

Navigation Committee

09 January 2025

Agenda item number 7

Proposed budget 2025/26 and financial strategy to 2027/28

Report by Director of Finance

Purpose

To:

- i. inform the Committee of the actual Navigation income and expenditure for the seven-month period to 31 October 2024 and provide a forecast of the projected expenditure at the end of the financial year (31 March 2025).
- ii. consult on the preparation of the Draft Budget for 2025/26 and Financial Strategy to 2027/28 prior to its consideration by the Broads Authority on 24 January 2025.

Broads Plan context

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

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1. Introduction

- 1.1. This report covers two items: Navigation Income and Expenditure and the draft budget.
- 1.2. Section 2 to 5 provide a summary of income and expenditure for the Navigation element of the budget up until 31 October, any amendments to the Latest Available Budget (LAB), Forecast Outturn (predicted year end position) and the movements on the earmarked reserves.
- 1.3. Section 6 onwards contains the updated draft budget for 2025/26 and the draft financial strategy to 2027/28. The draft budget for 2025/26 has been shaped by the 5.9% increase in navigation charges considered by this committee on 7 November 2024 which was formally adopted by the Authority on 29 November 2024.

2. Overview of actual income and expenditure

Table 1

Actual Navigation income and expenditure by Directorate to 31 October 2024

Directorate	Profiled Latest Available Budget £	Actual income and expenditure £	Actual variance £
Income	(4,500,528)	(4,336,026)	- 164,502
Operations	2,154,829	1,500,418	+ 654,411
Strategic Services	330,828	312,819	+ 18,009
Finance & Support Services	746,035	658,322	+ 87,713
Projects, Corporate Items and Contributions from Earmarked Reserves	(466,100)	(81,164)	- 384,936
Net (Surplus) / Deficit	(1,734,936)	(1,945,631)	+ 210,695

2.1. Core Navigation income is below the profiled budget at the end of month seven. The overall position as at 31 October 2024 is a favourable variance of £210,695 or a 12.14% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £164,502 within toll income:
 - Hire Craft Tolls is £54,116 below the profiled budget.
 - Private Craft Tolls is £144,663 below the profiled budget.
 - Short Visit Tolls and Other Toll income is £17,707 above the profiled budget.
 - Investment income is £16,570 above the profiled budget.
- An underspend within Operations relating to:
 - Construction, Maintenance and Ecology salaries is £55,846 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 £185,254 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.
 - Practical Maintenance is £120,819 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.
 - Ranger Services is £257,674 under the profiled budget on salaries due to the pay award. The vehicle replacements have been delayed but are scheduled for delivery in November. The Ranger launch replacement has been delayed until 2025/26. There have also been timing differences on the launch repairs.
 - Safety is £17,989 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.
- An underspend within Strategic Services relating to:
 - Human Resources is £10,628 under the profiled budget due to timing differences on staff training.
- An underspend within Finance & Support Services relating to:
 - Asset Management is £15,500 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.

- Finance and Insurance is £28,014 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 £10,217 under the profiled budget due to the pay award.
 - ICT is £35,417 under the profiled budget due to timing differences on the tolls replacement system.
 - 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.
 - Computer Software is under the profiled budget due to minimal spend so far on the upgrade to the tolls system.
- 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 Navigation LAB

Item	Authorisation reference	Amount £
Original budget 2024/25 - surplus	Broads Authority 26/01/24 Agenda item number 10	(114,294)
Carry forward requests	Broads Authority 10/05/24 Agenda item number 10	27,080
LAB as at 31 October 2024	n/a	(87,214)

- 3.2. The LAB therefore provides for a navigation surplus of £87,214 in 2024/25 as at 31 October 2024.

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. As at the end of October 2024, the forecast indicates that:
- The total forecast income is £4,524,339.
 - Total expenditure is forecast to be £4,314,383.
 - The resulting surplus for the year is forecast to be £209,956.
- 4.3. The forecast outturn reflects the following changes from the LAB as shown in Table 3. The forecast surplus represents a favourable variance of £122,742 against the LAB.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn surplus as per LAB	(87,214)
Adjustments reported 07/11/24	(2,056)
Salary savings from lower than budgeted pay award	(125,686)
Increased costs for Oil Spil exercise	5,000
Forecast outturn surplus as at 31 October 2024	(209,956)

5. Navigation Earmarked Reserves

Table 4

Navigation Earmarked Reserves

Reserve name	Balance at 1 April 2024 £	In-year movements £	Current reserve balance £
Property	(618,682)	(1,296)	(619,978)
Plant, Vessels and Equipment	(492,192)	29,527	(462,665)
Premises	(217,435)	2,920	(214,515)
Computer Software	(127,533)	12,152	(115,381)
Total	(1,455,842)	43,303	(1,412,539)

- 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.

6. 2025/26 budget proposals

- 6.1. The draft budget is set out in Appendix 3 and the financial strategy to 2027/28 to provide context.
- 6.2. 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.
- 6.3. The draft budget takes into account the following factors:
- A provisional pay increase of 4%, this is approximately what the 2024/25 flat cash of £1,290 per FTE equated to.
 - 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 Navigation reserve at 10% of net expenditure.
- 6.4. Total core Navigation income for 2025/26 is budgeted to be £4,697,800, including £1,489,000 for hire craft tolls and £3,057,000 for private craft tolls. This income takes into account of the latest available information on boat numbers. Net navigation expenditure is budgeted at £4,706,271. This will result in a budget deficit of £8,471 which will be balanced through the Navigation reserve. After taking into account the transfer of £33,000 interest to earmarked reserves and the fourth instalment of the £50,000, reserves at the end of March 2026 are forecast to be £474,007, 10.1% of net expenditure for the year.
- 6.5. Table 5 sets out an overview of the proposed 2025/26 budget, which is provided in more details in Appendix 3.

Table 5

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)

Source	National Park £	Navigation £	Consolidated £
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)

7. Operations

- 7.1. 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. Ranger services has seen a decrease to salaries whilst maximising patrolling during the busy season.
- 7.2. As with previous years, however, it is important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2025/26.

8. Strategic Services

- 8.1. As with the Operations budget, staff costs have increased for the same reasons. 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.

9. Finance and Support Services

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

10. Central and shared costs and cost apportionment

10.1. 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.

10.2. The overall split of estimated income and proposed net expenditure in 2025/26 remains broadly the same, 44% National Park and 56% Navigation.

10.3. Table 6 provides further details of central and shared costs. These should not be seen as synonymous with overheads but have been identified in line with those areas specifically examined by the Resource Allocation Working Group. As such, they reflect costs across the Authority included within the budgets of Operations, Strategic Services and Finance and Support Services directorates.

Table 6

Central and shared costs

Year	Central and Shared Costs £000's	Apprenticeship levy costs £000's	Total £000's	Percentage split of central and shared costs	Total Core Income £000's	Central and shared costs as percentage of core income
2024/25 National Park	2,290	5	2,295	61%	(4,034)	57%
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%

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
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%

10.4. Central and shared costs have been identified in line with the work of the Resource Allocation Working Group to include operational property, finance and insurance; communications; collection of tolls; ICT; legal; head office; office expenses and pool vehicles; directorate management and administration costs; human resources and staff training; governance and member's allowances; and the Chief Executive. All of these play a vital role in supporting the delivery of front-line services.

11. Assumptions used for the budget and financial strategy

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

- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast.
- Salary negotiations for 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. This represents an approximate reduction of three full time equivalents (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.

11.2. A detailed sensitivity analysis for some of these key assumptions is set out below in table 7.

Table 7

Budget sensitivity analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park Budget for 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
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

12. Earmarked reserves

- 12.1. 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 October 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.
- 12.2. Navigation earmarked reserves stand at £1,412,539 at the end of October 2024 and are forecast to decrease (to £1,332,280) by the end of the financial year due to expenditure on the tolls system and the piling works.
- 12.3. Appendix 4 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 3. Planned expenditure from reserves is itemised within Appendix 4 and includes in 2025/26:
- Replacement of two vehicles.
 - Replacement of a hydraulic grab, workboat and mower.
 - Replacement Ranger launch.
 - Phase two of the online tolls system.
 - Dockyard piling and solar project; and
 - Mutford Lock technical review.
- 12.4. 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 and additional functionality for the finance system.
- 12.5. Taking account of all these items, the forecast balance of navigation earmarked reserves at the end of 2027/28 is £1,254,623, 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 next year.

13. Risk implications

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

14. Conclusion

- 14.1. The draft budget presented here incorporates the navigation charges for 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.

- 14.2. 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 brought back to members in due course. The impact of any change (positive or negative) will need careful consideration to make sure National Park expenditure is sustainable.
- 14.3. It is important to recognise that the budget is highly sensitive to changes in salary inflation, with a significant proportion of the budget being made up of staff costs. The budget is based on a 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.
- 14.4. 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.
- 14.5. On the Navigation side of the budget the level of reserves held by the Authority provides a cushion to increasing costs and allows time to plan for achievable medium-term savings that will benefit both side of the budget whilst maintaining appropriate minimum level of reserves.
- 14.6. As in previous years, it remains the case that the indicative tolls increase in 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.

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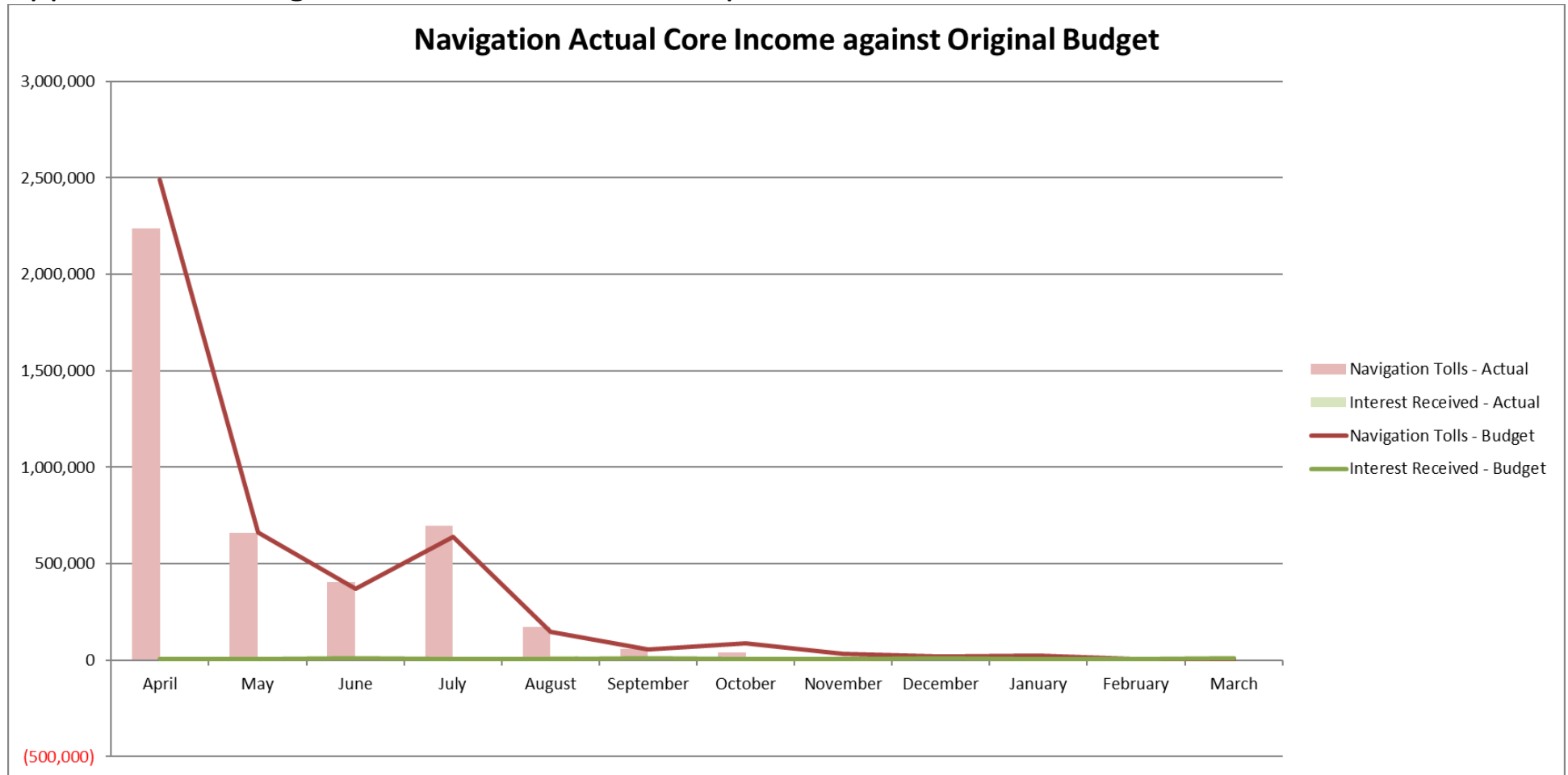
Appendix 1 – Navigation actual income and expenditure charts to 31 October 2024

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

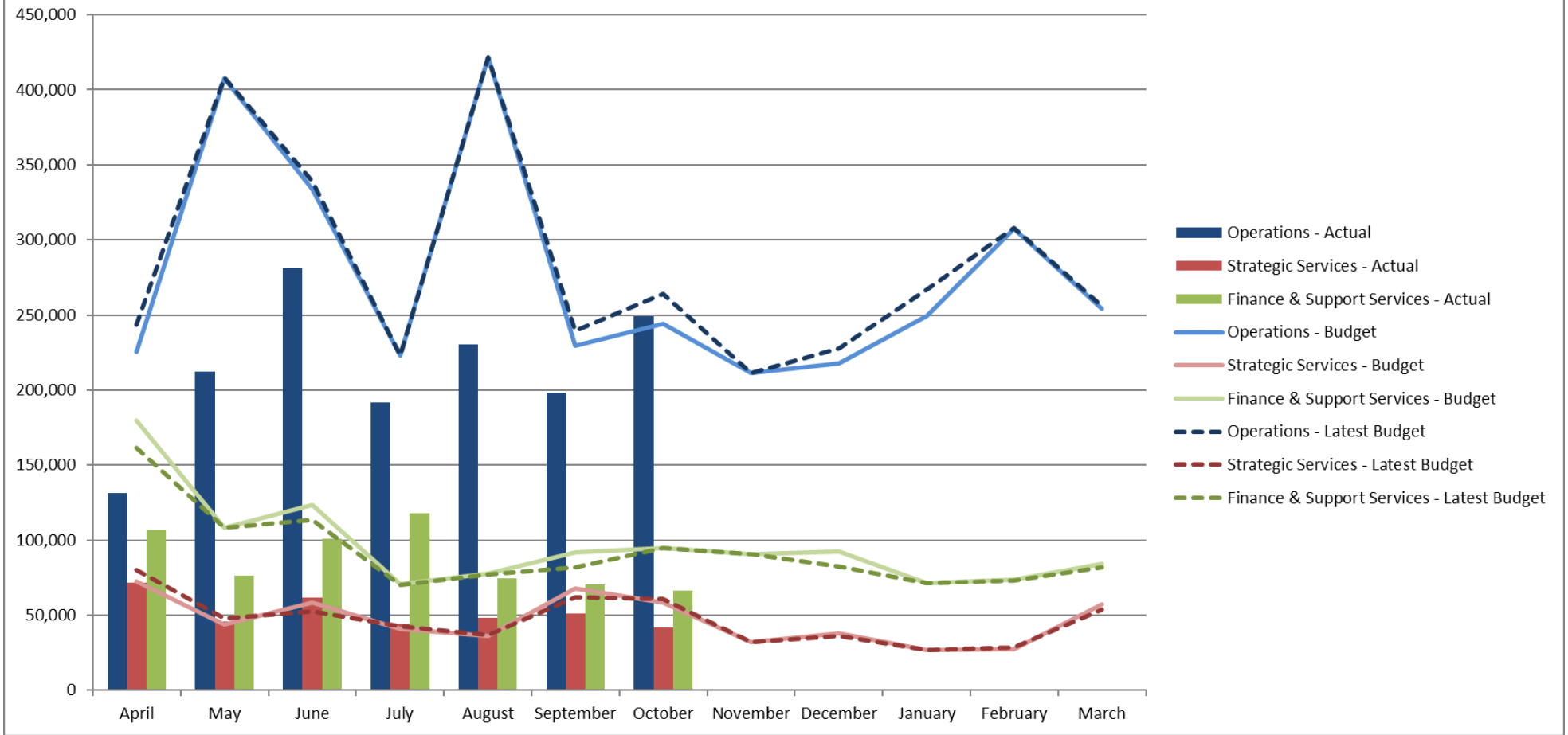
Appendix 3 –2025/26 Budget and Financial Strategy to 2027/28

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

Appendix 1 – Navigation actual income and expenditure charts to 31 October 2024



Navigation Net Actual Expenditure against Original and Latest Budget



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

Table 1

Income

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Income	(4,624,930)	0	(4,624,930)	(4,524,339)	- 100,591
National Park Grant	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Hire Craft Tolls	(1,436,000)	0	(1,436,000)	(1,403,559)	- 32,441
Income	(1,436,000)	0	(1,436,000)	(1,403,559)	- 32,441
Private Craft Tolls	(3,006,000)	0	(3,006,000)	(2,907,850)	- 98,150
Income	(3,006,000)	0	(3,006,000)	(2,907,850)	- 98,150
Short Visit Tolls	(60,000)	0	(60,000)	(60,000)	+ 0
Income	(60,000)	0	(60,000)	(60,000)	+ 0
Other Toll Income	(32,930)	0	(32,930)	(32,930)	+ 0
Income	(32,930)	0	(32,930)	(32,930)	+ 0
Interest	(90,000)	0	(90,000)	(120,000)	+ 30,000
Income	(90,000)	0	(90,000)	(120,000)	+ 30,000

Table 2
Operations

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Operations	3,408,924	32,330	3,441,255	3,227,336	+ 213,918
Construction and Maintenance Salaries	1,041,095	0	1,041,095	1,006,392	+ 34,703
Salaries	1,041,095	0	1,041,095	1,006,392	+ 34,703
Expenditure	0	0	0	0	+ 0
Equipment, Vehicles & Vessels	430,780	0	430,780	430,780	+ 0
Income	(840)	0	(840)	(840)	+ 0
Expenditure	431,620	0	431,620	431,620	+ 0
Water Management	75,000	0	75,000	75,000	+ 0
Expenditure	75,000	0	75,000	75,000	+ 0
Land Management	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Practical Maintenance	366,825	27,080	393,905	293,905	+ 100,000
Income	(26,425)	(38,025)	(64,450)	(64,450)	+ 0
Expenditure	393,250	65,105	458,355	358,355	+ 100,000
Waterways and Recreation Strategy	31,530	0	31,530	31,100	+ 430

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Income	0	0	0	0	+ 0
Salaries	25,130	0	25,130	24,700	+ 430
Expenditure	6,400	0	6,400	6,400	+ 0
Ranger Services	1,192,875	0	1,192,875	1,133,302	+ 59,573
Income	0	0	0	0	+ 0
Salaries	842,525	0	842,525	782,952	+ 59,573
Expenditure	350,150	0	350,150	350,150	+ 0
Pension Payments	200	0	200	200	+ 0
Safety	99,780	0	99,780	82,955	+ 16,825
Income	(500)	0	(500)	(500)	+ 0
Salaries	72,190	0	72,190	50,365	+ 21,825
Expenditure	28,090	0	28,090	33,090	- 5,000
Premises	76,888	5,250	82,138	82,138	+ 0
Income	(1,820)	0	(1,820)	(1,820)	+ 0
Expenditure	78,708	5,250	83,958	83,958	+ 0
Operations Management and Administration	94,152	0	94,152	91,764	+ 2,388
Salaries	90,492	0	90,492	89,664	+ 828

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Expenditure	3,660	0	3,660	2,100	+ 1,560
Project Funding	0	0	0	0	+ 0
Pension Payments	0	0	0	0	+ 0

Table 3

Strategic Services

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Strategic Services	482,086	0	482,086	493,156	- 11,070
Development Management	5,126	0	5,126	5,049	+ 77
Income	0	0	0	0	+ 0
Salaries	5,126	0	5,126	5,049	+ 77
Expenditure	0	0	0	0	+ 0
Pension Payments	0	0	0	0	+ 0
Strategy and Projects Salaries	29,287	0	29,287	28,859	+ 427
Income	0	0	0	0	+ 0
Salaries	29,287	0	29,287	28,859	+ 427
Expenditure	0	0	0	0	+ 0
Biodiversity Strategy	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Human Resources	84,408	0	84,408	83,587	+ 821
Income	0	0	0	0	+ 0
Salaries	51,720	0	51,720	50,899	+ 821

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Expenditure	32,688	0	32,688	32,688	+ 0
Volunteers	22,577	0	22,577	18,770	+ 3,807
Salaries	18,122	0	18,122	14,315	+ 3,807
Expenditure	4,455	0	4,455	4,455	+ 0
Communications	96,141	0	96,141	94,646	+ 1,495
Income	0	0	0	0	+ 0
Salaries	86,496	0	86,496	85,001	+ 1,495
Expenditure	9,645	0	9,645	9,645	+ 0
Visitor Centres and Yacht Stations	202,523	0	202,523	223,225	- 20,702
Income	(143,960)	0	(143,960)	(123,960)	- 20,000
Salaries	277,903	0	277,903	278,605	- 702
Expenditure	68,580	0	68,580	68,580	+ 0
Strategic Services Management and Administration	42,024	0	42,024	39,018	+ 3,006
Salaries	40,704	0	40,704	38,253	+ 2,451
Expenditure	1,320	0	1,320	765	+ 555
Strategy and Projects	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0

Table 4

Finance & Support Services

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Finance & Support Services	1,157,763	0	1,157,763	1,137,279	+ 20,484
National Park Grant	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Legal	35,000	0	35,000	35,000	+ 0
Income	(5,000)	0	(5,000)	(5,000)	+ 0
Expenditure	40,000	0	40,000	40,000	+ 0
Governance	132,947	0	132,947	131,484	+ 1,462
Salaries	101,557	0	101,557	99,431	+ 2,125
Expenditure	31,390	0	31,390	32,053	- 663
Chief Executive	53,696	0	53,696	52,985	+ 711
Salaries	53,301	0	53,301	52,589	+ 711
Expenditure	396	0	396	396	+ 0
Asset Management	76,606	0	76,606	69,982	+ 6,624
Income	(4,135)	0	(4,135)	(4,135)	+ 0
Salaries	25,466	0	25,466	18,842	+ 6,624

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Expenditure	55,275	0	55,275	55,275	+ 0
Finance and Insurance	318,119	0	318,119	309,792	+ 8,327
Salaries	159,768	0	159,768	151,441	+ 8,327
Expenditure	158,351	0	158,351	158,351	+ 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	262,695	0	262,695	260,646	+ 2,050
Income	0	0	0	0	+ 0
Salaries	119,750	0	119,750	117,701	+ 2,050
Expenditure	142,945	0	142,945	142,945	+ 0
Premises – Head Office	50,320	0	50,320	57,120	- 6,800
Income	0	0	0	0	+ 0
Expenditure	50,320	0	50,320	57,120	- 6,800

Table 5

Projects and Corporate items

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total Projects and Corporate Items	4,263	0	4,263	4,263	+ 0
Partnerships / HLF	0	0	0	0	+ 0
Income	0	0	0	0	+ 0
Salaries	0	0	0	0	+ 0
Expenditure	0	0	0	0	+ 0
Corporate Items	4,263	0	4,263	4,263	+ 0
Expenditure	4,263	0	4,263	4,263	+ 0

Table 6

Contributions from earmarked reserves

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Total contributions from Earmarked Reserves	(542,400)	(5,250)	(547,650)	(547,650)	+ 0
Earmarked Reserves	(542,400)	(5,250)	(547,650)	(547,650)	+ 0
Expenditure	(542,400)	(5,250)	(547,650)	(547,650)	+ 0

Table 7

Net (Surplus) / Deficit

Row Labels	Original budget (Navigation) £	Budget adjustments (Navigation) £	Latest Available Budget (Navigation) £	Forecast outturn (Navigation) £	Forecast outturn variance (Navigation) £
Grand Total	(114,294)	27,080	(87,214)	(209,956)	+ 122,742

Row Labels	2023/24			2024/25			2025/26			2026/27			2027/28			2025/26 Apportionment					
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation				
	2023/24 (Actual)	2023/24 (Actual)	2023/24 (Actual)	2024/25 (Latest Available Budget)	2024/25 (Latest Available Budget)	2024/25 (Latest Available Budget)	2024/25 (Forecast)	2024/25 (Forecast)	2024/25 (Forecast)	2025/26 (Budget)	2025/26 (Budget)	2025/26 (Budget)	2026/27 (Budget)	2026/27 (Budget)	2026/27 (Budget)	2027/28 (Budget)	2027/28 (Budget)	2027/28 (Budget)	2025/26 Apportionment	2025/26 Apportionment	
Income																					
Income																					
National Park Grant	(3,564,078)	0	(3,564,078)	(3,414,078)	0	(3,414,078)	(3,914,078)	0	(3,914,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	(3,414,078)	0	(3,414,078)	100%	0%	
Hire Craft Tolls	0	(1,324,693)	(1,324,693)	0	(1,436,000)	(1,436,000)	0	(1,405,136)	(1,405,136)	0	(1,489,000)	(1,489,000)	0	(1,542,000)	(1,542,000)	0	(1,558,000)	(1,558,000)	0%	100%	
Private Craft Tolls	0	(2,772,953)	(2,772,953)	0	(3,006,000)	(3,006,000)	0	(2,906,081)	(2,906,081)	0	(3,056,360)	(3,056,360)	0	(3,163,332)	(3,163,332)	0	(3,194,966)	(3,194,966)	0%	100%	
Short Visit Tolls	0	(54,304)	(54,304)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(63,540)	(63,540)	0	(65,764)	(65,764)	0	(66,422)	(66,422)	0%	100%	
Other Toll Income	0	(38,614)	(38,614)	0	(32,930)	(32,930)	0	(32,930)	(32,930)	0	(33,260)	(33,260)	0	(33,590)	(33,590)	0	(33,590)	(33,590)	0%	100%	
Interest	(146,449)	(146,449)	(292,898)	(90,000)	(90,000)	(180,000)	(120,000)	(240,000)	(240,000)	(55,000)	(55,000)	(110,000)	(50,000)	(100,000)	(100,000)	(45,000)	(45,000)	(90,000)	50%	50%	
Income Total	(3,710,527)	(4,337,013)	(8,047,540)	(3,504,078)	(4,624,930)	(8,129,008)	(4,034,078)	(4,524,147)	(8,558,225)	(3,469,078)	(4,697,160)	(8,166,238)	(3,464,078)	(4,854,686)	(8,318,764)	-3,459,078	-4,897,977	-8,357,055	42%	58%	
Net Expenditure	(3,710,527)	(4,337,013)	(8,047,540)	(3,504,078)	(4,624,930)	(8,129,008)	(4,034,078)	(4,524,147)	(8,558,225)	(3,469,078)	(4,697,160)	(8,166,238)	(3,464,078)	(4,854,686)	(8,318,764)	-3,459,078	-4,897,977	-8,357,055	42%	58%	
Operations																					
Construction and Maintenance Salaries	594,196	990,361	1,584,557	646,965	1,066,225	1,713,190	628,418	1,031,092	1,659,510	756,454	1,011,026	1,767,480	768,881	1,022,929	1,791,810	796,404	1,067,647	1,864,050	43%	57%	
Construction and Maintenance Salaries (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Equipment, Vehicles and Vessels	222,557	519,300	741,857	184,980	431,620	616,600	184,980	431,620	616,600	203,310	474,390	677,700	205,110	478,590	683,700	169,710	395,990	565,700	30%	70%	
Equipment, Vehicles and Vessels (Income)	(2,325)	(5,424)	(7,749)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	(360)	(840)	(1,200)	30%	70%	
Water Management	4,879	70,866	75,745	5,500	75,000	80,500	5,500	75,000	80,500	5,500	95,780	101,280	5,500	95,780	101,280	5,500	95,780	101,280	5%	95%	
Water Management (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Land Management	62,154	0	62,154	57,350	0	57,350	57,350	0	57,350	118,985	0	118,985	118,985	0	118,985	118,985	0	118,985	100%	0%	
Land Management (Income)	(98,468)	0	(98,468)	(78,235)	0	(78,235)	(78,235)	0	(78,235)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	100%	0%	
Waterways and Recreation Strategy	28,487	6,828	35,315	82,851	6,400	89,251	82,851	106,400	189,251	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400	0%	100%	
Waterways and Recreation Strategy (Income)	(24,067)	0	(24,067)	(82,851)	0	(82,851)	(82,851)	(100,000)	(182,851)	0	0	0	0	0	0	0	0	0	0%	0%	
Practical Maintenance	84,900	265,286	350,186	327,140	420,330	747,470	327,140	420,330	747,470	130,640	427,000	557,640	130,640	427,000	509,940	130,640	379,300	509,940	23%	77%	
Practical Maintenance (Income)	0	(16,976)	(16,976)	0	(26,425)	(26,425)	0	(26,425)	(26,425)	0	(26,425)	(26,425)	0	(26,425)	(26,425)	0	(26,425)	(26,425)	0%	100%	
Ranger Services	212,577	961,985	1,174,562	231,031	1,192,875	1,423,906	216,138	1,133,302	1,349,440	208,822	1,141,288	1,350,110	224,901	988,104	1,213,005	220,069	986,276	1,206,345	15%	85%	
Ranger Services (Income)	(933)	(7,489)	(8,422)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Safety	45,088	105,674	150,761	47,390	100,280	147,670	38,255	83,455	121,710	42,894	99,336	142,230	43,491	103,779	147,270	87,869	125,221	213,090	30%	70%	
Safety (Income)	(2,373)	(2,363)	(4,736)	0	(500)	(500)	0	(500)	(500)	0	(750)	(750)	0	(750)	(750)	0	(750)	(750)	0%	100%	
Project Funding	12,530	1,237	13,767	0	0	0	0	0	0	13,650	1,350	15,000	13,650	1,350	15,000	13,650	1,350	15,000	91%	9%	
Project Funding (Income)	118,100	0	118,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Operational Property	90,984	162,360	253,344	47,812	78,708	126,520	47,812	78,708	126,520	105,547	196,993	302,540	66,547	105,993	172,540	66,547	105,993	172,540	35%	65%	
Operational Property (Income)	(10,049)	(23,448)	(33,497)	(780)	(1,820)	(2,600)	(780)	(1,820)	(2,600)	(1,750)	(750)	(2,500)	(750)	(2,500)	(2,500)	(1,750)	(2,500)	(2,500)	30%	70%	
Operations Management and Admin	59,143	88,715	147,858	62,768	94,152	156,920	61,176	91,764	152,940	64,528	96,792	161,320	65,128	97,692	162,820	66,436	99,654	166,090	40%	60%	
Operations Management and Admin (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Operations Total	1,397,381	3,116,912	4,514,293	1,531,562	3,436,004	4,967,566	1,487,394	3,222,086	4,709,480	1,427,285	3,520,590	4,947,875	1,419,788	3,250,152	4,669,940	1,452,765	3,233,846	4,686,610	29%	71%	
Strategic Services																					
Development Management	511,750	4,917	516,668	552,955	5,126	558,080	568,769	5,049	573,818	617,941	5,329	623,270	576,503	5,437	581,940	587,023	5,547	592,570	99%	1%	
Development Management (Income)	(101,213)	0	(101,213)	(90,500)	0	(90,500)	(90,500)	0	(90,500)	(95,000)	0	(95,000)	(90,500)	0	(90,500)	(90,500)	0	(90,500)	100%	0%	
Strategy and Projects Salaries	112,335	23,535	135,870	144,253	29,287	173,540	141,031	28,859	169,890	159,259	29,759	189,018	206,667	30,363	237,030	210,844	30,976	241,820	84%	16%	
Strategy and Projects (Income)	(16,490)	0	(16,490)	(30,798)	0	(30,798)	(30,798)	0	(30,798)	(34,493)	0	(34,493)	(59,670)	0	(59,670)	(60,890)	0	(60,890)	100%	0%	
Biodiversity Strategy	28,281	0	28,281	8,520	0	8,520	8,520	0	8,520	8,520	0	8,520	8,520	0	8,520	8,520	0	8,520	100%	0%	
Biodiversity Strategy (Income)	(8,289)	0	(8,289)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
NCPGS Discovery Grant	235,973	0	235,973	10,070	0	10,070	6,750	0	6,750	0	0	0	0	0	0	0	0	0	0%	0%	
NCPGS Discovery Grant (Income)	(221,965)	0	(221,965)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
NCPGS Restoration Grant	11,955	0	11,955	147,120	0	147,120	150,440	0	150,440	0	0	0	0	0	0	0	0	0	0%	0%	
NCPGS Restoration Grant (Income)	(17,867)	0	(17,867)	(157,190)	0	(157,190)	(157,190)	0	(157,190)	0	0	0	0	0	0	0	0	0	0%	0%	
Pallidiculture Exploration Fund	101,976	0	101,976	43,450	0	43,450	42,600	0	42,600	0	0	0	0	0	0	0	0	0	0%	0%	
Pallidiculture Exploration Fund (Income)	(128,547)	0	(128,547)	(43,450)	0	(43,450)	(43,450)	0	(43,450)	0	0	0	0	0	0	0	0	0	0%	0%	
FIPL	312,511	0	312,511	488,220	0	488,220	488,220	0	488,220	97,844	0	97,844	137,260	0	137,260	30,810	0	30,810	100%	0%	
FIPL Grant (Income)	(312,511)	0	(312,511)	(480,320)	0	(480,320)	(480,320)	0	(480,320)	(81,020)	0	(81,020)	(62,670)	0	(62,670)	0	0	0	0	100%	0%
Environment Land Management System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Environment Land Management System (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Water Environment Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Water Environment Grant (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Communications	301,212	90,309	391,520	285,569	96,141	381,710	281,684	94,646	376,330	296,920	100,510	397,430	297,159	100,391	397,550	302,018	102,252	404,270</			

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	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2023/24	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)	(2,045,579)	(1,455,843)	(3,501,422)
2024/25	<u>Contributions to Reserves to 31/10/25</u>																					
	Vehicles (VEH000451)	0	0	0	(11,400)	(26,600)	(38,000)	0	0	0	0	0	0	0	0	0	0	0	(93)	(11,400)	(26,600)	(38,000)
	Mutford Lock Rent (MLK000451)	0	(1,296)	(1,296)	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	(1,296)	(1,296)
	Ranger Vehicles (RAN000451)	0	0	0	(2,600)	(10,400)	(13,000)	0	0	0	0	0	0	0	0	0	0	0		(2,600)	(10,400)	(13,000)
	Pool Vehicles (PCP000451)	0	0	0	(10,050)	(4,950)	(15,000)	0	0	0	0	0	0	0	0	0	0	0		(10,050)	(4,950)	(15,000)
	Pool Vehicles (PCP000552)	0	0	0	(670)	(330)	(1,000)	0	0	0	0	0	0	0	0	0	0	0		(670)	(330)	(1,000)
	Vessels and Equipment (VES000552)	0	0	0	(9,968)	(23,258)	(33,225)	0	0	0	0	0	0	0	0	0	0	0		(9,968)	(23,258)	(33,225)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)		(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(26,330)	0	(26,330)		(26,330)	0	(26,330)
	Catchment Partnership NRT contribution (CAT000552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(15,000)	0	(15,000)		(15,000)	0	(15,000)
	Land Registry - Local Land Charges (DVM000552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(6,109)	0	(6,109)		(6,109)	0	(6,109)
	Potter Heigham Chalet Income (UTE000552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Yare House sealed bids (YAH000552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1,002)	0	(1,002)		(1,002)	0	(1,002)
	Heritage Lottery Fund Income last 5% of grant (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		(93)	(93)	(93)
	<u>Contributions from Reserves to 31/10/25</u>																					
	Replacement of two Hilux (VEH000450)	0	0	0	17,074	39,839	56,913	0	0	0	0	0	0	0	0	0	0	0		17,074	39,839	56,913
	Welfare unit (£8k), Dipper arm extension for fen excavator (£11k), Weed bucket for excavator (£5k) & Concrete pump (£173k)	0	0	0	5,712	13,328	19,040	0	0	0	0	0	0	0	0	0	0	0		5,712	13,328	19,040
	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	0	0		0	0	0
	Replacement of two Hilux vehicles (RAN000450)	0	0	0	17,956	41,898	59,854	0	0	0	0	0	0	0	0	0	0	0		17,956	41,898	59,854
	Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9,900	9,900		0	9,900	9,900
Replacement Finance system (ICT000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,572	2,252	6,823		4,572	2,252	6,823	
Dockyard solar panels (PRM009450)	0	0	0	0	0	0	0	0	0	0	0	1,097	2,559	3,655	0	0	0		1,097	2,559	3,655	
Replacement shed at Reedham Quay (YHT000450)	0	0	0	0	0	0	0	0	0	0	0	930	362	1,292	0	0	0		930	362	1,292	
Piling at Repps bank (MMR000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	
Delayed works at Hoveton Riverside Park (SIM000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	
UK Communications costs (UKC000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	771	0	771		771	0	771	
Improvements to Bridge Green, Potter Heigham (UTE000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	
Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15,858	0	15,858		15,858	0	15,858	
Local Plan (POL000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,951	0	5,951		5,951	0	5,951	
Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	36,470	36,470	0	36,470	
Farming in protective landscapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,764	0	8,764		8,764	0	8,764	
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	32,980	0	32,980		32,980	0	32,980	
Yare House downsizing costs (YAH000450)	0	0	0	0	0	0	11,150	0	11,150	0	0	246,982	0	246,982	0	0	0		258,132	0	258,132	
Actual Balance 31 October 2024						(520,405)	(619,978)	(1,140,383)	(141,314)	(462,665)	(603,979)	(200,566)	(214,515)	(415,081)	(905,237)	(115,382)	(1,020,619)	23,986	(1,743,536)	(1,412,539)	(3,156,075)	
2024/25	<u>Contributions to Reserves to 31/03/25</u>																					
	Mutford Lock Rent (MLK000451)	0	(704)	(704)	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	(704)	(704)
	Potter Heigham Chalet Income (UTE000552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Catchment Partnership NRT contribution (CAT000552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	Heritage Lottery Fund Income last 5% of grant (HLF61X552)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(142,397)	(142,397)	0	(142,397)
	National Park Grant extra revenue to fund YH downsizing (NPG000451)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(250,000)	0	(250,000)		(250,000)	0	(250,000)
	Countryside Stewardship Scheme (FMG000451)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
	<u>Contributions from Reserves to 31/03/25</u>																					
	Items being funded by NPG capital £250k (VES000450)	0	0	0	(5,712)	(13,328)	(19,040)	0	0	0	0	0	0	0	0	0	0	0		(5,712)	(13,328)	(19,040)
	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	0	0	0	0		0	1,500	1,500
	Tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40,100	40,100		0	40,100	40,100
	Dockyard solar panels (PRM009450)	0	0	0	0	0	0	1,154	2,692	3,845	0	0	0	0	0	0	0	0		1,154	2,692	3,845
	Piling at Repps bank (MMR000450)	0	50,000	50,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	50,000	50,000
	Delayed works at Hoveton Riverside Park (SIM000450)	250,000	0	250,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0		250,000	0	250,000
	Improvements to Bridge Green, Potter Heigham (UTE000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	12,000	0	12,000		12,000	0	12,000
	Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	33,842	0	33,842		33,842	0	33,842
	Local Plan (POL000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14,549	0	14,549		14,549	0	14,549
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,109	2,109	0	2,109
	Farming in protective landscapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	388	0	388		388	0	388
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,097	0	7,097		7,097	0	7,097
Yare House downsizing costs (YAH000450)	0	0	0	0	0	0	0	0	0	0	0	4,028	0	4,028	21,730	0	21,730	116,301	25,758	0	25,758	
Closure of HLF & UK Comms bal trf to General (NP)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		116,301	0	116,301	
Forecast Balance 01 April 2025						(270,405)	(570,682)	(841,087)	(147,026)	(474,493)	(621,519)	(195,385)	(211,823)	(407,208)	(1,065,630)	(75,282)	(1,140,911)	0	(1,678,446)	(1,332,280)	(3,010,726)	
2025/26	<u>Contributions to Reserves to 31/03/26</u>																					
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0	0	0	0	0	0		(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	0	0	(15,300)	(35,700)	(51,000)	0	0	0	0	0	0	0	0	0	0	0		(15,300)	(35,700)	(51,000)
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	(2,000)	(2,000)
	Asset Management (SIM0004																					

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	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves	
2026/27	<u>Contributions to Reserves to 31/03/27</u>																			
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0	0	0	0		(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0	0	0	0		(19,200)	(44,800)	(64,000)
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0		0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0	0	0	0		0	(2,000)	(2,000)
	Asset Management (SIM000451)	(46,000)	0	(46,000)	0	0	0	0	0	0	0	0	0	0	0	0		(46,000)	0	(46,000)
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0	0	0	0		0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0	0	0	0		(5,000)	(20,000)	(25,000)
	Dockyard Site (PRM009451)	0	0	0	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0		(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0	0	0	0		(6,700)	(3,300)	(10,000)
	Building repairs (PRM000451)	0	0	0	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0		(16,200)	(6,300)	(22,500)
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	0	0	(13,400)	(6,600)	(20,000)		(13,400)	(6,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)		(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	0	0	(29,350)	0	(29,350)		(29,350)	0	(29,350)
	<u>Contributions from Reserves to 31/03/27</u>																			
	Replacement of 2 x Hilux , Van & Ford Ranger (VEH000450)	0	0	0	31,500	73,500	105,000	0	0	0	0	0	0	0	0	0		31,500	73,500	105,000
	Clamshell bucket (£12k), Deposit for excavator (£20k), Yamnar tracked carrier (£15k) Iron horse (£18k) & Hydraulic power pack (£28k)	0	0	0	27,900	65,100	93,000	0	0	0	0	0	0	0	0	0		27,900	65,100	93,000
	Additional functionality for finance system est (ICT000450)	0	0	0	0	0	0	0	0	0	0	0	0	10,720	5,280	16,000		10,720	5,280	16,000
	Replacement of AU66 ZYL (RAN000450)	0	0	0	10,500	24,500	35,000	0	0	0	0	0	0	0	0	0		10,500	24,500	35,000
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	0	29,350	0	29,350		29,350	0	29,350
Transfer to revenue	0	0	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)	(594,682)	(957,087)	(127,526)	(278,993)	(406,519)	(201,745)	(173,463)	(375,208)	(833,373)	(61,535)	(894,908)	0	0	0	0	(1,525,050)	(1,108,673)	(2,633,723)	
2027/28	<u>Contributions to Reserves to 31/03/28</u>																			
	Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0	0	0	0		(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0	0	0	0		(19,200)	(44,800)	(64,000)
	Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0		0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	0	(2,000)	(2,000)	0	0	0	0	0	0	0	0	0	0	0	0		0	(2,000)	(2,000)
	Asset Management (SIM000451)	(46,000)	0	(46,000)	0	0	0	0	0	0	0	0	0	0	0	0		(46,000)	0	(46,000)
	Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0	0	0	0		0	(30,000)	(30,000)
	Ranger Vehicles (RAN000451)	0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0	0	0	0		(5,000)	(20,000)	(25,000)
	Dockyard Site (PRM009451)	0	0	0	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0		(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0	0	0	0		(6,700)	(3,300)	(10,000)
	Building repairs (PRM000451)	0	0	0	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0		(16,200)	(6,300)	(22,500)
	Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	0	0	0	(13,400)	(6,600)	(20,000)		(13,400)	(6,600)	(20,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)		(21,000)	0	(21,000)
	Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	0	0	0	(30,810)	0	(30,810)		(30,810)	0	(30,810)
	<u>Contributions from Reserves to 31/03/28</u>																			
	Replacement of Vauxhall (VEH000450)	0	0	0	10,500	24,500	35,000	0	0	0	0	0	0	0	0	0		10,500	24,500	35,000
	Hydraulic power pack, 2 winches & JCB JS220 excavator	0	0	0	13,500	31,500	45,000	0	0	0	0	0	0	0	0	0		13,500	31,500	45,000
	Replacement vehicles Renault Kango & Zoe (PCP000450)	0	0	0	43,550	21,450	65,000	0	0	0	0	0	0	0	0	0		43,550	21,450	65,000
	Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	0	0	0	30,810	0	30,810		30,810	0	30,810
	Transfer to revenue	0	0	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)	(621,682)	(1,030,087)	(118,476)	(364,043)	(482,519)	(226,945)	(200,763)	(427,708)	(642,263)	(68,135)	(710,398)	0	0	0	0	(1,396,089)	(1,254,623)	(2,650,712)	