraded vehicle chargers at Yare House. The Planning Delivery Grant reserve has funded the local plan costs and the cloud-based planning system upgrade. The Heritage Lottery Fund and Catchment Partnership reserve has funded the project costs.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2026 £	In-year movements £	Current reserve balance £
Property	(906,736)	(125,104)	(1,031,840)
Plant, Vessels and Equipment	(1,049,947)	(203,761)	(1,253,708)
Premises	(504,514)	(47,214)	(551,728)
Planning Delivery Grant	(453,598)	57,421	(396,177)
Upper Thurne Enhancement	(319,246)	(20,068)	(339,314)
Heritage Lottery Fund	(11,968)	4,357	(7,611)
Catchment Partnership	(90,561)	(15,493)	(106,054)
Computer Software	(178,439)	(20,000)	(198,439)
Medium Term Planning	(441,287)	0	(441,287)
Total	(3,956,296)	(369,862)	(4,326,158)

6. Prudential Indicators

- 6.1. The Capital, treasury and investment strategy 2026/27, approved 27 February 2026, 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 2026/27

Prudential Indicator	Opening 01/04/26 £	Estimate 31/03/27 £	Q1 Actual £
Capital expenditure	0	1,692,033	162,241
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	601,738	537,780	585,873
Debt balance	602,378	539,416	586,513

7. Conclusion

- 7.1. The forecast position for the year suggests a deficit within the National Park and a surplus for the Navigation budget. This would result in a National Park Reserve balance of approximately £1,220,000 and a Navigation Reserve balance of £706,000 at the end of 2026/27 (before any year-end adjustments). This would mean that both reserves would be above the recommended levels, with National Park at 18.5% and Navigation at 15.1%. Year-end transfers of interest to the earmarked reserves and the final repayment of the National Park loan will mean National Park reduce to approximately 18.2% and Navigation reduce to 12.5%. This will be highly dependent on the level of interest received.

Author: Emma Krelle

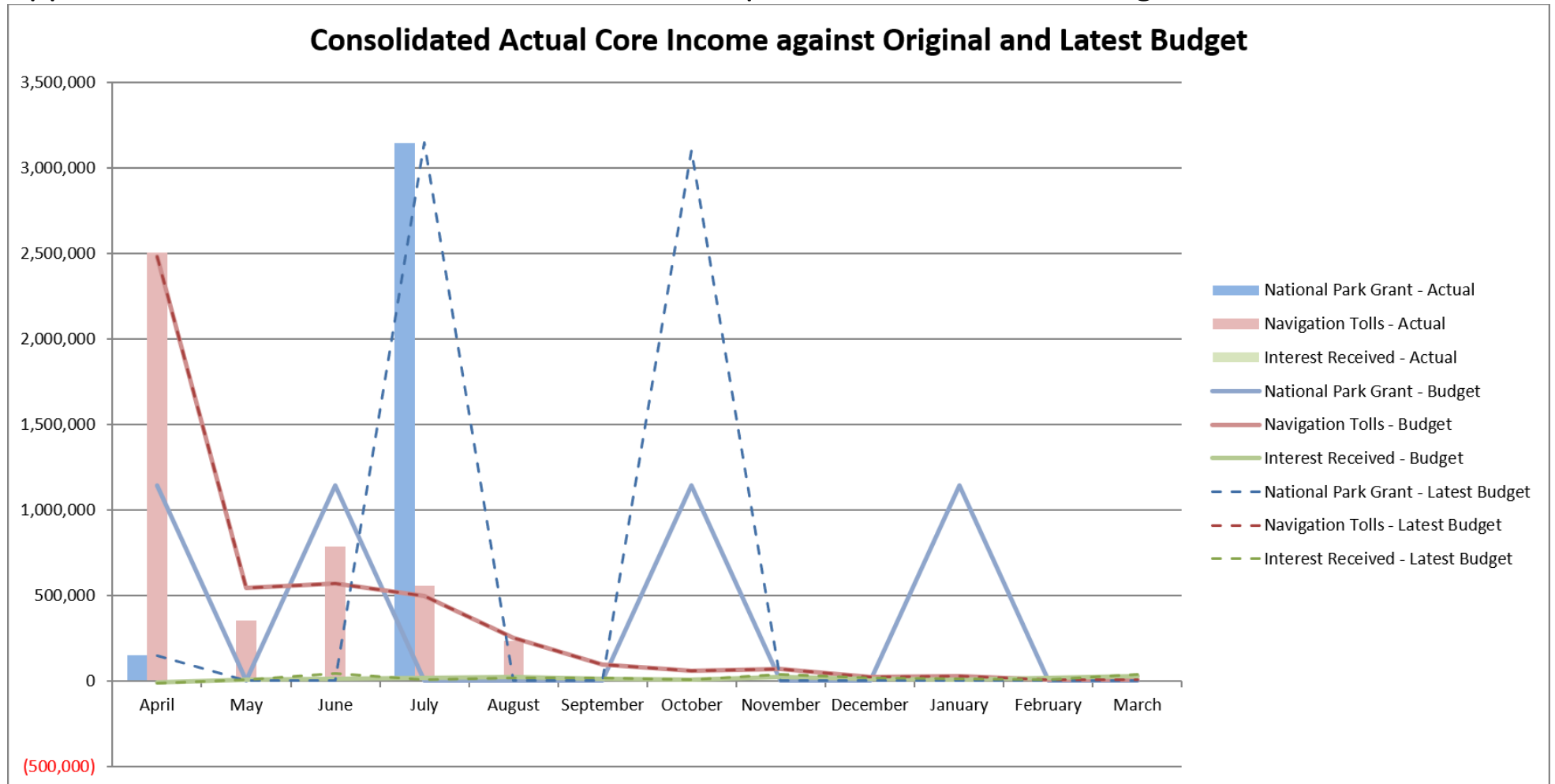
Date of report: 10 September 2026

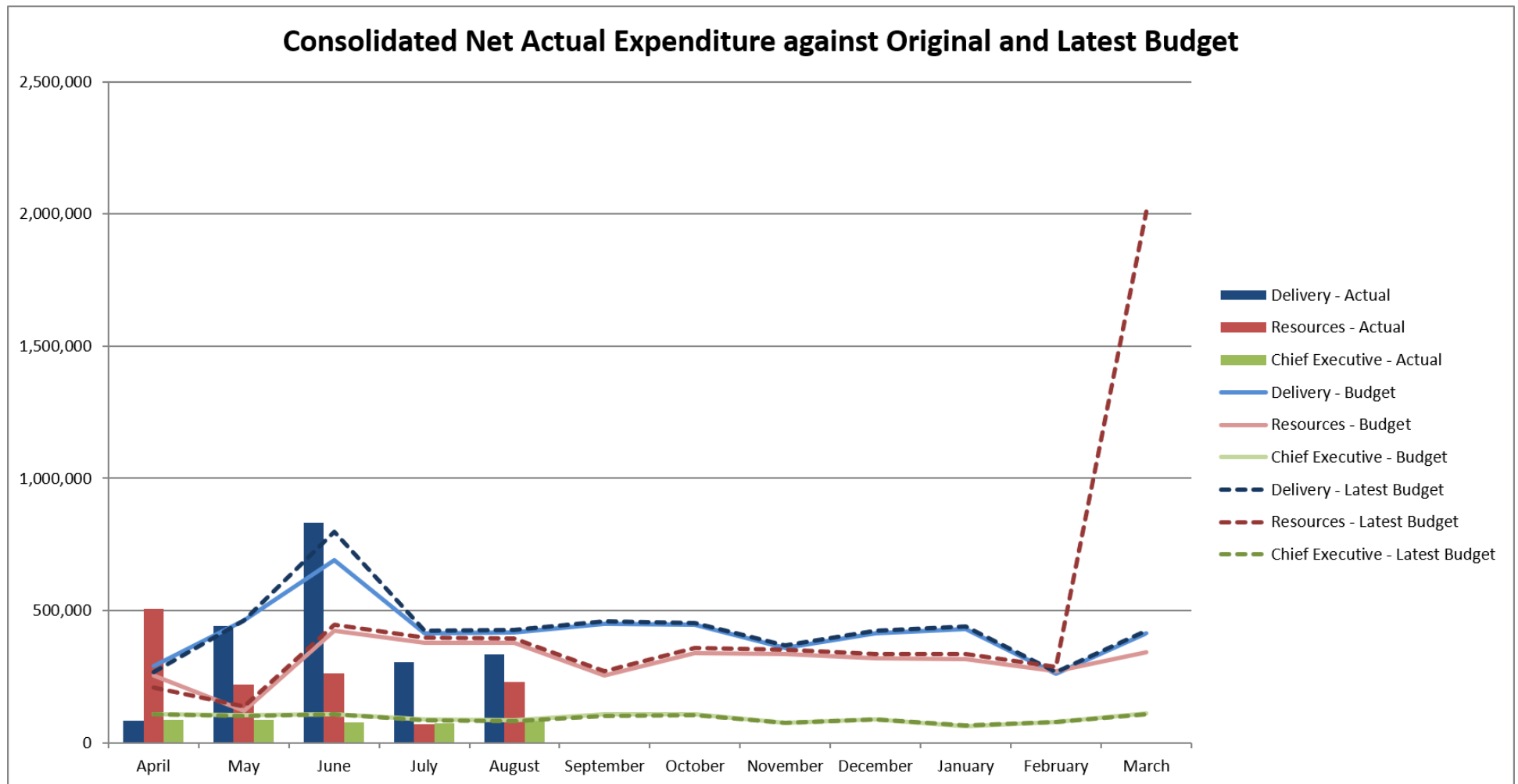
[Broads Plan](#) strategic objectives: All

Appendix 1 – Consolidated actual income and expenditure charts to 31 August 2026

Appendix 2 – Financial monitor: Consolidated income and expenditure 2026/27

Appendix 1 – Consolidated actual income and expenditure charts to 31 August 2026





Appendix 2 – Financial monitor: Consolidated income and expenditure 2026/27

Table 1

Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(9,386,432)	(1,870,173)	(11,256,605)	(11,343,400)	86,795
National Park Grant	(4,574,078)	(1,827,173)	(6,401,251)	(6,401,251)	0
Hire Craft Tolls	(1,438,000)	0	(1,438,000)	(1,462,259)	24,259
Private Craft Tolls	(3,108,000)	0	(3,108,000)	(3,140,536)	32,536
Short Visit Tolls	(58,624)	0	(58,624)	(58,624)	0
Other Toll Income	(40,730)	0	(40,730)	(40,730)	0
Interest	(167,000)	(43,000)	(210,000)	(240,000)	30,000

Table 2

Delivery

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Delivery	5,100,200	165,368	5,265,568	5,265,568	0
Development Management	522,155	100,020	622,175	622,175	0
Income	(122,200)	0	(122,200)	(122,200)	0
Salaries	472,400	50,020	522,420	522,420	0
Expenditure	166,355	50,000	216,355	216,355	0
Pension Payments	5,600	0	5,600	5,600	0
Construction and Maintenance Salaries	1,640,810	23,570	1,664,380	1,664,380	0
Income	0	0	0	0	0
Salaries	1,640,810	23,570	1,664,380	1,664,380	0
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	442,000	0	442,000	442,000	0
Income	(2,000)	0	(2,000)	(2,000)	0
Expenditure	444,000	0	444,000	444,000	0
Water Management	88,200	0	88,200	88,200	0
Expenditure	88,200	0	88,200	88,200	0
Land Management	(110,160)	1,900	(108,260)	(108,260)	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	111,775	1,900	113,675	113,675	0
Practical Maintenance	530,475	3,868	534,343	534,343	0
Income	(17,925)	(35,660)	(53,585)	(53,585)	0
Expenditure	548,400	39,528	587,928	587,928	0
Waterways and Recreation Strategy	55,080	160	55,240	55,240	0
Income	(335,478)	(57,263)	(392,741)	(392,741)	0
Salaries	48,680	160	48,840	48,840	0
Expenditure	341,878	57,263	399,141	399,141	0
Ranger Services	b	25,090	1,385,570	1,385,570	0
Salaries	994,980	(3,410)	991,570	991,570	0
Expenditure	365,250	28,500	393,750	393,750	0
Pension Payments	250	0	250	250	0
Safety	131,470	10,280	141,750	141,750	0
Income	(350)	0	(350)	(350)	0
Salaries	98,220	280	98,500	98,500	0
Expenditure	33,600	10,000	43,600	43,600	0
Premises	215,900	0	215,900	215,900	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	(1,600)	0	(1,600)	(1,600)	0
Expenditure	217,500	0	217,500	217,500	0
Delivery Management and Administration	157,690	480	158,170	158,170	0
Salaries	155,990	480	156,470	156,470	0
Expenditure	1,700	0	1,700	1,700	0
Project Funding	66,100	0	66,100	66,100	0
Expenditure	50,000	0	50,000	50,000	0
Pension Payments	16,100	0	16,100	16,100	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	3,666,153	1,800,718	5,466,871	5,466,871	0
Strategy and Projects Salaries	165,840	620	166,460	166,460	0
Income	(402,349)	0	(402,349)	(402,349)	0
Salaries	260,320	1,500	261,820	261,820	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	307,869	(880)	306,989	306,989	0
Strategy and Projects	0	0	0	0	0
Income	0	(172,555)	(172,555)	(172,555)	0
Salaries	0	0	0	0	0
Expenditure	0	172,555	172,555	172,555	0
Biodiversity Strategy	8,250	0	8,250	8,250	0
Expenditure	8,250	0	8,250	8,250	0
Human Resources	174,905	3,665	178,570	178,570	0
Salaries	112,650	350	113,000	113,000	0
Expenditure	62,255	3,315	65,570	65,570	0
Volunteers	60,310	150	60,460	60,460	0
Salaries	45,710	150	45,860	45,860	0
Expenditure	14,600	0	14,600	14,600	0
National Park Grant	1,420,058	1,827,173	3,247,231	3,247,231	0
Salaries	0	0	0	0	0
Expenditure	1,420,058	1,827,173	3,247,231	3,247,231	0
Finance and Insurance	698,175	(5,670)	692,505	692,505	0
Salaries	353,770	(8,870)	344,900	344,900	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	344,405	3,200	347,605	347,605	0
Asset Management	187,750	(20,840)	166,910	166,910	0
Income	(6,430)	(21,000)	(27,430)	(27,430)	0
Salaries	52,480	160	52,640	52,640	0
Expenditure	141,700	0	141,700	141,700	0
Premises – Head Office	133,710	0	133,710	133,710	0
Expenditure	133,710	0	133,710	133,710	0
Collection of Tolls	229,580	660	230,240	230,240	0
Salaries	218,580	660	219,240	219,240	0
Expenditure	11,000	0	11,000	11,000	0
ICT	546,215	800	547,015	547,015	0
Salaries	261,740	800	262,540	262,540	0
Expenditure	284,475	0	284,475	284,475	0
Resources Management and Administration	41,360	(5,840)	35,520	35,520	0
Salaries	40,630	(5,840)	34,790	34,790	0
Expenditure	730	0	730	730	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	1,129,115	(21,450)	1,107,665	1,107,665	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	206,805	640	207,445	207,445	0
Salaries	156,360	640	157,000	157,000	0
Expenditure	50,445	0	50,445	50,445	0
Chief Executive	140,750	(3,520)	137,230	137,230	0
Salaries	139,400	(3,520)	135,880	135,880	0
Expenditure	1,350	0	1,350	1,350	0
Communications	332,240	6,390	338,630	338,630	0
Income	(2,250)	0	(2,250)	(2,250)	0
Salaries	264,840	6,390	271,230	271,230	0
Expenditure	69,650	0	69,650	69,650	0
Visitor Centres and Yacht Stations	354,320	(24,960)	329,360	329,360	0
Income	(259,800)	(37,000)	(296,800)	(296,800)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Salaries	512,620	7,040	519,660	519,660	0
Expenditure	101,500	5,000	106,500	106,500	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	20,944	80	21,024	21,024	0
Partnerships / HLF	12,944	80	13,024	13,024	0
Income	(64,656)	0	(64,656)	(64,656)	0
Salaries	25,110	80	25,190	25,190	0
Expenditure	52,490	0	52,490	52,490	0
Corporate Items	8,000	0	8,000	8,000	0
Expenditure	8,000	0	8,000	8,000	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	(512,369)	(78,660)	(591,029)	(591,029)	0
Earmarked Reserves	(512,369)	(78,660)	(591,029)	(591,029)	0
Expenditure	(512,369)	(78,660)	(591,029)	(591,029)	0

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	17,611	(4,117)	13,494	(73,301)	86,795