



Canal &
River Trust

Keeping people, nature & history connected



The Macclesfield Canal.

Management Plan 2017 - 2020

David Baldacchino
Waterway Manager
Manchester, Pennine and Potteries

FINAL
31/01/2017

Contents.

	Page
1 Objective	3
2 Audience	3
3 Structure	4
4 Scope	5
5 The Macclesfield Canal	6
6 The organisation	8
7 Vision and Values	9
8 Budget and planning Process	10
9 Asset/Infrastructure Management and Maintenance	11
10 Heritage Management	14
11 Environmental Management.	18
12 Environmental protection	23
13 Water resources Management	25
14 Safety, security and incident management	28
15 Visitors and users	30
16 Community engagement and Involvement.	36
17 Progress of Key Plan Targets 2015 -2017	39
18 Summary of Key Plan Targets 2017-2020	41

Appendices

A Organisational Structure	
(a) Regional	44
(b) National	45
B Key Contracts	46
C Key Stakeholders	47

1. Objective

This plan has been prepared to give all stakeholders a clear overview of how the Macclesfield Canal is currently managed and our priorities for the future.

It describes:-

- The physical infrastructure.
- The organisation in place to manage aspects of the canal and achieve our aims and objectives.
- Our objectives and operating principles.
- The management systems in place to maintain and enhance the network.
- Baseline data on its condition and usage.
- Key Performance Indicators and measures of success.
- Identified 'Plan Targets' that we hope to deliver over the planning period.

2. Audience

This plan has been written to address the needs of a number of stakeholders.

- Staff
- Contractors
- Key users of the Canal
- Regulators
- Local Authorities

This plan is an update on the Plan that was prepared to cover the period 2015-2017.

We recognise the need for these Plans to be living documents and to reflect the views of our many stakeholders. In preparing this update we have conducted a formal stakeholder consultation exercise to ensure that the plan continues to reflect the views and priorities of our many stakeholders.

During September 2015 we carried out a formal consultation to gain the views of users and visitors of the Macclesfield Canal in relation to the management plan. As well as providing an online survey, we also took the consultation to 2 of our user forums, a local Macclesfield event, to our volunteer groups and asked the views of all our stakeholders as outlined within the plan.

Overall the results were positive:

1. 70% felt that the plan covered all it should, or addressed the key priorities
2. 74% felt that our targets are correct, or addressed the key targets
3. The 3 key areas raised as priorities were water management, towpath improvements and volunteer development.

This feedback has led to a number of enhanced targets and objectives now included in this revision.

All Key Performance Indicators (KPI) have been updated reflect the most up to date position as of the publication of this plan in January 2017. That updated data is the basis for any associated Targets within the Plan.

Section 17 contains details of the status and achievements of the targets included within the 2015 plan. A Summary of the new Targets is included at Section 18.

3. Structure

This document does not set out to be a fully comprehensive manual on how the canal is run. By virtue of the size, scale and complexity of the operation this would fill many volumes.

It is intended to be an umbrella overview document that gives sufficient information for stakeholders to understand.

- What asset we are managing.
- What we are trying to achieve.
- How we are doing it.
- How we measure success.
- Our short/medium term targets – these are contained within Section 17 and are structured to align with each the main focus areas

Much of the supporting asset information and documentation is held on a comprehensive Intranet and Geographical Information System (GIS). Within the GIS system there are separate layer that address the many facets of managing a complex infrastructure.

These include:-

- Key physical asset data
- Heritage aspects
- Environment and Ecology

This plan references a number of core documents that are stored on the Trust Intranet system. For those outwith the system, who do not have access to that resource we have also included directions to publicly available web links.

We hope, however, that we have included sufficient overview details for the majority of our stakeholders. If you wish more detail, or you would like copies of the referenced core documents, please contact:-

David Baldacchino
Canal & River Trust,
Red Bull Wharf,
Congleton Road South,
Church Lawton, Stoke-on-Trent,
ST7 3AP
Mob: 07879 421 503; E Mail - enquiries.manchesterpennine@canalrivertrust.org.uk

We have identified a number of priority Plan Target items that we hope to deliver during the plan period. Where possible these relate directly to the Macclesfield Canal. In a number of areas however, the way that the data is collected and the method by which resources are allocated, the Targets are written at a Waterway Partnership level.

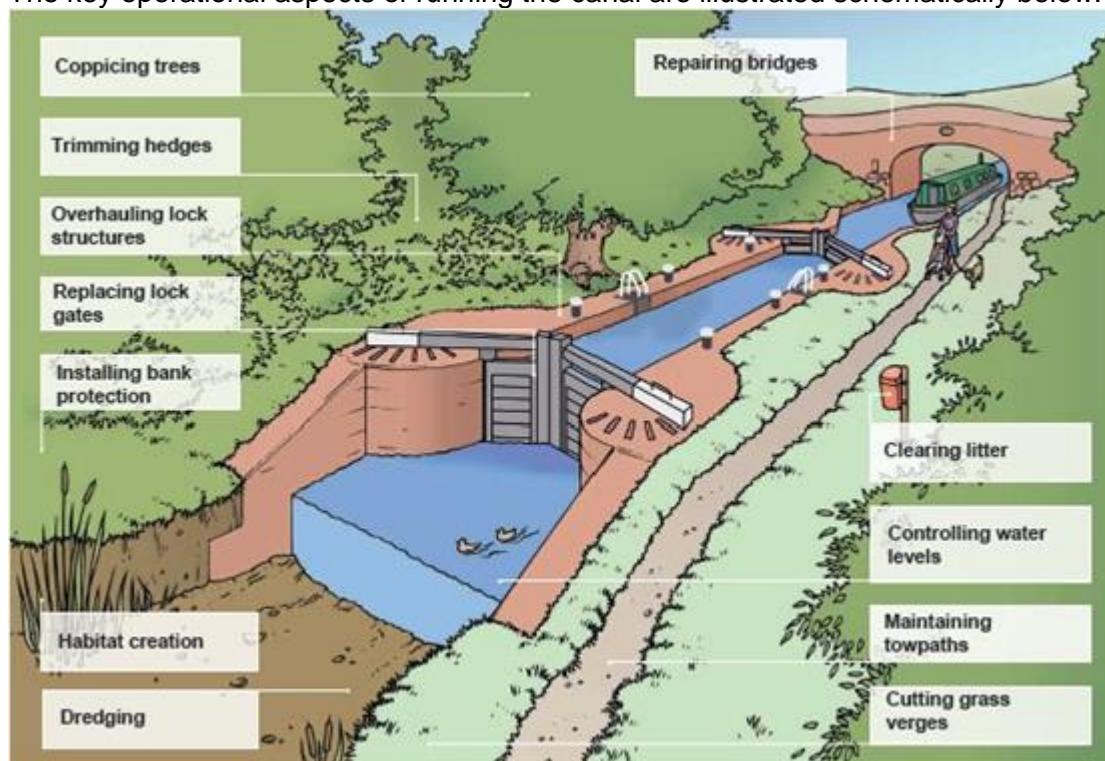
4. Scope

This management plan covers the Macclesfield Canal – which is managed by the Manchester and Pennine Waterway organisation of the Canal & River Trust.

The canal:-

- Was opened in 1831 to provide direct link between Manchester and Midlands
- It is one of last narrow gauge canals to be built
- The route was planned by Thomas Telford and Engineered by William Crosley the Younger
- It stretches some 42 km (26 miles) from Marple to Scholar Green.
- Northernmost point is at Marple Bridge no 1
- Southernmost point is at Hall Green Stop Lock
- It forms a key section of the “Cheshire Ring” - a 97 mile popular canal touring route.
- The canal is maintained at two levels divided by 12 substantial stone locks in 1¼ miles at Bosley as well as the (originally double) stop lock at Hall Green
- In contains some 120 hectares of land.
- In general only the tow path on one side of the canal is under the direct control of the Trust.
- The Marinas situated on the canal are under private ownership and are not in Scope for this Plan.
- The feeder Reservoir(s) are not included in this Plan.

The key operational aspects of running the canal are illustrated schematically below.



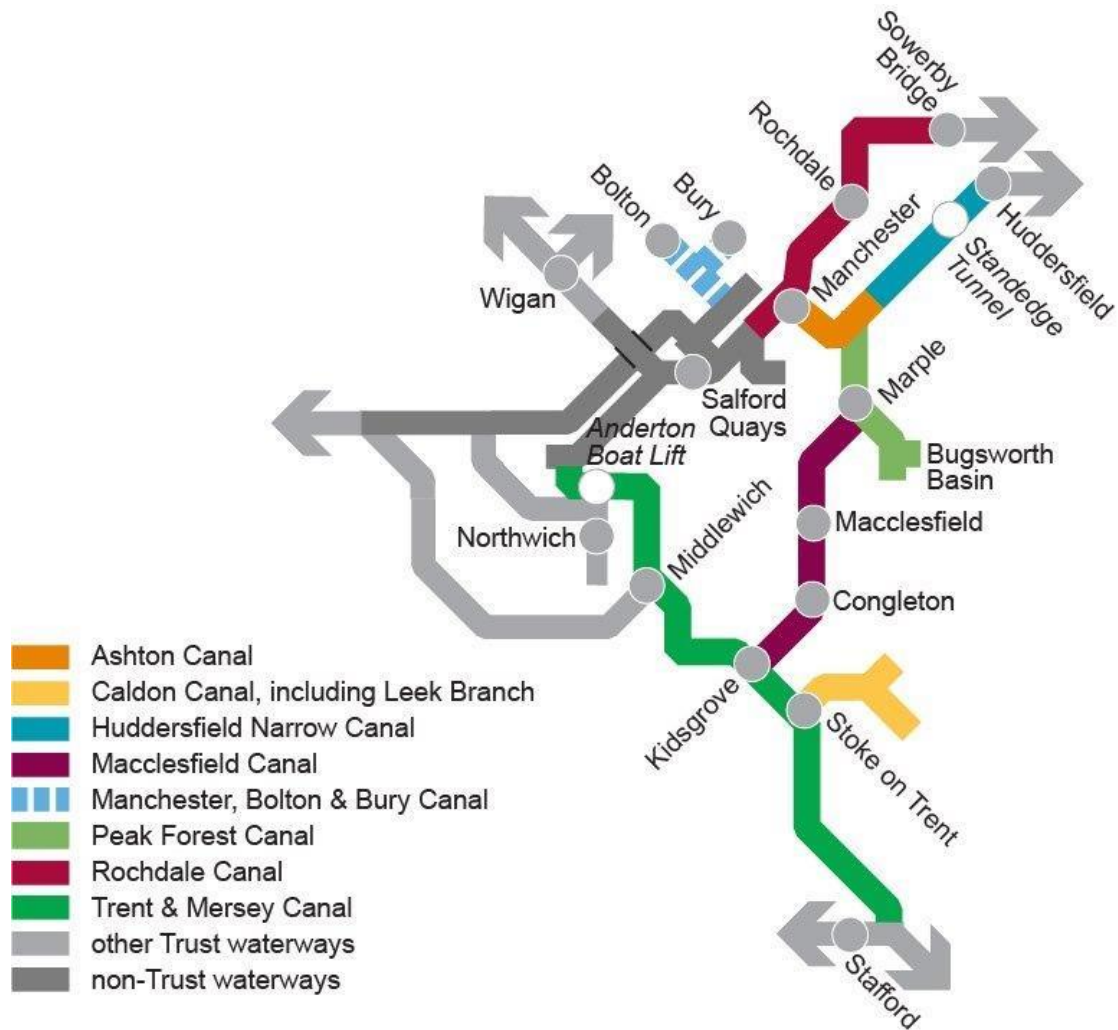
Operational support depots are provided at:-

- Red Bull (administrative centre and operative base)
- Bosley (customer services and base/ welfare facility)
- Macclesfield -Swettenham Street (operational depot)
- Marple Service Block.

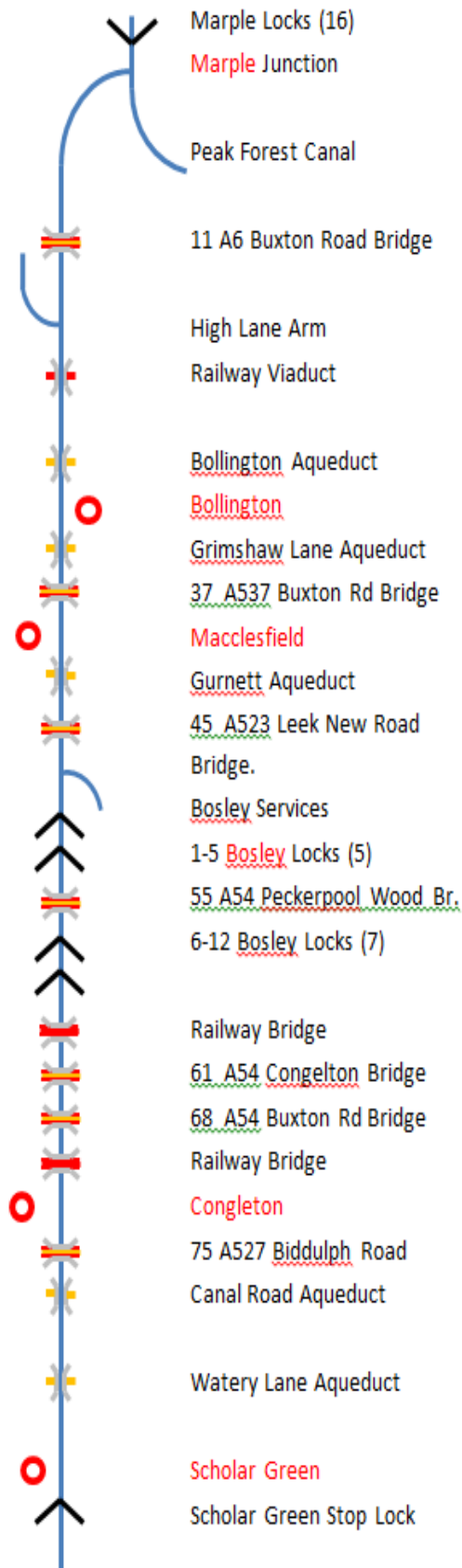
5. The Macclesfield Canal

The Macclesfield Canal is one of 7 canals managed under the Manchester, Pennine and Potteries Waterway.

Our Waterways



The Macclesfield Canal



The Macclesfield Canal was one of the last narrow canals to be built. The canal is noted for its fine stone bridges - particularly the six change or snake bridges where the towpath changes sides of the canal. These bridges were designed to allow the horse to move over without having to untie it from the boat.

The canal was initially proposed at a public meeting held on 22 September 1824. Construction of the canal began at Bollington on 4 December 1826. By the autumn of 1829, when engineer Thomas Telford inspected the works, he pronounced himself satisfied with the works.

The canal runs 26 miles (42 km) from Marple Junction at Marple, where it joins the Upper Peak Forest Canal, 16 miles (26 km), southwards (through Bollington and Macclesfield), before arriving at Bosley.

The scenery is impressive, as it cuts through glorious countryside and past historic mills. There are no tunnels on this stretch of canal but it passes over an impressive aqueduct in Bollington.

Having descended the 12 Bosley Locks over the course of about a mile (1.6 km), the canal continues through Congleton to a junction with the Hall Green Branch of the Trent & Mersey Canal at Hall Green stop lock (the branch itself joins the main line a mile further on at Hardings Wood Junction, near Kids Grove).

6. The Organisation.

The canal is operated and managed by the Canal & River Trust (The Trust). The Canal & River Trust is the charity entrusted with the care of 2,000 miles of waterways in England and Wales.

The Canal & River Trust is a national charity and management of the individual canals is devolved to a number of waterways for local governance and operation.

The Macclesfield Canal lies within the Manchester, Pennine and Potteries Waterway Partnership – which is also responsible for 7 other canals.

- Trent and Mersey
- Peak Forest
- Rochdale
- Huddersfield Narrow
- Ashton
- Manchester Bolton and Bury
- Caldon

As such the resources used to manage and maintain the canals are a mixture of:-

- Central expertise and resources from the national Canal & River Trust organisation
- Regional Manchester, Pennine and Potteries staff
- Staff dedicated to the Macclesfield Canal

At present there are 51 Permanent staff and 6 Seasonal staff within the Manchester, Pennine and Potteries Waterway.

The full time employees of the Trust are supported by a number of contractors (both nationally and regionally controlled) and with the assistance of a significant number of volunteers.

The most significant contracts are nationally let “framework contracts”. The contract specification and prices are set nationally but the programme of work is agreed locally and forms part of the planning and budgetary process.

Appendix A contains:-

- A regional Waterways Partnership organogram.
- An overview of the national partnership structure.

Appendix B contains:-

- A summary of the main framework contracts in place to support the Macclesfield Canal.

7. Vision and Values

7.1 Our Vision.

Living waterways transform places and enrich lives

This vision sets out our ambition for the future. It's there to guide and inspire us. It helps us to understand what our common goal is and how we can all help to achieve it. It also helps others to know what we stand for, what we believe in and where we want to get to.

Living waterways: we make sure our waterways are repaired and in a safe condition, but we also want them to be vibrant and at the centre of communities – alive with people, boats, wildlife and activity.

Transform places: canals can define the character and personality of a village or town, something that explains its history and makes it special today

Enrich lives: waterways provide a unique environment and special places to visit – for recreation, relaxation and wellbeing. They make people's lives better.

The Macclesfield Canal is part of the group of canals in the Cheshire Region, which have a specific identity and for which the Manchester, Pennine and Potteries partnership has developed a more focussed vision.

The canals of Cheshire will continue to provide tranquil retreats and flourishing eco-systems whilst enhancing the vibrancy and economies of the communities through which they flow.

7.2 Our Values

Our Values set out the sort of organisation we want the Trust to be; how we do things and how we engage with others. They guide our thinking, behaviour and decision making.



Caring



Open



Local



Involvement



Excellence

These have been selected as our Values because they are central to our way of working if we are to achieve our Vision. They are characteristics that we have not always been strong in. Our new status as a charitable trust requires that we change our culture.

We want to engage with all the people who have a part to play in the waterways. We need to show that we care; to be open in our communications; to promote local ideas and support local communities; and that we offer genuine involvement in our work. And, of course, underpinning all of this we strive for excellence in everything we do.

8 Budget and Planning Process

8.1 Overview

The Canal & River Trust is a National Charity. Whilst much of the operational management is devolved to the local waterway, there is an overarching budgetary and planning process. This ensures that the income for the Trust is allocated to the highest priority action areas.

On an annual basis each waterway partnership develops their own draft business plans that reflect the local priorities.

The individual waterway business plans are aggregated centrally and budgets are agreed in discussions with the Chairs of the Partnerships and the local Waterway Managers.

This allows the Business Plans for each Waterway Partnership and for each of the Trusts central functions to be made firm.

At the time of preparation of this Plan – the National and Waterway Business plans were in the process of being finalised.

Where necessary, this plan will be updated to take into account the impact of any changes as that process is completed.

8.2 The Budget

The Manchester, Pennine and Potteries Partnership is expected to have a directly allocated budget of some £2.5 million.

Typically in addition a further £2.5 million is allocated centrally – but spent locally – on medium scale maintenance tasks (e.g. lock gates, wash walls, vegetation management)

The total resources expended by the Waterway are thus of the order of £5 million per annum.

9 Asset Management.

9.1 Background and Context

The canal infrastructure is extensive, widely varied in its scope and in many cases is some hundreds of years old.

The scope of our Asset/ Infrastructure Management and Maintenance activities encompass not only the canal itself and the associated structures (bridges, locks etc) but also a number of operational premises.

We also operate a maintenance regime to ensure all of the operational plant and equipment satisfies our legal obligations and is fit for use.

9.2 Objectives and Principles.

Our objective is to ensure that none of our assets present a risk to our users, or our staff, and that we ensure maximum availability of the free passage of the network.

In doing so we adopt a risk management approach where asset condition is combined with an assessment of the consequence of failure to generate an overall risk score. It is this aspect that drives our work prioritisation and our budgetary process.

9.3 Management Systems and Processes.

The infrastructure is split into Principal and Non-Principal Assets – all individually referenced and managed via a comprehensive GIS database.

The Principal Assets include both the key operational structures, the failure of which would lead to major disruption and the Operational buildings. The Non Principal Assets comprise the other important infrastructure elements e.g. Tow Paths

The Principal Assets are allocated both a condition grade and a consequence of failure score.

The Conditions Grades vary from A : Very good to E: Bad - about to collapse/ fail in short space of time (<5 years)

The Consequences of Failure are ranked from 5 multiple deaths (eg widespread flooding of urban area) to 1 (single minor injury)

These assets are Inspected on a risk based cycle and associated inspection reports produced.

Inspection Regime:-

A comprehensive inspection regime is in place for the assets, outlined below.

The inspection frequency reflects the current condition grade and the consequence of failure.

APPENDIX 6 - Principal Inspection Maximum Cycles

Maximum Cycles in Years				Condition Grade					
Obj. Type	Description	Inclusion in Matrix based on	CoF Restrictions	CoF	A V. Good	B Good	C Fair	D Poor	E Bad
Matrix 1									
001	Aqueduct	Potential deterioration rate due to water ingress	None	5	15	10	10	5	5
010	Lock	Operational value and potential rate of deterioration	4 & 5 not allowed. Flood Lks 4 allowed	4	15	10	10	5	5
				3	20	15	10	10	5
				2	20	20	15	10	5
				1	20	20	15	10	5
					A	B	C	D	E
Matrix 2									
003	Public Road Bridge	Accepted industry best practice and guidelines	5 not allowed	5	10	10	10	5	5
011	Pumping Station	Operational value and high MEICA component	4 and 5 not allowed	4	10	10	10	5	5
019	Dock	High profile nature and commercial value of asset		3	10	10	10	10	5
020	Boat Lift	Highly specialised inspection	1, 2, 3 not allowed	2	10	10	10	10	5
				1	10	10	10	10	5
					A	B	C	D	E
Matrix 3									

- Reservoir Surveillance Inspections - Weekly (sometimes twice weekly) for reservoirs under the Reservoirs Act
- Length Inspection - Monthly (usually) walkover visual inspection for change and operability. Recorded electronically (IPad), notifications for maintenance created in SAP. Done by Waterway Inspections Operative, dedicated to the role
- Annual inspection: More detailed annual review by inspector and engineer
Sail through and validate Length Inspections
- Principal Inspection: 3 years to 20 years cycle – Principal Assets only (unless specifically requested) – cycle based on risk matrix. Only done by certified inspector

9.4 Key Performance Indicators

Principal Assets

The current status of our assets is as shown below.

Count of Functional Loc.	Column Label:	A - Very Good	B - Good	C - Fair	D - Poor	E - Bad	Grand Total
001 Aqueduct				10	2		12
002 Accom Bridge		1	16	35	5		57
003 Public Road Bridge		1	17	13			31
004 Footbridge		1	1				2
005 Culvert		1	10	66	2		79
006 Cutting	1		1	13	3		18
009 Embankment		1	1	32	10		44
010 Locks				1	12		13
013 Sluice	1		2	15	3		21
014 Stop Gate						1	1
016 Weir	1			10			11
Grand Total		3	5	48	195	37	289

Non- Principal Assets

The non-principal assets are primarily towpaths. These are divided up into 1Km lengths – each of which is allocated a condition grade. For the Macclesfield Canal there are 44 discrete KM length's.

Within the partnership we have designated a number of our towpath lengths 'popular towpaths' on the basis of assumed footfall (i.e. they are in the vicinity of our major visitor attraction areas – or are in the densest urban areas.) We have adopted a specific target with regard to their condition – reflecting their significant footfall

The Macclesfield Canal towpath condition is summarised below

<i>Condition</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>Total KM's</i>
<i>Overall No (Km)</i>	<i>1</i>	<i>12</i>	<i>27</i>	<i>4</i>	<i>44</i>
<i>Popular Km lengths</i>	<i>1</i>	<i>6</i>	<i>4</i>	<i>0</i>	<i>11</i>

Prioritising works

Each week a schedule of urgent safety related maintenance tasks are issued to the waterways for action. These will typically be required to be completed within 7 days.

Following each monthly inspection cycle the newly identified maintenance tasks are reviewed by the engineering team, assessed for priority/ urgency of repair requirement; and put to the programme planning team for appropriate action. The programme team determine the schedule of works and issue this to the maintenance teams for action in priority order.

Customer Service

During this plan period we are rolling out a new Customer Service Inspection regime which focusses on the serviceability of the assets against some defined user operability/acceptance criteria (as opposed to mechanical and structural integrity). We aim to achieve 90% completion of associated inspection regime.

9.5 Core Documents

- Mandatory Standard – covering inspection of operational infrastructure, operational buildings, lock gates, and M&E assets
- Asset inspection procedures 2016

9.6 Plan Targets.

- We will manage and maintain our principal assets such that the % graded D and E remain less than 23%.
- Within a three year period 90% of our 'popular' tow paths will be graded B or above and 75% of the total remain graded C or above.
- We will embed our new Customer Service Inspection regime and achieve 90% completion of inspections.

10 Heritage

10.1 Background and Context.

The Canal & River Trust recognises that its waterways are a national asset of intrinsic value, reflecting Britain's emergence as the first industrial nation. This heritage comprises the structures, landscape, setting and context of the waterways, museum collections, archives, historic vessels and associated skills.

The Canal & River Trust is responsible for one of the world's greatest historic estates and the third largest collection of heritage assets in Great Britain, after the Church of England and the National Trust. These include bridges, aqueducts, locks, mileposts etc.

The Macclesfield Canal was built in 1831 from locally quarried materials and contains some 112 Canal & River Trust owned Listed Structures and much additional undesignated heritage.

It is a Conservation Area along its complete length.

10.2 Objective and Principles

In recognition of this one of the principal Charitable Objects of the Trust is:

'To protect and conserve for public benefit sites, objects and buildings of archaeological, architectural, engineering or historic interest on, in the vicinity of, or otherwise associated with inland waterways.'

In furtherance of its charitable duties, the Trust has adopted the following six principles.

We will:

- Base our policies and practice on a sound understanding and recognition of the history and significance of the waterways heritage.
- Apply the optimum conservation standards to maintain the integrity and authenticity of our heritage assets.
- Accept a presumption in favour of conservation of these heritage assets, while recognising the wider aims, objectives and resources of the Trust.
- Work with others to secure the conservation of the wider context and setting of our waterways.
- Benchmark and report on our heritage conservation performance at regular intervals.
- Maintain a Heritage Advisory Committee to advise us on our policies and to monitor performance.

Where balances and judgments have to be made between competing resources and activities, we will take a long term and strategic view that assumes a presumption in favour of preserving the waterway heritage.

10.3 Management System and Processes.

The Macclesfield canal lies within the Macclesfield Canal Conservation Area along its complete length from Marple to its junction with the Trent & Mersey Canal. As such a detailed approach to managing those assets is in place.

An “Approved Process” has been developed to describe ‘best practice’ standards for works of repair to heritage assets (i.e. historic waterway buildings and structures). The purpose of these standards is to ensure a consistent, approved approach to practical heritage conservation on the Canal & River Trust estate.



Approved Process: HERITAGE MANAGEMENT

Management brief

This Approved Process describes the processes (Appendix 1) by which the Canal & River Trust fulfils its general objectives and statutory duties relevant to build heritage assets and archaeology. The purpose of this process is to ensure a consistent, approved approach to heritage management on the Trust's estate.

It is a key value that all heritage assets, whether designated (i.e. legally protected - Appendix 2) or non-designated, are given the same level of beneficial treatment and protection.

This Approved Process should be drawn to the attention of anyone managing, developing, disposing, maintaining or specifying works to the Trust's heritage assets. It should be read in conjunction with the Mandatory Standard: Heritage (2012).

This process supersedes the BW Director: Heritage Management (February 2008).

Status: This process should be followed by default and is effective from 17 September 2012. It will be reviewed annually and will apply until an updated or revised version is formally issued.

Responsibility

It is the responsibility of all responsible line managers and line managers who deal with heritage assets to ensure that these approved processes are followed. It is especially important that all Trust staff working on heritage assets communicate with heritage advisors before and during works, particularly where unforeseen circumstances arise.

Performance monitoring

- **Routine checks** – responsible line managers and line managers will monitor compliance with the approved processes via BWISE.
- **Operations compliance** – the heritage team will perform quarterly heritage compliance checks and report to the Operations director.
- **State of the Waterways Heritage report** – the head of heritage will produce an annual report (by July) summarising the progress in meeting the objectives of this process and the Trust's Mandatory Standard: Heritage.
- **Non-compliance** – all incidents of non-compliance will be recorded as a ZQ notification. Unauthorised works to designated assets will be reported to the head of heritage who will investigate and ensure remedial action.
- **Internal audit** - will periodically look at the effectiveness of this process.

Authorised by:

A handwritten signature in black ink.

Operations Director

Date: 17th September 2012

Custodian: Nigel Crowe, Head of Heritage

The Canal & River Trust will give all its heritage assets, whether designated (i.e. legally protected) or non-designated, the same level of beneficial treatment.

The process is applied for:-

- Contract Works, both Major and Minor
- General Works Programme
- Emergency works
- 3rd party
- Non-operation property

- Development of property
- SCADA
- Utility
- Operational property

Almost all works to heritage assets, apart from minor repair or maintenance will require some form of assessment, including an Environmental Appraisal with supporting photographs (before, during, after). An appraisal may well point the way to further assessment, including one of the following:-

- Heritage impact assessment
- A full-blown heritage assessment (sometimes referred to as a heritage study or heritage survey)
- A conservation statement
- A conservation management plan

In addition Heritage Works processes are applied. These include best practice guidance on repairs to heritage structures including the use of lime mortars and pointing, timber repairs, ironwork repairs and graffiti removal

Heritage skills training can also be provided where required.

HERITAGE WORKS

Joint preparation

1. Joints are cleaned out to a minimum depth of 25mm and never to a depth less than their width.
2. Great care is taken to avoid damaging the arrises of the stones or bricks, particularly where dense repointing has been done in the past.
3. Cutting out is usually performed with quirks and long-necked jointing chisels with parallel faces, not wedge shaped chisels which damage the arrises.
4. Cutting out using powered tools such as chisels, grinders or discs should be avoided.
5. Cutting out should leave a clean square face at the back of the joint to provide optimum contact with the new mortar.
6. Joints are brushed and flushed out with water to remove dust and loose material.
7. Spillage from the preparation process is prevented from falling into the canal or river.



Cutting out

Wetting

Prior to repointing, sufficient water should be applied to the masonry to ensure that water is not drawn out of the new mortar too quickly. This may require the walls to be soaked the night before to ensure a good reservoir of water is in the fabric and then moistened up on the morning of the work. Clearly the need for this depends on the type and condition of the masonry and the prevailing weather.

Filling the Joints

1. The materials in the mortar are carefully selected and accurately batched to provide joints which are consistent in colour and texture.
2. Joints which have dried out since cleaning are re-wetted.
3. Joints are thoroughly filled with mortar, placed and packed using appropriate sized pointing keys without encroaching over the arrises or faces of the stone/brickwork.
4. Deep cavities are repointed in two stages. Dry mortar is packed in the back of the joint before the standard repointing mortar is used to complete the process.
5. After achieving an initial set, new mortar is beaten with a chum brush, to expose the aggregate, compact the surface and remove excess mortar from the joint face.
6. New mortar is protected against the harmful effects of the weather and protected from too rapid drying out – see below.
7. In underwater work, the canal or lock is not refilled until the mortar has cured sufficiently to prevent damage. Underwater joints are finished flush.
8. Mortar in above water situations is not placed in areas of chipped, broken or damaged brick/stonework. It is kept to the joints.



Purpose made repointing keys



High quality, flush jointed repointing

The Greater Manchester Heritage Partnership Agreement (HPA) covers the top section of the Macclesfield Canal where it passes through the Stockport Council area. The HPA is based around a traffic light system of agreed works to our structures that are listed buildings, categorised in terms of requiring consent (red), agreement first from local authority) or permitted works (green).

Non-compliance – all incidents of non-compliance will be recorded on our incident tracking database. Unauthorised works to designated assets will be reported to the head of heritage who will investigate and ensure remedial action. Serious incidents and any instance of statutory non-compliance will be reported to Directors.

10.4 Key Performance indicators.

Routine checks – responsible line managers will monitor compliance with the approved processes vis our in-house monitoring software.

Operations compliance – Across the waterway the heritage team will perform four heritage compliance checks annually covering works completed by direct labour, volunteers and contractors.

“The Heritage Report” – Nationally the National Heritage Manager will produce an annual report summarising the progress in meeting the objectives of the heritage management process and the Trust’s Mandatory Standard: Heritage.

10.5 Core Documents.

Heritage – Mandatory Standard	MS-Tech-76	Sept 2012
Heritage Mgmt– Approved Process.	S -Tech - 40	May 2013
Heritage Works – Approved Process	P-OPS-93 Issue 2	Sept 2012
Greater Manchester Canals – Heritage Partnership Agreement,	Jan 2012 - Reviewed	2014

10.6 Plan Targets

- Complete a review of the provision of Heritage Training to Trust staff and volunteers. It is our ambition to ensure that at any one time at least a third of our team have received heritage skills training.
- We will undertake a minimum of 4 Heritage Audits per year in the waterway, at least one on the Macclesfield Canal.

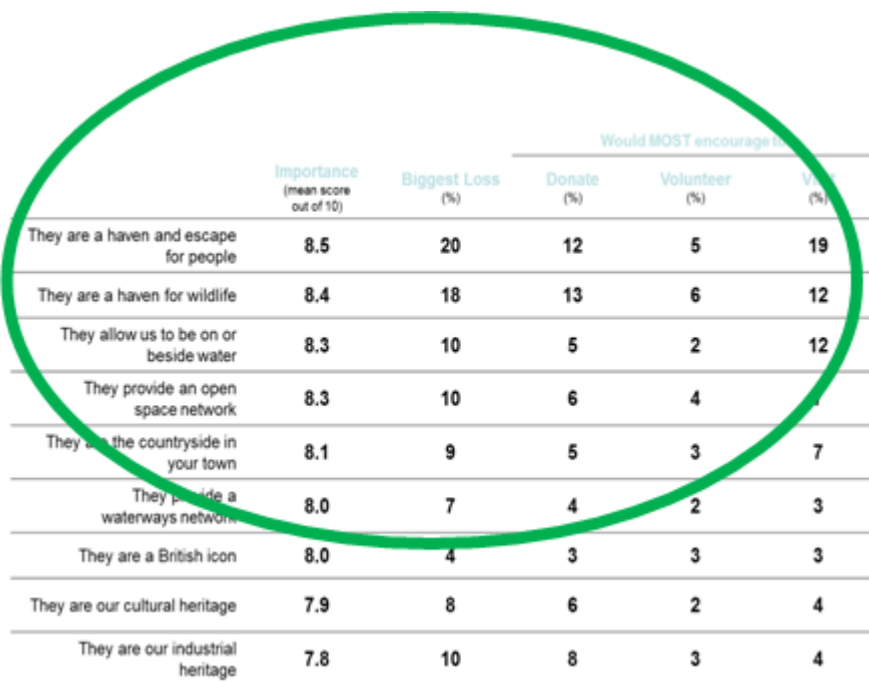
11 Environmental Management

11.1 Background and Context

Although our waterways were not built for wildlife, they have now become an important part of our countryside, providing the much needed habitat to support a wide variety of plants and animals, some of which are now quite rare, such as floating water plantain, otters and water voles.

Our waterways provide an incredibly important natural corridor for the movement of wildlife bringing the countryside into the hearts of our towns and cities, as well as some of our more intensively farmed landscapes providing access to green infrastructure for millions of people. Animals such as bats and kingfishers use canals and rivers extensively for foraging and commuting, these excellent habitat corridors bypass the perils of roads and provide vital links in an increasingly fragmented countryside.

The Public recognise and value the environmental benefits of the canals and consistently rank that value highly.



	Importance (mean score out of 10)	Biggest Loss (%)	Would MOST encourage to		
			Donate (%)	Volunteer (%)	Visit (%)
They are a haven and escape for people	8.5	20	12	5	19
They are a haven for wildlife	8.4	18	13	6	12
They allow us to be on or beside water	8.3	10	5	2	12
They provide an open space network	8.3	10	6	4	11
They are the countryside in your town	8.1	9	5	3	7
They provide a waterways network	8.0	7	4	2	3
They are a British icon	8.0	4	3	3	3
They are our cultural heritage	7.9	8	6	2	4
They are our industrial heritage	7.8	10	8	3	4

In recognition of its conservation value, many parts of our network have been designated as protected nature sites. The Canal & River Trust owns or part owns

- 1,000 wildlife conservation sites
- 59 Sites of Special Scientific Interest (SSSIs)
- 18 European Natura 2000 Sites
- 600 miles of hedgerow
- 400 miles of Conservation Area

The Macclesfield Canal is primarily of value for its role as an interconnected wildlife corridor through what is primarily a developed farming landscape.

Taking a Cross-Section of the network at any point reveals that it supports:-

- Hedgerows & trees
- Wildflower rich grassy towpaths
- Marshy, waterway fringes
- Linear pond

The canal passes through, or is close to, 3 statutory and 32 non-statutory wildlife sites.

- Madams Wood
- Danes Moss
- Dane-in-Shaw Pasture

A number of protected species have been recorded on the Macclesfield Canal.

- Nesting birds
- Bats
- Water voles
- White-clawed crayfish
- Otters
- Badgers

At the other end of the spectrum we also have recorded a number of non-native invasive species on the Macclesfield Canal.

- Japanese Knotweed
- Giant Hogweed
- New Zealand Pigmyweed

11.2 Objectives and Principles.

The Trust is committed to promoting the conservation of biodiversity and raising awareness, and we regularly work in partnership with other organisations and volunteers to help deliver biodiversity gains.

We have dedicated programmes to enhance the quality of the waterway environment and have developed innovative ways of retaining and creating biodiverse habitats that will benefit a wide range of species.

For example, soft bank protection is favoured where practical, as it is suitable for water voles, as well as providing an excellent breeding ground for aquatic insects and fish. This in turn creates great hunting grounds for kingfishers and otters, two top predators of the waterways.

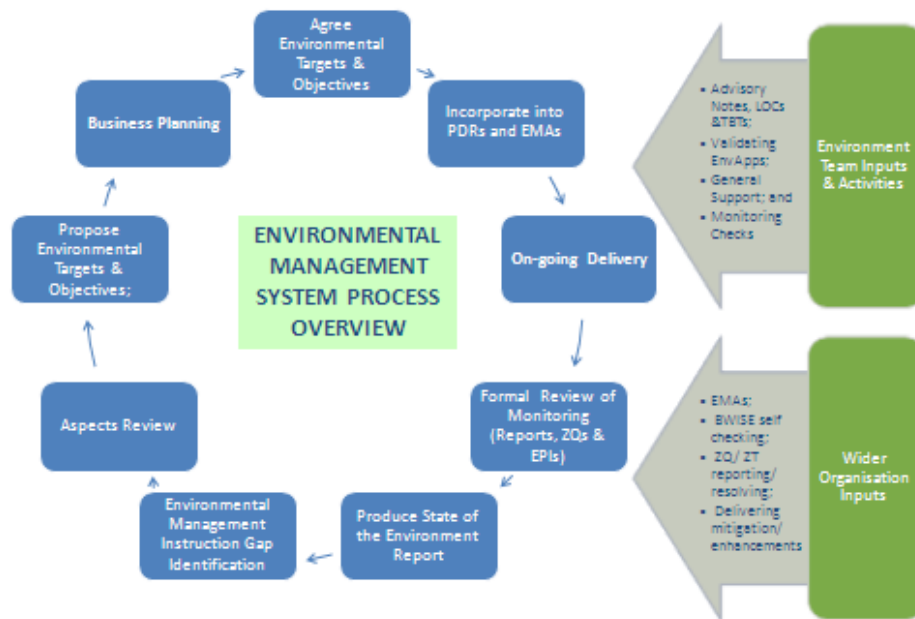
During the Plan period we aim to further develop the concept of “Environment as an Asset” – extending our Asset Inspection Programme (AIP) to cover soft estate management.

11.3 Management Systems and Processes.

In order to protect our valuable biodiversity the Canal & River Trust has a dedicated team of highly qualified environmental scientists and ecologists.

At the Canal & River Trust conservation is a core part of our business. Almost every activity we undertake is related in some way to the environment of the waterways. As such we have a formal Environmental Management System consistent with the principles of ISO 14001 - but not formally accredited.

Protection of the waterway environment.



Vegetation Management.

Vegetation management is one of many aspects of waterway management where the Trust endeavours to balance various and sometimes conflicting requirements for safety, conservation of the natural and built environment, and recreational activity in a cost effective manner. Our management aims to respond sensitively to waterway character and level of use as well as statutory influences arising from safety, wildlife and other legislation.

Vegetation management is a key concern for our customers and we publish information on the approach that we adopt on our web-site, which can be accessed via this [Link](#).

Towpath mowing – our approach to towpath mowing depends upon the waterway character and the type of towpath, its location, its surface makeup, its width, the type of edging and level of use. We aim to provide safe access for boating, walking, and where appropriate other activities whilst optimising biodiversity interest. Typically in urban locations the grass is cut frequently across the full width of the towpath; in

more rural areas grass fringes may be permitted to develop along the front and/or rear of the towpath. Even in rural locations safety has priority so lock sides and landing areas will be cut frequently even when the surrounding area isn't. The Trust has a set of Towpath Mowing guidelines to inform management decision making.

Nationally our approach to towpath mowing is under review and during this plan, it is likely that new specifications will be issued.

Tree Management – We estimate that Canal & River Trust owns about a million trees. For general stewardship we regularly survey the condition of trees to identify remedial works required to prevent harm to the public resulting from fallen trees or fallen limbs. A risk-based approach is taken to prioritise the most hazardous trees in the areas of highest use.

In addition we maintain trees that overhang the waterway channel and towpath to ensure that they remain clear for boats and towpath users. Unless work has been identified as being urgent (on safety grounds) we plan a programme of work to be carried out each winter starting in September and ending by the middle of February to avoid conflicting with nesting bird period, and delivering the most urgent tree maintenance recommendations.

Hedges – Much of our network, including lengths the Macclesfield Canal, is bordered on the towpath side by hedges that require regular maintenance to ensure that the towpath remains passable and can be used safely. On the Macclesfield Canal the hedgerows are cut annually, typically between October and February to avoid conflicting with nesting birds. We have recently undertaken a programme of surveying our hedges, the outputs of these are expected to be available on our GIS network shortly. The surveys identify areas where the hedgerows may be improved by gapping-up or laying as well as areas where they may be extended.

Invasive Weeds Control – Several invasive weed species have been recorded on our waterways. Some weeds have the potential to significantly impact upon the enjoyment safe use of our waterways by impacting upon navigation and/or operational water supply. Others pose a threat to native biodiversity and, in some cases, human health. To date Japanese Knotweed and Giant Hogweed are the most common concerns recorded on the Macclesfield Canal.

Our approach to the management of invasive weeds is guided by internal processes for Invasive Weed Recording and Management and the Use of Pesticides. The occurrence of invasive weeds is reported through our Length Inspection procedures and by the public. We do not have sufficient resources to deal with all the invasive weeds recorded on our estate so we adopt a risk based approach to prioritising weed control, targeting those weeds which pose the greatest threat to health and safety, and the operation and enjoyment of our waterways. Most weed control for high-priority species is undertaken by our framework contractor and comprises chemical or mechanical treatments. The management of some lower priority species is achieved working in partnership with local volunteers and community groups (e.g. Inland Waterways Association Himalayan Balsam work-parties).

11.4 Key Performance Indicators

A balanced scorecard of environmental aspects – measured by audit on a quarterly basis.

11.5 Core Documents

National Policy/ Procedure/ Process:

- Mandatory Standard: Environmental Management System
- Mandatory Process: Environmental Appraisal
- Mandatory Process: Badgers and Embankments
- Mandatory Process: Use of Pesticides
- <https://canalrivertrust.org.uk/our-work/vegetation-management/grass-cutting>
- Direction: Towpath Mowing Guidelines

Local Plans/ Local Operating Controls

- Environmental Protection Plan – Macclesfield Canal, Swettenham Street, Macclesfield
- Management of Risks Associated With Algae and Blue-Green Algae Blooms
- Environmental Appraisal: Local Procedure for Manchester & Pennine Waterway
- Waste Management – Manchester & Pennine Waterways

11.6 Plan Targets

- We will undertake a minimum of 4 environmental audits per year.
- Deliver six environmental enhancement projects through our volunteer programme over the plan period..

12 Environmental Protection

12.1 Background and Context.

Whilst we have the opportunity to enhance the ecological aspects of the canal and its environs, we also face the challenge of managing and influencing a number of external threats to those features that our visitors value most highly.

These include:-

- Litter
- Dog fouling
- Fly-tipping
- Graffiti/Vandalism
- Pollution
- Degradation of sites on the of-side of the canal route which we do not own or control.

As will be noted from the compliance table below we have seen a significant increase in the number of fly tipping incidents on our network.

In addition we have adopted systems and processes to manage the negative environmental impacts of our operational activities:-

- Waste
- Carbon emissions

12.2 Objectives and Principles.

We will seek to educate and influence the behaviour of our visitors and canal users to minimise the negative environmental impacts of visits and canal usage.

Where appropriate we will arrange provision for the collection of waste but recognise that with a long linear infrastructure, much of it remote from access, due regard has to be given to the logistics of emptying such receptacles. We will seek to work in partnerships with others (e.g. Local Councils) in that provision.

We have in place systems to react to instances of pollution, fly tipping and graffiti. These are dealt with on a prioritisation basis dependent upon their nature, severity and risk.

For our own waste we will apply the principles of reduce, reuse, recycle, replace to minimise the amount of our waste that goes to landfill.

We will look to conduct our operations in a way that minimises our organisation's carbon impact.

12.3 Management Systems and Processes.

The Trust has developed a "Green Plan" which aims to promote

- Reduction in carbon emissions arising from energy use and travel;
- Procurement and use of sustainable resources;

- Sustainable waste management practices and reduction in waste going to landfill

Our website includes information relating to this [here](#). This plan identifies how we are managing our vehicles and logistics to reduce the carbon impact of travel.

At Bosley Locks the roof of our facilities building has been fitted with solar panels to mitigate the carbon from our energy use. Various of our buildings are being fitted with LED lighting.

We work in partnership with “Trolleywise” to ensure that any shopping trolleys that end up in the canal are recovered and recycled.

We continually seek ways to recycle and re-use our own operational waste. This includes recycling old lock gates into benches through to using dredged material locally as bank enhancement. We have introduced provision for waste segregation at our depot at Swettenham Street, and Dry Mixed Recycling waste collection at our customer facilities where they are big enough.

For our boating community waste facilities and sewage pump out facilities are provided at designated locations on the network.

Litter bins and dog waste receptacles are placed in a limited number of areas on the network. These tend to be where we have high footfall and at locations of access and egress where we are able to negotiate with local councils for their periodic emptying.

12.4 Key Performance Indicators.

Thankfully we have limited numbers of adverse environmental incidents. Where they occur they are logged within our incident management software and taken towards resolution. Incident numbers are summarised here.

Incidents between January 2016 to December 2016	Manchester & Pennine Waterway	Macclesfield canal
Abandoned vehicles	3	0
Animal Carcasses	19	7
Glue-green algae	3	0
Fly-tipping	92	24
Invasive aquatic plants	17	0
Invasive terrestrial plants	25	0
Invasive animals	10	2
Shopping trollies	2	0
Water pollution	31	1

12.5 Core Documents

- Approved Process: Environmental And Other Non Health & Safety Incident Reporting & Investigation

12.6 Plan Targets

- To maintain statutory Compliance at 100% over the Plan period.

13 Water Resources Management.

13.1 Background and Context

As operators of a water network we have responsibilities both in relation to the quantity of water and also the quality of that water resource.

13.2 Objectives and Principles.

The Trust aims to keep restrictions and closures on our canals and rivers to a minimum using a range of approaches to ensure adequate supplies of water in the network.

This includes a programme of dredging activity

We aim to work with others to ensure that the water quality is maintained at a “good” grading to ensure a healthy environment for the many species that depend on the water quality

13.3 Management Systems and Processes.

Over the past decade the Canal & River Trust has made significant leaps in the technology which allows it to monitor and control water levels.

Monitoring water

A bespoke SCADA system (Supervisory Control and Data Acquisition) has been designed by the Canal & River Trust to help keep track of water levels in the canals in real time.

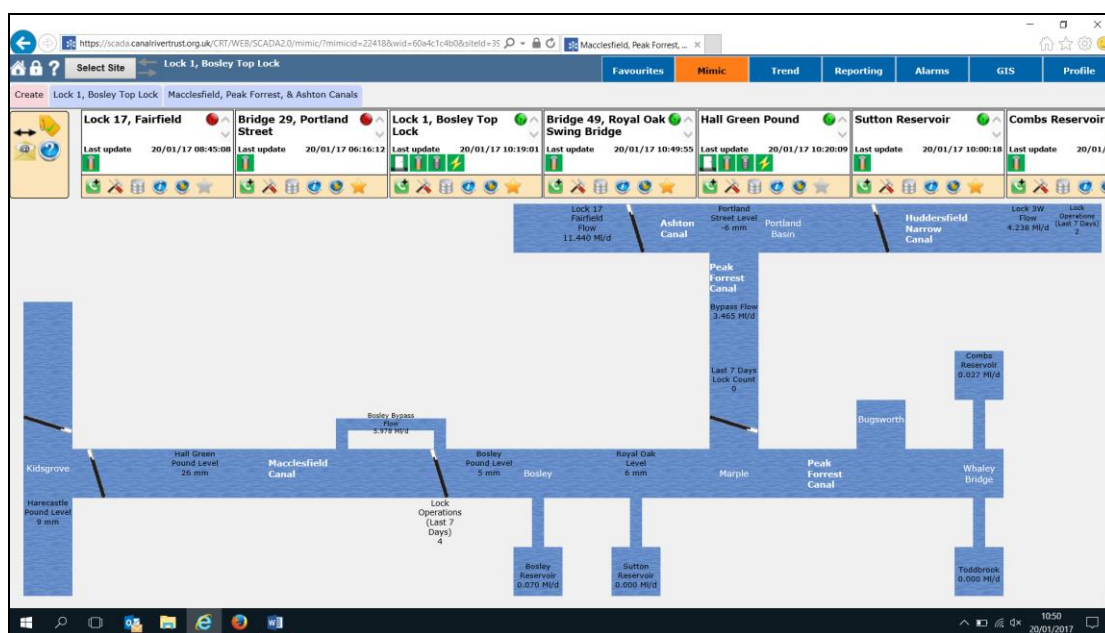
Over 500 sensors, which keep track of water levels and flows, have been placed in strategic points along the canals and on some reservoirs. Anyone working for Canal & River Trust can access SCADA and receive the latest data on their computer or mobile phone at any time, allowing an instant reaction to any situation.

This can include high water levels during flood events as well as low water levels in the summer months. The system can sense a drop in water levels, send an alert and indicate a possible problem. Often the cause of a sudden drop in water levels is due to vandalism at a lock or paddles left open.

In the past year, improvements have been made to the SCADA mimic (visual real time level management), to enable finer control across both the Macclesfield and neighbouring canals.

This action and improvement as a result of a small number of level fluctuations due to planks being installed short term on the Peak Forest, removing available feeds at a time when Bosley was already low, therefore enabling quick action to be taken when required.

Example shown in the plate below.



Modelling and managing water

The SCADA system is also used to plan a 'water budget'. By looking at historical data, the team can predict how long the water supply will last, how they can best manage the water there is and whether extra measures such as temporary pumps need to be used.

Looking at rainfall data from as far back as 1920 can give the team an idea of what to expect in the future. Although no one can predict the future perfectly, using a mix of historical data and modelling software, the team can get a good idea of how full our reservoirs need to be at different stages of the year and the prospects for the rest of the main boating season

13.4 Key Performance Indicators

We are adopting the Water Framework Classifications in respect of monitoring and managing improvements to water quality in the Trust's waterbodies. The draft Corporate Strategy establishes a 3-yr target ("50% of bodies of water within our control meeting water quality standards") and 10-yr target ("90% of bodies of water in our control meeting statutory requirements") – as published in Business Plan guidance.

Under the first North West River Basin District Management Plan published in 2009 the Macclesfield Canal was identified as being of "Good Ecological Potential" – meeting standards. The Environment Agency is currently consulting on updates to the Plan which indicates that the Macclesfield Canal may now be considered to be of "Moderate Ecological Potential or less" based on the mitigation measures assessment for hydro-geomorphological factors. However, we are not in receipt of the relevant data for water quality assessment.

Where our waterbodies do not meet water quality standards, we encourage engagement with the Environment Agency and others to influence action to improve

condition (e.g. provide information & intelligence for water quality investigations, conduct discharge surveys, etc.). The quality of the water is measured and monitored by the Environment Agency.

Section 12 provided data on environmental incidents.

There have been 3 recorded incidents of pollution on the Macclesfield Canal in 2014.

- Motorcycle in canal leaking oil
- Misconnection – sink waste pipe into canal
- Canal boat pumping out oily bilge water

All of which were resolved using our incident response procedures.

13.5 Core Documents

SCADA weekly reports against assigned water budgets.

13.6 Plan Targets

- Utilising the SCADA system monitoring, maintain water levels within 50-75mm of the assigned datum levels.
- Develop and make available a 3 Year Programme of dredging activity

14 Safety, Security and Incident Management

14.1 Background and Context

We have a duty under law to ensure the health and safety both of our employees, and also all those who interact with the canal. This includes volunteers, boaters, visitors, other customers and contractors.

14.2 Objectives and Principles.

We have policies, standards, processes and procedures to ensure that, so far as is reasonably practicable, our facilities can be operated or maintained by our customers and employees with minimal risk to health and safety.

14.3 Management Systems and Processes.

We have a comprehensive health and safety management system. This is based upon a rigorous process of risk assessment that leads to detailed work management processes, trained and competent staff, all of which is assured by a detailed programme of audits and inspections.

Risk assessments are available for the operation and use of the canal by our boating community, the tasks and processes involved in maintaining and improving the network and also for the plant and equipment used during our operations.

With regard to the safety of our boating users we have risk assessed the primary activities of the canal (lock operations, usage of tunnels etc.). The outcome of those risk assessments have been incorporated into our "Minimum Standards for Navigation".

For casual visitors we recognise that for those using the bank/ towpath the proximity of the water itself poses a risk. The Trust has a standard for its risk assessment of public safety that includes guidelines on the consideration or otherwise of the provision of Public Rescue Equipment (PRE).

Locations with deep water, fast flowing or turbulent water, locations where there is considerable congestion on the towpath or locations where there is a history of people entering the water would all be locations where provision of PRE would be actively considered. The Macclesfield Canal environment is relatively shallow, especially at the bank; is slow flowing and does not have congested towpaths so the provision of rescue equipment is rare. This is reviewed through the cycle of completion of Visitor Risk Assessments.

14.4 Key Performance Indicators

We collect significant data on health and safety incidents both for our employees and volunteers and, where we are made aware, our users and visitors.

14.5 Core Documents

We have a total of 17 standards addressing aspects of the visitor safety. The major standards are:

- Health and Safety Policy, Nov 2015
- Approved Standard for: Public Risk Management 2014, Revised March 2015
- Minimum Standards for Navigation, revised October 2016
- Approved Safety Guidance – The provision of public rescue equipment – June 2013, Revised April 2016.

We also aim to follow the best practice from:

- Managing Visitor Safety in the Countryside (Visitor Safety in the Countryside Group, 2012).
- Managing Visitor Safety in the Historic Built Environment (principals & practice) 2015

14.6 Plan Targets.

- 90% of reported safety related failure in the condition of our infrastructure, facilities and equipment to be fixed or made safe within 48hours.
- A combined employee, volunteer and contractor RIDDOR accident frequency of 0.24 will be achieved from a baseline of 0.34 for 2016/17.

15 Visitors and Users.

15.1 Background and Context

Almost 50% of the population lives within 5 miles of our network of canals, rivers and towpaths. We believe the true potential of our canals and rivers, and their long-term survival will only be secured if we fully engage with our visitors, neighbours and business partners.

We have many stakeholders

- Boaters/other water users
- Walkers
- Fishermen
- Cyclists

As will be appreciated a number of these key stakeholders and users have different views on priorities and expected behaviours for the canals. There are also inevitably conflicts between the views of our users, and our duties to protect the environment and heritage aspects of the canal.

We have undertaken an analysis of the economic and social context of the Manchester and Pennine waterways by examining the extent to which the waterway flows through, or in close proximity to, areas of social deprivation.

The Macclesfield Canal flows through a largely rural landscape and where it does flow through more urban areas (Macclesfield, Congleton etc) they are not areas of significant social deprivation.

It is however one of the busiest waterways in the context of boating numbers (forming part of the Cheshire Ring) and attracts some 4000 to 6000 boats per year. We have in place a programme of enforcement of licensing and mooring conditions.

Because of its many attractive qualities it also attracts significant numbers of casual towpath visitors as is shown on the mapping below.

15.2 Objectives and Principles.

Our objective is to inspire more people to enjoy the canals and rivers and support our work.

We will seek to balance the needs and views of our many users and visitors to ensure maximum enjoyment for the majority – whilst also defending our need to fulfil our wider societal and legal obligations.

We will seek to ensure that, where appropriate, visitors are provided with suitable and sufficient information about the assets and their history.

We will seek to provide suitable and sufficient mooring facilities on the Macclesfield Canal

We will provide appropriate avenues for visitors and users to contact us and, where necessary complain.

15.3 Management Systems and Processes.

We have a number of channels by which we promote our activities and provide information for visitors. These range from local signage and interpretation to a comprehensive web and social media presence where we promote our more high profile locations.

The Trust maintains a well-resourced visitor section on its website including an “In your area” feature which is post code searchable for local attractions/ areas of interest.

<https://canalrivertrust.org.uk/see-and-do>

The trust is active on Twitter and Facebook and has a considerable number of followers.



@CRTManPennine
@CanalRiverTrust

We have a local Manchester and Pennine Noticeboard at:

www.canalrivertrust.org.uk/noticeboard/manchester-and-pennine-waterways

Our primary destination sites include Marple and Macclesfield, the area at Bollington and a significant number of visitors attracted to the Bosley Flight of locks. In these areas interpretation signage has been provided.

The Trust is developing its standards for destination management which will be launched in 2015. We will adopt these for the Hidden Gem sites when these are available.

On the Macclesfield Canal the area around Bollington has been declared a Trust "Recognised location" for which an information leaflet has been developed as part of a National Campaign.



Canal &
River Trust

Clarence Mill & Adelphi Mill



Little adventures on your doorstep

Visit
**Clarence Mill
& Adelphi Mill**

King Cotton once ruled here! It's a great place to discover the past when Clarence and Adelphi Mills clattered non-stop with the machinery spinning cotton.

STAY SAFE:
Stay Away From the Edge

Our 'Places to Visit' app can be downloaded **FREE** from the App Store or Google Play™ canalrivertrust.org.uk

Map not to scale:
covers approx 1 mile/1.6km

[

Sharing The Resource.

The towpaths are limited spaces and attract many different categories of users (walkers, joggers, cyclists, fishermen etc) who may have conflicting views of how they should be used.

In order to help resolve the inevitable conflicts the Trust has recently completed a significant stakeholder consultation which has resulted in the publication of “Better Towpaths for Everyone - A national policy for sharing towpaths”

Our Share the Space campaign encourages everyone to be considerate when using the towpaths. Canals and rivers can be very lively spaces.

Having so many different activities taking place on our towpaths does mean that people need to share the space considerately. To make sure everyone gets the most out of their time by the water the Trust asked members of the public to help us develop a towpath code. This code encourages all to:

1. Share the space – towpaths are popular places to be enjoyed by everyone. Please be mindful of others, keep dogs under control, and clean up after them.
2. Drop your pace – pedestrians have priority on our towpaths so cyclists need to be ready to slow down; if you're in a hurry, consider using an alternative route for your journey.
3. It's a special place – our waterways are living history, with boats, working locks and low bridges so please give way to waterway users and be extra careful where visibility is limited.

Complaints

We recognise that not all visitor and user experiences may be fully positive and the Trust has a developed formal process for dealing with complaints. We actively encourage waterway visitors to use our complaints procedure so that issues and concerns can be raised with the Trust's senior management and addressed appropriately. There are two levels to the process.

The first level is dealt with via the customer services team at our waterways office (0303 040 4040 or email Enquiries.manchesterpennine@canalrivertrust.org.uk)

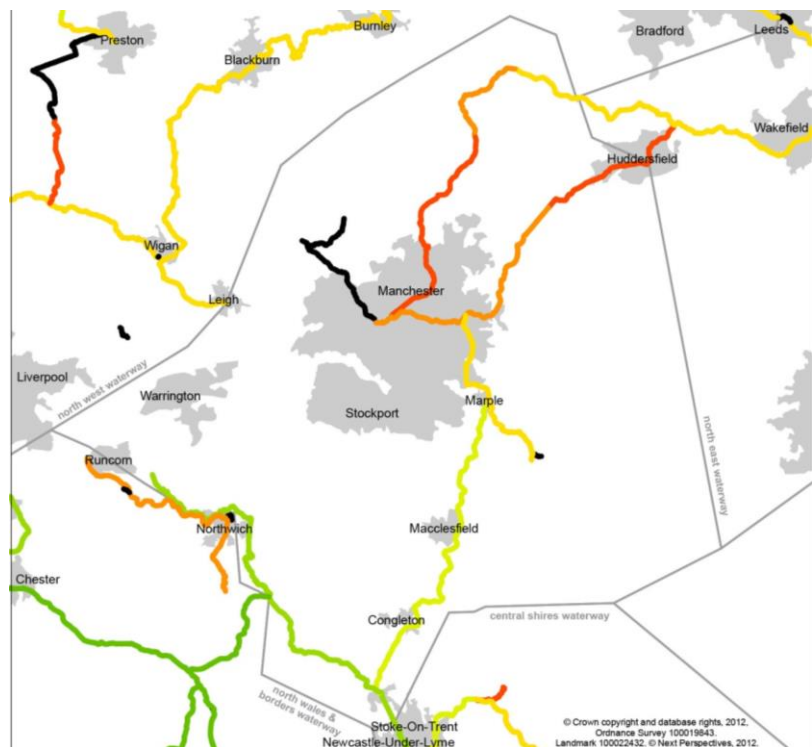
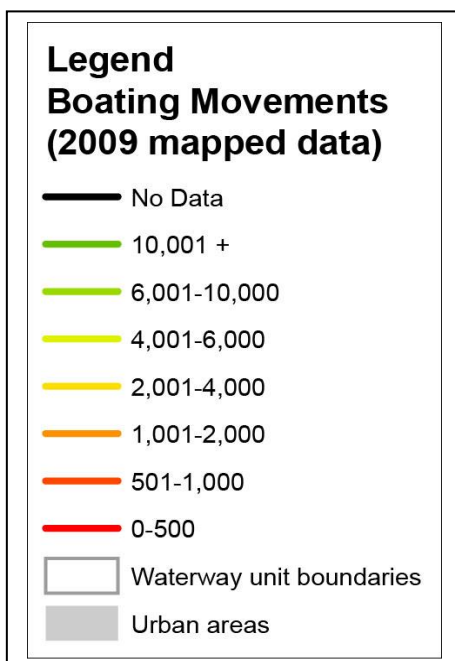
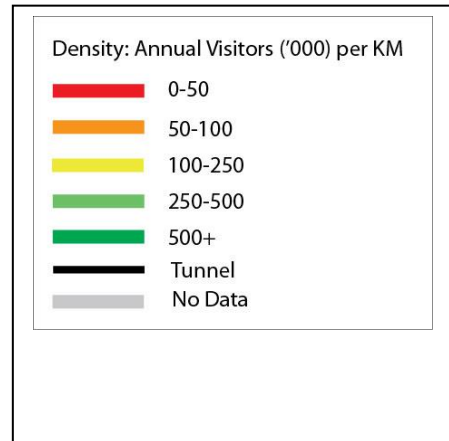
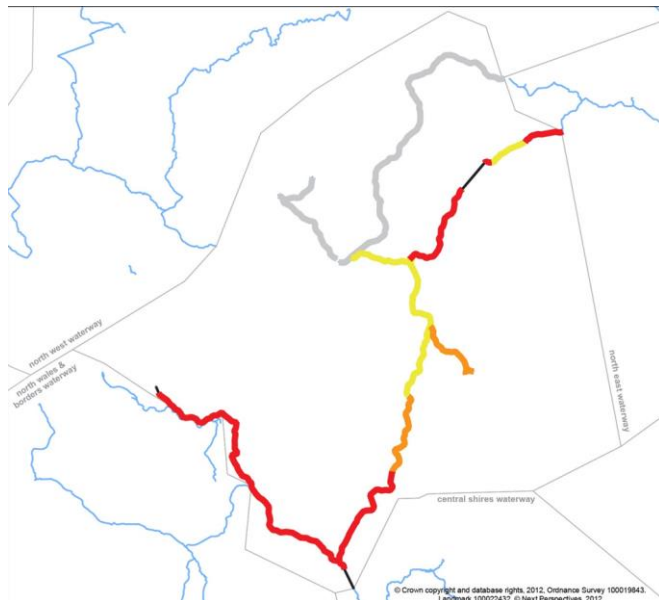
Overall between 2015/17 we have only received 5 complaints in this time, 3 of which are related to water levels of the canal, which was caused by vital maintenance that we were carrying out to Bosley Reservoir at the time when these complaints. 1 was in relation to our contractors who had been reported to be speeding along the waterway, and 1 was received about the damage and removal of shrubs bordering the Macclesfield Canal.

We believe that the measures we have taken to introduce water level targets for the operations team and more rigorous monitoring has significantly improved this matter, which was positively remarked upon by customers during the 2016 season

If the complaint has not been satisfactorily resolved at the first level it can be elevated to the Trust National Customer Service Team.

15.4 Key Performance Indicators

Towpath Use Mapping



15.5 Core Documents

<https://canalrivertrust.org.uk/contact-us/making-a-complaint>

Better Towpaths for Everyone - A national policy for sharing towpaths

15.6 Plan Targets

- Complete review of signage for Macclesfield and Congleton, implement new signs in line current brand,
- Complete Ring the Ring project, extending two existing moorings and review our commercial moorings with the aim of making vacant berths available for visitor.
- Produce and make available data on enforcement activities relating to boat licensing and mooring compliance.
- Develop a Welcome Station facility at Marple.
- Review provision of customer service training and implement programme
- Introduce volunteer led spot surveys to validate/ update customer feedback.

16 Community engagement and Involvement.

16.1 Background and Context

We seek to convert those who visit and use the canals into more committed supporters of our organisation through our friend's scheme, and through our programme of volunteers and adoptions.

16.2 Objectives and Principles.

- To develop deeper relationships with our partners, volunteers and communities in which we work.
- Strive for long term sustainable relationships which deliver quality outputs and measurable benefit for the waterways and the communities who live around them.
- Provide individuals and communities with opportunities to work alongside our people to gain a better understanding of the Trust and our cause.
- Our 10 year ambition is for the Trust to be regarded as an established and trusted volunteering charity which is capable of attracting and retaining over 10,000 regular volunteers, contributing over 120,000 days to waterway management, conservation, promotion and restoration by 2022.
- We will provide suitable opportunities for our stakeholders to provide feedback to us on a regular basis.
- We will expand our FRIENDS Scheme to encourage regular support and financial donations to the trust.

16.3 Management Systems and Processes.

We have a dedicated post of volunteer co-ordinator to both maximise the number of volunteers on the Network and to ensure that they obtain maximum satisfaction from their involvement.

In addition we aim to encourage organised groups to “adopt” a length of the Macclesfield Canal and play an active part in its upkeep, maintenance and improvement.

We will work with the adoption groups to create an Adoption Development Plan which will define the scope of an annual plan of work, the support and assistance to be provided by the Trust and opportunities for volunteer training and skills development.

To keep our volunteers and contributors engaged and informed we produce a volunteering newsletter.

On an annual basis we will hold a Manchester and Pennine “Outburst Conference”. At this event we will provide details to our major stakeholders of our plans and priorities and seek their input into our future planning.

At a more focused canal level we will hold “North and South” regional users forums to give the canal users an opportunity to feedback their experiences of the network

In responding to feedback from adopters, we will be facilitating joint group working and opportunities for members of groups to meet.

We recognise the significant impact the canal has on local communities and their planning and development aspirations. We will therefore develop a programme of communication to improve the Trust's relationship with the significant Town and Parish Councils through which the Canal passes.

16.4 Key Performance Indicators

We currently have formal adoption schemes at:

-

- Bosley Locks Adoption Group,
 - The present lock keepers have set up as a separate adoption group, coming out once a month, to carry out minor repairs, towpath improvements, lock painting, planting and vegetation management,
- Sutton Reservoir (Victoria Anglers)
 - Adoption by Victoria Anglers to repair and re-instate circular path around the perimeter of Sutton Reservoir To date they have contributed in excess of 1000 hours and completed over 300m of pathway. The project is on-going and as a result of their efforts so far there has been a significant increase in visitors both locally and outside of the area.
- Bollington,
 - This adoption comprises a 22 strong group of local volunteers who come out the 2nd Sunday of the month in teams of 10 – 12. They have repaired stone walls, fencing, replaced benches, cleared and managed vegetation, and re-surfaced over 400m of towpath. Their efforts, which continue, have recently been featured favourably in the local newspaper to mark their 1st anniversary and as an example of what volunteers can achieve.
- Macclesfield Adoption Group
 - Focussed on the towpath that runs through the centre of Macclesfield.

We have groups in Poynton and Congleton who are likely to become adoptions in the next 12 months.

We value the significant contribution of the volunteer groups. We are keen to ensure that the volunteer groups feel an integral part of the organisation, maximise their potential, and fully enjoy their experience.

As a result of the stakeholder feedback we have received we will be introducing the concept of the preparation of Annual Adoption Development Plans that define an annual programme of work, the support required from the Trust and training and skill development of the volunteers .

In addition we have a number of further “partner groups” who contribute on a monthly basis.

- Macclesfield Canal Society

- They have had a long term volunteer involvement with the canal but have recently embarked on a major volunteer project involving cutting back the trees and vegetation on the offside. It has involved several continuous days with local volunteers utilising specialist chipping equipment and a CRT workboat. This is a long term programme and has attracted interest nationally from other canal societies with a view to doing similar work on their respective canals
- Lyme Green
 - A local community group carrying out towpath re-surfacing work, handrail installation to a set of access steps, wash wall repairs, vegetation management and planting.
- Congleton party
 - A fairly recent addition to our volunteer groups, they have banded to tidy up an area around the train station which has been badly neglected and is heavily littered. They have partnered the Town Council to work to achieve recognition in the Britain in Bloom initiative, and as a result have greatly improved the area.
- Cheshire Towpath taskforce
 - This is an IWA volunteer group operating under the Trust's Towpath Taskforce scheme where they meet monthly in different locations along the Macclesfield and Trent and Mersey canals, encouraging local residents to join them in a variety of tasks.
- Ring the Ring
 - Supported via Inland Waterways Association, specific group established to deliver the Ring the Ring project to recover, rejuvenate and enhance moorings on the Cheshire Ring.

Welcome Stations

Red Bull and Bosley lock flight currently have a number of Welcome Station volunteers, with proposals to establish a further Welcome Stations this season at Marple.

Volunteer Lock Keepers

We have a number of people who regularly volunteer as Lock keepers at Bosley lock flight. This is a customer focused role developing into minor preventive maintenance to the locks and mechanisms, as well as painting the facilities and surrounds.

16.5 Core Documents

- Canal & River Trust has a dedicated section on “getting involved” on the website.
<http://support.canalrivertrust.org.uk/get-involved>
- Appendix C contains an overview of our significant stakeholder groups.

16.6 Plan Targets

- Formalise the preparation of Annual Adoption Development Plans that define an annual programme of work, the support required from the Trust and training and skill development of the volunteers.
- Develop a programme of communication to improve the Trust's relationship with the significant Town and Parish Councils through which the Canal passes.
- Increase volunteering by 10%
- Achieve a minimum of one more Adoption scheme on the Macclesfield Canal
- Hold 2 user forums per year (North and South)
- Hold 1 Regional Annual Conference
- 90% of our volunteers are "satisfied" with their experience and would strongly recommend it to others.(Measured quarterly)

17 Summary of 2015 -2017Plan Targets

This Section contains details of the status and achievements of the Targets contained in the 2015-2017 plan.

Where Targets remain ongoing they are retained within the Target listing for this plan **Additionally new and updated targets are included as a result of the stakeholder consultation process.**

Asset management	Status and Comments
<ul style="list-style-type: none"> We will manage and maintain our principal assets such that the % graded D and E remain less than 23%. 	% at D and E status was 13% Ongoing target
<ul style="list-style-type: none"> Within a three year period 90% of our 'popular' tow paths will be graded B or above and 75% of the total remain graded C or above. 	64% of popular towpaths graded B or above. 90% of total towpath lengths graded C or above. Ongoing target
Heritage	
<ul style="list-style-type: none"> During the 3 year plan period more than one third of Partnership staff and volunteers will have received Heritage Training. 	On review, it became clear that reliable data was not available for this metric. A new target relating to a review of Heritage Training is included for 2017-2020.
<ul style="list-style-type: none"> We will achieve a score of 100% in the Heritage balanced scorecard metric (CHASE) on an annual basis. 	Achieved. CHASE system no longer in operation Complete
Environmental Management.	
<ul style="list-style-type: none"> Conduct an Environmental Baseline Survey of the Macclesfield Canal and populate a separate GIS layer with this information. 	Complete
<ul style="list-style-type: none"> Achieve 100% in the Environmental Balanced Scorecard metric (CHASE) 	Achieved. CHASE system no longer in operation Complete
<ul style="list-style-type: none"> Deliver six environmental enhancement projects through our volunteer programme. 	Complete Ongoing target
Environmental Protection	
<ul style="list-style-type: none"> To maintain statutory Compliance at 100% over the Plan period. 	Achieved Ongoing target
Water Resource Management	
<ul style="list-style-type: none"> Utilising the SCADA system, maintain water levels within 50-75mm of the assigned datum levels. 	Achieved Ongoing target
Safety, security and incident management	
<ul style="list-style-type: none"> 90% of reported safety related failure in the condition of our infrastructure, 	Achieved

facilities and equipment to be fixed or made safe within 48hours.	Ongoing target
<ul style="list-style-type: none"> A combined employee, volunteer and contractor RIDDOR accident frequency of 0.15 will be achieved. 	RIDDOR rate of 0.34 achieved. Ongoing target
Visitors and Users	
<ul style="list-style-type: none"> Undertake a detailed review of signage on the Macclesfield Canal around Bollington and the Bosley Locks in light of the recently developed Trust signage/branding guidelines. 	Complete
<ul style="list-style-type: none"> Install rationalised/improved signage in these areas using volunteers. 	New signage installed. Complete
<ul style="list-style-type: none"> Create 4 new Visitor Moorings in the Macclesfield Area. 	4 new moorings completed. Complete
<ul style="list-style-type: none"> Rehabilitation of visitor moorings where reed growth has established. 	Alternative approach taken, cooperation with Inland Waterways Association to deliver new mooring opportunities through the Ringing the Ring project. Complete
<ul style="list-style-type: none"> Establishment of a visitor welcoming station at Bosley? 	Complete but currently under used. Focus on Bosley, establish reliable welcome station opening with volunteers Complete
<ul style="list-style-type: none"> Customer Service training to be given to 95% of staff. 	Limited progress. We will review provision of customer service training and implement a revised programme Ongoing target
Community engagement and involvement	
<ul style="list-style-type: none"> Increase the number of volunteer days by 10% 	Recorded volunteer hours: 3379.5 – 2014 5425.0 – 2015 Awaiting compilation - 2016 Ongoing target
<ul style="list-style-type: none"> Achieve one more Adoption scheme on the Macclesfield Canal 	Achieved. Macclesfield Adoption Group established. Complete
<ul style="list-style-type: none"> Hold 2 user forums per year (North and South) 	2 Forums held per year. Ongoing target
<ul style="list-style-type: none"> Hold 1 Regional Annual Conference 	Annual Outburst Conference held. Ongoing target
<ul style="list-style-type: none"> 88% of our volunteers are “satisfied” with their experience and would strongly recommend it to others.(Measured quarterly) 	Measured quarterly, current measurement indicates 92% satisfaction. Ongoing target

18 Summary of 2017 -2020 Plan Targets.

<p>Asset management</p> <ul style="list-style-type: none"> • We will manage and maintain our principal assets such that the % graded D and E remain less than 23%. • Within a three year period 90% of our 'popular' tow paths will be graded B or above and 75% of the total remain graded C or above. • Embed new Customer Service Inspection regime and achieve 90% completion of inspections.
<p>Heritage</p> <ul style="list-style-type: none"> • Complete a review of the provision of Heritage Training to Trust staff and volunteers. It is our ambition to ensure that at any one time at least a third of our team have received heritage skills training. • We will undertake a minimum of 4 Heritage Audits per year in the waterway, at least one on the Macclesfield Canal.
<p>Environmental Management.</p> <ul style="list-style-type: none"> • We will undertake a minimum of 4 environmental audits per year. • Deliver six environmental enhancement projects through our volunteer programme.
<p>Environmental Protection</p> <ul style="list-style-type: none"> • To maintain statutory Compliance at 100% over the Plan period.
<p>Water Resource Management</p> <ul style="list-style-type: none"> • Utilising the SCADA system, maintain water levels within 50-75mm of the assigned datum levels. • Develop and make available a 3 Year Programme of dredging activity
<p>Safety, security and incident management</p> <ul style="list-style-type: none"> • 90% of reported safety related failure in the condition of our infrastructure, facilities and equipment to be fixed or made safe within 48hours. • A combined employee, volunteer and contractor RIDDOR accident frequency of 0.24 will be achieved from a baseline of 0.34 for 2016/17.
<p>Visitors and Users</p> <ul style="list-style-type: none"> • Complete review of signage for Macclesfield and Congleton, implement new signs in line current brand, • Complete Ring the Ring project, extending two existing moorings and review our commercial moorings with the aim of making vacant berths available for visitor. • Produce and make available data on enforcement activities relating to boat licensing and mooring compliance. • Develop a Welcome Station facility at Marple. • Review provision of customer service training and implement programme • Introduce volunteer led spot surveys to validate/ update customer feedback.
<p>Community engagement and involvement</p> <ul style="list-style-type: none"> • Formalise the preparation of Annual Adoption Development Plans that define an annual programme of work, the support required from the Trust and training and skill development of the volunteers. • Develop a programme of communication to improve the Trust's relationship with

the significant Town and Parish Councils through which the Canal passes.

- Increase volunteering by 10%
- Achieve a minimum of one more Adoption scheme on the Macclesfield Canal
- Hold 2 user forums per year (North and South)
- Hold 1 Regional Annual Conference
- 90% of our volunteers are “satisfied” with their experience and would strongly recommend it to others.(Measured quarterly)

Appendices:

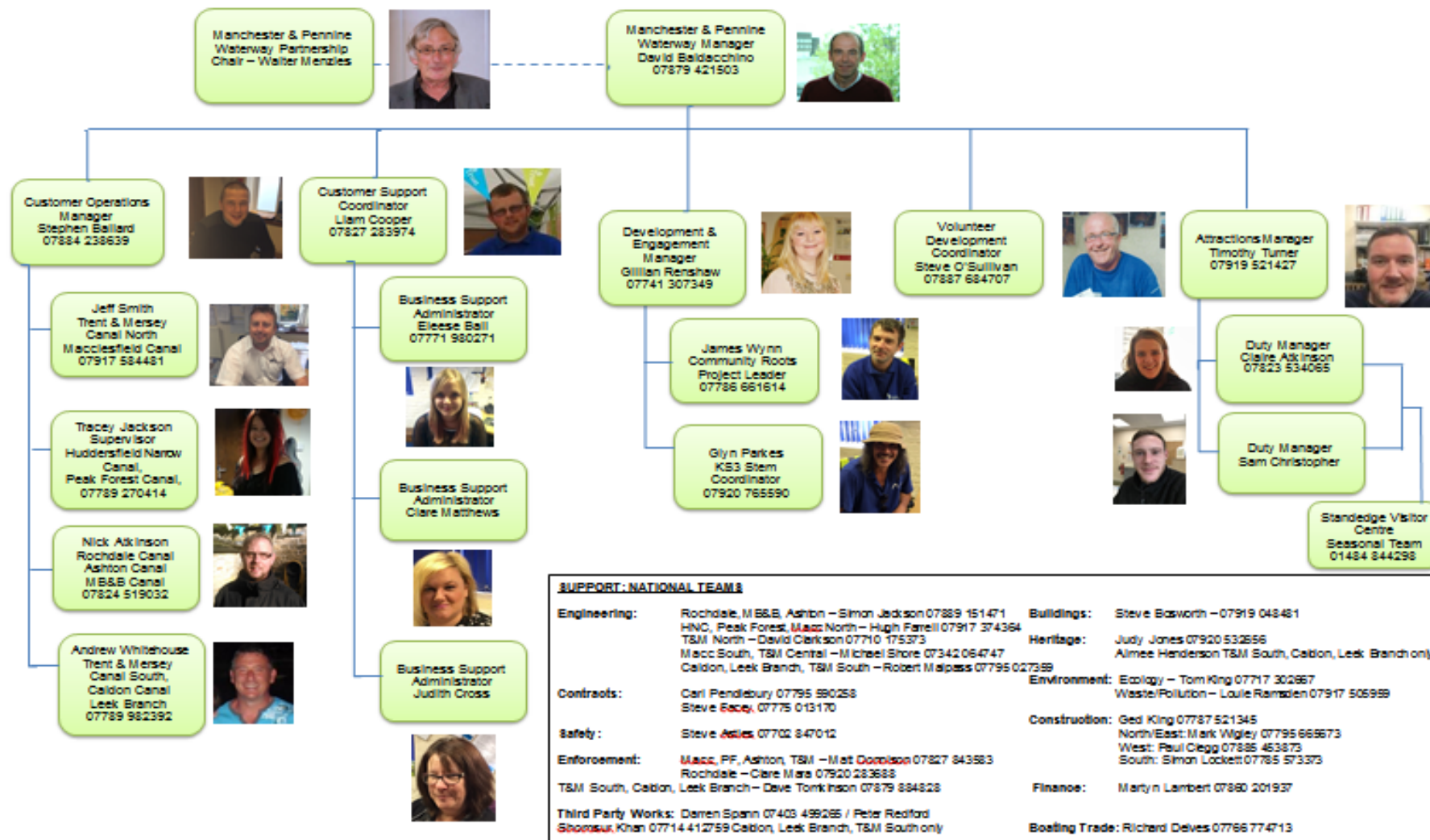
A Organisational Structure – Organogram

- Local Structure
- National Structure

B Framework Contracts

C Key Stakeholders

MANCHESTER & PENNINE WATERWAY – Waterway Structure



National Structure



B. *Key Framework Contracts*

Contract	Scope	Macclesfield Canal Approx. Annual Value	M&P Waterway Approx. Annual Value
Kier	Mechanical & electrical Maintenance	£7k	£30K
Fountains	Vegetation Management	£120k,	£780K
Kier	Civil Engineering	c£300K	Approx. c£800K
Biffa	Waste Management	£5k	£40K
Property Maintenance	Vinci	£3k	£100K
Nomenca	Scada management	£3.5k	£27K
Land and Water	Dredging	£10K	£120K

C Key Stakeholders

Group	Stakeholder
Regulators	Environment Agency
	Natural England
	Historic England
	Defra
	The Waterway Ombudsman
	Local Resilience Forum
	Local Authorities
Local Councils	Bollington
	Macclesfield
	Congleton
	Stockport
Current MP's	Congleton (Con) - Fiona Bruce
	Macclesfield (Con) - David Rutley
	Hazel Grove (Marple) (Con) - William Wragg
	Stoke on Trent North – (Lab) Ruth Smeeth
Volunteer Groups	Macclesfield Canal Society
	IWA – Cheshire Towpath
	Bollington Adoption
	Lyme Green
	Congleton
	Macclesfield Adoption Group (MAG)
	Victoria Anglers (Sutton Reservoir)
	Bosley Locks Adoption Group
	Hurdsfield towpath group
Users	Waterways Explorers
	Marina Owners
	Prince Albert Angling Club (Sutton Reservoir)
	Boating & trade operators
	Waterway and local businesses
	Ramblers Association
	British Canoe Union
	Waterway user contact list
	Event managers

Group	Stakeholder
	Victoria Anglers
3 rd Sector	Wildlife trusts
	Sustrans
	Scout Association