

Broads Authority

24 January 2025

Agenda item number 9

Financial Performance and Direction, including proposed Budget 2025/26 and financial strategy to 2027/28

Report by Director of Finance

Purpose

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

Broads Plan context

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

Recommended decision

- i. To note the actual income and expenditure figures, prudential indicators and adopt the:
 - a. 2025/26 Budget, including the endorsement of the assumptions applied in the preparation of the Budget; and
 - b. Earmarked Reserves and Financial Strategy for the period 2025/26 to 2027/28.
 - ii. Approve the year end transfer of an underspend in Fen Management budget to Plant, Vessels and Equipment reserve as set out in paragraphs 5.2 and 5.3.
 - iii. Approve the additional earmarked reserve expenditure for Mutford Lock in 2024/25 as set out in paragraph 5.4.
 - iv. Delegate authority to the Director of Finance in consultation with the Chair to approve the 2023/24 Statement of Accounts if no significant issues are identified at the Risk, Audit and Governance meeting on 11 February 2025, as set in section 7.
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1. Introduction

- 1.1. This report covers four items: consolidated income and expenditure, quarter three prudential indicators for 2024/25, an update on the audit of the 2023/24 Statement of Accounts and the consolidated budget for 2025/26.
- 1.2. Section 2 to 5 provide a summary of income and expenditure for the consolidated 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 contains the prudential indicators.
- 1.4. Section 7 provides an update on the audit and approval of the 2023/24 Statement of Accounts.
- 1.5. Section 8 onwards contains the updated budget for 2025/26 and the draft financial strategy to 2027/28. The budget for 2025/26 has been shaped by the 5.9% increase in navigation charges considered by this committee on 29 November 2024. This report now sets out the budget for 2025/26 alongside the financial strategy to 2027/28.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 30 November 2024

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(7,158,917)	(7,468,313)	+ 309,396
Operations	3,274,746	2,490,810	+ 783,936
Strategic Services	1,281,986	999,133	+ 282,853
Finance & Support Services	1,850,175	1,971,727	- 121,552
Projects, Corporate Items and Contributions from Earmarked Reserves	(974,638)	(407,005)	- 567,633
Net (Surplus) / Deficit	(1,726,648)	(2,413,648)	+ 687,000

2.1. Core Navigation income is below the profiled budget at the end of month eight. The overall position as at 30 November 2024 is a favourable variance of £687,000 or a 39.79% difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £309,396 within income:
 - National Park Grant is £375,000 above the profiled budget due to the additional revenue and capital funding from DEFRA confirmed after the budget was set in January.
 - Hire Craft Tolls is £37,527 below the profiled budget.
 - Private Craft Tolls is £103,515 below the profiled budget.
 - Short Visit Tolls and Other Toll income is £13,415 above the profiled budget.
 - Investment income is £62,023 above the profiled budget.
- An underspend within Operations relating to:
 - Construction, Maintenance and Ecology salaries is £96,846 under the profiled budget due to the budgeted pay award (£1,925 per Full Time Equivalent (FTE)) being less (£1,290 per FTE) than what was agreed by the unions.
 - Equipment, Vehicle and Vessels is £295,338 under the profiled budget due to capital items that were originally due to be funded from the earmarked reserves being funded from DEFRA capital grant. There has also been income that has

been transferred to the earmarked reserves as a result of selling old equipment, this had not been budgeted for.

- Water Management is £11,106 under the profiled budget due to timing differences.
- Practical Maintenance is £34,839 under the profiled budget partly due to timing issues and the delays of work at Potter Heigham and Martham. The forecast has been updated for this. This has been offset by a timing difference on the works at Hoveton Riverside Park starting earlier than profiled.
- Waterways and Recreation Strategy is £26,094 under the profiled budget due to timing differences on the Access for All grant money from DEFRA being received and spent.
- Ranger Services is £276,583 under the profiled budget on salaries due to the pay award. The Ranger launch replacement has been delayed until 2025/26. There have also been timing differences on the launch repairs.
- Safety is £29,553 under the profiled budget due to delays in the Head of Safety Management post being filled. The new post holder started in September and the forecast has been adjusted to reflect the vacancy.
- Premises is £11,121 under the profiled budget due to a timing difference on repairs and maintenance at the Dockyard.
- An underspend within Strategic Services relating to:
 - Development Management is £14,914 under the profiled budget due to the delays in Development Manager post being filled and the pay award. The new post holder started in September. There has also been additional income received from the Land Registry to support the local land charges; this has been transferred to the earmarked reserves. Planning income is also behind the profile.
 - Strategy and Projects Salaries is £213,888 under the profiled budget due to the Active Travel England Grant income being received ahead of expenditure taking place and timing and timing differences on the peat restoration project.
 - Human Resources is £16,382 under the profiled budget due to timing differences on staff training.
 - Volunteers is £16,554 under the profiled budget due to a reduction in Volunteer Supervisor hours and increase in administrative support. The forecast has been updated to reflect this.
 - Strategic Services Management and Administration is £10,399 under the profiled budget due to a temporary reduction in hours. The forecast has been updated to reflect this.

- An overspend within Finance & Support Services relating to:
 - National Park Grant expenditure is £329,910 above the profiled budget due to the additional revenue and capital funding from DEFRA confirmed after the budget was set in January. This is offset by the favourable income variance above.
 - Legal is £34,082 under the profiled budget due to timing differences.
 - Asset Management is £25,209 under the profiled budget due to a vacancy between June and August for the Asset Officer. The forecast has been updated to reflect this. There is also a timing difference on expenditure.
 - Premises Head Office is £13,804 above the profiled budget due to the delay in the downsizing project. The forecast has been updated to reflect this.
 - Finance and Insurance is £47,606 under the profiled budget due to a timing difference on external audit costs and salaries as a result of the pay award and vacancies at the start of the financial year.
 - Collection of Tolls is £12,206 under the profiled budget due to the pay award.
 - ICT is £91,181 under the profiled budget due to timing differences on the tolls replacement system and the finance system coming in under budget.
- An adverse variance within reserves relating to:
 - Plant, Vessels and Equipment is under the profiled budget due to the equipment now being funded via the DEFRA capital grant.
 - Catchment is under the profiled budget due to timing differences on income and expenditure.
 - Computer Software is under the profiled budget due to minimal spend so far on the upgrade to the tolls system and the finance system coming in under budget.
 - Planning Delivery Grant is under the profiled budget due the additional income received from the Land Registry and timing differences on the Local Plan expenditure.
 - Medium Term Financial Planning is under the profiled budget due to the timing differences on Yare House.

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 2024/25. 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 consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2024/25 - surplus	Broads Authority 26/01/24 Agenda item number 10	(129,045)
Carry forward requests	Broads Authority 10/05/24 Agenda item number 10	27,080
LAB as at 30 November 2024	n/a	(101,965)

4. Overview of forecast outturn 2024/25

- 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. A summary of these adjustment is given in the table below.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn surplus as per LAB	(101,965)
Adjustments reported 29/11/24	(241,798)
Increase to Hire Craft Toll income	(1,577)
Decrease Private Craft Toll income	1,769
Increase to Farming in Protected Landscapes expenditure	1,270
Forecast outturn surplus as at 30 November 2024	(342,301)

5. Reserves

- 5.1. The Property Reserve contains the income from land rental at Oulton Broad. The Plant, Vessels and Equipment reserves contains the income from the sale of the old vehicles, JCBs and trailers. It has also funded two vehicles. The Premises Reserve has funded the final items for Reedham Quay hut replacement and feasibility reports for the Dockyard solar project. The Computer Software reserve has funded the work on the new tolls and finance systems. The Heritage Lottery Fund, Catchment Project and UK Communications contains the income and expenditure relating to those projects. The

Medium-Term Planning reserve has funded the additional expenditure for the reconfiguration of Yare House and External Funding & Partnership working.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2024 £	In-year movements £	Current reserve balance £
Property	(1,139,087)	(1,462)	(1,140,549)
Plant, Vessels and Equipment	(639,561)	15,749	(623,812)
Premises	(431,177)	16,097	(415,080)
Planning Delivery Grant	(277,134)	(158)	(277,292)
Upper Thurne Enhancement	(249,820)	(15,079)	(264,899)
Heritage Lottery Fund	(12,391)	36,488	24,097
Catchment Partnership	(70,187)	(20,351)	(90,538)
Computer Software	(183,114)	22,273	(160,841)
UK Communications	(3,926)	771	(3,155)
Match Funding (EXPERIENCE)	(1,690)	0	(1,690)
Medium Term Planning	(495,024)	32,950	(462,074)
Total	(3,503,111)	87,278	(3,415,833)

- 5.2. In August 2024, the Authority transferred its landholding into the Countryside Stewardship (CS) land management scheme. CS offers higher payment rates on many of the wetland management options compared to previous schemes and as such provides the Authority with an increased amount of income for fen management (FMG) activities. Owing to this and the mid-year transfer date, projected income within the FMG budget will be higher than forecast.
- 5.3. Due to the fen management working windows and an expected payment date late in the financial year, this means that a time lag will occur between receipt of payment and actual spend on fen management activities. To allow for this, it is proposed that the balance of payment, over and above the original budget forecast for 2024/25, is placed into the Plant, Vessel and Equipment earmarked reserve which already contains a sub reserve for Fen Management Equipment. This will ensure that the funding for fen management is retained and available to spend in future years, with a focus on increased contract work and equipment investment.
- 5.4. Works at Mutford Lock to repair the penstock are required this financial year at a cost of £125,000 which is not currently within the 2024/25 budget. Funds exist within the Property reserve for Mutford Lock and it is proposed to fund the works from this

balance, which stands at £494,168 at the end of November 2024. Members are asked to approve this additional budget.

6. Prudential Indicators

- 6.1. The Capital, Treasury and Investment Strategy 2024/25, approved 15 March 2024, 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 are 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 2024/25

Prudential Indicator	Opening 01/04/24 £	Estimate 31/03/25 £	Q3 Actual £
Capital expenditure	0	1,482,000	359,878
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	92,510	693,500	63,846
Debt balance	94,008	756,743	65,344

7. 2023/24 Statement of Accounts

- 7.1. At the time of writing the audit is continuing for the 2023/24 Statement of Accounts (SoA). Members will recall from the last meeting that the backstop legislation had been put in place to deal with the outstanding dates. The next backstop date is 28 February 2025 to approve the 2023/24 SoA.
- 7.2. The audit findings are due to be presented to the next Risk, Audit and Governance Committee on 11 February 2025 and the SoA would have normally come to the next Authority meeting for approval. As the next Broads Authority is not until 14 March 2025 it is proposed that delegated approval is granted to the Director of Finance in consultation with the Chair to approve the 2023/24 Statement of Accounts if no significant issues are identified at the Risk, Audit and Governance meeting on 11 February 2025.
- 7.3. If there are significant issues raised, then an email will be circulated to members on the next steps.

8. 2025/26 budget proposals

- 8.1. The budget is set out in Appendix 3 and the financial strategy to 2027/28 to provide context.
- 8.2. As with the 2024/25 budget the draft for 2025/26 has been prepared by Management Team rather than letting budget holders request their own allocations. The main objective of this approach is to minimise underspends at the end of the financial year.
- 8.3. The draft budget takes into account the following factors:
 - A provisional pay increase of 4%, this is approximately the same as the 2024/25 flat cash of £1,290 per FTE.
 - Hire boat numbers will remain at 2024/25 levels and private numbers will reduce income by a further £20,000 when compared to 2024/25.
 - National Park Grant will remain at 2019/20 allocation. This is subject to confirmation from DEFRA.
 - Expenditure has been reduced in line with the 5.9% toll agreed.
 - The contributions to the earmarked reserves have been reinstated following the payment holiday in 2024/25.
 - £50,000 will be transferred from Navigation Reserves annually to repay the £250,000 payment from National Park Reserves.
 - Maintaining the National Park Reserve at 10% of net expenditure plus £100,000.
 - Maintaining the Navigation reserve at 10% of net expenditure.
- 8.4. Total core income for 2025/26 is budgeted to be £8,166,878, including £3,414,078 for National Park Grant, £1,489,000 for hire craft tolls and £3,057,000 for private craft tolls. This income takes into account the latest available information on boat numbers. Net expenditure is budgeted at £8,340,861. This will result in a budget deficit of £173,983 which will be balanced through the National Park and Navigation Reserves. After taking into account the transfer of £66,000 interest to earmarked reserves and the fourth instalment of the £50,000, reserves at the end of March 2026 are forecast to be £1,302,512 (£828,505 National Park and £474,007 Navigation), which amounts to 22.8% and 10.1% of net expenditure for the year respectively. This is an acceptable position given that both reserves are expected to remain above the recommended minimums.
- 8.5. Table 6 sets out an overview of the proposed 2025/26 budget, which is provided in more details in Appendix 3.

Table 6

Draft 2025/26 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(3,414,078)	0	(3,414,078)
Navigation Tolls	0	(4,642,800)	(4,642,800)
Investment Income	(55,000)	(55,000)	(110,000)
Total Income	(3,469,078)	(4,697,800)	(8,166,878)
Operations	1,427,286	3,520,589	4,947,875
Strategic Services	1,476,954	505,994	1,982,948
Finance & Support Services	989,982	1,161,699	2,151,681
Contributions from earmarked reserves and corporate items	(259,632)	(482,011)	(741,643)
Total Expenditure	3,634,590	4,706,271	8,340,861
Net (Surplus) / Deficit	165,512	8,471	173,983
Opening Reserves (Forecast)	(977,017)	(565,478)	(1,542,495)
(Surplus) / Deficit for the year	165,512	8,471	173,983
Interest transfer	33,000	33,000	66,000
Contribution to National Park (General) Reserve	(50,000)	50,000	0
Closing Reserves (Forecast)	(828,505)	(474,007)	(1,302,512)

9. Operations

9.1. Salary budgets have seen an increase to reflect the provisional 4% pay increase, subject to negotiations by the NJC. Construction and Maintenance salaries has seen a decrease to the navigation side with the switch on the Senior and Operations Technicians time from 30/70 to 40/60 (National Park/Navigation) following the additional income from the Countryside Stewardship scheme. Practical Maintenance has seen an increase to allow for dredging on the river Yare between Carrow Bridge and Postwick, removal of shoals on the Bure between Stokesby and Great Yarmouth, and the Upper Thurne at Catfield Dyke and Somerton Dyke. Also, within Practical Maintenance there is the increase in mooring maintenance following the delayed works at Martham in 2024/25 and a decrease to other navigation works following the completion of the marker post replacements on Breydon Water. Land Management has seen an increase to income and expenditure following the changes to Countryside Stewardship scheme. Ranger

services has seen a decrease to salaries whilst maximising patrolling during the busy season.

- 9.2. 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 2025/26.

10. Strategic Services

- 10.1. As with the Operations budget, staff costs have increased for the same reasons. Both the Paludiculture Exploration Fund, Restoration project and Farming in Protected Landscapes are budgeted to finish in 2024/25 subject to any extensions in the new year. Visitor Centres and Yacht Stations income assumes 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.

11. Finance and Support Services

- 11.1. As per Operations and Strategic Services staff costs have increased for the same reasons.

12. Central and shared costs and cost apportionment

- 12.1. Cost apportionments remain broadly the same as those for 2024/25 and are consistent with the principles agreed by the Resources Allocation Working Group. Full details of apportionments by budget line for 2025/26 are set out in Appendix 3.
- 12.2. The overall split of estimated income and proposed net expenditure in 2025/26 remains broadly the same, 44% National Park and 56% Navigation.
- 12.3. Table 7 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 7

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
2024/25 National Park	2,290	5	2,295	61%	(4,034)	57%

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
2024/25 Navigation	1,433	4	1,437	39%	(4,524)	32%
2024/25 Consolidated	3,723	9	3,732	100%	(8,558)	44%
2025/26 National Park	1,585	4	1,589	50%	(3,469)	46%
2025/26 Navigation	1,608	4	1,612	50%	(4,697)	34%
2025/26 Consolidated	3,193	8	3,201	100%	8,166	39%
2026/27 National Park	1,539	5	1,544	50%	(3,464)	45%
2026/27 Navigation	1,520	4	1,524	50%	(4,855)	31%
2026/27 Consolidated	3,059	9	3,068	100%	(8,319)	37%
2027/28 National Park	1,548	4	1,552	50%	(3,459)	45%
2027/28 Navigation	1,518	4	1,522	50%	(4,898)	31%
2027/28 Consolidated	3,066	8	3,074	100%	(8,357)	37%

12.4. 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.

13. Assumptions used for the budget and financial strategy

13.1. The following key assumptions have been applied in developing the draft budget and financial strategy:

- National Park Grant will remain at flat cash (£3,414,078).
- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast.
- Salary negotiations for 2025/26 will be in line with the 4% budgeted and increases from 2026/27 onwards are based on a provisional increase of 2%, 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. Overall full-time equivalents (FTE) represents an approximate reduction of three FTE on permanent contracts in 2025/26 when compared to the budget this time last year of 126 FTE.
- The contributions to the earmarked reserves have been reinstated following the payment holiday in 2024/25.
- Ranger Services patrolling will be reprioritised in 2025/26 to reflect the reduced budget.
- The forecast outturn position for 2024/25 will be delivered in line with budget holders' projections; and
- 2025/26 will see the fourth instalment of £50,000 being transferred back to the National Park Reserve.

13.2. A detailed sensitivity analysis for some of these key assumptions is set out below in table 8.

Table 8

Budget sensitivity analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park Budget for 2024/25 will be delivered in line with forecast outturn	1% under/overspend against National Park budget	39,000
Navigation Budget for 2024/25 will be delivered in line with forecast outturn	1% under/overspend against Navigation budget	43,000
Overall salary increase of 4% in 2025/26	1% change in salary inflation	60,000

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
Boat numbers and distribution remain as predicted in 2025/26	1% change in navigation toll income	45,000
National Park Grant in line with current allocations and no further reductions in 2025/26	1% change in National Park Grant income	34,000
Inflation	1% increase on non-salary budget	22,000

14. Earmarked reserves

14.1. The Authority's earmarked reserve strategy for the period 2025/26 to 2027/28 is set out in Appendix 4. The strategy details the actual balance of earmarked reserves at the end of November 2024, 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 2027/28.

14.2. Earmarked reserves stand at £3,415,833 (navigation £1,412,539) at the end of November 2024 and are forecast to decrease to £2,900,769 (navigation £1,207,835) by the end of the financial year due to expenditure on the tolls system, piling works, Hoveton Riverside Park works, Local Plan and partnerships.

14.3. 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 2025/26:

- Replacement of two vehicles.
- Replacement of a hydraulic grab, workboat and mower.
- Replacement Ranger launch.
- Phase two of the online tolls system.
- Cloud based planning system.
- Local Plan Inspection.
- Dockyard piling and solar project.
- Repairs to How Hill Boatshed.
- Mutford Lock technical review.

- Partnership and External Funding costs; and
 - Project expenditure for the Catchment Partnership.
- 14.4. Planned expenditure from earmarked reserves in 2026/27 and 2027/28 includes the replacement of seven further vehicles, two excavators and bucket, tracked carrier, iron horse, two hydraulic power packs, winches, additional functionality for the finance system and the Catchment Partnership.
- 14.5. Taking account of all these items, the forecast balance of the earmarked reserves at the end of 2027/28 is £2,540,755 (navigation £1,130,178), although it should be noted that expenditure plans for 2026/27 and beyond are likely to be refined again when the financial strategy for 2026/27 is developed later this year.

15. Risk implications

- 15.1. 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.

16. Conclusion

- 16.1. The draft budget presented here incorporates the navigation charges for 2025/26 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.
- 16.2. The National Park part of the budget shows a deficit for 2025/26 which will be balanced via the National Park reserve. This will result in a reserve balance of £828,505 at the end of 2025/26. While confirmation on the settlement is awaited, figures for 2026/27 onwards should be viewed with a high degree of uncertainty. Work will be undertaken during 2025/26 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.
- 16.3. 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 4% increase in salaries for the period April 2025 to March 2026. As in previous years there continues to be uncertainty about the amount and the timing of the likely award.
- 16.4. For navigation, the small deficit of £8,471 allowed for in the 2025/26 budget will be balanced via the Navigation Reserve and 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.

- 16.5. On both sides 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 side of the budget whilst maintaining appropriate minimum level of reserves.
- 16.6. As in previous years, it remains the case that the indicative tolls increase in 2026/27 and beyond will need to be revisited during next year's budget setting process to ensure that remain appropriate. This could be as a result of any variations from current assumptions or changes to outturn figures for 2024/25

Author: Emma Krelle

Date of report: 07 January 2025

Broads Plan strategic objectives: All

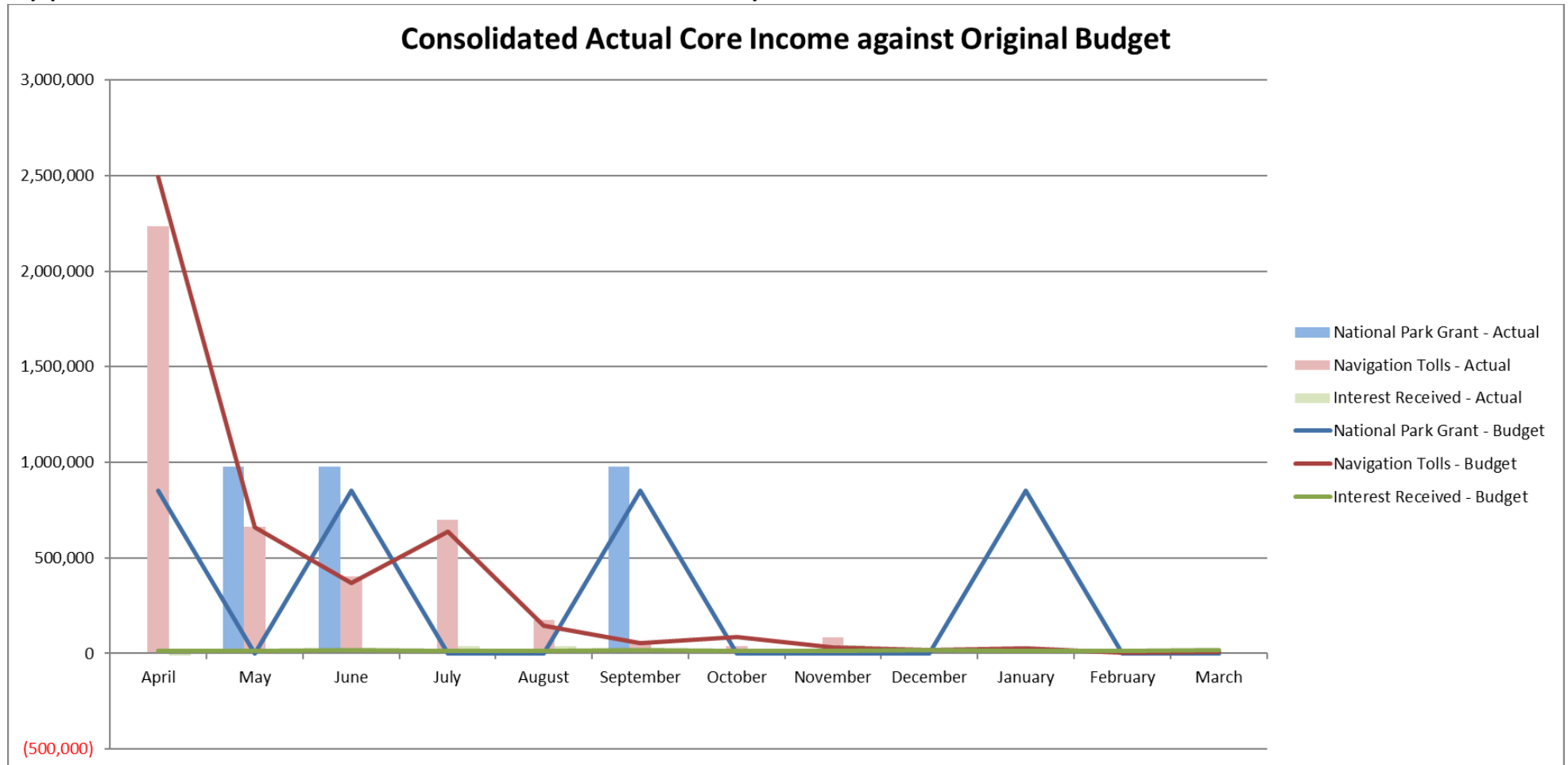
Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2024

Appendix 2 – Financial monitor: Consolidated income and expenditure 2024/25

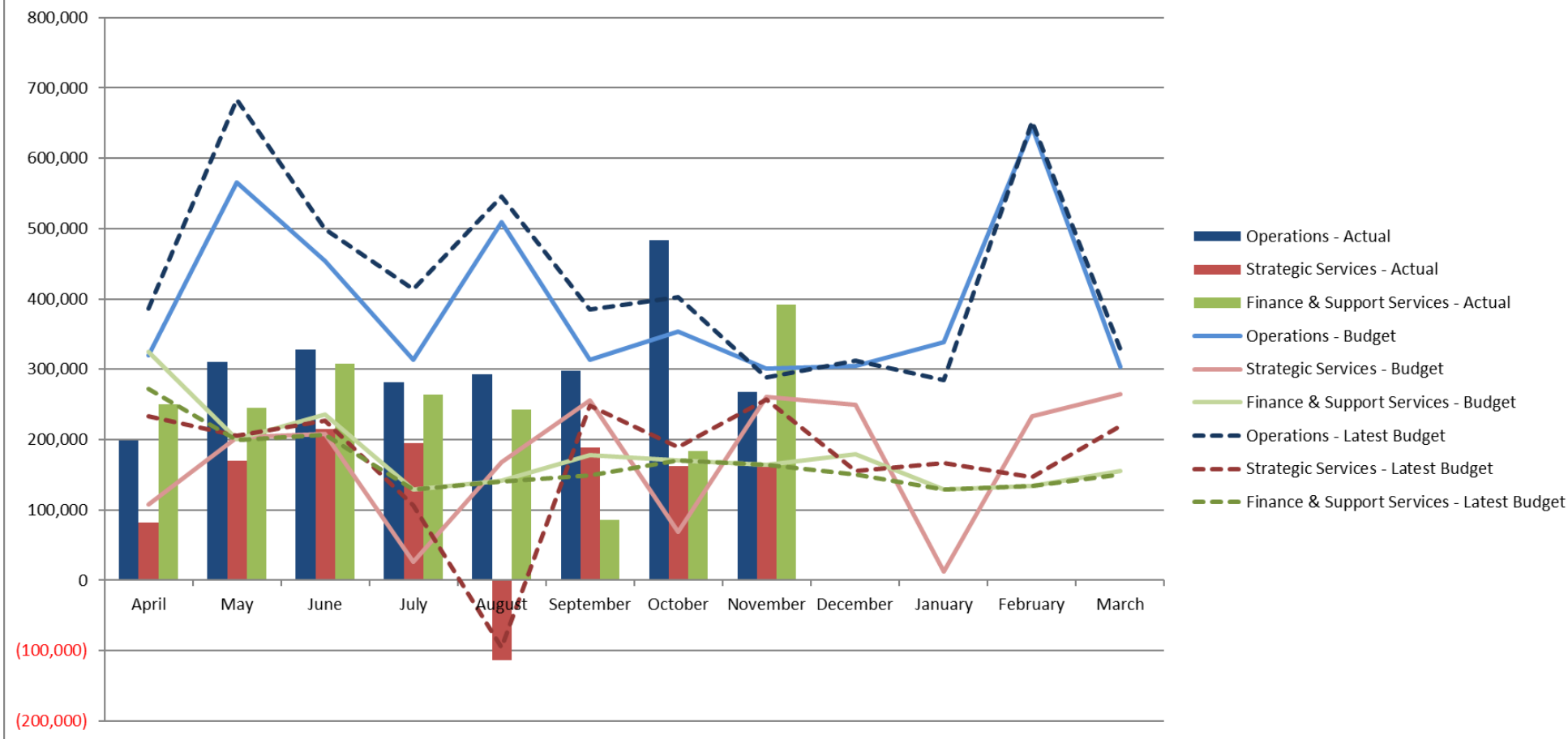
Appendix 3 - 2025/26 Budget and Financial Strategy to 2027/28

Appendix 4 - Earmarked reserves 2024/25 to 2027/28

Appendix 1 – Consolidated actual income and expenditure charts to 30 November 2024



Consolidated Net Actual Expenditure against Original and Latest Budget



Appendix 2 – Financial monitor: Consolidated income and expenditure 2024/25

Table 1
Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(8,129,008)	0	(8,129,008)	(8,558,225)	429,217
National Park Grant	(3,414,078)	0	(3,414,078)	(3,914,078)	500,000
Hire Craft Tolls	(1,436,000)	0	(1,436,000)	(1,405,136)	-30,864
Private Craft Tolls	(3,006,000)	0	(3,006,000)	(2,906,081)	-99,919
Short Visit Tolls	(60,000)	0	(60,000)	(60,000)	0
Other Toll Income	(32,930)	0	(32,930)	(32,930)	0
Interest	(180,000)	0	(180,000)	(240,000)	60,000

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,940,486	34,580	4,975,066	4,716,980	258,086
Construction and Maintenance Salaries	1,662,930	0	1,662,930	1,610,110	52,820
Salaries	1,662,930	0	1,662,930	1,610,110	52,820
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	615,400	0	615,400	615,400	0
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	616,600	0	616,600	616,600	0
Water Management	80,500	0	80,500	80,500	0
Expenditure	80,500	0	80,500	80,500	0
Land Management	(20,885)	0	(20,885)	(20,885)	0
Income	(78,235)	0	(78,235)	(78,235)	0
Expenditure	57,350	0	57,350	57,350	0
Practical Maintenance	693,965	27,080	721,045	621,045	100,000
Income	(26,425)	(38,025)	(64,450)	(64,450)	0
Expenditure	720,390	65,105	785,495	685,495	100,000
Waterways and Recreation Strategy	56,660	0	56,660	55,800	860

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	(82,851)	0	(82,851)	(82,851)	0
Salaries	50,260	0	50,260	49,400	860
Expenditure	89,251	0	89,251	89,251	0
Ranger Services	1,423,906	0	1,423,906	1,349,440	74,466
Income	0	0	0	0	0
Salaries	1,053,156	0	1,053,156	978,690	74,466
Expenditure	370,500	0	370,500	370,500	0
Pension Payments	250	0	250	250	0
Safety	147,170	0	147,170	121,210	25,960
Income	(500)	0	(500)	(500)	0
Salaries	92,170	0	92,170	61,210	30,960
Expenditure	55,500	0	55,500	60,500	-5,000
Premises	123,920	7,500	131,420	131,420	0
Income	(2,600)	0	(2,600)	(2,600)	0
Expenditure	126,520	7,500	134,020	134,020	0
Operations Management and Administration	156,920	0	156,920	152,940	3,980
Salaries	150,820	0	150,820	149,440	1,380

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	6,100	0	6,100	3,500	2,600
Project Funding	0	0	0	0	0
Pension Payments	0	0	0	0	0

Table 3
Strategic Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Strategic Services	1,937,140	0	1,937,140	1,909,968	27,173
Development Management	488,080	0	488,080	483,318	4,763
Income	(90,500)	0	(90,500)	(90,500)	0
Salaries	514,580	0	514,580	483,530	31,050
Expenditure	64,000	0	64,000	90,288	-26,288
Pension Payments	0	0	0	0	0
Strategy and Projects Salaries	323,370	0	323,370	318,870	4,500
Income	(711,758)	0	(711,758)	(811,758)	100,000
Salaries	370,740	0	370,740	373,610	-2,870
Expenditure	664,388	0	664,388	757,018	-92,630
Biodiversity Strategy	8,520	0	8,520	8,520	0
Income	0	0	0	0	0
Expenditure	8,520	0	8,520	8,520	0
Human Resources	175,850	0	175,850	174,140	1,710
Income	0	0	0	0	0
Salaries	107,750	0	107,750	106,040	1,710

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	68,100	0	68,100	68,100	0
Volunteers	83,620	0	83,620	69,520	14,100
Salaries	67,120	0	67,120	53,020	14,100
Expenditure	16,500	0	16,500	16,500	0
Communications	381,460	0	381,460	376,080	5,380
Income	(250)	0	(250)	(250)	0
Salaries	312,660	0	312,660	307,280	5,380
Expenditure	69,050	0	69,050	69,050	0
Visitor Centres and Yacht Stations	336,160	0	336,160	349,460	-13,300
Income	(251,000)	0	(251,000)	(231,000)	-20,000
Salaries	459,840	0	459,840	453,140	6,700
Expenditure	127,320	0	127,320	127,320	0
Strategic Services Management and Administration	140,080	0	140,080	130,060	10,020
Salaries	135,680	0	135,680	127,510	8,170
Expenditure	4,400	0	4,400	2,550	1,850
Strategy and Projects	0	0	0	0	0
Expenditure	0	0	0	0	0

Table 4

Finance & Support Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Finance & Support Services	2,143,815	283,889	2,427,704	2,901,844	-474,140
National Park Grant	0	0	0	500,000	-500,000
Expenditure	0	0	0	500,000	-500,000
Legal	145,000	0	145,000	145,000	0
Income	(5,000)	0	(5,000)	(5,000)	0
Expenditure	150,000	0	150,000	150,000	0
Governance	261,710	0	261,710	259,620	2,090
Salaries	201,710	0	201,710	197,410	4,300
Expenditure	60,000	0	60,000	62,210	-2,210
Chief Executive	135,700	0	135,700	133,900	1,800
Salaries	134,700	0	134,700	132,900	1,800
Expenditure	1,000	0	1,000	1,000	0
Asset Management	130,090	0	130,090	115,370	14,720
Income	(25,300)	0	(25,300)	(25,300)	0
Salaries	56,590	0	56,590	41,870	14,720
Expenditure	98,800	0	98,800	98,800	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Premises – Head Office	148,000	283,889	431,889	451,889	-20,000
Income	0	0	0	0	0
Expenditure	148,000	283,889	431,889	451,889	-20,000
Finance and Insurance	578,070	0	578,070	563,200	14,870
Salaries	285,300	0	285,300	270,430	14,870
Expenditure	292,770	0	292,770	292,770	0
Collection of Tolls	228,380	0	228,380	220,270	8,110
Salaries	215,880	0	215,880	207,770	8,110
Expenditure	12,500	0	12,500	12,500	0
ICT	516,865	0	516,865	512,595	4,270
Income	0	0	0	0	0
Salaries	249,480	0	249,480	245,210	4,270
Expenditure	267,385	0	267,385	267,385	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	(83,175)	0	(83,175)	(83,175)	0
Partnerships / HLF	(91,875)	0	(91,875)	(91,875)	0
Income	(121,875)	0	(121,875)	(121,875)	0
Salaries	11,010	0	11,010	11,010	0
Expenditure	18,990	0	18,990	18,990	0
Corporate Items	8,700	0	8,700	8,700	0
Expenditure	8,700	0	8,700	8,700	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	(938,303)	(291,389)	(1,229,692)	(1,229,692)	0
Earmarked Reserves	(938,303)	(291,389)	(1,229,692)	(1,229,692)	0
Expenditure	(938,303)	(291,389)	(1,229,692)	(1,229,692)	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	(129,045)	27,080	(101,965)	(342,301)	240,336

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
2023	Actual Balance 01 April 2024 (including interest)	(520,405)	(618,682)	(1,139,087)	(147,368)	(492,192)	(639,561)	(213,743)	(217,435)	(431,177)	(1,151,672)	(127,533)	(1,279,206)	(12,391)	(0)	(2,045,579)	(1,455,843)	(3,501,422)
	<i>Contributions to Reserves to 30/11/25</i>																	
	VEH000451 Vehicles (VEH000451)	0	0	0	(11,400)	(26,600)	(38,000)	0	0	0	0	0	0			(11,400)	(26,600)	(38,000)
	MLK000552 Mutford Lock Rent (MLK000451)	0	(1,462)	(1,462)	0	0	0	0	0	0	0	0	0			0	(1,462)	(1,462)
	RAN000451 Ranger Vehicles (RAN000451)	0	0	0	(2,600)	(10,400)	(13,000)	0	0	0	0	0	0			(2,600)	(10,400)	(13,000)
	PCP000451 Pool Vehicles (PCP000451)	0	0	0	(10,050)	(4,950)	(15,000)	0	0	0	0	0	0			(10,050)	(4,950)	(15,000)
	PCP000552 Pool Vehicles (PCP000552)	0	0	0	(670)	(330)	(1,000)	0	0	0	0	0	0			(670)	(330)	(1,000)
	VES000552 Vessels and Equipment (VES000552)	0	0	0	(10,205)	(23,813)	(34,018)	0	0	0	0	0	0			(10,205)	(23,813)	(34,018)
	UTE000451 Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)
	CAT000451 Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	(26,330)	0	(26,330)			(26,330)	0	(26,330)
	CAT000552 Catchment Partnership NRT contribution (CAT000552)	0	0	0	0	0	0	0	0	0	(29,250)	0	(29,250)			(29,250)	0	(29,250)
	DVM000552 Land Registry - Local Land Charges (DVM000552)	0	0	0	0	0	0	0	0	0	(6,109)	0	(6,109)			(6,109)	0	(6,109)
	UTE000552 Potter Heigham Chalet Income (UTE000552)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	NPG000451 National Park Grant extra revenue to fund YH downsizing (NPG000451)	0	0	0	0	0	0	0	0	0	(250,000)	0	(250,000)			(250,000)	0	(250,000)
	YAH000552 Yare House sealed bids (YAH000552)	0	0	0	0	0	0	0	0	0	(1,002)	0	(1,002)			(1,002)	0	(1,002)
	HLFXXX552 Heritage Lottery Fund Income last 5% of grant (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	(93)		(93)	0	(93)
	<i>Contributions from Reserves to 30/11/25</i>																	
	VEH000450 Replacement of two Hilux (VEH000450)	0	0	0	17,074	39,839	56,913	0	0	0	0	0	0			17,074	39,839	56,913
	VES000450 Welfare unit (E8k), Dipper arm extension for fen excavator (E11k), Weed bucket for excavator (E5k) & Concrete pump (E173k)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	LAU000450 Replacement of M/L Yare (LAU000450) (delayed from 2021/22)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	RAN000450 Replacement of two Hilux vehicles (RAN000450)	0	0	0	17,956	41,898	59,854	0	0	0	0	0	0			17,956	41,898	59,854
	ICTNAV450 Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	15,450	15,450			0	15,450	15,450
	ICT000450 Replacement Finance system (ICT000450)	0	0	0	0	0	0	0	0	0	4,572	2,252	6,823			4,572	2,252	6,823
	PRM009450 Dockyard solar panels (PRM009450)	0	0	0	0	0	0	1,097	2,559	3,655	0	0	0			1,097	2,559	3,655
	YHT000450 Replacement shed at Reedham Quay (YHT000450)	0	0	0	0	0	0	930	362	1,292	0	0	0			930	362	1,292
	MMR000450 Piling at Repps bank (MMR000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	SIM000450 Delayed works at Hoveton Riverside Park (SIM000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	UKC000450 UK Communications costs (UKC000450)	0	0	0	0	0	0	0	0	0	771	0	771			771	0	771
	UTE000450 Improvements to Bridge Green, Potter Heigham (UTE000450)	0	0	0	0	0	0	0	0	0	5,921	0	5,921			5,921	0	5,921
	SPS000450 Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS000450)	0	0	0	0	0	0	0	0	0	29,450	0	29,450			29,450	0	29,450
	POL000450 Local Plan (POL000450)	0	0	0	0	0	0	0	0	0	5,951	0	5,951			5,951	0	5,951
	HLFXXX450 Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	36,582		36,582	0	36,582
	FIPO00450 Farming in protective landscapes	0	0	0	0	0	0	0	0	0	7,512	0	7,512			7,512	0	7,512
	CAT000450 Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	35,229	0	35,229			35,229	0	35,229
	YAH000450 Yare House downsizing costs (YAH000450)	0	0	0	0	0	0	11,150	0	11,150	246,990	0	246,990			258,140	0	258,140
	Actual Balance 30 November 2024	(520,405)	(620,144)	(1,140,550)	(147,264)	(476,548)	(623,812)	(200,566)	(214,515)	(415,081)	(1,148,969)	(109,832)	(1,258,801)	24,097	(0)	(1,993,107)	(1,421,039)	(3,414,146)
	<i>Contributions to Reserves to 31/03/25</i>																	
	MLK000552 Mutford Lock Rent (MLK000451)	0	(538)	(538)	0	0	0	0	0	0	0	0	0			0	(538)	(538)
	UTE000552 Potter Heigham Chalet Income (UTE000552)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	CAT000552 Catchment Partnership NRT contribution (CAT000552)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	HLFXXX552 Heritage Lottery Fund Income last 5% of grant (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	(142,397)		(142,397)	0	(142,397)
	FMG000451 Countryside Stewardship Scheme (FMG000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	<i>Contributions from Reserves to 31/03/25</i>																	
	VES000450 Items being funded by NPG capital £250k (VES000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
	LAU000450 Replacement of M/L Yare (LAU000450) (delayed from 2021/22)	0	0	0	0	1,500	1,500	0	0	0	0	0	0			0	1,500	1,500
	ICTNAV450 Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	34,550	34,550			0	34,550	34,550
	PRM009450 Dockyard solar panels (PRM009450)	0	0	0	0	0	0	1,154	2,692	3,845	0	0	0			1,154	2,692	3,845
	MLK000450 Mutford Lock Penstock repair (MLK000450)	0	125,000	125,000	0	0	0	0	0	0	0	0	0			0	125,000	125,000
	MMR000450 Piling at Repps bank (MMR000450)	0	50,000	50,000	0	0	0	0	0	0	0	0	0			0	50,000	50,000
	SIM000450 Delayed works at Hoveton Riverside Park (SIM000450)	250,000	0	250,000	0	0	0	0	0	0	0	0	0			250,000	0	250,000
	UTE000450 Improvements to Bridge Green, Potter Heigham (UTE000450)	0	0	0	0	0	0	0	0	0	6,079	0	6,079			6,079	0	6,079
	SPS000450 Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS000450)	0	0	0	0	0	0	0	0	0	20,250	0	20,250			20,250	0	20,250
	POL000450 Local Plan (POL000450)	0	0	0	0	0	0	0	0	0	14,549	0	14,549			14,549	0	14,549
	HLFXXX450 Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	1,998		1,998	0	1,998
	FIPO00450 Farming in protective landscapes	0	0	0	0	0	0	0	0	0	1,640	0	1,640			1,640	0	1,640
	CAT000450 Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	4,849	0	4,849			4,849	0	4,849
	YAH000450 Yare House downsizing costs (YAH000450)	0	0	0	0	0	0	4,028	0	4,028	21,722	0	21,722	116,301		25,749	0	25,749
	Closure of HLF & UK Comms bal trf to General (NP)															116,301	0	116,301
	Forecast Balance 01 April 2025	(270,405)	(445,682)	(716,087)	(147,264)	(475,048)	(622,312)	(195,385)	(211,823)	(407,208)	(1,079,880)	(75,282)	(1,155,161)	0	(0)	(1,692,934)	(1,207,835)	(2,900,769)
	<i>Contributions to Reserves to 31/03/26</i>																	
	VES000451 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)
	VEH000451 Vehicles (VEH000451)	0	0	0	(15,300)	(35,700)	(51,000)	0	0	0	0	0	0			(15,300)	(35,700)	(51,000)
	MLK000451 Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
	MLK000552 Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)
	SIM000451 Asset Management (SIM000451)	(46,000)	0	(46,000)	0	0	0	0	0	0	0	0	0			(46,000)	0	(46,000)
	LAU000451 Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)
	RAN000451 Ranger Vehicles (RAN000451)	0	0	0	(3,800)	(15,200)	(19,000)	0	0	0	0	0	0			(3,800)	(15,200)	(19,000)
	PRM009451 Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)
	PCP000451 Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6		

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	
2026/27	<u>Contributions to Reserves to 31/03/27</u>																		
	VES000451	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)	
	VEH000451	0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0			(19,200)	(44,800)	(64,000)	
	MLK000451	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)	
	MLK000552	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)	
	SIM000451	(46,000)	0	(46,000)	0	0	0	0	0	0	0	0	0			(46,000)	0	(46,000)	
	LAU000451	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)	
	RAN000451	0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0			(5,000)	(20,000)	(25,000)	
	PRM009451	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)	
	PCP000451	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)	
	PRM000451	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)	
	ICT000451	0	0	0	0	0	0	0	0	0	(13,400)	(6,600)	(20,000)			(13,400)	(6,600)	(20,000)	
	UTE000451	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)	
	CAT000451	0	0	0	0	0	0	0	0	0	(29,350)	0	(29,350)			(29,350)	0	(29,350)	
	<u>Contributions from Reserves to 31/03/27</u>																		
	VEH000450	0	0	0	31,500	73,500	105,000	0	0	0	0	0	0			31,500	73,500	105,000	
	VES000450	0	0	0	27,900	65,100	93,000	0	0	0	0	0	0			27,900	65,100	93,000	
	ICT000450	0	0	0	0	0	0	0	0	0	0	10,720	5,280	16,000		10,720	5,280	16,000	
	RAN000450	0	0	0	10,500	24,500	35,000	0	0	0	0	0	0			10,500	24,500	35,000	
	CAT000450	0	0	0	0	0	0	0	0	0	0	29,350	0	29,350		29,350	0	29,350	
MTP000450	0	0	0	0	0	0	0	0	0	0	150,000	0	150,000		150,000	0	150,000		
Forecast Balance 01 April 2027		(362,405)	(469,682)	(832,087)	(127,764)	(279,548)	(407,312)	(201,745)	(173,463)	(375,208)	(847,623)	(61,535)	(909,158)	0	(0)	(1,539,537)	(984,228)	(2,523,766)	
2027/28	<u>Contributions to Reserves to 31/03/28</u>																		
	VES000451	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)	
	VEH000451	0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0			(19,200)	(44,800)	(64,000)	
	MLK000451	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)	
	MLK000552	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0			0	(2,000)	(2,000)	
	SIM000451	(46,000)	0	(46,000)	0	0	0	0	0	0	0	0	0			(46,000)	0	(46,000)	
	LAU000451	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)	
	RAN000451	0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0			(5,000)	(20,000)	(25,000)	
	PRM009451	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)	
	PCP000451	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)	
	PRM000451	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)	
	ICT000451	0	0	0	0	0	0	0	0	0	(13,400)	(6,600)	(20,000)			(13,400)	(6,600)	(20,000)	
	UTE000451	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)	
	CAT000451	0	0	0	0	0	0	0	0	0	(30,810)	0	(30,810)			(30,810)	0	(30,810)	
	<u>Contributions from Reserves to 31/03/28</u>																		
	VEH000450	0	0	0	10,500	24,500	35,000	0	0	0	0	0	0			10,500	24,500	35,000	
	VES000450	0	0	0	13,500	31,500	45,000	0	0	0	0	0	0			13,500	31,500	45,000	
	PCP000450	0	0	0	43,550	21,450	65,000	0	0	0	0	0	0			43,550	21,450	65,000	
	CAT000450	0	0	0	0	0	0	0	0	0	0	30,810	0	30,810		30,810	0	30,810	
	MTP000450	0	0	0	0	0	0	0	0	0	0	225,511	0	225,511		225,511	0	225,511	
Forecast Balance 01 April 2028		(408,405)	(496,682)	(905,087)	(118,714)	(364,598)	(483,312)	(226,945)	(200,763)	(427,708)	(656,513)	(68,135)	(724,648)	0	(0)	(1,410,577)	(1,130,178)	(2,540,755)	