

Navigation Charges 2015/16 and Draft Financial Strategy to 2017/18
Report by Chief Executive, Director of Operations and Head of Finance

Summary: This report sets out information for the Authority to consider a Financial Strategy for income and expenditure for the next three years, 2015/16 to 2017/18. It is proposed that the Authority adopt an **increase in navigation income of 1.7%** annually for the period, which would, subject to boat numbers continuing to remain relatively stable, allow the Authority to continue to deliver current levels of service and make provision for the necessary replacement of vehicles, vessels and equipment. It also reflects the proposals set out in the Mooring Strategy Review Update elsewhere on this agenda.

This “baseline” Strategy does not make provision for additional areas of expenditure such as dredging works at Hickling Broads, the funding of any significant development in waste collection provision, or developing new moorings which have been discussed by the Navigation Committee. Details of the outcome of consultation with the Navigation Committee is set out in section 4.

A flat rate increase in navigation charges for next year is proposed because consideration of any potential changes to the hire boat multiplier and the relative costs for different sized boats will follow from the outcomes of the stakeholder surveys and can be built into decisions for charges in 2016/17.

Members’ views are sought on the level of charges for next year and the overall Financial Strategy for the next three years.

Recommendations:

- (i) That the proposed increase in Navigation charges of 1.7% for 2015/16, and recommended by the Navigation Committee, be approved.
- (ii) That the Financial Strategy for 2015/16 to 2017/18 be adopted.

1 Context

- 1.1 Forecasts for National Park budgets in 2014/15 as discussed in the previous report are for income in line with the Latest Available Budget (LAB) and net expenditure below budget, mainly due to changes within Planning and Resources Directorate budgets. The year-end forecast is for a deficit of £120,647, which would result in a year-end balance in the National Park reserve of £684,000 (£679,000 after year-end adjustments for interest transferred to earmarked reserves).

- 1.2 The latest predictions for navigation income in the current year are very much in line with the approved budget. However, within these figures there is a reduction in hire boat income of approximately £45,000 offset by a similar amount for private craft above budget. The latest boat figures show hire motor cruisers reducing by 25 and private motor cruisers are 92 up on the 1 November 2013 figure.
- 1.3 Navigation expenditure is similarly on target and the forecast outturn position for 2014/15 anticipates a small deficit within the navigation budget of £15,166. This would result in a navigation reserve balance of approximately £275,000 at the end of the year, and £269,000 after year-end adjustments. This balance equates to 9.0% of net expenditure and is slightly below the recommended level of 10%. The baseline Financial Strategy takes into account this forecast outturn position and makes proposals which will fully restore the balance of the navigation reserve in 2015/16.

2 Draft Financial Strategy

- 2.1 The draft baseline Financial Strategy has been constructed to take account of the following four key factors:

1. ***The ongoing and sustained pressure on National Park Grant***

At the time of writing there continues to be uncertainty around grant allocations for 2015/16, although an indicative reduction of 1.7% compared to 2014/15 has been advised and is built in to this Strategy. Allocations for 2016/17 and beyond have not yet been set, but it is clear that the climate of financial constraint within the public sector will continue for the life of this Financial Strategy.

2. ***Resourcing the Asset Management Plan***

Members will be aware of the Asset Management Plan requirements which have previously been reported, and in particular the considerable long-term, ongoing liabilities identified in the Asset Register. The draft Strategy therefore makes provision for the needs identified in the Asset Management Strategy, as well as the ongoing operational needs to continue to manage the Broads system. The budget requirements were reviewed and contributions to reserves of £208,000 were agreed in January 2014, with a resolution to review the Asset Management Plan in particular with respect to the 24hr mooring stock liability. This work has now been completed, and is reported separately on this agenda. As a result of additional information from the Environment Agency, and proposals to amend the provision of mooring in some locations, a ten year Action Plan has been drafted which recommends an annual budget of £150,000 for repiling at existing sites. This is an increase of a further £40,000 per annum, and would result in the amended Asset Management Plan capital provision totalling £358,000 being fully funded from 2015/16, although subject to annual review.

3. ***Allocation of Practical Work***

The Baseline Plan incorporates plans to increase navigation Construction and Maintenance activity incrementally over two years to deliver an additional 528 man days of navigation activity in 2016/17. Depending on specific priorities identified, this increase provides the capacity to deliver navigation works in the following areas:

- River bank tree clearance (as the bird breeding season and other ecological constraints allow);
- Vessel and equipment maintenance;
- Dredging;
- Removal of wrecks/obstructions/litter; and
- Mooring maintenance.

4. ***Reductions in Central Costs***

Significant reductions have been made in the budgets for both Planning and Resources and those sections which report to the Chief Executive. These are mainly as a result of the organisational restructure planned for completion by the end of March 2015. This includes reductions in Communications, Human Resources, Governance and Legal budgets.

2.2 Using this information the baseline Strategy shown in Table 1 has been prepared which demonstrates that a 1.7% increase in tolls annually until 2017/18, could fund the Authority's existing navigation services and make provision for the servicing of the revised Asset Management Plan over ten years.

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

- Navigation tolls will be collected in line with budget and a flat rate increase applied for 2015/16 on the existing 2014/15 structure;
- Boat numbers and dispositions will remain in line with those experienced in 2014/15;
- National Park Grant will be received in line with allocations, with no further reduction applied after 2015/16, although it is recognised that there remains significant pressure on public finances and as such a reduction cannot be ruled out;
- Salary increases have been allowed based on the latest offer from Local Government Employers. This incorporates a 2.2% pay award for the period January 2015 to March 2016, with no backdating to April 2014. Salary increases for subsequent years have been allowed at 1% in 2016/17 and 1.5% in 2017/18;
- The efficiencies from the restructuring due to be completed in March 2015 will be realised in line with the currently projected levels of savings;
- Changes to National Insurance arrangements as a result of the cessation of the contracted out rate for the state second pension will go ahead.

These are forecast to cost an additional £70,000 annually for the Authority as a whole from 2016/17 and these changes have been factored into the staffing costs included in the Strategy. There has been no indication that the Government will seek to mitigate the impact of these changes for Local Authorities;

- The forecast outturn position for 2014/15 will be delivered in line with budget holders' projections; and
- Last year following representations from the Broads Hire Boat Federation revised arrangements were put in place for hire boat companies, with a total annual hire tolls liability of £1,300 or more, to make staged payments. For bills between £1,300 and £4,000 there was an option to pay in two instalments and for those above £4,000 four payments was provided as an option. To encourage payment in full on or before 1 April, which makes the administration much simpler, a 2% discount was provided. The process worked extremely well and received a positive response from the industry. The cost of the discount provided, in terms of lost revenue, was £11,070.97. The intention is to continue with the same arrangements for the coming year and it is factored into the calculations.

2.4 A detailed sensitivity analysis for some of these key assumptions will be included in the draft budget presented to the Authority in January.

Table 1 – Summary Draft Baseline Financial Strategy to 2017/18

	2015/16			2016/17			2017/18		
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated
National Park Grant	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)
Navigation Tolls	0	(2,997,930)	(2,997,930)	0	(3,048,895)	(3,048,895)	0	(3,100,726)	(3,100,726)
Other income	(17,500)	(36,250)	(53,750)	(20,000)	(38,750)	(58,750)	(20,000)	(38,750)	(58,750)
Total Income	(3,206,452)	(3,034,180)	(6,240,632)	(3,208,952)	(3,087,645)	(6,296,597)	(3,208,952)	(3,139,476)	(6,348,428)
Operations	1,013,912	2,058,049	3,071,960	992,159	2,151,401	3,143,560	1,005,884	2,176,617	3,182,500
Planning and Resources	1,799,807	716,651	2,516,458	1,818,453	729,615	2,548,068	1,839,650	737,858	2,577,508
Chief Executive	281,096	149,494	430,590	287,703	153,287	440,990	292,418	156,032	448,450
Corporate Items	67,200	44,800	112,000	82,200	54,800	137,000	100,200	66,800	167,000
Total Expenditure	3,162,015	2,968,994	6,131,008	3,180,515	3,089,103	6,269,618	3,238,152	3,137,307	6,375,458
Net (Surplus) / Deficit	(44,437)	(65,186)	(109,624)	(28,437)	1,458	(26,978)	29,200	(2,169)	27,030
Opening Reserves (Forecast)	(678,577)	(269,106)	(947,683)	(714,265)	(325,542)	(1,039,807)	(732,701)	(314,084)	(1,046,785)
(Surplus) / Deficit for the year	(44,437)	(65,186)	(109,624)	(28,437)	1,458	(26,978)	29,200	(2,169)	27,030
Interest transfer	8,750	8,750	17,500	10,000	10,000	20,000	10,000	10,000	20,000
Closing Reserves (Forecast)	(714,265)	(325,542)	(1,039,807)	(732,701)	(314,084)	(1,046,785)	(693,501)	(306,253)	(999,754)

3 Evaluation of Options for Navigation Charges

- 3.1 The feasibility of a nil (0%) increase in navigation charges in 2015/16 has been explored by officers. Although this would deliver a surplus budget in 2015/16 of £15,073, it is not considered sustainable as it would leave the navigation reserve at a level of 9.3% of net expenditure at the end of the year. This deficit would need to be restored in 2016/17. The lower reserve position would be compounded by the expected changes in National Insurance coming into effect in 2016/17, meaning that an increase of at least 5.0% would be required in that year to meet these additional costs and maintain / restore the reserve to the minimum level of 10%. It is therefore not considered prudent to budget for a nil increase in 2015/16, but instead to mitigate the risk of any excessive movements in tolls and to maintain a steady percentage increase across the life of the Strategy.
- 3.2 The draft baseline Strategy therefore demonstrates that a 1.7% increase per annum over the lifetime of the Strategy would enable the Authority to fulfil its existing commitments and contribute to the costs of maintaining the asset base over a ten year period. However this would leave no capacity for additional projects such as dredging Hickling Broad, identified as a priority at the last meeting, the provision of new moorings or the costs of significant waste collection.

4 Navigation Committee Consultation

- 4.1 The Navigation Committee considered the draft Financial Strategy at its meeting in October. The Financial Strategy presented to the Committee set out two options, firstly the baseline Financial Strategy detailed in this report, and secondly details of the options for progressing a major dredging project at Hickling Broad. At their meeting in September, the Navigation Committee had indicated the desire to progress with dredging works in Hickling Broad and initial planning for this project suggested that it would represent a long-term commitment by the Authority, potentially requiring activity over a ten year period, and necessitating funding in the order of £60,000 per annum. An alternative Financial Strategy incorporating this additional expenditure was prepared, and it was proposed could be delivered within an annual tolls increase of 2.9%. The majority of Committee members were of the view that as the proposals for Hickling were still at a very early stage of development, and also because it was too early to gauge demand for this work from the Stakeholder Surveys currently in progress, it would be premature to progress the activity at this stage and therefore a higher toll increase of 2.9% could not be justified.
- 4.2 The Committee also examined issues relating to waste disposal, supporting proposals to fund the collection of waste at Ranworth and noting the increased volumes being collected at Great Yarmouth and Norwich Yacht Stations. These costs have been incorporated in the draft Strategy. There was some desire for the Authority to explore the potential to expand its involvement in the provision of waste collection services at other moorings. No provision for any expansion has been made in the Strategy at this stage,

but this activity could cost £2-3,000 per site, per year, as discussed in the Waste Disposal Strategy report elsewhere on this agenda.

4.3 Members may wish to note that changes have therefore been made from the Financial Strategy presented to Navigation Committee based on the Committee's recommendations as follows:

- an additional £4,000 has been allowed for waste collection costs (£3,000 within Asset Management budgets, £1,000 within Yacht Station budgets); and
- a minor amendment has been made to the Mooring Maintenance budget within Practical Maintenance to bring it in line with the recommendations set out in the Mooring Strategy.

4.4 In addition, the forecast outturn position has been adjusted to reflect the latest (September) position as reported in the Financial Performance and Direction report.

5 Apportionment of Costs between Navigation and National Park

5.1 Apportionments between Navigation and National Park have been adjusted within the Operations directorate to reflect the proposed apportionment endorsed by the Navigation Committee and subsequently approved by the Broads Authority in September. In addition the apportionment of Legal budgets has been adjusted to reflect the latest actual split of activity (legal costs are always apportioned in line with actual use). Legal budgets are shown within the Chief Executive's department from 2015/16 to reflect the new structure for this area. All other apportionments are consistent with the principles agreed by the Resources Allocation Working Group.

5.2 Full details of apportionments by budget line for 2015/16 are set out in Appendix 1. The overall split of proposed net expenditure in 2015/16 is 52% national park and 48% navigation, which is very much consistent with the forecast split of income standing at 51% to 49% for the same period.

6 Summary

6.1 The Authority is in the position where it both hoped and planned to be, so that after the investment in the purchase and development of the Dockyard and the transfer of responsibility for Breydon Water, annual toll increases to maintain the status quo would be broadly in line with inflation and above inflationary increases used only to fund investment in new facilities and exceptional items.

6.2 The draft Strategy sets out a sustainable baseline for the budget which is designed to allow the Authority to continue to deliver priority activities at the required level, whilst also making provision for asset maintenance over the life of the Strategy. The proposed increase in tolls, which is lower than the 3% projected in the 2014/15 Strategy, has been made possible due to the lower assumptions about salary inflation which are now being applied based on the

latest available information. It is important to recognise that the draft Strategy as a whole is highly sensitive to changes in salary inflation, as a result of the significant proportion of the budget that is made up from staff costs. It should also be noted that this Strategy has been prepared in the context of an unknown salary settlement for the current year, 2014/15, and extremely limited information in respect of likely future year awards. The surplus of £109,624 allowed for in the 2015/16 budget is therefore essential to both restore the balance of the navigation reserve and provide some flexibility to respond to any higher than anticipated salary inflation. As always, there remains the possibility that the Financial Strategy and the indicative tolls increases in 2016/17 and beyond could need to be revisited during the next year's budget setting process in the event of significant salary variations from the current assumptions. Similarly, future decisions about National Park Grant allocations may also have a significant impact on this Strategy.

- 6.3 It is considered that an increase of 1.7% in tolls, as recommended by the Navigation Committee, represents a prudent and appropriate level of increase for this Financial Strategy. Members' views are sought with regard to the overall Strategy, and the level of tolls for 2015/16.

Background Papers:	Strategic response to National Park Grant Reductions: Budget options for the 2014/15 budget and Financial Strategy to 2016/17, report to Broads Authority 21 March 2014 Operations Allocations, Financial Performance and Direction report to Broads Authority 10 September 2014
Author:	John Packman, Trudi Wakelin, Titus Adam
Date of Report:	4 November 2014
Broads Plan Objectives:	None
Appendices:	APPENDIX 1 – Draft Financial Strategy 2015/16 – 2017/18

Row Labels	2013/14			2014/15			2015/16			2016/17			2017/18			2015/16 Apportionment				
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation			
	2013/14 (Actual)	2013/14 (Actual)	2013/14 (Actual)	2014/15 (Latest Available Budget)	2014/15 (Latest Available Budget)	2014/15 (Latest Available Budget)	2014/15 (Forecast Outturn)	2014/15 (Forecast Outturn)	2014/15 (Forecast Outturn)	2015/16 (Budget)	2015/16 (Budget)	2015/16 (Budget)	2016/17 (Budget)	2016/17 (Budget)	2016/17 (Budget)	2017/18 (Budget)	2017/18 (Budget)	2017/18 (Budget)	National Park	Navigation
Income																				
Income																				
National Park Grant	(3,580,545)	0	(3,580,545)	(3,245,393)	0	(3,245,393)	(3,245,393)	0	(3,245,393)	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)	100%	0%
Hire Craft Tolls	0	(1,084,910)	(1,084,910)	0	(1,118,300)	(1,118,300)	0	(1,072,296)	(1,072,296)	0	(1,090,525)	(1,090,525)	0	(1,109,064)	(1,109,064)	0	(1,127,918)	(1,127,918)	0%	100%
Private Craft Tolls	0	(1,746,898)	(1,746,898)	0	(1,792,100)	(1,792,100)	0	(1,837,800)	(1,837,800)	0	(1,869,042)	(1,869,042)	0	(1,900,816)	(1,900,816)	0	(1,933,130)	(1,933,130)	0%	100%
Short Visit Tolls	0	(39,813)	(39,813)	0	(37,721)	(37,721)	0	(37,721)	(37,721)	0	(38,363)	(38,363)	0	(39,015)	(39,015)	0	(39,678)	(39,678)	0%	100%
Other Toll Income	0	(20,383)	(20,383)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0%	100%
Interest	(10,773)	(10,773)	(21,546)	(15,000)	(15,000)	(30,000)	(11,000)	(11,000)	(22,000)	(17,500)	(17,500)	(35,000)	(20,000)	(20,000)	(40,000)	(20,000)	(20,000)	(40,000)	50%	50%
Income Total	(3,591,318)	(2,902,777)	(6,494,095)	(3,260,393)	(2,981,871)	(6,242,264)	(3,256,393)	(2,977,567)	(6,233,960)	(3,206,452)	(3,034,180)	(6,240,632)	(3,208,952)	(3,087,645)	(6,296,597)	(3,208,952)	(3,139,476)	(6,348,428)	51%	49%
Income Total	(3,591,318)	(2,902,777)	(6,494,095)	(3,260,393)	(2,981,871)	(6,242,264)	(3,256,393)	(2,977,567)	(6,233,960)	(3,206,452)	(3,034,180)	(6,240,632)	(3,208,952)	(3,087,645)	(6,296,597)	(3,208,952)	(3,139,476)	(6,348,428)	51%	49%
Net Expenditure																				
Operations																				
Construction and Maintenance Salaries	497,067	573,415	1,070,482	499,036	575,734	1,074,770	499,036	575,734	1,074,770	459,760	628,981	1,088,740	429,936	699,884	1,129,820	438,921	714,149	1,153,070	42%	58%
Equipment, Vehicles and Vessels	68,127	297,573	365,700	108,891	296,109	405,000	108,891	296,109	405,000	114,550	278,450	393,000	117,900	275,100	393,000	117,900	275,100	393,000	29%	71%
Equipment, Vehicles and Vessels (Income)	(1,144)	(28,957)	(30,101)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Management	11,407	132,037	143,444	5,000	62,500	67,500	3,685	62,500	66,185	5,000	70,000	75,000	5,000	70,000	75,000	5,000	70,000	75,000	7%	93%
Water Management (Income)	(3,963)	(18,675)	(22,638)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	84,567	0	84,567	60,750	0	60,750	60,750	0	60,750	49,000	0	49,000	49,000	0	49,000	49,000	0	49,000	100%	0%
Land Management (Income)	(144,140)	0	(144,140)	(90,000)	0	(90,000)	(100,500)	0	(100,500)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	100%	0%
Practical Maintenance	37,102	354,490	391,592	29,000	324,205	353,205	29,000	323,627	352,627	29,000	357,200	386,200	29,000	357,200	386,200	29,000	357,200	386,200	8%	92%
Practical Maintenance (Income)	(2,188)	(20,267)	(22,455)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0%	100%
Ranger Services	263,182	522,990	786,172	252,404	445,606	698,010	252,404	445,606	698,010	251,964	444,946	696,910	262,036	460,054	722,090	267,652	468,478	736,130	36%	64%
Ranger Services (Income)	(73,828)	(10,972)	(84,800)	(25,000)	(10,000)	(35,000)	(25,000)	(10,000)	(35,000)	(14,000)	(21,000)	(35,000)	(14,000)	(21,000)	(35,000)	(14,000)	(21,000)	(35,000)	40%	60%
Safety	25,353	48,184	73,537	22,572	63,328	85,900	22,572	63,328	85,900	22,592	63,368	85,960	23,093	64,387	87,480	23,328	64,862	88,190	26%	74%
Safety (Income)	(182)	(1,890)	(2,072)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0	(9,000)	0	0	(9,000)	0	0	(9,000)	(9,000)	0%	100%
Asset Management	37,415	73,295	110,710	40,220	65,430	105,650	47,095	71,055	118,150	40,842	68,939	109,780	42,222	70,068	112,290	43,361	71,000	114,360	37%	63%
Asset Management (Income)	(22)	(1,218)	(1,240)	(550)	(450)	(1,000)	(550)	(1,000)	(550)	(1,000)	(450)	(550)	(1,000)	(450)	(550)	(1,000)	(450)	(550)	55%	45%
Volunteers	41,524	17,796	59,320	43,638	18,702	62,340	43,638	18,702	62,340	39,402	26,268	65,670	39,774	26,516	66,290	40,404	26,936	67,340	60%	40%
Volunteers (Income)	(175)	(75)	(250)	(700)	(300)	(1,000)	(700)	(300)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	60%	40%
PRISMA	0	0	0	0	10,410	10,410	0	10,410	10,410	0	0	0	0	0	0	0	0	0	0%	0%
PRISMA (Income)	0	0	0	0	(10,410)	(10,410)	0	(10,410)	(10,410)	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	127,479	153,839	281,318	88,902	85,461	174,363	89,024	85,339	60,960	87,211	148,170	54,251	93,919	148,170	54,251	93,919	148,170	41%	59%	
Operational Property (Income)	(37,583)	(46,364)	(83,947)	(10,304)	(896)	(11,200)	(3,066)	(267)	(3,333)	(10,120)	(880)	(11,000)	(12,420)	(1,080)	(13,500)	(16,100)	(1,400)	(17,500)	92%	8%
Operations Management and Admin	52,118	66,332	118,450	56,118	71,422	127,540	56,118	71,422	127,540	56,113	71,417	127,530	57,517	73,203	130,720	58,318	74,222	132,540	44%	56%
Operations Total	982,116	2,111,533	3,093,649	1,079,977	1,980,851	3,060,828	1,082,397	1,986,405	3,068,802	1,013,912	2,058,049	3,071,960	992,159	2,151,401	3,143,560	1,005,884	2,176,617	3,182,500	33%	67%
Planning and Resources																				
Development Management	308,579	0	308,579	294,910	0	294,910	294,910	0	294,910	317,840	0	317,840	329,300	0	329,300	335,960	0	335,960	100%	0%
Development Management (Income)	(77,340)	0	(77,340)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	100%	0%
Strategy and Projects Salaries	384,217	75,943	460,160	348,274	65,947	414,221	338,103	63,566	401,669	291,435	59,605	351,040	291,410	60,350	351,760	297,019	61,392	358,410	83%	17%
Strategy and Projects	65,547	30	65,577	42,020	0	42,020	42,020	0	42,020	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	100%	0%
Strategy and Projects (Income)	(27,155)	(1,643)	(28,798)	(27,500)	0	(27,500)	(39,000)	0	(39,000)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	100%	0%
Biodiversity Strategy	16,885	0	16,885	77,298	0	77,298	77,298	0	77,298	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	100%	0%
Biodiversity Strategy (Income)	(7,899)	0	(7,899)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Legal	80,952	22,570	103,522	78,000	42,000	120,000	78,000	42,000	120,000	0	0	0	0	0	0	0	0	0	0%	0%
Waterways and Recreation Strategy	733	11,601	12,334	6,000	9,000	15,000	6,000	9,000	500	9,000	9,500	500	9,000	9,500	500	9,000	9,500	500	5%	95%
Project Funding	139,611	0	139,611	148,645	26,970	175,615	98,645	26,970	175,615	174,500	0	174,500	174,500	0	174,500	174,500	0	174,500	100%	0%
Project Funding (Income)	(74,667)	0	(74,667)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	100%	0%
Sustainable Development Fund	299,504	0	299,504	12,000	0	12,000	12,000	0	12,000	0	0	0	0	0	0	0	0	0	0%	0%
Finance and Insurance	193,275	158,141	351,416	188,382	158,187	346,569	188,382	158,187	346,569	175,615	160,885	336,500	176,855	164,855	341,710	174,995	162,995	337,990	52%	48%
Communications	258,170	88,057	346,227	238,212	78,048	316,260	247,112	82,548	329,660	194,282	60,548	254,830	193,846	62,195	256,040	194,642	63,168	257,810	76%	24%
Communications (Income)	(20,155)	(4,512)	(24,667)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Visitor Centres and Yacht Stations	312,029	121,301	433,330	325,433	125,228	450,660	325,433	125,228	450,660	328,050	130,470	458,520	327,798	129,323	457,120	333,338	132,503	465,840	72%	28%
Visitor Centres and Yacht Stations (Income)	(123,735)	(54,369)	(178,104)	(156,750)	(56,250)	(213,000)	(156,750)	(56,250)	(213,000)	(161,750)	(56,250)	(218,000)	(161,750)	(56,250)	(218,000)	(161,750)	(56,250)	(218,000)	74%	26%
Collection of Tolls	0	115,955	115,955	0	113,660	113,660	0	113,660	113,660	0	116,740	116,740	0	121,330	121,330	0	124,120	124,120	0%	100%
ICT	190,336	80,144	270,480	179,462	88,358	267,820	179,439	88,381	267,820	165,745	81,635	247,380	169,470	83,470	252,940	171,741	84,589	256,330	67%	33%
Head Office, Office Expenses and Pool Vehicles	219,503	94,617	314,120	228,891	98,409	327,300	228,794	98,506	327,300	239,220	102,628	341,848	239,220	102,628	341,848	102,628	102,628	341,848	70%	30%
Planning and Resources Management and Admin	131,276	45,452	176,728	129,798	56,852	186,650	129,798	56,852	186,650	116,870	51,390	168,260	119,805	52,715	172,520	121,986	53,714	175,700	69%	31%
Planning and Resources Total	2,269,666	753,287	3,022,953	2,034,075	806,408	2,840,483	1,971,184	808,647	2,779,831	1,										