

**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:**

- (i) That the income and expenditure figures to 31 July 2014 be noted.
- (ii) That the proposed procurement of a Long Reach excavator under a lease hire arrangement be approved, and the associated amendment to the Operational Boundary to £400,000 for the period 2014/15 to 2016/17 be approved.
- (iii) That the Authority adopts the option 2 for the apportionment of costs for practical work for the Operations Directorate as recommended by the Navigation Committee on 4 September 2014.
- (iv) That the apportionment of restructuring redundancy costs between National Park and Navigation budgets as recommended by the Financial Scrutiny and Audit Committee be approved.

## **1 Introduction**

- 1.1 This report consolidates a number of items relating to the financial performance and direction of the Authority. The report covers:

<b>Report Section</b>	<b>Item</b>
2	Consolidated Income and Expenditure from 1 April – 31 July 2014
3	Annual Investment Strategy update
4	Financial Strategy – Operations directorate allocation options
5	Apportionment of organisational restructure costs

## **2 Consolidated Income and Expenditure from 1 April – 31 July 2014**

### **Summary**

- 2.1 This report provides the Committee with details of the actual income and expenditure for the four month period to 31 July 2014, and provides a forecast of the projected expenditure at the end of the financial year (31 March 2015).

## **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 31 July 2014.
- 2.4 Paragraph 2.14 and Appendix 2 provide details of the forecast 2014/15 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 March 2014, adjusted for known and approved budget changes. Further details of the LAB are set out in paragraph 2.10 below.

## **Overview of Actual Income and Expenditure**

- 2.5 Within this report, actual income and expenditure is 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 31 July 2014

	<b>Profiled Latest Available Budget</b>	<b>Actual Income and Expenditure</b>	<b>Actual Variance</b>
Income	(4,404,860)	(4,434,754)	29,893
Operations	960,883	1,062,950	(102,067)
Planning and Resources	1,167,142	1,073,741	93,402
Chief Executive	134,680	127,376	7,304
Projects, Corporate Items and Contributions from Earmarked Reserves	0	(191,181)	191,181
<b>Net (Surplus) / Deficit</b>	<b>(2,142,155)</b>	<b>(2,361,868)</b>	<b>219,713</b>

- 2.6 Core income is slightly ahead of the profiled budget as at the end of month four, due to Private Tolls being significantly ahead of profile, but offset by Hire Tolls which are behind profile. At the end of the financial year it is currently anticipated that the net position on Tolls will be broadly in line with the total budget (with Private Tolls up and Hire Tolls down), and this position has been reflected in forecast outturn figures.
- 2.7 £191,181 of expenditure has been funded from reserves at the end of July, including the Authority's new Fen Harvester, the second replacement wherry, the Planning Inspectorate Site Specific Policy inspection activity, works to Mutford Lock, 2013/14 SDF grant payments, and PRISMA works. Once this

expenditure has been accounted for, the Operations revenue budget is within £5k of profile. However there is an underspend of approximately £180k against profile within Planning and Resources directorate budgets due to:

- Project expenditure behind profile;
- The cancellation of the Whitlingham development project;
- Outstanding insurance and legal billing; and
- Significant success in securing additional income including planning fee income, strategy and projects grant and partnership income, and additional Visitor Centre / Yacht Station income.

2.8 Some of these variances will persist to the end of the year and have been reflected in forecast outturns as set out in Table 3. As a result of the above variances, the overall position as at 31 July 2014 is a favourable variance of £219,713 or 10.26% difference from the profiled LAB.

2.9 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***

2.10 The Authority's income and expenditure is being monitored against a latest available budget (LAB) in 2014/15. 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.

2.11 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.

2.12 Changes to the original consolidated budget for the year are set out in Table 2 below.

**Table 2 – Adjustments to Consolidated LAB**

	<b>Ref</b>	<b>£</b>
Original budget 2014/15 – deficit	21/03/14 Item 17 (BA)	15,495
Approved budget carry-forwards	11/07/14 Item 14 (BA)	94,237
Additional budget approved in-year for Stakeholder surveys	11/07/14 Item 13 (BA)	37,355
Additional budget approved in-year for National Park sponsorship work	11/07/14 Item 18	10,000

	(BA)	
<b>LAB at 31 July 2014 – deficit</b>		<b>157,087</b>

2.13 Taking account of the budget adjustments, the LAB therefore provides for a consolidated deficit of £157,087 in 2014/15 as at 31 July 2014.

### ***Overview of Forecast Outturn 2014/15***

2.14 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. These forecast outturn figures should be seen as estimates and they will be refined and clarified through the financial year.

2.15 As at the end of July 2014, the forecast outturn indicates:

- Income is expected to be broadly in line with budget, with total forecast income of £6,244,556.
- Total expenditure is forecast to be £6,335,906.
- The resulting deficit for the year is forecast to be £91,350.

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

2.17 The forecast outturn expenditure takes account of adjustments to the LAB and in addition reflects the changes shown in Table 3. The forecast outturn anticipates a lower deficit than the £157,087 allowed for in the LAB.

Table 3 – Adjustments to Forecast Outturn

<b>Item</b>	<b>£</b>
<b>Latest Available Budget – deficit</b>	<b>157,087</b>
Remove forecast expenditure for Whitlingham project	(50,000)
Increase forecast Private Craft Toll income	(49,935)
Decrease forecast Hire Craft Toll income	47,643
Reduce salary forecast for period of vacancy (Waterways and Recreation Strategy and Strategy and Projects)	(12,552)
Increase forecast expenditure for NPS asset management costs	12,500
Increase forecast grant income for Strategy and Project partnerships work	(11,500)
Unbudgeted Restoration and Management income	(1,315)
Reduce Practical Maintenance for accrued Breydon Water costs lower than budgeted	(578)
<b>Forecast outturn deficit as at 31 July 2014</b>	<b>91,350</b>

## Reserves

- 2.18 The Authority's earmarked reserves were rationalised in 2013/14 into a smaller number of reserves. Navigation reserve balances continue to be maintained separately from national park reserves. The balance of earmarked reserves at the end of July 2014 is shown in Table 4 below.

Table 4 – Consolidated Earmarked Reserves

	Balance at 1 April 2014	In-year movements	Current reserve balance
	£	£	£
Property	(568,100)	(1,817)	(569,917)
Plant, Vessels and Equipment	(217,282)	57,309	(159,974)
Premises	(138,723)	(7,500)	(146,223)
Planning Delivery Grant	(454,172)	59,895	(394,278)
Sustainable Development Fund	(65,664)	19,940	(45,724)
Mobile Phone Upgrade	(7,567)	7,705	138
Upper Thurne Enhancement	(81,768)	0	(81,768)
Section 106	(12,069)	0	(12,069)
PRISMA	(244,954)	252,063	7,109
<b>Total</b>	<b>(1,790,299)</b>	<b>387,594</b>	<b>(1,402,706)</b>

- 2.19 £695,886 of the current reserve balance relates to navigation reserves.
- 2.20 The STEP reserve has been closed following the end of the project. Members will note that there is currently a debit balance within the PRISMA reserve. This relates to an outstanding claim amount.

## Summary

- 2.21 The current forecast outturn position for the year suggests a deficit of £97,409 for the national park side and a surplus of £6,059 on navigation resulting in an overall deficit of £91,350 within the consolidated budget, which would indicate a general fund reserve balance of approximately £702,000 and a navigation reserve balance of approximately £296,000 at the end of 2014/15. This will mean that the navigation reserve balance is restored to the recommended level of 10% of net expenditure during 2014/15. The impact of both the national park and navigation reserve balances are taken into account when preparing the budget and medium term financial strategy.

### **3 Annual Investment Strategy update**

#### ***Summary***

- 3.1 The Authority set its Annual Investment Strategy in March 2014 (Item 17). Since the Strategy was prepared, the requirement to procure an additional JCB to replace one of the Authority's older items of plant has been identified, with a lease hire being the most appropriate method of acquisition. An amendment to the Authority's Annual Investment Strategy is required to accommodate this proposed lease hire.

#### ***Background***

- 3.2 One of the Authority's main dredging cranes (Grab 10), a large barge with combined crane, has reached the stage where it is uneconomical to repair due to the age of the crane, and the fact that the sourcing of parts has become extremely challenging as they are no longer manufactured. A suitable replacement item of plant has been identified as a 360 Long Reach Excavator. In accordance with the Authority's Standing Orders, three comparable quotes have been sought from potential suppliers.
- 3.3 The preferred route for procuring this equipment has been identified as a lease hire package, whereby the Authority pays the VAT and a deposit upfront and then makes regular monthly payments. This option offers a number of benefits including an extended warranty and various additional items such as vandal guards and additional hydraulic hosing as part of the equipment specification, alongside reduced service plan costs. A lease hire represents lower cost than a standard hire agreement, and has the added benefit that the Authority will own the machine at the end of the term.
- 3.4 The Long Reach Excavator will cost approximately £118,686 (including VAT of £21,000). There is not sufficient capacity in the navigation (general) reserve to support an outright purchase (the cost would be apportioned between National Park and Navigation, but Navigation would bear the larger share under the current apportionment for Operations equipment), and similarly there is no provision for this purchase within earmarked reserve balances. The costs of lease hire however have been planned for, and can be accommodated within existing ongoing revenue budgets.

#### ***Amendment to Annual Investment Strategy***

- 3.5 The Authority is required to monitor a number of "prudential indicators" which includes the level of external debt. In the Annual Investment Strategy for 2014/15 members approved an Authorised Limit for external debt of £500,000 and an Operational Boundary of £300,000. The Authorised Limit represents the maximum level for debt while the Operational Boundary is the expected level of debt (and essentially a reporting trigger). Procuring the proposed Long Reach Excavator would result in the Authority being over the Operational Boundary, with forecast external debt of approximately £350,000 following the procurement of the JCB at the end of 2014/15. This would remain well below the Authorised Limit of £500,000.

- 3.6 It is therefore proposed that members approve an in-year increase to the Operational Boundary to enable this procurement to proceed. An increased Operational Boundary of £400,000 for the period covered by the Annual Investment Strategy (2014/15 – 2016/17) would be adequate for these purposes while also remaining below the existing Authorised Limit. No amendment to the Authorised Limit is proposed.

### **Summary**

- 3.7 Replacement of the existing Grab 10 is essential to enable the effective ongoing delivery of dredging and other Operations activities. A lease hire is the most advantageous means of procuring the required equipment but cannot be accommodated within the Authority's existing Operational Boundary. It is therefore recommended that members approve the proposed procurement of a Long Reach excavator under a lease hire arrangement, and the associated amendment to the Operational Boundary to £400,000 for the period 2014/15 to 2016/17.

## **4 Financial Strategy – Operations directorate allocation options**

### **Summary**

- 4.1 This section sets out details of options for amending the apportionment of costs for practical work, as set out in the Financial Strategy and Direction agreed by the Broads Authority in March 2014, including details of the consultation undertaken with the Navigation Committee in September 2014, and sets out the conclusions in paragraph 4.21.

### **Background**

- 4.2 At the meeting of the Broads Authority on 21 March 2014, a report on the strategic response to the National Park Grant reductions was considered, which included budget options for the 2014/15 budget and the financial strategy to 2016/17. It was resolved to propose changes to the apportionment for operational activities from the current level of 40:60 between National Park and Navigation, to 35:65 in 2015/16 with a view to further increasing the proportion devoted to Navigation to 70% in 2016/17.
- 4.3 This would mean a £50,000 indicative increase in Navigation Works expenditure in 2015/16 but offset by agreed savings in other areas of the budget, therefore the net impact on the 2015/16 budget is nil. A further unbudgeted increase in 2016/17 has also been identified resulting in a cumulative increase of £105,000.
- 4.4 It was also agreed to further consult the Navigation Committee on which areas of the Operations budget this should relate to, to identify priorities and the most appropriate means of delivery. The outcomes of this consultation are set out in paragraph 4.23.

## ***Options***

- 4.5 The summarised 2014/15 allocations were previously set out in the budget report, and these give an indication as to the shared cost budget areas, which are largely salaries and shared resources such as property and equipment. The budget areas that are allocated at 100% to either National Park Grant or Navigation Expenditure have not been considered in this assessment.
- 4.6 When reviewing practical works in the Operations directorate there are several work areas to consider; namely Construction, Maintenance and Environment, Ranger Services, Safety, Asset Management and Volunteer Services.
- 4.7 As a first step the current apportionments have been reviewed and assessed for accuracy, using evidence as available, which includes timesheets, invoices and other records. From this work the existing splits for the Environment team, Safety and Asset Management have all been confirmed as correctly apportioned and reflect the work requirements. The Volunteer Service was identified to require amendment, from the current 70:30 NPG/Nav to 60:40, as the evidence from timesheets completed indicated a greater proportion of 'navigation' related work contributed by volunteers.
- 4.8 This leaves the two largest areas of the budget, which are both currently performing at the set allocation, but could have greater flexibility to be changed. Options have been developed and are set out in Table 5.
- 4.9 Staff consultation exercises have also been completed in order to seek the views from those who are undertaking the tasks and also dealing with our customers on a daily basis, and who may have a different operational perspective.

## ***Impact Assessment – Construction and Maintenance Teams***

- 4.10 There are a number of areas of Construction and Maintenance navigation work where additional activity would be beneficial. These include;
- River bank tree clearance
  - Vessel and equipment maintenance
  - Dredging
  - Removal of wrecks/obstructions/litter
  - Mooring maintenance
- 4.11 Discussion at the recent Moorings Stakeholder Workshop also recognised that the ability to undertake mooring repiling works in house would result in savings on contractor costs when considering the future asset management liabilities.
- 4.12 Changing the allocation to 35:65 NPG/ Nav would increase the capacity in the Construction and Maintenance Teams by 264 man days, which equates to a 2 man team for 26 weeks. This team could be focussed on additional tree work as the bird breeding season and other ecological constraints allow, and also



undertake pre-season maintenance on the system (litter clearance and minor mooring maintenance) without incurring significant cash expenditure. Increasing the allocation to 30:70 would mean 528 days, which equates to a 2 man team for the full year.

- 4.13 In respect of the potential reduced allocation to National Park purposes, this could be achieved whilst still allowing all existing conservation work to be protected, and also potentially expanded through careful use of volunteers under direction.
- 4.14 Additionally, it would allow the continuation of the current level of footpath cutting, Tourist Information Centre maintenance and countryside site maintenance to be retained. However, this would mean that the 10% which had been previously been ring fenced for new project delivery would be lost in 2016/17.

### ***Impact Assessment – Ranger Team***

- 4.15 The Ranger role is not so easy to programme, as inevitably there is a lot of reactive work in responding to incidents/ issues that arise. This also means the ability to achieve very precise time allocations may prove tricky, and some tolerances may be required.
- 4.16 However, if the allocations were changed such that more time were available for navigation activities this could allow more patrolling to be undertaken as well as developing contacts with stakeholders, delivering water safety educational activities and assisting members of the public. Additional small scale reactive maintenance could also be included on 24hr moorings or navigation furniture as required periodically through the main season, and assistance with riverbank tree clearance during the winter period could also be considered.
- 4.17 However, there would be considerable negative consequences of a reduction in the time allocated to National Park purposes. A large proportion of this time is already allocated to working for Whitlingham Charitable Trust, which is undertaken as part of a Service Level Agreement and for which the Broads Authority receives income.
- 4.18 The remaining time is spent on events/education and countryside activities, which have already been reduced following the previous restructure, and which many Rangers feel are services that we need to be protecting for the benefit of the Broads and the residents/ visitors to the area. There would also be knock on consequences for tourism in respect of a reduced programme of Broads Authority events which are heavily supported by the Ranger team, and availability of Broads Authority land based visitor sites.
- 4.19 It is therefore considered that there would be more negative impacts associated with any option which changes the Ranger team allocations, in respect of reductions to our work with the public and the work that supports tourism and education.

4.20 The following options have been developed for consideration:

Table 5 – Operations allocation options

	Budget area	Proposed revised allocation NPG/ Nav		Effect	Comments
		Year 1 2015/16	Year 2 2016/17		
Option 1 – Increase both C&M and Ranger allocations, incrementally over 2 years	Volunteer Services	60/40	60/40	Within £2.1k of target	This option would allow significantly more time for navigation patrolling in both years, and additionally increase the amount of time spent on the maintenance of the navigation from year 2
	Rangers	<b>30/70</b>	30/70		
	Construction and Maintenance	40/60 No change	<b>35/65</b>		
Option 2 – Increase C&M allocations only, incrementally over 2 years	Volunteer Services	60/40	60/40	Within £1.3 k of target	This would retain the status quo for Rangers, and significantly increase the amount of time spent on the maintenance of the navigation, increasing by an additional 528 man days in year 2
	Rangers	40/60 No change	40/60 No change		
	Construction and Maintenance	<b>35/65</b>	<b>30/70</b>		
Option 3 - Increase Ranger allocations only, incrementally over 2 years	Volunteer Services	60/40	60/40	Within £1.7k of target	This option focuses all the change in the ranger team, and would ultimately remove the ability to complete education/ event and countryside work to any significant degree
	Rangers	<b>30/70</b>	<b>19/81</b>		
	Construction and Maintenance	40/60 No change	40/60 No change		
Option 4 – change allocations across all areas, to achieve consistent approach	Volunteer Services	60/40	60/40	Within £2.4k of target	This option has the benefit of achieving consistent apportionment across most areas by year 2, and spreads the impact of the changes across all teams.
	Rangers	<b>35/65</b>	35/65		
	Construction and Maintenance	<b>37/63</b>	<b>35/65</b>		
	Management of Operations Directorate	44/56 no change	<b>35/65</b>		

## **Conclusion**

- 4.21 Given that the Project Pot has also been reduced as part of the response to the reduction of National Park Grant, and the need for future projects to be externally funded, it is considered that therefore it would be appropriate to remove the current Construction and Maintenance programme time allocated for project delivery. New projects could still be developed, and designed to be delivered by external contractors as required. Deferring this change to 2016/17 would give staff appropriate lead in time to adapt, and design projects accordingly.
- 4.22 With regard to options for changes it is therefore considered that option 2, focussing the change in the Construction and Maintenance programme and moving to a change to a 30:70 NPG/ Navigation allocation in 2016/17 could be accommodated within the regular routine works without major negative impacts, and would deliver significant benefits to navigation maintenance and contribute to the delivery of the necessary asset management programme of maintenance works.

## **Navigation Committee Consultation**

- 4.23 The Navigation Committee received this report at its meeting on 4 September 2014 and were consulted on the options for allocating Operations activity from 2015/16. The Committee endorsed the proposed option 2, which it was considered would provide clear benefits for navigation.

## **Next Steps**

- 4.24 The proposed transfer of practical activities within the Operations budgets is intended to support the delivery of priority navigation activities from 2015/16 onwards. Based on the latest Financial Strategy figures, approximately £50,000 of the proposed increase in practical activity is likely to be offset by navigation savings within central and corporate costs.
- 4.25 The timetable for work to develop these proposals and engage with Members, the Navigation Committee, staff and other key stakeholders is:

<b>2014</b>	
September 26 Broads Authority	Makes decision on allocations.
October 23 Navigation Committee	Consulted on tolls and draft Financial Strategy.
November 21 Broads Authority	Makes decision on tolls for 2015/16 and adopts Financial Strategy.
December 11 Navigation Committee	Consulted on 2015/16 Budget.
<b>2015</b>	
January 23 Broads Authority	Adopts 2015/16 Budget.

- 4.26 Within the current financial strategy, navigation tolls have been assumed to increase by 3% per annum after 2014/15. This level of increase will allow the

Authority to continue to make some progress towards adequate provision for the significant future liabilities identified in the Asset Management Plan in 2015/16, but should be seen as an indicative figure only as the increase remains subject to the agreed annual consultation with the Navigation Committee and decision by the Authority, and the burden of additional navigation works in 2016/17 may not allow further contributions to be made with a toll increase of this level.

## **5 Apportionment of Organisational Restructure Costs**

- 5.1 At a special meeting on 24 July 2014, the Financial Scrutiny and Audit Committee considered a report providing an update on the minor organisational restructure approved on 21 March 2014 in order to respond to reductions in National Park Grant.
- 5.2 This report identified a maximum potential redundancy cost arising from the minor organisational restructure of £45,000. The report also outlined the intention to progress the recruitment of a Solicitor and Monitoring Officer as soon as possible to allow legal savings to be realised in advance of April 2015. The Committee noted the planned timetable for recruitment and approved the maximum potential cost of £45,000, delegating authority to the Chief Executive to approve redundancy payments up to this level.
- 5.3 It should be noted that no provision has been made for the cost of redundancy in the 2014/15 budget. The costs of redundancy will therefore be met from reserves. Consolidated reserves at the end of 2014/15 are currently forecast to be £998,000 (£702,000 for National Park and £296,000 for Navigation).
- 5.4 Salaries for the affected staff are apportioned to both National Park and Navigation expenditure and both accounts will benefit from the savings of the restructures of these two teams. It was therefore proposed to the Committee that the cost of any redundancy should be apportioned on the same basis as the current costs. The Committee considered that this issue should be referred to the Authority for decision, with the recommendation of the Committee being that the costs of redundancy should be apportioned between National Park and Navigation budgets on the same basis as the present costs of the posts.
- 5.5 Since the Committee meeting, the implementation of the minor organisational restructure has progressed with a number of officers being placed in roles in the new structure. As a result, the total cost of redundancy is now projected to be £36,500, which would be apportioned as £22,500 National Park and £14,000 Navigation on the current basis. The Authority remains committed to avoiding redundancies and therefore the Management Team continues to explore all possible opportunities (including alternative roles which may become vacant elsewhere in the Authority prior to 31 March 2015) to reduce the need for, and total cost of, redundancy.

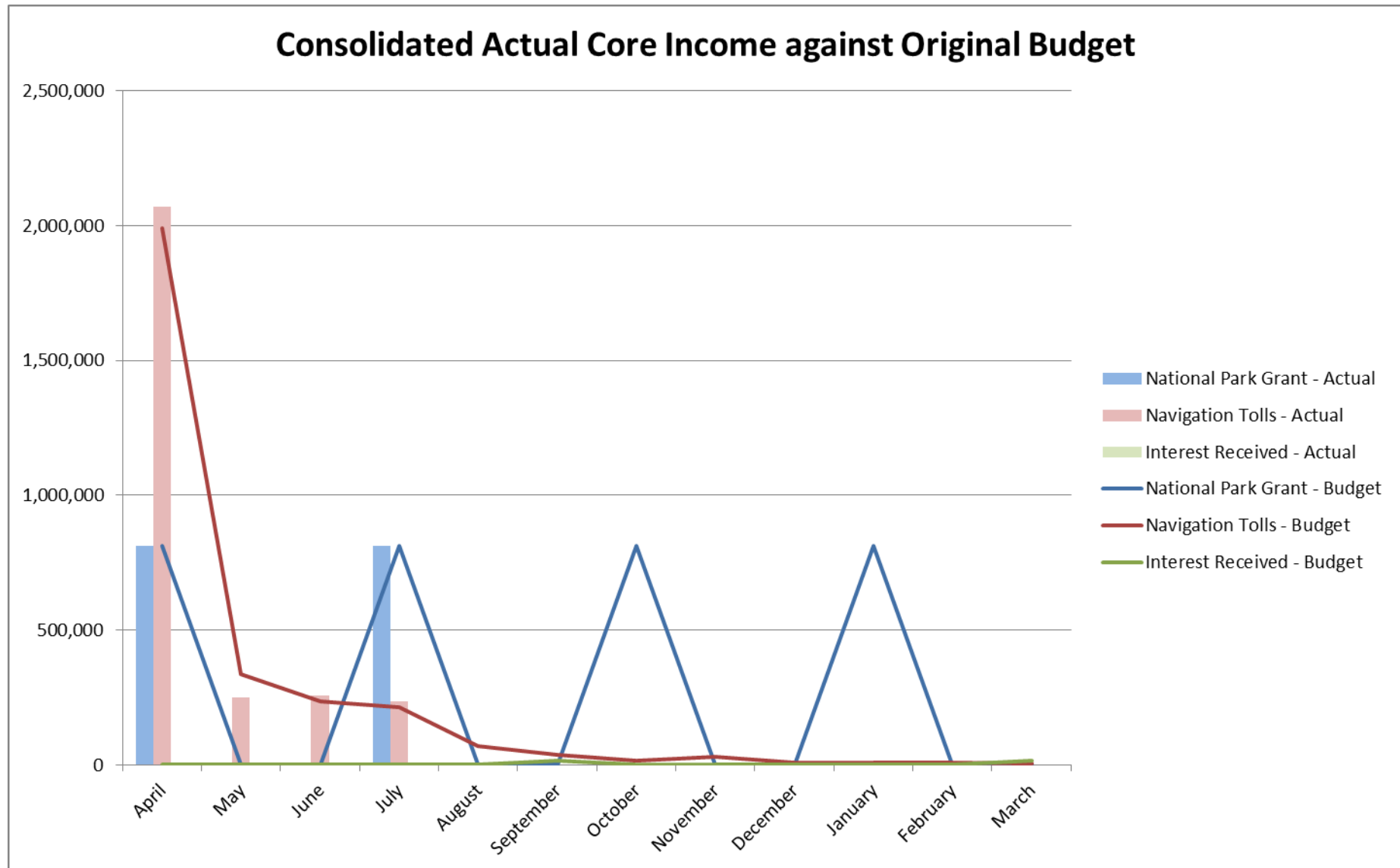
Background Papers: Annual Investment Strategy 2014/15, Broads Authority 21 March 2014  
Strategic response to National Park Grant Reductions: Budget options for the 2014/15 budget and Financial Strategy to 2016/17, report to Broads Authority 21 March 2014  
Financial Performance and Direction report to Broads Authority 16 May 2014

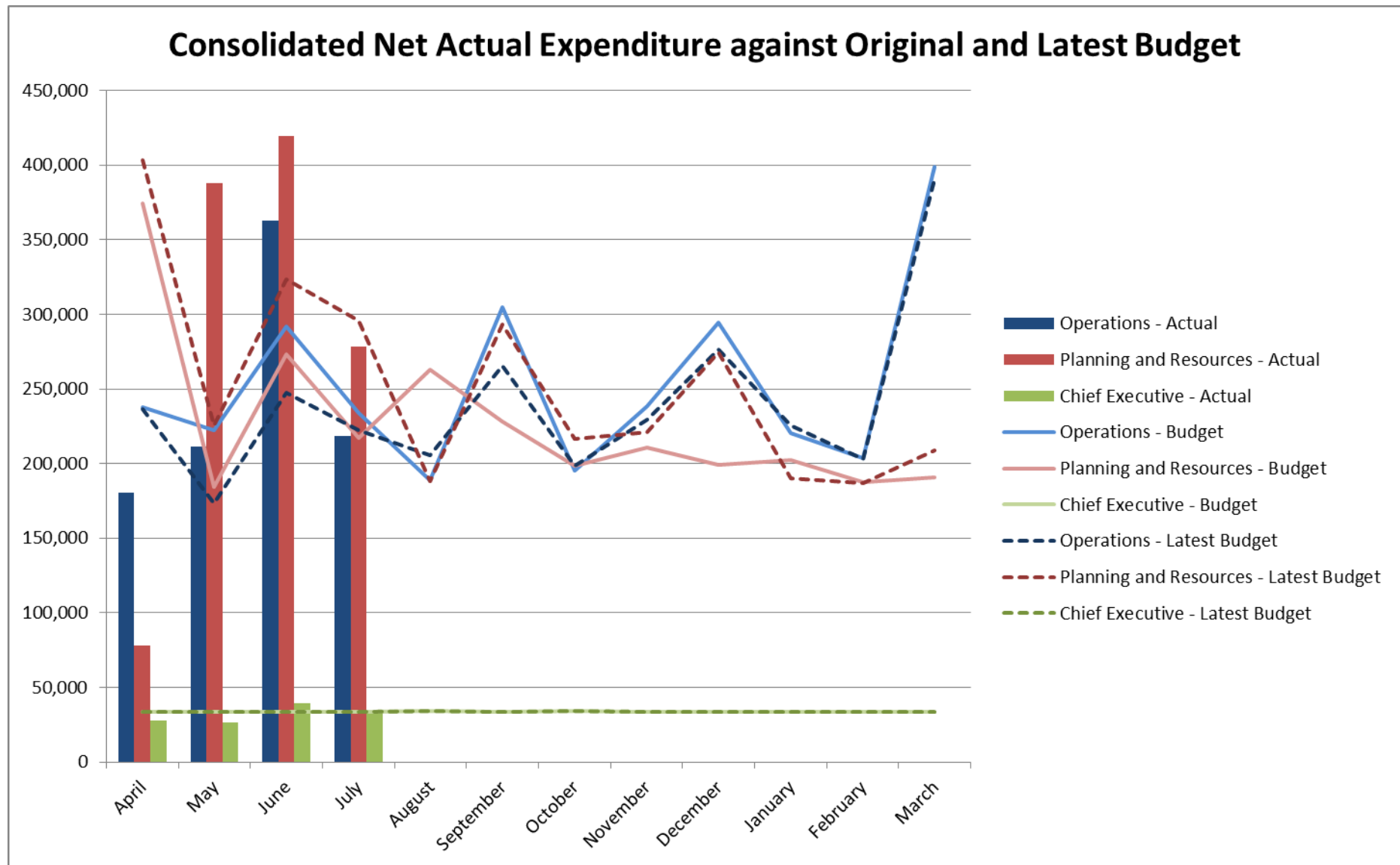
Author: Titus Adam

Date of Report: 10 September 2014

Broads Plan Objectives: None

Appendices: APPENDIX 1 – Consolidated Actual Income and Expenditure Charts to 31 July 2014  
  
APPENDIX 2: Financial Monitor: Consolidated Income and Expenditure 2014/15





To 31 July 2014

Budget Holder	(All)
A/C	(All)

Values					
Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Income	(6,242,264)		(6,242,264)	(6,244,556)	2,292
National Park Grant	(3,245,393)		(3,245,393)	(3,245,393)	0
Income	(3,245,393)		(3,245,393)	(3,245,393)	0
Hire Craft Tolls	(1,118,300)		(1,118,300)	(1,070,657)	(47,643)
Income	(1,118,300)		(1,118,300)	(1,070,657)	(47,643)
Private Craft Tolls	(1,792,100)		(1,792,100)	(1,842,035)	49,935
Income	(1,792,100)		(1,792,100)	(1,842,035)	49,935
Short Visit Tolls	(37,721)		(37,721)	(37,721)	0
Income	(37,721)		(37,721)	(37,721)	0
Other Toll Income	(18,750)		(18,750)	(18,750)	0
Income	(18,750)		(18,750)	(18,750)	0
Interest	(30,000)		(30,000)	(30,000)	0
Income	(30,000)		(30,000)	(30,000)	0
Operations	3,030,715	30,113	3,060,828	3,071,435	(10,607)
Construction and Maintenance Salaries	1,074,770		1,074,770	1,074,770	0
Salaries	1,074,770		1,074,770	1,074,770	0
Expenditure			0		0
Equipment, Vehicles & Vessels	405,000		405,000	405,000	0
Income			0		0
Expenditure	405,000		405,000	405,000	0
Water Management	67,500		67,500	66,185	1,315
Income	0		0	(1,315)	1,315
Expenditure	67,500		67,500	67,500	0
Land Management	(41,000)	11,750	(29,250)	(29,250)	0
Income	(90,000)		(90,000)	(90,000)	0
Expenditure	49,000	11,750	60,750	60,750	0
Practical Maintenance	339,035	7,170	346,205	345,627	578
Income	(7,000)		(7,000)	(7,000)	0
Expenditure	346,035	7,170	353,205	352,627	578
Ranger Services	663,010		663,010	663,010	0
Income	(35,000)		(35,000)	(35,000)	0



Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Salaries	580,010		580,010	580,010	0
Expenditure	118,000		118,000	118,000	0
Pension Payments			0		0
Safety	76,900		76,900	76,900	0
Income	(9,000)		(9,000)	(9,000)	0
Salaries	51,900		51,900	51,900	0
Expenditure	34,000		34,000	34,000	0
Asset Management	104,650		104,650	117,150	(12,500)
Income	(1,000)		(1,000)	(1,000)	0
Salaries	37,900		37,900	37,900	0
Expenditure	67,750		67,750	80,250	(12,500)
Volunteers	61,340		61,340	61,340	0
Income	(1,000)		(1,000)	(1,000)	0
Salaries	42,340		42,340	42,340	0
Expenditure	20,000		20,000	20,000	0
Premises	151,970	11,193	163,163	163,163	0
Income	(11,200)		(11,200)	(11,200)	0
Expenditure	163,170	11,193	174,363	174,363	0
Operations Management and Administration	127,540		127,540	127,540	0
Salaries	115,040		115,040	115,040	0
Expenditure	12,500		12,500	12,500	0
Planning and Resources	2,729,004	111,479	2,840,484	2,766,432	74,052
Development Management	224,910		224,910	224,910	0
Income	(60,000)		(60,000)	(60,000)	0
Salaries	259,910		259,910	259,910	0
Expenditure	25,000		25,000	25,000	0
Pension Payments			0		0
Strategy and Projects Salaries	231,575	8,546	240,121	219,121	21,000
Income	(27,500)		(27,500)	(39,000)	11,500
Salaries	249,075	8,546	257,621	248,121	9,500
Expenditure	10,000		10,000	10,000	0
Biodiversity Strategy	35,000	42,298	77,298	77,298	0
Income			0		0
Expenditure	35,000	42,298	77,298	77,298	0
Strategy and Projects	84,900	2,020	86,920	86,920	0
Salaries	44,900		44,900	44,900	0

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Expenditure	40,000	2,020	42,020	42,020	0
Waterways and Recreation Strategy	84,920		84,920	81,868	3,052
Salaries	69,920		69,920	66,868	3,052
Expenditure	15,000		15,000	15,000	0
Project Funding	101,780	46,615	148,395	148,395	0
Income	(19,000)		(19,000)	(19,000)	0
Salaries	41,780		41,780	41,780	0
Expenditure	79,000	46,615	125,615	125,615	0
Pension Payments			0		0
Partnerships / HLF	50,000		50,000	0	50,000
Expenditure	50,000		50,000	0	50,000
SDF	12,000		12,000	12,000	0
Expenditure	12,000		12,000	12,000	0
Finance and Insurance	336,569	10,000	346,569	346,569	0
Salaries	133,970		133,970	133,970	0
Expenditure	202,599	10,000	212,599	212,599	0
Communications	316,260		316,260	316,260	0
Income			0		0
Salaries	241,260		241,260	241,260	0
Expenditure	75,000		75,000	75,000	0
Visitor Centres and Yacht Stations	235,660	2,000	237,660	237,660	0
Income	(213,000)		(213,000)	(213,000)	0
Salaries	317,660		317,660	317,660	0
Expenditure	131,000	2,000	133,000	133,000	0
Collection of Tolls	113,660		113,660	113,660	0
Salaries	100,960		100,960	100,960	0
Expenditure	12,700		12,700	12,700	0
ICT	267,820		267,820	267,820	0
Income			0		0
Salaries	127,120		127,120	127,120	0
Expenditure	140,700		140,700	140,700	0
Legal	120,000		120,000	120,000	0
Income			0		0
Expenditure	120,000		120,000	120,000	0
Premises - Head Office	240,000		240,000	240,000	0
Expenditure	240,000		240,000	240,000	0

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	273,950		273,950	273,950	0
Income			0		0
Salaries	146,750		146,750	146,750	0
Expenditure	127,200		127,200	127,200	0
Chief Executive	405,040		405,040	405,040	0
Human Resources	133,140		133,140	133,140	0
Salaries	73,140		73,140	73,140	0
Expenditure	60,000		60,000	60,000	0
Governance	170,410		170,410	170,410	0
Income			0		0
Salaries	109,210		109,210	109,210	0
Expenditure	61,200		61,200	61,200	0
Chief Executive	101,490		101,490	101,490	0
Salaries	101,490		101,490	101,490	0
Expenditure			0		0
Projects and Corporate Items	93,000		93,000	93,000	0
PRISMA	0		0	0	0
Income			0		0
Salaries	10,410		10,410	10,410	0
Expenditure	(10,410)		(10,410)	(10,410)	0
STEP			0		0
Expenditure			0		0
Corporate Items	93,000		93,000	93,000	0
Pension Payments	93,000		93,000	93,000	0
Contributions from Earmarked Reserves			0		0
Earmarked Reserves			0		0
Expenditure			0		0
<b>Grand Total</b>	<b>15,495</b>	<b>141,592</b>	<b>157,087</b>	<b>91,350</b>	<b>65,737</b>