



Representing Drainage
Water Level & Flood Risk
Management Authorities

ADA BUSINESS PLAN

2017-2020

Role

ADA is the membership organisation for drainage, water level and flood risk management authorities in the United Kingdom, with over 230 members. Our members include internal drainage boards, regional flood & coastal committees, local authorities and national agencies, as well our Associate Members who are contractors, consultants and suppliers to the industry.

Function

Established in 1937, ADA's function is to watch over, support and promote the interests of drainage, water level and flood risk management authorities at a national and parliamentary level, providing a forum for the exchange of ideas and discussions, and to disseminate information of common interest. ADA's water level management community is built upon interaction and connections made between our members.

Vision

Our vision is of a society that understands the importance of drainage, water level and flood risk management and how it can contribute to safer, prosperous communities and improved environmental benefits.

Purpose

Our purpose is to champion and campaign for the sustainable delivery of water level management, offering guidance, leadership and support to the UK water level management industry, whilst informing members of the public about our members' essential work. We aim to continually develop and improve our services, by building connections between our members and strengthening our representational role for the benefit of our members and society.

Executive Summary

In 2013, ADA published its business plan for the period 2014 to 2017. Some of the objectives set out then have been completed whilst others are ongoing and remain relevant to our plans for the future.

Our plans for the next three years also include a number of new objectives, both strategic and operational, that aim to enhance our value to our membership and the wider industry.

One of our key objectives will remain influencing the Government, especially Defra, and others to understand and act appropriately in relation to ADA members' interests.

We are mindful of future changes to legislation that may result from the United Kingdoms' withdrawal from the European Union. We also intend to maintain our strong links with the European Union of Water Management Associations (EUWMA).

We have consulted widely with our membership to ensure that the objectives set out in this plan are in line with their own objectives and we are confident that they can be achieved in a timely and cost effective manner.

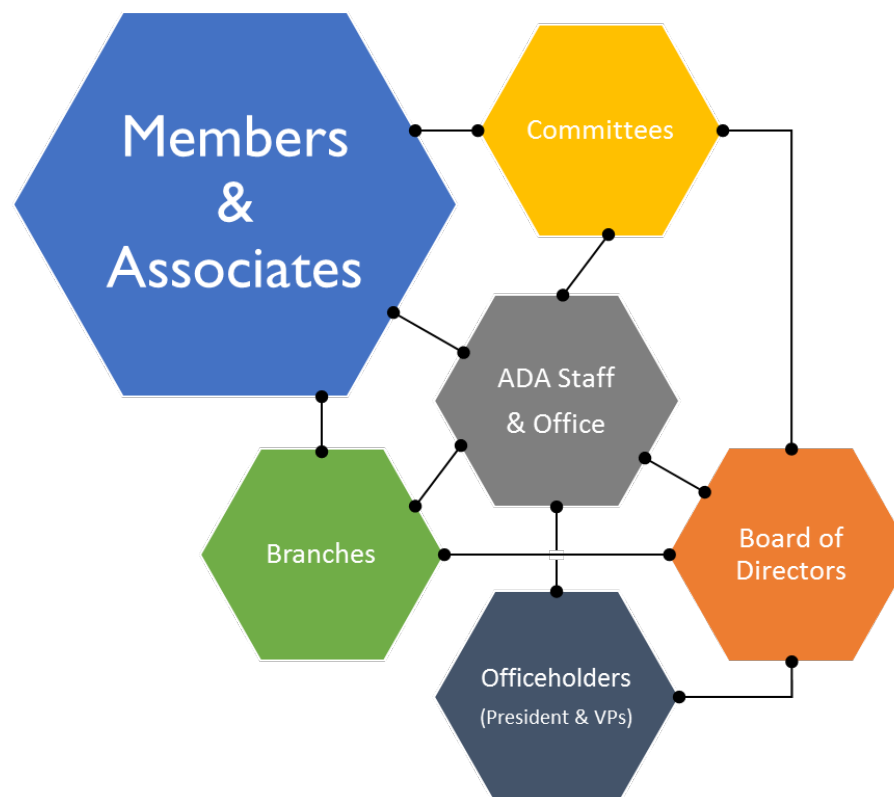
This Business Plan sets out our objectives, how we will achieve them, who will be responsible for their implementation and, if not continuous, a time frame for completion.

Organisation

In April 2014, ADA transferred into a company limited by guarantee with a Board of Directors, re-constituted its Branches and updated the terms of reference of its specialist committees.

In April 2015, following the retirement of Dr Jean Venables, the Board appointed a new Chief Executive, Innes Thomson, and decided that ADA should be directly responsible for the employment of staff and for running the ADA office and producing the ADA Gazette.

Organisation of association



Board of Directors

The Directors of the Board consist of the Chair of ADA, Chairs of the two Committees, one member from each of the ten regional Branches, one member representing the Environment Agency, one member representing the Local Authorities and one member representing the Regional Flood and Coastal Committees.

Staff & Offices

As at the start of 2017, ADA directly employs a small team comprising the Chief Executive, a Technical Manager, an Administration and Membership Support Officer (part time), a Communications and Events Officer (part time) and Communications & Public Relations Officer (full time). The staff team are also able to rely on the assistance of a number of volunteers drawn from the Committees and the Professional Supporters Network to help in areas such as finance, event management and representing ADA at meetings on a national and regional level. ADA took the opportunity to slightly upsize its offices in 2016 within the same suite of offices at Stoneleigh Park in Warwickshire and it is not envisaged that any further changes will be needed for the duration of this Business Plan period.

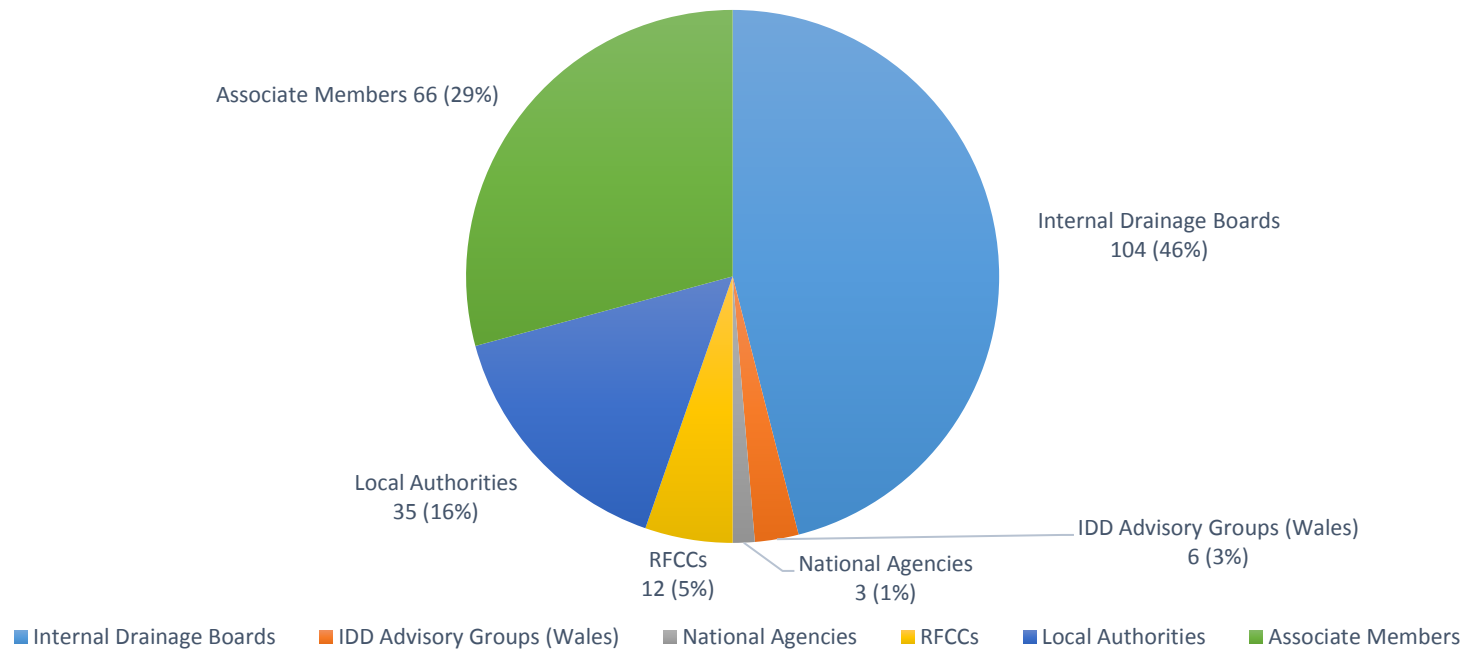
Branches & Committees

ADA has ten regional branches bringing together bodies and groups involved in water management in their area. Each Branch appoints a Director to ADA's Board. Branches pass up local views and issues to ADA's Board and pass down the decisions of the Board to members as well as working with ADA staff and Committees to share news and best practice. ADA's Committees are appointed to advise the Board of Directors on specialist areas and assist and direct ADA's work on behalf of its members. ADA's Members are invited annually to nominate candidates to become members and appointments are made for periods of three years.

Membership

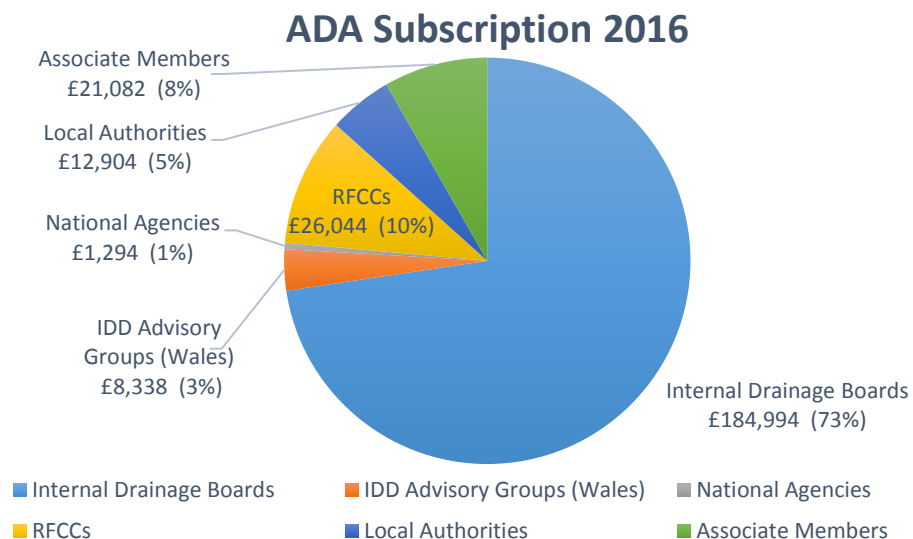
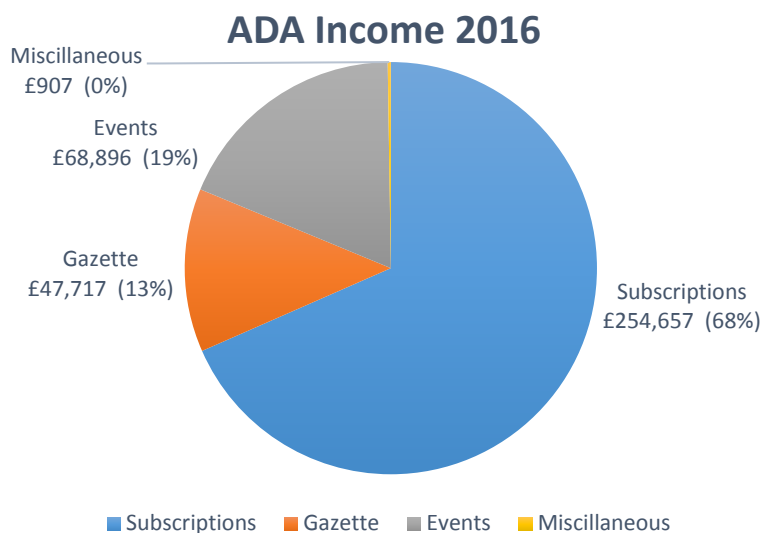
The Association’s membership is made up of internal drainage boards, local authorities, national agencies, regional flood and coastal committees, and associate members (commercial organisations). In recent years the number of internal drainage boards has decreased due, predominantly, to amalgamations of small boards to form bigger, often more effective and efficient bodies. Even so internal drainage boards and advisory groups in Wales still make up approximately 50% of ADA’s membership by number and promoting their interests is key to helping achieve our strategic objectives.

ADA Membership 2016



Financial Resources

ADA’s gross income for the year to December 2016 was £372,177, with 68% of its income coming from member subscriptions. During the same period the ADA Gazette advertising contributed net income of 13%, with the Conference and other sundry income contributing 19%. Net Profit for the year was £63,564. In 2016, ADA organised and held a new trade event called FLOODDEX. This provided a net income of approximately £46,837, considerably augmenting ADA’s income from previous years and importantly diversifying from the heavy reliance on membership fees alone. The graphics below show income details for 2016.



The Board have agreed that the objectives set out in this plan will be funded from existing Reserves and future income with the Association maintaining a Reserve of at least 30% of annual subscription income. As at 31st December 2016, ADA’s cash reserves were £224,426.

Strategic Objectives

Liaison and Partnerships with other Organisations

REF	DETAIL	HOW OBJECTIVE WILL BE ACHIEVED	TIMESCALE	RESPONSIBILITY
S1	Strong and productive relationships with Politicians, Government, regulators, Government Agencies, asset owners, professional institutions and societies, and organisations with related interests.	Regular meetings with a range of politicians from the principal parties, other organisations, including monthly liaison with the EA, meeting with Defra 2 - 4 times per year and updates provided to the ADA Board and Members via ADA Branch meetings.	Ongoing	Chair/ Vice Chair/CEO Tech. Manager
S2	ADA to provide policy leadership within the flood risk, water management and land drainage sectors.	Annually appraise and set consistent policy objectives that contribute to the sustainable delivery of water level management by ADA's members. Policy objectives to be delivered through work of ADA staff, officeholders, Committee workstreams and wider membership.	Annual	Board of Directors and Committees
S3	ADA to set consistent objectives for, participate fully in, and receive feedback from ADA Branch events and meetings, and provide standing Agenda items to update Branches on national issues.	Branch Secretaries to be provided with guidance on expected Branch activities and regular updates for Agenda items. Either Chairman, Vice Chairman, CEO or Technical Manager to attend ADA Branch meetings.	Ongoing	Chair/ Vice Chair/CEO Tech. Manager
S4	Through membership of EUWMA, examine the policy and processes of other water management authorities across Europe to the benefit of members, and establish and promote beneficial collaborations in research and development.	Continuing engagement with EUWMA, including commitment to retain links/relationships post UK exit from EU, including facilitating study tours and other learning exchanges between IDBs and EUWMA Member Boards.	Ongoing	Chair/ Vice Chair/CEO Tech. Manager

Operational Objectives

Services and Activities

REF	DETAIL	HOW OBJECTIVE WILL BE ACHIEVED	TIMESCALE	RESPONSIBILITY
01	Publish and maintain comprehensive and up-to-date standard/model policies and guidance to assist Members with aspects of their work.	Ensure that a relevant suite of standard/model policies is published on ADA's website, with periodic review carried out by ADA Officers, reporting to the Committees.	Ongoing	ADA Staff
02	Grow the informal network of volunteers and develop the role of ADA Special Advisor to assist in the representation of ADA at a national and regional level.	Volunteer networks and Special Advisors to be reviewed on an annual basis and requests for representation on behalf of ADA should be offered to all network members with relevant experience of the topics being covered.	Ongoing	ADA Staff
03	Develop a comprehensive GIS layer for the boundaries of all Internal Drainage Districts in England and Wales.	Completion of a functional, accurate, interactive map, suitable for integration into the ADA website.	May 2017	Tech. Manager
04	Work with and support non-compliant IDBs to reach acceptable levels of compliance.	Identify regular non-compliance issues and work directly with those members to help them gain compliance using member networks and special advisors.	Annual	Tech. Manager
05	Undertake annual Key Industry financial and non-financial benchmarking from data provided in statutory Annual Returns and Reports.	Use information gathered from annual IDBI questionnaire, and develop additional information requests as necessary.	Annual	CEO/Tech.Manager & Committee sub-groups
06	Provide training packages for new IDB Board Members.	In consultation with ADA Committees, produce relevant training material, including PowerPoint presentations, for both new and existing Board Members.	Ongoing	Committee sub-groups/CEO/Tech Manager

Publicity, Promotion and Events

REF	DETAIL	HOW OBJECTIVE WILL BE ACHIEVED	TIMESCALE	RESPONSIBILITY
07	Provide and maintain a comprehensive and up-to-date website with social media links and mobile device functionality.	Website, twitter feed and blog updated on a weekly basis. Regular updates and refresh of content by ADA staff.	Ongoing	ADA Staff
08	Publish the ADA Gazette four times a year.	Ongoing programme of production, advertising revenue to cover cost of production and publication. Staff time costs to be built into overall Gazette costs.	Quarterly	ADA Staff
09	Provide a monthly “ADA News Stream” email to members.	Compile monthly update of industry relevant news items and circulate to all members and other interested parties.	Monthly	Tech. Manager
010	Review and rationalise other ADA published material, template letters and documents, information booklets, etc. and update content and branding to current standards.	Ongoing programme of updating existing and producing new publications as appropriate, focussed at the public and for use at shows and other relevant events, and for use by Members in communication with others.	Ongoing	ADA Staff
011	Hold an Annual General Meeting annually, to be combined with a conference event.	An AGM is required under ADA’s Memorandum & Articles. Conference should have a clear relevance to current member issues and should aim to be self-financing.	Annual	CEO & ADA staff
012	Hold other events to typically include a trade exhibition, ministerial/senior civil servant visits, Political receptions, member technical meetings, host EUWMA meetings.	To typically include, FLOODEX events, (annual or bi-annual depending on demand). Local Authority event(s), IDB Clerks & CEO event(s), Site visits, receptions for political leaders and civil servants, and support Branch-organised live demonstrations.	Ongoing	CEO & ADA staff

Organisation and Administration

REF	DETAIL	HOW OBJECTIVE WILL BE ACHIEVED	TIMESCALE	RESPONSIBILITY
○13	At least 95% of IDBs are members of ADA. Increase number of associate members by 10% and double the 2016 number of other national agency members.	To review of subscription rates on an annual basis, carry out a full review of IDB subscription rates and review the benefits for all members.	July 2017 and annual	CEO
○14	Maintain Local Authority membership at 41 members.	Review subscription rates and benefits for local authority members.	July 2017 and annual	CEO
○15	ADA to organise a rota of Board and Committee Meetings with consistent times and venues at least twelve months in advance.	ADA meeting dates, times and venues for forthcoming year to be included in annual Conference Reports.	Annual Q4	ADA Staff
○16	Chairman's Group to oversee ADA Business Management and progress.	Chairman to form a small group of ADA Board members, which may include the Committee Chairs, to meet quarterly with ADA Management Team to review progress of objectives and the general running of the organisation.	Quarterly	ADA Staff
○17	Chairman's Group to review ADA Staff performance.	Chairman to form a small group of ADA Board members to meet annually to review staff performance and set salaries for the following year.	Annual Q1	Chairman