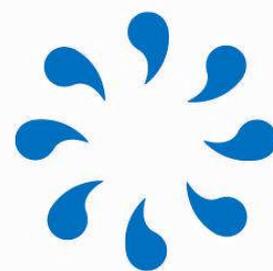


PLANNING FOR GROWTH

Building on the past to create a sustainable future



**Association of
Inland
Navigation
Authorities**





Foreword by our Chairman

This document sets out the intended strategic direction for AINA up to 2011, subject to attracting the investment necessary (from Members, Defra and other potential funders) to realise our plans for growth. It outlines parameters within which the detail of our work programme can be specified.

To put our plans for growth in context, and for the benefit of Members and other potential funders of AINA, the document highlights our achievements over recent years and presents a number of high level policy statements which show our intentions for the next four years.

2007/08 is a crucial year for AINA. We must continue to build on our past successes by completing delivery of our current action plan *New channels, new challenges* and we must prepare thoroughly the content of a new action plan that will detail our work programme through to 2011 to deliver wide-ranging and significant benefits to navigation authorities, their waterways and their stakeholders.

We look forward to harnessing the considerable expertise that lies within navigation authorities and to working in partnership with others to achieve growth for our sector and to securing a sustainable future for AINA.

Julia Simpson
Chairman
June 2007



Acronyms:

ADA	Association of Drainage Authorities
AINA	Association of Inland Navigation Authorities
BMF	British Marine Federation
BW	British Waterways
Defra	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
EA	Environment Agency
EPA	Environmental Protection Agency
EU	European Union
IWA	Inland Waterways Association
IWAAC	Inland Waterways Amenity Advisory Council (now IWAC - Inland Waterways Advisory Council)
LGA	Local Government Association
MCA	Maritime & Coastguard Agency
MAIB	Marine Accident Investigation Branch
ODPM	Office of the Deputy Prime Minister
PIANC	Permanent International Association of Navigation Congresses
RYA	Royal Yachting Association
SEPA	Scottish Environmental Protection Agency
WFD	Water Framework Directive



Who we are and what we do

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 the inland waterways as an economic, environmental, recreational and social resource.

Objectives

AINA is the industry association in the UK for those authorities who have statutory or other formal (legal) responsibility for the management and operation of inland waterways for navigation and wider uses. We have two principal objectives:

- to represent and promote the collective views of navigation authorities and to speak with one voice to Government, regulators and other policy makers, opinion formers, funders and stakeholders
- to develop, share and promulgate good practice for the management, operation and future development of inland waterways for navigation and wider uses

AINA defines inland waterways as including all navigable canals, navigable rivers and navigable lakes, and all associated land and assets such as towpaths and amenity areas – in other words any land which has an impact on, or relationship with, the waterway. Some 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.

Mission

AINA's mission is to provide high quality products and services to Members and to be a valuable and constructive partner of government and its agencies in developing initiatives that will contribute to establishing a favourable operating environment for navigation authorities.

Vision

AINA aspires to:

- add value to the inland waterways sector
- influence Government, regulators and the inland waterways sector
- advocate the full potential of inland waterways



The value of AINA and its achievements

Over its short history to date, AINA has achieved much more than was realistically expected when it was formed in 1996. The value of AINA is demonstrated through its achievements as summarised in this section.

In 2000 AINA was formally endorsed in the Government's policy document *Waterways for Tomorrow*¹ which pledged support in financial and other terms. In its delivery since then AINA has established itself as a highly credible body in the eyes of DEFRA, the Government Department with responsibility for navigational issues on inland waterways, and has worked effectively with other government departments too.

AINA has established itself as the representative body for navigation authorities in Great Britain. We now have a voice that can be heard in the highest echelons of Government – a status which few, if any of the smaller independent navigation authorities could ever hope to have - and one which benefits the larger navigation authorities too. Our representations to Government, regulators and others on key operational and strategic issues are testament to the influence that speaking with a unified industry voice can have. We have made detailed responses to many consultation documents, we have made direct representations to Ministers, government officials, regulators and others and we have presented evidence to House of Commons Select Committees. Our communications in respect of developing legislation and regulation have been of benefit to Government and Members alike.

AINA has become widely recognised for its work by the many user and stakeholder groups associated with the waterways and has signed memoranda of understanding with a number of them whom we regard as being particularly important strategic partners.² We work with these organisations, when appropriate on specific issues of mutual concern or interest. IWAC is also an important partner and we look forward to working with this statutory advisory body to help it deliver its new, wider remit to provide strategic advice to Ministers and all navigation authorities.

AINA has produced a library of good practice guidance for Members on a wide range of waterway management and operational issues. We have also worked in partnership with regulators to set industry-wide standards and codes of practice to facilitate pragmatic and effective industry self-regulation, resulting in significant cost savings for Members and regulators. Our continued development and promotion of industry-wide good practice is facilitating greater and more productive networking and cooperation between navigation authorities than ever before. A list of AINA's outputs to date (and those in preparation) is given in Appendix 2.

AINA's current action plan, *New channels, new challenges* introduces performance indicators and has been welcomed by members and stakeholders. In addition, the administration of AINA has become highly professional enabling us to deliver our work efficiently and effectively by a variety of well-organised means including, AINA committees, industry-wide 'task and finish' working groups, industry workshops and seminars, by electronic means (website, on-line forums), strategic alliances and collaboration with partners.

All operational navigation authorities that founded AINA in 1996 have been retained. In addition, four new members have been recruited and it is expected that a further five navigation authorities will be recruited into membership in 2007, giving AINA a 100% coverage of navigable inland waterways in the UK by including Northern Ireland.



¹ *Waterways for Tomorrow*, published by Defra, June 2000

² eg. ADA, BMF, RYA, IWA, PIANC, Sea&Water

Plans for growth

To be effective in delivering our objectives and our action plan up to 2011, we have ambitious but realistic plans for growth by addressing the following five key elements.

Leadership

AINA will continue to speak with one voice, to provide and promote good practice guidance and to set industry-wide standards for waterway operation and management. We aim to achieve the following:

Outputs – maintain a consistent frequency of high quality outputs giving to Members a range of good practice guidance in addition to informative and timely advice and comment on topical issues.

Regulation – develop a pro-active approach to influence new and developing regulation such that it is appropriate and proportionate to the industry.

Europe – work with neighbours on the near-continent to establish a way to represent recreational waterways more effectively in the European Parliament and in the Commission; and to gain early sight of emerging European legislation.

Membership

AINA will maintain a membership that represents a complete UK coverage of navigable inland waterways. We aim to achieve the following:

Membership Retention – meet and exceed Members' expectations through high quality outputs and services that are targeted to address the right issues.

Structure and delivery

AINA will ensure that it is an efficient and effective organisation. We aim to achieve the following:

Governance – Examine and redefine organisational structure including remit of committees.

Customer focus – maintain a clear understanding of our Members needs and requirements such that they are properly represented in our work programme and reflected in benefits returned to Members.

Performance indicators – refine and measure annually.

Profile

AINA will raise its profile among key policy-makers, stakeholders and funders by demonstrating the value of its work. We aim to achieve the following:

Extend and strengthen our sphere of influence – particularly within Government, RDAs and local authorities making them more aware of the value of the waterways.

Communications – identify key officials and maintain regular communication with them.

AINA Conference – maintain a high-profile annual conference that will attract their interest.

Finance

AINA will ensure that it achieves a sound financial basis for the future. We aim to achieve the following:

Associate membership – develop substantially to increase income by offering benefits that will attract contractors, consultants and suppliers to the industry, in addition to other interested parties such as waterway restoration trusts and societies, riparian local authorities, RDAs, interested individuals.

Commissions – Seek commissions from Government Departments and their agencies, or other bodies to undertake specific elements of the AINA action plan and any other projects that may deliver mutual benefits.

Intellectual property – seek commercial opportunities to maximise return from AINA's library of intellectual property.



Resource needs

AINA provides a cost-effective means of providing all navigation authorities, regardless of their size and statutory position, with opportunities to achieve wide-ranging economic, environmental and social benefits for their communities.

We have demonstrated clearly that by bringing navigation authorities together to share good practice, expertise and professionalism and to speak with one voice when required, AINA can deliver significant benefits for the sector as a whole. We have also demonstrated the value of pragmatic and effective industry self-regulation through agreed codes of practice that save the industry and Government money.

Without AINA, important elements of the Government's agenda as set out in *Waterways for Tomorrow* could not be met unless significantly greater levels of public money were to be invested.

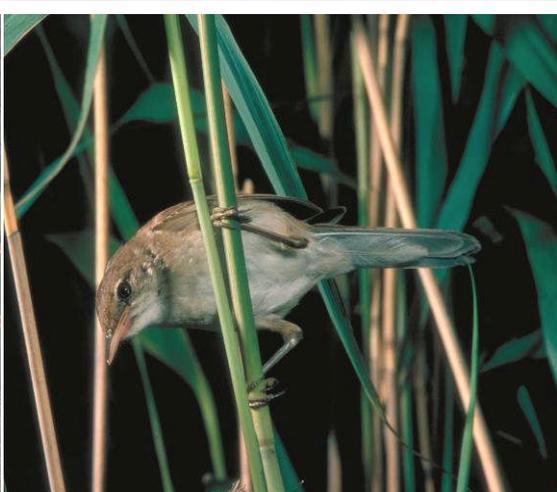
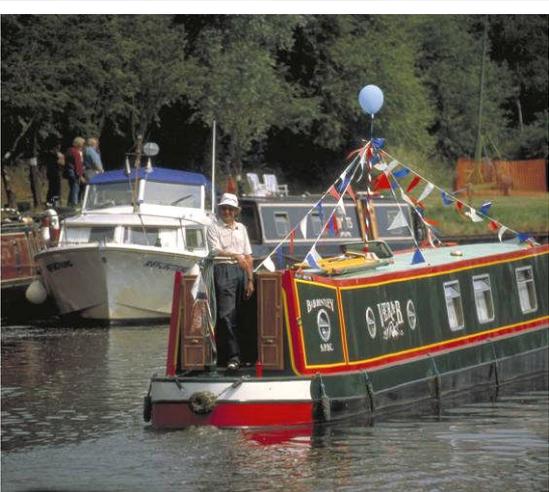
The job of drafting legislation and regulation with implications for the sector would become much more difficult and costly without the ability to draw on a single industry view through AINA.

In addition, the smaller, independent navigation authorities would lose a valuable and affordable source of information, expertise and operational guidance which they could not expect to receive from elsewhere.

In 2007/08 AINA will complete delivery of its three-year action plan *New channels, new challenges*. To continue to meet the challenges that face us we will prepare a new action plan which will set out our work programme for a three year period starting in 2008/09.

Resources enabling delivery of the new action plan will be an issue as AINA will not be able to finance it entirely in its own right. The income that AINA can realistically expect to receive from Members by way of subscriptions is insufficient to enable all the benefits outlined in this document to be delivered. Therefore, AINA is dependent upon Government to continue to contribute funding for its work. In addition, AINA will continue to bid for additional funding from other sources.





Association of
Inland
Navigation
Authorities

Appendix 1

AINA members

AINA Members are drawn from the public, private and voluntary/charitable sectors. They include the two large navigation authorities supported by grant-in-aid by Government (British Waterways and the Environment Agency), in addition to the Broads Authority, 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 which regulate the operation of their waterways. Others, such as local government authorities, have inherited the status of navigation authority through various statutes. Between them, AINA members have formal (legal) responsibility for some 5,000 km of navigable inland waterways, representing almost a complete UK coverage of navigable inland waterways. Current AINA Members (and the waterways for which they are responsible) are listed below.

Large navigation authorities supported by Government grant-in-aid

British Waterways
Environment Agency

Local Government Authorities

Basingstoke Canal Authority (Basingstoke Canal)
Bristol City Council (Bristol River Avon and Bristol City Docks)
Cardiff Harbour Authority (Cardiff Bay and Rivers Taff and Ely)
Devon County Council (Grand Western Canal)
Exeter City Council (Exeter Ship Canal)
Chesterfield Canal Partnership (Chesterfield Canal)

National Park Authorities

Broads Authority
Lake District National Park Authority
Loch Lomond & The Trossachs National Park Authority

Internal Drainage Boards

Middle Level Commissioners (Middle Level Navigations)

Private Canal Companies

Essex Waterways Ltd (Chelmer & Blackwater Navigation)
Neath Canal Navigation Ltd (Neath Canal Navigation)
Manchester Ship Canal Company (Manchester Ship Canal and Bridgewater Canal)

Public and Charitable Trusts

The National Trust (Wey & Godalming Navigations)
Port of London Authority (Tidal River Thames)
Lower Avon Navigation Trust (Warwickshire River Avon)
Upper Avon Navigation Trust (Warwickshire River Avon)
Driffield Navigation Trust (Driffield Navigation)
Conservators of the River Cam (River Cam)



Appendix 2

AINA outputs

2007

Waste management for navigation and drainage authorities: a good practice guide*

Water Framework Directive: Management strategies and mitigation measures for the inland navigation sector in relation to ecological potential for inland waterways *

Living Afloat – AINA Advisory Document on Residential Use on Water*

Website

Funding for navigation authorities

Multi-use towpaths: a good practice guide

2006

Undertaking Waterway Corridor Studies: a good practice guide for navigation authorities

Promoting Sustainable Transport: A report on Cardiff Harbour Authority's water based transport initiative

Making more of our waterways: a good practice guide for social inclusion

2005

New channels, new challenges: Action Plan 2005/6 – 2007/8

Navigation signs and symbols: an industry standard for UK inland waterways

IRIS: Incident reporting and Investigation system

Managing water resources: a good practice guide for navigation authorities

2004

Safe practice, safer waters: the inland waterways small passenger boat code

Water Ways: Inland waterways and sustainable rural transport

Planning for freight on the inland waterways: a good practice guide

2003

Safeguarding the waterway environment: priorities for research

Managing inland waterways safety risks: a good practice guide for navigation authorities

Demonstrating the value of waterways: a good practice guide to the appraisal of restoration and regeneration projects

Defining waterway standards: guidance for navigation authorities

2001

A Vision for the strategic enhancement of Britain's inland navigation network

A strategy for freight on Britain's inland waterways

1999

Steering a Fresh Course: a strategy for the inland navigations of the United Kingdom

1998

Digest of Inland Navigation Authorities in the UK

* *in preparation*



Appendix 3

Table1: Ongoing projects

Description	Why is the work needed?	What are we doing?	What outputs/benefits will be delivered?
The safe operation of vessels	Following MAIB investigations into two serious accidents involving hire boats on the inland waterways; MCA has expressed strongly a wish to see greatly improved safety procedures introduced in relation to hire craft.	<p>AINA, in partnership with BMF and MCA, is developing an industry-led Code of Practice for the safe operation of hire boats on inland waterways that will ultimately be enforced by navigation authorities as a condition of licensing.</p> <p>This work follows the issue in 2004 of <i>Safe practice, safer waters: the inland waterways Small Passenger Boat Code</i> which was prepared jointly by AINA and MCA as a model of good industry self-regulation.</p>	The hire boat code of practice will be issued in 2007 as an effective tool of industry self-regulation that will deliver the desired benefits of enhanced safety at far less cost to navigation authorities, hire boat operators and the regulator than if MCA had chosen to develop its own regulation.
Waste management for dredgings operations	Over the last few years, waste management legislation has become increasingly complex as the UK Government has implemented a number of EU Directives. The changes in legislation have had a significant impact on the dredging industry including navigation authorities' operations. The sustainable re-use of dredged material is becoming more and more difficult to achieve. There is ambiguity in the regulations, an inconsistent regulatory approach and the guidance that is available is out-dated and overly complicated.	AINA, with Defra support, is coordinating the work of the industry 'wet dredgings group' in which dredgings operators, regulators, legislators and contractors have agreed that succinct, uncomplicated good practice guidance is required for the practical and financial benefit of all parties.	An agreed good practice guide on waste management for drainage and navigation authorities is being prepared for issue in 2007. This will facilitate consistency in operation and regulation of dredgings activities nationally. Considerable cost savings to operators and regulators are possible as a result.
Management strategies to achieve the Water Framework Directive	Under the Water Framework Directive (WFD) ecological objectives must be set for each water body by December 2008 and a classification scheme will be used to set them for all water bodies including inland waterways. All activities that threaten to cause these objectives to fail will need to be regulated. This is likely to include bank protection, dredging and possibly other activities of navigation authorities. Consent will only be given if such work is carried out in a way that ensures the WFD objectives are met.	AINA is leading a consortium of partners including navigation authorities, Defra, the Environment Agency as regulator, SEPA, Waterways Ireland and the Irish EPA and has commissioned consultants to research and identify what measures could be used by navigation authorities to mitigate the ecological impacts of their activities such that WFD objectives will be met.	It is intended that a comprehensive and detailed report will be produced in May 2007 that should safeguard navigation authorities' interests and ensure regulatory compliance with WFD objectives.



Notable successes

Specific projects demonstrating AINA's ability to stimulate economic and social gains for navigation authorities, their users and other waterway stakeholders.

Table 2: Completed projects

Description	Why was the work needed?	What did we do?	What outputs/benefits were delivered?
Planning for freight on inland waterways	To support the Government's wish to see more freight carried by water instead of road it is vitally important that the planning process is used effectively.	AINA, under contract to DfT, ODPM and Defra, formed and led a project steering group comprising the government sponsors, navigation authorities, MCA, LGA and other stakeholders to show, through practical advice and examples, how good planning can help support and encourage the use of inland waterways for freight carriage. Waterway freight and planning consultants were sub-contracted to assist with the extensive consultation process and with preparing the output.	<i>Planning for freight on inland waterways: a best practice guide</i> was published in 2004 as part of the Government's Transport Energy Best Practice programme.
Promoting sustainable rural transport	To demonstrate the potential for the waterways to perform important transport functions while also delivering benefits for community regeneration in rural areas.	AINA worked in partnership with British Waterways, the Environment Agency and the Countryside Agency to research a number of rural waterway projects and to draw lessons about the things that make such projects work by distilling a set of key criteria for success.	<i>Water Ways: Inland waterways and sustainable rural transport - A good practice guide</i> was produced in 2004. The guide demonstrates how waterway projects can contribute to the achievement of Government objectives for sustainable transport.
Engaging communities with their waterways	To pursue IWAAC's recommendation in its 2001 report, <i>The Inland Waterways: towards greater social inclusion</i> to show wide-ranging value and opportunities the waterways have to offer communities.	AINA formed and led a project group involving Members with representation from IWAAC and Sport England. The group prepared a succinct and vibrant document, fully illustrated to guide the reader through a series of straightforward and low-cost actions (getting started, building partnerships, securing funding, monitoring and measuring) that can result in successful projects with considerable community benefits. Case studies from around the UK were also presented.	<i>Making more of our waterways</i> was produced in 2005 and issued to navigation authorities, local authorities and local stakeholder groups. A training workshop for AINA Members held to launch the document facilitated networking and elaboration of detail.
Managing water resources	The provision of an adequate supply of water is essential to all navigation authorities. The ongoing Environment Agency's abstraction licensing review programme derives from the Water Act 2003 and will mean that some previously exempt water transfers and operations relating to inland navigations will become licensable.	Along with water resources experts within British Waterways, AINA has been in discussion with the EA for the past four years to establish exactly what constitutes a 'transfer' with respect to waterways. This has not yet been finalised and there are still outstanding issues relating to certain scenarios. In the absence of already existing relevant aids, an AINA working group produced a good practice guide for Members.	<i>Managing water resources: a good practice guide for navigation authorities</i> was delivered in 2005. This document has also served to facilitate ongoing discussions with the regulator.



Association of Inland Navigation Authorities

- Representing the collective views of navigation authorities to government, regulators, other policy makers, funders and stakeholders
- Developing, sharing and promoting good practice for the operation, management and development of inland waterways for navigation and associated purposes



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