



DRAFT BUSINESS PLAN 2023

Waterways Ireland's 2023 Business Plan remains in **draft** form until it is approved by both Sponsor Ministers and Finance Ministers in the Irish Government and in the Northern Ireland Executive and the North South Ministerial Council (NSMC).

CONTENTS

1. CHIEF EXECUTIVE FOREWORD	3
2. ABOUT WATERWAYS IRELAND	6
3. EXECUTIVE SUMMARY	11
4. 2022 TRANSFORMATIONAL PROJECTS	21
5. 2023 STRATEGIC DIRECTION.....	28
6. 2023 STRATEGIC PRIORITIES.....	29
7. OBJECTIVES ANNEX	43

CHIEF EXECUTIVE FOREWORD

I am delighted to introduce you to Business Plan 2023 at a milestone point for Waterways Ireland. In our planning cycle this is the first opportunity for the Body to integrate short (Business Plan 2023), medium (Corporate Plan 2023-2025), and long-term plans (10-year Long Term Plan). We will, as required, provide our Sponsor Departments in both Jurisdictions with Business Plan 2023 and Corporate Plan 2023-2025 for their consideration and approval and ultimately for approval by the North South Ministerial Council. Our 10-year Long Term Plan will be issued for public consultation. We welcome all engagement and consultation on this inaugural plan.

The concentration and focus here is Business Plan 2023. As we approach the end of 2022 we continue to build for the future. Our organisation is more stable in the short term albeit we recognise and have advocated for a comprehensive Organisation Review to determine a fit-for-purpose organisation capable of delivering future strategies. This is one of our critical initiatives in 2023 and we are working assiduously with our Sponsor Departments to enable this exercise.

Similarly, whilst the annual funding model is an imperfect structure, and we have less controllable components open to adaptation, we will bring a sharper focus to self-generated income opportunities whilst balancing the thin line of our remit in delivery of public good without undue or risky commercialisation.

I am reminded of astronomer Carl Sagan's words from 1994 of the 'Pale Blue Dot' when amongst many wise words he stated, 'this distant image



of our tiny world underscores our responsibility to deal more kindly with one another, and to preserve and cherish the pale blue dot, the only home we've ever known'. We strive to adapt and change to meet the emerging needs of all our stakeholders whilst also ensuring we work to meet the climate action targets set out in our Climate Action Plan (CAP) by 2030. Our financial and human resource allocation on policies supporting sustainability, climate action, biodiversity and heritage will reflect a shift in emphasis over the duration of Corporate Plan 2023-2025.

Within Business Plan 2023 there are key outputs and activities identified which we aim to commence during the next 12 months. These outputs have been carefully considered and planned in line with a long-term vision of where we want this organisation to be in the next 10 years. They fit within the format linked to our Long-Term Plan – Strategic Priority: Key Output: Main Activity. The granular detail of these key outputs and main activities forms the basis of our Business Plan 2023.

As we approach the end of another challenging, but satisfying, year it is important for each of us to pause to reflect on the past 12 months. Take time to acknowledge our accomplishments, to reflect on the lessons we have learned, and most importantly to recognise our strength and resilience given the challenges experienced.

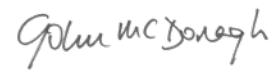
Whilst there have been many achievements during 2022, and we expand on these later, suffice to say two stood out for me.

Firstly, it was a great honour this year to welcome President Higgins and Mrs Higgins to our Headquarters in February 2022. President Higgins is a long-time supporter of the inland waterways, and he demonstrated his passion and continuing interest during a wonderful visit which was much cherished by our staff.

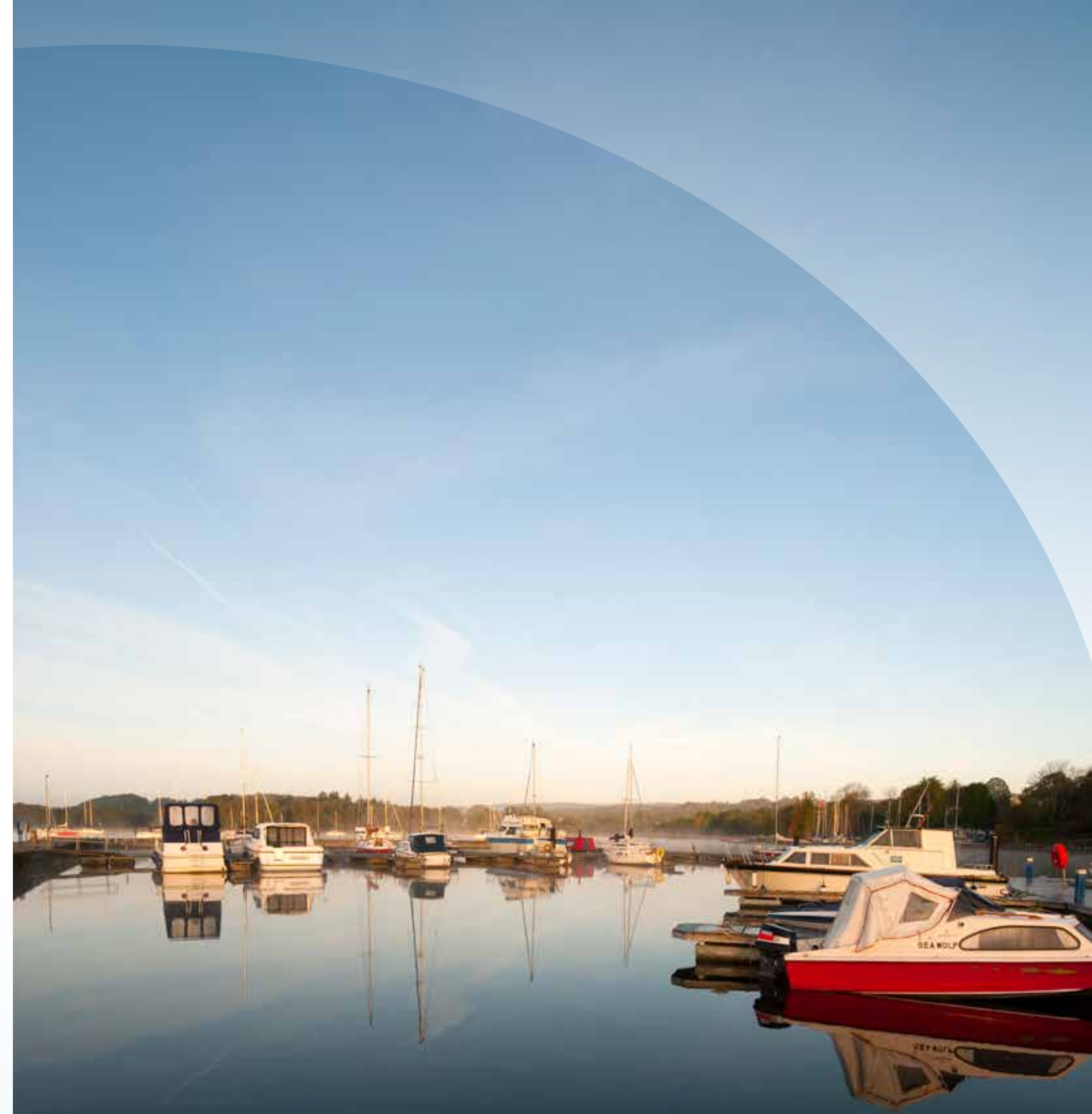
Secondly, Taoiseach Micheál Martin unveiled the foundation stone to acknowledge commencement of Phase 2 of the Ulster Canal Restoration project. This project has been a long time coming as noted by the communities in Monaghan and specifically Clones. For many years, there was planning but no funding and vice versa. The delivery of Phase 2, despite some complexities, is our biggest achievement by far and, when combined with Phase 3 works over the next five years, is our single highest value project in our history.

I am proud of the successes achieved by Waterways Ireland in 2022 and am delighted at the wide range of innovative and exciting projects delivered over the last 12 months. Success depends primarily on the passion, enthusiasm, and inherent capabilities of the team in Waterways Ireland – all working collaboratively with multi-partners – and supporting each other to achieve our collective goals. I would like to acknowledge and thank our team for their commitment throughout 2022.

I am looking forward to the next 12 months as we build on our progress to date and the commencement of a new phase linked to a long-term plan.



John McDonagh
Chief Executive Officer
Waterways Ireland



Waterways Ireland is succeeding
in its quest to reawaken
Ireland's waterways



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.

We are the cross-border navigational authority responsible for the management, maintenance, development, and restoration of almost 1,100 km of inland navigational waterways and over 600 km of Greenways and Blueways, principally for recreational purposes.

Our Headquarters is in Enniskillen Co. Fermanagh, with regional offices in Dublin, Carrick-on-Shannon, Co. Leitrim, and Scarriff, Co. Clare.

We employ 350 permanent staff located at offices and sites close to the inland waterways who are assisted by a team of seasonally recruited staff reflecting the seasonality of the organisations remit. Waterways Ireland creates social, economic, and environmental well-being value of €600m annually.

“Our brand essence points to 3 key words;

- **Custodianship** - we want to leave a legacy, a gift for future generations
- **Collaboration** - our secret sauce evidenced across many successful project deliveries with councils & strategic partners and
- **Re-imagining** - being creative and innovative, not just in the design capability with our built and natural assets, but in the way we think and work.”

[John McDonagh, Chief Executive - Sept 2022](#)

WHAT WE DO

Waterways Ireland is the navigation authority for almost 1,100 km of navigable inland waterways, comprising:

- Lower Bann Navigation
- Erne System
- Shannon-Erne Waterway
- Shannon Navigation
- Royal Canal
- Grand Canal
- Barrow Navigation
- Ulster Canal

In July 2007, it was agreed 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, its management, maintenance, and development, principally for recreational purposes, to Waterways Ireland’s remit.

At an operational level, Waterways Ireland is responsible for a vast range of infrastructure assets including navigation channels, embankments, towpaths, adjoining lands, harbours, jetties, fishing stands, bridges, culverts,

“As an all-island body, Waterways Ireland is succeeding in its quest to reawaken Ireland’s waterways - they are truly a symbol of vitality in our shared culture and have become more appreciated in recent years.”

[President Michael D. Higgins](#)
- Sept 2022

aqueducts, overflows, locks, sluices, and lock houses along with buildings and archives. The current valuation of the rebuild costs of this infrastructure is estimated at €1.5 billion.

Waterways Ireland’s work programmes are critical to providing a safe and high-quality recreational environment for customers, whilst preserving the industrial and environmental heritage of the waterways for future generations.

GOVERNANCE

As a cross-border Body, Waterways Ireland operates 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. We report to our Sponsor Departments, the Department for Infrastructure (DfI) in Belfast and the Department of Housing, Local Government and Heritage (DHLGH) in Dublin, at an administrative level.



AUDIT COMMITTEE

The Committee consisting of independent non-executive members, whose remit is to advise the Chief Executive as Accounting Officer, provide an oversight role in relation to the responsibilities for risk, control and governance and associated assurance issues. The Committee meets four times per annum and completes activity in accordance with an agreed Terms of Reference.

MONITORING COMMITTEE

Quarterly meetings with the Sponsor Departments to monitor progress against the objectives set in the approved Waterways Ireland Corporate Plan and associated Business Plans.

SENIOR MANAGEMENT TEAM (SMT)

SMT review progress of the Corporate Plan and subsequent Business Plans at their monthly meetings. They also monitor key objectives to ensure targets are met and achievable deadlines are formed.

PROJECT MANAGEMENT OFFICE (PMO)

The Corporate Plan and associated Business Plans will be monitored through a PMO. This will provide an overview of our key objectives, measures and results whilst helping to embed a culture of Performance Management within Waterways Ireland.

ANNUAL REPORT & ACCOUNTS

The Annual Report & Accounts are audited externally by the Comptrollers and Auditor Generals who are heads of NI Audit Office and the Office of the Comptroller and Auditor General in Ireland. These external audits provide assurance on the regularity and propriety of Waterways Ireland accounts and the processes in relation to expenditure, revenue, and assets.

STATEMENT OF ACTIVITIES & ACCOUNTS

Waterways Ireland submits an annual report of its activities and a statement of accounts to the North South Ministerial Council and the Comptroller and Auditor Generals for each jurisdiction. Following the Comptroller and Auditor Generals certification, the Annual Report & Accounts are laid before the NI Assembly and the House of the Oireachtas.

BUSINESS ASSURANCE

A Business Assurance Statement is completed bi-annually by the Chief Executive providing assurance to Sponsor Departments that effective internal controls exist within Waterways Ireland.

RISK MANAGEMENT FRAMEWORK

Risk Management is a key element of the effective accountability and corporate governance arrangements of the Body and is regularly reviewed by the Body's Sponsor Departments at Monitoring Committee meetings and by the Body's Audit Committee at quarterly meetings.

All risks will be documented in a Risk Register and managed in a 2-level framework:

- Corporate/Strategic Risks
- Divisional/Regional Risks

Large programmes will always have a governance structure set up in line with the Project Management Process. This represents best practice and is essentially about accountability for managing and delivering projects.

Governance of the 2023 Business Plan performance is paramount. Waterways Ireland is committed to implementation, monitoring and evaluation of the 2023 Business Plan through a series of internal and external measures as noted above. Implementation of the 2023 Business Plan will be based on clearly defined lines of accountability, supported by effective monitoring and regular reporting.



Collaboration

- our secret sauce evidenced across many successful project deliveries with councils & strategic partners

EXECUTIVE SUMMARY

Waterways Ireland's 3-year Corporate Plan 2020-2022 approved by the North South Ministerial Council will expire at year end 2022. Consequently, Business Plan 2023 will reside alongside a new Corporate Plan 2023-2025 and an inaugural 10-year Long Term Plan. Business Plan 2023 and Corporate Plan 2023-2025 will be presented to Sponsor Departments for their consideration and ultimately to the North South Ministerial Council for their approval.

Business Plan 2022 was presented to Sponsor Departments for their consideration and was approved by Finance Departments and Finance Ministers. The Body has adhered to its financial parameters and objectives throughout 2022 providing updates at regular Monitoring Meetings.

Waterways Ireland's funding apportionments are prescribed. Current funding (excluding pensions) is received on an 85:15 apportionment with 85% funding from Ireland and 15% funding from NI based on the distribution of waterways kilometres across both Jurisdictions. Capital expenditure is allocated for specific capital projects within each jurisdiction. A capital project in Ireland is funded by our Sponsor Department in Ireland – Department of Housing, Local Government and Heritage. A capital project in NI is funded by our Sponsor Department in NI – Department for Infrastructure.

Current (resource) funding for 2023 has been confirmed by the Irish Government and a matched funding amount calculated for NI's apportionment. Capital funding has also been confirmed.



Separately, Waterways Ireland applies for capital funding from various programmes which exist across the island of Ireland. For example, capital funding has been allocated from Shared Island Unit and the Rural Regeneration and Redevelopment Fund to progress the Ulster Canal Restoration project as part of the New Decade, New Approach programme.

The basis of Business Plan 2023 is normalised as an annual plan within a medium-term Corporate Plan 2023-2025 consistent with a directional pathway to our 10-year Long Term Plan.

EXTERNAL CONTEXT

As highlighted in Business Plan 2022 we have experienced increased costs associated with supply shortages; longer supply chain cycles; and escalating energy costs. These have been particularly impactful on construction and maintenance projects which represent the bulk of Waterways Ireland's programme of activities. Our expenditure budgets have been severely tested to deliver continued value given the pressures on costs from these external factors. In financial terms our incremental current funding growth in 2022 has been consumed by increasing inflationary pressures with particularly high increases in utilities and construction materials.

Delivering capital projects within budget has been a challenge as input costs continued to rise throughout 2022. Additionally, the market of third-party suppliers and contractors has diminished, and an unwelcome feature of procurement has been a reduction in suppliers and contractors submitting bids for tenders.

In the short-term, Governments are formulating policies to address the immediate impact of cost-of-living increases on the public. Uncertainty pervades our financial planning and we envisage continuing high inflationary pressures throughout 2023 and 2024.

The impact on tourism is likely to be negative affecting international and domestic visitors to the waterways. This will directly affect boat

hire rentals as the cost of fuel surcharges and transportation/travel costs constrain the growth enjoyed in 2021 and 2022. However, conversely users of our off-water Greenways and Blueways could grow as they did during COVID19 pandemic with the public embracing healthy pursuits in the open air for free.

Despite the impact of war and its collateral effects on energy costs and cost of living there is an overriding threat with a global footprint gaining traction. It is climate change. Throughout 2022 there have been a series of demonstrable events involving flooding; drought; famine; fires; and devastation across many parts of the world. Whilst our geographical location and temperate climate may presently soften the impact somewhat, we have also as a populace and as individuals noted climate changes on the island of Ireland during 2022. As a navigation authority managing a precious resource, we must accelerate the actions identified within our Climate Action Plan launched in 2022. That acceleration needs to encompass an updated water management strategy. Our financial and human resource allocation on policies supporting sustainability, climate action, biodiversity and heritage will reflect a shift in emphasis over the duration of Corporate Plan 2023-2025.



INTERNAL CONTEXT

Our ambition is to be an exemplar amongst state agencies in the areas of custodianship, collaboration, and re-imagining our assets. The delivery of our long-term strategic plan for Waterways Ireland is critical to realisation of our ambition. We create economic, social, and environmental well-being value equivalent to €600m annually for the public good in both Jurisdictions. Our goal is to grow that value over the next ten years to a level of €1 billion annually. To do that we must execute on our six identified strategic priorities which I expand on below.

The key to successful delivery and fulfilment of our potential as an exemplar among state agencies is to accentuate and improve 'good capabilities' and minimise or reduce 'low value adding activities'. Having stabilised the organisation during 2022 and 2021 we have developed a track record of project delivery which in turn has led to increased funding; headcount growth; and more projects. Ironically, having achieved this reputation we encountered in early 2022 the growing pains associated with scaling up:

- (a) COVID19 fatigue.
- (b) over ninety capital projects with many of low value.
- (c) gaps in specialist skillsets such as ecology, project, and programme management capabilities.
- (d) delayed approvals to address leadership capacity gaps and organisational resources.

Whilst this led to a more reactive approach to project delivery during 2022 the learnings will support our continued growth in future years. These learnings have been matched with continued deployment of specialist skillsets and capabilities.

It is therefore timely we are launching and integrating our long, medium, and short-term planning.



DIRECTIONAL APPROACH 2023 BUSINESS PLAN – FRAMEWORK

FUNDING – CURRENT BUDGET

Funding assumptions used within Business Plan 2023 are consistent with guidance from Department of Housing Local Government and Heritage and, for current budget, the matched funding apportionment for NI applied accordingly.

€m	2023	2022	% yoy
DHLGH	27.2	23.6	+15%
Dfl	4.6	4.2	+10%
Total	31.8	27.8	+14%

Known pay awards from October 2022 to October 2023 in Ireland and from August 2022 to August 2023 in NI have been included. New initiatives including the introduction of an inaugural Emergency Response Plan and a long-awaited Organisational Review are imperative costs in 2022 – one recurring, the other once-off.

The funding for the Review of Building for Momentum cost-of-living increase back dated to February 2022 in Ireland was facilitated by DHLGH in 2022. A similar outcome is anticipated from Dfl, should there be any cost-of-living increase in NI.

We will continue to make difficult financial decisions to enable delivery of key programmes in 2023. Pension cost growth linked to an ageing workforce will continue through to 2028. Pension costs and once-off compensation claims are not budgeted as discrete costs separate from the overall resource budget in Ireland (NI's pension costs are budgeted outside of their resource budget allocation). Pay awards, growing pension costs, and inflationary increases are impacting the proportionality between Pay and Non-Pay. Non-Pay in 2023 will equate to 25% of overall budget – a historically low contribution to cover recurring costs such as maintenance of our navigations.

Additionally, given the budgetary outturn which is below our estimates request to DHLGH in July 2022 we have not provided for high inflationary increases in 2023 as experienced during late 2021 and throughout 2022. To mitigate this inflationary risk, we will focus our efforts in achieving synergies and operational efficiencies in our Operations portfolio which accounts for 55% of our annual expenditure.

The overall impact of the present funding model in Ireland is squeezing the resource budget allocation – as pension and once-off claims payments grow there is less budget to cover all other fixed and variable expenses. Interventions such as that received in 2022 from DHLGH assist temporarily but ultimately the present funding model is structurally imperfect. These financial challenges constrain the Body and its delivery of annual Business Plan objectives.

In summary, we are tasked to deliver ambitious objectives within a single year financing prism with comparatively lower grants from our funders.

FUNDING – CAPITAL BUDGET

Our capital expenditure budgets are consistent with estimates provided in July 2022 to Department of Housing Local Government and Heritage and Department for Infrastructure and are shown below.

€m	2023	2022	% yoy
DHLGH	18.85	13.5	+40%
Dfl	2.5	2.8	-11%
Total(*)	21.35	16.3	+31%(*)

(*) It is important to note these capital figures exclude any third-party funding from other government sources. They relate here to grants from our Sponsor Departments.

In addition, we will deploy €8.5m in 2023 from other government sources (for example, Shared Island Unit in Department of Taoiseach and the Rural Regeneration and Redevelopment Fund) for funding of the Ulster Canal Restoration. We will receive Third Party funding of €2.5m. In overall terms our capital deployment in 2023 will be approximately €35m (including €5m in our Reserve Account).

The capital budget will enable targeted projects within a large programme of works across our navigations. Capital in 2023 will be targeted towards:

- (i) Completion of the substantive works of Phase 2 of the Ulster Canal Restoration and preparations for Phase 3.
- (ii) Further investment of €1.6m in Fleet & Plant to build on the 2021/2 allocation to ageing fleet and equipment. This is part of a multi-year investment in Fleet & Plant.
- (iii) Substantive investment of €1.5m to commence work on our new facility on the outskirts of Tullamore. Further investment of €1.4m in 2024 to enable relocation from our existing depot in Tullamore Town Centre.

- (iv) Refurbishment capital of €800,000 in 2023 and €815,000 in 2024 of the historic heritage Sea Lock Gates in Dublin Docklands.
- (v) €8.5m investment in asset management activities including an inspections programme; a defects programme; and ongoing improvements to our 18 principal asset categories across all navigations.
- (vi) Investment of €1m in our updated water management and climate action plans.
- (vii) Initial formulation of a digital transformation strategy whilst maintaining 'operational necessity' investment in legacy systems.
- (viii) Ongoing investment in development projects along and on our navigations as detailed below in our appendices. We will allocate capital to projects targeting improved welfare facilities for our industrial workforce; improved user facilities at jetties and marinas which may involve retrofitting existing assets; and adding new facilities to supplement network representation along our navigations.

Separately, we continue to formulate a strategic vision for our assets in Dublin along the canals and in the docklands. Our capital investment bid over the next five years is indicatively €30m. We are engaging with DHLGH to identify potential funding streams.

Importantly, the Body will also invest in programme / project management capacity and capability to bring more discipline to the overall capital management process whilst aligning with both functional activities in Finance and Asset Management. The initial step to commission expertise to examine our processes has been completed. We have developed a consistent, document-gated process for capital expenditure and a project management process to support delivery of all capital projects, with recommendations for implementation, organisational capability requirements and suitable enabling IT system. The next step which is underway is to recruit appropriate programme / project management capability. The final step which will occur during 2023 is an assessment of IT system needs.

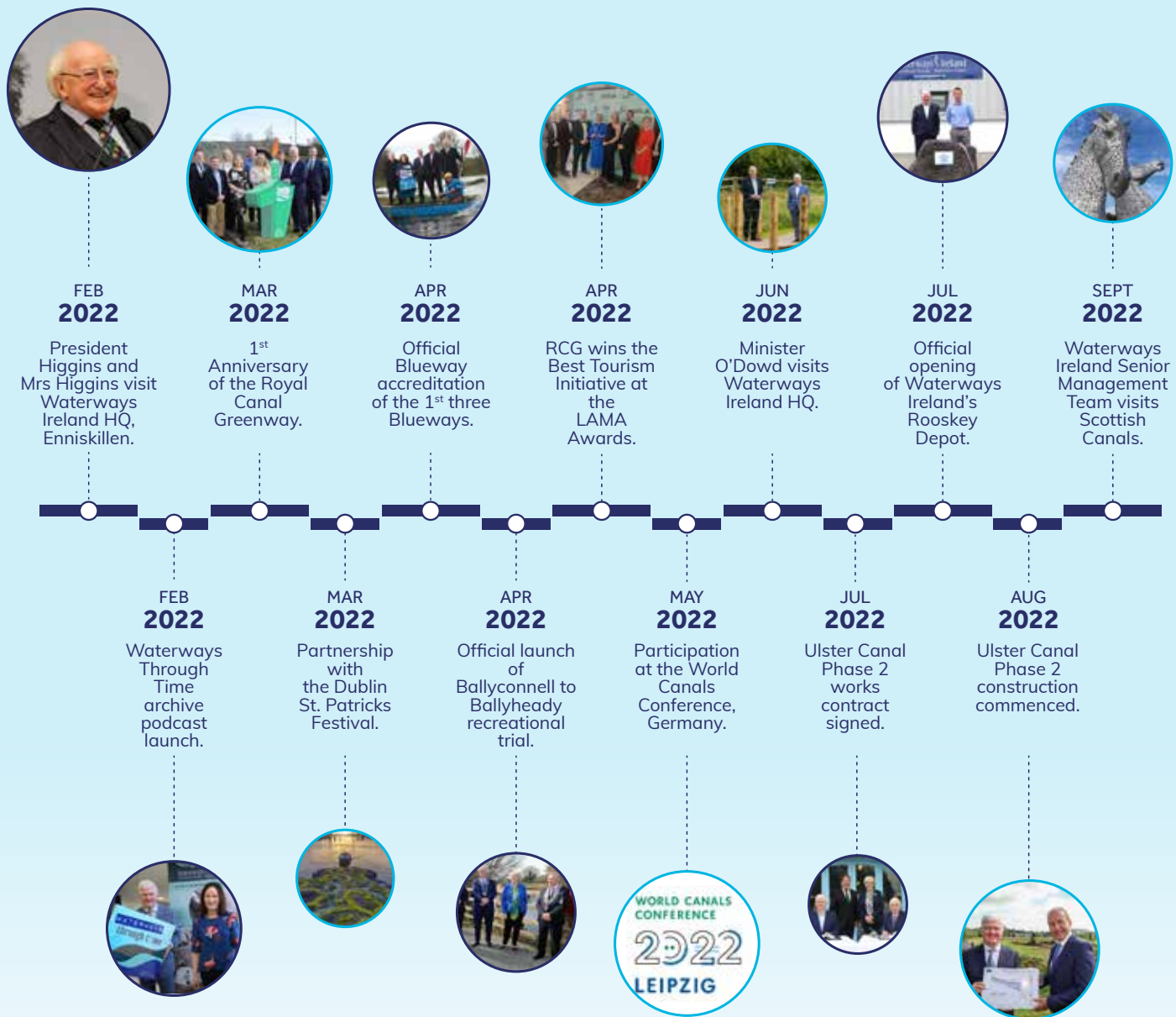
Finally, I referred above to the format of our six Strategic Priorities pointing to a series of Key Outputs granularly detailed in Main Activities. Many of the Key Outputs traverse multi years and for ease of reference we include below a high-level exhibit covering the period 2023-2025. Section 5, 2023 Key Strategic Priorities, details each of the Key Outputs and Main Activities that form the basis of Business Plan 2023.



IMPLEMENTATION ROADMAP 2023-2025

STRATEGIC PRIORITY	KEY OUTPUTS FOR 3 YEAR OVERVIEW	PHASE 1 - BUILD FOUNDATIONS											
		2023				2024				2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SP1 Organisation Development & Governance	A fit for purpose organisation structure	●	●	●	●	●	●	●	●	●	●		
	A learning & development strategy			●	●	●	●	●					
	A target operating model					●	●			●	●		
	Programme & project management capabilities	●	●			●	●						
	Research & Planning Capabilities		●	●									
	Digital Transformation Strategy in two phases		●	●	●	●	●	●	●	●	●	●	●
	Robust governance structures & legislative framework					●	●						
	Fit for purpose H&S Management Systems		●	●									
SP2 Sustainable Funding Model	Long term funding plan	●	●	●	●			●	●			●	●
	Additional sustainable income streams	●	●	●	●	●	●	●	●	●	●	●	●
	Explore opportunities to align our funding with international comparators									●	●	●	●
	A robust framework to measure the social, economic, & environmental capital delivered by the organisation		●	●	●								
SP3 Asset Portfolio Management	Implementation of Asset Management framework	●	●	●	●	●	●	●	●				
	Long term capital and maintenance planning and deployment	●	●	●	●		●	●			●	●	
	Realising value from our assets	●	●	●	●	●	●	●	●	●	●	●	●
	Integration of natural capital accounting					●	●	●	●	●	●		
SP4 Corporate Reputation & Brand Equity	A Marketing Strategy	●	●	●	●	●	●	●	●	●	●	●	●
	A Corporate Affairs function			●	●	●	●						
	Programmes developed to match to our competencies and capabilities			●	●		●	●	●				
SP5 Development	Development strategies for all navigations		●	●	●	●	●	●	●	●	●	●	●
	Identify iconic / transformative development projects					●	●	●	●				
	Implementation of good practice development principles		●	●			●	●			●	●	
	Explore the feasibility of extending the scope of our navigational network									●	●	●	●
SP6 Climate Action, Environment & Heritage	An Environmental Management System					●	●	●	●				
	A sustainable Water Management Strategy			●	●	●	●	●	●	●	●	●	●
	Embed the UN Sustainable Development Goals									●	●	●	●
	Implement Waterways Ireland's 10-year Climate Action Plan	●	●	●	●	●	●	●	●	●	●	●	●
	A new Heritage Plan 2030	●	●	●	●								
DELIVERING VALUE		●	●	●	●	●	●	●	●	●	●	●	●

KEY HIGHLIGHTS 2022



creating inspirational inland navigations and waterways experiences





Our Business Plan 2022
outlined key strategic projects for delivery.

We have highlighted a selection of transformational projects delivered in 2022.

TRANSFORMATIONAL PROJECTS DELIVERED 2022

ROYAL CANAL GREENWAY 1ST ANNIVERSARY

THE ROYAL CANAL GREENWAY CELEBRATED ITS 1ST ANNIVERSARY IN MARCH 2022

The 130km Greenway developed in partnership with the four Local Authorities in Kildare, Meath, Westmeath, and Longford was made possible through €12 million funding primarily from the Department of Transport.

Visitor monitoring by Tracsis Traffic Data Ltd. found that the amenity has created value of €17.2m to the communities in its first year of operation, returning the initial investment in the project in just over eight months.

The Royal Canal Greenway visitor monitoring project highlighted the importance of establishing how Waterways Ireland's assets are performing. With a complex network of waterways, it is necessary to understand the context, opportunities, resources, and benefits of adopting a strategic and future-proofed approach to counting and reporting on usage, to inform decision-making.

An Overall Strategic Approach to Visitor Monitoring has been commissioned across the waterway network, aligning with best practice while considering emerging technologies. Analysis of visitor counters continues to show increased activity along our tow paths and trails.

Greenways and Blueways are becoming commonplace across Ireland because they deliver economic impact, job creation, as well as social, health and wellbeing benefits to the regions through which they pass. Waterways Ireland endeavour to deliver high quality products that promote healthier and more balanced ways of life while supporting active tourism and local employment.



Returned
value of
€17.2m
in its first year
of operation



SHANNON TOURISM MASTERPLAN

The Shannon Tourism Master Plan 2020 to 2030 has been developed with our strategic partner Fáilte Ireland in collaboration with the ten Local Authorities adjoining the River Shannon and Shannon-Erne Waterway.

The Masterplan is already delivering on the ambition to reposition the Shannon and SEW as a key tourism destination within Ireland's Hidden Heartlands.

Much progress has been made across 4 key areas of Masterplan Implementation. Management and implementation structures have been established and strengthened, Product Level planning at a local level has been initiated, investment in waterway and waterside infrastructure has significantly increased and promotion of the Shannon and the SEW as well as their product offering has expanded both domestically and internationally.

Examples of the progress include Regional Destination Development Management Structures, Project Level Plans for many towns and villages along the waterways including Killaloe/Ballina, Banagher, Cloondara/Termonbarry, and Drumshanbo. Investment in new visitor

infrastructure includes the Meelick Weir Walkway, new and upgraded moorings at various locations and a new slipway at Athlone. The Shannon and Shannon Erne Waterways featured heavily in both domestic and international TV, Press and Media Campaigns by both Fáilte Ireland and Tourism Ireland.

“The plan provides strategic direction and a growth pathway for the next 10 years for tourism along the Shannon and Shannon-erne Waterway. The plan is an exemplar of a collaborative approach, and one Waterways Ireland will use to produce developmental plans for our other navigations”

Éanna Rowe, Operations Controller

CLIMATE ACTION AND SUSTAINABILITY

Waterways Ireland officially adopted our Climate Action Plan in 2022. The plan sets out the vision for how Waterways Ireland will achieve its key climate action targets by 2032. It also looks at Waterways Ireland's long-term ambition to be a net zero organisation by 2050. Following extensive engagement with staff and other stakeholders, the plan details the seven integrated objectives - linked to the UN Sustainable Development Goals - that Waterways Ireland has identified as being essential to delivering on its climate ambitions.

Environmental regulation is a responsibility which Waterways Ireland is very cognisant of and is committing resources to ensure we lead by example. Research on how we advance sustainable water management is also underway through initiatives like the collaborative EU Green WIN project. We are proactively investigating new systems and technologies to manage this valuable natural resource and how it supports waterways as ecological, recreational and wellbeing corridors.

Environmental factors are at the forefront in how Waterways Ireland sustainably manages our inland waterways. Throughout 2022 Waterways Ireland has undertaken the following, including but not limited to:

- Preparation of a submission to the planning authorities for the Barrow Navigation Maintenance Programme. As this waterway is wholly contained within a Special Area of Conservation we are required to comply with relevant EU and National legislation to protect this biodiversity resource. Similar work is underway for the Shannon Navigation. Waterways Ireland is the first public sector authority to undertake such an exercise, highlighting our role in developing best practice.

- The in-house Ecology Team and external Ecological Clerk of Works ensure stringent oversight of maintenance works progressed to ensure Waterways Ireland fulfils its statutory remit.
- Ensuring the future protection of our assets and heritage sites by commissioning an innovative Climate Resilience Study which will prioritise sites most at risk from climate change and allow for strategic investment decisions.
- The very act of managing our navigations results in the emission of Green House Gases. To ameliorate this impact and maximise the lifecycle of our plant and fleet, Waterways Ireland conducted a Hydrogenated Vegetable Oil trial on the Grand Canal Barrow Line and Barrow Navigation, migrating all diesel vehicles to this alternative fuel source. This resulted in a 90% reduction in emissions for these navigations.

**90%
reduction
in greenhouse
gases for specific
navigations**



BLUEWAY ACCREDITATION

Blueways are a brand-new outdoor recreation amenity providing best-in-class destinations for water-based and water-side activities. They positively change the relationship between local communities and their waterscape by creating active engagement and participation, as well as business opportunities which local communities and tourists can enjoy.

The first three Blueways that received the accreditation in April 2022 were the Boyne Blueway, Trim Co. Meath; Suir Blueway Tipperary; and our own Lough Derg Blueway in counties Tipperary, Clare, and Galway.

The Lough Derg Blueway was developed by Waterways Ireland and the three Local Authorities in line with the accreditation criteria, set out by The Blueways Ireland Group and are now considered best-in-class destinations for water-based and water-side activities.

The continued investment and collaboration between Waterways Ireland and our stakeholders across Government, local authorities, recreational bodies, local communities, and others is delivering Blueways across both Jurisdictions that are benefiting all.

“Blueways positively change the relationship between local communities and their waterscape by creating active engagement and participation, as well as business opportunities which local communities and tourists can all enjoy.”

Garret McGrath
Interim Eastern Regional Manager

ULSTER CANAL RESTORATION

In July 2007, it was agreed 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, to Waterways Ireland’s remit.

Phase 1, a 2.5km stretch along the River Finn from Upper Lough Erne to the International Scout Centre at Castle Saunderson, Co Cavan was completed in 2018.

Phase 2 is a 1 km stretch between Clones and Clonfad in Co Monaghan. Construction of this phase has commenced. The occasion was marked with the unveiling of a foundation stone by An Taoiseach Micheál Martin TD in August 2022. This phase will include the construction of a new marina at Clones, alongside access bridges, a recreational and amenity area, and

new towpaths and walking trails along the canal. Funding for Phase 2 is secured, and it is expected the works will be substantively completed in 2023.

Phase 3 will be divided into two work streams. Phases 3.1, 3.2, and 3.4 are all in NI and their planning permission is extant. Phase 3.3 is in Ireland and a new planning application will be submitted as the present grant of planning will expire in May 2023.

“The Ulster Canal restoration is a cross-border project and will be transformative for the areas it flows through and beyond.”

Joe McMahon, Director of Technical Services



ASSET MANAGEMENT

Implementation of the Asset Management Improvement Programme (AMIP) continued throughout 2022. The objective of the AMIP is to deliver an Asset Management System for the organisation to include processes, documentation, IT, and the capabilities to create, operate, and maintain assets in support of organisational objectives.

Progress completed throughout the year included further development of the asset management system and process framework. Regular meetings of our Asset Management System Governance Committee and Working Group continued throughout 2022.

A key aspect of the work within the AMIP is the accelerated asset inspection programme to determine the asset base and condition and the development of the lifecycle value models using inspection data to support decision making. In 2022, asset inspections were completed on 157 Culverts, 10 bridges (GI), 22 locks, 16 Specialist Angling Infrastructures, 7 breakwaters, 7 Drydocks, 195 Moorings, and 171 Buildings including carparks.

Following an investment of €1.3 million in 2021, a further budget of €1.6 million was secured in 2022 to embark on a programme of fleet and plant replacement.

This programme served to support core strategic objectives by providing and maintaining an appropriate road, marine, and plant fleet for the ongoing maintenance, development, and restoration of the waterways. This resulted in a reduction in the overall age profile, which is required to enhance operational delivery, performance, efficiency, value for money, health and safety and environmental needs.

Several electric and hybrid vehicles were procured as part of the replacement programme in compliance with environmental legislation and directives relating to the procurement of greener fleet to reduce the organisational carbon footprint.



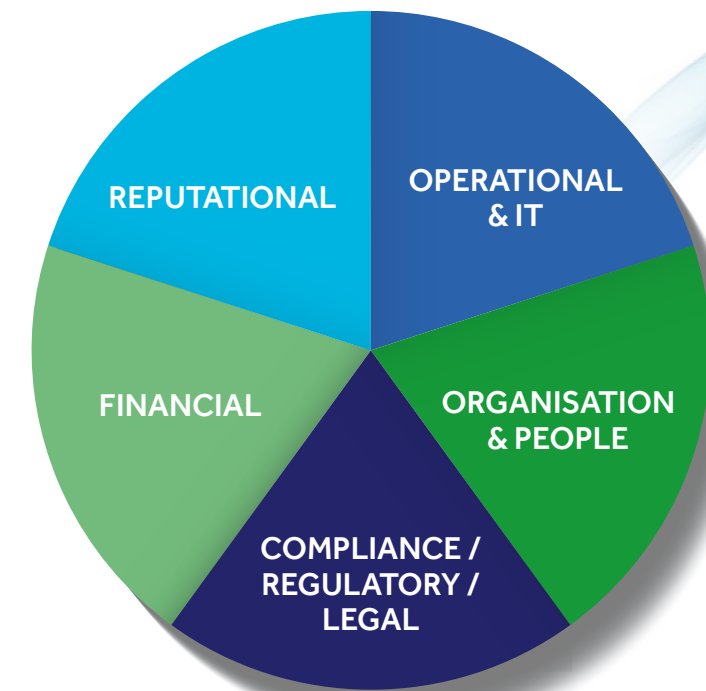
Over 500 asset inspections took place in 2022

RISK MANAGEMENT

In 2022, the Senior Management Team engaged in several Workshops to assess the nature and extent of the principal risks that Waterways Ireland are exposed to and are willing to take to achieve its objectives.

The Senior Management Team have redefined the Risk Categories, Appetite, and Tolerance levels to ensure the escalation of risk is effective within the Organisation.

RISK CATEGORIES REDEFINED



The Organisation's Risk Management Framework harnesses the activities that identify and manage uncertainty, allowing Waterways Ireland to take balanced risks and opportunities.

By redefining and determining the Organisation's Risk Appetite and Tolerance levels, resources will be prioritised and allocated to support the management of risks to achieve objectives.

The enhanced Risk Management Framework will be implemented into day-to-day operations and is an integral tool for governance and corporate management.

“We have strengthened our risk processes to ensure confidence in our response to risks and to prepare adequately for the potential of future disruption.”

Linda Megahey, Director of Finance, IT, HR & Corporate Services

STRATEGIC DIRECTION

The outputs of the strategic review acted as a prism for the development of the future direction of the organisation, enabling the Purpose, Vision, and Values for the future of the organisation to be defined.

PURPOSE



Our Purpose is to be the **custodian** of the inland navigations and **collaborate to reimagine**, maintain, develop and promote them to sustain communities, environment and heritage.

VISION



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

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 **deliver the best and hold ourselves accountable** for the results. We are **responsible**, act with **respect** and operate in a **safe and sustainable** 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 PRIORITIES

OUR SIX STRATEGIC PRIORITIES



STRATEGIC PRIORITY 1
ORGANISATION DEVELOPMENT AND GOVERNANCE

BACKGROUND

The Body has endured many years of under-resourcing with consequent gaps in capacity and capabilities as the external environment has changed immeasurably.

The Environment in which the Body now operates has changed dramatically over the last 20 plus years. Customer expectations, Health & Safety and Environmental legislation as well as technological advances necessitate a different structure and new approach to resource allocation. The Organisation Structure agreed for the Body in 2000 is no longer fit for purpose.

There is no history of a people strategy incorporating developmental or succession planning. Technology systems are legacy-based with a financial management package approaching end of life.

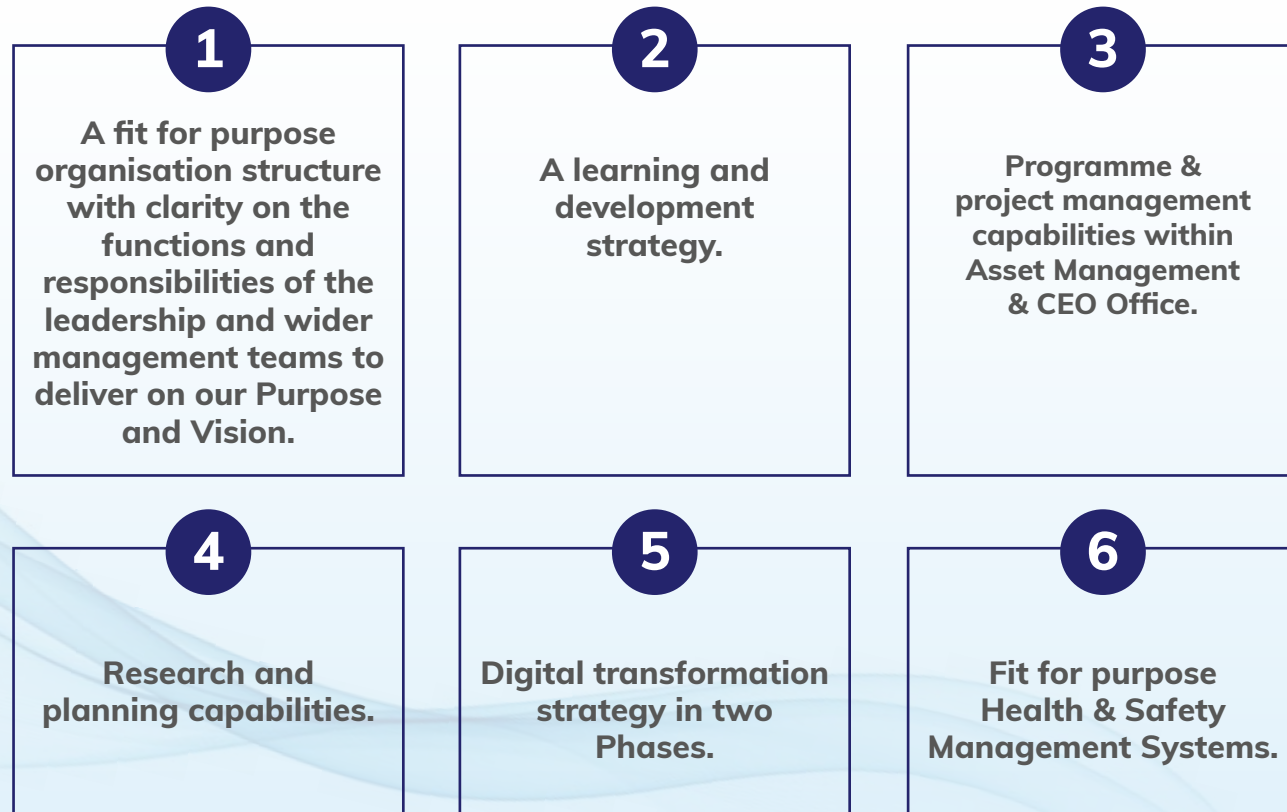
Key people and organisational principles are prescribed from formation in 2000 resulting in inflexibility, limiting organisational and people developmental opportunities.

Waterways Ireland works within robust governance structures and legislative frameworks. One example of this is the enforcement of the Canal Bye Laws and Shannon Navigation Bye Laws. The changing use of the waterways alongside amendments to the primary legislation has resulted in outdated Bye Laws. It is our intention to proceed with a planned revision of the current Bye Laws.

SUCCESS STATEMENT

Waterways Ireland is a fit for purpose organisation with appropriate governance systems, digitally enabled with capabilities and capacity, aligned to the ambition and challenges of the strategy. Measured on a balanced scorecard with a People First focus and evidenced through Well Being and 'Great Places to Work' initiatives.

KEY OUTPUTS



KEY OUTPUTS AND MAIN ACTIVITIES

1 A fit for purpose organisation structure with clarity on the functions and responsibilities of the leadership and wider management teams to deliver on our Purpose and Vision.	MAIN ACTIVITIES 1. Organisation Review (workforce plan) is to be developed for implementation incorporating consultation with internal and external stakeholders. 2. Implementation of an interim organisation structure to enable commencement and delivery of Objectives whilst Organisation Review is in train. 3. Create a development plan for all staff to identify and address skills and resource (ways of working) gaps and inculcate into a revised performance Management and Appraisal system across the organisation.
2 A learning and development strategy.	MAIN ACTIVITIES 4. Review of HR policies to reflect and aid a more dynamic, agile working environment. 5. Create and implement a Learning and Development programme supported by engagement and communication programmes.
3 Programme & project management capabilities within Asset Management & CEO Office.	MAIN ACTIVITIES 6. Assign resource with responsibilities and appropriate expertise residing within Asset Management & CEO Office to plan and monitor performance across the Capital and Maintenance programmes and Strategic Priorities and Key Objectives.
4 Research and planning capabilities.	MAIN ACTIVITIES 7. Assign resource with responsibilities and appropriate expertise residing within Marketing to provide direction on international and national research and policy initiatives to add value to the organisation.
5 Digital transformation strategy in two Phases.	MAIN ACTIVITIES 8. Phase 1 – Simplify the digital ecosystem within the marketing function. 9. Phase 2 – Develop a path away from reliance on inflexible legacy systems to a digital future with improved integration of systems benefitting staff; navigation users; and corporate stakeholders.
6 Fit for purpose Health & Safety Management Systems.	MAIN ACTIVITIES 10. Implement an ongoing Health and Safety improvement programme focused on enhancing the health, safety and welfare of our people, waterways users, and other stakeholders.

STRATEGIC PRIORITY 2 SUSTAINABLE FUNDING MODEL

BACKGROUND

The funding model is based on an annual disbursement of grants for use for current (resource) and capital purposes. The grant of current funding from Ireland follows publication of the annual Budget and is then matched by the NI Executive in 85:15 apportionment. Capital funding is allocated based on project works within each jurisdiction. There is no multi-year budgetary planning. An Estimates process occurs in Ireland in early summer and the Body seeks to 'do better' in a future funding year.

In Ireland pension costs are included in the allocation of current (resource) funding in any given year. As pension costs continue to rise on foot of an ageing workforce (average age 53) the current (resource) funding will decline in relative terms. This is not an issue in NI as pension costs are granted separately from the current (resource) allocation.

Similarly, provision for liability claims is included in current (resource) funding but if high value claims cannot be covered a funding request from our Sponsor Departments is sought.

Our analysis indicates we need to address four specific challenges:

- (i) Rising pension costs and the impact on current (resource) funding.
- (ii) Proportionality of current and capital funding – adequate capital funding drives more projects and more activities which leads to scaling-up or capacity issues if current (resource) funding is inadequate.
- (iii) From an international perspective we lag significantly behind other navigation authorities in terms of total expenditure and number of employees per kilometre. We need to position our longer-term funding requirements closer to international comparators rather than rely on a 'do better' future year.
- (iv) Internationally, we also lag other navigation authorities in generating income to support our expenditure profile and needs. We need to develop alternative and new sources of income to improve the financial sustainability of the Body.

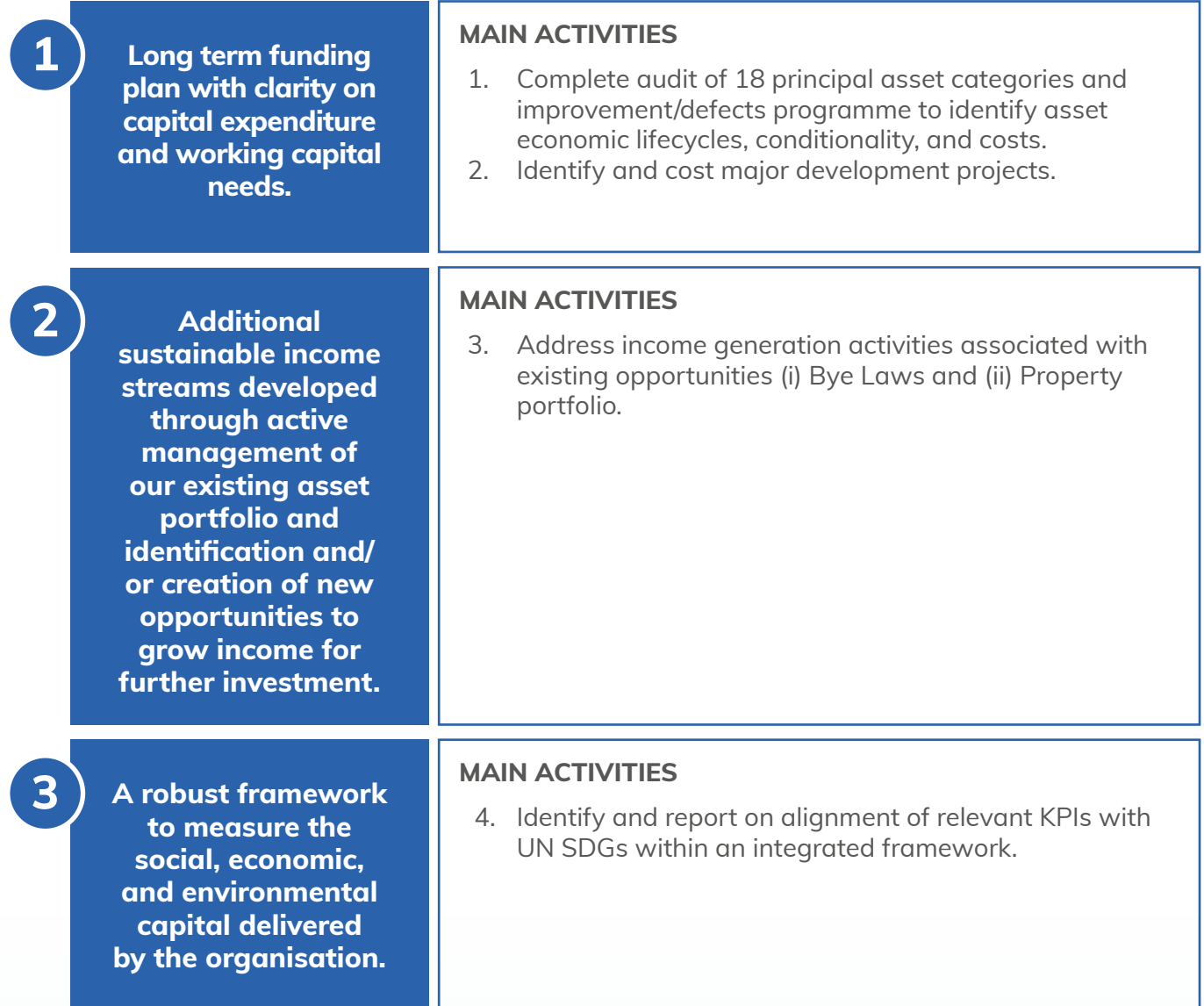
SUCCESS STATEMENT

Waterways Ireland is appropriately funded with both the investment and working capital required to effectively execute the strategy.

KEY OUTPUTS



KEY OUTPUTS AND MAIN ACTIVITIES



STRATEGIC PRIORITY 3 ASSET PORTFOLIO MANAGEMENT

BACKGROUND

Waterways Ireland initiated an Asset Management Strategy review in late 2019 to address gaps in our long-term capital planning and deployment. A strategy was defined in 2020 and an Asset Management Improvement Plan (AMIP) was launched. There has been good progress and the AMIP is on target to provide insights and inform ongoing, and future, investment decisions across our 18 principal asset categories.

SUCCESS STATEMENT

Waterways Ireland has a portfolio of valued assets in Both Jurisdictions that are sustainably maintained, developed, restored, and managed to maximise the navigability, accessibility, and value of the network for users, local communities, and visitors.

1

**Implementation of
Asset Management
Strategy.**

2

**Long term capital and
maintenance planning
and deployment.**

3

**Realising value from
our assets.**

KEY OUTPUTS AND MAIN ACTIVITIES

1

**Implementation of
Asset Management
Strategy.**

MAIN ACTIVITIES

1. Continued delivery of Asset Management Improvement Programme.

2

**Long term capital
and maintenance
planning and
deployment.**

MAIN ACTIVITIES

2. Finalise inspections analysis to determine conditionality of principal asset categories to inform financial and resource planning.

3

**Realising value from
our assets.**

MAIN ACTIVITIES

3. Continued delivery of first registration outputs with clearly defined measurement and metrics.
4. Provide resourcing and expertise to enable and deploy an Encroachments Resolution team.



STRATEGIC PRIORITY 4
CORPORATE REPUTATION & BRAND EQUITY

BACKGROUND

In 2020 Waterways Ireland conducted a major research project across Both Jurisdictions. One of the goals of the research project was to determine awareness from the representative sample of 1,300 respondents of who we are and what we do. In addition to this quantitative survey, we also conducted qualitative research with a stakeholder audience active in complementary activities and a public online community with 63 participants. Spontaneous and promoted brand awareness from Waterways Ireland was low. Prompted brand awareness was 38%.

48% of adults across the island of Ireland are interested in finding out more about Waterways Ireland, and 50% are interested in visiting and exploring Waterways. This is an immediate opportunity to develop the Waterways Ireland brand among circa 2.6 million adults.

Following the research findings Waterways Ireland committed to developing a brand strategy as part of a broader marketing strategy for the Body.

Separately, there has been an absence, historically, of good reputation management. Lack of planning and consideration of the importance of a good reputation has led, on occasions, to reactivity and increased reputational risk. We have, over time, acquired through experience the understanding that a good reputation is easily lost and hard to restore.

SUCCESS STATEMENT

Waterways Ireland has strengthened its corporate reputation and stakeholder relationships, and enhanced brand awareness and esteem amongst citizens of Both Jurisdictions.

KEY OUTPUTS

<p>1</p> <p>A Marketing Strategy incorporating brand and identity, customer, and commercial strategies.</p>	<p>2</p> <p>A Corporate Affairs function to deliver the Body's reputation and stakeholder management objectives to its target segments.</p>	<p>3</p> <p>In our foundation years programmes to match our competencies and capabilities as we build expertise and insights.</p>
---	---	---

KEY OUTPUTS AND MAIN ACTIVITIES

<p>1</p> <p>A Marketing Strategy incorporating brand and identity, customer, and commercial strategies.</p>	<p>MAIN ACTIVITIES</p> <ol style="list-style-type: none"> 1. Development of Brand and Marketing Strategies. 2. Invest and enable digital marketing capabilities and systems. 3. Strengthen marketing capabilities particularly in research, marketing communications and product development. 4. Build focused, commercial partnerships with key stakeholders.
<p>2</p> <p>A Corporate Affairs function to deliver the Body's reputation and stakeholder management objectives to its target segments.</p>	<p>MAIN ACTIVITIES</p> <ol style="list-style-type: none"> 5. Instil reputation management practices across the organisation.
<p>3</p> <p>In our foundation years programmes to match our competencies and capabilities as we build expertise and insights.</p>	<p>MAIN ACTIVITIES</p> <ol style="list-style-type: none"> 6. Utilise internal research capabilities to create a suite of relevant KPIs.

STRATEGIC PRIORITY 5 DEVELOPMENT

BACKGROUND

Development has been a much-debated word within Waterways Ireland over many years. It is understandable that is the case. In its infancy stage the Body was engineering-led with a focus on navigations and critical infrastructure. It was a start-up entity amalgamating staff from several designated bodies to a portfolio of assets historically lacking in investment. Proposals to invest in ancillary infrastructure or activities were generally perceived as diverting funding away from the core needs. There was little understanding of the concept of attracting different types of users to the on-water and off-water navigational portfolio.

Post-economic crisis the Body was also severely underfunded with both current (resource) and capital funding declining to 40-50 percentiles versus year 2010. To survive, the organisation cut costs and 'followed the money' available from new government schemes. Funding was unavailable for the operational-necessity critical infrastructure on our navigations, but funding became available for trails, greenways, and blueways. So began the internal debate 'are we a waterway or a walkway'. It is not a binary debate. They can be mutually inclusive.

What is Development?

In its simplest infrastructural interpretation, it is anything outside of our 18 principal asset categories referenced. It includes the restoration of the Ulster Canal; regeneration of Tullamore Harbour with our council stakeholder; and a transformation of our Dublin canal and docklands assets. Importantly, development is also 'soft' projects such as product development, place naming, interpretation, VEDPs (visitor experience development plans), feasibility studies, and much more.

Development includes a shift in mindset to realise we also have a unique, intangible asset – our core inherent competency working in and along our waterways. This competency will enable us, over time, explore the feasibility of extending the scope of our navigational network and to acquire new navigations across both Jurisdictions. We refer to this as New Markets.

A key output from this strategic priority is the creation of development plans for all our navigations. Each navigation has its uniqueness, and it should be central to the developmental planning for the future.

Finally there is a need to understand, and manage, the impact of development on our climate action, environment, and heritage objectives. Achieving our objectives in harmony, rather than conflict, is our goal.

SUCCESS STATEMENT

Waterways Ireland has collaborated with all our stakeholders on the development and delivery of existing and future waterway development projects that meet the emerging needs and expectations of local communities and users throughout the navigational network.

KEY OUTPUTS

1

Development strategies for all our Navigations to build a pipeline of future projects.

2

Implementation of good practice development principles.

KEY OUTPUTS AND MAIN ACTIVITIES

1

Development strategies for all our Navigations to build a pipeline of future projects.

MAIN ACTIVITIES

1. Using existing good practices and exemplar plans produce a development strategy with clearly defined programmes and activities for each of our navigations recognising their inherent uniqueness.

2

Implementation of good practice development principles.

MAIN ACTIVITIES

2. (i) Identify projects within future capital programmes (ii) provide visibility of external funding paths to pursue funding opportunities and (iii) integrate international and national policy through internal and external research to drive good practice development principles.



STRATEGIC PRIORITY 6
CLIMATE ACTION, ENVIRONMENT & HERITAGE

BACKGROUND

Throughout this and our other planning documents, there are a multitude of references to the importance of our role of 'custodianship', within our purpose 'to sustain communities, environment, and heritage', and within our vision 'through conservation and sustainable development'. Our policy framework is influenced by the UN Sustainable Development Goals. Our governments have pledged to 'match our collective ambition for nature, climate and people with the scale of the crisis at hand'. Covid-19 has made many people re-evaluate their relationship with the natural world.

Consequently, we will reflect a shift in emphasis in our financial and human resource allocation on policies supporting sustainability, climate action, biodiversity, and heritage over the duration of Corporate Plan 2023-2025. Importantly, we are in 2023 starting with a fully formed, post-public consultation Climate Action Plan.

We have also revisited first principles and considered how we should manage the most precious resource in our portfolio – water. Our revisited water management strategy will be finalised in 2023 and as with our climate action plans will move to implementation phases with supporting funding.

We strongly believe, despite our relatively small size, we can become exemplars within the public sector and build further on our accomplishments of recent years.

SUCCESS STATEMENT

Waterways Ireland has fulfilled its duty to be custodians of our inland waterways for future generations by ensuring our activities protect and conserve the natural, built, and cultural heritage of the waterways.

We strive to be an exemplar among public bodies in meeting, and where possible exceeding, targets relating to the environment, sustainability, climate action and biodiversity.

KEY OUTPUTS

<p>1</p> <p>A sustainable Water Management Strategy.</p>	<p>2</p> <p>Implement Waterways Ireland's 10-year Climate Action Plan.</p>	<p>3</p> <p>A new Heritage Plan 2030.</p>
--	--	---

KEY OUTPUTS AND MAIN ACTIVITIES

<p>1</p> <p>A sustainable Water Management Strategy.</p>	<p>MAIN ACTIVITIES</p> <ol style="list-style-type: none"> 1. Adopt a co-ordinated approach to water management and on a risk/opportunity basis as per the identified 5 key objectives.
<p>2</p> <p>Implement Waterways Ireland's 10-year Climate Action Plan.</p>	<p>MAIN ACTIVITIES</p> <ol style="list-style-type: none"> 2. Prioritise and execute on the key objectives identified within the Plan.
<p>3</p> <p>A new Heritage Plan 2030.</p>	<p>MAIN ACTIVITIES</p> <ol style="list-style-type: none"> 3. Align with asset management objectives and embed and deliver works to plan.





Custodianship
- we want to leave a legacy,
a gift for future generations



OBJECTIVES **ANNEX**

STRATEGIC PRIORITY	KEY OUTPUTS	MAIN ACTIVITIES
1 SP1 Organisation Development & Governance	A fit for purpose organisation structure with clarity on the functions and responsibilities of the leadership and wider management teams to deliver on our Purpose and Vision.	1 Organisation Review (workforce plan) is to be developed for implementation incorporating consultation with internal and external stakeholders.
		2 Implementation of an interim organisation structure to enable commencement and delivery of Objectives whilst Organisation Review is in train.
		3 Create a development plan for all staff to identify and address skills and resource (ways of working) gaps and inculcate into a revised performance Management and Appraisal system across the organisation.
	A learning and development strategy.	4 Review of HR policies to reflect and aid a more dynamic, agile working environment.
		5 Create and implement a Learning and Development programme supported by engagement and communication programmes.
	Programme & project management capabilities within Asset Management & CEO Office.	6 Assign resource with responsibilities and appropriate expertise residing within Asset Management & CEO Office to plan and monitor performance across the Capital and Maintenance programmes and Strategic Priorities and Key Objectives.
	Research and planning capabilities.	7 Assign resource with responsibilities and appropriate expertise residing within Marketing to provide direction on international and national research and policy initiatives to add value to the organisation.
	Digital transformation strategy in two Phases.	8 Phase 1 – Simplify the digital ecosystem within the marketing function.
		9 Phase 2 – Develop a path away from reliance on inflexible legacy systems to a digital future with improved integration of systems benefitting staff; navigation users; and corporate stakeholders.
	Fit for purpose Health & Safety Management Systems.	10 Implement an ongoing Health and Safety improvement programme focused on enhancing the health, safety and welfare of our people, waterways users, and other stakeholders.

2023 OBJECTIVES	TARGET COMPLETION	DIRECTORATE
a) Establish a Strategic Oversight Group to govern, monitor, track and communicate progress on the organisation review. b) Appoint external consultant to commence an independent organisation review of Waterways Ireland. c) Organisation Review Roadmap to be documented with clearly defined stages and delivery timelines.	a) End March 2023 b) End September 2023 c) End December 2023	CEO / Finance and Personnel Directorate
a) Establish immediate organisation resource requirements to enable commencement and delivery of 2023 objectives. b) Action reorganisation / recruitment activities to address immediate business needs.	a) End March 2023 b) End June 2023	CEO / Finance and Personnel Directorate
a) Relaunch Performance Review Programme and complete all Performance Reviews. b) Develop an organisation wide, costed Learning and Development and capacity building plan for 2023/2024. c) Action reorganisation/recruitment activities to address immediate business needs. d) Deliver a Management and Leadership capacity development programme for middle management.	a) End February 2023 b) End March 2023 c) End June 2023 d) Dec 2023	Finance and Personnel Directorate
a) Continue with the review of HR Policies and Procedures in line with agreed schedule and best practice in consultation with Senior Management Team and Trade Unions.	a) Phase one: End April 2023 b) Phase two: End October 2023	Finance and Personnel Directorate
a) Develop a three year Learning and Development strategy as a sub-phase of the overall People Strategy. b) Document a targetted HR Communications Strategy to all relevant stakeholders across 2023.	a) End June 2023 b) End March 2023	Finance and Personnel Directorate
a) Appointment of Project Management Office (PMO) Manager. b) Research and source suitable PMO System for implementation. c) PMO Implementation Roadmap to be developed and approved.	a) End June 2023 b) End September 2023 c) End December 2023	CE Office
a) Complete initial assessment of resource needs. b) Complete assessment of capability needs to determine future resourcing requirements. c) Undertake Customer and Consumer Research in relation to On Shore Service provision across our waterways.	a) End January 2023 b) End March 2023 c) End December 2023	Marketing and Communications Directorate
a) Business Case for Digital Ecosystem project to be developed and approved. b) Appointment of suitable external expertise to support the implementation of the digital ecosystem project.	a) End February 2023 b) End September 2023	Marketing and Communications Directorate
a) Complete initial Data Maturity Assessment. b) Complete Data Maturity Assessment across key areas of the organisation. c) Issue tender to appoint suitable external expertise to support the development and implementation plan of an organisation wide digital strategy. d) Develop an organisation wide multi-year digital strategy.	a) End May 2023 b) End December 2023 c) End December 2023 d) End December 2024	Finance and Personnel Directorate
a) Continue to Implement the ongoing Health and Safety improvement programme focused on enhancing the health, safety and welfare of our people, waterways users, and other stakeholders. b) Continue to review, update and align the Health and Safety Management System in accordance with ISO 45001:2018.	a) End December 2023 b) End December 2023	Technical Services Directorate

STRATEGIC PRIORITY	KEY OUTPUTS	MAIN ACTIVITIES
2 SP2 Sustainable Funding Model	1 Long term funding plan with clarity on capital expenditure and working capital needs.	1 Complete audit of 18 principal asset categories and improvement/defects programme to identify asset economic lifecycles, conditionality, and costs.
		2 Identify and cost major development projects.
	2 Additional sustainable income streams developed through active management of our existing asset portfolio and identification and/or creation of new opportunities to grow income for further investment.	3 Address income generation activities associated with existing opportunities (i) Bye Laws and (ii) Property portfolio.
3 A robust framework to measure the social, economic, and environmental capital delivered by the organisation.	4 Identify and report on alignment of relevant KPIs with UN SDGs within an integrated framework.	

2023 OBJECTIVES	TARGET COMPLETION	DIRECTORATE
a) Complete audit of Linear asset categories across the navigations.	a) End December 2023	Technical Services Directorate
a) Confirm prioritisation of navigations to inform timing and planning of navigation development plans. b) Using existing good practices and exemplar plans commence the development strategy with clearly defined programmes, activities and costings for each of our navigations recognising their inherent uniqueness.	a) End January 2023 b) End December 2025	Marketing & Development Directorate / Operations Directorate
a) Submit Bye Laws proposal to Sponsor Depts for their consideration. b) Consult with Sponsor Depts to address any points of concern. c) Brief Representative Stakeholders on proposed Bye Laws. d) Develop plan for public consultation on Bye Laws. e) Implement new Bye Laws. f) Selection of appropriate supplier to support development of an Estate Management Strategy. g) Develop an Estate Management strategy. h) Develop and document organisation-wide income generation strategy with associated income potential (€), stages and delivery timelines.	a) End January 2023 b) End February 2023 c) End March 2023 d) End June 2023 e) Start January 2024 f) End September 2023 g) End April 2024 h) End September 2024	Operations Directorate / Finance & Personnel Directorate
a) Identify and report on alignment of relevant KPIs with UN SDGs within an integrated framework.	a) End December 2023	Technical Services

3 SP3 Asset Portfolio Management	1 Implementation of Asset Management Strategy.	1 Continued delivery of Asset Management Improvement Programme.
		2 Long term capital and maintenance planning and deployment.
	3 Realising value from our assets.	3 Continued delivery of first registration outputs with clearly defined measurement and metrics.
4 Provide resourcing and expertise to enable and deploy an Encroachments Resolution team.		

a) Completion of Asset Management Framework documents. b) Review of IT System capabilities to support Asset Management. c) Complete documentation of Asset Management System processes. d) Formulate an Investment and Maintenance Strategy for Fleet and Plant. e) Execute the planned maintenance and capital projects across the navigations within budget and delivery window, aligned to outputs from Asset Management Inspections. f) Maintain the waterways for navigation purposes and as recreational assets. g) Address abandoned, unlicensed and non-compliant vessels along the navigations and ensure compliancy with planning regulations. Maintain canal compliance rates of min. 90% and execute compliance recovery operations as required. Continue with proactive stakeholder engagement to mitigate the risks associated with these operations.	a) End June 2023 b) End December 2023 c) End June 2023 d) End September 2023 e) End December 2023 f) ongoing g) ongoing	Technical Services Directorate / Operations Directorate
a) Complete audit of asset categories across the navigations. b) Lifecycle models in place for all 18 principal assets. c) Define Key Performance metrics for Asset Management. d) Deliver planned transformative projects on the navigations.	a) End December 2023 b) End December 2023 c) End December 2023 d) End December 2023	Technical Services Directorate / Operations Directorate
a) Continued delivery of first registration along all navigations in line with documented plan.	a) End December 2023	Finance and Personnel Directorate/ Operations Directorate
a) Submit Business Case for consideration and approval of resource requirements.	a) End March 2023	Finance and Personnel Directorate

STRATEGIC PRIORITY	KEY OUTPUTS	MAIN ACTIVITIES
4 SP4 Corporate Reputation & Brand Equity	1 A Marketing Strategy incorporating brand and identity, customer, and commercial strategies.	1 Development of Brand and Marketing Strategies.
		2 Invest and enable digital marketing capabilities and systems.
		3 Strengthen marketing capabilities particularly in research, marketing communications and product development.
		4 Build focused, commercial partnerships with key stakeholders.
	2 A Corporate Affairs function to deliver the Body's reputation and stakeholder management objectives to its target segments.	5 Instil reputation management practices across the organisation.
	3 In our foundation years programmes to match our competencies and capabilities as we build expertise and insights.	6 Utilise internal research capabilities to create a suite of relevant KPIs.
5 SP5 Development	1 Development strategies for all our Navigations to build a pipeline of future projects.	1 Using existing good practices and exemplar plans produce a development strategy with clearly defined programmes and activities for each of our navigations recognising their inherent uniqueness.
	2 Implementation of good practice development principles.	2 (i) Identify projects within future capital programmes (ii) provide visibility of external funding paths to pursue funding opportunities and (iii) integrate international and national policy through internal and external research to drive good practice development principles.

2023 OBJECTIVES	TARGET COMPLETION	DIRECTORATE
a) Assess formulation of outputs to date.	a) End January 2023	Marketing and Communications Directorate
a) Undertake external assessment of outputs to date.	a) End Feb 2023	Marketing and Communications Directorate
a) Complete initial assessment of resource needs. b) Complete an assessment of capability needs to determine future resourcing requirements.	a) End January 2023 b) End March 2023	Marketing and Communications Directorate
a) Develop a commercial partnership plan. b) Continue to engage in a structured manner with our key stakeholders and customers.	a) End December 2025 b) Ongoing	a) Marketing and Communications Directorate b) CEO & All Directorates
*Note: Preparatory work such as the Brand Management Strategy and Brand Engagement Programme will inform the organisation's reputation management requirements.	a) Dec 2025	Marketing and Communications Directorate
a) Organisation wide KPIs to be documented, monitored and reported on a cyclical basis.	a) Dec 2023	CE Office
a) Confirm prioritisation of navigations to inform timing and planning of navigation development plans. b) Using existing good practices and exemplar plans commence the development strategy with clearly defined programmes and activities for each of our navigations recognising their inherent uniqueness.	a) End February 2023 b) End December 2024	Marketing & Development Directorate / Operations Directorate
a) Identify projects within future capital programmes for 2023 – 2025. b) Document external funding paths to pursue funding opportunities. c) Deliver planned transformative projects on the navigations.	a) End June 2023 b) End June 2023 c) End December 2023	Operations Directorate

STRATEGIC PRIORITY	KEY OUTPUTS	MAIN ACTIVITIES
6 SP6 Climate Action, Environment & Heritage	1 A sustainable Water Management Strategy.	1 Adopt a co-ordinated approach to water management and on a risk/opportunity basis as per the identified 5 key objectives.
	2 Implement Waterways Ireland's 10-year Climate Action Plan.	2 Prioritise and execute on the key objectives identified within the Plan.
	3 A new Heritage Plan 2030.	3 Align with asset management objectives and embed and deliver works to plan.

2023 OBJECTIVES	TARGET COMPLETION	DIRECTORATE
a) Complete the internal review and approval of the Water Management Strategy. b) Establish a Strategic Oversight Group to govern, monitor, track and communicate progress on the Water Management Strategy. c) Determine and implement resourcing needs to support commencement of the Water Management Strategy. d) Collate and document existing Water Management knowledge base.	a) End March 2023 b) End June 2023 c) End December 2023 d) End March 2023	Technical Services Directorate
a) Deliver climate action training to staff. b) Continue emission reductions, in line with glidepath projections, to achieve 2030 Climate Action Targets. c) Undertake annual monitoring of the canals to ensure compliance with the Water Framework Directive, achieving Good Ecological Potential. d) Embed Climate Action into the Waterways Ireland Heritage Plan 2030. e) Ensure that nature-based and green infrastructure solutions are, where possible, prioritised across our activities.	a) End June 2023 b) Ongoing c) End December 2023 d) September 2023 e) Ongoing	Technical Services Directorate
a) Finalise Heritage Plan 2030 through engagement with staff and stakeholders. b) Develop digital and in person content showcasing the heritage of the inland waterways. c) Provide ongoing supports to the Community & Voluntary Sector on heritage projects of shared interest. d) Monitor and ensure the ongoing protection of waterwaysbuilt, natural and cultural assets.	a) End September 2023 b) End November 2023 c) Ongoing d) Ongoing	Technical Services Directorate





HEADQUARTERS
2 Sligo Road, Enniskillen, Co. Fermanagh, BT74 7JY
+44 (0)28 6632 3004

www.waterwaysireland.org