



DRAFT  
CORPORATE PLAN  
2023-2025

Waterways Ireland's Corporate Plan 2023-2025 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).

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## CHIEF EXECUTIVE FOREWORD

Waterways Ireland's 3-year Corporate Plan 2020-2022 will expire at year end 2022. Consequently, we have drafted Corporate Plan 2023-2025 which will be presented to Sponsor Departments for their consideration and ultimately to the North South Ministerial Council for their approval.

As a Body, a significant milestone in our planning cycle has presented itself as this is the first opportunity for us to integrate short (Business Plan 2023), medium (Corporate Plan 2023-2025), and long-term plans (10-year Long Term Plan).

Each has a purpose and a level of detail consistent with its purpose. In simple words, the long-term plan by its nature is a high-level directional pathway. The medium and short-term

plans are operational and more detailed on key outputs and main activities. Specifically, in the case of Corporate Plan 2023-2025 we will focus on our Strategic Priorities and Key Outputs over the 3-year period. The granularity of key activities resides within each annual business plan – 2023, 2024, and 2025.

**John McDonagh**  
 Chief Executive Officer  
 Waterways Ireland



*"... The restoration of the weir and walkway opens the potential for these historic structures to play an important role in tourism in the future."*

Darragh O'Brien TD, Minister for Housing, Local Government, and Heritage



## EXECUTIVE SUMMARY

On page 35 we set out our Implementation Roadmap for the 2023-2025 corporate plan period. Importantly, this represents Phase 1 of our 10-year Long Term Plan. It is titled Build Foundations. Much of our work during these three years will reflect that theme of building foundations and putting in situ the critical strategic enablers to support the successful execution of our long-term strategy. This single chart details our Strategic Priorities and our Key Outputs. Many of the Key Outputs endure across multiple years. Consequently, consistency and alignment within the integration of our short, medium, and long-term plans is core to implementation.

The Internal and External contexts have fully informed our planning and they are outlined in detail in our 10-year Long Term Plan.

To understand our scale of ambition we need to project forward - imagining we are in November 2025 - reviewing our overall performance against our strategic priorities and key outputs. We would want to be able to say:

- Our greatest asset is our People and we put them first.
- Our pathway to financial sustainability is clearer as we have started to realise more value from our portfolio.
- We are more recognised and admired as an organisation.
- Each navigation has a development plan, and we are beginning to explore expansion opportunities.
- We are despite our small size, a climate action, environment, and heritage exemplar, operating on a good practice basis.

To achieve our vision for Phase 1 – Building Foundations – we require continued support from our Ministers and our Sponsor Departments in both Jurisdictions. In entering Phase 1 we are building for growth. The ambition to achieve growth requires a mindset shift by our key stakeholders and our own staff. Attaining transformative outcomes over time require big, rather than small incremental steps. By accelerating our realisation of value, we will create substantial benefit for the public good in both Jurisdictions. We need to be able to move beyond the ‘seeking to do better in a future year’ mindset.

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 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.

In 2023 total confirmed activity level (current and

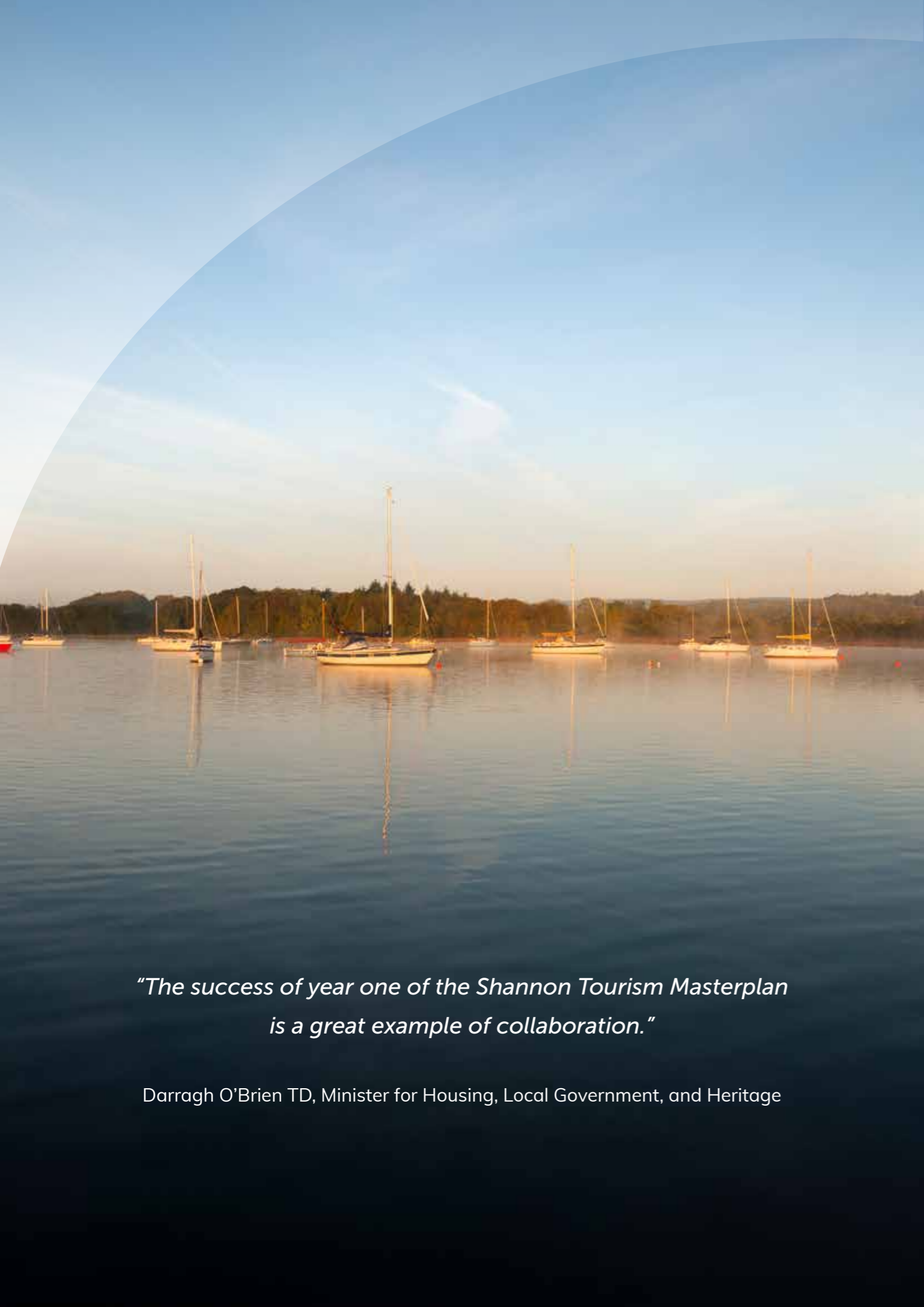
capital expenditures) amounts to €70m – the highest level of planned expenditure in the Body’s history in a single year. In planning over a 3-year horizon we recognise we are somewhat impaired by the funding model as it does not facilitate multi-year financial planning. To provide visibility in our planning we have included key financial assumptions:

- (i) Current funding in 2023 is fixed as per confirmation from our Sponsor Departments. Our total allocated current funding amount was lower (-€2.4m) than our estimates request produced in July 2022. In effect, we had projected current funding needs of €101.6m over the 3-year planning period. As a result of a lower current funding allocation in 2023 than our estimates request for 2023 the annual current funding need in 2024 and 2025 is €34.9m on average per year. This is the assumption underlying our financial projections.
- (ii) The financial projections do not provide for any transformational change arising from a planned organisation review commencing in 2023. Business critical and targeted intervention recruitment is included.
- (iii) Inflationary pressures in future years relative to 2021 and 2022 are assumed to be more benign.

- (iv) Normalised capital expenditure (excluding third party expenditure on large scale projects such as Ulster Canal Restoration) is assumed to be relatively constant operating in a range of €18m-€21m annually.
- (v) Ulster Canal Restoration capital funding in the 3-year plan period for Phase 2 is projected to be €16.5m and for Phase 3 is projected to be €26.5m. In total during the 3-year plan period projected funding for this large-scale project will be €43m.
- (vi) Based on these assumptions we are projecting current funding needs of €101.6m and capital funding needs of €93m during the plan period. Total activity level amounting to €194.6m.

In return for this level of financial support we project we will create economic, social, and environmental well-being value in excess of €1.8 billion for the public good across the island of Ireland.

In concluding I would point you to the diverse examples of highlights from our current corporate plan period. Much has been achieved during a very difficult period dominated by COVID19 pandemic. Much more is possible in the next three years.



*“The success of year one of the Shannon Tourism Masterplan is a great example of collaboration.”*

Darragh O’Brien TD, Minister for Housing, Local Government, and Heritage

## 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.

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

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

The Body employs 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.

### WHAT WE DO

**“... statutory function is to manage, maintain, develop and restore specified inland navigable waterways, principally for recreational purposes.”**

Waterways Ireland is the navigation authority responsible for the following navigable inland waterways;

- 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, 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.

# IRELAND'S WATERWAYS

- 1 LOWER BANN NAVIGATION
- 2 ERNE SYSTEM
- 3 SHANNON-ERNE WATERWAY
- 4 SHANNON NAVIGATION
- 5 ROYAL CANAL
- 6 GRAND CANAL
- 7 BARROW NAVIGATION
- 8 ULSTER CANAL



## 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 Corporate Plan 2023-2025 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.

**CORPORATE PLAN 2023 -2025**

**EQUALITY, DIVERSITY, AND INCLUSION**

Waterways Ireland are committed to the principles of promoting equality of opportunity and the need to promote good relations. As a North South Body, in line with our statutory duties and obligations under Section 75 of the Northern Ireland Act 1998, and Section 42 of the Irish Human Rights and Equality Act 2014, we have embedded the need to promote equality of opportunity, prevent discrimination and protect the human rights of our employees, customers, service users, and everyone affected by our policies and plans.

We carried out an Audit of Inequalities in 2022 and the results from this Audit highlighted key areas of focus for the development of our Equality and Disability Action Plans for 2023-2025.

We have published our Equality Scheme outlining our arrangements for assessing, addressing, and monitoring our compliance to our statutory duties. The Scheme also provides our plan for implementation.

An Equality and Diversity Working Group was initiated in early 2022 to drive and support the implementation and delivery of our Equality and Disability Action Plans for 2023-2025. Representation of staff from all regions reinforces our diverse and inclusive culture within the Organisation.

A public consultation on our Equality and Disability Action Plans occurred from 18 October 2022 to 10 January 2023 (12 weeks) and ensured all communities and regions were included via alternative consultation methods including open consultation days across our regional sites.

We identified four themes for our Equality Action Plan 2023-2025:

1. Promote awareness of the Equality Agenda among Waterways Ireland staff.
2. Provide a working environment where employees are treated with fairness, dignity, and respect.
3. Attract, recruit, and retain a diverse range of employees in a culture which celebrates equality, diversity, and inclusion.

4. Deliver services that are accessible, inclusive, and responsive to visitors to our property and waterways.

Our Disability Action Plan 2023-2025 provides a strategic framework to address the attitudinal and environmental barriers to the full and effective participation of people with disabilities in public life. Ensuring participation by all will be at the heart of policy and decision-making within our organisation. Positive action measures will be mainstreamed and prioritised across all work programmes.

Our Disability Action Plan has several actions developed as part of our continuing commitment to promoting good equality practices including:

- All capital and maintenance projects are designed in accordance with best practice.
- Events on and along our waterways are encouraged and facilitated to widen the appeal of the waterways for everyone, including people with disabilities. We collaborate and support several governing bodies to deliver recreation programmes to ensure they are accessible for people with disabilities.
- We support and encourage access for all events and programmes on and along our waterways. These are supported and promoted as part of our ongoing promotional reach.
- All job vacancies recruited externally are posted on the website and social media channels, opening career opportunities to a much wider audience, and promoting equality of opportunity. It is Waterways Ireland’s policy to provide employment equality to all existing and potential employees, irrespective of disability.
- All selection processes address the special needs of applicants on an individual basis.
- Employees, who have requested assistance to carry out their duties, have been provided with additional support.

We will continue to embed a culture of equality, diversity, and inclusion and will ensure that our planning, delivery, monitoring and evaluation will support the active participation and accessibility for our stakeholders throughout our organisation and on our waterways.



# KEY ACHIEVEMENTS 2020-2022

## OPERATING THROUGHOUT THE COVID 19 PANDEMIC



Our Corporate Plan 2020-2022 outlined key strategic projects for delivery.

We have highlighted a selection of key achievements throughout 2020-2022.

Waterways Ireland's endeavours and focus remained on achievement of our corporate themes to (i) deliver world class corridors; (ii) transform quality of life and reinvigorate local rural and urban economies; (iii) to bring life through environment and heritage value; and (iv) to deliver through our people and partnerships whilst in the midst of the Covid-19 pandemic.

The navigable inland waterways had restricted opening and availability throughout 2020. From May 18th 2020 we began the phased reopening of our waterways aligned with Government/ Executive guidance in their individual roadmaps,

the National Framework for living with COVID-19 and the UK COVID-19 alert level system. The goal continued to be to reduce the spread of the virus, whilst keeping our waterways re-opened.

A programme of channel maintenance continued across the waterways from weed and grass cutting to tree, bush and hedge trimming; targeted dredging programmes; and repairs across locks, jetties and other infrastructure assets. On-shore services, amenity areas, together with the Blueway walking and cycling trails were also maintained and kept accessible and operational.

Craft passage through locks were facilitated by lock keepers, where provided, and inductions for boaters to the user-operated lock operating system on the Shannon – Erne Waterway were provided by waterway patrollers.



Following the phased reopening of the waterways, demand for hire boats surpassed fleet availability with every Hire Boat company in Ireland 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 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. Correspondingly online vessel owner registrations continued to grow. In 2020 there were 16,127 private boat owners on the island of Ireland.

As the Covid-19 pandemic continued throughout 2021, the use of off-road trails, such as those along the inland waterways network, proved hugely beneficial in terms of mental and physical health and wellbeing. Analysis of visitor counters along towpaths/trails between March 2019/2020 pre-pandemic to March 2020/2021 mid-pandemic lockdown highlighted volumes increased by 37% (an additional 2.1 million visits).



## CARNROE WEIR

Planning approval for the Carnroe Weir rehabilitation works was granted in October 2020. The objectives of the rehabilitation were to retain an existing asset and heritage structure, maintain existing water levels to retain safe navigation and to protect habitat and improve fish passage as required by the Fisheries Act and Water Framework Directive.

The planning process was multifaceted as the project is classified as Major Development under the Planning (Development Management) Regulations and therefore required pre-application community consultation.

A full Environmental Impact Assessment (EIA) was required under the Planning (EIA) Regulations to accompany the planning application. A new fish pass design was developed to current standards and best practice in consultation with DAERA Inland Fisheries. A Drainage Order Consent application was completed which included extensive river modelling to anticipate the impact of the works on flood risk.

The enabling works contract to upgrade the existing access roads was completed in 2021 and

the main works contract was awarded February 2022. Instream works commenced June 2022. These works are limited to Spring and Summer seasons when river levels and flows are suitable. The work is due to be completed in late Summer 2024.

### Carnroe Lock Chamber Repairs

- Water ingress and undermining of the chamber structure caused the lock at Carnroe to be closed to navigation in November 2020.
- Initial emergency works were carried out in the Spring of 2021 to stabilise the structure.
- Grouting was carried out in the Spring and Summer of 2022 halting water leaking into the chamber which was then re-opened to navigation in August.
- All works were carried out on this Scheduled Monument in close cooperation with, and the approval of, NIEA.



## ASSET PORTFOLIO MANAGEMENT

Waterways Ireland's approach to Asset Management has been and is to adopt best appropriate practice in the lifecycle management of our assets, based on international standards, other examples of good practice, continual improvement, innovation and the maturity of our organisation.

In 2020 Waterways Ireland commenced an Asset Management Improvement Programme, the objective of which is to develop a framework to support our approach to Asset Management.

Throughout 2020, 2021 and 2022 Waterways Ireland has continued to implement our Asset Management Improvement Programme including the following deliverables:

- Development of our Asset Management Policy and Strategies, which outline the key principles and responsibilities of how Asset Management will support delivery of Waterways Ireland's organisational objectives, ensuring we meet stakeholder and user commitments whilst protecting and enhancing the environment and heritage, and supporting economic development and growth.

- Delivery of an Accelerated Asset Inspection Programme, the objective of which is to identify and capture adequate asset data and information. There has been good progress in this area, with 900+ assets inspected to date and the inspection programme is on target to provide insights and inform ongoing, and future, investment decisions across our 18 principal asset categories.
- Development of Asset Management Processes and Decision Support Tools to support asset decision making and medium to long term business planning processes.
- Throughout the life of this Corporate Plan, Waterways Ireland will continue to deliver our Asset Management Improvement Programme and alignment to ISO55000, the International Standard for Asset Management.



## DIGITAL ARCHIVE

Waterways Ireland's Digital Archive was officially launched by Malcolm Noonan T.D. Minister of State at the Department of Housing, Local Government and Heritage in June 2021.

The Digital Archive contains over 7,800 items ranging from engineering maps and drawings to the donated collections of Dr Ian Bath, Ruth Delany and Charlie Hayden which includes slides, photos, videos and documents of the Royal Canal, the River Shannon and beyond. It allows virtual visitors to explore 200 years of Irish Waterways history at their fingertips from anywhere in the world.

More recently the archives have expanded to include digital audit recordings in the form of a podcast. The podcast series, Waterways Through Time was developed and delivered by well-known historian and author Turtle Bunbury.

The eight-part series takes the listener through the history and archaeology of Ireland's waterways, including the canal network; how rivers and lakes were named; the archaeological legacy of the Mesolithic; Neolithic and Bronze Age periods; the geological origins of the rivers and lakes and the land through which the canals were cut. Ireland's early Christian settlements along the inland waterways are also explored.

*An audit adventure through the rich history of Ireland's waterways from ancient legends, crannogs and island monasteries to the creation of the canals and waterways of today.*



## ROYAL CANAL GREENWAY

The Royal Canal Greenway, a scenic 130km walking & cycling amenity stretching alongside the historic 225yr-old canal, officially launched in March 2021 ahead of the summer season.

The €12 million project co-ordinated by Waterways Ireland was completed in partnership with the four local authorities Kildare County Council, Longford County Council, Meath County Council & Westmeath County Council, the Department of Transport, Tourism & Sport and Transport Infrastructure Ireland.

The 130km long route is the country's longest Greenway, traversing through counties Kildare, Meath, Westmeath & Longford.

The country's newest outdoor adventure tourism attraction, the Royal Canal Greenway is a former towpath for horse-drawn barges featuring 90

bridges, 33 locks, 17 harbours and four aqueducts. Greenway users can choose to complete the entire 130km flat, off-road trail in one visit or explore the shorter designated routes, ranging from 6km to 15km, between the 14 connecting access points and towns.

The Greenway also forms part of the EuroVelo 2, a 5,000km "Capitals Route" that passes through Ireland, the UK, the Netherlands, Germany, Poland, Belarus & Russia.

### In the Royal Canal Greenway's first year of operation

**640,00 visits** were recorded.

It created an economic value of **€17.2million** to the business community.

The research also found across the four counties involved, **17 new businesses** have opened, and **13 businesses** have confirmed that they have pivoted or expanded their business to provide for Greenway customers.



## 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 Shannon-erne Waterway 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 Shannon-erne Waterway 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 is an exemplar of a collaborative approach and one Waterways Ireland will use to produce developmental plans for our other navigations. I am in no doubt that when implemented, the tourism experience on the Shannon will be transformed."*

John McDonagh,  
Chief Executive, Waterways Ireland





## 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.



## PRESIDENT MICHAEL D. HIGGINS' VISIT

In February 2022 Waterways Ireland had the honour and pleasure of welcoming President Michael D. Higgins and Mrs Sabina Higgins to Waterways Ireland, Headquarters in Enniskillen.

During their visit President Higgins and Mrs Higgins were briefed on the organisation's work which included updates on key transformational projects such as the Ulster Canal and the 10 Year Long Term Plan. They were also briefed on the history of some displayed items including a 1700's drawing of Dublin, a bolinder engine and images of the canals under construction as well as Waterways Ireland's digital archive.

President Higgins made a short speech to address all staff and it was live streamed for those who were not in attendance in Enniskillen. President Higgins was presented with a painting of the iconic Devenish Island, Lower Lough Erne from local artist, Frances Morris. After the presentations the President took the opportunity to meet with members of staff.

Welcoming President Higgins and listening to his inspiring and encouraging words was a momentous occasion for Waterways Ireland and one we will remember for some time to come.

*"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. It was gratifying to play a part in this rejuvenation, as Minister with responsibility for our inland waterways in the mid-1990s and more recently as President of Ireland."*

President Michael D. Higgins



## 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 netzero 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**

*"I'd like to commend Waterways Ireland for the development and publication of their Climate Action Plan."*

John O'Dowd,  
Minister for Infrastructure of NI



# 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 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

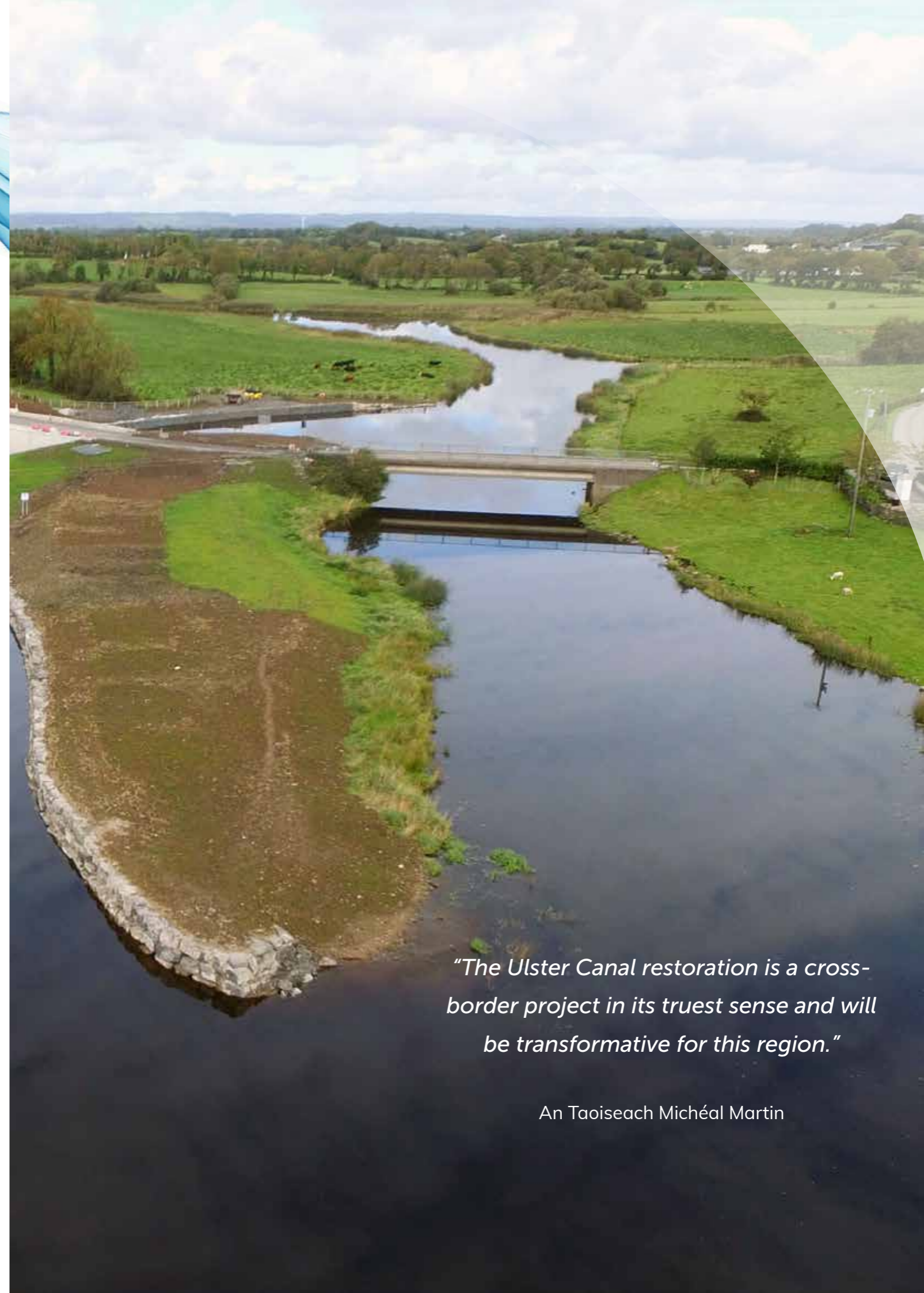
We **work collaboratively internally and externally** to achieve objectives, whilst **helping and supporting each other** for our collective goal.

### 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.**



*"The Ulster Canal restoration is a cross-border project in its truest sense and will be transformative for this region."*

An Taoiseach Michéal Martin

# STRATEGIC PRIORITIES

Waterways Irelands strategic priorities are the long-term aspirational priorities for the organisation over the next 10 years.



## 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.

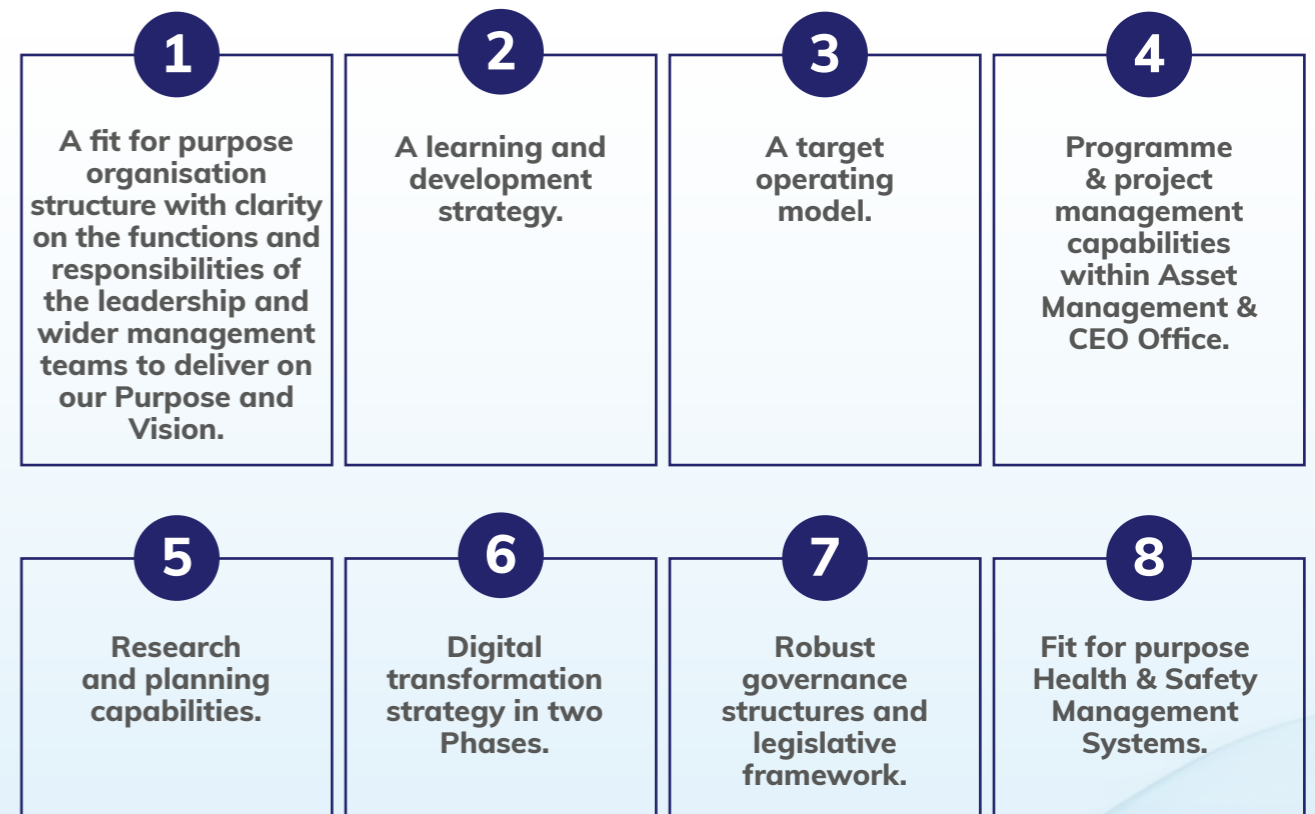
Key people and organisational principles are prescribed from formation in 2000 resulting in inflexibility, limiting organisational and people developmental opportunities.

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



## 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 52) 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



## STRATEGIC PRIORITY 3 ASSET PORTFOLIO MANAGEMENT

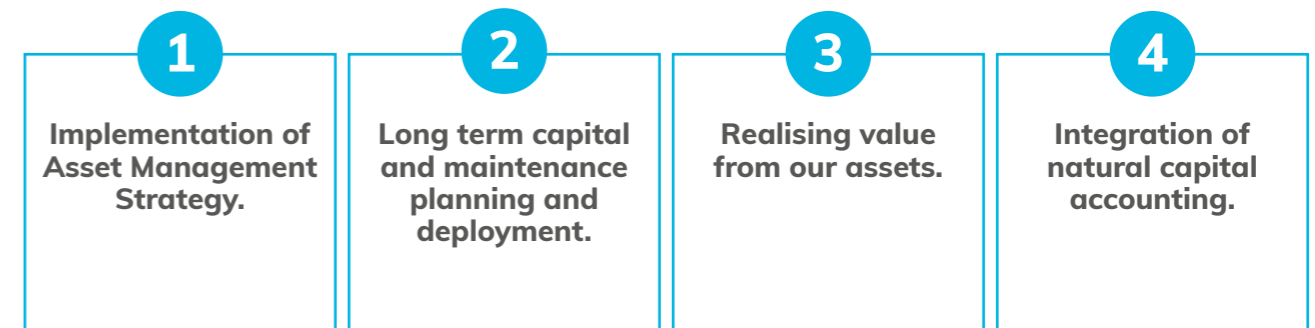
### BACKGROUND

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.**

### KEY OUTPUTS





## STRATEGIC PRIORITY 4 CORPORATE REPUTATION & BRAND EQUITY

### BACKGROUND

In 2020 Waterways Ireland conducted a major research project across the island of Ireland. 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 prompted 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. There is an immediate opportunity to develop the Waterways Ireland brand among circa 2.6 million adults.

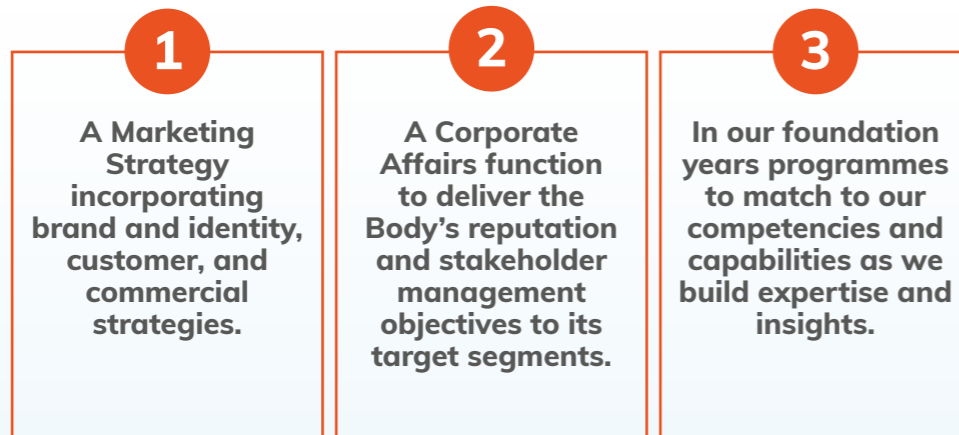
Following the research findings Waterways Ireland committed to developing a brand strategy as part of a broader marketing strategy for the Body.

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



## 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.

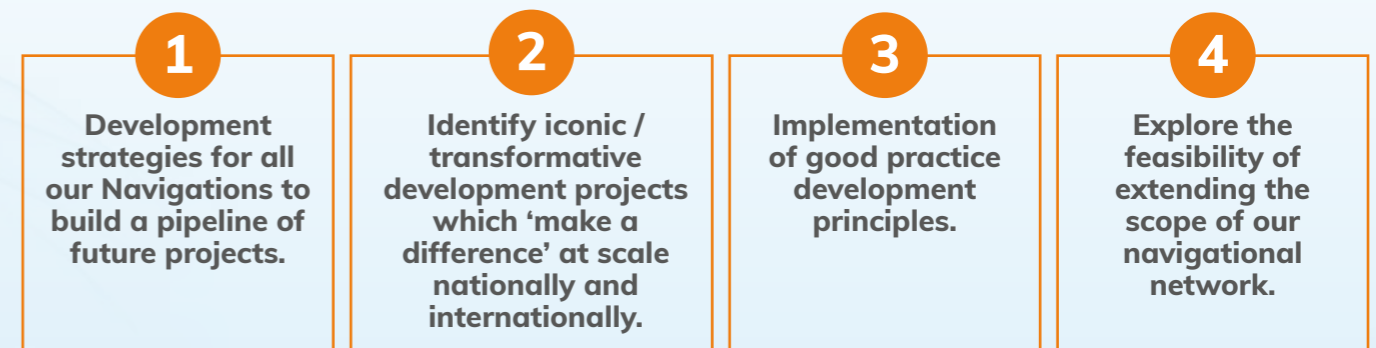
Development includes a shift in mindset to realise we also have a unique, intangible asset – our core inherent competency working in and along our waterways. This competency will enable us, over time, explore the feasibility of extending the scope of our navigational network and to acquire new navigations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



## 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



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									●	●	●	●
SP3 Asset Portfolio Management	A robust framework to measure the social, economic, & environmental capital delivered by the organisation		●	●	●								
	Implementation of Asset Management framework	●	●	●	●	●	●	●	●				
	Long term capital and maintenance planning and deployment	●	●	●	●		●	●			●	●	
SP4 Corporate Reputation & Brand Equity	Realising value from our assets	●	●	●	●	●	●	●	●	●	●	●	●
	Integration of natural capital accounting					●	●	●	●	●	●		
	A Marketing Strategy	●	●	●	●	●	●	●	●	●	●	●	●
SP5 Development	A Corporate Affairs function			●	●	●	●						
	Programmes developed to match to our competencies and capabilities			●	●		●	●					
	Development strategies for all navigations		●	●	●	●	●	●	●	●	●	●	●
SP6 Climate Action, Environment & Heritage	Identify iconic / transformative development projects					●	●	●	●				
	Implementation of good practice development principles		●	●			●	●			●	●	
	Explore the feasibility of extending the scope of our navigational network									●	●	●	●
	An Environmental Management System					●	●	●	●				
SP6 Climate Action, Environment & Heritage	A sustainable Water Management Strategy			●	●	●	●	●	●	●	●	●	●
	Embed the UN Sustainable Development Goals									●	●	●	●
	Implement Waterways Ireland's 10-year Climate Action Plan	●	●	●	●	●	●	●	●	●	●	●	●
SP6 Climate Action, Environment & Heritage	A new Heritage Plan 2030	●	●	●	●								
	DELIVERING VALUE	●	●	●	●	●	●	●	●	●	●	●	●

*“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



## MONITORING AND EVALUATION

Waterways Ireland has already prepared a detailed Business Plan for 2023 based on the Key Outputs set out in this Corporate Plan. The 2024 and 2025 Business Plans will also be prepared in accordance with the Key Outputs set out in this Corporate Plan and the Draft 10-year Long-Term Plan. The draft 10-year Long-Term Plan, 2023-2025 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.

Implementation of this 2023-2025 Corporate Plan will be achieved through the execution of the annual Business Plan Key Outputs and Main Activities. 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 also investing in a Programme Management module within its IT systems to ensure appropriate governance and oversight.



## 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.

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](http://www.waterwaysireland.org) for all waterways users and other external stakeholders.

*"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."*

John McDonagh Chief Executive, Waterways Ireland





# ANNEXES

## A: ORGANISATIONAL STRUCTURE/STAFF NUMBERS



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

Staff Numbers*	Finance & Personnel Directorate	Marketing & Business Development Directorate	Technical Services Directorate	Operations Directorate	Chief Executive Office	TOTAL
Professional, Technical and Administration Staff	38.37	23.35	32.79	39.62	5.79	139.92
Operations Staff		1	10	197.9		208.9
<b>Total</b>	<b>38.37</b>	<b>24.35</b>	<b>42.79</b>	<b>237.52</b>	<b>5.79</b>	<b>348.82</b>

\* Permanent and Fixed Term staff numbers as of the 1st November 2022

STRATEGIC PRIORITY	KEY OUTPUTS		
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	
		2	
		3	
	2	A learning and development strategy.	4
			5
	3	A target operating model.	6
	4	Programme & project management capabilities within Asset Management & CEO Office.	7
	5	Research and planning capabilities.	8
	6	Digital transformation strategy in two Phases.	9
			10
	7	Robust governance structures and legislative framework.	11
	8	Fit for purpose Health & Safety Management Systems.	12
SP2 Sustainable Funding Model	Long term funding plan with clarity on capital expenditure and working capital needs.	1	
		2	
	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
	3	Explore opportunities to align our funding with international comparators to support the achievement of the objectives set out in our asset management strategy, and deliver social, economic, and environmental benefit	4
4	A robust framework to measure the social, economic, and environmental capital delivered by the organisation.	5	

MAIN ACTIVITIES	2023	2024	2025
Organisation Review (workforce plan) is to be developed for implementation incorporating consultation with internal and external stakeholders.	√	√	√
Implementation of an interim organisation structure to enable commencement and delivery of Objectives whilst Organisation Review is in train.	√	√	√
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.	√	√	
Review of HR policies to reflect and aid a more dynamic, agile working environment.	√	√	
Create and implement a Learning and Development programme supported by engagement and communication programmes.	√	√	
Develop an operating model to maximise collaborative working across the organisation but specifically to introduce effectiveness and clarity within central and regional responsibilities.		√	√
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.	√	√	
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.	√		
Phase 1 – Simplify the digital ecosystem within the marketing function.	√	√	√
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.	√	√	√
Develop a business case for consideration by North South Ministerial Council & Sponsor Departments to support the execution of the Strategy through enhanced empowerment of Waterways Ireland.		√	
Implement an ongoing Health and Safety improvement programme focused on enhancing the health, safety and welfare of our people, waterways users, and other stakeholders.	√		
Complete audit of 18 principal asset categories and improvement/defects programme to identify asset economic lifecycles, conditionality, and costs.	√		
Identify and cost major development projects.	√	√	√
Address income generation activities associated with existing opportunities (i) Bye Laws and (ii) Property portfolio.	√	√	√
Develop a business case for Sponsor Departments demonstrating value creation opportunities commensurate with step-change funding.			√
Identify and report on alignment of relevant KPIs with UN SDGs within an integrated framework.	√		

STRATEGIC PRIORITY		KEY OUTPUTS		MAIN ACTIVITIES	2023	2024	2025	
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.	2	Finalise inspections analysis to determine conditionality of principal asset categories to inform financial and resource planning.	✓	✓	✓	
	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.	✓	✓	✓	
4	Integration of natural capital accounting.	5	Establish access to, and participation in, expert groups, forums, and other state agencies to share learnings and develop good practice.		✓	✓		
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.	✓	✓		
			5	Create collateral and content.		✓		
			6	Grow our brand awareness and affinity in our target segments.		✓	✓	
			7	Integrate an employee brand engagement programme to support the execution of the Body's strategic plan and the Culture Change initiative aligned with organization development.			✓	
			8	Explore sponsorship opportunities as a Rights Holder / Brand.				✓
	2	A Corporate Affairs function to deliver the Body's reputation and stakeholder management objectives to its target segments.	9	Instil reputation management practices across the organisation.	✓			
			10	Identify and map a stakeholder management matrix and a process for stakeholder engagement across the extended leadership group.		✓		
	3	In our foundation years programmes to match our competencies and capabilities as we build expertise and insights.	11	Create a customer service provision programme targeting enhancement of facilities and services for navigational users.		✓		
			12	Utilise internal research capabilities to create a suite of relevant KPIs.	✓			
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	Identify iconic / transformative development projects which 'make a difference' at scale nationally and internationally.	2	Explore the potential of transformative, complementary, projects such as Scottish Canals 'Kelpies' and Falkirk Wheel or Coillte's 'Beyond the Trees' to understand the potential within our development portfolio.		✓		
	3	Implementation of good practice development principles.	3	(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.	✓	✓	✓	
	4	Explore the feasibility of extending the scope of our navigational network.	4	Leveraging our intangible asset - our inherent core competency - develop a business case to explore new markets across both Jurisdictions and extend our overall navigational remit.			✓	
SP6 Climate Action, Environment & Heritage	1	An Environmental Management System.	1	Develop integrated procedures and processes to protect and conserve Waterways Ireland's natural, built, and cultural assets and ensure compliance with environmental biodiversity and heritage legislation.		✓		
	2	A sustainable Water Management Strategy.	2	Adopt a co-ordinated approach to water management and on a risk/opportunity basis as per the identified 5 key objectives.	✓	✓	✓	
	3	Embed the UN Sustainable Development Goals.	3	Utilise the Climate Action Plan, Heritage Plan and Environmental Management System to help deliver, embed, and continually improve our environmental performance.			✓	
	4	Implement Waterways Ireland's 10-year Climate Action Plan.	4	Prioritise and execute on the key objectives identified within the Plan.	✓	✓	✓	
	5	A new Heritage Plan 2030.	5	Align with asset management objectives and embed and deliver works to plan.	✓			



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