

Business planning and actions 2011/12 to 2013/14

The Basingstoke Canal delivers recreation benefits to thousands of users every year and is an important biodiversity site throughout the length of the canal.

It is funded through a partnership which reflects its importance to two County Councils and to the Districts and the Parishes through which the canal runs.

The canal has been awarded significant capital funding from 2010 from Hampshire County Council and Surrey County Council. This will improve the physical state of the canal embankments and locks for several years.

The revenue budget of the Canal is under pressure as local authority partners deal with reductions in available revenue.

This document lists the actions being taken to raise income from existing and additional sources, and the timescales and responsibilities for this work.

The BCA has set out its plans in the documents :

Strategic Business Plan
Visitor Service Plans

This document is a highlight report of actions, project responsibilities and income potential for each project or action.

Current major activity

- Staff restructure with an emphasis on transferring of resources to improve the Canal in the longer term
- Closer interaction with Hampshire County Council Culture Communities and Business Services to use specialist skills and support staff in promotion, conservation, income generation and project management.
- Project management of the two year capital expenditure programme.
- Investigating potential for sharing a central operational depot facilities at Ash Lock

- Investigating potential for staff sharing with Blackwater Valley Country Partnership and other HCC Countryside sites

Longer term activity

- Financial and charging comparisons with some other waterways will be made to improve our charging structures : licences, moorings,
- As leases become available for renewal (eg boat contracted agreement and café contracted agreement) consider most effective methods of providing these services.
- Use HLS funding approximately £50,000 / year to improve the conservation and SSSI value of the canal and banks. Initial HLS funding expected for Surrey section in 2011/12 over four years to cover both special and capital projects. Further bids will be made for the Hampshire section for 2012/13 and extend to ten years in all cases.
- In the longer term there may be potential for the Basingstoke Canal in the new charitable waterways trust in England and Wales which the government intends as a successor to British Waterways from April 2012. We will be open to any opportunity in this future change.

Action Plan

Timescale		Project manager	Current income per year	Aim		Potential uplift in income / reduction in expenditure
2011/12	Staff restructure	Ian Brown		Restructure staffing – reallocation of revenue to capital maintenance projects	<ul style="list-style-type: none"> Proposals written up HR meetings / consultation Communication to staff : March to May 2011 Redundancy notice 90 days : to Sept 2011 New structure implementation : July 2011 Redeployment potential available : to end Sept 2011 	<p>Resources involved £150,000</p> <p>Transfer resources to maintenance from April 2012</p> <p>Not anticipating net reduction in expenditure</p>
2011/12	Capital Works Programme	Andy Smith / Rod Edbrooke		Phase one Expenditure on canal embankments and locks	<ul style="list-style-type: none"> In 2011: term contractor appointed : start June 2011 Aim to complete Deepcut flight March 2012 	After remedial maintenance, improved greater credibility for Canal and confidence of users = potential for greater use of the waterway and increased income from full leases/licences
2011/12	Capital Works Programme	Andy Smith / Rod Edbrooke		Phase two	<ul style="list-style-type: none"> Culvert Survey complete Sept 2011 	Enables targeting of resources where most needed. After remedial maintenance, potential for greater use of the waterway and increased income from full leases/licences.
2011/12	Campsite development	Ian Brown / Dean Wall	£40,000	<p>Double capacity from 38 to c.80 units</p> <p>Increase facilities eg electrical hook ups</p> <p>Improve toilet block</p> <p>Possible inclusion of education facilities in build (potential environmental grant)</p>	<ul style="list-style-type: none"> Planning application submitted : decision Oct 2011 Environmental/ecological impact assessment to complete Sept 2011 Business case to be made for use of capital Possible capital receipt as funding or borrow for investment : Surrey County Council Tender Build : winter 2012 Promote autumn /winter 	<p>Predict additional £30,000 revenue per year in full year</p> <p>By increasing capacity and increasing charges for improved facilities</p>

					<ul style="list-style-type: none"> 2012 Open Easter 2013 	
2011/12	Campsite Charges	Dean Wall	As above	Increase charges gradually each year	<ul style="list-style-type: none"> Charges restructured for 2011 season 	Additional £7,000 in 2011
2011/12	Campsite development	Dean Wall		Develop additional types of accommodation	<ul style="list-style-type: none"> Develop use of the 1 current yurt Review results at end of season Develop case for investment 	If three yurts predict additional £5,000 income in a full year (2013/14)
2011/12	Marketing and promotion	Dean Wall		Move website onto HCC template and link, also effective links to all partner local authorities	<ul style="list-style-type: none"> Time agreed by Ian Edelman (HCC Web) First meeting taken place Planned completion October 2011 	Increased sales and income : lets, room hire, campsite, use of visitor centre. Small increases except campsite see above
2011/12	Ash lock	Ian Brown		Instigate move of operational base to Ash Lock	<ul style="list-style-type: none"> Investigate shared services with Blackwater Valley and possibly Northern Countryside Team 	Greater integration of resources and flexible working. Potential saving on equipment and vehicle hire.
2011/12	HLS grant	Ian Brown		Hampshire section HLS - spend available HLS grant on Conservation and recovery of SSSI	<ul style="list-style-type: none"> Maps agreed HLS funding in 2012/13 	Potentially £30,000 for special projects for four years and £20,000 capital for four years
2011/12	HLS grant	Ian Brown		Surrey section Spend available HLS grant on Conservation and recovery of SSSI	<ul style="list-style-type: none"> As agreed in HLS 2011/12 : Special Projects Tree shading reduction project Work from 2011 to 2014 	Agreed £30,000 for special projects for four years and £20,000 capital for four years
2011/12	Fibre Optic cable	Ian Brown	£50,000	Investigate taking back administration	<ul style="list-style-type: none"> Discussions with SCC 	Additional £3,500

2012/13						
2012/13	Capital Programme	Andy Smith / Rod Edbrooke		Phase one : Expenditure on canal and locks	<ul style="list-style-type: none"> In 2012/13 Term contract ends March 2013 	Complete all outstanding remedial maintenance work in order to bring the canal into good order. Increase in navigation confidence and potential income
2012/13	Capital Programme	Andy Smith / Rod Edbrooke		Phase two :	<ul style="list-style-type: none"> Culvert work based on 2011 survey 	As above
2012/13	Boat Festival	Dean Wall		Canal Society/IWA event to promote canal and celebrate restoration	<ul style="list-style-type: none"> Dependant on Deepcut flight being open Decision to be made end Sept 2011 28 May 2012 bank holiday 	Promotes canal as a navigable and good place to visit leading to potential increase in income year on year.
2012/13	Garden Gate Licences	Ian Brown	£3,000	Investigate increased coverage and potential higher charges	<ul style="list-style-type: none"> Use HCC/SCC Estates to identify and implement Estates meeting From April 2012 	Potential for additional £7,500 in full year with increased charges
2012/13	Boat / Mooring licences	Ian Brown/ Dean Wall		Review charging structure		Not known at this stage
2012/13	Business Leases	Dean Wall/ Ian Brown	5,000 plus %	Leases : Café	<ul style="list-style-type: none"> Identify current payments Check basis and % payments Check utility usage 	Gain in income possible but not known at this stage
2012/13	Hire Boat Leases	Ian Brown/ Dean Wall	4,500	Leases	<ul style="list-style-type: none"> Negotiate lease payments with storage and electric usage When canal in good condition reinstate full and competitive payments 	
2012/13	Education programme	Ian Brown/ Dean Wall		Enhance education programme in conjunction with Blackwater Valley CP	<ul style="list-style-type: none"> Potential to attract external funding eg Land Fill tax 	£90, 000 to £180,000 over a three year period
2012/13	Successor body to British Waterways	Ian Brown		Investigate potential of new body and possible integration of the Basingstoke Canal as part of the evolving NWC	<ul style="list-style-type: none"> New Civil Society Body which proposes greater expertise and management control 	No saving identified apart from increased operational flexibility?

2013/14						
2013/14	Capital Programme	Andy Smith / Rod Edbrooke		Expenditure on canal and locks	<ul style="list-style-type: none"> Identify any additional maintenance work that may require capital investment Consider extending term contract or use of ad-hoc specialist contractors 	
2014/15						
2014/15	Grants : HLF	Ian Brown / Jo Hale	nil	On long list for HCC HLF developments : not first priority	<ul style="list-style-type: none"> Ongoing awareness of HLF programme within HCC 	Not known

Summary : Potential increase in revenue

			Annual total
2011/12	Increase in revenue supported maintenance from restructuring	200,000	
	Taking back admin of Optic cable		
	Restructure campsite charges	7,000	7,000
2012/13	Garden licences in full year additional	7,500	
	Leases	3,000	10,500
2013/14	Additional income from development at campsite : full year	30,000	
	Additional income from two more yurts	5,000	35,000
Total identified			52,500