

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

**Business Plan
(2019/20)**

February 2019

Northern Ireland Fishery Harbour Authority
Business Plan (2019/20)

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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 the DAERA Minister 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 2019 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 2018-19.

Generally the outlook for the fishing industry in Northern Ireland is positive. Prices are relatively good and this year while prawn quota is somewhat reduced there were again significant quota increases in whitefish stocks which are considered to be sustainable.

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 remains 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 may see improved opportunities for the Northern Irish fleet but in the short term there appears to be some risk of disruption.

Indeed the Authority is concerned by the significant number of vessels sold and not replaced during 2017 and 2018. This has been driven by a variety of complex reasons but certainly in part by high prices for licences. Most vessels sold have come from the Portavogie fleet. The Authority recognises that overall in recent times fleet capacity to fish, exceeded the quota available to it and thus these sales may have no overall long-term impact. However it is seeing some reduction in income from landings in Portavogie and the budgeted income for Portavogie has been reduced to reflect this.

However based on the overall cash position as at 31 December 2018 and the 2019/20 budget it is estimated that the Authority will not require deficit or loan funding in 2019/20 and indeed it is forecast that the Authority will again generate a surplus.

Larger capital works projects are approved and funded by DAERA - currently with the assistance of the European Union Structural Fund (EMFF). Capital Works plans are outlined later and capital budget details for 2019/20 are given in Appendix 1. In previous structural programmes NIFHA undertook the procurement of capital projects. The Authority is now required to use the Central Procurement Directorate (CPD).

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 second of four plans designed to implement in a phased manner the Corporate Plan which concludes at the end of March 2022.

1.2.4. Resources

Like many organisations operating in the modern world the Authority is continually asked to deliver significantly more with no material increase in resources. The Authority fully accepts the need to be more efficient and to continually improve. Indeed it sees this as one of the key ways it can enhance its delivery to its customers. However the Authority is a small organisation with just 21 staff or 18 full time equivalents. During 2018/19 we had a significant level of staff turnover. With a new Harbour Master, two Harbour Forepersons, operational and administrative staff recruited. Absorbing a 25% changeover in staff will stress any organisation but the Authority is confident it has integrated its new staff well, while continuing to deliver to its stakeholders.

However there is a need to take time to step back and review progress, to fully train and integrate new staff and to review and confirm that the policies and procedures underpinning the organisation remain robust.

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 2019/20

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 2019/20.

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 2018/19 an external review of the Marine Safety Management Systems was undertaken. Completion of this review enabled the Authority to confirm its confidence in its compliance with the Port Marine Safety Code. The Health and Safety Management System is now due for external review and this will be undertaken during 2019/20. The Authority will continue to deliver in 2019/20 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.

The Authority has submitted and gained approval for seven capital project which will be funded through the European Maritime and Fisheries Fund (EMFF). The Authority intends to submit a further three projects to be supported by the EMFF fund. This will absorb all current funding under EMFF allocated to the Authority. Summary details of the timing and projects are included in Appendix 1.

However should additional funding become available the Authority has a number of viable projects it would be keen to proceed with. While extra capacity would be required in the short term to deliver such work the Authority believes, subject to constraints of working with CPD, that it can deliver projects promptly and efficiently.

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.

The Community-Led Local Development under Union Priority 4 of the EMFF Programme (commonly known as the FLAG programme) has opened. The Authority has defined a project that it would like to bring forward through a successful application to this scheme. This project may not receive 100% funding. The Authority anticipates a shortfall in the region of £15,000 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 programme (see section 3.2.1).

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. Any access to reserves will require a bid for cover which will be reviewed as part of DAERA’s in-year monitoring process

The actual spend forecast for the incoming year is set at £40k (the minimum amount the Authority sees as available this year) while the preferred indicative spend is £58k. The Authority prepares its minor works programme on the basis of full funding been available. The programme is outlined in Appendix 1 and summarised below.

	2019/20	2020/21	2021/22	2022/23
Total Indicative Minor Works	58,500	61,000	71,000	70,500

For reasons outlined above the Authority is unable to accurately predict its annual income and therefore what its net surplus will be. In good fishing years the Authority will exceed its budgeted income. For this reason while in some years preferred minor works are deferred, in others the Authority is able to catch up on works that have previously been deferred. Preparing Minor Works on an indicative basis allows the Authority both to keep in clear sight what work needs to be done and schedule depending on what funding is available.

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 2019/20 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 2019/20.

The Authority will continue to pursue opportunities for leasing its dredger in 2019/20 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. Following a review the Authority concluded that the most efficient method of providing the digging capacity for the dredger would be through the purchase of its own equipment. The Authority has received grant funding to support the purchase of the machinery and it is expected that the new digger will be installed in 2019/20. This will enable the Authority to offer a much more flexible service - an increasing requirement arising from increasingly unpredictable weather patterns

3.4. Environmental Improvement

The Authority takes seriously its responsibilities for the care and the protection of the environment. In all three harbours it provides a comprehensive range of waste collection services to the fishing vessels. During 2018/19, in response to requests from stakeholders, additional bins were provided in Kilkeel. The cost of disposal of waste is of increasing concern and opportunities to recycle waste are continually being explored. In the past year successes included; disposing of old nets to new users through gumtree and locating a facility which recycles used 25l oil drums. Unfortunately the culture in Northern Ireland tolerates the casual dropping of waste rather than placing it in litter bins. All three harbours are solely afflicted by this scourge and while the staff do an excellent job, both visitors and some fishermen could work better to protect the environment of their harbours.

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 2019/20.

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 2019/20.

The Authority has a rolling programme underway to replace its older sodium-based lighting with more efficient LED lighting. This programme will improve the overall lighting in the harbours with significantly reduced costs.

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 continue to 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. The Authority is working with DAERA to ensure that the benefits of this scheme can be maintained despite some changes in the methodology of data collection undertaken by DAERA.

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 2019/20 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 whilst increasing somewhat, remains low. The Authority has tried a variety of approaches to obtain additional engagement from stakeholders. In recent years this included a customer survey, however after initial interest replies

declined rapidly to the extent where the very low volume of replies cannot be used to give guidance on issues affecting the stakeholders. Hence during 2019/20 we will not undertake a customer survey.

The Authority also has 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 2019/20.

The Authority remains convinced that the best way to know how to understand the needs of its stakeholders is through direct communication. This is achieved primarily through the CEO's regular contact with fishermen, processors and other stakeholders which he then feeds back to the Board. The CEO is in turn informed by his staffs contact with customers and his regular meeting both formal and informal with a wide variety of stakeholders.

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 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
	2019/20	2018/19
	£000	£000
Income	1,306	1,350
Expenditure	1,281	1,289
Operational Surplus	25	61
Minor Capital Works	40	38
Net Position	- 15	23

The budget for the year is summarised above. Turnover decreases slightly (c.3%) despite an overall increase in quota. This reflects both uncertainty in the market place over the impact of Brexit and the impact of lower vessel numbers in the Portavogie fleet. It is expected that prices will remain at the historically high levels enjoyed by the industry.

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, weather, market prices for landed fishery products and fuel prices.

Expenditure remains virtually static but shows a small overall reduction of £9k. The reduction is achieved primarily through a reduction in the anticipated repair costs. Should income not match

budget expectations the Authority retains some flexibility to further reduce its operational expenditure for example less activity will reduce need the need for some maintenance and overtime.

Annually the Authority updates its minor capital works programme. To enable the Authority to retain good visibility of forthcoming requirements it prepares this programme on the basis of full funding being available to complete the programme. Of course this is not available and actual anticipated spend is subject to both available funding and a priority needs basis and on this basis a spend of c.£40k similar to recent years spends is anticipated.

In 2019/20 it is forecast that the operational surplus will not be sufficient to fully meet the anticipated requirements of the self-funded minor capital works programme. The Authority has sufficient reserves to meet any shortfall. Any access to reserves will require a bid for cover which will be reviewed as part of DAERA's in-year monitoring process

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 2019/20 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 generally 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 2019/20 personal development plans created from performance reviews will remain an integral part of how the Authority refreshes its training plan.

During 2019/20 the Authority will be focusing on fully integrating, training and developing its new staff members to enable it to fully benefit from the fresh impetus new staff can bring.

During the financial year ended 2017/18 the Authority undertook an Equality audit. This identified a number of issues and made a number of recommendations including that the Authority should develop a pay and grading policy and procedure. In addition to this the Authority has a long-standing concern that a number of its staff, particularly operational staff are paid poorly when compared with equivalent grades in the Northern Ireland Civil Service. Indeed two pay reviews were undertaken in the past which for various reasons beyond the control of the Authority did not produce any significant outcome. Nevertheless the low pay issue remains, which affects both morale and the capacity of the Authority to recruit suitably qualified staff.

The Authority believes that as a matter of good practice it should implement the recommendation to develop a pay and grading policy and procedure and will during 2019/20 undertake the work to complete this task. In addition the Authority will again look to reviewing the remuneration paid to its staff with a view to implementing a fairer pay structure more closely aligned to the civil service and intends to prepare a business plan for submission to DAERA to address the low pay issue.

3.12. Potential Harbour Development Projects

The fishing communities of both Ardglass and Kilkeel have proposed plans to extend their local harbour. Whilst the Kilkeel plan is more advanced, both approaches would, if successful, see significant expansion.

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 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.

For these reasons and combined with the possible expanded fishing opportunities arising from Brexit the Authority welcomes the decision by DAERA to conduct a strategic review.

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 objectives and targets support the delivery of the Executive’s draft PfG outcomes as set out in the draft Outcomes framework 2017/18 and complements the vision of the Department “A living, working, active landscape valued by everyone”. 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 & MSMS Plan are met	Mar-20	Progress reviewed at each Board meeting, targets are met
		Prepare a database of all Risk Assessments & develop review procedure	Mar-20	Board is assured all Risk Assessments are up to date
		Undertake external review of HSMS plan	Dec-19	Plan is reviewed
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	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
		Regularly deliver innovative solutions to problems	Annually	
C	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
D	Address lack of defined pay & Grading Structure and Low Pay issue.	Prepare a report and methodology for addressing issue and use this to prepare business plan to submit to DAERA	Dec-19	Business plan is submitted to DAERA

4.3. Objective 3

Objective 3: To be a customer and stakeholder centered 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 in meeting goals of Marine Safety Management System (MSMS)	Publicise specific MSMS KPI on a quarterly basis	Quarterly	KPI's are published to schedule
D	Publicise overall performance standard being attained.	Publicise Authority overall KPI dashboard on a quarterly basis	Quarterly	Dashboards are published to schedule
E	Active communicator through modern media	Website and Facebook are updated regularly	Monthly	Authority is regularly updating on both its media platforms
F	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	Have 2020/21 Business Plan prepared and approved in a timely fashion	Business plan is prepared and submitted to DAERA	Feb-20	2020/21 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 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	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

To work in partnership to help build wider socio-economic prosperity through Objective 6: 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	Environmental Improvement	The local harbour environments are improved through small defined projects.	Mar-20	One environmental improvement programme is delivered per annum
C	Deliver primary school harbour education programme	Complete delivery of fourth harbour education programme.	Annually	Programme delivered and positive reviews received
D	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	2018/19	2019/20	2020/21	2021/22	2022/23
Approved EMFF Projects	£	£	£	£	£	£
Portavogie Fishmarket Refurbishment						
Portavogie Ice plant structural refurbishment						
Portavogie Ice plant mechanical refurbishment						
Refurbishment of Harbour Masters offices						
Dredger Crane replacement						
Portavogie Quay wall repairs phase 3						
Portavogie revetment repair						
Proposed EMFF Projects						
Parkgate site redevelopment						
Traffic control measures all harbours						
Kilkeel Fishmarket Refurbishment						
Project Management						
Total	3,066,000	571,000	1,158,000	734,000	510,000	96,000
FLAG Projects	£	£	£	£	£	£
Ardglass & Portavogie bait stores						
Total	65,000	0	65,000	0	0	0
TOTAL DAERA/EU Funded Projects	3,131,000	571,000	1,223,000	734,000	510,000	96,000

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	2019/20	2020/21	2021/22	2022/23
Ardglass	£	£	£	£	£
Quayside Davit Replacement					
Roads - Minor Works (Kerbs, Manholes, etc)					
South Pier resurfacing					
Saw Pit Jetty Pointing					
Salt Store Roof Repair					
Dock Lane Sea Wall and Compound					
Light House holding Works					
upgrade of hi tower lights luminaires					
survey of dolphin and marker pile					
edge repair to quay					
Total Ardglass	82,500	9,000	27,500	32,500	13,500
Kilkeel	£	£	£	£	£
Cradle 1 painting					
Cradle 2 Painting					
Cradle 3 Painting					
Pontoon mid life repair					
Pier Wall Crest - Minor Repairs					
Seven Sisters Electrical Panel Relocation					
replacement/upgrade Power & Water Points					
lighting upgrade around slipway					
watermain compliance					
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 storage					
edge repairs					
Quay Edge Protection Strip					
road repairs					
Total Kilkeel	143,500	47,500	26,500	28,500	41,000
Portavogie	£	£	£	£	£
Additional Power & Water Points					
Quayside Joint Sealing					
Watermain Rationalisation					
quayside concrete surface repairs					
lighting luminaire replacement					
Total Portavogie	35,000	2,000	7,000	10,000	16,000
Total Indicative Minor Works	261,000	58,500	61,000	71,000	70,500

Appendix 2 – Budget Key Assumptions

2019 / 2020 Budget Key Assumptions

1. GENERAL

1.1. Landing and Buyer Revenues

Non-Pelagic landings based on an average of last 4 financial years (2014/15, to 2017/18). Pelagic - actual 2017/18 landings, with adjustment for Portavogie Fleet Changes.

1.2. The budget is based on the number and mix of vessels based in the 3 Authority ports as at 1 November 2018 i.e. 176 vessels in 4 length categories - 0-6m; 6-12m; 12-18m and over 18m.

1.3. Harbour Dues and Charges for 15 months from 01 April 2019 to 31 March 2020. This is to bring budgeting and accounting periods into line. 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 DAERA/EU and claims will be paid within 30 days. No allowance is made for any cost overruns.

1.5. Minor works projects will be prioritized and will only be implemented subject to the availability of internal funding and project management resource. 2019/20 budget is estimated between £50k and £140k depending on available funding from reserves.

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 2018 and increased in line with Government Guidelines. We are budgeting 2% for 2018/19 and 1% for 2019/20.

1.10. EMFF Funding for Project Manager is at 75% of salary and expenses.

1.11. Dredging costs are based on knowledge of known costs.

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 2017/18 actual with increase of 9-11% depending on location.
 - 1.14. Water – Usage as per 2017/18 actual. +2% increase.
 - 1.15. Rent and Rates – As per 2017/18 with 3% increase.
 - 1.16. The Authority will continue to be exempt from the 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 2019/20 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 2017/18 actuals.

2. **REVENUE**

- 2.1. Harbour Dues 2019
 - charges as per schedule effective 01 January 2019
 - based on vessel register as at 1 November 2018.
 - revenue of £3.4k is included for laid up and visitor vessels
- 2.2. Pontoon Revenues
 - £38.3k (£38.2k) 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
 - £166.7k (£169.8k) Rates to increase by 2% in both Kilkeel and Portavogie
 - Vessel numbers and mix as for y.e. 31 March 2018
- 2.5. Rents
 - £119.5k (£124.6k)

-
- 2.6. **Ice Sales**
- tonnage as per 12 months ended Sept 2018 in Ardglass and Kilkeel and reduction of 20% in Portavogie.
- 2.6.1. Volumes
- | | |
|--------------|--------------|
| - Ardglass | 1,131 |
| - Kilkeel | 1,212 |
| - Portavogie | <u>1,070</u> |
| - Total | <u>3,413</u> |
- 2.6.2. Revenue
- £225.2k (£223.7k) Price is held at £66.00 per tonne
- 2.7. Sundry Income
- £3.5k (£5.5k)
- 2.8. Electricity Income
- £16.6k (£16.1k) Revenues based on previous year quayside, slipway and third party usage. Electricity charges increased by 7%.
- 2.9. Water Income
- £15.3k (£15.8k) Based on number of vessels in the harbour on 01.11.18 and previous years slipway usage.
- 2.10. **Waste Charges**
- 2.10.1. Fixed Waste
- £10.1k (£9.1k) based on vessel numbers and mix at 1 November 2018.
- 2.10.2. Slipway Waste
- £9.2k (£7.8k) based on vessel numbers and mix at 2.4. Prices increased by 20% in both Kilkeel and Portavogie.
- 2.11. Deposit Account Interest
- £0.0k (£0.0k)
- 2.12. Revenue Grant
- £39.5k (£44.9k) based on 75% funding for Project Manager.
3. **EXPENDITURE**
- 3.1. **Staff Costs**
- 3.1.1. Salaries (inc. Board Members)
- 1 Chairman and 6 Board Members.
 - As per 1.9 above.
 - overtime allowance of £2k for Ardglass Harbour Master, £2.7k for Kilkeel Harbour Master, £2k for Portavogie Harbour Master and £1.3k for Head Office.
-

3.1.2. Wages	<ul style="list-style-type: none"> - As per 1.9 above - manpower levels as per 2017/18. - allowance of £6.4k for weekend attendance at 3 ice plants. - overtime allowance of £2.7k 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	<ul style="list-style-type: none"> - based on Employers Rate of 20.0% + lump sum payment of £8k
3.2. Repairs	<ul style="list-style-type: none"> - £103.2k (£146.8k). Includes a provision of £5k for non recovery costs re Harbour Masters Offices.
3.3. Insurance	<ul style="list-style-type: none"> - £79.6k (£70.8k) based on 2018/19 actual + 3%. Includes Harbour Boats.
3.4. Rent/Rates	<ul style="list-style-type: none"> - £37.0k (£33.6k) includes provision for Portavogie Factory. Rates increased by 3%.
3.5. Electricity	<ul style="list-style-type: none"> - £141.3k (£128.8k) based on 2017/18 with varied increases as per 1.13 above.
3.6. Water	<ul style="list-style-type: none"> - £36.5k (£31.4k) based on 2017/18 actual with 2% increase
3.7. Stationery/Postage/Telephone	<ul style="list-style-type: none"> - £9.2k (£9.2k)
3.8. Travelling/Subsistence	<ul style="list-style-type: none"> - £16.0k (£9.4k)
3.9. Port Waste Management	<ul style="list-style-type: none"> - £49.0k (£46.6k) based on 5% increase on 2017/18 actual.
3.10. Leasing/HP	<ul style="list-style-type: none"> - £12.0k (12.0k) - 3 FLT's + Photocopier
3.11. Health & Safety/PMSC	<ul style="list-style-type: none"> - £5.7k (£5.7k)
3.12. Advertising and Recruitment	<ul style="list-style-type: none"> - £2.0k (£1.0k)
3.13. Training	<ul style="list-style-type: none"> - £10.8k (£14.8k)
3.14. Professional Services	<ul style="list-style-type: none"> - £48.1k (£42.4k)

3.15.	Sundry Expenses	-	£9.9k (£14.6k)
3.16.	Provision for Bad Debt	-	£5.0k (£2.4k)
3.17.	Bank fees & Fees	-	£3.3k (£3.2k) - includes card payment charges
3.18.	Audit and Accountancy	-	£7.0k (£7.0k)
3.19.	Dredging costs	-	£75.0k (£75.9k) Includes cost of external digger, maintenance and dredger insurance. Excludes capital Charges.

4. **MINOR CAPITAL WORKS**

Up to £58.5k and may increase subject to availability of internal funding.

Appendix 3 – Budgets by Harbour and Group

NIFHA

Budget 2019/2020

	Apr 19	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 20	Feb	Mar	Total
INCOME													
Harbour Dues	283	283	283	283	283	283	283	283	283	34,264	283	283	37,376
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	52,711	57,599	79,884	69,304	66,561	45,365	24,396	48,044	37,474	28,626	35,922	79,074	624,960
Slipway	14,648	18,894	18,202	17,662	14,678	16,336	14,935	13,144	6,239	9,590	11,840	10,546	166,713
Rents	9,960	9,960	9,960	9,960	9,960	9,960	9,960	9,960	9,960	9,960	9,960	9,960	119,520
Ice Sales	14,933	21,573	25,465	35,460	32,315	22,348	17,709	11,625	7,704	12,184	9,202	14,724	225,242
Sundry	290	290	290	290	290	290	290	290	290	290	290	290	3,480
Electricity	1,730	870	1,442	1,786	803	1,285	2,089	1,127	1,331	1,734	1,071	1,375	16,638
Water Income	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	15,300
Deposit Interest													
Waste - Slipway	814	786	924	987	567	934	1,102	673	478	617	551	748	9,181
Waste - Fixed	840	840	840	840	840	840	840	840	840	840	840	840	10,080
Revenue Grant	3,213	3,213	3,213	3,213	3,213	3,213	3,213	3,213	4,901	3,213	3,213	2,447	39,478
Dredger													
TOTAL INCOME	104,058	118,945	145,139	144,421	134,146	105,491	79,453	93,835	74,136	104,968	76,823	124,923	1,306,338
EXPENDITURE													
Staff Costs	57,130	50,296	48,190	51,696	50,461	49,426	50,296	47,964	49,130	50,296	46,798	49,130	600,812
Board Members Salaries			7,553			7,553			7,553			7,553	30,210
Repairs	8,198	14,498	8,498	8,198	9,998	9,698	6,923	9,373	5,773	9,523	7,223	5,273	103,180
Insurance	6,630	6,630	6,630	6,630	6,630	6,630	6,630	6,630	6,630	6,630	6,630	6,630	79,560
Rent / Rates	23,729	3,139			3,139			3,139			3,139	725	37,010
Electricity	9,966	10,666	11,785	10,241	12,229	11,016	11,659	12,711	12,480	15,257	13,441	9,878	141,329
Water	4,469	3,628	3,642	2,966	2,974	2,358	1,578	2,145	3,855	3,349	3,256	2,245	36,465
Stat / Post / Telephone	765	765	765	765	765	765	765	765	765	765	765	765	9,180
Travelling / Subsistence	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	15,960
Port Waste Management	4,080	4,080	4,080	4,080	4,080	4,080	4,080	4,080	4,080	4,080	4,080	4,080	48,960
Leasing / HP	999	999	999	999	999	999	999	999	999	999	999	999	11,992
Health & Safety / PMSC	460	460	460	460	460	460	460	460	640	460	460	460	5,700
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	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	48,130
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	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
TOTAL EXPENDITURE	130,955	109,190	107,131	100,465	105,765	107,514	97,819	102,296	106,434	105,789	100,821	107,267	1,281,447
OPERATING SURPLUS/DEFICIT													
BEFORE CAPITAL CHARGES	26,897	9,754	38,007	43,955	28,381	2,023	18,366	8,461	32,298	821	23,998	17,657	24,891

Ardglass

Budget 2019/2020

	Apr 19	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 20	Feb	Mar	Total
INCOME													
Harbour Dues										6,944			6,944
Pontoon Berths													
Landing & Buyers Dues	10,718	13,138	21,641	16,075	20,693	7,670	8,999	22,822	15,022	9,862	12,831	37,231	196,702
Slipway													
Rents	965	965	965	965	965	965	965	965	965	965	965	965	11,580
Ice Sales	5,226	7,518	9,452	13,854	11,188	7,725	5,033	3,552	1,405	3,038	2,368	4,265	74,623
Rates, Tel & Sundry	50	50	50	50	50	50	50	50	50	50	50	50	600
Electricity	478	153	153	478	153	153	478	153	153	478	153	153	3,136
Water Income													
Deposit Interest													
Waste - Slipway													
Waste - Fixed	163	163	163	163	163	163	163	163	163	163	163	163	1,956
Revenue Grant													
Dredger													
TOTAL INCOME	17,600	21,987	32,424	31,585	33,212	16,726	15,688	27,705	17,758	21,499	16,530	42,827	295,541
EXPENDITURE													
Staff Costs	9,289	7,476	8,306	9,076	8,820	8,563	7,476	7,101	7,289	7,476	6,914	7,289	95,073
Board Members Salaries													
Repairs	2,143	1,918	2,568	2,643	2,668	2,868	1,693	2,668	1,368	1,993	2,568	1,068	26,170
Insurance	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	26,520
Rent / Rates	2,123												2,123
Electricity	2,411	3,137	3,157	3,292	3,206	2,684	2,624	3,018	2,869	3,027	2,815	2,628	34,868
Water	168	259	289	253	200	149	223	203	215	68	160	83	2,270
Stat / Post / Telephone	110	110	110	110	110	110	110	110	110	110	110	110	1,320
Travelling / Subsistence	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Port Waste Management	358	358	358	358	358	358	358	358	358	358	358	358	4,301
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	84	84	84	84	84	84	84	84	84	84	84	84	1,010
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	19,408	16,064	17,595	18,539	18,168	17,539	15,290	16,265	15,015	15,838	15,732	14,342	199,795
OPERATING SURPLUS BEFORE													
CAPITAL CHARGES	1,809	5,923	14,829	13,046	15,044	812	398	11,440	2,743	5,661	798	28,485	95,746

Kilkeel

Budget 2019/2020

	Apr 19	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 20	Feb	Mar	Total
INCOME													
Harbour Dues	283	283	283	283	283	283	283	283	283	17,556	283	283	20,668
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	22,874	24,234	33,457	32,677	29,259	24,017	11,099	16,085	16,650	14,099	16,637	28,150	269,238
Slipway	11,394	15,653	14,846	13,979	11,131	12,527	13,430	11,153	4,764	9,067	10,296	6,888	135,127
Rents	6,906	6,906	6,906	6,906	6,906	6,906	6,906	6,906	6,906	6,906	6,906	6,906	82,872
Ice Sales	5,926	8,133	8,342	12,806	13,582	8,422	3,505	2,991	3,018	4,188	3,418	5,669	79,999
Rates, Tel & Sundry	210	210	210	210	210	210	210	210	210	210	210	210	2,520
Electricity	1,010	464	742	1,066	408	575	1,400	742	631	1,066	686	686	9,477
Water Income	865	865	865	865	865	865	865	865	865	865	865	865	10,380
Deposit Interest													0
Waste - Slipway	560	663	789	687	243	644	979	511	389	559	401	644	7,069
Waste - Fixed	434	434	434	434	434	434	434	434	434	434	434	434	5,208
Revenue Grant													0
Dredger													0
TOTAL INCOME	53,028	60,411	69,440	72,479	65,887	57,448	41,676	42,746	36,716	56,529	41,716	53,301	651,378
EXPENDITURE													
Staff Costs	17,672	16,218	14,579	16,218	15,672	15,125	16,218	15,125	15,672	16,218	14,579	15,672	188,966
Board Members Salaries													0
Repairs	2,985	7,010	4,510	2,585	4,610	4,060	3,485	4,110	2,560	5,235	3,060	2,560	46,770
Insurance	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	26,520
Rent / Rates	4,159	0	0	0	0	0	0	0	0	0	0	0	4,159
Electricity	4,023	4,842	4,184	3,578	5,100	4,886	4,949	5,824	5,082	7,903	6,315	5,238	61,924
Water	1,591	1,765	1,616	1,118	920	860	886	886	2,206	2,052	1,396	725	16,021
Stat / Post / Telephone	160	160	160	160	160	160	160	160	160	160	160	160	1,920
Travelling / Subsistence	180	180	180	180	180	180	180	180	180	180	180	180	2,160
Port Waste Management	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	2,502	30,030
Leasing / HP	338	338	338	338	338	338	338	338	338	338	338	338	4,056
Health & Safety / PMSC	280	280	280	280	280	280	280	280	280	280	280	280	3,360
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	159	159	159	159	159	159	159	159	159	159	159	159	1,910
Sundry Expenses	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Provision for Bad Debts													0
Bank Interest & Fees													0
Audit and Accountancy													0
Dredging Costs	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
TOTAL EXPENDITURE	42,609	42,014	37,069	35,679	38,481	37,111	37,718	38,125	37,699	43,587	37,530	36,374	463,996
OPERATING SURPLUS BEFORE													
CAPITAL CHARGES	10,419	18,397	32,371	36,800	27,406	20,338	3,959	4,621	984	12,943	4,187	16,927	187,382

Portavogie

Budget 2019/2020

	Apr 19	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 20	Feb	Mar	Total
INCOME													
Harbour Dues	0	0	0	0	0	0	0	0	0	9,764	0	0	9,764
Pontoon Berths	796	796	796	796	796	796	796	796	796	796	796	796	9,550
Landing & Buyers Dues	19,119	20,227	24,786	20,552	16,609	13,678	4,298	9,137	5,802	4,665	6,454	13,693	159,020
Slipway	3,254	3,241	3,356	3,683	3,547	3,809	1,505	1,991	1,475	523	1,544	3,658	31,586
Rents	2,089	2,089	2,089	2,089	2,089	2,089	2,089	2,089	2,089	2,089	2,089	2,089	25,068
Ice Sales	3,781	5,923	7,671	8,800	7,545	6,201	9,171	5,082	3,281	4,959	3,417	4,790	70,620
Rates, Tel & Sundry	30	30	30	30	30	30	30	30	30	30	30	30	360
Electricity	241	252	546	241	241	556	210	231	546	189	231	535	4,025
Water Income	410	410	410	410	410	410	410	410	410	410	410	410	4,920
Deposit Interest													0
Waste - Slipway	254	123	135	300	324	290	123	162	89	58	150	104	2,112
Waste - Fixed	243	243	243	243	243	243	243	243	243	243	243	243	2,916
Revenue Grant													0
Dredger													0
TOTAL INCOME	30,218	33,334	40,062	37,144	31,834	28,103	18,875	20,171	14,761	23,726	15,364	26,348	319,941
EXPENDITURE													
Staff Costs	11,105	9,375	8,566	9,375	9,105	8,835	9,375	8,835	9,105	9,375	8,566	9,105	110,724
Board Members Salaries													0
Repairs	3,070	5,570	1,420	2,970	2,720	2,770	1,745	2,595	1,845	2,295	1,595	1,645	30,240
Insurance	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	2,210	26,520
Rent / Rates	12,524	0	0	0	0	0	0	0	0	0	0	725	13,249
Electricity	3,392	2,567	4,324	3,251	3,803	3,286	3,926	3,709	4,329	4,127	4,111	1,812	42,637
Water	2,710	1,604	1,736	1,595	1,587	1,349	469	1,056	1,434	1,230	1,429	1,437	17,636
Stat / Post / Telephone	130	130	130	130	130	130	130	130	130	130	130	130	1,560
Travelling / Subsistence	50	50	50	50	50	50	50	50	50	50	50	50	600
Port Waste Management	1,201	1,201	1,201	1,201	1,201	1,201	1,201	1,201	1,201	1,201	1,201	1,201	14,415
Leasing / HP	338	338	338	338	338	338	338	338	338	338	338	338	4,056
Health & Safety / PMSC	100	100	100	100	100	100	100	100	100	100	100	100	1,200
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	84	84	84	84	84	84	84	84	84	84	84	84	1,010
Sundry Expenses	175	175	175	175	175	175	175	175	175	175	175	175	2,100
Provision for Bad Debts													0
Bank Interest & Fees													0
Audit and Accountancy													0
Dredging Costs													0
TOTAL EXPENDITURE	37,089	23,405	20,334	21,479	21,504	20,529	19,803	20,484	21,001	21,315	19,989	19,012	265,946
OPERATING SURPLUS BEFORE													
CAPITAL CHARGES	6,872	9,929	19,728	15,665	10,330	7,574	928	313	6,240	2,411	4,625	7,335	53,995

Head Office

Budget 2019/2020

	Apr 19	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 20	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	3,213	3,213	3,213	3,213	3,213	3,213	3,213	3,213	4,901	3,213	3,213	2,447	39,478
Dredger													-
TOTAL INCOME	3,213	3,213	3,213	3,213	3,213	3,213	3,213	3,213	4,901	3,213	3,213	2,447	39,478
EXPENDITURE													
Staff Costs	19,064	17,227	16,739	17,027	16,864	16,902	17,227	16,902	17,064	17,227	16,739	17,064	206,048
Board Members Salaries	0	0	7,553	0	0	7,553	0	0	7,553	0	0	7,553	30,210
Repairs													0
Insurance													0
Rent / Rates	4,923	3,139	0	0	3,139	0	0	3,139	0	0	3,139	0	17,479
Electricity	140	120	120	120	120	160	160	160	200	200	200	200	1,900
Water	0	0	0	0	267	0	0	0	0	0	271	0	538
Stat / Post / Telephone	365	365	365	365	365	365	365	365	365	365	365	365	4,380
Travelling / Subsistence	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Port Waste Management	18	18	18	18	18	18	18	18	18	18	18	18	215
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	180	0	0	0	180
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	3,683	3,683	3,683	3,683	3,683	3,683	3,683	3,683	3,683	3,683	3,683	3,683	44,200
Sundry Expenses	500	500	500	500	500	500	500	500	500	500	500	500	6,000
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	31,849	27,707	32,133	24,768	27,611	32,336	25,008	27,422	32,718	25,048	27,571	37,538	351,710
OPERATING SURPLUS BEFORE													
CAPITAL CHARGES	28,636	24,494	28,920	21,555	24,398	29,123	21,795	24,209	27,817	21,835	24,358	35,091	312,232

Appendix 4 – Maintenance Plans by Harbour

Maintenance - Forecast 2019 / 2020

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

ARDGLASS

Ice Plant	£1,200	£250	£150	£250	£750	£1,350	£250	£250	£650	£250	£250	£150	£5,750
Chill Room	£0	£200	£0	£0	£0	£350	£0	£0	£0	£250	£0	£0	£800
Fishmarket	£50	£250	£100	£100	£250	£50	£0	£100	£50	£250	£100	£0	£1,300
Quays	£150	£250	£1,200	£1,600	£0	£150	£250	£1,700	£0	£150	£1,600	£250	£7,300
Roads	£0	£100	£500	£0	£1,000	£100	£500	£0	£0	£150	£0	£0	£2,350
Slipways	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
General	£410	£535	£285	£360	£335	£535	£360	£285	£335	£610	£285	£335	£4,670
Contingency	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£4,000
	£2,143	£1,918	£2,568	£2,643	£2,668	£2,868	£1,693	£2,668	£1,368	£1,993	£2,568	£1,068	£26,170

KILKEEL

Ice Plant	£100	£850	£350	£100	£100	£350	£100	£100	£100	£100	£100	£350	£2,700
Chill Room	£125	£300	£0	£125	£0	£300	£125	£0	£0	£425	£0	£0	£1,400
Fishmarket	£100	£650	£150	£0	£400	£300	£200	£400	£150	£0	£400	£100	£2,850
Quays	£200	£1,850	£400	£0	£0	£250	£200	£750	£200	£1,850	£200	£0	£5,900
Roads	£100	£500	£500	£0	£1,000	£750	£0	£500	£0	£250	£0	£0	£3,600
Slipways	£300	£1,050	£1,300	£300	£1,050	£300	£800	£550	£300	£300	£550	£300	£7,100
General	£810	£560	£560	£810	£810	£560	£810	£560	£560	£1,060	£560	£560	£8,220
Contingency	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£1,250	£15,000
	£2,985	£7,010	£4,510	£2,585	£4,610	£4,060	£3,485	£4,110	£2,560	£5,235	£3,060	£2,560	£46,770

PORTAVOGIE

Ice Plant	£975	£625	£375	£1,375	£875	£375	£0	£0	£500	£250	£0	£0	£5,350
Chill Room	£550	£0	£0	£0	£0	£300	£0	£250	£0	£0	£300	£0	£1,400
Fishmarket	£0	£0	£100	£250	£0	£150	£300	£0	£0	£350	£200	£0	£1,350
Quays	£0	£2,100	£100	£0	£0	£250	£0	£750	£0	£250	£0	£0	£3,450
Roads	£100	£500	£0	£0	£0	£100	£0	£500	£0	£100	£0	£0	£1,300
Slipways	£600	£850	£100	£600	£350	£850	£600	£100	£100	£100	£100	£850	£5,200
General	£345	£995	£245	£245	£995	£245	£345	£495	£745	£745	£495	£295	£6,190
Contingency	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
	£3,070	£5,570	£1,420	£2,970	£2,720	£2,770	£1,745	£2,595	£1,845	£2,295	£1,595	£1,645	£30,240

	£8,198	£14,498	£8,498	£8,198	£9,998	£9,698	£6,923	£9,373	£5,773	£9,523	£7,223	£5,273	£103,180
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Appendix 5 – Cash Flow Projections

NIFHA - 2019/20 Cash Flow

Cash Flow Projection - 2019/20					
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Opening Cash Balance	£500,000	£445,556	£529,759	£480,836	£500,000
Trading Inc/(Dec) in Cash	-£48,444	£90,203	-£40,924	£15,182	£16,018
Net Cash	£451,556	£535,759	£488,836	£496,018	£516,018
Minor Works (Authority Funded)	-£6,000	-£6,000	-£8,000	-£20,000	-£40,000
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	£445,556	£529,759	£480,836	£476,018	£476,018

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 – 2019/20 Budget Comparisons

Northern Ireland Fishery Harbour Authority

Budget Comparisons

	Budget	Budget	Variance		Actual	Variance	
	2019/20	2018/19	£	%	2017/18	£	%
INCOME	£	£	£	%	£	£	%
Harbour Dues	£ 37,376	£ 37,848	£473	-1%	£ 61,744	£24,368	-39%
Pontoon Berths	£ 38,370	£ 38,370	£0	0%	£ 38,194	£176	0%
Landing & Market Dues	£ 624,960	£ 623,210	£1,750	0%	£ 663,218	£38,258	-6%
Slipway	£ 166,713	£ 154,899	£11,814	8%	£ 169,836	£3,123	-2%
Rents	£ 119,520	£ 119,700	£180	-0%	£ 124,631	£5,111	-4%
Ice Sales	£ 225,242	£ 241,797	£16,555	-7%	£ 223,718	£1,524	1%
Sundry Income	£ 3,480	£ 4,200	£720	-17%	£ 5,488	£2,008	-37%
Electricity	£ 16,638	£ 15,290	£1,349	9%	£ 16,063	£575	4%
Water Income	£ 15,300	£ 16,009	£709	-4%	£ 15,834	£534	-3%
Bank Interest Received	£ 0	£ 0	£0		£ 405	£405	-100%
Waste - Slipway	£ 9,181	£ 9,352	£171	-2%	£ 7,797	£1,384	18%
Waste - Fixed	£ 10,080	£ 9,333	£747	8%	£ 9,080	£1,000	11%
Revenue Grant	£ 39,478	£ 39,114	£364	1%	£ 44,852	£5,374	-12%
Dredger Income	£ 0	£ 0	£0		£ 0	£0	
TOTAL INCOME	£ 1,306,338	£ 1,309,122	£2,783	-0%	£ 1,380,859	£74,521	-5%
EXPENDITURE							
Staff Costs	£ 600,812	£ 595,949	£4,863	-1%	£ 577,617	£23,195	-4%
Board Members	£ 30,210	£ 29,295	£915	-3%	£ 27,181	£3,029	-11%
Repairs	£ 103,180	£ 143,840	£40,660	28%	£ 146,818	£43,638	30%
Insurance	£ 79,560	£ 77,472	£2,088	-3%	£ 70,775	£8,785	-12%
Rent / Rates	£ 37,010	£ 28,976	£8,034	-28%	£ 33,626	£3,384	-10%
Electricity	£ 141,329	£ 128,914	£12,415	-10%	£ 128,737	£12,592	-10%
Water	£ 36,465	£ 37,689	£1,223	3%	£ 31,444	£5,021	-16%
Stat / Post / Telephone	£ 9,180	£ 9,564	£384	4%	£ 9,209	£29	0%
Travelling / Subsistence	£ 15,960	£ 16,620	£660	4%	£ 9,408	£6,552	-70%
Port Waste Management	£ 48,960	£ 56,791	£7,831	14%	£ 46,629	£2,331	-5%
Leasing / HP	£ 11,992	£ 11,992	£0	0%	£ 12,009	£18	0%
Health & Safety	£ 5,700	£ 7,020	£1,320	19%	£ 5,738	£38	1%
Advertising / Recruitment	£ 2,000	£ 2,000	£0	0%	£ 968	£1,032	-107%
Training	£ 10,800	£ 10,800	£0	0%	£ 14,840	£4,040	27%
Professional Services	£ 48,130	£ 34,872	£13,258	-38%	£ 42,432	£5,698	-13%
Sundry Expenses	£ 9,900	£ 9,900	£0	0%	£ 14,553	£4,653	32%
Provision for Bad Debts	£ 5,000	£ 5,000	£0	0%	£ 2,423	£2,577	-106%
Bank Interest & Fees	£ 3,260	£ 3,260	£0	0%	£ 3,195	£65	-2%
Audit and Accountancy	£ 7,000	£ 7,000	£0	0%	£ 7,000	£0	0%
Dredging Costs	£ 75,000	£ 70,056	£4,944	-7%	£ 75,872	£872	1%
TOTAL EXPENDITURE	£ 1,281,447	£ 1,287,009	£5,562	0%	£ 1,260,474	-£ 20,973	-2%
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL CHARGES	£ 24,891	£ 22,113	£2,778		£ 120,385	£95,494	-79%

Appendix 7 – NIFHA Organisational Chart

