

BASINGSTOKE CANAL JOINT MANAGEMENT COMMITTEE
Date: 19 January 2015



Hampshire
County Council



Basingstoke
Canal
— Authority —

Canal Management Report

Lead Officers: James Taylor / Fiona Shipp

Tel: 01483 517538 / 01252 370073

Email: james.taylor@surreycc.gov.uk / Fiona.shipp@hants.gov.uk

BCA Canal Manager

The BCA Canal Manager reports that:

Works

- Rangers have been focusing on getting HLS works completed at Rushmoor Flash. This is a tree felling project part funded by Natural England to increase light to the canal and overall improve the condition of the SSSI. This work is now complete although we plan to carry on with some off-side cutting of vegetation through this area.

Events

- Santa Cruises was another astounding success which even brought grandparents from as far away as Manchester to join their grandchildren on the trip. 166 trips were run over 20 days with 1992 spaces available. These sold out within a week of the spaces going on sale with 96% of spaces sold after two days! Net Income £19,812.47. In addition 81 lovely written compliments were received.

Staffing

- We are just starting the process of recruiting lock keepers for next season. These will be on temporary seasonal contracts rather than casual contracts allowing us easier staff management and reliability of staffing.
- One of our Rangers Alex Foy has left to start a new Ranger post with Hampshire County Council. He will be missed. His position has been filled by Stephen Bennett who had been covering Sara's maternity leave. Steve started with us a few years ago as one of our first lock keepers and has made himself indispensable every since and thus was well deserving of the post. He comes with many years of previous Ranger experience.
- Sara has now returned from maternity leave and we are very relieved to have her back to fix everything.
- We have had a work experience placement from Sparsholt college working with us for 3 weeks in January

Volunteers

- The Tuesday volunteer group have put in new fencing in Pondtail and Reading Rd car park and have started the winter onslaught on vegetation overhanging the canal with sessions already between the River Wey and lock 6 and also in N. Warnborough and at Odiham Castle.
- A tree management workshop was held in November and well received by the 28 volunteers who attended.
- We also held a thank you Christmas dinner for our Tuesday volunteers in December which filled the tearoom with merriment.

- FOAM (friends of ancient monuments) had their annual session up at Odiham Castle bashing back the scrub in the moat.
- We have now held 4 volunteer days (involving over 100 people) at Aldershot in conjunction with the MOD, cutting back vegetation alongside the canal in preparation for the towpath improvement works.

Workboats

- The weedcutter is in winter dock and undergoing strengthening repairs by the canal society to get her (Millie) ready for next season.
- The Canal Society are currently undertaking a refurbishment of the patrol boat at Ash Lock.

Management Team

- The winter work programme is now underway with 3 sets of lock gates expected to be replaced by the end of January
- Car Parking charges have been underway since last year at Reading Road car park. I have heard several reports that the car park is half empty most of the time. This is good news indeed and now makes it possible for canal visitors to park and use the canal, which was one of the main aims. We have also received income from those who are using it and this initially will pay back the costs to Hart for installation of the electricity, parking meter etc. We should start to see some additional revenue for the canal in a couple of years' time.
- Liaison on-going with several contractors at the moment over proposed works at Government Road bridge in Aldershot and over towpath improvements throughout Aldershot.
- We have been carrying out a condition survey of embankments on the canal. This is on-going in January and February.
- Another film used the canal as one of its locations back in November, watch out for 'Spaceship'!
- We are currently preparing for a 'Share your Space' campaign to be launched in Woking in April. This has been made possible with grant funding from Local sustainable transport fund (LSTF)

SCC / HCC Strategic Manager

The Strategic Manager reports that:

Water Strategy

The **telemetry** project, now being called "Smart Canal", is progressing well and is on track to deliver in the spring. This will be a major safety and water management improvement.

The EA have renewed the water abstraction licence for both back-pumping schemes at the St John's and Woodham flights of locks for a further 12 years. The Woodham licence covers the additional volume requested in 2012.

A depth survey is being procured to assess whether there are areas of Canal which require dredging to return it to its original capacity. This will influence plans to carry out dredging in winter 2015 and in 2016.

Forward Planning

With the *Service Plan* now at an end work on its replacement – the *Operational Plan* - has commenced. This will be generated using the HCC standard and industry leading site management software CMSi. This will build on the work done to create a geodatabase, and will enable us to plan our work in the medium term much better.

Risk Management

The Canal Partnership's MoA makes it clear that risk associated with the physical structure of the Canal rests with the owning County Councils. However, in accordance with the requirements of the Audit Commission the appropriate County Council Risk Assessments are reported in *Annexe 1* for the Committee to consider. The principle risks to the partnership, as distinct from the County Councils, are the financial risks in running the BCA.

Capital works

Major works are planned in the capital programme for this winter in both Counties.

Hampshire

- **Dogmersfield landslip** – the adjoining landowner has already carried out works on his land, leaving HCC to repair the canal banks and stabilise the whole of the slopes through piling and ground anchors as agreed. HCC consider that planning consent is required for this work. The design for HCC's works is now complete and a works package was tendered with a return date of the end of January. Given that planning consent has not been received, due to resolving issues surrounding ecology, it is becoming increasingly likely that the works will not be completed in their entirety before the boating season commences in April. Engineers are aware of the importance of the navigation being available from April, and are having discussions with the preferred contractor over whether to programme the repair of one side of the cutting in March and early April or whether to postpone the whole works until October.
- HCC Engineering Consultancy have been instructed to carry out repairs to two **culverts** under the Canal which the inspection identified as being in poor condition – some progress has now been made in arranging repairs. Only *Barley Mow* culvert will require the navigation to be closed.
- **Swan Bridge** – HCC engineers have appointed Atkins to report on designs for the replacement of the failing piling and slumping towpath and reinstatement of a suitable depth channel; their report is now overdue, and it seems likely that only a small amount of remedial work to the towpath will be carried out before the Magna Carta celebrations.

Surrey

- A part time Engineer has now been employed to design and supervise the works, as SCC Highways no longer have staffing capacity to assist the project. This is proving much more cost effective than appointing an external firm of Engineers.
- The **Frimley Lodge Embankment** and towpath repairs at Mytchett are now out to contractors to price.
- A series of defects in the wing walls of **Locks 10, 20, 22, 23 & 26** have been identified as needing priority attention, and have been brought forward out of the 2015/16 programme. These works are currently out for contractors to price, and will need to be completed before the boating season begins in April.

- Further investigation is still required on the Rive Ditch (Woking) and Horsell Sluice outfall culverts.

Both counties

- The SCC Engineer is considering alternative approaches to repairing the leaks in **Ash Embankment** as actually carrying out the re-puddling was likely to cause more damage than it solved.
- Packages of work are being priced by contractors for the **tree hazards** identified by the tree survey.

Update on Work to Secure the Future of the Canal

- Last year there was a meeting of senior members and officers from both landowning authorities to discuss options for the future of the canal. Both authorities are currently implementing a capital programme, the early elements of which were procured jointly, and which is aimed to respond to both the level of risk associated with the structure and also the backlog of major maintenance. The current investment amounts to £2million from H.C.C with a comparable investment from S.C.C. This capital programme has already been partially delivered, with a further 2 years to run, work will continue to focus on high priority items including: culvert repairs, embankment and towpath erosion repairs. The Canal capital programme is closely monitored and budgets are refined and adjusted as projects are progressed with Engineering advice.
- Both authorities agreed that a sustainable future needs to be secured for the Canal and wanted to undertake an informed options analysis that considered a detailed and practical assessment of available options for the future. An important part of this was seen as securing a comprehensive and comparative valuation of potential options for the future together with their associated risks.
- On that basis both authorities felt it important to secure such an independent and informed options appraisal and to do so in a way that sensibly involved key stakeholders. Consequently following a soft market testing exercise, coupled with a formal tendering process, a specialist inland waterway company was jointly commissioned to undertake that work. The company, JBA Consulting, has extensive experience in this sector and they have now nearly completed their work. The work included a stakeholder consultation exercise as part of the process. There will be a follow up report to the next JMC which highlights the key results and to help inform any subsequent decisions.

Annexe 1

Entry from Hampshire County Council Risk Register

Step 1: Risk title		Step 2: Description of risk				
Breach of Basingstoke Canal		Structural breach of canal would lead to possible major flooding leading to loss of property and a risk to personal injury or loss of life. Biodiversity interests/obligations would also be severely compromised. Structural breaches may arise from a number of causes including overtopping or embankment failure. An annual maintenance programme, together with the current major capital programme are necessary to achieve a rapid steady state whereby revenue funding would be sufficient.				
CCBS Risk template	Date of review		Risk Owner	Jo Heath	Service Risk Manager/Sponsor	John Tickle

Step 3: Type of risk-	Strategic	uncertain future events that could negatively impact the achievement of your service’s vision and strategic objectives.	✓
	Financial	uncertain future events that could negatively impact the financials of the organisation.	✓
	Legal/regulatory	uncertain future events that could negatively impact your service’s ability to comply with the legal / regulatory landscape	
	Commercial	uncertain future events that negatively impact on the commercial or trading activities of the organisation	
	Operational	uncertain future events that could negatively impact the day to day operations of the organisation.	✓
	People	uncertain future events that could negatively impact the staff/ volunteers of the organisation or the people that the organisation interacts with.	✓
	Hazard	- uncertain future events that negatively impact on your organisation, caused by hazard a hazard of some sort.	✓

Step 4: Risk category	Operational- external, or internal factors, or a combination.	Relating to existing operations – both current delivery & building & maintaining capacity & capability	✓
	Project/Programme	Risks created by decisions to pursue new endeavours beyond current capability	
	Strategic -external, or internal factors, or a combination.	Relating to the business drivers for the Department/Service/organisation as a whole	
	Cross Cutting	Risks that affect or depend on other services across the council	✓

Note: An embedded control measure is defined as: Full compliant with statutory requirements; comprehensive procedures in place; no other controls considered necessary and on-going monitoring only.

Step 5: What embedded control measures are in place to mitigate this risk ?	1	Reviewed on several occasions in 2013 and 2014 with significant amendments as result of storms on canal. New contract for 24hr emergency cover set up, tested and working well.	Date of next review	Updated 19/09/2014
	2	Clear management structure in place for BCA with support from Basingstoke Canal Society (monthly meetings with BCA and monthly work parties), Volunteer lengthsman scheme almost whole canal length (walk section once /week) and volunteer workparties (one day/week).		19/09/2014
	3	As Listed in asset management plan. Survey regime in place for assets. Asset management plan currently being updated in 2014 and will now be version 5.		19/09/2014
	4	The BCA holds reserves which are drawn upon if there are any unforeseen changes to revenue expenditure such as a structural failure. The level of reserves meets the requirement to maintain the reserves at a minimum of 25% of annual expenditure, the value deemed to be the suggested minimum to be held for the long term financial stability of a body of this size. Any planned drawn on reserves must be approved by JMC		19/09/2014

		Only required if reserves level falls below 25% of annual expenditure.		
	5	Inspection and monitoring programme in place. Monitoring levels below engineering annual inspection rely upon Ranger staff and a developing volunteer lengthsman scheme. Risk management meetings every 2 months to monitor progress on this. Review as part of meetings to ensure BCA is adhering to the inspection regime in the AMP.		19/09/2014
	6	Policy and procedures in place for safe operational and construction work including inspection and monitoring regime.		
	7			
	8			
	9			

MATRIX Table 1- impact scores (I)

Impact is assessed in terms of its effect on **Financial/Costs, Business /Service and Reputation**. Although each of these is noted, the highest score is used to denote the overall impact.

	Impact score (severity levels) and examples of descriptors				
	1	2	3	4	5
Domains	Negligible	Minor	Moderate	Major	Catastrophic
Finance/ Costs	Costing less than £100,000	Costing between £100,000 and £1 million	Costing between £1M and £5M	Costing between £5M and £10M	Costing > £10M

Business/ Service	Business objectives/ projects	Barely noticeable reduction in scope or quality	Minor reduction in quality/scope	Reduction in scope or quality	Failure to meet secondary objectives	Failure to meet primary objectives
--------------------------	-------------------------------	---	----------------------------------	-------------------------------	--------------------------------------	------------------------------------

	Service/ business interruption	Little or no impact on service delivery	Minimal service disruption having limited impact on service delivery	Moderate service disruption having adverse impact on service delivery	Major service disruption having serious impact on service users	Major service disruption having serious impact on the public Permanent loss of service or facility
	Quality of service	Peripheral element of treatment or service suboptimal	Overall treatment or service suboptimal	Treatment or service has significantly reduced effectiveness	Non-compliance with national standards with significant risk to clients/patients if unresolved	Totally unacceptable level or quality of treatment/service
Reputation	Adverse publicity/ reputation	Rumours Potential for public concern	Local media coverage – short-term reduction in public confidence Elements of public expectation not being met	Local media coverage – long-term reduction in public confidence	National media coverage with <3 days service well below reasonable public expectation	National media coverage with >3 days service well below reasonable public expectation. MP concerned (questions in the House) Total loss of public confidence

Projects and change programmes . When assessing impact for projects and change programmes, there is alternative impact guide for Finance/Costs . In addition, it is more useful to consider the possible effect on delivery timescales rather than reputation:

Finance/ Costs	Small loss / Insignificant cost increase	<5 per cent over project budget	5–10 per cent over project budget	10–25 per cent over project budget	>25 per cent over project budget
Time	Slight Slippage against internal targets	Slight slippage against key milestones or published targets	Delay affects key stakeholders & causes loss of confidence in the enterprise	Failure to meet deadlines in relation to priority outcomes	Delay jeopardizes viability of the project/ programme or enterprise

Table 2 Likelihood score (L)

What is the likelihood of the risk occurring?

Likelihood score	1	2	3	4	5
Descriptor	Rare	Unlikely	Possible	Likely	Almost certain

Frequency How often might it/does it happen	This will probably never happen/recur (0 to 5% chance of occurrence)	Do not expect it to happen/recur but it is possible it may do so (6 to 20% chance of occurrence)	Might happen or recur occasionally (21 to 50% chance of occurrence)	Will probably happen/recur but it is not a persisting issue (51 to 80% chance of occurrence)	Will undoubtedly happen/recur, possibly frequently (81 to 100% chance of occurrence)
---	---	---	--	---	---

Please note:

The highest of the 3 Impact scores (Finance, Business, Reputation) is multiplied by the Likelihood score to ascertain a final score for the risk and the overall risk level.

Step 6: Assess the current risk score	Impact (I) Highest score	5	Finance/Costs	5	Business/ Services	5	Reputation	4
	Likelihood (L)	2↓						
	Total score I x L =	5 X 2 = 10↓	Low 1-7 Annual review		Medium- 8-14 Biannual review	✓	High 15-21 Biannual review	

Step 7: If the risk is medium/high or very high, what control measures can you put in place	1	The Asset Management Plan must set funding priorities, and the resulting Action Plan requires monitoring and reporting systems to be in place. Currently being reviewed with regular asset inspections in accordance with AMP.	Date for implementation	
	2	Prioritised £2m capital programme of works and further survey programme now underway. Tree survey for full canal completed September 2014. Urgent works		

to lower this risk further?		have been attended to. List of more minor works to complete as part of a programme. 2014/15		
	3		Date for implementation	
	4		Date for implementation	
	5		Date for implementation	
	6		Date for implementation	

Step 8: Will the additional controls reduce the risk score further ?	Yes		No- please explain why it will not reduce the score.			Date of next review	
Step 9: Current action plan In place?	No	Yes	✓	Location of plan eg Hantsfile reference	Canal Risk Management Action Plan - live	Date of last review	
Step 10: Have you got a Business Continuity/ Resilience plan?	No	Yes	✓	Location of plan eg BCM database, Hantsfile reference	BCM Database	Date of last review	May 2014
Step 11: Is there anything on the horizon that may change this risk? Eg Change in legislation.	No	✓	Yes	Please give details		Date of next review	

Step 12:

Record of any further action required.

Date of review	Details	Actions	Responsible person	Completion date

<i>Risk Ref.</i>	Risk	Date added	Residual level when added	Movement Date	Movement Direction	Current residual risk level
<i>ENV 2</i>	Failure of the Basingstoke Canal structure leads to damage and potential loss of life	Oct-13	High	Mar-14	↓	Low

<i>ENV 5</i>	Lack of effective development plan for Basingstoke Canal leads to maintenance plans being unsustainable in the longer term	Oct-13	Medium	–	–	Medium
--------------	--	--------	--------	---	---	--------