

## Navigation Charges 2015/16 and Draft Financial Strategy to 2017/18

Report by Chief Executive, Director of Operations and Head of Finance

**Summary:** This report sets out information for the Committee to consider its views on the shape of the Financial Strategy for navigation income and expenditure for 2015/16 to 2017/18, and options for the Committee to consider both for the Strategy and next year's navigation charges.

Thus a Baseline Financial Strategy for the next three years demonstrates that an **increase in navigation income of 1.7%** annually for the next three years would, subject to boat numbers continuing to remain relatively stable, allow the Authority to continue to deliver current levels of service and make provision for the necessary replacement of vehicles, vessels and equipment. It also reflects the proposals set out in the Mooring Strategy Review Update earlier on this agenda.

At the last meeting the Committee supported in principle the need for a long term project to dredge Hickling Broad. If the first part of this project is to start next year with pump dredging into the Duck Broad Island then a 2.9% increase would be necessary in 2015/16 and the same in the following two years if the project were to continue. There is time before decisions have to be made for 2016/17 and 2017/18 for more detailed project plans to be developed and evaluated.

The Baseline Strategy does not make provision for funding significant waste collection or developing new moorings which have also been discussed by the Committee.

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

The Committee's views are sought on the level of charges for next year and the overall Financial Strategy for the next three years.

## 1 Context

- 1.1 The current predictions for navigation income in the current year are very much in line with the approved budget. However, within these figures there is a reduction in hire boat income of approximately £45,000 and offset by a similar above budget increase for private craft. The latest boat figures show

hire motor cruisers reducing by 25 and private motor cruisers currently 43 up on the 1 November 2013 figure.

- 1.2 Navigation expenditure is similarly on target and the forecast outturn position for 2014/15 anticipates a small deficit within the navigation budget of £11,032. This would result in a navigation reserve balance of approximately £279,000 at the end of the year, and £271,000 after year-end adjustments. This balance equates to 9.1% of net expenditure and is slightly below the recommended level of 10%. The Baseline Financial Strategy takes into account this forecast outturn position and makes proposals which will restore the balance of the navigation reserve in 2015/16.

## 2 **Draft Financial Strategy**

- 2.1 A Baseline Financial Strategy has been constructed which takes account of the following four key factors:

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

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

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

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

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

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

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

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

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

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

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

- Navigation tolls will be collected in line with budget and a flat rate increase applied for 2015/16 on the existing 2014/15 structure;
- Boat numbers and dispositions will remain in line with those experienced in 2014/15;
- National Park Grant will be received in line with allocations, with no further reduction applied after 2015/16, although it is recognised that there remains significant pressure on public finances and as such a reduction cannot be ruled out;
- Salary increases have been allowed based on the latest offer from Local Government Employers. This incorporates a 2.2% pay award for the period January 2015 to March 2016, with no backdating to April 2014. Salary increases for subsequent years have been allowed at 1% in 2016/17 and 1.5% in 2017/18;
- The efficiencies from the restructuring due to be completed in March 2015 will be realised in line with the currently projected levels of savings;
- Changes to National Insurance arrangements as a result of the cessation of the contracted out rate for the state second pension will go ahead. These are forecast to cost an additional £70,000 annually for the Authority as a whole from 2016/17 and these changes have been factored into the staffing costs included in the Strategy. There has been no indication that the Government will seek to mitigate the impact of these changes for Local Authorities; and

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

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

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

	2015/16			2016/17			2017/18		
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated
National Park Grant	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)
Navigation Tolls	0	(2,997,930)	(2,997,930)	0	(3,048,895)	(3,048,895)	0	(3,100,726)	(3,100,726)
Other income	(17,500)	(36,250)	(53,750)	(20,000)	(38,750)	(58,750)	(20,000)	(38,750)	(58,750)
<b>Total Income</b>	<b>(3,206,452)</b>	<b>(3,034,180)</b>	<b>(6,240,632)</b>	<b>(3,208,952)</b>	<b>(3,087,645)</b>	<b>(6,296,597)</b>	<b>(3,208,952)</b>	<b>(3,139,476)</b>	<b>(6,348,428)</b>
Operations	1,013,912	2,054,884	3,068,795	992,159	2,148,236	3,140,395	1,005,884	2,173,452	3,179,335
Planning and Resources	1,799,557	715,901	2,515,458	1,818,203	728,865	2,547,068	1,839,400	737,108	2,576,508
Chief Executive	281,096	149,494	430,590	287,703	153,287	440,990	292,418	156,032	448,450
Corporate Items	67,200	44,800	112,000	82,200	54,800	137,000	100,200	66,800	167,000
<b>Total Expenditure</b>	<b>3,161,765</b>	<b>2,965,079</b>	<b>6,126,843</b>	<b>3,180,265</b>	<b>3,085,188</b>	<b>6,265,453</b>	<b>3,237,902</b>	<b>3,133,392</b>	<b>6,371,293</b>
<b>Net (Surplus) / Deficit</b>	<b>(44,687)</b>	<b>(69,101)</b>	<b>(113,789)</b>	<b>(28,687)</b>	<b>(2,457)</b>	<b>(31,143)</b>	<b>28,950</b>	<b>(6,084)</b>	<b>22,865</b>
<b>Opening Reserves (Forecast)</b>	<b>(671,611)</b>	<b>(271,239)</b>	<b>(942,850)</b>	<b>(707,549)</b>	<b>(331,590)</b>	<b>(1,039,139)</b>	<b>(726,235)</b>	<b>(324,047)</b>	<b>(1,050,282)</b>
(Surplus) / Deficit for the year	(44,687)	(69,101)	(113,789)	(28,687)	(2,457)	(31,143)	28,950	(6,084)	22,865
Interest transfer	8,750	8,750	17,500	10,000	10,000	20,000	10,000	10,000	20,000
<b>Closing Reserves (Forecast)</b>	<b>(707,549)</b>	<b>(331,590)</b>	<b>(1,039,139)</b>	<b>(726,235)</b>	<b>(324,047)</b>	<b>(1,050,282)</b>	<b>(687,285)</b>	<b>(320,131)</b>	<b>(1,007,416)</b>

### **3 Evaluation of Options for Navigation Charges**

- 3.1 The feasibility of a nil (0%) increase in navigation charges in 2015/16 has been explored by officers. Although this would deliver a surplus budget in 2015/16 of £18,988, it is not considered sustainable as it would leave the navigation reserve at a level of 9.5% of net expenditure at the end of the year. This deficit would need to be restored in 2016/17. The lower reserve position would be compounded by the expected changes in National Insurance coming into effect in 2016/17, meaning that an increase of at least 4.6% would be required in that year to meet these additional costs and maintain / restore the reserve to the minimum level of 10%. It is therefore not considered prudent to budget for a nil increase in 2015/16, but instead to mitigate the risk of any excessive movements in tolls and to maintain a steady percentage increase across the life of the Strategy.
- 3.2 The Draft Baseline Strategy demonstrates that a 1.7% increase per annum over the lifetime of the Strategy would enable the Authority to fulfil its existing commitments and contribute to the costs of maintaining the asset base over a ten year period. However this would leave no capacity for additional projects such as dredging Hickling Broad, identified as a priority at the last meeting, the provision of new moorings or the costs of significant waste collection.
- 3.3 At their meeting in September, Members indicated the desire to progress with dredging works in Hickling Broad. Initial planning for this project suggests that this would represent a long-term commitment by the Authority, potentially requiring activity over a ten year period. Officers are currently developing strategic plans for a project at Hickling Broad, to include navigation dredging, erosion protection measures, restoration of lost reed swamp margins and the potential reinstatement of eroded islands. Provided that permissions and consents can be achieved with all interested parties, it is intended that the works could then be delivered in distinct phases, but each element contributing to the agreed strategic plan. If work is to start in the next financial year £60,000 additional expenditure would be required in 2015/16 to fund priority pump dredging to fill the remaining voids in the Duck Broad island. A similar amount would be required in subsequent years for the purchase of appropriate materials and the further use of contractors would also likely be required. If this project were to be progressed in 2015/16, the Dredging budget within Water Management would be increased from £70,000 to £130,000 in all three years of the Strategy. This would require a navigation charges total increase of 2.9% in each year to deliver the additional activity and maintain navigation reserves at an appropriate level (2015/16: 10.1%; 2016/17: 9.9%; and 2017/18: 11.2%). It is possible that any external funder would view the dredging of the navigation area as a statutory duty and would therefore be unlikely to fund it, however as we have seen from the Prisma project there may be ways to develop the project and maximise its wider benefits to attract funding. The ability to use navigation expenditure as the matching element for an external bid would be required and it is therefore suggested that this should be further explored as part of the work in developing project options using the outcome of the Lake Review work before committing to Years 2 and 3.

- 3.4 Members have also discussed the potential for the Authority to become involved in the provision of waste collection services at moorings. No provision has been made in the Strategy but this activity could cost £2-3,000 per site, per year, as discussed in the Waste report on this agenda.

#### **4 Apportionment of Costs between Navigation and National Park**

- 4.1 Apportionments between Navigation and National Park have been adjusted within the Operations directorate to reflect the proposed apportionment endorsed by the Committee at its last meeting and subsequently approved by the Broads Authority. In addition the apportionment of Legal budgets has been adjusted to reflect the latest actual split of activity (legal costs are always apportioned in line with actual use). Legal budgets are shown within the Chief Executive's department from 2015/16 to reflect the new structure for this area. All other apportionments are consistent with the principles agreed by the Resources Allocation Working Group.
- 4.2 Full details of apportionments by budget line for 2015/16 are set out in Appendix 1. The overall split of proposed net expenditure in 2015/16 is 52% national park and 48% navigation, which is very much consistent with the forecast split of income standing at 51% to 49% for the same period.

#### **5 Summary**

- 5.1 The Authority is in the position where it both hoped and planned to be, so that after the investment in the purchase and development of the Dockyard and the transfer of responsibility for Breydon Water, annual toll increases to maintain the status quo would be broadly in line with inflation and above inflationary increases used to fund investment in new facilities and exceptional items.
- 5.2 The draft Strategy sets out a sustainable baseline for the budget which is designed to allow the Authority to continue to deliver priority navigation activities at the required level, whilst also making provision for asset maintenance over the life of the Strategy. The proposed increase in tolls, which is lower than the 3% projected in the 2014/15 Strategy, has been made possible due to the lower assumptions about salary inflation which are now being applied based on the latest available information. It is important to recognise that the draft Strategy as a whole is highly sensitive to changes in salary inflation, as a result of the significant proportion of the budget that is made up from staff costs. It should also be noted that this Strategy has been prepared in the context of an unknown salary settlement for the current year, 2014/15, and extremely limited information in respect of likely future year awards. The surplus of £69,101 allowed for in the 2015/16 budget is therefore essential to restore the balance of the navigation reserve and provide some flexibility to respond to any higher than anticipated salary inflation. Nevertheless, there remains the possibility that the indicative tolls increases in 2016/17 and beyond could need to be revisited during the next year's budget

setting process in the event of significant salary variations from the current assumptions.

- 5.3 It is therefore considered that a minimum increase of 1.7% represents a prudent and appropriate level of increase for this Financial Strategy. Members' views are sought with regard to the proposed additional dredging activity to be delivered at Hickling, which would necessitate an increase of 2.9% next year. Prior to the Authority making any commitment for the following years, officers will have considered the outputs of the Lake Review and completed further development of potential projects.

Background Papers:	Nil
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Broads Plan Objectives:	None
Appendices:	APPENDIX 1 – Draft Financial Strategy 2015/16 – 2017/18



Row Labels	2013/14			2014/15			2015/16			2016/17			2017/18			2015/16 Apportionment				
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation			
	2013/14 (Actual)	2013/14 (Actual)	2013/14 (Actual)	2014/15 (Latest Available Budget)	2014/15 (Latest Available Budget)	2014/15 (Latest Available Budget)	2014/15 (Forecast Outturn)	2014/15 (Forecast Outturn)	2014/15 (Forecast Outturn)	2015/16 (Budget)	2015/16 (Budget)	2015/16 (Budget)	2016/17 (Budget)	2016/17 (Budget)	2016/17 (Budget)	2017/18 (Budget)	2017/18 (Budget)	2017/18 (Budget)	National Park	Navigation
Income																				
Income																				
National Park Grant	(3,580,545)	0	(3,580,545)	(3,245,393)	0	(3,245,393)	(3,245,393)	0	(3,245,393)	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)	(3,188,952)	0	(3,188,952)	100%	0%
Hire Craft Tolls	0	(1,084,910)	(1,084,910)	0	(1,118,300)	(1,118,300)	0	(1,072,296)	(1,072,296)	0	(1,090,525)	(1,090,525)	0	(1,109,064)	(1,109,064)	0	(1,127,918)	(1,127,918)	0%	100%
Private Craft Tolls	0	(1,746,898)	(1,746,898)	0	(1,792,100)	(1,792,100)	0	(1,837,800)	(1,837,800)	0	(1,869,042)	(1,869,042)	0	(1,900,816)	(1,900,816)	0	(1,933,130)	(1,933,130)	0%	100%
Short Visit Tolls	0	(39,813)	(39,813)	0	(37,721)	(37,721)	0	(37,721)	(37,721)	0	(38,363)	(38,363)	0	(39,015)	(39,015)	0	(39,678)	(39,678)	0%	100%
Other Toll Income	0	(20,383)	(20,383)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0%	100%
Interest	(10,773)	(10,773)	(21,546)	(15,000)	(15,000)	(30,000)	(15,000)	(15,000)	(30,000)	(17,500)	(17,500)	(35,000)	(20,000)	(20,000)	(40,000)	(20,000)	(20,000)	(40,000)	50%	50%
Income Total	(3,591,318)	(2,902,777)	(6,494,095)	(3,260,393)	(2,981,871)	(6,242,264)	(3,260,393)	(2,981,567)	(6,241,960)	(3,206,452)	(3,034,180)	(6,240,632)	(3,208,952)	(3,087,645)	(6,296,597)	(3,208,952)	(3,139,476)	(6,348,428)	51%	49%
Income Total	(3,591,318)	(2,902,777)	(6,494,095)	(3,260,393)	(2,981,871)	(6,242,264)	(3,260,393)	(2,981,567)	(6,241,960)	(3,206,452)	(3,034,180)	(6,240,632)	(3,208,952)	(3,087,645)	(6,296,597)	(3,208,952)	(3,139,476)	(6,348,428)	51%	49%
Net Expenditure																				
Operations																				
Construction and Maintenance Salaries	497,067	573,415	1,070,482	499,036	575,734	1,074,770	499,036	575,734	1,074,770	459,760	628,981	1,088,740	429,936	699,884	1,129,820	438,921	714,149	1,153,070	42%	58%
Equipment, Vehicles and Vessels	68,127	297,573	365,700	108,891	296,109	405,000	108,891	296,109	405,000	114,550	278,450	393,000	117,900	275,100	393,000	117,900	275,100	393,000	29%	71%
Equipment, Vehicles and Vessels (Income)	(1,144)	(28,957)	(30,101)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Water Management	11,407	132,037	143,444	5,000	62,500	67,500	3,685	62,500	66,185	5,000	70,000	75,000	5,000	70,000	75,000	5,000	70,000	75,000	7%	93%
Water Management (Income)	(3,963)	(18,675)	(22,638)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	84,567	0	84,567	60,750	0	60,750	60,750	0	60,750	49,000	0	49,000	49,000	0	49,000	49,000	0	49,000	100%	0%
Land Management (Income)	(144,140)	0	(144,140)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	100%	0%
Practical Maintenance	37,102	354,490	391,592	29,000	324,205	353,205	29,000	323,627	352,627	29,000	357,035	386,035	29,000	357,035	386,035	29,000	357,035	386,035	8%	92%
Practical Maintenance (Income)	(2,188)	(20,267)	(22,455)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0	(7,000)	(7,000)	0%	100%
Ranger Services	263,182	522,990	786,172	252,404	445,606	698,010	252,404	445,606	698,010	251,964	444,946	696,910	262,036	460,054	722,090	267,652	468,478	736,130	36%	64%
Ranger Services (Income)	(73,828)	(10,972)	(84,800)	(25,000)	(10,000)	(35,000)	(25,000)	(10,000)	(35,000)	(14,000)	(21,000)	(35,000)	(14,000)	(21,000)	(35,000)	(14,000)	(21,000)	(35,000)	40%	60%
Safety	25,353	48,184	73,537	22,572	63,328	85,900	22,572	63,328	85,900	22,592	63,368	85,960	23,093	64,387	87,480	23,328	64,862	88,190	26%	74%
Safety (Income)	(182)	(1,890)	(2,072)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0	(9,000)	0	0	(9,000)	(9,000)	0	0	(9,000)	0%	100%
Asset Management	37,415	73,295	110,710	40,220	65,430	105,650	47,095	71,055	118,150	40,842	65,939	106,780	42,222	67,068	109,290	43,361	68,000	111,360	38%	62%
Asset Management (Income)	(22)	(1,218)	(1,240)	(550)	(450)	(1,000)	(550)	(450)	(1,000)	(550)	(450)	(1,000)	(550)	(450)	(1,000)	(550)	(450)	(1,000)	55%	45%
Volunteers	41,524	17,796	59,320	43,638	18,702	62,340	43,638	18,702	62,340	39,402	26,268	65,670	39,774	26,516	66,290	40,404	26,936	67,340	60%	40%
Volunteers (Income)	(175)	(75)	(250)	(700)	(300)	(1,000)	(700)	(300)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	60%	40%
PRISMA	0	0	0	0	10,410	10,410	0	10,410	10,410	0	0	0	0	0	0	0	0	0	0%	0%
PRISMA (Income)	0	0	0	0	(10,410)	(10,410)	0	(10,410)	(10,410)	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	127,479	153,839	281,318	88,902	85,461	174,363	89,024	85,339	60,960	87,211	148,170	54,251	93,919	148,170	54,251	93,919	148,170	41%	59%	
Operational Property (Income)	(37,583)	(46,364)	(83,947)	(10,304)	(896)	(11,200)	(4,600)	(400)	(5,000)	(10,120)	(880)	(11,000)	(12,420)	(1,080)	(13,500)	(16,100)	(1,400)	(17,500)	92%	8%
Operations Management and Admin	52,118	66,332	118,450	56,118	71,422	127,540	56,118	71,422	127,540	56,113	71,417	127,530	57,517	73,203	130,720	58,318	74,222	132,540	44%	56%
Operations Total	982,116	2,111,533	3,093,649	1,079,977	1,980,851	3,060,828	1,091,363	1,986,272	3,077,635	1,013,912	2,054,884	3,068,795	992,159	2,148,236	3,140,395	1,005,884	2,173,452	3,179,335	33%	67%
Planning and Resources																				
Development Management	308,579	0	308,579	294,910	0	294,910	294,910	0	294,910	317,840	0	317,840	329,300	0	329,300	335,960	0	335,960	100%	0%
Development Management (Income)	(77,340)	0	(77,340)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	(60,000)	0	(60,000)	100%	0%
Strategy and Projects Salaries	384,217	75,943	460,160	348,274	65,947	414,221	338,103	63,566	401,669	291,435	59,605	351,040	291,410	60,350	351,760	297,019	61,392	358,410	83%	17%
Strategy and Projects (Income)	65,547	30	65,577	42,020	0	42,020	42,020	0	42,020	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	100%	0%
Strategy and Projects (Income)	(27,155)	(1,643)	(28,798)	(27,500)	0	(27,500)	(39,000)	0	(39,000)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	100%	0%
Biodiversity Strategy	16,885	0	16,885	77,298	0	77,298	77,298	0	77,298	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	100%	0%
Biodiversity Strategy (Income)	(7,899)	0	(7,899)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Legal	80,952	22,570	103,522	78,000	42,000	120,000	78,000	42,000	120,000	0	0	0	0	0	0	0	0	0	0%	0%
Waterways and Recreation Strategy	733	11,601	12,334	6,000	9,000	15,000	6,000	9,000	15,000	500	9,000	9,500	500	9,000	9,500	500	9,000	9,500	5%	95%
Project Funding	139,611	0	139,611	148,645	26,970	175,615	98,645	26,970	175,615	174,500	0	174,500	174,500	0	174,500	174,500	0	174,500	100%	0%
Project Funding (Income)	(74,667)	0	(74,667)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	100%	0%
Sustainable Development Fund	299,504	0	299,504	12,000	0	12,000	12,000	0	12,000	0	0	0	0	0	0	0	0	0	0%	0%
Finance and Insurance	193,275	158,141	351,416	188,382	158,187	346,569	188,382	158,187	346,569	175,615	160,885	336,500	176,855	164,855	341,710	174,995	162,995	337,990	52%	48%
Communications	258,170	88,057	346,227	238,212	78,048	316,260	247,112	82,548	329,660	194,282	60,548	254,830	193,846	62,195	256,040	194,642	63,168	257,810	76%	24%
Communications (Income)	(20,155)	(4,512)	(24,667)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Visitor Centres and Yacht Stations	312,029	121,301	433,330	325,433	125,228	450,660	325,433	125,228	450,660	327,800	129,720	457,520	327,548	128,573	456,120	333,088	131,753	464,840	72%	28%
Visitor Centres and Yacht Stations (Income)	(123,735)	(54,369)	(178,104)	(156,750)	(56,250)	(213,000)	(156,750)	(56,250)	(213,000)	(161,750)	(56,250)	(218,000)	(161,750)	(56,250)	(218,000)	(161,750)	(56,250)	(218,000)	74%	26%
Collection of Tolls	0	115,955	115,955	0	113,660	113,660	0	113,660	113,660	0	116,740	116,740	0	121,330	121,330	0	124,120	124,120	0%	100%
ICT	190,336	80,144	270,480	179,462	88,358	267,820	179,439	88,381	267,820	165,745	81,635	247,380	169,470	83,470	252,940	171,741	84,589	256,330	67%	33%
Head Office, Office Expenses and Pool Vehicles	219,503	94,617	314,120	228,891	98,409	327,300	228,794	98,506	327,300	239,220	102,628	341,848	239,220	102,628	341,848	239,220	102,628	341,848	70%	30%
Planning and Resources Management and Admin	131,276	45,452	176,728	129,798	56,852	186,650	129,798	56,852	186,650	116,870	51,390	168,260	119,805	52,715	172,520	121,986	53,714	175,700	69%	31%
Planning and Resources Total	2,269,666	753,287	3,022,953	2,034,075	806,408	2,840,483	1,971,184	808,647	2,779,831											