



Business Plan 2018-2021



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1. Executive summary

With London's population forecast to reach 10.58m by 2041, the London Mayor projects that to meet demand, at least 66,000 new homes need to be built each year – along with space for tens of thousands of new jobs. Extensive development eastwards from central London along the Thames Estuary 'corridor' is therefore inevitable: it has the largest concentration of Opportunity Areas in London and is a stated priority for regeneration and economic development with 'potential for over 250,000 new homes and 200,000 new jobs'¹.

Even discounting the likely impact of BREXIT, there is a strong prospect of change for decades for the Thames' human and environmental communities. This arises from infrastructure initiatives such as Tideway, new TFL stations and lines, future transport and leisure developments, pressure to use the Thames for passenger and freight transport, and initiatives to improve water resilience for London's population.

The *New London Plan* also highlights the importance of *sustainable* economic, social and environmental development under the generic label of *Good Growth*. Given this, we expect the Thames Estuary Partnership (TEP) to continue to have a role in bringing together the varied viewpoints of local stakeholders, councils, developers and environmentalists to inform, engage and resolve conflicts for the benefit of the river.

Closer to home, 2018 was a particularly turbulent year for TEP from both a financial, resources and strategic perspective, and the next two years are expected to be similarly challenging. In its early years, TEP relied on core funding from public bodies, but as financial pressures on government departments grew this core funding fell and TEP had to turn for support to more commercial sources at the same time as efficiently reducing its cost base. This was felt most acutely in March 2018 with the suspension of the role of its paid Executive Director on affordability grounds.

TEP's accommodation-in-kind arrangement with University College London runs until 2021 and will also need to be monitored and reviewed periodically.

Overall, it is anticipated by TEP that scarcity of funding can only intensify: existing core funding cannot be guaranteed to continue; therefore, TEP needs to be constantly cultivating its funding supporters to secure renewals as well as be alert to new sources of income, both for core support (1-2 new core funders over this period) and, by agreement, top-slicing project funding.

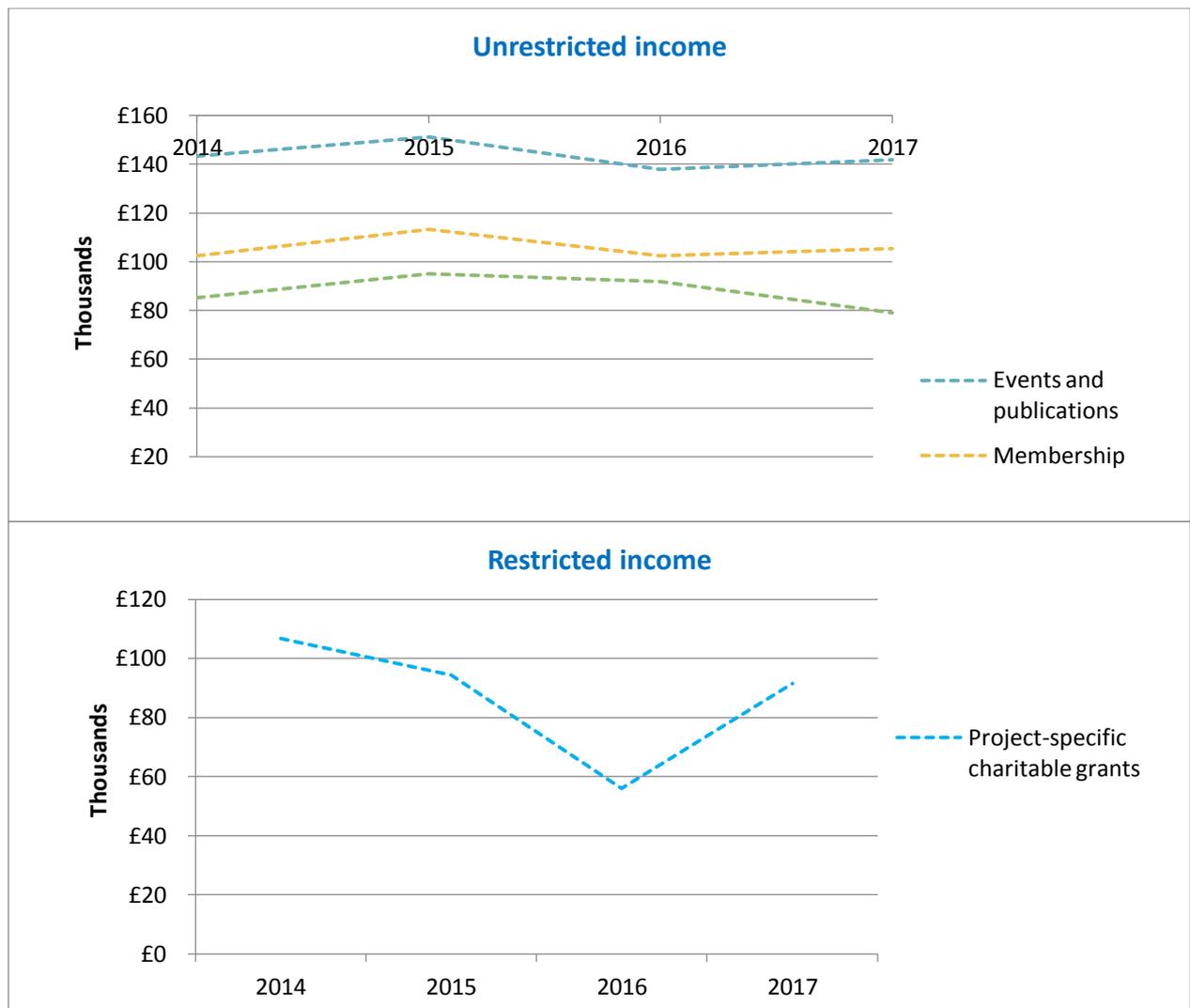
Seeking to maintain its reserves at £43,000, TEP is currently securing income from:

- Membership subscriptions
- Events and publications income
- Project-specific charitable grants

The graphs overleaf summarise the changing sources of funding from 2014 to 2018 (data in Appendix 1) and projections up to 2021 to provide TEP with a sustainable and resilient future.

[Graphs will be updated with 2018 data and forward projections before paper sent out]

¹ *The New London Plan 2016, in review and under consultation December 2018*



2. TEP’s role and context

TEP is a non-profit organisation that was incorporated on 30 July 2002 (3807387) and registered as a charity (1083199) on 9 July 1999 with the remit to generate interest and proactive community engagement in the sustainable economic, environmental, and social future of the Thames estuary.

As a membership organisation and convener, TEP provides a vehicle for discussion and practical opportunities for debate through which stakeholders have been able to share insights and best practice to optimise quality of life on the river. By offering a neutral context, TEP assists its members in their exploration and use of sustainable opportunities.

Through its excellent and extensive relationships, TEP can also make views heard without formally lobbying or campaigning. This allows stakeholders to benefit from being able to draw on the Thames Estuary’s most influential shared knowledge repository.

TEP’s goal is to grow and confirm its reputation as the partnership convener of choice for the tidal Thames, effecting real change in the estuary. It can do this by providing evidence-

based, politically neutral services that facilitate and support research excellence internationally.

What lies ahead

TEP's role will become increasingly important given the projections for London's growth and increasing density of housing development. With the capital's population forecast to increase by 70,000 p.a. to reach 10.58m in 2041, the Mayor's *New London Plan*² (in review, under consultation December 2018) projects that just to meet demand, at least 66,000 new homes need to be built p.a. – along with space for tens of thousands of new jobs. Extensive development eastwards from central London along the Thames estuary 'corridor' is therefore inevitable: it has the largest concentration of Opportunity Areas in London and is a stated priority for regeneration and economic development with 'potential for over 250,000 new homes and 200,000 new jobs'³. Other supporting and enabling initiatives include the Thames Tideway Tunnel and new TFL stations being opened soon, and the plans for Crossrail 2, new TFL lines, Silvertown Tunnel, Tilbury2, the Lower Thames Crossing and the Great Thames Park.

As well, the UK government's *25 Year Environment Plan* has committed to achieving net gain in environmental enhancement by taking a natural capital approach. This offers TEP opportunities to influence new management and governance proposals seeking a more integrated way of working across sectors and the land/water interface. TEP can demonstrate thought leadership and ensure knowledge exchange of best practice models of integrated approaches, both regionally and nationally through the Coastal Partnership Network. This will also create new research opportunities - to collect evidence to input into a natural capital plan for the Thames which will influence riverside developments - and possibly generate funding for TEP for environmental monitoring and enhancement work.

We also expect BREXIT to create new policies for several fields of interest, allowing for TEP's evidence and best practice to influence new policy creation.

There is also potential for other recommendations from the *Thames Growth Commission report* to be taken forward, subject to funding by UK government, again creating possible opportunities for TEP.

All the above, together with greater use of the Thames for passenger and freight transport; initiatives to improve water and general climate change resilience; and intensified risks of flooding, pollution and environmental mean that the Thames and its human and animal communities will experience high levels of change for decades.

Ensuring that best practice is known and shared by all is therefore of key importance to the Thames and likely to make up the majority of TEP's future work. The challenges for the public bodies responsible for these disciplines are also likely to be increased following BREXIT, which will itself bring about significant changes in public policy and legislation.

This document sets out TEP's *Business plan* and key objectives and deliverables for 2019–2021. In doing so, it defines our priorities, required resources, identifies risks and notes measures of achievement and staff performance.

² *The New London Plan 2016, in review and under consultation December 2018*

³ *The New London Plan 2016, in review and under consultation December 2018*

Vision

The Thames as the most sustainably managed estuary in the world

Mission statement

TEP's mission is to connect people through thought leadership and to be a catalyst for positive action to realise a sustainable future for the Thames

TEP's charitable aims

- To support and enhance the identity and brand of the Thames as a resource for people
- To inspire London's commercial, statutory, public and charitable sectors to find and develop effective solutions that will have long term benefits for the Thames
- To create a unique space for exchanging knowledge, best practice and core data on the Thames estuary and for encouraging constructive debate through networking forums, conferences, publications, and events
- Independently to represent and harmonise a diverse range of stakeholder voices

What TEP does

TEP convenes and runs a wide range of projects – some led by others, some by TEP staff – designed to research, inform and improve outcomes along the tidal Thames. TEP is also regularly consulted by other bodies as the 'organisation of choice' to represent the views of stakeholders in the Thames estuary. This can be to provide informed comment, technical advice on relevant topics or campaigns, or as an expert representative in working groups.

TEP relies on a select group of core supporters, members' subscriptions and a small element of trading income for financial support. In terms of member services, TEP currently offers core subscribers a range of membership benefits, which can include:

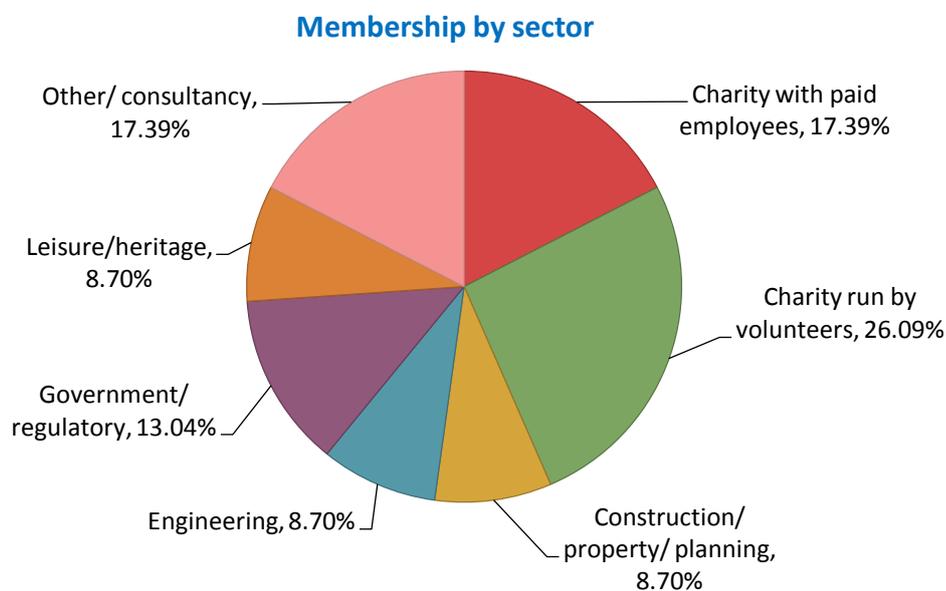
- Having a representative on its board of trustees
- Tickets to the *Annual Forum*, *Member evening* and *Summer networking party*
- Access to the many walks, talks and visits in its *In Touch with the Thames* programme
- Monthly e-newsletter *Thames Talk* with opportunities to promote funders' organisations
- Advertising space in every *Talk of the Thames* magazine plus 2 editorial opportunities a year
- Brand positioning on the *Thames Estuary Partnership* website
- Discounted exhibition display space at the *Annual Forum*
- Opportunity to input to developments and events

3. TEP's market

TEP's activities extend from Chelsea Bridge in central London to the outer estuary, an area occupied by many thousands of businesses and not-for-profit organisations of all sizes. The region has been identified by a number of key bodies as a region with outstanding growth potential:

- The Port of London Authority's economic statistics⁴ mention 140,000 jobs, £6.4 billion in Gross Value Added (GVA) and £1 billion new investment
- The June 2018 report of the Thames Growth Commission⁵ views the Estuary as a key development area with the potential to deliver 'an additional £190 billion GVA and 1.3m new jobs by 2050' as well as 'at least 1m new homes [will need to be delivered] to support this growth'

TEP is constantly looking to grow its membership and believes that 2%-3% of the organisations currently or potentially active in the region could be interested in joining or supporting TEP. Analysis conducted in spring 2018 indicated that TEP's current market share is spread across the different industry sectors below, offering considerable opportunities for membership development.



Member feedback

Since 2016, current members have been annually invited to provide feedback on TEP's member services to provide a clear understanding of what members think of TEP, their likes and dislikes and future needs. Although there is always more work to do to engage stakeholders and subscribers, in spring 2018 levels of satisfaction were generally high, with 79.4% expressing themselves *Satisfied* or *Extremely satisfied* with TEP, marginally down on 2017 (82.5%). Further recommendations in response to this year's feedback included:

- Actively improving TEP's member cultivation programme for *Gold*, *Silver* and *Bronze* members

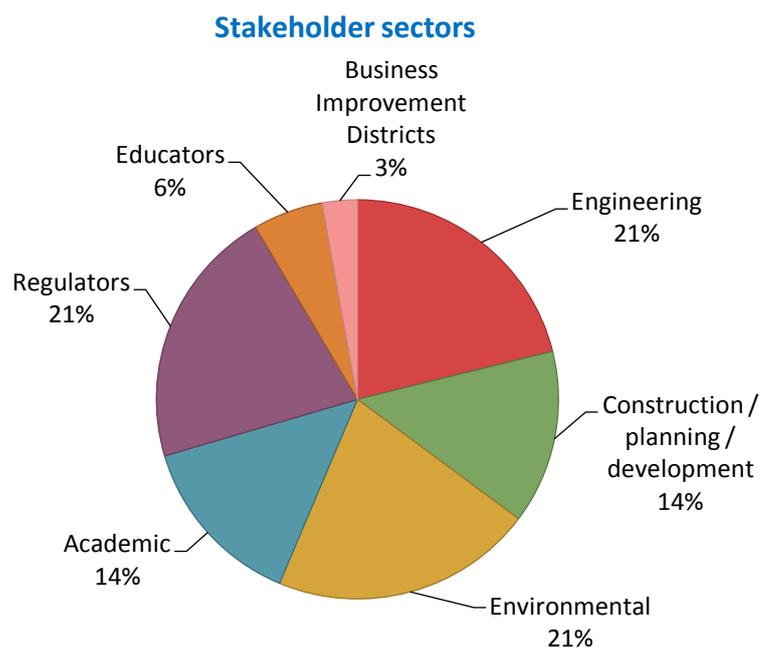
⁴ Port of London Authority 2018 Yearbook

⁵ Thames Estuary 2050 report

- Working collectively as a board to leverage TEP’s own personal contacts for new members, particularly in **Construction/property/planning** and **Engineering** sectors, and local councils
- Continuing TEP Fellowship recognition with one new TEP Fellow each year
- Investigating the feasibility of creating an online forum for discussion and dissemination, e.g. through a dedicated TEP LinkedIn group
- Using topic feedback re collaborative research as the basis for future funding bids
- More energetically promoting TEP’s projects through interim and final reports, and infographics
- Showcasing TEP’s achievements at an annual AGM or members’ meeting
- Reducing the frequency of *Talk of the Thames seminars* unless they can be podcast

Stakeholders

TEP also works closely with a wider group of stakeholders, many of whom are not yet members – these include many organisations based on the Thames. To seek optimal engagement and potential for conversion to membership, TEP prioritises approaches to the sectors, people or entities thought to have the greatest potential influence and impact. In practice, however, new members tend to come through personal recommendation – either through project engagement or by referral by individual staff members or trustees.



4. Operational plan

Business objectives

The TEP Board and staff held their first Awayday in June 2017; a second Awayday is being held in December 2018 to review this *Plan* and agree the core business objectives below to ensure TEP’s relevance for the next decade:

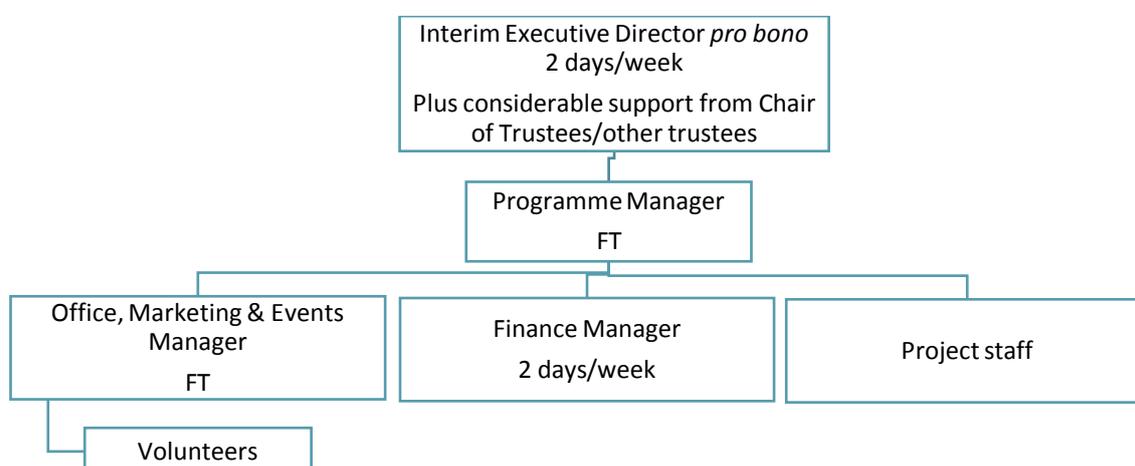
- A. Stabilise executive leadership and governance
- B. Articulate a clear, concise ‘membership benefit offer’ for different groups of stakeholders
- C. Achieve financial stability through a sustainable funding base and diversification of income streams
- D. Improve operational processes and procedures
- E. Raise TEP’s profile
- F. Increase TEP’s value to subscribers and extend its stakeholder reach within London, Essex and Kent
- G. Facilitate research excellence, and develop programmes in partnership that benefit the tidal Thames

In more detail:

A. Stabilise executive leadership and governance

TEP is run by a Board of 12 trustees, who work closely with the TEP team of full and part-time staff and volunteers. Strategic decisions are made by the Board, in collaboration with the Interim Executive Director, with general business operations, specific projects and events managed by individual members of the office team.

TEP’s transitional staff structure as below is not tenable long term: in 2018-2019 it relied on considerable executive input from a core group of trustees, acutely so for key events when admin is severely stretched.



Following the trustees’ decision on the best way forward, a project working group will be set up to manage the transition process.

Task A1	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Agree new structure and recruit to fill	Current structure	New structure agreed by 31 January 2019,	Trustees	a) Secure funding as in C1 below b) Agree new job descriptions c) Market role(s) and recruit

roles		new postholders in role from April 2019		appropriate candidates as needed, involving UCL as appropriate d) Investigate opportunity for commercial trading subsidiary
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B. Articulate a clear, concise 'membership benefit offer' for different groups of stakeholders

Task B1	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Create new schemes to add value to the member offer and differentiate this from non-member offer	84% member retention	Improve member retention to 90% Implement at least 1 new project p.a. that enhances membership benefits <i>Review annually</i>	All member organizations	e) Implement at least 1 new project p.a. that enhances membership benefits f) Review membership fees for 2019-2020 considering nearest competitors by March 2019 g) Run communications campaign prior to membership renewal cycle to highlight benefits to members h) Ensure all core funders aware of benefits of support and engagement

Task B2	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Increase database of prospective members	1,000	Add 500 names p.a. <i>Review twice yearly</i>	Any organisation or business on the Thames	i) Attend relevant networking opportunities; collect 5 business cards/ event attended, arrange follow-up meetings and secure agreement to add to internal database j) Create a plan from the Dec 2018 Awayday to leverage trustees' networks and sales skills to build prospect list

Task B3	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Conversion of prospects to members	New members 2018 £4,595	Achieve £8,000 in new memberships p.a. <i>Review twice yearly</i>	Any organisation on the Thames but primarily corporate	k) Hold meetings with all prospects to demonstrate proactive engagement with TEP's mission; meet 1 in 5 independently l) Post-meeting, arrange article in <i>Talk of the Thames</i> , or speaking opportunity at TEP event m) Send business proposal setting out 'why the business should invest in TEP' & what TEP can offer n) Follow up with request for

				membership and pursue until the organisation accepts or is no longer interested
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C. Achieve financial stability through a sustainable funding base

As a small charity, TEP is highly vulnerable to changes in its funding; in the past it has found it difficult to mitigate even planned withdrawal of core funds with replacement income from alternative funding sources.

This *Business plan* therefore seeks to anticipate at least one core funder withdrawing over the planning period and alternative sources needing to be secured, and a change in strategic approach to focus on project funding with agreed arrangements to top-slice to cover core costs.

Task C1	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Fundraising	2017-2018 ⁶ : £553,922 bids submitted, £217,375 successful (39%) Forward pipeline value £563,576 ⁷	£53,000 ⁸ new contribution towards core funding from charitable grant making. Conversion of 50% of 2018-19 project pipeline i.e. £281,788 <i>Review at each board meeting</i>	<i>For funders:</i> private, charitable, grant and aid <i>For relationship building:</i> large funds, potential partner organizations	o) Meet core and project funding targets, enabling new structure to be implemented p) Application to at least four charitable funders to ensure sufficient income secured

Task C2	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Consultancy⁹	£1,000 p.a.	£5,000 p.a. <i>Review at each board meeting</i>	Partners and other known collaborators of current partners	q) Achieve consultancy income target through at least one new consultancy p.a. r) Run at least one marketing & engagement programme p.a.

⁶ Fundraising performance based on previous year as 2018-19 fundraising is not yet complete.

⁷ Not full amount as budgets are still being finalized for some bids

⁸ Target £ to be raised and salary-related costs strongly subject to the decision on structure to be taken by the Board on 5 December 2018

⁹ *Consultancy* defined as paid work or advice, most likely for an organisation that might not otherwise be a partner

D. Improve operational processes and procedures

TEP is lacking a number of key policies and procedures in place, e.g. approvals of finance, expenses, HR policies etc and could therefore be exposing itself to risk as an organisation. A key objective for this *Business plan* is to review and update all essential policies to ensure that there are clear processes for staff and trustees to follow for all routine procedures.

Task D1	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Update of key policies	c25% best practice policies in place	All policies reviewed and updated by December 2019	Trustees, staff	s) Review and update policies, saving on the S drive

E. Raise TEP's profile

Task E1	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Position TEP as the premier knowledge hub and policy connector on the Thames	200 monthly web visitors; 2307 social media followers across 4 platforms 450 attendees across four major events. 6 consultations response requests	Increase annual traffic to website by 25% to 375 & social media followers to 2884 to support membership aims as detailed in A3 above. Increase numbers attending major events by 25%. Stabilise attendance at Forum meetings as necessary 10 consultation response requests <i>Review annually</i>	All organisations and businesses on the Thames	t) Ongoing analysis of social media impact and activity by volunteers u) Original content copy creation by volunteer journalists v) Organise 4 high profile/quality events to inform stakeholders w) Full social media plan for 2019-2020 including detailed plans for achieving set for website and social media hits for discussion at March board meeting x) Produce 2 magazines, 10 newsletters to inform stakeholders y) Deliver 2 co-branded events with key stakeholders e.g. CIWEM

Task E2	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
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Position TEP as the 'visionary' for the sustainable Thames	???	Recognition as the go-to organisation on identified sustainability issues measured by the number of consultations and referrals = x 5 organisations p.a.	All organisations and businesses on the Thames	<ul style="list-style-type: none"> z) Undertake sustainability mapping to identify key threats to 2027 by end 2019 aa) Draw up key themes, present to Board March 2019 bb) Develop a TEP <i>Vision</i> through consultation with key stakeholders (core funder organisations and others) cc) Launch vision via PR/social media campaign, ideally at <i>Summer Network/20th</i> anniversary event
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F. Increase TEP's value to subscribers and extend its stakeholder reach

Task F2	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
Run profitable programme of events and podcasts	Overall profit of £9898 p.a. (represents 48% profit)	Increase profit margin 10% on <i>Annual Forum</i> and <i>Summer Network</i> events p.a. Run pilot programme of podcasts to replace proportion of small-scale events Deliver 2 small but profitable events including 1 boat trip p.a.	All member organizations	<ul style="list-style-type: none"> dd) Ensure sufficient planning time to secure speakers ahead of <i>Annual Forum</i> ee) Ensure financial plan available at outset of event planning ff) Increase capacity to approach media gg) Build up LinkedIn membership and other social media outlets to enable more efficient communication about events

G. Facilitate research excellence

Task G1	Status 2018	Key Performance Indicators 2018-2021	Stakeholders	Activities planned to achieve KPIs
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<p>Establish a programme of work through projects and forums to demonstrate TEP's areas of expertise in inspiring sustainable solutions for the Thames, stepping into the <i>Smart & Inclusive City</i> realm</p>	<p>Ongoing</p>	<p>Develop 1 project and secure appropriate funding in each identified area of work by 2021:</p> <ul style="list-style-type: none"> • Data • Education • Environment • Skills & training • Research • Culture & Heritage 	<p>All organisations on the Thames</p>	<p>hh) 1 new project developed, and funding secured in two different theme areas p.a., with objective of covering full remit by 2021</p>
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Partners and suppliers

Our partners

TEP is fortunate to have core support from many of the organisations represented on our Board of Trustees. Current Board members include:

- Port of London Authority – regulatory body
- Environment Agency – regulatory body
- Natural England – regulatory body
- University College London – academic
- Corporation of London – local government
- Essex County Council – local government
- Thames Water – water supplier
- Tideway – infrastructure provider
- Royal Society for the Protection of Birds – charity and landowner
- Independent consultant organisations from water/climate change/skills sectors

Potential partners

- Anglian Water
- Company of Watermen and Lightermen
- Kent County Council
- Medway Council
- Royal National Lifeboat Institution
- Southern Water
- Large engineering firms
- Infrastructure projects
- Other private sector organisations with interests in the Thames
- Well-connected individuals
- Local Economic Partnerships – specifically in Essex and Kent
- Financial institutions
- Transport companies such as South East Railway

Our suppliers

The most critical supplier for TEP is University College London (UCL), which provides accommodation at very preferential rates including utilities - for which TEP is very grateful.

As part of that agreement, UCL:

- Formally employs the most senior postholder in TEP (i.e. the Executive Director) and is therefore responsible for their employment contract, terms of employment including taking up references, annual salary increments, performance appraisal and, if necessary, dismissal. Although TEP trustees are usually also involved as a courtesy, trustees have no *legal* responsibility for this employee
- Security and portorage
- IT help and printing services, with the latter charged according to usage

TEP uses external suppliers for PAYE, audit, insurance, website hosting, and banking at an approximate annual cost of £7,500. All other suppliers are sourced on an *ad hoc* basis for incidentals, printing, publicity etc. as needed.

Resource requirements

TEP needs appropriate physical space, budgets and human capital to function:

- For physical space, TEP benefits from offices in UCL at a nominal rent – the agreement was renewed to 2021 in 2018
- Budgets are outlined in greater detail in section 5

5. Cost and income structure

TEP incurs costs in four categories in its general budget:

	% of total budget
1. Staff salaries and on-costs, including volunteer expenses	19%
2. Event costs	8%
3. Office costs	5%
4. Project costs	67%
5. Governance costs	1%

Income

TEP's income broadly comes from three types of source as below. The intention is to increase restricted income funding to 40% and trading activities to 50% by 2020.

	% of total revenue
6. Core funding by partners	16%
7. Restricted income	69%
8. Trading activities – membership, event ticket sales	15%

6. Financial forecast

Costs	2018-2019	2019-2020	2020-2021
I. Staff salaries and on-costs, including volunteer expenses	£66,449	£119,449	£123,032
II. Event costs	£22,674	£23,354	£24,055
III. Office costs	£16,120	£16,604	£17,102
IV. Governance costs	£2,750	£2,833	£2,917
V. Project costs	£234,818	£241,863	£249,119
VI. Contingency @ 5% of above	£17,141	£20,205	£20,811
Total	£359,952	£424,308	£437,037

Revenues	2018-2019	2019-2020	2020-2021
VII. Core funding by partners	£61,135	£74,385	£76,617
VIII. Restricted income	£263,636	£290,136	£298,867
IX. Trading activities – membership, event ticket sales	£66,732	£79,982	£82,381
Total	£391,503	£444,503	£457,865

Key risks, mitigation and monitoring

Key organization risk (and potential impact)	Probability (1= low, 5=high)	Impact (1= low, 5=high)	Monitoring and resolution/mitigation plan (Business plan task ref)
A. TEP is unable to secure funding for the change of organizational structure and roles	4	5	<ul style="list-style-type: none"> Trustees to use their influence to bring in a new core funder or increase current core funder contribution (B1) TEP staff to bid for funding/projects (C1) Concentrated effort from all at TEP to bring in 5 <i>Gold</i> members (B2)
B. Departure/maternity leave of key staff member, affecting either capacity of organisation to function and/or efficient delivery of specific project to schedule	4	3	<ul style="list-style-type: none"> Implement new structure as soon as funding secured (A1, C1) Management to ensure good working relationships with staff they manage and use best practice in all HR activities (D1) Annual budgets to allow for maternity leave costs/back filling under contingency Staff to be encouraged to raise concerns at the appropriate level
C. Failure to secure sufficient core funding, resulting in TEP risking insolvency	3	4	<ul style="list-style-type: none"> TEP to continue seeking out new potential partners, with <i>caveat</i> that <i>Terms of reference</i> may need changing to allow for more than 12 Trustees (A1)
D. Failure to secure sufficient project funding, resulting in TEP risking insolvency	3	4	<ul style="list-style-type: none"> TEP to continue to explore new sources of restricted funding (C1) TEP to present pipeline at each quarterly Board meeting
E. Failure to retain sufficient membership income, whether through retention or new recruitment, resulting in TEP risking insolvency	2	3	<ul style="list-style-type: none"> Active marketing and communications campaigns about the benefits of membership (B1, E1, E2) Active pursuit/conversion of prospects into membership (B2)
F. Failure to attract sufficient attendees to deliver profit targets for key commercial events (<i>Annual Forum</i> or <i>Summer networking</i>), resulting in TEP risking insolvency	2	4	<ul style="list-style-type: none"> Ensure large events properly planned financially and organizationally (E2)
G. Reputational deterioration following public statement, resulting in decline in membership	1	3	<ul style="list-style-type: none"> Mitigate seriousness of impact via ongoing positive communications campaigns (D2)
H. Losing a key supporter due to conflicting interests or providing a forum to a competitor	1	2	<ul style="list-style-type: none"> Careful management of all supporters to ensure each gets benefit from involvement with TEP Active conversion of new prospects for membership (A3)
Assumptions <ul style="list-style-type: none"> The Thames Estuary will have substantial infrastructure/housing development over the next 20 years BREXIT may cause a decline in business fortunes, affecting our membership and event income BREXIT may weaken environmental regulations, making TEP impact more difficult to achieve London and South Essex/North Kent will grow rapidly, offering new potential partners/members for TEP 			

- TEP will be able to trade out of its financial insecurity over the next 2–3 years

APPENDIX 1

DESCRIPTION	<i>Projection</i>							
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Unrestricted income								
Core funding	£85,195	£95,151	£91,912	£78,948	£62,791	61,135	74,385	76,617
Membership	£17,232	£18,085	£10,476	£26,390	£25,231	34,159	42,159	50,159
Events and publications	£40,979	£38,018	£35,450	£36,522	£28,955	32,573	37,823	32,222
Misc. (investment etc)	£50	£23	£18	£9	£7	10	10	10
Restricted income								
Project-specific charitable grants	£106,821	£94,267	£56,015	£91,556	£176,155	263,636	290,136	298,867
Total income	£250,277	£245,544	£193,871	£233,425	£293,139	391,513	444,513	457,875
Surplus/deficit unrestricted	£12,131	£3,697	£10,709	£15,034	£-10,673	2,743	-28,068	-28,910
Surplus/deficit restricted	£4,187	£2,555	£-3,854	£-8,532	£-132	28,818	48,273	49,748
Overall surplus/deficit	£16,318	£6,252	£6,855	£6,502	£-10,806	31,561	20,205	20,838
Reserves								
Restricted	£9,982	£12,538	£8,684	£153	£21	28,839	77,112	126,860
Unrestricted	£24,317	£28,013	£38,722	£53,755	£43,082	45,825	17,757	-11,153
Total reserves	£34,299	£40,551	£47,406	£53,908	£43,103	74,664	94,869	115,707

APPENDIX 2

Comparisons with competitors/similar organizations to TEP

Thames Strategy Kew to Chelsea

- Informal partnership, founded in 2002 following the publication of a Strategy Document prepared by Atkins Global
- Currently coordinated by an employee of the Hammersmith & Fulham Council, Ruth Hutton
- Steering committee includes the London Boroughs of Hammersmith & Fulham, Hounslow and Richmond, the Environment Agency, the Port of London Authority, the Greater London Authority and English Heritage
- Collaborates with 19 "TSKC Associates" (various local authorities, charities and non-profit organisations)
- Focus on environment-related projects (cleaning, path regeneration etc.) benefiting riverside stakeholders
- Funding unclear from website, but Strategy Document recommended a range of sources, from local authorities and agencies, riparian boroughs, the Lottery fund, developer contributions, sponsorship and fundraising
- Website encourages volunteering but not donations
- No direct mention of benefits to members, nor of several levels of membership
- Meets the definition of a backbone organisation

Comments

- *Likely to face the same funding challenges as TEP*
- *Next step: a telephone conversation with Ruth Hutton*

Thames Landscape Strategy Weybridge to Kew

- Informal partnership founded in 1994, with prestigious patrons (e.g. Sir David Attenborough); based on directions set out in a Strategy Document published in 1993, prepared by Kim Wilkie
- Employs two full-time staff
- Brings together 14 statutory and non-statutory organisations, over 250 local groups and "many individuals"
- Focus on conservation
- Strategy document recommended a range of sources, from national agencies, the EU and the Millennium Fund, as well as *ad hoc* sponsorship and volunteers to carry out work
- The boroughs of Elmbridge, Kingston, Hounslow and Richmond contribute £55k pa together, with private donations and business contributions raising this to a total of £120k (collected through The Father Thames Trust) to cover its operational budget. The website claims that £21m has been raised since 2000 (i.e. more than £1m pa on average)
- Website includes a page encouraging donations
- No direct mention of benefits to members, nor of several levels of membership
- Meets the definition of a backbone organisation as above

Comments

- *Appears to be relatively well funded*
- *Next step: a telephone conversation with Jason Debney*

Solent Forum (SF)

- Informal partnership, founded in 1992 and hosted by the Hampshire County Council in Winchester
- Staffed by a full-time manager, two part time officers and student placements
- Members are 48 professional bodies: local government, harbour authorities, industry, user groups, trade associations and NGOs; *not* open to individuals, local residents associations or issue-specific lobby groups
- Objectives: members' mutual understanding of each other, information sharing, consultation on the theme of human and natural changes that may affect the Solent area, and promoting the latter
- Funding unclear from website; no mention of volunteering or donations/fundraising on the website
- Advertised benefits to members: regular information on coastal management issues, free attendance to biannual SF meetings, networking opportunities
- Offers consultancy services
- Meets the definition of a backbone organisation as above

Comments

- *Appears to be relatively well funded*
- *Next step: a telephone conversation with the full-time manager (no name specified)*

Cross River Partnership (CRP)

- Informal partnership founded in 1994 and originally formed to deliver cross-river infrastructure projects such as the Millennium Bridge, accountable to Westminster City Council
- 17-18 staff (employed by Westminster CC?)
- Members include Business Improvement Districts, local authorities and agencies
- Activities articulated around project management, clean air promotion and (free) recruitment services for local businesses
- Budget exceeds £3m pa including operating budget of c£1m pa
- Appears to be run as a business

Comments

- *Activities and settings do not seem entirely relevant to TEP?*

Team London Bridge (TLB)

- BID founded in 2006 as a Company Limited by Guarantee
- 8 employees including Chief Executive
- Businesses located in its district area automatically enrolled if their rentable value is £10,000 or above
- Funded via a levy of 1.17% (2018-19) of rentable value, collected by Southwark Council; capped to £50,000

- Like other BIDs, appears to be run as if it were a business - offers similar services: waste collection, deep cleaning, greening, access facilitation, marketing/promotion, safety and security, business networking etc
- Appears to have a single tier of membership

Comments

- *Although its purposes are different to those of TEP, some of its activities could provide inspiration; worth looking into similar organisations (BIDs)?*