

Budget 2018/19 and Financial Strategy to 2020/21

Report by Chief Financial Officer

Summary:

This report sets out information for the Authority to consider the consolidated income and expenditure budget for 2018/19 and a three year Financial Strategy to 2020/21. The latter is based on the previous four-year settlement for National Park Grant until 2019/20, the adopted overall 3% increase in navigation charges for 2018/19 and an assumption of 2.5% per annum increase in the subsequent two years.

Recommendations:

- (i) That the Authority adopts the 2018/19 Budget and endorses the assumptions made applied in the preparation of the Budget.
- (ii) That the Authority adopts the Earmarked Reserves Strategy for the period 2018/19 to 2020/21, and the proposed contributions to and from Earmarked Reserves for the period 2018/19 to 2020/21.

1 Introduction

- 1.1 An outline of the draft budget for 2018/19 was presented to the Authority at its meeting of 24 November 2017 in order to inform the setting of navigation charges for 2018/19. Following the Authority's decision to apply an overall increase in tolls of 3%, this report now sets out an updated draft budget for 2018/19 alongside a draft Financial Strategy to 2020/21.
- 1.2 The views of the Navigation Committee were sought to inform preparation of this final draft budget at the Committee's meeting of 14 December 2017.

2 Overview of 2017/18 Forecast Outturn

- 2.1 Members will recall that the original budget provided for a small deficit of £41,178, as approved by members on 27 January 2017. This original budget has subsequently been adjusted for the carry forwards giving a latest available budget (LAB) deficit of £97,423.
- 2.2 The current predictions for income in 2017/18 are for an overall increase of £67,461. This incorporates the increase to both private and hire boat income of approximately £62,461 and a small increase in interest income.
- 2.3 Expenditure is slightly behind target despite the purchase of Acle Bridge which has largely been offset by a number of savings identified in various

budgets which mean that the overall forecast outturn position for 2017/18 anticipates a deficit in the consolidated budget of £27,392 (a favourable variance of £70,031 to the LAB). This would result in an overall consolidated reserve balance of approximately £1,340,000 at the end of the year, and £1,330,000 after year-end adjustments, which is in excess of the minimum recommended level for National Park. This will mean that the Navigation reserve will be above the recommended level of 10%. These balances provide the Authority with some level of protection against likely costs in subsequent years. Within the total consolidated balance, the forecast navigation balance after year-end adjustments is £348,000. The budget takes into account the forecast outturn position and continues to maintain the navigation above 10%.

3 2018/19 Budget Proposals

- 3.1 The draft budget for the Authority is set out in Appendix 1, alongside the financial strategy to 2020/21 to provide context. The format of the budget is in line with the monitoring presented to Authority through the financial year and reflects the Authority's organisational structure.
- 3.2 In line with the previously reported financial strategy, the draft budget takes account of the following factors:
- 2% provisional increase to staff pay (0.5% higher than previously reported)
 - Restoration of Postwick Tip
 - Speed signs and bankside tree clearance costs
 - CANAPE Project
 - Continued support to National Parks Partnerships
- 3.3 Total core income for 2018/19 is budgeted to be £6,702,148, including £3,356,348 National Park Grant, £2,121,800 for private craft tolls and £1,149,300 for hire craft tolls. This income takes account of the latest available data for boat numbers, and the impact of the overall 3% increase in tolls approved by the Authority at its meeting 24 November 2017 following the recommendations of the Navigation Committee. Net expenditure is budgeted at £6,774,578. After taking into account the transfer of £7,500 of interest to earmarked reserves, this will result in a consolidated budget deficit of £79,930 in 2018/19, with the result that reserves at the end of March 2019 are projected to be £1,250,429 (£908,830 National Park and £341,599 Navigation, which amounts to 26.5% and 10.2% of net expenditure for the year respectively). Table 1 sets out an overview of the proposed 2018/19 budget, which is provided in more detail in Appendix 1.

Table 1 – Draft 2018/19 Budget

	2018/19		
	National Park	Navigation	Consolidated
	£	£	£
National Park Grant	(3,356,348)	0	(3,356,348)
Navigation Tolls	0	(3,330,800)	(3,330,800)
Other income	(7,500)	(7,500)	(15,000)
Total Income	(3,363,848)	(3,338,300)	(6,702,148)
Operations	1,140,764	2,297,177	3,437,940
Strategic Services	1,596,303	585,392	2,181,695
Chief Executive	649,315	427,128	1,076,443
Corporate Items	47,100	31,400	78,500
Total Expenditure	3,433,481	3,341,098	6,774,578
Net (Surplus) / Deficit	69,632	2,798	72,430
Opening Reserves (Forecast)	(982,212)	(348,147)	(1,330,359)
(Surplus) / Deficit	69,632	2,798	72,430
Interest transfer	3,750	3,750	7,500
Closing Reserves (Forecast)	(908,830)	(341,599)	(1,250,429)

4 Operations

- 4.1 The Operations budget has seen an increase to staff costs to reflect the current provisional 2% pay increase being negotiated with the Unions. The Equipment, Vehicles and Vessels budget has been increased by inflation to cover increased fuel costs. The Water Management budget has been increased to cover the costs of restoring Postwick Tip. The Practical Maintenance budget has been increased to incorporate extra costs for the operation of Mutford Lock and the bankside tree clearance equipment. The Safety budget has been increased to purchase more speed signs. The Volunteer budget has been increased to allow clothing to be replaced with Columbia branded items. A new budget line has been added for the CANAPE project which includes the continued contribution of £30,000 per annum for the Hickling vision and the cost of a Project Manager. The rest of the costs relating to the project will be financed through a specific earmarked reserve. The property budget has been increased to reflect the first contribution required by the Asset Management Strategy as agreed in January 2017. This budget makes no ongoing contribution to the Fieldbase running costs as it is assumed that the sale will be completed by the end of this Financial Year. Small scale savings identified in 2017/18 have also been incorporated into 2018/19. In other areas of the budget the provision represents the level of funding required to enable a continuation of the levels of service delivered in the current year.

4.2 As with previous years it is however important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2018/19.

5 Strategic Services

5.1 As with the Operations budget, staff costs have increased in the Strategic Services Directorate for the same reasons. Similarly to Operations there is little capacity to take on additional projects or other ad-hoc work. In other areas of the budget the provision represents the level of funding required to enable continuation of the levels of service delivered in the current year.

6 Chief Executive

6.1 As with Operations and Strategic Services staff costs have increased for the same reasons. The Finance and Insurance budget has increased to reflect the change in Insurance Premium Tax and the continued support to National Parks Partnerships over the next 3 years.

7 Central and Shared Costs and Cost Apportionment

7.1 There have been no changes to the apportionments for 2018/19 and all other apportionments are consistent with the principles agreed by the Resources Allocation Working Group.

7.2 Full details of apportionments by budget line for 2018/19 are set out in Appendix 1. The overall split of proposed net expenditure in 2018/19 is 51% National Park and 49% Navigation, which is very much consistent with the forecast split of income standing at 51% to 49% for the same period.

7.3 Table 2 below provides further details of central and shared costs. These should not be seen as being synonymous with overheads, but have been identified in line with those areas specifically examined for apportionment by the Resource Allocation Working Group. As such they reflect costs across the Authority that are included within the budgets of both the Operations and Strategic Services directorates, and from the Chief Executive's section.

Table 2 – Central and Shared Costs

	2018/19			2019/20			2020/21		
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Share of central and shared costs	1,438	939	2,376	1,464	958	2,421	1,485	972	2,457
Pension contribution lump-sum	47	31	79	58	38	96	70	47	117
Total	1,485	970	2,455	1,521	996	2,517	1,555	1,019	2,575
Percentage split of central and shared costs	60%	40%	100%	60%	40%	100%	60%	40%	100%
Total core income	(3,364)	(3,338)	(6,702)	(3,424)	(3,424)	(6,848)	(3,483)	(3,508)	(6,991)
Central and shared costs as percentage of core income	44%	29%	37%	44%	29%	37%	45%	29%	37%

7.4 Central and shared costs have been defined in line with the work of the Resource Allocation Working Group to include: operational property; finance and insurance; communications (which includes, education and tourism); collection of tolls; ICT; legal; head office, office expenses and pool vehicles; directorate management and administration costs; human resources and training; governance and members' allowances; and the Chief Executive, all of which play a vital role in supporting the delivery of front line services. Central and shared costs also include the lump sum pension contribution which is made annually to reduce the Authority's share of the pension deficit as calculated by the pension fund actuary. As a percentage of income, central and shared costs are broadly static and remain at the same level as 2017/18.

8 Budget Assumptions

8.1 The following key assumptions have been applied in developing the draft budget:

- Navigation tolls will be collected in line with budget and boat numbers will remain the same;

- Salary increases from 2018/19 onwards have been based on a provisional increase of 2% over the next three years whilst NJC negotiations continue;
- The sale of the Fieldbase will be completed by 31 March 2018;
- The forecast outturn position for 2017/18 will be delivered in line with budget holders' projections; and
- The continued provision of £60,000 per annum split equally between National Park and Navigation for the implementation of the Hickling vision through the CANAPE reserve.

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

Table 3 – Budget Sensitivity Analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park budget for 2017/18 will be delivered in line with forecast outturn.	1% under / over-spend against National Park budget.	34,000
Navigation budget for 2017/18 will be delivered in line with forecast outturn.	1% under / over-spend against Navigation budget.	32,000
Overall salary increase of 2% in 2018/19.	1% change in salary inflation.	45,000
Boat numbers and distribution remain as predicted in 2018/19.	1% change in navigation toll income.	33,000
National Park Grant in line with notified allocations and no further reduction applied in 2018/19.	1% change in National Park Grant allocation.	34,000

9 Earmarked Reserves

9.1 The Authority's earmarked reserves strategy for the period 2018/19 – 2020/21 is set out in Appendix 2. The strategy details the actual balance of earmarked reserves at the end of November 2017, planned expenditure until the end of the financial year, and also provides an analysis of movements in reserves split between national park and navigation in all years to 2020/21.

9.2 Earmarked reserves stand at £1,507,364 (navigation £652,007) at the end of November 2017 and are forecast to reduce slightly (to £1,453,864) by the end of the financial year.

9.3 Appendix 2 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 1. Planned expenditure from reserves is itemised within Appendix 2 and includes in 2018/19:

- Norfolk Archaeology;

- Replacement of four vehicles;
- Replacement of the Dockyard Crane and clamshell bucket;
- Structural Study of Mutford Lock;
- John Fox Cottage refurbishment;
- Local Plan Inspection and cost of objections;
- Heritage Lottery Fund expenditure (this is refunded through grant claims);
- CANAPE project expenditure (this is refunded through grant claims); and
- Purchase of Creyke roller.

9.4 Planned expenditure from earmarked reserves in 2019/20 and 2020/21 includes the replacement of two vehicles at an estimated cost of £16,000, a new wherry estimated cost of £107,000, and replacement of RB22 at a total cost of £20,000.

9.5 Taking account of all these items, the forecast balance of earmarked reserves at the end of 2020/21 is £2,290,075 (navigation £1,050,988), although it should be noted that expenditure plans for 2019/20 and beyond are likely to be further refined when the financial strategy for 2019/20 is developed later on this year.

10 Summary

10.1 The draft budget presented here incorporates the navigation charges for 2018/19 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, whilst also making prudent provision for asset maintenance over the life of the strategy and beyond. Minor adjustments have also been made to reflect the latest staffing forecasts. As a result of all these factors there is no capacity within the budget for additional projects. The National Park budget similarly provides for the continuation of priority works in 2018/19 and to support the delivery phase of the Heritage Lottery Fund Landscape Partnership project and Hickling through CANAPE.

10.2 The National Park part of the budget shows a deficit for the next three years. This will be funded from the National Park Reserve resulting in a reserve balance of £751,717 at the end of 2020/21. This balance will be £296,385 above the recommended level. Longer term predictions remain cautious following the uncertainty around National Park Grant from 2020/21 onwards. Careful consideration will be required around additional expenditure in those future years.

10.3 It is important to recognise that the budget as a whole is highly sensitive to changes in salary inflation, as a result of the significant proportion of the budget that is made up of staff costs. The budget is based on a 2% increase in salaries for the period April 2018 to March 2021. However, there remains considerable uncertainty in respect of what the final settlement will mean.

10.4 The Consolidated deficit of £72,430 allowed for in the 2018/19 budget is higher than previously stated in the Navigation committee draft budget paper (£41,974) due to the revised pay increase assumptions (1.5% to 2%). The savings previously identified has meant the impact on the Navigation budget

of the additional 0.5% increase has resulted in the reserve remaining above 10% at 10.2%. As in previous years it remains the case that the indicative tolls increases in 2019/20 and beyond will need to be revisited during next year's budget setting process to ensure they remain appropriate. This could be as a result of any variations from current assumptions or changes in outturn figures for 2017/18.

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

2018/19 Budget and Financial Strategy to 2020/21

APPENDIX 1

Row Labels	2016/17			2017/18						2018/19			2019/20			2020/21			2018/19 Apportionment	
	National Park 2016/17 (Actual)	Navigation 2016/17 (Actual)	Consolidated 2016/17 (Actual)	National Park 2017/18 (Latest Available Budget)	Navigation 2017/18 (Latest Available Budget)	Consolidated 2017/18 (Latest Available Budget)	National Park 2017/18 (Forecast Outturn)	Navigation 2017/18 (Forecast Outturn)	Consolidated 2017/18 (Forecast Outturn)	National Park 2018/19 (Budget)	Navigation 2018/19 (Budget)	Consolidated 2018/19 (Budget)	National Park 2019/20 (Budget)	Navigation 2019/20 (Budget)	Consolidated 2019/20 (Budget)	National Park 2020/21 (Budget)	Navigation 2020/21 (Budget)	Consolidated 2020/21 (Budget)	National Park	Navigation
Income																				
Income																				
National Park Grant	(3,243,802)	0	(3,243,802)	(3,299,595)	0	(3,299,595)	(3,299,595)	0	(3,299,595)	(3,356,348)	0	(3,356,348)	(3,414,078)	0	(3,414,078)	(3,472,800)	0	(3,472,800)	100%	0%
Hire Craft Tolls	0	(1,053,842)	(1,053,842)	0	(1,073,400)	(1,073,400)	0	(1,115,861)	(1,115,861)	0	(1,149,300)	(1,149,300)	0	(1,178,033)	(1,178,033)	0	(1,207,483)	(1,207,483)	0%	100%
Private Craft Tolls	0	(1,977,048)	(1,977,048)	0	(2,040,000)	(2,040,000)	0	(2,060,000)	(2,060,000)	0	(2,121,800)	(2,121,800)	0	(2,174,845)	(2,174,845)	0	(2,229,216)	(2,229,216)	0%	100%
Short Visit Tolls	0	(44,214)	(44,214)	0	(39,800)	(39,800)	0	(39,800)	(39,800)	0	(40,900)	(40,900)	0	(41,923)	(41,923)	0	(42,971)	(42,971)	0%	100%
Other Toll Income	0	(21,917)	(21,917)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0%	100%
Interest	(7,385)	(7,385)	(14,771)	(7,500)	(7,500)	(15,000)	(10,000)	(10,000)	(20,000)	(7,500)	(7,500)	(15,000)	(10,000)	(10,000)	(20,000)	(10,000)	(10,000)	(20,000)	50%	50%
Income Total	(3,251,187)	(3,104,405)	(6,355,593)	(3,307,095)	(3,179,500)	(6,486,595)	(3,309,595)	(3,244,461)	(6,554,056)	(3,363,848)	(3,338,300)	(6,702,148)	(3,424,078)	(3,423,600)	(6,847,678)	(3,482,800)	(3,508,470)	(6,991,270)	50%	50%
Income Total	(3,251,187)	(3,104,405)	(6,355,593)	(3,307,095)	(3,179,500)	(6,486,595)	(3,309,595)	(3,244,461)	(6,554,056)	(3,363,848)	(3,338,300)	(6,702,148)	(3,424,078)	(3,423,600)	(6,847,678)	(3,482,800)	(3,508,470)	(6,991,270)	50%	50%
Net Expenditure																				
Net Expenditure																				
Operations																				
Construction and Maintenance Salaries	405,775	713,039	1,118,814	425,364	747,196	1,172,560	425,364	747,196	1,172,560	430,466	758,074	1,188,540	443,906	779,724	1,223,630	452,960	791,740	1,244,700	36%	64%
Construction and Maintenance Salaries (Income)	0	0	0	(1,326)	(3,094)	(4,420)	(1,326)	(3,094)	(4,420)	0	0	0	0	0	0	0	0	0	37%	63%
Equipment, Vehicles and Vessels	157,562	442,020	599,581	111,150	259,350	370,500	111,150	259,350	370,500	111,600	260,400	372,000	111,600	260,400	372,000	111,600	260,400	372,000	30%	70%
Equipment, Vehicles and Vessels (Income)	(2,563)	(5,981)	(8,544)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Management	38,838	116,290	155,127	35,000	112,500	147,500	35,000	112,500	147,500	5,000	98,000	103,000	5,000	84,900	89,900	5,000	84,900	89,900	5%	95%
Water Management (Income)	(13,074)	(5,000)	(18,074)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	62,898	0	62,898	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	100%	0%
Land Management (Income)	(90,240)	0	(90,240)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	100%	0%
Practical Maintenance	79,061	349,331	428,392	75,000	364,765	439,765	75,000	364,765	439,765	75,000	421,200	496,200	75,000	381,200	457,100	75,000	381,200	457,100	15%	85%
Practical Maintenance (Income)	0	(11,652)	(11,652)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0%	100%
Ranger Services	272,851	513,449	786,300	272,688	476,532	749,220	272,688	476,532	749,220	286,872	499,208	786,080	298,688	516,932	815,620	308,344	531,416	839,760	36%	64%
Ranger Services (Income)	(20,750)	(46,305)	(67,055)	(17,252)	(43,130)	(64,382)	(17,252)	(43,130)	(64,382)	(18,808)	(28,212)	(47,020)	(19,488)	(29,232)	(48,720)	(19,944)	(29,916)	(49,860)	40%	60%
Safety	52,502	74,754	127,255	43,919	84,671	128,590	43,919	84,671	128,590	42,952	95,438	138,390	44,606	87,014	131,620	44,942	87,838	132,780	31%	69%
Safety (Income)	(473)	(1,595)	(2,068)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	100%
Volunteers	39,259	26,173	65,432	41,880	27,920	69,800	40,680	27,120	67,800	45,810	30,540	76,350	42,036	28,024	70,060	45,252	30,168	75,420	60%	40%
Volunteers (Income)	(309)	(206)	(514)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	60%	40%
PRISMA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
PRISMA (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
CANAPE	0	0	0	0	0	0	0	0	0	51,980	51,980	103,960	53,190	53,190	106,380	53,665	53,665	107,330	50%	50%
CANAPE (Income)	0	0	0	0	0	0	0	0	0	(21,980)	(21,980)	(43,960)	(23,190)	(23,190)	(46,380)	(23,665)	(23,665)	(47,330)	50%	50%
Operational Property	57,806	108,719	166,525	63,451	94,719	158,170	63,451	94,719	158,170	88,251	107,919	196,170	88,251	107,919	196,170	88,251	107,919	196,170	45%	55%
Operational Property (Income)	(19,205)	(2,327)	(21,532)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	0	0	0	0	0	0	0	0	0	0%	0%
Operations Management and Admin	52,533	66,860	119,393	78,855	43,130	121,985	78,855	43,130	121,985	83,495	41,125	124,620	86,953	42,827	129,780	90,638	44,642	135,280	67%	33%
Operations Management and Admin (Income)	(1,026)	(1,306)	(2,332)	(2,322)	(1,143)	(3,465)	(2,322)	(1,143)	(3,465)	(1,581)	(779)	(2,360)	(1,668)	(822)	(2,490)	(1,742)	(858)	(2,600)	67%	33%
Operations Total	1,071,445	2,336,262	3,407,707	1,071,408	2,159,168	3,230,575	1,070,208	2,195,368	3,265,575	1,140,764	2,297,177	3,437,940	1,167,429	2,273,061	3,440,490	1,192,803	2,303,538	3,496,340	33%	67%
Strategic Services																				
Development Management	364,761	0	364,761	338,120	0	338,120	338,120	0	338,120	349,930	0	349,930	360,460	0	360,460	368,520	0	368,520	100%	0%
Development Management (Income)	(128,024)	0	(128,024)	(80,000)	0	(80,000)	(80,000)	0	(80,000)	(80,000)	0	(80,000)	(70,000)	0	(70,000)	(60,000)	0	(60,000)	100%	0%
Strategy and Projects Salaries	341,640	58,055	399,695	320,530	63,045	383,575	320,530	63,045	383,575	307,021	62,350	369,370	313,970	63,900	377,870	320,402	65,208	385,610	83%	17%
Strategy and Projects	260,510	4,202	264,711	58,200	1,800	60,000	58,200	1,800	60,000	63,200	1,800	65,000	58,200	1,800	60,000	58,200	1,800	60,000	97%	3%
Strategy and Projects (Income)	(131,137)	0	(131,137)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,000)	0	(3,000)	(3,000)	0	(3,000)	(3,000)	0	(3,000)	100%	0%
Biodiversity Strategy	16,274	0	16,274	10,400	0	10,400	10,400	0	10,400	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	100%	0%
Biodiversity Strategy (Income)	(8,814)	0	(8,814)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Waterways and Recreation Strategy	65,770	6,242	72,012	500	9,000	9,500	500	9,000	9,500	500	9,000	500	34,000	25,500	59,500	500	9,000	9,500	5%	95%
Project Funding	343,514	0	343,514	177,291	0	177,291	177,291	0	177,291	155,500	0	155,500	105,500	0	105,500	105,500	0	105,500	100%	0%
Project Funding (Income)	(218,333)	0	(218,333)	(21,791)	0	(21,791)	(21,791)	0	(21,791)	0	0	0	0	0	0	0	0	0	0%	0%
Sustainable Development Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Communications	235,965	63,113	299,078	263,407	82,173	345,580	263,407	82,173	345,580	233,611	74,570	308,180	239,489	77,061	316,550	244,835	79,285	324,120	76%	24%
Communications (Income)	(20,264)	(488)	(20,752)	(2,760)	(1,360)	(4,120)	(2,760)	(1,360)	(4,120)	(5,942)	(208)	(6,150)	(7,000)	(172)	(7,172)	(6,119)	(182)	(6,300)	97%	3%
Visitor Centres and Yacht Stations	312,779	128,493	441,272	315,805	135,765	451,570	305,305	135,765	441,070	307,145	139,065	446,210	309,070	140,610	449,680	314,928	144,353	459,280	69%	31%
Visitor Centres and Yacht Stations (Income)	(171,128)	(64,050)	(235,178)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	75%	25%
Collection of Tolls	0	114,433	114,433	0	128,550	128,550	0	131,930	131,930	0	134,180	134,180	0	139,150	139,150	0	141,690	141,690	0%	100%
Collection of Tolls (Income)	0	(340)	(340)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
ICT	184,946	85,689	270,635	204,256	100,604	304,860	20													

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
	Balance 01 April 2017	(429,005)	(214,671)	(178,942)	(476,513)	(92,936)	0	(802,252)	(589,815)	(1,392,066)	
2017/18	Contributions to Reserves to 31/08/17										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)	
	Sales of Dockyard Assets (VES000552)	0	(2,552)	0	0			(766)	(1,786)	(2,552)	
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)	
	Vehicles (VEH000552)	0	(957)	0	0			(287)	(670)	(957)	
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)	
	Mutford Lock Income (MLK000552)	(1,000)	0	0	0			0	(1,000)	(1,000)	
	Launches (LAU000451)	0	(15,000)	0	0			0	(15,000)	(15,000)	
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)	
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)	
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)	
	Pool Vehicles (PCP000552)	0	(2,775)	0	0			(1,859)	(916)	(2,775)	
	Asset Management for Countryside sites (SIM000451)	(46,000)	0	0	0			(46,000)	0	(46,000)	
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)			(19,000)	0	(19,000)	
	Upper Thurne Enhance Monies Recd (UTE000552)	0	0	0	(2,057)			(2,057)	0	(2,057)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0		(30,732)	(30,732)	0	(30,732)	
	Heritage Lottery Fund (HLF000451)	0	0	0	0		(50,000)	(50,000)	0	(50,000)	
	Contributions from Reserves to 31/08/17										
	Local Plan Inspection (POL000450)	0	0	0	7,575			7,575	0	7,575	
	Mutford Lock costs from dewatering options (MLK000450)	(5,000)	0	0	0			0	(5,000)	(5,000)	
	Pool Vehicles Renault Zoe AU67 OZX (PCP000450)	0	15,422	0	0			10,333	5,089	15,422	
	Replace CM&E AU07 WRP (VEH000450)	0	13,990	0	0			4,197	9,793	13,990	
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500			3,500	0	3,500	
	Linkflotes (VES000450)	0	111,552	0	0			33,466	78,086	111,552	
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0		80,112	80,112	0	80,112	
	Section 106 CFR (DVM000450)	0	0	0	7,550			7,550	0	7,550	
Catchment Partnership (CAT000450)	0	0	0	4,178			4,178	0	4,178		
Relocate Dockyard Wet Shed (PRM009450)	0	0	2,939	0			882	2,057	2,939		
Irtsead Boathouse Repairs (BHB000450)	0	0	8,957	0			3,583	5,374	8,957		
	Actual Balance 30 November 2017	(506,005)	(235,990)	(197,046)	(474,767)	(93,557)	0	(855,358)	(652,007)	(1,507,364)	
2018/19	Contributions to Reserves to 31/03/18										
	Mutford Lock Rent (MLK000451)	(1,000)	0	0	0			0	(1,000)	(1,000)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(136,773)		(136,773)	0	(136,773)	
	CANAPE Income (CANXXX552)	0	0	0	0		(36,173)	(18,087)	(18,087)	(36,173)	
	Contributions from Reserves to 31/03/18										
	Local Plan Inspection	0	0	0	0			0	0	0	
	Mutford Lock costs from dewatering options (MLK000450)	5,000	0	0	0			0	5,000	5,000	
	Replace AO58 RJZ (PCP000450)	0	0	0	0			0	0	0	
	Relocate Dockyard Wet Shed (PRM009450)	0	0	48,411	0			14,523	33,888	48,411	
	Concrete pump 10% deposit (VES000450)	0	9,000	0	0			2,700	6,300	9,000	
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0		110,933	110,933	0	110,933	
	Catchment Partnership (CAT000450)	0	0	0	6,412			6,412	0	6,412	
	Set up CANAPE reserve	26,000	32,500	32,500	0			0	0	0	
	CANAPE Expenditure (CANXXX450)	0	0	0	0			23,845	23,845	47,690	
	Forecast Balance 01 April 2018	(476,005)	(194,490)	(116,135)	(468,355)	(119,396)	(79,483)	(851,804)	(602,060)	(1,453,864)	
2018/19	Contributions to Reserves to 31/03/19										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)	
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)	
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)	
	Mutford Lock Rent (MLK000552)	(2,000)	0	0	0			0	(2,000)	(2,000)	
	Launches (LAU000451)	0	(18,000)	0	0			0	(18,000)	(18,000)	
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)	
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)	
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)	
	Asset Management for Countryside sites (SIM000451)	(46,000)	0	0	0			(46,000)	0	(46,000)	
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)	
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)			(19,000)	0	(19,000)	
	Heritage Lottery Fund (HLF000451)	0	0	0	0	(50,000)		(50,000)	0	(50,000)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(793,046)		(793,046)	0	(793,046)	
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)	
	CANAPE Income (CANXXX552)	0	0	0	0		(219,132)	(109,566)	(109,566)	(219,132)	
	Norfolk Rivers Trust (CAT000552)	0	0	0	(15,000)			(15,000)	0	(15,000)	
	Contributions from Reserves to 31/03/19										
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500			3,500	0	3,500	
Replacement of two Yare House pool vehicles (Kangoo & Focus AO58 OXC & AO58 RJV) (PCP000450)	0	24,000	0	0			16,080	7,920	24,000		
Replacement of EU63 LUJ & AO06 XPF (Vans) for CM&E (VEH000450)	0	37,500	0	0			11,250	26,250	37,500		
Replacement of Dockyard Crane, plus clamshell bucket (VES000450)	0	42,000	0	0			12,600	29,400	42,000		
Structural engineer study on major repairs to Mutford Lock (MLK000450)	10,000	0	0	0			0	10,000	10,000		
John Fox Cottage refurbishment (PRM009450)	0	0	12,000	0			3,600	8,400	12,000		

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	HLF	CANAPE	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
	Local Plan Inspection and cost of objections (POL000450)	0	0	0	72,425			72,425	0	72,425	
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	819,446		819,446	0	819,446	
	CANAPE Expenditure (CANXXX450)	0	0	0	0		220,939	110,470	110,470	220,939	
	Creyke roller (CAT000450)	0	0	0	15,000			15,000	0	15,000	
	Forecast Balance 01 April 2019	(539,005)	(249,990)	(184,135)	(411,430)	(142,996)	(137,676)	(943,825)	(721,407)	(1,665,232)	
2019/20	<u>Contributions to Reserves to 31/03/20</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)	
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)	
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)	
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)	
	Launches (LAU000451)	0	(18,000)	0	0			0	(18,000)	(18,000)	
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)	
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)	
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)	
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)	
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)	
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)			(19,000)	0	(19,000)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(561,928)		(561,928)	0	(561,928)	
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)	
	CANAPE Income (CANXXX552)	0	0	0	0		(153,093)	(76,547)	(76,547)	(153,093)	
	<u>Contributions from Reserves to 31/03/20</u>										
	Replace Wherry Onward (VES000450)	0	107,000	0	0				32,100	74,900	107,000
Replacement of Yare House pool vehicles (two Smart) (PCP000450)	0	16,000	0	0				10,720	5,280	16,000	
Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	588,328		588,328	0	588,328		
CANAPE Expenditure (CANXXX450)	0	0	0	0		116,219	58,110	58,110	116,219		
Forecast Balance 01 April 2020	(612,005)	(285,990)	(264,135)	(430,430)	(116,596)	(234,550)	(1,081,822)	(861,884)	(1,943,706)		
2020/21	<u>Contributions to Reserves to 31/03/21</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0			(27,600)	(64,400)	(92,000)	
	Vehicles (VEH000451)	0	(22,000)	0	0			(6,600)	(15,400)	(22,000)	
	Mutford Lock (MLK000451)	(25,000)	0	0	0			0	(25,000)	(25,000)	
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0			0	(2,000)	(2,000)	
	Launches (LAU000451)	0	(18,000)	0	0			0	(18,000)	(18,000)	
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0			(5,200)	(7,800)	(13,000)	
	Dockyard Site (PRM009451)	0	0	(30,000)	0			(9,000)	(21,000)	(30,000)	
	Pool Vehicles (PCP000451)	0	(14,000)	0	0			(9,380)	(4,620)	(14,000)	
	Building repairs (PRM000451)	0	0	(50,000)	0			(36,000)	(14,000)	(50,000)	
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0			(46,000)	0	(46,000)	
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)			(19,000)	0	(19,000)	
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	(463,837)		(463,837)	0	(463,837)	
	CANAPE (CAN000451)	0	0	0	0		(60,000)	(30,000)	(30,000)	(60,000)	
	CANAPE Income (CANXXX552)	0	0	0	0		(139,673)	(69,837)	(69,837)	(139,673)	
	<u>Contributions from Reserves to 31/03/21</u>										
	Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	490,237		490,237	0	490,237	
Replace RB22(66) (VES000450)	0	20,000	0	0			6,000	14,000	20,000		
CANAPE Expenditure (CANXXX450)	0	0	0	0		137,904	68,952	68,952	137,904		
Forecast Balance 01 April 2021	(685,005)	(424,990)	(344,135)	(449,430)	(90,196)	(296,319)	(1,239,087)	(1,050,988)	(2,290,075)		