

**Navigation Budget 2018/19 and Financial Strategy to 2020/21**  
Report by Chief Financial Officer

**Summary:** This report seeks the views of the Committee on the draft navigation income and expenditure budget for 2018/19, which has been prepared as part of a draft consolidated budget for the Authority. The draft budget is based on the overall 3% increase in navigation charges as formally adopted by the Authority on 24 November 2017 following the recommendations of the Committee.

**1 Introduction**

- 1.1 An outline of the draft navigation budget for 2018/19 was presented to the Committee at its meeting of 19 October 2017 in order to inform the setting of navigation charges for 2018/19. Following the Authority's subsequent decision on 24 November 2017 to apply an overall increase in tolls, this report now sets out an updated draft budget for 2018/19 alongside the draft financial strategy to 2020/21.
- 1.2 The views of the Committee are sought to inform preparation of the final draft budget which is due to be considered by the Authority in January 2018.

**2 Overview of 2017/18 Forecast Outturn**

- 2.1 Members will recall that consultation on a draft navigation budget for 2017/18, which provided for a surplus of £143, was undertaken with the Committee on 15 December 2016. Further work in late 2016/17 identified some additional efficiencies for navigation and a final original budget for 2017/18 providing for a navigation surplus of £766 was approved by the Authority on 27 January 2017. This original budget has subsequently been adjusted for the approved carry forwards and virements approved during the year giving a latest available budget (LAB) deficit of £8,916.
- 2.2 The current predictions for navigation income in 2017/18 are for an overall increase of £64,961. This incorporates the increase to both private and hire boat income of approximately £62,461 and a small increase in interest income.
- 2.3 Navigation expenditure is ahead of target following the purchase of Acle Bridge which means that the forecast outturn position for 2017/18 anticipates a surplus within the navigation budget of £27,192. This would result in a navigation reserve balance of approximately £353,000 at the end of the year, and £348,000 after year-end adjustments. This balance equates to 10.8% of

net expenditure and is above the recommended level of 10%. The budget takes into account this forecast outturn position.

### 3 2018/19 Budget Proposals

- 3.1 The draft navigation budget is set out in Appendix 1, alongside indicative figures for national park budgets, and the financial strategy to 2020/21 to provide context. The format of the budget is in line with the monitoring presented to Committee through the financial year and reflects the Authority's organisational structure.
- 3.2 In line with the previously reported financial strategy, the draft budget takes account of the following factors:
1. 1.5% provisional increase to staff pay
  2. Restoration of Postwick Tip
  3. Mutford Lock operating costs
  4. Speed signs and bankside tree clearance equipment
  5. CANAPE Project
- 3.3 Total core navigation income for 2018/19 is budgeted to be £3,338,431, including £2,121,800 for private craft tolls and £1,149,337 for hire craft tolls. This income takes account of the latest available data for boat numbers. Net navigation expenditure is budgeted at £3,334,324. After taking into account the transfer of £3,750 of interest to earmarked reserves, this will result in a budget surplus of £357 in 2018/19, with the result that reserves at the end of March 2019 are projected to be £348,503 (10.5% of net expenditure for the year).
- 3.4 Table 1 sets out an overview of the proposed 2018/19 budget, which is provided in more detail in Appendix 1.

Table 1 – Draft 2018/19 Budget

	2018/19		
	National Park	Navigation	Consolidated
	£	£	£
National Park Grant	(3,356,348)	0	(3,356,348)
Navigation Tolls	0	(3,330,931)	(3,330,931)
Other income	(7,500)	(7,500)	(15,000)
<b>Total Income</b>	<b>(3,363,848)</b>	<b>(3,338,431)</b>	<b>(6,702,279)</b>
Operations	1,139,171	2,295,250	3,434,420
Planning and Resources	1,584,139	580,311	2,164,450
Chief Executive	639,520	427,363	1,066,883
Corporate Items	47,100	31,400	78,500
<b>Total Expenditure</b>	<b>3,409,929</b>	<b>3,334,324</b>	<b>6,744,253</b>
<b>Net (Surplus) / Deficit</b>	<b>46,081</b>	<b>(4,107)</b>	<b>41,974</b>

<b>Opening Reserves (Forecast)</b>	<b>(982,212)</b>	<b>(348,147)</b>	<b>(1,330,359)</b>
(Surplus) / Deficit for the year	46,081	(4,107)	41,974
Interest transfer	3,750	3,750	7,500
<b>Closing Reserves (Forecast)</b>	<b>(932,381)</b>	<b>(348,503)</b>	<b>(1,280,885)</b>

## 4 Operations

- 4.1 The Operations budget has seen an increase to staff costs to reflect the provisional 1.5% pay increase. The Equipment, Vehicles and Vessels budget has been increased by inflation to cover increased fuel costs. The Practical Maintenance budget has been increased to incorporate extra costs for the operation of Mutford Lock and the bankside tree clearance equipment. The Safety budget has been increased to purchase more speed signs. The Volunteer budget has been increased to allow clothing to be replaced with the Columbia branded items. A new budget line has been added for the CANAPE project which includes the continued contribution of £30,000 per annum for the Hickling vision and the cost of a Project Manager. The rest of the costs relating to the project will be financed through a specific earmarked reserve. The Property budget has increased to reflect the first contribution required by the Asset Management Strategy as agreed in January 2017. This budget makes no ongoing contribution to the Field base running costs as it's assumed that the sale will be completed by the end of this Financial Year. Small scale savings identified in 2017/18 have also been incorporated into 2018/19. In other areas of the budget the provision represents the level of funding required to enable a continuation of the levels of service delivered in the current year.
- 4.2 As with previous years it is however important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2018/19.

## 5 Planning and Resources

- 5.1 As with the Operations budget staff costs have increased in the Planning and Resources Directorate for the same reasons. Similarly to Operations 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 a continuation of the levels of service delivered in the current year.

## 6 Chief Executive

- 6.1 As with Operations and Planning and Resources staff costs have increased for the same reasons. The Finance and Insurance budget has increased to reflect the change in Insurance Premium Tax.

## 7 Central and Shared Costs and Cost Apportionment

- 7.1 There have been no changes to the apportionments for 2018/19 and all other apportionments are consistent with the principles agreed by the Resources Allocation Working Group.
- 7.2 Full details of apportionments by budget line for 2018/19 are set out in Appendix 1. The overall split of proposed net expenditure in 2018/19 is 51% national park and 49% navigation, which is entirely consistent with the forecast split of income standing at 51% to 49% for the same period.
- 7.3 Table 2 below provides further details of central and shared costs. These should not be seen as being synonymous with overheads, but have been identified in line with those areas specifically examined for apportionment by the Resource Allocation Working Group. As such they reflect costs across the Authority that are included within the budgets of both the Operations and Planning and Resources directorates, and from the Chief Executive's section.

**Table 2 – Central and Shared Costs**

	2018/19			2019/20			2020/21		
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Share of central and shared costs	1,425	936	2,361	1,444	950	2,394	1,461	962	2,423
Pension contribution lump-sum	47	31	79	57	38	96	70	47	117
<b>Total</b>	<b>1,472</b>	<b>968</b>	<b>2,439</b>	<b>1,501</b>	<b>988</b>	<b>2,490</b>	<b>1,531</b>	<b>1,008</b>	<b>2,540</b>
Percentage split of central and shared costs	60%	40%	100%	60%	40%	100%	60%	40%	100%
Total core income	(3,364)	(3,338)	(6,702)	(3,424)	(3,424)	(6,848)	(3,483)	(3,509)	(6,991)
Central and shared costs as percentage of core income	44%	29%	36%	44%	29%	36%	44%	29%	36%

- 7.4 Central and shared costs have been defined 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 training; governance and member's allowances; and the chief executive, all of which 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 2017/18.

## 8 Assumptions used for the Budget and Financial Strategy

8.1 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 the same;
- Salary increases from 2018/19 onwards have been based on a provisional increase of 1.5% over the next three years whilst NJC negotiations continue;
- The forecast outturn position for 2017/18 will be delivered in line with budget holders' projections; and
- The continued provision of £60,000 per annum split equally between National Park and Navigation for the implementation of the Hickling vision.

8.2 A detailed sensitivity analysis for some of these key assumptions is set out below.

Table 3 – Budget Sensitivity Analysis

<b>Assumption</b>	<b>Change in assumption</b>	<b>Approximate financial impact of change £ (+/-)</b>
National Park budget for 2017/18 will be delivered in line with forecast outturn.	1% under / over-spend against National Park budget.	34,000
Navigation budget for 2017/18 will be delivered in line with forecast outturn.	1% under / over-spend against Navigation budget.	32,000
Overall salary increase of 1.5% in 2018/19.	1% change in salary inflation.	42,000
Boat numbers and distribution remain as predicted in 2018/19.	1% change in navigation toll income.	33,000
National Park Grant in line with current allocations and no further reduction applied in 2018/19.	1% change in National Park Grant allocation.	34,000

## 9 Earmarked Reserves

9.1 The Authority's earmarked reserves strategy for the period 2018/19 – 2020/21 is set out in Appendix 2. The strategy details the actual balance of earmarked reserves at the end of October 2017, 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 2020/21.

- 9.2 Navigation earmarked reserves stand at £657,437 at the end of October 2017 and are forecast to reduce slightly (to £603,190) by the end of the financial year.
- 9.3 Appendix 2 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 1. Planned expenditure from reserves is itemised within Appendix 2 and includes in 2018/19:
- Replace four vehicles;
  - Replace Dockyard Crane and clamshell bucket;
  - Structural Study of Mutford Lock
  - John Fox Cottage refurbishment; and
  - CANAPE project expenditure.
- 9.4 Planned expenditure from earmarked reserves in 2019/20 and 2020/21 includes the replacement of two vehicles at an estimated total cost of £16,000 (with £5,280 relating to navigation), a new Wherry estimated total cost of £107,000 (with £74,900 relating to navigation) and replacement of RB22 at a total cost of £20,000 (with £14,000 relating to navigation).
- 9.5 Taking account of all these items, the forecast balance of navigation earmarked reserves at the end of 2020/21 is £1,052,118, although it should be noted that expenditure plans for 2019/20 and beyond are likely to be refined again when the financial strategy for 2019/20 is developed next year.

## **10 Summary**

- 10.1 The draft budget presented here incorporates the navigation charges for 2018/19 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, whilst also making prudent provision for asset maintenance over the life of the strategy and beyond. Minor adjustments have also been made to reflect the latest staffing forecasts. As a result of all these factors there is no capacity within the budget for additional projects.
- 10.2 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 £885,571 at the end of 2020/21. This balance will be £463,349 above the recommended level. Longer term predictions indicate that the National Park side of the budget will return to a surplus from 2022/23 onwards.
- 10.3 It is important to recognise that the budget as a whole is highly sensitive to changes in salary inflation, as a result of the significant proportion of the budget that is made up of staff costs. The budget is based on a 1.5% increase in salaries for the period April 2018 to March 2021, however there remains considerable uncertainty in respect of the likely award.

10.4 The surplus of £4,107 allowed for in the 2018/19 budget continues to maintain the navigation reserve above the 10% minimum at 10.5%. This is slightly higher than previously reported in October due to the additional savings made. Details of these can be found in the Income and Expenditure report. As in previous years it remains the case that the indicative tolls increases in 2019/20 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 in outturn figures for 2017/18.

Background Papers:	Nil
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Broads Plan Objectives:	None
Appendices:	APPENDIX 1 – Draft Budget 2018/19 and Financial Strategy to 2020/21 APPENDIX 2 – Earmarked Reserves to 2020/21

Row Labels	2016/17			2017/18						2018/19			2019/20			2020/21			2018/19 Apportionment	
	National Park 2016/17 (Actual)	Navigation 2016/17 (Actual)	Consolidated 2016/17 (Actual)	National Park 2017/18 (Latest Available Budget)	Navigation 2017/18 (Latest Available Budget)	Consolidated 2017/18 (Latest Available Budget)	National Park 2017/18 (Forecast Outturn)	Navigation 2017/18 (Forecast Outturn)	Consolidated 2017/18 (Forecast Outturn)	National Park 2018/19 (Budget)	Navigation 2018/19 (Budget)	Consolidated 2018/19 (Budget)	National Park 2019/20 (Budget)	Navigation 2019/20 (Budget)	Consolidated 2019/20 (Budget)	National Park 2020/21 (Budget)	Navigation 2020/21 (Budget)	Consolidated 2020/21 (Budget)	National Park	Navigation
Income																				
Income																				
National Park Grant	(3,243,802)	0	(3,243,802)	(3,299,595)	0	(3,299,595)	(3,299,595)	0	(3,299,595)	(3,356,348)	0	(3,356,348)	(3,414,078)	0	(3,414,078)	(3,472,800)	0	(3,472,800)	100%	0%
Hire Craft Tolls	0	(1,053,842)	(1,053,842)	0	(1,073,400)	(1,073,400)	0	(1,115,861)	(1,115,861)	0	(1,149,337)	(1,149,337)	0	(1,178,070)	(1,178,070)	0	(1,207,522)	(1,207,522)	0%	100%
Private Craft Tolls	0	(1,977,048)	(1,977,048)	0	(2,040,000)	(2,040,000)	0	(2,060,000)	(2,060,000)	0	(2,121,800)	(2,121,800)	0	(2,174,845)	(2,174,845)	0	(2,229,216)	(2,229,216)	0%	100%
Short Visit Tolls	0	(44,214)	(44,214)	0	(39,800)	(39,800)	0	(39,800)	(39,800)	0	(40,994)	(40,994)	0	(42,019)	(42,019)	0	(43,069)	(43,069)	0%	100%
Other Toll Income	0	(21,917)	(21,917)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0%	100%
Interest	(7,385)	(7,385)	(14,771)	(7,500)	(7,500)	(15,000)	(10,000)	(10,000)	(20,000)	(7,500)	(7,500)	(15,000)	(10,000)	(10,000)	(20,000)	(10,000)	(10,000)	(20,000)	50%	50%
Income Total	(3,251,187)	(3,104,405)	(6,355,593)	(3,307,095)	(3,179,500)	(6,486,595)	(3,309,595)	(3,244,461)	(6,554,056)	(3,363,848)	(3,338,431)	(6,702,279)	(3,424,078)	(3,423,734)	(6,847,812)	(3,482,800)	(3,508,607)	(6,991,407)	50%	50%
Income Total	(3,251,187)	(3,104,405)	(6,355,593)	(3,307,095)	(3,179,500)	(6,486,595)	(3,309,595)	(3,244,461)	(6,554,056)	(3,363,848)	(3,338,431)	(6,702,279)	(3,424,078)	(3,423,734)	(6,847,812)	(3,482,800)	(3,508,607)	(6,991,407)	50%	50%
Net Expenditure																				
Operations																				
Construction and Maintenance Salaries	405,775	713,039	1,118,814	425,364	747,196	1,172,560	425,364	747,196	1,172,560	430,160	757,420	1,187,580	436,752	766,568	1,203,320	442,846	774,054	1,216,900	36%	64%
Construction and Maintenance Salaries (Income)	0	0	0	0	(1,326)	(3,094)	(4,420)	(1,326)	(3,094)	0	(4,530)	(1,738)	(2,922)	(4,660)	(2,922)	0	(1,782)	(4,790)	37%	63%
Equipment, Vehicles and Vessels	157,562	442,020	599,581	111,150	259,350	370,500	111,150	259,350	370,500	111,600	260,400	372,000	111,600	260,400	372,000	111,600	260,400	372,000	30%	70%
Equipment, Vehicles and Vessels (Income)	(2,563)	(5,981)	(8,544)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Management	38,838	116,290	155,127	35,000	112,500	147,500	35,000	112,500	147,500	5,000	98,000	103,000	5,000	84,900	89,900	5,000	84,900	89,900	5%	95%
Water Management (Income)	(13,074)	(5,000)	(18,074)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	62,898	0	62,898	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	100%	0%
Land Management (Income)	(90,240)	0	(90,240)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	100%	0%
Practical Maintenance	79,061	349,331	428,392	75,000	364,765	439,765	75,000	394,765	469,765	75,000	421,200	496,200	75,900	381,200	457,100	75,900	381,200	457,100	15%	85%
Practical Maintenance (Income)	0	(11,652)	(11,652)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0%	100%
Ranger Services	272,851	513,449	786,300	272,688	476,532	749,220	272,688	476,532	749,220	286,324	498,386	784,710	294,172	510,158	804,330	303,016	523,424	826,440	36%	64%
Ranger Services (Income)	(20,750)	(46,305)	(67,055)	(17,252)	(25,878)	(43,130)	(17,252)	(25,878)	(43,130)	(18,702)	(28,053)	(46,755)	(19,036)	(28,554)	(47,590)	(19,372)	(29,058)	(48,430)	40%	60%
Safety	52,502	74,754	127,255	43,919	84,671	128,590	43,919	84,671	128,590	42,870	95,230	138,100	44,437	86,513	130,950	44,688	87,132	131,820	31%	69%
Safety (Income)	(473)	(1,595)	(2,068)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0	(2,000)	(2,000)	0	(2,000)	(2,000)	0	(2,000)	(2,000)	0%	100%
Volunteers	39,259	26,173	65,432	41,880	27,920	69,800	40,680	27,120	67,800	45,654	30,436	76,090	41,604	27,736	69,340	44,736	29,824	74,560	60%	40%
Volunteers (Income)	(309)	(206)	(514)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	60%	40%
PRISMA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
PRISMA (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
CANAPE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
CANAPE (Income)	0	0	0	0	0	0	0	0	0	51,870	51,870	103,740	52,955	52,955	105,910	53,310	53,310	106,620	50%	50%
Operational Property	57,806	108,719	166,525	63,451	94,719	158,170	63,451	94,719	158,170	88,251	107,919	196,170	88,251	107,919	196,170	88,251	107,919	196,170	45%	55%
Operational Property (Income)	(19,205)	(2,327)	(21,532)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	0	0	0	0	0	0	0	0	0	0%	0%
Operations Management and Admin	52,533	66,860	119,393	78,855	43,130	121,985	78,855	43,130	121,985	82,953	40,857	123,810	85,954	42,336	128,290	89,257	43,963	133,220	67%	33%
Operations Management and Admin (Income)	(1,026)	(1,306)	(2,332)	(2,322)	(1,143)	(3,465)	(2,322)	(1,143)	(3,465)	(1,645)	(810)	(2,455)	(1,722)	(848)	(2,570)	(1,782)	(878)	(2,660)	67%	33%
Operations Total	1,071,445	2,336,262	3,407,707	1,071,408	2,159,168	3,230,575	1,070,208	2,195,368	3,265,575	1,139,171	2,295,250	3,434,420	1,154,575	2,252,506	3,407,080	1,175,758	2,276,972	3,452,730	33%	67%
Planning and Resources																				
Development Management	364,761	0	364,761	338,120	0	338,120	338,120	0	338,120	347,710	0	347,710	354,990	0	354,990	361,210	0	361,210	100%	0%
Development Management (Income)	(128,024)	0	(128,024)	(80,000)	0	(80,000)	(80,000)	0	(80,000)	(80,000)	0	(80,000)	(70,000)	0	(70,000)	(60,000)	0	(60,000)	100%	0%
Strategy and Projects Salaries	341,640	58,055	399,695	320,530	63,045	383,575	320,530	63,045	383,575	304,749	62,041	366,790	308,813	62,997	371,810	313,559	63,961	377,520	83%	17%
Strategy and Projects	260,510	4,202	264,711	58,200	1,800	60,000	58,200	1,800	60,000	63,200	1,800	65,000	58,200	1,800	60,000	58,200	1,800	60,000	97%	3%
Strategy and Projects (Income)	(131,137)	0	(131,137)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,000)	0	(3,000)	(3,000)	0	(3,000)	(3,000)	0	(3,000)	100%	0%
Biodiversity Strategy	16,274	0	16,274	10,400	0	10,400	10,400	0	10,400	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	100%	0%
Biodiversity Strategy (Income)	(8,814)	0	(8,814)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Waterways and Recreation Strategy	65,770	6,242	72,012	500	9,000	9,500	500	9,000	9,500	500	9,000	9,500	34,000	25,500	59,500	500	9,000	9,500	5%	95%
Project Funding	343,514	0	343,514	177,291	0	177,291	177,291	0	177,291	155,500	0	155,500	105,500	0	105,500	105,500	0	105,500	100%	0%
Project Funding (Income)	(218,333)	0	(218,333)	(21,791)	0	(21,791)	(21,791)	0	(21,791)	0	0	0	0	0	0	0	0	0	0%	0%
Sustainable Development Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Communications	235,965	63,113	299,078	263,407	82,173	345,580	263,407	82,173	345,580	232,741	74,240	306,980	236,627	75,853	312,480	240,684	77,546	318,230	76%	24%
Communications (Income)	(20,264)	(488)	(20,752)	(2,760)	(1,360)	(4,120)	(2,760)	(1,360)	(4,120)	(5,549)	(29)	(5,578)	(5,630)	(30)	(5,660)	(5,727)	(33)	(5,760)	99%	1%
Visitor Centres and Yacht Stations	312,779	128,493	441,272	315,805	135,765	451,570	305,305	135,765	441,070	301,355	135,795	437,150	300,633	135,608	436,240	305,388	138,683	444,070	69%	31%
Visitor Centres and Yacht Stations (Income)	(171,128)	(64,050)	(235,178)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	75%	25%
Collection of Tolls	0	114,433	114,433	0	128,550	128,550	0	131,930	131,930	0	133,560	133,560	0	136,720	136,720	0	138,570	138,570	0%	100%
Collection of Tolls (Income)	0	(340)	(340)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
ICT	184,946	85,689	270,635	204,256	100,604	304,860	202,213	99,597	301,810	206,313	101,617	307,930	208,256	102,574	310,830	210,226	103,544	313,770	67%	33%
Human Resources	64,205	44,617	108,822	77,638	53,952	131,590	77,638	53,952	131,590	79,255	55,075	134,330	80,352	55,838	136,190	81,544	56,666	138,210	59%	41%
Human Resources (Income)	(3,398)	(2,362)	(5,760)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Planning and Resources Management and Admin	122,562	53,970	176,533	123,115	54,255	177,370	114,435	50,535	164,970	122,708	54,132	176,840	125,705	55,445	181,150	127,256	56,135	183,390	69%	31%
Planning and Resources Management and Admin (Income)	(9,187)	(3,937)	(13,124)	(1,068)	(458)															



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
	<b>Balance 01 April 2017</b>	<b>(429,005)</b>	<b>(214,671)</b>	<b>(178,942)</b>	<b>(476,513)</b>	<b>(92,936)</b>	<b>0</b>	<b>(802,252)</b>	<b>(589,815)</b>	<b>(1,392,066)</b>
2017/18	Contributions to Reserves to 31/08/17									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Sales of Dockyard Assets (VES000552)	0	(2,552)	0	0			(766)	(1,786)	(2,552)
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)
	Vehicles (VEH000552)	0	(957)	0	0			(287)	(670)	(957)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Income (MLK000552)	(1,000)	0	0	0			0	(1,000)	(1,000)
	Launches (LAU000451)	0	(15,000)	0	0			0	(15,000)	(15,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)
	Pool Vehicles (PCP000552)	0	(2,775)	0	0			(1,859)	(916)	(2,775)
	Asset Management for Countryside sites (SIM000451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)			(19,000)	0	(19,000)
	Upper Thurne Enhance Monies Recd (UTE000552)	0	0	0	(2,057)			(2,057)	0	(2,057)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(30,732)		(30,732)	0	(30,732)
	Heritage Lottery Fund (HLF000451)	0	0	0	0	(50,000)		(50,000)	0	(50,000)
	Contributions from Reserves to 31/08/17									
	Local Plan Inspection (POL000450)	0	0	0	7,575			7,575	0	7,575
	Mutford Lock costs from dewatering options (MLK000450)	(5,000)	0	0	0			0	(5,000)	(5,000)
	Replace CM&E AU07 WRP (VEH000450)	0	13,990	0	0			4,197	9,793	13,990
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500			3,500	0	3,500
	Linkflotes (VES000450)	0	111,552	0	0			33,466	78,086	111,552
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	47,672		47,672	0	47,672
	Section 106 CFR (DVM000450)	0	0	0	7,550			7,550	0	7,550
	Catchment Partnership (CAT000450)	0	0	0	2,600			2,600	0	2,600
	Relocate Dockyard Wet Shed	0	0	2,452	0			735	1,716	2,452
	Irtsead Boathouse Repairs (BHB000450)	0	0	8,957	0			3,583	5,374	8,957
	<b>Actual Balance 31 October 2017</b>	<b>(506,005)</b>	<b>(251,413)</b>	<b>(197,533)</b>	<b>(476,345)</b>	<b>(125,996)</b>	<b>0</b>	<b>(899,855)</b>	<b>(657,437)</b>	<b>(1,557,292)</b>
	Contributions to Reserves to 31/03/18									
	Mutford Lock Rent (MLK000451)	(1,000)	0	0	0			0	(1,000)	(1,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(136,773)		(136,773)	0	(136,773)
	CANAPE Income (CANXXX552)	0	0	0	0		(36,173)	(18,087)	(18,087)	(36,173)
	Contributions from Reserves to 31/03/18									
	Local Plan Inspection	0	0	0	0			0	0	0
	Mutford Lock costs from dewatering options (MLK000450)	5,000	0	0	0			0	5,000	5,000
	Replace AO58 RJZ (PCP000450)	0	12,000	0	0			8,040	3,960	12,000
	Relocate Dockyard Wet Shed	0	0	48,898	0			14,670	34,229	48,898
	Concrete pump 10% deposit (VES000450)	0	9,000	0	0			2,700	6,300	9,000
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	143,373		143,373	0	143,373
	Catchment Partnership (CAT000450)	0	0	0	7,990			7,990	0	7,990
	Set up CANAPE reserve	26,000	32,500	32,500	0		(91,000)	0	0	0
	CANAPE Expenditure (CANXXX450)	0	0	0	0		47,690	23,845	23,845	47,690
	<b>Forecast Balance 01 April 2018</b>	<b>(476,005)</b>	<b>(197,913)</b>	<b>(116,135)</b>	<b>(468,355)</b>	<b>(119,396)</b>	<b>(79,483)</b>	<b>(854,097)</b>	<b>(603,190)</b>	<b>(1,457,287)</b>
2018/19	Contributions to Reserves to 31/03/19									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000552)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(18,000)	0	0			0	(18,000)	(18,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)
	Asset Management for Countryside sites (SIM000451)	(46,000)	0	0	0			(46,000)	0	(46,000)
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)			(19,000)	0	(19,000)
	Heritage Lottery Fund (HLF000451)	0	0	0	0	(50,000)		(50,000)	0	(50,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(793,046)		(793,046)	0	(793,046)
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)
	CANAPE Income (CANXXX552)	0	0	0	0		(219,132)	(109,566)	(109,566)	(219,132)
	Norfolk Rivers Trust (CAT000552)	0	0	0	(15,000)			(15,000)	0	(15,000)
	Contributions from Reserves to 31/03/19									
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500			3,500	0	3,500
	Replacement of two Yare House pool vehicles (Kangoo & Focus AO58 OXC & AO58 RJV) (PCP000450)	0	24,000	0	0			16,080	7,920	24,000
	Replacement of EU63 LUJ & AO06 XPF (Vans) for CM&E (VEH000450)	0	37,500	0	0			11,250	26,250	37,500
	Replacement of Dockyard Crane, plus clamshell bucket (VES000450)	0	42,000	0	0			12,600	29,400	42,000
	Structural engineer study on major repairs to Mutford Lock (MLK000450)	10,000	0	0	0			0	10,000	10,000
	John Fox Cottage refurbishment (PRM009450)	0	0	12,000	0			3,600	8,400	12,000
	Local Plan Inspection and cost of objections (POL000450)	0	0	0	72,425			72,425	0	72,425

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
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	819,446		819,446	0	819,446
	CANAPE Expenditure (CANXXX450)	0	0	0	0		220,939	110,470	110,470	220,939
	Creyke roller (CAT000450)	0	0	0	15,000			15,000	0	15,000
	<b>Forecast Balance 01 April 2019</b>	<b>(539,005)</b>	<b>(253,413)</b>	<b>(184,135)</b>	<b>(411,430)</b>	<b>(142,996)</b>	<b>(137,676)</b>	<b>(946,118)</b>	<b>(722,536)</b>	<b>(1,668,655)</b>
2019/20	<u>Contributions to Reserves to 31/03/20</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(18,000)	0	0			0	(18,000)	(18,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)
	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)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)			(19,000)	0	(19,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(561,928)		(561,928)	0	(561,928)
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)
	CANAPE Income (CANXXX552)						(153,093)	(76,547)	(76,547)	(153,093)
	<u>Contributions from Reserves to 31/03/20</u>									
	Replace Wherry Onward (VES000450)	0	107,000	0	0			32,100	74,900	107,000
		0	16,000	0	0			10,720	5,280	16,000
	Replacement of Yare House pool vehicles (two Smart) (PCP000450)									
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	588,328		588,328	0	588,328
	CANAPE Expenditure (CANXXX450)	0	0	0	0		116,219	58,110	58,110	116,219
	<b>Forecast Balance 01 April 2020</b>	<b>(612,005)</b>	<b>(289,413)</b>	<b>(264,135)</b>	<b>(430,430)</b>	<b>(116,596)</b>	<b>(234,550)</b>	<b>(1,084,115)</b>	<b>(863,013)</b>	<b>(1,947,129)</b>
2020/21	<u>Contributions to Reserves to 31/03/21</u>									
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)
	Launches (LAU000451)	0	(18,000)	0	0			0	(18,000)	(18,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)
	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)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)			(19,000)	0	(19,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(463,837)		(463,837)	0	(463,837)
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)
	CANAPE Income (CANXXX552)	0	0	0	0		(139,673)	(69,837)	(69,837)	(139,673)
	<u>Contributions from Reserves to 31/03/21</u>									
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	490,237		490,237	0	490,237
	Replace RB22(66) (VES000450)	0	20,000	0	0			6,000	14,000	20,000
	CANAPE Expenditure (CANXXX450)	0	0	0	0		137,904	68,952	68,952	137,904
	<b>Forecast Balance 01 April 2021</b>	<b>(685,005)</b>	<b>(428,413)</b>	<b>(344,135)</b>	<b>(449,430)</b>	<b>(90,196)</b>	<b>(296,319)</b>	<b>(1,241,380)</b>	<b>(1,052,118)</b>	<b>(2,293,498)</b>