

Financial Performance and Direction
Report by Head of Finance

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

Recommendations:

Section 2

- (i) That the income and expenditure figures be noted.
- (ii) That the £60,000 reserve contribution for piling activity set out in paragraph 2.21 be approved.
- (iii) That the use of Planning Delivery Grant to fund additional expenditure in 2013/14 as set out in paragraph 2.24 be approved.

Section 3

- (iv) That the Authority approves the disposal of assets, including the disposal process and fall-back arrangements, as set out in paragraph 3.6.

Section 4

- (v) That the Authority notes the outcomes of the audit of procurement.
- (vi) That the two additional waivers to Standing Orders set out in paragraph 4.6 are noted.

Section 5

- (vii) That the Authority determines its preferred approach to the notification of related party transactions from the alternatives set out in paragraph 5.4.

1 Introduction

- 1.1. This report consolidates a number of items relating to the financial performance and direction of the Authority in order to provide members with a strategic overview of the key issues for consideration. This report covers the items set out in the table below:

Report Section	Item
2	Consolidated Income and Expenditure from 1 April 2013 – 30 September 2013
3	Disposal of Broads Authority Launches
4	Outcomes of Internal Audit: Procurement
5	Related Party Transactions

2 Consolidated Income and Expenditure from 1 April 2013 – 30 September 2013

Overview

- 2.1 This section provides the members with details of the consolidated actual income and expenditure for the six month period to 30 September 2013, and provides a forecast of the projected expenditure at the end of the financial year (31 March 2014).

Introduction

- 2.2 This financial monitoring report summarises details of the forecast outturn for the year, which provides members with a picture of expected activity for the full financial year as well as supporting proactive budget management by budget holders. This report provides details of consolidated expenditure for the whole Authority (National Park and Navigation).
- 2.3 Paragraph 2.5 of this report and Appendix 1 provide details of actual income and expenditure to 30 September 2013.
- 2.4 Paragraph 2.16 and Appendix 2 provide details of the forecast 2013/14 outturn (the expected actual expenditure position at the end of the financial year), compared to the latest available budget (LAB). The LAB represents the original budget for the year agreed by the Authority in January 2013, adjusted for known and approved budget changes. Further details of the LAB are set out from paragraph 2.12 below.

Overview of Actual Income and Expenditure

- 2.5 Within this report, actual income and expenditure will be reported at summary / directorate level, providing members with an overview of the Authority's position as set out in Table 1 below.

Table 1 – Actual Consolidated I&E by Directorate to 30 September 2013

	Profiled Latest Available Budget	Actual Income and Expenditure	Actual Variance
Income	(4,622,856)	(4,587,653)	(35,203)
Operations	1,406,648	1,419,981	(13,333)
Planning and Resources	1,733,575	1,784,077	(50,502)
Chief Executive	197,181	221,120	(23,939)
Projects, Corporate Items and Contributions from Earmarked Reserves	16,220	(103,618)	119,838
Net (Surplus) / Deficit	(1,269,232)	(1,266,092)	(3,140)

- 2.6 Core income is slightly below the profiled budget as at the end of month six, due to Private and Hire Tolls being slightly behind the profile, and also due to a delay in the receipt of investment interest income. The overall position as at 30 September 2013 is an adverse variance of £3,140 or -0.25% difference from the profiled LAB.
- 2.7 Members may wish to note that the variances within the individual directorate lines are in part offset by contributions from reserves (within the Projects, Corporate Items and Contributions from Earmarked Reserves line in Table 1).
- 2.8 The small actual overspend against LAB within the Operations directorate principally results from costs of dredging at Heigham Sound for which no carry forward provision was made, which are offset by savings achieved on works on Breydon Water. Operations expenditure also includes costs of £55,191 in 2013/14 relating to the construction of the Authority's new launch and the laying up of a second hull and superstructure. This acquisition has been fully funded from earmarked reserves (initially from the Launch Replacement Reserve, which has now been consolidated into the Plant, Vessels and Equipment Reserve). The contract was let in March 2013 for the supply and fit out of a replacement launch alongside the laying up of a second hull and superstructure, in line with the *Launch Replacement Strategy* considered by the Authority at its meeting 24 July 2011. The total costs of the new launch and the second hull and superstructure are estimated to be £102,734 (including a 10% retention which has yet to be paid). The cost of the new launch (excluding the second hull and superstructure) is estimated as £83,534 (valuing the hull and superstructure at £19,200), which is within the estimated cost produced for the 2011 strategy of £90,000 (including a £10,000 contingency).
- 2.9 The actual overspend within the Planning and Resources directorate arises from a number of smaller variances across different budget lines, but principally relates to:
- Sustainable Development Fund activity (offset by the use of reserves);
 - Lower than budgeted development management income (income is demand-driven);
 - Higher than budgeted specialist listed building and arboricultural advice demands within the Cultural Heritage budget;
 - Insurance costs slightly higher than budgeted for main premiums;
 - Lower than budgeted Yacht Station and Visitor Centre income; and
 - Additional costs relating to the 2012/13 NPAPA assessment.
- These adverse variances are partly offset by unbudgeted income for the Land and Water rental for office space at the Dockyard. Additionally, it should be noted that a number of the variances relate to timing differences which will be resolved over the remainder of the year.
- 2.10 The adverse variance within the Chief Executive's directorate mainly relates to HR and training costs which were not profiled within the budget for the start of the year.

- 2.11 The charts at Appendix 1 provide a visual overview of actual income and expenditure compared with both the original budget and the LAB.

Latest Available Budget

- 2.12 The Authority's income and expenditure is being monitored against a latest available budget (LAB) in 2013/14. 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. Details of the movements from the original budget are set out in Appendix 2.
- 2.13 The use of the LAB format ensures that there is better visibility of budgets, providing members with clearer information about approved changes to the original budget and minimising the risk of distortions arising from approved in-year changes to the budget. The LAB facilitates scrutiny of budget management in that members are able to distinguish between planned budget changes and unplanned outturn variances.
- 2.14 A summary of changes in the navigation LAB since the last report to the Authority are set out in Table 2 below.

Table 2 – Adjustments to Consolidated LAB

	Ref	£
Original consolidated budget 2013/14 (surplus)	Item 13 20/09/2013	(118,573)
Approved consolidated carry-forwards	Item 13 20/09/2013	272,452
Upper Thurne budget transferred to reserve	Item 13 20/09/2013	(79,026)
Expenditure funded from PRISMA reserve	Item 10 22/11/2013	(1,101)
LAB at 30 September 2013 (deficit)		73,752

- 2.15 Taking account of these budget adjustments, the LAB therefore provides for a consolidated deficit of £73,752 in 2013/14 as at 30 September 2013.

Overview of Forecast Outturn 2013/14

- 2.16 As in 2012/13, budget holders have been asked to comment on the expected expenditure at the end of the financial year in respect of all the budget lines for which they are responsible. It must be emphasised that these forecast outturn figures should be seen as estimates and that they will be refined and clarified through the financial year.
- 2.17 As at the end of September 2013, the forecast outturn indicates:
- Income is expected to be broadly in line with the original budget with total forecast income of £6,477,107.

- Total expenditure is forecast to be £6,479,128.
- The resulting deficit for the year is forecast to be £2,021.

2.18 Full details of the forecast outturn are set out in Appendix 2.

2.19 The forecast outturn expenditure takes account of the adjustments to the LAB and in addition reflects the key changes from the previously reported forecast outturn as shown in Table 3. The forecast deficit has been reduced by £60,935 since the last report to the Authority.

Table 3 – Adjustments to Forecast Outturn

Item	£
Forecast outturn deficit reported to Broads Authority 20 September 2013	62,956
LAB adjustment since previous report (Table 2)	(1,101)
Decrease Breydon Water expenditure forecast	(46,000)
Biodiversity Strategy additional grant income funding Broads Review project	(25,000)
Additional income from private dredging (Hardley and Chet)	(18,000)
Decrease in rangers expenditure forecast	(10,000)
Unbudgeted rental income (Fieldbase)	(8,000)
Increase forecast fen management income	(4,000)
Decrease in boat houses expenditure forecast	(3,000)
Increase hire craft tolls income forecast	(2,264)
Decrease removal of wrecks expenditure forecast	(2,000)
Decrease in boat safety expenditure forecast	(2,000)
Decrease volunteers expenditure (cancelled celebration day)	(2,000)
Increase private craft tolls income forecast	(1,410)
Decrease in oil spill prevention expenditure forecast	(1,000)
Reduction in forecast sediment management expenditure	(1,000)
Additional notice boards expenditure – replacement bridge height gauge boards	2,000
Increase in land management (waste) expenditure forecast	2,000
Increase safety budget for standby costs	7,000
Remove duplicated Carrow Bridge income forecast (Assets)	8,000
Increase human resources salary budget for unbudgeted staff costs	10,840
Reduce forecast Trinities partnership income (revised activity plans)	15,000
Additional cultural heritage expenditure (listed building and arboricultural consultancy)	21,000
Forecast outturn deficit as at 30 September 2013	2,021

2.20 The main reasons for the reduction in the forecast outturn relate to:

- a reduction in costs for works on Breydon Water as a result of savings achieved by undertaking activity in-house and procuring materials at lower than anticipated cost;
- unbudgeted grant income to support the Broads Review project activity within the Biodiversity budget; and
- unbudgeted income from private dredging works being undertaken at Hardley Dyke and the Chet.

2.21 In addition to the above adjustments, it is also proposed that an anticipated underspend of approximately £60,000 within the moorings budget, which arises from the deferral of piling works at Hoveton Viaduct, be used to provide a contribution to the property reserve. This contribution would be used to fund piling activity to be undertaken following a strategic reassessment of the priority areas for moorings and piling maintenance required.

Reserves

2.22 The Authority's earmarked reserves have been rationalised as at 1 April 2013 into a smaller number of reserves holding larger balances. Navigation reserve balances continue to be maintained separately from national park reserves. The balance of earmarked reserves at the end of September 2013 is shown in Table 4 below.

Table 4 – Consolidated Earmarked Reserves

	Balance at 1 April 2013	In-year movements	Current reserve balance
	£	£	£
Property	(502,174)	(1,000)	(503,174)
Plant, Vessels and Equipment	(288,696)	45,147	(243,550)
Premises	(108,556)	(14,060)	(122,616)
Planning Delivery Grant	(504,241)	6,720	(497,521)
Sustainable Development Fund	(64,644)	(13,518)	(78,162)
Mobile Phone Upgrade	(14,919)	628	(14,291)
Upper Thurne Enhancement	(81,116)	0	(81,116)
Section 106	(8,426)	0	(8,426)
STEP	(65,720)	128,662	62,942
PRISMA	(210,246)	64,676	(145,570)
Total	(1,848,739)	217,255	(1,631,483)

2.23 £786,557 of the current reserve balance relates to navigation reserves.

2.24 Member approval is sought for the use of the Planning Delivery Grant reserve to fund the following two items in 2013/14:

- a subscription to the “GRANTfinder” grants, policy and funding database for £4,000, which will enable the Authority to effectively identify funding opportunities for key projects; and
- to cover the costs of the Examination in Public for the Authority’s Sites Specifics Development Plan Documents, scheduled to take place in February 2014 and estimated to cost approximately £25,000, based on a three-day hearing, site visits and report production. These fees, and the time allocation for the hearing, are set by the Planning Inspectorate and as such are effectively outside the Authority’s control.

Summary

2.25 The current forecast outturn position for the year suggests a surplus of £88,400 for the national park side and a deficit of £90,421 on navigation resulting in a small overall deficit within the consolidated budget, which would indicate a general fund reserve balance of approximately £693,000 and a navigation reserve balance of approximately £264,000 at the end of 2013/14. Although this is slightly below the recommended level of 10% of net expenditure for the navigation reserve balance, when taken alongside the significant earmarked reserve balances it is considered to be adequate in the short to medium term. The impact of the navigation reserve balance will be taken into account when setting the budget and medium term financial strategy.

3 Disposal of Broads Authority Launches

Overview

3.1 This section of the report outlines details of a proposed disposal strategy for the Authority’s launches, which forms a key part of the *Launch Replacement Strategy*. The strategy sets out plans for the replacement of the fleet of ranger launches and is based on the use of the proceeds from the sale of older launches to part-fund the overall programme.

Options Analysis

3.2 The Authority approved a strategic programme for the replacement of its fleet of launches over a twenty year period in July 2011. This included funding some of the build costs with the proceeds from the disposal of existing vessels. The Authority is now at a point where the first of these disposals, of two of the older launches, needs to be made. These have initially been independently valued at between £20,000 and 27,000 each.

3.3 The following options for undertaking the sales have been identified:

- invitation of sealed bids (i.e. a reverse tender process) with a minimum reserve price applied and the Authority undertaking marketing / publicity;
- placing the sale with a specialist broker to fully manage the sale process;
- managing a sale internally; or
- undertaking the sales on ebay or disposing via an alternative public auction method.

The Authority's Financial Regulations make the following provisions under Section 29: Sale of Assets:

29.2 The Chief Executive may make arrangements for the disposal of surplus items (excluding land, buildings and leased items) with an estimated market value of up to £10,000. For surplus items above £10,000 approval must be obtained from the Authority and the disposal must be via public auction or by sealed bid after public advertisement.

- 3.4 In line with the Financial Regulations and in order to both minimise costs and obtain the maximum sale price, it is proposed to initially separately offer the launches for sale via an internally managed sealed bid process, with an appropriate minimum reserve level being applied. Advertising will be undertaken in both national and regional publications, and on the Authority's website, in order to seek to generate the maximum level of interest in the sale.
- 3.5 Should the reserve price not be achieved through the sealed bid process, it is proposed that disposal instead be undertaken via either a public auction or through engaging a specialist broker as appropriate to maximise the Authority's capital receipts. Member support for these fall back arrangements (which in the case of using a broker would diverge from the Authority's Financial Regulations) is being sought at this stage to ensure that disposal of these assets can be achieved as promptly and efficiently as possible.
- 3.6 In view of the estimated value of the assets to be offered for sale, member approval is sought for both the disposal in principle as well as to endorse the proposed disposal method and the fall back arrangements should the reserve price for sealed bids not be met.

4 Outcomes of Internal Audit: Procurement

Overview

- 4.1 This section sets out details of the outcome of the recent Internal Audit of procurement activity for members' information. The outcomes of the audit are being reported exceptionally to the Authority (outside the normal process of reporting to the Financial Scrutiny and Audit Committee) in view of the level of member interest in this area of activity.

Background

- 4.2 Following member requests, an audit of procurement was incorporated into the Authority's 2013/14 Internal Audit programme. Internal Audit duly

completed an audit of the Authority's procurement activity in September and October 2013, with the objective of "reviewing the systems and controls in place relating to procurement to ensure that these are operating adequately, effectively and efficiently."

Audit Scope

4.3 The audit involved selecting a sample of payments from the Authority's financial records for the period April 2012 to August 2013 in order to test whether Standing Orders had been followed in respect of the relevant procurement thresholds. The audit covered:

- Established Policies, Procedures, Laws and Regulations;
- Resources, Roles and Responsibilities;
- Contract Register; and
- Compliance with Tender and Quotation Rules.

Audit Outcomes

4.4 The audit resulted in six recommendations being raised, of which four were medium and two low priority, with an overall "adequate" assurance opinion being awarded. Members are reminded that an "adequate" opinion represents a positive audit finding (on a scale of unsatisfactory / limited / adequate / good). Specific positive findings related to the existence and availability of up to date policies and procedures and effective communication of changes to Standing Orders.

4.5 Table 5 below sets out a summary of the recommendations and the management responses.

Table 5 – Summary of Audit Recommendations

Area of audit scope	Recommendation	Priority	Summary of Management Response
Resources, Roles and Responsibilities	The Authority should provide a refresher procurement training exercise to officers with responsibilities for procurement.	Low	Training has been provided to key groups of staff in September. It is not considered practical to provide periodic training due to the limited capacity to deliver it and the relatively small number of officers managing procurements. However, a review of induction training is being undertaken and ad-hoc training / updates will be delivered more widely at staff briefings as appropriate.

Area of audit scope	Recommendation	Priority	Summary of Management Response
Contract Register	<p>The Authority should review and update its contract register to confirm that all known contracts are recorded. Responsible officers for individual contracts should be identified.</p> <p>The Contracts Register should be a record of all current contracts and used as a management tool to identify contracts which are due to expire and as a result prompt review and timely procurement activity.</p>	Medium	<p>The contract register will be reviewed and updated. Development work is planned with a view to integrating the records of tenders, waivers of standing orders and contracts within a single database. The scope for capturing additional information and use of increased reporting / triggers for renewal activity will also be explored.</p>
Contract Register	<p>Monitoring and reporting of data from the purchase ledger should be undertaken on a periodic basis.</p> <p>In particular, a review of aggregate supplier spending (cumulative total of >£5k), should be undertaken to determine whether correct procurement procedures have been applied. This analysis should be undertaken in line with the review of the Contracts Register to determine whether the Contracts Register includes all contracts.</p> <p>Instances of non-compliance with CSOs should be reported to senior management and recurring issues identified to inform staff training.</p>	Medium	<p>The aggregate supplier spend data for 2012/13 will be reviewed alongside the development of the updated contract register.</p> <p>The feasibility of undertaking an annual review of supplier spend and the contract register will be explored with a view to implementing a new process after the 2013/14 financial year end.</p>
Compliance with Tender and Quotation Rules	<p>All exemptions to CSOs should be authorised in line with the Authority's CSOs and reported to Broads Authority.</p> <p>The following procurement exercises should be reviewed and reported to Broads Authority. Where appropriate,</p>	Medium	<p>Waivers in respect of these procurements have been prepared and details are set out in paragraph 4.6 below.</p>

Area of audit scope	Recommendation	Priority	Summary of Management Response
	retrospective waivers/exemptions should be raised and authorised: <ul style="list-style-type: none"> • Toyota GB PLC - Purchase of vehicles. • Inland Dredging Services - Dredging Project. 		
Compliance with Tender and Quotation Rules	The Authority should investigate the following payments to determine whether current arrangements meet Authority CSOs and whether the Authority would benefit from implementing formalised contracts: <ul style="list-style-type: none"> • Octagon - Telephone maintenance contract; • Chatterbox - Audio publication supplier; • Rix Petroleum (East Anglia) Ltd - Boat fuel supplier; and • A & W Cushion Ltd - Timber supplier. 	Medium	<p>The Authority's contract with Octagon has been renegotiated and renewed under a waiver of Standing Orders.</p> <p>Work is already underway to review the procurement arrangements in place with Rix Petroleum. The arrangements with the remaining two suppliers identified will be subject to further investigation.</p>
Compliance with Tender and Quotation Rules	The Authority should ensure that all tender documents are retained.	Low	Tender documentation is retained as a matter of course and it is believed that this represents an isolated incident where files have been misplaced during the office relocation. The work to integrate the contract register and tender records will provide an opportunity to review and verify whether there are any further gaps in records retention.

4.6 During the course of the audit, two instances were identified of procurements undertaken in 2012/13 where waivers of Standing Order were required but which had not been completed and reported to the Authority. Details of these are set out in Table 6 below.

Table 6 – Additional 2012/13 Standing Order Waivers

Details of contract and reasons for waiver	Supplier	Amount (£)
This procurement related to the acquisition of nine replacement vehicles to achieve savings by replacing existing leased equipment. Rather than advertising the procurement, the relevant local suppliers were contacted directly, effectively resulting in a selective tender being undertaken. Audit work has identified that as the selective list was not reported to the Authority, a waiver of Standing Orders is required. The procurement achieved value for money by saving on the costs of advertising whilst simultaneously ensuring that all local suppliers capable of meeting the requirement were made aware of the procurement activity.	Toyota GB PLC	155,000
<p>This procurement related to dredging in the Heigham Sound navigation channel. Two contractors were invited to quote but a public tender was not undertaken on the following grounds:</p> <ul style="list-style-type: none"> the Authority was offered a very limited window of opportunity to use a disposal site by a neighbouring landowner. This is an area of very high priority for dredging with limited disposal sites available; the two contractors approached were the only contractors known to the Authority with the required equipment and experience to undertake the dredging work; and value for money was ensured in that the quotations received were in line with similar contracts and typical dredging costs. <p>Audit work has identified that due to an administrative oversight, no waiver was completed in respect of this procurement at the time.</p>	Inland Dredging Services	96,188

- 4.7 As usual, full details of the outcomes of this audit, along with an update on the progress of implementing audit recommendations, will be reported to future meetings of the Financial Scrutiny and Audit Committee as part of the regular *Implementation of Internal Audit Recommendations – Summary of Progress* reports.

5 Related Party Transactions

- 5.1 The Authority's Financial Regulations are due to be reviewed and updated in February 2014, and it is proposed to incorporate an amendment in respect of related party transactions.
- 5.2 A number of recent procurement activities undertaken by the Authority have highlighted the possibility of commercial entities which are related parties (i.e. businesses operated by, or otherwise related to, members of the Authority)

submitting bids for Authority contracts. In some cases these have related to time-sensitive activities, and although to date advance reporting to the Authority has always been possible, there is a significant risk of potential disruption to contract start dates where there is a limited timescale for procurement coupled with a need for reporting to the Authority in the interests of transparency.

- 5.3 The current approach of separately reporting these situations on a case-by-case basis prior to the letting of the contract may be seen as an extremely cautious procedure, which has been intended to demonstrate transparency in the Authority's contractual activities. However, it should be noted that transparency is also achieved through the retrospective reporting of all related party transactions for the year within the Authority's annual Statement of Accounts. Member feedback is sought to gauge the level of appetite for continuing the approach of providing advance notice of these related party arrangements prior to the contracts being let. It should be noted that all contracts are let solely on the basis of the assessment criteria set out within the Authority's Standing Orders Relating to Contracts and are in that sense only reported in advance to members for information, rather than for a decision to be made on a preferred supplier.
- 5.4 There is a clear need to balance both the requirement for transparency and members' desire to be informed of related party transactions against the risk of potential delays impacting on contract or project delivery. As such, the two alternatives identified for the future management of these arrangements are:
- To continue with the existing approach of notification in advance of contracts being let, noting the potential risk of delays to contract start dates; or
 - To use the related parties disclosure note within the annual Statement of Accounts as the mechanism for reporting related party transactions in retrospect.

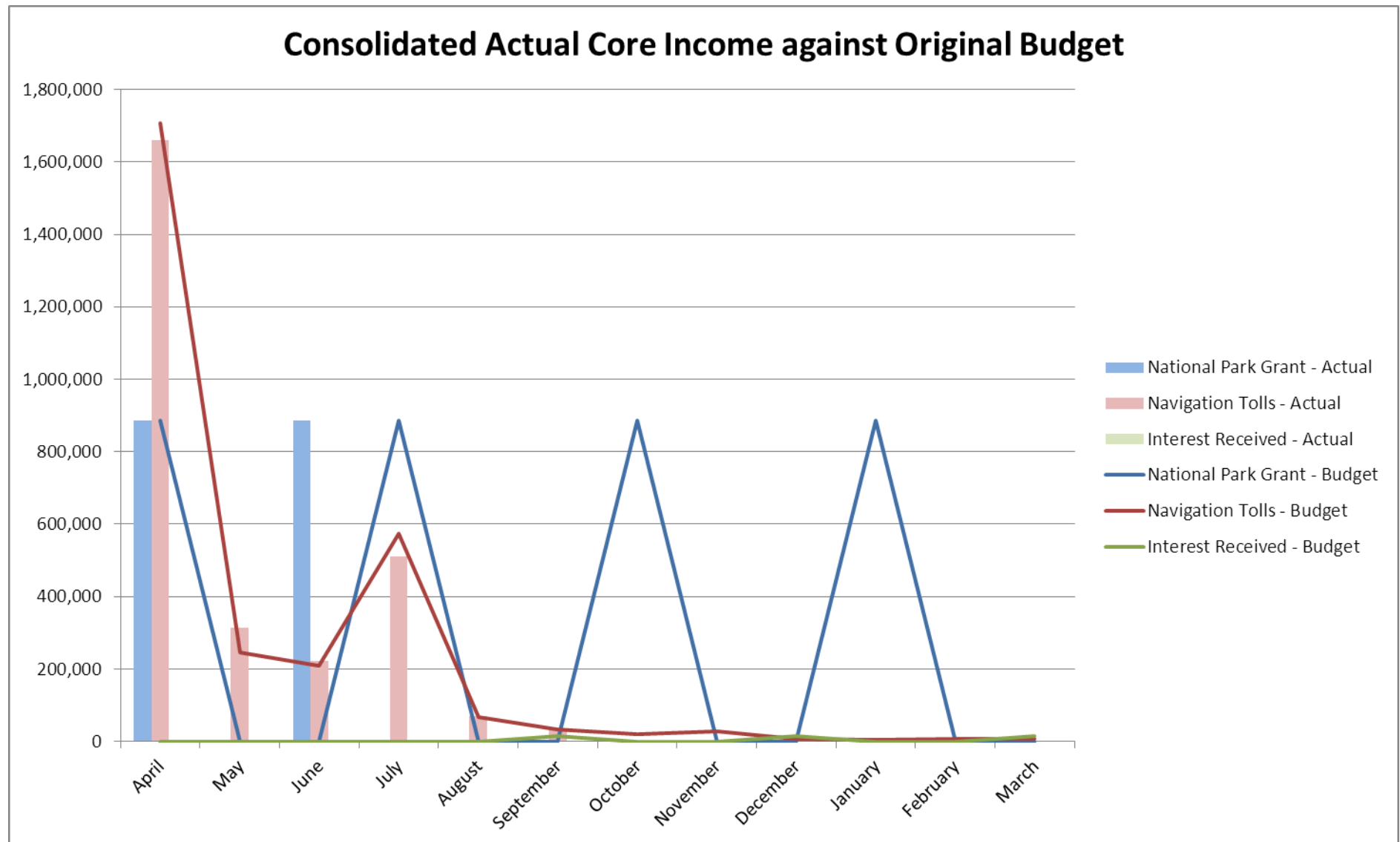
Members' guidance is sought in terms of the preferred approach to handling these situations should they arise in future, in order to inform the update of the Financial Regulations (to be considered by the Financial Scrutiny and Audit Committee in February 2014).

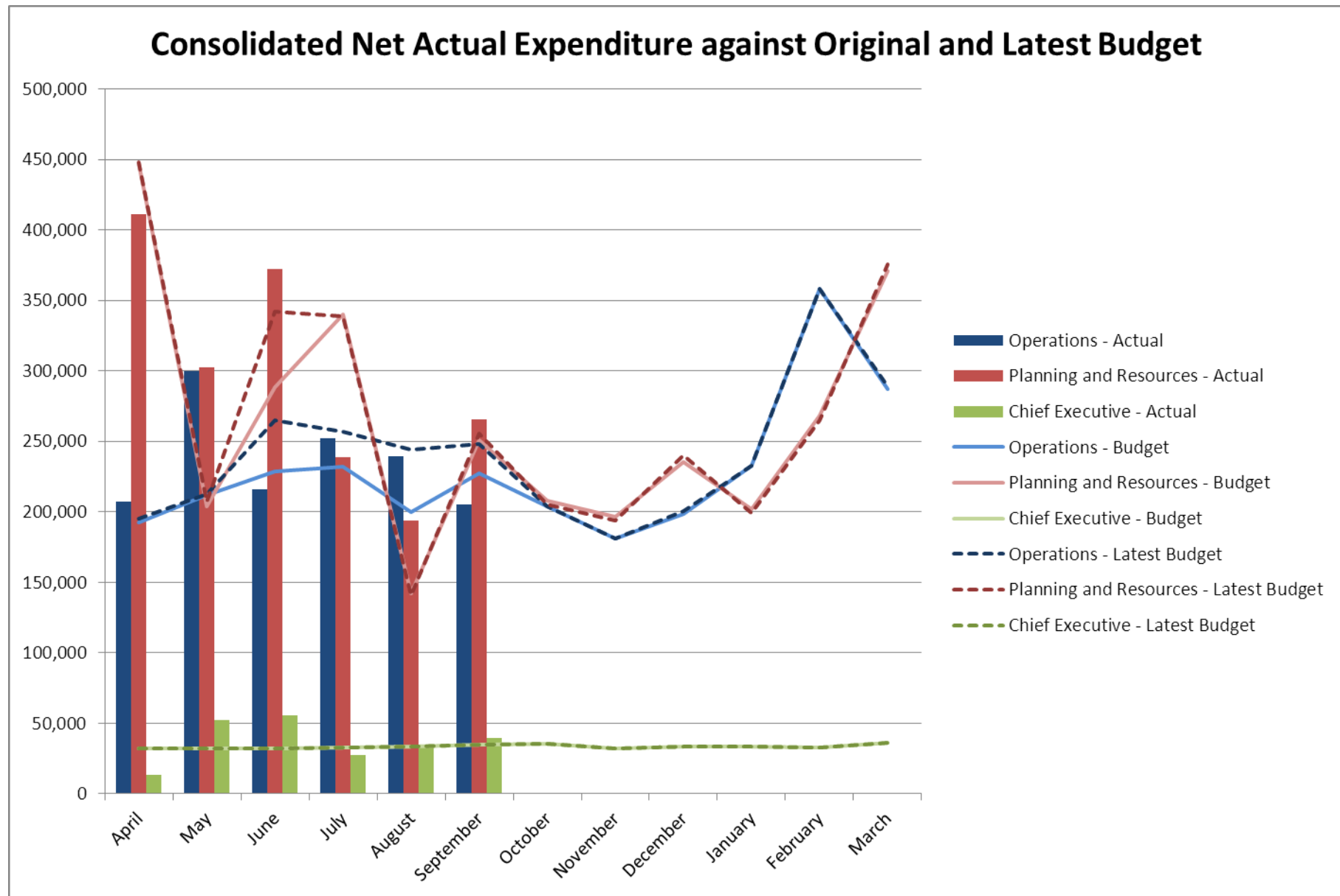
Background Papers: Financial Regulations

Authors: Titus Adam
Date of Report: 7 November 2013

Broads Plan Objectives: None

Appendices: APPENDIX 1: Consolidated Actual Income and Expenditure Charts to 30 September 2013
APPENDIX 2: Financial Monitor: Consolidated Income and Expenditure 2013/14





To 30 September 2013

Budget Holder

(All)

Row Labels	Values				
	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Income	(6,498,931)		(6,498,931)	(6,477,107)	(21,824)
National Park Grant	(3,547,447)		(3,547,447)	(3,547,447)	0
Income	(3,547,447)		(3,547,447)	(3,547,447)	0
Hire Craft Tolls	(1,092,830)		(1,092,830)	(1,084,172)	(8,658)
Income	(1,092,830)		(1,092,830)	(1,084,172)	(8,658)
Private Craft Tolls	(1,758,210)		(1,758,210)	(1,745,043)	(13,167)
Income	(1,758,210)		(1,758,210)	(1,745,043)	(13,167)
Short Visit Tolls	(36,694)		(36,694)	(36,694)	0
Income	(36,694)		(36,694)	(36,694)	0
Other Toll Income	(18,750)		(18,750)	(18,750)	0
Income	(18,750)		(18,750)	(18,750)	0
Interest	(45,000)		(45,000)	(45,000)	0
Income	(45,000)		(45,000)	(45,000)	0
Operations	2,721,085	134,145	2,855,230	2,839,825	15,405
Construction and Maintenance Salaries	1,056,460		1,056,460	1,056,460	0
Salaries	1,056,460		1,056,460	1,056,460	0
Expenditure			0		0
Equipment, Vehicles & Vessels	333,000	150	333,150	333,150	0
Income	(1,000)		(1,000)	(1,000)	0
Expenditure	334,000	150	334,150	334,150	0
Water Management	96,000	3,527	99,527	120,122	(20,595)
Income	0		0	(18,000)	18,000
Expenditure	96,000	3,527	99,527	138,122	(38,595)
Land Management	(44,500)	7,468	(37,032)	(26,032)	(11,000)
Income	(135,000)		(135,000)	(131,000)	(4,000)
Expenditure	90,500	7,468	97,968	104,968	(7,000)
Practical Maintenance	287,200	123,000	410,200	366,200	44,000
Income	(2,000)		(2,000)	(2,000)	0
Expenditure	289,200	123,000	412,200	368,200	44,000
Ranger Services	618,620	35,000	653,620	641,620	12,000

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Income	(61,500)		(61,500)	(61,500)	0
Salaries	533,120	35,000	568,120	568,120	0
Expenditure	147,000		147,000	135,000	12,000
Pension Payments			0		0
Safety	99,440	(35,000)	64,440	68,440	(4,000)
Income	(5,000)		(5,000)	(5,000)	0
Salaries	70,440	(35,000)	35,440	42,440	(7,000)
Expenditure	34,000		34,000	31,000	3,000
Asset Management	90,940		90,940	97,940	(7,000)
Income	(9,000)		(9,000)	(1,000)	(8,000)
Salaries	32,440		32,440	32,440	0
Expenditure	67,500		67,500	66,500	1,000
Volunteers	53,440	8,000	61,440	59,440	2,000
Income	(1,000)		(1,000)	(1,000)	0
Salaries	32,440	8,000	40,440	40,440	0
Expenditure	22,000		22,000	20,000	2,000
Operations Management and Administration	130,485	(8,000)	122,485	122,485	0
Salaries	118,085	(8,000)	110,085	110,085	0
Expenditure	12,400		12,400	12,400	0
Planning and Resources	3,153,616	58,180	3,211,796	3,122,806	88,990
Development Management	194,770		194,770	194,770	0
Income	(85,000)		(85,000)	(85,000)	0
Salaries	252,270		252,270	252,270	0
Expenditure	27,500		27,500	27,500	0
Pension Payments			0		0
Strategy and Projects Salaries	224,410	50,849	275,259	275,259	0
Income	(3,500)		(3,500)	(3,500)	0
Salaries	217,910	50,849	268,759	268,759	0
Expenditure	10,000		10,000	10,000	0
Biodiversity Strategy	60,000		60,000	27,100	32,900
Income	0		0	(32,900)	32,900
Expenditure	60,000		60,000	60,000	0
Strategy and Projects	75,540		75,540	96,540	(21,000)
Salaries	35,540		35,540	35,540	0

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Expenditure	40,000		40,000	61,000	(21,000)
Waterways and Recreation Strategy	95,300		95,300	95,300	0
Salaries	80,300		80,300	80,300	0
Expenditure	15,000		15,000	15,000	0
Project Funding	255,056	7,331	262,387	262,387	0
Income	(19,000)		(19,000)	(19,000)	0
Salaries	44,030		44,030	44,030	0
Expenditure	230,026	7,331	237,357	237,357	0
Pension Payments			0		0
SDF	150,000		150,000	150,000	0
Expenditure	150,000		150,000	150,000	0
Finance and Insurance	329,060		329,060	329,060	0
Salaries	129,060		129,060	129,060	0
Expenditure	200,000		200,000	200,000	0
Communications	335,510		335,510	336,760	(1,250)
Income			0		0
Salaries	245,510		245,510	246,760	(1,250)
Expenditure	90,000		90,000	90,000	0
Visitor Centres and Yacht Stations	241,800		241,800	241,800	0
Income	(207,500)		(207,500)	(207,500)	0
Salaries	297,350		297,350	297,350	0
Expenditure	151,950		151,950	151,950	0
Collection of Tolls	108,500		108,500	108,500	0
Salaries	96,100		96,100	96,100	0
Expenditure	12,400		12,400	12,400	0
ICT	276,890		276,890	276,890	0
Salaries	156,290		156,290	156,290	0
Expenditure	120,600		120,600	120,600	0
Legal	102,500		102,500	102,500	0
Income			0		0
Expenditure	102,500		102,500	102,500	0
Premises	438,769	(4,000)	434,769	343,429	91,340
Income	(5,000)		(5,000)	(83,000)	78,000
Expenditure	443,769	(4,000)	439,769	426,429	13,340

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Planning and Resources Management and Administration	265,510	4,000	269,510	282,510	(13,000)
Income			0		0
Salaries	143,310		143,310	143,310	0
Expenditure	122,200	4,000	126,200	139,200	(13,000)
Chief Executive	400,217		400,217	411,057	(10,840)
Human Resources	128,560		128,560	139,400	(10,840)
Salaries	63,560		63,560	74,400	(10,840)
Expenditure	65,000		65,000	65,000	0
Governance	171,260		171,260	171,260	0
Income			0		0
Salaries	111,860		111,860	111,860	0
Expenditure	59,400		59,400	59,400	0
Chief Executive	100,397		100,397	100,397	0
Salaries	100,397		100,397	100,397	0
Expenditure			0		0
Projects and Corporate Items	105,440		105,440	105,440	0
PRISMA	32,440		32,440	32,440	0
Income			0		0
Salaries	32,440		32,440	32,440	0
Expenditure			0		0
STEP			0		0
Salaries			0		0
Expenditure			0		0
Corporate Items	73,000		73,000	73,000	0
Expenditure			0		0
Pension Payments	73,000		73,000	73,000	0
Contributions from Earmarked Reserves			0		0
Earmarked Reserves			0		0
Expenditure			0		0
Grand Total	(118,573)	192,325	73,752	2,021	71,731