

**Financial Performance and Direction**  
Report by Head of Finance

**Summary:** This report provides a strategic overview of current key financial issues and items for decision, alongside an update on actual and forecast performance against the budget for the year.

**Recommendations:**

**Section 2**

- (i) That the final position concerning Dragonfly House costs be noted.

**Section 3**

- (ii) That the establishment of a standing list of contractors for the undertaking of fen management as set out in section 3, be approved.
- (iii) That the arrangements for achieving value for money in setting fen management pay rates be noted.

**Section 4**

- (iv) That the current actual and expenditure position for the year as set out in section 4 be noted.

**Section 5**

- (v) That the annual report of instances where Standing Orders have been waived as set out in section 5 be noted.

**1 Introduction**

- 1.1. This report consolidates a number of items relating to the financial performance and direction of the Authority in order to provide members with a strategic overview of the key issues for consideration. This report covers the items set out in the table below:

<b>Report Section</b>	<b>Item</b>
2	Dragonfly House Costs
3	Standing Tender List – Fen Management Contracts
4	Consolidated Income and Expenditure to 28 February 2013
5	Annual Report on Requests to Waive Standing Orders Relating to Contracts

## 2 Dragonfly House Costs

### *Background*

- 2.1 In 2005 the Broads Authority accepted in principle that, with the significant financial and project management support on offer from Defra, co-location with key Defra funded partners in Dragonfly House was the best option for addressing deficiencies with the Colegate accommodation. The indicative rent at that time was £176,834 per annum. A revised Stakeholder Paper was issued in March 2008, setting out the firm project costs. This Stakeholder Paper stated that the Authority's proportion of the total net area (including shared areas) equated to £213,506 per annum at the negotiated rent of £14.50 per sq foot.
- 2.2 The revised Stakeholder Paper also provided estimated annual running costs for other building related charges, projecting the total annual occupancy cost for the Broads Authority (excluding utilities) to be £379,067. It was on the basis of this information that the Authority approved the draft budget for the project on 9 May 2008, and delegated powers were given to the Chief Executive to agree any adjustments to the figures. The Authority's proportion of the building was subsequently amended following a measurement on completion of the building and the Broads Authority share of the rent was confirmed as £210,068 per annum by Defra Estates in March 2009. This amended the projected estimated annual running costs to £375,629 (excluding utilities).
- 2.3 In mid 2010 Defra Estates advised that there had been a change in Her Majesty's Treasury (HMT) procedures in relation to VAT invoicing and that the Department would also be seeking to recover the depreciation costs from the capital expenditure from the building occupants. However, as these costs had not been included in the 2008 Stakeholder Paper or any other agreements, the Authority represented that these additional costs should not be levied on the Broads Authority. Following in-depth discussions, it became clear that Defra Estates would be unable to agree to waive the additional charges if the Authority was to continue its tenancy of the building. However, Defra Estates did advise that it would not stop the Authority from relocating to more cost effective premises should it wish to do so. These costs would have increased the occupancy related costs for the Broads Authority by over £130,000 per year, which would have been unaffordable for the Authority.
- 2.4 The announcement following the Spending Review that National Park Grant would reduce by 25% over four years led the Authority to decide to look for an alternative location to reduce its premises costs and allow funding to be concentrated on front-line services. This decision resulted in the Authority reducing occupancy of Dragonfly House by 25% on 31 May 2012, and the relocation to the new office accommodation in Yare House at the end of November 2012.

### *Latest Position*

- 2.5 Members will wish to note that, following further negotiation with Defra Estates, a full and final settlement has been agreed and paid for the

Authority's occupancy of Dragonfly House. The full and final settlement has resulted in the Authority paying for its occupancy from December 2008 to November 2012 in accordance with the costs detailed in the 2008 Stakeholder Paper; further abated by 25% from 31 May 2012 to reflect the reduced occupancy. These payments therefore totally accord with the Authority's decision and commitments made in 2008. This full and final settlement means that it is no longer necessary to maintain any provision to meet the additional occupancy costs that Defra Estates had intended to levy.

- 2.6 Members will already be aware that the relocation to Yare House will provide a net saving of over £2 million over a ten year period, which will help reduce the impact of the reductions in National Park Grant, by diverting the savings from support costs to the maintenance of the front-line delivery of the Authority's three purposes and statutory duties.

### **3 Standing Tender List – Fen Management Contracts**

#### *Overview*

- 3.1 This section of the report outlines the process through which contractors have been invited and assessed for inclusion on a standing list of contractors for the undertaking of fen management work. The standing list will be in place for a maximum of three years.

#### *Background*

- 3.2 Since 2001, the Authority has worked with local reed and sedge cutters to facilitate the continuation of this heritage industry (Action Plan for the Reed and Sedge Cutting Industry, 2012<sup>1</sup>). One of the ways in which the Authority has provided support is to offer small-scale fen management work to reed and sedge cutters, at the time of year when commercial reed and sedge cannot be harvested.
- 3.3 This small-scale contract work typically includes scrub clearance and conservation mowing of non-commercial fen on Broads Authority land and / or sites where the Authority is the managing agent. Such contract work aids the Authority in achieving its management obligations.
- 3.4 The contract work is divided and awarded equally to all interested cutters who can demonstrate appropriate equipment and health and safety standards. A standard day rate for payment is agreed between the Authority and the Broads Reed and Sedge Cutters Association (BRASCA). This rate is assessed annually to ensure the rate represents good value for the Authority, compared to that charged by other similar commercial wetland management contractors, and also to take account of any inflationary change.
- 3.5 Section 15 of the Authority's Standing Orders relating to Contacts sets out the procedure for selective tendering from a standing list of approved contractors.

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<sup>1</sup> [http://www.broads-authority.gov.uk/broads/live/authority/publications/conservation-publications/Action\\_Plan\\_for\\_the\\_Reed\\_and\\_Sedge\\_Cutting\\_IndustryMay2012.pdf](http://www.broads-authority.gov.uk/broads/live/authority/publications/conservation-publications/Action_Plan_for_the_Reed_and_Sedge_Cutting_IndustryMay2012.pdf)

Whilst the purpose of creating a standing list in this case is not specifically for selective tendering, it would be beneficial to compile a list of known contractors, each of whom will have passed through an evaluation process.

3.6 The benefits of compiling this list are as follows:

- All local reed and sedge cutters who actively harvest these products commercially, and wish to apply for small-scale contract work are given an equal opportunity to do so.
- Information relating to equipment certification and insurance can be gathered, held and updated centrally.
- Contractor competency and health and safety management can be assessed through a formal process.

#### *Selection Process*

3.7 In accordance with Standing Order 15, an advert for expressions of interest for inclusion in a standing list was published in the Eastern Daily Press. The advert stated the pre-requisite of commercial reed and / or sedge harvesting providing at least part of the applicant's business.

3.8 The following contractors expressed an interest in inclusion in the standing list:

- Chris Henshaw
- William Burgess
- Robert Fransham
- David Fransham
- Rowan Nichols
- Paul Eldridge
- Jeremy Nicholls
- Lawrence Watts
- Bev Blades
- Barry Harding
- Martin Beaumont
- Marcus Satchel
- Michael Nichols
- Andy Hewitt
- Stephen Mace
- Kev Dowe
- CGM Ltd
- Peter Frizzell

3.9 Following further contact and investigation, it was identified that the last three contractors on the above list do not harvest reed or sedge commercially and so were not contacted further due to their not meeting the set criteria for inclusion on the list.

3.10 Each of the remaining contractors was sent a questionnaire (for reference, a sample questionnaire is included at Appendix 1) which covered the following areas:

- Personal/company details
- Commercial reed and sedge details
- Equipment availability and certification
- Sub-contracting
- Health and safety
- Insurances

3.11 Each submitted questionnaire was reviewed for the purpose of checking that the details provided met the stated approval criteria.

#### *Outcomes*

3.12 Twelve of the fifteen contractors who qualified for consideration and expressed an interest submitted a completed questionnaire. Of these twelve contractors, the following four comprehensively provided all the information required and fulfilled the criteria for approval:

- William Burgess
- Bev Blades
- Paul Eldridge
- Rowan Nichols

3.13 It is therefore recommended that the Authority approves these contractors for inclusion on the standing list as set out in recommendation (ii) above.

3.14 The remaining eight contractors submitted good questionnaires; however some certificates were not enclosed. It is recommended that the Authority approves these contractors for inclusion on the standing list subject to submission of the relevant certificates.

#### *Management of the Standing List*

3.15 The standing list may be reviewed as deemed appropriate. Upon each review the following steps will be undertaken:

- All contractors on the standing list will be contacted at least four weeks before the review and asked if they wish to remain on the list.
- All projects executed using the standing list will be reviewed and any contractor who has not performed adequately (e.g. breach of contract, not meeting the requirements of the specification, method statements or risk assessments) will be removed from the list.
- Contractors not on the standing list, who have expressed an interest in being included on it, may be recommended to the Authority for inclusion upon submission of an adequately completed questionnaire.

3.16 The standing list will be renewed on a three yearly basis (the next review being undertaken in time for approval by the Authority in April 2016). Upon

renewal, the full process will be repeated whereby an advert for expressions of interest will be published and all interested contractors will be invited to complete an approval questionnaire. A new standing list of competent contractors will then be put to the Authority for approval.

## **4 Consolidated Income and Expenditure to 28 February 2013**

### *Overview*

4.1 This section of the report provides a summary of actual income and expenditure for the ten month period to 28 February 2013, and includes details of the forecast for projected income and expenditure at the end of the financial year (31 March 2013).

### *Actual Income and Expenditure*

4.2 As at 28 February 2013, actual income and expenditure figures were as follows:

- Total income for the period is £6,598,395, which is 99.27% of the original budget for the year and 99.57% of the profiled budget.
- Total net expenditure is £6,307,824, which is 88.63% of the original budget and 104.00% of the profiled budget.
- These actual figures result in an overspend against the profiled budget of £271,162 in January (an adverse variance).

4.3 It should be emphasised that the overall adverse variance this month relates largely to the significant expenditure under the Authority's premises strategy for the Dockyard development work and the relocation to Yare House which was not in the original budget for the year. There remain underspends against the profiled budgets for both Operations and Planning and Strategy expenditure. However, many of these relate to timing differences between actual expenditure and the budget profiles and in many cases budgets have been committed – this is particularly significant in relation to the Water Management, Practical Maintenance and PRISMA budget lines. Similarly, a large variance relates to the receipt of income for Breydon Water (which was not included in the original budget). The current overspend position (against the profiled original budget) is expected to persist through to the end of the financial year and is reflected in the forecast outturn set out in paragraph 4.5 below.

4.4 Full details of all income and expenditure are provided with a commentary in Appendix 2. Summary details of key actual variances (+/- £10,000) are provided in Appendix 3.

### *Forecast Outturn*

4.5 As at the end of February 2013, the forecast outturn indicates:

- Income is expected to be slightly lower than the original budget with total forecast income of £6,633,549, mainly as a result of lower than forecast short visit tolls and reduced hire craft tolls due to the adverse weather during the summer season.

- Total expenditure is forecast to be £7,649,769. This represents an increase of £532,401 or 7.48% on the original budget of £7,117,368.
- The resulting deficit for the year is forecast to be £1,016,220, an increase of £545,901 over the deficit set out in the original 2012/13 budget.

4.6 The forecast outturn expenditure takes account of the following key changes from the original budget:

- £470,571 expenditure to fund capital improvements of the workshop at the Dockyard (not including PRISMA contribution of £75,000);
- the inclusion of £353,000 expenditure in respect of costs arising from the relocation to Yare House;
- additional costs and income relating to Breydon Water including hydraulic/sediment modelling, lay-by moorings and the acquisition of a new launch; and
- adjustment of salary costs to reflect the 0% pay award in 2012/13. This was previously budgeted at 1% for all salaries.

4.7 Details of the movement in the forecast variance since the latest figures reported to the Authority at its meeting of 22 March 2013 are set out in Appendix 4. This includes an increase in forecast Planning and Strategy income relating to contributions from the Environment Agency and Natural England in respect of salary costs for partnership work.

#### *Summary*

4.8 There remains considerable expenditure and activity to be delivered within the Operations and Planning and Strategy budgets to achieve the forecast outturn figures, but it should be noted that in many cases this expenditure has already been committed and activities are underway or planned.

4.9 The current actual position is the result of the key variances set out in Appendix 3. As reported in previous months, the forecast outturn continues to anticipate that there will be a significant deficit position by the end of the financial year, in line with the planned drawing-down of reserves to fund capital and one-off expenditure in 2012/13. This forecast is supported by the actual overspend against profiled budget at the end of February. March figures and associated year end adjustments are currently being processed in order to support preparation of the annual accounts and a verbal update on the anticipated March position will be provided at the meeting.

## **5 Annual Report on Requests to Waive Standing Orders Relating to Contracts**

### *Overview*

5.1 The Authority's Standing Orders relating to Contracts provide for the Chief Executive to authorise a waiver of Standing Orders by certifying that there is an extreme urgency, only one supplier or in certain other circumstances. They also require that all waivers authorised under delegated powers must be reported to the Authority.

5.2 It has been agreed that any waivers will be reported on an annual basis, after the end of each financial year.

*Waivers Authorised During 2012/13*

5.3 Fifteen separate waivers to Standing Orders were authorised by the Chief Executive during the 2012/13 financial year. These are summarised in the table below. All costs are exclusive of VAT.

<b>Ref</b>	<b>Details of Contract</b>	<b>Supplier</b>	<b>Amount (£)</b>
A	To design and implement consultation process to review Consultative Arrangements and Community Engagement	3KQ	7,700
B	To purchase geotextile bags for restoration of eroded bank between Salhouse Broad and River Bure	Tencate	18,500
C	To hire bespoke excavator for dredging and construction of retaining structure at Heigham Sound and Duck Broad	Land & Water	6,100
D	To design new wherry (mud barge)	Wolstenholme Yacht Design	8,800
E	To hire bespoke excavator for dredging at Thorpe River Green	Land & Water	7,500
F	To purchase HAVS system and equipment	Realtec Ltd	19,522
G	To re-pile Beccles Marshes 24hr mooring	Drake Towage Ltd	23,855
H	To purchase hybrid engine and drive system for new Collier Class Launch	A R Peachment	16,432
I	To scrap Grab 10 and hire purchase of (bespoke) Long Reach 360 Excavator	Watling JCB	100,845
J	To contract for provision of telephone line rental and call charges	Octagon Communications Ltd	6,000 - 7,000 (est)
K	To contract for Facilities Management for the scheduled and reactive maintenance of the Authority's mechanical and electrical installations at Yare House	Eyres Electrical	6,114
L	To provide property related consultancy services to the Authority	NPS Property Consultants Ltd	65,000
M	Tree safety survey works – How	Ravencroft Tree	12,935



	Hill and Sharp Street	Services Ltd	
N	To restore Cromes Broad with "Phoslock"	Phoslock	45,000 (est)
O	To purchase Loglogic MK2 Softrak "Cut and Collect" fen harvester	Loglogic	100,000

5.4 Further details of the individual contracts and the reasons for waiving Standing Orders are set out below:

- A **Competitive quotations not sought.** The Authority developed the scope of the review of Consultative Arrangements and Community Engagement activity with the support of 3KQ, who have previously worked with the Authority on the Tolls Review and Broads Plan. 3KQ therefore have a good understanding of the key stakeholders involved and some of the challenges faced by the organisation. At the early stage of the project there was uncertainty as to whether the work would require a stakeholder workshop, which ultimately would take the costs over the £5,000 threshold for quotations and so a pre-emptive waiver was obtained at the outset. It was also important to be able to undertake work promptly to achieve the desired timetable, and identification of a proven supplier requiring little lead-in time was considered crucial to deliver this.
- B **Sole supplier.** The design of the retaining wall for the project to restore the eroded bank between Salhouse Broad and the River Bure was undertaken by consultants who recommended the use of Tencate geotextile bags (geotubes). Tencate are the leading provider of these items and the only provider who could guarantee them to the specification required. The prices offered did not exceed competitive market value.
- C **Sole supplier.** In order to carry out dredging work and construct a retaining structure / island between Heigham Sound and Duck Broad, a bespoke excavator on a specialist "knock-down" pontoon was required. This was due to both the environmental conditions and the need to trial innovative construction techniques. The bespoke piece of equipment identified for the task was only available from one supplier and the price did not exceed competitive market value.
- D **Sole supplier.** The purchase of a new mud wherry required creation of new design plans for a vessel that would meet the specific requirements of the Authority to enable it to operate effectively in the Broads executive area. Although a number of companies were approached to quote for the work, due to the specialist knowledge required, the complexity of the design and the requirement that ownership of the design pass to the Authority, only one supplier chose to quote. The price did not exceed competitive market value and no alternative supplier could be identified.

- E **Sole supplier.** In order to carry out dredging work at Thorpe River Green, a bespoke excavator on a specialist “knock-down” pontoon was required. This was due to both the environmental conditions and the need to trial innovative sediment management techniques. The bespoke piece of equipment identified for the task was only available from one supplier and the price did not exceed competitive market value.
- F **Sole supplier.** The Authority has a duty of care to take reasonable precautions against the risks of work-related injury or illness to staff. Hand Arm Vibration Syndrome (HAVS) is a condition which affects the hands, joints and arms of operatives using vibrating plant and equipment, and legislation is in place to reduce the risks of this condition. To enable the Authority to fulfil its duty, a system is required to monitor and record individual operatives’ exposure to HAVS. Only one supplier of a suitable specialist system which met all of the Authority’s requirements was identified.
- G **Competitive tenders not sought.** Following a competitive tender process for piling works at Beccles and Stokesby, a saving on these two projects offered the opportunity to undertake additional works at Beccles 24hr moorings. This was considered to offer value for money because the contractor was already on site (resulting in a saving on mobilisation costs), had performed very satisfactorily in delivering the works already completed, and works would be undertaken more quickly and efficiently than would otherwise have been possible. The sum quoted was competitive and in line with the quotation which was successful in the original tender process. Additional quotations could not be sort due to the need to proceed with the works prior to the end of the original contract in order to achieve the saving on mobilisation costs.
- H **Sole supplier.** The development of a new Collier Class Patrol Launch required the procurement of a suitable engine and drive system. The identified equipment is only available from a single European importer and was selected because it offers considerable advantages over alternatives due to its hybrid operation and battery charging functionality, and because it is of a consistent type with those used in other Authority launches. The supplier has been used previously by the Authority and is considered to represent good value for money.
- I **Competitive tenders sought, with only two responses received.** The failure of Grab 10, one of the original items of plant purchased from May Gurney, resulted in the need to replace the equipment with a suitable alternative. Multiple tenders were sought, however due to the specialised nature of the Long Reach Excavator required, only two responses could be obtained. Of the two responses, one did not fully meet the specification required and so was not considered to represent value for money when compared with the alternative, a bespoke

machine built to the exact specification which was only marginally more expensive than the “off the shelf” alternative.

- J Competitive quotations sought, lowest priced quotation deemed not to be the most economically advantageous.** As part of the relocation to Yare House, the Authority let a contract for the installation and rental of phone lines and provision of call services. A waiver of Standing Orders was obtained because the lowest priced quotation was not considered to offer value for money over the life of the contract as the lowest priced supplier was unable to agree to fix the costs for the first twelve months. The preferred supplier was judged to be the most economically advantageous due to their track record of providing an effective phone system support service at Dragonfly House and because having the phone system and phone lines placed with one supplier would reduce the risks associated with the move to new offices. The preferred supplier also represented good value for money in that the terms of the contract were favourable and the price quoted was competitive, offering a saving of approximately 35% over the existing supplier.
- K Competitive quotations not sought.** As part of the relocation to Yare House, the Authority contracted for the scheduled and reactive maintenance of its mechanical and electrical installations at the property. The warranties for these installations are only valid where the maintenance is undertaken by the company installing the equipment in accordance with the original manufacturers’ recommendations. It was therefore considered not to be in the Authority’s interest to seek quotations, in order to maintain the manufacturers’ warranties and particularly given the modest cost of the contract involved. The Authority is not committed to use the reactive maintenance “call-off” element of the contract.
- L Competitive tenders not sought.** The Authority has previously contracted, under a service level agreement (SLA), with NPS Property Consultants for the provision of property related consultancy services. The previous SLA expired in March 2013 and was due to be put out to tender at that point. However, following investigation, it was identified that NPS hold approximately 40% of the Authority’s land and property records with the risk that the Authority would lose the automatic right of access to this information upon termination of the contract. It was therefore agreed that it would not represent best value to the Authority to tender the service at this time with the associated risks of loss of information, and that the current agreement should instead be renegotiated for a further three year term on the proviso that the Authority would then be entitled to have access to any supporting information held on its behalf at the end of the contract period.
- M Competitive quotations not sought.** Following completion of an annual tree survey, which was delayed due to queries about boundary issues, a number of high priority tree safety works were identified at

How Hill and Sharp Street. These works were judged to be urgent, taking into consideration public health and safety issues. In view of the requirement for rapid works and the complexities associated with complying with Bat protection legislation and the standards set out in a “Common Sense Approach to Tree Safety”, a waiver of Standing Orders was agreed on the basis that significant time would be required to identify and approach suitable contractors who were qualified to undertake the works. The Authority has a proven track record of working with Ravencroft Tree Services and they were also able to provide a complete service including the necessary Bat works, which would otherwise have had to be contracted separately. The waiver was agreed with the caveat that a Standing List of tree surgeons be developed to allow quotations to be obtained promptly for future works of this type.

- N **Competitive tenders not sought.** The Authority was offered funding in 2012/13 by the Environment Agency to undertake restoration works at Cromes Broad within the How Hill site. This involved dosing the broad with “Phoslock,” a treatment which locks nutrients into the sediment and will enable recovery to target conditions. A waiver was approved in this instance on the grounds that the works needed to be undertaken promptly (the funding was only available if completed within the financial year) and also that a comprehensive European tender process had already been completed by the Environment Agency in order to select their preferred supplier. On this basis it was not considered to be in the public interest, or a good use of public funds, to repeat the same tender exercise. Following consultation with the Financial Scrutiny and Audit Committee, the Standing Orders Relating to Contracts have subsequently been amended to include clarification that where the Authority is undertaking work in partnership with another public sector organisation, and the work is being funded either entirely or more than 50% by that organisation, the Authority need not necessarily seek competitive quotations or tenders if that other organisation or another public body has already undertaken such a process, subject to the Authority being satisfied that the process was fair and robust and that the expenditure represents good value in the use of public money.
- O **Competitive tenders not sought / sole supplier.** The Authority requires a replacement fen harvester to facilitate the management of circa 46 hectares of fen vegetation. Due to the specialised nature of fen management and the limited number of suppliers, it is difficult to identify comparable items of equipment that will meet the required specification. Following detailed research, two possible suppliers were identified, however on investigation it became clear that one of the vehicles identified would not be suitable as it would be both larger than required and over the available budget. A waiver was therefore approved due to the existence of only one supplier producing an off the shelf machine meeting the Authority’s requirements.

- 5.5 More waivers were approved by the Chief Executive in 2012/13 than in previous years (eleven were reported to members in the previous year). This was due to a combination of factors, including increased activity, the use of specialist and bespoke equipment without equivalents for comparison (particularly relating to the EU funded PRISMA project), and also the Authority's relocation to Yare House which has necessitated the agreement of a number of contracts. However, all such requests were considered to be justified, for the different reasons as set out above, and on the grounds of achieving the best outcome for the Authority at the best possible price.
- 5.6 The Authority has in place a robust process for officers to seek such waivers, and all such requests are carefully assessed by the Chief Executive on the basis of the information provided, also taking into account the views of the appropriate Director and those of the Director of Change Management and Resources (up to 31 March 2013) or Head of Finance.

Background papers: Dragonfly House 2008 Stakeholder Paper  
Action Plan for the Reed and Sedge Cutting Industry (2012)

Authors: Titus Adam/John Organ/Dan Hoare/Sue Stephenson  
Date of report: 23 April 2013

Broads Plan Objectives: Nil

Appendices: APPENDIX 1 – Example Fen Management Contractor  
Standing List Approval Questionnaire  
APPENDIX 2 – Consolidated Income and Expenditure to 28  
February 2013  
APPENDIX 3 – Summary of Key Actual Variances as at 28  
February 2013  
APPENDIX 4 – Summary of Movement in Forecast Outturn

## FEN MANAGEMENT CONTRACTOR STANDING LIST

### APPROVAL QUESTIONNAIRE

#### Notes on Questionnaire

As part of your application to the Fen Management Contractor Standing List you are asked to fully complete the questionnaire providing any additional information or supporting documentation where necessary.

Applying Contractors will be assessed on several aspects covered in the questionnaire. Note on these aspects and the approval criteria are as below:

#### 1. Name & Address

Please provide all details as requested in Section 1

**Approval requires completion of all requested details**

#### 2. Commercial Reed & Sedge

Please provide details of the reed and sedge beds that form part of your regular business.

**Approval requires completion of all requested details**

#### 3. Equipment

Please provide details of available equipment and certificates that you hold.

**Approval will not be based on this section, but this information will be used to determine the type of work that can be offered to individual contractors**

#### 4. Subcontracting

Subcontracting work within a project is generally not desirable except where specialist services are required. Any subcontractors used as part of a contract will require approval from the Authority.

If you are likely to employ subcontractors as part of a typical fen management contract then please provide details in this section.

**Approval will be subject to assurance that the named Contractor is capable of undertaking all or most aspects of a fen management contract.**

#### 5. Health & Safety

This section requires you to provide documents in addition to this questionnaire to demonstrate your compliance with health & safety legislation.

If you employ less than five people, whilst you may not have a written policy you do have to have a policy. If this is the case please provide details of how you ensure the health and safety of yourself and any staff. For ease, you may wish to use previous examples provided by the Broads Authority and BRASCA.

In addition to your health & safety policy please also provide an example risk assessment and method statement for a relevant project, e.g. scrub clearance. The risk assessment should demonstrate that any significant risks specific to the tasks or site have been identified and how these have been managed (an example Health & Safety Executive form is enclosed).

**An adequate Health & Safety Policy Statement is required for approval**

#### 6. Insurances

Please provide evidence (e.g. copy of certificates) of the level of your insurance cover relating to public liability.

**Evidence of minimum level of £5,000,000 public liability insurance is required for approval**

## 1. NAME & ADDRESS

It is not acceptable to leave any parts of this section blank

Name, Address, Tel, Fax & Email	
Name & position of person completing this application	
I clearly understand the requirements of this document and to the best of my knowledge can state that the information provided is both truthful and correct	
Signature	Date
Number of Employees (if applicable)	



## 2. COMMERCIAL REED & SEDGE

Management of Commercial Beds		
Location of Reedbed	Double or single wale	Usual month of harvest
<i>e.g. North Marsh, How Hill</i>	<i>Double</i>	<i>Dec - Jan</i>
Location of Sedge	Usual rotation	Usual month of

		harvest
<i>e.g. Middle Marsh, How Hill</i>	<i>4 year</i>	<i>July</i>

### 3. EQUIPMENT & CERTIFICATES

Please indicate the equipment you have at your disposal and whether you hold certificates for their use, by circling the appropriate response and entering the certificate expiry date.

**NB: Copies of all certificates to be provided**

Equipment Type	Equipment Available	Certificate	Certificate Expiry Date
Mowing (use of brushcutter)	Yes/No	Yes/No	
Mowing (use of reciprocating mower)	Yes/No	Yes/No	
Scrub Clearance (use of chainsaw)	Yes/No	Yes/No	
Scrub Clearance (herbicide application – PA6A & PA6AW certificates)	Yes/No	Yes/No	
RYA Powerboat Level 2		Yes/No	
Public Liability Insurance		Yes/No	
Health & Safety Policy		Yes/No	
First Aid (1 day Emergency First Aid)		Yes/No	
Please provide details of any other relevant equipment:			



**4. SUBCONTRACTING**

In relation to fen management work, please provide details of any trades or services you would normally subcontract and to whom.

Please set out or enclose your procedure for selection and assessment of competent subcontractors.

Trade / service contracted	Subcontractor

Procedure for subcontractor selection

## 5. HEALTH & SAFETY

Please provide details of your health and safety policy.

**You must provide the following documentation in support of this application**

1. Health & Safety Policy Statement (signed and dated)
2. Example risk assessment for a typical fen management contract, e.g. scrub clearance or fen mowing

## 6. INSURANCES

**Please provide evidence of your company's insurance cover with regard to the following:**

1. Indemnity for insurance against claims in respect of employers' liability and/or public liability. (The amount normally required for public liability insurance cover is £5,000,000)

Management Statement as at February 2013  
DIRECTORATE

Appendix 2

	Consolidated Annual Budget 2012/13	Consolidated Use of Earmarked Reserves	Consolidated Forecast Outturn	Consolidated Forecast Variance	Consolidated Profiled Budget to February 2013	Consolidated Actual to February 2013	Consolidated Actual Variance as at February 2013	Commentary on forecast consolidated variance
<b>INCOME</b>								
National Park Grant	(3,774,799)	-	(3,774,799)	-	(3,774,799)	(3,774,799)	-	
<i>Navigation Charges</i>								
Hire Craft Tolls	(1,074,000)	-	(1,062,000)	(12,000)	(1,074,000)	(1,061,827)	(12,173)	Forecast outturn has been reduced by £12,000, including £6,000 which relates to Hire Boat Licence income. The actual variance is in line with the forecast for the year.
Private Craft Tolls	(1,692,000)	-	(1,699,000)	7,000	(1,685,915)	(1,698,407)	12,492	The forecast for the year has been revised in light of additional income predicted from adjacent waters (+£15,000), and actual receipts over the course of the year (-£8,000). The actual variance is in line with the forecast for the year.
Short Visit Tolls	(47,500)	-	(39,000)	(8,500)	(45,890)	(38,274)	(7,616)	Short visit sales are forecast to be less than budgeted as a result of the bad weather; outturn forecast has been reviewed in February in light of the latest figures from outlets.
Other Toll Income	(18,750)	-	(18,750)	-	(18,750)	(17,038)	(1,712)	Forecast additional income from adjacent waters transferred to Private Craft Tolls. £6,000 Hire Boat Licence income transferred from Hire Craft Tolls.
							-	
Interest Received	(40,000)	-	(40,000)	-	(27,500)	(8,049)	(19,451)	Fixed term interest is payable on maturity of investment and income from investments with Broadland remains outstanding. Outturn is expected to be in line with budgeted figures.
	<b>(6,647,049)</b>	<b>-</b>	<b>(6,633,549)</b>	<b>(13,500)</b>	<b>(6,626,854)</b>	<b>(6,598,395)</b>	<b>(28,460)</b>	
<b>OPERATIONS</b>								
<i>Construction &amp; Maintenance</i>								
Construction & Maintenance Salaries	1,039,720	-	1,036,370	3,350	953,077	930,721	22,356	Salaries adjusted for impact of 0% pay award 2012/13. (Original budget 1%).
Equipment, Vehicles & Vessels	485,000	15,000	579,713	(79,713)	441,249	510,238	(68,989)	Budgeted £60,000 contribution to reserves will not be made 2012/13. Includes £78,000 carried forward from 2011/12 for acquisition of Uniflotes and additional £10,000 expenditure for electric outboard motors. In addition the capital purchase of 7 vehicles at a cost of £110,000 and the deposit for a new JCB (£21,000) have increased expenditure in 2012/13.
Water Management	230,000	-	182,500	47,500	199,250	82,300	116,950	The forecast outturn on National Park budgets has been adjusted in respect of a planned underspend which has been transferred to Projects budgets to support this activity in future. An overspend is anticipated on Navigation budgets which arises from a contract let for additional dredging works at a cost of £100,000 and costs of the Hydrographic Survey (approximately £20,000).
Land Management	123,500	28,985	145,450	7,035	123,658	98,098	25,560	2012/13 budget is not expected to be fully spent due to revised planned activity level, and forecast outturn includes deposit for purchase of Fen Harvester (funded from reserves).

	Consolidated Annual Budget 2012/13	Consolidated Use of Earmarked Reserves	Consolidated Forecast Outturn	Consolidated Forecast Variance	Consolidated Profiled Budget to February 2013	Consolidated Actual to February 2013	Consolidated Actual Variance as at February 2013	Commentary on forecast consolidated variance
Practical Maintenance	368,580	55,000	457,762	(34,182)	342,695	194,303	148,392	Additional expenditure in relation to Breydon Water (£60,000 for modelling (note contract has been awarded but expenditure will not be incurred until March 2013) and £50,000 (funded from reserves) for provision of moorings), partly offset by additional income from Great Yarmouth Port Authority (£50,000 included within Operations income below). Invoices remain outstanding for repiling works which have been undertaken in November 2012 at Stokesby (budgeted at £40,000 although final cost is approximately £21,000) and Beccles (£60,000 - to be completed in January 2013). It is proposed to reinstate the £22,500 contribution to Mutford Lock reserve in 2012/13 which had previously been deferred. Other adjustments have been made to reflect latest activity plans including reduced spend under the "Other Navigation Works" budget and increased costs for tree maintenance at How Hill.
	2,246,800	98,985	2,401,795	(56,010)	2,059,929	1,815,660	244,269	
Rangers Salaries	519,880	-	538,590	(18,710)	488,585	512,101	(23,516)	The actual variance relates to salaries of Breydon Rangers not included in the budget at the start of the year. The forecast outturn has been adjusted to reflect these amounts. The forecast outturn and current actual variance relates to additional expenditure for the Breydon Water launch, which was not included in the budget at the start of the year and has been delivered in 2012/13. In addition, the capital purchase of 3 vehicles at a cost of £53,000 has increased expenditure in 2012/13. The forecast outturn and use of earmarked reserves have been reduced to reflect the slippage of fit out works on the new launch(es), which are now anticipated early in the next financial year. This activity will mainly be funded from the launch replacement reserve and the use of reserves has been reduced accordingly.
Ranger Services	219,500	80,000	384,770	(85,270)	244,731	282,584	(37,853)	
	739,380	80,000	923,360	(103,980)	733,316	794,686	(61,369)	
Safety	105,520	-	129,000	(23,480)	95,931	118,598	(22,667)	Actual overspend and increased forecast outturn relates to purchase of HAVS equipment. The forecast outturn has also been increased to take account of standby payments charged to this line which were not in the original budget profile.
Asset Management	100,160	-	99,600	560	88,283	89,237	(954)	
Volunteers	43,660	-	51,100	(7,440)	40,021	45,043	(5,022)	Actual overspend and increased forecast outturn relates to equipment costs and increased training costs.
Management & Admin	160,070	-	157,750	2,320	146,731	146,746	(15)	
	409,410	-	437,450	(28,040)	370,966	399,623	(28,657)	
Operations Income	(251,940)	-	(319,840)	67,900	(183,733)	(303,509)	119,776	£50,000 relating to transfer of responsibilities for Breydon Water not included in the original budget has been received from Great Yarmouth Port Authority.

	Consolidated Annual Budget 2012/13	Consolidated Use of Earmarked Reserves	Consolidated Forecast Outturn	Consolidated Forecast Variance	Consolidated Profiled Budget to February 2013	Consolidated Actual to February 2013	Consolidated Actual Variance as at February 2013	Commentary on forecast consolidated variance
<b>OPERATIONS TOTAL</b>	<b>3,143,650</b>	<b>178,985</b>	<b>3,442,765</b>	<b>(120,130)</b>	<b>2,980,479</b>	<b>2,706,460</b>	<b>274,019</b>	
<b>PLANNING &amp; STRATEGY</b>								
Development Management	272,320	15,000	285,590	1,730	259,620	262,631	(3,011)	Actual overspend results from additional support for development control activity, agreed to be funded from reserves but not included in original budget.
<i>Strategy &amp; Projects</i>								
Strategy & Projects Salaries	440,010	-	423,880	16,130	403,344	386,369	16,975	Variance relates to cancellation of Lound project (£20,730) and impact of 0% pay award in 2012/13. The forecast outturns for these budgets were revised in November in light of income received and actual planned activity, resulting in a net increase in forecast of £23,767.
Biodiversity Strategy Partnerships/HLF	107,500	-	131,267	(23,767)	84,521	80,802	3,719	
Strategy & Projects Waterways & Recreation Strategy	65,000	23,814	82,614	6,200	59,922	73,136	(13,214)	Increase in projected expenditure relates to delivery of climate change adaptation plan consultation work (£5,000) and cost of maintaining programme of conservation area appraisals (£5,000), although forecast has now been reduced based on actual planned activity and the anticipated slippage of the works at Hardley Flood Weir.
Project Funding	169,000	-	73,500	95,500	83,500	72,974	10,526	Environment Agency funding for Upper Thurne has been carried forward from 2011/12. Work is currently focussed on developing project plan and forecast has been reduced in light of actual work anticipated in 2012/13. For other projects, project strategies are being developed in 2012/13 with the consequence that fewer projects will be ready for implementation in the year.
SDF transfer to reserves	-	150,000	150,000	-	112,500	112,500	-	
SDF	150,000	-	150,000	-	154,514	154,514	-	
Management & Admin	133,020	-	145,050	(12,030)	121,937	133,018	(11,081)	Adjustment to forecast relates to posts not funded from Planning Delivery Grant in 2012/13. Forecast outturn reduced by £5,000 for anticipated lower administration expenses.
Planning & Strategy Income	(107,500)	-	(213,656)	106,156	(81,122)	(194,384)	113,262	Forecast income has been reduced in respect of funding from Norfolk County Council to support works at Hardley Weir (£20,000), which has been deferred into 2013/14. Income received in relation to two large planning applications (Ditchingham Maltings and Pegasus) has increased the actual total income resulting in the actual variance. The forecast income for Development Management has been increased by £10,000 in January based on the higher than anticipated income levels. The forecast for Strategy and Projects income has been increased in respect of amounts for Natural England and Environment Agency contributions to partnership posts.
<b>PLANNING TOTAL</b>	<b>1,319,350</b>	<b>188,814</b>	<b>1,318,245</b>	<b>189,919</b>	<b>1,266,236</b>	<b>1,147,180</b>	<b>119,055</b>	



	Consolidated Annual Budget 2012/13	Consolidated Use of Earmarked Reserves	Consolidated Forecast Outturn	Consolidated Forecast Variance	Consolidated Profiled Budget to February 2013	Consolidated Actual to February 2013	Consolidated Actual Variance as at February 2013	Commentary on forecast consolidated variance
<b>RESOURCES</b>								
Human Resources	155,780	-	173,800	(18,020)	143,049	160,509	(17,460)	Actual overspend relates to staff survey and other consultancy costs. The forecast outturn for Staff Training has been increased by £10,000 in November and the Human Resources forecast by £5,000 in December in light of additional recruitment and advice costs.
Finance & Insurance	329,065	-	309,832	19,233	315,006	268,530	46,477	Revised staff costs for new finance team structure from May 2012 in forecast outturn. Actual underspend arises from various small underspends on insurance, bank charges and salaries. The forecast outturn has been reduced in light of lower than budgeted printing costs.
Governance	173,030	-	174,930	(1,900)	158,607	154,492	4,115	
Communications	289,790	-	270,810	18,980	263,058	246,411	16,647	Actual underspend results from difference to profile as significant expenditure now expected early 2013 for Outdoor Festival, publications and TIC interpretation items in advance of 2013/14 season. Forecasts for Events expenditure has been reduced by £10,000 in January due to lower than anticipated Outdoor Festival set-up costs. Education expenditure forecast has also been reduced in light of actual costs.
Visitor Centres & Yacht Stations	450,133	-	444,070	6,063	428,429	398,935	29,494	Actual underspend results from various minor underspends across Visitor Centres, Yacht Stations and Boat Trips, including lower than profiled maintenance costs. The forecast income for boat trips has been reduced to reflect the limited income predicted in March.
Collection of Tolls	103,300	-	105,470	(2,170)	94,879	94,875	4	
ICT	236,000	12,784	235,408	13,376	233,118	215,261	17,857	Actual underspend arising from various small underspends on computer maintenance, hardware and software budgets.
Legal	100,000	-	125,000	(25,000)	75,000	67,478	7,522	Actual underspend results from Q3 invoice outstanding. Q2 invoice (£40,000) received in December and forecast outturn increased in light of higher than anticipated quarterly costs. The forecast variance results from additional costs relating to development of the new workshop at the Dockyard and the cost of the Authority's relocation to Yare House. The forecast cost of relocating to Yare House has been reduced by £20,000 in November based on the actual costs incurred. The actual overspend, which is in line with expectations, arises from payments for Dockyard development works and Yare House fit-out works not included in original budget profiles. A final payment for costs relating to Dragonfly House in 2011/12 and prior years has been made to Defra as detailed within section 1 of this report.
Premises	635,000	23,999	1,317,891	(658,892)	387,853	1,091,637	(703,784)	The forecast outturn has been increased by £4,000 in light of additional pool car maintenance and acquisition costs.
Management & Admin	235,620	-	242,030	(6,410)	257,237	228,726	28,511	

	Consolidated Annual Budget 2012/13	Consolidated Use of Earmarked Reserves	Consolidated Forecast Outturn	Consolidated Forecast Variance	Consolidated Profiled Budget to February 2013	Consolidated Actual to February 2013	Consolidated Actual Variance as at February 2013	Commentary on forecast consolidated variance
Resources Income	(221,850)	-	(197,000)	(24,850)	(202,894)	(191,094)	(11,800)	The actual variance results from lower than profiled income from Yacht Station moorings. The original budget included £20k in relation to a grant for Norwich Yacht Station from the City Council. This funding ceased in 2011/12. Forecast resources income has been reduced by £18k in light of actual Yacht Station income.
<b>RESOURCES TOTAL</b>	<b>2,485,868</b>	<b>36,783</b>	<b>3,202,241</b>	<b>(679,590)</b>	<b>2,153,342</b>	<b>2,735,758</b>	<b>(582,416)</b>	
Redundancy and Reorganisation costs	110,500	-	33,100	77,400	-	2,172	(2,172)	Forecast outturn has been reduced to reflect the members of staff leaving in 2012/13. An additional carry forward will be required into the 2013/14 budget in respect of staff leaving in this year.
Pension Lump Sum Payments	58,000	-	58,000	-	-	-	-	
STEP transfer to reserves								
STEP		-	-	-	70,137	71,153	(1,017)	Actual variance arises from some outstanding invoices relating to equipment purchases, difficulties in identifying land for purchase and issues with the original budget profiles which are due to the difficulty of profiling the PRISMA budget which operates on a different timescale to the Authority's financial year. The experience of this year's activity should inform improved budget profiling in 2013/14.
PRISMA		-	-	-	241,380	291,552	(50,172)	
<b>Contributions from Earmarked Reserves</b>								
Planning Delivery Grant		(45,000)	(45,000)	-	(24,858)	(24,858)	-	Forecast outturn reduced to reflect lower use of reserve to fund relocation to Yare House.
New Office Accommodation		(8,999)	(8,999)	-	(8,939)	(8,939)	-	
Mobile Phone		(1,785)	(1,785)	-	(1,785)	(1,785)	-	
IEG		(4,813)	(4,813)	-	(4,813)	(4,813)	-	
Sustainable Development		(150,000)	(150,000)	-	(154,514)	(154,514)	-	
Asset Management		-	-	-	-	-	-	
PRISMA		-	-	-	(291,280)	(291,280)	-	
Fen Management Equipment		(28,985)	(28,985)	-	(28,985)	(28,985)	-	
Section 106 Agreements		-	-	-	5,000	5,000	-	
STEP		-	-	-	(70,137)	(70,137)	-	
Launch Replacement		(80,000)	(80,000)	-	(52,640)	(52,640)	-	
Mutford Lock		(5,000)	(5,000)	-	1,500	1,500	-	
Dredging Disposal		(50,000)	(50,000)	-	-	-	-	
Dockyard Vessels & Equipment		(15,000)	(15,000)	-	(15,000)	(15,000)	-	
Dockyard Site Maintenance		(15,000)	(15,000)	-	-	-	-	
		(404,582)	(404,582)	-	(646,451)	(646,451)	-	
<b>NET EXPENDITURE</b>	<b>7,117,368</b>	<b>-</b>	<b>7,649,769</b>	<b>(532,401)</b>	<b>6,065,122</b>	<b>6,307,824</b>	<b>(242,702)</b>	
<b>(SURPLUS) / DEFICIT</b>	<b>470,319</b>	<b>-</b>	<b>1,016,220</b>	<b>(545,901)</b>	<b>(561,732)</b>	<b>(290,570)</b>	<b>(271,162)</b>	

Management Statement as at February 2013  
DIRECTORATE

Appendix 2

	Consolidated Annual Budget 2012/13	Consolidated Use of Earmarked Reserves	Consolidated Forecast Outturn	Consolidated Forecast Variance	Consolidated Profiled Budget to February 2013	Consolidated Actual to February 2013	Consolidated Actual Variance as at February 2013	Commentary on forecast consolidated variance
Earmarked Reserve Movements	Balance as at March 2012	Transfers in	Transfers out	Balance as at February 2013				
Planning Delivery Grant	(521,564)	-	24,858	(496,707)		0		
New Office Accommodation	(85,103)	(114)	9,053	(76,164)		0		
Mobile Phone	(16,550)	-	1,785	(14,765)		0		
IEG	(4,813)	-	4,813	-		0		
Sustainable Development	(75,142)	(112,500)	154,514	(33,128)		0		
Asset Management	(74,346)	-	-	(74,346)		0		
PRISMA	(205,573)	(298,329)	477,109	(26,792)		0		
Fen Management Equipment	(50,647)	(37,500)	28,985	(59,161)		0		
Section 106 Agreements	-	(5,000)	-	(5,000)		0		
STEP	(79,924)	(78,489)	92,376	(66,037)		0		
Launch Replacement	(150,369)	(16,875)	52,640	(114,604)		0		
Mutford Lock	(270,374)	(1,500)	-	(271,874)		0		
Dredging Disposal	(182,950)	-	45,000	(137,950)		0		
Dockyard Vessels & Equipment	(164,056)	(31,377)	60,000	(135,433)		0		
Dockyard Site Maintenance	(71,836)	(22,500)	53,877	(40,459)		0		
<b>Total</b>	<b>(1,953,247)</b>	<b>(604,184)</b>	<b>1,005,009</b>	<b>(1,552,421)</b>		<b>0</b>		

## Summary of Key Actual Variances

## APPENDIX 3

The current actual underspend is explained by the following key variances (variances of +/- £10,000):

<b>Consolidated Income &amp; Expenditure as at 28/02/2013</b>	<b>£000s</b>
Actual income	(6,598)
Actual expenditure	6,308
Actual surplus for period	<b>(291)</b>
Profiled surplus for period	(562)
Variance (actual surplus less profile) (adverse)	<b>271</b>
<i>Explained by (key variances only):</i>	
<i>Income</i>	
Net income variance (adverse) – reduced short visit tolls and outstanding interest income	(28)
<i>Operations</i>	
Construction and Maintenance Salaries (underspend) – costs lower than budgeted	22
Equipment, Vehicles and Vessels (overspend) – vehicle purchases (capital)	(69)
Water Management (underspend) – delayed invoicing on dredging contract	117
Land Management (underspend) – revised planned activity level	26
Practical Maintenance (underspend) – outstanding invoices (Breydon, Stokesby, Beccles)	148
Rangers (overspend) – Capital purchases and costs relating to Breydon	(62)
Safety (overspend) – purchase of HAVS equipment and standby costs	(23)
Operations Income (favourable) – Breydon Water income not profiled	120
<i>Planning and Strategy</i>	
Strategy and Projects Salaries (underspend) – salary costs lower than budgeted	17
Strategy and Projects (overspend) – Climate change consultation, conservation appraisals	(13)
Projects Funding (underspend) – projects have been slower to develop than anticipated	11
Planning and Strategy Management (overspend) – costs of post not funded from reserves	(11)
Planning and Strategy Income (favourable) – higher than anticipated planning income	113
<i>Change Management and Resources</i>	
Human Resources (overspend) – unbudgeted staff survey and additional consultancy costs	(17)
Finance and Insurance (underspend) - lower than anticipated salary, audit and insurance costs	46
Communications (underspend) – lower costs of outdoor festival and education activity	17
Visitor Centres and Yacht Stations (underspend) – various maintenance underspends	29
ICT (underspend) – various small maintenance, hardware and software underspends	18
Premises (overspend) – Unbudgeted Yare House relocation and Dockyard development costs	(704)
Resources Management (underspend) – No call on reorganisation costs budget	29
Resources Income (adverse) – removal of NCC grant funding for Norwich Yacht Station	(12)
Prisma (overspend) – budget profile issue with timing of work and activity	(50)
Net miscellaneous variances < £10k	5
<b>Total key variances</b>	<b>(271)</b>

## Movement in Forecast Outturn

## APPENDIX 4

The current forecast outturn has been adjusted from the level previously reported to Members for the reasons outlined below:

<b>Forecast Outturn as at 31/03/2013</b>	<b>£000s</b>
Forecast Outturn (surplus) / deficit as at 31/01/2013 reported to Broads Authority 22/03/2013	1,066
Forecast Outturn (surplus) / deficit as at 28/02/2013	1,016
Movement in Forecast Outturn (surplus) / deficit since last report to Broads Authority	<b>(50)</b>

*Explained by movements:*

### *Income*

Hire Craft Tolls (increase) – Forecast adjusted based on latest actual receipts	(1)
Short Visit Tolls (increase) – Forecast adjusted based on latest figures from outlets	(3)

### *Operations*

Other Navigation Works (increase) – Adjusted based on safety ladder purchase	4
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### *Planning and Strategy*

Other Projects (decrease) – Slippage on Hardley Flood Weir project	(2)
Climate Change (decrease) – Forecast adjusted based on actual expenditure	(3)
Tourism (decrease) – Slippage STEP project activities and additional income	(4)
Upper Thurne Enhancement (decrease) – Slippage on projects	(2)
Planning and Strategy Income (increase) – Additional income for partnership work salaries	(33)

### *Change Management and Resources*

Design and Interpretation (decrease) – Reduced expenditure plans	(4)
Public Relations (decrease) – Reduced expenditure plans	(2)
	<b>(50)</b>