

Next Navigation East:

Part 24: Management & Development

Contents:

24	Management & Development	
24.1	Introduction	1
24.2	Management to deliver the reconstruction	1
24.3	Current Management System	1
24.4	Proposed Management System	3
24.5	Strategy for the Management of the Restored Waterway	5
24.6	Operation	7

24 Management & Development

24.1 Introduction

24.1.1 The purpose of this chapter is to set out:-

- How the project will be managed during the reconstruction phase
- How the waterway will be managed once the restoration is complete
- How the waterway will be developed to promote sustainable economic and social growth in the wider area.

24.2 Management to deliver the reconstruction

24.2.1 The Chesterfield Canal Partnership operates as a strategic co-ordinating body responsible for creating detailed plans for the waterways restoration and development. It is an effective formal mechanism for oversight of the delivery of the restoration and development of the canal (cf. IWAC 2006, Bura/Waterways Trust Waterways Renaissance Awards 2007, IWAC 2010).

24.2.2 At the present time the delivery of restoration works is undertaken by the Consultancy and Contracting Division of Derbyshire County Council on behalf of the Chesterfield Canal Partnership. The operation of the current system is described below.

24.2.3 This system has functioned extremely well in all the projects undertaken to date and which are in progress at this time. Notwithstanding this success, it is recognised that the future development of the Canal project and the increasing complexity and quantity of the tasks being delivered will ultimately require a dedicated delivery vehicle. To that end it is proposed to explore the establishment of a limited company or CIC as an appropriate management tool to achieve the restoration. Possible models for the proposed company are described further below.

24.2.4 The evolution of the project from Local Government Partnership to Third Sector Company is a well trodden path in canal restoration (see, for example, Gibson 2001 on the development of the Huddersfield Narrow Canal project). It should be noted that the company is a management tool for the control of finance and resources. It will not diminish the central role of the DCC engineering team who will remain the principle design team.

24.3 Current Management System

24.3.1 Strategic direction is determined by the Executive Steering Group of the Chesterfield Canal Partnership. The implementation of strategy is overseen by the Technical Officers Group of the Chesterfield Canal Partnership.

24.3.2 Restoration (civil engineering) project delivery is managed by Derbyshire County Council on behalf of the Chesterfield Canal Partnership. Derbyshire County

Council has a very successful track record of delivering similar regeneration schemes and civil engineering projects.

24.3.3 Each restoration project is managed by a core Project Management Group comprising:

- Senior Project Engineer, Land Reclamation Section, Consultancy and Contracting Division, Derbyshire County Council.
- Development Manager, Chesterfield Canal Partnership.
- Finance Officer, Environmental Services, Derbyshire County Council.

24.3.4 Further officers from other sections (Structural Engineering, Highways, Estates, Legal Services, etc.) are seconded to the Group as required to provide additional technical knowledge and services as dictated by the nature of the project in question. The Project Management Group is therefore a flexible entity whose membership reflects, and is tailored to, the task in hand.

Senior Project Engineer

24.3.5 The Senior Project Engineer from Derbyshire County Council's Land Reclamation Section is responsible for managing all technical aspects of the project. This includes oversight of the design team, all contracts and contractors, etc. The Senior Engineer will usually appoint one or more project engineers as sub-managers to oversee particular aspects of the project.

Development Manager

24.3.6 The Chesterfield Canal Partnership Development Manager is responsible for strategy, overall project planning, funding strategy, training and education, links with other bodies, community engagement and co-ordination of volunteer input. The Development Manager will usually engage officers of DCC Countryside Service and/or members of the Chesterfield Canal Trust as sub-managers to oversee particular aspects of the project.

Finance Officer

24.3.7 The Finance Officer from DCC Environment Services is responsible for all matters relating to the financial management of the project. Derbyshire County Council provides all financial and legal management services for the projects.

Delivery

24.3.8 Project delivery involves a combination of contractors employed by Derbyshire County Council and volunteer working parties of the Chesterfield Canal Trust, The Waterway Recovery Group, the Three Valleys Countryside Volunteers and the local community.

24.3.9 Contractors are employed using standard Derbyshire County Council terms and conditions. They operate under CDM.

24.3.10 The Chesterfield Canal Trust will manage, run and monitor delivery of the volunteer outputs within the project including all those undertaken by other third sector groups. They also operate under CDM. This will include agreeing appropriate work for

volunteer teams, maintaining health and safety on volunteer work sites, recording work undertaken and providing a satisfactory audit trail.

- 24.3.11 This is a very flexible system which can be tailored to the special circumstances of each project. For clarity each project has its own detailed delivery chart with detailed difference made explicit. A typical project delivery chart is shown overleaf. This details the relationship between the project team, the sub-project managers and the resources for delivery of the project and outputs/outcomes for one single project.
- 24.3.12 Close liaison between the Project Management Group, the sub-project managers and the various contractors and volunteer groups is maintained at all times through:
- Weekly Project Management Group meetings
 - Regular Project Delivery Group & Stakeholder meetings
 - Regular site meetings
 - Prompt circulation of minutes and action notes.
 - Email

24.4 Proposed Management System

- 24.4.1 The Partnership will explore the establishment of a formal delivery vehicle for the purpose of undertaking the restoration works. This will probably take the form of a company limited by guarantee with an asset lock or a community interest company.
- 24.4.2 The company or CIC may be promoted by the Chesterfield Canal Partnership and thus be effectively be a “wholly owned subsidiary” of the Partnership and its members. Alternatively it may be promoted by a single partner with representation from other partners. A crucial “next step” (see part 25) will be to establish the most appropriate legal vehicle to achieve the Partnerships aims and to engage the wider community.
- 24.4.3 The structure will build upon the current arrangements and provides for a single financially independent body to be accountable for the delivery of the policies, strategies and plans of the Chesterfield Canal Partnership.
- 24.4.4 Independence from the Local Authority system would enable the company to function in a manner in accord with best business practice and would reduce the Local Authority’s exposure to risk. It would make the company more responsive to short term funding streams and enable it to pursue funding directly rather than through Partners.

Potential Models

- 24.4.5 There are several models for this type of development. Two pertinent examples are Hadrian’s Wall Heritage Ltd., and the Cotswolds Canal Partnership.
- 24.4.6 **Hadrian’s Wall Heritage Ltd.** was established in 2000 to be a “new type of development company set up to develop the economy of the Hadrian’s Wall Corridor through managing the World Heritage Site of Hadrian’s Wall”. Its stated mission being “To maximise the contribution Hadrian’s Wall can make to the social,

economic and environmental regeneration and well-being of local communities through sustainable tourism development” (see www.hadrians-wall.org/pagew.aspx/About-Hadrian's-Wall-Heritage-Ltd).

- 24.4.7 The company is charged with delivery of a series of high profile regeneration projects along the Wall corridor, the improvement of visitor facilities, the development of the foot and cycle way network and sustainable transport in the corridor and with the promotion of the Wall and its surrounding area as a high quality tourist destination.
- 24.4.8 Core funding for the company is provided by financial contributions from two regional development agencies, English Heritage and Natural England together with the revenues from its development projects. Additional project specific funding is derived from local authorities and charitable bodies.
- 24.4.9 **The Cotswolds Canal Partnership** was established in 2001 to restore the Cotswolds Canals – the Stroudwater Navigation and the Thames & Severn Canal. The Cotswolds Canal Partnership has established an independent charitable company limited by guarantee – the “Stroud Valleys Canal Company” – to hold the property assets necessary to deliver the canal restoration. The company is part owned by Local Authorities, Land owners, the Canal Trust and other members of the Partnership. (see www.cotswoldscanalsproject.org on index bar click “Stroud Valleys Canal Co.”).
- 24.4.10 The Stroud Valleys Canal Company is expected to take responsibility for the operational management, maintenance and repair of the waterway once completed. It is funded by its owning partners with an expectation that it will become financially independent and sustainable as the land holdings adjacent to the canal are developed and long-term income streams are created.

Proposed Model for the Chesterfield

- 24.4.11 The Chesterfield Canal Partnership will seek to establish an independent delivery mechanism to undertake the restoration of the Chesterfield Canal. Although the exact legal structure is yet to be determined it is likely that the model will incorporate elements of both examples above. It is also possible to identify the overall objects and initial steps which practically all forms of delivery vehicle will follow.
- 24.4.12 The objects of the proposed vehicle will be:-
- To undertake the restoration and reconstruction of the original line of the Chesterfield Canal.
 - To undertake the construction of the Rother Valley Link.
 - To undertake such other works as are directed and required by the Chesterfield Canal Partnership.
 - To promote the sustainable development of the Chesterfield Canal and adjacent waterways including the generation and growth of businesses associated with waterways
 - To work with partners to develop education and training which uses the assets of the canal and the major construction programme.

- To work with third sector organisations to build community capacity and community well being and to support initiatives aimed at improving Quality of Life outcomes.

- 24.4.13 The initial membership of the company will be drawn from the membership of the Chesterfield Canal Partnership. This will be actively expanded to include local community organisations, other third sector bodies and education & training providers.
- 24.4.14 The Board of Directors shall be drawn from the members.
- 24.4.15 The Board shall appoint a Project Director with overall responsibility for the delivery of the objects of the company.
- 24.4.16 Initial funding to establish the Company will be from the Members of the Partnership with additional resources from the Regional Development Agencies and other bodies.
- 24.4.17 The final structure of the Development Company will be agreed and the Company registered (although not necessarily activated) before major funding is sought.

24.5 Strategy for the Management of the Restored Waterway

- 24.5.1 The strategy has two elements – the short term maintenance of the corridor as the canal is restored and the long term sustainable maintenance of the waterway once the through connection is achieved.

Short Term

- 24.5.2 Those sections owned and operated by British Waterways (effectively Restoration Section 10) will be maintained by British Waterways supported by the revenues of the Kiveton Waters marina and the relocated fished ponds.
- 24.5.3 Those sections owned by Derbyshire County Council on behalf of the Chesterfield Canal Partnership will be maintained for Derbyshire County Council by the volunteers of the Chesterfield Canal Trust. Chesterfield Canal Trust volunteer working parties currently undertake significant maintenance, repair and restoration tasks along the entire route of the canal in Derbyshire. They also lead clean up operations and contribute to vegetation clearance and rights of way maintenance.
- 24.5.4 Volunteers work groups on the restored canal will be fully trained and hold relevant qualifications through the Inland Waterways Initiative for Skills (IWIS) and accredited by City and Guilds.
- 24.2.5 Technical support for the volunteers will be provided by the Derbyshire Countryside Service through the Three Valleys Project based at Tupton Lock Visitor Centre, Chesterfield. This project staff currently manages the restored canal from Chesterfield to Staveley and has developed an extensive body of experience and knowledge of canal management.
- 24.5.6 The Three Valleys Project is financially supported by Derbyshire County Council, Chesterfield Borough Council and North East Derbyshire District Council.

Long Term

- 24.5.7 When through navigation from Chesterfield to the Trent is re-established the canal will effectively have two owners and two navigation authorities:-
- Derbyshire County Council on behalf of the Chesterfield Canal Partnership – From Chesterfield (Waterside) to Kiveton Waters (ending at the western limit of the former colliery site).
 - British Waterways – From Kiveton Waters (commencing at the western limit of the former colliery site) to West Stockwith.
- 24.5.8 It is essential that the Chesterfield Canal operate as a seamless whole. There are several options for achieving this goal. It is difficult, however, in view of the proposed changes in the governance and direction of British Waterways (cf. British Waterways 20:20 Vision), to be able to predict which solution will be the most suitable and appropriate at the point when the canal is fully restored. The possible options will be kept under review as restoration progresses bearing in mind the long term nature of the restoration process, rapid changes in national funding regimes and the consequent changes in waterways management strategy.
- 24.5.9 At the time of writing (and without prejudice to future changes in structure and organisation of the respective bodies) it would appear unlikely that British Waterways would wish to take on full ownership of the restored canal or that the Canal Partnership would be in position to provide a sufficient sinking fund (“dowry”) to make this a viable option.
- 24.5.10 It is therefore proposed that the canal assets currently held (and due to be held) by Derbyshire County Council (i.e. all the sections from Chesterfield to Kiveton Waters) be vested in a not-for-profit Trust or Community Interest Company (CIC). The board of trustees / directors to be drawn from the Executive Steering Group of the Chesterfield Canal Partnership.
- 24.5.11 The initial development of this Trust or CIC is already underway and will be used to hold canal-side income-generating assets such as Hollingwood Lock House. This will enable organic growth and the development of a suitable management team prior to the handover of the canal itself.
- 24.5.12 In the Long term the Trust or CIC will hold both the canal and associated assets (marinas, boatyards, fishing ponds, etc) which generate income and will underwrite the maintenance of the waterway. The Trust or CIC has a number of possible long term management structures which can be supported by evidence as workable:-
- 24.5.13 **Management Agreement with British Waterways.** A long term management agreement between Derbyshire County Council, the Trust / CIC and British Waterways, with a view to transferring management of the navigation for the Derbyshire section to British Waterways. This has the advantage of creating a seamless canal corridor and maximising use of the expertise of British Waterways while minimising costs through reducing duplication.
- 24.5.14 **Management Agreement with Derbyshire Countryside Service.** A long term agreement between the Trust / CIC to secure the services of a dedicated “canal team” based on the expertise of the team at Tapton Lock. This has the advantage of continuity from the short term management arrangements coupled with local engagement and “ownership”.

- 24.5.15 **Creation of an “in house” Maintenance Team.** Formation of a dedicated, directly employed, work group to undertake all maintenance work on the canal (similar to the model employed by the Avon Navigation Trust). This has the advantage of maximising responsiveness to the needs of the Trust / CIC.
- 24.5.16 A number of hybrid schemes are also possible where staff from partnership organisation would be seconded to work for the Trust / CIC but would retain their base organisations pay and conditions.
- 24.5.17 It should be noted that the proposed use of a Community Interest Company or third sector model for the long term management of the Waterway predates British Waterways own, somewhat grander proposals on similar lines (cf. Coles and Cook 2008, AINA Conference Paper).

24.6 Operation

- 24.6.1 The operation of the canal has few direct environmental impacts. With proper management water-based tourism is one of the least environmentally damaging forms of public access to the countryside. The Chesterfield Canal Partnership is keen to promote the use of the water corridor as venue for sustainable tourism.
- 24.6.2 Operation will be governed by a Conservation Management Strategy. This strategy will be based on the information and conclusions presented in this statement and the best available practice within the waterways and heritage sectors. The conservation management strategy will be developed in parallel with reinstatement planning and design. The CMS will be a live document and will evolve with the development of best practice in the waterways field.
- 24.6.3 The monitoring techniques employed and criteria employed in measuring success in conservation will be based upon the “Common Standards Monitoring Guidance for Canals” proposed by the Joint Nature Conservation Committee in March 2005. This report provides a common framework for monitoring standards for all UK waterways.
- 24.6.4 The Chesterfield Canal Partnership is committed to developing an effective operations strategy to increase the sustainable use of the canal through the promotion of appropriate technologies. For example the reduction in fuel use and plant damage by improved hull design and the promotion of alternative boat power sources (e.g. solar electric). In this the Partnership will be guided by technical advice from the Association of Inland Navigation Authorities.



