



# **WATER OF LEITH CONSERVATION TRUST BUSINESS PLAN 2020-23**

with 2020/21 Action Plan and Budget revised due to Covid19 outbreak

## **1. BUSINESS PLAN SUMMARY**

The Water of Leith Conservation Trust Business Plan 2020-23:

1. Sets out the operational objectives of the Trust for the plan period
2. Provides more detail on annual activities and emerging programmes,
3. Details the three year projected budget, and
4. Sets out the 2020/21 Action Plan and associated budget.

The Business Plan was developed by staff and Trustees in consultation with the City of Edinburgh Council. The plan is effective from 1<sup>st</sup> April 2020 and leads on from the 2017-20 Business Plan.

As of the 1<sup>st</sup> April 2020, and in light of the COVID 19 pandemic, on the advice of the Scottish Government the Visitor Centre has been closed and education and community engagement programmes have been suspended. There is uncertainty about when this will end and the Trust's activities can resume in full. The Trustees and staff continue to monitor the situation and a revised 2020/21 Action Plan and 2020/21 Budget has been prepared and feature on pages 9 to 15.

## **2. BACKGROUND**

### **2.1 The Water of Leith and Walkway**

The Water of Leith flows over 24 miles (35 km) from its source in the Pentland Hills to the Firth of Forth in Leith. Its journey can be followed for 12 3/4 miles (18 km) from Balerno to Leith along the Water of Leith Walkway. The river and walkway pass through many sites of historic and environmental interest, and offer a range of recreational opportunities including walking, cycling, angling and wildlife watching. The river and walkway are a very important local resource and one of Edinburgh's key tourist attractions.

### **2.2 The Water of Leith Conservation Trust**

Founded in 1988, the Water of Leith Conservation Trust's mission is to conserve and enhance the Water of Leith as a haven for biodiversity and be an educational and recreational resource for all. As Scotland's first river charity and guardians of the river, we strive to raise the profile of this key environmental asset and promote community action to help the river.

For more information about the work of the Trust and the associated Water of Leith Management Plan is available at [www.waterofleith.org.uk](http://www.waterofleith.org.uk).

The Trust's objectives in the Memorandum of Association are to conserve the Water of Leith and its environs, promote the natural and built heritage of the river, advance education and benefit the community, by:

- a) Raising awareness of the river.
- b) Providing teaching and learning services for all age groups.
- c) Operating the Water of Leith Visitor Centre as an educational visitor attraction and community resource.
- d) Encouraging the protection and enhancement of biodiversity along the river and its environs.
- e) Enabling volunteers and the public to take practical action to conserve and enhance the natural and built environment.
- f) Encouraging responsible access to, and recreational use of, the river and its walkway
- g) Promoting the sustainable use and management of the river.
- h) Working in partnership with others.

In order to deliver the above objectives, the Trust carries out the following:

- Operates The Water of Leith Visitor Centre with its interactive exhibition, information point, café and retail areas, educational facilities and classroom, formal meeting room, external workshop and storage space.
- Annually provides education services and outdoor learning for over 2000 school children and around 1300 community members.
- Works in partnership with Edinburgh Council and others to manage the walkway, habitats and river clean-up activities.
- Governs by a Board of six Trustees
- Employs six staff
- Co-ordinates the activities of c.200 volunteers in the Visitor Centre and practical tasks.
- Manages with an average turnover of £120,000 pa and a reserve of c.£300K which was boosted recently by a substantial legacy and is being used for the benefit of the Trust and river.
- Monitors and evaluates outputs and outcomes with a performance management and reporting framework.

### **3. BUSINESS PLAN 2020-23 OBJECTIVES and FUTURE ACTIVITY PROJECTS**

For the 2020-23 Business Plan, the Trust has identified the following eight operational objectives which will be delivered in partnership with others:

1. Operate the Water of Leith Visitor Centre as an educational visitor attraction and community resource.
2. Enable volunteers and the public to take practical action to conserve and enhance the natural and built environment
3. Promote the sustainable use and management of the river.
4. Provide inclusive teaching and learning programmes for all age groups.
5. Encourage the protection and enhancement of biodiversity along the river and its environs.
6. Encourage responsible access to, and recreational use of, the river and its walkway.
7. Promote volunteer and member involvement in all areas of the Trust's work
8. Ensure the Trust is run effectively and efficiently in line with good governance, charity and other legislation, and good practice.

Taking each of these objectives in more detail, the following sets out the typical annual activity and outcomes.

**Objective 1. Operate the Water of Leith Visitor Centre as an educational visitor attraction and community resource****Annual Activities:**

- Attract 17,000 Visitor Centre users with 7,000 visiting the Exhibition.
- Run 24 awareness-raising events, and host training courses and exhibitions.
- Deliver a high standard of information, resources and interpretation about the river
- Promote the use of all facilities by community groups - 50 room hires

**Outcomes:** The Centre is used as a social and educational hub for health walking groups, Adult Education Classes, nature groups, groups and individuals with special needs. Local businesses hire low cost rooms for meetings and training courses. Local people have a free facility to meet and for children to play in an educational environment complemented by low cost educational children's events and fun-days. Students find a useful resource for projects. Culturally the renovation of the school building is saving a valuable local feature and greatly enhances the local environment, providing access to and understanding of local greenspaces. The Centre hosts cultural events such as art and photography exhibitions, book launches and theatrical productions. The Centre fulfils the function of information provision for the walkway and river users; is a one stop shop for complaints, information exchange and interpretation.

**Objective 2. Enable volunteers and the public to take practical action to conserve and enhance the natural and built environment****Annual Activities:**

- Deliver 50 river clean-ups or practical workdays such as Invasive Non Native Species (INNS) removal with community and corporate groups
- Deliver 100 tasks with Trust volunteers
- Aim for 3000 hours of practical work by Trust volunteers
- Aim for 3000 hours of practical work by community and corporate groups
- Develop and deliver 10 partnership projects or tasks with hard to reach groups

**Outcomes:** The work provides a social outlet for volunteers, some of whom are elderly, unemployed, have learning difficulties or special needs. Local projects unite community groups, local businesses and statutory agencies with the common aim of improving the environment and encouraging use of the resource.

**Objective 3. Promote the sustainable use and management of the river****Annual Activities:**

- Working with Edinburgh Council and other stakeholders and partners, arrange practical tasks and address management issues.
- Chair the Water of Leith Action Group, ensuring the actions of the Water of Leith Management Plan 2020 – 2030 are delivered including the Trust's actions.
- Weekly, monitor planning applications which affect the river and its habitats.
- Encourage sustainable use of the river's resources in with user groups, 'Friends of... groups', Fisheries Officers, Scottish Environment Protection Agency, Scottish Water, Micro-Hydro Projects, Gallery of Modern Art, Forth Rivers Trust, Sustrans and all owners and stakeholders.

**Outcomes:** With so many different landowners, agencies, stakeholders and user groups on the river, it is vital that one organisation takes an overview of all the activities and promotes the sustainable management of the river. The Trust takes this role, communicating with a wide audience through formal meetings, newsletters, website and social media. As the river is under threat from major construction projects and proposed developments, the Trust is an advocate for the river's wildlife and its community of users. The result is that the integrity of the river is maintained as much as possible with the importance of its green network and walkway throughout the city, upheld in as many planning decisions and developments as possible.

#### **Objective 4. Provide teaching and learning services for all age groups**

##### **Annual Activities:**

- Deliver 60 group visits to community groups with 1000 participants and 10 external talks to community groups.
- Deliver 100 school group visits through the formal environmental education programmes, reaching over 2000 children.
- Deliver 24 public events.

**Outcomes:** All educational work raises the profile of the river and the work of the Trust but most importantly gives first-hand experience in learning and caring for the natural world, inspiring people to take action to protect our environment. The Trust's formal education programme encompasses the industrial, built and social heritage of the Water of Leith, as well as climate change and the environment. It supports the Curriculum for Excellence and Community Education Units.

#### **Objective 5. Encourage the protection and enhancement of biodiversity along the river and its environs**

##### **Annual Activities**

- Fulfill the Trust's designated actions in the Edinburgh Biodiversity Action Plan
- Assist with wildlife surveys and maintain a wildlife recording system
- Conduct 250 river patrols
- Remove, monitor and prevent the spread of Invasive Non-Native Species (INNS)
- **Undertake habitat improvement projects and maintain 6 Biodiversity boost sites**

**Outcomes:** Working for a Water of Leith rich in wildlife is at the core of all the Trust's other activities. As a result of continuing to clean up the river and improve the biodiversity, The Water of Leith is an attractive recreational resource and fantastic natural asset for Edinburgh. Harder to quantify is the value of wildlife encounters experienced by visitors to the river such as watching a heron fish, catching a flash of kingfisher blue streaking upstream or watching young foxes, badgers or deer play on the banks. The Trust works to maintain the habitat and water quality needed to keep the nationally important and protected species which regard the river as home.

#### **Objective 6. Encourage responsible access to, and recreational use of, the river and its walkway**

##### **Annual Activities:**

- Distribute 10,000 walkway leaflets and sell 1000 maps
- Support four community groups or projects to use the Walkway (health walking groups, sponsored walks)
- Record walkway use, issues and management problems through 250 river patrols
- Assist Edinburgh Council to maintain the Walkway and its infrastructure

**Outcomes:** Walking has many well reported social and health benefits - an ideal activity to promote to inactive people because it is free and accessible to all regardless of age, income, location and ability. Walking combines all the physical benefits of activity with an opportunity for social contact and support. The Water of Leith Walkway is on the doorsteps of tens of thousands of people, so walking can easily be incorporated into daily lives and enjoyed safely. Supporting new walking groups and promoting access for all introduces the river to new audiences and further enhances the value of the river as a recreational resource. Cycling, jogging and horse riding are also popular active pursuits to be encouraged and managed. Walkway use also encourages visitors to the Centre and membership. The Walkway is a major tourist attraction for the City.

## **Objective 7. Promote volunteer involvement in all areas of the Trust's work**

### **Annual Activities:**

- Aim for 3000 volunteer hours at the Centre and 2000 practical hours on the river.
- Host 8 youth volunteer placements.
- Deliver 10 meetings, volunteer social and training events

**Outcomes:** Without volunteers the Trust could simply not operate at its current levels. Their time allows us to achieve all our objectives including keeping the Centre open for seven days a week; and keeping the river clean, green and accessible. Volunteers come from all walks of life and it is widely recognised that volunteering has benefits for individuals including boosting confidence, making new friends, improving career prospects, teaching new skills, improving physical and mental health and having fun.

## **Objective 8. Ensure the Trust is run effectively and efficiently in line with good governance, charity and other legislation (and good practice)**

### **Annual Activities:**

- Ensuring the financial security and governance of the Water of Leith Conservation Trust
- Applying for funding to support all areas of the Trusts activity - the Fundraising Action Plan
- Adhering to, monitoring and updating, all our policies including Environmental, Child Welfare and Safety, and Health and Safety (including licensing, risk assessments and insurance)
- Actively recruit new members, aiming for 300 memberships
- Deliver 10 members events each year and publish three newsletters

**Outcomes:** The security and good governance of the Trust is vital for the delivery of all other eight objectives. Such activities ensure staff, members, volunteers and users are safe and protected. The continuity and sense of community established by our membership is invaluable and affords many benefits including support for campaigns and activities, social interaction at events, communication with like-minded individuals, business and community groups, and the provision of a modest income.

The Trust broadly intends to maintain these day to day activities subject to sustaining income streams and staffing. However, during the course of this plan we hope to obtain funding to deliver the following five “**Future Activity Projects**”:

### **3.1 Visitor Centre Development with Carbon and Waste reduction priorities - VCD**

After 20 years, the facilities, resources and infrastructure of the Centre are beginning to tire. The Trust has identified the need to invest in the reception, foyer, cafe and shop area along with the heritage interpretation zone. Designs were commissioned in 2019 will form the basis for a refurbishment in 2020/21, with funding being drawn from the Trust's reserves. Also in 2019, the Trust began the process of reducing the running costs of the Visitor centre with a programme of investment to reduce our carbon output and energy consumption, eg: replacement of high energy lightbulbs with low energy ones. We will continue to seek these opportunities to make our operations more sustainable.

### **3.2 Community and Wildlife Projects - CWP**

The Trust relies on volunteers and the community to help with every aspect of its work. Key to this is the employment of a Community and Wildlife Project Officer. For the last two years this has been fully funded and we intend to continue seeking funding to run it for 2020-23. The project will involve building on and linking the following work:

- The Hit Squad – a weekly volunteer team completing small tasks, suiting the un-employed and retired community;
- Youth Placements and Partnerships – offering work experience to young people and practical workdays to youth groups from partner organisations;
- Engagement of ‘hard to reach’ communities in suitable projects;
- Biodiversity Boost Sites – improvement of poor habitats along the river;
- Invasive Non-Native Species (INNS) tasks – the monitoring and removal of invasive species;
- Citizen Science projects and wildlife surveys;

### **3.3 Coalie Park and Leith Waterfront Enhancement Project - LW**

At the end of the river tidal flow is Coal Hill – a coal depot, railway yard and ship repair site. Regenerated in the 1980s, the area became known as Coalie Park. It is an important greenspace and access route for the local community, and home to a surprising variety of wildlife. However, there is a great pressure on this dilapidated space and it is plagued by littering, graffiti and anti-social behaviour. A partnership project with Edinburgh Council, Edinburgh and Lothians Greenspace Trust and local user groups aims to create a much needed, high quality recreational space with enhancements for biodiversity and improved connectivity to the surrounding area.

### **3.4 Walkway Link Projects – to Pentlands and Longstone / Chesser - WP**

Connectivity is vital for communities to access the river, its walkway and recreational opportunities. During the life of the plan we will seek to develop and implement projects that:

- connect the Walkway with the Pentland Hills Regional Park;
- improve the connections to the river for the Longstone and Chesser communities, and
- improve accessibility for those in wheelchairs or mobility scooters.

### **3.5 Water of Leith Management Plan 2020-30 - MP**

Due in April 2020, the Trust led the production of the Water of Leith Management Plan 2020-2030 and is responsible for many actions in the plan. These will be incorporated in the Year One, Two and Three Action Plans within the lifetime of the 2020-23 Business Plan. We will work with partners and stakeholders to ensure delivery of all the Plans objectives.

In addition, during the course of the 2020-23 Business Plan, the Trust also acknowledges the challenges and responsibilities which come with climate change and intends to apply the following key principles to its operations over the coming years:

- Reducing Carbon Production
- Locking Up Carbon
- Creating a Healthy Ecosystem
- Helping Nature adapt

The detail of the Business Plan is set out in the Action Plan for Year One 2020/21 below. Year Two and Year Three targets will be set annually in March 2021 and 2022 respectively and will be subject to any changes caused by the funding position of the Trust, the impact of any developments in the Future Activity Projects, and external factors prevalent at the time.

#### 4. Business Plan Budget and Financial Information

The outline budget for the three years of the plan is:

	2020/21	2021/22	2022/23
	Year 1	Year 2	Year 3
INCOME			
Visitors/ Sales/Income	64,850	68,600	70,200
Financial Support	57,000	57,000	57,000
Project Support	23,000	20,000	
<b>Gross Income</b>	<b>144,850</b>	<b>145,600</b>	<b>127,200</b>
EXPENDITURE			
Salaries	125,037	131,852	113,016
Running Costs	35,153	36,600	36,550
Project Support carried forward	2,000		
<b>Gross Expenditure</b>	<b>162,190</b>	<b>168,452</b>	<b>149,566</b>
<b>Net Position</b>	<b>-17,340</b>	<b>-22,852</b>	<b>-22,366</b>

This is based on a number of assumptions on the income and expenditure sides.

##### a) Income assumptions

The main assumption is that grants from City of Edinburgh Council and other major funders will remain at the 2019/20 level, or can be substituted if a funder withdraws, and the £20,000 income for the Community and Wildlife Project continues for years 1 and 2. However, due to continued and potential acceleration of cuts in light of the COVID 19 pandemic, there is the potential for a substantial impact on income, to this end the Trust has produced a revised 2020/21 Budget see pages 14 and 15.

The Trust is seeking to diversify its income sources by refurbishing and extending the café and retail area during 2020/21 in order to increase sales. The scope for income generation from corporate and volunteers will vary depending upon external factors which are beyond the control of the Trust, but we will endeavor to offer attractive opportunities for team building and corporate social responsibility, in an area local to the business, at a competitive rate. The Trust has recently benefitted from a substantial legacy and continues to receive small legacies from time to time.

##### b) Expenditure assumptions

The Trust's main costs are staff salaries. Benchmarking and increases in 2019/20 ensured that salaries are reasonably comparable with similar organisations. Most staff have been with the Trust for a significant amount of time and this means that salaries are largely driven by inflationary pressures, as well as auto-enrolment pension progression. The experience that staff have gained by working together over a significant period of time means that there is great efficiency, and strengths are supported in the team.

The second most significant area of expenditure is the Visitor Centre, and as detailed in 3.1 above, a 'Future Activity Project' is a reduction in the running and carbon costs by investing in energy

saving systems and reducing consumption.

### **c) Reserves Policy**

The Trust's full Reserves Policy is available on the website. The Trust maintained a reserve which would take into consideration needs arising from the maintenance of an historic building, and trading and redundancy costs in line with best practice. With the receipt of the substantial legacy gifted in 2019, the reserves are currently sitting higher than this, and the Trust's Investment Policy at set's out the Trust's intentions to use the reserves to provide a diversified future income source, as well as refurbish the income generation aspects of the visitor centre.

The Trust's full independently examined accounts, reserves and investment policy along with copies of Annual Reports and governing documents are available on our website at

## **5. Review and Evaluation**

The targets and actions detailed in the annual Action Plans will form the basis for staff reporting. Progress and the management accounts will be reviewed quarterly at Trustee meetings in April, July, October and January. At the January meeting progress will be analysed and the targets for the following year will be agreed. In March 2022, after two full years of the Business Plan, the Trust will evaluate the Plan, making adjustments to targets, activities and budgets. This evaluation will form the basis for future years' Action Plans. The Trustees are aware of the predicted budget deficit over the course of this Business Plan and intend to pursue all fundraising and income generating opportunities as they arise, supported by the reserve.

## Water of Leith Action Plan - Year One 2020/21

The 2020/21 Year One actions and targets are set out in the following table according to the Trust's eight operational objectives. This will form the basis of reporting and quarterly evaluation.

**Covid19 Update** - In April an assessment was made as to the potential impact of the coronavirus pandemic on the ability of the Trust to achieve its targets. To this end revised targets have been included in the 4<sup>th</sup> column, the rationale behind these revisions are as follows: It is assumed that the Covid-19 associated shut down will continue until the end of June with some impact felt beyond especially with school and group booking and corporate tasks. It is however unlikely that we will be returning to 'normal' operating levels in July and may have to continue social distancing measures which could further impact our outputs.

Using a 2019/20 baseline figure, at the end of each objective is detailed:

- the annual running cost including a percentage % of staff cost
- the direct income attributed to this objective and therefore the level to which the objective needs to be supported by grant aid, donations and fundraising, and
- the number of volunteer hours spent supporting the objectives and therefore the in-kind value of this support at a rate of £8.21 per hour (UK minimum wage).

This offers an insight into how the income and expenditure of the Trust can be attributed.

<b>OBJECTIVE</b>	<b>ACTION FOR YEAR ONE</b>	<b>2020/21</b>	<b>Revised 2020/21</b>
<b>1. Operate the Water of Leith Visitor Centre as an educational visitor attraction and community resource</b>	Open the Centre Daily 10.00am to 4.00pm (closed Christmas and New year)	Open 357 days	Open 260 days
	Record all visitors at the till	18,000	12,800
	Record exhibition users at the till	8000	6500
	Total Income recorded at till	£25,000	£16,000
	Refurbish the cafe, shop, reception, foyer space and produce new heritage interpretation in the flexible exhibition space. <b>VCD</b>	December Project completion	December Project completion
	Upgrade the Meeting Room and promote its use to community and private groups. <b>VCD</b>	30 hires	20 hires
	Run Children's events	16 p.a.	12 p.a.
	Run seasonal public guided walks	4 p.a.	3 p.a.
	Hold a Fundraising Plant Sale	1 p.a.	cancelled
	Develop a communications strategy to include the Visitor Centre publications & digital communication <b>VCD</b>	1 project	1 project
	Hold a Summer Family Funday	1 p.a.	cancelled
	Host Exhibition / workshop of local / historical / natural heritage interest.	2 p.a	1 p.a
Annual Costs: £41,514 Direct Income: £30,000 Grant / Fundraising Support needed: £11,514 Voluntary Support: 2566 hours - £21,066 in-kind			

<b>2. Enable volunteers and the public to take practical action to conserve and enhance the natural and built environment.</b>	Deliver river clean-ups, practical workdays, hit squad tasks and invasive species removal sessions (INNS) with Trust Volunteers	100 tasks - clean-up/conservation/ INNS tasks	<i>65 tasks - clean-up/conservation/ INNS tasks</i>
	Record practical volunteer hours by Trust volunteers, inclusive of patrols	3200 hours	<i>2300 hours</i>
	Deliver practical activities / clean ups by community / youth / corporate groups	40 tasks - clean-up / conservation	<i>30 tasks - clean-up / conservation</i>
	Record practical volunteer hours by Community / Youth / Corporate Groups	2000	<i>1500</i>
	Work in partnership with other agencies and organisations to develop and deliver projects and task to 'hard to reach' / disadvantaged youth group	10 groups / task or 100 people	<i>5 groups / task or 50 people</i>
	Coordinate and support 30 tasks with the Peregrine group of Adults with learning difficulties and special needs	30 task – 450 hours	<i>20 task</i>
	Aim for a total of 2200 volunteer days working on the river - over 180 events	2200 volunteer days	<i>125 events - 1800 vol days</i>
Annual Costs: £29,330 Direct Income: £7000 - corporate tasks Grant / Fundraising Support needed: £22,330 Voluntary Support: 7291 hours - £59,859 in-kind			
<b>3. Promote the sustainable use and management of the river</b>	Chair two Water of Leith Action Group meetings, ensuring the actions of the Water of Leith Management Plan are considered and addressed at these meetings and take an active lead in the implementation of the Management Plan. <b>MP</b>	2 WofLAG meeting p.a. Monitor Plan process annually.	<i>2 WofLAG meeting p.a. Monitor Plan process annually.</i>
	Meet regularly with CEC Natural Heritage Service to arrange practical tasks and discuss management issues.	Weekly	<i>Weekly</i>
	Monitor Planning Applications which affect the river and riparian habitats	Weekly	<i>Weekly</i>
	Carry out our actions in the partnership Agreement on litter and debris accumulations in the Water of Leith <b>MP</b>	Weekly inspection monthly clean-up as needed	<i>Will resume after lockdown is lifted -</i>
	Complete all year 1 and ongoing WofLCT Actions as agreed in the Water of Leith Management Plan – <b>MP</b>	Report on progress annually	<i>Report on progress annually</i>
	Liaise regularly with Scottish Water, the appointed contractor and CEC, over CSO sewer upgrading works and provide facilities for information exchange and details of walkway diversions	Monthly	<i>Paused will resume Monthly</i>
	Act as a stakeholder with regard to the Dean Valley Regeneration Project - support DVRL where suitable	As necessary	<i>As necessary</i>
	Liaise with SEPA and Scottish Water over drainage and water quality issues.	As necessary	<i>As necessary</i>

	Aim for sustainable use of the rivers resources; liaise with Fisheries Officers, Friends of the Water of Leith Basin, Local Park 'friends' of Groups, River Forth Fisheries Trust, Sustrans, walkway user groups and riparian owners.	As necessary	<i>As necessary</i>
	In partnership with ELGT prepare and seek funding for a Coalie Park and Leith enhancement Project. Hold a Community Consultation funday in September – <b>LW</b>	1 Funday and 1 project proposal	<i>1 Funday and 1 project proposal</i>
Annual Costs: £7,453 Direct Income: £0 Grant / Fundraising Support needed: £7,453 Voluntary Support: low as this is largely managed by staff			
<b>4. Provide inclusive teaching and learning programmes for all age groups</b>	Promote and deliver a community group visits programme, focus on lifelong learning.	70 groups 1200 people	<i>45 groups 700 people</i>
	Deliver External Talks to community groups	10 pa	<i>8 pa</i>
	Deliver a curriculum based formal education programme to CEC primary schools and other local education establishments.	100 groups p.a.	<i>65 groups p.a.</i>
		2000 pupils	<i>1200 pupils</i>
	Develop and promote new programmes - including Special School Project, Early Years & High School Field Studies	25 groups p.a.	<i>15 groups p.a.</i>
	Evaluate all group visits	daily	<i>daily</i>
	Devise and deliver CPD training for teaching staff	1 project	<i>1 project</i>
Deliver a public events programme - 16 Children's and 2 Family events (1 at the Centre, 1 at Coalie Park), 4 Guided Walks, 4 Talks, 1 workshop, 1 sale	28 events p.a. -	<i>12 kids, 2 funday, 3 guided walk, 4 talks</i>	
Annual Costs: £34,842 Direct Income: £12,000 Grant / Fundraising Support needed: £22,842 Voluntary Support: low as this is largely managed by staff			
<b>5. Encourage the protection and enhancement of biodiversity along the river and its environs</b>	Ensure the completion of wildlife surveys along the river and maintain a wildlife recording system sent to TWIC	Database updated	<i>Database updated</i>
	Survey two wildflower meadows and update the Wildflower Plant list for Slateford - Leith	2 meadow surveys	<i>2 meadow surveys</i>
	Monitor the presence of protected species along the river. Work with Lothian Bat Conservation Trust on the 2020 bat survey and monitor the condition of bat boxes.	2 task days p.a.	<i>2 task days p.a.</i>
	Record all otter sighting and promote the findings of the 2019/20 otter survey	1 article / publication	<i>1 article / publication</i>
	Continue the trout spawning bed survey – aiming to survey from Slateford to Balerno	5 kms surveyed	<i>5 kms surveyed</i>
	Support 20 years of EBAP by attending event and 3 themed guided walks	4 events p.a.	<i>cancelled</i>
	Deliver regular volunteer river patrols on all sections of river. Hold meetings & training	250 patrols and 4 meetings	<i>160 patrols, 3 meetings</i>

	Sit on Edinburgh Biodiversity Action Plan steering group and deliver our 6 Actions in the 2019-21 Plan	See EBAP	See EBAP
	Remove, monitor and prevent the spread of invasive plant species along the Water of Leith. Establish a co-ordinated framework for the management of invasive species with the aim of spraying Giant Hogweed and stem injecting Japanese Knotweed annually and to continue the programme of volunteers' hand pulling Himalayan balsam.	1 survey p.a., 12 Balsam sessions, 5 GHW and 4 JKW volunteer supported treatment sessions	1 survey p.a., 12 Balsam sessions, 5 GHW and 4 JKW volunteer supported treatment sessions
	Continue to survey and treat the quadrats in the partnership project with Napier University, to research reduced chemical use in the treatment of GHW	5 survey sessions	Basic survey and spray sessions only
	Maintain the 6 Biodiversity Boost habitat improvement sites along the Water of Leith through volunteer workdays and enhancement planting	15 volunteer workdays p.a.	10 volunteer workdays p.a.
	Investigate locations for new woodland plantings in the upper catchment –MP	Project Action	Paused
Annual Costs: £7308 Direct Income: £0 Grant / Fundraising Support: £7308 Voluntary Support: 1756 hours £14,416 in-kind			
<b>6. Encourage responsible access to, and recreational use of, the river and its walkway</b>	Record walkway use, issues and management problems through patrols.	250 patrols hours	160 patrols hours
	Support CEC Natural Heritage Service with infrastructure improvement projects to the walkway. Improve the Blinkbonny steps	5 project p.a.	3 project p.a.
	Work in partnership with Friends of the Pentlands & Rosebery Estates to create an link path from the Walkway to Harlaw MP	Scope works - Funding dependant	Scope works - Funding dependant
	Support local groups and Longstone Community Council with the feasibility of providing an access bridge at Longstone and providing an off ramp to link Chesser with the walkway - MP	Scope works - Funding dependant	Scope works - Funding dependant
	Liaise regularly with Sustrans, the appointed contractor and CEC, over walkway surface upgrading works from Balerno to Slateford and provide facilities for information exchange and diversions.	Funding dependant	Funding dependant
	Support community groups or projects to use the walkway	4 groups / projects p.a.	2 groups / projects p.a.
	Distribute walkway leaflets and sell maps, and promote the audio trail app	5,000 leaflets & 1000 map	3,000 leaflets and 750 map
	Promote the 'on foot and by bike' Code of Conduct '#sharewithcare'	1 promotional campaign	1 promotional campaign
Annual Costs: £3,308 Direct Income: £1000 map sales Grant / Fundraising Support needed: £2,308 Voluntary Support: 500 hours - £4150			

<b>7. Promote volunteer and member involvement in all areas of the Trust's work</b>	Manage volunteers involvement in the operation of the Visitor Centre, assisting with Reception Duties, Centre Maintenance, administration & fundraising	3500 volunteer hours	2600 volunteer hours
	Support volunteer participation in the practical management of the river and walkway – River Clean-ups, habitat projects, Hit squad and river patrols	3300 volunteer hours	2200 volunteer hours
	Offer youth volunteer placements	8 placements	4 placements
	Organise volunteer meetings, training sessions and events	10 p.a.	5 p.a.
	Publish seasonal newsletters	3 p.a.	3 p.a.
	Actively recruit new members	Exceed 280	Exceed 280
	Deliver a Members walks talks programme	Deliver 8 events	Deliver 6 events
Annual Costs: £5,888 (in addition to Objective 2) Direct Income: £0 Grant / Fundraising Support: £5,888 Voluntary Support: Over all Trust volunteers gave 7254 hours - £59,555 in-kind (excludes volunteers from community / corporate groups) however this is also recorded in Obj 1, 2, 5			
<b>8.To ensure the Trust is run effectively and efficiently in line with good governance, charity and other legislation (and good practice)</b>	Implement and regularly review Trust's Policies including - Health and Safety, Outdoor Learning and Child Protection Welfare, GDPR and Privacy, and Risk Assessment System.	Ongoing	Ongoing
	Finance and Governance sub group to meet at least quarterly to further the Good Governance Action Plan and update the Trust' Articles of Association, ready to present to members at the 2020 AGM	4 meeting and Articles of Ass ready for October	4 meeting and Articles of Ass ready for October
	Review Staffing levels, pay grades and HR policies to ensure alignment with statutory requirements and best practice	ongoing	ongoing
	Complete agreed actions in the 2020/23 Business Plan and report on progress quarterly	complete agreed actions	complete agreed actions
	Ensure financial security of the Trust, monitor investments and report to funders.	Report Quarterly and keep to agreed Budget	Report Quarterly and keep to agreed Budget
	Apply for funding to support all areas of the Trusts activity. Implement the Fundraising Action Plan	Fundraising Action Plan	Fundraising Action Plan
	Ensure the Centre is clean and well maintained. Regularly review the Centre maintenance schedule	Daily	Daily
Annual Costs: £11,867 Direct Income: £12,300 Grant / Fundraising Support: £0 Voluntary Support: 500 hours by volunteer Members' Secretary, staff and approx 90 hours by Trustees - £4,843.			

**WATER OF LEITH CONSERVATION TRUST**  
**2020/21 Budget - revised 20/04/20 due to COVID 19**

<b>INCOME</b>	2020/21	2020-21
	revised	<i>previous</i>
Till - Groups / Events	3,000	4,000
Till - Maps	950	1,200
Till - Books	1,730	2,500
Till - Gifts	1,700	2,000
Till - Catering	11,800	16,000
Till - Donations	1,730	2,500
Fund Raising	2,600	4,000
Donations	3,000	3,500
Corporate Tasks	4,000	7,000
Gift Aid	4,000	4,000
Groups / Events	1,950	2,750
Investment Interest	1,000	1,000
Miscellaneous - Furlough Claim £2,900	4,000	1,000
Room Hire	1,200	1,500
School Visits	5,000	9,000
Subscriptions	2,900	2,900
	50,560	64850
<b>Financial Support</b>		
CEC - Revenue Grant	21,500	21,500
CEC - Education Officer	15,000	15,000
Baillie Gifford	15,000	15,500
Charitable Trusts / Legacy	5,000	5,000
Designated Fund (draw down)	10,000	
	66,500	5,7000
<b>Project Support</b>		
Grants - Project - 1 - Community / Wildlife Project	10,000	10,000
Grants - Project -2 - Centre Expenditure?		
Grants - Project 3 -		
Grants - Project 4		
	10,000	10,000
<b>Carried Forward from Last Year</b>		
	13,000	13,000
	13,000	13,000
<b>Gross Income</b>	140,060	144,850

<b>EXPENDITURE</b>		
	2020/21	2020-21
<b>Staff Costs - based on increases proposed and furlough agreed to June</b>	revised	<i>previous</i>
Salaries	117,344	116,267
Employers NI	5,664	5,670
NEST Pensions	3,096	3,100
	126,104	125,037
<b>Administration Expenses</b>		
Advertising/Marketing	250	250
Bank & World Pay Charges	1,000	1,200
Building Maintenance	1,200	1,200
Building Repairs / Renewals	2,000	2,000
Catering	3,500	5,000
Cleaning Materials & Windows	1,000	1,300
Educational Materials	400	500
Independent Examination, Fees, Licenses	1,550	1,550
Fund Raising	500	500
Insurance	4,403	4,403
Merchandise	2,250	3,000
Office Supplies	600	800
Postage	500	700
Printing	800	1,000
Sundry Costs / Petty Cash	100	100
Telephone	1,250	1,500
Training	500	500
Travel	250	300
Utilities (gas / water / electricity)	5,200	6,600
Van Running Costs	1,600	1,750
Volunteer Resources	1,000	1,000
	29,853	35,153
<b>Project Expenditure</b>		
Project 1 - Salaries for Project Officer		
Project 2 - Visitor Centre Development		
Project 3 -		
Project 4		
	0	0
<b>Carried Forward to Next Year</b>		
	2,000	2,000
	0	0
	2,000	2,000
<b>Gross Expenditure</b>	157,957	162,190
<b>Net income</b>	-17,897	-17,340