

THE RIVER RESTORATION CENTRE

Strategic Plan

2016 to 2021



the River Restoration Centre

Working to restore and enhance our rivers

1. Summary

Working to restore & enhance our rivers

The River Restoration Centre (RRC) is an independent, not-for-profit organisation formed in 1994. We have established a unique role in the restoration and management of rivers and catchments across the UK. We are committed to ensuring our rivers are restored and managed for the benefit of all, with long lasting results for future generations to enjoy. We will work with our existing and new members and funders, and collaborate with other organisations to meet the challenges and needs of the next six years and beyond.

Our purpose

To actively promote the re-establishment of natural processes, features, habitats and biodiversity of a river system, to support others to achieve this by collating knowledge, information and evidence to share best practice throughout the river and catchment management community.

Our vision

Naturally functioning, wildlife-rich river systems, valued by people.

Our mission

The River Restoration Centre champions 'better rivers' and promotes the natural capital and social benefits of restoring our river systems for a sustainable future.

Strategic direction

- Build on the existing excellent RRC reputation for expert knowledge, advice, guidance and promotion of best practice river management.
- Align messages on the multiple benefits of river restoration with topical catchment management themes such as Natural Flood Management and Nature Based Solutions.
- Refine and grow the information, data and evidence RRC holds to meet the needs of its members and users.
- Partnering with others, to provide more efficiently, the wider range of river and catchment related support, advice and services that this growing community demands.
- Strengthen our advocacy role and report the outcomes.
- Help inform and develop science through knowledge and research, and to apply science to better inform practical management and policy decisions.
- Widen our income base and funding sources to achieve a sustainable balance.

Our core work

Our three core work areas are:

- Evidence, cost-effectiveness and innovation,
- Expert technical advice and evaluation,
- Dissemination, guidance and training.

We provide information, advice, training and guidance to inform and influence strategy, to expand the capacity and capability of statutory agencies through to catchment-based partnerships, and to ensure that restoration projects are based upon best practice and evidence.

Our values

We are a small organisation, focused on what we do best:

- We are passionate about the rivers in our landscape,
- We promote the value of the natural form, functioning and beauty of rivers,
- We want to see the natural environment managed in a sustainable and equitable way,
- We believe in the collation and evaluation of evidence and information to foster innovation and to promote best-practice and excellence,
- We pride ourselves on the quality of the advice we provide.

Our partners

We engage with professionals, practitioners and the public through local, national and international organisations, trusts, partnerships and statutory bodies such as:

- Rivers and Wildlife Trusts, NGO's, charities and partnerships who lead local solutions to meet the national programmes of river improvement,
- Government policy makers, environment agencies/conservation bodies and water companies meeting legislation and national/international targets,
- Urban planners, developers and local authorities aiming for growth, sustainable development and health and well-being benefits for communities.

Our engagement with these sectors is geographically wide-reaching with our main focus being the UK.

Our plan

This is a document for our members, funders and collaborating organisations. It sets out what we intend to do to meet the needs of our members and funders and explains how we will both influence, and adapt to, changing needs and policy. It sets the direction and priorities for RRC for 2016-2021. Our work is aligned to the key European water directives cycle of 2016 to 2021 and the implementation, at a national level, of the river basin (RBMP), and flood risk management plans (FRMP).



Above. The River Tat, an important tributary of the River Wensum, Norfolk. Restoration work on this river system, protected by a European designation, has used natural materials to return its characteristic geomorphology and ecology. RRC ran a guided site visit and discussion, as part of our annual programme of training and events.

Front cover. A tributary of the River Itchen. Restoration work to restore the course to its channel, undertaken in 2016/17

2. River restoration

Working to restore & enhance our rivers

The term river restoration is used in a variety of contexts, from a European policy measure to the beneficial works to improve rivers for people and wildlife. We focus on the restoration of active hydrological and morphological processes, that operate throughout a river catchment, which are essential to support a healthy river and its ecology.

River restoration needs to be carried out in parallel with improvements to the quality of land, water and air, and with regard to species protection. Healthy rivers and catchments in both rural and urban landscapes are essential in optimising the benefits we get from nature for society and the economy.

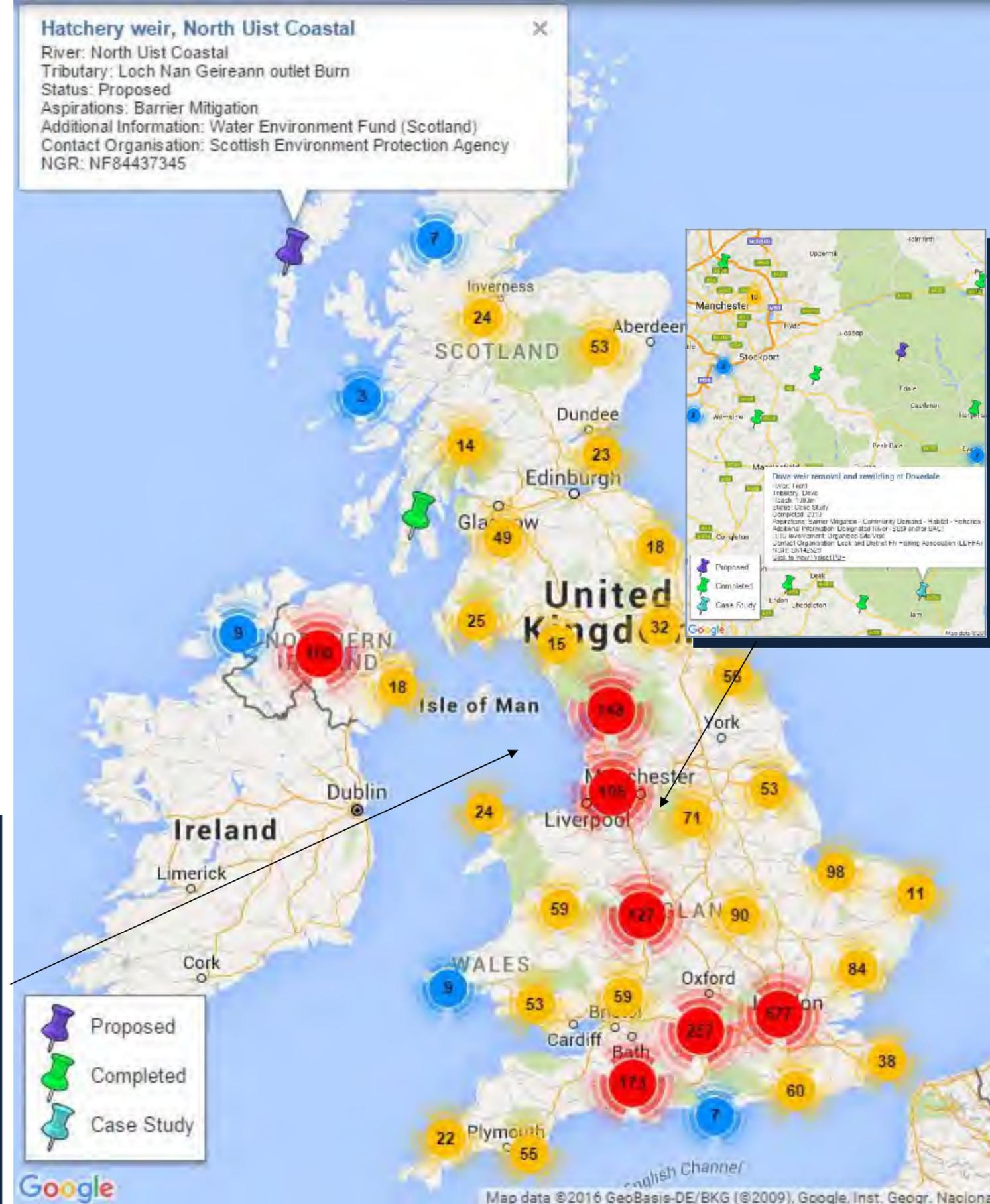
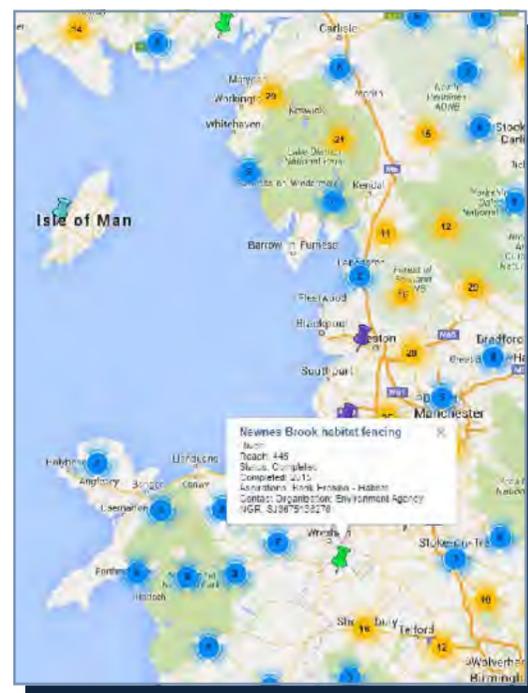
River restoration in the UK

Since the early 1990s RRC has been at the centre of the enormous changes in both public perception and the institutional management of the river environment; leading, supporting, promoting and underpinning this direction of travel.

Many of our rivers have been damaged in the past by outdated engineering and management practices. River restoration and best practice management seeks to address and reverse this degradation and achieve wide-ranging benefits that result in healthy rivers and catchments.

European and national environmental policy requires us all to follow this approach, specifically to ensure better management of flood risk, to protect rare habitats and species and restore rivers to support their own distinct and characteristic ecology. River restoration contributes towards a broader aim of a biodiverse resilient natural environment for today's society. These benefits are most apparent and most achievable when rivers are managed at a catchment level working with all interested parties.

Local communities are demanding improvement of their natural environment and are successfully combining investment from public and private sectors. Partnerships being formed at this local level are leading the way in unlocking the multiple benefits that healthy river landscapes can create.



Above. The RRC webmap allows simple access to key information from the RRC National River Restoration Inventory. The map is populated by RRC and our members, to highlight the great work that is being done and to add to this well-used resource.

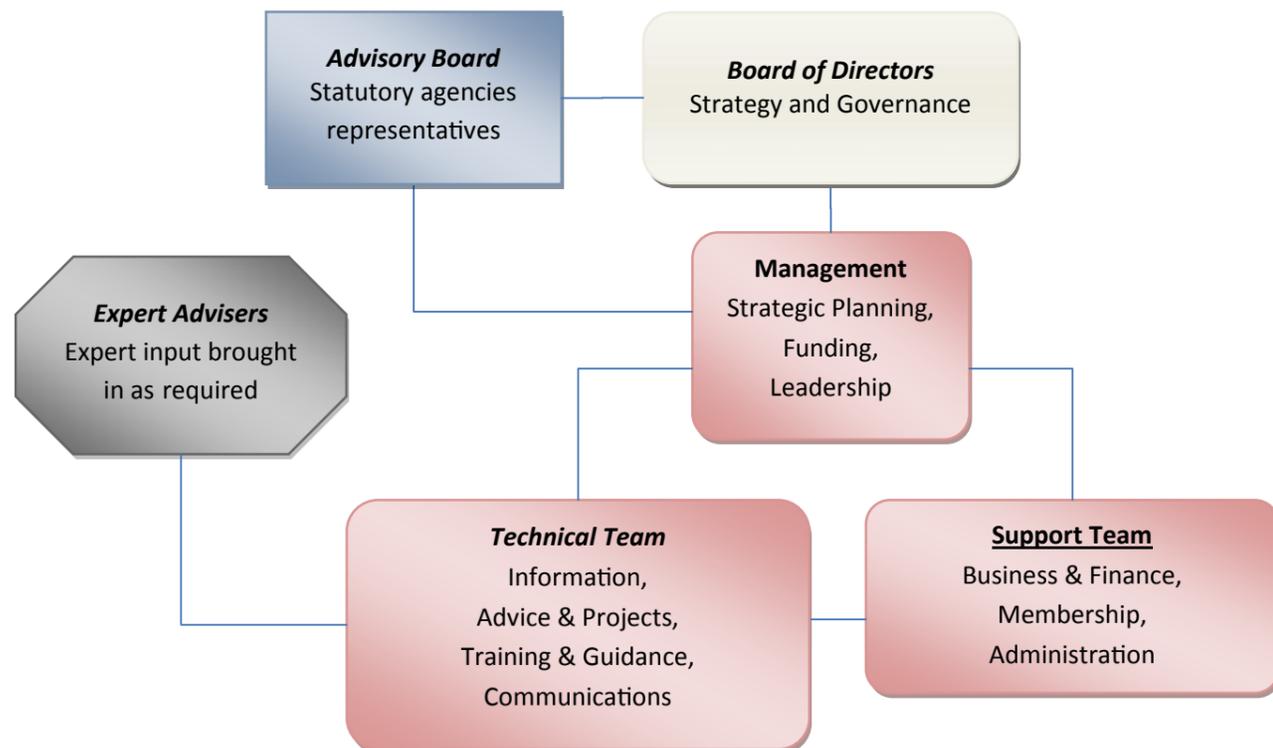
3. Our organisation

Working to restore & enhance our rivers

The RRC is a small not-for-profit business with a yearly turnover of under £500,000. We have between seven and ten permanent and fixed term staff. The staff report to a board of around ten directors with a broad range of experience and expertise. Our Advisory Board comprises representatives of the statutory environment agencies and conservation bodies.

We are based in a single main office in central Bedfordshire at Cranfield University, with excellent geographical links to the rest of our UK operational area.

Our staff can call upon the RRC’s network of ‘Expert Advisers’ to provide further expertise, additional capacity and support for detailed or complex activities and to provide experienced multi-disciplinary teams when required.



Our current [Staff](#), [Directors and Advisory Board](#) can be found on our webpages.

RRC is hosted by Cranfield University under a long-standing relationship. RRC staff are employed through Cranfield University through a service agreement. Being based within a university allows us to retain close links with the scientific and research community, and support relevant courses.

Right. The River Marden during the town centre development at Calne, Wiltshire. Previously a forlorn river limping through its heart, RRC staff, directors and Expert Advisers provided input to the restoration of this picturesque market town’s feature. The sinuous course was restored in advance of building the overlooking new riverfront businesses.



4. Our impact

Working to restore & enhance our rivers

Over our 20 years, our impact can be measured in a wide variety of outputs: reports, guidance, training & conferences. an increasing presence across our

measured in a wide variety of outputs: We also influence at a strategic level through membership, the web and social media.

Practical work

320 project advice reports

Since we started we have worked to improve local river restoration expertise through over 300 projects.

45 training events

Just in the past 5 years we have provided 45 training events to 800 people, building their understanding, capability and their organisation's capacity.

4,800 projects across the UK

The RRC manages a unique evidence-based data base of river restoration and management information with data collated from across the UK [update for August 2017].

11 guidance documents and manuals

We have developed and regularly update a range of technical and practitioner-focused support material.

4,000 website users per month

The RRC website gets 7,000 hits a month, 4,000 of these are from unique users who access the RRC's resources and communications.

Strategic influence

15,000 Members

Corporate and Business membership subscribers include whole organisations (e.g. statutory agencies and companies), where each staff member gains RRC Member status.

4,000 RRC annual network conference attendees

Since the year 2000, RRC has helped to build a river restoration network through its extremely successful and highly praised two-day annual river restoration event.

£30,000,000 of English projects supported

In our role as Independent Technical Adviser for the 42 Catchment Restoration Fund (CRF) projects, and 106 Catchment Partnership Action Fund (CPAF) projects in England.

3,000 active individual river restoration subscribers

Our reach covers the majority of UK river management organisations.

28,000 monthly Twitter reach

3,600 followers across our social media accounts on Facebook, Twitter, LinkedIn, YouTube and Flickr.



Above. Removing a weir for fish passage on the Mulkear River, Co Shannon. This Large EU LIFE funded project is a case study on the RiverWiki. RRC was asked to present the wider UK and European context at the MulkearLIFE end of project conference.



Above. River Dove, Derbyshire. The Dove is a nationally protected river and is renowned for its riverine landscape and valley. RRC have provided expert advice on difficult issues of returning natural river processes versus retaining amenity and historic weir structures. An RRC site visit focussed on locally undertaken improvement works and RRC helped support a recent workshop.



Above. River Valency, Boscastle. After the devastating 2004 floods, RRC advised on the best way to recreate a natural-looking bedrock river with gravel bars and pools for sea trout. This was incorporated within the overall aim of cutting out a metre of bedrock to lower the river to protect the village.

5. Our members

Working to restore & enhance our rivers

RRC is a membership organisation. Our members help fund our ongoing work and include government agencies, consultants, contractors and local partnerships, as well as interested individuals. We gratefully acknowledge the financial support and long-term commitment of all of our members. We regularly review our activities to ensure that they meet members' needs. As a result information can be efficiently collected, assimilated and disseminated to support future practical work, research and policy.

Membership

Membership income contributes towards the essential activities below that make RRC the UK's expert technical information and advice centre.

- An accessible 'advice centre' for river restoration related enquiries and information; including anything from general information and contacts to detailed advice on specific technical design or implementation details;
- The evidence base (details of scale, location, costs, techniques, success, etc. included in the National River Restoration Inventory (NRRI), the UK Projects Map, the EU RiverWiki) and the continuous development of this to update and expand its coverage and application;
- Dissemination of developments, updates and opportunities through our workshop and conference events, informative site visits, training courses, a monthly bulletin of current news and events and social media posts;
- Comprehensive web based resources including access to the RRC Manual of River Restoration Techniques, extensive monitoring guidance, over 700 conference and workshop presentations, previous reports and the location of projects (UK Projects Map);
- An annual programme of training and events, run for members but accessible to all, to showcase best practice, train new practitioners, and meet the essential needs of the industry for the coming year, based on our assessment of the needs of our wide range of members.

This membership approach ensures that these central resources are maintained and funded by a wide user base.

Different levels of membership subscription allow for differing sizes of organisations and numbers of individual users. Membership level defines the access to the above core resources, and access to additional paid-for technical advice. Membership is open to statutory and non-government organisations, companies and individuals.

There is an excellent collective commitment from our members to exchange views, experiences, information and data to improve and refine river restoration capabilities. The RRC Annual Network Conference epitomises this sharing approach where 300 delegates meet to share experiences and to learn from others.

Government agencies, Corporate and Business members can be found at <http://www.therrc.co.uk/current-members>.

Top. Site visit to the River Tummel, Perthshire, during the RRC Annual Network Conference.

Middle. RRC walking the River Cray with WWF UK and the local countryside partnership looking for enhancement opportunities in north west Kent.

Bottom. Eddleston Water, part of the cross border River Tweed; river restoration and natural flood management in action, an RRC organised visit to see the work of Tweed Forum, winner of the 2015 UK River Prize, awarded by RRC.



6. How we work

Working to restore & enhance our rivers

	STRATEGIC TECHNICAL ADVICE Government, agencies and conservation bodies	CATCHMENT AND PARTNERSHIPS Third sector, environmental bodies, research, consultancy	PROJECT SUPPORT AND GUIDANCE Project teams, contractors, developers
We work and collaborate with others at different levels; STRATEGIC, CATCHMENT and PROJECT. Working across these levels we have greater impact and influence.	We provide independent expert advice to inform national strategy for planning and implementing river restoration and management, deriving multiple benefits for flood risk management, natural flood management and biodiversity.	We are developing our capacity to support the third sector and to strengthen the UK-wide river restoration network further through our technical training, facilitated events, guidance and information.	We guide and advise managers and practitioners (national agencies, community partnerships, local authorities, developers and trusts) to ensure good on-the-ground design, implementation and evaluation.
We base our input on evidence and expertise.	Across all we manage, analyse and grow the UK evidence base to inform and effective, natural process-led, best practice restoration and catchment management.		
We are trusted to do this as we are an independent expert organisation. We have an excellent understanding of concerns, issues, needs & requirements, gained from the network of practitioners that we support.	<p>Our role:</p> <p>Represent practitioners, researchers and local partnerships as an independent expert technical voice.</p> <p>Promote the need for clear innovative approaches to restoration, its monitoring, evaluation and financial investment.</p> <p>Inform the river restoration community of the results of national programmes and developments in strategic planning and implementation for designated rivers.</p> <p>Raise awareness by communicating government policy and strategic decisions, and how they will affect the water environment and its management on the ground.</p> <p>Reward excellence, innovation and determination to celebrate success and the people who make it happen.</p>	<p>Our role:</p> <p>Collaborate with other third sector bodies forming strong partnerships to provide river restoration planning to support the wider network of land and water management.</p> <p>Establish strategic partnerships with trusts and businesses to support them and to involve them in the our training, demonstration and guidance work.</p> <p>Identify and share innovation and best practice through our collation and evaluation of UK projects, disseminating this through our media and web pages.</p>	<p>Our role:</p> <p>Support project teams to design and develop the best solution to multiple pressures and constraints.</p> <p>Guide individuals to the most appropriate information available, through our bulletins, manuals, website resources or one-to-one advice.</p> <p>Train new and inexperienced practitioners, and those looking for continual development, through an annual programme of courses, site visits, workshops and seminars.</p> <p>Provide the services that our members want and need by being reactive to national changes and proactive in identifying future trends and areas for development.</p>



Above. The River Tummel, Perthshire. These protected shingle islands are a great example of active natural processes in rivers. RRC has organised site visits and advised statutory organisations, as well as landowners concerned about erosion and land loss. Our wider work within Europe shows examples from other countries where similar issues exist, and sites to learn from. The way we work is to know, and to provide, the best understanding and practical advice to manage our rivers and catchments.

7. Our approach

Working to restore & enhance our rivers

We believe that evidence, innovation and sharing best practice in river restoration forms a cycle whereby each activity improves and develops the others.

We focus on these three core areas:

1. Evidence, innovation and cost-effectiveness
2. Expert technical advice and evaluation
3. Dissemination, events, guidance and training



We have clear ambitions within each of these areas, which outline the fundamental difference we are trying to make over the next five years.

To achieve these ambitions, we have established key objectives, stated on the following pages. These will underpin our ability to work towards our vision of naturally functioning, wildlife-rich river systems, valued by people.

Within the three core areas, we work across three levels of operation: local, regional and national/international, and from project-focussed to strategic influence. This is brought together every year at our Annual Network Conference event. This ensures crossover and exchange of perspectives, knowledge, ideas and experiences from projects to strategies and from local volunteer groups to government agencies.

Progress and review

Our progress will be reviewed at the midpoint in 2018. Strategy development at RRC is an ongoing process. Strategy will be updated regularly in line with emerging priorities.

Top. The restored River Chess, Buckinghamshire. RRC advised on the project scope and design. Narrowing the river to its natural width and reinstating its clean gravel bed brought the 'babbling brook' back to life.

Middle. Freshwater pearl mussels surviving in a small Scottish island burn. RRC provided project advice to restoration sites under the European funded Pearls in Peril project, led by Scottish Natural Heritage.

Bottom. Exploring the restoration of the Rottal Burn, Highlands. Guided site visits organised by RRC with our local partners offer a chance to discuss each aspect of the work in detail with those most closely involved.



Evidence, innovation and cost-effectiveness



Expert technical advice and evaluation



Dissemination, events, guidance and training

	Our ambition:	To achieve impact:	We will undertake these activities:	Our outputs will be:
<h2>Evidence, innovation and cost-effectiveness</h2>	<p>The outcome of cost effective catchment-based working, using best practice, science and evidence.</p>	<p>All decisions to plan, design and implement cost-effective river restoration projects are made using best practice and the best available evidence.</p>	<ul style="list-style-type: none"> * Strengthen the reporting and evaluation of river restoration work to expand the UK NRRI restoration evidence base. * Improve the usability of our information for 'state of our rivers' national reporting, strategic planning, programme cost effectiveness and awareness raising. * Promote and actively encourage the expansion of the RiverWiki in the UK and overseas, to extend the reach of best practice information. * Continue to be actively involved in new European strategy and developments through the European Centre for River Restoration and our overseas partners. * Form strategic partnerships with research institutions to better analyse the NRRI data and its contribution to applied science and research. * Analyse performance and cost-effectiveness of restoration techniques. * Build the extent of cost data and define the cost-effectiveness of restoration. 	<p>Increased confidence for planning: Funders and managers have clear evidence of cost effectiveness of restoration through the assessment of success and better availability of evidence.</p>

Building and managing the evidence base to advance river restoration

We enable regulators, policy makers, practitioners, NGOs and consultants to access up-to-date information on innovative best practice restoration and management of rivers and floodplains. This allows proven cost-effective methods, materials and management practices to be adopted with an increased certainty of long-term outcomes and better understanding of performance and cost.

We manage a unique evidence base of river restoration and management information, with data collected from over 4000 specific cases in England, Scotland, Wales and Northern Ireland. This collated information (the NRRI), together with a wealth of in-house expertise and knowledge, enables us to provide expert technical advice and evaluation, dissemination, events, guidance and training.

This evidence base and the ability to transfer knowledge to where it is needed is strengthened through links with overseas organisations, in particular our longstanding management role in the European Centre for River Restoration, we manage and moderate the content of the European RiverWiki of case studies.

Right. The RRC's National River Restoration Inventory (NRRI) contains a wealth of information. It allows us to search across the UK for the most useful information to support projects, research and policy [data as of January 2018].



	Our ambition:	To achieve impact:	We will undertake these activities:	Our outputs will be:
<h2>Expert technical advice and evaluation</h2>	<p>All river restoration projects reach their full potential and provide multiple benefits.</p>	<p>A clear understanding of the need for a catchment level approach to restoring river processes, features and habitats at the site scale.</p>	<ul style="list-style-type: none"> * Provide a national enquiries function for all matters relating to river restoration. * Provide independent expert support to restoration practitioners, managers and third sector trusts and partnerships. * Influence national programmes and strategy as independent technical advisers. * Audit and evaluate restoration programmes and projects. * Establish a complete support framework for better project planning, development, monitoring and evaluation. * Form stronger partnerships with consultants and contractors to increase their profile and support their work with RRC's additional capabilities. * Develop a certification scheme for river restoration projects. * Expand our network of Expert Advisers. 	<p>Increased capacity for improving rivers: Enabling partners in every UK catchment to better plan and carry out work to achieve river basin, flood risk and biodiversity targets.</p>

Increasing understanding, capability and capacity through targeted input

We advise river managers, local staff and policy makers together with their consultants and contractors to better, and more confidently, define and develop local programmes and interventions for restoration or management of rivers and floodplains.

Through our established contacts we have a highly regarded role as an independent and impartial expert voice between uncertain and sometimes conflicting groups.

Having both practical and scientific understanding means that we can help build stronger links between research and practical application to restore and manage rivers and their floodplains. We can also apply our practical experience proactively to develop research ideas in response to the observed need in order to offer river-related environmental improvements.

We have developed comprehensive river-related expertise through our work on over 320 restoration projects, and the experience of our staff and associated advisers.



Right. The River Thame, Buckinghamshire. As well as providing scoping and design input to restoration projects, RRC also carries out reviews and evaluations to look at success and lessons learned. Simple things like open access stock watering points can significantly damage the overall restoration work, if overlooked in the design stage.

	Our ambition:	To achieve impact:	We will undertake these activities:	Our outputs will be:
Dissemination, events, guidance and training	We will have increased the understanding, capability and access to resources of UK river restoration practitioners.	A better informed, more confident and competent UK river restoration workforce.	<ul style="list-style-type: none"> * Strategically extend the river restoration network to engage a wider range of essential functions and disciplines. * Expand the reputation and reach of the RRC Annual Network Conference as the event of the year for everything 'river restoration'. * Build, strengthen and secure the UK River Prize & Nigel Holmes Trophy as the key recognition of excellence and determination in river restoration and best-practice management. * Devise innovative and engaging high quality training programmes. * Develop and maintain our bulletin, website and inventory to remain the No. 1 river restoration resource in the UK. * Maintain an active role in reviewing and disseminating restoration policy and practice. * Actively participate in pathways to Impact for research and report restoration science. * Form strategic partnerships with other organisations to work together to maximise opportunities for joint training and guidance. 	Increased capability of individuals: Better awareness, better understanding, better trained, better connected as a network and better access to guidance and resources.

Growing the UK river restoration network

We provide the statutory agencies, NGOs, managers and supporting practitioners access to a wealth of guidance, training and on-site demonstrations of best practice, innovation, evidence and experience. We help to develop their capacity to provide effective restoration and management of rivers and floodplains.

We build on a collective commitment from our members to exchange experiences, information and data which enables us to carry out our UK dissemination role and to make sure that our outputs meet the needs of our members. In this role we can efficiently collect, assimilate and disseminate evidence to support future success.

Our Communications Plan details the methods we will use to involve and expand our audiences.



Right. The RRC Annual Network Conference. Each year we actively encourage attendance and participation from all across the UK and from a wide variety of different sectors and disciplines.

8. What makes us unique

Working to restore & enhance our rivers

RRC has an exceptional reputation across different sectors in both the UK and Europe for its independent and technical expertise. This is reflected in the 20 years of support from core government statutory environment agencies and conservation bodies. We are recognised and trusted by the public, private and third sectors alike.

Dedicated enquiries centre

Our role as the UK's river restoration information and advice centre is supported by our statutory agency funders and members and allows us to offer a dedicated enquiries service. With our wealth of experience and contacts, if we don't know the answer we know someone who does.

Commitment to independence and impartiality

The RRC is not a consultancy. We operate impartially for all of our members and so we do not bid for work against commercial consultants and contractors. However, we do support those members (on a non-exclusive basis) in bids and tenders to ensure our expertise and resources are made available as widely as possible for important projects. Often we are asked to provide an independent view where conflict might have arisen between differing interests, between say, local user and regulatory interests.

Combining science, policy and practice

Having both practical and scientific understanding means that we can strengthen links between research and on-the-ground application. We also apply our practical experience to help develop research ideas. We apply our independent scientific and technical understanding to advise on national level strategy and we work with statutory agencies to develop policy.

UK-wide perspective

We operate across England, N. Ireland, Scotland and Wales and have a comprehensive understanding of their differing policy, institutional and operational characteristics, as well as the appropriate approach to geographically different river types. Our National River Restoration Inventory (NRRRI) collates information from projects across the UK to provide an expanding rich evidence resource of information to inform best practice.

A European river restoration network

We are working with our partners and networks across Europe to ensure that the latest developments and examples of best practice are available to the UK. The EU LIFE funded 'RESTORE' project's 'RiverWiki' is the latest addition to these resources, an interactive wiki database displaying projects across Europe, with the content managed by RRC on behalf of the European Centre for River Restoration (ECRR). This enables us to bring home best practice and new ideas from across Europe.

Our key achievements

From initially documenting two innovative flagship schemes in 1995, we have developed a **National River Restoration Inventory (NRRRI)** of 4800 UK restoration projects, allowing interrogation of these data to inform current programme planning and work.

As technical advisers to Defra and its statutory bodies for **150 projects costing over £30 Million**, we have helped to support and guide restoration work and community partnership river improvements across England.

Through over 20 years of commitment to promoting improved monitoring and evaluation, we are **championing a better evidence base** through advocating the setting of clear objectives and developing technical design manuals, planning tools and monitoring guidance.

We have **developed the UK's river restoration 'network'** from a handful of enthusiasts to a thriving part of the water environment industry. This is encapsulated by our long-standing river restoration network conference attended annually by 300 experts and trainees.

Together with the Environment Agency, we and our other European partners completed a 3-year EU LIFE RESTORE project producing an interactive RiverWiki database to **better communicate best practice river management and restoration across Europe**, based on the RRC's 'restoration centre' approach in the UK.



Above. A well respected technical guide which has been updated twice since first published in 1999, the RRC Manual of River Restoration Techniques covers 64 detailed design case examples from 37 projects accounting for a spend of £6M. The manual uses named projects to discuss the wider application of these most commonly used methods and shows successes and lessons learnt.

9. Our reach

Working to restore & enhance our rivers

We support, train and connect those interested in rivers and those who work to manage them. To do this, we engage with them individually, through local communities and partnerships, in their work roles and through our input to national and EU strategy.

Geographical reach

Our geographical reach ranges across:

- Local communities and individuals,
- Catchments and local authority areas,
- National networks of trusts, agencies, water companies, universities, contractors, consultancies and others across the UK,
- European researchers and practical multi-country projects, the European Centre for River Restoration (ECRR) and other river restoration groups,
- The global river restoration community.

A close involvement at all levels allows us to draw on the best practice technical side as well as best practice planning, process and working.

Planning and implementation of river restoration involves many people, playing important roles throughout the different stages of restoration.

Organisational reach

Key groups with whom we engage across our reach are:

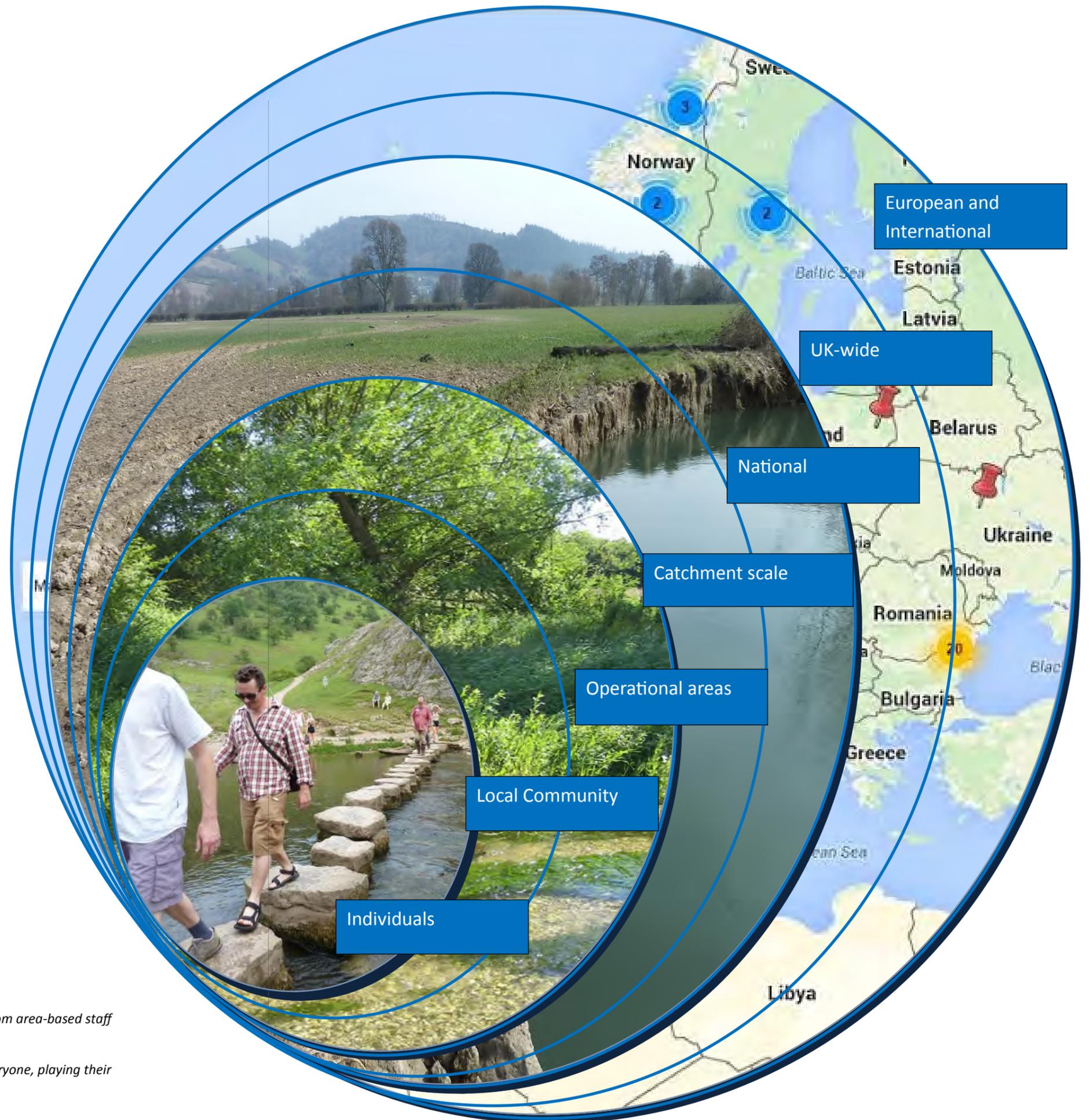
- River, catchment and environmental trusts and partnerships
 - together tackling a national workload at the local level,
- Water companies and government agencies/conservation bodies
 - guided by legislation and national/international targets,
- Urban planners, developers and local authorities
 - aiming for growth, sustainable development and health and well-being benefits for those communities.

Right. We understand that rivers mean different things to different people.

Public enjoyment, open space, use and landownership are the focus at the local scale.

Planning and management happens at the catchment and national scale, but with input from area-based staff and communities.

Strategy and policy, new research and the development of better management involves everyone, playing their part to inform politicians and governments.

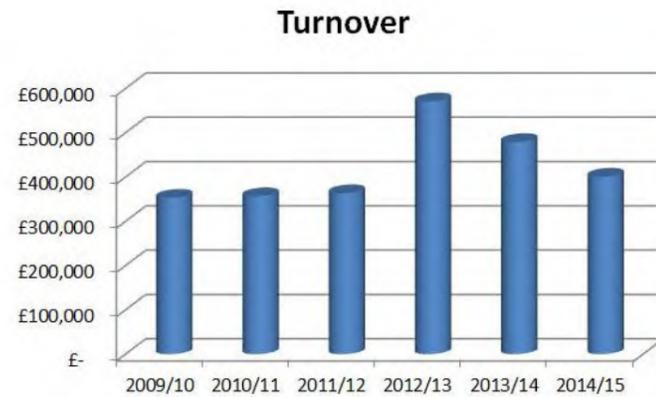


10. Our finances

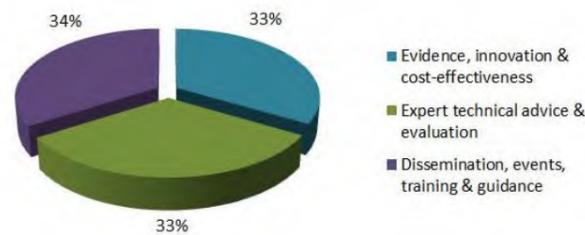
Working to restore & enhance our rivers

The River Restoration Centre is registered as a not-for-profit company limited by guarantee and complies with all statutory requirements placed upon it.

Over the six year period 2009-2015 the RRC's annual turnover has increased from £350,000 in 2009/10. The peak in 2012/13 resulted from significant investment in river restoration for the Water Framework Directive by Defra and the Environment Agency in England. RRC turnover in 2013/14 and 2014/15 continued to remain strong, particularly given the political uncertainty and budgetary cuts experienced across the environmental sector.



2014/15 Delivery on core activities



Evidence, innovation and cost-effectiveness

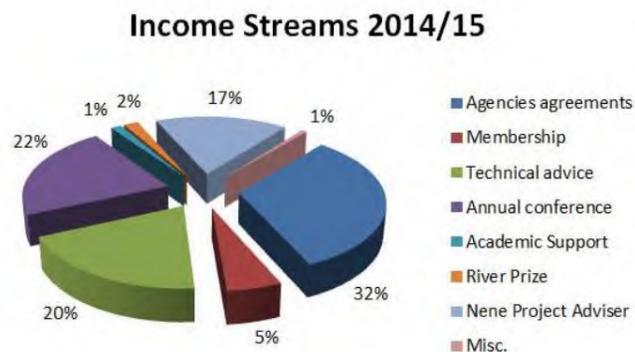
Expert technical advice and evaluation

Dissemination, events, guidance and training

Over the period, our three core activities have accounted for roughly one third across these three RRC business areas, varying year on year in relation to the needs of our members and the river restoration industry. 2014/15 represents a near exact split. This financial balance between three wide-ranging areas of activity supports our revision and continuation of these within the period to 2021 (section 6).

RRC Income has been generated through statutory agency agreements, grants, membership, teaching and events. These funding streams have been key to maintaining the RRC as a permanent 'centre' and resource for river managers and practitioners to access.

This range of income sources has provided a good degree of financial flexibility. We are looking to increase the breadth of our funding base over the coming years.



The more variable activity, year on year, is the degree to which UK river practitioners require local 'project' and national 'programme' expert technical advice and evaluation. Alongside this reactive work RRC aims to be proactive through wider projects in partnership or individually. Examples of these significant funding streams are given below.

- **RESTORE** was funded by the EU LIFE Programme and generated £200,000 over the three+ year period Oct 2010 to Dec 2013. Existing experienced RRC staff were seconded to undertake the RESTORE communication and information dissemination work across the eight countries which RRC managed as the Western Europe area.
- The **Nene Valley Nature Improvement Area** funded a full time 2.5 year Project Adviser through RRC, providing expert technical advice and whole river evaluation and project scoping. £200,000, Defra funded.
- We have been grant funded by the **Esmée Fairbairn Foundation** for a two year period from August 2015 to provide support to the emerging catchment partnerships and local community trusts carrying out river improvements. The £100,000 grant provides 70% of RRC's Local Engagement and Communications Officer post.

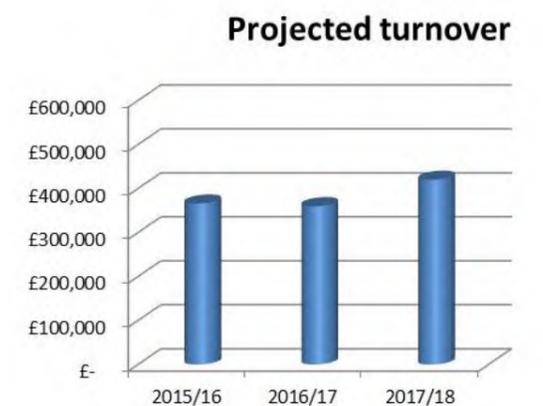


Financial projections and future funding

The environmental sector, and management of the water environment, has seen a large increase in funds, significant development of local catchment partnerships, changes in responsibilities and a subsequent reduction in funding.

Our projections are for the first half of this period, at which point they will be reviewed and new projections made.

As part of good governance, RRC intends to invest in a review of the business in 2016.



The current projections see RRC continue to maintain its core income as well as develop new income streams in response to the industry and the business review. We have committed funds to enable the review process.

Over the next three years RRC will look to:

- Diversify our funding sources,
- Maintain core funder interest and support by adapting to needs and working with the key 'influencers',
- Secure additional discrete project income to build the staff resource (e.g. Esmee Fairbairn), and secure ongoing funding for those posts,
- Explore HLF Transition funding.

As a financially responsible not-for-profit organisation RRC continues to maintain a strong financial position to ensure ongoing business operations.



the River Restoration Centre

Working to restore and enhance our rivers

The River Restoration Centre (RRC)
Vincent Building 52a, 2nd Floor Ziggurat,
University Way,
Cranfield University,
Bedfordshire,
MK43 0AL.

Website: www.therrc.co.uk

Email: rrc@therrc.co.uk

Telephone: 01234 752979



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