

**Northern Ireland
Fishery Harbour
Authority
(NIFHA)**

**Business Plan
(2018/19)**

February 2018

Northern Ireland Fishery Harbour Authority
Business Plan (2018/19)

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1. INTRODUCTION AND BACKGROUND

1.1. Introduction

The Northern Ireland Fishery Harbour Authority (NIFHA) is an executive Non-Departmental Public Body sponsored by the Department of Agriculture, Environment and Rural Affairs (DAERA) and constituted under the Harbours Act (Northern Ireland) 1970 and the Northern Ireland Fishery Harbour Authority Order (Northern Ireland) 1973. The Authority's relationship with the Department is set out in the Management Statement and Financial Memorandum documents which are reviewed and agreed between the two parties on a regular basis.

1.2. Overview of NIFHA

1.2.1. Function and Activities

The Authority's primary functions are summarised as follows: -

- to improve, manage and maintain the three fishery harbours and harbour estates of Ardglass, Kilkeel and Portavogie;
- to operate such facilities as may be provided at the harbours;
- to dredge and maintain the harbour berths, channels and entrances;
- to lease, dispose of or develop land vested in the Authority; and
- to construct, alter or extend any tidal work (subject to regulatory consent).

NIFHA is primarily responsible for ensuring that all on-shore and marine activities within port limits are carried out safely and efficiently and that harbour facilities are maintained and improved in an effective manner.

In terms of service provision the Authority has six key areas of operation: -

- the provision of safe navigation channels and berths;
- the maintenance of a safe operating environment within the harbours
- the provision of services to the vessels including ice, water and electricity
- the provision and management of fishmarket facilities;
- the provision of slipway facilities for vessel maintenance and repair; and
- Estate management and development.

1.2.2. Organisation and Resources

NIFHA is managed by a Board consisting of a Chairman, the Chief Executive and between four and eight other Members. The Chairman and Members are appointed by DAERA and are non-executive.

The Board has four sub-committees – Risk and Assurance, Corporate Planning, Finance & General Purposes and Remuneration. The Risk and Assurance sub-committee provides objective advice to the Chief Executive and the Board on corporate governance, risk management and internal control issues.

NIFHA is headed by a Chief Executive who is also the Accounting Officer; at 1 January 2018 a total of 13 operational and maintenance staff and 8 administrative staff were employed. An Organisational Chart can be found in Appendix 7. The Head Office is located in Downpatrick and there are offices at each of the three harbours.

The Authority's asset base is valued at circa £52.0M on a replacement cost basis and a revaluation was completed during the 2013/14 financial year.

1.2.3. Income Sources & Trends

The main sources of revenue for the Authority are a levy on the value of fish landings, berthing charges, revenues generated from services provided at the harbours (e.g. ice sales and the provision of slipway services) and rentals from land leases. In recent years the Authority has recorded a trading surplus. The Authority uses its surplus to fund its minor capital works programme. A positive out-turn is again forecast for 2017-18.

Generally the outlook for the fishing industry in Northern Ireland is positive. Prices are relatively good and this year there were significant quota increases which are considered to be sustainable. Of particular encouragement are increases in whitefish stocks, it is hoped that this marks the beginning of a return to a significant sustainable whitefish fishery.

However there are factors which may weigh heavily on the industry and in turn on NIFHA's capacity to generate income. Of course the uncertainty over the impact of Brexit is one such factor. Fishermen hope for less regulation and increased quotas but neither is certain nor is it yet clear what the trading relations with Europe will be. The long term will likely see improved opportunities for the Northern Irish fleet but in the short term there appears to be some significant risk of disruption.

Indeed the Authority is concerned by the significant number of vessels sold and not replaced during 2017. This has been driven in part by high prices for quota. Most, though not the entire quota sold, has been retained in Northern Ireland. However the Authority is concerned that a situation could emerge at least in the short term where there may not be enough capacity within the Northern Ireland fleet to fish the entire quota available to it. Therefore the Authority continues to take a very cautious position as regards its projections spending and financial management.

However based on the overall cash position as at 31 December 2017 and the 2018/19 budget it is estimated that the Authority will not require deficit or loan funding in 2018/19.

Larger capital works projects are approved and funded by DAERA currently with the assistance of European Union structural funding (EMFF). Capital Works plans are outlined later and capital budget details for 2018/19 are given in Appendix 1.

The objectives and targets in this Business Plan are consistent with the Authority's Corporate Plan which covers the period 2018-2022. This business plan is the first of four plans designed to implement in a phased manner the corporate plan which concludes at the end of March 2022.

2. VISION

2.1. Corporate Vision and Values

NIFHA's vision is:

"To set the standard for fishery harbours by delivering excellence in all that we do"

The five core values of the organisation which guide all our employees are:

Safety

We will put our safety and those we serve first in all that we do.

People

We believe our people and equality matters. We will strive to do better through learning, doing and innovating.

Customer Focus

We will always strive to deliver what our customer needs. We will do this by being a listening, partnering and doing organisation.

Sustainability

We recognise that working to deliver a sustainable future is the best way to deliver to the communities that we serve. Our work will put care for the environment and support for community at the heart of what we do.

Accountable

We will deliver quality with honesty and integrity. We believe that being open and fully accountable is the best way to support this.

2.2. AIM

NIFHA's aim is:

"To fulfil its statutory duties by safely, efficiently and sustainably providing a range of facilities and services which meet the needs of its customers and stakeholders"

Our approach will be that through listening we can best understand the needs of our customers and stakeholders. We will work hard to deliver our promise of excellence. We can only improve through improving our people. Being fully accountable we will quickly see where and how we can improve.

3. BUSINESS PRIORITIES FOR 2018/19

3.1. Health and Safety (on-shore and marine)

As harbours are relatively high risk operating environments, health and safety is the highest priority for the Authority which aims to provide a safe working environment for staff and port users alike and of course to visitors in all areas accessible to the public. This is achieved through the operation of two complimentary safety management systems; an On-Shore system and a Marine system. The effective operation and further development of these systems, supported by a programme of relevant staff training, will as in previous years, remain a key priority for 2018/19.

An enhanced Safety Management System (SMS) at Kilkeel Harbour continues to operate. This SMS makes weather and tide data from the harbour entrance available to vessels on a real time basis using both the established AIS system and the internet. The purpose of this system is to reduce the identified navigational risk at the pier head to the level of As Low As Reasonably Practical (ALARP).

Regular six monthly Safety and Environmental Management meetings are held in each of the three ports. To ensure action points are dealt with expediently these half yearly meetings are augmented by the addition of review meetings set three months after the main six monthly meetings.

During 2015/16 external reviews of both the Health and Safety Management System and the Marine Safety Management Systems were undertaken. A full review of either plan is not yet due however the Authority will continue to deliver in 2018/19 to the high standards set in these plans.

3.2. Capital Works

The Authority has identified and continues to update a range of projects covering improvements in harbour infrastructure, operational safety and environmental performance, as well as projects which facilitate improvements in the quality of landed product.

In line with reduced expectations of available funding the Authority has reduced the number of projects it anticipates completing over the period of the EMFF scheme. Indeed it has amended its plans to accommodate the provision of a vessel dismantling facility.

However should additional funding become available the Authority has a number of viable projects it would be keen to proceed with and it retains the capacity to deliver such work. The current projects are summarised in Appendix 1 and projected total spending on these projects up to 2020/21 is included.

Projects are selected by the Authority on the basis of condition surveys, operational needs and benefits and Port User consultation. Priority is determined on the basis of a weighted criteria system and all projects are subject to economic appraisal.

Funding from the EMFF has become available. The Authority has submitted a number of requests for grant assistance to enable projects to move forward and is currently preparing further submissions so that it can build a pipeline of active projects. It is pleased to have already received approval for

three projects and work has commenced on one of these - the fishmarket refurbishment in Portavogie.

It is anticipated that the Community-Led Local Development under Union Priority 4 of the EMFF Programme (commonly known as the FLAG programme) will open in the spring of 2018. The Authority has defined a range of projects that it would like to bring forward through successful applications to this scheme.

The Authority hopes in the coming years to receive approximately £325,000 from the FLAG programme to fund a range of projects. It is unlikely that all of these projects will be 100% funded. The Authority anticipates a shortfall in the region of £50,000 which it is in a position to fund from its own reserves.

In addition to Major Capital Works, the Authority will undertake a self-funded Minor Capital Works (see section 3.9).

3.2.1. Maintenance of Existing Harbour Structures and Facilities

An annual Maintenance and Minor Capital Works Programme is prepared to cover the upkeep of marine structures (e.g. piers, jetties and navigation lights) and onshore facilities including slipways, ice plants and fishmarkets. This programme is determined from condition surveys, visual inspections and in the case of mechanical plant, by the manufacturer's recommended servicing schedule. The Authority funds this programme from its own reserves and from any in year operational surplus. The programme as outlined in Appendix 1 if fully funded would cost £119k in 2017/18 alone. For reasons outlined above the Authority is unable to accurately predict its annual income and therefore what its net surplus will be. For this reason in some years where income is lower than forecast the Authority may not be able to fully fund its programme.

The Authority expects next year to have sufficient funds from its operational surplus to largely fund the minimum minor works programme planned. Any shortfall can be made up from reserves.

3.3. Maintenance Dredging

A key duty for the Authority is to maintain published water depths and navigational safety by dredging harbour approaches, channels and berths. Due to local tidal conditions and sediment transport regimes Kilkeel Harbour requires regular maintenance dredging at a level of up to 20,000 tonnes per year. The dredging needs of Ardglass and Portavogie harbours are much less demanding in terms of both volume and frequency being of the order of 5,000 - 8,000 tonnes in each harbour every 3 to 5 years. Hydrographic surveys are carried out pre and post works to determine both the need for, and the effectiveness of, dredging works.

During 2018/19 it is planned in Kilkeel to dredge up to 20,000 tonnes predominantly from the harbour entrance and as required from inner harbour areas. There is no normal dredging planned for either Ardglass or Portavogie in 2018/19.

The Authority will continue to pursue opportunities for leasing its dredger in 2018/19 however while

it is confident that it will again win business in this area the market is sporadic in nature and therefore no revenue for this area has been included in the budget.

The dredger is currently fitted with a hired in long reach crane. The Authority is currently reviewing the most efficient method of providing the digging capacity for the dredger. Following completion of this review a decision will be taken, which will aim to secure in the long term the dredging capacity of the Authority

3.4. Environmental Improvement

As part of the 2017/18 Business plan the Authority is reviewing how it provides for waste disposal to ensure that it continues to deliver as efficient a waste disposal regime as possible while still complying with all regulations. The Authority will ensure that any efficiencies or improvements identified by this review will be completed in the lifetime of this plan.

The Authority remains convinced that education is an essential element in changing attitudes and to this end it has developed an education programme designed to be delivered to local primary school children. This six-week modular programme was launched in the spring of 2016. In all, five primary schools, representing all three harbours joined the programme. Overall the level of satisfaction with the modules delivered remains very high with the scheme receiving praise from local fishermen. It is intended to run the scheme again in 2018/19.

In February 2014 the Authority, in conjunction with DoE launched a “Fishing for Litter” scheme. This scheme enables fishermen who have litter trawled up at sea returned to land for proper disposal. The scheme launched initially in Ardglass and is now operating in all three harbours. During 2017 Warrenpoint harbour joined the scheme The Authority will continue to run this scheme during 2018/19.

During 2018 the Authority is pleased to be partnering with the two local fishermen organisations, NIFPO and ANIFPO, to jointly sponsor young people to undertake beach cleans.

Water and electricity usage will continue to be closely monitored for cost recovery reasons and to enable the Authority to identify and deal promptly with any emerging issues.

3.5. Fishmarket Management System

The Authority’s three fishmarkets are licenced food premises under the Food Safety Regulations and as such are monitored by the local council Environmental Health Officers.

The HACCP based management system for the fishmarkets in Ardglass, Kilkeel and Portavogie will continue to be updated and maintained.

Changes in the regulations with regard to landing obligations will inevitably mean that there will be increased landings of by-catch in the coming years. The Authority recognises that the responsibility for all product landed in its harbours ultimately lies with the owners. However there is a role for the Authority to play and it will work closely with DAERA and the fishing community to ensure a smooth

transition to the new norm.

3.6. Improved Assurance on Landing Revenues

Some years ago a Data Sharing Agreement was negotiated with DAERA. This Agreement allows details of fish landings submitted to DAERA to be compared with landing data declared to the Authority. The purpose of this 'matching' exercise is to provide improved assurance that the Authority is obtaining all the landing revenues to which it is entitled.

The Authority undertakes regular reviews of DAERA and Authority landing data. Where it is shown to be appropriate invoices for amounts outstanding are raised. To date this is working well and the Authority will continue to use this approach in 2018/19.

3.7. Customer and Stakeholder Consultation and Communication

The Authority's harbours provide a vital interface between the catching, buying, processing and service sectors of the industry and are key elements in the socio-economic fabric of the coastal areas in County Down. It is therefore essential that the Authority maintains good consultation and communication procedures with these sectors and with other stakeholders in order to provide the facilities and services which are required for the safe and competitive operation of the industry.

During 2018/19 the Authority will continue with the regular round of Customer & Stakeholder meetings which are held annually in each harbour. These meetings provide a valuable forum for consultation on operational issues, including onshore and marine safety, on capital works plans and priorities, and on improvements in environmental performance. The views expressed at these meetings feed directly into the Authority's forward planning and continuous improvement procedures.

Despite high levels of promotion attendance at these meetings has been low. The Authority is concerned that this is the case. Both the customer survey and investigation undertaken by the CEO indicate that this is primarily because busy fishermen do not see the need to attend the meetings when as is the case the service is being delivered well. However the Authority is not complacent and to ensure communication remains robust it set up its own Facebook page. Feedback on this page has been overwhelmingly positive. It is intended to again use this as an additional method of communication in 2018/19.

During 2017/18 the Authority will again undertake its annual customer satisfaction survey. The survey helps the Authority identify areas where it can improve and it is intended to hold the next survey during 2018/19.

3.8. Equality and Good Relations

As a designated public body the Authority has a statutory duty to promote equality of opportunity between the nine Section 75 categories and to promote good relations between persons of different religious belief, political opinion and racial group. In the coming year the Authority will again submit

its annual Public Authority Statutory and Good Relations Duties Annual Progress Report. During 2015-16 the Authority prepared a new five-year Disability Action Plan. In the forthcoming year the Authority will continue to implement this plan and will report progress to the Equality Commission.

3.9. Budget Income and Expenditure

	Budget	Forecast
	2018/19	2017/18
	£000	£000
Income	1,310	1,286
Expenditure	1,287	1,220
Operational Surplus	23	66
Minor Capital Works	75	85
Net Position	- 52 -	19

The budget for the year is summarised above. Turnover increases only slightly despite an increase in quota. This reflects uncertainty in the market place over the impact of Brexit. Prices remain at historically high levels and whilst the market expects prices to remain firm there is downside risk.

The budget is based on the key assumptions detailed in Appendix 2 and in this respect it should be emphasised that revenue from fish landings, which is the Authority’s main revenue stream, is unpredictable due to a number of factors outside the Authority’s control e.g. EU quota controls, market prices for landed fishery products and fuel prices.

Expenditure increases by some £67k or circa 5.4% - this primarily reflects increased wage, repairs and dredging costs. Should income not match budget expectations the Authority retains the flexibility to reduce its operational expenditure.

In 2018/19 it is forecast that the operational surplus will not be sufficient to meet all the requirements of the self-funded minor capital works programme. Depending on the size of the shortfall the Authority will either meet the funding requirement from its own reserves or it will curtail its minor works programme. Any spending on minor capital works will be subject to the Authority having confidence that its reserves remain sufficient to the task. Any access to reserves will require a bid for budget cover, which will be reviewed in the “In Year Monitoring process”.

In recent years the Authority has seen a significant reduction in pelagic landings to its harbours. Traditionally these landings were largely received in Ardglass however replacement vessels are unable to safely land at any Authority harbour and so this income stream has seen a reduction in excess of £70k per annum.

3.10. Deficit Funding

The Authority is budgeting to and is hopeful that it will achieve at least a break even position in trading terms in the 2018/19 financial year. Although the Authority is again forecasting an operational surplus, due to the risks affecting its ability to generate adequate operational income, it is pleased that arrangements remain in place to facilitate deficit funding in the unlikely situation that it is needed.

3.11. Our People

The Authority is fortunate in that it experiences very low levels of staff turnover. The Authority values its staff and indeed believes the main way it can meet the growing demands on its resources is through growing its people. During 2018/19 personal development plans created from performance reviews will remain an integral part of how the Authority refreshes its training plan.

Because of low staff turnover the Authority has of course an ageing profile. Change comes slowly but does eventually arrive. Two members of staff have announced their intention to retire. Because of its small size the Authority is vulnerable to negative impacts from knowledge loss when staff depart. The authority has addressed this issue and has in place contingency plans to ensure that this risk is minimised.

The Authority will continue to improve the systems that underpin its ability to deliver to the staff. During 2018/19 the Authority will complete its review and update of its Job Descriptions and Personnel Specifications.

During the financial year ended 2017/18 the Authority undertook an Equality audit. Any issues identified by this audit will be addressed during the lifetime of this plan.

3.12. Potential Harbour Development Projects

The last Business Plan reviewed the plans for a significant large scale redevelopment and extension of the harbour in Kilkeel. The Community, with the support of various government agencies, prepared a business plan which shows that their proposed project is economically viable. The harbour extension is now designed around increasing fish landings and processing capacity. It was hoped by now that the project would have moved to the next stage and indeed there is considerable frustration in Kilkeel that the project has stalled. However like many projects in Northern Ireland progress stalled following the collapse of the Executive. The Authority would welcome this project moving to the next stage and to facilitate this drew up the tender specification that will be required once a decision is made to go ahead.

NIFHA is also aware of a desire in the Ardglass fishing community to have their harbour further developed. Plans here are at a much earlier stage than the Kilkeel project and funding is being sought by the community to develop a business plan.

The Authority supports the development of its harbours and will continue to work with the local communities to support their endeavors. However it also recognises that harbour development projects require significant funding and in times of scarce resources projects must be able to show both that they can offer value for money and that they offer the best long term solutions for the needs of the entire Northern Ireland fishing fleet.

Notwithstanding this the Authority remains committed to the development of all three of its harbours. The industry which the Authority serves operates in a very dynamic environment with both significant challenges and opportunities. The fishermen of all three harbours have proved remarkably adept at overcoming the challenges and seizing the opportunities. The Authority's planning for the maintenance and development of its harbours extends well into the future. To ensure its plans meet the needs of its customers in all three of its harbours it is important that DAERA and the Authority maintain a joint vision of how, given funding constraints, delivery of appropriate harbour facilities continues to be delivered to the fishermen of the three fishing communities of Ardglass, Kilkeel and Portavogie. The Authority looks forward as it has done in the past to both contributing to and supporting the fisheries strategy of the government of Northern Ireland as it evolves over time.

4. KEY OBJECTIVES AND PERFORMANCE TARGETS

The key objectives and performance targets are primarily derived from the 2018-2022 corporate plan. These targets and objectives cover the entire range of the Authority’s activities and are designed to facilitate the reporting of performance using the balanced scorecard approach. These key objectives and performance targets support the delivery of the Executive’s draft PfG outcomes as set out in the draft Outcomes framework 2017/18. The facilities and services provided by the Authority support the NI commercial fish catching and processing sectors, whose activities contribute to draft Outcome 1 “We prosper through a strong competitive and regionally balanced economy”. The Authority works to provide its facilities and services in a sustainable way, contributing to draft outcome 2 “We live and work sustainably – protecting the environment”.

4.1. Objective 1

To use an integrated approach in providing safe sustainable and modern harbour facilities at Ardglass, Kilkeel and Portavogie which are complimentary, efficiently managed, well maintained and cost effective.				
	Activities	Target Outputs	Timescale	Measure of Success
A	Maintenance Dredging	Completion of harbour specific dredging programme as determined by pre and post survey	Annual	Safe berths and navigation channels are maintained
B	Continuous operation of Onshore and Marine Safety Management Systems	For MSMS and HSMS KPI's report to Board on performance and improvements	Annually	HSMS and MSMS reviewed annually reduced rate of recorded incidents
C	Ongoing improvement of Marine and Onshore Safety Management Systems	Ensure targets as set in HSMS Plan are met	Mar-19	Progress reviewed at each Board meeting, targets are met
		Ensure targets as set in MSMS Plan are met	Mar-19	Progress reviewed at each Board meeting, targets are met
D	Address navigational safety issue at Kilkeel Harbour entrance	Operate and review the performance of the navigational safety information system at Kilkeel Harbour	Annual	System is available 98% of the time
E	Implementation of Externally Funded Capital Works Programme	To deliver Capital Works programme on time and to budget	Agreed on a project by project basis	Approved Projects deliver improved and safer facilities for port users
F	Implementation of Minor Capital Works Programme	Subject to Affordability deliver Minor Capital Works programme annually and to Budget	Annual	Minor works programme successfully delivered
G	Minimise the number of accidents	No accidents to staff involving injury and no more than 3 accidents involving injuries to port users.	Annual	Target is not exceeded

4.2. Objective 2

Objective 2: To continue the development of NIFHA as a learning, reactive and innovative organisation that values staff enhances equality and builds capacity.				
	Activities	Target Outputs	Timescale	Measure of Success
A	Ensuring Staff skills match operational and business requirements	Annually Update and implement staff training and development plans	Annual	Staff training plans are prepared and delivered annually
B	Support Staff and performance management through excellent HR delivery	Complete any outstanding Job Descriptions	Mar-19	Staff satisfaction reports rates HR support as excellent
		Develop and undertake staff satisfaction survey with support delivered by HR	Dec-18	
C	Enable business to be proactive and innovative in meeting challenges	Develop innovative capacity through targeted external links and visits	Annually	At least two innovative solutions to issues delivered annually
		Develop system for noting innovation in practice	Dec-18	
		Regularly deliver innovative solutions to problems	Annually	
D	Use information technology to support innovation in practice and delivery	Develop technology driven projects that improve efficiency	Annually	At least one IT driven efficiency project delivered annually

4.3. Objective 3

Objective 3: To be a customer and stakeholder centred organisation engaging, partnering and communicating with NIFHA's Customers and Stakeholders.				
	Activities	Target Outputs	Timescale	Measure of Success
A	Customer & Stakeholder Advisory Forum	Three Meetings per year	Annually	Meeting held and each meeting generates at least 3 suggestions
B	Regularly update DAERA on the issues the Authority faces, how it is dealing with them, and on the general management of the Authority's affairs	Two meetings per year	Annually	Meetings held and DAERA confirms meetings useful
C	Publicise performance standard being attained.	Publicise Authority overall KPI dashboard on a quarterly basis	Quarterly	Dashboards are published to schedule
D	Active communicator through modern media	Website is updated regularly	Monthly	Authority is regularly updating on both its media platforms
		Facebook is updated regularly	Weekly	
E	Building relationships, networking and understanding our customers	Provide Board with feedback from regular networking meetings with Stakeholders	Quarterly	The Board is assured it has a reasonable understanding of customers issues and levels of satisfaction with the Authority's performance
		Undertake customer surveys and act on any issues raised	Annually	

4.4. Objective 4

Objective 4: To provide value for money for Government, Customers and Stakeholders while delivering our statutory and other duties.				
	Activities	Target Outputs	Timescale	Measure of Success
A	To maintain expenditure within approved budget limits	Monitor performance against Budget	Monthly	Spending is kept within budget limits.
		Provide Board and DAERA with update on financial performance	Quarterly	Variances are identified and acted on where appropriate
B	To maintain harbour Plant and Equipment to a high standard	Perform and record maintenance to schedule	Annually	Maintenance downtime and costs are well controlled
C	Ensure Administration function performs competently and efficiently	Monitor and publish KPI performance Address issues identified	Quarterly	KPI's are published and met and exceeded over 90% of the time. Dashboard published quarterly
D	Ensure Project management function performs competently and efficiently	Monitor and publish KPI performance Address issues identified	Quarterly	KPI's are published and met and exceeded over 90% of the time. Dashboard published quarterly
E	Ensure harbours operational management is delivered competently and efficiently	For each Harbour publish KPI performance Address issues identified	Quarterly	KPI's are published and met and exceeded over 90% of the time. Dashboard published quarterly
F	Continue to improve the integration of operating, HR and financial systems	Identify and deliver at least one IT centered efficiency programmes	Mar-19	At least one project implemented.
G	Have 2019/20 Business Plan prepared and approved in a timely fashion	Business plan is prepared and submitted to DAERA	Mar-19	2019/20 Business Plan is approved by DAERA

4.5. Objective 5

To ensure the business of NIFHA is conducted in an open and fully accountable manner by Objective 5: delivering best practice in corporate governance, accountability and effectively addressing all legal responsibilities.				
	Activities	Target Outputs	Timescale	Measure of Success
A	Effective Corporate Governance is delivered	Effective Systems and Procedures for Corporate Governance	Annually	Satisfactory Internal and External audit reports
		Audit committee meets at least 3 times during financial year	every four months	Meetings held, minutes approved
		Audit Committee performs annual Self-Assessment and reports annually to Board	Annually	Board is satisfied with report
B	To understand and address the risks the Authority faces	Update Risk Register Quarterly	Quarterly	All risks are identified, reviewed monthly and mitigation put in place
C	Deliver information requests in a timely fashion to DAERA	Information requests are recorded and replied to promptly	Annually	Requests for information are returned to agreed targets
		Performance is reported to Board	Annually	
D	Ensure Data matching procedure is kept up to date to mitigate against under reporting	Data Matching is performed and invoices raised when appropriate	Annually	Data matching variances are understood and minimised
E	Ensure Staff are paid in accordance with equality principle	Submit to DAERA the plan for dealing with any issues raised in Equality Audit	Mar-19	Equality principle is delivered
F	Policies & Procedures are appropriate, reflect best practice, and can clearly be shown as being implemented	Deliver timely updates of procedures and policies	Annually	Board is satisfied that the Procedures and Policies are properly managed and implemented
		Report to Board on updates and implementation	Annually	

4.6. Objective 6

Objective 6: To work in partnership to help build wider socio-economic prosperity through delivering innovative projects while ensuring that concern for the environment remains at the heart of what we do.				
	Activities	Target Outputs	Timescale	Measure of Success
A	Equality and Good Relations	Annual plan is prepared with targets	Annually	Annual review of plan performance shows all targets are met
		Targets set in plan are met	Annually	
B	Sustaining the Environment	Develop improved environmental performance analytics	Mar-19	Existing performance is better defined and then improved
C	Environmental Improvement	The local harbour environments are improved through small defined projects.	Mar-19	One environmental improvement programme is delivered per annum
D	Deliver primary school harbour education programme	Complete delivery of third harbour education programme.	Annually	Programme delivered and positive reviews received
E	Linking with socio -economic groups	The Authority links with and supports a variety of community based projects focused on the harbours	Annually	At least two local projects have input from NIFHA per annum

Appendix 1 – Capital Expenditure

NIFHA - Capital Expenditure Plans

	Project Total	2016/17	2017/18	2018/19	2019/20	2020/21
Proposed EMFF Projects	£	£	£	£	£	£
Portavogie Fishmarket Refurbishment						
Portavogie Ice Plant Structural Refurbishment						
Refurbishment of Harbour Masters Offices						
Ardglass - Deepening Saw Pit Basin and Installing Small Vessel Pontoons						
Portavogie Small Vessel Repair Facility						
Kilkeel Meeney's Basin, Pier and Compound						
Kilkeel Fishmarket Refurbishment						
Portavogie Slipway Rail Refurbishment						
Kilkeel Small Vessel Slipway						
Portavogie Ice Plant Mechanical Refurbishment						
Ardglass North Dock Quay Wall Refurbishment						
Harbour Weather Stations Ardglass & Portavogie						
Kilkeel North Harbour Road Surface Replacement						
Kilkeel South Harbour Road Refurbishment						
Kilkeel North Foreshore Coastal Protection						
Total	6,421,715	10,000	415,000	686,715	2,715,000	2,595,000
FLAG Projects	£	£	£	£	£	£
Portavogie Bait Store						
Ardglass Technical Studies for Accommodating Pelagic Vessels						
Total	100,000	0	30,000	70,000	0	0
TOTAL DARD/EU Funded Projects	6,521,715	10,000	445,000	756,715	2,715,000	2,595,000

Subject to funding and based on estimated pre-tender costs and timescales

Note: Shaded cells denote anticipated timing of works

Minor Capital Works Programme

	Project Total	2017/18	2018/19	2019/20	2020/21
Ardglass	£	£	£	£	£
Ice Weigher Upgrade					
Ice Plant Conveyor					
Quayside Davit Replacement					
Roads - Minor Works (Kerbs, Manholes, etc)					
South Pier Resurfacing					
Saw Pit Jetty Pointing					
Salt Store Roof Repair					
Additional Power and Water Points					
Dock Lane Sea Wall and Compound					
Light House Holding Works					
Upgrade of Hi Tower Lights Luminaires					
Survey of Dolphin and Marker Pile					
Provision of Weather Station (note Capital Project)					
Edge Repair to Quay					
Total Ardglass	140,500	31,000	49,500	60,000	0

Kilkeel	£	£	£	£	£
Cradle 3 Hydraulics					
Cradle 2 Hydraulics					
Cradle 1 Painting					
Cradle 2 Painting					
Cradle 3 Painting					
North Foreshore Street Lighting					
Pier Wall Crest - Minor Repairs					
South Quay Road Resurfacing					
North Quay Road Resurfacing					
Compound Power Point					
Meeney's Compound - Fence & Gate Replacement					
Seven Sisters Electrical Panel Relocation					
Provision of 110v and Reorganisation of Slipway Power Points					
Replacement Chargers for Cradles					
Lighting Upgrade around Slipway					
OEM service of Winch Mechanicals					
Altro Panels to Fishmarket					
Extra Ladders at Pontoon Quay x2					
Decommissioning Old Ice Plant					
Conversion of Old Ice Plant to Chill Storage					
Edge Repairs					
Quay Edge Protection Strip					
Road Repairs					
Total Kilkeel	291,600	68,100	56,000	72,500	95,000

Minor Capital Works Programme (cont.)

	Project Total	2017/18	2018/19	2019/20	2020/21
	£	£	£	£	£
Portavogie					
Ice Plant Rake Chain					
Additional Power & Water Points					
Quayside Joint Sealing					
Fishmarket Quayside Floodlight Replacement [capex]					
Watermain Rationalisation					
Petraflex Revetment Repair					
Quayside Concrete Surface Repairs					
Winch Wire					
Ice plant Compressor Overhaul					
Quay Wall Repairs to Outer Slip & Old Slip Revetment					
Total Portavogie	106,000	20,000	25,000	10,000	51,000
Total Indicative Minor Works	538,100	119,100	130,500	142,500	146,000

Appendix 2 – Budget Key Assumptions

2018/19 Budget Key Assumptions

1. GENERAL

- 1.1. Landing and Buyer Revenues
Non Pelagic landings based on an average of last 4 financial years (2013/14, to 2016/17). Pelagic - actual 2016/17 landings.
- 1.2. The budget is based on the number and mix of vessels based in the 3 Authority ports as at 1 November 2017 i.e. 183 vessels in 4 length categories - 0-6m; 6-12m; 12-18m and over 18m.
- 1.3. Harbour Dues and Charges for 9 months from 01 April 2018 and for 3 months from 01 January 2019. The 'ad valorem' rate on landing dues will be maintained at the level of 2.75% for the budget period.
- 1.4. All major capital works projects (i.e. projects over £50k) will be funded 100% by DARD/EU and claims will be paid within 30 days. No allowance is made for any cost overruns.
- 1.5. Minor from grant aided projects. Projects will be prioritized and will only be implemented subject to the availability of internal funding and project management resource. £80k prioritized. capital works which are self-financed by the Authority are accounted for separately
- 1.6. Project development costs which are self-funded are included in Professional Services. (Project development costs are costs associated with researching and developing capital projects and which require external expert opinion). However there is also a risk that we will not fully recover professional costs under grant funded projects. A Budget of £5k has been allowed to cover this risk.
- 1.7. Ice tonnages are as detailed in 2.6 below.
- 1.8. Rental Income is at current levels.
- 1.9. Salaries and wages levels are as level in place at 1 April 2016 and increased in line with Government Guidelines
- 1.10. EMFF Funding for Project Manager is at 75% of salary and expenses.
- 1.11. Dredging costs are based on the Kilmourne with a hired in excavator and driver and no allowance is made for exceptional dredger repairs.
- 1.12. The repair/maintenance budget is based on previous experience with elements of planned maintenance for the ice plants, slipways and dredger.

-
- 1.13. Electricity – Usage as per 2016/17 actual. + 2% increase
 - 1.14. Water – Usage as per 2016/17 actual. +2% increase.
 - 1.15. Rent and Rates – As per 2016/17 with 2% increase.
 - 1.16. The Authority will continue to be exempt from the new Port Security requirements (ISPS Code) and will not require to be licensed for waste management.
 - 1.17. Bank borrowing charges will be NIL.
 - 1.18. No allowances are made for VAT cash flow (quarterly claim and repayment system).
 - 1.19. The provision for Bad Debt is £5,000.
 - 1.20. Any shortfall in operational revenue in 2018/19 will either be met from reserves or will be funded by DAERA by way of grant-in-aid or loan funding in line with the provisions of the Harbours Act (NI) 1970.
 - 1.21. Figures in brackets refer to 2016/17 actuals.

2. **REVENUE**

- 2.1. Harbour Dues 2018 and
- charges as per schedule effective 01 January 2018 and as proposed for 01 January 2019.
- based on vessel register as at 1 November 2017.
- revenue of £3.3k is included for laid up and visitor vessels.
- 2.2. Pontoon Revenues
- No Increase to prices. Based on full occupancy of all berths.
- 2.3. Landing and Buyers Dues.
- ad valorem rate of 2.75% (as at present).
- 2.4. Slipway revenues
- £154.9k (£168.0k) Rates to increase by 3% in both Kilkeel and Portavogie
- Vessel numbers and mix as for y.e. 31 March 2016
- 2.5. Rents
- £119.7k (£123.7k)

2.6.	<u>Ice Sales</u>	-	tonnage as per 12 months ended Sept 2017.								
2.6.1.	Volumes	-	<table border="0"> <tr> <td style="padding-right: 20px;">Ardglass</td> <td style="text-align: right;">1,184</td> </tr> <tr> <td>Kilkeel</td> <td style="text-align: right;">1,136</td> </tr> <tr> <td>Portavogie</td> <td style="text-align: right;"><u>1,344</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;"><u>3,664</u></td> </tr> </table>	Ardglass	1,184	Kilkeel	1,136	Portavogie	<u>1,344</u>	Total	<u>3,664</u>
Ardglass	1,184										
Kilkeel	1,136										
Portavogie	<u>1,344</u>										
Total	<u>3,664</u>										
2.6.2.	Revenue	-	£241.8k (£246.4k) Price is held at £66.00 per tonne								
2.7.	Sundry Income	-	£4.2k (£8.6k)								
2.8.	Electricity Income	-	£15.3k (£16.0k) Revenues based on previous year quayside, slipway and third party usage. Electricity charges increased by 2%.								
2.9.	Water Income	-	£16.0k (£17.4k) Based on number of vessels in the harbour on 01.11.17 and previous years slipway usage with a 2% increase in prices.								
2.10.	<u>Waste Charges</u>										
2.10.1.	Fixed Waste	-	£9.3k (£7.5k) based on vessel numbers and mix at 1 November 2016. Price increase of 20%.								
2.10.2.	Slipway Waste	-	£9.4k (£8.4k) based on vessel numbers and mix at 2.4. Prices increased by 2% in both Kilkeel and Portavogie.								
2.11.	Deposit Account Interest	-	£0.0k (£0.0k)								
2.12.	Revenue Grant	-	£39.1k (£18.9k) based on 75% funding for Project Manager.								
3.	<u>EXPENDITURE</u>										
3.1.	<u>Staff Costs</u>										
3.1.1.	Salaries (inc. Board Members)	-	<ul style="list-style-type: none"> - 1 Chairman and 6 Board Members. - As per 1.9 above. - overtime allowance of £1.5k for Ardglass Harbour Master, £2.0k for Kilkeel Harbour Master, £1.5k for Portavogie Harbour Master and £1.0k for Head Office. 								
3.1.2.	Wages	-	<ul style="list-style-type: none"> - As per 1.9 above - manpower levels as per 2016/17 (including crossover period for 2 staff members due to retire) 								

	- allowance of £4.5k for weekend attendance at 3 ice plants.
	- overtime allowance of £2.0k in Kilkeel (i.e. net overtime which is not recovered from Vessel Owners).
	- overtime allowance of £2.0k in Head Office to facilitate the schools program.
3.1.3. Pensions	- based on Employers Rate of 19.0% + lump sum payment of £8k
3.2. Repairs	- £143.8k (£203.0k)
3.3. Insurance	- £77.5k (£101.5k) based on 2017/18 actual + 10%.
3.4. Rent/Rates	- £29.0k (£30.1k) Rates increased by 2%.
3.5. Electricity	- £128.9k (£126.4k) based on 2016/17 actual with 2% increase
3.6. Water	- £37.7k (£27.6k) based on 2016/17 actual with 2% increase
3.7. Stationery/Postage/Telephone	- £9.6k (£9.6k)
3.8. Travelling/Subsistence	- £16.6k (£13.9k)
3.9. Port Waste Management	- £56.6k (£54.1k) based on 5% increase on 2016/17 actual.
3.10. Leasing/HP	- £12.0k (12.1k) - 3 FLT's + Photocopier
3.11. Health & Safety/PMSC	- £7.0k (£10.5k)
3.12. Advertising and Recruitment	- £2.0k (£1.1k)
3.13. Training	- £10.8k (£11.5k)
3.14. Professional Services	- £34.9k (£22.3k)
3.15. Sundry Expenses	- £9.9k (£11.9k)
3.16. Provision for Bad Debt	- £5.0k (£0.8k)
3.17. Bank fees & Fees	- £3.3k (£2.9k) - includes card payment charges

-
- 3.18. Audit and Accountancy - £7.0k (£7.0k)
- 3.19. Dredging costs - £70.0k (£75.1k) Includes cost of external digger, maintenance and dredger insurance. Excludes capital Charges.

4. **MINOR CAPITAL WORKS**

Up to £75k and may increase subject to availability of internal funding.

Appendix 3 – Budgets by Harbour and Group

NIFHA

Budget 2018/19

	Apr 17	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 18	Feb	Mar	Total
INCOME													
Harbour Dues	275	275	275	275	275	275	275	275	275	34,829	275	275	37,848
Pontoon Berths	3,362	3,362	3,362	3,362	3,362	3,362	3,362	3,362	3,362	2,376	2,376	3,362	38,370
Landing & Buyers Dues	40,287	48,131	69,382	65,722	78,640	50,473	34,234	47,602	29,920	35,548	43,056	80,215	623,210
Slipway	7,144	13,058	14,286	15,591	12,766	16,126	16,753	14,439	11,448	10,278	7,643	15,369	154,899
Rents	9,975	9,975	9,975	9,975	9,975	9,975	9,975	9,975	9,975	9,975	9,975	9,975	119,700
Ice Sales	18,374	31,310	29,055	31,714	29,562	19,036	19,979	12,883	8,516	13,412	10,048	17,909	241,797
Sundry	350	350	350	350	350	350	350	350	350	350	350	350	4,200
Electricity	1,655	830	1,260	1,839	974	1,126	1,687	917	1,336	1,675	771	1,222	15,290
Water income	1,328	1,328	1,328	1,328	1,328	1,328	1,328	1,328	1,328	1,351	1,351	1,351	16,009
Deposit Interest													
Waste - Slipway	537	725	890	834	769	919	870	792	830	807	526	853	9,352
Waste - Fixed	741	741	741	741	741	741	741	741	741	888	888	888	9,333
Revenue Grant	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	4,870	3,182	3,182	2,424	39,114
Dredger													
TOTAL INCOME	87,209	113,266	134,086	134,912	141,923	106,892	92,735	95,846	72,950	114,670	80,441	134,193	1,309,122
EXPENDITURE													
Staff Costs	58,125	52,370	51,794	49,578	50,780	47,374	49,152	48,029	46,907	49,152	45,784	46,907	595,949
Board Members Salaries			7,324			7,324			7,324			7,324	29,295
Repairs	20,120	25,545	12,495	7,370	15,645	9,495	8,770	9,495	14,895	7,470	4,695	7,845	143,840
Insurance	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456	77,472
Rent / Rates	15,745	3,139			3,139			3,139			3,139	675	28,976
Electricity	9,260	10,059	9,878	9,558	11,463	8,550	10,794	12,724	12,637	11,551	11,478	10,962	128,914
Water	3,169	2,856	3,801	3,878	4,058	2,999	2,582	2,222	3,295	2,543	2,667	3,619	37,689
Stat / Post / Telephone	797	797	797	797	797	797	797	797	797	797	797	797	9,564
Travelling / Subsistence	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	16,620
Port Waste Management	4,733	4,733	4,733	4,733	4,733	4,733	4,733	4,733	4,733	4,733	4,733	4,733	56,791
Leasing / HP	999	999	999	999	999	999	999	999	999	999	999	999	11,992
Health & Safety / PMSC	580	580	580	580	580	580	580	580	640	580	580	580	7,020
Advertising / Recruitment			500			500			500			500	2,000
Training	900	900	900	900	900	900	900	900	900	900	900	900	10,800
Professional Services	2,348	1,448	2,348	448	2,348	1,448	1,348	1,448	1,448	1,448	1,448	17,348	34,872
Sundry Expenses	825	825	825	825	825	825	825	825	825	825	825	825	9,900
Provision for Bad Debts												5,000	5,000
Bank Charges	630	130	130	530	130	130	530	130	130	530	130	130	3,260
Audit and Accountancy	583	583	583	583	583	583	583	583	583	583	583	583	7,000
Dredging Costs	852	5,152	13,002	1,518	1,312	19,222	852	1,518	2,202	852	8,202	15,370	70,056
TOTAL EXPENDITURE	127,507	117,956	118,529	90,138	106,133	114,299	91,286	95,964	106,656	90,803	94,801	132,937	1,287,009
OPERATING SURPLUS/DEFICIT													
BEFORE CAPITAL CHARGE!	40,298	4,691	15,556	44,774	35,790	7,407	1,449	118	33,705	23,866	14,360	1,255	22,113

Ardglass

Budget 2018/19

	Apr 18	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 19	Feb	Mar	Total
INCOME													
Harbour Dues										7,333			7,333
Pontoon Berths													
Landing & Buyers Dues	9,305	11,356	18,552	15,206	23,511	12,506	15,652	24,057	8,223	14,101	21,187	36,525	210,181
Slipway													
Rents	957	957	957	957	957	957	957	957	957	957	957	957	11,484
Ice Sales	5,668	11,790	9,980	13,345	11,094	4,619	5,033	3,552	1,405	3,038	2,368	6,265	78,157
Rates, Tel & Sundry	55	55	55	55	55	55	55	55	55	55	55	55	660
Electricity	436	111	111	436	111	111	436	111	111	436	111	111	2,632
Water Income													
Deposit Interest													
Waste - Slipway													
Waste - Fixed	153	153	153	153	153	153	153	153	153	184	184	184	1,929
Revenue Grant													
Dredger													
TOTAL INCOME	16,574	24,422	29,808	30,152	35,881	18,401	22,286	28,885	10,904	26,103	24,862	44,097	312,376
EXPENDITURE													
Staff Costs	12,245	10,608	11,914	8,957	9,218	8,435	7,390	7,208	7,027	7,390	6,846	7,027	104,265
Board Members Salaries													
Repairs	9,335	2,785	4,235	2,285	7,685	1,935	1,885	1,335	1,485	2,085	985	1,785	37,820
Insurance	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	25,824
Rent / Rates	2,015												2,015
Electricity	2,171	2,419	2,912	3,128	2,859	2,265	2,835	3,389	2,820	3,019	2,852	2,478	33,147
Water	313	341	484	404	340	144	239	266	153	171	180	589	3,625
Stat / Post / Telephone	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Travelling / Subsistence	75	75	75	75	75	75	75	75	75	75	75	75	900
Port Waste Management	506	506	506	506	506	506	506	506	506	506	506	506	6,073
Leasing / HP	282	282	282	282	282	282	282	282	282	282	282	282	3,380
Health & Safety / PMSC	80	80	80	80	80	80	80	80	80	80	80	80	960
Advertising / Recruitment													
Training													
Professional Services													
Sundry Expenses	50	50	50	50	50	50	50	50	50	50	50	50	600
Provision for Bad Debts													
Bank Interest & Fees													
Audit and Accountancy													
Dredging Costs													
TOTAL EXPENDITURE	29,324	19,398	22,790	18,018	23,347	16,024	15,593	15,443	14,730	15,909	14,107	15,124	219,808
OPERATING SURPLUS BEFORE													
CAPITAL CHARGES	12,750	5,024	7,018	12,133	12,535	2,377	6,693	13,442	3,826	10,194	10,755	28,973	92,568

Kilkeel

Budget 2018/19

	Apr 18	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 19	Feb	Mar	Total
INCOME													
Harbour Dues	275	275	275	275	275	275	275	275	275	17,881	275	275	20,900
Pontoon Berths	2,566	2,566	2,566	2,566	2,566	2,566	2,566	2,566	2,566	1,580	1,580	2,566	28,820
Landing & Buyers Dues	19,002	22,308	31,540	31,743	35,276	22,192	9,253	14,922	12,667	13,350	12,946	26,837	252,036
Slipway	6,504	9,115	11,341	12,921	10,260	11,982	12,437	12,017	10,829	8,455	6,151	11,226	123,236
Rents	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	82,500
Ice Sales	6,866	8,258	8,655	9,231	10,928	8,241	3,505	2,991	3,018	4,188	3,418	5,669	74,967
Rates, Tel & Sundry	255	255	255	255	255	255	255	255	255	255	255	255	3,060
Electricity	1,013	463	578	1,167	617	424	975	540	694	1,013	424	540	8,452
Water Income	911	911	911	911	911	911	911	911	911	926	926	926	10,981
Deposit Interest													0
Waste - Slipway	499	447	680	662	551	625	548	518	782	690	340	628	6,970
Waste - Fixed	382	382	382	382	382	382	382	382	382	457	457	457	4,809
Revenue Grant													0
Dredger													0
TOTAL INCOME	45,148	51,854	64,059	66,988	68,895	54,728	37,981	42,253	39,253	55,670	33,647	56,254	616,731
EXPENDITURE													
Staff Costs	16,740	15,799	14,740	15,269	15,799	14,210	15,799	15,269	14,740	15,799	14,210	14,740	183,114
Board Members Salaries													0
Repairs	5,810	13,435	4,035	1,160	3,035	4,435	3,560	2,885	10,485	3,110	2,735	2,635	57,320
Insurance	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	25,824
Rent / Rates	3,947	0	0	0	0	0	0	0	0	0	0	0	3,947
Electricity	3,674	5,129	2,985	3,631	4,618	3,365	3,873	5,438	4,990	5,306	4,737	4,586	52,332
Water	1,122	1,004	1,530	1,537	1,690	1,553	1,049	482	1,817	1,058	959	1,432	15,234
Stat / Post / Telephone	146	146	146	146	146	146	146	146	146	146	146	146	1,752
Travelling / Subsistence	185	185	185	185	185	185	185	185	185	185	185	185	2,220
Port Waste Management	2,914	2,914	2,914	2,914	2,914	2,914	2,914	2,914	2,914	2,914	2,914	2,914	34,966
Leasing / HP	338	338	338	338	338	338	338	338	338	338	338	338	4,056
Health & Safety / PMSC	330	330	330	330	330	330	330	330	330	330	330	330	3,960
Advertising / Recruitment	0	0	0	0	0	0	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry Expenses	75	75	75	75	75	75	75	75	75	75	75	75	900
Provision for Bad Debts													0
Bank Interest & Fees													0
Audit and Accountancy													0
Dredging Costs	852	5,152	13,002	1,518	1,312	19,222	852	1,518	2,202	852	8,202	15,370	70,056
TOTAL EXPENDITURE	38,285	46,659	42,432	29,255	32,594	48,926	31,273	31,733	40,374	32,265	36,984	44,903	455,682
OPERATING SURPLUS BEFORE													
CAPITAL CHARGES	6,863	5,195	21,627	37,733	36,302	5,802	6,708	10,520	1,120	23,405	3,337	11,351	161,049

Portavogie

Budget 2018/19

	Apr 18	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 19	Feb	Mar	Total
INCOME													
Harbour Dues	0	0	0	0	0	0	0	0	0	9,615	0	0	9,615
Pontoon Berths	796	796	796	796	796	796	796	796	796	796	796	796	9,550
Landing & Buyers Dues	11,980	14,467	19,290	18,773	19,853	15,775	9,329	8,623	9,030	8,097	8,923	16,853	160,993
Slipway	640	3,943	2,945	2,670	2,506	4,144	4,316	2,422	619	1,823	1,492	4,143	31,663
Rents	2,143	2,143	2,143	2,143	2,143	2,143	2,143	2,143	2,143	2,143	2,143	2,143	25,716
Ice Sales	5,840	11,262	10,420	9,138	7,540	6,176	11,441	6,340	4,093	6,186	4,262	5,975	88,673
Rates, Tel & Sundry	40	40	40	40	40	40	40	40	40	40	40	40	480
Electricity	206	256	571	236	246	591	276	266	531	226	236	571	4,206
Water Income	417	417	417	417	417	417	417	417	417	425	425	425	5,028
Deposit Interest													0
Waste - Slipway	38	278	210	172	218	294	322	274	48	117	186	225	2,382
Waste - Fixed	206	206	206	206	206	206	206	206	206	247	247	247	2,595
Revenue Grant													0
Dredger													0
TOTAL INCOME	22,306	33,808	37,037	34,590	33,964	30,581	29,285	21,526	17,922	29,715	18,750	31,417	340,901
EXPENDITURE													
Staff Costs	10,650	9,175	8,650	8,912	9,175	8,387	9,175	8,912	8,650	9,175	8,387	8,650	107,898
Board Members Salaries													0
Repairs	4,975	9,325	4,225	3,925	4,925	3,125	3,325	5,275	2,925	2,275	975	3,425	48,700
Insurance	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	2,152	25,824
Rent / Rates	3,376	0	0	0	0	0	0	0	0	0	0	675	4,051
Electricity	3,293	2,389	3,862	2,706	3,893	2,816	3,958	3,769	4,611	3,010	3,736	3,734	41,777
Water	1,734	1,510	1,786	1,938	1,841	1,301	1,294	1,475	1,325	1,313	1,301	1,597	18,416
Stat / Post / Telephone	103	103	103	103	103	103	103	103	103	103	103	103	1,236
Travelling / Subsistence	50	50	50	50	50	50	50	50	50	50	50	50	600
Port Waste Management	1,295	1,295	1,295	1,295	1,295	1,295	1,295	1,295	1,295	1,295	1,295	1,295	15,543
Leasing / HP	338	338	338	338	338	338	338	338	338	338	338	338	4,056
Health & Safety / PMSC	170	170	170	170	170	170	170	170	170	170	170	170	2,040
Advertising / Recruitment	0	0	0	0	0	0	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry Expenses	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Provision for Bad Debts													0
Bank Interest & Fees													0
Audit and Accountancy													0
Dredging Costs													0
TOTAL EXPENDITURE	28,286	26,657	22,781	21,740	24,092	19,888	22,010	23,689	21,769	20,032	18,657	22,339	271,941
OPERATING SURPLUS BEFORE													
CAPITAL CHARGES	5,980	7,150	14,256	12,851	9,872	10,693	7,275	2,163	3,847	9,683	92	9,078	68,961

Head Office

Budget 2018/19

	Apr 18	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 19	Feb	Mar	Total
INCOME													
Harbour Dues													-
Pontoon Berths													-
Landing & Buyers Dues													-
Slipway													-
Rents													-
Ice Sales													-
Rates, Tel & Sundry													-
Electricity													-
Water Income													-
Deposit Interest													-
Waste - Slipway													-
Waste - Fixed													-
Revenue Grant	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	4,870	3,182	3,182	2,424	39,114
Dredger													
TOTAL INCOME	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	4,870	3,182	3,182	2,424	39,114
EXPENDITURE													
Staff Costs	18,490	16,788	16,490	16,439	16,588	16,341	16,788	16,639	16,490	16,788	16,341	16,490	200,672
Board Members Salaries	0	0	7,324	0	0	7,324	0	0	7,324	0	0	7,324	29,295
Repairs													0
Insurance													0
Rent / Rates	6,407	3,139	0	0	3,139	0	0	3,139	0	0	3,139	0	18,963
Electricity	122	122	119	93	93	104	128	128	216	216	153	164	1,658
Water	0	0	0	0	187	0	0	0	0	0	227	0	414
Stat / Post / Telephone	448	448	448	448	448	448	448	448	448	448	448	448	5,376
Travelling / Subsistence	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	12,900
Port Waste Management	17	17	17	17	17	17	17	17	17	17	17	17	210
Leasing / HP	42	42	42	42	42	42	42	42	42	42	42	42	500
Health & Safety / PMSC	0	0	0	0	0	0	0	0	60	0	0	0	60
Advertising / Recruitment	0	0	500	0	0	500	0	0	500	0	0	500	2,000
Training	900	900	900	900	900	900	900	900	900	900	900	900	10,800
Professional Services	2,348	1,448	2,348	448	2,348	1,448	1,348	1,448	1,448	1,448	1,448	17,348	34,872
Sundry Expenses	550	550	550	550	550	550	550	550	550	550	550	550	6,600
Provision for Bad Debts												5,000	5,000
Bank Interest & Fees	630	130	130	530	130	130	530	130	130	530	130	130	3,260
Audit and Accountancy	583	583	583	583	583	583	583	583	583	583	583	583	7,000
Dredging Costs													0
TOTAL EXPENDITURE	31,612	25,242	30,526	21,125	26,100	29,462	22,409	25,099	29,783	22,597	25,052	50,571	339,579
OPERATING SURPLUS BEFORE													
CAPITAL CHARGES	28,430	22,060	27,344	17,943	22,918	26,280	19,227	21,917	24,913	19,415	21,870	48,147	300,465

Appendix 4 – Maintenance Plans by Harbour

Maintenance - Forecast 2018 / 2019

Apr May June July Aug Sept Oct Nov Dec Jan Feb Mar Total

ARDGLASS

Ice Plant	£8,700	£900	£450	£250	£1,100	£500	£550	£250	£1,000	£250	£550	£150	£14,650
Chill Room	£0	£750	£0	£0	£0	£500	£0	£0	£0	£750	£0	£0	£2,000
Fishmarket	£100	£200	£250	£100	£200	£100	£0	£250	£100	£200	£100	£1,000	£2,600
Quays	£150	£250	£1,200	£1,600	£5,000	£150	£250	£500	£0	£150	£0	£250	£9,500
Roads	£0	£100	£2,000	£0	£1,000	£100	£750	£0	£0	£150	£0	£0	£4,100
Slipways	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
General	£385	£585	£335	£335	£385	£585	£335	£335	£385	£585	£335	£385	£4,970
Contingency													£0
	£9,335	£2,785	£4,235	£2,285	£7,685	£1,935	£1,885	£1,335	£1,485	£2,085	£985	£1,785	£37,820

KILKEEL

Ice Plant	£200	£800	£850	£200	£200	£200	£1,700	£350	£200	£200	£800	£1,700	£7,400
Chill Room	£125	£350	£0	£125	£0	£350	£125	£0	£0	£475	£0	£0	£1,550
Fishmarket	£1,150	£450	£150	£0	£0	£400	£200	£200	£250	£0	£400	£100	£3,300
Quays	£200	£3,000	£400	£0	£0	£400	£200	£750	£200	£1,100	£450	£0	£6,700
Roads	£100	£3,000	£500	£0	£1,000	£2,250	£0	£500	£0	£250	£0	£0	£7,600
Slipways	£3,300	£5,300	£1,600	£300	£1,050	£300	£800	£550	£9,300	£300	£550	£300	£23,650
General	£735	£535	£535	£535	£785	£535	£535	£535	£535	£785	£535	£535	£7,120
Contingency													£0
	£5,810	£13,435	£4,035	£1,160	£3,035	£4,435	£3,560	£2,885	£10,485	£3,110	£2,735	£2,635	£57,320

PORTAVOGIE

Ice Plant	£3,175	£3,775	£1,025	£275	£3,275	£625	£275	£3,775	£1,025	£1,025	£275	£2,225	£20,750
Chill Room	£450	£0	£0	£0	£0	£300	£0	£150	£0	£0	£300	£0	£1,200
Fishmarket	£250	£150	£100	£250	£0	£300	£250	£0	£0	£0	£0	£0	£1,300
Quays	£0	£500	£500	£0	£500	£250	£1,800	£750	£1,000	£250	£0	£0	£5,550
Roads	£100	£500	£1,000	£0	£0	£500	£0	£200	£0	£100	£0	£0	£2,400
Slipways	£600	£3,600	£100	£3,100	£350	£850	£600	£100	£100	£100	£100	£850	£10,450
General	£400	£800	£1,500	£300	£800	£300	£400	£300	£800	£800	£300	£350	£7,050
Contingency													£0
	£4,975	£9,325	£4,225	£3,925	£4,925	£3,125	£3,325	£5,275	£2,925	£2,275	£975	£3,425	£48,700

	£20,120	£25,545	£12,495	£7,370	£15,645	£9,495	£8,770	£9,495	£14,895	£7,470	£4,695	£7,845	£143,840
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Appendix 5 – Cash Flow Projections

NIFHA - 2018/19 Cash Flow

Cash Flow Projection - 2018/19					
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Opening Cash Balance	£500,000	£382,918	£455,443	£420,749	£500,000
Trading Inc/(Dec) in Cash	-£97,082	£92,525	-£14,694	£32,576	£13,325
Net Cash	£402,918	£475,443	£440,749	£453,325	£513,325
Minor Works (Authority Funded)	-£20,000	-£20,000	-£20,000	-£15,000	-£75,000
Capital Works (Authority Funded)	£0	£0	£0	£0	£0
Corporation Tax	£0	£0	£0	£0	£0
Capital Works - Paid	£0	£0	£0	£0	£0
Capital Works - Receivable	£0	£0	£0	£0	£0
Closing Cash Balance	£382,918	£455,443	£420,749	£438,325	£438,325

Note:

Assumed no change in debtors or creditors

+ There is uncertainty around the Opening Cash Balance due to timing of Capital Works Payments and Grants Receivable

VAT excluded

Appendix 6 – 2018/19 Budget Comparisons

Northern Ireland Fishery Harbour Authority

Budget Comparisons

	Budget 2018/19	Budget 2017/18	Variance		Actual 2016/17	Variance	
	£	£	£	%	£	£	%
INCOME							
Harbour Dues	£ 37,848	£ 39,927	£2,079	-5%	£ 52,821	£14,973	-28%
Pontoon Berths	£ 38,370	£ 38,002	£368	1%	£ 36,572	£1,798	5%
Landing & Market Dues	£ 623,210	£ 580,843	£42,366	7%	£ 682,578	£59,368	-9%
Slipway	£ 154,899	£ 158,398	£3,499	-2%	£ 167,999	£13,100	-8%
Rents	£ 119,700	£ 116,736	£2,964	3%	£ 123,705	£4,005	-3%
Ice Sales	£ 241,797	£ 239,240	£2,557	1%	£ 246,380	£4,583	-2%
Sundry Income	£ 4,200	£ 4,200	£0	0%	£ 8,595	£4,395	-51%
Electricity	£ 15,290	£ 15,642	£352	-2%	£ 17,359	£2,070	-12%
Water Income	£ 16,009	£ 16,872	£863	-5%	£ 16,037	£28	-0%
Bank Interest Received	£ 0	£ 0	£0		£ 633	£633	-100%
Waste - Slipway	£ 9,352	£ 9,260	£92	1%	£ 8,442	£910	11%
Waste - Fixed	£ 9,333	£ 8,451	£882	10%	£ 7,535	£1,799	24%
Revenue Grant	£ 39,114	£ 40,668	£1,554	-4%	£ 18,853	£20,261	107%
Dredger Income	£ 0	£ 0	£0		£ 0	£0	
TOTAL INCOME	£ 1,309,122	£ 1,268,240	£40,881	3%	£ 1,387,508	£78,387	-6%
EXPENDITURE							
Staff Costs	£ 595,949	£ 574,418	£21,531	-4%	£ 578,508	£17,441	-3%
Board Members	£ 29,295	£ 29,295	£0	0%	£ 29,295	£0	0%
Repairs	£ 143,840	£ 143,840	£0	0%	£ 203,017	£59,177	29%
Insurance	£ 77,472	£ 99,252	£21,780	22%	£ 101,465	£23,993	24%
Rent / Rates	£ 28,976	£ 29,585	£609	2%	£ 30,134	£1,158	4%
Electricity	£ 128,914	£ 124,386	£4,528	-4%	£ 126,390	£2,524	-2%
Water	£ 37,689	£ 35,913	£1,776	-5%	£ 27,608	£10,080	-37%
Stat / Post / Telephone	£ 9,564	£ 9,960	£396	4%	£ 9,581	£17	0%
Travelling / Subsistence	£ 16,620	£ 13,080	£3,540	-27%	£ 13,865	£2,755	-20%
Port Waste Management	£ 56,791	£ 46,506	£10,286	-22%	£ 54,087	£2,704	-5%
Leasing / HP	£ 11,992	£ 11,492	£500	-4%	£ 12,063	£71	1%
Health & Safety	£ 7,020	£ 5,815	£1,205	-21%	£ 10,461	£3,441	33%
Advertising / Recruitment	£ 2,000	£ 1,000	£1,000	-100%	£ 1,118	£882	-79%
Training	£ 10,800	£ 10,000	£800	-8%	£ 11,526	£726	6%
Professional Services	£ 34,872	£ 34,872	£0	0%	£ 22,299	£12,573	-56%
Sundry Expenses	£ 9,900	£ 6,000	£3,900	-65%	£ 11,849	£1,949	16%
Provision for Bad Debts	£ 5,000	£ 5,000	£0	0%	£ 780	£4,220	-541%
Bank Interest & Fees	£ 3,260	£ 2,820	£440	-16%	£ 2,915	£345	-12%
Audit and Accountancy	£ 7,000	£ 8,000	£1,000	13%	£ 7,000	£0	0%
Dredging Costs	£ 70,056	£ 70,056	£0	0%	£ 75,074	£5,018	7%
TOTAL EXPENDITURE	£ 1,287,009	£ 1,261,290	£25,719	-2%	£ 1,329,034	£ 42,025	3%
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL CHARGES	£ 22,113	£ 6,950	£15,162		£ 58,474	£36,361	-62%

Appendix 7 – NIFHA Organisational Chart

