

James Froomberg – Targets 2007/8

1. PROPERTY

Deliver commercial investment strategy; including acquisitions, disposals, portfolio mix and target returns	<ul style="list-style-type: none"> Disposal receipt of £35m pa (£150m over 4 year plan) Investment target (including JV equity) of £30m pa (£130m over the 4 year plan) of which investments in priority areas of £8m pa 	2007/08-10/11 2007/08-10/11
Ensure all properties have registered title	Voluntary registration achieved for entire property estate	March 2008
Accelerate disposal of low value and poorly performing assets	Disposal of at least 50 low value (less than £200k proceeds) or operational properties per annum	2007/08
Proactive management of investment estate	<ul style="list-style-type: none"> National property business operational and deliver agreed plan. Achieve total returns on major investment estate in line with IPD Waterway assets to achieve gross returns of 7.0% and net returns of 5.0% Achieve £xxxm premium at [xxx] , [Information omitted on grounds of commercial confidentiality] 	June 2007 2007/08 2007/08 March 2008
Efficiently manage the property cost base	Controllable costs 28% of total income for waterways and 7% for NPB (8.6% year 1)	2007/08
Enhance the value of sites by reaching agreed development milestones	Achieve total returns on development estate of at least [Information omitted on grounds of commercial confidentiality]	2007/08
Enhance income from core operational property rents, Wayleaves and premiums.	<ul style="list-style-type: none"> Achieve property Wayleaves income include Wayleaves premiums of £2.7m (excluding Four Ashes noted above). Achieve advertising income of £0.25m 	2007/08 2007/08
Work up strategic priorities and implement	<ul style="list-style-type: none"> Residential property overview <ul style="list-style-type: none"> ➤ Outline business case ➤ Opportunity to market ➤ Venture created Joint venture of major investment assets <ul style="list-style-type: none"> ➤ Outline business case Identification of surplus waterside government property 	May 2007 June 2008 June 2009 March 2008 Sept 2007

2. UTILITES

Maintain Easynet income by £[xx]m by strengthening our relationship, and ensuring BW complies with its obligations under our	£[xx]m income secured each year for next four years [Information omitted on grounds of commercial confidentiality]	2007/08
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agreement		
Ensure BW complies with the conditions of the electricity, gas and BT agreements so our income is secure	£[xx]m income per annum [Information omitted on grounds of commercial confidentiality]	2007/08
Maintain SWD agreements	£[xx]m annual income	2007/08
Increase wayleave income	10% increase pa in local BU wayleave income especially from private surface water discharges	2007/08
Establish feasibility of canalside heating and cooling	Identify five customers indicating in writing a willingness to take this forward	2007/08
Complete Thames and United Utilities reviews to secure or improve BW revenues	<ul style="list-style-type: none"> • BW submission to Thames on River Lee case • Increase contract with UU to £610k pa • 	Aug 2007 Oct 2007

3. JOINT VENTURES

ISIS		
<ul style="list-style-type: none"> • Leeds Granary Wharf 	<ul style="list-style-type: none"> • Let construction contract • Complete infrastructure 	May 2007 Sept 2007
<ul style="list-style-type: none"> • Leeds Tower Wharf 	<ul style="list-style-type: none"> • Planning permission granted 	Dec 2007
<ul style="list-style-type: none"> • Icknield Port Loop 	<ul style="list-style-type: none"> • Submit planning application • Grant of planning 	Sept 2007 Feb 2008
<ul style="list-style-type: none"> • Trent Basin, Nottingham 	<ul style="list-style-type: none"> • Planning permission granted 	Dec 2007
<ul style="list-style-type: none"> • Glasgow 	<ul style="list-style-type: none"> • Submit planning application at Maryhill • Grant of planning 	Dec 2007 March 2008
<ul style="list-style-type: none"> • Hale Wharf Tottenham 	<ul style="list-style-type: none"> • Planning permission granted 	Aug 2008
<ul style="list-style-type: none"> • Brentford 	<ul style="list-style-type: none"> • Planning permission granted • Disposal of affordable housing and plots C,D,E,F • Award construction for plots A, B 	Sept 2007 Dec 2007 Mar 2008
<ul style="list-style-type: none"> • Islington Wharf Manchester 	<ul style="list-style-type: none"> • Exchange 84 additional units (total of 150 out of 200) 	Dec 2007
<ul style="list-style-type: none"> • Thurrock 	<ul style="list-style-type: none"> • Redesignation of Green Belt land for development 	Mar 2008
Wood Wharf	<ul style="list-style-type: none"> • Outline planning submitted • Phase 1 detailed planning submitted 	Sept. 2007 Dec. 2007
Waterside Pub Partnership	<ul style="list-style-type: none"> • £5m capital expenditure pa • Acquire 7 pubs from RBS • Begin development of 2 new pubs pa • Refurbish 2 pubs pa 	2007/08 April 2007 2007/08 2007/08
Edinburgh Quay	<ul style="list-style-type: none"> • Phase 2 let and sold • McTarrart & Mickel JV signed for Phase 3 • Commence work Phase 3 • Phase 2 dividend declared 	Sept 2007 May 2007 Aug 2007 Dec 2007

Gloucester Quays	<ul style="list-style-type: none"> Infrastructure works on site Pre sale or pre let of Foodstore Award construction contract for outlet centre 	<p>June 2007 Sept 2007 Oct 2007</p>
City Road Basin	<ul style="list-style-type: none"> Commence head of basin construction works Negotiate sale of 259 City Road site Submit planning for LB Islington sites 	<p>June 2007 Oct 2007 Dec 2007</p>
H2O Urban	<ul style="list-style-type: none"> Actons Lock construction completed Hackney Branch Place planning granted Norwood planning submitted Bow Wharf planning submitted Norwood on site Bow Wharf on site 	<p>July 2007 Dec 2007 June 2007 Sept 2007 June 2008 Sept 2008</p>
Timber Basin Ltd	<ul style="list-style-type: none"> Remediation complete Sale of site 	<p>July 2007 Sept 2007</p>
Leeds Canal Basin	<ul style="list-style-type: none"> Company wound up 	<p>Mar 2008</p>

4. BWML

Implement planned acquisitions and developments to meet target increase in berths and financial returns	<ul style="list-style-type: none"> Acquire Whixhall marina for £1.3m Secure alliance with Blue Box at Limehouse 	<p>Apr 2007 June 2007</p>
	<ul style="list-style-type: none"> Agree terms to develop a new 300+ berth marina 	<p>Dec 2007</p>
	<ul style="list-style-type: none"> Acquire another new marina Achieve ROCE of 11% 	<p>April 2008 2007/08</p>
	<ul style="list-style-type: none"> Develop 750 new mooring berths over 4 year plan 	<p>2007/08</p>
	<ul style="list-style-type: none"> Achieve moorings occupancy of at least 90% 	<p>2007/08</p>

5. STATUS REVIEW

Working with the Chief Executive, Legal and Finance Directors undertake a review to ascertain whether a change in BW's status or powers would deliver, through for example improved commercial programme, a more secure and successful future for BW's waterways.	<p>Sept. 2007</p>
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6. WILLOW GRANGE

Finalise the sale of Willow Grange and secure 10 year lease (with 5 year tenant break clause) on premises in Clarendon Road.	<p>May 2007</p>
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Jim Stirling – Targets 2007/08

1. ASSET MANAGEMENT

Set out a revised Asset Management Policy that will not only achieve infrastructure improvement but will deliver reducing steady state costs. This should include a full assessment of the efficiency outturns from asset investment compared to income returns from commercial investment.	Dec 2007
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2. COTSWOLDS CANAL

Work with the Chief Executive to achieve a funding package acceptable to the Board that will enable this project to proceed.	May 2007
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3. SAFETY

Visitor safety	Visitor risk assessment plan	April 2008
People safety	<ul style="list-style-type: none"> • Reduction of lost time injuries by 25% • Reduction in RIDDOR reportables 	April 2008 Each year
Contractor safety	100 compliance with managing contractors	Year on year
Volunteer safety	100% compliance with managing contractors	Year on year

4. EFFICIENCY

Steady state model continuing development	Refinement of model for next planning round	Aug 2007
Functional Teams	In place	April 2007
Maintenance planning fully integrated in SAP	3 year GWP in SAP	Oct 2007
National contracts	Increase use by 20% on 2006/07 actual	Year on year
Rationalisation of plant and equipment	<ul style="list-style-type: none"> • Review holdings and set out planned retentions • Project Trafalgar review • Submit plan for next phase 	Sep 2007 Aug 2007 Nov 2007

5. CUSTOMER SERVICE

Customer service standards finalised and issued	<ul style="list-style-type: none"> • Minimum safety standard established throughout network • 100% compliance with MSS subject to two agreed exclusions re: lock bollards and lifting bridges 	June 2007 March 2008
Destinations	<ul style="list-style-type: none"> • 3 sites per BU identified • Standards established • 90% standard achieved 	March 2008 March 2007 Sep 2007
Remainder of network	Baseline standard established	March 2008

6. MAJOR WORKS

Delivery of agreed 4 year programme	90% delivery of planned programme set at September providing level of funding remains at planned amounts	April 2008
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Principal inspections	100% of planned principal inspections completed	March 2008
Project budgetary control	90% of projects to be delivered within agreed budget	April 2008 (based on completed projects)
Post project approvals	100% completed within 3 months of project end date (interim if necessary)	March 2008
Asset grades updated in SAP	95% of projects to have good quality SAP data, in terms of value, milestones, dates etc	Quarterly each year
BBPI score	<ul style="list-style-type: none"> Asset grades updated within 1 month of project technically completed Development of BBPI score for all projects including dredging BBPI score and criticality index change process agreed 	July 2007 July 2007 Sept 2007

7. RESTORATION

Manchester, Bolton & Bury		
<ul style="list-style-type: none"> Delivery of MBB Phase 1 Progress MBB Phase 2 	Commence main construction works	Qtr 1 2007/08
	Agree delivery timescale for Phase 2 with URC and local authority	Qtr 3 2007/08
Delivery of Liverpool Link	Commence Central Docks contract	Qtr 2 2007/08
Progress Northern Reaches of Lancaster Canal	Confirm development option for Kendal Canal Head with local authority and RDA	Qtr 4 2007/08
Cotswolds Phase 1A		
<ul style="list-style-type: none"> complete funding contracts GCC land transfer Construction commences Risk management GCC land transfer Second major planning application 	<ul style="list-style-type: none"> HLF contract signed On line land (canal) Works package 1 let Risk profile approved Dowry land EIA completed Capel Mill 	Qtr 1 2007/08 Qtr 1 2007/08 Qtr 2 2007/08 Qtr 1 2007/08 Qtr 2 2007/08 Qtr 3 2007/8 Qtr 3 2007/08
Cotswolds Phase 1 B funding application	<ul style="list-style-type: none"> Big Lottery application submitted Big Lottery response 	Qtr 1 2007/08
Droitwich Canals		
<ul style="list-style-type: none"> Construction commences Risk management 	<ul style="list-style-type: none"> Salwarpe planning application submitted Framework contract signed Reedbed contract let Scheme planning application submitted New Junction Canal contract let 	Qtr 1 2007/08 Qtr 2 2007/08 Qtr 2 2007/08 Qtr 1 2007/08 Qtr 3 2007/08

8. PPAs

With Finance Director change SAP process to require all PPAs to be signed off by Director who approved AR.

9. SUSTAINABILITY

To increase use of renewable materials (measured as % of total materials)	<ul style="list-style-type: none"> • 100% of timber for lockgates from FSC approved suppliers • Timber from FSC approved suppliers for other uses 	Throughout From April 08
To increase use of recycled materials (incl aggregates, steel, metal, paper)	Recycled materials used in our construction will represent: <ul style="list-style-type: none"> • 45% of total materials • 65 % of total materials 	May 2007 May 2008
Reduce energy consumption	<ul style="list-style-type: none"> • Establish electricity use baseline • Create action plans with the aim of achieving 10% reduction on 2007 baseline • Full inventory of energy use 	May 2007 Each year April 2008
Control water consumption	Full inventory of potable water use	April 2008
Protection of biodiversity	<ul style="list-style-type: none"> • SACs in favourable or moving to favourable, condition: <ul style="list-style-type: none"> ○ England – 67% ○ England – 95% ○ Scotland – 85% • 100% of biodiversity action plans completed 	March 2007 Throughout
Reduce carbon emissions	<ul style="list-style-type: none"> • Elimination of vehicles with a rating below Euro III • Create an action plan to achieve significant reduction in business mileage 	March 2008 March 2008
Improve waste disposal	15% reduction in BW waste into landfill sites.	March 2008

Mark Bensted – Targets 2007/08

1. LONDON BUSINESS PLAN

Deliver the outputs and milestones identified in the above plan with particular reference to:		
1.1 Safety	Achieve corporate targets	
1.2 Customer Service	<ul style="list-style-type: none"> • Overall upkeep – Boat owners 10% Excellent • Overall upkeep – Holiday Boaters 20% Excellent • Overall enjoyment – Towpaths 55% Excellent • Overall enjoyment –3 key destinations 70% Excellent 	
1.3 Efficiency	<ul style="list-style-type: none"> • Ensure new functional teams work effectively • Obtain Executive approval to an outline plan for BW London office location after 2009 • Achieve targeted reduction in licence and moorings evasion 	
1.4 CBT Revenue	Achieve BP target of £5,960k	
1.5 EVC	Achieve BP target of (£4,351k)	
1.6 Licence Evasion	Reduce evasion to 5%	
		March 2008
		By Nov 2007

2. OLYMPICS

Achieve Prescott Lock build and funding programme	March 2008
Promote Water City concept and attract funding to enhance our waterways so their use and benefit is optimised both during and after the Olympics	March 2008

3. PROPERTY

Conclude “Red Shed” deal with Canary Wharf	March 2008
Create leisure opportunity in Interchange basement. All property/legal issues to be resolved by March 2008 ahead of planning application	March 2008
Deliver at lease one “new” £1m profit and property deal in London	March 2008
Submit outline planning at Wood Wharf	Sept. 2007
Submit detailed planning for Wood Wharf Phase 1	Dec. 2007

4. THAMES WATER

Assist Utilities Manager in submitting claim to Defra by Aug 2007.	Aug 2007
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5. RELATIONSHIPS

Continue to further BW's reputation amongst the opinion formers in London	
Work with the Marketing and Communications Director to subdue criticism of BWL management by a small group of individuals	
Work with Boats and Boating Manager to minimise hostile reaction amongst boaters to changes in mooring renewals and prohibition of sales on moorings.	

6. FREIGHT

Achieve one new contract to operate out of new facility at Willesden	March 2008
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Nigel Johnson – Targets 2007/8

Provide excellent legal service and advice to BW and progress the following projects:

- Status Review

Provide legal advice and back up to a Review of the Corporate Status of BW, including the effective management of external advisers, with a view to enabling the Board to make an initial formal recommendation to Ministers by December 2007.	December 2007
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- Waterways Legislation

Prepare and submit for formal Government approval (i.e. with a view to it forming part of their legislative programme) a proposal for the modernisation of Waterways law (by primary or secondary legislation) that includes provisions of long term business benefit to BW	January 2008
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- Environmental Legislation

Either: (a) Successfully defend the EA prosecution of BW under Water Resources Act regarding BGA at the Tringford Summit of the GU; or (b) Following conviction, prepare a comprehensive case to Government for the revision of the WRA to decriminalise such events.	November 2007
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- [Information omitted on the grounds of professional legal privilege]

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Philip Ridal – Targets 2007/08

1. PROCESSES AND SAP

<p>Create programmes to ensure that</p> <ul style="list-style-type: none"> • efficient and effective SAP, accounting and admin processes are in place and documented • adequate on-screen help and guidance notes are available in SAP to contribute towards full usage and benefit of SAP • work with IA to more accurately define effective key processes • initial paper to June audit committee 	March 2008
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2. ICT

<p>Reconstitute Information Services Strategy Board and deliver items in ICT business plan:-</p> <ul style="list-style-type: none"> • SAP technical upgrade • Structural reorganisation • Integrated training • Craft Licence relocation • Comms and telecoms to new office • Reconvene ISSB and start development of strategy for next phases 	March 2008
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3. SSC

<p>Complete next phase of SSC development</p> <ul style="list-style-type: none"> • transfer of Craft licensing • transfer of routine processing from BU's, timesheets, expenses, etc 	Oct 2007
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4. GIS

Ensure delivery of GIS service to the business as a whole.	March 2008
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5. ACCOUNTING

Working with BW Scotland and Chief Executive achieve a satisfactory conclusion to the devolved funding issue.	Sept. 2007
Recommend to Audit Committee on implementation programme for IFRS	June 2007

6. PROCUREMENT

Review of procurement organisation to ensure effective and efficient procedures and systems in place.	Dec. 2007
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7. PURCHASING CARDS, FUEL CARDS, TRAVEL AND EXPENSES

Review systems and usage and propose/amend procedures. Aim for better control and more efficient system.	Dec. 2007
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8. PENSION FUND

Complete review of investment strategy	Sept. 2007
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Review results of triennial valuation and recommend to Board the actions necessary.	Jan. 2008
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9. STATUS REVIEW

Working with CEO, Legal and Commercial Directors, conclude a review to ascertain whether a change in BW's status would deliver, through for example improved commercial performance, a more secure and successful future for BW's waterways.	Sept. 2007
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10. CSR SETTLEMENT

Assist CEO in achieving a satisfactory CSR settlement from Defra.	Sept. 2007
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11. HQ AND CENTRAL SERVICES

Implement further efficiency measures, eg mobile phones, company cars	Sept 2007
Complete the technical upgrade of the SAP system	March 2008
Implement document management system	Staged implementation 2007/08 to 2010/11
New high level Board report meets Board members' requirements	From March 2007

Simon Salem – Targets 2007/08

1. CUSTOMER SERVICES

<p>Through analysis of research and advice to BUs – improve the combined good and excellent customer satisfaction scores in the following categories:</p> <ul style="list-style-type: none"> • Overall upkeep, boat owners (2006 score 66) • Overall upkeep, holiday boaters (2006 score 74) • Overall enjoyment, destinations (2006 score 94) • Overall enjoyment, towpaths (2006 score 85) • Overall enjoyment, anglers (2006 score 70) 	March 2008
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Demonstrate through a sample survey that BW's dealings and relationships with waterside businesses have improved since 2006.	Dec. 2007
Drive marketing strategy to achieve increase in visits to BW's waterways from 268m in 2007	Dec. 2007

Destinations	Prioritise destinations in line with the marketing strategy priorities and drive footfall through national marketing campaigns	100 destinations by the end of the plan (approx 3 per unit per year)
Deliver marketing strategy	Central marketing contract in place	Qtr 1 2007/08
Deliver customer satisfaction	<ul style="list-style-type: none"> • Implement "moments of truth" physical standards at priority destinations. • Implement all non-physical "Moments of Truth" standards • Monitor customer satisfaction through mystery shoppers. • Complete communications skills training for staff • Complete account management training for BtoB staff • Begin implementation of recommended option for a customer contact centre 	2007/08-09/10 All in place by April 2008 Ongoing March 2008 March 2008 Dec 2007

4. LEISURE BUSINESS AREA

Grow the leisure business CBIT in line with the plan	<ul style="list-style-type: none"> • Implement national campaign to maintain growth in boat numbers despite price increases • Complete consultation with users on licence price increase • Trial auction bidding for mooring site • Implement preferred solution for management of moorings business • Reduce mooring costs from 40% to 37% over the four year plan • Reduce evasion to 3% 	Start Apr 2007 review Mar 08 By Dec 2008 Start May 07 From Apr 08 Ongoing Annual target
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	<ul style="list-style-type: none"> • Deliver new marinas in line with national target for 10,000 more berths by 2015 and 1,000 fewer online moorings. • Strategy agreed for the sale of Makins Fishery at the best achievable price. • Facilitate implementation of angling action plans already agreed as part of dialogue with NFA/NAFAC 	<p>Fit with NMU projections</p> <p>Sept 2007</p> <p>Ongoing</p>
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5. STAKEHOLDER RELATIONS

Continue programme of engagement with riparian MPs and opinion formers: Westminster. Provide advice and intelligence to Chief Executive and Board on political issues and relationships in Defra and Scottish Executive.	March 2008
Provide a programme of opinion formers, partners (actual and potential) to attend Board Dinners and other suitable events	July 2007 for Board Dinners and ongoing for other events

Steve Dunlop – Targets 2007/08

1. Scotland Business Plan Achieve all outputs (financial and others) as detailed in the BWS Business Plan 2007/8 – 2010/11 – with particular emphasis on:	
1.1 Safety performance – Achieve occupational and management of contractors corporate targets	
1.2 Customer Service – achieve targeted customer satisfaction scores as follows: Overall upkeep Boat owners 40% Excellent Overall upkeep Holiday boaters 50% Excellent Overall enjoyment Falkirk 70% Excellent Overall enjoyment Fort Augustus 70% Excellent Overall enjoyment Towpaths 55% Excellent	
1.3 Efficiency – conclude and implement findings of make/buy appraisal	
1.4 CBT - £770k	
1.5 EVC - £1319k	
1.6 Destinations – Proposals at Edinburgh, Glasgow and Falkirk	
2. Achieve a favourable CSR funding settlement from Scottish Executive and additional “ad-hoc” in year funding.	March 2008 Sept. 2007
3. Assist the Finance Director in resolving the cross border funding issues.	Sept. 2007
4. Undertake the necessary research to establish a sound understanding of the market demand for activities and services on the Lowland canals.	Dec. 2007
5. Progress to a successful outcome (i.e. a contract agreed) freight proposal on both the Lowland and Highland canals.	March 2008
6. Deliver a masterplan for the Falkirk Wheel and adjacent land that is accepted by the BW Board and Scottish Executive in respect of both capital expenditure and ongoing revenue profits/subsidy.	Sept. 2007
7. Demonstrate that BWS’s long term proposals to realise opportunities at Grangemouth (Helix Project) and East Dumbartonshire (River Leven) have gained increased local and national approval and that there is an agreed timetable for delivery.	March 2008
8. Conclude a JV with Falkirk Council for the Tamfourhill	

Site and obtain executive support for equity investment into it.	Dec. 2007
9. Continue to further BW's reputation amongst opinion formers in Scotland	March 2008

Vince Moran – Targets 2007/08

1. HUMAN RESOURCES

Fully align performance objectives with business plan priorities and introduce key business behaviours	Sept 2007
Introduce leadership development programme to increase capabilities and number of high potential people	June 2007
All people in the Senior Talent Pool to have a clear development programme	Sept 2007
Employee satisfaction scores back to 2005	March 2008
Absence levels reducing below 7 days per person per annum	Dec 2007
Minority ethnic employment levels increasing to above 3%	Ongoing
Turnover levels maintained at less than 10%	Ongoing

6. SAFETY

Visitor safety	Visitor risk assessment plan	April 2008
People safety	<ul style="list-style-type: none"> • Reduction of lost time injuries by 25% • Reduction in RIDDOR reportables 	April 2008 Each year
Contractor safety	100 compliance with managing contractors	Year on year
Volunteer safety	100% compliance with managing contractors	Year on year

7. CUSTOMER SERVICES

Customer service standards finalised and issued	<ul style="list-style-type: none"> • Minimum safety standard established throughout network • 100% compliance with MSS 	June 2007 June 2007
Destinations	<ul style="list-style-type: none"> • 3 sites per BU identified • Standards established • 90% standard achieved 	March 2008 March 2007 Sep 2007
Remainder of network	Baseline standard established	March 2008

Demonstrate that BW has in place effective account management processes to help small waterside businesses achieve greater commercial success. An important measure will be the improvement in the assessments given in the annual waterside business survey	March 2008
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4. EFFICIENCY

Steady state model continuing development	Refinement of model for next planning round	Aug 2007
Functional Teams	In place	April 2007
Maintenance planning fully integrated in SAP	3 year GWP in SAP	Oct 2007
National contracts	Increase use by 20% on 2006/07 actual	Year on year
Rationalisation of plant and equipment	<ul style="list-style-type: none"> • Review holdings and set out planned retentions • Project Trafalgar review • Submit plan for next phase 	Sep 2007 Aug 2007 Nov 2007

Identify unit costs for most frequent/costly activities and use as a benchmark for driving down costs in least efficient BUs. Investigate and report on the cost/benefits of outsourcing more of the bank side operations.	Nov 2007
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5. BUSINESS UNIT PLANS

Lead the General Managers to achieve all outputs in the BU Business Plans – particularly CBT and EVC targets.	March 2008
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6. EXTERNAL FUNDING

Ensure concentration on projects that enhance BW's core assets and achieve £7-8m of external funding identified in Corporate Plan.	March 2008
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7. BU MANAGEMENT COSTS

Efficiency	<ul style="list-style-type: none"> Full adoption of new ways of working for all units 20% reduction in finance/administration 	Sept 2008 March 2008
Planning opportunities	£2.5m contributions to BW from S106 agreements	March 2008

10. SUSTAINABILITY

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To increase use of recycled materials (incl aggregates, steel, metal, paper)	Recycled materials used in our construction will represent: <ul style="list-style-type: none"> 45% of total materials 65 % of total materials 	May 2007 May 2008
Reduce energy consumption	<ul style="list-style-type: none"> Establish electricity use baseline Create action plans with the aim of achieving 10% reduction on 2007 baseline Full inventory of energy use 	May 2007 Each year April 2008
Control water consumption	Full inventory of potable water use	April 2008
Protection of biodiversity	<ul style="list-style-type: none"> SACs in favourable or moving to favourable, condition: <ul style="list-style-type: none"> England – 67% England – 95% Scotland – 85% 100% of biodiversity action plans completed 	March 2007 Throughout
Reduce carbon emissions	<ul style="list-style-type: none"> Elimination of vehicles with a rating below Euro III Create an action plan to achieve significant reduction in business mileage 	March 2008 March 2008
Improve waste disposal	15% reduction in BW waste into landfill sites.	March 2008

