

**Tell Us  
What You  
Think**

# **Strategic Waterway Plan Engagement Prospectus**

**Looking forward to the next ten years**

**London Waterway Partnership**



**Canal &  
River Trust**

# Welcome

**I am delighted to invite you to comment on our work to produce a Strategic Waterway Plan for the Canal & River Trust waterways in London. Your views are not just welcome they are vital for the development of the Canal & River Trust.**

**Please tell us what you think about our strategic priorities and our proposed plans for the future.**

First let me report on the first 15 months of the London Waterway Partnership which is one of the 11 regional partnerships for England; there is also a Partnership for Wales and for museums.

It has been an exciting time, we set up a board of 12 members in July last year and deliberately chose to make the board as diverse as possible in order to reflect the very wide range of interests in our canals and waterways. I have been impressed by the Partnership's commitment and enthusiasm, characteristics which have been reflected in the many people we have met in getting to know the key elements of London's very diverse waterways.


It is hard to take in just how varied the Trust's waterway environments are in London, they range from the bustle and vibrancy around Camden Lock to the quiet stretches of the Slough Arm. There is the scale of Docklands, which even Canary Wharf and its neighbours do not dwarf, to the rural sections in Hertfordshire and Essex.

So what have we achieved? First of all the Partnership is intended to assist in the way the new Canal & River Trust will work with the varied groups and individuals who take an interest in and pleasure from our canals and rivers. It is also a partnership between volunteers of the Partnership and the Canal & River Trust staff in London, led by Jon Guest. This joint working is critical for success and I have been impressed not only by the depth of knowledge and skills of the former British Waterways staff but also by their willingness to share this knowledge with their new 'amateur' colleagues.

Much of our time as a Partnership has been spent in gaining a deeper knowledge of London's waterways and meeting key people and groups. It is amazing for how many people our canals and rivers are a significant part of their lives. The range of interests is not confined to boaters, there are walkers and cyclists in increasing numbers, promoted by the towpath improvements funded by Transport for London and the borough councils. There are also canoeists and anglers in important numbers. But our waterways not only provide an opportunity for leisure and exercise they are a catalyst in bringing communities together - the Islington Festival and the Little Venice Cavalcade are notable examples. They are a haven for wildlife and they provide inspiration for painters and poets.

A role of the Partnership is to represent an outward looking face of the Canal & River Trust and it has been impressive to see how the Trust led by chairman Tony Hales and new chief executive Richard Parry have initiated and strengthened ways of engaging with the public. The new Trust depends critically on gaining the support of the 10 million people who visit or engage with the 2,000 miles of waterways in England and Wales. There have been renewed and vigorous efforts to make volunteering attractive and effective and to put in place fundraising opportunities to improve the quality of the environment and show off and nurture the wildlife of our beautiful waterways.

An important task for the Partnership over the last year has been to advise on a strategy for the Canal & River Trust. We firmly believe that regional and local elements should be emphasized. We are very keen that people feel a sense of ownership and responsibility for their local stretches of water. There are no charges for visiting a towpath which are in effect 'village greens' within what I like to call 'London's Greatest Park'. They need the care and support of local communities. Our strategy set out in this document aims not only to improve our canals and rivers, but also to promote a shared enjoyment and responsibility.



**Brian Fender**

**Chair, London Waterways Partnership**

**“A sustainable and evolving canal and river network that is a national treasure - accessible to and cherished by all”**

# Canal & River Trust: Our Role and Objectives

The Canal & River Trust was established by Parliament in July 2012. It has responsibility for canals, rivers, docks and reservoirs, along with historic buildings, archives and three waterway museums, including the National Waterways Museum.

These assets are recognised as a national treasure and a local haven for people and wildlife. They are held and managed by the new Trust on behalf of the nation. The principal role of the Trust is to care for this unique legacy, holding it in trust for the nation in perpetuity.

The new Trust will act as guardian for the canals and rivers of England and Wales - ensuring that history, nature and communities are central to everything it does.









# Canal & River Trust:

## Our Strategic Priorities

Almost 50% of the population of England and Wales live within five miles of our network of canals, rivers and towpaths. The network is cherished by millions of visitors, neighbours and communities, yet it has been difficult in the past for many people to get involved in shaping its future. We intend to change that.

The true potential of our canals and rivers and their long term survival will only be secured if the new Trust fully engages and works with visitors, users, neighbours, business partners and local authorities, including parish, town and community councils.

Our priority is to widen the enjoyment of our waterways today, whilst protecting them for future generations. The Trustees have set out in a document entitled '*Shaping our Future - Strategic Priorities - Keeping People, History and Nature Connected*' (July 2012) six strategic priorities aimed at unlocking this potential:

- |   |   |
|---|---|
|  Ensuring our canals and rivers are open, accessible and safe              |  Doing everything we can to deliver on our charitable objectives                     |
|  Inspiring more people to enjoy the canals and rivers and support our work |  Minimising the impact we make on scarce resources                                   |
|  Earning financial security for our canals and rivers                      |  Establishing the Trust as a respected and trusted guardian of our canals and rivers |

## London Waterways:

# Aims and Values

In London we reflect these priorities in our Aims and Values

- Maintain and improve the waterways
- Recognise the importance of canals and rivers in nurturing a wide variety of wildlife
- Increase the number and deepen the engagement, enjoyment and diversity of users
- Be a part of a nationally successful Trust which has a **strong local presence that generates a sense of community pride and ownership**
- Develop policies and practices which are viewed as even-handed by all users
- Generate support from individual charitable donations, responsible corporate sponsorship and volunteer contributions as well as government funding
- Have an enviable record of governance, management and delivering value for money

# Canal & River Trust:

## Our Resources

### **Nationally, we have;**

- an annual income of £120m
- 800 operational staff whose role it is to ensure that the physical infrastructure is maintained and developed
- 2,727 Listed Buildings, we are the third largest owner of Listed Structures in the UK
- 2,000 miles of historic urban and rural canals, rivers, reservoirs and docks
- 200 miles of waterways re-opened in the last decade
- 1,000 wildlife conservation sites and 400 miles of Conservation Area
- 35,200 licensed boats on the network - 2010/11  
(more than at the height of the Industrial Revolution)

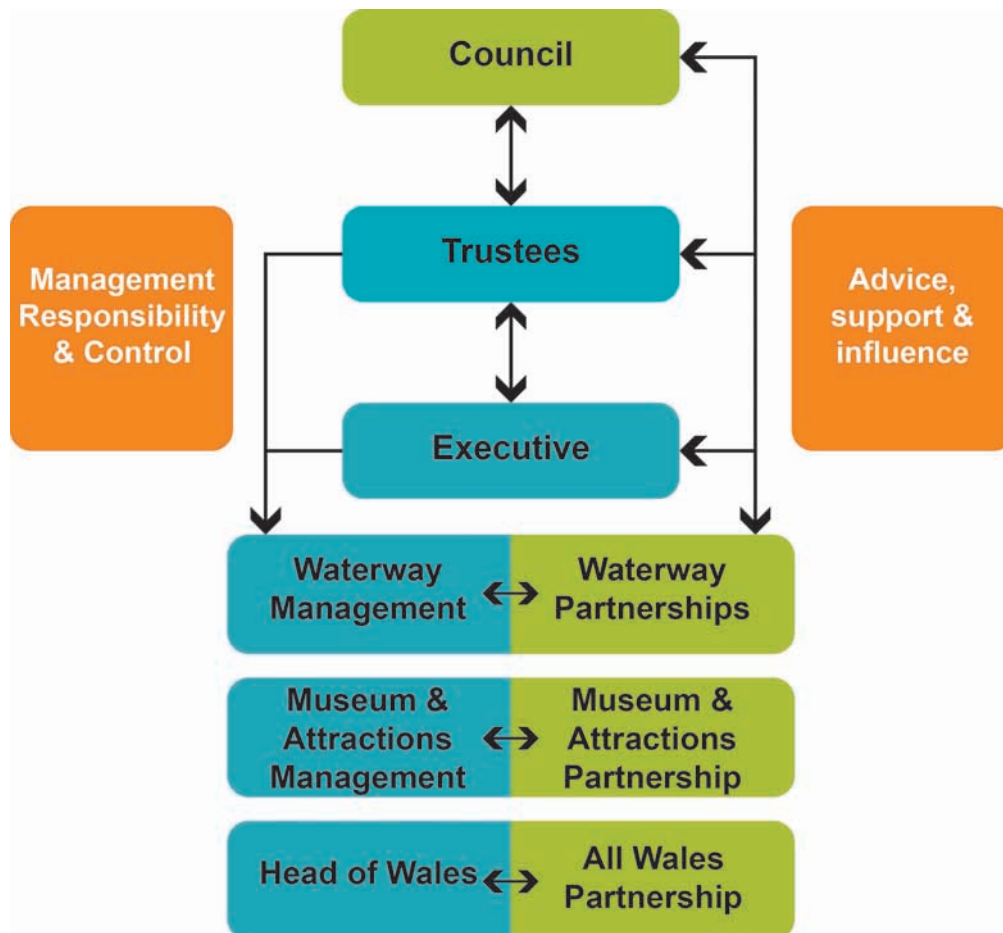
### **In London, as well as the waterways, we have influence over:**

- 48 conservation areas
- 4 Sites of Special Scientific Interest (SSSIs)
- 45 Listed Buildings - 2 Grade I, 2 Grade II\* and 41 Grade II Listed
- 11 Historic Parks & Gardens (adjoin, or cross our waterways)
- 4 Scheduled Monuments

### **Our income is derived from a wide range of sources:**

- Individual donors and corporate sponsors;
- Commercial income including revenue from the licensing of boats, moorings and angling; and revenue from property and utilities;
- Grants from the other organisations; and
- Our 15 year contract with the UK Government.

# Canal & River Trust: Our Governance



We need to manage our canals and rivers as one network, with common policies across England and Wales in order to allocate resources where they are most needed and to be most efficient and effective. However, the opportunities for joint working, as well as overcoming the obstacles to better use and enjoyment of our canals and rivers, lie in understanding individual stretches of waterway, and working with local needs and aspirations as well as local partners, agencies and companies.

That is why new Waterway Partnerships have been established, across England and Wales, to bring together representatives of local communities, businesses and organisations to work closely with the Canal & River Trust to influence and add value to what we do in each local waterway.

# Canal & River Trust: London Waterway Partnership

## Who are we?

We are a group of volunteers from public, private and community organisations with a wide range of professional, community, waterway interests and skills. Among these are regeneration, wildlife, environmental protection, strategic planning, marketing, physical and community development, heritage and sports such as cycling and angling, as well as boating and engineering. Find out more about our partnership members on page 18 and 19.

## What are we for?

- Promoting knowledge and use of the waterways in the region.
- Understanding the issues facing communities and assessing how the waterways can play a role.
- Shaping future plans of the Canal & River Trust to deliver either on its own or in partnership with others.
- Securing the resources to deliver those plans.
- Ensuring that the job gets done.

## How will we do that job?

- Liaising closely with complementary and neighbouring partnerships with whom we share partners and stakeholders.
- By analysing the evidence and data held by the Trust and others.
- By talking to as many people and organisations as possible who might have an interest in working with us (or may need some persuading that they do).
- By exploring opportunities for making the best return on investment.
- By capturing this in a long term plan, the Strategic Waterway Plan.
- By channelling the skills, expertise and resources of the Canal & River Trust, its partners, agencies and local communities towards its objectives.
- And, by implementing that plan on the basis of common purpose, shared benefit and mutual interest among partners and communities.

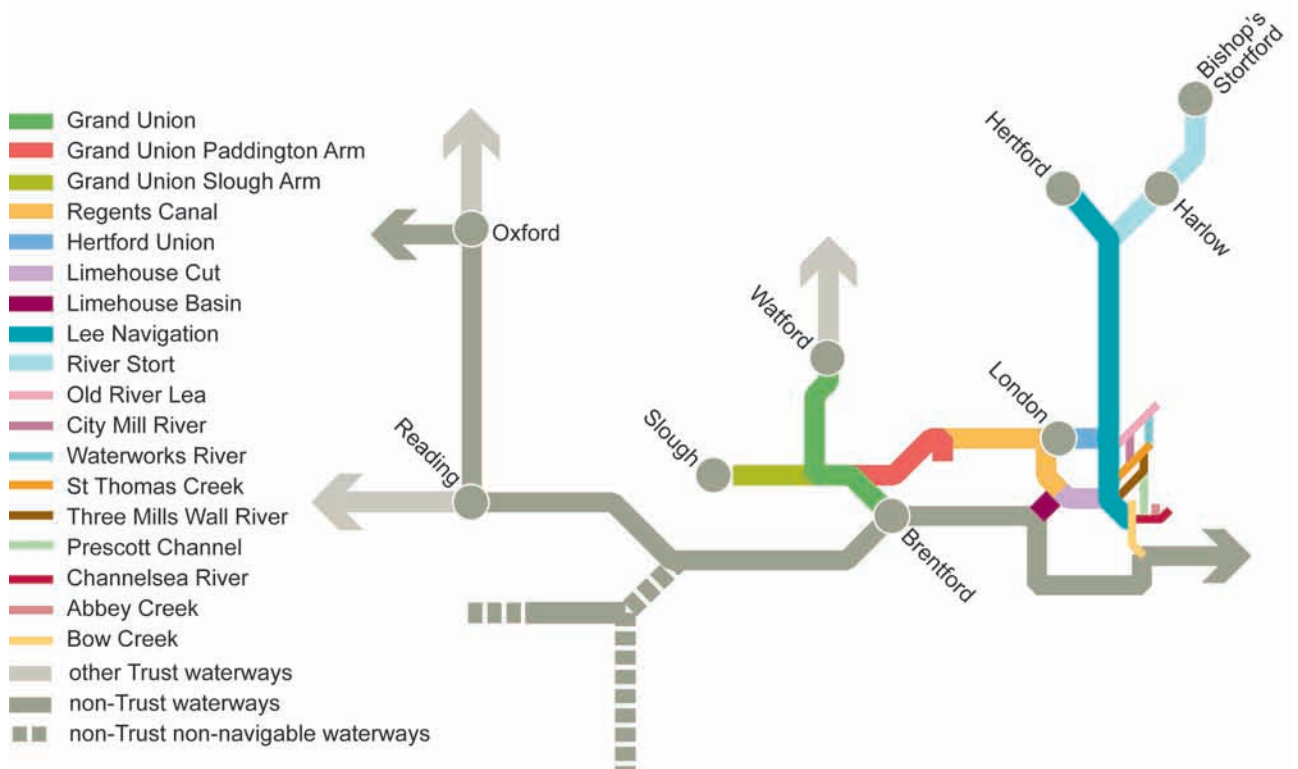


# Strategic Waterway Plan:

The plan is currently in draft form as set out in the following pages. It is the starting point for a structured conversation with you. It is a genuine conversation.

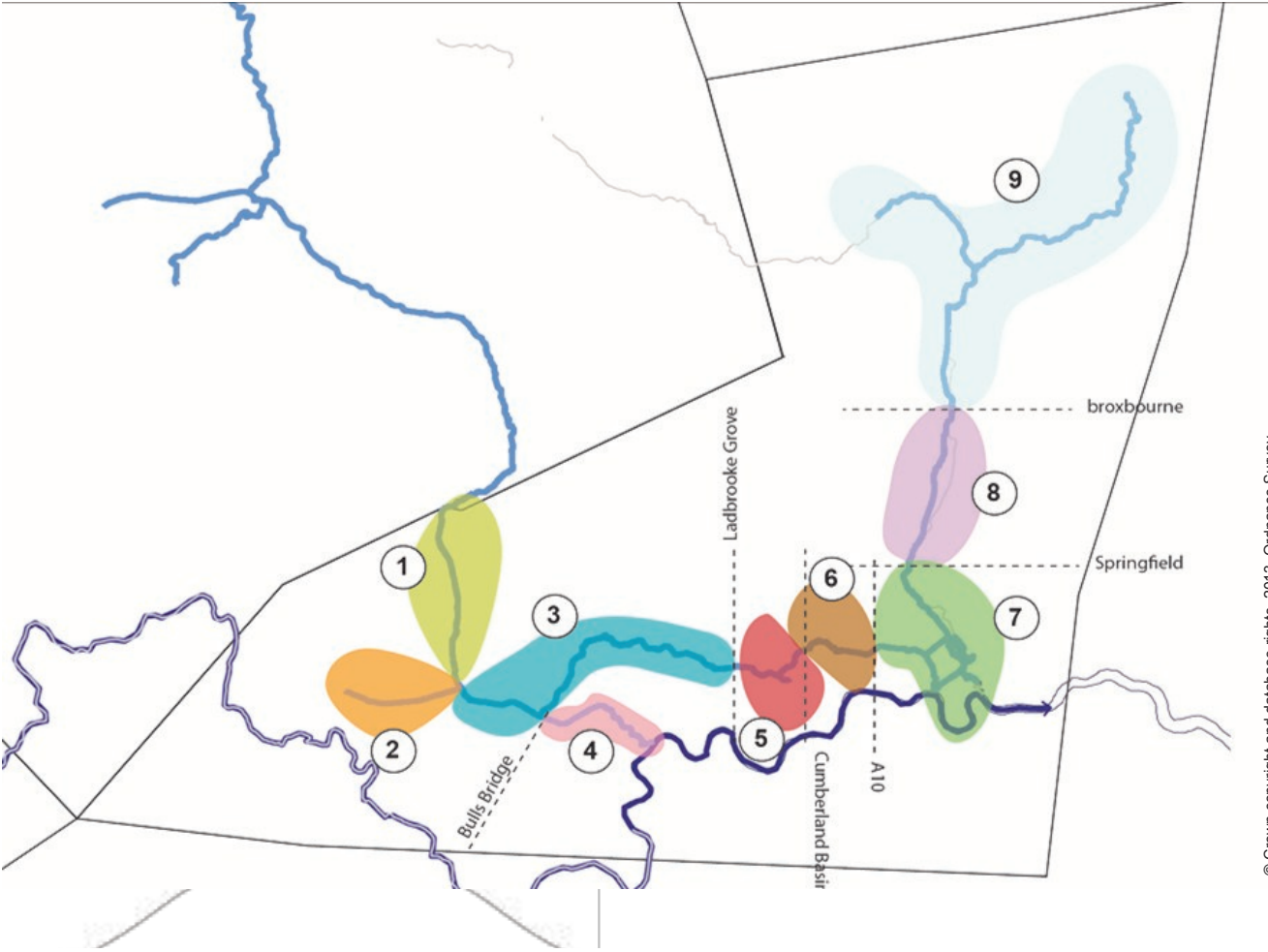
We are looking both to involve you and to take on board your views about how best we can work together for the benefit of the waterways, their many users and supporters, and the communities they enrich and to whom they belong.

An important purpose for the plan is to focus on the additional resources needed. Most of the strategic objectives outlined here need active fundraising.



# London Waterways: Unique and Diverse

The diversity of London's waterways is partly reflected in nine 'character areas' each of which has a champion in the Partnership.



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# London Waterways: Sharing Our Plans for the Future

An important role for each Waterway Partnership is to produce a strategic plan stretching forward ten years, but focusing naturally on what can be achieved in the early years. In London, we have spent a considerable time identifying a strategy which is both aspirational and realistic. We have been helped by the national thematic approach, which emphasises **people, places and prosperity**. These themes point to a wide range of actions which can be taken as and when resources become available. The strategic planning has also kept in mind our high level aims and values listed previously.

We recognise that the strategy will have to be adaptable and regularly reviewed. It will need to keep a proper balance between major projects and more modest, but still valuable enhancements. This document brings our thinking and proposals to you for your consideration and comments.

Our vision of London's Greatest Park is meant to convey a sense of freedom, of varied uses, of responsible behaviour. It is for us, through the implementation of our strategy to enhance the infrastructure and the choice and richness of experience of users and visitors.

**Our strategic proposals are described under seven major headings.**



# Our Objectives

## 1 Create a link to the Thames via the Slough Arm

### **Provides new waterway circuits and raises the value of the Slough Arm**

This is by a long way the most ambitious element of our strategy, it is not a new proposal and the potential benefits have been discussed for years. We consider it important now to review earlier discussions and produce a concrete plan for implementation.

#### **The following steps are envisaged:**

- Collating and reviewing earlier proposals for the link.
- Engaging with the Friends of the Slough Arm and others to define the potential merits of the connection and explore the feasibility.
- Preparing a brief for an outline business plan.
- Fundraising for a fully costed plan which includes estimates of the collateral benefits of any investment.
- Major fund-raising for the Slough Arm Link Project.

## 2 To promote and assist in the restoration of the House Mill (Bromley-by-Bow) to a thriving heritage site, serving as a Visitor Centre and Venue

This site is not owned by the Canal & River Trust, but by an independent trust, (the River Lee Tidal Mill Trust). There have been conversations between the two trusts and if it is possible to work together then the House Mill, apart from its intrinsic interest would be an important gateway to the Queen Elizabeth Olympic Park.

#### **There is the potential to provide:**

- A highly regarded and popular restored heritage site promoted by The River Lee Tidal Mill Trust and the Canal & River Trust.
- The House Mill as a working tidal mill capable of producing saleable flour.
- Hydroelectric power from the tide in the lower River Lea on an on-going and (small scale) commercial basis.
- A major focus on the river bus route from Limehouse Marina to the Queen Elizabeth Olympic Park.
- A dynamic interpretation of the role of the Mill, its workers and the impact on London.
- A stimulating resource for all levels of education.

### 3 The restoration of Carpenter's Road Lock

The Canal & River Trust has submitted a bid to the Heritage Lottery Fund for the restoration of this uniquely designed lock. Once in operation, it would open up additional navigational routes within the Queen Elizabeth Olympic Park and to the Thames. It has the potential to be an important meeting place within the Park.

#### In more detail:

- This lock, situated in the new Queen Elizabeth Olympic Park within the Bow Back River network, has been closed to navigation for more than 40 years. It has a distinctive design (unique of any lock anywhere in the UK) which has been recognised by English Heritage amongst others.
- Canal & River Trust, with the full support of the Partnership, plans to raise sufficient funding to re-construct new 'radial' gates and automate the lock so that it can re-open to boating traffic. In addition, it will act as a flood control structure and provide an attractive centrepiece for the waterways where future events, arts, education and volunteering can take place. This is the last piece in the jigsaw in the Bow Back Rivers restoration and, once complete, it will mean that there will be two circular cruising loops for boats to use in and around the Olympic Park.
- In early September 2013, a £970k bid was submitted to the Heritage Lottery Fund with a decision expected December 2013. With the Trust's secured funds of £700k, the Partnership will support a programme of engagement, participation and learning which will run in parallel with the construction works between January 2014 - October 2017 and then support the Lock as a popular venue in the Queen Elizabeth Olympic Park.



# Our Objectives

## 4 To meet the challenges and opportunities of boating in London

There are formidable challenges to boating, particularly in Central London. There are sections of the canal network where there is insufficient freedom of choice for continuous cruising boats. Also there is a growing use of residential boats as an alternative to the increasingly expensive land-based accommodation in London. The issues are sufficiently serious to warrant their elevation to a major strategic goal.

Implementing this strategy will require good working relationships with the different boating organisations involved with London's canals.

**Work has already begun and the strategy is expected to deliver:**

- An increased number of mooring spaces.
- Improved canal side facilities.
- Better communications with boaters, residents, and towpath users.
- Policies which promote improved use of the waterway.
- Transparent management practices including enforcement.
- Policies relating to residential boats.
- Particular attention will be given to extending mooring opportunities to waterways which have the potential for increased use without damaging the environment.
- Within this strategic aim there is potential to increase the use of Docklands particularly for larger boats. The Olympics provided a clear illustration of the Docks as a high end destination.



**5 To plan and complete a pipeline of projects which meet the aims and objectives of the Partnership and bring improvements to the diverse sections of London Waterways**

This strategy element deliberately requires a project based discipline to sharpen the focus on priorities and to achieve the maximum value of internal resources, as well as providing a platform for volunteering and fundraising. Proposals for projects may come from a variety of sources, including Partnership members, Canal & River Trust staff, external organisations and individuals. It is the vehicle by which objectives identified under the national themes of people, places and prosperity can be addressed. We would also expect projects that address the educational opportunities offered by our canals and rivers.

**Early projects approved or being planned include:**

- **Harlow Disability Access**

A series of small scale projects around Harlow to improve access to the waterways for disabled people. Supported by the NHS with a potential to be extended to other sections of canal /river as resources become available.

- **Access Signage**

A model stretch of canal to demonstrate how signage can be improved to encourage increased access.

- **Towpath Policy**

A policy document which relates to the increased use of towpaths and gives guidance on shared use. The policy addresses the consequences of increased investment by Transport for London to encourage the use of towpaths by cyclists.



# Our Objectives

- 6 To promote a sense of local ownership of the London Waterways through events, imaginative use of the web and social media. This sense of ownership and pride to be enhanced through strategic partnerships, London Waterway Ambassadors and Canal & River Trust Friends based in London**

Much information and many initiatives originate from Canal & River Trust centrally; there is scope for more of this to be London based to enhance the sense of local responsibility within Canal & River Trust and in our communities.

- Work has begun to allow more direct and informative web based information about London waterways, with the aim of increasing not only better information, but also an increase in volunteers and Friends across London.

- 7 To incorporate, wherever practicable, initiatives from the Canal & River Trust centrally, or from other regions, which have the capacity to benefit London**





**The Canal & River Trust together with other partners has invested around £60m to transform the waterways in the Queen Elizabeth Olympic Park. In the future the Partnership will work to maximise the impact of the restored waterways for London communities.**



# Our Partnership



The primary purpose of the Partnerships is to connect local people and communities with their waterways. In so doing, the Partnerships aim to add value to the Trust, working closely with the management team providing advice, inspiration and leadership, acting as champions and ambassadors, building influence, forging new local relationships, developing engagement and participation, and working to secure new funding and voluntary support for their waterways.

All the Partnerships are advisory and their work is strategic rather than operational. Nonetheless, they are all practically knowledgeable and action-orientated.

**Brian Fender,**  
**Waterways Partnership chair**

With extensive senior management experience within the science and education sector, Brian is a trained chemist and has held such positions as Chief Executive of the Higher Education Funding Council for England, Vice-Chancellor of Keele University and Member of the Science and Engineering Research Council. Currently Brian is Chair of the New Victoria Theatre Trust, President of the Institute of Knowledge Transfer and Director of Higher Aims Ltd.

**Judith Adams** Having trained in biology, education and ecology in Canada and Britain, Judy's working career has largely been spent in conservation and recreation. Initially leading groups around Epping Forest, she moved to Lee Valley Regional Park where she developed and managed country parks, nature reserves and visitor centres and led on Corporate Policy as deputy chief executive. Most recently, she was chief executive of Herts and Middlesex Wildlife Trust. With over thirty years living and working in the London region, particularly in the Stort and Lea Valleys, she has gained experience and knowledge of the area and its players and looks forward to contributing to the development of the new Canal & River Trust.

**Ade Aboaba** Ade is passionate about creating better places and healthier communities. She studied architecture at university and has over 10 years' experience in regeneration, urban design and master-planning. Engaging and involving people are at the heart of her practice. Over the years, she has worked on projects that have included reconnecting communities to their local waterways. More recently, Ade has worked for Walk England creating a series of walking maps for London, managed the Green Chain Walk and developed a walking action plan for Greenwich. Ade is also a Personal Trainer and enjoys living on a Dutch barge.

**Terry Ariss** Terry is married with two children and two grandchildren. He has always been interested in boating, marine art and history, collecting books and drawing pictures. He started cruising the canal system in 1962 with his small cruiser, another followed later and the one he has now was completed in the late 1970s. As an original member of boat club U.C.C. he has seen and been part of many changes over the past fifty years. Terry has served on the AWCC committees at both regional and national levels as well as being part of the RYA inland navigation panel.

**Sacha Austin** Sacha is creative director for Creative Cultural Solutions. Her career includes the management of multi-functional work teams, arts and tourism development, youth development, exhibition management, events, community engagement and small business development. Sacha studied Arts Management at Birkbeck College, London. In the past, she has held positions on the West London Tourism Executive Committee, City & Hackney Teenage Pregnancy Board and Hillingdon Cultural Advisory Board.

**Jim Crooks** Jim is a chartered civil engineer who has spent over 40 years in the construction industry as a consultant, a contractor and a developer. He has worked on a wide range of projects including a dry dock, highways, hotels and offices in UK and overseas. Personal interests include architectural history, industrial archaeology, photography and narrow boating. Jim and his wife live in Camden and their narrowboat is moored at St. Pancras Basin.

**Debbie Leach** Debbie is Chief Executive of Thames21, the environmental charity of rivers, canals and other water space, working directly with local residents and community groups on rivers and other water space in and around Greater London. She has had fifteen years' management experience in the UK voluntary sector. She sits on the London Waterways Commission which advises the Mayor of London on issues affecting its waterway network. She is a London Leader, a programme set up by the London Sustainable Development commission which aims to inspire change towards the vision of London as a Sustainable City. Previously, Debbie spent five years as head of fundraising for Sports Leaders UK, a national voluntary organisation inspiring and training young people to make a positive contribution to life in their communities through sport.

**Simon Pitkeathley** Since 2007 Simon has been CEO of Camden Town Unlimited whose business membership includes neighbours of the Regents Canal. He is also currently co-Chair of Cross River Partnership, a public/private sector delivery body whose members include local authorities and business groups from Central London. Simon has a background in politics, banking and music.

**Michael Polledri** Michael is chairman and founder of Lee Valley Estates which has substantial commercial property interests in the Lee Valley. He is a chartered accountant by profession and he also plays a substantial role in the local voluntary sector. Michael has developed excellent working, business and community relations with Newham, Hackney, Waltham Forest, Haringey and Enfield Councils, areas in which the businesses operate. In 2010 Michael was honoured by being awarded an MBE in recognition of his services to Enterprise and Regeneration in North London.

**David Smith** David has spent many years working on improving water quality and coastal and river habitats. He has worked in the water and waste industry for 25 years in local authorities, ENCAMS (Keep Britain Tidy) and Central Government. David has two degrees: Environmental Studies & Geography and Environment & Waste Management. He moved to the private sector three years ago with Nordic Pioneer, a UK company based in Darlington where he specialised in providing apprentices and training to the waste industry. He works in a voluntary capacity in many areas of the waste industry and is a board member of the Anti Graffiti Association.

**Ray Whitehouse** Graduating from Liverpool University he worked for ICL/Fujitsu until 2001 during which time he worked on software and hardware development of some of the most powerful computers in the world. He has travelled the world advising partners, customers and Government agencies including an appointment as vice-president of European Business Development. His last role for Fujitsu was programme director of a programme to restructure their pan-European Logistics organisation. Ray joined the London Borough of Havering as head of IT in 2001 and worked there until his retirement in 2010 taking on extra roles to work across London agencies. This included chair of the London Shared Effectiveness, and Public Services Network boards. Ray is a regular boater and since retiring has regained a keen interest in cycling and walking and is working with the London Cycling Campaign, Sustrans and others to encourage more people to take up an active lifestyle.

# Looking forward: Our Strategic Waterway Plan

A key role for each Waterway Partnership is the production of a ten year plan together with a focused three year action plan. We are now ready to share our vision and set of strategic priorities which, when combined with those of other partnerships, will create the national 'family' of plans which will shape the future activity of the Trust.



## How to get involved

- What do you think about the broad strategy?
- What would you like to see prioritised in the strategy?
- What do you think about the proposed objectives and actions. Are there others we should be including?
- What plans or policies do you have that we could complement or enhance?
- How can we work together on community, economic or environmental projects?
- Would your local school, organisation or community like to get more involved in your local waterway's future?

Write to us, by **31 January 2014**, at:

Email: [enquiries.london@canalrivertrust.org.uk](mailto:enquiries.london@canalrivertrust.org.uk)

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Check our noticeboard for updates;  
[canalrivertrust.org.uk/londonboard](http://canalrivertrust.org.uk/londonboard)

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**Get involved**