Risk, Audit and Governance Committee

23 November 2026
Agenda item number 9

Consolidated Income and Expenditure- 1 April to 30 September 2026 actual and 2026/27 forecast outturn

Report by Senior Accountant

Purpose

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

Broads Plan context

Financial performance underpins all the strategic objectives of the Broads Plan.

Recommended decision

Note the actual income and expenditure and prudential indicators.

Contents

1. Introduction 2
2. Overview of actual income and expenditure 2
3. Latest available budget 5
4. Overview of forecast outturn 2026/27 5
5. Reserves 5
6. Prudential Indicators 6
7. Conclusion 7

Appendix 1 – Consolidated actual income and expenditure charts to 30 September 2026 8

Appendix 2 – Financial monitor: Consolidated income and expenditure 2026/27 10

1. Introduction

1.1. This report covers two items: consolidated income and expenditure and quarter two prudential indicators for 2026/27.

1.2. Section 2 to 5 provides a summary of income and expenditure for the consolidated budget up until 30 September, any amendments to the Latest Available Budget (LAB), Forecast Outturn (predicted year end position) and the movements on the earmarked reserves.

1.3. Section 6 contains the prudential indicators.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 30 September 2026

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(10,926,843)	(11,014,938)	+ 88,095
Delivery	2,862,774	2,335,723	+ 527,051
Resources	1,903,511	1,537,851	+ 365,660
Chief Executive	539,321	473,805	+ 65,517
Projects, Corporate Items and Contributions from Earmarked Reserves	(331,308)	(93,909)	- 237,299
Net (Surplus) / Deficit	**(5,952,544)**	**(6,761,468)**	**+ 808,924**

2.1. Core income is above the profiled budget at the end of month six. The overall position as at 30 September 2026 is a favourable variance of £808,924 or a 13.6% difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £88,095 within income:
    - Hire Craft Tolls is £22,150 above the profiled budget.
    - Private Craft Tolls is £44,200 above the profiled budget.
    - Short Visit and Other Toll income is £5,858 above the profiled budget.
    - Investment income is £15,886 above the profiled budget.
- An underspend within Delivery relating to:

- Development Management is £55,156 behind the profiled budget due to timing differences on the pay award, the digital planning grant, the Local Plan and Broads Plan expenditure. This has been partially offset by planning fee income also being behind profile.
- Construction, Maintenance and Ecology Salaries is £59,441 behind the profiled budget due to the timing differences on the pay award. This was paid in the October payroll and backdated to 1 April 2026.
- Equipment, Vehicles and Vessels is £48,015 above the profiled budget due to new wire rope for the Hitachi crane and the fen harvester flail head needing some unplanned repairs. Tools and equipment is also ahead due to an expansion of our Hand Arm Vibration Syndrome (HAVS) metering capabilities, so there are more units for staff to use and track HAVS.
- Water Management is £28,676 above the profiled budget due to timing difference on equipment hire, consultancy and professional fees. This has been partially offset by and underspend in contractor services.
- Land Management is £16,004 behind the profiled budget due to timing difference on contractor services and tool and equipment caused by delays in contract work following summer drought.
- Practical Maintenance is £126,029 behind the profiled budget due to a timing difference on contractor services with various jobs starting in November.
- Waterways and Recreation Strategy is £207,732 behind the profiled budget due to timing differences on the receipt and expenditure of the grant funded projects for Access and Active Travel England.
- Ranger services is £122,569 behind the profiled budget due to a timing difference on the replacement Ranger launch and salaries. The pay increase was paid in the October payroll and backdated to 1 April 2026.
- Premises is £19,273 above the profiled budget due to timing differences on works at the Dockyard.
- Project Funding is £31,937 behind the profiled budget due to timing differences.

- An underspend within Resources relating to:
  - Strategy and Projects is £56,972 above the profiled budget due to timing differences on the receipt of grant income and expenditure on Farming in Protected Landscapes.
  - Legal is £18,271 behind the profiled budget due to a timing difference on billing.

- National Park Grant expenditure is £380,313 behind the profiled budget due to timing differences on the capital purchases.
- Finance and Insurance is £11,310 behind the profiled budget due to a saving following the insurance tender. There is also a timing difference on salary costs due to the pay award which was paid in October and backdated to April. This is partially offset by a timing difference on audit costs and bank charges.
- Premises Head Office is £23,457 above the profiled budget due to a timing difference on the lease and facilities management billing.
- ICT is £10,300 behind the profiled budget due to timing differences on salary costs due to the pay award which was paid in October and backdated to April. There is also a timing difference on computer hardware and maintenance.

- An underspend within Chief Executive relating to:
  - Communications is £29,995 behind the profiled budget due to unbudgeted grant income, salary costs due to the pay award delay and a timing difference on consultants.
  - Visitor Centres and Yacht Stations is £30,231 behind the profiled budget due to a timing difference on the pay award. This was paid in the October payroll and backdated to 1 April 2026.
- An adverse variance within projects and reserves relating to:
  - Property is above the profiled budget due to timing differences on Mutford Lock and contractor services.
  - Plant, Vessels & Equipment is above the profiled budget due to a timing difference on the Ranger launch replacement.
  - Premises is above the profiled budget due to timing differences on the works at the Dockyard and Buttles Barn.
  - Heritage Lottery is above the profiled budget due to a timing difference on the grant receipt.
  - Computer Software is above the profiled budget due to timing differences on the phase two of the tolls system and Finance improvements.
  - Upper Thurne is above the profiled budget due to timing differences on contractor works and the receipt of income.
  - Planning Delivery Grant is above the profiled budget due to a timing difference on the digital planning project.

2.2. The charts at Appendix 1 provide a visual overview of how actual income and expenditure compare 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 2026/27. 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 set out in Appendix 2.

Table 2
Adjustments to consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2026/27 - deficit	Broads Authority 27/02/2026 Agenda item number 10	17,611
Approved budget carry-forwards	Broads Authority 15/05/2026 Agenda item number 10	9,083
Budget adjustments (salary assumptions, interest rate improvements, pool vehicles, insurance and visitor services income)	Broads Authority 15/05/2026 Agenda item number 10	(13,200)
LAB as at 30 September 2026	n/a	**13,494**

4. Overview of forecast outturn 2026/27

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. A summary of these adjustments is given in the table below:

Table 3
Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit as per LAB	13,494
Increase to Hire Craft income	(24,259)
Increase to Private Craft income	(46,623)
Increase to Investment income	(30,000)
Forecast outturn deficit as at 30 September 2026	**(87,388)**

5. Reserves

5.1. Earmarked reserve balances have increased following the annual contributions being made in full at the end of quarter one. Items funded from the Property reserve includes

the income from land rental at Oulton Broad and site maintenance costs. The Plant, Vessels and Equipment has funded the new engine for the Spirit of Breydon ranger launch and income from the disposal of old equipment. The Premises reserve has funded repairs at How Hill boatshed and the upgraded vehicle chargers at Yare House. The Planning Delivery Grant reserve has funded the local plan costs and the cloud-based planning system upgrade. The Heritage Lottery Fund and Catchment Partnership reserve has funded the project costs.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2026 £	In-year movements £	Current reserve balance £
Property	(906,736)	(125,521)	(1,032,257)
Plant, Vessels and Equipment	(1,049,947)	(204,093)	(1,254,039)
Premises	(504,514)	(47,214)	(551,728)
Planning Delivery Grant	(453,598)	60,980	(392,618)
Upper Thurne Enhancement	(319,246)	(20,068)	(339,314)
Heritage Lottery Fund	(11,968)	10,433	(1,536)
Catchment Partnership	(90,561)	(13,168)	(103,729)
Computer Software	(178,439)	(20,000)	(198,439)
Medium Term Planning	(441,287)	0	(441,287)
Total	**(3,956,296)**	**(358,652)**	**(4,314,947)**

6. Prudential Indicators

6.1. The Capital, treasury and investment strategy 2026/27, approved 27 February 2026, included the key prudential indicators necessary for an Authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts were produced in May each year. The updated code requires these prudential indicators to be reported quarterly and are set out in table 5 below.

Table 5

Prudential Indicators 2026/27

Prudential Indicator	Opening 01/04/26 £	Estimate 31/03/27 £	Q2 Actual £
Capital expenditure	0	1,692,033	269,048

Prudential Indicator	Opening 01/04/26 £	Estimate 31/03/27 £	Q2 Actual £
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	601,738	537,780	562,757
Debt balance	602,378	539,416	563,397

7. Conclusion

7.1. The forecast position for the year suggests a deficit within the National Park and a surplus for the Navigation budget. This would result in a National Park Reserve balance of approximately £1,220,194 and a Navigation Reserve balance of £720,077 at the end of 2026/27 (before any year-end adjustments). This would mean that both reserves would be above the recommended levels, with National Park at 18.5% and Navigation at 15.4%. Year-end transfers of interest to the earmarked reserves and the final repayment of the National Park loan will mean National Park reduce to approximately 18.2% and Navigation reduce to 12.8%. This will be highly dependent on the level of interest received.

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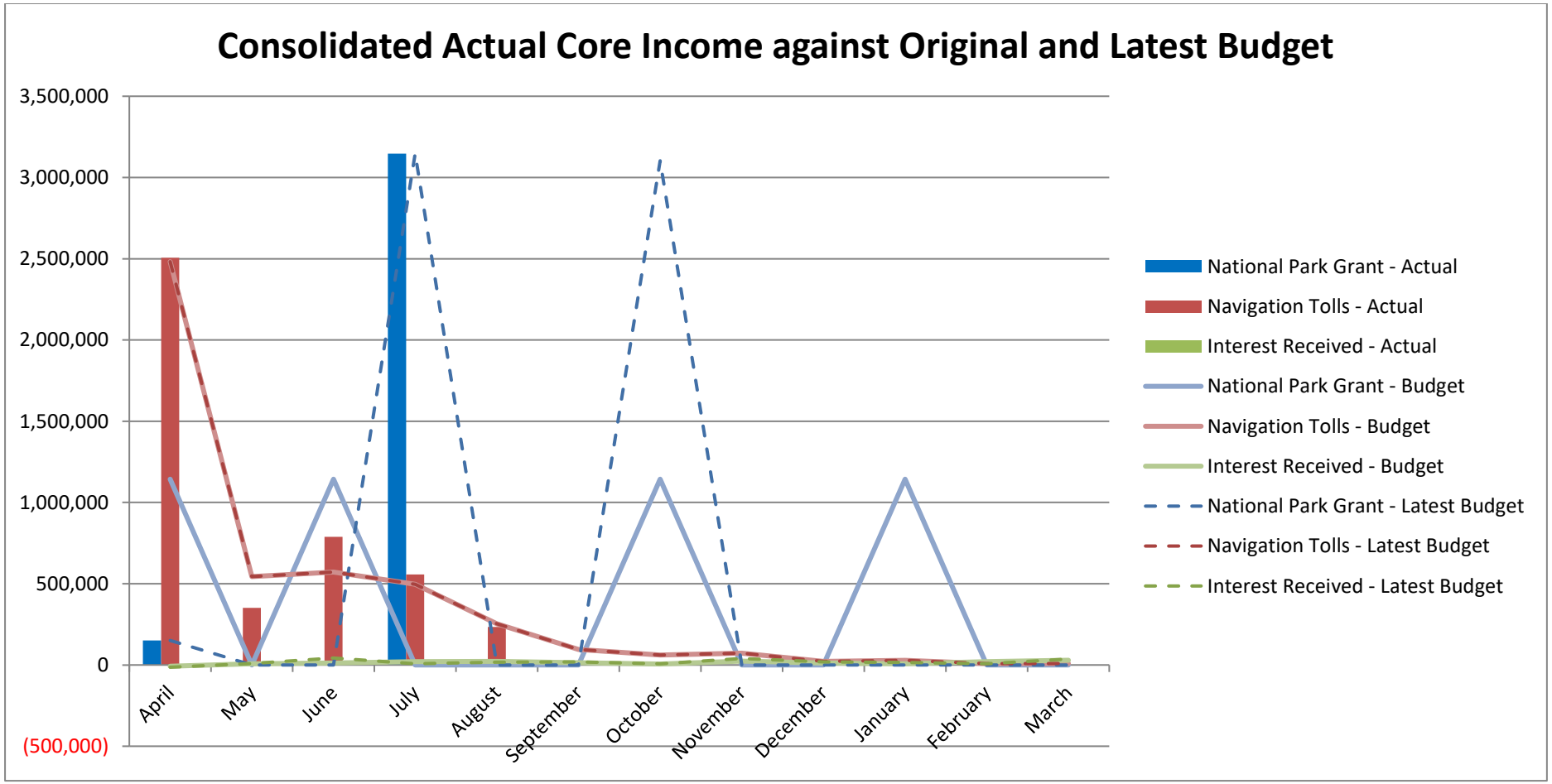
Date of report: 28 October 2026

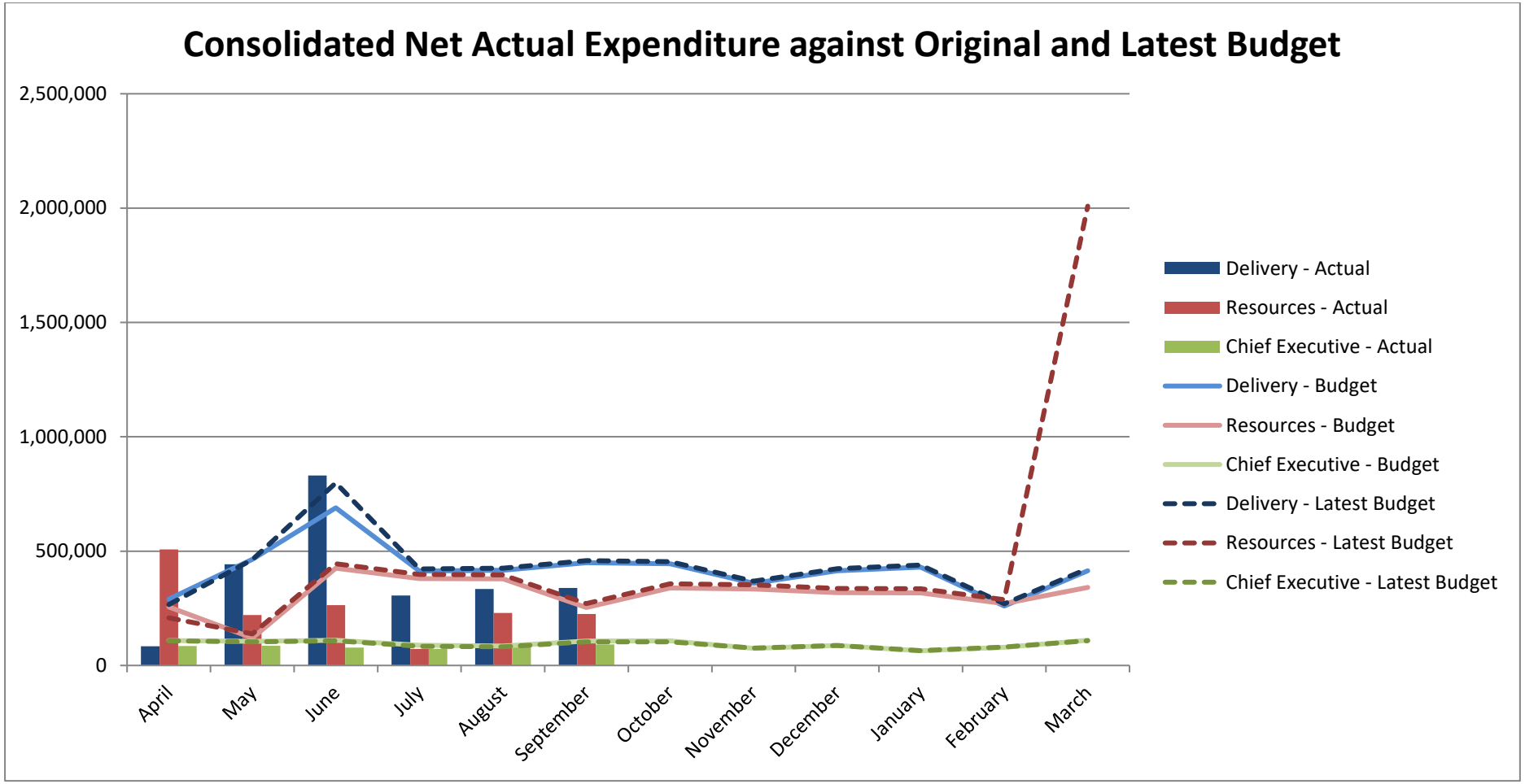
Broads Plan strategic objectives: All

Appendix 1 – Consolidated actual income and expenditure charts to 30 September 2026

Appendix 2 – Financial monitor: Consolidated income and expenditure 2026/27

Appendix 1 – Consolidated actual income and expenditure charts to 30 September 2026




Consolidated Net Actual Expenditure against Original and Latest Budget
2,500,000
2,000,000
1,500,000
1,000,000
500,000
0
April
May
June
July
August
September
October
November
December
January
February
March
Delivery - Actual
Resources - Actual
Chief Executive - Actual
Delivery - Budget
Resources - Budget
Chief Executive - Budget
Delivery - Latest Budget
Resources - Latest Budget
Chief Executive - Latest Budget

Appendix 2 – Financial monitor: Consolidated income and expenditure 2026/27

Table 1
Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	**(9,386,432)**	**(1,870,173)**	**(11,256,605)**	**(11,357,487)**	**100,882**
National Park Grant	(4,574,078)	(1,827,173)	(6,401,251)	(6,401,251)	0
Hire Craft Tolls	(1,438,000)	0	(1,438,000)	(1,462,259)	24,259
Private Craft Tolls	(3,108,000)	0	(3,108,000)	(3,154,623)	46,623
Short Visit Tolls	(58,624)	0	(58,624)	(58,624)	0
Other Toll Income	(40,730)	0	(40,730)	(40,730)	0
Interest	(167,000)	(43,000)	(210,000)	(240,000)	30,000

Table 2
Delivery

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Delivery	**5,100,200**	**165,368**	**5,265,568**	**5,265,568**	**0**
Development Management	**522,155**	**100,020**	**622,175**	**622,175**	**0**
Income	(122,200)	0	(122,200)	(122,200)	0
Salaries	472,400	50,020	522,420	522,420	0
Expenditure	166,355	50,000	216,355	216,355	0
Pension Payments	5,600	0	5,600	5,600	0
Construction and Maintenance Salaries	**1,640,810**	**23,570**	**1,664,380**	**1,664,380**	**0**
Income	0	0	0	0	0
Salaries	1,640,810	23,570	1,664,380	1,664,380	0
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	**442,000**	**0**	**442,000**	**442,000**	**0**
Income	(2,000)	0	(2,000)	(2,000)	0
Expenditure	444,000	0	444,000	444,000	0
Water Management	**88,200**	**0**	**88,200**	**88,200**	**0**
Expenditure	88,200	0	88,200	88,200	0
Land Management	(110,160)	1,900	(108,260)	(108,260)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	(221,935)	0	(221,935)	(221,935)	0
Expenditure	111,775	1,900	113,675	113,675	0
Practical Maintenance	**530,475**	**3,868**	**534,343**	**534,343**	**0**
Income	(17,925)	(35,660)	(53,585)	(53,585)	0
Expenditure	548,400	39,528	587,928	587,928	0
Waterways and Recreation Strategy	**55,080**	**160**	**55,240**	**55,240**	**0**
Income	(335,478)	(57,263)	(392,741)	(392,741)	0
Salaries	48,680	160	48,840	48,840	0
Expenditure	341,878	57,263	399,141	399,141	0
Ranger Services	**1,360,480**	**25,090**	**1,385,570**	**1,385,570**	**0**
Salaries	994,980	(3,410)	991,570	991,570	0
Expenditure	365,250	28,500	393,750	393,750	0
Pension Payments	250	0	250	250	0
Safety	**131,470**	**10,280**	**141,750**	**141,750**	**0**
Income	(350)	0	(350)	(350)	0
Salaries	98,220	280	98,500	98,500	0
Expenditure	33,600	10,000	43,600	43,600	0
Premises	**215,900**	**0**	**215,900**	**215,900**	**0**

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	(1,600)	0	(1,600)	(1,600)	0
Expenditure	217,500	0	217,500	217,500	0
Delivery Management and Administration	**157,690**	**480**	**158,170**	**158,170**	**0**
Salaries	155,990	480	156,470	156,470	0
Expenditure	1,700	0	1,700	1,700	0
Project Funding	**66,100**	**0**	**66,100**	**66,100**	**0**
Expenditure	50,000	0	50,000	50,000	0
Pension Payments	16,100	0	16,100	16,100	0

Table 3

Resources

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Resources	**3,761,153**	**1,800,718**	**5,561,871**	**5,561,871**	**0**
Strategy and Projects Salaries	**165,840**	**620**	**166,460**	**166,460**	**0**
Income	(402,349)	0	(402,349)	(402,349)	0
Salaries	260,320	1,500	261,820	261,820	0
Expenditure	307,869	(880)	306,989	306,989	0
Strategy and Projects	**0**	**0**	**0**	**0**	**0**
Income	0	(172,555)	(172,555)	(172,555)	0
Salaries	0	0	0	0	0
Expenditure	0	172,555	172,555	172,555	0
Biodiversity Strategy	**8,250**	**0**	**8,250**	**8,250**	**0**
Expenditure	8,250	0	8,250	8,250	0
Human Resources	**174,905**	**3,665**	**178,570**	**178,570**	**0**
Salaries	112,650	350	113,000	113,000	0
Expenditure	62,255	3,315	65,570	65,570	0
Legal	**95,000**	**0**	**95,000**	**95,000**	**0**
Income	(5,000)	0	(5,000)	(5,000)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	100,000	0	100,000	100,000	0
Volunteers	**60,310**	**150**	**60,460**	**60,460**	**0**
Salaries	45,710	150	45,860	45,860	0
Expenditure	14,600	0	14,600	14,600	0
National Park Grant	**1,420,058**	**1,827,173**	**3,247,231**	**3,247,231**	**0**
Salaries	0	0	0	0	0
Expenditure	1,420,058	1,827,173	3,247,231	3,247,231	0
Finance and Insurance	**615,450**	**(5,620)**	**609,830**	**609,830**	**0**
Salaries	301,910	(8,820)	293,090	293,090	0
Expenditure	313,540	3,200	316,740	316,740	0
Asset Management	**187,750**	**(20,840)**	**166,910**	**166,910**	**0**
Income	(6,430)	(21,000)	(27,430)	(27,430)	0
Salaries	52,480	160	52,640	52,640	0
Expenditure	141,700	0	141,700	141,700	0
Premises – Head Office	**133,710**	**0**	**133,710**	**133,710**	**0**
Expenditure	133,710	0	133,710	133,710	0
Collection of Tolls	**229,580**	**660**	**230,240**	**230,240**	**0**
Salaries	218,580	660	219,240	219,240	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	11,000	0	11,000	11,000	0
ICT	**546,215**	**800**	**547,015**	**547,015**	**0**
Salaries	261,740	800	262,540	262,540	0
Expenditure	284,475	0	284,475	284,475	0
Resources Management and Administration	**124,085**	**(5,890)**	**118,195**	**118,195**	**0**
Salaries	92,490	(5,890)	86,600	86,600	0
Expenditure	31,595	0	31,595	31,595	0

Table 4

Chief Executive

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Chief Executive	**1,034,115**	**(21,450)**	**1,012,665**	**1,012,665**	**0**
Governance	**206,805**	**640**	**207,445**	**207,445**	**0**
Salaries	156,360	640	157,000	157,000	0
Expenditure	50,445	0	50,445	50,445	0
Chief Executive	**140,750**	**(3,520)**	**137,230**	**137,230**	**0**
Salaries	139,400	(3,520)	135,880	135,880	0
Expenditure	1,350	0	1,350	1,350	0
Communications	**332,240**	**6,390**	**338,630**	**338,630**	**0**
Income	(2,250)	0	(2,250)	(2,250)	0
Salaries	264,840	6,390	271,230	271,230	0
Expenditure	69,650	0	69,650	69,650	0
Visitor Centres and Yacht Stations	**354,320**	**(24,960)**	**329,360**	**329,360**	**0**
Income	(259,800)	(37,000)	(296,800)	(296,800)	0
Salaries	512,620	7,040	519,660	519,660	0
Expenditure	101,500	5,000	106,500	106,500	0

Table 5

Projects and Corporate items

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Projects and Corporate Items	**20,944**	**80**	**21,024**	**21,024**	**0**
Partnerships / HLF	**12,944**	**80**	**13,024**	**13,024**	**0**
Income	(64,656)	0	(64,656)	(64,656)	0
Salaries	25,110	80	25,190	25,190	0
Expenditure	52,490	0	52,490	52,490	0
Corporate Items	**8,000**	**0**	**8,000**	**8,000**	**0**
Expenditure	8,000	0	8,000	8,000	0

Table 6

Contributions from earmarked reserves

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Contributions from Earmarked Reserves	**(512,369)**	**(78,660)**	**(591,029)**	**(591,029)**	**0**
Earmarked Reserves	**(512,369)**	**(78,660)**	**(591,029)**	**(591,029)**	**0**
Expenditure	(512,369)	(78,660)	(591,029)	(591,029)	0

Table 7

Net (Surplus) / Deficit

Row labels	Original Budget (Consolidated) £	Budget Adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast Outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Grand Total	**17,611**	**(4,117)**	**13,494.00**	**(87,388)**	**100,882**