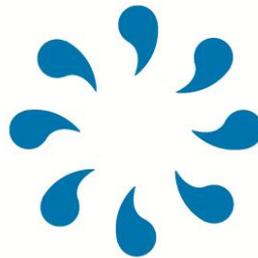


ASSOCIATION OF INLAND NAVIGATION AUTHORITIES

BUSINESS PLAN

2013 - 2016



**Association of
Inland
Navigation
Authorities**

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Background and overview

The background and context to this business plan are shaped by two factors which are not mutually exclusive. The first is the abolition of British Waterways as a public corporation and its successful and hugely significant transition during 2012 to become the Canal & River Trust in the third sector. The second is the current economic climate, the most severe in living memory and the effects of which continue to present navigation authorities with the harshest of challenges; in some cases even threatening their existence.

The severe cuts in public funding for navigation authorities and their partners over recent years have put their budgets under enormous pressure. Every penny of expenditure is being tested like never before against strict criteria to show value for money and navigation authorities' contributions to AINA – in cash and in kind - are not exempt from such scrutiny.

At a meeting of AINA's principal sponsors (British Waterways, the Environment Agency and Defra) in November 2011, the large disparities between their contributions to AINA and those of the smaller navigation authorities were questioned. Subsequently, AINA was asked by BW, EA and Defra to undertake a review of its objectives, structure and activities with a view to receiving substantially lower levels of funding from them from 2013/14.

Throughout 2012, in addition to continuing to deliver its agreed work programme as the industry body for all operational navigation authorities across Britain, AINA has engaged all Members in discussions as to how to meet this challenge. A number of meetings and workshops have been held with Members on collective and individual bases and the feedback from the membership survey, conducted in 2011 has been reviewed and considered carefully. The process has been thorough and tough. The stark and harsh realities of the current situation have had to be accepted and fundamentally difficult questions have needed to be posed and addressed – including whether or not there is a continued need for an industry body and what is the true level of commitment from the Membership to make meaningful contributions to it.

All this work has culminated in the preparation of this business plan for the next three years. It is predicated on making the radical cost savings necessary to absorb substantial reductions in contributions from AINA's principal sponsors, and on achieving growth through attracting more members from the wider constituency of waterway stakeholders. It recognises that AINA as an industry body is at a key stage in its history. The transition of British Waterways to the Canal & River Trust, the possibility of the Environment Agency's navigations joining the Trust in 2015/16 and the extreme funding conditions that now prevail across the industry all contribute to a very dynamic scene. Cumulatively, these things define conditions that require a strong, cohesive industry body to 'come into its own' and assist in steering the combined input from all navigation authorities towards a more collaborative ethos. Some 75% of Britain's inland navigations are now managed by third sector organisations and this presents a unique opportunity for collaboration and delivery of sector-wide improvements.

This business plan briefly outlines AINA's origins, membership and achievements to date; it proposes a revised role and purpose for AINA with a corporate structure to suit; it identifies the benefits of membership; it details specific actions and outputs to be delivered; and it targets outcomes to be achieved through delivery of the plan.

About AINA

AINA is the industry body in Great Britain for those authorities with statutory or other legal responsibility for the management, maintenance and operation of navigable inland waterways for navigation and the delivery of wider public benefits.

AINA was set up in 1996 with strong encouragement from government to provide, for the first time ever, a single voice on waterway management issues. The broad purpose of AINA is to facilitate the management, maintenance and development of inland waterways as an economic, social and environmental resource.

There are 18 AINA members drawn from the public, private and third sectors. They include the Canal & River Trust, the Environment Agency and the Broads Authority in addition to other national park authorities, local government authorities, private canal companies, internal drainage boards and a variety of public and charitable trusts.

Most AINA members are defined as navigation authorities by their own Acts of Parliament (some of them more than 250 years old) which regulate the operation of their waterways. Others, such as some local government authorities, have inherited the status of navigation authority through various statutes. Between them, AINA members have responsibility for over 5,500 km of navigable, inland waterways which include canals, river navigations and lakes.

Since its inception AINA has demonstrated with a high degree of success that by bringing navigation authorities together to share good practice, expertise and professionalism and to speak with one voice when required to do so, it can deliver significant benefits to all navigation authorities, large and small, and also to their partners across the waterways sector. AINA has:

- delivered a valuable resource of more than 25 reports giving good practice guidance across a wide range of waterway management and operational issues
- determined common, industry-wide standards
- delivered, in partnership with regulators and stakeholders, industry codes of practice to facilitate pragmatic and effective industry self-regulation with the effect of achieving significant cost savings for Members or staving off mandatory regulation which would have incurred considerably greater costs for the industry

AINA has become established in the psyche of all parties with interest in the waterways. It has enjoyed regular contact with senior government officials and Ministers in Whitehall and has hosted well-attended national conferences on key issues affecting the waterways. The foundation for all AINA's achievements is its unique ability to represent all navigable inland waterways across Great Britain.

Vision, mission, objectives

AINA's **vision** is to become recognised by all those involved in, or associated with, the management and operation of inland waterways as consistently and reliably adding significant value to the sector.

AINA's **mission** is to provide high quality products and services to its Members and to be a valued and constructive partner to Governments and their agencies across the UK in developing initiatives that will contribute to a favourable operating environment for navigation authorities.

AINA's **objectives** are to:

- represent and promote the collective views of navigation authorities and to speak with one voice to governments, regulators, other policy makers, opinion formers, funders and stakeholders.
- develop, share and promulgate information and guidance for use in the management, operation and development of inland waterways thereby assisting delivery of wide-ranging social, economic and environmental benefits
- facilitate the development and implementation of, where possible and appropriate, harmonised approaches and seamless standards of service across the sector

AINA defines inland waterways as including all canals, navigable rivers and navigable lakes, and all associated land and assets such as towpaths and amenity areas – in other words any land that has an impact on, or relationship with, the waterway. Such areas may be in public ownership, have public access or be privately owned, but all have the potential to be part of the navigation impact zone.

Benefits of membership

In addition to the delivery of a detailed work programme (see the Appendix) for the benefit of all Members, AINA will increase delivery of core benefits e.g. regular and timely newsletters, an up-to-date website which includes online forums and use of social media, more guidance and briefing notes on legislative, regulatory and other policy developments in the UK and Europe which have or may potentially have implications for AINA Members. The membership survey of 2011 revealed a demand for more networking opportunities through meetings, seminars and workshops to facilitate the exchange of knowledge, expertise and good practice.

Core benefits to Members will be derived from AINA undertaking a wide range of work on their behalf. Therefore, AINA will:

- support its members in their work
- provide benefits that are relevant to Members across all constituent countries of the UK
- facilitate the exchange of ideas between its members
- respond to, and work with governments in support of its members
- represent the interests of members nationally and locally
- share information on matters of importance, relevance and interest to members
- provide opportunities to contribute to the national debate and to input, influence and shape the development and implementation of industry-wide policy, best practice and common standards
- provide assistance on technical and administrative issues
- organise regional meetings and site visits for members
- collaborate with other organisations in support of members
- issue regular and timely newsletters and other briefing notes as necessary
- promote and publicise the work of individual members
- organise an annual conference
- organise national seminars and workshops for members
- undertake research and publish industry reports and good practice guidance documents
- provide a vehicle for independent procurement of sector-wide research
- provide a one-stop-shop for accurate and reliable industry-wide data and information pertaining to all navigation authorities

Delivery of all these benefits must be assisted by the membership working collaboratively to contribute time, money, expertise, views, concerns and enthusiasm.

Strategic priorities for sustainability and growth

The business plan focuses on five strategic priorities with a view to achieving meaningful outcomes for the benefit of all navigation authorities and the wider waterways sector. By taking this approach AINA can achieve the flexibility it needs to not only deliver outputs that are prescribed specifically, but also be quick and effective in its response to important matters which are not directly referenced in the business plan as they arise. Therefore, AINA's activity will not be solely focused on delivering the work programme specified in the Appendix.

The five strategic priorities are summarised below along with a range of specific outputs intended to contribute towards a number of targeted outcomes considered desirable and beneficial for the sector.

Strategic priorities

- 1. The safety of all waterway users, professionals and volunteers; and the associated legal liabilities of navigation authorities**
- 2. The need to facilitate collaborative and partnership working across the sector in response to the challenges all navigation authorities face in maintaining and raising standards with smaller budgets**
- 3. Working with governments, regulators and stakeholders to assist the development and implementation of relevant legislation and regulations in a cost-effective and proportionate way to minimise unnecessary or inappropriate cost burdens**
- 4. The development of sector-wide training standards for the operation, maintenance, conservation and restoration of inland waterways**
- 5. AINA constitutional change and membership growth in order to facilitate delivery of 1-4 above**

Summary of strategic priorities, targeted outcomes and work programme outputs

1. The safety of all waterway users, professionals and volunteers; and the associated legal liabilities of navigation authorities

Targeted outcomes	Work programme outputs (detailed in Appendix)
<p>A robust and defensible position for all navigation authorities in response to challenges in relation to their responsibilities and legal liabilities towards the health and safety of their users/visitors, professional staff and volunteers</p> <p>Minimisation of the number of safety incidents and accidents</p> <p>Enhanced communications and reciprocal links between AINA, RoSPA, MCA and RNLI, through involvement in the National Water Safety Forum</p> <p>Clarity on the respective roles of the Maritime and Coastguard Agency and navigation authorities in relation to safety issues. In particular, agreement on who should be responsible for developing, implementing and enforcing safety regulations on the waterways and how this should be resourced.</p>	<p>Code of practice for the design, construction and operation of hire boats on inland waters – Review, update and make fit for purpose Part 1: Powered craft; and prepare Part 2: Unpowered craft</p> <p>Safety standards for vessels on inland waterways</p> <p>Industry standards for:</p> <ul style="list-style-type: none"> • Strong stream warnings • Safety at lock sites • Selection, maintenance and use of public rescue equipment on inland waters

2. The need to facilitate collaborative and partnership working across the sector in response to the challenges all navigation authorities face in maintaining and raising standards with smaller budgets

Targeted outcome	Work programme outputs (detailed in Appendix)
<p>A stronger and more collaborative sector which recognises and values partnership working as a means to achieving significant efficiencies across navigation authorities' operations</p>	<p>Water ways and means – Identifying and exploiting opportunities for cost-savings and efficiencies in navigation authorities' operations through collaborative and partnership working.</p> <p>The AINA Development & Fundraising Toolkit for Navigation Authorities – Refresh, promote and provide training.</p> <p>The Waterways Code – update and refresh</p>

3. Working with governments, regulators and stakeholders to assist the development and implementation of relevant legislation and regulations in a cost-effective and proportionate way to minimise unnecessary or inappropriate cost burdens

Targeted outcomes	Work programme outputs (detailed in Appendix)
<p>AINA to be recognised and valued by governments as an effective facilitator to enhance understanding between regulators and navigation authorities and ensure proportionality in the development and implementation of regulations</p> <p>Recognition by governments and regulators of the potential value and benefits of industry self-regulation as a cost-effective means of implementing appropriate regulation</p> <p>More effective links with Europe in order to share good practice with operators of European waterways and to gain early sight and awareness of emerging legislative developments on a European level</p>	<p>Wastes management for dredgings operations – continued provision of sector-wide guidance</p> <p>Water Framework Directive - provision of guidance with particular regard to the river basin management planning review process</p> <p>Abstraction licensing – provision of guidance on the quantification and protection of water resources for navigation</p>

4. The development of sector-wide training standards for the operation, maintenance, conservation and restoration of inland waterways

Targeted outcomes	Work programme outputs (detailed in Appendix)
A clearly determined 'road map' for the establishment of a national framework for training and the setting of training standards for inland waterways in the UK.	Training standards for inland waterways – a detailed scoping study

5. AINA constitutional change and membership growth in order to facilitate delivery of 1-4 above

Targeted outcome	Work programme outputs (detailed in Appendix)
The transformation of a UK-wide industry body for the inland navigations sector that is sustainable, relevant and beneficial to all navigation authorities and which targets and achieves growth which translates to increased benefits of membership	<p>A newly defined industry body that is independent, incorporated and fully accountable to all its Members on a properly democratic basis and one what has a wider membership base reflecting a wider constituency of interest among waterway stakeholders</p> <p>Reinstate the AINA Annual Conference</p>

The safety of all waterway professionals, volunteers and users; and the associated legal liabilities of navigation authorities

Context

Maintaining waterways infrastructure, most of which is more than 200 years old, to meet modern safety and operational standards presents considerable challenges for navigation authorities. In addition, the safety of users, waterway professionals and volunteers either on or adjacent to the waterway, must be of primary concern to all navigation authorities irrespective of the age, nature and type of their waterways. The varied nature of the waterways infrastructure and the day-to-day activities associated with their recreational and commercial use – including the variety of types of vessels on the waterways and their operation - create hazards and navigation authorities must work hard to minimise the risk of accidents.

These challenges are very real and need to be addressed, but it is important to approach them positively and to regard them as providing opportunities to promote and sustain inland waterways as a shared, sustainable resource for a variety of commercial and leisure activities, in particular for use as navigations.

AINA recognises the need for navigation authorities to be able to present a consistent approach to safety issues. Regulation combined with education underpins AINA's approach to safety.

Sub-issues

- The continued need to understand and manage inland waterway safety risks in the context of waterway users, professionals and volunteers
- The absence of common standards for the safe operation on inland waterways of different types of commercial vessels
- The inability of some navigation authorities to implement the Boat Safety Scheme due to inadequate enabling powers
- The need for better quality accident and incident data to inform decision making
- The need to maintain effective mechanisms for communication of important safety messages
- The need for specific guidance on open water swimming
- The management of volunteers who work on the waterways and the need to provide the correct level of training and guidance to ensure their safety

The need to facilitate collaborative and partnership working across the sector in response to the challenges all navigation authorities face in maintaining and raising standards with smaller budgets

Context

All navigation authorities are experiencing great difficulties in securing sources of income to enable them to discharge their duties. Funding from external bodies such as local authorities has become much more difficult to attract, especially that which supports revenue expenditure. The capital funds from the Lottery-based organisations have reduced enormously over recent years and it is now often used to fund more 'mainstream' projects, competition for which has become much more fierce.

There are some 20 or so operational navigation authorities in Britain with statutory duties whose ownership and operation is a mixture of public, private and third sectors. To date, some have received public sector resources from a variety of sources such as local authority budgets, Regional Development Agencies (now defunct), the National Lottery and in some cases grants for flood protection. However, all of these sources have been cut severely over recent years. The smallest navigation authorities in the third sector have more erratic sources of income and in some cases this lack of financial security not only stifles their attempts to discharge their statutory duties to maintain their waterways for navigation, but even threatens their survival as independent bodies.

Therefore, in recognition of the diminishing extent of funding opportunities, there is a much greater reason and demand for navigation authorities to collaborate and work in partnership to identify and exploit opportunities for operational and management efficiencies, thereby reducing their costs.

Over the years ahead a convergence agenda may be pursued whereby the Canal & River Trust may wish to absorb some smaller navigation authorities under the right circumstances and in agreement with those bodies. In that sense, the role of AINA in promoting common industry-wide standards ought to be considered beneficial in that some of the necessary convergence issues could have already been addressed through AINA and implemented ahead of any transfer of navigations.

Sub-issues

- The need for widespread proper and effective management of volunteers to ensure the best possible value of their engagement – both to navigation authorities and to volunteers themselves
- The need to secure the practical support of riparian local authorities and other potential partners through targeted and coordinated efforts
- The need to make available to all navigation authorities the skills and resources required achieve successful grant applications

Working with Governments, regulators and stakeholders assist the development and implementation of legislation and regulations in a cost-effective and proportionate way to minimise unnecessary or inappropriate cost burdens for navigation authorities

Context

Notwithstanding the positive effects of the UK government's recent Red Tape Challenge initiative, there remain increasing, but understandable, demands made on navigation authorities through regulation. Within the Government's regulatory regime, inland waterways are often not understood and navigation authorities are often unintentionally adversely impacted by regulations which are meant to deal with non-waterway issues. For example, over recent years a great deal of navigation authorities' resources have been spent identifying and understanding the implications for the industry of regulation concerning waste management and the Water Framework Directive.

Although well intentioned, new regulation can have serious detrimental effects on the waterways if the intricate balance of users, heritage and environment are not properly understood. AINA seeks to work with governments across the UK and their regulators to understand the implications of new regulations and to voice legitimate concerns – in particular that Government departments need to understand the disparity between a growing regulatory requirement and the lack of funds to implement it.

There is an urgent need for greater understanding and awareness by navigation authorities and government of the scope and impact of existing legislation and regulations, and the potential of those in development or in prospect. This will enable AINA to assess the impacts of such legislation/regulation on (a) navigation authorities (individually and collectively) in the management of their waterways, and (b) businesses reliant on the waterways such as operators of hire boats and marinas; while also maximising the potential value of the legislation or regulations in question.

Furnished with sound evidence that is both qualified and quantified, AINA will then be in a useful position to build and present properly considered arguments aimed at safeguarding the industry's position such that any associated additional operational or management costs, if appropriate and justified, are also proportionate. It is vital that AINA develops a strategic framework for advising navigation authorities (and opinion formers, government and regulators) of the potential implications of existing and emerging legislation/regulations.

Sub-issues

- The need for governments and regulators to understand the scale and potential implications of the regulatory burden faced by navigation authorities
- The need for navigation authorities to become fully engaged in the development of the process for regulating the Water Framework Directive and to ensure their compliance with its requirements
- The continued need to find more cost-effective and sustainable solutions for waste management, including dealing with dredged material

- The sustainability agenda and the need for navigation authorities to play their part
- The need to work with regulators to achieve adequate and consistent standards for the safe operation of vessels, be they for leisure use (either privately owned or let for hire), or used for the commercial carriage of freight or passengers
- Implications of the Water Act 2003, in particular the possible introduction of licensing for all water abstractions and the need to protect vital water resources that are essential for navigation authorities to maintain their operations

The development of sector-wide training standards for the operation, maintenance, conservation and restoration of inland waterways

Context

The maintenance, conservation and restoration of the inland waterways requires the application of a very broad range of skills in a sometimes difficult and potentially hazardous environment and there is currently an absence of any decent and widespread framework for training. Any standards that do exist are disparate and uncoordinated. A truly national framework is needed to cover all aspects of waterway management and operation, not just from an infrastructure perspective but also from a commercial operation perspective including setting training standards in relation to such things as the use of volunteers, craft construction, boat operations, marina operations and much more besides.

At present there is a broad range of courses and in-house training offered by waterways organisations and external bodies. The majority of these courses do not result in a recognised qualification and thus it is difficult for employers to be certain as to the level and standard to which a person has been trained.

The development of a simple framework of skills standards – taking existing courses and giving them a nationally recognised accreditation is an obvious way forward. It would give employers confidence in the training being offered without the need to re-invent the wheel, duplicate courses or create a plethora of new courses which are not required within the industry. In the long run it would offer the opportunity of building higher level certifications based upon transferable credit scores from a range of courses.

Therefore, an opportunity clearly exists for AINA, as an independent body representative of the wider sector, to become the acknowledged arbiter in the setting of standards across the sector with, for example, City & Guilds accreditation. It should not be expected that AINA would deliver the training as this could be done by others including colleges across the country.

At present there is no comparability of standards, no transferability of standards and no career ladder for those with experience in the inland waterways industry and AINA could rectify this situation.

Sub-issues

- The need to identify the underlying principles for the development of a national waterways skills framework
- How to recognise experience and the need to identify a baseline for determining standards
- Accreditation and the qualifications framework
- The need to determine levels of attainment, awards, certificates, diplomas

AINA constitutional change and membership growth

Context

The strategy for making AINA sustainable in the future and to achieve the required growth is predicated on making the radical cost savings necessary to absorb substantial reductions in contributions from AINA's principal sponsors, and on achieving growth through attracting more members from the wider constituency of waterway stakeholders.

Moving to incorporated status

To date AINA has operated, as many small trade associations do, as an unincorporated body governed in accordance with a constitution agreed by its Members. This status has been coupled with the hitherto welcome support of British Waterways/Canal & River Trust which has provided the framework for employment of the AINA Executive Director and for financial accounting services.

The Membership now feels that AINA has reached a point in its existence at which it needs to demonstrate greater maturity by building a stronger and wider base which fully engages all navigation authorities in addition to other bodies associated with inland waterways across the public, private and third sectors. Members feel that hitherto AINA has been overly reliant on BW/CRT and the Environment Agency for their funding contributions and frameworks, and on Defra commissioning AINA to deliver a series of projects to help deliver Defra's policy agenda. Moreover, as the Membership want to see AINA regarded as the collective body whereby all Members benefit through working together to develop and exchange best practice, engage with governments and regulators etc, it has recognised that the current structure needs changing.

Therefore, AINA plans to re-constitute itself as a fully independent and incorporated membership body, funded mainly through subscriptions set against criteria that are seen to be transparent and fair, with additional funding coming through public and private sector sponsorships.

Widening the membership base through Associate Membership

Consultations with AINA Members in 2011 and 2012 indicated that any scope for increases to their subscriptions was very limited indeed. Whilst these responses will be tested further, it should be expected that the only way to increase subscription income significantly is by widening the membership base and introducing alternative categories of membership to enable more organisations to join the Association.

Organisations to be targeted for membership will include:

- Waterway restoration trusts and societies
- Navigation authorities and other relevant public bodies and agencies in Scotland, Wales and Ireland
- Riparian local authorities
- Suppliers, contractors and consultants to the industry

Business risks

The purpose of this section is to identify business risks which should be considered during the life of the plan. Such risks are considered to be:

Management & administration by contract

With the contract for management and administration placed in the hands of one individual, careful thought should be given to contingency and succession planning should the contract be terminated for any reason.

Membership retention

Whilst AINA's performance in this area has been excellent, the prospect of losing Members due to external factors beyond the Association's control can never be discounted. Such is the nature of any industry/trade association.

Furthermore, over the years ahead and possibly beyond the life of this plan, a convergence agenda may be pursued whereby the Canal & River Trust may absorb the Environment Agency's navigations and potentially those of other smaller navigation authorities under the right circumstances and in agreement with those bodies. This could lead to a decrease in the number of AINA Members thus putting pressure on AINA's budget and level of resource. However, should any transfer of Environment Agency navigations take place during the life of this plan, the Canal & River Trust's subscription to AINA would be up-scaled in proportionate terms.

Planned growth in new Members is not realised

Although challenging, the planned growth in the numbers of new Members is thought to be realistic and achievable. Nevertheless it cannot be guaranteed.

Finance and resources

AINA will continue to be funded mainly by Members' subscriptions. Whilst the formula for calculating subscriptions may be revised during the course of this business plan, this will not result in a decrease in the values shown in Table 1.

AINA also plans to increase income through public and private sector sponsorships. Meetings, conferences, information, guidance documents etc all carry potential for sponsorship and vehicles for advertising may also be developed through the AINA website and registers for consultants, contractors and suppliers. However, for prudence, no planned or projected income figures deriving from such sponsorships and advertising are included in this plan.

Transition costs totalling £45,000 are required to implement this business plan. These costs are necessary to address a range of matters necessary to effect the transition to a fully independent and legally constituted industry body and will enable the following:

- the extrication of AINA's HR and financial accounting arrangements from the current agreement with the Canal & River Trust and the establishment of a new framework for financial accounting
- the legal costs of AINA's incorporation
- setting-up costs associated with IT requirements, website development and hosting
- office and post box relocation
- printing and distribution of modest promotional material

This plan apportions these transition costs to the membership in proportion to each Member's subscription to AINA in 2012/13. The Executive Committee believes it is essential that AINA meets these transition costs in order to continue to exist and that therefore the costs represent good value to the membership. To off-set this in part, it should be noted that inflationary rises will not be applied to Members' subscriptions over the plan period.

Table 2 shows the proposed share by each Member of the transition costs and Table 3 shows the total financial contributions (subscriptions plus transition costs) payable by each Member over the plan period.

Within this plan, AINA's principal resource will be the Executive Director who will be engaged on a contract basis on terms to be agreed by AINA. The costs for this contract, along with AINA's modest running costs are shown in Table 4.

Table 1. AINA Business Plan 2013-2016 – Subscription and sponsorship income

Member/Sponsor	Subscription or Sponsorship in 2012/13	Proportion of total AINA income in 2012/13 (%)	Total subscription or sponsorship contribution over plan period	Subscription or sponsorship contribution In 2013/14	Subscription or sponsorship contribution In 2014/15	Subscription or sponsorship contribution In 2015/16
Avon Navigation Trust	540	0.57	1,680	560	560	560
Basingstoke Canal Authority	540	0.57	1,680	560	560	560
Bridgewater Canal Company Limited	540	0.57	1,680	560	560	560
Bristol City Council	1,000	1.06	3,111	1,037	1,037	1,037
Broads Authority	3,280	3.48	9,840	3,280	3,280	3,280
Canal & River Trust	28,500	30.22	37,500	15,000	12,500	10,000
Cardiff Harbour Authority	1,000	1.06	3,111	1,037	1,037	1,037
Chesterfield Canal Partnership	540	0.57	1,680	560	560	560
City of York Council	540	0.57	1,680	560	560	560
Conservators of the River Cam	540	0.57	1,680	560	560	560
Defra	25,000	26.51	37,500	15,000	12,500	10,000
Devon County Council	540	0.57	1,680	560	560	560
Environment Agency	28,500	30.22	37,500	15,000	12,500	10,000
Essex Waterways Limited	540	0.57	1,680	560	560	560
Exeter City Council	540	0.57	1,680	560	560	560
Loch Lomond & The Trossachs National Park Authority	540	0.57	1,680	560	560	560
Middle Level Commissioners	540	0.57	1,680	560	560	560
National Trust (Wey Navigations)	540	0.57	1,680	560	560	560
West Cheshire & Chester Council	540	0.57	1,680	560	560	560
New Members	--	--	30,000	--	10,000	20,000
TOTAL	94,300	99.96	180,402	57,634	60,134	62,634

Table 2. AINA Business Plan 2013-2016 – Members’ share of transition costs

Member	Subscription in 2012/13	Proportion of AINA subscription income in 2012/13 (%)	Total contribution to transition costs	Transition costs contribution 13/14	Transition costs contribution 14/15	Transition costs contribution 15/16
Avon Navigation Trust	540	0.78	351	117	117	117
Basingstoke Canal Authority	540	0.78	351	117	117	117
Bridgewater Canal Company Limited	540	0.78	351	117	117	117
Bristol City Council	1,000	1.44	648	216	216	216
Broads Authority	3,280	4.73	2,129	2,129	0	0
Canal & River Trust	28,500	41.12	18,506	22,412	(1,953)	(1,953)
Cardiff Harbour Authority	1,000	1.44	648	216	216	216
Chesterfield Canal Partnership	540	0.78	351	117	117	117
City of York Council	540	0.78	351	117	117	117
Conservators of the River Cam	540	0.78	351	117	117	117
Devon County Council	540	0.78	351	117	117	117
Environment Agency	28,500	41.12	18,506	18,506	0	0
Essex Waterways Limited	540	0.78	351	117	117	117
Exeter City Council	540	0.78	351	117	117	117
Loch Lomond & The Trossachs National Park Authority	540	0.78	351	117	117	117
Middle Level Commissioners	540	0.78	351	117	117	117
National Trust (Wey Navigations)	540	0.78	351	117	117	117
West Cheshire & Chester Council	540	0.78	351	117	117	117
TOTAL	69,300	99.96	45,000			

Note: Defra is excluded from this Table as it is not a Member of AINA

Table 3. AINA Business Plan 2013-2016 – Total contributions by Members across the plan period

Member/Sponsor	Subscription or Sponsorship in 2012/13	Proportion of total AINA income in 2012/13 (%)	Total contribution over plan period	Total contribution in 2013/14	Total contribution in 2014/15	Total contribution in 2015/16
Avon Navigation Trust	540	0.57	2,031	677	677	677
Basingstoke Canal Authority	540	0.57	2,031	677	677	677
Bridgewater Canal Company Limited	540	0.57	2,031	677	677	677
Bristol City Council	1,000	1.06	3,759	1,253	1,253	1,253
Broads Authority	3,280	3.48	11,969	5,409	3,280	3,280
Canal & River Trust	28,500	30.22	56,006	37,412	10,547	8,047
Cardiff Harbour Authority	1,000	1.06	3,759	1,253	1,253	1,253
Chesterfield Canal Partnership	540	0.57	2,031	677	677	677
City of York Council	540	0.57	2,031	677	677	677
Conservators of the River Cam	540	0.57	2,031	677	677	677
Defra	25,000	26.51	37,500	15,000	12,500	10,000
Devon County Council	540	0.57	2,031	677	677	677
Environment Agency	28,500	30.22	56,006	33,506	12,500	10,000
Essex Waterways Limited	540	0.57	2,031	677	677	677
Exeter City Council	540	0.57	2,031	677	677	677
Loch Lomond & The Trossachs National Park Authority	540	0.57	2,031	677	677	677
Middle Level Commissioners	540	0.57	2,031	677	677	677
National Trust (Wey Navigations)	540	0.57	2,031	677	677	677
West Cheshire & Chester Council	540	0.57	2,031	677	677	677
New Members	--	--	30,000	--	10,000	20,000
TOTAL	94,300	99.96	225,402	102,634	60,134	62,634

Table 4. Expenditure budgets for plan period

INCOME	2013/14	2014/15	2015/16
Existing Members	87,634	37,634	32,634
Defra contract	15,000	12,500	10,000
New Members	--	10,000	20,000
Total	102,634	60,134	62,634

EXPENDITURE			
Transition costs	45,000	--	--
Management/Executive	35,000	35,000	35,000
Travel & subsistence	6,000	6,500	7,000
Office costs	3,000	3,000	3,000
Meetings	3,000	3,000	3,000
Annual conference	2,000	--	--
Insurance	500	500	500
Professional fees	8,134	12,134	14,134
Total	102,634	60,134	62,634

Appendix

AINA work programme

This work programme details specific actions to be delivered in pursuit of the targeted outcomes specified in the business plan. However, AINA's work cannot be wholly prescriptive as it needs to react to events and situations too. By taking such an approach AINA can achieve the flexibility it needs to not only deliver the specific outputs referenced in this work programme but also be timely and effective in its responses to important matters that are not referenced herein as they arise.

Delivery methods

As determined in the business plan, AINA will focus on five priority issues in pursuit of outcomes that will contribute to establishing a more favourable operating environment for navigation authorities. Progress in addressing these issues will be made each year through specified outputs and other work deriving from a combination of the following undertakings:

- focused and timely representations to government officials and ministers
- high quality and timely position statements and objective comment as a basis for representational work
- consistent frequency of high quality and user-friendly good practice guidance documents on issues relevant to Members and briefing notes on important matters for information
- high quality responses to key consultations issued by governments and other bodies
- convening industry-wide meetings and seminars to address specific issues of importance, as well as an annual conference
- provision of effective networking opportunities for Members
- accurate and reliable responses to specific requests from Members and sponsors for assistance and information
- procurement of research in support of issues arising from the work programme

AINA cannot function effectively without the commitment of those professionals and volunteers who work for its Members. It is therefore essential that all Members, irrespective of their size, resources and constitution, work collaboratively with AINA and contribute time, money, expertise, views, concerns and enthusiasm. The payment of an annual subscription alone is insufficient and all Members should use best endeavours to encourage their staff to contribute to AINA work by attending meetings; providing copy, data, expertise and information; suggesting contacts and generally showing commitment and being involved.

Code of practice for the design, construction and operation of hire boats on inland waters – Revise and update Part 1: Powered craft; and deliver Part 2: Unpowered craft

The need

In June 2009 the Maritime & Coastguard Agency, in association with AINA and the British Marine Federation launched the 'Hire Boat Code' Part 1 which deals with powered craft on inland waters.

The Code was prepared in partnership by the three bodies and in consultation with many others in response to recommendations made by the Marine Accident Investigation Branch (MAIB) following concerning the fatal accident involving *Breakaway V* on the Norfolk Broads in July 2003. The Code sets technical and operational standards and is voluntary for navigation authorities and local authorities to adopt as their standard for vessels let for hire without a skipper. As such, the expectation was that the Code would represent an excellent example of effective industry-led self-regulation by staving off the mandatory regulation which would have otherwise have been likely to be imposed, resulting in considerable cost burdens to all licensing authorities (including navigation authorities) and the hire boat trade.

However, since its publication no navigation authority has actually implemented the Code through licensing – largely due to a combination of factors including the disparity in the legal powers of different navigation authorities and ambiguities concerning enforcement, in particular with respect to stability and risk assessment.

The Code itself calls for a formal annual review with the results being published on the host organisations (MCA, BMF, AINA) websites, but no reviews have actually been undertaken. Moreover, the Code stated that a Part 2 would be developed to deal with unpowered craft and this too has not been done.

Scope

Re-convene the partnership-based working group involving AINA, MCA and BMF in order to:

- review and update Part 1 of the Code, giving particular consideration to the need for, and method of delivery of, a national enforcement regime, focused on stability and risk assessment, and reconciling Part 10 of the BSS. Deliver in 2013.
- prepare Part 2 of the Code concerning unpowered craft. Deliver in 2013.

Outputs

A revised and updated Part 1 of the Code which is fully fit for purpose and also Part 2. Both parts to be delivered by the working group. AINA to provide the technical secretariat and editing duties and necessary design work necessary such that the outputs can be hosted on the AINA, MCA and BMF websites.

Defining a national standard for the safe operation of commercial vessels on inland waterways

The need

In April 2011 the MCA made it known to various parties of their intention to cease work in developing a national standard for inland waterway non-passenger commercial vessels. MCA also made it clear that they intended the inland waterway community to take responsibility for the development and maintenance of this standard.

To uphold their duty for all marine safety in the UK the MCA are to use existing “catch-all” legislation commonly called class 9 and class 9A which will be used to prosecute if required. At present Class 9 and Class 9A cover only for fire fighting and lifesaving apparatus and are antiquated in their requirements. However the MCA have a working party updating these. Class 9 and Class 9A have been used in the past to successfully prosecute any boat and owner after incidents not related to the requirements. However the MCA have made it known that any vessel operating under a safety regime or standard which the MCA can recognise would be dealt with in a more sympathetic manner

They are therefore encouraging the outside development of existing and new standards to cover for those areas that the present Merchant Shipping regulations do not cover. They have started with encouraging the Port of London Authority to develop a new Thames Standard to cover vessels operating on the tidal stretch of the River Thames. Similarly they expect other navigation authorities and industry to develop standards in their particular areas of fields of work.

At present no national organisation is establishing what standards are required and what format they should take. The PLA Thames Standard is into its consultation stage but it is heavily slanted towards tidal Thames practices and also picks up sea-going practices based on the MCA Small Coded Vessel code. The SCV code does not cover the type of vessels commonly found on UK inland waterways nor does it address large commercial freight vessels, dredgers or crane boats.

As the industry body in Britain for all navigation authorities operating inland waterways, AINA proposes to fill this gap by co-ordinating the development of a truly national set of standards for inland waterway non-passenger commercial vessels.

Scope

The missing standards can be quickly developed from other sources including parts of the Thames Standard and the old Fitness-For-Purpose Code whilst having a minimum cost implication to best industry practices. An industry-wide working group will be set up as there is sufficient experience within navigation and industry organisations to develop standards for AINA, as an umbrella organisation, to monitor and maintain. In addition by using AINA the MCA would have a one stop shop to deal with instead of numerous organisations.

In developing these new standards, AINA also proposes to ‘take ownership’ of the updating and maintenance of the Small Passenger Boat Code and the Hire Boat Code, both of which now require attention to keep them fit for purpose.

Output

A truly national set of standards, universally accepted by all navigation authorities, operators and by the MCA

The output to be delivered by the working group. AINA will provide the technical secretariat, editing duties and necessary design work necessary such that the output can be hosted on the AINA websites.

Safety at lock sites – Guidance for Inland Navigation Authorities

The need

Locks are an integral part of navigation infrastructure. The issue of safety around locks is common to all navigation authorities who allow boaters to operate their structures themselves and permit access to other visitors particularly for viewing the boats or where footpaths cross lock gates.

Each navigation authority is expected to consider the risks to visitors and provide a reasonably practicable means of managing identified hazards. A number of authorities have developed internal guidance on managing risks. The AINA guidance document Managing Inland Waterway Safety Risks provided the starting point for developing safety plans and the process of user risk assessments however it does not consider individual risks such as falls into water around locks.

The project will help navigation authorities understand the needs of visitors and users and risks associated with access around locks and develop guidance on how to manage identified risks in the context of the term “reasonably practicable”

Scope

The AINA Safety Issues group will manage the project and seek input from other groups such as Visitor Safety in the Countryside Group and National Water Safety Forum. The content of the work will include:

- Identification of members internal guidance
- Identification of hazards around locks
- Groups who may be exposed
- Assessing Risks
- Common and site specific control measures
- Case studies which seek to answer common issues

Output

The output would be a short electronic guidance document which assists members in managing risks associated with public access around locks.

AINA will provide the project management and editing roles, along with the design work necessary to host the output on the AINA website.

Strong stream warnings – a standard for inland waterways

To be inserted.

Selection, maintenance and use of public rescue equipment on inland waters

The need

Historically there have been no standards and very little guidance for public rescue equipment (PRE) to help waterway managers determine and plan their PRE requirements. As a result, it may be that a significant amount of PRE found adjacent to inland waterways is not fit for purpose.

The aim of this guide would be to help waterway managers make better-informed decisions about their PRE requirements that result from a risk assessment. As well as specifications for PRE, the guide should include other important aspects of PRE such as emergency communications, most suitable PRE locations, maintenance solutions, auditing tools and frequency of checks, PRE signage, user-instruction information and ways to reduce vandalism and theft.

PRE adjacent to inland waters must be appropriate for the features and conditions of the water body itself. The equipment should be easy to use by members of the public with minimal hesitation and without putting the safety of the rescuer at risk.

The guide would be designed to help select the most suitable solutions when managing PRE at a particular location. It is not only the type of PRE that is important, but also that it is positioned in the correct location and that maintenance and checking procedures are addressed and in place.

As with all inland waters management issues decisions should be based upon a robust and regular risk assessment process. This guide is intended to help waterway managers decide the PRE requirement only if a need is identified through a beach risk assessment.

Scope

In collaboration with the National Water Safety Forum, the RNLI published guidance on PRE with respect to coastal environments in 2007. This guidance was the culmination of extensive research which had been commissioned by the collaborators to address the needs outlined above, except in relation to coastal waters.

It is envisaged that little, if any, additional empirical research will be necessary. Rather, AINA as a key Member of the Inland Waters Advisory Group within the National Water Safety Forum, will work in partnership with the Forum to review the RNLI guidance and the data delivered from its background research and prepare guidance suitable for use on inland waters.

Specifically, the scope of work will include:

- Considering the 35 PRE items from around the world researched in the RNLI study with respect to their applicability and suitability for use on inland waters.

- Defining inland waters in context and present a clear understanding of inland waters environments
- Defining risk management in the context of inland waters and specify appropriate procedures for undertaking risk assessments
- Selecting appropriate PRE
- Selecting appropriate emergency communications
- Providing guidance on how to identify appropriate locations for PRE on inland waters
- Considering information signs, equipment housing, maintenance and vandalism

Output

A good practice guide to the selection, maintenance and use of public rescue equipment on inland waters.

Water ways and means – Identifying and exploiting opportunities for cost-savings and efficiencies in navigation authorities’ operations through collaborative and partnership working.

The need

One of AINA’s key strategic objectives is to develop, share and promulgate information and best practice for use in the management, operation and development of inland waterways for navigation and wider public benefits, leading where possible to harmonised approaches and seamless standards of service nationally.

Within the context of the present economic crisis and the severe budget cuts and reduced funding opportunities which all navigation authorities are having to endure, delivery of this strategic objective by way of a number of work streams is even more important. In particular, the need to identify and exploit opportunities for cost-savings and efficiencies in navigation authorities’ operations through collaborative and partnership working is paramount.

Scope

- the preparation of a generic list of functions/duties, with descriptions, which navigation authorities undertake
- examination of the above with respect to identifying opportunities for the delivery of shared service schemes in order to reduce the operational and management costs of navigation authorities. Examples may include:

Insurance (for all liabilities)

- re-examination of all risks and liabilities (e.g. public liability, employers’ liability etc.)
- broker block policies for AINA members?

Sharing costs and expertise through access to shared professional services (engineering, legal etc)

- for example for asset inspections, maintenance and management, routine maintenance such as flail mowing, weed control etc.
- not just sharing costs between AINA members, but also sharing costs with local authorities
- need a national calendar schedule of operational works
- use AINA website to direct to relevant previous AINA work done – good practice guides etc.
- sharing techniques and approaches for the good and effective management of volunteers

Establish what AINA members’ costs are now

- use finance data already gathered by IWAC/AINA

Identify what each AINA member is required to do on a periodic basis

- for example asset inspections, generic risk assessments, H&S requirements
- identify opportunities to not only make savings but to keep money within the industry

Identify contractors, consultants and service providers

- use phone surveys and questionnaires to identify and get a picture of each AINA members' impression of where savings can be made
- produce a Directory – will help deliver better procurement

Legal services

- across a range of activities

Income generation

- fundraising
- sponsorship by the private sector
- deliver guidance on maximising sponsorship opportunities
- voluntary donation boxes – good practice from existing use

Other possible opportunities

- quantifying flood risk benefit – link to new information on flood risk arrangements
- maintenance of Sustainable Urban Drainage Schemes
- Community Infrastructure Levy, green infrastructure

Opportunities may also exist for AINA to take small commissions from facilitating more efficient and effective procurement within the industry whereby AINA could prepare and offer a range of frameworks or model contracts for Members who wish to engage suppliers, contractors, consultants etc. The potential for this will be explored further.

Output

A range of benefits and initiatives specifically designed to reduce navigation authorities' costs, improve efficiencies across their operations and generate income where feasible.

The project will be managed by AINA through an industry-wide working group. AINA will undertake the secretarial and editing roles along with any design work necessary to host the output on its website.

The Waterways Code – an update and refresh

The need

All navigation authorities do their best to keep their waterways in good repair for the wide variety of users who are attracted to them. As more and more people discover the charm, tranquillity and benefits of the waterways for recreation or business there are increased risks of conflict between users and of damage to the waterways infrastructure and environment.

While all navigation authorities promote messages for the safe and considerate use of their waterways through signage and distributed leaflets etc. these important messages and the communication of them have never been coordinated across all navigation authorities.

British Waterways produced what is perhaps the best known 'Waterways Code' in 2002 and has acknowledged that it is now time for a re-refresh of its content.

As the industry body in Great Britain representing all navigation authorities, AINA is best placed to prepare an industry-wide Waterways Code which is fit for purpose in current times.

Scope

A small working group to be formed to collate and review existing 'codes'.

Key messages with respect to the safe and considerate use of the waterways generally, and the various uses of the waterways to be identified, perhaps under the following headings:

- Everyone
- Boats with engines
- Unpowered craft
- Cyclists
- Anglers
- Walkers

Engage and consult with all waterway stakeholder groups.

Prepare a Waterways Code which is succinct and 'punchy' yet representative of all types of inland waterways which AINA Members manage.

Consider the most appropriate and effective means of promoting the Code to all users through printed leaflets, internet, social media etc.

Output

A printed leaflet, supported by web-based promotion as appropriate, which will provide advice and guidance to visitors and users on how to enjoy the waterways safely and sustainably. AINA will provide the project management and secretarial input.

The AINA Development & Fundraising Toolkit for Navigation Authorities – Refresh, promote and provide training

The need

In 2009 AINA delivered, with the help of The Waterways Trust, a development and fundraising online toolkit for navigation authorities. This toolkit provides guidance on developing significant grant applications to statutory bodies, corporates and trusts with the focus being on approaches and sources particularly relevant to inland waterways and navigation bodies.

The toolkit enables AINA Members to assess their strategic position, build a development and funding strategy, develop appropriate projects, and produce optimised funding applications (including appropriate supporting evidence) and suitable exit strategies. In short, the toolkit helps AINA Members to prepare well-developed and well-directed high quality grant or funding applications. To continue to be useful it is essential that quality grant or funding applications.

The guidance is applicable to any size of project or bid and helps to ensure that the organisation is pro-active in seeking funds rather than re-active, which can often lead to the funds shaping the project rather than the converse.

While much of the toolkit concentrates on clear principles in order to give it a long shelf-life, it also contains a good deal of time-bound information e.g. on other sources of advice and funding in the form of directories with a focus on web-links to ensure the information can be updated regularly on an annual basis.

For the toolkit to continue to be useful it is essential that it is updated where necessary, refreshed and re-promoted to navigation authorities with training.

Scope

- Review the toolkit to ensure that it remains an up to date resource for practical use by all navigation authorities. This to be achieved by inviting all Members to participate and contribute to an AINA project focus and delivery group.

Outputs

- An enduring on-line resource, backed up with a training workshop to enable AINA Members to ensure they:
 - Can prepare a professionally documented organisational strategy
 - Have a clear development plan in the context of their organisational strategy
 - Can identify where opportunities for funding may lie
 - Gain support for their strategy and the project proposals that flow from it
 - Submit professional grant applications
 - Give an overview of effective project management principles
- AINA to provide project management and secretarial duties.

Waste management for dredgings operations on inland waterways – continued provision of sector-wide guidance

The need

There is a continued need to assist understanding and interpretation by both navigation authorities and regulators of legislative requirements applicable to dredgings activities in the most practical and economic manner whilst safeguarding the environment. To achieve this continued facilitation of close communication across the sector and with regulators and policy makers is necessary.

Throughout 2012 the AINA good practice guidance on waste management for dredgings operations (originally published in 2008) has been subjected to a thorough review and update. The revised guidance will be launched with Ministerial endorsement in January 2013. Without the AINA guidance providing important clarifications, the dredgings operations of navigation authorities and others would have been greatly inefficient and at risk of regulatory breaches. It is difficult to quantify the resultant cost saving to the sector, but it has been estimated that it could be hundreds of thousands of pounds per year.

The updating process has identified the need for improved guidance (both regulatory and non-regulatory); particularly in relation to the deposit of dredgings to bank (exemption D1). The main concern is that the current guidance lacks clarity in terms of what is acceptable under certain exemptions.

Taking exemption D1 as an example, the guidance was originally written to allow some flexibility and that is why within the detail there is only a limit on the quantity of material that can be deposited in any 12 month period. Since the introduction of the new exemption regime, it has become noticeable that practitioners and regulators are interpreting terms such as “closest possible point” and “in one operation” differently. Operationally, it is difficult to put a limit as to where the “closest possible point” would be in relation to a dredging operation as it can vary from directly adjacent to several kilometres. Similarly, the term “in one operation” is subject to operational variability in that the distance within which the dredged material can be deposited is related to the size (and location) of the equipment used. There is also some uncertainty over whether the exemption allows pump discharge and, if so, how far the dredged material can be pumped.

Scope

- With the support of Defra, AINA/EA have agreed to organise an event bringing together navigation authorities, drainage authorities, dredging contractors and regulators. The aim of the event is identify the various operational practices related to dredging operations and to discuss and debate what is needed in terms of guidance (both regulatory and non-regulatory).
- Continue to convene meetings of the Wet Dredgings Group involving AINA Members, policy makers from Defra’s Waste Management Division, regulators from the Environment Agency, dredgings contractors and other important partners including the Association of Drainage Authorities

- Through the Wet Dredgings Group continue to promote the guidance, monitor its use, and keep the content up to date

Outputs

- AINA/EA to convene and industry-wide workshop in 2013.
- Maintained dialogue with policy makers and regulators
- Maintained and updated good practice guidance for the management and disposal of wet dredged material.

Water Framework Directive – provision of guidance with particular regard to the river basin management planning review process

The need

In December 2009, driven by the EU Water Framework Directive, the Environment Agency published river basin management plans covering all of England and Wales that outlined what would be done to protect and improve the environment. The Agency is now working to review and update them and will publish the revised plans in December 2015.

The Water Framework Directive is a large and complex piece of European legislation which has been transposed into UK law. River Basin Management Plans are the central tool within the Directive for setting out the actions required to achieve the Water Framework Directive's objectives in a collaborative and joined-up way. They contain the main issues for the water environment and the actions needed in order to make progress in addressing them.

In advance of the preparation of the initial river basin management plans AINA did a great deal of work in partnership with the Agency to try to ensure that inland navigations were properly taken account of in the planning process and that the implications for navigation authorities were understood. This included managing a large collaborative project which defined:

- the criteria for categorising Heavily Modified and Artificial Water Bodies
- the criteria for classifying their ecological potential
- a set of management strategies and mitigation measures to be applied to inland navigations in order to achieve their desired ecological objectives; and technical guidance with best practice for the cost-effective application of such strategies and measures on inland navigations taking into account use and ecological quality

Therefore, AINA again needs to take a close interest in the Agency's process for reviewing and updating the 11 river basin management plans in England and Wales to ensure that navigation authorities interests are fully represented.

Scope

Provide a conduit for information provision between the Environment Agency, the wider sector and navigation authorities. In particular, by:

- providing regular interpretive guidance on the content and purpose of the various Agency consultations throughout the River Basin Management Process and how navigation authorities should respond and engage
- developing a national plan specific to navigation authorities' interests
- engaging with respect to any further categorisation of water bodies, their classification of ecological quality/potential, and management strategies / mitigation measures which may be required in relation to the inland navigation sector.

Outputs

Information, guidance and desk research as necessary in order to safeguard the interests of navigation authorities with respect to the revised River Basin Management Plans. Project to be delivered by AINA working with key individuals within CRT, EA and Broads Authority.

Abstraction licensing – provision of guidance on the quantification and protection of water resources for navigation

The need

The Water Resources Act 1991 (section 26) controls the abstraction and impoundment of water. This legislation was updated in November 2003 by the Water Act 2003 (c.37 section 5) and several key changes were made to the licensing system. Some of these have been enacted and others are still awaiting the commencement order. The main change that will impact Navigation Authorities is the removal of the exemption from water abstraction licensing for navigational purposes. It is currently envisaged that the commencement order for this section of legislation will be implemented October 2013.

When the relevant legislation is enacted and the Transitional Regulations are released, Navigation Authorities will be required to apply for licences for all their controlled abstractions which are greater than 20 cubic metres per day. The Environment Agency are currently finalising a Scenarios Workbook which Navigation Authorities will be able to utilise to determine which abstractions are licensable and which are not.

Evidence must be provided to the Environment Agency that abstraction has taken place in the previous four years. There is expected to be one year to apply for abstraction licences under the Transitional Regulations when the legislation is enacted and the Environment Agency are expected to have five years to determine the licence applications.

It is expected that the majority of abstractions will be granted, however, the Environment Agency may impose conditions on the abstractions. It will be illegal to abstract more than 20 cubic metres per day from a controlled feeder without a licence (or a licence application received by the Environment Agency) after October 2014, if the expected timings are achieved.

AINA is working with the Canal & River Trust to reinforce the message to the Environment Agency that the Water Act 2003 changes will impact the navigation sector as a whole. It is vital that all navigation authorities respond consistently to the Environment Agency.

Scope

Prepare guidance for AINA Members on preparing for abstraction licensing. In the first instance this will mean encouraging use of the 2005 AINA guidance on Managing Water Resources to identify feeders to their navigations. Schematic diagrams for all controlled feeders should then be developed in order that they can be taken account of in the Navigation Scenarios Workbook which is being developed by the Environment Agency which will become the reference base for licensable abstractions.

The detail of what navigation authorities need to do and when demands close AINA involvement in the regulation process being developed. The AINA Executive Director will work closely with EA and CRT staff and all Members to ensure that important guidance and information is given in a clear and concise way.

AINA will facilitate a national workshop for navigation authorities in 2013 to begin this process.

Outputs

Regular, clear and concise guidance and information to all Members and to the Environment Agency as necessary to ensure that navigation authorities' interests are served

Training standards for inland waterways – a detailed scoping study

The need

The need for this work can be expressed in terms of the potential benefits to the inland waterways sector.

A recognised training framework for inland waterways staff and volunteers will benefit participating individuals by benchmarking their work and enabling them to identify and seek training in areas where they feel it is needed. It will also provide a “passport” of competences for volunteers moving between projects.

Experienced staff & volunteers will gain by a reappraisal of their working methods, updating awareness of health and safety and hopefully exposure to different techniques and processes. The participation of experienced people on training activities will, in addition, lead to a sharing of knowledge based on experience and is invaluable in broadening the training.

New staff & volunteers will gain the necessary fundamentals of safe working and will be invested with a working practical knowledge of waterways practices and procedures. Such training must be gained through experience “on the job” – the training framework providing “milestones” which will enable volunteers to feel they are progressing and learning the skills required to operate autonomously. The framework will also enable supervisors to assess progress, suitability for a given task and help them decide when an individual has sufficient experience to accept greater levels of responsibility.

Organisations will benefit by having a reference framework for their own training efforts. This is less relevant to organisations like the Waterway Recovery Group which have long established training networks but does matter to new or evolving groups who are trying to expand the range of activities they undertake and demonstrate their competence to other organisations and navigation authorities.

Training will enable organisations working on Canal & River Trust property to demonstrate competence within a framework which is approved by the Canal & River Trust.

Scope

An industry-wide working group with external training experts will be formed to:

- Prepare a detailed paper which elaborates on this outline
- Consult and engage with identified potential partners and convene a national meeting
- Agree underlying principles and refine composition of the working group
- Undertake a review of current training needs
- Agree a delivery mechanism
- Access existing opportunities for training and explore funding opportunities

Output

A detailed scoping study for the development and introduction of a national framework for training standards for inland waterways, owned by AINA, to be rolled out over the subsequent years.

Making AINA sustainable, relevant and beneficial to all navigation authorities

The need

The Membership feels that AINA has reached a point in its existence at which it needs to demonstrate greater maturity by building a stronger and wider base which fully engages all navigation authorities in addition to other bodies associated with inland waterways across the public, private and third sectors. Members feel that hitherto AINA has been overly reliant on BW/CRT and the Environment Agency for their funding contributions and frameworks, and on Defra commissioning AINA to deliver a series of projects to suit Defra's agenda.

More specifically, the Membership wants AINA to plan and deliver a new AINA (perhaps with a different name) that:

- is a smaller organisation in terms of its turnover that is funded by subscriptions, including those drawn from a wider group of stakeholders, but which has a substantially less amount coming from CRT, EA and Defra
- is independent in its governance and management and that is incorporated, possibly as a limited company, with its own bank account and is answerable to its Membership on a properly democratic basis in accordance with a revised constitution
- delivers growth in membership, influence and the extent of benefits and services to Members
- hires the existing Executive Director on a contract basis under terms dependent upon AINA's level of resources

Scope

Incorporation

Set up three focus groups to which all Members would be invited to participate. These will consider fully the legal issues, finance issues and policy issues associated with setting up the new, incorporated body that AINA will become.

By the end of March 2013 all the elements for a successful transition to the new Association will be in place following all the necessary consultation with Members and with Defra. At this point the vesting date for the new organisation (summer 2013) would be agreed.

Widening the Membership base

- *Waterway restorations*

The time has now come to review the status in restoration of a number of waterways run by charitable trusts, local authorities or partnerships. Progress in a number of restoration projects has resulted in significant lengths of waterway having been restored such that they are now 'in water'. Such progress has rendered the organisations leading those projects as potential beneficiaries of AINA's products and services, as they begin to consider the wide-ranging aspects of managing operational waterways to best effect, with optimum efficiency and with reference to accepted industry standards.

- *Relevant public bodies and agencies in Scotland, Wales and Ireland*

The canals in Scotland remain in the public sector devolved to the Scottish Government. Therefore, Scottish Canals should be regarded as a potential new AINA member.

Other potential Associate Members in Scotland are the Scottish Environmental Protection Agency (SEPA) and the Convention of Scottish Local Authorities (CoSLA).

The Welsh Government could be a potential AINA sponsor. It already sponsors Cardiff Harbour Authority and takes an active interest in waterways across Wales by chairing the Welsh Assembly Cross Party Group on Inland Waterways.

Opportunities surrounding the new environmental body for Wales (combining the functions of Environment Agency Wales and the Countryside Council for Wales will also be explored.

The inland waterways of Ireland are owned and managed by Waterways Ireland, a cross-border agency in the public sector funded jointly by the Irish Government and the Northern Ireland Assembly. As such it is a potential new Member.

- *Riparian local authorities*

There is great variation in how positively local authorities react to opportunities to work in partnership with navigation authorities. Some are very switched on to the benefits that waterways can deliver to local communities, while for others the waterways continue to remain a very low priority. In fact, only a minority of local authorities are actively engaged to any significant extent in the inland waterways which pass through their areas of jurisdiction.

By promoting the benefits of membership to riparian local authorities and by demonstrating the multiple benefits that waterways can deliver across different and often unconnected local authority services, AINA should aim to recruit them as Associate Members. The experiences of those navigation authorities which are also local authorities can be showcased to other potential local authority Associate Members such that they may better understand how waterways can help contribute towards meeting targets and objectives.

Riparian local authorities along non-CRT waterways will be targeted in the first instance.

- *Suppliers, contractors and consultants to the industry*

Navigation authorities engage many different suppliers, consultants and contractors for a wide variety of purposes. In consultation with Members, AINA will compile a list of these companies, many of whom would be interested in extending their products and services to other navigation authorities.

A register of consultants and contractors to the industry will then be compiled to facilitate the buying and selling of products and services. Although entry on the list

would not constitute endorsement by AINA of any particular company, it would be subject to a fee which would also grant Associate Member status.

Such relationships would also introduce opportunities for sponsorship of AINA meetings, events and outputs by suppliers, consultants and contractors in addition to giving them exposure to navigation authorities who they may also wish to sponsor.

Output

A newly defined industry body that is independent, incorporated and fully accountable to all its Members on a properly democratic basis and which is sustainable, relevant and beneficial to the inland waterways sector as a whole.

AINA Annual Conference

The need

It should be expected that an industry body with a membership spread nationwide should host an annual conference in order to:

- raise the profile and address the key topical issues affecting its sector
- engage and influence policy makers and key stakeholders
- provide a platform to address key achievements or policy development
- provide opportunity for Members to network

AINA hosted its first annual conference in 2006 and up to 2010 staged five successful annual conferences, attracting between 100 and 130 delegates from across the membership and the wider sector each time. With the re-launch/re-branding of the Association with a wider membership there is a clear need to reinstate and grow the annual conference.

Scope

The format for previous AINA conferences will be used and developed to achieve greater sophistication in the programme. It will remain a one-day event but parallel workshop sessions will be introduced to enable a wider spread of issues to be addressed and a wider audience to be attracted.

Whilst sponsorship for the event will be sought, unlike previous conferences, AINA is unlikely to be able to make the event free to attend and a small, reasonable delegate fee will be applied to attendees, with Members receiving discounted rates.

As in previous conferences where Ministers have spoken, high profile keynote addresses will be given.

Output

Annual conferences to be hosted in 2013, 2014 and 2015.