

Navigation Committee

14 January 2021

Agenda item number 9

Draft budget 2021/22 and financial strategy to 2023/24

Report by Chief Financial Officer

Purpose

To inform the Committee of:

- i. the actual Navigation income and expenditure for the seven-month period to 31 October 2020, and provide a forecast of the projected expenditure at the end of the financial year (31 March 2021);
 - ii. the principal of transferring an underspend at year end in the launch budget to the earmarked reserve, as set out in paragraph 2.2; and
 - iii. to consult on the preparation of the Draft Budget for 2021/22 and Financial Strategy to 2023/24 prior to its consideration by the Broads Authority on 29 January 2021.
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1. Introduction

- 1.1. This report covers two items, Navigation Income and Expenditure and the draft budget.
- 1.2. Sections 2 to 5 give a summary of the income and expenditure for the Navigation budget up until 31 October, any amendments to the Latest Available Budget (LAB), Forecast Outturn (predicted year end position) and the movements on the earmarked reserves.
- 1.3. Section 6 contains the updated draft budget for 2021/22 and the draft financial strategy to 2023/24. The draft budget for 2021/22 was the basis of determining the navigation charges for 2021/22 considered by this committee on 22 October 2020. This is based on the 4% increase in navigation charges adopted formally by the Authority on 20 November 2020.

2. Overview of actual income and expenditure

Table 1

Actual Navigation income and expenditure by Directorate to 31 October 2020

Source	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance £
Income	(3,430,009)	(3,009,291)	- 420,718
Operations	1,587,856	1,192,916	+ 394,940
Strategic Services	191,123	189,753	+ 1,370
Chief Executive	449,714	399,252	+ 50,462
Projects, Corporate Items and Contributions from Earmarked Reserves	(88,046)	17,771	- 105,817
Net (Surplus) / Deficit	(1,289,362)	(1,209,599)	- 79,763

- 2.1. Core Navigation income is behind the profiled budget at the end of month seven. The overall position as at 31 October is an adverse variance of £79,763 or a 6.19% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £420,718 within toll income:
 - Hire craft tolls is £375,362 behind the profiled budget due to the delay of the final split payment to 30 November.
 - Private craft tolls is £36,252 behind the profiled budget.
 - An underspend within Operations relating to delayed practical works expenditure following COVID-19. Where savings have been identified and works delayed until 2021/22 these have been reflected in the forecast outturn for 2020/21.
 - An underspend within Chief Executive relating to delayed expenditure following COVID-19. These mainly relate to legal and professional fees on prosecutions and lease arrangements and at this stage are considered timing differences.
 - An adverse variance within reserves relating to delayed capital expenditure caused by COVID-19. The majority of these are considered timing differences with some being transferred to 2021/22. See paragraph 12.3 for more details.
- 2.2. At the start of 2020/21 it had been hoped to progress the electrifying of the Rangers launches. However, the impact of COVID-19 has meant that this work has fallen behind although it may be possible to trial an engine before the end of the financial year. It is proposed that any underspend in the launch budget will be transferred to the launch section of the Plant, Vessel and Equipment Reserve to fund the replacement in future years.
- 2.3. 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 2020/21. 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 shown in Appendix 2.

Table 2

Adjustments to Navigation LAB

Item	Authorisation reference	Amount £
Original navigation budget 2020/21 (deficit)	Broads Authority 31/01/2020 Agenda item number 12	45,402
Approved carry-forward from 2019/20	Broads Authority 22/05/2020 Agenda item number 9	88,491
LAB as at 31 October 2020	n/a	133,893

- 3.2. The LAB therefore provides for a navigation deficit of £133,893 in 2020/21 as at 31 October 2020.
- 3.3. Due to the huge amount of uncertainty at the start of the COVID-19 outbreak, the decision was made not to adjust the LAB but to focus on the forecast outturn.

4. Overview of forecast outturn 2020/21

- 4.1. Budget holders have been asked to comment on the expected income and expenditure at the end of the financial year in respect of all budget lines for which they are responsible.
- 4.2. As at the end of October 2020, the forecast indicates that:
- The total forecast income is £3,393,100. This assumes that the remaining split payments are collected in full.
 - Total expenditure is forecast to be £3,419,702.
 - The resulting deficit for the year is forecast to be £26,602.
- 4.3. The forecast outturn reflects the following changes from the LAB as shown in Table 3. The forecast deficit represents a favourable variance of £107,291 against the LAB.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit per LAB	133,893
Cancelled contributions to reserves (vehicle contributions to be reinstated)	(153,100)
Reduction in toll income	123,000
Drop in interest rates	9,500
Delayed practical works	(134,173)
Salary savings through delayed recruitment	(27,633)
Change in Ranger split from 40/60 to 30/70	75,389
Volunteers	(6,000)
HR (staff training)	(6,968)
Visitor services	17,265
Office and travel expenses (including members)	(8,490)
IT	3,919
Forecast outturn deficit as at 31 October 2020	26,602

5. Reserves

Table 4

Navigation Earmarked Reserves

Reserve name	Balance at 1 April 2020 £	In-year movements £	Current reserve balance £
Property	(393,440)	(1,296)	(394,736)
Plant, Vessels and Equipment	(310,245)	32,165	(278,080)
Premises	(89,966)	0	(89,966)
CANAPE	(155,922)	41,010	(114,912)
Computer Software	(7,184)	309	(6,875)
Total	(956,757)	72,188	(884,569)

- 5.1. Items funded from the Plant, Vessel and Equipment reserve include a second hand JCB and a mini excavator. The CANAPE reserve contains the expenditure relating to the project with the next claim due to be submitted in the New Year.

6. 2021/22 budget proposals

- 6.1. The draft budget is set out in Appendix 3 and the financial strategy to 2023/24 to provide context.
- 6.2. As with the 2019/20 and 2020/21 budget, it has been prepared on a zero budget basis. This makes no assumptions of the automatic rollover of previous years' budgets. Budget holders are sent a template in July to consider expenditure for the next financial year in line with strategic direction previously agreed with members. It takes into consideration priorities around dredging, moorings and plant cutting agreed in the relevant strategies and is split between essential and desirable expenditure. This is then reviewed by Management Team in September to ensure requests are in line with expectations. It provides the baseline information for the Tolls briefing to consider in October prior to making recommendations around the level of navigation charges required.
- 6.3. The draft budget takes account of the following factors:
- A provisional 2% pay increase for staff. This figure was used for calculating the toll increase prior to the government's announcement in the Comprehensive Spending Review (CSR) that public sector pay was to be frozen. It has since been confirmed that the National Joint Council (NJC) is outside of this arrangement and may still negotiate a pay deal for 2021/22.

- The loss of hire boats in 2020/21 will not recover and a further twenty boats will be removed in 2021/22.
- National Park Grant remains at 2020/21 level. This is subject to confirmation from DEFRA.
- The safety package of additional seasonal rangers, enforcement and safety videos will be funded by a transfer between National Park and Navigation reserves over the next two financial years.
- Delayed project expenditure from 2020/21 will be delivered in 2021/22.
- Maintaining the Navigation reserve at 10% of next expenditure.

6.4. Total core Navigation income for 2021/22 is budgeted to be £3,503,650, including £1,131,000 for hire craft tolls and £2,303,000 for private craft tolls. This income takes account of the latest available data for boat numbers. Net Navigation expenditure is budgeted at £3,725,565. This will result in a budget deficit of £221,915, which is funded from the Navigation reserve and the £130,000 transfer from the National Park reserve. After taking into account the transfer of £3,375 of interest to earmarked reserves, reserves at the end of March 2022 are forecast to be £415,809, 11.2% of net expenditure for the year.

6.5. Table 5 sets out an overview of the proposed 2021/22 budget, which is provided in more detail in Appendix 3.

Table 5

Draft 2021/22 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,414,078)	0	(3,414,078)
Navigation Tolls	0	(3,496,900)	(3,496,900)
Other Income	(6,750)	(6,750)	(13,500)
Total Income	(3,420,828)	(3,503,650)	(6,924,478)
Operations	1,498,439	2,902,656	4,401,095
Strategic Services	1,202,893	304,821	1,507,714
Chief Executive	852,511	726,553	1,579,064
Corporate Items	91,440	50,960	142,400
Contributions from earmarked reserves	(116,530)	(259,425)	(375,955)
Total Expenditure	3,528,753	3,725,565	7,254,318

Source	National Park £	Navigation £	Consolidated £
Net (Surplus) / Deficit	107,925	221,915	329,840
Opening Reserves (Forecast)	(1,121,047)	(511,098)	(1,632,145)
(Surplus) / Deficit for the year	107,925	221,915	329,840
Interest transfer	3,375	3,375	6,750
Contribution from National Park Reserve (General)	130,000	(130,000)	0
Closing Reserves (Forecast)	(879,747)	(415,808)	(1,295,555)

7. Operations

- 7.1. The Operations budget has seen an increase to staff costs to reflect the provisional 2% pay increase, subject to negotiations by the NJC. Contributions to the Plant, Vessel and Equipment earmarked reserve has been increased, in particular for vehicles due to the increased costs of moving to a green fleet. All other contributions to the earmarked reserves that were cancelled during 2020/21 as part of the savings have been reinstated for 2021/22 onwards. Ranger Services has seen an additional increase to the salary budget following the agreement to recruit four additional seasonal Rangers and a Compliance and Safety Ranger as part of the safety package. The remaining costs of the safety package has been incorporated into the Safety budget for the production of the online safety training. Small-scale savings identified in 2020/21 have also been incorporated into 2021/22. In other areas of the budget, the provision represents the level of funding required to enable services to be delivered.
- 7.2. As with previous years, however, it is important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2020/21.

8. Strategic Services

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

9. Chief Executive

- 9.1. As with the Operations and Strategic Services budgets, staff costs have increased for the same reasons. ICT has been increased for the single project of the file server replacement. Again, there remains little capacity for additional work.

10. Central and shared costs and cost apportionment

- 10.1. Cost apportionments have remained the same as those for 2020/21 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2021/22 are set out in Appendix 3.
- 10.2. The overall split of estimated income and proposed net expenditure in 2021/22 remains broadly the same, 49% National Park and 51% Navigation.
- 10.3. Table 6 provides further details of central and shared costs. These should not be seen as synonymous with overheads, but have been identified in line with those areas specifically examined by the Resource Allocation Working Group. As such, they reflect costs across the Authority included within the budgets of both Operations and Strategic Services directorates, and from the Chief Executive section.

Table 6

Central and shared costs

Cost/Percentage split	2021/22 National Park £000s	2021/22 Navigation £000s	2021/22 Consolidated £000s	2022/23 National Park £000s	2022/23 Navigation £000s	2022/23 Consolidated £000s	2023/24 National Park £000s	2023/24 Navigation £000s	2023/24 Consolidated £000s
Share of central and shared costs	1,587	1,071	2,658	1,526	1,041	2,567	1,649	1,055	2,704
Pension contribution lump-sum	91	51	142	94	53	147	82	55	137
Total	1,678	1,122	2,800	1,620	1,094	2,713	1,731	1,110	2,841
Percentage split of central and shared costs	60%	40%	100%	60%	40%	100%	61%	39%	100%

Cost/Percentage split	2021/22 National Park £000s	2021/22 Navigation £000s	2021/22 Consolidated £000s	2022/23 National Park £000s	2022/23 Navigation £000s	2022/23 Consolidated £000s	2023/24 National Park £000s	2023/24 Navigation £000s	2023/24 Consolidated £000s
Total core income	(3,421)	(3,504)	(6,924)	(3,424)	(3,648)	(7,072)	(3,429)	(3,799)	(7,228)
Central and shared costs as a percentage of core income	49%	32%	40%	47%	30%	38%	50%	29%	39%

10.4. Central and shared costs have been identified in line with the work of the Resource Allocation Working Group to include operational property, finance and insurance; communications; collection of tolls; ICT; legal; head office; office expenses and pool vehicles; directorate management and administration costs; human resources and staff training; governance and member's allowances; and the Chief Executive. All of these play a vital role in supporting the delivery of front-line services. Central and shared costs also include the lump sum pension contribution, which is made annually to reduce the Authority's share of the pension deficit as calculated by the pension fund actuary. As a percentage of income, central and shared costs are broadly static and remain at the same level as 2020/21 (Navigation percentage split of central and shared costs 40%, central and shared costs as a percentage of core income 31%).

11. Assumptions used for the budget and financial strategy

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

- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast;
- Salary increases from 2021/22 onwards are based on a provisional increase of 2%, subject to negotiations with the NJC. This will create a saving if the NJC proposals are in line with other public sector pay awards;
- Staffing levels will remain at 100% of budget. Staff turnover may result in timing differences between vacancy and appointment. Where these savings arise, the forecast will be adjusted accordingly;

- The forecast outturn position for 2020/21 will be delivered in line with budget holders' projections;
- The safety package in 2021/22 and 2022/23 will be funded via a transfer from the National Park reserve, up to a maximum of £250,000. This will be subject to a Control Change Notice (CCN) from DEFRA; and
- The continuation of the four additional seasonal Rangers will be reviewed from 2023/24 onwards.

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

Table 7

Budget sensitivity analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park Budget for 2020/21 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	34,000
Navigation Budget for 2020/21 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	34,000
Overall salary increase of 2% in 21/22	1% change in salary inflation	49,000
Boat numbers and distribution remain as predicted in 2021/22	1% change in navigation toll income	34,000
National Park Grant in line with current allocations and no further reduction applied in 2021/22	1% change in National Park Grant allocation	34,000

12. Earmarked reserves

- 12.1. The Authority's earmarked reserve strategy for the period 2021/22 to 2023/24 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of October 2020, planned expenditure until the end of the financial year, and also provides an analysis of movements in reserves split between national park and navigation in all years to 2023/24.
- 12.2. Navigation earmarked reserves stand at £884,569 at the end of October 2020 and are forecast to decrease (to £868,901) by the end of the financial year. There will be an adjustment at the end of the financial year to correct the split on the reserve between National Park and Navigation. This is due to the contributions to the reserves being

brought in line with splits on the sub reserve balances. For example, the Plant, Vessel and Equipment reserve contains the following sub-reserves; Fen Management Equipment (100% National Park), Dockyard Vessels and Equipment (30%/70% National Park/Navigation), Vessel Replacement (100% Navigation) and Vehicle Replacement (41%/59% National Park/Navigation). This is included in Appendix 4 but will be subject to the closing reserve position at 31 March 2021. It is also proposed to reinstate the cancelled contributions to the vehicle and launch replacements within the Plant, Vessel and Equipment reserve that were cancelled as part of the COVID-19 savings given. This has become possible now that income has performed better than initial expectations.

12.3. Appendix 4 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 3. Planned expenditure from reserves is itemised within Appendix 2 and includes in 2021/22:

- Replace hydraulic boat cradle, hydro acoustic kit, NATO floats and large mowers;
- Replace seven vehicles, two deferred from 2020/21;
- Replacement of a ranger launch;
- Dockyard slip-way piling (deferred from 202/21) and wet dock; and
- CANAPE project expenditure.

12.4. Planned expenditure from earmarked reserves in 2022/23 and 2023/24 includes the continued CANAPE project expenditure, replacement of ten vehicles at an estimated cost of £175,165 (with £122,616 relating to navigation), replacement of JCB JS160 (2011) at an estimated cost of £75,000 (with £52,500 relating to navigation), replacement of JCB tractor at an estimated cost of £30,000 (with £21,000 relating to navigation), replacement of Yanmar Tracked Carrier at an estimated cost of £15,000 (with £10,500 relating to navigation), a second welfare barge at an estimated cost of £20,000 (with £14,000 relating to navigation) and the replacement of a wherry at an estimated cost of £120,000 (with £84,000 relating to navigation).

12.5. Taking account of all these items, the forecast balance of navigation earmarked reserves at the end of 2023/24 is £923,904, although it should be noted that expenditure plans for 2022/23 and beyond are likely to be refined again when the Financial Strategy for 2022/23 is developed later on this year.

12.6. In 2022/23 the CANAPE project will have been completed. Any surplus balance will need to be redistributed 50:50 between national park and navigation reserves. The exact amount is currently difficult to forecast given the income is received in Euros and there is uncertainty surrounding the exchange rate, so the figure included in Appendix 4 should not be seen as absolute. Members will need to consider how a potential surplus could be distributed. Options on the navigation side could include increasing the moorings/piling part of the property reserves or creating a new reserve to provide match funding for future projects.

13. Summary

- 13.1. The draft budget presented here incorporates the navigation charges for 2021/22 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, while making prudent provision for asset maintenance over the life of the strategy and beyond. Minor adjustments have also been made reflecting the latest staffing forecasts. As a result of all these factors, there is no capacity within the budget for additional projects.
- 13.2. The National Park part of the budget shows a deficit for the next three years. This will be funded from the National Park Reserve, resulting in a reserve balance of £879,747 at the end of 2021/22. While the outcome of a new settlement is awaited, figures for 2021/22 onwards should be viewed with a high degree of uncertainty. The impact of any change (positive or negative) will need careful consideration to make sure expenditure is sustainable.
- 13.3. It is important to recognise that the budget as a whole is highly sensitive to changes in salary inflation, and as a result a significant proportion of the budget is made up of staff costs. The budget is based on a 2% increase in salaries for period April 2021 to March 2024. There continues to be uncertainty about the likely award.
- 13.4. The deficit of £221,915 allowed for in the 2021/22 budget will be partially offset by the transfer from National Park reserves of £130,000 and will continue to maintain the navigation reserve just above the 10%. During 2021/22 there will be a review of the reserve policy for both National Park and Navigation to ensure that the minimum levels are adequate and allow the Authority to survive any future lockdown restrictions that government may impose. As in previous years, it remains the case that the indicative tolls increase in 2022/23 and beyond will need to be revisited during next year's budget setting process to ensure they remain appropriate. This could be as a result of any variations from current assumptions or changes to outturn figures for 2020/21.

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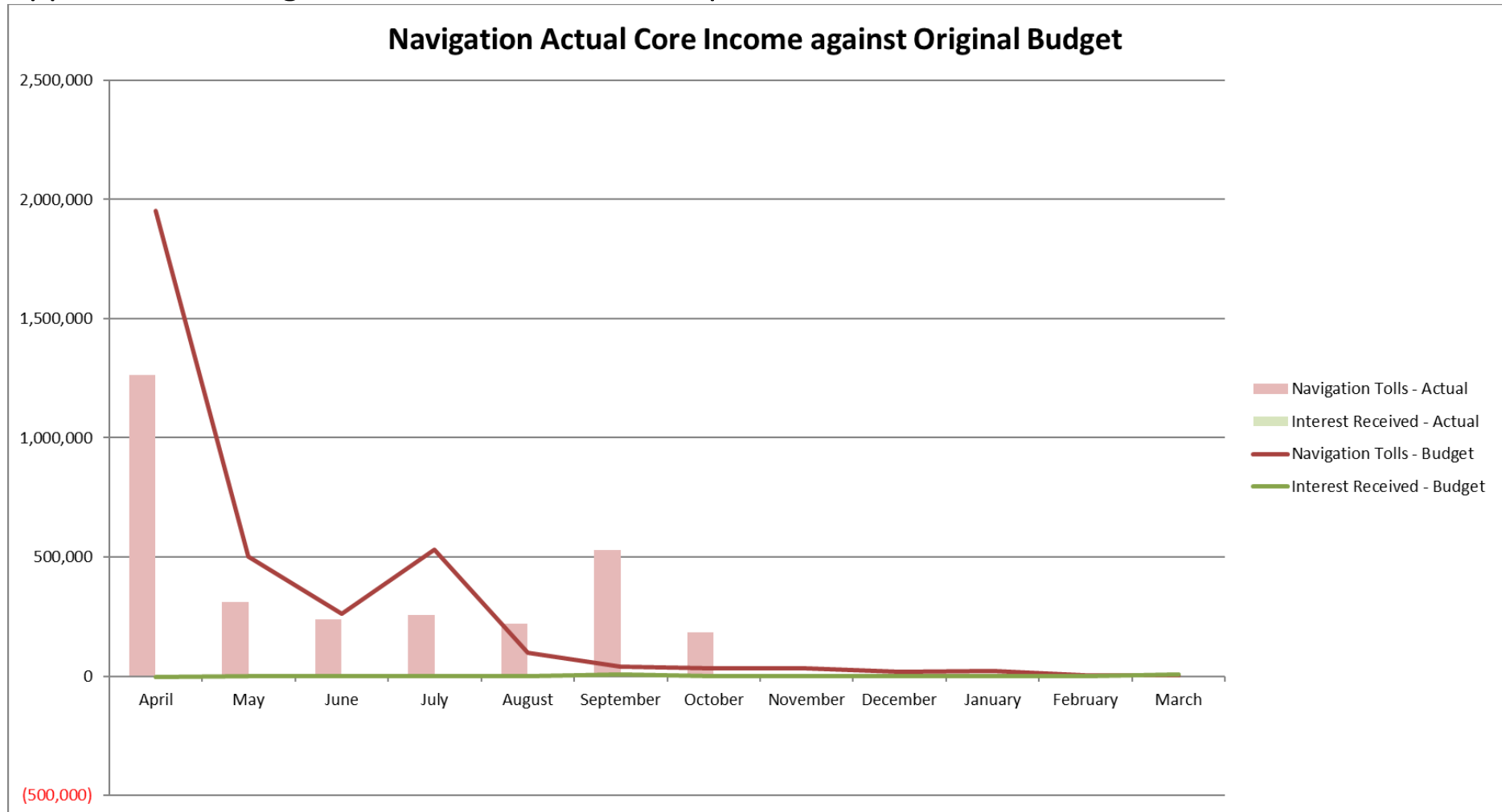
Appendix 1 – Navigation actual income and expenditure charts to 31 October 2020

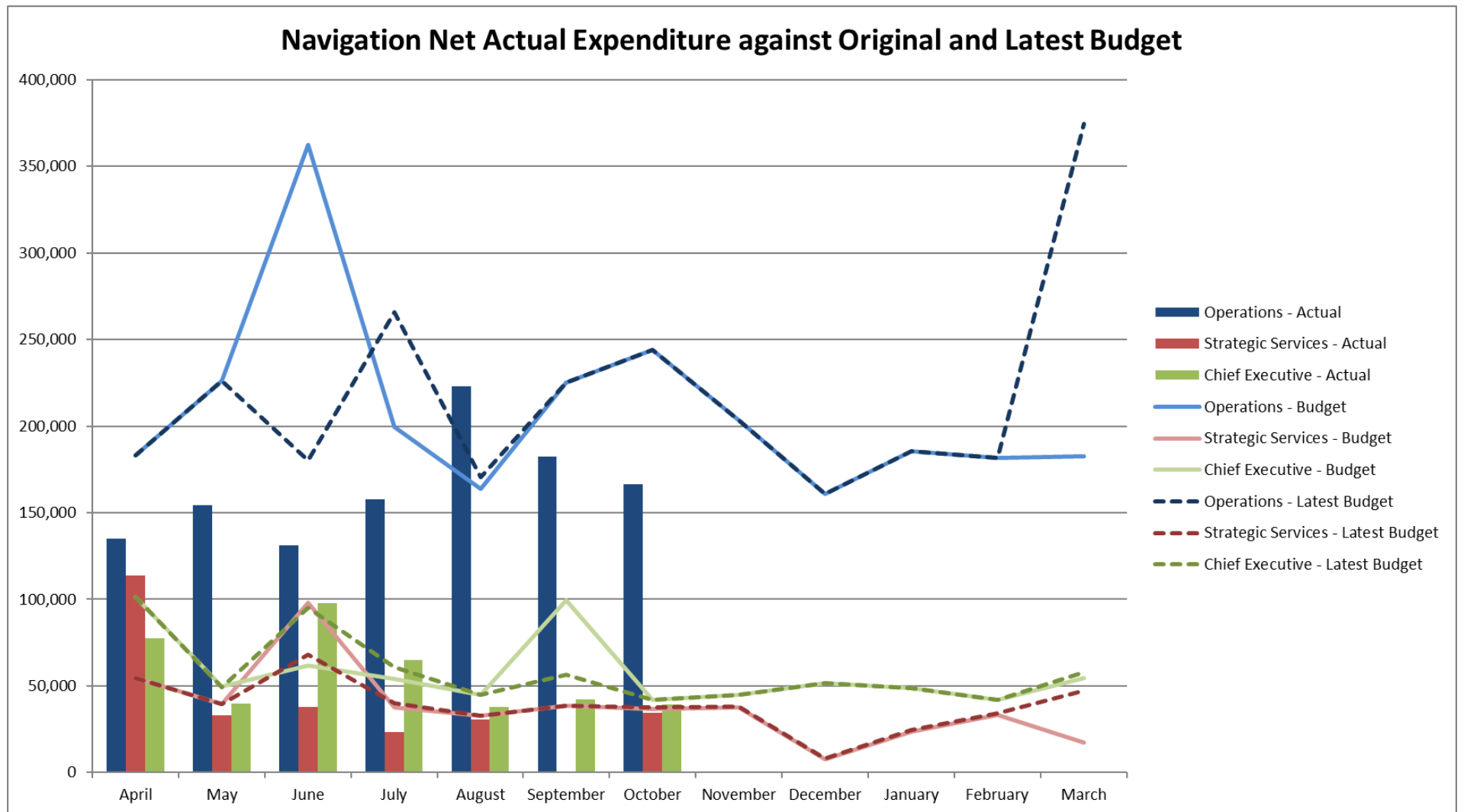
Appendix 2 – Financial monitor: Navigation income and expenditure 2020/21

Appendix 3 – [2020/21 Budget and Financial Strategy to 2023/24](#)

Appendix 4 – [Earmarked reserves 2021-22 for budget](#)

Appendix 1 – Navigation actual income and expenditure charts to 31 October 2020





Appendix 2 – Financial monitor: Navigation income and expenditure 2020/21

Table 1

Income

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Income	(3,525,600)	0	(3,525,600)	(3,393,100)	- 132,500
National Park Grant	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Hire Craft Tolls	(1,199,000)	0	(1,199,000)	(1,106,000)	- 93,000
Income	(1,199,000)	0	(1,199,000)	(1,106,000)	- 93,000
Private Craft Tolls	(2,244,000)	0	(2,244,000)	(2,214,000)	- 30,000
Income	(2,244,000)	0	(2,244,000)	(2,214,000)	- 30,000
Short Visit Tolls	(43,000)	0	(43,000)	(43,000)	+ 0
Income	(43,000)	0	(43,000)	(43,000)	+ 0
Other Toll Income	(19,100)	0	(19,100)	(19,100)	+ 0
Income	(19,100)	0	(19,100)	(19,100)	+ 0
Interest	(20,500)	0	(20,500)	(11,000)	- 9,500
Income	(20,500)	0	(20,500)	(11,000)	- 9,500

Table 2
Operations

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Operations Total	2,636,347	82,938	2,719,285	2,473,258	+ 246,027
Construction and Maintenance Salaries	812,328	0	812,328	797,478	+ 14,850
Salaries	812,328	0	812,328	797,478	+ 14,850
Expenditure	0	0	0	0	+ 0
Equipment, Vehicles & Vessels	375,760	0	375,760	311,360	+ 64,400
Income	0	0	0	0	+ 0
Expenditure	375,760	0	375,760	311,360	+ 64,400
Water Management	98,670	13,000	111,670	94,980	+ 16,690
Expenditure	98,670	13,000	111,670	94,980	+ 16,690
Land Management	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Practical Maintenance	421,260	69,938	491,198	348,715	+ 142,483
Income	(9,000)	0	(9,000)	(9,000)	+ 0
Expenditure	430,260	69,938	500,198	357,715	+ 142,483
Waterways and Recreation Strategy	27,180	0	27,180	27,300	- 120

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Salaries	18,180	0	18,180	18,300	- 120
Expenditure	9,000	0	9,000	9,000	+ 0
Project Funding	1,067	0	1,067	1,067	+ 0
Expenditure	0	0	0	0	+ 0
Pension Payments	1,067	0	1,067	1,067	+ 0
Ranger Services	560,656	0	560,656	620,723	- 60,067
Income	0	0	0	0	+ 0
Salaries	430,956	0	430,956	489,723	- 58,767
Expenditure	129,010	0	129,010	130,310	- 1,300
Pension Payments	690	0	690	690	+ 0
Safety	88,319	0	88,319	86,590	+ 1,729
Income	(1,500)	0	(1,500)	(1,500)	+ 0
Salaries	43,411	0	43,411	41,682	+ 1,729
Expenditure	46,408	0	46,408	46,408	+ 0
Premises	132,237	0	132,237	65,737	+66,500
Income	(700)	0	(700)	(700)	+ 0
Expenditure	132,937	0	132,937	66,437	+ 66,500

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Operations Management and Administration	43,794	0	43,794	44,233	- 439
Salaries	41,154	0	41,154	41,593	- 439
Expenditure	2,640	0	2,640	2,640	+ 0
Premises - Head Office	75,075	0	75,075	75,075	+ 0
Income	0	0	0	0	+ 0
Expenditure	75,075	0	75,075	75,075	+ 0

Table 3

Strategic Services

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Strategic Services Total	300,548	5,553	306,101	316,292	- 10,191
Development Management	4,244	0	4,244	4,274	- 31
Income	0	0	0	0	+ 0
Salaries	4,244	0	4,244	4,274	- 31
Expenditure	0	0	0	0	+ 0
Pension Payments	0	0	0	0	+ 0
Strategy and Projects Salaries	8,809	0	8,809	8,453	+ 356
Salaries	8,719	0	8,719	8,385	+ 334
Expenditure	90	0	90	68	+ 23
Biodiversity Strategy	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Human Resources	57,084	0	57,084	56,467	+ 617
Salaries	32,087	0	32,087	38,438	- 6,351
Expenditure	24,998	0	24,998	18,030	+ 6,968
Volunteers	29,392	0	29,392	23,524	+ 5,868

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Salaries	19,292	0	19,292	19,424	- 132
Expenditure	10,100	0	10,100	4,100	+ 6,000
Communications	78,473	5,553	84,026	84,498	- 472
Income	0	0	0	0	+ 0
Salaries	67,973	0	67,973	68,445	- 472
Expenditure	10,500	5,553	16,053	16,053	+ 0
Visitor Centres and Yacht Stations	90,053	0	90,053	106,418	- 16,365
Income	(68,700)	0	(68,700)	(44,304)	- 24,396
Salaries	132,840	0	132,840	131,940	+ 900
Expenditure	25,913	0	25,913	18,782	+ 7,130
Strategic Services Management and Administration	32,493	0	32,493	32,658	- 165
Salaries	31,293	0	31,293	31,533	- 240
Expenditure	1,200	0	1,200	1,125	+ 75

Table 4

Chief Executive

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Chief Executive Total	694,432	0	694,432	688,975	+ 5,457
Legal	27,500	0	27,500	27,500	+ 0
Income	(2,500)	0	(2,500)	(2,500)	+ 0
Expenditure	30,000	0	30,000	30,000	+ 0
Governance	96,670	0	96,670	85,322	+ 11,349
Income	0	0	0	0	+ 0
Salaries	56,635	0	56,635	53,209	+ 3,425
Expenditure	40,036	0	40,036	32,112	+ 7,923
Chief Executive	48,370	0	48,370	48,245	+ 125
Salaries	46,490	0	46,490	46,835	- 345
Expenditure	1,880	0	1,880	1,410	+ 470
Asset Management	83,284	0	83,284	83,428	- 144
Income	(2,000)	0	(2,000)	(2,000)	+ 0
Salaries	20,799	0	20,799	20,943	- 144
Expenditure	64,485	0	64,485	64,485	+ 0
Finance and Insurance	183,810	0	183,810	184,375	- 565

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Salaries	82,520	0	82,520	83,085	- 565
Expenditure	101,290	0	101,290	101,290	+ 0
Collection of Tolls	146,440	0	146,440	147,380	- 940
Salaries	135,240	0	135,240	136,180	- 940
Expenditure	11,200	0	11,200	11,200	+ 0
ICT	108,359	0	108,359	112,726	- 4,368
Salaries	64,304	0	64,304	64,753	- 449
Expenditure	44,055	0	44,055	47,974	- 3,919

Table 5

Projects and Corporate items

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Projects and Corporate Items Total	87,894	0	87,894	57,169	+ 30,725
Partnerships / HLF	38,494	0	38,494	7,769	+ 30,725
Income	(50,655)	0	(50,655)	(49,830)	- 825
Salaries	14,145	0	14,145	14,245	- 100
Expenditure	75,003	0	75,003	43,353	+ 31,650
Corporate Items	49,400	0	49,400	49,400	+ 0
Expenditure	1,400	0	1,400	1,400	+ 0
Pension Payments	48,000	0	48,000	48,000	+ 0

Table 6

Contributions from earmarked reserves

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total contributions from Earmarked Reserves	(148,219)	0	(148,219)	(115,994)	- 32,225
Earmarked Reserves	(148,219)	0	(148,219)	(115,994)	- 32,225

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Expenditure	(148,219)	0	(148,219)	(115,994)	- 32,225

Table 7

Net (Surplus) / Deficit

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Grand Total	45,402	88,491	133,893	26,601	+ 107,292

Appendix 3 - 2020/21 Budget and Financial Strategy to 2023/24

Row Labels	2019/20			2020/21			2021/22			2022/23			2023/24			2020/21 Apportionment		
	National Park 2019/20 (Actual)	Navigation 2019/20 (Actual)	Consolidated 2019/20 (Actual)	National Park 2020/21 (Latest Available Budget)	Navigation 2020/21 (Latest Available Budget)	Consolidated 2020/21 (Latest Available Budget)	National Park 2021/22 (Forecast)	Navigation 2021/22 (Forecast)	Consolidated 2021/22 (Forecast)	National Park 2022/23 (Budget)	Navigation 2022/23 (Budget)	Consolidated 2022/23 (Budget)	National Park 2023/24 (Budget)	Navigation 2023/24 (Budget)	Consolidated 2023/24 (Budget)	National Park	Navigation	
Income																		
Income																		
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	100%	0%	
Hire Craft Tolls	0	(1,179,951)	(1,179,951)	0	(1,199,000)	(1,199,000)	0	(1,106,000)	(1,106,000)	0	(1,131,000)	(1,131,000)	0	(1,177,000)	(1,177,000)	0%	100%	
Private Craft Tolls	0	(2,195,215)	(2,195,215)	0	(2,244,000)	(2,244,000)	0	(2,214,000)	(2,214,000)	0	(2,303,000)	(2,303,000)	0	(2,396,000)	(2,396,000)	0%	100%	
Short Visit Tolls	0	(39,790)	(39,790)	0	(43,000)	(43,000)	0	(43,000)	(43,000)	0	(45,000)	(45,000)	0	(47,000)	(47,000)	0%	100%	
Other Toll Income	0	(20,227)	(20,227)	0	(19,100)	(19,100)	0	(19,100)	(19,100)	0	(17,900)	(17,900)	0	(17,900)	(17,900)	0%	100%	
Interest	(24,507)	(24,507)	(49,014)	(20,500)	(20,500)	(41,000)	(11,000)	(22,000)	(6,750)	(13,500)	(10,000)	(20,000)	(15,000)	(15,000)	(30,000)	50%	50%	
Income Total	(3,438,585)	(3,459,691)	(6,898,276)	(3,434,578)	(3,525,600)	(6,960,178)	-3,425,078	-3,993,100	-6,818,178	-3,420,828	-3,503,650	-6,924,478	-3,424,078	-3,647,900	-7,071,978	-3,429,078	-3,798,900	-7,227,978
Net Expenditure	(3,438,585)	(3,459,691)	(6,898,276)	(3,434,578)	(3,525,600)	(6,960,178)	-3,425,078	-3,993,100	-6,818,178	-3,420,828	-3,503,650	-6,924,478	-3,424,078	-3,647,900	-7,071,978	-3,429,078	-3,798,900	-7,227,978
Operational																		
Construction and Maintenance Salaries	480,976	808,388	1,289,364	497,572	830,508	1,328,080	492,282	815,778	1,308,060	515,704	854,246	1,369,950	536,160	886,900	1,423,060	552,324	911,736	1,464,060
Construction and Maintenance Salaries (Income)	(497)	(1,160)	(1,657)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment, Vehicles and Vessels	139,886	326,401	466,288	161,040	375,760	536,800	133,440	311,360	444,800	158,730	370,370	529,100	175,964	410,582	586,545	170,556	397,964	568,520
Equipment, Vehicles and Vessels (Income)	(3,086)	(7,202)	(10,288)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Water Management	4,939	103,819	108,759	5,000	111,670	116,670	5,000	94,980	99,980	3,500	95,135	98,635	3,500	95,135	98,635	3,500	95,135	98,635
Water Management (Income)	0	(4,739)	(4,739)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Land Management	44,308	0	44,308	58,710	0	58,710	64,210	0	64,210	56,680	0	56,680	56,680	0	56,680	56,680	0	56,680
Land Management (Income)	(154,251)	0	(154,251)	(103,796)	0	(103,796)	(103,796)	0	(103,796)	(86,536)	0	(86,536)	(86,536)	0	(86,536)	(86,536)	0	(86,536)
Waterways and Recreation Strategy	373	6,345	6,718	0	9,000	9,000	11,625	9,000	11,625	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Waterways and Recreation Strategy (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Practical Maintenance	90,747	352,637	443,384	89,300	502,198	591,498	89,300	359,715	449,015	85,550	407,836	493,386	85,550	397,836	483,386	85,550	397,836	483,386
Practical Maintenance (Income)	(3,396)	(15,771)	(19,167)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0	(11,000)	(11,000)	0	(11,000)	(11,000)	0	(11,000)	(11,000)
Ranger Services	208,392	548,656	757,048	304,304	560,656	864,960	221,367	620,723	842,090	275,982	844,448	1,120,430	288,879	774,541	1,063,420	280,689	755,431	1,036,120
Ranger Services (Income)	(21,139)	(31,972)	(53,112)	0	0	0	0	0	0	0	(7,000)	(7,000)	0	0	0	0	0	0
Safety	52,764	73,932	126,696	60,651	89,819	150,470	40,975	79,015	119,990	55,407	93,113	148,520	37,814	65,866	103,680	38,662	67,718	106,380
Safety (Income)	0	(743)	(743)	0	(1,500)	(1,500)	0	(1,500)	(1,500)	0	(1,000)	(1,000)	0	(1,000)	(1,000)	0	(1,000)	(1,000)
Project Funding	101,843	1,069	1,080	60,793	61,860	60,793	61,860	61,011	61,011	61,011	61,011	61,011	61,011	61,011	61,011	61,011	61,011	61,011
Project Funding (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operational Property	99,123	137,402	236,525	98,973	132,937	231,910	40,473	66,437	106,910	97,748	128,912	226,660	88,748	107,912	196,660	88,748	107,912	196,660
Operational Property (Income)	(4,920)	(11,481)	(16,402)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(1,050)	(2,450)	(3,500)	(1,050)	(2,450)	(3,500)	(1,050)	(2,450)	(3,500)
Operations Management and Admin	84,817	41,775	126,592	88,916	43,794	132,710	89,807	44,233	134,040	92,118	45,372	137,490	92,802	46,857	136,514	95,133	47,857	141,990
Operations Management and Admin (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Head Office	189,597	77,441	267,038	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880	183,805	75,075	258,880
Head Office (Income)	(116)	(48)	(164)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations Total	1,400,359	2,404,659	3,805,018	1,504,967	2,721,285	4,226,252	1,319,980	2,466,184	3,786,164	1,498,439	2,902,656	4,401,095	1,523,116	2,854,704	4,377,820	1,518,962	2,850,813	4,369,675
Strategic Services																		
Development Management	573,132	4,196	577,328	511,681	8,719	520,400	480,365	513,420	8,800	513,420	8,800	522,220	504,005	513,100	517,029	9,391	526,420	548,220
Development Management (Income)	(105,732)	0	(105,732)	(74,500)	0	(74,500)	(85,000)	0	(85,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	0	(90,000)	0
Strategy and Projects Salaries	164,369	12,246	176,615	61,687	4,244	65,930	62,216	4,274	66,490	67,849	4,361	67,849	64,789	4,451	65,240	45,929	4,542	45,929
Strategy and Projects (Income)	88,637	569	89,197	72,129	90	72,219	66,677	68	66,744	101,080	45	101,125	101,055	45	101,100	102,495	45	102,540
Strategy and Projects (Income)	(1,173)	0	(1,173)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Biodiversity Strategy	8,199	52	8,251	11,870	0	11,870	11,870	11,270	0	11,270	11,270	11,270	11,270	11,270	11,270	11,270	11,270	11,270
Biodiversity Strategy (Income)	(380)	0	(380)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environment Land Management System	24,072	0	24,072	32,170	0	32,170	32,170	32,170	0	32,170	0	0	0	0	0	0	0	0
Environment Land Management System (Income)	(24,072)	0	(24,072)	(32,170)	0	(32,170)	(32,170)	0	(32,170)	0	0	0	0	0	0	0	0	0
Water Environment Grant	23,118	0	23,118	11,653	0	11,653	11,653	11,653	0	11,653	0	11,653	0	0	0	0	0	0
Water Environment Grant (Income)	(26,350)	0	(26,350)	(11,653)	0	(11,653)	(11,653)	0	(11,653)	0	0	0	0	0	0	0	0	0
Communications	230,417	73,597	304,014	268,133	84,026	352,159	267,971	84,498	352,469	251,670	80,430	332,100	255,414	81,846	337,260	260,545	83,935	344,480
Communications (Income)	(10,205)	5	(10,201)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UK NP Communications Team	102,813	0	102,813	114,060	0	114,060	114,660	117,100	0	117,100	117,100	117,100	48,280	55,900	0	55,900	100,000	0
UK NP Communications Team (Income)	(102,813)	0	(102,813)	(118,800)	0	(118,800)	(118,800)	0	(118,800)	0	0	0	0	0	0	0	0	0
Visitor Centres and Yacht Stations	363,447	151,968	515,415	300,128	158,753	458,880	289,635	150,722	440,357	159,713	446,130	298,785	159,765	446,560	291,503	162,548	454,050	291,503
Visitor Centres and Yacht Stations (Income)	(179,593)	(64,874)	(244,467)	(105,400)	(68,700)	(174,100)	(78,442)	(44,304)	(122,746)	(136,650)	(69,450)	(206,100)	(136,650)	(69,450)	(206,100)	(131,650)	(69,450)	(206,100)
Human Resources	83,893	58,298	142,191	82,146	57,084	139,230	81,258	56,468	137,726	82,431	57,283	139,714	83,723	58,181	141,904	85,057	59,107	144,164
Human Resources (Income)	(384)	(267)	(650)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Volunteers	35,824	23,863	59,707	44,088	29,392	73,480	35,286	23,233	58,510	44,514	29,676	64,044	30,686	76,740	103,434	31,756	79,380	103,434
Volunteers (Income)	(226)	(150)	(376)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Services Management and Admin	70,459	30,197	100,656	75,817	32,493	108,310	76,202	32,658	108,860	79,247	33,963	113,210	80,822	34,638	115,460	82,418	35,322	117,740
Strategic Services Management and Admin (Income)	(209)	(90)	(299)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Services Total	1,337,263	289,624	1,626,887	1,243,037	306,101	1,549,138	1,195,512	316,293	1,511,805	1,202,893	304,821	1,507,714	1,187,642	309,267	1,496,909	1,278,129	317,195	1,585,324
Chief Executive																		
Legal	42,316	34,229	76,545	70,000	30,000	100,000	70,000	30,000	100,000	45,000	35,000	80,000	45,000	35,000	80,000	70,000	30,000	100,000
Legal (Income)	(1,310)	(5,965)	(7,275)	0	(2,500)	(2,500)	0	(2,500)	(2,500)	0	(2,500)	(2,500)	0					

Appendix 4 – Earmarked reserves 2021-22 for budget

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
	Actual Balance 1 April 2020 (incl interest)	(663,487)	(349,280)	(246,701)	(535,055)	(11,955)	(311,844)	(1,161,565)	(956,757)	(2,118,322)
2020/21	Contributions to Reserves to 31/10/20									
	Mutford Lock Rent (MLK000552)	(1,296)	0	0	0			0	(1,296)	(1,296)
	Upper Thurne Monies Recd (UTE000552)	0	0	0	2,932			2,932	0	2,932
	Catchment Partnership (CAT000451)	0	0	0	(33,010)			(33,010)	0	(33,010)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(74,498)		(74,498)	0	(74,498)
	CANAPE Income (CANXXX552)	0	0	0	0		55,656	27,828	27,828	55,656
	UK Communications Team (Income)	0	0	0	(118,800)			(118,800)	0	(118,800)
	Contributions from Reserves to 31/10/20									
	Replace mini digger, Sanderson Telehandler & NATO Floats x5 (VES000450)	0	44,950	0	0			13,485	31,465	44,950
	Replace AO12 DWY, AO12 DWX & AO12 KFJ (VEH000450)	0	1,000	0	0			300	700	1,000
	Planning Officer (Compliance & Implementation) (DVM000450)	0	0	0	1,723			1,723	0	1,723
	Section 106 payments	0	0	0	1,441			1,441	0	1,441
	Potter Heigham Staither alterations (UTE000450)	0	0	0	6,529			6,529	0	6,529
	Catchment Partnership (CAT000450)	0	0	0	18,628			18,628	0	18,628
	UK Communications Team (UKC000450)	0	0	0	72,361			72,361	0	72,361
	Computer Software (ICT000450)	0	0	0	937			628	309	937
	COVID-19 Expenditure (COV000450)	0	0	30,293	0			30,293	0	30,293
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	285,235		285,235	0	285,235
	CANAPE Expenditure (CANXXX450)	0	0	0	0		26,364	13,182	13,182	26,364
	Actual Balance 01 November 2020	(664,783)	(303,330)	(216,408)	(582,313)	198,782	(229,824)	(913,308)	(884,569)	(1,797,876)
	<u>Contributions to Reserves to 31/03/21</u>									
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)
	Mutford Lock Rent (MLK000552)	(704)	0	0	0			0	(704)	(704)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)
	Upper Thurne Monies Recd (UTE000552)	0	0	0	(2,932)			(2,932)	0	(2,932)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Heritage Lottery Fund (HLF000451)	0	0	0	0	(50,000)		(50,000)	0	(50,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(421,665)		(421,665)	0	(421,665)
	CANAPE Income (CANXXX552)	0	0	0	0		(156,965)	(78,482)	(78,482)	(156,965)
	<u>Contributions from Reserves to 31/03/21</u>									
	Replace mini digger, Sanderson Telehandler & NATO Floats x 5 (VES000450)	0	23,050	0	0			6,915	16,135	23,050
	Replace AO12 DWY, AO12 DWX & AO12 KFJ (VEH000450)	0	65,500	0	0			19,650	45,850	65,500
	Repairs to How Hill Boat Shed (BHB000450)	0	0	25,000	0			18,000	7,000	25,000
	Planning Officer (Compliance & Implementation) (DVM000450)	0	0	0	32,577			32,577	0	32,577
	Potter Heigham Staither alterations (UTE000450)	0	0	0	1,471			1,471	0	1,471
	Catchment Partnership (CAT000450)	0	0	0	64,812			64,812	0	64,812
	UK Communications Team (UKC000450)	0	0	0	42,299			42,299	0	42,299
	COVID-19 Expenditure (COV000450)	0	0	4,707	0			4,707	0	4,707
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	210,928		210,928	0	210,928
	CANAPE Expenditure (CANXXX450)	0	0	0	0		63,642	31,821	31,821	63,642
	Reserve split correction (to be journalled at year end)		0					(56,469)	56,469	0
	Forecast Balance 01 April 2021	(711,487)	(293,780)	(186,701)	(475,087)	(61,955)	(323,147)	(1,183,256)	(868,901)	(2,052,157)

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2021/22	<u>Contributions to Reserves to 31/03/22</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	(33,950)			(33,950)	0	(33,950)
	Trade in for replacement vehicle (VEH000552)	0	(8,000)	0	0			(2,400)	(5,600)	(8,000)
	Sale of old launch (LAU000552)	0	(7,000)	0	0			0	(7,000)	(7,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(521,799)		(521,799)	0	(521,799)
	CANAPE Income (CANXXX552)	0	0	0	0		(129,047)	(64,524)	(64,524)	(129,047)
	UK Communications Team (Income)	0	0	0	(121,095)			(121,095)	0	(121,095)
	<u>Contributions from Reserves to 31/03/22</u>									
	Replacement of AO12 TXS, AO12 TXU & AP12 GUA (VEH000450)	0	62,000	0	0			18,600	43,400	62,000
	Replacement of AU12 OMA & AU12 OMB (RAN000450)	0	40,000	0	0			12,000	28,000	40,000
	£30,000 hydraulic boat cradle; £10,500 hydro acoustic kit; £31,000 NATO floats (deferred £24,000 from 20/21); £8,000 large reciprocating mower; £7,000 rotary grass mower	0		0						
	see replacement plan details here I:\Operations\CME\Management\CME Management\Vessels & Equipment\Forward purchase plan (VES000450)		86,500		0			25,950	60,550	86,500
	Replacement of M/L Yare (LAU000450)	0	100,000	0	0			0	100,000	100,000
	3D Hydrographic Survey about and below waterline(MLK000450)	10,000	0	0	0			0	10,000	10,000
	Replacement of Yare House pool vehicles (two Smart) (PCP000450)	0	27,500	0	0			18,425	9,075	27,500
	Dockyard slipway and wet dock pilling projects (PRM009450)	0	0	30,000	0			9,000	21,000	30,000
	Catchment Partnership (CAT000450)	0	0	0	38,950			38,950	0	38,950
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	568,432		568,432	0	568,432
	CANAPE Expenditure (CANXXX450)	0	0	0	0		81,680	40,840	40,840	81,680
	UK Communications Team (UKC000450)	0	0	0	117,100			117,100	0	117,100
	Forecast Balance 01 April 2022	(774,487)	(180,780)	(236,701)	(505,082)	(15,322)	(370,514)	(1,249,377)	(833,509)	(2,082,886)
2022/23	<u>Contributions to Reserves to 31/03/23</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	(34,650)			(34,650)	0	(34,650)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(234,918)		(234,918)	0	(234,918)
	UK Communications Team (Income)	0	0	0						
	<u>Contributions from Reserves to 31/03/23</u>									
	Replacement of AO12 URK, AO12 DWP & AU12 OCN, (VEH000450)	0	57,945	0	0			17,384	40,562	57,945
	Welfare barge, JCB JS160, Yanmar tracked carrier and JCB Tractor replacements (VES000450)	0	140,000	0	0			42,000	98,000	140,000
	Replacement of AO12 URF, AO12 TXV & AO12 URE(RAN000450)	0	57,300	0	0			17,190	40,110	57,300
	Catchment Partnership (CAT000450)	0	0	0	34,650			34,650	0	34,650
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	200,240		200,240	0	200,240
	CANAPE Expenditure (CANXXX450)	0	0	0	0		11,380	5,690	5,690	11,380
	UK Communications Team (UKC000450)	0	0	0	48,280			48,280	0	48,280
	Closure of CANAPE & HLF reserve & repayment of loan	(26,000)	(32,500)	(32,500)	0	50,000	91,000	0	0	0
	Forecast Balance 01 April 2023	(873,487)	(146,035)	(349,201)	(487,802)	0	(268,134)	(1,325,161)	(849,498)	(2,174,659)

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2023/24	<u>Contributions to Reserves to 31/03/24</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(38,000)	0	0			(11,400)	(26,600)	(38,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(30,000)	0	0			0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(3,900)	(9,100)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(15,000)	0	0			(10,050)	(4,950)	(15,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Computer Software (ICT000451)	0	0	0	(10,000)			(6,700)	(3,300)	(10,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(21,000)			(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	(35,370)			(35,370)	0	(35,370)
	<u>Contributions from Reserves to 31/03/24</u>									
	Replacement of AO12 TXR, AO13 ABU, AO63 BHX & AV61 BWZ (VEH000450)	0	59,920	0	0			17,976	41,944	59,920
	Replacement wherry (VES000450)	0	120,000	0	0			36,000	84,000	120,000
	Catchment Partnership (CAT000450)	0	0	0	35,370			35,370	0	35,370
	UK Communications Team (UKC000450)	0	0	0	55,900			55,900	0	55,900
	Forecast Balance 01 April 2024	(946,487)	(154,115)	(429,201)	(462,902)	0	(268,134)	(1,386,935)	(923,904)	(2,310,839)