

Navigation Committee

11 January 2024

Agenda item number 8

Draft budget 2024/25 and financial strategy to 2026/27

Report by Director of Finance

Purpose

To:

- i. inform the Committee of the actual Navigation income and expenditure for the eight-month period to 30 November 2023, and provide a forecast of the projected expenditure at the end of the financial year (31 March 2024).
- ii. consult on the preparation of the Draft Budget for 2024/25 and Financial Strategy to 2026/27 prior to its consideration by the Broads Authority on 26 January 2024.

Broads Plan context

All strategic actions under Theme C: Maintaining and enhancing the navigation.

Recommended decision

- i. To note the actual Navigation income and expenditure for the eight-month period to 30 November 2023, and the forecast of the projected expenditure at the end of the financial year (31 March 2024).
- ii. To review the preparation of the Draft Budget for 2024/25 and Financial Strategy to 2026/27 prior to its consideration by the Broads Authority on 26 January 2024.

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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 30 November, 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 onwards contains the updated draft budget for 2024/25 and the draft financial strategy to 2026/27. The draft budget for 2024/25 was the basis of determining the navigation charges for 2024/25 considered by this committee on 2 November 2023. This is based on the 8.5% increase in navigation charges adopted formally by the Authority on 24 November 2023.

2. Overview of actual income and expenditure

Table 1

Actual Navigation income and expenditure by Directorate to 30 November 2023

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual Variance £
Income	(4,254,468)	(4,199,934)	- 54,534
Operations	2,248,840	1,998,554	+ 250,286
Strategic Services	285,722	294,272	- 8,550
Finance & Support Services	722,137	748,261	- 26,124

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual Variance £
Projects, Corporate Items and Contributions from Earmarked Reserves	(233,087)	(105,374)	- 127,713
Net (Surplus) / Deficit	(1,230,856)	(1,264,221)	+ 33,365

2.1. Core Navigation income is below the profiled budget at the end of month eight. The overall position as at 30 November 2023 is a favourable variance of £33,365 or a 2.71% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £54,534 within toll income:
 - Hire Craft Tolls is £9,600 below the profiled budget.
 - Private Craft Tolls is £75,273 below the profiled budget.
 - Short Visit Tolls and Other Toll income is £3,052 below the profiled budget.
 - Investment income is £33,391 above the profiled budget.
- An underspend with Operations relating to:
 - Construction, Maintenance and Ecology salaries is under the profiled budget by £35,662 due to the pay award not being implemented until December 2023.
 - Equipment, Vehicles & Vessels is under the profiled budget by £38,867 due to delays in expenditure from the earmarked reserves. This is offset by the overspend on fuel, repairs and maintenance.
 - Practical Maintenance is under the profiled budget by £55,947 due to a grant being received for the installation of electric charging points, the expenditure has yet to take place.
 - Ranger Services is under the profiled budget by £55,737 due to the pay award not being implemented until December 2023.
 - Premises is under the profiled budget by £42,349 due to delays in expenditure at the Dockyard from the earmarked reserves.
- An overspend within Strategic Services relating to:
 - Visitor Centres and Yacht Stations is above the profiled budget by £20,994 due to mooring income being less than budgeted and the lease at Reedham Quay not being finalised so charging this season could not commence. This is offset

by the underspend on salaries due to the pay award not being implemented until December 2023.

- An overspend within Finance & Support Services relating to:
 - Legal is over the profiled budget by £19,598 due to increased costs for Reedham Quay lease, Monitoring Officer recharges and increased prosecution costs.
 - ICT is under the profiled budget by £17,902 due to timing differences.
 - Premises is over the profiled budget by £39,157 due to an increase in service recharges relating to 2022/23.
- An underspend within reserves relating to:
 - Premises is under the profiled budget due to delays on Dockyard expenditure.
 - Plant, Vessels and Equipment is under the profiled budget due to delays in vehicle and equipment replacements.
 - Computer Software reserve is under the profiled budget due to delays in the toll system replacement project.

2.2. 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 2023/24. 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 in Appendix 2.

Table 2

Adjustments to Navigation LAB

Item	Authorisation reference	Amount £
Original navigation budget 2023/24 – deficit	Broads Authority 20/01/23 Agenda item number 11	55,320
LAB as at 30 November 2023	n/a	55,320

3.2. The LAB therefore provides for a navigation deficit of £55,320 in 2023/24 as at 30 November 2023.

4. Overview of Forecast outturn 2023/24

- 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 November 2023, the forecast indicates that:
- The total forecast income is £4,315,034.
 - Total expenditure is forecast to be £4,427,819.
 - The resulting deficit for the year is forecast to be £112,785.
- 4.3. The forecast outturn reflects the following changes from the LAB as shown in Table 3. The forecast deficit represents an adverse variance of £57,465 against the LAB. The resulting deficit for the year is forecast to be £112,785.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit per LAB	55,320
Previously reported 2/11/23	56,013
Increase to Hire Craft Tolls	(3,428)
Decrease to Private Craft Tolls	4,481
Increase to investment income	(10,000)
Salary recharges to external funded projects	(4,725)
Increase to legal fees	10,000
Increase to bank charges	5,124
Forecast outturn deficit as at 30 November 2023	112,785

5. Reserves

Table 4

Navigation Earmarked Reserves

Reserve Name	Balance at 1 April 2023 £	In-year movements £	Current reserve balance £
Property	(514,394)	(26,462)	(540,856)
Plant, Vessels and Equipment	(482,308)	(29,371)	(511,679)
Premises	(164,294)	(25,131)	(189,425)

Reserve Name	Balance at 1 April 2023 £	In-year movements £	Current reserve balance £
CANAPE	(231,693)	9,765	(221,928)
Computer Software	(110,605)	(9,600)	(120,205)
Total	(1,503,294)	(80,799)	(1,584,093)

- 5.1. As in previous years, the Authority's contributions to the reserves have all been made in full at the end of quarter one. This has resulted in the reserves showing increased balances.
- 5.2. The Property reserve contains the income from the land rental at Oulton Broad. Items funded from the Plant, Vessels and Equipment reserve includes three replacement vehicles and a new crane. The Premises reserve has funded the deposit for the replacement hut at Reedham Quay and the electric works. The CANAPE reserve contains the income and expenditure relating to those projects. Full details can be found in Appendix 4.

6. 2024/25 budget proposals

- 6.1. The draft budget is set out in Appendix 3 and the financial strategy to 2026/27 to provide context.
- 6.2. As with the 2023/24 budget the draft for 2024/25 has been prepared by Management Team rather than the zero-based approach taken in previous years. The main objective of this approach is to reduce underspends at the end of the financial year.
- 6.3. The draft budget takes account of the following factors:
- A provision pay increase of £1,925 per full time equivalent (FTE) member of staff, this is in line with the pay increase for 2023/24.
 - Despite falling CPI and RPI material and staff costs will continue to increase.
 - Boat numbers will remain at 2023/24 levels.
 - National Park Grant remains at 2019/20 level. This is subject to confirmation from DEFRA.
 - The Authority will move to a smaller Head Office from 1 April 2024 subject to the lease being finalised at the beginning of January.
 - No contributions will be made to the earmarked reserves except for vehicles.
 - £50,000 will be transferred from Navigation reserves annually to repay the £250,000 payment from National Park reserves.
 - Maintaining the Navigation reserve at 10% of net expenditure.

- 6.4. Total core Navigation income for 2024/25 is budgeted to be £4,624,930, including £1,436,000 for hire craft tolls and £3,006,000 for private craft tolls. This income takes account of the latest available information on boat numbers. Net navigation expenditure is budgeted at £4,510,636. This will result in a budget surplus of £114,294. After taking into account the transfer of £54,000 interest to earmarked reserves, and the third instalment of the £50,000, reserves at the end of March 2025 are forecast to be £554,524, 12.3% of net expenditure for the year.
- 6.5. Table 5 sets out an overview of the proposed 2024/25 budget, which is provided in more detail in Appendix 3.

Table 5

Draft 2024/24 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,414,078)	0	(3,414,078)
Navigation Tolls	0	(4,534,930)	(4,534,930)
Investment Income	(90,000)	(90,000)	(180,000)
Total Income	(3,504,078)	(4,624,930)	(8,129,008)
Operations	1,531,562	3,408,924	4,940,486
Strategic Services	1,434,554	482,086	1,916,640
Finance & Support Services	986,052	1,137,763	2,123,815
Contributions from earmarked reserves & corporate items	(462,841)	(518,137)	(980,978)
Total Expenditure	3,489,327	4,510,636	7,999,963
Net (Surplus) / Deficit	(14,751)	(114,294)	(129,045)
Opening Reserves (Forecast)	(828,406)	(544,230)	(1,372,636)
(Surplus) / Deficit for the year	(14,751)	(114,294)	(129,045)
Interest transfer	54,000	54,000	108,000
Contribution to National Park (General) Reserve	(50,000)	50,000	0
Closure of HLF reserve	(151,602)	0	(151,602)
Closing Reserves (Forecast)	(990,759)	(554,524)	(1,545,283)

7. Operations

- 7.1. The Operations budget has seen an increase to staff costs to reflect the provisional £1,925 per FTE pay increase, subject to negotiations by the NJC. Practical Maintenance has seen an increase to expenditure in Mutford Lock repairs and maintenance and

gauge boards replacements. Launches has seen an increase to maintenance and fuel costs.

- 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 2024/25.

8. Strategic Services

- 8.1. As with the Operations budget, staff costs have increased for the same reasons. Visitor Centres and Yacht Stations has seen a reduction to income to reflect the drop-in mooring fees, although this does assume charging at Reedham will start from the beginning of the season. Again, there is little capacity to take on additional projects or ad-hoc work.

9. Finance and Support Services

- 9.1. As per Operations and Strategic Services staff costs have increased for the same reasons. Finance has seen an increase due to the rising costs of external audit. The Public Sector Auditor Appointments (PSAA) have confirmed that for the next contract individual authorities will see an 151% increase on audit fees for 2023/24 onwards. The new scale fees were published on 28 November 2023. The fee will be payable for the next five years of audits from 2023/24 to 2027/28.

10. Central and shared costs and cost apportionment

- 10.1. Cost apportionments remains broadly the same as those for 2023/24 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2024/25 are set out in Appendix 3.
- 10.2. The overall split of estimated income and proposed net expenditure in 2024/25 remains broadly the same, 43% National Park and 57% 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 Operations, Strategic Services and Finance and Support Services directorates.

Table 6

Central and shared costs

Year	Central and Shared Costs £000's	Apprenticeship levy costs £000's	Total £000's	Percentage split of central and shared costs	Total Core Income £000's	Central and shared costs as percentage of core income
2023/24 National Park	2,051	3	2,054	58%	3,699	56%
2023/24 Navigation	1,458	3	1,461	42%	4,315	34%
2023/24 Consolidated	3,509	6	3,515	100%	8,014	44%
2024/25 National Park	1,517	5	1,522	51%	3,504	43%
2024/25 Navigation	1,455	4	1,459	49%	4,625	32%
2024/25 Consolidated	2,972	9	2,981	100%	8,129	37%
2025/26 National Park	1,541	5	1,546	51%	3,464	45%
2025/26 Navigation	1,478	4	1,482	49%	4,833	31%
2025/26 Consolidated	3,019	9	3,028	100%	8,297	36%
2026/27 National Park	1,562	5	1,567	51%	3,449	45%
2026/27 Navigation	1,500	5	1,505	49%	4,914	31%
2026/27 Consolidated	3,062	10	3,072	100%	8,363	37%

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.

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 negotiations for 2024/25 will be in line with the £1,925 per FTE budgeted and increases from 2025/26 onwards are based on a provisional increase of 3%, subject to negotiations with the NJC.
- 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.
- No contributions will be made to the earmarked reserves for one year only, except for vehicle replacements.
- The Authority will move to a smaller Head Office from 1 April 2024.
- The forecast outturn position for 2023/24 will be delivered in line with budget holders’ projections; and
- 2024/25 will see the third instalment of £50,000 being transferred back to the National Park reserve.

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 2023/24 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	36,000
Navigation Budget for 2023/24 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	44,000

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
Overall salary increases of £1,925 per FTE in 2024/25	1% change in salary inflation	7,610
Boat numbers and distribution remain as predicted in 2024/25	1% change in navigation toll income	44,000
National Park Grant in line with current allocations and no further reductions in 2024/25	1% change in National Park Grant income	34,000
Inflation	1% increase on non-salary budgets	19,000

12. Earmarked reserves

12.1. The Authority's earmarked reserve strategy for the period 2024/25 to 2026/27 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of November 2023, planned expenditure until the end of the financial year, and provides an analysis of movements in reserves, split between national park and navigation in all years to 2026/27.

12.2. Navigation earmarked reserves stand at £1,584,093 at the end of November 2023 and are forecast to decrease (to £1,204,007) by the end of the financial year due to the planned purchase of three vehicles.

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 4 and includes in 2024/25:

- Replacement of four vehicles.
- Replacement of a welfare unit, dipper arm extension and weed bucket for excavators, telescopic handler and a concrete pump.
- Replacement Ranger launch.
- Software development for the new tolls system.
- Replacement Finance system; and
- Piling at Repps bank.

12.4. Planned expenditure from earmarked reserves in 2025/26 and 2026/27 includes the replacement of five further vehicles, NATO floats, Yanmar tracked carrier, mower,

deposit for a long reach excavator, clamshell bucket, Takeuchi excavator, iron horse and a hydraulic power pack.

- 12.5. Taking account of all these items, the forecast balance of navigation earmarked reserves at the end of 2026/27 is £928,957, although it should be noted that expenditure plans for 2025/26 and beyond are likely to be refined again when the financial strategy for 2025/26 is developed later next year.

13. Risk implications

- 13.1. Loss of income is identified in the corporate risk register under risk number four. This is a significant risk to the Authority, table 7 highlights the impact of a 1% movement. The cost-of-living crisis means that many people, including hire boat operators, may face some difficult decision regarding their continued boat ownership.

14. Conclusion

- 14.1. The draft budget presented here incorporates the navigation charges for 2024/25 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.
- 14.2. The National Park part of the budget shows a small surplus for 2024/25 which will cushion the impact of a further year of a flat cash settlement from DEFRA. This will result in a reserve balance of £990,759 at the end of 2024/25. While confirmation on the settlement is awaited, figures for 2025/26 onwards should be viewed with a high degree of uncertainty. Currently from 2025/26 onwards the budget returns to a deficit which will be funded from reserves. Work will be undertaken during 2024/25 to identify further savings and income generation opportunities and bought back to members in due course. The impact of any change (positive or negative) will need careful consideration to make sure National Park expenditure is sustainable.
- 14.3. It is important to recognise that the budget is highly sensitive to changes in salary inflation, with a significant proportion of the budget being made up of staff costs. The budget is based on a £1,925 per FTE increase in salaries for the period April 2024 to March 2025. As in previous years there continues to be uncertainty about the amount and the timing of the likely award.
- 14.4. For navigation the surplus of £114,294 allowed for in the 2024/25 budget will continue to maintain the reserve above the 10%. Despite falling inflation, the impact of cost increases should not be underestimated and its effect on purchasing materials and services.
- 14.5. On the Navigation side of the budget the level of reserves held by the Authority provides a cushion to increasing costs and allows time to plan for achievable medium-

term savings that will benefit both sides of the budget whilst maintaining appropriate minimum level of reserves.

- 14.6. As in previous years, it remains the case that the indicative tolls increase in 2025/26 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 2023/24.

Author: Emma Krelle

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[Broads Plan](#) strategic objectives: C1, C2, C3, C4

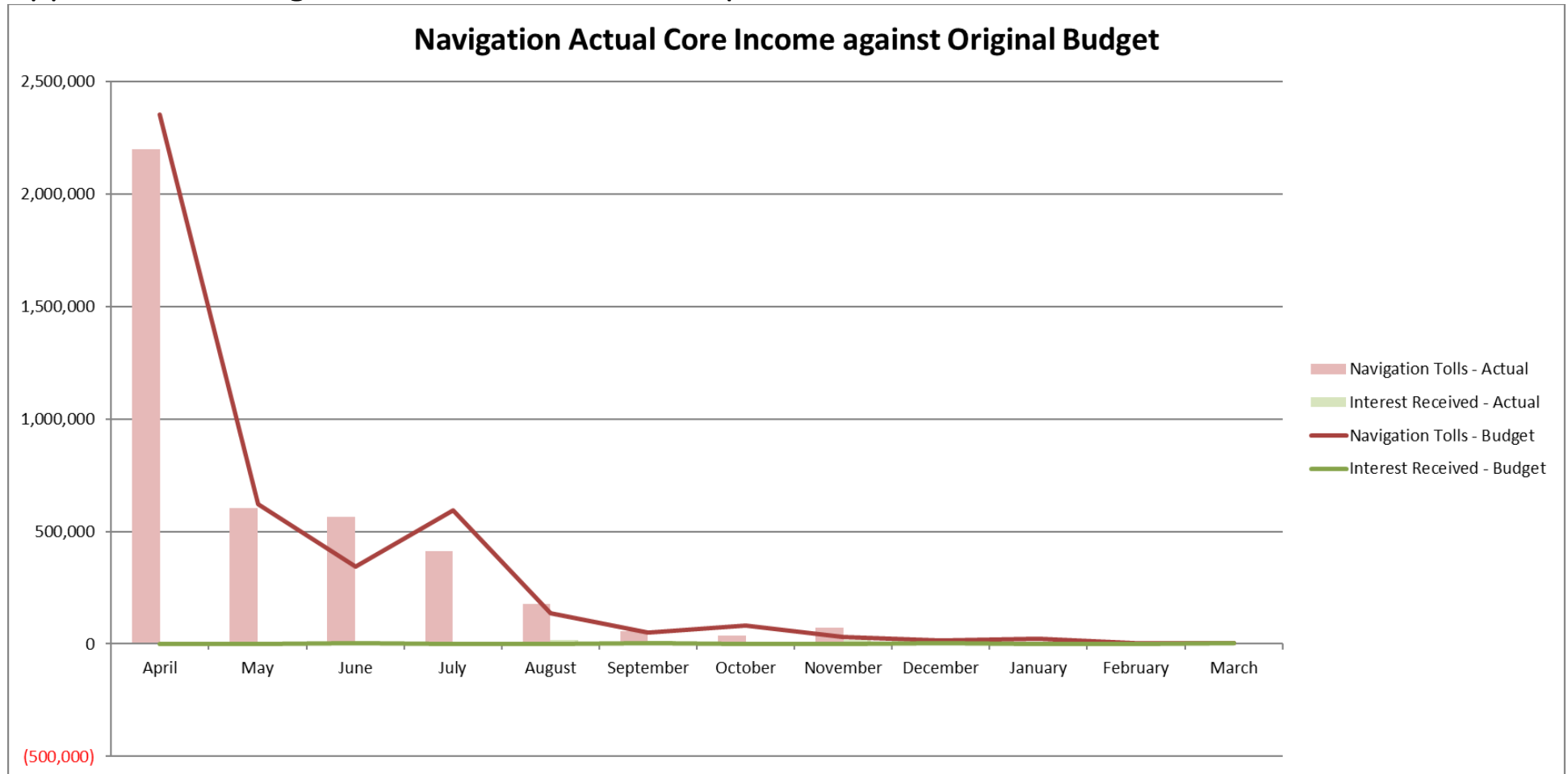
Appendix 1 – Navigation actual income and expenditure charts to 30 November 2023

Appendix 2 – Financial monitor: Navigation income and expenditure 2023/24

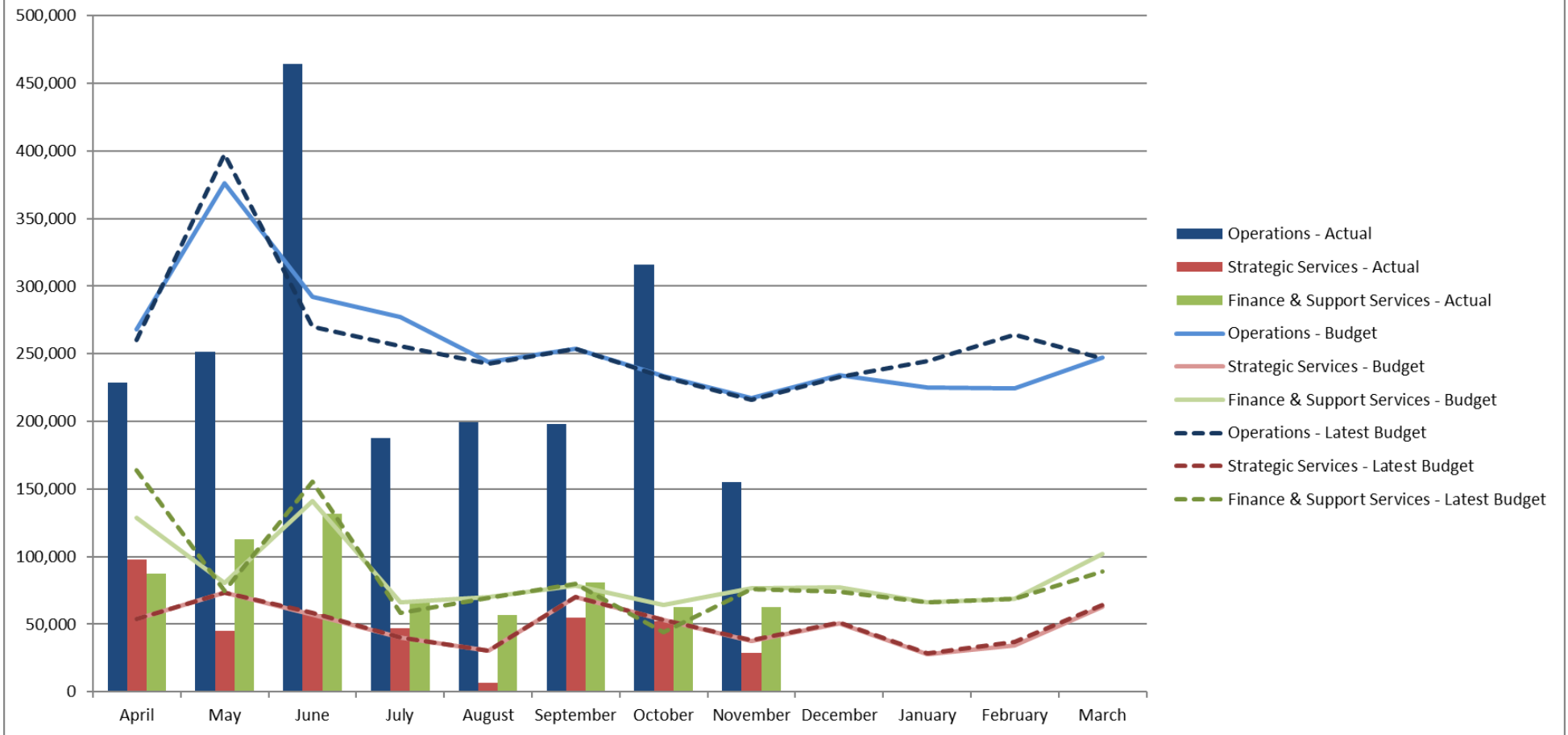
Appendix 3 – 2024/25 Budget and Financial Strategy to 2026/27

Appendix 4 – Earmarked reserves 2023/24 to 2026/27 for budget

Appendix 1 – Navigation actual income and expenditure charts to 30 November 2023



Navigation Net Actual Expenditure against Original and Latest Budget



Appendix 2 – Financial monitor: Navigation income and expenditure 2023/24

Table 1

Income

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Income	(4,327,110)	0	(4,327,110)	(4,315,034)	- 12,076
National Park Grant	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Hire Craft Tolls	(1,333,000)	0	(1,333,000)	(1,322,781)	- 10,219
Income	(1,333,000)	0	(1,333,000)	(1,322,781)	- 10,219
Private Craft Tolls	(2,844,000)	0	(2,844,000)	(2,769,643)	- 74,357
Income	(2,844,000)	0	(2,844,000)	(2,769,643)	- 74,357
Short Visit Tolls	(55,000)	0	(55,000)	(55,000)	+ 0
Income	(55,000)	0	(55,000)	(55,000)	+ 0
Other Toll Income	(32,610)	0	(32,610)	(32,610)	+ 0
Income	(32,610)	0	(32,610)	(32,610)	+ 0
Interest	(62,500)	0	(62,500)	(135,000)	+ 72,500
Income	(62,500)	0	(62,500)	(135,000)	+ 72,500

Table 2
Operations

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Operations	3,272,853	22,435	3,295,288	3,321,632	- 26,344
Construction and Maintenance Salaries	974,116	0	974,116	988,655	- 14,539
Salaries	974,116	0	974,116	989,431	- 15,315
Expenditure	0	0	0	(776)	+ 776
Equipment, Vehicles & Vessels	538,769	0	538,769	538,769	+ 0
Income	(700)	0	(700)	(700)	+ 0
Expenditure	539,469	0	539,469	539,469	+ 0
Water Management	84,000	0	84,000	84,000	+ 0
Expenditure	84,000	0	84,000	84,000	+ 0
Land Management	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Practical Maintenance	351,575	0	351,575	351,575	+ 0
Income	(56,185)	0	(56,185)	(56,185)	+ 0
Expenditure	407,760	0	407,760	407,760	+ 0
Waterways and Recreation Strategy	31,960	0	31,960	31,190	+ 770

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Income	0	0	0	0	+ 0
Salaries	23,960	0	23,960	23,190	+ 770
Expenditure	8,000	0	8,000	8,000	+ 0
Project Funding	1,125	0	1,125	1,125	+ 0
Expenditure	0	0	0	0	+ 0
Pension Payments	1,125	0	1,125	1,125	+ 0
Ranger Services	912,122	22,435	934,557	947,205	- 12,648
Income	0	0	0	0	+ 0
Salaries	789,592	0	789,592	802,240	- 12,648
Expenditure	122,330	22,435	144,765	144,765	+ 0
Pension Payments	200	0	200	200	+ 0
Safety	96,953	0	96,953	97,066	- 113
Income	(500)	0	(500)	(500)	+ 0
Salaries	68,643	0	68,643	68,756	- 113
Expenditure	28,810	0	28,810	28,810	+ 0
Premises	192,156	0	192,156	192,156	+ 0
Income	(1,820)	0	(1,820)	(1,820)	+ 0
Expenditure	193,976	0	193,976	193,976	+ 0

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Operations Management and Administration	90,078	0	90,078	89,892	+ 186
Salaries	86,418	0	86,418	86,232	+ 186
Expenditure	3,660	0	3,660	3,660	+ 0

Table 3
Strategic Services

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Strategic Services	400,106	6,927	407,033	398,662	+ 8,371
Development Management	4,921	0	4,921	4,912	+ 9
Income	0	0	0	0	+ 0
Salaries	4,921	0	4,921	4,912	+ 9
Expenditure	0	0	0	0	+ 0
Pension Payments	0	0	0	0	+ 0
Strategy and Projects Salaries	28,181	0	28,181	25,880	+ 2,301
Income	0	0	0	0	+ 0
Salaries	28,181	0	28,181	28,097	+ 84
Expenditure	0	0	0	(2,216)	+ 2,216
Biodiversity Strategy	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Human Resources	77,669	0	77,669	77,736	- 67
Salaries	49,013	0	49,013	49,080	- 67
Expenditure	28,656	0	28,656	28,656	+ 0
Volunteers	20,347	0	20,347	20,507	- 159

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Salaries	16,702	0	16,702	16,862	- 159
Expenditure	3,645	0	3,645	3,645	+ 0
Communications	90,148	0	90,148	90,636	- 488
Income	0	0	0	0	+ 0
Salaries	81,388	0	81,388	81,876	- 488
Expenditure	8,760	0	8,760	8,760	+ 0
Visitor Centres and Yacht Stations	139,012	6,927	145,939	140,535	+ 5,404
Income	(197,010)	0	(197,010)	(197,010)	+ 0
Salaries	267,442	0	267,442	262,038	+ 5,404
Expenditure	68,580	6,927	75,507	75,507	+ 0
Strategic Services Management and Administration	39,828	0	39,828	38,456	+ 1,372
Salaries	39,078	0	39,078	38,988	+ 90
Expenditure	750	0	750	(532)	+ 1,282
Strategy and Projects	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0

Table 4

Finance & Support Services

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Finance & Support Services	1,019,937	0	1,019,937	1,047,354	- 27,417
National Park Grant	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Legal	24,000	0	24,000	34,000	- 10,000
Income	(6,000)	0	(6,000)	(6,000)	+ 0
Expenditure	30,000	0	30,000	40,000	- 10,000
Governance	124,718	0	124,718	122,774	+ 1,944
Salaries	93,318	0	93,318	93,502	- 184
Expenditure	31,400	0	31,400	29,272	+ 2,128
Chief Executive	52,652	0	52,652	51,753	+ 899
Salaries	52,256	0	52,256	51,679	+ 577
Expenditure	396	0	396	74	+ 322
Asset Management	78,394	0	78,394	78,493	- 99
Income	(3,135)	0	(3,135)	(3,135)	+ 0
Salaries	23,994	0	23,994	24,183	- 189
Expenditure	57,535	0	57,535	57,445	+ 90

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Finance and Insurance	271,886	0	271,886	284,396	- 12,510
Income	0	0	0	0	+ 0
Salaries	150,086	0	150,086	150,192	- 106
Expenditure	121,800	0	121,800	134,204	- 12,404
Collection of Tolls	208,680	0	208,680	210,930	- 2,250
Salaries	198,080	0	198,080	200,330	- 2,250
Expenditure	10,600	0	10,600	10,600	+ 0
ICT	214,748	0	214,748	220,149	- 5,401
Salaries	107,520	0	107,520	113,050	- 5,530
Expenditure	107,228	0	107,228	107,099	+ 129
Premises – Head Office	44,860	0	44,860	44,860	+ 0
Expenditure	44,860	0	44,860	44,860	+ 0

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	11,783	0	11,783	11,783	+ 0
Partnerships / HLF	8,500	0	8,500	8,500	+ 0
Income	0	0	0	0	+ 0
Salaries	0	0	0	0	+ 0
Expenditure	8,500	0	8,500	8,500	+ 0
Corporate Items	3,283	0	3,283	3,283	+ 0
Expenditure	3,283	0	3,283	3,283	+ 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	(322,250)	(29,362)	(351,612)	(351,612)	+ 0
Earmarked Reserves	(322,250)	(29,362)	(351,612)	(351,612)	+ 0
Expenditure	(322,250)	(29,362)	(351,612)	(351,612)	+ 0

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	55,320	0	55,320	112,785	- 57,465

Row Labels	2022/23			2023/24			2024/25			2025/26			2026/27			2024/25 Apportionment				
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation			
	2022/23 (Actual)	2022/23 (Actual)	2022/23 (Actual)	2023/24 (Latest Available Budget)	2023/24 (Latest Available Budget)	2023/24 (Latest Available Budget)	2024/25 (Forecast)	2024/25 (Forecast)	2024/25 (Forecast)	2024/25 (Budget)	2024/25 (Budget)	2024/25 (Budget)	2025/26 (Budget)	2025/26 (Budget)	2025/26 (Budget)	2026/27 (Budget)	2026/27 (Budget)	2026/27 (Budget)	2024/25 (Budget)	2024/25 (Budget)
Income																				
Income																				
National Park Grant	(4,784,591)	0	(4,784,591)	(3,414,078)	0	(3,414,078)	(3,564,078)	0	(3,564,078)	(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	(1,204,264)	(1,204,264)	0	(1,333,000)	(1,333,000)	0	(1,322,781)	(1,322,781)	0	(1,436,000)	(1,436,000)	0	(1,515,000)	(1,515,000)	0	(1,546,000)	(1,546,000)	0%	100%
Private Craft Tolls	0	(2,516,714)	(2,516,714)	0	(2,844,000)	(2,844,000)	0	(2,769,643)	(2,769,643)	0	(3,006,000)	(3,006,000)	0	(3,171,330)	(3,171,330)	0	(3,234,757)	(3,234,757)	0%	100%
Short Visit Tolls	0	(54,089)	(54,089)	0	(55,000)	(55,000)	0	(55,000)	(55,000)	0	(60,000)	(60,000)	0	(63,300)	(63,300)	0	(64,566)	(64,566)	0%	100%
Other Toll Income	0	(35,474)	(35,474)	0	(32,610)	(32,610)	0	(32,610)	(32,610)	0	(32,930)	(32,930)	0	(33,260)	(33,260)	0	(33,590)	(33,590)	0%	100%
Interest	(58,570)	(58,570)	(117,141)	(62,500)	(62,500)	(125,000)	(135,000)	(135,000)	(270,000)	(90,000)	(90,000)	(180,000)	(50,000)	(100,000)	(100,000)	(35,000)	(35,000)	(70,000)	50%	50%
Income Total	(4,843,162)	(3,869,111)	(8,712,273)	(3,476,578)	(4,327,110)	(7,803,688)	(3,699,078)	(4,315,034)	(8,014,112)	(3,504,078)	(4,624,930)	(8,129,008)	(3,464,078)	(4,832,890)	(8,296,968)	(3,449,078)	(4,913,913)	(8,362,991)	43%	57%
Income Total	(4,843,162)	(3,869,111)	(8,712,273)	(3,476,578)	(4,327,110)	(7,803,688)	(3,699,078)	(4,315,034)	(8,014,112)	(3,504,078)	(4,624,930)	(8,129,008)	(3,464,078)	(4,832,890)	(8,296,968)	(3,449,078)	(4,913,913)	(8,362,991)	43%	57%
Net Expenditure																				
Operations																				
Construction and Maintenance Salaries	549,462	902,955	1,452,417	599,074	998,076	1,597,150	606,384	1,011,844	1,618,229	646,965	1,066,225	1,713,190	668,333	1,106,187	1,774,520	677,329	1,119,251	1,796,580	38%	62%
Construction and Maintenance Salaries (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Equipment, Vehicles and Vessels	161,938	377,856	539,794	231,201	539,469	770,670	231,201	539,469	770,670	184,980	431,620	616,600	176,580	412,020	588,600	179,580	419,020	598,600	30%	70%
Equipment, Vehicles and Vessels (Income)	(5,343)	(12,468)	(17,811)	(300)	(700)	(1,000)	(300)	(700)	(1,000)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	30%	70%
Water Management	2,245	50,311	52,557	4,700	84,000	88,700	4,700	84,000	88,700	5,500	75,000	80,500	5,500	75,000	80,500	5,500	75,000	80,500	7%	93%
Water Management (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	68,861	0	68,861	56,355	0	56,355	55,355	0	55,355	57,350	0	57,350	57,350	0	57,350	57,350	0	57,350	100%	0%
Land Management (Income)	(102,663)	0	(102,663)	(87,500)	0	(87,500)	(87,500)	0	(87,500)	(78,235)	0	(78,235)	(78,235)	0	(78,235)	(78,235)	0	(78,235)	100%	0%
Waterways and Recreation Strategy	64,055	6,992	71,047	0	8,000	8,000	0	8,000	8,000	82,851	6,400	89,251	0	6,400	6,400	0	6,400	6,400	93%	7%
Waterways and Recreation Strategy (Income)	(64,055)	0	(64,055)	0	0	0	0	0	0	(82,851)	0	(82,851)	0	0	0	0	0	0	100%	0%
Practical Maintenance	122,812	491,986	614,799	240,900	407,760	648,660	90,900	407,760	498,660	327,140	393,250	720,390	123,140	408,250	531,390	123,140	408,250	531,390	45%	55%
Practical Maintenance (Income)	0	(16,709)	(16,709)	0	(56,185)	(56,185)	0	(56,185)	(56,185)	0	(26,425)	(26,425)	0	(26,425)	(26,425)	0	(26,425)	(26,425)	0%	100%
Ranger Services	277,222	751,208	1,028,430	215,433	934,557	1,149,990	218,595	947,205	1,165,800	231,031	1,192,875	1,423,906	235,146	1,039,334	1,274,480	238,783	1,053,882	1,292,665	16%	84%
Ranger Services (Income)	(101)	(235)	(335)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Safety	66,224	87,252	153,476	46,363	97,453	143,815	46,270	97,566	143,835	47,390	100,280	147,670	44,529	100,471	145,000	44,910	101,910	146,820	32%	68%
Safety (Income)	(1,005)	(937)	(1,942)	0	(500)	(500)	0	(500)	(500)	0	(500)	(500)	0	(500)	(500)	0	(500)	(500)	0%	100%
Project Funding	11,370	1,126	12,496	129,475	1,125	130,600	129,475	1,125	130,600	0	0	0	0	0	0	0	0	0	0%	0%
Project Funding (Income)	(7,500)	0	(7,500)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	87,097	113,745	200,842	103,074	193,976	297,050	103,074	193,976	297,050	47,812	78,708	126,520	70,087	108,933	179,020	70,087	108,933	179,020	38%	62%
Operational Property (Income)	(3,436)	(8,017)	(11,453)	(780)	(1,453)	(2,600)	(780)	(1,453)	(2,600)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	30%	70%
Operations Management and Admin	93,942	46,270	140,213	60,052	90,078	150,130	59,928	89,892	149,820	62,768	94,152	156,920	64,540	96,810	161,350	65,960	98,940	164,900	40%	60%
Operations Management and Admin (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Operations Total	1,321,126	2,791,335	4,112,461	1,598,047	3,295,288	4,893,335	1,457,302	3,321,632	4,778,934	1,531,562	3,408,924	4,940,486	1,365,830	3,323,820	4,689,650	1,383,264	3,362,001	4,745,265	31%	69%
Strategic Services																				
Development Management	485,026	4,590	489,616	502,089	4,921	507,010	506,418	4,912	511,330	552,955	5,126	558,080	555,287	5,263	560,550	563,860	5,370	569,230	99%	1%
Development Management (Income)	(83,608)	0	(83,608)	(87,500)	0	(87,500)	(90,500)	0	(90,500)	(90,500)	0	(90,500)	(90,500)	0	(90,500)	(90,500)	0	(90,500)	100%	0%
Strategy and Projects Salaries	120,544	10,005	130,550	139,129	28,181	167,310	154,253	25,880	181,133	144,253	29,287	173,540	184,573	30,073	214,646	210,815	30,686	241,500	83%	17%
Strategy and Projects (Income)	91,738	1	91,740	112,280	0	112,280	123,800	0	123,800	172,728	0	172,728	112,454	0	112,454	93,000	0	93,000	100%	0%
Biodiversity Strategy	18,858	0	18,858	9,300	0	9,300	20,988	0	20,988	8,520	0	8,520	8,000	0	8,000	8,000	0	8,000	100%	0%
Biodiversity Strategy (Income)	(14,290)	0	(14,290)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Discovery Grant	682,033	0	682,033	0	0	0	19,580	0	19,580	10,070	0	10,070	0	0	0	0	0	0	100%	0%
NCPGS Discovery Grant (Income)	(709,347)	0	(709,347)	0	0	0	(19,580)	0	(19,580)	0	0	0	0	0	0	0	0	0	0%	0%
NCPGS Restoration Grant	0	0	0	0	0	0	0	0	0	147,120	0	147,120	0	0	0	0	0	0	100%	0%
NCPGS Restoration Grant (Income)	0	0	0	0	0	0	0	0	0	(157,190)	0	(157,190)	0	0	0	0	0	0	100%	0%
Pallidiculture Exploration Fund	0	0	0	0	0	0	27,420	0	27,420	43,450	0	43,450	0	0	0	0	0	0	100%	0%
Pallidiculture Exploration Fund (Income)	0	0	0	0	0	0	(27,420)	0	(27,420)	(43,450)	0	(43,450)	0	0	0	0	0	0	100%	0%
FIPL	169,121	0	169,121	194,000	0	194,000	350,611	0	350,611	488,220	0	488,220	27,700	0	27,700	29,000	0	29,000	100%	0%
FIPL Grant (Income)	(169,121)	0	(169,121)	(194,000)	0	(194,000)	(339,833)	0	(339,833)	(480,320)	0	(480,320)	0	0	0	0	0	0	100%	0%
Environment Land Management System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Environment Land Management System (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Environment Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Environment Grant (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Communications	294,050	85,351	379,402	292,554	90,148	382,702	318,426	90,636	409,062	285,569	96,141	381,710	289,186	97,415	386,600	293,981	99,249	393,230	75%	25%
Communications (Income)	(3,680)	0	(3,680)	(250)	0	(250)	(16,000)	0	(16,000)	(250)	0	(250)	(250)	0	(250)	(250)	0	(250)	100%	0%
Generation Green (Income)	(5,965)	0	(5,965)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Generation Green	5,659	0	5,659	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
UK NP Communications Team	121,428	0	121,428	11,522	0	11,522	67,987	0	67,987	0	0	0	0	0	0	0				

Year	Earmarked Reserves	Property Reserve - National Park	Property Reserve - Navigation	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - National Park	Plant, Vessels and Equipment Reserve - Navigation	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - National Park	Premises Reserve - Navigation	Premises Reserve - TOTAL	Other Earmarked Reserves - National Park	Other Earmarked Reserves - Navigation	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
	Actual Balance 01 April 2023 (incl interest)	(421,967)	(514,394)	(936,361)	(153,571)	(482,307)	(635,878)	(212,285)	(164,294)	(376,578)	(1,073,525)	(110,605)	(1,184,130)	(171,017)	(463,385)	(2,264,057)	(1,503,292)	(3,767,349)	
2023/24	<u>Contributions to Reserves to 30/11/2023</u>																		
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)	
	Vehicles (VEH000451)	0	0	0	(11,400)	(26,600)	(38,000)	0	0	0	0	0	0			(11,400)	(26,600)	(38,000)	
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)	
	Mutford Lock Rent (MLK000552)	0	(1,462)	(1,462)	0	0	0	0	0	0	0	0	0			0	(1,462)	(1,462)	
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)	
	Ranger Vehicles (RAN000451)	0	0	0	(2,600)	(10,400)	(13,000)	0	0	0	0	0	0			(2,600)	(10,400)	(13,000)	
	Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)	
	Pool Vehicles (PCP000451)	0	0	0	(10,050)	(4,950)	(15,000)	0	0	0	0	0	0			(10,050)	(4,950)	(15,000)	
	Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)	
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	(46,000)	0	0	0	0	0	0	0	0	0			(46,000)	0	(46,000)	
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)		(10,400)	(9,600)	(20,000)	
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	(24,263)	0	(24,263)		(24,263)	0	(24,263)	
	Sale of old vehicles (VEH000552)	0	0	0	(2,430)	(5,670)	(8,100)	0	0	0	0	0	0			(2,430)	(5,670)	(8,100)	
	CANAPE Income (CANXXX52)	0	0	0	0	0	0	0	0	0	0	0	0		1,164	582	582	1,164	
	Catchment Partnership (CAT000552)	0	0	0	0	0	0	0	0	0	0	(7,495)	0	(7,495)		(7,495)	0	(7,495)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	(55,318)		(55,318)	0	(55,318)	
	UK Communications Team (Income)	0	0	0	0	0	0	0	0	0	0	(33,895)	0	(33,895)	(55,318)	(33,895)	0	(33,895)	
	Upper Thurne monies rec'd	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Upper Thurne contribution to Reserve (Budget £21,000)	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)		(21,000)	0	(21,000)	
	Pool Vehicles	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Income from sales of Dockyard assets	0	0	0	(657)	(1,532)	(2,189)	0	0	0	0	0	0			(657)	(1,532)	(2,189)	
	Planning policy	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Asset Management	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Rangers income (Plug in grant)	0	0	0	(750)	(1,750)	(2,500)	0	0	0	0	0	0			(750)	(1,750)	(2,500)	
	<u>Contributions from Reserves to 30/11/2023</u>																		
	Replacement of AO12 DWY & DWX (ordered in 22/23, delivery in 23/24), plus 3 other vehicles (VEH000450)	0	0	0	14,603	34,073	48,676	0	0	0	0	0	0			14,603	34,073	48,676	
	Replacement Fen excavator, field shelter & pony trailer (VES000450)	0	0	0	24,480	57,120	81,600	0	0	0	0	0	0			24,480	57,120	81,600	
	Replacement of AO12 URF, AO12 TXV & AO12 URE(RAN000450)	0	0	0	10,602	24,737	35,339	0	0	0	0	0	0			10,602	24,737	35,339	
	Site maintenance Hoveton Riverside Park £100k deferred from 22/23 (SIM000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Dockyard - solar panels (deferred from 22/23) and repile 55m2 edge (PRM009450)	0	0	0	0	0	0	288	671	959	0	0	0			288	671	959	
	EXPERIENCE grant expenditure NCC (COM000450)	0	0	0	0	0	0	0	0	0	0	15,874	0	15,874		15,874	0	15,874	
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	32,593	0	32,593		32,593	0	32,593	
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0		217,982	217,982	0	217,982	
	CANAPE Expenditure (CANXXX450)	0	0	0	0	0	0	0	0	0	0	0	0		18,364	9,182	9,182	18,364	
	Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	UK Communications Team (UKC000450)	0	0	0	0	0	0	0	0	0	0	28,776	0	28,776		28,776	0	28,776	
	Replacement shed at Reedham Quay	0	0	0	0	0	0	3,851	1,497	5,348	0	0	0			3,851	1,497	5,348	
	Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	2,099	0	2,099		2,099	0	2,099	
	Yare House dilapidations and moving costs (YAH000450)	0	0	0	0	0	0	10,603	0	10,603	68,006	0	0			78,609	0	78,609	
	Farming in protective landscapes	0	0	0	0	0	0	0	0	0	0	4,638	0	4,638		4,638	0	4,638	
Actual Balance 30 November 2023	(467,967)	(540,856)	(1,008,823)	(159,373)	(511,679)	(671,051)	(222,744)	(189,425)	(412,169)	(1,018,593)	(120,205)	(1,138,798)	(8,352)	(443,857)	(2,098,957)	(1,584,093)	(3,683,050)		
<u>Contributions to Reserves to 31/03/24</u>																			
Mutford Lock Rent (MLK000552)	0	(538)	(538)	0	0	0	0	0	0	0	0	0			0	(538)	(538)		
Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Catchment Partnership Norfolk Rivers Trust (CAT000552)	0	0	0	0	0	0	0	0	0	0	(7,505)	0	(7,505)		(7,505)	0	(7,505)		
Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	(121,875)		(121,875)	0	(121,875)		
UK Communications income (UKC000552)	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	0	0	0			0	0	0		
Sale of old vehicles (VEH000552)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
<u>Contributions from Reserves to 31/03/24</u>																			
Replacement of AO12 DWY & DWX (ordered in 22/23, delivery in 23/24), plus 3 other vehicles (VEH000450)	0	0	0	32,382	75,557	107,939	0	0	0	0	0	0			32,382	75,557	107,939		
Replacement Fen excavator, field shelter & pony trailer (VES000450)	0	0	0	5,520	12,880	18,400	0	0	0	0	0	0			5,520	12,880	18,400		
Repairs to How Hill Boat Shed (BHB000450) (delayed from 20/21)	0	0	0	0	0	0	18,000	7,000	25,000	0	0	0			18,000	7,000	25,000		
Dockyard - solar panels (deferred from 22/23) and repile 55m2 edge (PRM009450)	0	0	0	0	0	0	35,712	83,329	119,041	0	0	0			35,712	83,329	119,041		
Site maintenance Hoveton Riverside Park £100k deferred from 22/23 (SIM000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Electric charging points at Potter (delayed from 22/23 due landowner agreements) (UTE000450)	0	0	0	0	0	0	0	0	0	0	18,000	0	18,000		18,000	0	18,000		
EXPERIENCE grant expenditure NCC (COM000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	20,000	20,000			0	20,000	20,000		
CANAPE Expenditure outstanding planting (CANXXX450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0		
Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	70,500		70,500	0	70,500		
Yare House dilapidations and moving costs (YAH000450)	0	0	0	0	0	0	33,702	0	33,702	281,706	0	281,706			315,407	0	315,407		
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	17,609	0	17,609		17,609	0	17,609		
UK Communications Team (UKC000450)	0	0	0	0	0	0	0	0	0	0	3,928	0	3,928		3,928	0	3,928		
Reedham Quay Hut (YHT000450)	0	0	0	0	0	0	13,962	5,429	19,391	0	0	0			13,962	5,429	19,391		
Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	8,601	0	8,601		8,601	0	8,601		
Farming in protective landscapes	0	0	0	0	0	0	0	0	0	0	4,921	0	4,921		4,921	0	4,921		
Repayment of loan for CANAPE	(26,000)	0	(26,000)	(9,750)	(22,750)	(32,500)	(9,750)	(22,750)	(32,500)	0	0	0			0	0	0		
Closure of CANAPE/HLF & bal trf to General (NP) and Nav)														91,000	176,428	176,428	352,857		
Forecast Balance 01 April 2024	(493,967)	(541,394)	(1,035,361)	(131,221)	(445,991)	(577,212)	(131,118)	(116,417)	(247,535)	(691,333)	(100,205)	(791,538)	(59,727)	0	(1,507,366)	(1,204,007)	(2,711,373)		

Year	Earmarked Reserves	Property Reserve - National Park	Property Reserve - Navigation	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - National Park	Plant, Vessels and Equipment Reserve - Navigation	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - National Park	Premises Reserve - Navigation	Premises Reserve - TOTAL	Other Earmarked Reserves - National Park	Other Earmarked Reserves - Navigation	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
2024/25	<u>Contributions to Reserves to 31/03/25</u>																		
	Vessels and Equipment (VES000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Vehicles (VEH000451)	0	0	0	(11,400)	(26,600)	(38,000)	0	0	0	0	0	0			(11,400)	(26,600)	(38,000)	
	Mutford Lock (MLK000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)	
	Launches (LAU000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Ranger Vehicles (RAN000451)	0	0	0	(2,600)	(10,400)	(13,000)	0	0	0	0	0	0			(2,600)	(10,400)	(13,000)	
	Dockyard Site (PRM009451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Pool Vehicles (PCP000451)	0	0	0	(10,050)	(4,950)	(15,000)	0	0	0	0	0	0			(10,050)	(4,950)	(15,000)	
	Building repairs (PRM000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Asset Management for Countryside sites (SIM00451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)		(21,000)	0	(21,000)	
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	(26,330)	0	(26,330)		(26,330)	0	(26,330)	
	Catchment Partnership NRT contribution (CAT000552)	0	0	0	0	0	0	0	0	0	0	(15,000)	0	(15,000)		(15,000)	0	(15,000)	
	Heritage Lottery Fund income last 5% of grant (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	0	(121,875)	(121,875)	0	(121,875)	
	<u>Contributions from Reserves to 31/03/25</u>																		
	Replacement of two Hilux (VEH000450)	0	0	0	18,000	42,000	60,000	0	0	0	0	0	0	0		18,000	42,000	60,000	
	Welfare unit (E8k), Dipper arm extension for fen excavator (E11k), Telescopic handler (E23k), Weed bucket for excavator (E5k) & Concrete pump (E150k)	0	0	0	59,100	137,900	197,000	0	0	0	0	0	0	0		59,100	137,900	197,000	
	Replacement of M/L Yare (LAU000450) (delayed from 2021/22)	0	0	0	0	200,000	200,000	0	0	0	0	0	0	0		0	200,000	200,000	
	Replacement of two Hilux vehicles (RAN000450)	0	0	0	12,000	48,000	60,000	0	0	0	0	0	0	0		12,000	48,000	60,000	
Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	30,000	30,000		0	30,000	30,000		
Replacement Finance system (ICT000450)	0	0	0	0	0	0	0	0	0	0	33,500	16,500	50,000		33,500	16,500	50,000		
Piling at Repps bank (MMR000450)	0	50,000	50,000	0	0	0	0	0	0	0	0	0	0		0	50,000	50,000		
Delayed works at Hoveton Riverside Park (SIM000450)	250,000	0	250,000	0	0	0	0	0	0	0	0	0	0		250,000	0	250,000		
Improvements to Bridge Green, Potter Heigham (UTE000450)	0	0	0	0	0	0	0	0	0	0	12,000	0	12,000		12,000	0	12,000		
Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	49,700	0	49,700		49,700	0	49,700		
Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	30,000	30,000	0	30,000		
Farming in protective landscapes	0	0	0	0	0	0	0	0	0	0	7,900	0	7,900		7,900	0	7,900		
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	40,078	0	40,078	151,602	40,078	0	40,078		
Forecast Balance 01 April 2025	(243,967)	(493,394)	(737,361)	(66,171)	(60,041)	(126,212)	(131,118)	(116,417)	(247,535)	(610,486)	(53,705)	(664,190)	0	0	(1,203,344)	(723,557)	(1,926,901)		
2025/26	<u>Contributions to Reserves to 31/03/26</u>																		
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)	
	Vehicles (VEH000451)	0	0	0	(15,300)	(35,700)	(51,000)	0	0	0	0	0	0			(15,300)	(35,700)	(51,000)	
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)	
	Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)	
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)	
	Ranger Vehicles (RAN000451)	0	0	0	(3,800)	(15,200)	(19,000)	0	0	0	0	0	0			(3,800)	(15,200)	(19,000)	
	Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)	
	Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)	
	Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)	
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	(13,400)	(6,600)	(20,000)			(13,400)	(6,600)	(20,000)	
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)	
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	(27,700)	0	(27,700)			(27,700)	0	(27,700)	
	<u>Contributions from Reserves to 31/03/26</u>																		
	Replacement of Hilux (VEH000450)	0	0	0	10,500	24,500	35,000	0	0	0	0	0	0	0		10,500	24,500	35,000	
	Replacement of Hilux (RAN000450)	0	0	0	7,000	28,000	35,000	0	0	0	0	0	0	0		7,000	28,000	35,000	
	Nato floats (E20k), Yanmar tracked carrier (E15k), Mower (E7k), Deposit for long reach excavator (E20k), Clamshell bucket (E12k) & Takeuchi excavator (E15k)	0	0	0	26,700	62,300	89,000	0	0	0	0	0	0	0		26,700	62,300	89,000	
	Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	22,054	0	22,054			22,054	0	22,054	
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	27,700	0	27,700			27,700	0	27,700	
	Forecast Balance 01 April 2026	(243,967)	(520,394)	(764,361)	(75,371)	(93,841)	(169,212)	(156,318)	(143,717)	(300,035)	(622,832)	(60,305)	(683,136)	0	0	(1,250,090)	(818,257)	(2,068,346)	
	2026/27	<u>Contributions to Reserves to 31/03/27</u>																	
Vessels and Equipment (VES000451)		0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)	
Vehicles (VEH000451)		0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0			(19,200)	(44,800)	(64,000)	
Mutford Lock (MLK000451)		0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)	
Mutford Lock Rent (MLK000451)		0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)	
Launches (LAU000451)		0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)	
Ranger Vehicles (RAN000451)		0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0			(5,000)	(20,000)	(25,000)	
Dockyard Site (PRM009451)		0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)	
Pool Vehicles (PCP000451)		0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)	
Building repairs (PRM000451)		0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)	
Computer Software (ICT000451)		0	0	0	0	0	0	0	0	0	(13,400)	(6,600)	(20,000)			(13,400)	(6,600)	(20,000)	
Potter Heigham Chalet Income (UTE000451)		0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)	
Catchment Partnership (CAT000451)		0	0	0	0	0	0	0	0	0	(29,000)	0	(29,000)			(29,000)	0	(29,000)	
<u>Contributions from Reserves to 31/03/27</u>																			
Replacement of Hilux & AU12 OCN (VEH000450)		0	0	0	22,500	52,500	75,000	0	0	0	0	0	0	0		22,500	52,500	75,000	
Iron horse (E18k) & Hydraulic power pack (E28k)		0	0	0	13,800	32,200	46,000	0	0	0	0	0	0			13,800	32,200	46,000	
Replacement of AU66 ZLL (RAN000450)		0	0	0	7,000	28,000	35,000	0	0	0	0	0	0			7,000	28,000	35,000	
Catchment Partnership (CAT000450)		0	0	0	0	0	0	0	0	0	29,000	0	29,000			29,000	0	29,000	
Forecast Balance 01 April 2027		(243,967)	(547,394)	(791,361)	(90,571)	(143,641)	(234,212)	(181,518)	(171,017)	(352,535)	(657,232)	(66,905)	(724,136)	0	0	(1,324,890)	(928,957)	(2,253,846)	