



# **WATERWAYS IRELAND**

**DRAFT**

**Corporate Plan**

**2017-2019**

## CONTENTS

|  |           |
|--|-----------|
| <b>Foreword by the Chief Executive .....</b>   | <b>1</b>  |
| <b>Introduction .....</b>  | <b>2</b>  |
| <b>Review of Performance .....</b>   | <b>3</b>  |
| <b>Executive Summary .....</b>   | <b>5</b>  |
| <b>Strategic Context &amp; External Environment .....</b>  | <b>5</b>  |
| <b>Our Vision .....</b>  | <b>9</b>  |
| <b>Main Priorities for 2017-2019 Corporate Plan .....</b>  | <b>12</b> |
| <b>Strategic Business Objective 1 – Delivering World Class Waterway Corridors .....</b>                                  | <b>14</b> |
| <b>Strategic Business Objective 2 – Transform quality of life and Reinvigorate Local Rural and Urban Economies .....</b> | <b>19</b> |
| <b>Strategic Business Objective 3 – Bring to life Environmental and Heritage Value .</b>                                 | <b>26</b> |
| <b>Strategic Business Objective 4 – Lets Deliver .....</b>   | <b>30</b> |
| <b>Monitoring and Evaluating Implementation .....</b>  | <b>37</b> |
| <b>Communicating the Plan .....</b>  | <b>37</b> |
| <b>Annex A: Waterways Ireland Organisational Chart</b>   |           |
| <b>Annex B: Business Plan Budgets</b>  |           |
| <b>Annex C: Business Plan Summary – Proposed Budget 2017</b>   |           |
| <b>Annex D: Indicative Budgets 2018 &amp; 2019</b>   |           |

## Foreword by the Chief Executive

Waterways Ireland's Corporate Plan sets out a road map to ensure the inland waterways continue to expand the recreational, social, health and economic benefits that can be derived from their use.

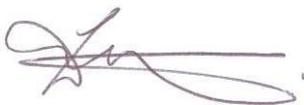
Our goal is simple – to increase the use of these national treasures leveraging all of the benefits this brings.

We recognise the different ways people choose to use their leisure and holiday time and whilst sustaining and growing boat use remains a core activity, it is also vital we open up the opportunity to walk, cycle, paddle and participate in the many other recreational activities that the waterways support – should that be open water swimming or outdoor theatre in Grand Canal Dock.

At the core of sustaining and increasing the opportunities the waterways provide is maintenance and investment in the waterways infrastructure, the hundreds of bridges, miles of back drain, sluices, pumps, locks and weirs the majority of which are now over 200 years old, require a constant programme of investment to ensure they remain available for use.

Many of the key elements of this infrastructure are in a critical condition. Waterways Ireland will use the resources made available to ensure public safety and water control receive the highest priority – and then focus on infrastructure in critical condition in the areas of greatest use.

The funding indicated for the period of this Corporate Plan will require difficult decisions as to which parts of the navigations resources are to be focussed. Waterways Ireland will be guided by the benefits and levels of use and seek to minimise the impact on front line services wherever possible.



**Dawn Livingstone**  
**Chief Executive**

# Introduction

Waterways Ireland is a cross-border navigational authority, 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. The organisation is responsible for the management, maintenance, development and restoration of the inland navigable waterway system throughout the island, principally for recreational purposes and is also tasked with the promotion, including marketing and development, of the tourism and commercial potential of the inland waterways for which it has responsibility.

Waterways Ireland is the custodian of approximately 1,000 km of navigation located throughout the island of Ireland including the Lower Bann Navigation, the Erne System, the Shannon-Erne Waterway, the Shannon Navigation, the Grand Canal, the Royal Canal and the Barrow Navigation. The vast expanse of our seven waterways make them the largest outdoor public recreational space on the island of Ireland with significant heritage assets including 160 locks, 360 bridges, 1,200 heritage structures and over 13,900 m of moorings. These waterway corridors provide truly breathtaking havens for both communities and visitors to experience diverse recreational, sporting, educational and training opportunities, to appreciate our fascinating heritage and natural ecosystems, or simply being outdoors. The waterway assets also play a significant role in the national infrastructure with the bridges vital as part of the national road network and the weirs and other structures critical components in land drainage and water management.

# Review of Performance

Over the last three years Waterways Ireland has continued to maintain a very wide range of services across the 1,000 km of navigation in the organisation's management.

The organisation has undertaken a significant programme of change to ensure front line services were maintained.

Key elements of this work have included:

- Reducing the Senior Management Team from 5 to currently 3 Directors.
- Moving to a model where seasonal staff provide a wide range of services from lock keeping to operational works.
- The core of permanent staff has reduced from the approved staff complement of 381 to 284 to manage within the available resources.
- Overhead costs have been reduced by almost 40%.
- Capital finance provided by the Sponsor Departments has been concentrated on critical or unsafe condition infrastructure.
- Partnerships with local authorities, other statutory bodies, private enterprise, local communities and volunteers have all been harnessed to help manage and drive forward development of the inland navigations with over €5.7 million of additional investment in projects ranging from redevelopment and reopening canal towpaths for walking and cycling to the refurbishment and expansion of facilities at harbours and provision of facilities such as a pilot motor home site to attract new and increased visitor numbers.
- Blueways have been developed and marketed to promote the waterways to a broad range of recreational users, in addition to boat users. The first Blueway launched in October 2014, the Shannon Blueway attracted 100,000 people in 2016 bringing €4m in economic benefit to the rural areas of Leitrim, Cavan, Longford and Roscommon. An important element of the Blueways programme is the engagement and support for local communities and businesses to take up the opportunities for new economic activities a Blueway can stimulate.
- Waterways Ireland has continued to support the Irish Boat Rental Association whose business has increased 21% over the period of the Corporate Plan with a 78% overseas customer base and investment in new charter vessels once again taking place.
- New Boat registrations have continued to increase by 588 in 2014; 534 in 2015 and 530 in 2016.

- A programme of events was supported throughout the navigations annually both through practical assistance and delivery of the Sponsorship Programme generating over €8m per annum in economic activity. This included on the Fermanagh, Leitrim, Cavan border area four weeks of shoulder season fishing competition established and developed in partnership with Department of Agriculture, Environment and Rural Affairs Inland Fisheries, and Inland Fisheries Ireland and the local authorities bringing €300,000 to this border area at the start and end of the tourist season.
- Waterways Ireland commenced reopening of the Ulster Canal navigation to Castlesaunderson and expects to complete this work in early 2018, subject to water levels in 2017.
- Waterways Ireland formed and led a successful local authority partnership Interreg VA bid to complete 22 km of towpath along the route of the Ulster Canal from Smithborough, Co Monaghan to Middletown, Co Armagh. This project is due for completion in 2021.
- Waterways Ireland developed and had approved an Action Plan for Grand Canal Dock and Spencer Dock to animate these assets to become the outdoor blue recreational destination in Dublin, and a focal point for use of the canals as linear recreational corridors bringing visitors to Dublin out into the rural areas. The first staff appointment of the two person delivery team was in July 2016.
- Waterways Ireland developed and delivered online navigation guides and in partnership with OSI created three recreational outdoor maps of the Shannon Navigation.
- Waterways Ireland delivered an animated marketing and communications programme including an expanded social media promotional programme of activities and worked as a key partner in the Lakeland and Inland Waterways initiative.
- Waterways Ireland managed the extreme flood conditions to prevent property damage over the winter of 2015/2016 and repaired and reopened the navigations and associated amenities throughout the navigations in 2016 with additional capital support from both Sponsor Departments, and successfully repaired critical infrastructure facilities over each of the three years to reopen navigations where a failure caused closure.

## Executive Summary

The Corporate Plan 2017-2019 provides a strategic planning framework to guide Waterways Ireland's work programmes over the next three years. Central to our vision for the future is the development of recreational, heritage and environmental opportunities that link people, history and nature, providing both local communities and visitors with compelling reasons to spend more time in the waterways environment. It recognises that the inland waterways are an intrinsic part of our past and future. They are at the heart of community life, yet they also provide important regeneration opportunities to transform and create vibrant prosperous communities.

## Strategic Context and External Environment

The Corporate Plan 2017-2019 takes account of the guidance provided by the Sponsor Departments as to the indicative funding available and business planning rate that should be used.

The organisation will continue to seek to make savings and be more efficient and will continue to drive forward a development plan to increase recreational use of the navigations in partnership with local authorities, statutory bodies and other organisations using third party funding support where available.

To deliver the many benefits which investment in the inland navigation can realise, the 2017-2019 Corporate Plan sets out the activities Waterways Ireland propose to implement in accordance with four Strategic Business Objectives.

### Economic Environment

Government Economic forecasts during each year directly influence Government Spending Reviews in each jurisdiction and these in turn have a knock on effect on the block grant allocations made to Waterways Ireland by its sponsoring departments. Following the UK government's decision to leave the EU and associated heightened economic uncertainty, GDP growth is expected to slow down in 2017. Waterways Ireland's funding for the period 2017-2019 is advised at the 2016 funding level.

## Brexit

There is considerable uncertainty regarding all matters surrounding Brexit, and this uncertainty, in itself, is one of the major challenges which will affect Waterways Ireland's capacity to deliver the 2017-2019 Corporate Plan. The result of the Brexit referendum will end Northern Ireland's receipt of EU Structural Funds and transnational EU Competitive funding unless the UK government make provision for replacement funding. Such funding is central to increasing Waterways Ireland's development capacity and has in the past enabled the delivery of numerous cross-border infrastructural projects. The possible introduction of border restrictions via immigration control, custom checks and tariffs will have a number of implications. They could impact frontier workers in Waterways Ireland who travel each day from across the border to work in one of our regional offices, they could detract from our ability to attract new staff from Ireland to work in our offices in Northern Ireland, they could affect our ability to move materials required for daily working across the border and also increase the cost of transporting such materials, and they could impact the boater navigating across the border and indeed the hire boat sector since the establishment of physical checks will likely have a negative impact for the customer. Additionally, there may be a potential downturn in contractors tendering for projects outside their jurisdiction leading to less competitive tenders for work in Northern Ireland, with a potential increase in tender prices. Brexit will ultimately affect programme delivery within the 2017-2019 Corporate Plan.

## Currency Fluctuations

Variations in the Euro/Sterling exchange rates directly affect Waterways Ireland's capacity to deliver expenditure programmes in Northern Ireland. While Waterways Ireland's 2017-2019 Corporate Plan is costed and reported against in Euros at a fixed Business Plan Exchange Rate of €1 = £0.87, Euro expenditure incurred in relation to Northern Ireland is paid at an exchange rate equal to the average of the previous month. In taking account of the weaker pound in 2016, it is estimated that Waterways Ireland may incur a reduction in the 2017 operating budget of circa €260k in real terms. Any shortfall in funding would require fundamental decisions on the nature and level of programme, works and services that can be undertaken, as set out in the proposals of this Corporate Plan.

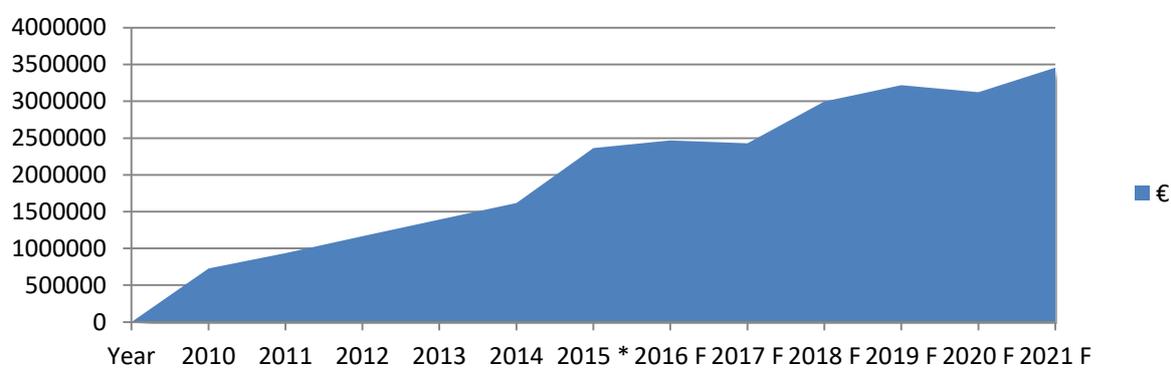
Over the last Corporate Plan 2014-2016 the exchange set for Corporate Plan and Business Plan has varied from 0.86p to 0.70p in 2016. This has led to a decline in the Sterling value of the Northern Sponsor Department's current finance from £5.2m in 2010 to £2.5m in 2016 a total decrease of 51%. Continued change to a Corporate Plan and Business Plan rate not tracing the actual exchange rate would continue to severely impact on the resources available for the delivery of services, and Waterways Ireland welcomes the guidance of an exchange rate of £0.87 for the 2017-2019 period as at this point reflecting the actual value of Sterling to Euro or vice versa.

## Pension Costs

Waterways Ireland on its establishment had 232 staff transferred and designated from existing government bodies. These staff came to Waterways Ireland having a significant pension services already accrued. Waterways Ireland welcomes the change in pension funding by the Department for Infrastructure who from 2017 will provide the increased cost of the Northern Ireland share of pension costs in addition to Waterways Ireland budget for the previous year.

The projected growth in pension costs over the life of this Corporate Plan will increase from €2.5m in 2017 to €3.3m in 2019.

### Pension Cost 2010-2020



Waterways Ireland returns to the Sponsor Departments the pension contributions made by the existing employees estimated at an average of €570,000 per annum over the life of the 2017-2019 Corporate Plan.

## Environmental Factors

Increasing environmental regulations significantly influence what works Waterways Ireland can undertake throughout the navigational network and when these works can be undertaken, with unplanned costs often incurred as a result of environmental study findings. Additionally, changing climatic conditions greatly impact on the delivery of our plans with extreme flood conditions necessitating unplanned maintenance works and periods of prolonged dry weather having the effect of reducing water levels, water supply, accelerating weed growth and necessitating increased weed harvesting. New and emerging species of weed identified on the waterways continue to provide additional challenges in terms of implementing effective controls in order to keep our waterways open and navigable.

## Legislative

Continuing legislative changes in both jurisdictions in relation to Environment, Health & Safety, Employment and Equality create an ever changing environment within which we must operate and deliver our work programmes. Currently, all procurement legislation is derived from European Directives transposed in both jurisdictions. In the context of Brexit, it is expected that in the medium term UK procurement legislation will be amended to favour UK tenderers or new trading relationships under World Trade Organisations (WTO) rules, and this will result in increased administration costs to ensure system and procedural compliance in accordance with changed governance requirements.

## Planning Issues

While much of our capital programme is dependent on securing timely planning approval, decisions on planning matters are outside the control of Waterways Ireland. The development of future collaborative projects does however often depend on the prioritisation Local Authorities attach to project proposals, and how such proposals fit within their overall development plans. Waterways Ireland will continue to work proactively with Local Authorities to influence and support their development plans and in doing so, contribute to the development of future waterway projects that enable the realisation of shared aspirations and benefits for regions.

## Our Vision

### *"Delivering vibrant and living waterways now and in the future"*

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

The inland waterways will be internationally recognised as Ireland's go to escape, the place of choice to invest in, and will be treasured by the people who live alongside them with an overwhelming sense of pride and place.

### Our Core Values

Achieving delivery of this Corporate Plan centres on our Core Values which reflect the essence of our identity, shape our culture and provide the principles upon which we carry out our business activities.

In all our activities we will be guided by:-

- the need to focus our services and facilities on our customers;
- our commitment to a culture of excellence;
- being open, accessible and accountable;
- working to the highest levels of integrity, impartiality and business equity;
- promoting fairness, equality of opportunity, mutual respect and good relations;
- ensuring value for money;
- having regard for the waterways heritage and natural environment in all our activities;
- developing our internal and external customer relationships;
- developing our staff; and
- taking reasonable and practical measures to provide a safe environment for our waterway users, staff, contractors, volunteers and neighbouring communities.

### The Value of Irelands Inland Navigable Waterways

The inland navigable waterways of Ireland add exponential economic value at a local rural and national level on an annual basis, in comparison with the level of investment. The benefits derived from the provision and development of such infrastructure cannot just be measured in economic terms but must also be viewed in terms of value to society and to peoples' quality of life. The inland waterways are an important component of the rural and urban landscapes within the island of Ireland and are areas rich in biodiversity and cultural heritage.

Waterways Ireland manages assets which were valued at €1.16 billion in December 2015. This valuation represents the cost of rebuilding the infrastructure which passes through high

value habitats and contributes in many ways to their physical surroundings, water management, local communities and the national economy. In 2016 Waterways Ireland received financial support of €32 million in order to manage, maintain and further develop these infrastructure assets.

However the actual value of the inland waterways can only truly be assessed by the benefit which they add on an annual basis to the local and national economies, to the health agenda, to social cohesion, to the environment, to culture and heritage and to the community and future generational use.

The benefits derived from the existence and maintenance of the inland waterways are wide-ranging, contributing €405m<sup>1</sup> annually to the economy, and will be further enhanced by the delivery of this Corporate Plan.

- Recreation – The inland waterways make a significant contribution to the visitor economy and to the recreation sector. They are important destinations in their own right and they provide access to the water through a range of enabling public infrastructure such as marinas, jetties, moorings, piers, docks, harbours, slipways, canoe steps, navigation markers, locks etc. They also provide a range of waters’ edge infrastructure such as towpaths, bridges, car parks, trails, service blocks, pump out facilities, walking and cycling trails, fishing stands and bird hides. This infrastructure is key to enabling visitors and people locally to access the resource for a wide range of water and land based activities as well as providing links to other visitor attractions and services. Private boating alone adds an estimated €88m<sup>1</sup> to the economy on an annual basis whilst access to recreation opportunities at inland rivers and lakes is worth an estimated €62.5m<sup>1</sup> per annum.
- Tourism – The inland waterways act as a magnet for tourism activity which encourages entrepreneurs to provide restaurants, convenience stores, recreational services and indeed holiday accommodation throughout rural and urban Ireland. Investment in the waterways also results in increased employment opportunities in the recreation/tourist/ heritage industry, particularly through the provision of new destinations in rural areas and the development of existing popular areas. The estimated annual value of Cruise Hire on the inland waterways amounts to €50m<sup>1</sup> whilst Angling adds €142m<sup>1</sup> to the national economy.
- Health Benefits – The inland waterways form part of the “natural health service” – encouraging and supporting physical and healthy outdoor activity that encourages healthy communities. This is particularly the case in rural areas where people who live in isolated areas have a tendency to be less active to their urban counterparts. Local accessibility to well-maintained outdoor recreational facilities is vital in improving the health of inhabitants. It is estimated that the proximity of cycle and walking trails to the inland waterways improves the economic mortality rate by approximately €38.5m<sup>1</sup> per annum.

---

Note <sup>1</sup> Source: Valuing Ireland's Rural and Urban Inland Waterways 2016 (Researched by Louise Browne Associates) Available at [www.waterways.ireland.org](http://www.waterways.ireland.org)

- Education – The inland waterways provide a “living lab” for research and environmental monitoring and an important resource for education and up-skilling of our young people. Inland waterways provide opportunities for education and training in history, activities and nature. There is also evidence that outdoor education contributes to children’s creative development and ability to cope in real-life situations. Outdoor education improves exposure to a range of cultures, talents and interests as well as improving social skills through participation and interaction. This is particularly important for children from low-income or disadvantaged backgrounds. A number of the most deprived communities in Ireland live within 5 km of a waterway, increasing the potential to maximise these benefits.
- Community Regeneration – The inland waterways act as a catalyst for physical and social regeneration – especially in rural areas. They often provide a focal point for activity in the community and improve the social cohesion and pride of many rural areas.
- Ecosystem Health – The inland waterways support ecological biodiversity. 80% of its landholdings are within a European designated site and the green infrastructure of the waterways provide vital ecosystem services.

## Main Priorities for 2017-2019 Corporate Plan

1. Increase use of the inland navigations by 4% per annum over each year of the Corporate Plan.
2. Deliver a prioritised management and maintenance programme for the waterways concentrating available resources on the areas of greatest need and benefit.
3. Deliver a prioritised programme of infrastructural repairs focused on structures in a critical condition in places of greatest use.
4. Continue to form partnerships and seek third party investment into development of the canal towpaths and key waterway locations to provide new recreational opportunities and uses for the inland waterways that support sustainable economic and social benefits.
5. Continue to develop partnerships on each of the waterways with local communities, waterway user groups and tourism and recreational bodies to support the operation, upkeep, increased use and promotion of the inland waterways.
6. Implement an ongoing efficiency and effectiveness programme to continue work to achieve new ways to do business with reduced resources.
7. Continue to develop opportunities to earn increased income from the inland waterway property to support operation of the inland waterways.
8. Sustain and enhance the natural and built heritage of the inland waterways to protect and enhance these key public assets for use now and by future generations.

# KEY ACTIVITIES & TARGETS

**STRATEGIC OBJECTIVE 1**  
**DELIVERING WORLD CLASS WATERWAY CORRIDORS**

Waterways Ireland are the custodians of a unique national treasure and it is vital that we safe-guard that treasure so that it can be utilised and enjoyed by all. The management of the navigational infrastructure of the inland waterways is not just confined to the canals and rivers themselves. The canals and rivers are interdependent on their surrounding towns, villages and rural landscapes that make up the waterway corridors throughout Ireland. Waterway corridors contain a rich tapestry of people living, working, visiting and playing in these vast outdoor spaces. We want world class waterway corridors that Ireland can be proud of, attracting both local people and visitors from near and far to experience our clean, safe, vibrant and very beautiful inland navigable waterways that are linked throughout the country to footpaths, cycle paths, road networks and the many adjacent attractions.

The goal is to maintain the waterway corridors to an excellent standard through a planned upgrade and maintenance works programme by Waterways Ireland, working in partnership with other stakeholders including local authorities, local communities and volunteer groups.

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS   |   |   |                                  |
|---------------------|--|--|---|---|----------------------------------|
| Ref                 | Key Actions  | 2017   | 2018  | 2019  | Directorate Responsible          |
| 1.1                 | Develop, implement and monitor a planned and effective infrastructure maintenance works programme. | Develop and implement an Asset Management Plan by December 2017 to focus the prioritisation of maintenance and infrastructure repair works programme | Update asset management inspections to 50% of all principal assets. | Update asset management to 80% of all principal assets. | Technical Services<br>Operations |
|                     |  | Ensure 90% of navigable waterways are open to navigation from mid-March to October.  |   |   | Operations                       |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS   |   |   |                                    |
|---------------------|--|--|---|---|------------------------------------|
| Ref                 | Key Actions  | 2017   | 2018  | 2019  | Directorate Responsible            |
|                     |  | 5% of Priority Principal Assets to be rated as "Excellent" or "Good" by December 2017.   | Continue to prioritise the repair/replacement of critical and unsafe condition Priority Principal Assets through the capital works programme.                 |   | Technical Services<br>Operations   |
| 1.2                 | Develop new ways of supporting management of our navigations | Develop and implement a minimum of 2 agreements with Local Authorities and other stakeholders on the management and maintenance of new recreational trails in each year.   |   |   | Operations<br>Business Development |
|                     |  | Work with partners to identify volunteering opportunities along the waterway corridors which will help local people via training and enhance their employment ability with one new initiative on each waterway in each year. |   |   | Operations<br>Business Development |
| 1.3                 | Complete linear trails along all of our canal towpaths.      | Complete and secure the funding to complete all of the Royal Canal towpath.<br><br>Advance proposals to complete 30% of the Grand Canal towpath.   | Complete Royal Canal towpath.<br><br>Complete 50% of the Grand Canal towpath.<br><br>Secure funding and commence Barrow Blueway development and complete 20%. | Complete Grand Canal towpath.<br><br>Complete 70% of Barrow Blueway | Operations<br>Business Development |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |   |                              |  |
|---------------------|--|---|---|------------------------------|--|
| Ref                 | Key Actions  | 2017  | 2018  | 2019                         | Directorate Responsible                                  |
| 1.4                 | Ensure sustainable water supply for the canals and good water quality along all navigable waterways. | Continue to seek a long term solution to water quality issues in Grand Canal Dock with Dublin City Council and Irish Water. Agreed Plan by end of 2017.   | Continue to use all legal tools and influence in all forums to secure commitment and delivery of Plan by third parties. |                              | Operations<br>Business Development<br>Technical Services |
|                     |  | Achieve yearly target of Good Ecological Potential within our canals (Water Framework Directive).   |   |                              | Technical Services                                       |
|                     |  | Work in partnership with the Environmental Protection Agency and the Northern Ireland Environment Agency to facilitate water quality monitoring in key locations, including feeder stream discharge points and recreational hubs. |   |                              | Technical Services                                       |
|                     |  | Review the existing hydrometric network to monitor water levels and flows in the navigations – develop and agree a 5 year provision.  | Implement review and deliver Year 1 of managed 5 year programme developed.  | Deliver Year 2 of programme. | Technical Services                                       |
| 1.5                 | Take an active part in the implementation of the Water Framework Directive.                          | Maintain the Water Framework Directive monitoring programme for the canals to enable the ecological status of the canals to be characterised as required under the EU Water Framework Directive.                                  |   |                              | Technical Services                                       |
|                     |  | Continue involvement in Water Framework Directive working groups at national level.   |   |                              | Technical Services                                       |
|                     |  | Continue the monitoring of feeders / discharge points / recreational hubs.  |   |                              | Technical Services                                       |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |  |      |  |
|---------------------|--|---|--|------|--|
| Ref                 | Key Actions  | 2017  | 2018   | 2019 | Directorate Responsible                |
| 1.6                 | Manage multi-functional use of waterway activities through the Inspectorate and Warden services                      | Engage directly with registered vessel owners twice per year to update/support users and conduct research.  |  |      | Business Development                   |
|                     |  | Promote Bye-laws by education/consensus and enforcement where necessary. 80% compliance across all navigations. Remove all craft unpermitted for over 12 months from the canal navigations. |  |      | Operations                             |
|                     |  | Support Sponsor Departments to complete modernisation and enactment of the Canal and Erne Bye-laws  | Implement revised Bye-laws when enacted.   |      | Business Development<br><br>Operations |
| 1.7                 | Provide plant to maintain an appropriate fleet for the ongoing maintenance and capital development of the waterways. | Complete weed cutting and clay barge plant analysis to include plant provision, and develop and implement a programme for next 5 years to address.  | Provide prioritise plant replacement and repair programme as funds permit and develop and manage hire plant frameworks to ensure operational requirements can be met |      | Technical Services                     |
|                     |  | Complete restructuring of the Mechanical & Electrical Section to support delivery of the Mechanical & Electrical provision across the navigations.  |  |      | Technical Services                     |

| STRATEGIC OBJECTIVE |             | MILESTONES / OUTPUTS   |  |      |                         |
|---------------------|-------------|--|--|------|-------------------------|
| Ref                 | Key Actions | 2017   | 2018   | 2019 | Directorate Responsible |
|                     |             | Complete transition of road vehicles to hire/managed/leased solution as provides best value. | Continue delivery of best value provision of plant dependant on availability of capital and current funding for delivery and maintenance of the navigations. |      | Technical Services      |

## STRATEGIC OBJECTIVE 2

### TRANSFORM QUALITY OF LIFE & REINVIGORATE LOCAL RURAL AND URBAN ECONOMIES

Improving access to and use of the waterway corridors transforms local communities and the national infrastructure. The waterway corridors are waiting to be invigorated by new development and adapting the existing infrastructure to accommodate different types of recreational use, to drive sustainable prosperity in rural and urban communities. Waterways Ireland recognises that working in partnership with other stakeholders is the key to achieving this objective. Local and national government, private enterprise, the community and voluntary sector, the education sector and recreational bodies all have a vital role to play.

Waterways Ireland's aim is to transform the waterway corridors into rejuvenated and exciting places that enrich lives and transform communities economically, socially and recreationally. Our aim is to create more usable space for walking, cycling or paddling for commuting or recreation, whether in tranquil rural, or bustling urban areas, to open up links with towns and villages to build expanded access and use to ensure the positive impact on health and quality of life for those who live, work or visit the waterway corridors is achieved. At a national level there is an opportunity to deliver tangible economic, social, health and wellbeing benefits for the population by developing world class outdoor recreation infrastructure and services, harnessing the latent potential of the waterway resources in public ownership.

| STRATEGIC OBJECTIVE |   | MILESTONES / OUTPUTS  |   |  |  |
|---------------------|---|---|---|--|--|
| Ref                 | Key Actions   | 2017  | 2018  | 2019   | Directorate Responsible                |
| 2.1                 | Develop the Blueway brand for each navigation, through enhancement of the existing product, appropriate signage and information points, and facilitation of capacity building for local businesses and local communities. | Work in partnership to develop a Blueway product offering on the Royal Canal and Erne navigation and extend the Shannon Blueway to Boyle, Lanesborough, Lough Allen and Lough Derg. | Work in partnership to continue development of a Blueway product on the Royal Canal, Erne Navigation, Shannon Navigation and Shannon-Erne Waterway. | Develop a Blueway product on the Barrow Navigation and Grand Canal and continue development, support and marketing of existing Blueways. | Operations<br><br>Business Development |
|                     |   | Work in partnership to market and promote the Blueways as a tourism and recreational resource, including capacity building workshops.   |   |  | Business Development                   |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |   |                            |   |
|---------------------|--|---|---|----------------------------|---|
| Ref                 | Key Actions  | 2017  | 2018  | 2019                       | Directorate Responsible                       |
|                     |  | <p>1. Service all queries relating to the Barrow Blueway planning application to further its successful outcome.</p> <p>2. Work with partners to develop partnership funding and delivery mechanisms.</p> | Secure funding and deliver 20%  | Complete remaining 80%     | <p>Operations</p> <p>Business Development</p> |
| 2.2                 | Develop enhanced infrastructure along the inland navigation to support increased activity. | Ensure development of a recreational hub at 3 locations across the inland navigations – one in each Region each year, to include Mullingar Harbour in 2017.   |   |                            | <p>Operations</p> <p>Business Development</p> |
|                     |  | <p>Determine definite plans for the development of City Block 19 by March 2017 for Sponsor Department approval and obtain expressions of interest for development of the site by December 2017.</p>       | <p>Complete refurbishment work to the Grand Canal locks and lock gates.</p> <p>Complete an agreement for development of the site, securing an ongoing income stream to support the canals' operation.</p> | Commence site development. | Business Development                          |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |  |   |                                    |
|---------------------|--|---|--|---|------------------------------------|
| Ref                 | Key Actions  | 2017  | 2018   | 2019  | Directorate Responsible            |
|                     |  | Agree a planned approach for the development of Tullamore Harbour by June 2017.   | Complete and agree development plan and commence delivery  | Complete redevelopment of Tullamore Harbour as a focal point on the canals and as a destination within Tullamore town | Operations<br>Business Development |
|                     |  | Agree plans for an iconic attraction at the Athlone Locks by July 2017.   | Obtain planning permission, secure funding and commence works.   | Complete work and open  | Operations<br>Business Development |
|                     |  | Work with stakeholders to explore the feasibility of a new exit and board walk from Grand Canal Dock Dart Station to Bolands Mill Development.  | Obtain planning permission, secure funding and commence construction   |   | Operations<br>Business Development |
| 2.3                 | Develop increased recreational use of the inland waterways and corridors | Review and deliver the Grand Canal Dock and Spencer Dock Action Plan. Commence the development of a rolling programme of events for Grand Canal and Spencer Docks to ensure the areas are animated and destinations in the city all year round. | Deliver Year 2/3 of the Grand Canal Dock and Spencer Dock Action Plan. Review plan and recommend way forward to Sponsor Departments. | Review programme and deliver agreed way forward at end of Year 3.   | Business Development<br>Operations |

| STRATEGIC OBJECTIVE |             | MILESTONES / OUTPUTS  |   |      |  |
|---------------------|-------------|---|---|------|--|
| Ref                 | Key Actions | 2017  | 2018  | 2019 | Directorate Responsible                |
|                     |             | Work in partnership with sport governing bodies, sports clubs, activity providers and national and international recreational and waterway bodies to deliver programmes which increase use of the waterway corridors for all recreational activity including: angling, boating, cruising, paddling, swimming, cycling, walking and running. | Form one new partnership and run a new countrywide participation programme for >1, 000 people to learn a new water sport in each year     |      | Business Development<br><br>Operations |
|                     |             | Establish a baseline for use of the inland waterways and corridors by April 2017.   | Measure increase against the April 2017 baseline  |      | Business Development                   |
|                     |             | Develop a visitor monitoring network to monitor visitor numbers and types to the waterways and facilities.  | Conduct ongoing annual visitor monitoring. Establish methods to measure changes in use, nature of visitors, participation, duration, etc. |      | Business Development                   |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |   |      |                                    |
|---------------------|--|---|---|------|------------------------------------|
| Ref                 | Key Actions  | 2017  | 2018  | 2019 | Directorate Responsible            |
|                     |  | Develop and implement a marketing strategy to deliver increased recreational use of the inland waterways and corridors and Increase the number of sporting and other recreational users to our waterways by 4% each year. |   |      | Business Development<br>Operations |
|                     |  | Attract at least one major sporting event to the inland waterways each year.  |   |      | Business Development               |
|                     |  | Undertake a series of annual innovative promotional activities at national and regional levels to inspire increased use of the waterways  |   |      | Business Development               |
|                     |  | Continue the development of the 12 <sup>th</sup> Lock to 12 <sup>th</sup> Lock City Cycle Loop  | Obtain planning permission, secure funding and commence development   |      | Business Development               |
|                     |  | Implement a 'Participation through Festivals Program' in the Dublin Docklands area  |   |      | Business Development               |
| 2.4                 | Identify and develop unused properties in a timely and sustainable manner as part of a property management system set out in the development plan. | Develop 2 unused properties to deliver new community, recreational or commercial enterprises.   | Develop 2 unused properties in each year to deliver new community, recreational or commercial enterprises.                  |      | Business Development               |
|                     |  | Collaborate with LEADER companies, in partnership with other bodies, to secure funding for the capital restoration of 2 Waterways Ireland properties.   | Complete refurbishment of one property in partnership with LEADER companies, in partnership with other bodies in each year. |      | Business Development               |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS   |   |   |                         |
|---------------------|--|--|---|---|-------------------------|
| Ref                 | Key Actions  | 2017   | 2018  | 2019  | Directorate Responsible |
| 2.5                 | Develop and/or facilitate the installation of camping, glamping, caravanning and motor home facilities across our navigations. | Identify suitable and strategic sites for camping, glamping, caravanning or motor home facilities by September 2017 and develop a delivery programme.  | Secure funding and commence delivery of Year 1 programme                | Continue delivery of Year 2 programme       | Operations              |
| 2.6                 | Successfully organise and host the 2018 World Canals Conference in Athlone.  | Continue to prepare for the hosting of the World Canals Conference in Athlone in 2018.   | Host World Canals Conference and attract min 300 out of state visitors. | Participate in 2019 World Canals Conference | Business Development    |
| 2.7                 | Increase the tourism potential of the waterways and their corridors.   | Form a strategic partnership with Fáilte Ireland and relevant Local Authorities to ensure the waterways contribute to and benefit from their destination promotions: "Ireland's Ancient East", "Dublin A Breath of Fresh Air" and "Lakelands". |   |   | Business Development    |
|                     |  | Form a strategic partnership with Tourism NI and relevant Local Authorities to promote tourism around the inland waterways product in Northern Ireland.  |   |   | Business Development    |
|                     |  | Develop the stories of the waterways and work in strategic partnership with tourism bodies to ensure the waterways are at the centre of their promotional campaigns.   |   |   | Business Development    |
|                     |  | Develop plans for the re-use and re-imaging of the Visitor Centre as a floating market and/or Tourism Hub  |   |   | Business Development    |
| 2.8                 | Ulster Canal   | Continue the development of ongoing navigation from Lough Erne to Castlesaunderson.  | Complete development of navigation to Castlesaunderson and open         |   | Technical Services      |

| STRATEGIC OBJECTIVE |             | MILESTONES / OUTPUTS  |   |   |                         |
|---------------------|-------------|---|---|---|-------------------------|
| Ref                 | Key Actions | 2017  | 2018  | 2019                                    | Directorate Responsible |
|                     |             | Lead and support the partnership formed to implement the programme to create a 22 km Greenway along the route of the Ulster Canal from Smithborough in Co Monaghan to Middletown in Co Armagh.        | Complete Year 2 of project successfully   | Complete Year 3 of project successfully | Operations              |
|                     |             | Progress the submission of a PEACE IV funding application to enable the development of a Linear Park along the route of the Ulster Canal from Smithborough, Co Monaghan to Castlesaunderson, Co Cavan | Progress development in accordance with Project Timelines, subject to successful application. |   | Operations              |

### STRATEGIC OBJECTIVE 3

#### BRING TO LIFE ENVIRONMENTAL & HERITAGE VALUE

With evidence of early man dating back to the Mesolithic period 10,000-12,000 years ago, our unspoilt and island of Ireland is steeped in prehistoric and ancient history set in breathtakingly beautiful landscapes. The waterway corridors provide access to a journey of natural ecosystems and irreplaceable heritage sites. Working in partnerships with other stakeholders and using our heritage plan and education programme, Waterways Ireland holds the key to opening up the views and access to these places of environmental, cultural, historical and educational importance for the enjoyment of those who live, work and play in this vast outdoor space.

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |  |  |                         |
|---------------------|--|---|--|--|-------------------------|
| Ref                 | Key Actions  | 2017  | 2018   | 2019   | Directorate Responsible |
| 3.1                 | Identify, protect and promote the sustainable use of the unique waterways heritage for the enjoyment of this and future generations. | Deliver Year 2 of the Waterways Ireland Heritage Plan.  | Deliver Year 3 of the Waterways Ireland Heritage Plan,   | Deliver Year 4 of the Waterways Ireland Heritage Plan.   | Technical Services      |
|                     |  | Engage with at least two educational institutions with regard to research projects which are complimentary to Waterways Ireland's Corporate and Business objectives.                        | Complete sponsorship of PhD programme on invasive species.<br><br>Sustain 2 partnerships formed in 2017. | Engage with one educational institute to support research project – complementary to delivery of WI's corporate investments. | Technical Services.     |
|                     |  | Submit annually up-to-date environmental information gathered by Waterways Ireland to the National Biodiversity Data Centre (NBDC) and Centre for Environmental Data and Recording (CeDAR). |  |  | Technical Services      |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS   |   |                                |                         |
|---------------------|--|--|---|--------------------------------|-------------------------|
| Ref                 | Key Actions  | 2017   | 2018  | 2019                           | Directorate Responsible |
|                     |  | Develop a WI Invasive Species Strategy and Biosecurity Framework in line with EU and national regulations.   | Implement Year 1 of programme.  | Implement Year 2 of programme. | Technical Services      |
|                     |  | Develop a Heritage Trail at Grand Canal Dock, in partnership with Dublin City Council.   |   |                                | Business Development    |
| 3.2                 | Work in partnership to develop facilities to open up destinations for bird watching, wildlife and taking in the natural environment. | In partnership, develop a programme to identify and enhance the infrastructure on islands in public ownership, within the navigation, for development which would be ideal locations for cultural and environmental destinations for visitors. | Deliver Year 1 of programme.  | Deliver Year 2 of programme.   | Operations              |
|                     |  | Work in partnership with Lough Erne Landscape Project to identify and take forward funding opportunities to protect and promote the heritage value of Lough Erne   |   |                                | Business Development    |
| 3.3                 | Improve knowledge and accessibility of heritage sites on and along the waterway corridors as part of Ireland's Ancient East.         | Develop, in partnership with local historians the "stories" of our navigations, and work to bring them to life as part of Irelands Ancient East.   | Extend to 2 new locations each year with animation of the "stories" of our navigations in partnership with Irelands Ancient East. |                                | Business Development    |

| STRATEGIC OBJECTIVE |   | MILESTONES / OUTPUTS   |   |  |                                    |
|---------------------|---|--|---|--|------------------------------------|
| Ref                 | Key Actions   | 2017   | 2018  | 2019   | Directorate Responsible            |
|                     |   | Maximise the marketing potential of the "stories" in partnership with Fáilte Ireland   |   |  | Business Development               |
|                     |   | Create one high quality outdoor Art Exhibit to capture the heritage of one of our waterways using materials from the natural environment.      | Create one partnership for delivery of a further arts engagement on the inland waterways each year. |  | Business Development               |
| 3.4                 | Work in partnership with educational establishments to enhance the current education programme to deliver initiatives directly linking with educational syllabuses. | Work in partnership to increase the number of primary sector schools actively participating in the Education programme by 25% by December 2017 | Sustain Education programme at 2017 levels in each year   |  | Business Development               |
|                     |   | Develop post-primary educational curriculum programmes in partnership with schools by September 2017   | Develop year long schools engagement programme and successfully deliver.                            | Continue to expand year round education programme and deliver. | Business Development<br>Operations |
|                     |   | Expand the oral history collection by a further 10 items.  | Use volunteers to collect and sustain oral history collections with 10 new pieces each year         |  | Business Development               |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |   |   |  |
|---------------------|--|---|---|---|--|
| Ref                 | Key Actions  | 2017  | 2018  | 2019  | Directorate Responsible                |
|                     |  | Develop a Young Explorers Programme by September 2017, centred around archives, heritage, biodiversity and environmental research.  | Promote engagement and use of the Young Explorers programme on the navigations<br>>200 participants                             | Promote engagement and use of the Young Explorers programme on the navigations<br>>300 participants | Business Development                   |
|                     |  | Continue development of an educational portal for both teachers and students to make learning about the waterways fun, dynamic and engaging. Increase use and engagement of portal by 10% annually. |   |   | Business Development                   |
| 3.5                 | Create wildlife themed children's' recreational areas along the waterways. | Commence the development of 2 children's 'Wild and Alive' recreational areas along our navigations.   | Complete delivery of 2 "Wild and Alive" areas each year, work with local community and volunteers to deliver animation and use. |   | Operations<br><br>Business Development |
| 3.6                 | Develop marketing opportunities around national heritage.                  | Develop accessible and inclusive archive collections that people can engage with in ways that are suitable to their needs. Organise 2 annual exhibitions of historic archives.                      | Continue active development and organise one further exhibition in each year  |   | Business Development                   |

## STRATEGIC OBJECTIVE 4

### LET'S DELIVER

Waterways Ireland delivers its objectives through its people, its systems, its partners and the people who enjoy the waterway corridors. Waterways Ireland's staff is one of its most important assets in delivery and efficient use/management of this resource is vital along with leadership, teamwork and communication. In a climate of reducing revenue budgets staff must manage wisely and effectively. Throughout all our objectives, strategic partnerships are crucial and these are as important in delivery. We must avail of the support and interest of other stakeholders to further enhance the delivery of all our objectives. Equally many of the current systems in place across the organisation must be reviewed and overhauled to achieve more successful delivery of our corporate plan. At the centre of our objectives are the people who live, work and play in the waterway corridors. Whilst Waterways Ireland strives to maximise the use of its resources, obtaining best value for its budget, it is imperative that we deliver excellence and best value for the users of the waterway corridors. Through further development and management of our staff and the upgrading and developing of systems relating to IT, communication, and customer service delivery, Waterways Ireland will deliver its objectives for the benefit of local people and visitors to the waterways.

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |                              |      |                         |
|---------------------|--|---|------------------------------|------|-------------------------|
| Ref                 | Key Actions  | 2017  | 2018                         | 2019 | Directorate Responsible |
| 4.1                 | Empower our staff to deliver excellence and provide best value to the users of the waterway corridors. | Undertake a review of organisational staffing structures in by October 2017 to ensure resources and skills are in the most appropriate place to deliver objectives. Commence recommendations of review working within agreed industrial relations channels. | Complete review and delivery |      | Finance & Personnel     |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |  |      |                                    |
|---------------------|--|---|--|------|------------------------------------|
| Ref                 | Key Actions  | 2017  | 2018   | 2019 | Directorate Responsible            |
|                     |  | Extend the Performance Management System to an organisation wide tool by March 2017, making the achievement of outcomes the centre of all we do in Waterways Ireland.   | Complete a programme of outdoor recreation management development for key staff across the organisation. |      | Finance & Personnel                |
|                     |  | Deliver an annual programme of upskilling throughout the organisation linked to performance management targets.   |  |      | Finance & Personnel                |
|                     |  | Continue to pass on artisan skill to inform and educate future generations through the heritage skills and lock gate manufacturing programmes.  |  |      | Finance & Personnel<br>Operations  |
| 4.2                 | Work in partnership with others to aid the delivery of Waterways Ireland's objectives and provide a co-ordinated approach to the service delivery. | Work in partnership with other bodies to share resources, information and technology to ensure efficient methods of working in line with best practice. Complete 2 in year agreements to share resources and benefit Waterways Ireland. |  |      | Senior Management Team             |
|                     |  | Set up a Stakeholder Advisory Committee on each navigation and meet bi-annually to co-ordinate and drive developments on each waterway.   |  |      | Business Development<br>Operations |
| 4.3                 | Identify and successfully obtain funding from external sources as a stimulus for further investment and regeneration on or along the waterways.    | Successfully apply for, or facilitate others in applying for, at least 3 sources of relevant funding for projects on or along the waterways in each year.   |  |      | Business Development<br>Operations |

| STRATEGIC OBJECTIVE |  | MILESTONES / OUTPUTS  |  |      |                         |
|---------------------|--|---|--|------|-------------------------|
| Ref                 | Key Actions  | 2017  | 2018   | 2019 | Directorate Responsible |
|                     |  | Develop a Business Case to consider options for the generation of hydro electric power by June 2017.  | Deliver business case outcomes   |      | Technical Services      |
|                     |  | Proactively source innovative uses of the waterways and linear corridors as income generators. Increase income generation by 20% in each year on 2016 base. |  |      | Business Development    |
|                     |  | Contribute to and achieve ongoing energy usage reduction targets of 3% in each year.  |  |      | Technical Services      |
| 4.4                 | Develop a mechanism whereby the value and benefits of the inland waterways can be easily conveyed and updated.                 | Identify the mechanism for establishing the ongoing value of the inland waterways to be established building on the work completed in 2016.                 | Complete data collection to review any change in value the inland waterways provide. |      | Business Development    |
| 4.5                 | Improve internal and external communication.   | Provide a monthly strategic communication brief to be discussed at team meetings - ongoing.   |  |      | Business Development    |
|                     |  | Hold an annual information briefing at Regional level for all staff attended by Senior Management Team.   |  |      | Finance & Personnel     |
| 4.6                 | Develop the internal systems and processes in order to ensure the most efficient and effective working practices are in place. | Review Waterways Ireland finance systems pre end of life to scope and make recommendations for further provision.   | Implement recommendations regarding finance system delivery.                         |      | Finance & Personnel     |

| STRATEGIC OBJECTIVE |             | MILESTONES / OUTPUTS  |  |  |   |
|---------------------|-------------|---|--|--|---|
| Ref                 | Key Actions | 2017  | 2018   | 2019   | Directorate Responsible                               |
|                     |             | Develop a Procurement Improvement Plan in order to derive maximum value from non-pay expenditure. Complete in year provision of framework agreements for key expenditure areas.   | Review procurement development plan and deliver Year 2 and Year 3 actions.   |  | Finance & Personnel                                   |
|                     |             | Deliver an Efficiency and Effectiveness programme to engage staff throughout the organisation in shaping and delivering how the organisation can continue to do more with less resources. The areas covered in the 2017 programme will be (i) Manpower Planning, (ii) Asset Management and (iii) Procurement. | Complete changes agreed in Efficiency and Effectiveness programme.<br><br>Identify 2 new areas and complete in year. | Complete changes agreed from Efficiency & Effectiveness 2018 programme in 2019 | Delegated Senior Management Team member for each area |

| STRATEGIC OBJECTIVE |             | MILESTONES / OUTPUTS  |  |   |                         |
|---------------------|-------------|---|--|---|-------------------------|
| Ref                 | Key Actions | 2017  | 2018   | 2019  | Directorate Responsible |
|                     |             | Deliver a programme of trade union engagement to achieve change and improved service delivery in the areas of travel expenses and country money overheads and review and benchmark the operational system of associated allowances and payments for operational staff | Scope the costs and benefits of the inherited operational staff pay allowances within WI to recommend potential for consolidated and removed administrative burden And implement agreed programme. | Complete implementation of agreed plan and achieve outcomes working within agreed industrial relations channel. | Finance & Personnel     |
|                     |             | Improve the budgeting and financial reporting systems and implement FRS102 accounting practice.   | Consolidate FRS102 asset valuation.<br><br>Bring in-house IT systems support to achieve further €50k of savings  | Delivery new financial accounting system  | Finance & Personnel     |
|                     |             | Review the organisation's governance arrangements in light of the revised Code of Practice for the Governance of State Bodies with Sponsor Departments and revise and update as required  | Continue to implement all government requirements  | Complete a benchmarking exercise to assess performance.   | Finance & Personnel     |

| STRATEGIC OBJECTIVE |   | MILESTONES / OUTPUTS   |  |  |   |
|---------------------|---|--|--|--|---|
| Ref                 | Key Actions   | 2017   | 2018   | 2019   | Directorate Responsible                     |
|                     |   | Deliver annual health and safety and staff development programmes to enable the organisation to meet its business objectives.  |  |  | Technical Services<br>Finance & Personnel   |
|                     |   | Promote equality of opportunity and good relations and engage people with special needs.   |  |  | Business Development                        |
|                     |   | Develop and implement a new Equality Action Plan for 2017-2019   | Deliver Year 2 of Plan   | Deliver Year 3 of Plan   | Business Development                        |
| 4.7                 | Expand our digital marketing presence, impact and engagement. | Develop and commence implementation of a digital strategy, to improve customer engagement, information provision, and streamlining efficiency through online services. | Have all services available on line by end 2018  | Review digital work and develop a further delivery plan.                               | Business Development<br>Finance & Personnel |
|                     |   | Deliver an increase of 50% on 2016 levels of engagement, through web and social media.   | Deliver an increase of 25% on 2017 levels of engagement, through web and social media. | Deliver an increase of 25% on 2018 levels of engagement, through web and social media. | Business Development                        |

| STRATEGIC OBJECTIVE |             | MILESTONES / OUTPUTS   |   |      |                         |
|---------------------|-------------|--|---|------|-------------------------|
| Ref                 | Key Actions | 2017   | 2018  | 2019 | Directorate Responsible |
|                     |             | Use digital communications and analytics to react effectively to marketing opportunities, to understand customer behaviour, and improve customer experience on an iterative basis. | Deliver an annual rolling programme of digital communications<br><br>Complete customer service satisfaction surveys and address any service improvement issues. |      | Business Development    |
|                     |             |  | Complete annual Business Plans.   |      | Finance & Personnel     |
|                     |             | Complete the agreed annual Internal Audit programme and complete audit report recommendations in agreed timeframes.  |   |      | Internal Audit          |
|                     |             | Provide Sponsor Departments with regular reports on Business Plan delivery and to NSMC as required.  |   |      | Chief Executive         |
|                     |             | Waterways Ireland Audit Committee to meet 4 times annually.  |   |      | Chief Executive         |

## Monitoring and Evaluating Implementation

Waterways Ireland will prepare and implement a detailed Business Plan on an annual basis, based on the Key Actions and Business Activities set out in this Corporate Plan. This 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 the Corporate Plan will be achieved through embedding the annual Business Plan actions and key outputs into performance management within Waterways Ireland's staff teams.

Delivery will be reviewed monthly with each Division/Region and through review of key targets at Senior Management Team which comprises the Chief Executive and Directors with the Regional Managers in attendance; monthly reports against Business Plan objectives are provided by each Division/Region. This information informs the Chief Executive's report to the Monitoring Committee. The Monitoring Committee comprising representatives of both Sponsor Departments and Waterways Ireland monitor the implementation of Waterways Ireland's Corporate and Business Plan on a regular basis.

Waterways Ireland also report on the delivery of these plans in its Annual Report and Accounts, and in progress reports to the North South Ministerial Council.

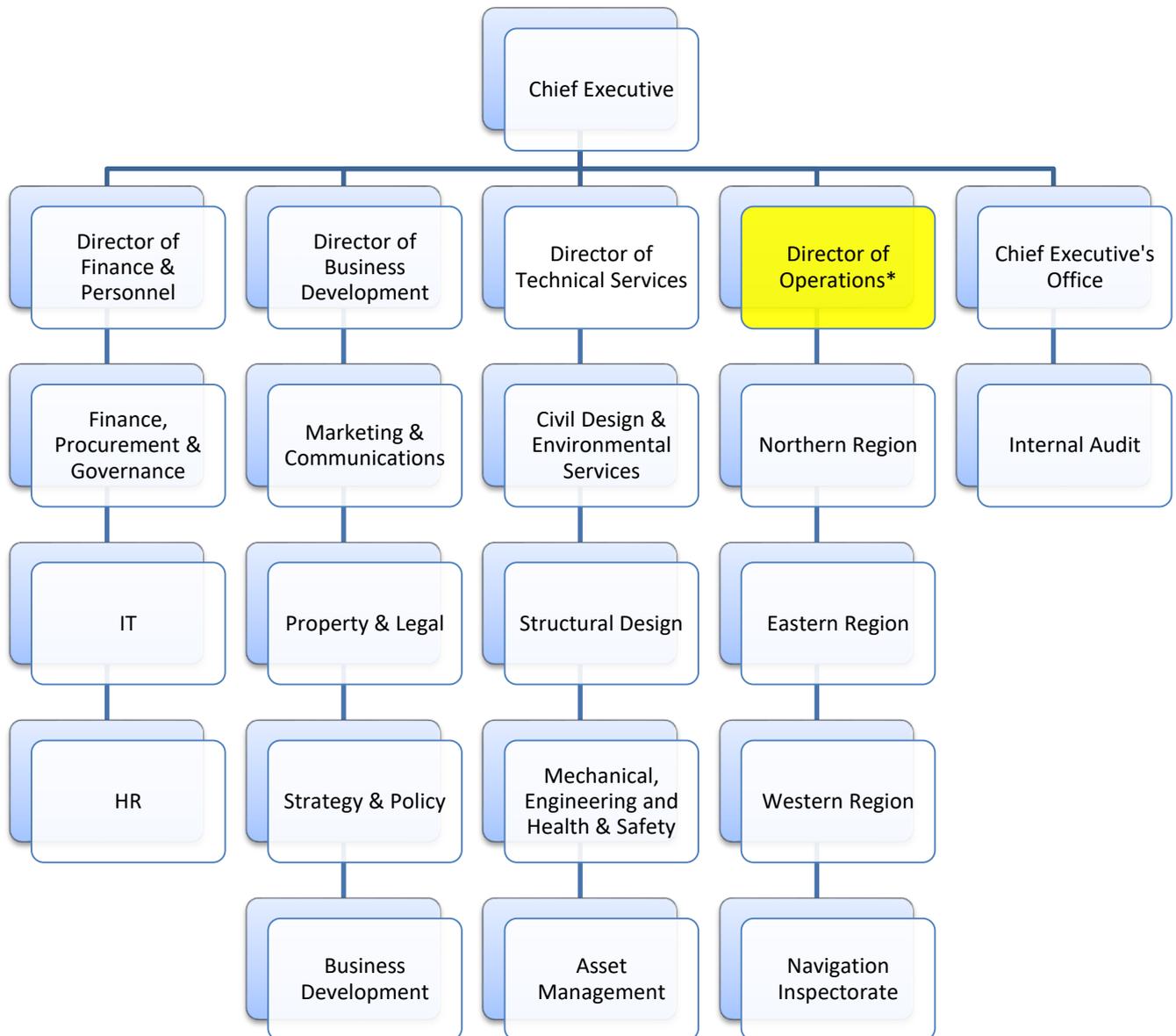
## Communicating the Plan

Waterways Ireland can only deliver the objectives set out in this Corporate Plan through a shared ownership and commitment from all our staff. Workshops have been held at locations throughout the country to facilitate input by staff to the development of the Plan and on approval there will be a further communication of the actions agreed in the Plan as these are reflected in performance management development for staff throughout Waterways Ireland.

The Corporate Plan when approved will be available on Waterways Ireland's intranet for staff but also made publicly available via the Waterways Ireland website at [www.waterwaysireland.org](http://www.waterwaysireland.org)

Waterways Ireland will continue to meet annually with key stakeholders nationally to discuss Corporate Plan and Business Plan delivery.

# ORGANISATIONAL CHART



\*Currently vacant – managed by Chief Executive

| Staff Numbers                                       | Finance & Personnel | Business Development | Technical Services | Operations | CE Office | TOTAL |
|---|---------------------|----------------------|--------------------|------------|-----------|-------|
| <b>Professional, Technical &amp; Administration</b> | 25                  | 32                   | 25                 | 32         | 5         | 119   |
| <b>Operations</b>                                   |                     |                      |                    | 199        |           | 199   |
| <b>Total</b>  | 25                  | 32                   | 25                 | 231        | 5         | 318   |

## Corporate Plan Information 2017 to 2019

| Expenditure  | Proposed 2017 |              |              |              | Proposed 2018 |              |              |              | Proposed 2019 |              |              |              |
|--|---------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|
|  | North<br>€m   | South<br>€m  | Total<br>€m  | Total<br>£m  | North<br>€m   | South<br>€m  | Total<br>€m  | Total<br>£m  | North<br>€m   | South<br>€m  | Total<br>€m  | Total<br>£m  |
| <b>Current</b> Maintenance                           |               |              | 10.85        | 9.44         |               |              | 10.36        | 9.01         |               |              | 10.12        | 8.80         |
| Admin Staff  |               |              | 6.87         | 5.98         |               |              | 6.87         | 5.98         |               |              | 6.87         | 5.98         |
| Program Costs  |               |              | 1.02         | 0.89         |               |              | 1.10         | 0.96         |               |              | 1.14         | 0.99         |
| Overheads  |               |              | 2.66         | 2.31         |               |              | 2.67         | 2.32         |               |              | 2.66         | 2.31         |
| Exchange   |               |              | 0.30         | 0.26         |               |              | 0.30         | 0.26         |               |              | 0.30         | 0.26         |
| <b>Total Normal Current</b>                          | <b>3.27</b>   | <b>18.43</b> | <b>21.70</b> | <b>18.88</b> | <b>3.27</b>   | <b>18.03</b> | <b>21.30</b> | <b>18.53</b> | <b>3.27</b>   | <b>17.82</b> | <b>21.09</b> | <b>18.34</b> |
| Pension Costs North                                  | 0.46          |              | 0.46         | 0.40         | 0.35          |              | 0.35         | 0.30         | 0.37          |              | 0.37         | 0.32         |
| Pension Costs South                                  |               | 2.22         | 2.22         | 1.93         |               | 2.73         | 2.73         | 2.38         |               | 2.94         | 2.94         | 2.56         |
| <b>Total Current</b>                                 | <b>3.73</b>   | <b>20.65</b> | <b>24.38</b> | <b>21.21</b> | <b>3.62</b>   | <b>20.76</b> | <b>24.38</b> | <b>21.21</b> | <b>3.64</b>   | <b>20.76</b> | <b>24.40</b> | <b>21.22</b> |
| <b>Capital</b> Works (including Critical Structures) | 0.07          | 4.14         | 4.21         | 3.66         | 2.90          | 2.60         | 5.50         | 4.79         | 1.63          | 2.68         | 4.31         | 3.75         |
| Ulster Canal   | 0.00          | 1.78         | 1.78         | 1.55         | 0.00          | 1.73         | 1.73         | 1.51         | 0.00          | 0.00         | 0.00         | 0.00         |
| Intangible Assets                                    | 0.02          | 0.14         | 0.16         | 0.14         | 0.01          | 0.08         | 0.09         | 0.08         | 0.00          | 0.00         | 0.00         | 0.00         |
| Building Program                                     |               | 0.02         | 0.02         | 0.01         | 0.00          | 0.00         | 0.00         | 0.00         | 0.00          | 0.00         | 0.00         | 0.00         |
| <b>Total Capital</b>                                 | <b>0.09</b>   | <b>6.08</b>  | <b>6.17</b>  | <b>5.36</b>  | <b>2.91</b>   | <b>4.41</b>  | <b>7.32</b>  | <b>6.38</b>  | <b>1.63</b>   | <b>2.68</b>  | <b>4.31</b>  | <b>3.75</b>  |
| <b>Total Expenditure</b>                             | <b>3.82</b>   | <b>26.73</b> | <b>30.55</b> | <b>26.57</b> | <b>6.53</b>   | <b>25.17</b> | <b>31.70</b> | <b>27.59</b> | <b>5.27</b>   | <b>23.44</b> | <b>28.71</b> | <b>24.97</b> |
| <b>Income</b> Operating Revenue                      | -0.09         | -0.48        | -0.57        | -0.49        | -0.09         | -0.48        | -0.57        | -0.50        | -0.09         | -0.48        | -0.57        | -0.50        |
| Capital Reserve                                      |               | -3.39        | -3.39        | -2.95        |               | -1.73        | -1.73        | -1.51        |               | 0.00         | 0.00         | 0.00         |
| <b>Total Income From Departments</b>                 | <b>3.73</b>   | <b>22.86</b> | <b>26.59</b> | <b>23.13</b> | <b>6.44</b>   | <b>22.96</b> | <b>29.40</b> | <b>25.58</b> | <b>5.18</b>   | <b>22.96</b> | <b>28.14</b> | <b>24.47</b> |
| <b>PAID BY</b>                                       |               |              |              |              |               |              |              |              |               |              |              |              |
|  | <b>€m</b>     | <b>£m</b>    |              |              | <b>€m</b>     | <b>£m</b>    |              |              | <b>€m</b>     | <b>£m</b>    |              |              |
| DAHRRGA  | 22.86         | 19.88        |              |              | 22.96         | 19.97        |              |              | 22.96         | 19.96        |              |              |
| Dfl  | 3.73          | 3.25         |              |              | 6.44          | 5.61         |              |              | 5.18          | 4.51         |              |              |
| <b>Total</b>   | <b>26.59</b>  | <b>23.13</b> |              |              | <b>29.40</b>  | <b>25.58</b> |              |              | <b>28.14</b>  | <b>24.47</b> |              |              |

Exchange Rate €1 = £0.87

## Corporate Plan Information 2017 to 2019

## Expenditure in Sterling

|  | Proposed 2017 |              |              | Proposed 2018 |              |              | Proposed 2019 |              |              |
|--|---------------|--------------|--------------|---------------|--------------|--------------|---------------|--------------|--------------|
|  | North<br>£m   | South<br>£m  | Total<br>£m  | North<br>£m   | South<br>£m  | Total<br>£m  | North<br>£m   | South<br>£m  | Total<br>£m  |
| <b>Current</b> Maintenance                           |               |              | 9.44         |               |              | 9.01         |               |              | 8.80         |
| Admin Staff  |               |              | 5.98         |               |              | 5.98         |               |              | 5.98         |
| Program Costs  |               |              | 0.89         |               |              | 0.96         |               |              | 0.99         |
| Overheads  |               |              | 2.31         |               |              | 2.32         |               |              | 2.31         |
| Exchange   |               |              | 0.26         |               |              | 0.26         |               |              | 0.26         |
| <b>Total Normal Current</b>                          | <b>2.84</b>   | <b>16.04</b> | <b>18.88</b> | <b>2.84</b>   | <b>15.69</b> | <b>18.53</b> | <b>2.85</b>   | <b>15.49</b> | <b>18.34</b> |
| Pension Costs North                                  | 0.40          |              | 0.40         | 0.30          |              | 0.30         | 0.32          |              | 0.32         |
| Pension Costs South                                  |               | 1.93         | 1.93         |               | 2.38         | 2.38         |               | 2.56         | 2.56         |
| <b>Total Current</b>                                 | <b>3.24</b>   | <b>17.97</b> | <b>21.21</b> | <b>3.14</b>   | <b>18.07</b> | <b>21.21</b> | <b>3.17</b>   | <b>18.05</b> | <b>21.22</b> |
| <b>Capital</b> Works (including Critical Structures) | 0.06          | 3.60         | 3.66         | 2.52          | 2.26         | 4.79         | 1.42          | 2.33         | 3.75         |
| Ulster Canal   | 0.00          | 1.55         | 1.55         | 0.00          | 1.51         | 1.51         | 0.00          | 0.00         | 0.00         |
| Intangible Assets                                    | 0.02          | 0.12         | 0.14         | 0.01          | 0.07         | 0.08         | 0.00          | 0.00         | 0.00         |
| Building Program                                     | 0.00          | 0.01         | 0.01         | 0.00          | 0.00         | 0.00         | 0.00          | 0.00         | 0.00         |
| <b>Total Capital</b>                                 | <b>0.08</b>   | <b>5.28</b>  | <b>5.36</b>  | <b>2.53</b>   | <b>3.84</b>  | <b>6.38</b>  | <b>1.42</b>   | <b>2.33</b>  | <b>3.75</b>  |
| <b>Total Expenditure</b>                             | <b>3.32</b>   | <b>23.25</b> | <b>26.57</b> | <b>5.68</b>   | <b>21.91</b> | <b>27.59</b> | <b>4.58</b>   | <b>20.38</b> | <b>24.97</b> |
| <b>Income</b> Operating Revenue                      | -0.07         | -0.42        | -0.49        | -0.07         | -0.43        | -0.50        | -0.08         | -0.42        | -0.50        |
| Capital Reserve                                      |               | -2.95        | -2.95        |               | -1.51        | -1.51        |               | 0.00         | 0.00         |
| <b>Total Income From Departments</b>                 | <b>3.25</b>   | <b>19.88</b> | <b>23.13</b> | <b>5.61</b>   | <b>19.97</b> | <b>25.58</b> | <b>4.51</b>   | <b>19.96</b> | <b>24.47</b> |
| <b>PAID BY</b>                                       |               |              |              |               |              |              |               |              |              |
|  | <b>£m</b>     |              |              | <b>£m</b>     |              |              | <b>£m</b>     |              |              |
| DAHRRGA  | 19.88         |              |              | 19.97         |              |              | 19.96         |              |              |
| Dfl  | 3.25          |              |              | 5.61          |              |              | 4.51          |              |              |
| <b>Total</b>   | <b>23.13</b>  |              |              | <b>25.58</b>  |              |              | <b>24.47</b>  |              |              |

Exchange Rate €1 = £0.87

| Business Plan Summary - Proposed 2018 Budget Allocation Pro Forma   |                          |                  |                   |                  |                  |                  |                          |                  |                   |
|---|--------------------------|------------------|-------------------|------------------|------------------|------------------|--------------------------|------------------|-------------------|
| Waterways Ireland   | Proposed Budget 2017 - € |                  |                   | Proposed Change  |                  |                  | Proposed Budget 2018 - € |                  |                   |
|   | Current                  | Capital          | Total             | Current          | Capital          | Total            | Current                  | Capital          | Total             |
| Shannon-Erne Waterway   | 935,560                  | 174,000          | 1,109,560         | - 41,588         | - 24,000         | - 65,588         | 893,972                  | 150,000          | 1,043,972         |
| Erne System   | 267,740                  | 61,007           | 328,747           | - 11,902         | 754,300          | 742,398          | 255,838                  | 815,307          | 1,071,145         |
| Lower Bann  | 388,107                  | -                | 388,107           | - 17,252         | 2,077,587        | 2,060,335        | 370,855                  | 2,077,587        | 2,448,442         |
| Royal Canal   | 1,558,642                | 268,000          | 1,826,642         | - 117,355        | - 68,000         | - 185,355        | 1,441,287                | 200,000          | 1,641,287         |
| Grand Canal   | 2,826,342                | 282,000          | 3,108,342         | - 125,638        | - 32,000         | - 157,638        | 2,700,704                | 250,000          | 2,950,704         |
| Barrow Navigation   | 746,520                  | 335,000          | 1,081,520         | - 33,185         | - 52,000         | - 85,185         | 713,335                  | 283,000          | 996,335           |
| Shannon Navigation  | 3,026,456                | 2,676,647        | 5,703,103         | - 135,433        | - 1,356,147      | - 1,491,580      | 2,891,023                | 1,320,500        | 4,211,523         |
| All Navigations   | 1,101,630                | 402,000          | 1,503,630         | -                | - 2,000          | - 2,000          | 1,101,630                | 400,000          | 1,501,630         |
| <b>Total Works Programme</b>  | <b>10,850,997</b>        | <b>4,198,654</b> | <b>15,049,651</b> | <b>- 482,353</b> | <b>1,297,740</b> | <b>815,387</b>   | <b>10,368,644</b>        | <b>5,496,394</b> | <b>15,865,038</b> |
| Plant and Machinery   |                          | -                | -                 |                  | -                | -                |                          | -                | -                 |
| Intangible Assets   |                          | 168,000          | 168,000           |                  | - 78,000         | - 78,000         |                          | 90,000           | 90,000            |
| Buildings Programme   |                          | 17,000           | 17,000            |                  | - 17,000         | - 17,000         |                          | -                | -                 |
| Ulster Canal carried forward  |                          | 1,776,260        | 1,776,260         |                  | - 48,000         | - 48,000         |                          | 1,728,260        | 1,728,260         |
| <b>Total Programme Expenditure</b>  | <b>10,850,997</b>        | <b>6,159,914</b> | <b>17,010,911</b> | <b>- 482,353</b> | <b>1,154,740</b> | <b>672,387</b>   | <b>10,368,644</b>        | <b>7,314,654</b> | <b>17,683,298</b> |
| <b>Administration Costs</b>   |                          |                  |                   |                  |                  |                  |                          |                  |                   |
| Staff Costs   | 6,866,344                |                  | 6,866,344         | -                |                  | -                | 6,866,344                |                  | 6,866,344         |
| Program Costs   | 1,029,759                |                  | 1,029,759         | 72,353           |                  | 72,353           | 1,102,112                |                  | 1,102,112         |
| Overheads   | 2,665,000                |                  | 2,665,000         | -                |                  | -                | 2,665,000                |                  | 2,665,000         |
| Exchange  | 300,000                  |                  | 300,000           | -                |                  | -                | 300,000                  |                  | 300,000           |
| <b>Total Administration Costs (excl Pension)</b>  | <b>10,861,103</b>        |                  | <b>10,861,103</b> | <b>72,353</b>    |                  | <b>72,353</b>    | <b>10,933,456</b>        |                  | <b>10,933,456</b> |
| Pension Costs - NI share  | 381,648                  |                  | 381,648           | - 29,648         |                  | - 29,648         | 352,000                  |                  | 352,000           |
| Pension Costs - NI see note below   | 80,352                   |                  | 80,352            | - 80,352         |                  | - 80,352         | -                        |                  | -                 |
| Pension Costs - IRL share   | 2,221,000                |                  | 2,221,000         | 509,000          |                  | 509,000          | 2,730,000                |                  | 2,730,000         |
| <b>Total Expenditure</b>  | <b>24,395,100</b>        | <b>6,159,914</b> | <b>30,555,014</b> | <b>- 11,000</b>  | <b>1,154,740</b> | <b>1,224,092</b> | <b>24,384,100</b>        | <b>7,314,654</b> | <b>31,698,754</b> |
| <b>Less</b>   |                          |                  |                   |                  |                  |                  |                          |                  |                   |
| Revenue A/C   | - 572,000                |                  | - 572,000         | -                |                  | -                | - 572,000                |                  | - 572,000         |
| Capital Reserve   |                          | - 3,393,707      | - 3,393,707       |                  | 1,665,447        | 1,665,447        |                          | - 1,728,260      | - 1,728,260       |
| <b>Total Budget Expenditure</b>   | <b>23,823,100</b>        | <b>2,766,207</b> | <b>26,589,307</b> | <b>- 11,000</b>  | <b>2,820,187</b> | <b>2,809,187</b> | <b>23,812,100</b>        | <b>5,586,394</b> | <b>29,398,494</b> |
| <b>Total NI share, including pension</b>  | <b>3,644,150</b>         | <b>86,207</b>    | <b>3,730,357</b>  | <b>- 110,000</b> | <b>2,820,187</b> | <b>2,710,187</b> | <b>3,534,150</b>         | <b>2,906,394</b> | <b>6,440,544</b>  |
| <b>Total IRL share, including pension</b>   | <b>20,178,950</b>        | <b>2,680,000</b> | <b>22,858,950</b> | <b>99,000</b>    | <b>-</b>         | <b>99,000</b>    | <b>20,277,950</b>        | <b>2,680,000</b> | <b>22,957,950</b> |
| Note: Pension Costs - NI in 2017 was increased by €80,352 in compliance with the Financing Mechanism for N/S Pension Scheme as outlined in DAO (DFP) 04/09. |                          |                  |                   |                  |                  |                  |                          |                  |                   |
| Note: Pension forecast does not account for members option to exchange pension for lump sum.  |                          |                  |                   |                  |                  |                  |                          |                  |                   |
| <b>Existing/Projected Staff Numbers (FTE)</b>   |                          |                  | <b>305</b>        |                  |                  | <b>0</b>         |                          |                  | <b>305</b>        |

| Business Plan Summary - Proposed 2019 Budget Allocation Pro Forma  |                          |                  |                   |                  |                    |                    |                          |                  |                   |
|--|--------------------------|------------------|-------------------|------------------|--------------------|--------------------|--------------------------|------------------|-------------------|
| Waterways Ireland  | Proposed Budget 2018 - € |                  |                   | Proposed Change  |                    |                    | Proposed Budget 2019 - € |                  |                   |
| Works Programme  | Current                  | Capital          | Total             | Current          | Capital            | Total              | Current                  | Capital          | Total             |
| Shannon-Erne Waterway  | 893,972                  | 150,000          | 1,043,972         | - 21,301         | -                  | - 21,301           | 872,671                  | 150,000          | 1,022,671         |
| Erne System  | 255,838                  | 815,307          | 1,071,145         | - 6,096          | - 371,557          | - 377,653          | 249,742                  | 443,750          | 693,492           |
| Lower Bann   | 370,855                  | 2,077,587        | 2,448,442         | - 8,837          | - 887,932          | - 896,769          | 362,018                  | 1,189,655        | 1,551,673         |
| Royal Canal  | 1,441,287                | 200,000          | 1,641,287         | - 60,591         | 76,500             | 15,909             | 1,380,696                | 276,500          | 1,657,196         |
| Grand Canal  | 2,700,704                | 250,000          | 2,950,704         | - 64,351         | -                  | - 64,351           | 2,636,353                | 250,000          | 2,886,353         |
| Barrow Navigation  | 713,335                  | 283,000          | 996,335           | - 16,997         | -                  | - 16,997           | 696,338                  | 283,000          | 979,338           |
| Shannon Navigation   | 2,891,023                | 1,320,500        | 4,211,523         | - 68,886         | -                  | - 68,886           | 2,822,137                | 1,320,500        | 4,142,637         |
| All Navigations  | 1,101,630                | 400,000          | 1,501,630         | -                | -                  | -                  | 1,101,630                | 400,000          | 1,501,630         |
| <b>Total Works Programme</b>   | <b>10,368,644</b>        | <b>5,496,395</b> | <b>15,865,039</b> | <b>- 247,059</b> | <b>- 1,182,990</b> | <b>- 1,430,048</b> | <b>10,121,585</b>        | <b>4,313,405</b> | <b>14,434,990</b> |
| Plant and Machinery  |                          | -                | -                 |                  | -                  | -                  |                          | -                | -                 |
| Intangible Assets  |                          | 90,000           | 90,000            |                  | - 90,000           | - 90,000           |                          | -                | -                 |
| Buildings Programme  |                          | -                | -                 |                  | -                  | -                  |                          | -                | -                 |
| Ulster Canal carried forward   |                          | 1,728,260        | 1,728,260         |                  | - 1,728,260        | - 1,728,260        |                          | -                | -                 |
| <b>Total Programme Expenditure</b>   | <b>10,368,644</b>        | <b>7,314,655</b> | <b>17,683,299</b> | <b>- 247,059</b> | <b>- 3,001,250</b> | <b>- 3,248,308</b> | <b>10,121,585</b>        | <b>4,313,405</b> | <b>14,434,990</b> |
| <b>Administration Costs</b>  |                          |                  |                   |                  |                    |                    |                          |                  |                   |
| Staff Costs  | 6,866,344                |                  | 6,866,344         | -                |                    | -                  | 6,866,344                |                  | 6,866,344         |
| Program Costs  | 1,102,112                |                  | 1,102,112         | 37,059           |                    | 37,059             | 1,139,171                |                  | 1,139,171         |
| Overheads  | 2,665,000                |                  | 2,665,000         | -                |                    | -                  | 2,665,000                |                  | 2,665,000         |
| Exchange   | 300,000                  |                  | 300,000           | -                |                    | -                  | 300,000                  |                  | 300,000           |
| <b>Total Administration Costs (excl Pension)</b>   | <b>10,933,456</b>        |                  | <b>10,933,456</b> | <b>37,059</b>    |                    | <b>37,059</b>      | <b>10,970,515</b>        |                  | <b>10,970,515</b> |
| Pension Costs - NI share   | 352,000                  |                  | 352,000           | -                |                    | -                  | 352,000                  |                  | 352,000           |
| Pension Costs - NI see note below  | -                        |                  | -                 | 20,000           |                    | 20,000             | 20,000                   |                  | 20,000            |
| Pension Costs - IRL share  | 2,730,000                |                  | 2,730,000         | 210,000          |                    | 210,000            | 2,940,000                |                  | 2,940,000         |
| <b>Total Expenditure</b>   | <b>24,384,100</b>        | <b>7,314,655</b> | <b>31,698,755</b> | <b>20,000</b>    | <b>- 3,001,250</b> | <b>- 2,981,249</b> | <b>24,404,100</b>        | <b>4,313,405</b> | <b>28,717,505</b> |
| <b>Less</b>  |                          |                  |                   |                  |                    |                    |                          |                  |                   |
| Revenue A/C  | - 572,000                |                  | - 572,000         | -                |                    | -                  | - 572,000                |                  | - 572,000         |
| Capital Reserve  |                          | - 1,728,260      | - 1,728,260       |                  | - 1,728,260        | - 1,728,260        |                          | -                | -                 |
| <b>Total Budget Expenditure</b>  | <b>23,812,100</b>        | <b>5,586,395</b> | <b>29,398,495</b> | <b>20,000</b>    | <b>- 1,272,990</b> | <b>- 1,252,989</b> | <b>23,832,100</b>        | <b>4,313,405</b> | <b>28,145,505</b> |
| <b>Total NI share, including pension</b>   | <b>3,534,150</b>         | <b>2,906,395</b> | <b>6,440,545</b>  | <b>20,000</b>    | <b>- 1,272,990</b> | <b>- 1,252,990</b> | <b>3,554,150</b>         | <b>1,633,405</b> | <b>5,187,555</b>  |
| <b>Total IRL share, including pension</b>  | <b>20,277,950</b>        | <b>2,680,000</b> | <b>22,957,950</b> | <b>-</b>         | <b>-</b>           | <b>-</b>           | <b>20,277,950</b>        | <b>2,680,000</b> | <b>22,957,950</b> |
| <b>Note: Pension Costs - NI in 2019 was increased by €20,000 in compliance with the Financing Mechanism for N/S Pension Scheme as outlined in DAO (DFP) 04/09.</b> |                          |                  |                   |                  |                    |                    |                          |                  |                   |
| <b>Note: Pension forecast does not account for members option to exchange pension for lump sum.</b>  |                          |                  |                   |                  |                    |                    |                          |                  |                   |
| Existing/Projected Staff Numbers (FTE)   |                          |                  | 305               |                  |                    | 0                  |                          |                  | 305               |