

**Asset Management Plan**  
Report by Director of Operations and Asset Officer

**Summary:** This report sets out the progress that officers have made to date in the development of the Asset Management Plan and identifies the budgetary provisions which are required to satisfy the audit recommendations. Additionally, the Asset Management Strategy has been reviewed and an updated version is included for members' endorsement.

**Recommendation:** That members:

- (i) note the progress made in the development of the Asset Management Plan, and endorse the revised Strategy: and
- (ii) confirm the proposed financial provisions in relation to future maintenance and replacement of assets as set out in Table 1, section 3.4 and 3.5.

## **1 Asset Management Strategy**

- 1.1 The Broads Authority adopted its Asset Management Strategy in July 2012, following its identification as a key priority for the Broads Authority following an internal audit carried out in 2008/09, and a new post of Asset Officer was created as part of the restructuring in 2011. This Strategy identifies how the Authority will ensure that the Authority's land, property and other assets are managed and maintained as effectively as possible.
- 1.2 Additionally, procedures have been strengthened to ensure the Authority no longer enters into "gentlemen's agreements" but has a clear record of all its property dealings. Similarly, formalised legal agreements are being put in place where legal documentation was previously lacking at a number of key sites and the Authority has also disposed of a number of sites which do not fulfil a strategic need.
- 1.3 The Authority is working towards developing a consolidated asset database with assigned responsibilities. Land and property records have currently been centralised within a MS Excel spreadsheet and all associated documentation is being scanned and stored within a document management system. The next stage in the process is to extend this system to a multi-user database to provide a more flexible and functional system for managing and viewing land and property asset information.
- 1.4 As required by the endorsed Strategy, the annual review has recently been completed. This has identified a number of updates, and additionally

recognised that additional guidance was required for considering the possible disposal of assets.

- 1.5 The updated Strategy is attached at Appendix 1 for members' information and endorsement.

## **2 Capital Asset Provision**

- 2.1 The Authority's need for a Capital Asset Plan was reported to members in October 2012. As a first step in developing the detailed Asset Management Plan, which identifies what the Authority is responsible for and the associated costs, the existing arrangements were reviewed. These had historically been developed on an ad hoc basis dealing with some of the individual assets owned by the Authority where a renewal programme had been identified as a prudent measure. These have been reviewed, updated and extended to cover all assets as noted in the following table;
- 2.2 Following the previous report and consideration by the Financial Scrutiny and Audit Committee and Broads Authority, the previous specific reserve accounts have been combined into the three main headings as above: Premises, Plant, vessels and equipment and Property. The separate National Park Grant/Navigation Expenditure elements are separately recorded.
- 2.3 As a general principle it is proposed that any underspend on any of these budgets as a result of securing more favourable prices should be ring fenced and added back into the appropriate reserves. Similarly, the reserve strategies should be regularly reviewed, updated and amended as required.
- 2.4 It should also be noted that these figures are based on current prices, and will therefore need to be increased annually in line with inflation. Additionally, annual review will be required to identify any new assets acquired throughout each year and note the further budgetary requirement that this generates.

| Item  | Annual recommended budget |         | Current reserve position                              | Comments   |
|---|---------------------------|---------|---|--|
|   | Nav                       | NPG     |   |  |
| <b>Premises</b>   |                           |         |   |  |
| Dockyard maintenance  | £18,000                   | £12,000 | Dockyard site maintenance reserve £30,455 @ 31/03/13. | Contribution to reserves of £30,000 pa, agreed by BA June 2011. Road repairs scheduled for 2013/14, BA responsible for 49% of the maintenance costs, and <b>Apportioned 60/40 Nav/ NPG</b> into the Operational property revenue budget for immediate use. BA also responsible for piled frontage. <b>Agreed by Nav C'ttee 24 Oct 2013</b>   |
| Other depots, Boathouses and Billet's, Tourist Information Centres and Yacht Stations | nil                       | nil     | nil   | Freehold properties include Ludham Field base, Boatsheds at Wroxham/ Irstead/ Ludham/ Dockyard and the Tourist Information centres at Hoveton /Toad Hole/ Ranworth. Regular maintenance costs are included in revenue budgets but no provision has been made for building replacement<br>Horning Waterworks/ Island Cottage/ Buttles Barn are leased, as is the jetty at Hardley, yacht Stations and Whitlingham Flint Barn but repairing liability is limited to internal decoration and regular maintenance costs are included in revenue budgets. |
| <b>Plant, vehicles and vessels</b>  |                           |         |   |  |
| Capital Vessels and equipment   | £55,200                   | £36,800 | Vessels and Equip reserve £132,878 @ 30/03/13         | £60,000 pa contribution to reserves was agreed by BA Sept 2009, <b>Apportioned 60/40 Nav/ NPG</b><br>The inventory and condition of vessels and equipment has now been reviewed and updated, see Appendix 2 <b>agreed by Nav C'ttee 24 Oct 2013</b>  |
| Small tools and equipment   | nil                       | nil     |   | The small tools replacement requirement has been assessed, and is adequately resourced from current revenue budgets.<br><b>Apportioned 60/40 Nav/ NPG</b>  |
| Launch replacement Strategy   | £15,000                   | nil     | Launch replacement fund £19,582 @ 31/10/13            | £22,500 pa contribution to reserves was agreed by BA June 2011. Following recent procurement exercise this can be reduced, see Appendix 3. Plan is to bring a new launch out once every 3 years.<br><b>100% Navigation</b> agreed by Nav C'ttee 24 Oct 2013  |
| Trip boats  | nil                       | £3,000  | No current  | The current replacement estimate for the 3 trip boats is £135,000,   |

|   |  |        |   |   |
|---|--|--------|---|---|
|   |  |        | reserve for trip boat replacement               | however, no provision for replacement contributions is recommended at this stage, provided that regular refit maintenance and replacement of equipment is carried out. It is proposed that this Strategy is reviewed should refit costs escalate.<br><b>100% NPG</b>  |
| Ranger Vehicles                           | £5,400   | £3,600 | No current reserves                             | Contribution to reserve account for a 10 year replacement strategy, the maximum time recommended.<br><b>apportioned 60/40 Nav/ NPG</b> agreed by Nav C'ttee 24 Oct 2013   |
| C&M vehicles                              | £13,200  | £8,800 | No current reserves                             | Contribution to reserve account for a 10 year replacement strategy, the maximum time recommended.<br><b>apportioned 60/40 Nav/ NPG</b> agreed by Nav C'ttee 24 Oct 2013   |
| Office pool vehicle                       | £3,630   | £7,370 | Vehicle reserve £11,000 in 13/14 budget         | Contribution to reserve account for a 7 year replacement strategy. The maximum time recommended.<br><b>Apportioned 33/67 Nav/NPG</b> agreed by Nav C'ttee 24 Oct 2013   |
| <b>Property</b>                           |  |        |   |   |
| Mutford Lock                              | £25,000  | nil    | Mutford Lock Endowment Fund £301,885 @ 31/03/13 | The fund was established with an endowment from ABP, and additional contributions agreed by BA Sept 2006. Capital costs are estimated at £1m for renewal of lock chamber. Future expenditure is difficult to predict as major repairs to the infrastructure may be necessary at any time but a minimum level of £500,000 is recommended.<br><b>100% Navigation</b> agreed by Nav C'ttee 24 Oct 2013 |
| 24 hr moorings – BA piling responsibility | £425,935 therefore budget increase of <b>£305,935</b> required | nil    | none  | Includes re piling of 2,619m and 7825.5m mooring refurbishments – current budget £120,000pa 2013/14<br><b>100% Navigation</b><br>Minimum annual operational budget of £160,000 required, remainder as contribution to reserves to allow longer moorings to be tackled where annual budget is exceeded<br><b>Agreed by Nav C'ttee 24 Oct 2013</b>  |
| Other Navigation furniture                | £29,000  | nil    | none  | Increase to the annual operational revenue budget for the replacement of pontoons/ channel markers/ signs etc (Appendix 4)<br><b>100% Navigation</b> agreed by Nav C'ttee 24 Oct 2013   |

|                              |                         |  |  |  |
|------------------------------|-------------------------|--|--|--|
| Dredging disposal sites      | nil                     | nil  | Dredging disposal site reserve<br>£124,815 @ 31/03/13<br>reserve will stand at<br>£49,815 @ 31/03/14 | Need to maintain £30,000 in reserve for surrender of Postwick Tip licence <b>100% Navigation</b> . £75,000 committed for purchase of moorings, and long lease of dredging disposal area. Strategy reviewed and recommend to be abandoned due to lack of success in securing agreements<br><b>Agreed by Nav C'ttee 24 Oct 2013 and 12 December 2013</b>   |
| Countryside sites/ furniture |                         | Ongoing annual provision required<br><b>£29,000.</b> | Asset reserve<br>£75,473 @ 31/03/13  | Current draft budget £23,000 2014/15 therefore recommended budget increase of £6,000 on an annual basis to repair and replace existing conservation and countryside furniture.<br>Alternative strategy would be to further dispose of these sites, as they reach the end of their useful life or as leases allow, reducing future liability for maintenance/ renewal of structures. Appendix 5 |
| Total funding required       | £590,365                | £100,000   |  |  |
| Already budgeted             | £302,965                | £91,170  |  | Total of contributions previously approved by Broads Authority and included within draft 2014/15 budget  |
| <b>Shortfall</b>             | <b>£287,400</b>         | <b>£8,830</b>  |  | <b>Amount required to satisfy the District Auditors recommendation, it is recommended that this shortfall in budgets is made up over the next 5 years towards full financial provision for mooring replacement but Mooring Strategy to be reviewed with stakeholders</b>   |
| 24hr mooring (at risk)       | <b>£133,895</b><br>p.a. |  | none   | Piling liability EA/ other landowners - £1,000 per metre, 5355.8m over 40 years<br><b>100% Navigation</b>  |

### 3 Investment Plan

- 3.1 For the first time the Authority has collected a complete data set of all its assets and significant progress has been made in responding to the issues raised by the Asset Management Strategy. In particular, the Authority is now able to demonstrate that for the majority of its assets, appropriate financial provision has been made for the maintenance, renewal and replacement as required.
- 3.2 However, as can be seen from the above table now that a complete assessment has been made of the Authority's equipment, property and furniture total annual budget provision of £690,365 is required. Funds have been previously approved by the Broads Authority as part of an ad hoc approach to asset management, but a significant shortfall still exists, particularly in respect of 24hr moorings and also less significantly for countryside sites.
- 3.3 With these elements contributing a significant proportion of the total asset value, detailed work has been done by the Asset Officer looking at the number and type of structures in the navigation area, the replacement costs and life expectancy of each of these has been developed by the Rivers Engineer, and an annualised cost has been derived (see Appendix 4).
- 3.4 Similar work has also been completed for the facilities provided by the Broads Authority to support and promote land based recreation (see Appendix 5). In respect of the assessment of National Park assets, it is likewise noted that the current economic situation presents the Broads Authority with significant challenges and that expenditure will need to be prioritised in accordance with Authority strategic objectives. In the light of the ongoing cuts to national park grant, a number of countryside sites have already been disposed of over the last three years. Officers have also identified that a further series of sites, whilst currently providing a valuable service for tourists and residents alike, are not affordable to renew once they reach the end of their current life. Therefore it is proposed;
- (i) that the asset management plan for countryside sites focusses on a short list of sites where the Broads Authority are the landowner, and where other organisations are unlikely to take over responsibility; also
  - (ii) that officers seek to reduce the number of National Park assets over time, thus reducing the financial provision required for replacement/ renewal; and
  - (iii) that the 2014/15 budget for site maintenance is set at £29,000 and this is reviewed and increased by inflation annually
- 3.5 At its meeting on 24 October 2013 the Navigation Committee reviewed a report on the draft Asset Management Plan and noted the shortfall in budgetary provision specifically for 24hr moorings. It was agreed that it was not feasible to make full provision at this time, but that steps should be taken over the next few years to increase the operational budgets in this regard to adopt appropriate financial provision for the long term replacement or renewal

of its assets and thereby satisfy the recommendations of the District Auditor. Additionally, the Mooring Strategy should be reviewed with stakeholders in the spring, in order to prioritise sites and that this work will be reported back to the Navigation Committee in June 2014.

Background papers: None

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Broads Plan Objectives: None

Appendices:  
APPENDIX 1 – Asset Management Strategy  
APPENDIX 2 – Vessels and Equip strategy  
APPENDIX 3 - Launch replacement strategy  
APPENDIX 4 - Asset management spread sheet (navigation)  
APPENDIX 5 - Asset management spread sheet (countryside)

## Asset Management Strategy

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### 1. Purpose of Strategy

- 1.1 The purpose of this Strategy is to set out the practices and procedures which have been established to ensure that the Authority's land, property and other assets are managed and maintained as effectively as possible to contribute to the delivery of the Authority's objectives, as set out in the Broads Plan 2011, annual Business Plan and other key strategic documents. It also sets out a series of key principles which will be adhered to in the management of the asset base and guidance on the procurement and disposal of land and property.

### 2. Introduction

- 2.1 The Broads Authority owns or manages a significant number of land, property and other assets. Most of the land and property assets are relatively small, the largest being the land holding at How Hill, but many of these are high profile sites and, in the case of information centres, yacht stations and 24 hour moorings, are extensively used by members of the public. The Authority's property portfolio also includes offices, operational bases, boatsheds, car parks, toilet blocks, boardwalks and storage facilities.
- 2.2 It is important that these assets are managed effectively and efficiently, not only because they contribute to the Authority's key objectives, but also on legal, financial and health and safety grounds.
- 2.3 Historically the Authority has not sought to own significant amounts of land or property except where this has been deemed necessary for the delivery of its key objectives, a good example being the operational base at Griffin Lane, Thorpe St Andrew which was acquired in 2007. More recently however the Authority has been proactive in seeking sites for the disposal of spoil for dredging, and to provide free 24 hour mooring facilities for boaters.
- 2.4 The appointment of a dedicated Asset Officer in May 2011 has provided the Authority with an opportunity to manage its assets in a more coordinated and corporate manner than was previously the case, with the Asset Officer having overall strategic responsibility for assets, in accordance with guidance provided by the Authority and the Management Team, and nominated operational managers being responsible for the day to day management of individual properties.



2.5 This document sets out:

- a series of key principles which will be adhered to in the management of the Authority's asset base
- current best practice, as issued by CIPFA in its publication 'Code of Practice on Local Authority Accounting in the UK 2009/2010'
- how the Authority manages its land and property assets
- practices and procedures in the acquisition and disposal of assets
- the Authority's policy in respect of the acquisition and disposal of land and property assets
- strategic guidance on the acquisition and disposal of land and property assets
- arrangements for the maintenance of land and property assets
- the roles and responsibilities of staff and members in the management of land, property and other assets

### 3. Key Principles

3.1 The Authority will adhere to the following principles in the management of its asset base.

- i. The Authority will only hold land and property that can be demonstrated to support the delivery of the objectives as set out in the Broads Plan and Business Plan. Assets which do not meet with these requirements will be considered for disposal.
- ii. New assets will only be considered for acquisition where they meet the requirement of i) above and are in accordance with the Guidance for Procurement and Disposal as set out in paragraph 7 below.
- iii. Any proposals to acquire or dispose of assets must in the first instance be channelled through the Asset Officer, so that an overview of all property matters can be taken and if necessary the matter be referred to the Management Team.
- iv. The same applies when leases are due to end, or in the event of break clauses, so that the financial and strategic implications of any changes can be assessed, and also to the acquisition of new responsibilities such as access agreements and management agreements, which can bring with them considerable cost and resource implications. Any significant changes or those which have strategic, policy or resource implications will be referred to Management Team.
- v. The Authority will seek to obtain value for money in the acquisition and disposal of all its assets, and where necessary will seek appropriate professional advice.
- vi. The Authority will maintain all its assets in a condition that is fit for purpose and which preserves their value, and will ensure that all assets are monitored and their condition is recorded on a regular basis.
- vii. In making acquisitions the Authority will bear in mind the principles of sustainability, and take into account any opportunities for achieving carbon reductions in its use of resources.
- viii. The Authority will continue to make appropriate annual provision for capital expenditure in the following areas:
  - a. essential plant and equipment for the Operations Team;
  - b. replacement of the fleet of patrol launches; and

- c. repair and maintenance of the Authority's land and property assets, including the operational base at Griffin Lane and Mutford Lock, 24hr moorings and countryside sites.
- ix. The Authority will prepare and incorporate into the Business Plan a three year programme of capital purchases, maintenance and repairs, and will review and update this programme on an annual basis.
- x. The Authority will maintain a consolidated database of all land and property records. This database will be updated on a regular basis to have regard to acquisitions, disposals and changes in financial or other terms.

#### 4. Best Practice: CIPFA Guidance

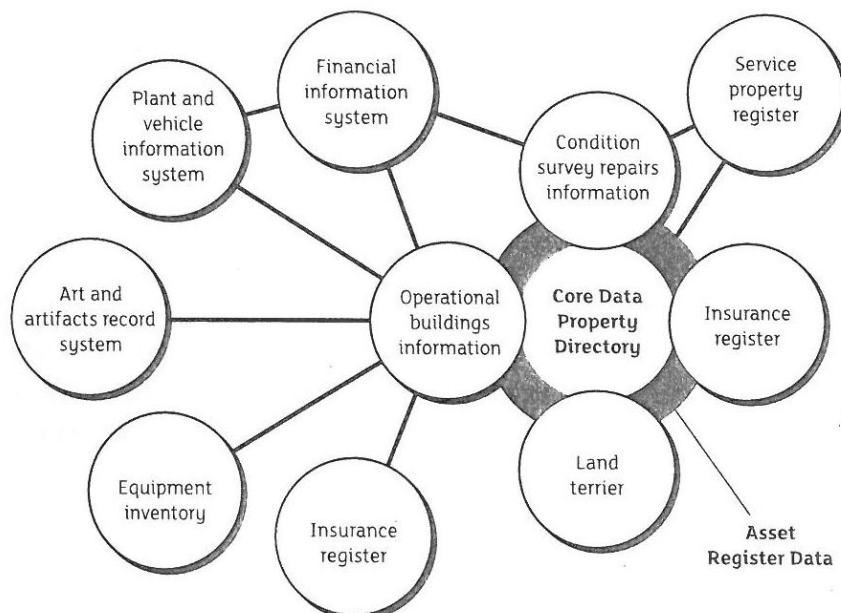
4.1 In its publication, 'Code of Practice on Local Authority Accounting in the UK 2009/2010', CIPFA (the Chartered Institute of Public Finance and Accountancy) provides clear guidance on the need for asset registers. CIPFA's view is that the development and maintenance of comprehensive asset registers is the best possible practice across the public services. It is acknowledged that there is no "off the shelf" solution and that each organisation must do what best fits with its requirements.

4.2 The purposes of an asset register can be applied to the following uses:

- Financial reporting.
- Supporting best value and asset management planning.
- Property review.
- Property management and maintenance.
- Supporting miscellaneous internal and external enquiries.

4.3 The guidance note provides a useful visual illustration as to how the asset register should work in relation to other sources of information.

The relationship of the asset register to other sources of information



4.4 Although some of the sources of information that are likely to link with an asset register are not relevant to the operations of the Broads Authority, its framework can readily be modified to fit the needs of the Authority.

## 5. Practices and Procedures: General Asset Management

5.1 Information relating to property (including land, buildings and infrastructure) is collated for the purposes of managing and maintaining sites and properties effectively and efficiently. All the Authority's land and property assets have been captured and entered onto a consolidated Excel database. Each record includes, amongst other things, information relating to the: type of documentation; location and Grid Reference; status of any agreement; terms and conditions; responsible officer; relevant dates; valuation; running costs; and maintenance or other liabilities. The database, which is regularly updated and currently holds over 450 records, has been placed on the Authority's Intranet so that this information is accessible to all members of staff. Responsibility for ensuring that the database remains up to date lies with the Asset Officer.

The corresponding paper based records have been consolidated into one location, on a site location basis and referenced by type of asset.

### 5.2 Fixed Asset Register

Various members of staff require information about assets in different forms. For example the Finance Section needs to maintain a Fixed Asset Register, in order to comply with financial reporting requirements. All assets with a value of at least £5,000 are recorded on the Register, depreciated in accordance with the Authority's policy, and recorded on the Balance Sheet. The value of all assets is reviewed on a five yearly basis, and an annual Impairment Review is carried out to identify any significant changes on a year to year basis. This information is currently held on a separate Excel spreadsheet and the assets are split into the following categories:

- land and buildings (both operational and community)
- infrastructure assets
- vehicles, vessels and field equipment
- computer and office equipment

### 5.3 Insurance Database

In addition the Finance Section maintains a database which is used in part for insurance purposes which includes assets owned by the Authority worth over £250. Certain low value assets are sometimes grouped together for the purposes of insurance.

### 5.4 GIS

The Authority's Geographical Information System (GIS) contains information relating to assets such as bridges, bridge gauge boards and electric charging points. It is intended to capture asset related information spatially, and identify an appropriate platform in order that this data can be linked to a web map based system using GIS.

### 5.5 CAMS

CAMS is a database containing condition monitoring information recorded by Rangers about assets within the navigation network, including facilities and structures such as signs, buoys, channel markers, safety ladders, mooring posts and water points. It is currently used by the Authority to assist in the management of moorings, and to develop and prioritise a programme of maintenance for them. Each mooring is inspected on a fortnightly basis by Rangers and data is fed back into the database. Maintenance reports are generated for the Rivers Engineer and Maintenance Supervisor who feed issues into the maintenance programme, and comments back to the database. It is a priority that this system is developed to also encompass countryside assets/furniture, etc., for which the Authority is responsible.

## 5.6 Computer Assets

The details of computer assets, including their value, are compiled on separate spreadsheets. These spreadsheets also identify the costs associated with a five year rolling replacement programme for hardware. This provides indicative costs which are 'smoothed' to ensure there are no problematic peaks in financial requirements for replacement equipment.

## 6. **Practices and Procedures: Acquisitions and Disposals**

### Scheme of Powers Delegated to Officers

- 6.1 In respect of matters related to land and property, the Chief Executive is authorised to take the following actions. Also set out (in brackets) are the details of officers who are authorised to exercise these powers in the absence of the Chief Executive.
- (1) To approve the acquisition by the Authority of:
    - the leasehold interest in property for any term to an annual rent not exceeding £10,000;
    - the freehold interest in property at a price not exceeding £25,000 (Directors).
  - (2) To approve increases in rent not exceeding £10,000 per annum (Directors).
  - (3) To enter into permissive path agreements and access agreements (Head of Projects and Strategy/Senior Waterways and Recreation Officer).
  - (4) To grant wayleaves, licences, easements and highway dedications over the Authority's land (Directors).
  - (5) To give written notice proposing to seek permission for Authority development or the development of land vested in the Authority which it does not propose to carry out itself, in accordance with the Town and Country Planning General Regulations 1992 (Director of Planning and Strategy/Head of Development Management).
  - (6) To authorise named officers to enter land (including buildings) for the purpose of surveying or investigation, in connection with any of the Authority's functions (Directors).
- 6.2 All acquisitions and disposal of land, property or other assets must be made in accordance with the Authority's Financial Regulations and Standing Orders Relating to Contracts, to ensure that the Authority receives best value for money at all times. This will generally mean, except in cases of urgency where the Chief Executive has delegated powers to take action, that all acquisitions and disposals in excess of the delegated limits must be approved by the Broads Authority or appropriate committee. In the first instance any such requests should be set out on the form entitled 'Instructions for the Acquisition/Disposal/Agreement for an Asset or accrual of Liability for the Broads Authority' (Appendix 1), which can be found on the Intranet. Once completed the form should be submitted to the Asset Officer, who will determine whether the matter should be referred to the Management Team.
- 6.3 The Authority has entered into a formal Agreement with The NPS Group (property consultants) to advise on and where appropriate manage all land and property acquisitions and disposals, and to provide both general and specialist advice. The latest Agreement has been extended to 31 March 2016, and the Authority proposes to put this service out to competitive tender with effect from April 2016, in order to

comply with Standing Orders and ensure that the Authority is obtaining best value for money. A full list of the services available from NPS is set in the Agreement.

- 6.4 The Authority's property consultants should be consulted by the Asset Officer on all matters relating to the management of property where there are likely to be significant financial implications (including acquisitions and disposals), to ensure that the Authority is obtaining value for money.
- 6.5 All contacts with NPS should be in accordance with the Procedure for Commissioning NPS Services (Appendix 2).

## **7. Guidance for Procurement and Disposal**

### *Land and Buildings (Operational and Community) and Infrastructure Assets*

- 7.1 Because of its limited capital budget, and in order to minimise maintenance and running costs, the policy of the Broads Authority is not to purchase land and property except in certain specific circumstances. Instead the Authority prefers to facilitate the acquisition of land by partner organisations, which are able to manage it in accordance with the Authority's Asset management principles ( Section 3). Partner organisations can include parish councils and community groups, charities etc.
- 7.2 The circumstances under which the Authority will consider the acquisition (whether freehold or, more commonly, leasehold), of land and property are as follows:
- as a last resort, to protect land and property which is of critical importance to the enhancement and integrity of the Broads, subject to all other options having been exhausted; e.g. the How Hill Estate which was purchased to maintain the estate and provide a demonstration project for large scale conservation management.
  - for key operational reasons, such as the acquisition of the operational base at Thorpe St Andrew, or sites for the disposal of spoil; and
  - to provide key community and visitor benefits as identified in the Authority's strategies and priority objectives, including the provision of 24 hour moorings in identified locations.
- 7.3 In all such cases the Authority must take professional advice to satisfy itself that the costs of the acquisition are reasonable, and also that they are proportionate to the benefits which will be attained.
- 7.4 The Authority's land and property database currently contains over 450 records, including the operational base at Thorpe St Andrew, the field base at Ludham, and the land holding at How Hill which is managed in the main for purposes of nature conservation. In addition there are a significant number of leasehold agreements in place, many of which are for the provision of 24 hour moorings, together with a number of written agreements relating to the management of particular sites.
- 7.5 The Authority's policy in respect of specific functions/services is set out below:
- (a) Offices/Field Bases/Boatsheds. The Authority's head office is currently based at Yare House, Norwich and is leased from Highlight Consultancy Ltd. The Authority also has field bases at Ludham (which it has leased out from November 2013), Thorpe St Andrew (both freehold), Beccles and Horning (both leasehold), as well as the freehold of four boatsheds for the overnight berthing of the Authority's fleet of launches. Any new acquisitions are made in line with operational need, although there are no current plans (or an identified need) to acquire further properties in the foreseeable future.

- (b) Information Centres/Yacht Stations. The Authority currently operates a network of three visitor 'hubs' at Hoveton, How Hill and Whitlingham – and in addition manages yacht stations at Great Yarmouth and Norwich, both under a lease agreement with the local authority. A further Information centre is owned, and leased out to Norfolk Wildlife Trust at Ranworth
- (c) Land for Conservation Purposes. The Authority has acquired 365 hectares of land at How Hill which it manages primarily for conservation benefit as an exemplar of good practice. Any further acquisitions of this nature are likely to be as a last resort only, to protect land which is of critical importance and is under threat. Even then this would only be after the Authority has exhausted all other options, including facilitating the acquisition of the land by a partner organisation (such as a wildlife trust for example), to manage the land in accordance with Broads Authority principles. The Authority's Fen Management Strategy, published in July 2007, set out what was effectively an audit of land under management and existing management techniques, and has informed the Authority's engagement in Higher level Stewardship agreements.
- (d) 24 Hour Moorings. The Authority's Mooring Strategy, which was updated in April 2009, includes information relating to its principles in respect of the provision of moorings, and a series of criteria relating to the provision of moorings. The Authority will seek to increase freehold sites to secure their long term future for use as 24 hour moorings, as part of a prioritised programme of key strategic sites. This work is due to be reviewed with members and stakeholders in 2014.
- (e) Land for Disposal of Spoil. The success of the Authority's important dredging programme is dependant to a large degree on the availability of suitable sites to deposit spoil. The Authority has acquired a licensed site at Postwick Tip, but needs to identify and acquire further sites if the momentum of its ambitious programme of dredging is to be maintained. The Sediment Management Strategy, published in January 2007, includes a section setting out options for the disposal of dredging. The Authority will seek to develop a strategic network of new sites which are suitable by virtue of their location, which will need to have waste management licences. However, it is recognized that these opportunities are limited and therefore short term lease arrangements for reuse of sediment will also be pursued.
- (f) Countryside Management. The Authority leases and manages a number of sites which have been previously acquired to provide community benefits or provide facilities for visitors. In some cases these are subject to agreements with landowners and other authorities (such as parish councils) to assist with the maintenance of the site. The Authority will seek to identify, review and formalise these arrangements and will not enter into any new arrangements of this nature unless they are of strategic importance as identified in the Integrated Access Strategy, and meet the principles as set out in Section 3.1. The Authority will not, other than in exceptional circumstances, seek to acquire and/or manage any additional facilities, such as car parks or toilets for example, but will instead seek to negotiate for these facilities to be provided or managed by other public authorities, such as parish or district councils. The Authority will annually review these facilities, and look to dispose of its interest in these sites where potential for community asset management exists and can be negotiated.
- (g) Public Rights of Way. The Authority currently has limited financial capacity to assist in the day to day management of the public rights of way network, for which statutory responsibility lies with the County Councils, but has agreed to maintain a series of 'priority paths' which have been identified as a result of their significance to the Broads. In view of the financial restrictions, a ceiling

of 30km (about 10% of the total network) has been set for the identification of such paths. The Authority has developed an Integrated Asset Management Strategy, to identify and implement opportunities to link public rights of way and access agreements with other facilities such as 24 hour moorings, to form an integrated and joined up access network.

- (h) Section 106 Agreements, Town & Country Planning Legislation. Where the Authority enters into an agreement with a landowner for land and/or a particular facility, the arrangements for the management and/or maintenance of this land and/or facility will be set out in a Section 106 Legal Agreement. The Section 106 will set out the responsibilities and liabilities of each party, including the Authority. The Authority will expect that other than in exceptional circumstances the primary responsibility for the maintenance of the land and/or facilities will remain with the landowner unless otherwise specified. This will include the requirement as set out in Planning policy DP16, where 10% of new moorings provided should be visitor moorings. This process will be subject to Management Team approval as for other acquisitions set out above.

## 7.6 Vehicles

The Authority has a contract with Lex Vehicle Leasing to provide vehicles on a contract hire basis, although the majority of vehicles have been purchased outright from other suppliers where the capital funding is available, to save on lease costs. In 2011 the Authority undertook a comprehensive operational review of its vehicle fleet. One of the outcomes of this was the development of a Vehicle Procurement Strategy, the aim of which is to provide guidance and advice on vehicle procurement decisions, and in so doing help to ensure that these objectives are met in full. In particular this strategy will ensure that:

- the vehicles being acquired are appropriate for projected operational needs;
- the vehicle fleet is being used in the most efficient and cost effective manner; and
- opportunities are being taken to ensure that the vehicle fleet is as sustainable as possible, contributing towards the Authority's targets for reducing its carbon footprint.

A copy of the Strategy can be found on the Intranet.

## 7.7 Vessels and Capital Equipment

The Authority has established a Launch Replacement Fund to provide for the replacement of its ageing fleet of navigation launches over a 20 year period, and has agreed to make annual contributions into this fund from 2012/13 onwards.

Funds have also been established for the replacement of the Authority's fen harvester, which is coming to the end of its useful working life, and for replacement of Dockyard vessels and equipment. Large items of equipment, such as wherries and cranes, are acquired as opportunities and funds permit. Often, because of the significant capital cost of buying new equipment, the Authority will seek to make second hand purchases.

Other smaller items of equipment are funded from revenue budgets.

## 7.8 Other Field Furniture and equipment

A record of all countryside field furniture is maintained on the CAMS asset management software. The decision of the Authority to take over responsibility for Breydon Water and the Lower Bure from 1 June 2012 has added to the number of

assets for which the Authority is responsible, including markers, buoys and signage, together with the structure known as Turntide Jetty.

Records are maintained of equipment such as chainsaws and brushcutters, including the date of purchase, reference number and maintenance records. Where appropriate these are also recorded on the Inventory maintained by the Finance Section. The Authority is also in the process of recording information relating to the testing and maintenance of equipment to comply with the requirements of the Health and Safety Executive.

#### 7.9 Computer and Office Equipment

Computer and other office equipment is acquired in accordance with operational need. The Authority operates a five year rolling programme for its computer hardware. More expensive office equipment – such as photocopiers and franking machines – is generally leased. All purchases are made in accordance with Standing Orders.

#### 7.10 Disposal of Land and Property Assets

The Asset Officer will review land and property assets as and when lease or other agreements are due for renewal, to ensure that they continue to make a contribution to the Authority's aims and objectives. Where a property is no longer serving a useful purpose, the Asset Officer will present the case and obtain the approval of the Management Team to dispose, and will also determine whether member approval may be necessary. As with acquisitions the Authority's property consultants should be consulted on any disposals where there are likely to be significant financial implications, to ensure that the Authority is obtaining value for money.

*All assets owned or otherwise managed by the Broads Authority when reviewed and considered for disposal must qualify under at least one of the following four characteristics:*

- A. They do not meet an operational need.*
- B. They do not generate a measurable net profit.*
- C. They have the potential to be transferred.*
- D. They will be disposed because the Broads Authority is not uniquely placed to maximise their potential for the benefit of the Authority's Vision.*

*The process of value assessment will be used to review all our assets and those failing to demonstrate value (including non-financial values) will be disposed of.*

*Factors to be taken into account will include:*

- a Where the Broads Plan or Authority's objectives can be achieved without Authority ownership or responsibility for the asset.*
- b Where a level of threat has diminished to an acceptable level and the Authority considers it can wisely dispose of a property whilst safe-guarding the Authority's purposes.*
- c Where a 3<sup>rd</sup> party can utilise the asset to contribute to the Broad's Authority vision more efficiently or effectively than the Authority can itself.*
- d. Where it would be sensible for the Authority to dispose of the asset to pursue other objectives more effectively, having considered the Organisational Strategy, the points above and also taking into account:*



- i. *Where ownership does not make sound economic sense*
- ii. *The benefits of realising the capital value*
- iii. *The timing of disposal to optimise the return to the Authority (market value, special interest, or windfall value)*
- iv. *The potential reduction in resources devoted to the management or maintenance of the asset*
  
- v. *Any resultant impacts on annual income*
- vi. *Likely capital receipts in accordance with the principles of best value*

Where a site is approved for disposal the Broads Authority will in the first instance seek interest from possible partner organisations or third parties via a public process, and proposals received will be judged against the criteria set out in d) above .

## **8. Maintenance of Land and Property Assets**

### **8.1 Land and Buildings (Operational and Community)**

The Authority previously established an Asset Management reserve account in order to provide for the future repair and maintenance of property assets which it may not be possible to fund through the revenue account. This Asset Management reserve has now been consolidated into a wider Property reserve account to allow the Authority greater flexibility in dealing with significant one-off costs for assets. These liabilities and associated costs have been assessed and prioritised and built into an ongoing three year programme for proposed contributions.

Limited provision for other routine maintenance costs is built into and funded from the Authority's revenue account.

## **9. Roles and Responsibilities**

### **9.1 Management Team**

The Management Team has overall responsibility, through the Director of Operations, for ensuring that the practices and procedures which have been established through this policy contribute to the delivery of the Authority's objectives as set out in the Broads Plan 2011 and the annual Business Plan. It is responsible for any strategic decisions relating to the Authority's property portfolio and those which have significant financial implications, and for providing guidance to the Asset Officer in the management of these assets.

### **9.2 Asset Officer**

The role of the Asset Officer is to lead on and coordinate all matters that relate to the management, disposal and acquisition of assets by the Authority, including conveyancing, Asset Management systems, relevant strategies, risk assessments and landowner liaison. The Asset Officer should be consulted by all members of staff on any issues relating to the acquisition or disposal of land and property assets, or any other related issues which could have strategic or significant financial implications.

### **9.3 Responsible Officers**

A number of officers have been designated as being responsible for the day to day management of the Authority's land and property assets, as set out in Appendix 3 to this policy. The specific responsibilities of these officers will be as follows:

- to ensure that appropriate arrangements are in place for the security of the premises, that any alarm systems are regularly tested and maintained, and that the premises are secure overnight
- to make arrangements for the health and safety of staff whilst working at the premises, including the undertaking of any risk assessments which might be necessary
- to make arrangements for key holders
- to ensure that appropriate fire arrangements are in place, that a suitable fire risk assessment has been carried out and that fire extinguishers and other fire fighting equipment is appropriately maintained
- to be responsible for arranging routine repairs and maintenance
- to ensure that arrangements are in place for the testing, certification and maintenance of any specialist equipment
- to hold Asbestos Survey Reports and ensure that details are brought to the attention of any contractors working on site, as appropriate
- to ensure that appropriate arrangements are in place for waste disposal
- to be responsible for any specialist or legal arrangements unique to the site or property

## **10 Review**

- 10.1 This document has been approved by the Management Team and Broads Authority. It will be reviewed on a regular basis, at least annually, and any significant changes will be subject to the approval of the Management Team. Responsibility for ensuring that regular reviews are carried out lies with the Asset Officer.

January 2014

Appendix 2  
Vessel and Equipment replacement Strategy

| Item                     | Condition   | Planned works   | Comments  | Replace date | Budget cost |
|--------------------------|---|---|---|--------------|-------------|
| Wherry Junior            | Hull very thin down to 1.5mm, engine old and worn. Requires replacing   | Patching and repairs to maintain as she is, not worth huge expenditure.   | Not in service due to poor condition  | 2013         | 107,000     |
| Wherry Go Forward        | Hull very thin down to 1.5mm, engine old and worn. Requires replacing   | Patching and repairs to maintain as she is, not worth huge expenditure.   | Poor plating and poor condition. In service   | 2015         | 107,000     |
| Grab 7                   | Barge is old and worn but serviceable and maintained. The Grab crane needs attention/ replacement in 2 years                                | Crane needs slew rollers in 2014/15 and replacement in 15/16  | Replacement crane 40-50k  | 2015         | 50,000      |
| Linkflotes               | 15x poor condition  | condition to be assessed and works or disposal planned  | 4x to be repaired or replaced where poss  | 2015         | 40,000      |
| Wherry Virtue            | Hull condition poor and engine old and tired.   | Patching to hull and regular fixes to coax engine along £3,000  | Only 3 – 6 years of life left. Not in service   | 2016         | 107,000     |
| Linkflotes               | 6x to be disposed   |   | For disposal, and replacement of 4  | 2016         | 40,000      |
| Wherry Onward            | Hull very thin down to 1.5mm, engine old and worn. Requires replacing   | Patching and repairs to maintain as she is, not worth huge expenditure.   | Only 2 – 6 years life with careful cajoling.  | 2017         | 107,000     |
| JCB 160                  | Regular service package   | Yearly servicing 2k   | lease hire recommended  | 2018         | 0           |
| Wherry Senior            | Hull very thin down to 1.5mm, engine old and worn. RE-PLATING REQ 2014  | With a hull re-plate this wherry will give 5-7 years more service.  | Without re-plating only 2 – 4 years life  | 2019         | 107,000     |
| Crane RB 22 (66)         | In good working order, requires regular servicing and maintenance   | Regular servicing and on-going upkeep £1,500 2012/13  | A good crane with 5 –10 years of life.  | 2020         | 50,000      |
| Weedcutter Horace Miller | work boat base in reasonable condition, engine old but reliable. Harvester cutting head front unit poor, twisted frame, aged and worn drive | General maintenance and servicing 1k pa, maintenance of cutting head, moving floor chains and frame repairs 3k pa | 2nd vessel purchased so less wear and tear expected - option would be to scrap or look for a 2nd hand machine | 2020         | 50,000      |
| JCB 180                  | Regular service package   | Yearly servicing 1k   | Service package expires 2017, suggest lease hire  | 2020         | 0           |
| Linkflotes x31           | 6 - brand new   | paint & general repairs   | highly used   | 2020         | 60,000      |

Appendix 2  
Vessel and Equipment replacement Strategy

|                      |   |   |  |      |         |
|----------------------|---|---|--|------|---------|
| Crane RB 22          | In good working order, requires regular servicing and maintenance   | Will need a new grab block £3,000 in 2014/15  | A good crane with 5 –10 years of life.   | 2021 | 50,000  |
| JCB 180              | Regular service package   | Yearly servicing 1k   | Service package expires 2017, suggest lease hire   | 2022 | 0       |
| Work Boat Z1         | Major refit undertook in summer 2011, with electrics, deck, paintwork and cabin all replaced and recoated. A new engine was fitted and has proven reliable.                         | Yearly servicing and safety certification £1,500. Will require a 3 yearly refit & full mechanical service £4,000 Steering and paintwork needs addressing, general servicing and maintenance £6,000. | A seasoned workboat and with regular maintenance & servicing will operate for another 10 – 15 years. | 2023 | 150,000 |
| Grab 10              | Barge is 100 yrs old, serviceable but old and worn. Due to size and weight the bottom condition of barge is unknown   | Slew roller replaced in 2013/14. Needed for work on Breydon, as a good all round barge & crane  | Replacement crane 40-50k with another 40-50K for a barge to sit the crane in.                        | 2023 | 100,000 |
| Weedcutter Berky     | Good general condition  | retro fit water cooling planned 13/14   | Simple design should reduce running costs  | 2023 | 50,000  |
| Yard crane Smith C30 | General good repair, but second hand. Is heavily used at the dockyard   | Yearly servicing keeps it operational   | The Dockyard will always need a mobile crane   | 2023 | 70,000  |
| Linkflotes           | 4x 6yrs old   | paint & general repairs   | highly used  | 2023 | 60,000  |
| Tug Richard          | A good tug but aging and in need of a refit.  |   | With regular servicing another 10 -15 years life.  | 2024 | 100,000 |
| Work Boat Didler     | Undergoing a major refit Summer 2012, with two new engines, deck area, hatches & electrics. A versatile work boat, ideal for work on Breydon due to keel coolers allowing it to sit | Yearly servicing and safety certification £1,500. Will require a 3 yearly refit & full mechanical service £4,000  | A seasoned workboat and with regular maintenance/ servicing will operate for another 10 – 15 years.  | 2025 | 150,000 |
| Tug Cannonbrook      | A 2nd hand vessel purchased from EA at Penton Hook. A good vessel with minor works required. Recently repainted   | New gearbox fitted 2013 and operating as expected.  | A well used and reliable vessel. 10 -15 years life.  | 2026 | 100,000 |

Appendix 2  
Vessel and Equipment replacement Strategy

|                             |  |  |  |                |            |
|-----------------------------|--|--|--|----------------|------------|
| Tug Bantum                  | Major refit summer 2012, lifted, shot blasted and repainted. Serviced and major overhaul of systems                                | With regular service and maintenance this tug will remain reliable and in operation                              | A well used and reliable vessel. 10 -15 years life.                                  | 2027           | 100,000    |
| Fen harvester               | Unreliable, prone to breakdown   | Replacement planned 2014   | Replacment on order  | 2028           | 120,000    |
| Work Boat Shoveller         | A well used and hard working vessel, overdue a refit (Didler was prioritised over Shoveller). Structurally sound, but refit needed | Refit at Richards underway (Sept 2013) additional work to non-slip deck and repair hydraulics also taking place. | With quality paint finish and regular yearly services will operate for 15 -20 years. | 2033           | 150,000    |
| Wherry Tony Hewett          | Hull in good condition but engine is worn and stern gear needs attention.  | New engine and stern gear planned for 2014/15 £10,000  | 20 – 25 years of life with regular care and maintenance.                             | 2034           | 107,000    |
| Wherry John Fox             | Hull needs shot blasting and repainting, but in generally good condition.  | Shot blasting and painting, plus servicing £3,500 2013/14  | 20 – 25 years of life with regular care and maintenance                              | 2035           | 107,000    |
|                             |  |  | 23 year strategy   |                | £2,239,000 |
| Wherry Iona                 | fabricated in Ireland  | Delivered June 2013 – in service   | Yearly servicing req £500  | 2053           | 107,000    |
| Dumb lighter - Colossus     | Repainted 2011   | no works planned   | repainting scheduled 2015  | no replacement | 0          |
| Dumb lighter - Brown Bob    | Moored at Dockyard   | no works planned   | used as a welfare barge  | no replacement | 0          |
| Dumb lighter - Cattle barge | Moored at Dockyard   | No works planned   | used as a welfare barge  | no replacement | 0          |

|                       |                            |                                  |              |                  |
|-----------------------|----------------------------|----------------------------------|--------------|------------------|
| Wherry Blucher        | Hull down to 1mm           | beyond economic repair           | For disposal | <b>2,346,000</b> |
| Dumb lighter - Regal  | Not used by BA for 6 years | No planned useage or maintenance | For disposal |                  |
| Dumb lighter - Reaper | Not used by BA for 6 years | No planned useage or maintenance | For disposal |                  |

Appendix 2  
Vessel and Equipment replacement Strategy

|   |                     |                                  |                                   |
|---|---------------------|----------------------------------|-----------------------------------|
| Dumb lighter -<br>Aubrey<br>Wherry<br>Monster | Poor hull thickness | No planned useage or maintenance | For disposal<br><br>Scrapped 2013 |
|---|---------------------|----------------------------------|-----------------------------------|

Appendix 3  
Launch replacement strategy

| Launch Replacement Programme - updated                             | Estimated costs    |
|--|--------------------|
| Fit out of new hull  | £60,000            |
| Cost of 5 new complete launches @ £85,000 each at current prices   | £425,000           |
| <b>Total expenditure</b>   | <b>£485,000</b>    |
|  |                    |
| Launch Replacement Fund as at Oct 2013                             | £29,062            |
| Income from sale of 8 launches @ £25,000 per independent valuation | £200,000           |
| Total income   | £229,062           |
| Funding Gap  | <b>-£255,938</b>   |
| Annual contribution over 18 years                                  | <b>-£14,218.78</b> |

Appendix 4 Navigation furniture database

| List of sites                               | Ranger area        | Countryside/<br>Navigation | Freehold/<br>Leasehold | BA piling responsibility | Piling Length(m) | Furniture/ Item              | No of units | Unit      | Cost                       | Total                  | Life expectancy (years) | Annualised costs (£)  |
|---|--------------------|----------------------------|------------------------|--------------------------|------------------|------------------------------|-------------|-----------|----------------------------|------------------------|-------------------------|---|
| Aldeby                                      | Yare               | Countryside                | Freehold               | Yes                      | Length in metres | 24hr Mooringframe            |             | Lin metre | replacem ent cost per unit | Total replacement cost | Exptd life              |   |
| Barton Turf 24hr moorings                   | Waveney            | Navigation                 | Leasehold              | No                       |                  | 24hr signs(inc hdr/ftr/main  |             | m2        |                            | Calculation            |                         | Calculation equals total cost divided by life expectancy                  |
| Beccles Marshes                             | Upper Bure and Ant |                            |                        | EA                       |                  | alderpole piling             |             | number    |                            | equals cost x          |                         |   |
| Beccles Marshes North                       | Thurne and Bure    |                            |                        | Others                   |                  | BA wooden hazard marker post |             |           |                            | number of units        |                         |   |
| Belaugh 24hr moorings                       | Breydon            |                            |                        | N/A                      |                  | Barrier                      |             |           |                            |                        |                         |   |
| Berney Arms Reach                           |                    |                            |                        |                          |                  | Bin Store                    |             |           |                            |                        |                         | The total of annualised costs equates to the necessary budget requirement |
| Boundary Farm, Oby x1                       |                    |                            |                        |                          |                  | boardwalk                    |             |           |                            |                        |                         |   |
| Bramerton                                   |                    |                            |                        |                          |                  | Bollards                     |             |           |                            |                        |                         |   |
| Brundall Church Fen                         |                    |                            |                        |                          |                  | Bridge                       |             |           |                            |                        |                         |   |
| Burgh Castle                                |                    |                            |                        |                          |                  | bridge gauge boards          |             |           |                            |                        |                         |   |
| Cantley                                     |                    |                            |                        |                          |                  | Capping&Whaling/Posts        |             |           |                            |                        |                         |   |
| Catfield Staithe                            |                    |                            |                        |                          |                  | channel marker buoys         |             |           |                            |                        |                         |   |
| Chedgrave                                   |                    |                            |                        |                          |                  | channel marker greenheart    |             |           |                            |                        |                         |   |
| Cockshoot Mooring                           |                    |                            |                        |                          |                  | Channel marker post          |             |           |                            |                        |                         |   |
| Coltishall Common                           |                    |                            |                        |                          |                  | channel marker softwood      |             |           |                            |                        |                         |   |
| Commissioners Cut                           |                    |                            |                        |                          |                  | channel marker steel         |             |           |                            |                        |                         |   |
| Deep Dyke                                   |                    |                            |                        |                          |                  | chestnut paling fence        |             |           |                            |                        |                         |   |
| Deep Go Dyke                                |                    |                            |                        |                          |                  | Concrete path                |             |           |                            |                        |                         |   |
| Dilham Staithe                              |                    |                            |                        |                          |                  | De-masting mooring pontoons  |             |           |                            |                        |                         |   |
| Duck Broad Island                           |                    |                            |                        |                          |                  | dolphins                     |             |           |                            |                        |                         |   |
| Dutch Tea Gardens, Oulton                   |                    |                            |                        |                          |                  | donation box                 |             |           |                            |                        |                         |   |
| Gayes's Staithe                             |                    |                            |                        |                          |                  | Easy access mesh path        |             |           |                            |                        |                         |   |
| Geldeston Moorings                          |                    |                            |                        |                          |                  | Electric Charging point      |             |           |                            |                        |                         |   |
| Great Yarmouth Yacht Station Visitor Centre |                    |                            |                        |                          |                  | field gate                   |             |           |                            |                        |                         |   |
| Herringfleet Mooring                        |                    |                            |                        |                          |                  | flagpole                     |             |           |                            |                        |                         |   |
| Horning Marshes mooring                     |                    |                            |                        |                          |                  | Foot Path - gravel           |             |           |                            |                        |                         |   |
| Horning Parish Staithe                      |                    |                            |                        |                          |                  | Foot path Mesh with          |             |           |                            |                        |                         |   |
| Hoveton St John moorings                    |                    |                            |                        |                          |                  | Footpath - Asphalt           |             |           |                            |                        |                         |   |
| Hoveton Viaduct moorings                    |                    |                            |                        |                          |                  | Footpath - Asphalt plannings |             |           |                            |                        |                         |   |
| How Hill Staithe                            |                    |                            |                        |                          |                  | Footpath - bark              |             |           |                            |                        |                         |   |
| Irstead Mooring                             |                    |                            |                        |                          |                  | Footpath - Breedon gravel    |             |           |                            |                        |                         |   |
| Langley Dyke                                |                    |                            |                        |                          |                  | Footpath - Concrete          |             |           |                            |                        |                         |   |
| Loddon Staithe                              |                    |                            |                        |                          |                  | Footpath - grass             |             |           |                            |                        |                         |   |
| Ludham Bridge 24hr (Tubby)                  |                    |                            |                        |                          |                  | Footpath - Type 1            |             |           |                            |                        |                         |   |
| Mutford Lock                                |                    |                            |                        |                          |                  | Gabion baskets               |             |           |                            |                        |                         |   |
| Neatishead - Lime Kiln Dyke Bas             |                    |                            |                        |                          |                  | General Signs                |             |           |                            |                        |                         |   |
| Neatishead Staithe                          |                    |                            |                        |                          |                  | geobags                      |             |           |                            |                        |                         |   |
| North Cove                                  |                    |                            |                        |                          |                  | Grit Bin                     |             |           |                            |                        |                         |   |
| Norwich Yacht Club                          | SWAL/RG            |                            |                        |                          |                  | Interpretation panel         | Item 11     |           |                            |                        |                         |   |
| Paddy's Lane BA170114                       |                    |                            |                        |                          |                  | Interpretation Post          |             |           |                            |                        |                         |   |



| List of sites                  | Ranger area | Countryside/<br>Navigation | Freehold/<br>Leasehold | BA piling responsibility | Piling Length(m) | Furniture/<br>Item   | No of units | Unit | Cost | Total | Life expectancy (years) | Annualised costs (£) |
|--------------------------------|-------------|----------------------------|------------------------|--------------------------|------------------|--|-------------|------|------|-------|-------------------------|----------------------|
| paddy's Lane boardwalk         |             |                            |                        |                          |                  | ladder   |             |      |      |       |                         |                      |
| Percis Island 24hr mooring     |             |                            |                        |                          |                  | Mooring charges Signs                                      |             |      |      |       |                         |                      |
| Polkeys Mill 24hr Mooring      |             |                            |                        |                          |                  | Notice board   |             |      |      |       |                         |                      |
| Postwick Wharf                 |             |                            |                        |                          |                  | pedestrian gate  |             |      |      |       |                         |                      |
| Potter Heigham- Bridge Green   |             |                            |                        |                          |                  | Piling   |             |      |      |       |                         |                      |
| Potter Heigham - De masting    |             |                            |                        |                          |                  | Pontoon ramp   |             |      |      |       |                         |                      |
| Potter Heigham - Dinghy Park   |             |                            |                        |                          |                  | Pontoon unit (11m)inc piles/<br>fixings/ handrails/ lights |             |      |      |       |                         |                      |
| Potter Heigham - Repps 24hr mo |             |                            |                        |                          |                  | Post & Rail Fence  |             |      |      |       |                         |                      |
| Potter heigham - Martham 24hr  |             |                            |                        |                          |                  | Ramp - Type 1  |             |      |      |       |                         |                      |
| ranworth staithe               |             |                            |                        |                          |                  | Riding spars   |             |      |      |       |                         |                      |
| Reedham Quay                   |             |                            |                        |                          |                  | Safety Chain   |             |      |      |       |                         |                      |
| Rockland Staithe               |             |                            |                        |                          |                  | Sign (end of navigation)                                   |             |      |      |       |                         |                      |
| Salhouse Spit                  |             |                            |                        |                          |                  | sign bridge  |             |      |      |       |                         |                      |
| Somerleyton 24hr Moorings x2   |             |                            |                        |                          |                  | sign directional   |             |      |      |       |                         |                      |
| St Benets Abbey                |             |                            |                        |                          |                  | sign facilities  |             |      |      |       |                         |                      |
| St Olaves 24hr Moorings        |             |                            |                        |                          |                  | sign hazard warning  |             |      |      |       |                         |                      |
| Stokesby                       |             |                            |                        |                          |                  | sign hazard warning - large                                |             |      |      |       |                         |                      |
| Sutton Staithe x2              |             |                            |                        |                          |                  | sign informational   |             |      |      |       |                         |                      |
| Thurne Mouth Moorings          |             |                            |                        |                          |                  | sign mooring closed  |             |      |      |       |                         |                      |
| Thorpe Green                   |             |                            |                        |                          |                  | sign navigation end  |             |      |      |       |                         |                      |
| Wayford Bridge                 |             |                            |                        |                          |                  | sign no fishing  |             |      |      |       |                         |                      |
| West Somerton                  |             |                            |                        |                          |                  | sign No mooring  |             |      |      |       |                         |                      |
| White Slea                     |             |                            |                        |                          |                  | sign no turning  |             |      |      |       |                         |                      |
| Whitlingham Country Park       |             |                            |                        |                          |                  | sign rowing zone   |             |      |      |       |                         |                      |
| Womack Island                  |             |                            |                        |                          |                  | sign shallow water   |             |      |      |       |                         |                      |
| Womack Dyke                    |             |                            |                        |                          |                  | sign waterski times  |             |      |      |       |                         |                      |
| Woodbastwick 24hr Mooring      |             |                            |                        |                          |                  | sign waterski zone   |             |      |      |       |                         |                      |
| Worlingham                     |             |                            |                        |                          |                  | Signpost   |             |      |      |       |                         |                      |
| Wroxham Broad Island x2        |             |                            |                        |                          |                  | Signs - large  |             |      |      |       |                         |                      |
| Navigation area                |             |                            |                        |                          |                  | Signs - mediuim  |             |      |      |       |                         |                      |
| Breydon Water                  |             |                            |                        |                          |                  | Signs - small  |             |      |      |       |                         |                      |
| Somerleyton bridge             |             |                            |                        |                          |                  | Signs - small  |             |      |      |       |                         |                      |
| Reedham bridge                 |             |                            |                        |                          |                  | Signs - speed limit repeater                               |             |      |      |       |                         |                      |
| Bridge Broad                   |             |                            |                        |                          |                  | Signs - speed limit starter<br>round                       |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | Slipway  |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | Steel<br>Capping&Whaling/Bollards                          |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | Steel posts  |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | Step Barrier   |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | Steps  |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | surfacing - gravel   |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | Throwing line/Canister                                     |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | Throwing line/Lifebelts                                    |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | tolls boards   |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | Turntide Jetty   |             |      |      |       |                         |                      |
|                                |             |                            |                        |                          |                  | water point  |             |      |      |       |                         |                      |

Appendix 5 - Countryside sites annualised costs

| site   | team          | countryside/<br>footpath | feehold/<br>leasehold              | Summary of<br>annualised<br>costs | Condition                              | Expiry date               | Comments/ Actions  |
|--|---------------|--------------------------|------------------------------------|-----------------------------------|--|---------------------------|--|
| Acle off road path                                   | Thurne & Bure | footpath                 | Freehold                           | £58.33                            | good                                   | n/a                       | footpath in 3 segments, 2 bridges  |
| along River Yare nr Ferry House P H (Surl Gun Club ? | AC/RW         | footpath                 | No agreement                       | £0.00                             |  | None                      | NCC have suggested that if BA bring up to spec and DDA compliant they will take on responsibility.   |
| Barton Boardwalk (Herons Carr)                       |               | Countryside              | Leasehold                          | £16,879.00                        | good                                   | 2123                      | BA to maintain boardwalk at own expense, plan is to maintain for its lifetime, then exit strategy required, no replacement planned   |
| Barton Cross field Path                              |               | Countryside              | Transfer covenant                  | £557.00                           | good                                   |                           | BA responsible for surface and hedges& vegetation, maintain as per boardwalk   |
| Barton Disabled Car Park                             |               | Countryside              | Leasehold                          | £448.00                           | good                                   | 3 Jan 2021                | Peppercorn rent, maintain as per boardwalk   |
| Barton Main Car Park                                 |               | Countryside              | Freehold                           | £830.00                           | good                                   | n/a                       | Site use to be enhanced  |
| Bramerton  | Yare          | countryside              | Leasehold                          | £23.33                            | average                                | Jun 2016                  | Bin store to be reviewed in line with future agreed waste policy   |
| Brundall Gardens Access Path                         | AC/RW         | footpath                 | Agreement                          | 0                                 | unkown                                 | n/a                       | Agreement for dedication of public path under section 106 agreement "BA Responsible for provision and maintenance" at its own expense. Strategy now ammends the policy for S106 agreements |
| Bungay Staithe                                       | Waveney       | Countryside              | Freehold                           | £100.00                           | good                                   | n/a                       | Investigate partnership with Waveney River Trust   |
| Clippesby concessionary walk                         | AC/RW         | footpath                 |                                    | £0.00                             | unkown                                 |                           | No paperwork in files, to be reviewed  |
| Cockshoot Boardwalk, Broad                           | Bure & Ant    | Countryside              | Leasehold                          | £547.71                           | bad                                    | Year on year              | Agreed to exit site due to condition, pass back to landowner   |
| Cockshoot Boardwalk, Woodbastwick                    | Bure & Ant    | Countryside              | Leasehold                          | £386.75                           | bad                                    | 1 months notice           | maintain as far as possible, subject to project funding for renewal  |
| Coltishall permissive path                           | AC/RW         | footpath                 | ?                                  | 0                                 | average                                |                           | No paperwork in files - pass back to landowner   |
| Eel Sett   | Thurne & Bure | Countryside              | Agreement                          | 0                                 | average                                | n/a                       | Tripartate trust with BA as lead, research potential to develop Trust role   |
| Ferry Farm, Reedham permissive path                  | AC/RW         | footpath                 | Agreement                          | 0                                 | average                                | Sep 2020                  | fencing poor   |
| Filby footpath and car park                          |               | Countryside              | Leasehold                          | £1,500.00                         | good                                   |                           | Lease still not completed - exit planned   |
| Gayes's Staithe                                      | Bure & Ant    | Countryside              | Leasehold                          | £46.67                            | average                                | 2028                      | Bin store to be reviewed in line with future agreed waste policy   |
| Geldeston Locks Woodland                             | Waveney       | Countryside              | Freehold                           | £15.00                            | good                                   | n/a                       | Disposal in hand   |
| Geldeston Moorings                                   | Waveney       | Countryside              | Freehold                           | £34.67                            | average                                | n/a                       | Interpretation signage   |
| Herringfleet Hills Car park/Land                     | Waveney       | Countryside              | Leasehold                          | £545.00                           | average,<br>fencing and<br>gantry poor | Sep 2014                  | Lease for car park, Land is Open Access Land, Fencing v poor. Research partnership potential with Waveney River Trust  |
| Horning Marshes, footpath                            | AC/RW         | footpath                 | Agreement,<br>Not yet<br>completed | £90.00                            |  |                           |  |
| Horstead Mill  | Bure & Ant    | Countryside              | Leasehold                          | £3,920.00                         | good                                   | 2025                      | BA can require repair of sluice gates etc, potential to enhance the site   |
| Horstead permissive path                             | AC/RW         | footpath                 | ?                                  | £0.00                             | average                                |                           | No paperwork in files, public right of way therefore responsibility of Highways  |
| Hoveton Riverside Park                               | Bure & Ant    | Countryside              | Leasehold                          | £2,130.00                         | poor                                   | 2099                      | Liable for full maintenance & repair, enhancement project required and seek to renegotiate the future of the site  |
| Hoveton Viaduct access path                          | Bure & Ant    | Countryside              | Leasehold                          | £1,120.00                         | average                                | from 2006<br>year on year | 3 months notice  |
| How Hill   | Bure&Ant      | Countryside              | Freehold                           | £3,671.00                         | poor                                   | n/a                       | used for education and visitor access at hub site  |
| Irstead Mooring                                      | Bure & Ant    | Countryside              | Freehold                           | £70.00                            | average                                | n/a                       | Interpretation signage   |
| Outney Meadow access Land/ marshes                   | Waveney       | Countryside              | ?                                  | £0.00                             |  |                           | No paperwork in files, to be investigated further  |

| Example of Furniture types surveyed |
|-------------------------------------|
| Finger post                         |
| fencing                             |
| gate                                |
| angling platforms                   |
| Barrier                             |
| Bench                               |
| Bin Store                           |
| birdhide                            |
| Boardwalk                           |
| Bollards                            |
| path sufacing                       |
| Bridge                              |
| canoe launching area                |
| car park surfacing                  |
| concrete edging                     |
| cycle stand                         |
| Dam kick rail                       |
| erosion protection                  |
| fish barriers                       |
| flagpole                            |
| floating Island raft                |
| Grit Bin                            |
| Interpretation panel                |
| Ladder                              |
| Life rings                          |
| litter bin                          |
| Mooring jetty/ pontoon              |
| osier bed                           |

Appendix 5 - Countryside sites annualised costs

|                              |               |             |          |        |      |     |   |
|------------------------------|---------------|-------------|----------|--------|------|-----|---|
| Potter Heigham- Bridge Green | Thurne & Bure | Countryside | Freehold | £10.49 | good | n/a | partnership opportunities to be investigated for future management/ maintenance |
|------------------------------|---------------|-------------|----------|--------|------|-----|---|

Picnic table (round)

Appendix 5 - Countryside sites annualised costs

|                              |               |              |           |            |                  |              |   |
|------------------------------|---------------|--------------|-----------|------------|------------------|--------------|---|
| Potter Heigham Meadow        | Thurne & Bure | Countryside  | Freehold  | £2,273.00  | poor             | n/a          | conservation enhancement potential  |
| Potter Heigham Staithe       | Thurne & Bure | Countryside  | Freehold  | £11,114.00 | average          | n/a          | partnership opportunities to be investigated for future management/ maintenance                 |
| Ranworth Boardwalk           | Bure & Ant    | Countryside  | Leasehold | £160.00    | poor             | Aug 2016     | Exit strategy to be identified  |
| ranworth staithe/car park    | Bure & Ant    | Countryside  | Freehold  | £560.00    | good             | n/a          | TIC leased to others, potential to partner further  |
| Rockland Staithe             | Yare          | Countryside  | agreement | £23.33     | average          | Jul 2014     | Bin store to be reviewed in line with future agreed waste policy                                |
| Somerleyton 24hr Moorings x2 | Waveney       | Countryside  | leasehold | £23.33     | average          | 2021         | Interpretation signage and bin store, to be reviewed in line with future agreed waste policy    |
| Whitlingham Ra pontoon       | Yare          | Countryside  | Licence   | £380.00    | good             | year to year | 6 months notice inc 50% cost for weed clearance when reqd, necessary for operation of trip boat |
| Woodbastwick 24hr Mooring    | Bure & Ant    | Countryside  | leasehold | £1,000.00  | poor             | Jul 2016     | car park bays and slipway - potential for enhancement   |
| Worlingham                   | Waveney       | Countryside  | Freehold  | £80.00     | good             | n/a          | 2 x fishing platforms   |
| South Walsham                | Thurne & Bure | Countryside  | Freehold  | £1,000.00  | good             | n/a          | Review current arrangement and consult navigation committee                                     |
| Conservation furniture       | various       | Conservation |           | £10,000.00 | various          | n/a          | includes fish barriers/ tern rafts etc to be funded from projects budget in future              |
| 41 sites                     |               |              | Total     | £60,000.00 | annualised costs |              |   |

**Amended total £28,029.91**

Amendments based on planned exit from identified sites, and alternative budget for conservation projects

|                         |
|-------------------------|
| Piling                  |
| Planter                 |
| pond dipping area       |
| Ramp - Type 1           |
| Ramp handrail           |
| Reed Panel              |
| Signs                   |
| slipway                 |
| tern raft               |
| Tree guard              |
| Viewing platform        |
| Water control Structure |
| waymarker posts         |