

Basingstoke Canal Joint Management Committee**Strategy Decision Paper****10 October 2013**

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County Council**Key Issue**

To approve a **Strategy** for the Canal - an overarching document showing everyone the strategic priorities for the Canal, and how performance in achieving these will be measured.

Summary

The Strategy has been devised from the existing Vision and Action Plan, and informed by the existing Service Plan, Conservation Management and Asset Management Plan. Performance in attaining key priorities will be measured through Key Results Indicators which will be informed through a variety of lower level Key Performance Indicators.

Officer's recommendation

That the JMC approves and adopts the **Strategy** for a period of five years.

1. Introduction and Background

- 1.1. The **Strategy** replaces the proposed Strategic Plan set out in the Memorandum of Agreement of the Canal Partnership. It sets out the Mission, Vision and Strategic Priorities for the Canal and uses "broad brush" Key Results Indicators to measure performance.

2. Discussion

- 2.1. The Strategy gives the Partnership an overarching mission of "Safeguarding the Basingstoke Canal for the future"
- 2.2. It re-states the previously agreed Vision and then draws on the Vision, Service Plan, Asset Management Plan and Conservation Management Plan to arrive at a set of seven Strategic Priorities for the Canal. These cover accessibility and safety for all users (on and off water), economy, environment, water strategy, community engagement and heritage.
- 2.3. A dash-board of ten Key Results Indicators will be used to demonstrate performance for Managers and Members. These will be fed through many more Key Performance Indicators which will be based on the actions and priorities contained in the underpinning delivery level plans. This system mirrors closely that used by Canal and Rivers Trust (CRT).
- 2.4. The underpinning delivery level plans contain in total 300+ actions and targets spread throughout the five year life period of each plan.
 - Service Plan - 59 actions,
 - Asset Management Plan - 130+ (actions not yet in a formal action plan)
 - Conservation Management Plan - 83 actions,
 - (Draft) Recreational Development Plan - 28 actions

2.5. The Strategy proposes that when the present Service Plan is reviewed in 2014 it will be split into an **Operations Plan** and a **Recreation Plan** (the latter replacing a document which had only ever achieved draft status). It also suggests the need for a **Business Plan**, to drive the economic development of the Canal – this exists already but is in early draft form.

3. Consultation

- 3.1. As this is an operational document it was not considered necessary to undertake a wide public consultation.
- 3.2. Consultation has taken place with key stakeholders represented on the Joint Advisory Group (i.e. Partner Authority Officers, Basingstoke Canal Society, IWA and Natural England).
- 3.3. The Mission was agreed to be in its present shortened form as a result of this consultation; the Canal Society requested that there be a separate Strategic Priority for Navigation – this was not agreed by all partners and is therefore not included.
- 3.4. It is considered that the other Priorities adequately cover navigation from several perspectives (public access, safety, economy, water supply, landscape). Unlike CRT navigation is, this cannot be the overarching priority for the Basingstoke Canal as the Canal has not been a public navigation since 1874 when the original Canal Company was unlawfully wound up, but is now one of a series of important but more equal priorities.

4. Financial and value for money implications

- 4.1. The Strategy sets out a vision that the Canal will become increasingly self sustaining. The Business Plan will show at a delivery level how this might be achieved and the targets necessary for that.
- 4.2. The dash-board of KRI's will aid Members and Senior Managers in assessing how well the BCA are doing in achieving their targets and goals.

5. Equalities & diversity implication

- 5.1. None

6. Crime & disorder implications

- 6.1. None

7. Conclusion and recommendation

- 7.1. Officers recommend that the Strategy is adopted, and replaces the Strategic Plan referred to in the Memorandum of Agreement.

8. What happens next

- 8.1. If accepted, the Strategy will become the key stone document driving the direction of the Canal for the next five years.
- 8.2. BCA start to record Key Performance Indicators