



Looking forward to the next ten years

**London Waterway Partnership
Ten Year Strategic Plan 2014**



Canal &
River Trust

Welcome

I am delighted to present the London Waterway Partnership's Strategic Plan. Preparation of the plan has taken a good deal of the Partnership's early effort, but we have been much helped by the reception and comments arising from our draft document and the two consultation meetings held in December 2013.

We are also grateful for the written comments received from the Heritage Lottery Fund; the Hillingdon Canal Partnership; London Boaters and Mark Walton, the River Lee Tidal Mill Trust and Westminster City Council. The document has been strengthened by the valuable points made by our respondents, particularly in emphasising the way in which London waterways can enrich regeneration opportunities and support education, training and volunteering.

Our strategy is not set in stone. It is designed to develop over time with the continuing input from those supporting our waterways. We will report progress at our Annual Meeting. Our aspirations are ambitious and how quickly the objectives are met, will depend on the resources available in terms of money and support from within the Canal & River Trust and externally. What is not in question is our conviction that the regional and local elements of the Trust's overall strategy should be emphasised.

We set up the Partnership Board of 12 members in July 2013 and deliberately chose to make the board as diverse as possible in order to reflect the very wide range of interests in canals and waterways. I have been impressed by the Board'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.

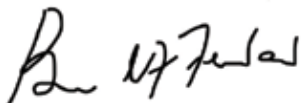
It is hard to take in just how varied the waterway environments are in London. They range from the bustle and vibrancy around Camden Lock to the quiet stretches of the Slough Arm. There is the scale of Docklands, which even Canary Wharf and its neighbours do not dwarf and the rural Rivers Lee and Stort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

So what have we achieved? Apart from contributing to the strategy, the Partnership intends 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 canals and rivers. But it is also a partnership between volunteers of the Partnership Board and 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 continued willingness to share this knowledge with their new Partnership 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, canals and rivers are a significant part of their lives. The range of interests is not confined to boaters. There are walkers, joggers and cyclists in increasing numbers, promoted by the towpath improvements funded by Transport for London and boroughs. There are also anglers and canoeists. But our waterways not only provide an opportunity for leisure and exercise they are a catalyst in bringing communities together - the Angel Festival and the Little Venice Cavalcade are notable examples. They are also 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 has initiated and strengthened ways of engaging with the 10 million or so people who visit our waterways across England and Wales. More effort will be needed but we are excited to be part of this new role.

Above all 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 shared enjoyment and responsibility.



Brian Fender
Chair, London Waterways Partnership



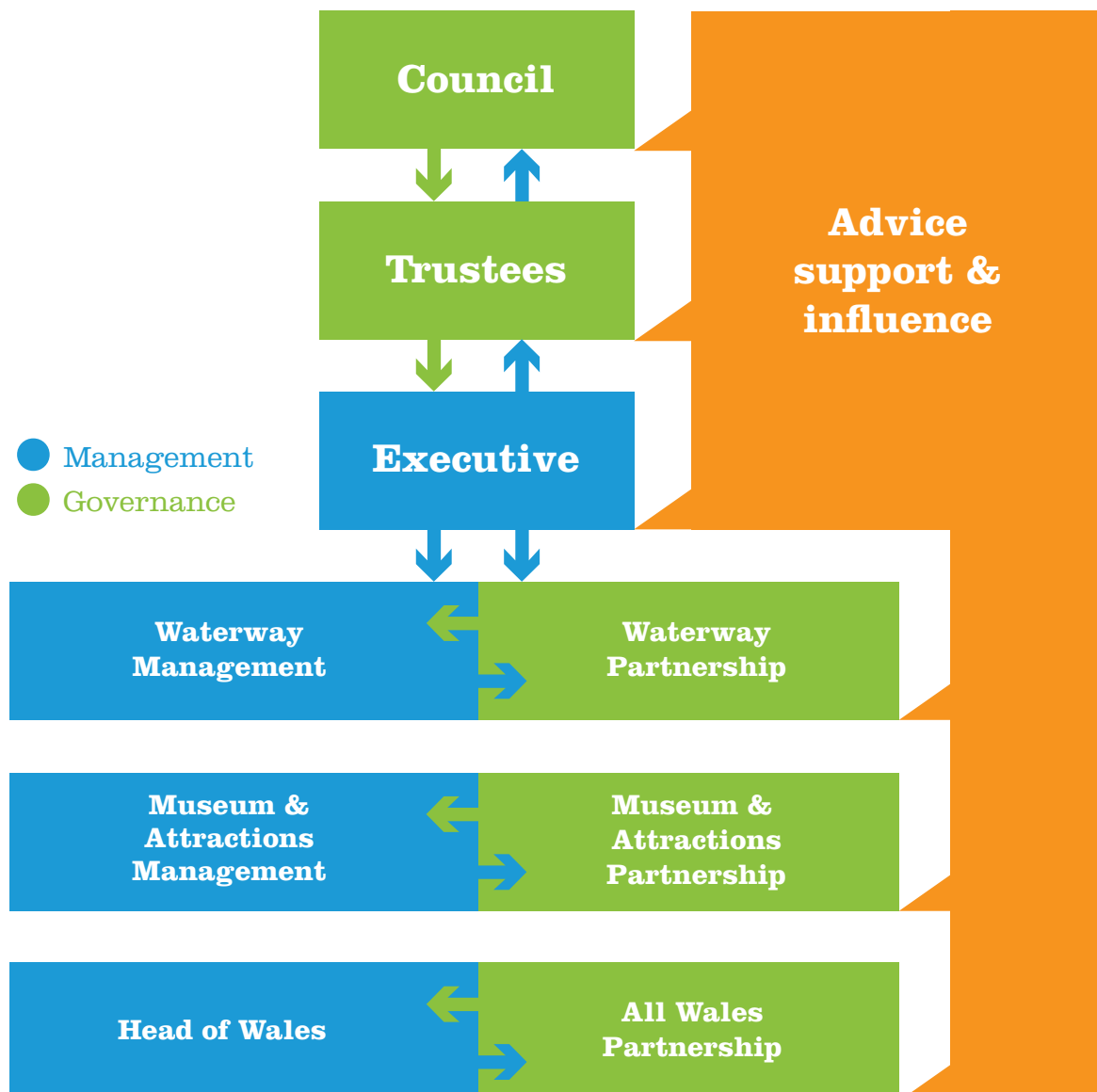
**“Living waterways
transform places
and enrich lives”**

Canal & River Trust, 2014

About Canal & River Trust: Why Local Partnerships?

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

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 area.





Fact File

Nationally, we have:

- an annual income of approximately £120m
- 1,600 staff, over half our team are canalside, looking after the fabric of our canals and rivers every day
- 2,727 Listed Buildings and structures, we are the third largest owner of Listed Structures in the UK
- over 2,000 miles of historic canals, rivers, reservoirs and docks
- an additional 200 miles of waterways restored and re-opened in the last decade
- 1,000 wildlife conservation sites and 400 miles of Conservation Areas
- over 35,000 licensed boats on the network (which is more than at the height of the Industrial Revolution)
- 15,000 heritage objects, 100,000 archive records and images across museums and attractions sites

In London, as well as 100 miles of 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 including:

- individual donors and corporate sponsors;
- commercial income including revenue from the licensing of boats, moorings and angling; and from property and utilities;
- grants from the other organisations; and
- our 15 year contract with the UK Government.

Strategic Priorities

Almost 50% of the population of England and Wales lives within five miles of our canals, rivers and towpaths.

These places are cherished by millions of visitors, neighbours and communities yet it has been difficult in the past for many people to get involved in shaping their future. We intend to change that.

The true potential of 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 six strategic goals aimed at unlocking this potential.



People To enrich people's lives.

Waterways To protect and improve the accessibility, usability and resilience of our assets and their heritage, for people to use and enjoy, now and in the future.

Resources To secure sufficient resources, and manage them efficiently, for the long term sustainability of the waterways within the Trust's care.

Influence To be a widely respected partner and trusted guardian with growing influence and responsibility.

Places To provide special places that people value, sustainable environments and routes.

Prosperity To yield economic benefits for local communities and the nation.



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 education, personal development through volunteering and in nurturing a wide variety of wildlife
- Increase the number and deepen the engagement, enjoyment and diversity of users
- Promote the role of waterways in regeneration
- 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 transparency, governance, management and delivering value for money





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 at canalrivertrust.org.uk/London/whos-who

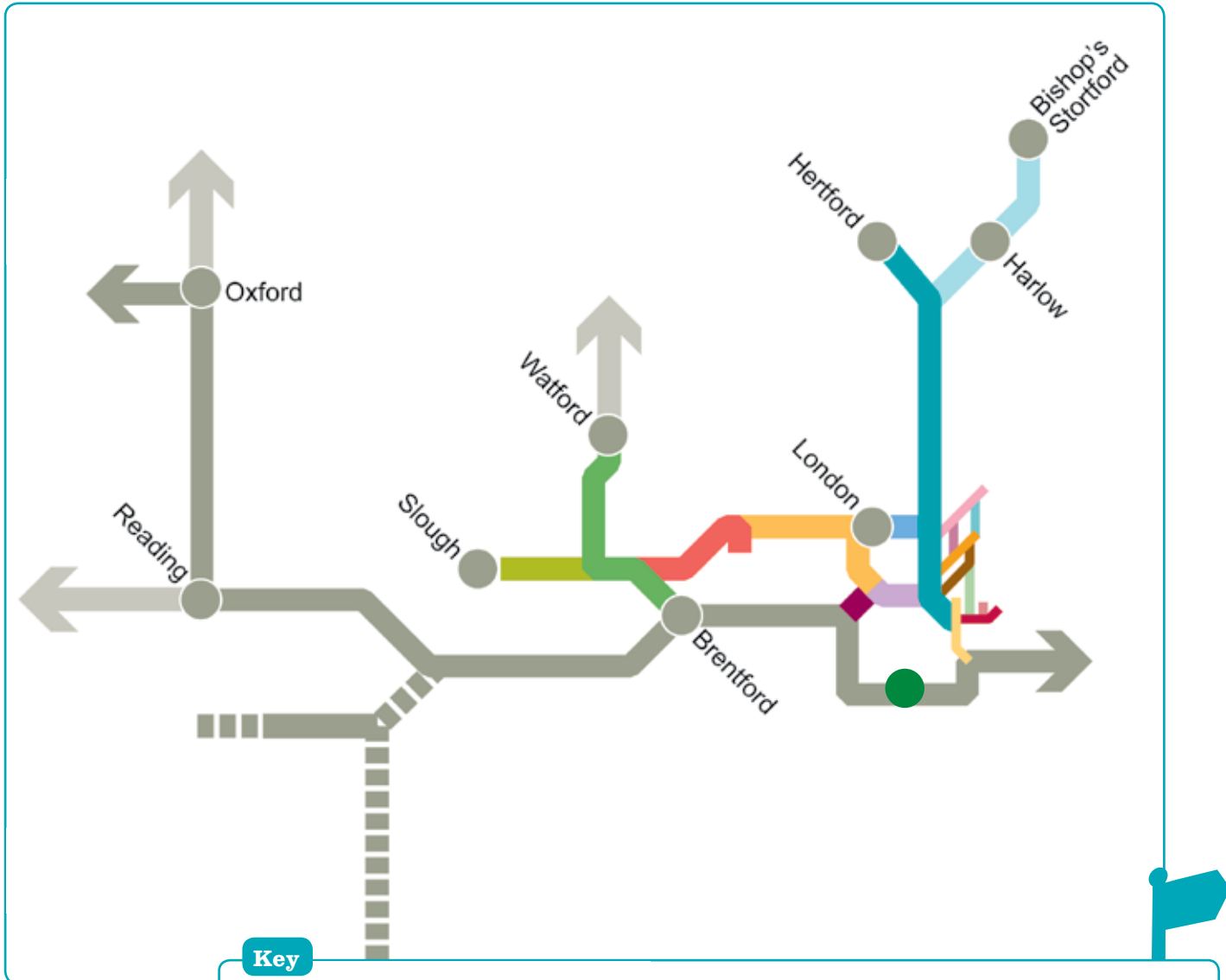
What are we for?

- 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 we will do that job?

- Liaising closely with like-minded groups and individuals.
- 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 be encouraged to do so).
- By exploring opportunities for making the best return on investment.
- By capturing this in a long term plan, the Strategic Waterway Plan.
- By channeling 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 with others.

Connecting the Capital and beyond



Key

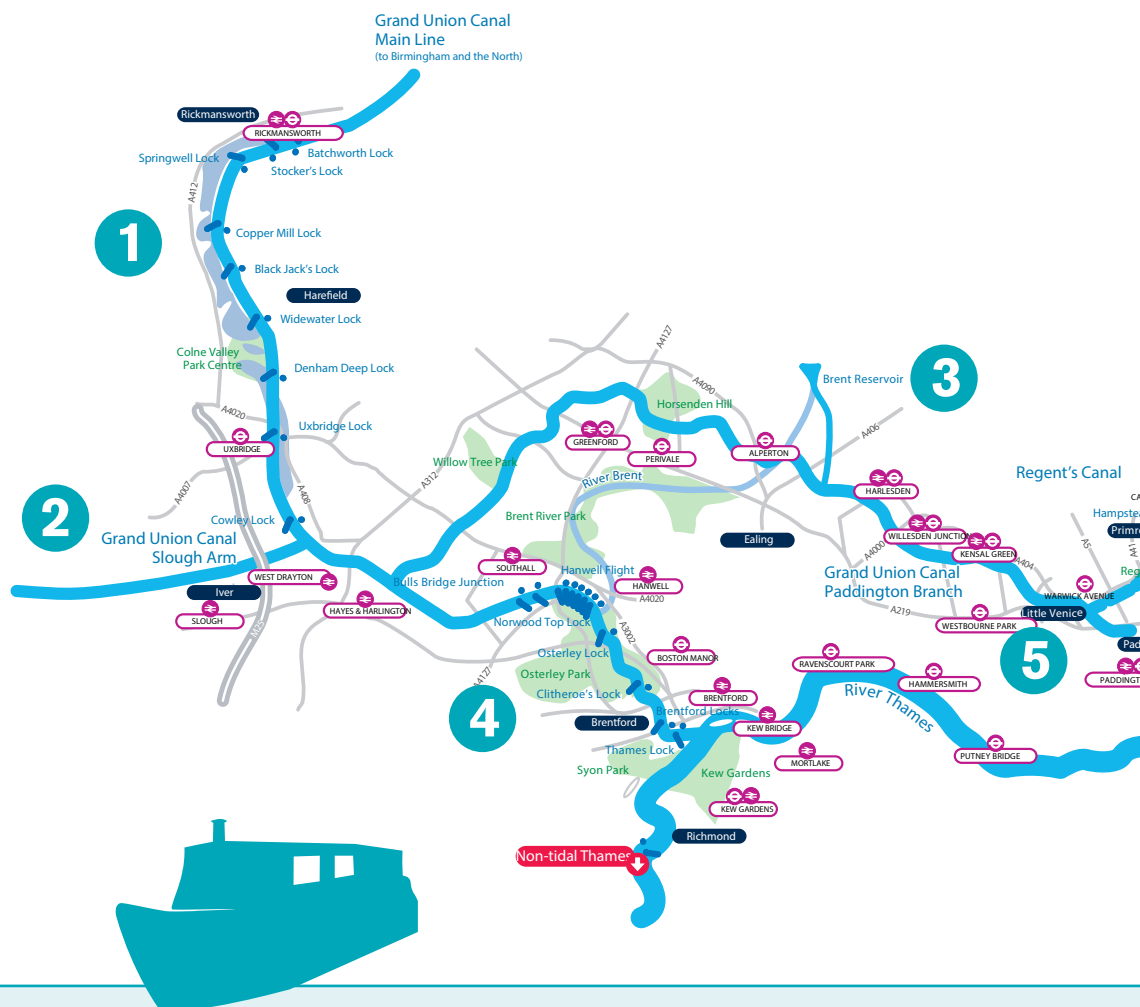
- | | |
|----------------------------|-----------------------------------|
| Grand Union | Waterworks River |
| Grand Union Paddington Arm | St Thomas Creek |
| Grand Union Slough Arm | Three Mills Wall River |
| Regent's Canal | Prescott Channel |
| Hertford Union | Channelsea River |
| Limehouse Cut | Abbey Creek |
| Limehouse Basin | Bow Creek |
| Lee Navigation | Docklands |
| River Stort | other Trust waterways |
| Old River Lea | non-Trust waterways |
| City Mill River | non-Trust non-navigable waterways |

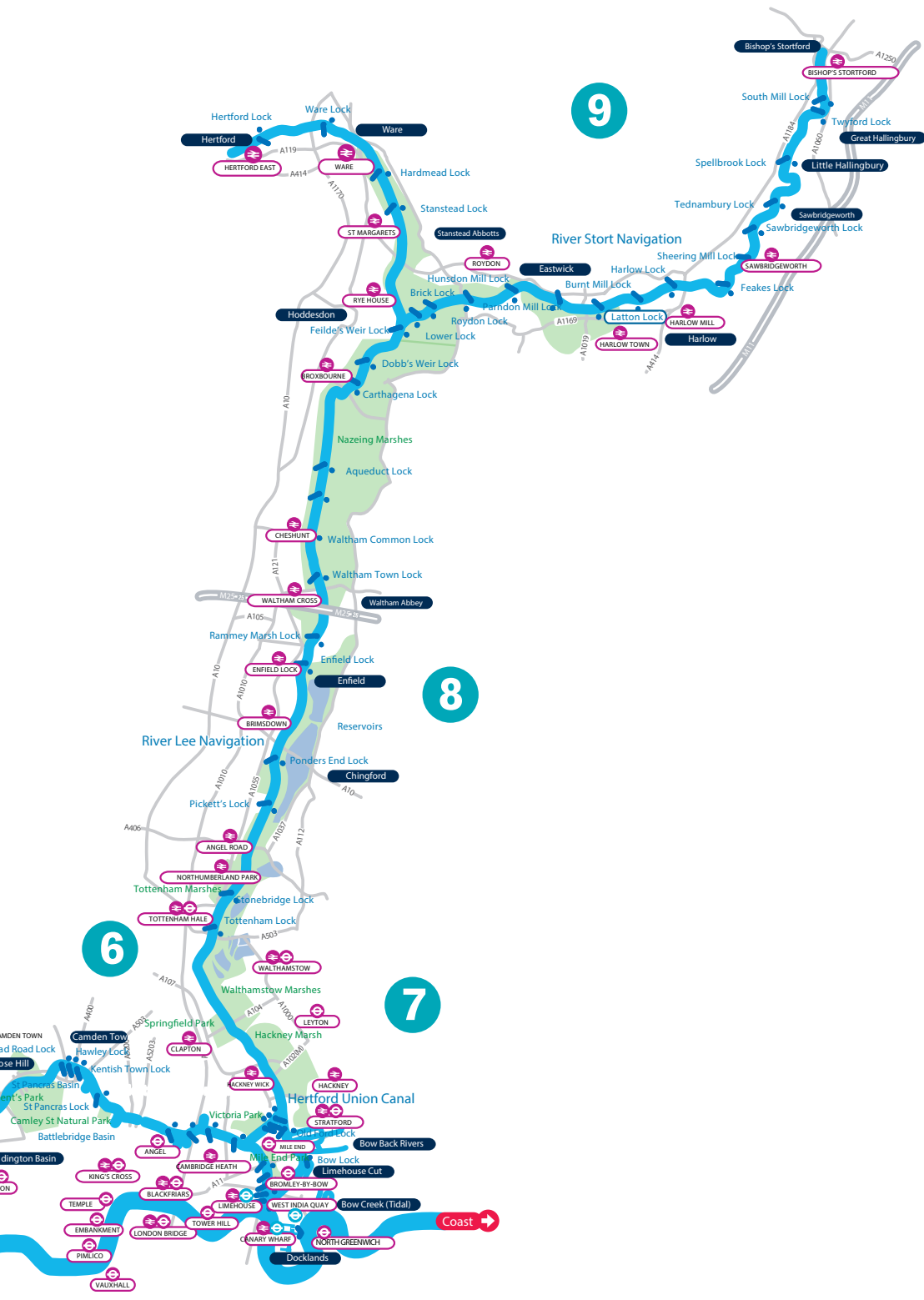
London Waterways: Unique and diverse



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

- Zone 1 Upper Grand Union
- Zone 2 Slough Arm
- Zone 3 Paddington Arm and Middle Grand Union
- Zone 4 Lower Grand Union
- Zone 5 Upper Regent's Canal
- Zone 6 Middle Regent's Canal and Paddington Arm
- Zone 7 Lower Regent's, Docklands and Lower River Lee
- Zone 8 Middle River Lee
- Zone 9 Upper River Lee and River Stort





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Sharing Our Plans for the Future



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. We describe our waterways as London's Greatest Park in order to convey a sense of freedom, of varied uses, and of responsible behaviour. It is for us engaged in 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 nine major headings.

Many of these proposals require additional support from the Canal & River Trust or external sources.



Our Objectives

1 Create a Slough Arm link to the Thames

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 considered and progressed for some years. We consider it important now to review earlier discussions and update the plan for implementation.

The following steps are envisaged:

- Being clear about short to medium term improvement on the existing Slough Arm
- 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.
- Provided feasibility is confirmed:
 - 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 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). The House Mill is a unique historical and heritage asset, not least by virtue of its relationship with the waterways and its position as a southern gateway to the Queen Elizabeth Olympic Park. There is much to be gained from a partnership between RLMT and CRT and discussions are currently taking place with commitment on each side towards mutually beneficial working arrangements.

There is the potential to provide:

- A highly regarded and popular restored heritage site promoted by 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 tides 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 Park and onwards to Tottenham Hale.
- 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 Trust, supported by the Waterway Partnership is working with the London Legacy Development Corporation and others on a funding bid to the Heritage Lottery Fund. The project emphasises people and communities, whilst demonstrating the heritage benefits of restoring the lock. With the legacy of the 2012 Olympic Games being established, we want to see this neglected, yet unique local asset brought back into prominence from its current hidden state for the benefit of local people and visitors to Stratford and East London waterways.

In more detail:

The project focuses on communities connected with east London waterways, particularly Carpenter's Rd Lock and the Stratford area and how - by breathing life into a working lock - this heritage can be shared with future generations. It aims to:

- Engage young people and schools in local waterways heritage, through research, events, experiences and learning including a 'floating heritage classroom'.
- Restore and reveal a unique waterway place and way of life, at risk of being hidden and forgotten in the Queen Elizabeth Olympic Park.
- Explore and bring to life the economic stories of building Carpenter's Rd Lock in the '1930s depression' and contemporary employment opportunities of the 2012 Games and legacy in the Stratford area.
- Showcase local distinctiveness in terms of the uniqueness of Carpenter's Rd Lock, designed for flood alleviation in East London for the prosperity of local people.

If successful, the restored Lock would continue to deliver its dual functions of flood control and open up additional navigational routes within the Queen Elizabeth Olympic Park and to the Thames.

4 Promotion of waterways in regeneration

People are attracted to water. Properties with a canal or river view attract a premium price. The numerous leisure opportunities also make a waterway location desirable; together we have a *raison d'être* for making the most of London's waterways in regeneration.

Implementation of this strategy objective will involve defining and promoting the amenity value of canals and rivers to local authorities, planners and developers.

We have had preliminary conversations with leaders of Enfield and Waltham Forest Boroughs and will plan discussions with Haringey. The Partnership has been following and supporting the development of Canal Park by the London Legacy Development Corporation as a model for contemporary developments. In the longer term there is the potential for a considerably greater impact on waterways running north all the way from the Thames to the M25. We hope for similar enhancements in west London, where the Mayor's next Development Corporation is anticipated at Old Oak, centred on the Grand Union Canal's Paddington Arm.

5 To meet the challenges and opportunities of boating in London

There are formidable challenges to boating, particularly in Central London where the waterways are overcrowded and in the Lee Valley. There are sections of the canal network where there is insufficient capacity to give sufficient 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 alleviation a major strategic goal.

Implementing this strategy will require good working relationships with local planning authorities, Lee Valley Regional Park Authority and the different boating organisations involved with London's canals.

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

- An increased number mooring spaces.
- Improved canal side facilities.
- Better communications with boaters.
- Policies which promote improved collaborative behaviour.
- 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 these waterways as a high end destination.



6 To plan and complete a pipeline of projects which bring improvements to the diverse areas 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.

Early projects approved or being planned include:

- **Harlow Enabling**

A series of small scale projects around Harlow to improve access to the waterways for disabled people. Supported by the Harlow Health Centres Trust with a potential to be extended to other locations and users as resources become available.

- **Access Signage**

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

- **Better Towpath for Everyone** (now available)

A document which acknowledges the greater use of towpaths and gives guidance on shared use and increased investment needed by Transport for London and boroughs to encourage the safe enjoyment of towpaths.

7 To develop educational and personal development opportunities provided by London Waterways

The varied interests of waterways from engineering to ecology from heritage to tourism releases opportunities for waterways to contribute both to formal education and training, and to personal development through volunteering.

Our target in the short and medium term will be to develop curriculum models for both highly urban and rural stretches of London waterways and to link these models with practice in other parts of England and Wales.

We currently value volunteers in a variety of roles, but we will put particular emphasis on describing and developing the personal development that flows through volunteering. In particular we will work to:

- provide high quality volunteering opportunities, including planning and support, recognition and reward, and training and development
- ensure that there is a variety of opportunities to suit the different skills needs and interests of a wide range of people
- consult target groups and involve them in the development of volunteering opportunities, explore new methods and forums for promoting volunteer opportunities

- address social exclusion through volunteering, for example, with programmes aimed at specific groups of people such as unemployed people and families
- Partner with volunteering organisations and the broader voluntary sector

8 To promote a sense of local ownership of London Waterways through events, imaginative use of the web and social media.

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 is underway to allow more direct and informative web based information about London waterways.
- Sense of ownership and pride to be enhanced through strategic partnerships, London Waterways Ambassadors and Canal & River Trust Friends based in London.

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

The intention is always to be open to good practice and new ideas and to review and adapt our strategy on a regular basis.



Our Partnership



Sir Brian Fender,

Partnership chairman

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.

Judy 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.

Terry Ariss

Terry has always been interested in all types of 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 1970's. As an original member of my boat club U.C.C. I have 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 Austin 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 Crooks 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.

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 MBE

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.



Angela Clarke, MBE

Canals have been an important part of my life for over 40 years – as a boater, canal art painter and now walker. I worked in the voluntary sector for much of my working life with my last employment being the General Secretary of the Institute of Horticulture, the professional body for horticulturists. Since retirement I have many volunteering interests - as a school governor, youth club, Hammersmith Society and a Trustee of the Emery Walker arts and crafts house. I am a former London Borough Councillor.

Geraldene Wharton

Geraldene is a Reader in Physical Geography at Queen Mary, University of London and a Chartered Geographer (Geomorphology). She has a BSc from the University of Sheffield and a PhD from University of Southampton. With over 20 years' research experience her research on rivers focuses on: interactions between water, plants and sediments; entrainment and transport of fine cohesive sediments; and river restoration and natural flood management.

Geraldene is currently a member of the NERC Peer Review College, a Subject Editor for the Journal of Soils and Sediments, and a Director of the International Association for Water Sediment Science. Past appointments have included: Chair of the Board of Directors of the UK River Restoration Centre and Honorary Secretary of the Royal Geographical Society with Institute of British Geographers.

Ray Whitehouse

Graduating from Liverpool University he worked for ICL/Fujitsu until 2001, he worked on software and hardware development. 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 retired 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 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.

Jon Guest

Jon graduated as a Mechanical Engineer and started working for Rolls Royce Aero Engines as a development engineer. He joined British Waterways in 1985 and has held various roles including Assistant Engineer Mechanical, Plant Officer, Waterway Engineer and Waterway Manager.



The London Partnership has developed an action plan for this area in consultation with our interest groups, partners and stakeholders. We have ambition and enthusiasm to make a positive difference and we are keen to work with you or your organisation to make improvements to canals and rivers in and around the Capital.

Why not get involved with the London Waterway Partnership?

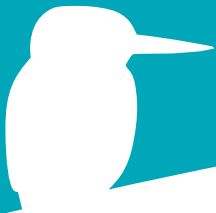


We need offers of help with all levels of our work, and we need ideas for the continuing development of our work.

Get in touch with us at:

enquiries.london@canalrivertrust.org.uk

- 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?



Ways to contact the London Waterways Partnership:

Brian Fender

E: enquiries.london@canalrivertrust.org.uk


T: 0303 040 4040


Address:

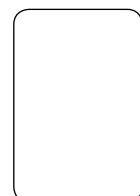
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