

CORPORATE PLAN

2020-2022



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EXECUTIVE SUMMARY



INTRODUCTION

Waterway Ireland's (WI) 2017-2019 draft Corporate Plan expired on December 31st 2019. In pursuance of its Financial Memorandum obligations we have produced a 2020-2022 Corporate Plan whilst developing a longer term plan to 2030. This work is well-underway and the goal is to finalise the Long-Term Plan in 2021 for Public Consultation.

The aim of our Corporate Plan continues to be to increase the use of inland waterways to provide high quality recreational amenities, well used by all the people who live near them, whilst also attracting increasing numbers of visitors, bringing jobs, creating new and sustaining existing businesses, and delivering prosperity. At the core of the Corporate Plan is delivery of maintenance and active management of the waterways. Many of the navigation features are now over 200 years old and are in need of significant investment. We will continue to focus on ensuring public safety, water control, and investment in critical infrastructure in areas of greatest use.

In terms of format the 2020-2022 Corporate Plan is a detailed, fully formed, plan providing segmented financial analysis in the Annexes. The funding grants for current and capital expenditure from the Irish Government have been confirmed for 2020 and 2021. The 15% current expenditure matched funding and capital allocation from the NI Executive have also been confirmed for 2020 and 2021. Following 2020 and 2021 Business Plans delivered to Sponsor Departments in December 2020 and 2021 this further iteration provides indicative expenditure for 2022.

EXTERNAL CONTEXT

At a geopolitical level COVID-19 has impacted all international and domestic trade – supply chains and demand cycles. Certain sectors such as International Tourism have been severely impacted. This has reduced visitor numbers to Ireland and constrained domestic holiday-makers within Ireland. In latter months domestic tourism has been further curtailed by localised geographical restrictions. Whilst international tourist numbers visiting WI's navigations have declined there has been an upsurge in domestic users on the navigations in record numbers. WI has managed this demand surge well whilst also complying with public health guidelines both for users and its own staff.

Analysis of visitor counters along towpaths/trails combined with anecdotal evidence from WI and local authority staff throughout the island, evidenced extraordinary increased use of waterway environments since COVID-19. Walking and cycling volumes at 11

locations on the Shannon Navigation and Shannon-Erne Waterway from March to August 2020 versus the same period in 2019, reveals increases of between 91% and 126% in 5 locations. Overall usage of walking/cycling routes increased by 19%.

Following the phased reopening of the waterways in the aftermath of the COVID-19 national lockdowns, demand for hire boats surpassed fleet availability with every Boat Hire company generally 100% booked to the end of August 2020, with 80-90% bookings for September (Irish Boat Rental Association, 2020). Demand was solely generated by the domestic market mostly people who previously would have holidayed abroad. The sector's greatest challenge in July and August was not having enough hire boats to meet the unprecedented domestic demand. This represents a fundamental shift in market demand from previous years where bookings were only 22% Domestic tourists.

At a local level the infectious disease is likely to affect people and impact organisational capacity. A leadership COVID-19 project group is in situ monitoring the changing situation. It has developed a detailed Response Plan to mitigate, in so far as possible, the risk of widespread infection. COVID-19 is classified as a major risk on WI's risk register and mitigation measures are in situ.

A large unknown continues to be the UK's withdrawal from the EU and uncertainty around the future consequences. WI is adopting a business as usual approach in its ongoing operations. However, it has also considered strategic and operational risks which may impact the organisation. As an all-island body, the transition outcomes from the UK's withdrawal from the European Union could particularly affect the organisation across many different potential areas including logistics, procurement, data and privacy, funding, potential customs and tariffs and legislative divergence. WI promote all-island tourism products such as Blueways and have significant private and charter boat traffic which operates cross border. From a financial planning perspective the stability of the Euro Sterling exchange rate is a material issue and mindful of potential volatility a FX liability has been added as an expense within the budget.

From a planning perspective WI has assumed climate change, through its many manifestations, will become inherent to its operations and developments. Both jurisdictions through the introduction or escalation of governmental incentives or disincentives support several initiatives to promote 'green' initiatives. Directionally,

this will influence WI's future long term planning and specifically in 2021 WI will resource the production of a climate adaption and mitigation plan. Formulation of thinking is already underway within the Environment function in WI.

INTERNAL CONTEXT

WI remains focused on the three Strategic Challenges identified as critical to the successful delivery of results. In addition, WI added COVID-19 as an unplanned challenge of a scale which warranted oversight and deployment of resources to mitigate the risk associated with the spread of the virus.

On Leadership & Capacity the slow but steady progress in 2019 was disrupted during 2020 when two Directors, both based in Enniskillen HQ, decided to leave the organisation. This has created a vacuum at leadership level in the organisation and with it an over-extended span of control for the Acting CEO. A recruitment plan for Q4 2020 and 2021 has been delivered and based on the indicative funding granted for 2021 there is headroom to return the organisation to a steady state and to improve overall organisational capacity. This challenge continues to be the highest priority.

On Governance there has been progress with the appointment of a new Chair of the Audit Committee and the rollout of an improved Risk Framework. Through another governance lens - legacy gaps in Property & Legal specifically in relation to First Registration and Encroachments; legacy gaps in Health & Safety specifically in relation to Emergency Response Plan; Lone Working and Management Systems; and outdated Bye Laws – are all being addressed and these feature as key areas to address in the future. Outstanding is progress on recommendations from the 2020 Financial Governance Review. Focus will be accelerated by WI in conjunction with our Sponsor Departments on actions relating to this Review.

The 10-year Long Term Plan is targeted for Public Consultation in 2021. The Long-Term Plan will determine, subject to Sponsor Department support, the vision and strategy for WI for the foreseeable future. It will also identify roadmaps for implementation of specific work streams and key objectives. Whilst it is difficult to pre-empt the outcomes of the Plan it is reasonable to directionally point to probable work streams. These will consume financial and human resources within the funding provided for 2021 and 2022 and as such are projected for delivery in 2021.

DIRECTIONAL APPROACH CORPORATE PLAN

WI will start 2021 with a new 3-year Corporate Plan (2020-2022) and a long term vision emanating from the

long term planning exercise currently reaching finalisation stage. The output will also include a structured Roadmap of future work streams and initiatives for implementation through 2021 and 2022. These will update existing work streams and introduce new initiatives for the future. We are therefore in a transitional phase operating to deliver our core strategic goals outlined below whilst preparing to move to a project management environment managing new work streams and initiatives.

The five strategic themes (Management & Maintenance; Environment and Heritage; Affinity and Participation; Development and Income; and Organisation and People) form our broad strategic goals outlined below;

1. MANAGEMENT & MAINTENANCE

To manage and maintain our waterway assets and deliver a safe, reliable and efficient service for all.

2. ENVIRONMENT & HERITAGE

To conserve, enhance and promote our environment and heritage assets - natural and built.

3. AFFINITY & PARTICIPATION

To increase Waterways Ireland awareness, affinity and participation both on and along our waterways.

4. DEVELOPMENT & INCOME

To deliver greater value outcomes and wider development opportunities for public benefit.

5. ORGANISATION & PEOPLE

To strengthen our organisations capacity and capability, with engaged people and a shared vision.

Waterways Ireland appreciates that the objectives and activities outlined in this Corporate Plan are challenging. We will work with all our stakeholders to ensure their successful delivery – these include our Monitoring and Steering Committees, all accountable Directorates and our Sponsor Departments, the Department for Infrastructure in NI and the Department of Housing, Local Government and Heritage in Ireland. I would also like to convey my sincere appreciation to all of our staff, without whom we would not be able to execute this Corporate Plan.



John McDonagh
Chief Executive (Acting)
21st December 2020



An aerial photograph of a river meandering through a lush green landscape. The river is dark and flows from the top left towards the bottom right. The surrounding land is divided into numerous green fields by stone walls and hedgerows. There are scattered trees and a small cluster of buildings in the lower right quadrant. The overall scene is a typical rural Irish landscape.

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ABOUT WATERWAYS IRELAND

WHO WE ARE

Waterways Ireland is a cross-border Body, the largest of six North/South Implementation Bodies established under the British Irish Agreement of 10 April 1998. This Agreement was given domestic effect by means of the North/South Co-Operation (Implementation Bodies) (Northern Ireland) Order, 1999 and the British-Irish Agreement Act, 1999 respectively.

The Body employs over 300 staff located in a number of offices and depots close to our inland waterways who are assisted by a team of seasonally recruited staff reflecting the seasonality of the organisations remit. In addition, we are supported by communities and volunteers across the 1,000 km of navigations who help look after the waterways amenity areas in towns and villages. The organisation's headquarters is in Enniskillen, Co Fermanagh with regional offices in Dublin, Carrick-on-Shannon and Scarriff.

WHAT WE DO

We are the navigation authority for over 1,000 km of navigable inland waterways, comprising the Lower Bann Navigation; Erne System; Shannon-Erne Waterway; Shannon Navigation; Royal Canal; Grand Canal; and Barrow Navigation.

Our statutory function is to manage, maintain, develop and restore specified inland navigable waterways, principally for recreational purposes. In July 2007, our remit was extended by the North/South Ministerial Council (NSMC) to include responsibility for the reconstruction of the Ulster Canal from Upper Lough Erne to Clones, and following restoration, for its management, maintenance and development, principally for recreational purposes. The NSMC at its 10 June 2015 meeting welcomed the Irish Government's approval on 24 February 2015, to progress the first phase of the Ulster Canal restoration from Upper Lough Erne to the International Scout Centre at Castle Saunderson, near Belturbet in Co Cavan. The NSMC also agreed at the June 2015 meeting that Waterways Ireland lead on progressing development of a Greenway along the corridor of the Ulster Canal in association with relevant councils and stakeholders.

At an operational level, we have responsibility for navigation channels, embankments, towpaths, adjoining lands, harbours, jetties, fishing stands, bridges, culverts, aqueducts, overflows, locks, sluices and lock houses along with buildings and archives. The current valuation of the rebuild costs of infrastructure is estimated at €1 billion. Our work programmes are critical to providing a

safe and high-quality recreational environment for our customers, whilst also preserving the industrial and environmental heritage of the waterways for future generations. These challenges must be balanced with our objective of increasing recreational activity across all our waterways.

HOW WE OPERATE

As a cross-border Body, we operate under the policy direction of the North/South Ministerial Council and the two Governments and are accountable to the NI Assembly and the Houses of the Oireachtas. At an administrative level, we report to our Sponsor Departments, the Department for Infrastructure (DfI) and the Department of Housing, Local Government and Heritage (DHLGH).

Funding is provided by grants from money voted by the NI Assembly and the Houses of the Oireachtas. 15% of recurrent or maintenance funding is provided by the NI Assembly, and 85% by the Irish Government, this reflecting the current distribution of waterways in each jurisdiction. Capital infrastructure repair programmes are funded separately by the jurisdiction where the works are carried out. Development work has been sustained through attracting third party investment from a wide range of sources.

Our operational performance targets are agreed with both Sponsoring Departments, and we report against these targets in our monitoring meetings. Waterways Ireland's Annual Report and Accounts are audited externally by the Comptrollers and Auditor Generals who are heads of the NI Audit Office and the Office of the Comptroller and Auditor General in Ireland. These external audits provide independent assurance on the regularity and propriety of Waterways Ireland's accounts and our processes in relation to expenditure, revenue and assets. Waterways Ireland also has an Audit Committee, consisting of independent non-executive members, whose remit is to advise the Chief Executive as Accounting Officer, on whether an appropriate system of internal control is in operation.

Waterways Ireland submits an annual report of its activities and a statement of accounts to the NSMC and the Comptrollers and Auditors General for each jurisdiction. Following the Comptrollers and Auditor Generals' certification, the Annual Report and Accounts are laid before the NI Assembly and the Houses of the Oireachtas.

IRELAND'S WATERWAYS

LOWER BANN NAVIGATION 1

ERNE SYSTEM 2

SHANNON-ERNE WATERWAY 3

SHANNON NAVIGATION 4

ROYAL CANAL 5

GRAND CANAL 6

BARROW NAVIGATION 7

ULSTER CANAL 8



WATERWAYS VALUE

Our waterways add exponential economic value at a local and national level on an annual basis, in comparison with the level of investment. The benefits derived from the provision and development of such infrastructure cannot just be measured in economic terms but must also be viewed in terms of value to society and to peoples' quality of life. The inland waterways are an important component of the rural and urban landscapes within the island of Ireland and are areas rich in biodiversity and cultural heritage. Waterways Ireland manages assets valued at €1 billion. This valuation represents the cost of rebuilding the infrastructure which passes through high value habitats and contributes in many ways to their physical surroundings, water management, local communities and the national economy. The actual value of the inland waterways can only truly be assessed by the benefit which they add on an annual basis to the local and national economies, to the health agenda, to social cohesion, to the environment, to culture and heritage and to the community and future generational use. The benefits derived from the existence and maintenance of the inland waterways are wide ranging, contributing €560m in 2019 annually to the economy.

RECREATION

The inland waterways make a significant contribution to the visitor economy and to the recreation sector. They are important destinations in their own right and they provide access to the water through a range of enabling public infrastructure such as marinas, jetties, moorings, piers, docks, harbours, slipways, canoe steps, navigation markers, locks etc. They also provide a range of waters' edge infrastructure such as towpaths, bridges, car parks, trails, service blocks, pump out facilities, walking and cycling trails, fishing stands and bird hides. There are currently 16,127 private boat owners that utilise waterways under the remit of Waterways Ireland. This infrastructure is key to enabling visitors and people locally to access the resource for a wide range of water and land-based activities as well as providing links to other visitor attractions and services. The estimated annual value of Private Boating and Access to recreation opportunities at lakes and rivers amounts to an estimated €200.8m to the national economy.

TOURISM

The inland waterways act as a magnet for tourism activity which encourages entrepreneurs to provide restaurants, convenience stores, recreational services and indeed holiday accommodation throughout rural and urban Ireland. Investment in the waterways also results in increased employment opportunities in the recreation / tourist / heritage industry, particularly

through the provision of new destinations in rural areas and the development of existing popular areas. The estimated annual value of Cruise Hire and Angling on the inland waterways amounts to an estimated €233.1m to the national economy.

HEALTH AND WELL-BEING

The inland waterways form part of the "natural health service" – encouraging and supporting physical and healthy outdoor activity that encourages healthy communities. This is particularly the case in rural areas where people who live in isolated areas have a tendency to be less active to their urban counterparts. Local accessibility to well-maintained outdoor recreational facilities is vital in improving the health of inhabitants. Benefits in relation to health are due to the increased activity of the local population in proximity to Waterways Ireland's walks/cycle routes. It is estimated that the proximity of cycle and walking trails to the inland waterways improves the economic mortality rate by approximately €35.9m per annum.

COMMUNITY

The inland waterways provide a "living lab" for research and environmental monitoring and an important resource for education and up-skilling of our young people. Inland waterways provide opportunities for education and training in history, activities and nature. There is also evidence that outdoor education contributes to children's creative development and ability to cope in real-life situations. Outdoor education improves exposure to a range of cultures, talents and interests as well as improving social skills through participation and interaction.

The inland waterways act as a catalyst for physical and social regeneration – especially in rural areas. They often provide a focal point for activity in the community and improve the social cohesion and pride of many rural areas. Benefits to the community relate to community regeneration stimulated by Waterways Ireland events. The estimated annual value of community events on the inland waterways amounts to an estimated €9.7m to the national economy.

ECOSYSTEM HEALTH

The inland waterways support ecological biodiversity. 80% of its landholdings are within a European designated site and the green infrastructure of the waterways provide vital ecosystem services. The estimated annual value of willingness to pay for achieving a 'good status' of water quality across Waterways Ireland navigations was €27.9m in 2019.

TOTAL NUMBER OF VISITORS 2020 >

3.5M



1. SHANNON: 1,509,000
2. GRAND CANAL: 1,069,000
3. ROYAL CANAL: 951,000
4. LOUGH ERNE: 717,000
5. LOWER BANN: 605,000
6. SHANNON-ERNE: 472,000
7. BARROW: 436,000

7 INLAND WATERWAYS
1,000+ KM OF WATERWAYS

VALUE OF INLAND WATERWAYS 2019 >

€560M



€105M

PRIVATE BOATING



€96M

RECREATION



€52M

CRUISE HIRE



€233M

ANGLING



€35.9M

HEALTH & WELL-BEING



€9.7M

EVENTS



€27.9M

WATER QUALITY

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PERFORMANCE REVIEW

2017-2019



INTRODUCTION

This section provides a review of Waterways Ireland's programme delivery from 2017 to 2019. It reflects our overriding priority to safeguard and develop the waterways for public use and future generations to behold, for visitor discovery, our pursuance of new awareness and experience opportunities, effective management of the challenges that marked the significance of these years, and our demonstrated commitment to ensure robust governance pervades throughout all our processes and management decisions. Key delivery outputs for each of the years 2017 to 2019 are set out in the following section.



Whitworth Aqueduct, Royal Canal

MAINTAINING WATERWAYS FOR FUTURE GENERATIONS

The inland waterways are the largest public outdoor recreational amenity on the island, with over a billion Euro worth of assets in the ownership and operational responsibility of Waterways Ireland. Planned maintenance and active management of the waterways is at the core of Waterways Ireland's existence, and pivotal to having safe, functioning, and sustainable waterways that hold the key to unlocking future development opportunities and rural and urban regeneration.

Amidst continuing budgetary constraints, difficult decisions were taken on how to make best use of limited resources to maintain over 1,000 km of waterways. This was balanced with our priority to respond at short notice to flood conditions and infrastructure failures, enabled by having in-house engineering skills and experienced operational staff who can quickly design works and get on site. Waterways Ireland is supported by volunteers from local communities in emergency situations such as flooding, and as part of local projects aimed at cleaning up areas of the waterways.

During 2017, Waterways Ireland responded to emergency failures at a number of culverts, bridge strikes and infrastructure damage due to high water levels. We also worked closely with Irish Water and Westmeath County Council throughout the year as extended pumping was required to retain water in the Royal Canal, due to very low levels in the canals' current water supply from Lough Owel. Budget constraints required us to review levels of use and invest limited resources where they were most needed.

Extreme weather variations in 2018 from flooding to an extreme dry summer, created ongoing challenges to deliver a planned maintenance programme.

Our emergency failure responses included addressing significant damage sustained at Leinster Aqueduct through a number of bridge strikes. We faced many challenges to deliver the required maintenance works to keep the canal navigations properly functioning, due to a lack of resources to dredge, repair, pump water, cut weed, and remove litter and impediments to boat use. This was exacerbated by low water levels in the summer months resulting in increased weed growth, and an inability to maintain navigation on the canals' summit levels.



Portna Lock Gate Repair and Replacement, Lower Bann

In 2019, following a rupture in an Irish Water pipe under the Grand Canal in late July, the canal was reinstated on a temporary basis, with Waterways Ireland proactively working with Irish Water to reinstate the full navigation in 2020. Multiple programmes were implemented to effectively manage water levels on the canals with Irish Water and the local authorities. These included dredging and weeding at Milltown, pumping systems at Longwood, Abbeyshrule, the Downs and Thomastown, and restricting draw-off from Lough Owel. A significant programme of asset inspections were completed in 2019

with 64 bridges; 9 moveable bridges; 12 culverts; quay walls at Killaloe Canal and Athlone Quay; 90km of major embankments; 11 jetties, sluices and gates; and other structures inspected.

SAFEGUARDING OUR ENVIRONMENT AND HERITAGE

Proactive management of the unique waterway environment encompasses both natural and built heritage. In-house environmental experts ensure appropriate assessments assess the impact of planned capital and maintenance work programmes, always ensuring measured decisions are taken that protect the environment and precious built heritage structures.



Grassland Management Pilot Citizen Science Project

Key achievements throughout 2017 included Waterways Ireland facilitating a first response biosecurity effort to help prevent the spread of Crayfish Plague on the Barrow Navigation. Over 21 projects were assisted through the Heritage Grant Scheme. In excess of 7,000 people were directly engaged in these programmes which covered a diverse range of innovative and inspirational ideas, from a Biodiversity Train the Trainer initiative on the Royal Canal at Mullingar, to an outreach programme to raise awareness about ecological issues and reconnect communities with the waterways natural environment, to a sound walk along the Grand Canal. We also continued to support the All Ireland Pollinator Plan 2015-2020 which included a 'Wilding The City' pilot to manage canal land in the centre of Dublin.

In 2018, major renovation work by the Adventure Project throughout 2018 transformed the former Lockkeepers Cottage at Lock 1 on the Royal Canal to create an excellent multi-functional space. Funding was also received from the Structures at Risk Fund to undertake works on Clondra Lockhouse, an Omer Lockhouse which is a protected structure. The works have secured the structural integrity of the building and plans are being considered for its use as a recreational resource.

2019 seen our successful Heritage Stories from the Waterways digital media series continued showcasing

the work undertaken by in-house experts on the promotion and protection of our waterways heritage, with the series becoming finalist in the National eGovernment Awards and European Heritage Motion Awards. A joint submission, coordinated by the Waterways Ireland in association with the Inland Waterways Association of Ireland and Heritage Boat Association, saw floating heritage being incorporated into the National Register of Intangible Cultural Heritage. For the third successful year Waterways Ireland continued support of the Waters and Communities Special Award as part of the National Tidy Towns Competition. Waterways Ireland also worked in collaboration with Leave No Trace Ireland and other partners in delivering a number of Clean Up programmes involving almost 350 people over 16 days on the Royal and Grand Canals.

INFRASTRUCTURAL INVESTMENTS THAT SUSTAIN OUR ASSETS AND UNLOCK OPPORTUNITIES

Waterways Ireland continued to work proactively with Local Authorities to collaborate on the development of future waterway projects that enable realisation of shared aspirations and benefits for rural and urban populations throughout the navigational network.



Acres Lake Floating Boardwalk, Leitrim

Key highlights in 2017 included a €3 million jetty replacement programme commenced on the canal network. The programme targeted critical condition moorings, some of which had been closed due to poor condition. Toome lock house was refurbished and opened as a waterways heritage centre and café, operated by TIDAL Community Association. The development work was achieved in partnership with TIDAL and Lough Neagh Landscape Partnership, funded by the National Lottery Heritage Fund. In the same year the final phase of works to restore the Ulster Canal from Upper Lough Erne to the International Scout Centre at Castlesaunders progressed to create a new bridge with navigation access and canal sections providing navigation beyond the existing Derrykerrib Bridge, which is too low to support navigation.

Phase one of the Ulster Canal Restoration was completed later in 2018, linking Upper Lough Erne to the International Scouts Centre at Castle Saunderson in Co. Cavan. Extension of recreational trails along the Shannon-Erne Waterway progressed with funding secured under the Outdoor Recreation Infrastructure Scheme to develop two trails, from Ballyconnell to Bellaheady Bridge along the Woodford River, and from Leitrim Village to Kilclare also happened in the same year. New lock gates were also installed at the 15th Lock Breastgates; 17th Lock Breastgates; 20th Lock Breastgates; 3rd Lock Breastgates; and 4th Lock Deepgates on the canals and Rooskey Lock and Victoria Lock on the Shannon Navigation.



Waterways Ireland and IWAI Cares Day, Lough Key Forest Park

During 2017, 108 events were supported by Waterways Ireland from the European and African Wakeboard Championship Finals to International Dragon Boat racing attracting 139,000 visitors. Activity hubs were piloted in Carlow and Enniskillen to create new water activity access opportunities for visitors and local people. The project was successful in increasing physical activity opportunities and participation with both clubs and the commercial providers being actively involved in the pilot. We began supporting longer term initiatives such as Blueway 10k, Paddles Up and Get Going Get Rowing. On the Erne, we piloted a popular Open Water Swimming programme with the Irish Open Water Swimming Association. Boat registrations increased by 668 from 2016.



Camden Lock Installation of Removable Steel Stop Logs

During 2019 a number of critical infrastructure schemes were completed including the restoration and replacement of the lock gates at Albert Lock on the Shannon and the first phase of the reinstatement and repair of the weir at Meelick. Planning permission for the Barrow Blueway was granted by An Bord Pleanála for a 46 km route between Lowtown and Athy, with funding of €5.07 million secured through the Rural Regeneration Development Fund. Our aspirations to deliver a greenway along the towpath of the Grand Canal were also realised with a €4.05 million grant award under the Greenways Strategy for route sections in Co Kildare and Co Offaly. The Body also agreed a strategic partnership with Fáilte Ireland to identify and develop tourism projects of a capital nature which will attract and enhance the visitor experience on and along the waterways and their corridors.



The Shannon Blueway Adventure Race

INCREASING PUBLIC PARTICIPATION

Waterways Ireland's aim is to increase the overall numbers of people using the waterways by encouraging and supporting a much broader range of use of the waterways. Our customer base has evolved and grown from being primarily boating users to Walkers, Cyclists, and increasing use by small craft such as Kayakers and Canoeists.

In 2018 the events programme provided 178 event organisers with support resulting in 36,000 participants and 175,000 spectators enjoying waterway experiences. Waterways Ireland hosted the World Canals Conference in Athlone in September, attracting 48 speakers from around the world and welcoming over 300 delegates to visit the world class waterways and view of feats of engineering. We brought 21st century mapping to the waterways with Google Streetscape for the Shannon. A strategic partnership to capture the Shannon Estuary was also forged with Clare County Council to extend the project beyond Waterways Ireland's jurisdiction and

ensure the full Shannon to Loop Head was captured. Boat registrations increased by 918 from 2017.



Lough Key Sprint Triathlon

During 2019 we entered into separate Strategic Partnership Agreements with Triathlon Ireland, Athletics Ireland, Rowing Ireland, Canoeing Ireland and Get Ireland Walking to increase recreational participation. Over 10,000 participants of all ages, abilities, social backgrounds and locations took part in these events over the year. Enniskillen Activity Zone continued to grow with over 3,000 people taking to the water using the day boat hire services, while over 1,500 people took part in new paddling activities. A Night Watch festival was held in Grand Canal Dock later in the year as part of the Bram Stoker Festival created a unique illumination of the dock, attracting 20,000 people. Boat registrations increased by 992 from 2018.

EDUCATION & LEGACY

Waterways Ireland's Education Programme aims to enable pupils and teachers to become aware of the inland waterways, to comprehend their origin and historical significance, whilst offering unique leisure potential and biodiversity experiences. Various educational activities along with the Waterways Ireland Learning Zone hub support delivery of the programme.

During Engineers Week in 2017, Waterways Ireland delivered site visits and workshops to over 330 primary and post primary school students. 100 primary school students took part in Biodiversity Week, discovering the vast array of wildlife found along the Barrow Line of the Grand Canal in Monasterevin. 200 primary school students took part in Midlands Science Festival learning about the biodiversity associated with the Grand Canal. In the same year the archive collection expanded with a donation from Dr. Ian Bath to include unique images, documents and articles collected over the past 40 years, as well as an extensive collection of Inland Waterways News. An exhibition of Royal Canal archives was held at Clondra as part of the Bicentennial celebrations in May. The exhibition was viewed by President Michael D.

Higgins during the official event and remained on display for a two week period.

Across the waterways in 2018, school children participated in a range of educational events delivered by Waterways Ireland, including Northern Ireland Science Week, Engineers' week and Seachtain na Gaeilge. Partnering with Leave No Trace, Waterways Ireland delivered the 'Rivers Explorers' schools programme. Students got to learn about the geographical location, leisure potential and biodiversity value of their local river, lake or canal, whilst introducing them to principles of Leave No Trace when they are enjoying the outdoors. Transition Year students in Dublin created designs for the former canal barge 48M and presented their proposals. The students gained first-hand experience of the design process under the guidance of architects nationwide. Waterways Ireland's Docklands team worked along with the Irish Architecture Foundation to deliver this programme.



Waterways Ireland Science Week Programme

During 2019 in partnership with educational establishments, Waterways Ireland delivered several education programmes directly linked with educational syllabuses to 104 schools with over 3,000 students taking part. Waterways Ireland partnered with the Midland Science Festival and the Irish Peatland Conservation Council to deliver a series of biodiversity workshops as part of Science Week. The workshops were rolled out to 166 primary school children, introducing them to science and the world around us. 644 students participated on the Rivers Explorers Programme in collaboration with Waterways Ireland and Leave no Trace along the Shannon, Shannon-erne, Barrow Navigation, and Royal Canal in 2019.

GROWING OUR INCOME

Waterways Ireland's diverse property portfolio offers potential to grow our income base. Our most valuable asset is City Block 19, a 1.2 hectare site in Grand Canal Dock. A decision on the strategic use of this asset is ongoing in conjunction with our Government Sponsor Departments.

We support new and existing businesses on the waterways by granting operating licences, and for use of our towpath network to carry telecommunication services. These licenses generate a modest revenue to support organisational work programmes.



New Heritage Boat Tour on Lower Bann

During 2017 Waterways Ireland agreed the disposal of air space for a building over Grand Canal Dock. We also licensed use of property in the Dublin area for temporary use as part of sites being developed, including licensing of property for the weekly food markets which attract large numbers of people to enjoy waterside space in the city. Part of the headquarter building in Enniskillen was sublet to create an income stream and seven new businesses established on the waterways were licensed by Waterways Ireland.



Volunteers at Dublin Canals Action Day

In 2018 we successfully negotiated terms for a new pedestrian bridge to be built at Boland's Mill in Grand Canal Dock. Four new businesses established on the waterways were licensed by Waterways Ireland.

4

STRATEGIC CONTEXT & EXTERNAL ENVIRONMENT



INTRODUCTION

The operating environment for Waterways Ireland is regulated, political, dynamic, subject to change and under constant public scrutiny. It is important therefore to review the macro-environment within which Waterways Ireland operates in order to assess the impact upon our ability to deliver our strategic objectives.

A high level Political, Environmental, Social, Technological, Economic and Legal (PESTEL) analysis has been undertaken to understand the current landscape in which Waterways Ireland operates. This analysis was used to inform the Business Objectives for the organisation for the coming three years. The observations and key findings are outlined below.

POLITICAL

UK WITHDRAWAL FROM THE EU: The UK withdrawal from the EU has created much uncertainty for organisations with cross-border operations and threatens political and legislative divergence between the European Union (EU) and United Kingdom (UK). Divergence in policy areas between Ireland and NI has the potential to impact Waterways Ireland operationally, or otherwise. Some potential challenges include: The cross-border movement of people, goods and services; Less competitive tendering/procurement; Cross-border supply chains; UK-EU data sharing; The loss of EU structural funding, etc... Until such time that the UK and EU have concluded negotiations on the future of their relationship, the potential impact on Waterways Ireland remains to be seen.

SHARED ISLAND UNIT: The Department of the Taoiseach has established a 'Shared Island Unit' to drive all-island initiatives. This unit aims to: Drive cross-collaboration; Tackle all-island strategic challenges; Strengthen cooperation in key areas such as education and tourism; and Further develop the North-West and Border Region. Furthermore, the Irish Government, in its 2021 budget, has allocated €500 million for cross border projects including investment in the A5 transport corridor and the development of the Ulster Canal.

ECONOMIC

COVID-19: We were confronted with a situation that was unimaginable throughout 2020 and will most likely continue to be confronted with COVID-19 as it impacts on every aspect of our society and economy. The goal continues to be to reduce the spread of the virus, whilst keeping our waterways re-opened. In doing so, we still need to make sure that we adhere to the rules of the new

way of working, so that we maintain the gains we have made, and continue to suppress the spread of the virus.

GOVERNMENT FUNDING: The Irish government's expenditure for the 2020 fiscal year has increased rapidly and is expected to remain elevated into 2021. A budget deficit of just over €25 billion is forecast for 2020 and this is expected to fall to approximately €15 billion in 2021 as tax receipts improve in and government supports are scaled-down. In NI, the dependence of its economy on transfers from Great Britain means NI is vulnerable to political and economic shocks which impact the UK.

UK WITHDRAWAL FROM THE EU: Due to the close economic ties between NI and Ireland, Brexit is a particularly sensitive issue for both jurisdictions. Should a disorderly Brexit occur, the following impacts may arise: A potential 30% decline in Irish exports to Britain; A rise in unemployment; Deepening regional inequality; and Implications for the cross-border movement of people and goods.

PROJECT IRELAND 2040: The National Planning Framework (NPF) is a policy priority in Ireland that will guide at a high-level strategic planning and development for the country over the next 20 years, so that as the population grows, that growth is sustainable (in economic, social and environmental terms). Waterways Ireland are familiar with the objectives of this planning framework to ensure continued alignment.



Lough Derg Blueway

SOCIAL

WORKING FROM HOME: Working from home is a growing trend which has been accelerated due to the onset of COVID-19. This shift in working arrangements and reduced commutes has given people more time to dedicate to sport and recreation on and along our waterways.

STAYCATIONS: With the rise of the global COVID-19 pandemic, the introduction of lockdowns and reduced international travel, many tourists have turned to domestic travel. This growing trend of staycations remains a potential opportunity for Waterways Ireland.

RECREATIONAL DEMAND: As a result of the COVID-19 and the introduction of lockdowns, many indoor recreational facilities, such as gyms, have been forced to close and, at a minimum, reduce their capacity. Consequently, people have rapidly adapted to find new ways to maintain their physical and mental wellbeing.

HEALTHY IRELAND FRAMEWORK: The Healthy Ireland Framework 2019-2025 is a national framework to improve the health and wellbeing of the population over the coming generation. It serves as a roadmap for improved health and wellbeing in Ireland. As such there are synergies between our work and the goals of the Healthy Ireland Framework. Opportunity exists for greater alignment to the framework and waterways as a resource for physical and mental wellbeing.



New Hire Boat Business Licenced on Lough Derg

TECHNOLOGICAL

INFORMATION SECURITY: The mass shift to remote working due to COVID-19 has presented cyber-criminals with new gateway opportunities to exploit organisations for the purposes of disabling computers, data theft or using a breached computer as a launch point for other attacks. Waterways Ireland has robust procedures and systems in place to manage information security from a standby failover firewall with built in redundancy to ensure 24/7 protection to email traffic monitoring and staff awareness training.

SUSTAINABLE ENERGY: Over the past two decades the generation of renewable energy has significantly increased globally. As Waterways Ireland has an abundance of waterways and land assets, it is important for us to be aware of trends in the renewable energy space and how the organisation could position itself to assist Ireland in achieving renewable energy targets whilst benefiting from potential revenue generation.

AUGMENTED AND VIRTUAL REALITY: User Experience, Augmented Reality and Virtual Reality can alter the way customers perceive their surroundings and, as such, add economic, experiential, social, cultural, historical and educational value for both internal and external stakeholders.

AUTOMATION: The automation of organisational activities can improve performance, by reducing errors and improving quality and speed, and in some cases achieving outcomes that go beyond human capabilities. There is potential within Waterways Ireland to expand and further introduce automated activities to aspects of its activities, such as operation of swing locks or Autonomous Underwater Vehicles (AUVs).

DIGITAL MARKETING: Digital marketing relates to advertising delivered through digital platforms such as search engines, websites, social media, email, and mobile applications. In leveraging such online media channels, digital marketing is the method by which organisations endorse goods, services and brands. Through increased usage of digital marketing aligns with increasing data analytics capabilities and utilising KPIs to infer performance. In aggregating user information, Waterways Ireland will be better positioned to understand its customer needs and thus tailor marketing accordingly.

ENVIRONMENTAL

CLIMATE CHANGE: By mid-century (2041-2060): Temperatures are projected to increase by 1 to 1.6 degrees compared with a baseline period of 1981-2000, with the largest increases in the east; and the precipitation climate is expected to become more variable, with substantial projected increases in the occurrence of both dry periods and heavy precipitation events. The changing climatic conditions impact on how we deliver work. Aside from extreme flood conditions, prolonged periods of very heavy rainfall require increased water management to protect vulnerable structures such as canal embankments. High water levels also impede delivery of capital works. Invasive species continue to threaten boating activity on the waterways. Both the Government/Executive and public bodies such as Waterways Ireland have a leadership role in taking early and ongoing actions to support delivery of the country's decarbonisation goals and in demonstrating our actions.

CLIMATE ACTION FUND: The Climate Action Fund announced as part of the Programme for Government in Ireland, is a strategic driver to aid the transition of the state to a low-carbon economy. Approximately €500 million will be made available as part of Fund, which supports climate action efforts over the next seven years. There may be potential to leverage this fund to increase the organisation's 'green foot print' and introduce

greater environmental sustainability in our assets and operations.

NI CLIMATE ACTION BILL: Draft legislation with cross-party support has been put forward as a private members bill to the NI Assembly. The draft legislation declares a state of climate emergency and prescribes milestones for climate action.

BIODIVERSITY: In September 2020, Ireland and the UK were among the countries who signed up to a UN global initiative to halt the loss of biodiversity. In doing this, these countries have pledged their commitment to 'matching our collective ambition for nature, climate and people with the scale of the crisis at hand'.



The Royal Grand Canal, Longford

LEGAL

LEGISLATIVE DIVERGENCE: As a result of the UK withdrawal from the EU there is a real possibility that the UK will diverge from EU regulatory standards in areas such as employment, environment and consumer law, among others. Moreover, legislative divergence on the UK's side poses a risk to the retention of single market access, which in itself would have implications for customs and tariffs on goods or services coming from EU member states.

ENVIRONMENTAL LEGISLATION: For organisations globally, climate change is becoming an increasingly important issue due to the increasing polarity of weather conditions and the associated repercussions. In response to environmental challenges governments, locally, nationally and internationally, are implementing increasingly stringent environmental policies to combat the effects of climate change. Waterways Ireland continues to engage with the Department of Housing, Local Government and Heritage on the Water Abstraction Bill. For the protection and fulfilment of the statutory undertaking for which Waterways Ireland was established under the British Irish Agreement Act, 1999, it is essential that the proposed Water Extraction Bill gives special recognition to Waterway Irelands position.

BYE-LAWS: Bye-laws dictate how the waterways should be used and directly impact Waterways Ireland's operations as an all-island navigational authority. At present six of the navigations have bye-laws while the Lower Bann has a voluntary code. Key bye-law areas pertaining to Waterways Ireland include, but are not limited to: charging structures, boat registration and permits, mooring rules and health and safety.

For Waterway Ireland's inspectorate it is integral to be aware of, and keep up to date, with navigational bye-laws. At present many bye-laws pertaining to Waterways Ireland's operations are outdated and require amendments to improve user experience, promote better compliance; and ensure equitability of charging structures.

5 VISION, MISSION & VALUES



OUR STRATEGY

This 2020-2022 Corporate Plan is aligned to previous Corporate Plans, the 2020 and 2021 business plans and the current strategic challenges and priorities for Waterways Ireland as we finalise the development of our 10 year long-term plan in early 2021. The absence of a strategic long-term plan, beyond a 3-year corporate plan, has meant our organisation has been working towards key themes without a strategic approach, longer term vision or meaningful ambition for growth. As such we have lost some of our relevance and purpose. Through our 10 year long-term plan we intend to be more ambitious and identify a growth platform in order to add more socio-economic value to Ireland and NI.

Our Corporate Plan goal continues to be to increase the use of inland waterways to provide high quality recreational amenities, well used by all the people who live near them, whilst also attracting increasing numbers of visitors, bringing jobs, creating new and sustaining existing businesses, and delivering prosperity. At the core of the Corporate Plan is delivery of maintenance and active management of the waterways. Many of the navigation features are now over 200 years old and are in need of significant investment. We will continue to focus on ensuring public safety, water control, and investment in critical infrastructure in areas of greatest use. Key programmes included the development of the canal network towpaths. Reimagining the waterside sites throughout the navigations for new activities to researching the potential of a pilgrim way exploring Christian heritage and facilitating a deeper understanding of the country's historic past.

A key challenge for us remains preserving the industrial and environmental heritage of the waterways for future generations, whilst also providing a safe and high-quality recreational environment for users. Our funding profile, has declined to levels as low as 40/50% during the recession – the result is an investment deficit. In this regard it is important to acknowledge the ongoing support from our Sponsor Departments. It is important to state, that despite the funding deficit on the back of an economic recession our sponsor departments have allocated almost €400 million over the last ten years to Waterways Ireland. Waterways Ireland continues to seek ways to improve efficiency and effectiveness in its capital and current spending whilst continuing to identify income opportunities from property, utilities, boats and moorings and third-party funding.

OUR VISION

Our vision sets out our desires to achieve in the future. Our Vision is to bring our waterways to life – full of recreational and commercial activities, havens rich in wildlife and biodiversity, and positively transformational both in terms of enriching people's lives and regenerating the many rural and urban communities and regions through which the waterways pass.

Our Vision statement is *“Creating inspirational inland navigations through conservation and sustainable development for the benefit of all.”*

OUR MISSION

Our mission outlines why Waterways Ireland exists and what is our remit. Our statutory function is to manage, maintain, develop and restore specified inland navigable waterways, principally for recreational purposes.

Our mission is *“As custodians of the waterways to collaboratively reimagine, maintain, develop and promote our inland navigations to sustain our environment, communities and heritage.”*

OUR VALUES

Achieving delivery of our Business Plan is centred on our Values which reflect the essence of our identity, shape our culture and provide the principles upon which we carry out our organisational activities. Our values are;

1. PASSIONATE

We are passionate, enthusiastic and dedicated to the work and services we delivery. We listen to our stakeholder needs and strive to exceed expectation.

2. COLLABORATIVE

We work collaboratively internally and externally to achieve objectives, whilst helping and supporting each other for our collective goal.

3. ACCOUNTABLE

We strive to deliver the best and hold ourselves accountable for the results. We are responsible, act with respect, compassion and operate in a sustainable and safe manner.

4. INNOVATIVE

We strive to continuously improve in the delivery of quality services and infrastructure. We aim to promote a culture of quality, creativity, diversity and excellence.

6 STRATEGIC GOALS



STRATEGIC THEMES

To realise our Vision we have identified five indicative strategic themes whilst work continues on the development of our Long-Term Plan. These strategic themes have been established following extensive waterway user and stakeholder engagement.

1. MAINTENANCE & MANAGEMENT

The inland waterways are the largest public outdoor recreational amenity on the island, with over a billion Euro worth of assets in the ownership and operational responsibility of Waterways Ireland. Maintenance and active management of the waterways is at the core of Waterways Ireland's existence, and pivotal to having safe, functioning, and sustainable waterways that hold the key to unlocking future development opportunities and rural and urban regeneration.

2. ENVIRONMENT & HERITAGE

Proactive management of the unique waterway environment encompasses both natural and built heritage. Waterways Ireland environmental experts must continue to ensure appropriate assessments manage the impact of planned capital and maintenance work programmes, always ensuring measured decisions are taken that protect the environment and precious built heritage structures. We must continue to work as a collector and guardian of heritage, as well as create public awareness and access to these assets through various outreach programmes and events.

3. AFFINITY & PARTICIPATION

Waterways Ireland aims to continue to increase the overall numbers of people using the waterways by encouraging and supporting a much broader range of use of the waterways. Our customer base has evolved and grown from being primarily boating users to Walkers, Cyclists, and increasing use by small craft such as Kayakers and Canoeists.

4. DEVELOPMENT & INCOME

Waterways Ireland has worked, and must continue to work, proactively with all our stakeholders to collaborate on the development of future waterway projects that enable realisation of shared aspirations and benefits for rural and urban populations throughout the navigational network. Our diverse property portfolio offers potential to grow our income base further. We support new and existing businesses on the waterways by granting operating licences, and for use of our towpath network to carry telecommunication services. These licenses generate a modest revenue to support organisational work programmes.

5. ORGANISATION & PEOPLE

Waterways Ireland recognises the need to review, develop and execute a suite of leadership and organisational programmes that will address the current and future capacity and demand requirements across the organisation. There is a need to nurture an environment that supports increased collaboration and leadership so Waterways Ireland is a great place to work and volunteer.



The Royal Canal Greenway

STRATEGIC GOALS

The five strategic themes (Management & Maintenance; Environment and Heritage; Affinity and Participation; Development and Income; and Organisation and People) form our broad strategic goals outlined below;

1. MANAGEMENT & MAINTENANCE

To manage and maintain our waterway assets and deliver a safe, reliable and efficient service for all.

2. ENVIRONMENT & HERITAGE

To conserve, enhance and promote our environment and heritage assets - natural and built.

3. AFFINITY & PARTICIPATION

To increase Waterways Ireland awareness, affinity and participation both on and along our waterways.

4. DEVELOPMENT & INCOME

To deliver greater value outcomes and wider development opportunities for public benefit.

5. ORGANISATION & PEOPLE

To strengthen our organisations capacity and capability, with engaged people and a shared vision.

OUR MISSION

As custodians of the waterways to collaboratively reimagine, maintain, develop and promote our inland navigations to sustain our environment, communities and heritage.

OUR VISION

Creating inspirational inland navigations through conservation and sustainable development for the benefit of all.

OUR VALUES

PASSIONATE



We are passionate, enthusiastic and dedicated to the work and services we deliver. We listen to our stakeholder needs and strive to exceed expectation.

COLLABORATIVE



We work collaboratively internally and externally to achieve objectives, whilst helping and supporting each other for our collective goal.

ACCOUNTABLE



We strive to deliver the best and hold ourselves accountable for the results. We are responsible, act with respect and compassion and operate in a sustainable and safe manner.

INNOVATIVE



We strive to continuously improve in the delivery of quality services and infrastructure. We aim to promote a culture of quality, creativity, diversity and excellence.

STRATEGIC GOALS

MANAGEMENT & MAINTENANCE

1

To manage, maintain and care for our waterway assets and deliver a safe, reliable and efficient service for all.

ENVIRONMENT & HERITAGE

2

To conserve, enhance and promote our environment and heritage assets - natural and built.

AFFINITY & PARTICIPATION

3

To increase Waterways Ireland awareness, affinity and participation both on and along our waterways.

DEVELOPMENT & INCOME

4

To deliver greater value outcomes and wider development opportunities for public benefit.

ORGANISATION & PEOPLE

5

To strengthen our organisations capacity and capability, with engaged people and a shared vision.

7 OBJECTIVES & KEY ACTIVITIES



MANAGEMENT & MAINTENANCE

1. To manage, maintain and care for our waterway assets and deliver a safe, reliable and efficient service for all.

The inland waterways are the largest public outdoor recreational amenity on the island, with over a billion Euro worth of assets in the ownership and operational responsibility of Waterways Ireland. Maintenance and active management of the waterways is at the core of Waterways Ireland's existence, and pivotal to having safe, functioning, and sustainable waterways that hold the key to unlocking future development opportunities and rural and urban regeneration.

OBJECTIVES	ACTIVITIES	2020	2021	2022	DIRECTORATE
1.1 Develop, implement and monitor a infrastructure maintenance works programme.	A. Execute the planned maintenance projects across the navigations within budget and delivery window. Ensure navigable waterways and associated amenities remain open.	✓	✓	✓	Operations
	B. Provide and maintain an appropriate road, marine and plant fleet for the ongoing maintenance, development and restoration of the waterways. Also provide and maintain a maintenance service for the upkeep of related M&E systems operating and embedded on our fixed assets and provide technical support on the M&E aspects of capital projects.	✓	✓	✓	Technical Services
	C. Offer accessibility to users across all of our navigations and towpaths. Minimise disruption or service outages by forward planning work programmes. Measurement through number of days of unplanned navigation closures and towpath closures within our control (individual instances over 48 hours).	✓	✓	✓	Operations
1.2 Manage multi-functional use of waterway activities through the Inspectorate and Warden services.	A. Address abandoned, unlicensed and non-compliant vessels along the navigations, and to ensure compliancy with planning regulations. Maintain canal compliance rates of min. 80% and execute compliance recovery operations as required. Continue with proactive stakeholder engagement to mitigate the risks associated with these operations.	✓	✓	✓	Operations
	B. Continue to increase adoption of online boating services and delivery of safety education programmes, including Marine Safety Notices.	✓	✓	✓	Operations
1.3 Enhance our approach to asset management through delivery of a long term Asset Management Strategy to deliver safer and more accessible waterways.	A. Build our asset management capability to accelerate the identification and understanding of the conditionality of our road, fleet, plant and other fixed and mobile assets.	✓	✓	✓	Technical Services
	B. Develop a disciplined central activity within Asset Management to programme, and measure, maintenance and capital projects using a programme management tool.	✓	✓	✓	Technical Services
	C. Setup frameworks to supplement capacity to maintain road, marine, plant and other essential assets.	✓	✓		Technical Services
	D. Lead and support in the delivery of the replacement fleet and plant procurement plan.		✓	✓	Technical Services

STRATEGIC OBJECTIVE	ACTIVITY	2020	2021	2022	DIRECTORATE
1.4 Enhance infrastructure along the waterways to support further tourism and recreational activity.	A. Execute the planned capital projects across the navigations within budget and delivery window.	✓	✓	✓	Technical Services / Operations
	B. Develop a series of strategic projects for 2021 using external and internal resources to project manage the portfolio.	✓	✓	✓	Finance, Personnel and IT
	C. Lead in the management and development potential of Hydrometric assets for the organisation.		✓	✓	Technical Services
	D. Develop a pipeline of future concept development projects		✓	✓	Marketing and Development / Operations
	E. Progress concept development of the Pilgrim Trail along the 350km route.		✓	✓	Marketing and Development

ENVIRONMENT & HERITAGE

2. To conserve, enhance and promote our environment and heritage assets - natural and built.

Proactive management of the unique waterway environment encompasses both natural and built heritage. Waterways Ireland environmental experts must continue to ensure appropriate assessments manage the impact of planned capital and maintenance work programmes, always ensuring measured decisions are taken that protect the environment and precious built heritage structures. We must continue to work as a collector and guardian of heritage, as well as create public awareness and access to these assets through various outreach programmes and events.

STRATEGIC OBJECTIVE	ACTIVITY	2020	2021	2022	DIRECTORATE
2.1 Protect and promote the sustainable use of our waterway's heritage.	A. Develop and commence delivery of the 10 Year Heritage Plan.		✓	✓	Technical Services
	B. Lead on the Water Framework Directive and its implications for the organisation. Ensure good quality and sustainable water across the inland waterways.	✓	✓	✓	Technical Services
	C. Lead on the Water Abstraction Bill and its implications for the organisation.	✓	✓	✓	Technical Services
	D. Contribute to the Operations & TS teams to develop medium term maintenance plans consistent with environmental planning legislative requirements.	✓	✓	✓	Technical Services
	E. Continue our partnerships with educational institutes, environmental and other bodies in support of heritage and environmental projects that enhance wildlife habitats and the natural landscape.	✓	✓	✓	Technical Services
2.2 Deliver a climate change adoption and mitigation plan.	A. Develop and commence delivery of a 10-year Climate Change adoption and mitigation plan. Adapting assets to be resilient to climate change; reducing the organisations carbon footprint; and support national efficiency action plans.		✓	✓	Technical Services

DEVELOPMENT & INCOME

3. To deliver greater value outcomes and wider development opportunities for the public benefit.

Waterways Ireland has and must continue to work proactively with all our stakeholders to collaborate on the development of future waterway projects that enable realisation of shared aspirations and benefits for rural and urban populations throughout the navigational network. Our diverse property portfolio offers potential to grow our income base further. We support new and existing businesses on the waterways by granting operating licences, and for use of our towpath network to carry telecommunication services. These licenses generate a modest revenue to support organisational work programmes.

STRATEGIC OBJECTIVE	ACTIVITY	2020	2021	2022	DIRECTORATE
3.1 Grow our income portfolio and achieve a higher return for increased financial strength and sustainability of our waterways.	A. Deliver budget target for Income.	✓	✓	✓	Marketing and Development
	B. Identify and develop business cases for other income opportunities or re-investment opportunities by leveraging our property assets in Dublin Docklands.		✓	✓	Marketing and Development
	C. Identify major third party funding opportunities – regional and central - for the future 2021+ and overlay these opportunities across our navigations so that we have a visualisation of status of current development across our navigations.		✓	✓	Marketing and Development
3.2 Develop the potential of our unused property portfolio and other assets.	A. Undertake a review of Waterways Irelands Property and Legal asset base. Liaise with asset management to understand if there are synergies.	✓	✓		Marketing and Development
	B. Produce a plan with recommendations to identify current baseline for first registrations; anticipated progress over future years at current financial and human resources commitments; and lastly identify what is required to accelerate their programme into a shorter timelines.	✓	✓	✓	Marketing and Development
	C. Deliver the City Block 19 strategy and objectives.	✓	✓	✓	Marketing and Development
	D. Contribute to the development of a Dublin Development Masterplan.		✓	✓	Marketing and Development
	E. Develop the expansion of GIS (within and outside Property & Legal to offer further functionality opportunities for WI).		✓	✓	Marketing and Development
3.3 Prepare proposals and be in a state of readiness to introduce new Bye-Laws across our waterways.	A. Revisit the existing Bye Laws and document proposals on new Bye Laws to reflect amendments needed to improve user experience; strengthen compliance and enforcement scope; and introduce new fees which are more equitable, benchmark comparators. Do the preplanning and stakeholder engagement to mitigate the risks associated with this initiative.		✓	✓	Marketing and Development

AFFINITY & PARTICIPATION

4. To increase awareness, affinity and participation both on and along our waterways.

Waterways Ireland aims to continue to increase the overall numbers of people using the waterways by encouraging and supporting a much broader range of use of the waterways. Our customer base has evolved and grown from being primarily boating users to Walkers, Cyclists, and increasing use by small craft such as Kayakers and Canoeists.

STRATEGIC OBJECTIVE	ACTIVITY	2020	2021	2022	DIRECTORATE
4.1 Deliver increased recreational, tourism and community engagement and usage across our waterways.	A. Develop a Marketing Strategy consistent with the long term plan and brand strategy. This should follow the principles of diagnosis; strategy and tactics.		✓		Marketing and Development
	B. Produce annual Marketing Plans to deliver on the Marketing strategy.		✓	✓	Marketing and Development
	C. Create promotional campaigns to support the Brand and Marketing Strategy including promotion of key activities (e.g. Brand Awareness, Royal Canal Greenway, Staycations, etc...).	✓	✓	✓	Marketing and Development
	D. Produce a 2021-22 work programme identifying animation; and engagement opportunities recognising current resource levels. Set baselines to enable post-outcome evaluations.		✓	✓	Marketing and Development
	E. Research scalability options for Waterways Irelands Education Programme. Consider e-learning platform potential.	✓	✓	✓	Marketing and Development
	F. Focus on investment and development of our brand through research, development of a branding strategy and an implementation and monitoring plan.	✓	✓	✓	Marketing and Development
	G. Work in partnership with local authorities, the private sector and other bodies to develop and promote new and existing Blueways further as a tourism and recreational resource.	✓	✓	✓	Marketing and Development
	H. Develop Waterways Ireland Equality and Disability Action Plan. Ensuring a positive, inclusive and engaging programme to improve experiences on or along our Waterways.		✓	✓	Finance, Personnel and IT
	I. Encourage community events, festivals and celebrations of local waterways to contribute to local economies and provide opportunities for local people.		✓	✓	Marketing and Development
4.2 Develop new ways of supporting management, development and promotion of our navigations.	A. Build and nurture relationships of mutual benefit with key stakeholder groups including user groups and Local Authorities.	✓	✓	✓	Operations / Marketing and Development
	B. Engage with, and deliver the objectives from the Office of Public Works / Waterways Ireland Strategic Partnership.	✓	✓	✓	Operations
	C. Seek short term opportunities to engage with local communities particularly related to the property objectives for Dublin Docklands.		✓	✓	Marketing and Development
	D. Develop relationships with key stakeholders to leverage expertise from libraries; museums; galleries; archives; etc... Consider scalability opportunities for the Waterways Ireland archives.	✓	✓		Marketing and Development

ORGANISATION & PEOPLE

5. To strengthen our organisations capacity and capability, with engaged people and a shared vision.

Waterways Ireland recognises the need to review, develop and execute a suite of leadership and organisational programmes that will address the current and future capacity and demand requirements across the organisation. There is a need to nurture an environment that supports increased collaboration and leadership so Waterways Ireland is a great place to work and volunteer.

STRATEGIC OBJECTIVE	ACTIVITY	2020	2021	2022	DIRECTORATE
5.1 Deliver improved governance and controls to increase oversight to manage and mitigate organisational risk.	A. Deliver the 2020-2022 Internal Audit Plan.	✓	✓	✓	Internal Audit
	B. Develop a Business Continuity Plan which encompasses all high risk areas within the organisation and contains a set of crisis management protocols.		✓		Finance, Personnel and IT
	C. Define and oversee the delivery of governance findings / recommendations / outcomes from various governance sources including external and internal governance reviews.	✓	✓	✓	Finance, Personnel and IT
	D. Provide the capability, systems and oversight to measure and monitor performance of all financial activities organisation-wide. To particularly focus on <ul style="list-style-type: none"> i. Oversight of steady state recruitment pay implications versus budget; ii. Current expenditure overrun risks; iii. Cash flow depletion risks; iv. Capital expenditure under / over expenditure; v. Capital projects contract risks; vi. Implementation of governance recommendations / findings. 		✓	✓	Finance, Personnel and IT
	E. Oversight the bi-annual Assurance Statements process and ensure consistency of evidential responses.	✓	✓	✓	CEO Office
	F. Provide the Internal Control Statement narrative for the Annual Accounts and ensure consistency of evidential support.	✓	✓	✓	CEO Office
	G. Execute governance, corporate or other functional initiatives within the regions and regional workforce.	✓	✓	✓	Operations
	H. Deliver the 2021 H&S Plan including five core health and safety objectives (i.e. Lone working; Emergency response; H&S system investment; Welfare facilities; and H&S management systems)	✓	✓	✓	Technical Services
	I. Lead, contribute, and input to any Health and Safety Reviews. From lessons learnt / recommendations of any potential Internal Reviews and other investigations contribute to an implementation roadmap with clearly defined objectives.	✓	✓	✓	Technical Services
5.2 Develop and deliver a 3-year Corporate Plan and 10-year long-term plan.	A. Communicate, implement and programme manage the delivery of the 2020-2022 Corporate Plan following screening.	✓	✓	✓	CEO Office
	B. Communicate, implement and programme manage the delivery of the 10-year long-term plan following screening and public consultation.		✓	✓	CEO Office

STRATEGIC OBJECTIVE	ACTIVITY	2020	2021	2022	DIRECTORATE
5.3 Deliver digital and IT advances for the benefit of enhancing user experience, improving operational efficiencies and creating new opportunities.	A. Develop a digital strategy with associated plan. Implement findings from the digital marketing review.		✓	✓	Marketing and Development
	B. Define and implement an IT Strategy. Provide the implementation roadmap, resources and establish IT governance structure to deliver the goals and projects.	✓	✓	✓	Finance, Personnel and IT
	C. Design and deliver a project management system for the organisation.		✓		Technical Services
	D. Establish a Project Management Office (PMO) process and tool to measure and monitor performance against the 2021-2022 Business Plan organisation-wide objectives.		✓	✓	CEO Office
5.4 Address organisational and leadership capacity gaps and invest in our people.	A. Review the current operating model to determine how we resource operational (e.g. administration; pension; recruitment) and strategic (e.g. succession planning; policy review; development tools & resources) People initiatives.		✓	✓	Finance, Personnel and IT
	B. Develop a work programme for operational priorities (recruitment campaigns; pension records; execution of policies; people records; investigations and disciplinary activities; other transactional HR activities).	✓	✓	✓	Finance, Personnel and IT
	C. Review, develop and execute a suite of leadership and organisational programmes that will address the current capacity and demand requirements across the organisation.	✓	✓	✓	Finance, Personnel and IT
	D. Create and nurture a culture that retains, attracts and strengthens our capable and passionate people.		✓	✓	Finance, Personnel and IT
5.5 Deliver a research programme to gain more informed organisational decisions and strengthen research capabilities.	A. Build research capabilities and execute a planned programme of research and insights		✓	✓	Marketing and Development
	B. Establish the economic, social and community benefits of our waterways. Develop a mechanism whereby the value and benefits of our waterways can be calculated, benchmarked and promoted to stakeholders.		✓	✓	Marketing and Development

8

MONITORING & EVALUATION



MONITORING AND EVALUATION

Waterways Ireland has already prepared and implemented a detailed Business Plan for 2020 based on the Key Business Objectives and Activities set out in this Corporate Plan. The 2021 and 2022 Business Plans will be prepared in accordance with the Key Business Objectives and Activities set out in this Corporate Plan and the 10-year Long-Term Plan currently in development and due completion in early 2021. The 10-year Long-Term Plan, 2020-2022 Corporate Plan and resulting Business Plans will be presented to the North South Ministerial Council for approval, following approval by Sponsor Departments and Finance Ministers.

The absence of a strategic Long-Term Plan, beyond a 3-year Corporate Plan, has meant our organisation has been working towards key themes without a strategic approach, longer term vision or meaningful ambition for growth. As such Waterways Ireland has lost some of our relevance and purpose. Through the development of our Long-Term Plan we will be more ambitious by identifying a growth platform in order to add more value to our users and other key stakeholders in Ireland and NI.



Killaloe Lough Derg Blueway

Implementation of this 2020-2022 Corporate Plan has and will continue to be achieved through the execution of the annual Business Plan actions and key outputs into performance management within Waterways Ireland's staff teams. Monitoring and evaluation will be based on clearly defined lines of accountability, supported by effective monitoring and regular reporting. The Senior Management Team (SMT) reviews progress of the Corporate Plan and subsequent annual Business Plans and expenditure versus budget at regular meetings.

The Corporate Plan will also be monitored through a Project Management Office intended to provide a clear, simple overview of our key objectives, measures and

results with all the control, guidance and visual cues needed to help embed a culture of Performance Management within Waterways Ireland. Importantly, Waterways Ireland is investing in a Programme Management module within its IT systems to ensure the full suite of capital projects is oversighted and project delivery matches plans.



Crom Estate County Fermanagh, Erne Waterway

Governance of the Corporate Plan performance is paramount. In line with best practice, the Accounting Officer and Audit Committee provide an oversight role to Waterways Ireland in relation to responsibilities for risk, control and governance and associated assurance issues. Membership of the Committee includes an independent chair and independent members. The Committee meets four times per annum and completes activity in accordance with the stipulations outlined within an agreed Terms of Reference. In addition, measurement of the impact and success of this plan will be reported in the subsequent Annual Report and Accounts, and in progress reports to the North/South Ministerial Council.

Waterways Ireland also meets formally with its Sponsor Departments to report on progress on a quarterly basis. The Monitoring Committee Meetings comprise representatives from both Sponsor Departments and Waterways Ireland. Part of its role is to monitor progress against the Objectives set in the approved Waterways Ireland Corporate Plan and associated annual Business Plans on an on-going basis. Furthermore, Waterways Ireland provides progress reports on implementation of the Business Plan to the North South Ministerial Council, the Sponsor Departments and a sub-committee of the Sponsor Departments as and when required. Waterways Ireland is also subject to appearance before the NI Assembly and Oireachtas Committees as and when requested.

9

COMMUNICATION



INTRODUCTION

The power of good communications should never be underestimated. Effective, two-way communications is central to everything we are trying to achieve in Waterways Ireland. By informing our staff, waterways users and other stakeholders of our Corporate Plan and empowering them to become involved in decisions that affect them, we can foster a shared vision and move forward together.

Effective communications is a shared responsibility of everyone in Waterways Ireland. Success depends on the creation of a culture where communication is valued and effective communication is seen as a priority in practice, as well as in principle. Through effective communications we can create a culture which embraces change and allows us to deliver Waterways Ireland Corporate Plan and strategic objectives



Devenish Island, Lower Lough Erne

COMMUNICATION PRINCIPLES

To help deliver our Corporate Plan aspirations, six Communication principles have been developed below:

1. To use the best channels of communication, to ensure the right people get the right message at the right time in the appropriate format and develop and improve existing systems and processes which enable staff to be well informed and involved in decision-making.
2. To use the corporate image for communications and develop consistent messages to make sure staff feel part of one organisation, which is moving forward.
3. To raise awareness and understanding of Waterways Ireland role and authority to manage, maintain, develop and restore specified inland navigable waterways, principally for recreational purposes.
4. To make the best use of technology, which will improve the targeting and timing of communications.
5. To increase public understanding and awareness of the value of the waterways, including positioning ourselves as the entity best placed to manage, conserve and leverage them for the common good.
6. To develop networks internally and externally, which will share good practice, promote effective communications at all levels and build good working relationships.

Everybody in Waterways Ireland must take responsibility for effective communications to ensure all staff are well informed. The CEO and SMT are responsible for ensuring there is a strategic and consistent approach by taking the lead on the development of Corporate Communications.

COMMUNICATING THE PLAN

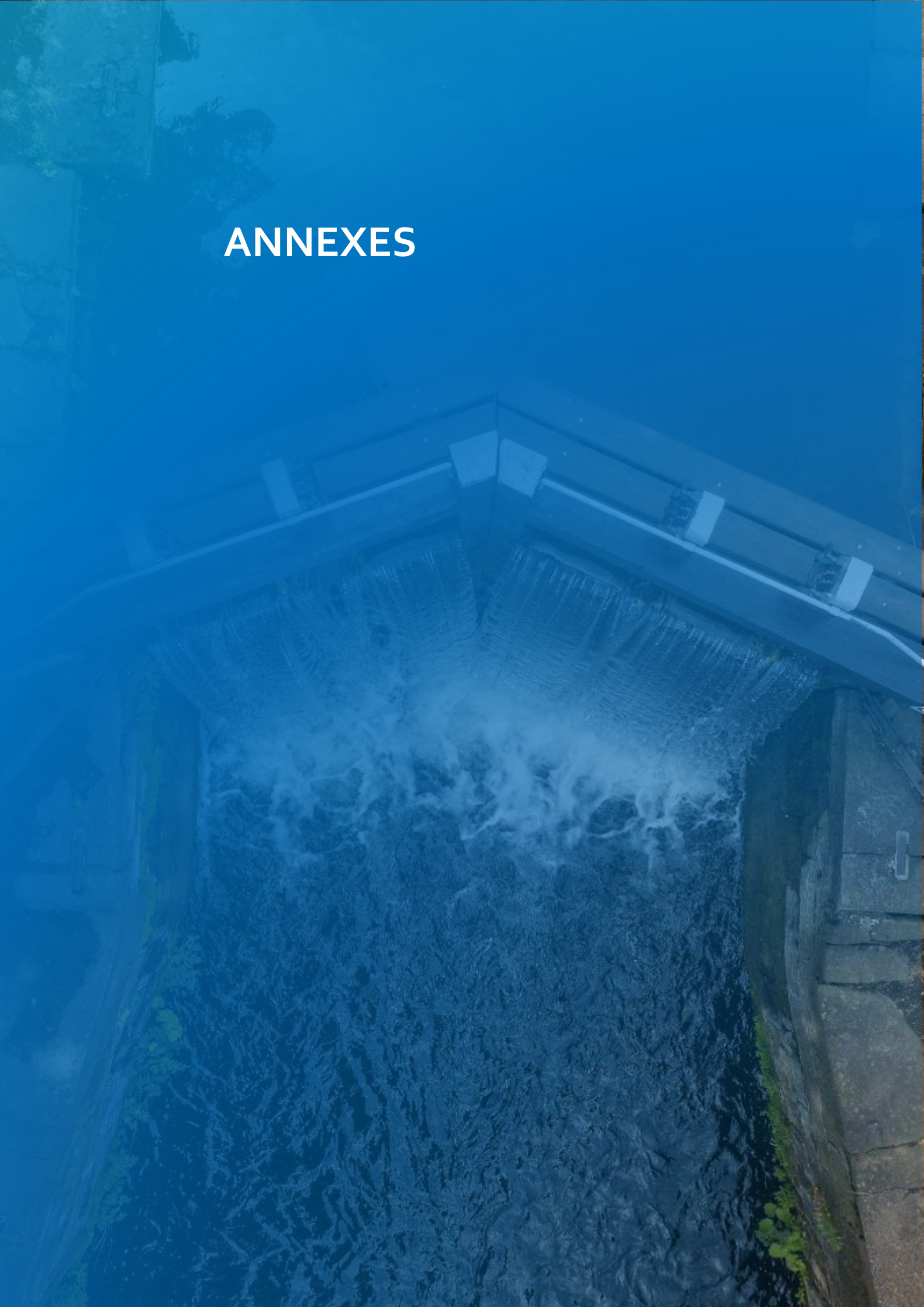
Waterways Ireland can only deliver the objectives set out in this Corporate Plan through a shared ownership and commitment from both our internal and external stakeholders. This contribution from our stakeholders is vital to the enhancement of our objectives and we wish to thank all our 'partners' who have helped us in this regard.

At Waterways Ireland we take the nature and quality of our relationships with all our stakeholders very seriously. We work closely to understand their views and interests, to deliver our projects in partnership, and respond to their interests as we progress our plans.

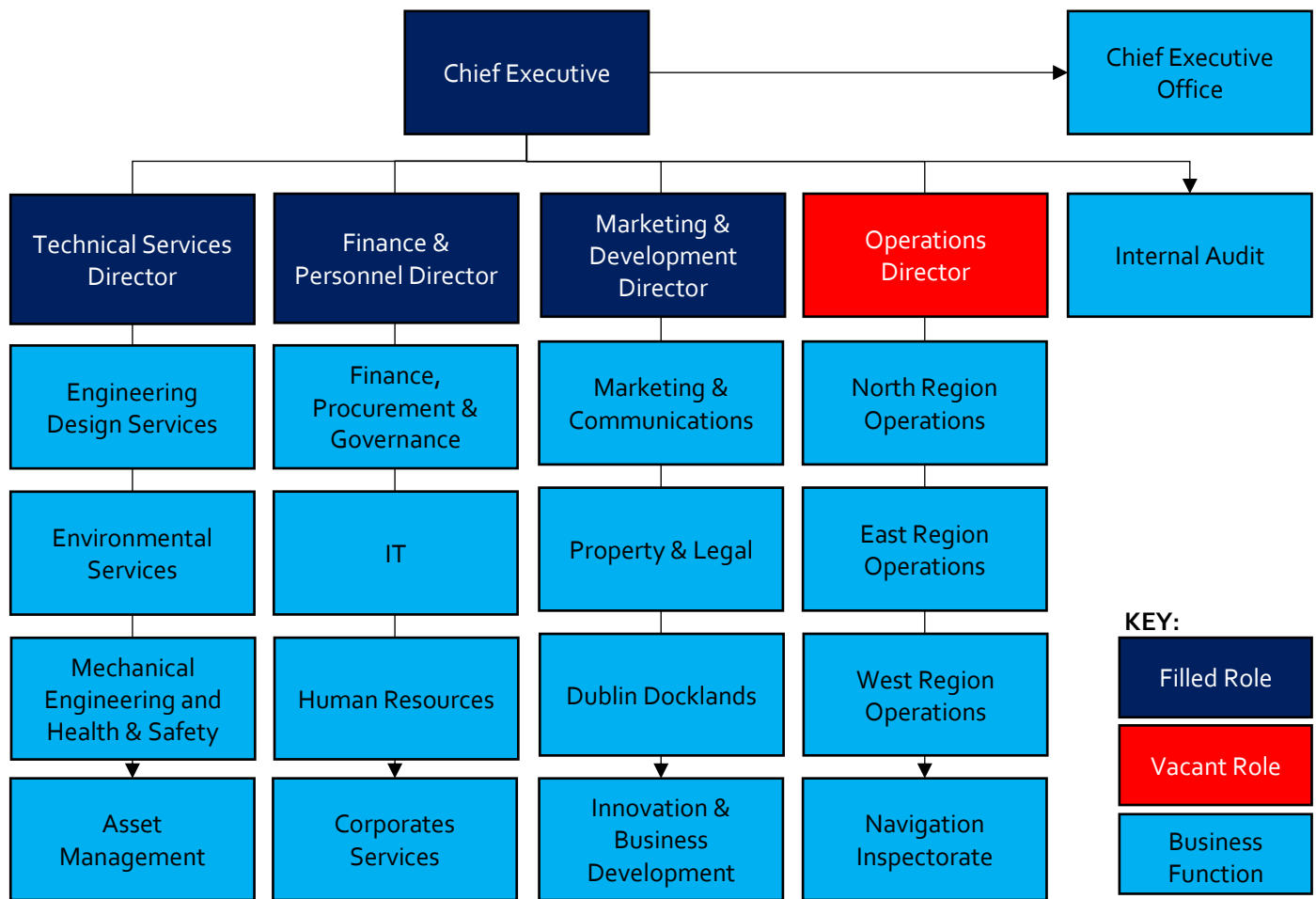
Throughout 2020 we adopted a collaborative approach to the development of our Long-Term Plan and Corporate Plan. Early engagement and on-going consultation with key stakeholders were crucial elements in the development of this Corporate Plan. Over 500 internal and external stakeholders were involved in 1:1 interviews, focus groups and online surveys between June and September. These stakeholder engagement interactions should help create a sense of ownership and responsibility for this Corporate Plan and its implementation.

The Corporate Plan when screened and approved will be available to view on the Waterways Ireland's intranet for staff but also made publicly available on the Waterways Ireland website: www.waterwaysireland.org for all waterways users and other external stakeholders. Waterways Ireland will continue to meet annually with key stakeholders to discuss the Corporate Plan and Business Plan delivery.

ANNEXES



A: WATERWAYS IRELAND ORGANISATIONAL CHART



Staff Numbers*	Finance & Personnel Directorate	Marketing & Business Development Directorate	Technical Services Directorate	Operations Directorate	Chief Executive Office	TOTAL
Professional, Technical and Administration Staff	44.3	24.6	29.8	36.9	5.8	141.4
Operations Staff			3.0	194.3		198.3
Total	44.3	24.6	32.8	231.2	5.8	339.7

* Staff numbers as of the 10th March 2021

B: 2020 BUDGET AND INDICATIVE 2021 AND 2022

Expenditure	Proposed 2020				Proposed 2021				Proposed 2022			
	North €m	South €m	Total €m	Total £m	North €m	South €m	Total €m	Total £m	North €m	South €m	Total €m	Total £m
Current Maintenance			11.74	10.57			12.47	10.85			13.32	11.59
Admin Staff			7.55	6.80			8.21	7.14			8.74	7.60
Program Costs			0.71	0.64			0.67	0.58			0.86	0.75
Overheads			3.25	2.93			3.19	2.78			3.62	3.15
Exchange			0.10	0.09			0.10	0.09			0.10	0.09
<i>Total Normal Current</i>	3.50	19.85	23.35	21.04	3.70	21.00	24.60	21.40	4.00	22.64	26.64	23.17
Pension Costs North	0.35		0.35	0.32	0.54		0.54	0.47	0.59		0.59	0.51
Pension Costs South		2.27	2.27	2.04		2.58	2.58	2.24		3.05	3.05	2.65
Total Current	3.85	22.12	25.97	23.40	4.24	23.52	27.76	24.15	4.59	25.69	30.28	26.33
Capital Works (including Critical Structures)	2.83	7.20	10.03	9.03	2.13	7.41	9.54	8.30	2.30	8.40	10.70	9.31
Projects in partnership with 3rd parties	0.00	0.00	0.00	0.00		5.44	5.44	4.73	0.00	0.00	0.00	0.00
Ulster Canal	0.00	0.03	0.03	0.03		0.15	0.15	0.13	0.00	0.00	0.00	0.00
Plant and Intangible Assets	0.00	0.00	0.00	0.00		1.20	1.20	1.04	0.00	0.00	0.00	0.00
Total Capital	2.83	7.23	10.06	9.06	2.13	14.20	16.33	14.21	2.30	8.40	10.70	9.31
Total Expenditure	6.68	29.35	36.03	32.46	6.37	37.73	44.09	38.36	6.89	34.09	40.98	35.64
Income Operating Revenue	-0.15	-0.83	-0.98	-0.88	-0.11	-0.60	-0.70	-0.61	-0.11	-0.65	-0.76	-0.66
Third Party Funding						-5.44	-5.44	-4.73				
Capital Reserve		-2.85	-2.85	-2.57		-2.76	-2.76	-2.40		-1.40	-1.40	-1.22
Total Income From Departments	6.53	25.67	32.20	29.01	6.26	28.93	35.19	30.61	6.77	32.05	38.82	33.76
PAID BY												
	€m	£m			€m	£m			€m	£m		
DHLGH	25.67	23.103			28.93	25.17			32.05	27.88		
DfI	6.53	5.879			6.26	5.45			6.77	5.89		
Total	32.20	28.98			35.19	30.62			38.82	33.77		

Exchange Rate €1 = £0.90 [2020] / €1 = £0.87 [2021-2022]

Expenditure in Sterling	Proposed 2020			Proposed 2021			Proposed 2022		
	North £m	South £m	Total £m	North £m	South £m	Total £m	North £m	South £m	Total £m
Current Maintenance			10.57			10.85			11.59
Admin Staff			6.80			7.14			7.60
Program Costs			0.64			0.58			0.75
Overheads			2.93			2.78			3.15
Exchange			0.09			0.09			0.09
<i>Total Normal Current</i>	3.14	17.89	21.03	3.22	18.22	21.44	3.48	19.69	23.17
Pension Costs North	0.32		0.32	0.47		0.47	0.51		0.51
Pension Costs South		2.04	2.04		2.24	2.24		2.65	2.65
Total Current	3.47	19.93	23.39	3.69	20.46	24.15	3.98	22.35	26.33
Capital Works (including Critical Structures)	2.55	6.48	9.03	1.85	6.45	8.30	2.00	7.31	9.31
Projects in partnership with 3rd parties	0.00	0.00	0.00	0.00	4.73	4.73	0.00	0.00	0.00
Intangible Assets	0.00	0.03	0.03	0.00	0.13	0.13	0.00	0.00	0.00
Plant and Intangible Assets	0.00	0.00	0.00	0.00	1.04	1.04	0.00	0.00	0.00
Total Capital	2.55	6.51	9.06	1.85	12.35	14.21	2.00	7.31	9.31
Total Expenditure	6.01	26.44	32.45	5.54	32.82	38.36	5.98	29.65	35.64
Income Operating Revenue	-0.13	-0.75	-0.88	-0.10	-0.52	-0.61	-0.10	-0.56	-0.66
Third Party Funding					-4.73	-4.73			
Capital Reserve		-2.57	-2.57		-2.40	-2.40		-1.22	-1.22
Total Income From Departments	5.88	23.12	29.00	5.45	25.16	30.62	5.89	27.88	33.77
PAID BY									
	£m			£m			£m		
DHLGH	23.10			25.17			27.88		
Dfl	5.88			5.45			5.89		
Total	28.98			30.62			33.77		

Exchange Rate €1 = £0.90 [2020] / €1 = £0.87 [2021-2022]

C: BUSINESS PLAN – 2020 BUDGET AND INDICATIVE 2021 AND 2022 BUDGET ALLOCATION

Waterways Ireland Works Programme	Proposed Budget 2020 - €			Proposed Change			Proposed Budget 2021 - €		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
Shannon-Erne Waterway	983,943	547,000	1,530,943	78,715		78,715	1,062,658	498,000	1,560,658
Erne System	212,427	1,361,667	1,574,094	16,994	-911,067	-894,073	229,421	450,600	680,021
Lower Bann	411,091	1,364,444	1,775,535	32,887	268,956	301,843	443,978	1,633,400	2,077,378
Royal Canal	1,701,853	545,000	2,246,853	136,148	-545,000	-408,852	1,838,001		1,838,001
Grand Canal	3,025,550	1,488,000	4,513,550	242,044	1,633,522	1,875,566	3,267,594	3,121,522	6,389,116
Barrow Navigation	855,085	225,000	1,080,085	68,407	-463,153	-394,746	923,492	-238,153	679,196
Ulster Canal				-	151,000	151,000		151,000	151,000
All Canals Development		502,000	502,000	-	-502,000	-502,000			
Shannon Navigation	3,216,350	1,831,000	5,047,350	257,308	-271,000	-13,692	3,473,658	1,560,000	5,033,658
All Navigations	1,330,574	1,840,594	3,171,168	119,859	674,166	794,025	1,450,433	2,514,760	4,015,336
Total Works Programme	11,736,872	9,704,706	21,441,578	952,363	35,422	987,785	12,689,235	9,691,129	22,424,364
Plant and Machinery		335,000	335,000		865,000	865,000		1,200,000	1,200,000
Intangible Assets									
Buildings Programme									
Ulster Canal carried forward		29,350	29,350		-29,350	-29,350			
Total Programme Expenditure	11,736,872	10,069,056	21,805,928	952,363	871,072	1,823,435	12,689,235	10,891,129	23,624,364
Administration Costs									
Staff Costs	7,554,247		7,554,247	852,877		852,877	8,407,124		8,407,124
Program Costs	707,194		707,194	111,682		111,682	818,876		818,876
Overheads	3,248,247		3,248,247	194,753		194,753	3,443,000		3,443,000
Exchange	100,000		100,000	-		-	100,000		100,000
Total Administration Costs (excl Pension)	11,609,688		11,609,688	1,159,312		1,159,312	12,769,000		12,769,000
Pension Costs - NI share	347,000		347,000	193,000		193,000	540,000		540,000
Pension Costs - IRL share	2,269,000		2,269,000	315,000		315,000	2,584,000		2,584,000
Total Expenditure	25,962,560	10,069,056	36,031,615	2,619,675	871,072	3,490,748	28,582,235	10,891,129	39,517,364
Less							445,000		
Revenue A/C	-977,326		-977,326	-546,910		-546,910	-1,524,236		-1,524,236
Capital Reserve		-2,853,500	-2,853,500	-	92,371	92,371		-2,761,129	-2,805,129
Total Budget Expenditure	24,985,234	7,215,556	32,200,789	2,072,765	914,444	2,987,210	27,057,999	8,130,000	35,187,999
Total NI share, including pension	3,702,235	2,835,555	6,537,790	427,765	-705,555	-277,790	4,130,000	2,130,000	6,260,000
Total IRL share, including pension	21,283,000	4,380,000	25,663,000	1,645,000	1,620,000	3,265,000	22,928,000	6,000,000	28,928,000

WORKS PROGRAMME	PROPOSED BUDGET 2021 - €			PROPOSED CHANGE			Proposed Budget 2022 - €		
	CURRENT	CAPITAL	TOTAL	CURRENT	CAPITAL	TOTAL	CURRENT	CAPITAL	TOTAL
Shannon-Erne Waterway	1,062,658	498,000	1,560,658	53,133	-98,000	-44,867	1,115,791	400,000	1,515,791
Erne System	229,421	450,600	680,021	11,471	399,400	410,871	240,892	850,000	1,090,892
Lower Bann	443,978	1,633,400	2,077,378	22,199	-183,400	-161,201	466,177	1,450,000	1,916,177
Royal Canal	1,838,001		1,838,001	91,900	500,000	591,900	1,929,901	500,000	2,429,901
Grand Canal	3,267,594	3,121,522	6,389,116	163,380	-1,121,522	-958,142	3,430,974	2,000,000	5,430,974
Barrow Navigation	923,492	-238,153	679,196	46,175	688,153	734,328	969,667	450,000	1,419,667
Ulster Canal		151,000	151,000	-	-151,000	-151,000	-	-	-
All Canals Development				-	-	-	-	-	-
Shannon Navigation	3,473,658	1,560,000	5,033,658	173,683	190,000	363,683	3,647,341	1,750,000	5,397,341
All Navigations	1,450,433	2,514,760	4,015,336	72,522	-14,760	57,762	1,522,955	2,500,000	4,022,955
Total Works Programme	12,689,235	9,691,129	22,424,364	634,462	208,871	843,333	13,323,697	9,900,000	23,223,697
Plant and Machinery		1,200,000	1,200,000		-400,000	-400,000		800,000	800,000
Intangible Assets					-	-		-	-
Buildings Programme					-	-		-	-
Ulster Canal carried forward					-	-		-	-
Total Programme Expenditure	12,689,235	10,891,129	23,624,364	634,462	-191,129	443,333	13,323,697	10,700,000	24,023,697
Administration Costs									
Staff Costs	8,407,124		8,407,124	336,285		336,285	8,743,409		8,743,409
Program Costs	818,876		818,876	40,944		40,944	859,820		859,820
Overheads	3,443,000		3,443,000	172,150		172,150	3,615,150		3,615,150
Exchange	100,000		100,000	-		-	100,000		100,000
Total Administration Costs (excl Pension)	12,769,000		12,769,000	549,379		549,379	13,318,379		13,318,379
Pension Costs - NI share	540,000		540,000	53,000		53,000	593,000		593,000
Pension Costs - IRL share	2,584,000		2,584,000	466,000		466,000	3,050,000		3,050,000
Total Expenditure	28,582,235	10,891,129	39,517,364	1,702,841	-191,129	1,511,712	30,285,076	10,700,000	40,985,076
Less	445,000								
Revenue A/C	-1,524,236		-1,524,236	764,236		764,236	-760,000		-760,000
Capital Reserve		-2,761,129	-2,805,129	-	1,361,129	1,361,129		-1,400,000	-1,400,000
Total Budget Expenditure	27,057,999	8,130,000	35,187,999	2,467,077	1,170,000	3,637,077	29,525,076	9,300,000	38,825,076
Shannon-Erne Waterway	1,062,658	498,000	1,560,658	53,133	-98,000	-44,867	1,115,791	400,000	1,515,791
Erne System	229,421	450,600	680,021	11,471	399,400	410,871	240,892	850,000	1,090,892





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