



# Healthy Rivers For All 2024 - 2027

Strategic Plan and Business Plan

# Executive Summary

## Healthy Rivers for all

Rivers and lakes not only make the British landscape picturesque and vibrant, they have been crucial for the growth of our towns and cities, providing fresh water for drinking, farming, industry and transport over centuries. But there is so much more to rivers, particularly healthy rivers. They support an abundant array of wildlife and diverse habitats. They capture pollutants and can provide flood protection. They give us places we turn to for recreation and reflection. Our health, and that of the communities we are part of, is also intrinsically connected to these rivers. In short, healthy rivers sustain and connect us.

The health of our rivers is increasingly being challenged. Different people use rivers in different ways, be it for agriculture, water supply, wastewater removal, manufacturing, conservation, recreation or navigation. Rivers within a catchment are connected, meaning that these activities alone, and in conjunction with one another, can affect the quality and quantity of water in other parts of the catchment. What happens in one part of the catchment can affect the wellbeing of the rest of the catchment area.

Climate change is also a very real threat causing increased floods, droughts and water temperatures and there is an urgent need to improve the resilience of our catchments. The North-West (along with South-West) is predicted to be impacted most - at mid-point climate scenarios, peak flows on the Derwent will increase by 23% by the 2050's and 40% by the 2080's.

West Cumbria Rivers Trust's Strategic Business Plan describes how our organisation will strive to restore and enhance our rivers and catchments for the benefit of people and wildlife with our ultimate goal to provide healthy rivers enjoyed by all. To do this we have identified four strategic aims, followed by our Business Plan's table of objectives and actions to achieve our aims.

“ West Cumbria Rivers Trust restores and enhances rivers, lakes, estuaries and the surrounding countryside, for the benefit of people and wildlife. ”

# 1

## Introduction

This document sets out the values, aims and future actions for West Cumbria Rivers Trust (the Trust) for the next five years and the resources required to achieve them.

The Trust was formed in September 2009 as Derwent Rivers Trust and in December 2011 the name of the organisation changed to West Cumbria Rivers Trust in order to incorporate new projects that were beyond the River Derwent. The Trust is based at an office in Keswick and covers a large area from the Rivers Wampool and Waver in the north to the River Annas in the south of the county. A map of our catchments is shown in figure 1.1 below.

The Trust is managed by a board of nine trustees, with a variety of expertise from the engineering, project management, farm advice and the nuclear industry and has 25 highly dedicated and motivated staff and apprentices, as shown in the organogram in appendix 1.

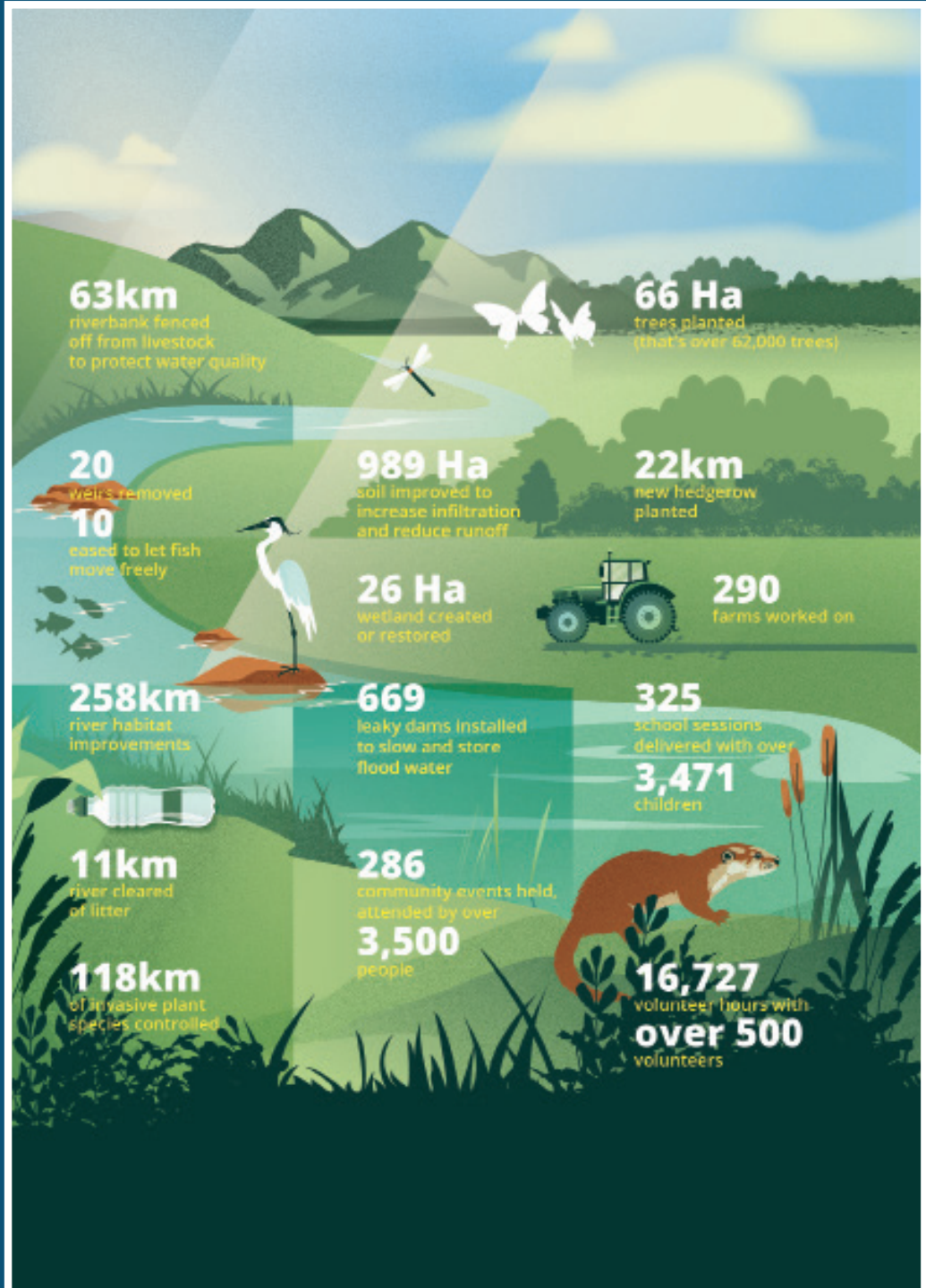
In its relatively short history, the Trust has gone from strength to strength and completed a number of hugely successful, award winning projects with an annual turnover in 2023 of almost £1.8 million. Figure 1.2 below highlights our achievements over the last 5 years.

Figure 1.1 Our Patch



Figure 1.2 The last five years in numbers

# 5 years in numbers



# 2

## Our Values

Over the next five years the Trust will build on its strengths to create a resilient organisation with a flourishing team that is well placed to meet the challenges of the next 20 years and beyond. To safeguard the future, we will explore and develop new business models and sources of funding and work in partnership with statutory organisations, other Non Governmental Organisations (NGO's) and local businesses. The Trust will be guided by its five important values:



# 3

## Our Strategic Aims

The Trust has a crucial role to play in raising awareness and increasing the understanding of our catchments in West Cumbria by connecting people locally to make a positive difference to the health of our rivers, lakes and wildlife and hence their own wellbeing. To deliver this we have four strategic aims:



## Improve and Protect:

- Identify and demonstrate opportunities for green and social investment in nature-based catchment restoration such as our Resilient Glenderamackin project, which is a flagship project, at scale, for others to follow.
- Implement the Catchment Based Approach through our catchment partnership, aligned to Nature Recovery Networks to encourage farmers and land owners to improve and protect our rivers.
- Work closely with farmers and landowners to ensure our work aligns closely with current and new agri-environment schemes, making use of such funding to benefit river catchments.
- Continue to seek funding from a variety of sources to ensure our successful range of projects to improve and protect our rivers are maintained and new projects are sought.

## Connect, Engage and Educate:

- Connect with our communities and diversify the range of individuals, schools, local groups, communities and networks involved in our work to increase the awareness of the societal benefits provided by river ecosystems, their current condition and impacts upon them and to enable opportunities and pathways for inclusive participation in individual and collective action.

## Growth and Resilience:

- Diversify from merely applying for more government grant funding. Given the limited availability of environmental charitable funds across the UK and the end of EU funding, the unavoidable conclusion is that new ways of funding and new governance models for integrated catchment management must be found. In order to achieve our mission, we must therefore focus in the next five years on expanding the capacity of the Trust through a range of innovative partnerships with the voluntary, public and private sectors, particularly through green finance.
- Grow our income from other sources such as contracts for professional services (such as fish rescues and freshwater mussel surveys), through the development of our consultancy arm – West Cumbria Rivers Consultancy.
- Develop and capitalise on opportunities for new markets for catchment management services including ‘offsetting’ schemes, commercial services and nature-based solutions and regulatory and legislative requirements (such as Biodiversity Net Gain and Nutrient Neutrality) which may involve leasing land or land purchase.
- Diversify our income by building a network of corporate sponsors, donors and individual supporters and secure greater support from charitable trusts, governments and their agencies and increase our unrestricted funds.
- Secure investment and donations for our activities through membership and partners who support our aims for advocacy, transparent catchment data and evidence and campaigns to meet our objectives for healthy rivers for all.

## Enhanced Reputation:

- Work with partners and universities to inform evidence-based decision making for freshwater biodiversity and land management with an increased scientific approach to our work.
- Increase communications to raise awareness of the Trust and the work we do to key target audiences through social and mainstream national/local media and collaborate with other environmental organisations with similar agendas and goals.
- Improve operational standards and governance by following Charity Commission guidance and best practice, and learning from the Rivers Trust movement.

The development of the Trust will require us to have greater structure, focus and discipline in our operations and will require further support from the Board of Trustees’ expertise. However, it is important that we do not lose our flexibility, responsiveness to opportunities and the Trust’s unique character in the process.



# 4

## Our People

West Cumbria Rivers Trust's team of dedicated and passionate staff work hard all year round and are the lifeblood of the Trust. The team also partner with landowners, farmers, organisations, local businesses, schools and communities to deliver for rivers and inspire a love for, and an understanding of our rivers and lakes.

We will strive for professional and organisational development to achieve high and consistent professional standards across the range of our activities. The Trustees and Senior Management Team (SMT) will ensure all the correct procedures and policies are in place to support the necessary expansion of the team through a contract with expert consultants for all our HR and Health and Safety requirements.

We will also seek to enable and promote progressive development in other key organisational areas such as Equality, Diversity and Inclusion and personal/career development of staff, apprentices and volunteers.





# 5

## Strategic Delivery

To enable the delivery of this strategy and operational business plan, our challenges as an organisation need to be recognised and prioritised. The pressures facing our rivers and lakes form these priorities - our catchments are under pressure from increased urbanisation and population density, run off from agricultural and urban areas and legacies from our mining past, all causing an impact on water quality and the health of our rivers and lakes. Weirs, dams and other barriers that have broken the migratory routes of once common species; the risk from damaging invasive species which outcompete native species and damage habitat; along with the threat of climate change causing droughts and flooding, are all key pressures that our goals address.

The following infographic highlights the challenges faced by our rivers and lakes and what we will do to protect and improve them for people and nature. A summary of our aims and outputs and the programmes of work to achieve them is provided in appendix 1 – our Operational Business Plan. This document sets out in tabular form an overview of our approach with our indicators of performance, with some quantitative and qualitative measures where possible.

### Our challenges and our priorities...

#### Challenges

#### Priorities

##### Healthy clean rivers and lakes

Rivers should be in a natural state with an abundance of native fish and other wildlife, free of invasive non-native species and are resilient to climate change and its impacts.

Our rivers are not providing the benefit they should offer to society. Aquatic biodiversity has declined over the years due to diffuse and point source pollution and as our climate changes, our rivers are drying up more frequently and flooding more regularly. There is an urgent need to improve our water quality, address non-native species, and improve resilience to climate change threats. There are more dried-up rivers, more flooding and the services rivers offer to society are under severe and growing threat.

Working with water companies and rural householders to improve the quality and incidences of sewage effluent entering our watercourses. Addressing rural pollution through targeted, expert, local farm advice and funded projects. Improving the resilience of our rivers and their catchments through large scale catchment and river restoration to make a proven difference to flood (and drought) risk. Addressing the impacts of current invasive non-native species and working to prevent introductions of new ones.

##### Tree lined riverbanks

Are a natural filter for excess nutrients and sediment found in run-off from fields. They slow the flow of water, dissipate flood energy, prevent erosion, provide shade and habitat for many animals by providing a wildlife corridor and keep rivers cool.

Many of our riverbanks are overgrazed and have little or no natural vegetation. Some are covered with invasive Himalayan balsam which is an invasive non native species.

To restore riverbank habitat by planting trees, shrubs and wildflowers, installing fencing to protect riverbank vegetation and reduce livestock access and adding large woody material to provide cover and habitat.

## Challenges

## Priorities

### Natural wiggly rivers

Slow the flow of water and allow water to spill onto the floodplain, reducing the amount of water being pushed into towns. They have a greater variety of habitat and therefore species than straightened rivers.

There are many historically straightened rivers with weirs and dams in West Cumbria.

To restore straightened river channels and remove flood embankments and weirs to re-connect rivers with their floodplains.

### Woodlands

Provide habitat, absorb water, slow the flow of water, store carbon and filter water by removing nutrients.

England's tree cover is just 12.8%, with only 10% made up by woodland – paling in comparison with the EU, where woodland cover stands at 38%\*

To plant more trees in appropriate places within our catchments to increase biodiversity and help slow the flow of water.

### Wetlands

Are natural filters of sediment of other pollutants and they absorb nutrients through vegetation. They can store and slow the flow of water, absorb carbon and provide valuable wildlife habitat.

Wetlands make up only 3 per cent of the UK but are home to around 10 per cent of all our species (Environment Agencies River Basin Management plan)

To create wetlands as part of our Natural Flood Management programmes and through our River Restoration work.

### Healthy Soils

Are the cornerstone of life on earth. They act as a water filter, nutrient giver, carbon sink and habitat for populations of soil organisms.

Soil is compacted, degraded and in some cases over fertilized. Bare soil is quickly washed away during high rainfall.

To encourage farmers and landowners to take better care of their soils, through practices such as rotational grazing and better livestock management; to remediate issues through practices such as soil aeration; and explore new ways to reduce artificial fertiliser inputs.

### Hedgerows

Shelter and support many species and provide a wildlife corridor and livestock shelter. They slow the flow of water, reduce runoff and erosion, clean our air and capture carbon.

Around 118,000 miles of hedgerows have disappeared since 1950, due largely to intensification of agriculture (Woodland Trust)

To plant new hedgerows and create buffer zones around them to protect from grazing, fertiliser and pesticides.

# 6

## Financial Landscape

The Trust will continue to be prudent with its finances, setting aside reserve funds where possible to provide a buffer should there be a temporary drop in income. Our aim is to secure enough finance annually to continue to provide an excellent service to the environment, funders, partners and the community in delivering riverine improvements.

The economic downturn and soaring interest rates comes with highly uncertain consequences and there is no doubt that the UK is still in a volatile financial position. Brexit and political instability with constantly changing PMs/government priorities/ministers and the cost of living/covid/international security threats are all putting pressures on the government to divert spending away from the environment, which has created further uncertainty for the areas in which we work.

There are numerous sites that are recognised for their importance to wildlife within Europe, therefore they also benefit from being designated as Special Areas of Conservation under the now UK (formerly EU) Habitats Directive - and hence drivers for considerable amounts of funding. The Water Framework Directive, now also part of UK regulation is being transposed into the UK Environment Act and there are concerns that some of the schemes will be undermined further such as the recent attempt to revoke nutrient neutrality.

The new Environment Bill recently passed through Parliament, the first of its kind for 20 years, is designed to set out the regulations around how best to manage the environment in England. It is a good start towards ensuring the environment is healthy, resilient and sustainable for the future. However, it lacks clarity and detail on how it will be resourced and delivered.

Another challenge, or potential opportunity, is in relation to the future of farming. The majority of land in our patch is farmed, and the EU's Basic Payment Scheme and agri-environment schemes through the Common Agricultural Policy (CAP) are being phased out. While centuries of largely low intensity management produced landscapes that contain beautiful and inspiring landscapes, rich in wildlife and cultural heritage, past subsidy regimes have encouraged some management practices that have been damaging to our rivers. We now have the opportunity through the new Environmental Land Management Schemes (ELMS) to make use of agri-environment funding to deliver more and improve our rivers.

The 25 Year Environment Plan and 2023 Environment Improvement Plan also present a number of uncertainties but also opportunities we will look to harness. This includes the proposed review of designated landscapes but also the emphasis on natural capital and re-connecting people with nature.

Recession, the loss of EU and public funding and reductions in grant funding also contribute to a change on the financial outlook of our work.

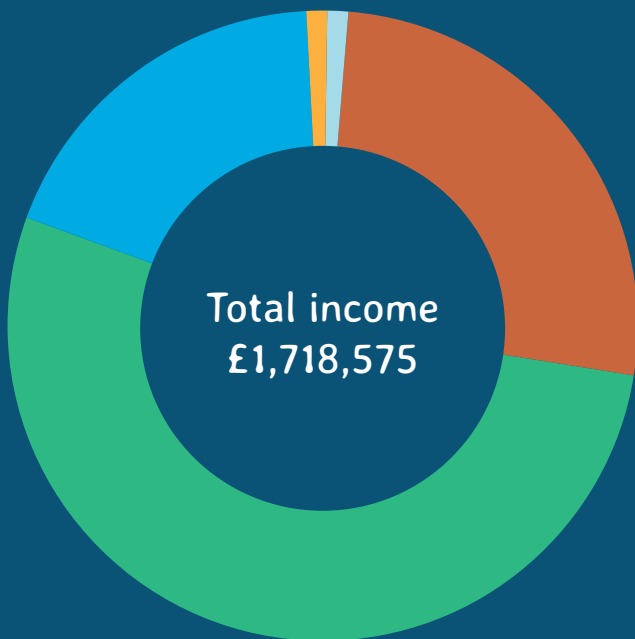
# 7

## Fundraising Strategy

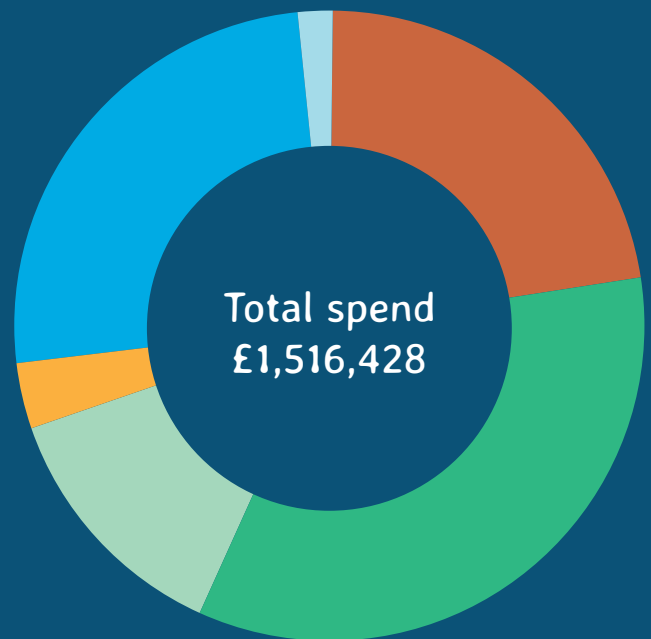
The Trust's fundraising goal is to continue to run riverine improvement projects to deal with the pressures highlighted and retain the skills and experience of the existing workforce. Where possible, the Trust is also looking to create more job opportunities for staff and apprentices in West Cumbria through regular fundraising for projects throughout all of our catchments. We also hope to expand our unrestricted funds so that we can invest in improvements (staff, technology and communications) to support the growing success of the Trust.

To do this the Trust needs to update its business and funding model to be less reliant on public (restricted) sources and we are making in-roads into diversifying our funding sources by applying to more grant giving organisations and delving into green financing. In the last financial year, the Trust has become slightly less reliant on public funding sources dropping to just over 50% as opposed to 65% in 2021/22.

### Our money and how it is spent



- 1% Donations
- 27% Corporate Grants
- 54% Government Grants
- 17% Other Grants
- 1% Trading Income



- 2% Organisation running costs
- 23% Education & Community
- 34% Conservation
- 13% River Restoration
- 3% Citizen Science
- 25% Natural Flood Management

# 8

## Risks

Our Strategic Plan and Operational Business Plan has identified the pressures we face in the work we do and our actions to mitigate them where possible. The Trusts' risk register sets out the risks we have assessed and the measures in place to mitigate them. The Risk Register is reviewed quarterly by the board of trustees.

# 9

## Assessing Our Performance

The purpose of performance monitoring is ultimately to drive future improvements in the Trust's operations. The Operational Business Plan contains key performance indicators for employees that will deliver our strategic aims.

The Senior Management Team will set yearly performance indicators against the Operational Business Plan in the staff's Professional Development Reviews (PDRs).

We will deliver our strategic objectives through adopting best practice in management, governance and partnership working, and by securing long-term and sustainable income. This will be enabled by:

- i. Being efficient and effective, including by working with partners and other bodies as and when relevant;
- ii. Supporting and enabling staff to maximise their impact, and bringing together our strengths within the team;
- iii. Growing sustainable income through fundraising and other sources;
- iv. Continuing to develop our communications so they reach and engage key audiences, including the public;
- v. Using sound scientific evidence to underpin our work; and
- vi. Working sustainably to reduce our carbon footprint where possible.

We will know we have achieved this by the end of the strategic plan if we have:

- i. Delivered our aims and measured our performance effectively through the period of the plan;
- ii. Engaged a wide range of organisations and communities in our work;
- iii. Secured sustainable income that is enabling us to work at full capacity;
- iv. Internal and external communications that are integrated across policy and fundraising and have supported the delivery of our strategic objectives;
- v. Commissioned new research to inform our priorities; and
- vi. Reduced our impact on the planet.

# 10 Three Year Plan

This section highlights a few new initiatives that will be particularly significant developments over the next 5 years. Funding for existing projects that make up the majority of our turnover and the allocation of staff salaries will continue to be sought (see fundraising strategy).

2024

Combined better working with local Rivers Trusts

Resilient Glenderamackin - market-led opportunities for nature-based solutions

Wild About Weddicar Woods: for people and nature in perpetuity with a consortium of partners - the National Trust, Natural England and Cumbria Coastal Community Forest

West Cumbria Rivers Consultancy set up and running

Improve IT systems to a cloud system for sharing data

Recruit new trustees following the skills audit and improve board reporting systems and structure

Find innovative ways for the Youth panel to report to the board and be involved in decision making on projects

Scoping and mitigation plan for the Waver and Wampool catchment through the Courtauld 2030 road map

Deliver our Invasive Non Native Species (INNS) Strategy 2023 - 2027

2025

Seeking to develop revenue streams from nutrient balancing and offsetting

Resilient Glenderamackin - market-led opportunities for nature-based solutions - conference for role out across the UK

Securing corporate sponsorship to provide core funding from large corporates - could be linked to bathing waters status

Cockermouth Castle event hosted by our patrons Lord and Lady Egremont to elicit funding for projects.

Start developing Sustainable Urban Drainage Solutions (SUDS) projects

Working with United Utilities to deliver a multitude of projects to reduce storm overflows for AMP 8

Develop projects to reduce urban and road run-off into our rivers and lakes

Start mink eradication for water vole re-introduction project

Achieve Aqua Biosecurity accreditation for Buttermere and Crummock water

2026

Develop more corporate volunteering to maximise contributions to unrestricted funds

Increased marketing campaigns now better known and trusted

Linking up companies wishing to offset their environmental impacts using existing and innovative approaches

Office move - begin to look for new premises/offices in other areas of our patch

Grow our monitoring, investigation and citizen science capability

Open our first five Nature Parks in schools

We are a small organisation with a big job to do. To deliver our strategic plan, working in partnership will be essential, along with a continued need to work with a wide range of relevant stakeholders and partners. We will continue to operate as efficiently and effectively as possible and we will also need to maximise our income and spend prudently. Seeking to increase our reach and impact through traditional and online media is also important, as is the need for us to maintain our credibility through the use of evidence to underpin our work.

Our work relies on building and maintaining positive working relationships with farmers and land managers, who own or manage the majority of land we work on, coupled with the funders and partner organisations who support our work. A number of our staff are dedicated to specific catchments, allowing extensive on the ground knowledge of the catchments and waterways within them, and working closely with the communities and farmers based there. We are well positioned to be a direct link between local communities and large funders-including government schemes.

Over the next five years the Trust will build on its strengths to create a resilient organisation with a flourishing team that is well placed to meet the challenges of the next 20 years and beyond. To safeguard the future, we will explore and develop new business models and sources of funding such as blended finance, developing new mechanisms to secure funding from private sector sources to significantly scale up our existing partnership work.

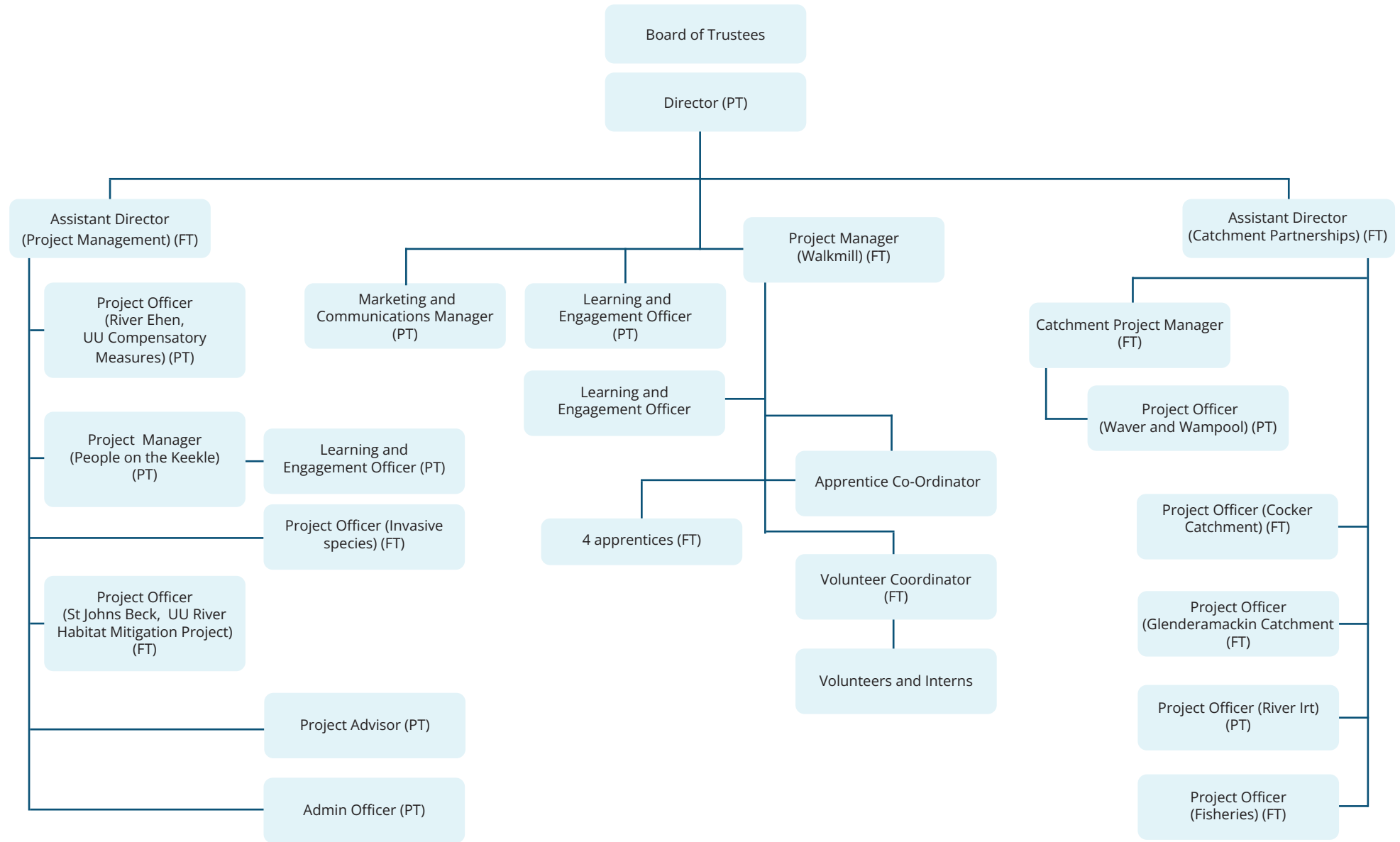
By following this Business Plan, the Trust will meet its financial goals and aspirations and continue to be a thriving and successful environmental charity for many years to come. The Trust has built up a sound reputation as “the doers” and the future holds very positive outcomes for delivery of practical works along with education and community engagement. The Trust’s ability to work on high profile projects, its productive Catchment Partnerships, our ability to work with the land managing community, along with its unique geographical location highlight its necessary existence in the charitable sector. Increased Public Relations and a portfolio of successful projects will give confidence to grant giving bodies and businesses with the assurance that value for money is being achieved. The energy and enthusiasm within the Trust’s staff puts us in a strong competitive position, and we are excited about what the future holds.

“However beautiful the strategy, you should occasionally look at the results.”

Winston Churchill



# Appendix 1 – Organogram



## Appendix 2 Operational Business Plan

The section which follows sets out a range of programmes of work that are aligned to our strategic aims.

Table 1: Our objectives at a glance

Aims	Objectives
Improve and Protect	1.1 Identify and reduce pollutants from entering our natural environment and improve water quality
	1.2 Improve resilience of our rivers and their catchments to climate change, including flood and drought.
	1.3 Reduce the impacts of existing non-native invasive species and biological agents (i.e. fungus, phytophthora, diseases etc.) and prevent introduction of new ones
	1.4 Restore natural processes to river systems and increase in-river and riparian biodiversity
	1.5 Work with landowners to deliver nature-based solutions to build resilience to climate change
Connect, Engage and Educate	2.1 Engage with a wide variety of audiences to increase understanding of rivers and the wider catchment
	2.2 Create educational and citizen science opportunities for all
	2.3 Increase communications to raise awareness of the Trust and the work we do, issues and the action individuals can take
	2.4 Work collaboratively with partners and create networks to share best practice
	2.5 Engage farmers and landowners in two-way farm advice and events on best practice for environmental issues
Growth And Resilience	3.1 Achieve a diverse range of funding through multiple sources and sectors
	3.2 Adopt and promote a more sustainable approach to our operations, keeping abreast of policies, procedures and staff training opportunities
	3.3 Create an attractive working environment to retain staff, interns and volunteers
Enhanced Reputation	4.1 Collaborate with any partners and organisations to inform evidence-based decision making
	4.2 Be at the forefront of catchment planning through working with a wide sector of partners
	4.3 Increase the scientific approach to our work
	4.4 Identify a pipeline of project opportunities
	4.5 Increase communications to raise awareness of the Trust and the work we do
	4.6 Improve operational standards and governance

Table 2: Our aims, objectives, outcomes and resources required.

Aims	Objectives	Outcomes / Outputs	Resources Required	Quantifying Outcomes (key performance indicators)
<p><b>Improve and Protect</b></p> <p>Conserve, restore and enhance rivers and their catchments for people and wildlife</p>	<p>1.1 Identify and reduce pollutants from entering our natural environment and improve water quality</p>	<p>Work with land managers and infrastructure providers to encourage change of practices to reduce run-off entering our rivers.</p> <p>Identify those areas with a high level of point source pollution impacts contributing to poor water quality.</p> <p>Deliver interventions to reduce the impacts of diffuse and point source pollution including nature-based solutions (such as wetlands) and farm infrastructure improvements.</p> <p>Reduce impact of mine water and heavy metals in watercourses</p>	<p>Maintain existing levels of resources for staff</p> <p>Staff training</p> <p>Knowledge of heavy metals and mine water effects / treatment options</p>	<p>Keep Catchment Plans up to date with new emerging partnership projects</p> <p>Number of interventions delivered on the ground each year</p> <p>Number of farm plans created/updated</p> <p>Number of farm advice visits undertaken</p> <p>Number of catchment walkovers</p> <p>Number of projects developed from the data</p>
	<p>1.2 Improve resilience of our rivers and their catchments to climate change, including flood and drought.</p>	<p>Develop a range of evidence-led proposals for multi-benefit nature-based solutions projects working with local communities, partners, landowners and stakeholders at varying scale.</p> <p>Delivery of a suite of targeted nature based solutions in rural and urban areas to slow the flow and hold back water and sediments, including wetlands, river restoration and woody debris with catchment management changes</p> <p>Promote the use of SUDs and other techniques to slow the flow in urban areas.</p> <p>Delivery of large scale river restoration projects upstream of priority communities / infrastructure at risk.</p> <p>Tree planting along rivers to mitigate the impacts of climate change on fish and other riparian species due to high water temperatures.</p>	<p>Maintain existing levels of resources for staff</p> <p>Funding to scope projects and work with farming groups to develop ideas.</p> <p>Continue developing farming specialist knowledge within team</p> <p>Project Officer with ability to design small NFM water storage schemes / CAD experience</p> <p>Project Officer with ability to design small NFM water storage schemes / CAD experience</p> <p>Adaptive, medium-to-long term funding from private investment/EA or other funders</p> <p>Funding to scope projects and work with farming groups to develop ideas.</p> <p>Continue developing farming specialist knowledge within team</p> <p>Continued funding from Cumbria RRS</p> <p>Urban Nature Based Solutions knowledge</p>	<p>Ha of habitat created</p> <p>Number leaky dams created</p> <p>M2 Ponds created</p> <p>Length kested hedges created</p> <p>Number trees planted</p> <p>Contributions to Local Nature Recovery Strategy and People and Nature Network</p> <p>Number of projects targeted for communities at risk</p> <p>Number projects proposed or in development</p>

Aims	Objectives	Outcomes / Outputs	Resources Required	Quantifying Outcomes (key performance indicators)
<p><b>Improve and Protect</b></p> <p>Conserve, restore and enhance rivers and their catchments for people and wildlife</p>	<p>1.3 Reduce the impacts of existing non-native invasive species and biological agents (i.e. fungus, phytophthora, diseases etc.) and prevent introduction of new ones</p>	<p>Improve awareness of locations of freshwater invasive species our catchments through walkover surveys</p> <p>Identify sustainable methods of control or eradication, where possible, engaging communities and partners to take action at a local level.</p> <p>Trust staff and where possible, other NGO's/ businesses trained in identification of key invasive species and ensuring Biosecurity Policy adhered to at all times.</p> <p>Ensuring event providers and organisers incorporate Biosecurity measures and information at events and washdown stations</p> <p>Working with anglers and other water users to promote general biosecurity measures</p> <p>Creating INNS strategy for our catchments</p> <p>Work with partner organisations to collectively deliver the INNS strategy.</p>	<p>Continued funding for existing posts</p> <p>PO continued education, for example identifying INNS on site</p> <p>Maintain an up-to-date database of INNS and control methods</p> <p>PO/volunteer training in PA1/PA6 and strimmers</p> <p>Volunteers and interns to help run the programme</p>	<p>Number of volunteers engaged</p> <p>Number of species removed and area of control</p> <p>Number of staff trained</p> <p>Staff following Biosecurity Policy</p> <p>Number of Events</p>
	<p>1.4 Restore natural processes to river systems and increase in-river and riparian biodiversity</p>	<p>Seek opportunities to deliver projects to restore natural processes such as obstruction removal, restoring geomorphology, floodplain connectivity, woody debris &amp; improving spawning gravels</p> <p>Removal of barriers and/or delivery of fish passage improvement works at barriers for multiple benefit including connectivity for migrating fish.</p> <p>Restore protected freshwater species through species-specific techniques where appropriate, such as mussel artificial encystment and re-introductions.</p>	<p>Continued funding for existing posts</p> <p>Funding for project delivery</p> <p>Training/mentoring for staff for delivery and design specialists within staff team</p>	<p>Integrating and delivery of national targets (e.g. Outcome Measures)</p> <p>Quantifiable results through monitoring</p> <p>Communities understand the reasons for the projects we deliver</p> <p>Staff training</p>

Aims	Objectives	Outcomes / Outputs	Resources Required	Quantifying Outcomes (key performance indicators)
<p><b>Improve and Protect</b></p> <p>Conserve, restore and enhance rivers and their catchments for people and wildlife</p>	<p>1.5 Work with landowners to deliver nature-based solutions to build resilience to climate change</p>	<p>To carry out appropriate habitat improvement projects such as tree planting, fencing, willow spilling, laying gravels, coppicing and large woody debris</p> <p>Improve Riparian Habitat to help rivers be more resilient to climate change and prioritise projects that will mitigate the impacts of climate change such as ‘Slow the Flow’ tree planting projects and working with partners to promote carbon storage</p> <p>Tree planting along rivers to mitigate the impacts of climate change on fish and other riparian species due to high water temperatures.</p> <p>Upland flood storage through creation of wetlands, better connectivity of river with floodplain and more natural watercourse form to slow the flow (see also river restoration), large scale tree planting, reducing soil compaction, SUDS/flood storage areas in lowland urban areas to reduce rapid runoff in downstream areas (making space for water).</p>	<p>Built into all project funding</p> <p>Continued funding for existing posts Continued staff funding</p> <p>Funding for delivery / interventions</p> <p>Wide range of opportunities and sites for delivery</p>	<p>Number of trees planted, fences erected etc.</p> <p>Number of trees planted</p> <p>Area of trees planted</p> <p>Monitoring of projects</p> <p>Number of studies completed</p>

Aims	Objectives	Outcomes / Outputs	Resources Required	Quantifying Outcomes (key performance indicators)
<p><b>Connect, Engage and Educate</b></p> <p>Work with partners and local communities to inspire enthusiasm and commitment to deliver positive proactive change to improve our watercourses and wider natural environment</p>	<p>2.1 Engage with a wide variety of audiences to increase understanding of rivers and the wider catchment</p>	<p>Establish and sustain a programme of events and activities to encourage participation in outdoor activities. Connect local people with their rivers and lakes</p> <p>Focus on mental health and wellbeing with targeted engagement by building connections with nature</p> <p>Link to national initiatives (e.g. Green Gyms) and links to Social prescribing</p> <p>Improved volunteering database and volunteer management</p>	<p>Continued funding for existing posts and events</p> <p>Funding for volunteer co-ordinator</p> <p>Funding for volunteer management software</p>	<p>Number of events delivered and numbers of attendees</p> <p>Number of participants</p> <p>Number of media hits showcasing the event or activity</p> <p>Number of school and school children engaged</p> <p>Use Nature Connection Index</p> <p>Number of apprentices, internships and long term volunteers</p> <p>Number of training courses completed</p>
	<p>2.2 Create educational and citizen science opportunities for all</p>	<p>Develop and deliver Citizen Science programmes such as 'Riverfly' insect monitoring programme to understand more about our watercourses and their issues, and target action.</p> <p>Sustain the education programme of curriculum-linked sessions across the age range</p> <p>Offer a programme of non-curriculum-linked activities such as Forest School and team-building activities to help people enjoy the outdoors</p> <p>Create educational resources that can be accessed online for our target audience on our priority topics</p>	<p>Fund and create resources to support people to access rivers and lakes independently such as trail maps and suggested kids activities</p> <p>Funding for design and marketing</p> <p>Volunteer coordinator to co-ordinate citizen science opportunities</p> <p>Training of staff to ensure offering a worthwhile experience to volunteers</p> <p>Funding to sustain existing education posts</p>	<p>Number of schools engaged</p> <p>Number of school children engaged</p> <p>Volunteer hours and number or regular volunteers including citizen scientists</p> <p>Number of hard to reach people engaged</p> <p>Number of information sheets developed and recording of number downloaded</p> <p>Nature Connection Index (natural England) – building a connection with nature</p>

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<p><b>Connect, Engage and Educate</b></p> <p>Work with partners and local communities to inspire enthusiasm and commitment to deliver positive proactive change to improve our watercourses and wider natural environment</p>	<p>2.3 Increase communications to raise awareness of the Trust and the work we do, issues and the action individuals can take</p>	<p>Communicate all the projects we do for communities to gain a wider understanding of the reasons why</p> <p>Engage the public to encourage an uptake of actions to improve our catchments</p> <p>All staff to follow the Communications Strategy to publicise the work they are doing</p> <p>Carry-out awareness-raising campaigns linked to our key messages</p> <p>Make better use of our newsletter and its distribution</p> <p>Attend shows and events likely to be visited by our target audience to spread our message</p> <p>Renew website to improve content and accessibility on smart phones</p>	<p>Funding for a dedicated Comms Officer</p> <p>Funding for a Volunteer Officer</p> <p>Funding for Learning and Engagement Officer post</p> <p>Funding for improving evaluation resources</p>	<p>Number of social media hits</p> <p>Officer in post</p> <p>Number of newsletters distributed</p> <p>Number of shows attended and number of people engage</p> <p>Improve evaluation processes</p>
	<p>2.4 Work collaboratively with partners and create networks to share best practice</p>	<p>Maintain links with partners to ensure WCRT project delivery is integrated with monitoring and improving the evidence base.</p> <p>Work with partners to address issues contributing to sewerage and other discharges within our watercourses.</p>	<p>Look for suitable funding</p>	<p>Number of events held with partners</p> <p>Number of case studies created</p>
	<p>2.5 Engage farmers and landowners in two-way farm advice and events on best practice for environmental issues</p>	<p>Farming events/talks/one on one meetings</p> <p>Produce farm reports</p> <p>Signpost farmers into wider schemes and initiatives, e.g. ELMS</p> <p>Target infrastructure improvements such as septic tanks, missed connections and road run-off</p>	<p>Continued funding for existing posts</p> <p>Resource for facilitated groups and for one-to-one advice and reports</p>	<p>Number of farmers engaged</p> <p>Number of events held and variety/targeting</p>



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<p><b>Growth and Resilience</b></p> <p>Supporting sustained financial security that enables our vision by developing a robust and diverse network of corporate sponsors, donors and individual supporters</p>	<p>3.1 Achieve a diverse range of funding through multiple sources and sectors</p>	<p>Fundraising strategy and better forecasting</p> <p>Diversify and increase the range of funding sources we rely on</p> <p>Exploring new opportunities for green financing such as NEIRF, BNG, NN etc.</p>	<p>Fundraising strategy written by SMT and approved by trustees</p> <p>Trustees potentially applying for smaller bids</p> <p>Investigate potential fundraising role or acquiring a specialist in fundraising (Trustee)</p>	<p>Evidence of a broader range of funding sources</p> <p>Amount of funding achieved</p>
	<p>3.2 Adopt and promote a more sustainable approach to our operations, keeping abreast of policies, procedures and staff training opportunities</p>	<p>Move towards lowering our organisation's carbon footprint</p> <p>Encourage working practices that reduce staff carbon footprints (e.g. online meetings, car sharing)</p> <p>Undertake a carbon audit and implement recommendations</p>	<p>Staff training and awareness</p> <p>Funding for interventions such as electric vehicles</p> <p>A member of the team to adopt this into their role or funding for consultant to input for carbon audits</p> <p>Encourage more sustainable transport options, e.g. cycle-to-work scheme</p>	<p>Annual reporting on implementation of carbon audit</p>
	<p>3.3 Create an attractive working environment to retain staff, interns and volunteers</p>	<p>Staff training opportunities and mentoring</p> <p>Support longer-term volunteer, internships through local universities and apprenticeship positions and offer training, development and mentoring</p> <p>Promote a pipeline of experienced people who may become staff members</p> <p>Continue to implement policies and procedures that promote a good work-life balance</p>	<p>Mentoring from trustees</p> <p>Fair pay policy with clearer lines for progression, and strive for continual opportunities for staff progression</p> <p>Up to date HR processes and procedures</p> <p>Volunteer co-ordinator</p> <p>Improved marketing and advertising of jobs</p> <p>Funding and resources to support graduate trainees, interns etc.</p>	<p>Staff turnover rates</p> <p>Number of volunteers and interns</p> <p>Number of applications for jobs</p>

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<p><b>Enhanced Reputation</b></p> <p>Build on our track record of delivering successful projects, where stakeholder needs are respected and outputs clearly measured, by being a trusted partner among funding organisations, communities, and businesses.</p>	<p>4.1 Collaborate with any partners and organisations to inform evidence-based decision making</p>	<p>To carry out habitat walkover over surveys and map on GIS to identify priority areas. Engage with volunteers/angling clubs/farmers where possible for surveying to maximise sustainability through a sense of ownership and value for money</p> <p>Assist with research projects investigating biodiversity declines and methods to improve biodiversity</p> <p>Improvements in monitoring</p>	<p>Continued funding for existing posts</p>	<p>Number of surveys completed</p> <p>Number of volunteers engaged</p> <p>Number of research projects involved with</p>
	<p>4.2 Be at the forefront of catchment planning through working with a wide sector of partners</p>	<p>Create new partnerships and continue to develop existing partnerships with a wide sector of organisations and community / interest groups to achieve maximum opportunities for multiple benefits within our catchments</p> <p>Continue to lead the development and refinement of catchment action plans, ensuring catchment plans and ongoing actions are publically accessible and well-understood within the partnerships.</p>	<p>Continued funding for existing staff</p> <p>Catchment data portal kept updated and more signposting to partners/stakeholders</p>	<p>Number of events held with partners</p> <p>Number of interventions identified</p> <p>Existing annual reporting on actions, and development of Catchment Action Plan monitoring plan</p> <p>Number of meaningful meetings with authorities</p>
	<p>4.3 Increase the scientific approach to our work</p>	<p>Work with relevant partners (EA, UU, landowners) to monitor and improve water quality</p> <p>Electrofishing for all our catchments to inform areas in need of habitat restoration and monitor effectiveness of delivery works</p> <p>Increase monitoring and surveillance of watercourses to inform environmental state</p> <p>Using SCIMAP or other such models identify and determine areas most in need of intervention, and prioritise catchment planning</p> <p>Ensure benefits are quantified through modelling or research as required.</p>	<p>Continued funding for existing posts</p> <p>Funding</p> <p>Electrofishing Officers/interns</p> <p>Interns/volunteers trained/citizen science</p> <p>Resources for new areas not yet surveyed</p> <p>Maintaining and purchases new monitoring equipment</p> <p>Training for staff</p> <p>GIS specialist to help other staff (internal training)</p>	<p>Water Quality improved</p> <p>Bathing water improved</p> <p>Number of sites surveyed</p> <p>Number of projects developed from catchment data</p> <p>Number of new people trained / Number of interns trained in electrofishing</p> <p>Number of sites surveyed</p> <p>Number of projects developed from catchment data</p> <p>New equipment purchased</p> <p>Equipment maintained</p> <p>Number of staff actively using models and other data</p> <p>GIS members of staff trained</p> <p>Improved links to RT GIS team</p>

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<p><b>Enhanced Reputation</b></p> <p>Build on our track record of delivering successful projects, where stakeholder needs are respected and outputs clearly measured, by being a trusted partner among funding organisations, communities, and businesses.</p>	<p>4.4 Identify a pipeline of project opportunities</p>	<p>Work to improve targeting of interventions through collating all available data</p> <p>Work with others to help solve heavy metal contamination or to undertake temporary solutions to reduce the impacts</p> <p>A pipeline of project opportunities informed by the increased scientific approach to our work</p>	<p>Continued funding for existing posts</p> <p>Funding for monitoring co-ordination and equipment in all project bids</p> <p>Increase and improve University links</p> <p>Collecting data on temperature, pH, alkalinity, turbidity, Dissolved Oxygen trends in waters</p>	<p>Number of projects monitored effectively to inform data gaps.</p> <p>Number of collaboration between staff and partners</p> <p>Increased interaction with Universities and research organisations</p> <p>Develop possible consultancy work for data and monitoring</p> <p>Number of studies completed</p>
	<p>4.5 Increase communications to raise awareness of the Trust and the work we do</p>	<p>Communicate all the projects we do for communities to gain a wider understanding of the reasons</p>	<p>Due to a lack of funding available for comms support we will use our unrestricted funds to employ our Comms Officer</p>	<p>Quantifiable results through monitoring</p> <p>Communities understand the reasons for the projects we deliver.</p>
	<p>4.6 Improve operational standards and governance</p>	<p>Working in partnership to create efficiency, respect, trust and understanding within the Trust and its partners and to bring the many indirect benefits of an established network.</p>	<p>Business plan and events to engage stakeholders</p> <p>Trustees to take an active lead</p>	<p>Number of stakeholder events</p> <p>SMT to attend networking events</p> <p>Number of trustees actively engaging stakeholders</p>