

Budget 2017/18 and Financial Strategy to 2019/20

Report by Head of Finance

Summary: This report sets out information for the Authority to consider the consolidated income and expenditure budget for 2017/18 and a three year Financial Strategy to 2019/20. The latter is based on the previous four-year settlement for National Park Grant until 2019/20, the adopted overall 2.7% increase in navigation charges for 2017/18 and an assumption of 2.5% per annum increase in the subsequent two years.

Recommendations to adopt:

- (i) the 2017/18 Budget and endorses the assumptions made applied in the preparation of the Budget.
- (ii) the Earmarked Reserves Strategy for the period 2017/18 to 2019/20, and the proposed contributions to and from Earmarked Reserves for the period 2017/18 to 2019/20.
- (iii) the additional contribution to reserves as set out in paragraphs 13.4 and 14.1 following the Asset Management buildings and launch review.

1 Introduction

- 1.1 An outline of the draft budget for 2017/18 was presented to the Authority at its meeting of 18 November 2016 in order to inform the proposed tolls structure for 2017/18. Following the Authority's decision to adopt the new tolls structure and apply an overall increase in tolls of 2.7%, this report now sets out an updated draft budget for 2017/18 alongside a draft Financial Strategy to 2019/20.
- 1.2 The views of the Navigation Committee were sought to inform preparation of this final draft budget at the Committee's meeting of 15 December 2016.

2 Overview of 2016/17 Forecast Outturn

- 2.1 Members will recall that the original budget provided for a small deficit of £10,347, as approved by members on 18 March 2016. This original budget has subsequently been adjusted for the carry forwards giving a latest available budget (LAB) deficit of £36,378.
- 2.2 The current predictions for income in 2016/17 are for an overall decrease of £27,535. This incorporates a reduction in hire boat income of approximately

£25,158, offset by a small increase for private craft and a decrease in interest income.

- 2.3 Expenditure is lower than budgeted due to a number of savings identified in various budgets which mean that the overall forecast outturn position for 2016/17 anticipates a surplus in the consolidated budget of £6,122 (a favourable variance of £42,500 to the LAB). This would result in an overall consolidated reserve balance of approximately £1,384,000 at the end of the year, and £1,376,000 after year-end adjustments, which is in excess of the minimum recommended level for National Park. This will mean that the Navigation reserve will be exactly at the recommended level of 10%. These balances provide the Authority with some level of protection against likely costs in subsequent years. Within the total consolidated balance, the forecast navigation balance after year-end adjustments is £311,000. The budget takes into account the forecast outturn position and continues to maintain the navigation reserve just below 10% (9.7% 17/18, 9.3% 18/19 and 9.7% 19/20).

3 2017/18 Budget Proposals

- 3.1 The draft budget for the Authority is set out in Appendix 1, alongside the financial strategy to 2019/20 to provide context. The format of the budget is in line with the monitoring presented to Authority through the financial year and reflects the Authority's organisational structure.
- 3.2 In line with the previously reported financial strategy, the draft budget takes account of the following four key factors:
1. Continued reductions to the Hire Boat Fleet
 2. Resourcing the Asset Management Plan
 3. Changes to Pension Costs
 4. The Apprenticeship Levy being introduced from April 2017
- 3.3 Total core income for 2017/18 is budgeted to be £6,486,595, including £3,299,595 National Park Grant, £2,040,000 for private craft tolls and £1,073,400 for hire craft tolls. This income takes account of the latest available data for boat numbers, and the impact of the overall 2.7% increase in tolls approved by the Authority at its meeting 18 November 2016 following the recommendations of the Navigation Committee. Net expenditure is budgeted at £6,527,773. After taking into account the transfer of £7,500 of interest to earmarked reserves, this will result in a consolidated budget deficit of £41,178 in 2017/18, with the result that reserves at the end of March 2018 are projected to be £1,327,439 (£1,019,886 National Park and £307,553 Navigation, which amounts to 30.5% and 9.7% of net expenditure for the year respectively). Table 1 sets out an overview of the proposed 2017/18 budget, which is provided in more detail in Appendix 1.

Table 1 – Draft 2017/18 Budget

	2017/18		
	National Park	Navigation	Consolidated
	£	£	£
National Park Grant	(3,299,595)	0	(3,299,595)
Navigation Tolls	0	(3,172,000)	(3,172,000)
Other income	(7,500)	(7,500)	(15,000)
Total Income	(3,307,095)	(3,179,500)	(6,486,595)
Operations	1,070,988	2,192,868	3,263,855
Planning and Resources	1,925,013	789,125	2,714,138
Chief Executive	306,959	166,021	472,980
Corporate Items	46,080	30,720	76,800
Total Expenditure	3,349,040	3,178,734	6,527,773
Net (Surplus) / Deficit	41,944	(766)	41,178
Opening Reserves (Forecast)	(1,065,580)	(310,537)	(1,376,117)
(Surplus) / Deficit	41,944	(766)	41,178
Interest transfer	3,750	3,750	7,500
Closing Reserves (Forecast)	(1,019,886)	(307,553)	(1,327,439)

4 Operations

- 4.1 The Operations budget has seen an increase to staff costs following the triennial valuation of the pension fund. This has resulted in employer contributions increasing from 15% to 18.4% per employee in the fund. The Practical Maintenance budget has been increased to incorporate extra costs for replacement signage in 2017/18. In order to maintain as close to 10% level of reserves the allocation for Operations Management and Administration between National Park and Navigation has been adjusted from 44/56 to 67/33 to reflect the Broads three statutory purposes. Small scale savings identified in 2016/17 have also been incorporated into 2017/18. In other areas of the budget the provision represents the level of funding required to enable a continuation of the levels of service delivered in the current year.
- 4.2 It is however important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2017/18.

5 Planning and Resources

- 5.1 As with the Operations budget staff costs have increased in the Planning and Resources Directorate for the same reasons. The Communications and ICT budget have both seen proposed increases to staff. This is due to the proposed restructure of Communications (this has been subject to consultation with staff and unions) and to increase ICT capacity. Similarly to

Operations there is little capacity to take on additional projects or other ad-hoc work.

6 Central and Shared Costs and Cost Apportionment

- 6.1 For 2017/18 central and shared costs will see the addition of the Apprenticeship Levy. This cost has been introduced by the Government for all employers with a wage bill of £3 million and over, at a cost 0.5% of their annual pay bill. This amount will be collected monthly with other HMRC deductions. This is currently calculated as £16,800, £10,080 for National Park and £6,720 for Navigation. However, following the triennial valuation our contribution to the pension fund deficit will see a decrease from £137,000 in 2016/17 to £60,000 in 2017/18. The Apprenticeship Levy and the Pension deficit are split on the same basis of 60/40 National Park/Navigation. All other apportionments are consistent with the principles agreed by the Resources Allocation Working Group.
- 6.2 Full details of apportionments by budget line for 2017/18 are set out in Appendix 1. The overall split of proposed net expenditure in 2017/18 is 51% National Park and 49% navigation, which is very much consistent with the forecast split of income standing at 51% to 49% for the same period.
- 6.3 Table 2 below provides further details of central and shared costs. These should not be seen as being synonymous with overheads, but have been identified in line with those areas specifically examined for apportionment by the Resource Allocation Working Group. As such they reflect costs across the Authority that are included within the budgets of both the Operations and Planning and Resources directorates, and from the Chief Executive's section.

Table 2 – Central and Shared Costs

	2017/18			2018/19			2019/20		
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Share of central and shared costs	1,375	912	2,287	1,416	941	2,358	1,431	952	2,383
Pension contribution lump-sum	46	31	77	56	37	93	66	44	110
Total	1,421	943	2,363	1,472	979	2,451	1,497	966	2,493
Percentage split of central and shared costs	60%	40%	100%	60%	40%	100%	60%	40%	100%

Total core income	(3,307)	(3,180)	(6,487)	(3,366)	(3,261)	(6,627)	(3,424)	(3,342)	(6,766)
Central and shared costs as percentage of core income	43%	30%	36%	44%	30%	37%	44%	30%	37%

- 6.4 Central and shared costs have been defined in line with the work of the Resource Allocation Working Group to include: operational property; finance and insurance; communications (which includes, education and tourism); collection of tolls; ICT; legal; head office, office expenses and pool vehicles; directorate management and administration costs; human resources and training; governance and members' allowances; and the Chief Executive, all of which play a vital role in supporting the delivery of front line services. Central and shared costs also include the lump sum pension contribution which is made annually to reduce the Authority's share of the pension deficit as calculated by the pension fund actuary. As a percentage of income, central and shared costs are broadly static and remain at the same level as 2016/17 (41% National Park, 31% Navigation and 36% Consolidated).

7 Budget Assumptions

- 7.1 The following key assumptions have been applied in developing the draft budget:
- Navigation tolls will be collected in line with budget and as detailed in the tolls review paper;
 - Based on information from the Broads Hire Boat Federation it has been assumed that hire boat numbers will continue to decrease at a rate of 20 per annum, and it is therefore thought prudent to budget for a further reduction in annual Hire Boat income of £21,700 per annum;
 - Salary increases have been allowed for in 2017/18 onwards based on the public sector indications of 1% over the next three years;
 - Pension contributions have been increased by 3.4% per employee from 2017/18 onwards;
 - The Apprenticeship Levy will be collected monthly from 2017 onwards and will increase in line with staffing levels and salary increases;
 - The forecast outturn position for 2016/17 will be delivered in line with budget holders' projections; and
 - The continued provision of £60,000 per annum split equally between National Park and Navigation for the implementation of the Hickling vision.
- 7.2 A detailed sensitivity analysis for some of these key assumptions is set out below.

Table 3 – Budget Sensitivity Analysis

Assumption	Change in assumption	Approximate financial impact of change £ (+/-)
National Park budget for 2016/17 will be delivered in line with forecast outturn.	1% under / over-spend against National Park budget.	32,000
Navigation budget for 2016/17 will be delivered in line with forecast outturn.	1% under / over-spend against Navigation budget.	31,000
Overall salary increase of 1% in 2017/18.	1% change in salary inflation.	42,000
Boat numbers and distribution remain as predicted in 2017/18.	1% change in navigation toll income.	31,000
National Park Grant in line with notified allocations and no further reduction applied in 2017/18.	1% change in National Park Grant allocation.	33,000

8 Earmarked Reserves

- 8.1 The Authority's earmarked reserves strategy for the period 2017/18 – 2019/20 is set out in Appendix 2. The strategy details the actual balance of earmarked reserves at the end of November 2016, planned expenditure until the end of the financial year, and also provides an analysis of movements in reserves split between national park and navigation in all years to 2019/20.
- 8.2 Earmarked reserves stand at £1,400,048 (navigation £705,332) at the end of November 2016 and are forecast to reduce slightly (to £1,197,919) by the end of the financial year.
- 8.3 Appendix 2 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 1. Planned expenditure from reserves is itemised within Appendix 2 and includes in 2017/18:
- Local Plan examination;
 - Mutford Lock costs from dewatering options;
 - Norfolk Archaeology;
 - Linkflotes;
 - Replacement vehicle;
 - Relocate Dockyard Wet Shed; and
 - Heritage Lottery Fund expenditure (this is refunded through grant claims).
- 8.4 Significant planned expenditure from earmarked reserves in 2018/19 and 2019/20 includes the replacement of seven operational vehicles at an estimated total cost of £77,500 (with £29,830 relating to navigation) and a new Wherry estimated total cost of £107,000 (with £64,200 relating to navigation).

- 8.5 From 2018/19 the revenue budget provides for additional contributions towards building maintenance and repairs at a total cost per annum of £50,000, split £36,000 National Park and £14,000 Navigation. Further information on this is found from section 11 onwards of this report.
- 8.6 Taking account of all these items, the forecast balance of earmarked reserves at the end of 2019/20 is £1,736,919 (navigation £884,862), although it should be noted that expenditure plans for 2018/19 and beyond are likely to be further refined when the financial strategy for 2018/19 is developed later on this year.

9 Pontoons North and South of Boundary Farm Dyke

- 9.1 At the Navigation Committee on 15 December a planning application concerning the removal of piling north and south of Boundary Farm Dyke was discussed. Discussions with the Land owner had revealed that to mitigate the removal of the piling approximately 200 meters of pontoon moorings could be installed but at cost to the Authority. Initial calculations indicated this could be in the region of £150,000. This would be subject to the necessary planning permission being granted and a lease being agreed.
- 9.2 Typically such expenditure would have been funded from the earmarked reserves. However the balance remaining in the property reserves for moorings is only £19,498 following the purchase of land at Acle Marsh and Potter Heigham in 2015/16. There are currently no contributions planned to this reserve, only if there are underspends (previously agreed by members BA 23/01/15 Item 12, 8.7) from the Moorings, Maintenance and Repairs budget at the end of the financial year.
- 9.3 The Moorings, Maintenance and Repairs budget remains fully committed during 2016/17 for Cockshoot and for 2017/18 it has been proposed to be used for the urgent repairs at Hoveton viaduct. With the balances committed in the other reserves for potential Canape bid cashflow and Mutford lock it would be more appropriate for the Authority to borrow additional funds. One option could be to have another loan from the Public Works Loan Board. Rates on their website indicate an interest rate of 2.41% for a 25 year fixed term loan but this and other options would require further investigation to ensure value for money. If members are supportive then further information could be brought to the next meeting, after consultation with the Navigation Committee. It should be noted that there is currently no provision in the budget for this extra expenditure and any additional loan entered into would require the repayment to be built into the budget for future years.

10 Summary

- 10.1 The draft budget presented here incorporates the revised toll structure for navigation charges for 2017/18 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, whilst also making prudent provision for asset maintenance over the life of the strategy

and beyond. Minor adjustments have also been made to reflect the latest staffing forecasts. As a result of all these factors there is no capacity within the budget for additional projects. The National Park budget similarly provides for the continuation of priority works in 2017/18 and to support the delivery phase of the Heritage Lottery Fund Landscape Partnership project and Hickling.

- 10.2 The National Park part of the budget shows a deficit for the next three years. This will be funded from the National Park Reserve resulting in a reserve balance of £922,636 at the end of 2019/20. This balance will be £474,077 above the recommended level. Longer term predictions indicate that the National Park side of the budget will return to a surplus from 2021/22 onwards.
- 10.3 It is important to recognise that the budget as a whole is highly sensitive to changes in salary inflation, as a result of the significant proportion of the budget that is made up of staff costs. The budget is based on a 1% increase in salaries for the period April 2017 to March 2020, however there remains considerable uncertainty in respect of likely future year awards.
- 10.4 The Navigation surplus of £766 allowed for in the 2017/18 budget is lower than previously stated in the tolls review paper (£1,167) but has remained close to it. The savings identified elsewhere has meant the impact on the Navigation budget of proposed additional posts in Communications and ICT has been kept to a minimum. As in previous years it remains the case that the indicative tolls increases in 2018/19 and beyond will need to be revisited during next year's budget setting process to ensure they remain appropriate. This could be as a result of any variations from current assumptions or changes in outturn figures for 2016/17.

11 Asset Management Strategy

- 11.1 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. A fundamental review of the Strategy is scheduled for 2017/18.

12 Asset Management Plan

- 12.1 The Authority's progress in developing its Asset Management Plan was reported to members in January 2014 where for the first time the Authority had collected a complete dataset of all its assets. As a result the Authority reviewed the relevant revenue budgets, and agreed to make financial provisions to a number of ring fenced reserves
- 12.2 As a general principle it was agreed 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.

- 12.3 The Authority agreed to continue to make appropriate annual provision for capital expenditure in the following areas and undertake a fundamental review of each area on a five year rolling programme as set out below:

Area	Completed Year	Next Due
Replacement needs of essential Plant and equipment for Operations team/ Vehicles	2012/ 2016	2020
Replacement of the fleet of patrol Launches	2012	2017
Repair / Maintenance of Authority's navigation furniture and property assets	2013	2018
Repair/Maintenance of Authority's countryside and conservation land and property assets	2015	2019
Structural repairs/replacement of Authority Buildings and Land	2016	2021

13 Buildings

- 13.1 Concertus were appointed in June 2016 as a result of the tender process undertaken for our property consultancy services and between July-September undertook a building survey on each of our buildings, which include public buildings such as visitor centres as well as operational bases. They have subsequently identified and produced a planned maintenance programme for each building which details work required in each year from 2017 until 2021 and future work in the period 2022-26.
- 13.2 Detailed work has been carried out and costs in the detailed programmes have been critically reviewed and assessed. It should be noted that the major capital expenditure items which have been identified as being necessary by our property consultants in the course of the next ten years include the following:
- 13.2.1 Ludham Fieldbase (Operational base and workshop Built -1991/2)
- There is evidence of damage to the roof sheets in isolated locations. The repairs can be carried out replacing individual sheets but we would recommend full replacement in the medium term.
 - Timber framed casement windows run the full length of the elevation. Significant proportion of rot to the lower sections of the frame, cills in particular, and replacements are required.
 - Ground bearing slab smooth finished concrete. The floor has been overpainted but shows evidence of multiple minor damage.
- 13.2.2 Hoveton TIC (Information Centre built – 1982)
- Flooding prevention required and it is recommended to install additional surface drainage to the building frontage, including discharge into local

surface water sewer. Full height (including gable) softwood timber frame, including structural posts and single glazing. Evidence of deterioration to lower sections of the frame, replacement urgently required.

13.2.3 Ludham Boatshed (Boat Shed – Built 1979)

- Cylindrical steel piles with a timber ring beam. The timber superstructure is constructed directly from the timber ring beam. There are visible defects to the timber beam, and the site is subject to regular flooding due to tidal surges. The beam is therefore subject to regular submersion in water and is likely to be deteriorating in areas concealed from view. There is also evidence that the building may be subject to some subsidence. External and internal steel connecting plates are bolted to the beam at external angles, all of these show significant signs of corrosion, and therefore it is recommended that the superstructure is reconstructed.

13.3 The Broads Authority has not previously had regular scheduled maintenance works to its buildings. These surveys have therefore identified a backlog of necessary work. Work that we are able to undertake internally, and from revenue budgets, has been separated from works that would need to be contracted out. The total costs are detailed in Appendix 3. It is anticipated that once a regular programme of maintenance is underway the annual costs will reduce accordingly and the contribution to reserves could accordingly be reduced subject to monitoring and review.

13.4 It is therefore proposed that a total annual provision of £50,000 is made for contribution to property reserves to cover the costs of required external works for Broads Authority assets. Members should note that works over £50,000 are required in the initial years of the programme and will be funded from the existing property reserve. In accordance with previously agreed cost apportionments this annual contribution should be funded £36,000 from National Park Grant and £14,000 from the Navigation budget. It is further proposed that the first year's contributions will be met from the normal maintenance budget and existing property reserves, with suggested contributions starting in 2018/19 to be included in the Financial Strategy.

13.5 Moving forward building managers will be responsible for undertaking building checks each quarter to maintain up to date condition records of our buildings. This will allow us to monitor and review costs. Our property consultants will undertake a review every three years to ensure our maintenance programmes are on track or need adjustment which will allow us to update our annual contributions accordingly.

14 Patrol Launch Replacement

14.1 Following recent disposal of two launches and the purchase of the motor launch Aitken Clark, the Asset Management Plan has been updated to reflect these costs. Members are asked to note that it is proposed to increase the navigation contribution to reserves by £3,000 per annum from 2018/19 as

detailed in Appendix 4. A review of the Ranger Services planned for 2017/18 will also include a review of the launches prior to any further purchase.

15 Navigation Committee Consultation

- 15.1 The Navigation Committee was consulted at their December meeting, and subject to officers reviewing the detail of the recommended works to ensure that the works were not inclusive of unnecessary elements, were supportive of the approach. Officers have completed this review and confirmed that all minor works have been separated out as shown in Appendix 3 for completion as necessary by in house staff, and the main expenditure items have been identified in Section 12.2 for members information.

Background Papers: Nil

Author: Emma Krelle/Angie Leeper
Date of Report: 6 January 2017

Broads Plan Objectives: None

Appendices: APPENDIX 1 - Draft Budget 2017/18 and Financial Strategy to 2019/20

APPENDIX 2 – Earmarked Reserves to 2019/20
APPENDIX 3 – Building Costs
APPENDIX 4 – Launch replacement costs

Row Labels	2015/16			2016/17			2017/18			2018/19			2019/20			2017/18 Apportionment					
	National Park 2015/16 (Actual)	Navigation 2015/16 (Actual)	Consolidated 2015/16 (Actual)	National Park 2016/17 (Latest Available Budget)	Navigation 2016/17 (Latest Available Budget)	Consolidated 2016/17 (Latest Available Budget)	National Park 2016/17 (Forecast Outturn)	Navigation 2016/17 (Forecast Outturn)	Consolidated 2016/17 (Forecast Outturn)	National Park 2017/18 (Budget)	Navigation 2017/18 (Budget)	Consolidated 2017/18 (Budget)	National Park 2018/19 (Budget)	Navigation 2018/19 (Budget)	Consolidated 2018/19 (Budget)	National Park 2019/20 (Budget)	Navigation 2019/20 (Budget)	Consolidated 2019/20 (Budget)	National Park	Navigation	
Income																					
Income																					
National Park Grant	(3,188,952)	0	(3,188,952)	(3,243,802)	0	(3,243,802)	(3,243,802)	0	(3,243,802)	(3,299,595)	0	(3,299,595)	(3,356,348)	0	(3,356,348)	(3,414,078)	0	(3,414,078)	100%	0%	
Hire Craft Tolls	0	(1,068,802)	(1,068,802)	0	(1,079,000)	(1,079,000)	0	(1,053,842)	(1,053,842)	0	(1,073,400)	(1,073,400)	0	(1,100,235)	(1,100,235)	0	(1,127,741)	(1,127,741)	0%	100%	
Private Craft Tolls	0	(1,873,423)	(1,873,423)	0	(1,972,000)	(1,972,000)	0	(1,974,623)	(1,974,623)	0	(2,040,000)	(2,040,000)	0	(2,091,000)	(2,091,000)	0	(2,143,275)	(2,143,275)	0%	100%	
Short Visit Tolls	0	(43,769)	(43,769)	0	(40,089)	(40,089)	0	(40,089)	(40,089)	0	(39,800)	(39,800)	0	(40,795)	(40,795)	0	(41,815)	(41,815)	0%	100%	
Other Toll Income	0	(16,997)	(16,997)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0%	100%	
Interest	(11,201)	(11,201)	(22,402)	(10,000)	(10,000)	(20,000)	(7,500)	(7,500)	(15,000)	(7,500)	(15,000)	(15,000)	(10,000)	(10,000)	(20,000)	(10,000)	(10,000)	(20,000)	50%	50%	
Income Total	(3,200,153)	(3,014,192)	(6,214,345)	(3,253,802)	(3,119,839)	(6,373,641)	(3,251,302)	(3,094,804)	(6,346,106)	(3,307,095)	(3,179,500)	(6,486,595)	(3,366,348)	(3,260,830)	(6,627,178)	(3,424,078)	(3,341,631)	(6,765,708)	51%	49%	
Income Total	(3,200,153)	(3,014,192)	(6,214,345)	(3,253,802)	(3,119,839)	(6,373,641)	(3,251,302)	(3,094,804)	(6,346,106)	(3,307,095)	(3,179,500)	(6,486,595)	(3,366,348)	(3,260,830)	(6,627,178)	(3,424,078)	(3,341,631)	(6,765,708)	51%	49%	
Net Expenditure																					
Operations																					
Construction and Maintenance Salaries	464,437	618,717	1,083,154	408,333	713,717	1,122,050	408,333	713,717	1,122,050	425,364	747,196	1,172,560	433,072	760,648	1,193,720	440,417	773,123	1,213,540	36%	64%	
Construction and Maintenance Salaries (Income)	0	0	0	0	0	0	0	0	0	(1,326)	(3,094)	(4,420)	(1,305)	(3,045)	(4,350)	(1,308)	(3,052)	(4,360)	30%	70%	
Equipment, Vehicles and Vessels	170,308	435,043	605,351	112,650	262,850	375,500	109,950	256,550	366,500	109,950	256,550	366,500	109,950	256,550	366,500	109,950	256,550	366,500	30%	70%	
Equipment, Vehicles and Vessels (Income)	(6,196)	(11,507)	(17,703)	0	0	0	(150)	(350)	(500)	0	0	0	0	0	0	0	0	0	0%	0%	
Water Management	6,222	228,057	234,279	35,000	112,500	147,500	40,000	117,500	157,500	35,000	112,500	147,500	35,000	112,500	147,500	35,000	112,500	147,500	24%	76%	
Water Management (Income)	(4,992)	(1,250)	(6,242)	0	0	0	(5,000)	(5,000)	(10,000)	0	0	0	0	0	0	0	0	0	0%	0%	
Land Management	53,434	0	53,434	57,000	0	57,000	57,000	0	57,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	100%	0%	
Land Management (Income)	(105,450)	0	(105,450)	(95,000)	0	(95,000)	(101,500)	0	(101,500)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	100%	0%	
Practical Maintenance	45,826	474,836	520,662	75,000	345,200	420,200	77,200	345,200	422,400	75,000	362,200	437,200	75,000	372,200	447,200	75,000	372,200	447,200	17%	83%	
Practical Maintenance (Income)	(11,758)	(11,321)	(23,080)	0	(9,000)	(9,000)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0%	100%	
Ranger Services	269,674	514,823	784,497	259,144	455,716	714,860	259,144	455,716	714,860	269,768	472,152	741,920	281,816	492,724	774,540	288,416	502,624	791,040	36%	64%	
Ranger Services (Income)	(21,743)	(32,615)	(54,359)	(14,000)	(21,000)	(35,000)	(14,000)	(21,000)	(35,000)	(17,252)	(25,878)	(43,130)	(17,096)	(25,644)	(42,740)	(17,276)	(25,914)	(43,190)	40%	60%	
Safety	41,576	70,940	112,515	42,517	80,083	122,600	39,523	73,127	112,650	43,919	84,671	128,590	44,114	83,626	127,740	44,031	84,031	128,310	34%	66%	
Safety (Income)	0	(1,251)	(1,251)	0	(9,000)	(9,000)	0	(1,000)	(1,000)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0%	100%	
Asset Management	33,069	67,572	100,641	49,301	75,860	125,160	51,292	77,489	128,780	48,173	74,937	123,110	48,470	75,180	123,650	48,767	75,423	124,190	39%	61%	
Asset Management (Income)	(156)	(3,268)	(3,424)	(550)	(450)	(1,000)	(3,550)	(4,550)	(8,100)	(550)	(2,670)	(3,220)	(550)	(2,670)	(3,220)	(550)	(1,170)	(1,720)	17%	83%	
PRISMA	0	10,027	10,027	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Operational Property	64,845	77,508	142,353	54,251	93,919	148,170	54,251	93,919	148,170	63,451	94,719	158,170	90,251	107,919	198,170	90,251	107,919	198,170	40%	60%	
Operational Property (Income)	(12,826)	(1,800)	(14,626)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	92%	8%	
Operations Management and Admin	53,246	67,768	121,014	53,284	67,816	121,100	53,284	67,816	121,100	76,212	41,828	118,040	78,637	43,023	121,660	80,868	44,122	124,990	65%	35%	
Operations Management and Admin (Income)	(958)	(1,219)	(2,177)	0	0	0	(880)	(1,120)	(2,000)	(2,322)	(1,143)	(3,465)	(2,345)	(1,155)	(3,500)	(2,379)	(1,172)	(3,550)	67%	33%	
Operations Total	1,038,557	2,501,060	3,539,616	1,018,529	2,166,611	3,185,140	1,006,497	2,155,914	3,162,410	1,070,988	2,192,868	3,263,855	1,120,614	2,250,756	3,371,370	1,137,036	2,276,085	3,413,120	33%	67%	
Planning and Resources																					
Development Management	316,147	0	316,147	316,260	0	316,260	316,260	0	316,260	335,270	0	335,270	340,140	0	340,140	345,560	0	345,560	100%	0%	
Development Management (Income)	(157,000)	0	(157,000)	(60,000)	0	(60,000)	(80,000)	0	(80,000)	(80,000)	0	(80,000)	(70,000)	0	(70,000)	(60,000)	0	(60,000)	100%	0%	
Strategy and Projects Salaries	329,935	78,091	408,026	316,399	76,061	392,460	316,399	76,061	392,460	350,410	82,965	433,375	335,790	82,030	417,820	339,491	83,039	422,530	81%	19%	
Strategy and Projects	125,109	1,332	126,441	101,389	3,600	104,989	101,389	3,600	104,989	58,200	1,800	60,000	80,040	3,960	84,000	80,040	3,960	84,000	97%	3%	
Strategy and Projects (Income)	(68,985)	0	(68,985)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	100%	0%	
Biodiversity Strategy	11,631	0	11,631	10,600	0	10,600	10,600	0	10,600	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	100%	0%	
Biodiversity Strategy (Income)	(4,058)	0	(4,058)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Waterways and Recreation Strategy	1,289	13,538	14,827	500	9,000	9,500	500	9,000	9,500	500	9,000	9,500	500	9,000	9,500	34,000	25,500	59,500	5%	95%	
Project Funding	189,562	0	189,562	357,386	0	357,386	340,796	0	340,796	196,291	0	196,291	124,500	0	124,500	124,500	0	124,500	100%	0%	
Project Funding (Income)	(47,180)	0	(47,180)	(201,886)	0	(201,886)	(190,796)	0	(190,796)	(40,791)	0	(40,791)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	100%	0%	
Volunteers	10,612	7,074	17,686	12,000	8,000	20,000	12,000	8,000	20,000	12,000	8,000	20,000	12,000	8,000	20,000	12,000	8,000	20,000	60%	40%	
Volunteers (Income)	(198)	(132)	(330)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	60%	40%	
Finance and Insurance	176,804	159,129	335,933	174,875	162,875	337,750	180,520	167,980	348,500	180,085	168,085	348,170	182,300	170,300	352,600	184,570	172,570	357,140	52%	48%	
Finance and Insurance (Income)	(3,892)	(791)	(4,683)	0	0	0	0	0	0	(3,245)	(3,245)	(6,490)	(3,380)	(3,380)	(6,760)	(3,520)	(3,520)	(7,040)	50%	50%	
Communications	223,792	59,979	283,771	204,645	63,605	268,250	204,645	63,605	268,250	250,277	82,173	332,450	245,844	84,476	330,320	249,192	85,928	335,120	75%	25%	
Communications (Income)	(18,247)	(255)	(18,502)	0	0	0	0	0	0	(2,760)	(1,360)	(4,120)	(1,013)	(2,057)	(3,070)	(2,077)	(1,023)	(3,100)	67%	33%	
Visitor Centres and Yacht Stations	326,625	128,335	454,960	321,595	125,835	447,430	321,595	125,835	447,430	315,805	135,765	451,570	315,313	135,668	450,980	317,015	136,665	453,680	70%	30%	
Visitor Centres and Yacht Stations (Income)	(177,702)	(67,165)	(244,867)	(172,500)	(60,000)	(232,500)	(172,500)	(60,000)	(232,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	75%	25%	
Collection of Tolls	0	115,887	115,887	0	122,230	122,230	0	122,230	122,230	0	128,550	128,550	0	132,030	132,030	0	134,500	134,500	0%	100%	
ICT	188,199	92,311	280,510	184,538	90,892	275,430	179,044	88,186	267,230	204,256	100,604	304,860	212,571	104,699	317,270	214,547	105,673	320,220	67%	33%	
Head Office, Office Expenses and Pool Vehicles	188,649	78,901	267,550	208,400	87,448	295,848	197,263	82,730	279,993	198,268	83,390	281,658	198,268	83,390	281,658	198,268	83,390	281,658	70%	30%	
Planning and Resources Management and Admin	119,626	51,401	171,028	120,520	53,040	173,560	117,020	51,540	168,560	123,115	54,255	177,370	124,760	55,015	179,775	125,911	55,530	181,441	69%	31%	

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	STEP	HLF	PRISMA	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2013/14											
	Balance 31 March 2014	(568,100)	(217,282)	(138,723)	(621,240)	(7,983)	0	(244,953)	(861,458)	(936,823)	(1,798,281)
2014/15	Balance 31 March 2015	(582,589)	(239,080)	(168,723)	(463,794)	0	0	(170,648)	(668,717)	(956,115)	(1,624,833)
	Balance 01 April 2015	(586,756)	(240,790)	(169,930)	(424,080)	0	0	(171,869)	(630,470)	(962,954)	(1,593,424)
	Balance 01 April 2016	(360,603)	(302,225)	(201,675)	(423,886)	0	(55,956)	(0)	(679,020)	(665,323)	(1,344,343)
2016/17	Contributions to Reserves to 31/10/16										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000552)	(1,000)	0	0	0	0	0	0	0	(1,000)	(1,000)
	Launches (LAU000451)	0	(15,000)	0	0	0	0	0	0	(15,000)	(15,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0	0	0	0	(46,000)	0	(46,000)
	Launch sale (LAU000451)	0	(13,333)	0	0	0	0	0	0	(13,333)	(13,333)
	Dockyard sale income (VES000552)	0	(2,433)	0	0	0	0	0	(730)	(1,703)	(2,433)
	Section 106 Income (DVM000552)	0	0	0	(31,972)	0	0	0	(31,972)	0	(31,972)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	(71,809)	0	(71,809)	0	(71,809)
	Heritage Lottery Fund (HLF000451)	0	0	0	0	0	(50,000)	0	(50,000)	0	(50,000)
	Upper Thurne Project work (UTE000451)	0	0	0	(19,000)	0	0	0	(19,000)	0	(19,000)
	Upper Thurne income (UTE000552)	0	0	0	(1,857)	0	0	0	(1,857)	0	(1,857)
	External Contribution towards Enjoy the Broads website (CO	0	0	0	(3,000)	0	0	0	(3,000)	0	(3,000)
	Contributions from Reserves to 31/10/16										
	Fit out 2nd launch hull final 40% (LAU000450)	0	42,444	0	0	0	0	0	0	42,444	42,444
	3rd Wherry final 10% (VES000450)	0	11,300	0	0	0	0	0	3,390	7,910	11,300
	Linkflotes (VES000450)	0	55,776	0	0	0	0	0	16,733	39,043	55,776
	Weedharvester (VES000450)	0	30,000	0	0	0	0	0	9,000	21,000	30,000
	Small tools (VES000450)	0	1,917	0	0	0	0	0	575	1,342	1,917
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500	0	0	0	3,500	0	3,500
	Replace DU11 EFL - Rangers (RAN000450)	0	19,956	0	0	0	0	0	11,974	7,982	19,956
	Consultants to cost dewatering options (MLK000450)	(5,000)	0	0	0	0	0	0	0	(5,000)	(5,000)
	Old workshop refurbishment (PRM009450)	0	0	20,751	0	0	0	0	6,225	14,525	20,751
	3 Rivers way cycle scheme (REC000450)	0	0	0	65,000	0	0	0	65,000	0	65,000
	Document Management System (ICT000450)	0	0	0	5,972	0	0	0	5,972	0	5,972
	Enjoy the Broads website (COM000450)	0	0	0	5,325	0	0	0	5,325	0	5,325
	Broads Plan (BPL000450)	0	0	0	400	0	0	0	400	0	400
	Local Plan (POL000450)	0	0	0	20	0	0	0	20	0	20
	Planning injunction costs (DVM000450)	0	0	0	23,645	0	0	0	23,645	0	23,645
	Upper Thurne Project work (UTE000450)	0	0	0	70	0	0	0	70	0	70
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	114,622	0	114,622	0	114,622
	Actual Balance 30/11/16	(437,603)	(312,596)	(210,924)	(375,782)	0	(63,142)	(0)	(694,717)	(705,331)	(1,400,048)
	Contributions to Reserves to 31/03/17										
	Mutford Lock Rent (MLK000552)	(1,000)	0	0	0	0	0	0	0	(1,000)	(1,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	(96,972)	0	(96,972)	0	(96,972)
	Contributions from Reserves to 31/03/17										
	Replace AP56 EJM - Pool Van (PCP000450)	0	12,000	0	0	0	0	0	8,040	3,960	12,000
	Replace CM&E DU61 NUX (VEH000450)	0	20,000	0	0	0	0	0	12,000	8,000	20,000
	Linkflotes (VES000450)	0	60,224	0	0	0	0	0	18,067	42,157	60,224
	Small tools (VES000450)	0	18,083	0	0	0	0	0	5,425	12,658	18,083
	Irstead Boat House repairs (BHB000450)	0	0	30,000	0	0	0	0	12,000	18,000	30,000
	Consultants to cost dewatering options (MLK000450)	15,000	0	0	0	0	0	0	0	15,000	15,000
	Old workshop refurbishment (PRM009450)	0	0	3,249	0	0	0	0	975	2,275	3,249
	Document Management System (ICT000450)	0	0	0	5,015	0	0	0	5,015	0	5,015
	Enjoy the Broads website (COM000450)	0	0	0	18,375	0	0	0	18,375	0	18,375
	Broads Plan (BPL000450)	0	0	0	3,000	0	0	0	3,000	0	3,000
	Local Plan (POL000450)	0	0	0	37,981	0	0	0	37,981	0	37,981
	Re-thatch John Cobbs Cottage costs unknown	0	0	0	0	0	0	0	0	0	0
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	77,174	0	77,174	0	77,174
	Forecast Balance 01 April 2017	(423,603)	(202,289)	(177,675)	(311,412)	0	(82,940)	(0)	(593,637)	(604,282)	(1,197,919)

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	STEP	HLF	PRISMA	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2017/18	<u>Contributions to Reserves to 31/03/18</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0	0	0	0	0	(2,000)	(2,000)
	Launches (LAU000451)	0	(15,000)	0	0	0	0	0	0	(15,000)	(15,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0	0	0	0	(46,000)	0	(46,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)	0	0	0	(19,000)	0	(19,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	(27,144)	0	(27,144)	0	(27,144)
	Heritage Lottery Fund (HLF000451)	0	0	0	0	0	(50,000)	0	(50,000)	0	(50,000)
	<u>Contributions from Reserves to 31/03/18</u>										
	Local Plan Inspection	0	0	0	60,000	0	0	0	60,000	0	60,000
	Mutford Lock costs from dewatering options (MLK000450)	8,500	0	0	0	0	0	0	0	8,500	8,500
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500	0	0	0	3,500	0	3,500
	Linkflotes (VES000450)	0	116,000	0	0	0	0	0	46,400	69,600	116,000
	Replace CM&E AO06 XPF (VEH000450)	0	15,000	0	0	0	0	0	10,050	4,950	15,000
	Relocate Dockyard Wet Shed	0	0	60,000	0	0	0	0	18,000	42,000	60,000
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	27,144	0	27,144	0	27,144
	Forecast Balance 01 April 2018	(488,103)	(227,289)	(147,675)	(266,912)	0	(132,940)	(0)	(628,467)	(634,452)	(1,262,919)
2018/19	<u>Contributions to Reserves to 31/03/19</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0	0	0	0	0	(2,000)	(2,000)
	Launches (LAU000451)	0	(18,000)	0	0	0	0	0	0	(18,000)	(18,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0	0	0	0	(46,000)	0	(46,000)
	Building repairs (PRM000450)	0	0	(50,000)	0	0	0	0	(36,000)	(14,000)	(50,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)	0	0	0	(19,000)	0	(19,000)
	<u>Contributions from Reserves to 31/03/19</u>										
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500	0	0	0	3,500	0	3,500
	Replacement of three Yare House pool vehicles (one Kangoo)	0	36,000	0	0	0	0	0	24,120	11,880	36,000
	Peugeot Boxer dropside for CM&E	0	14,000	0	0	0	0	0	9,380	4,620	14,000
		0	0	0	0	0	0	0	0	0	0
	Forecast Balance 01 April 2019	(561,103)	(336,289)	(227,675)	(282,412)	0	(132,940)	(0)	(750,247)	(790,172)	(1,540,419)
2019/20	<u>Contributions to Reserves to 31/03/19</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0	0	0	0	0	(2,000)	(2,000)
	Launches (LAU000451)	0	(18,000)	0	0	0	0	0	0	(18,000)	(18,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	Building repairs (PRM000450)	0	0	(50,000)	0	0	0	0	(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0	0	0	0	(46,000)	0	(46,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)	0	0	0	(19,000)	0	(19,000)
	<u>Contributions from Reserves to 31/03/20</u>										
	Replace Wherry Onward (VES000450)	0	107,000	0	0	0	0	0	42,800	64,200	107,000
	Replacement of two Yare House pool vehicles (two Smart)	0	16,000	0	0	0	0	0	10,720	5,280	16,000
	Replace CME Transit Van	0	11,500	0	0	0	0	0	3,450	8,050	11,500
	Forecast Balance 01 April 2020	(634,103)	(360,789)	(307,675)	(301,412)	0	(132,940)	(0)	(852,057)	(884,862)	(1,736,919)

Projected Broads Authority Building Costs

Appendix 3

BUILDING	% Budget Allocation		YEAR & EXTERNAL COST					FUTURE COST	TOTAL EXT.Costs	NAV BDGT	NPG BDGT		YEAR & INTERNAL COST					FUTURE COST	TOTAL INT.Costs	TOTAL COSTS
	NAV	NPG	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6-10					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6-10		
			2017	2018	2019	2020	2021	2022-2026					2017	2018	2019	2020	2021	2022-2026		
Dockyard (FH)	70	30	0	0	10000	9200	12920	7535	39655	27759	11897		64350	244180	8010	2930	48305	39655	415575	455230
Buttles Barn (LH)	0	100	3000	1800	4000	1800	1800	9000	21400	0	21400		5400	1200	1200	1200	1200	17000	27200	48600
Island Cottage, Beccles(LH)	70	30	2500	0	0	200	0	0	2700	1890	810		1550	8900	950	150	2350	6400	20300	23000
Whitlingham Barn(LH)	0	100	2300	9600	3450	6900	15100	8000	45350	0	45350		4700	6100	9610	8500	600	21300	50810	96160
Ludham Fieldbase(LH/ Out)	8	92	41780	54510	18250	600	52200	3200	170540	13643	156897		3130	23720	28220	11020	1120	13910	81120	251660
Barton Toilets/Car Park	0	100	350	850	350	350	7050	1600	10550	0	10550		7500	2250	17200	1050	14960	6000	48960	59510
Hoveton TIC(FH)	0	100	11100	11150	2700	9800	300	26490	61540	0	61540		650	8550	1990	7950	4000	4190	27330	88870
Ranworth TIC(LH/Out)	45	55	150	150	4150	150	150	750	5500	2475	3025		4560	8760	7160	6810	3260	22640	53190	58690
Toad Hole Cottage	0	100	12000	15500	0	0	1500	400	29400	0	29400		1800	2900	15500	5830	2900	16100	45030	74430
How Hill Boat Shed	0	100	300	300	300	300	2800	1500	5500	0	5500		350	2450	3650	950	1300	2950	11650	17150
Wroxham Boat Shed	100	0	540	540	540	540	3040	2700	7900	7900	0		3000	1355	2750	800	675	950	9530	17430
Ludham Boat Shed	100	0	900	6300	50700	300	3300	1500	63000	63000	0		2010	5000	800	600	1600	15000	25010	88010
Dockyard Boat Shed	100	0	300	300	300	300	2800	1500	5500	5500	0		13800	300	3800	300	2800	1500	22500	28000
Irstead Boat Shed	100	0								0	0									0
John Fox Cottage	70	30	12000	0	0	0	0	0	12000	8400	3600		14320	7600	0	0	0	0	21920	33920
Totals			87220	101000	94740	30440	102960	64175	480535	130567	349968		127120	323265	100840	48090	85070	167595	860125	1340660
							annual contribution			13057	34997									

Ludham Fieldbase the majority of the work in 2017 s/be completed under the lease agreement by the tenant

Hoveton TIC has been allocated £25,000 from Project Development Group for intial repairs

Launch replacement Strategy

Appendix 4

Item/ built	Condition	Original schedule	40yr replacement	Comments	Income received from sale	Actual/ Budget replacement cost	valuation date
M/L Yare	Ageing hull and structure requiring £1k extra on refit each year on average, ongoing engine issues including water pump problems 2016	2021	2021/2061			100,000	
M/L Waveney	Ageing hull and structure, problems ongoing after initial build with checkerboarding on top of wood leading to rotting, ongoing engine problem and general wear and tear in 2016, problems with gear linkages. Priority to be reviewed.	2018	2025/ 2065			100,000	
M/L Ant	Hull and structure in fair condition, some wear and tear, steering cam replaced 2016	2029	2028/ 2068			100,000	
M/L Wensum	Hull and structure in good condition, ongoing intermittent problems with gear linkages 2016	2025	2031/ 71			100,000	
Charles Collier 1997	15yrs old. Hull and structure in good condition, electrics associated with electric engine need replacing, in 2016 refit	2035	2037 / 2077	assessment on batteries for electric engine to be reviewed		100,000	
Spirit of Breydon 2013	new 2013	2050	2046/ 2093			120,000	2013
Martin Broom 2013	Good	2050	2053 / 2093			85,288	2013
Aiken Clark 2016	Good	-	2056/ 2096			102,983	2016
M/L Chet				SOLD	13,332.50		
M/L Thurne				SOLD	14,583.33		
M/L Barton				SOLD	11,666.67		