

# Navigation Business Plan

Part B:  
National framework and actions for  
EA waterways



**EA 2025**

Connecting people  
with nature

FOR EXTERNAL USE



## Creating a national framework

The Environment Agency's 5 Year Action Plan calls for us to be bold and transformative. We are entering a period where the service on our navigable waterways needs to adapt to the challenges presented by climate change, recovery from the pandemic and significant funding pressures. At the same time we are excited to see increasing government support for our work and a growth in activity on our waterways as we continue to connect people with nature.

Our priority is to ensure that an increasingly diverse customer base can safely access the waterways to enjoy and care for the environment, whilst improving their own health and wellbeing.

To achieve this, we need to reshape our business model and create a waterways community that allows us to work together and unlock ideas, innovation and ingenuity from across our organisation and stakeholder base. We need to maximise the benefits from the funding we secure and operate as a joined up and class leading waterway and asset management business.

The Coronavirus crisis has focused our attention on what sort of waterway business we want and should be as we aim to **'build back better and greener'**.



EA 2025

Connecting people  
with nature

During the pandemic we have learnt:

- That more and more people are benefitting from engagement with our waterways and the natural environment
- The benefit of effectively managing our most important and multi-functional assets, through integrated asset management, to provide a safe and reliable service, maximising outcomes
- That we need to draw support from across the whole organisation, the supply chain and our stakeholders to deliver our outcomes
- That each waterway is unique and benefits most from integrated place-based delivery, whilst working as one team to ensure a consistent national service

We can be proud of our track record in managing our navigable waterways and delivering a wide range of benefits for people and the environment. We must continue to build on this and develop a common framework where everybody is clear on their role and can play their part in delivering a sustainable future for our cherished waterways. The actions in Part B of our plan provide this framework.



# National Navigation Framework

The Navigation Business Plan includes 3 main themes.

Part B of our plan creates a framework for local Area delivery by describing the 9 strategic national actions we will take to:

Theme 1: secure sustainable funding

Theme 2: achieve sustainable outcomes

Theme 3: deliver sustainable operations

Sustainable funding	Sustainable outcomes	Sustainable operations
Transform boat registration to maximise charges	Develop our strategic plans to support EA2025 and tackle the Climate Emergency	Build back better and greener
Better utilise asset base to maximise commercial income	Improve evidence and benefits realisation to underpin investment	Transform asset management system and delivery
Secure more funding from non-boating beneficiaries	Engage stakeholders and partners to deliver multi-functional benefits	Support our people to feel safe, valued and equipped



# Theme 1: Sustainable funding

To deliver our vision we need sustainable funding for our work and wider investment in the waterway environment.

Our funding model across individual waterways varies enormously, with different levels of funding available from one waterway to another and different approaches to the way funding is secured and spent on delivery of outcomes.

Freedom and flexibility are important to take advantage of local opportunities, however a national framework to secure sustainable funding will help all operational areas to deliver a sustainable service for their waterway customers and stakeholders. A nationally consistent framework will also help us to demonstrate that we are spending our funding on the right things, at the right time, in the right place.

The strategic actions required to deliver sustainable funding fall into 3 camps: securing appropriate charge income from our own boating customers; increasing commercial income from our assets; and maximising funding from partners and wider beneficiaries.

Along with the core income from our boating customers, it is important that we continue to secure the appropriate contributions from government Grant in Aid (GiA), as well as Water Resources charge payers and Flood colleagues for the benefits derived from multi-functional assets and waterways activities.

To deliver this national funding framework we will undertake the following actions:

**Action 1:** We will transform boat registration and our management processes to deliver a more transparent service for our boating customers and maximise recovery of charges

**Action 2:** We will increase income from utilisation of our asset base and maximise our commercial potential in order to reduce future reliance on revenue GiA

**Action 3:** We will secure funding from a wider range of non-boating beneficiaries and explore alternative funding mechanisms for delivering sustainable outcomes



# Theme 1: Sustainable funding

## Realising our ambitions

Whilst we have some control over the income we can generate directly, a key factor is the GiA investment we secure from government. In the current economic climate it will be even harder to secure the level of GiA required to deliver the full value of benefits to the public across all of our waterways. In a period where we are likely to be capital rich but revenue poor, we will need to diversify our income, find efficiencies in our ways of working and make clear local choices about how and where we invest to maximise benefits and ensure a sustainable service.

In order to deliver the ambitions outlined below, we need to use our collective expertise to take forward a range of 'one business' strategic actions that support operational funding opportunities on the ground. The following slides show how and when we will deliver these actions over the next 4 years.

## Our ambitions

We will:

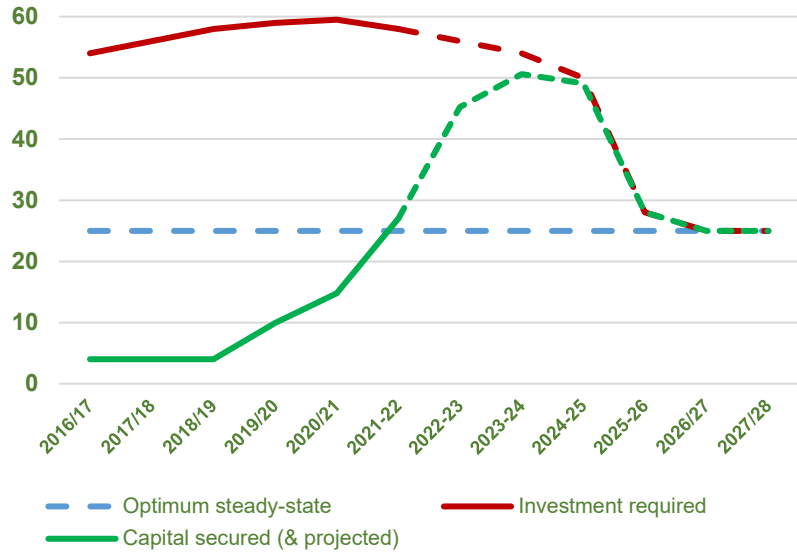
1. Make ambitious, well-evidenced cases to Government at Budgets and Spending Reviews for the £200M investment needed in our waterways over the next 4 years from **Grant-in-Aid**. This includes the requirement to secure approx. £5M seed-funding to develop our commercial activities and therefore reduce future reliance on GiA.
2. Maximise our income from **boat registration charges**, ensuring all **fees and chargeable services** cover the cost of the service and secure appropriate market rates, whilst also developing **commercial opportunities** that increase our income by c.£1M over 4 years.
3. Secure far more investment in the waterway environment through **grants, green finance and other new sources of funding**, by working with businesses and other partners to develop and roll out new models for funding our waterways, particularly where current funding does not meet requirements.
4. Ensure **all beneficiaries**, internally and externally, contribute for the benefits they gain from our waterways assets and activities.



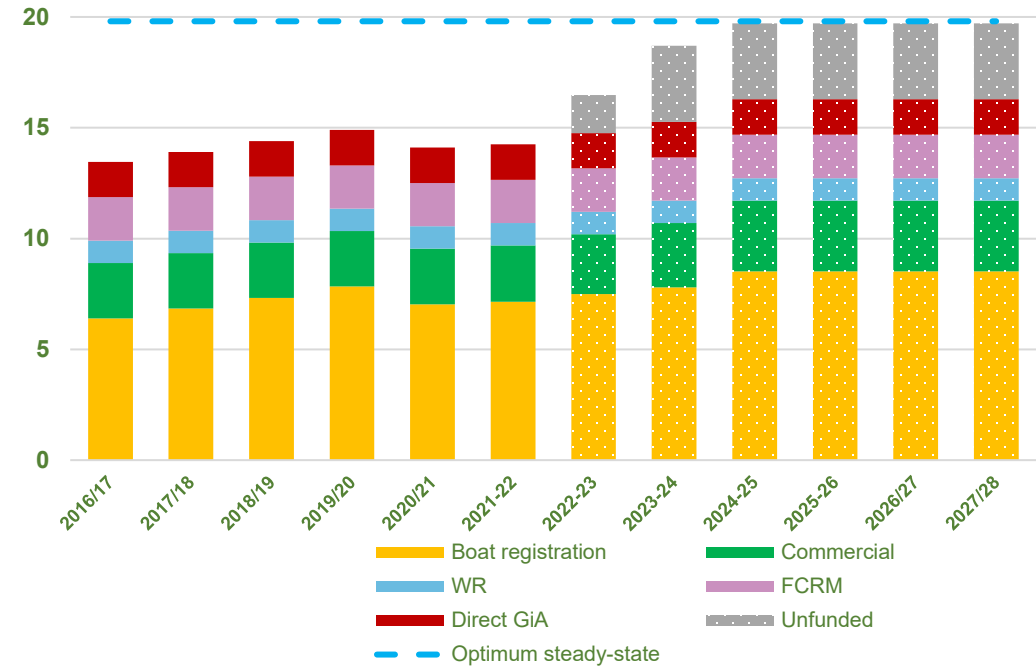


# Theme 1: Sustainable funding

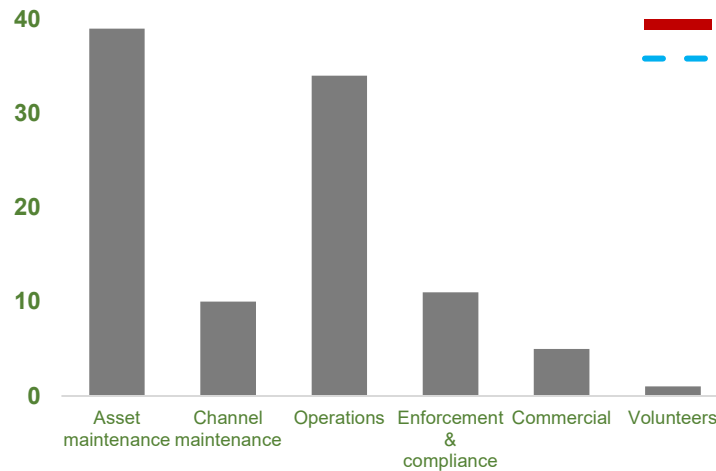
Capital outlook (£m)



Revenue outlook (£m)



Revenue spend by activity (% of total revenue)





### Sustainable funding

## Charges income

We will transform boat registration and our management processes to deliver a more transparent service for our boating customers and maximise recovery of charges

### 2021-2022

#### Strategic Review of Navigation Charges (SRoNC):

- Finalise proposals and secure agreement to consult
- Consult stakeholders and customers in Summer on proposed scheme
- Plan for implementation of new 3 year charge scheme and Go live from Jan 2022 (Thames) and April 2022 for all other waterways

#### Online boat registration:

- Scope and develop online boat registration service

#### Renewals:

- Deliver boat registration renewals taking into account impacts on customers and processes of COVID restrictions, the new charge scheme and potential new online system

#### Income monitoring:

- Review financial management of charge income and put in place improved processes

### 2022-2023

#### SRoNC:

- Implementation - Charges 'Go live' from April 2022 (Anglian/Medway)
- Continued implementation and monitoring of new scheme
- Scope potential implementation of rolling registration year

#### Online boat registration:

- Further develop online registration service with stakeholders, ready for implementation
- Potential 'Go Live'? (TBC)

#### Renewals:

- Deliver boat registration renewals taking into account new online system and potential rolling year for registration

### 2023-2024

#### SRoNC:

- Review charge scheme ready for any changes from Jan 2025 (Thames) and April 2025 (Anglian & Medway)
- Implement rolling year for registration

#### Online boat registrations:

- Review online registration service and continuous improvement

#### Renewals:

- Deliver boat registration renewals

### 2024-2025

#### SRoNC:

- Consult on new charge proposals in Spring 2024
- Plan for implementation of new charges (all waterways) and implement from Jan 2025

#### Online boat registrations:

- Review online registration service and continuous improvement

#### Renewals:

- Deliver boat registration renewals

#### Income monitoring:

- Review financial management processes

**Note: by the end of this business plan period our charges business will:**

- **Have transformed administration and management of our boat registration charges to bring in additional income, deliver efficiencies and reduce bad debt**

\*All actions led by National Navigation team



### Sustainable funding

## Commercial income

We will increase income from utilisation of our asset base and maximise our commercial potential in order to reduce future reliance on revenue Grant in Aid

### 2021-2022

#### Moorings:

- Establish mooring policy & principles
- Establish national oversight of the commercial mooring business
- Review & standardise mooring admin processes (including contracts, management, invoicing & accounting)
- Produce moorings management staff guidance manual with training
- Review Base mooring charges, including competitor analysis to identify market rates
- Full audit of base mooring capacity (linear length and berths)
- Establish a more efficient system to quickly identify and resolve debtors
- Establish dedicated maintenance budgets for commercial moorings
- Agree options for short-term mooring management in all Areas
- Support development of pipeline of commercial opportunities in Areas and agree priority local actions

### 2022-2023

#### Moorings:

- New systems and processes implemented to provide efficiencies in administrative tasks linked to mooring contracts, invoicing, income and cost collection, permit issue
- All base moorings to be charged at rates independently assessed as market value for each site
- Implement options for short-term mooring management in all Areas
- Develop mooring website to promote and maximise utilisation
- 3 new mooring sites operational and business case submitted for potential marina development
- Engagement with potential marina development partners (if appropriate)

### 2023-2024

#### Moorings:

- Launch a new mooring website
- Establish framework for any new commercial operational models
- A further 3 new mooring sites operational
- Review market and mooring capacity study
- Support Areas in developing next phase of new mooring sites
- Support potential marina development (if appropriate)

### 2024-2025

#### Moorings:

- Commission independent assessment of market rates across all mooring sites
- 2 additional new mooring sites operational
- Review mooring processes

**Note: by the end of this business plan period our moorings business will:**

- **Have developed a minimum of 8 new mooring sites**
- **Have transformed administration and management of our moorings business to bring in efficiencies**
- **Be bringing in an additional c£425k pa (compared to 2019 baseline)**

\*All actions led by Future Funding





### Sustainable funding

## Commercial income

We will increase income from utilisation of our asset base and maximise our commercial potential in order to reduce future reliance on revenue Grant in Aid

### 2021-2022

#### Leases & licences:

- Initial assessment of market rates to benchmark commercial performance against others
- Identify commercial potential of 'honeypot' sites with Areas
- Categorise and package commercial assets/sites, to either offer to market or to review commercial operational model

#### Chargeable services:

- Review of charging principles for each chargeable service
- Consultation on charging for events (and other chargeable services)

#### Commercial innovation:

- Trial/procure an online bookings system for moorings and campsites
- Develop easy IT payment mechanisms for customers
- Develop innovative commercial IT solutions to promote our waterways

### 2022-2023

#### Leases & licences:

- Business case sign off for a number of 'destination plans' in partnership with others for EA owned sites
- Identify funding options and agree funding commitment from partners

#### Chargeable services:

- Implement new charges for all chargeable services so that they are at competitive market rates &/or fully recovering costs
- Implement a new framework for charging at events

#### Commercial innovation:

- Online bookings system for moorings and campsites goes live in all Areas
- Deliver easy IT payment mechanisms for customers
- Waterways website and app launched to promote our waterways

### 2023-2024

#### Leases & licences:

- Secure funding in collaboration with other development partners for delivery of first 'destination plan'
- Commercial agreements in place for use of EA land for 'destination plans'
- Submit business case for additional 'destination plans'

#### Commercial innovation:

- Further digital development to enhance commercial offering
- Explore legal framework for sponsorship and advertising

### 2024-2025

#### Leases & licences:

- Delivery of first 'destination plan' underway

#### Chargeable services:

- Prepare for a further review of chargeable services in 2025

#### Commercial innovation:

- Review digital development plans

**Note: by the end of this business plan period our wider commercial business activities will:**

- **Have ensured all leases, licences and chargeable services are at market rates**
- **Have transformed administration and management of commercial activities to bring in efficiencies**
- **Have developed 4 commercial destination plans with partners**
- **Be bringing in an additional c£310k pa (compared to 2019 baseline)**

\*All actions led by Future Funding



### Sustainable funding

## Other beneficiaries

We will secure sustainable funding from a wider range of non-boating beneficiaries and explore alternative funding mechanisms for delivering sustainable outcomes

### 2021-2022

**Grant in Aid:**

- SR21 bid for grant-in-aid funding submitted end Q2

**Multi-functional asset beneficiaries:**

- Support continued development of Water Resources charges proposals (to secure contributions to waterway assets with multi-functional benefits)
- Further explore FCRM benefits (to secure contributions to waterway assets with multi-functional benefits)

**Partnership funding:**

- Green financing initiatives explored to support waterways
- Partnership funding initiatives explored to support waterways
- Explore alternative funding mechanisms for delivering outcomes on our least sustainable waterways

### 2022-2023

**Grant in Aid:**

- Prepare for any future Budgets/Spending Reviews

**Multi-functional asset beneficiaries**

- Implement revised Water Resources contributions to navigation assets with multi-functional benefits
- Implement revised FCRM contributions to navigation assets with multi-functional benefits

**Partnership funding:**

- Pilot green financing initiatives
- Deliver partnership funding initiatives
- Develop any identified options for funding our least sustainable waterways with stakeholders

### 2023-2024

**Grant in Aid:**

- Prepare for any future Budgets/Spending Reviews

**Multi-functional asset beneficiaries**

- Continue Water Resources contributions to navigation assets with multi-functional benefits
- Continue FCRM contributions to navigation assets with multi-functional benefits

**Partnership funding:**

- Scale up green financing initiatives across all waterways
- Partnership funding initiatives progressed
- Consultation on any identified options for funding our least sustainable waterways with stakeholders

### 2024-2025

**Grant in Aid:**

- Prepare for any future Budgets/Spending Reviews

**Multi-functional asset beneficiaries**

- Review Water Resources and FCRM contributions to navigation assets with multi-functional benefits

**Partnership funding:**

- Deliver green financing initiatives
- Deliver partnership funding initiatives
- Deliver any agreed options for funding our least sustainable waterways with partners

**Note: by the end of this business plan period our work with wider beneficiaries will seek to:**

- **Bring in an additional £3-£4M pa (compared to 2019 baseline)**

\*Majority of actions led by Future Funding

## Theme 2: Sustainable outcomes

We have a valuable part to play in delivering the outcomes of EA2025, helping to tackle the climate emergency and influencing positive environmental behaviours and action through connecting people with nature.

Our strategic plans need to work in tandem with wider plans and strategies and we need to better demonstrate the contribution we are making to creating a better place for people and wildlife, whilst minimising environmental impact on our waterways.

This evidence base will drive investment to deliver **thriving waterways that connect people and communities with great places, benefitting the environment, health, wellbeing and growth.**

Our work with government, national partners and stakeholders can make a real difference to how we deliver that vision along with wider business ambitions.

At a time when government are reviewing the role of the inland waterways sector in delivering their environmental objectives, it will therefore be important to align our outcomes and metrics with other navigation authorities.

The strategic actions required to deliver our sustainable outcomes are:

**Action 1:** We will ensure our strategic plans align to EA2025 and contribute to wider plans and strategies

**Action 2:** We will better monitor and track delivery against our targets for creating sustainable waterways and contributing to wider organisational and government goals

**Action 3:** We will work with government, partners and stakeholders to deliver the broadest range of multi-functional benefits, whilst minimising environmental impacts





# Theme 2: Sustainable outcomes

## Realising our ambitions

Inclusive engagement and holistic place-based delivery will be key to delivering our outcomes, meaning we will need to work even more with a wider range of users and beneficiaries.

In order to deliver the ambitions outlined below we need to work together to take forward a range of strategic actions that support operational delivery and bring forward environmental investment. The following slides show how and when we will deliver these actions over the next 4 years.

## Our ambitions

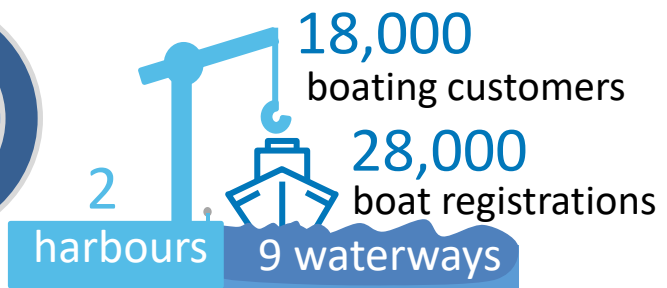
We will:

1. Support net zero, biodiversity and climate change resilience ambitions and ensure Navigation's regulatory role and contribution to wider organisational goals is demonstrated via a **waterways benefit realisation plan** and **improved condition and operability** of our assets.
2. **Increase the number of visits** and people connecting to our waterways by **10% by 2024**, including boating customers, recreational visitors and volunteers.
3. **Improve our knowledge of benefits and participation** to support evidence-based funding bids, such as Spending Reviews, through research on the value of health and wellbeing benefits and developing a better understanding of the barriers and opportunities for increasing diversity of participation and accessibility.
4. **Conduct a review of our strategic engagement with partners and stakeholder groups in 2021** to ensure they are inclusive, diverse and fully represent our users, enabling delivery of multiple benefits and sustainable outcomes for all of our waterways.
5. **Support Defra in its review of the Canal & River Trust grant and inland waterways sector** to share best practice, align benefits realisation and demonstrate the wide range of societal benefits provided by our waterways.

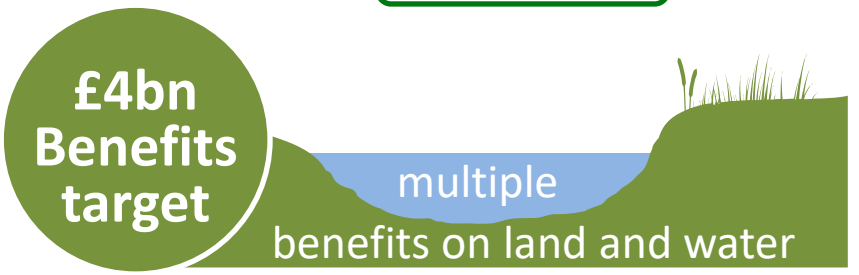


# Theme 2: Sustainable outcomes

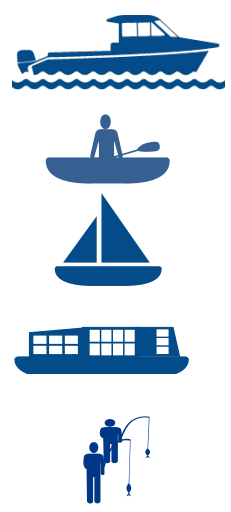
## Participation



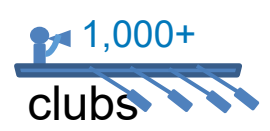
## Benefits



### 2019/20 baseline:



- 15 million bankside visits\*
- 18,000 direct boating customers
- 28,000 boat registrations
- 44,000 paddle-sport memberships (through British Canoeing)\*
- 1,000 boating clubs
- 1,500 live-aboard boats
- 160 commercial boating businesses



\*2020/21 saw a significant increase in bankside visits, paddle-sports, open water swimming and a wider appreciation of the associated benefits

### 2019/20 baseline:



- £1.7 billion of property protected from flooding
- 1.8 trillion litres of licensed abstraction
- £130m current economic value
- £380 million in health benefits
- Biodiversity, net zero carbon and climate change resilience benefits aligned with wider EA targets

£ £ £





### Strategic alignment

We will ensure our strategic plans align to EA2025 and contribute to wider organisational plans and strategies

#### 2021-2022

**Navigation Business Plan:**

- Launch First Sustainable Navigation Business Plan internally and externally in Spring 2021
- Support input to Local Outcome Plans in Areas
- Test alignment of our plan against wider plans and strategies

**Climate change adaptation (ARP3):**

- From April quarterly reporting on adaptation actions for ARP3

**Net zero carbon:**

- Establish net-zero carbon plan, ensuring local actions are captured in Part C's
- Develop understanding of baseline carbon levels
- Work with external stakeholders to develop shared net zero priorities

**Compliance and enforcement:**

- Develop regime plan in line with Strategy for Reducing Environmental Offending

#### 2022-2023

**Navigation Business Plan:**

- Monitor progress of business plan and continue to review relevance and alignment to organisational priorities

**Climate change adaptation (ARP3):**

- Quarterly report on ARP3 adaptation actions

**Net zero carbon:**

- Monitor and evaluate progress on net zero carbon
- Continue to work with external stakeholders on net zero carbon priorities

**Compliance and enforcement:**

- Develop a harmonised and consistent approach to tackling priority offences through existing legislation and powers
- Review opportunities for new / revised powers and develop case for change (e.g. Civil Sanctions, revised / new Byelaws, Acts, Orders)

#### 2023-2024

**Navigation Business Plan:**

- Monitor progress of business plan and continue to review relevance and alignment to organisational priorities

**Climate change adaptation (ARP3):**

- Quarterly report on adaptation actions for ARP3
- Review relevance and alignment

**Net zero carbon:**

- Monitor and evaluate progress on net zero carbon
- Continue to work with external stakeholders on net zero carbon priorities

**Compliance and enforcement:**

- Progress development of any identified opportunities for new / revised powers

#### 2024-2025

**Navigation Business Plan:**

- Review business plan and prepare next 5 year plan

**Climate change adaptation (ARP3):**

- Report on ARP3 adaptation actions
- Review relevance and alignment

**Net zero carbon:**

- Prepare navigation 4 year summary in advance of revising actions
- Review progress on net zero work with external stakeholders

**Compliance and enforcement:**

- Progress development of any new / revised powers
- Review regime plan for Navigation

**Note: by the end of this business plan period we will:**

- *Have become more sustainable*
- *Have reduced our carbon*
- *Deliver our statutory duties and use our powers more effectively*

\*All actions led by National Navigation team





### Sustainable outcomes

## Benefits realisation

We will better monitor and track delivery against our targets for creating a sustainable navigation business and contributing to wider organisational and government goals

### 2021-2022

**Benefits realisation:**

- Support Defra review and formulate benefits realisation plan

**Participation:**

- Investigate development of user participation app with national user groups (e.g. British Canoeing)
- Procure and install pedestrian and boat traffic counters at key sites and assets to determine baseline footfall and asset usage
- Commission social-economic research into diversity of participants and range of activities

**Financial monitoring:**

- Review current income tracking and establish a regular process for gathering data
- Set out targets for spend in Part C's
- Identify improvements to income tracking and recording
- Develop dashboard of income monitoring

### 2022-2023

**Benefits realisation:**

- Work with National Portfolio Management Office (PMO) to monitor/track benefits realisation

**Participation:**

- Commission/implement participation app
- Implement reporting of data from automated counters
- Review research – evaluate benefits and agree further actions with Defra and stakeholders
- Establish actions for increasing participation

**Financial monitoring:**

- Work with National PMO to review income tracking process – agree future review roles/periods
- Review relevance and alignment of targets
- Set out actions in the event of income not meeting targets

### 2023-2024

**Benefits realisation:**

- Work with PMO to monitor/track benefits realisation

**Participation:**

- Reporting of data from automated counters
- Monitor progress of implementing actions for increasing participation

**Financial monitoring:**

- Review relevance and alignment of targets
- Deliver mitigating actions in the event of income not meeting targets

### 2024-2025

**Benefits realisation:**

- Work with PMO to review and report on benefits realisation

**Participation:**

- Commission end-of-plan period research into diversity of participants and range of activities
- Report on progress of actions for increasing participation
- Formulate next 5-year plan

**Financial monitoring:**

- Summary report of income
- Recommendations for future income initiatives and targets

*Note: by the end of this business plan period we will:*

- *Have a well evidenced understanding of our user base*
- *Have increased active engagement with our waterways by 10%*

\*All actions led by National Navigation team



## Stakeholder engagement

We will work with government, partners and stakeholders to deliver the broadest range of multi-functional benefits

### 2021-2022

#### User representation:

- Review stakeholder / user governance model by Q2 (national and local)
- Consult on proposed changes (Q3/4)

#### Engagement (internal & external):

- Establish high-level engagement plan and measures of success
- Review customer segmentation
- Map relationships and agree account holders where appropriate for key segments / stakeholders working across wider EA
- Deliver tactical engagement plan on key themes (e.g. charges, commercial, climate change and Net Zero Carbon, participation and accessibility)

#### Formal partnerships:

- Review formal partnerships, memberships and subscriptions
- Review joint agreements (e.g. with CRT, British Canoeing, British Rowing and any new potential partners)

### 2022-2023

#### User representation:

- Implement new national and local stakeholder governance model

#### Engagement:

- Track engagement against measures of success
- Interim reporting of relationships via measures of success (e.g. customer satisfaction)

#### Formal partnerships:

- Implement any proposed changes from review of formal partnerships, memberships and subscriptions
- Deliver revised joint agreements with relevant partners
- Implement joint agreements with new partners where appropriate

### 2023-2024

#### User representation:

- Continuously improve new national and local stakeholder governance model

#### Engagement:

- Track engagement against measures of success
- Interim reporting of relationships via measures of success

#### Formal partnerships:

- Continuously improve partnership and membership arrangements
- Continuously improve joint agreements with partners

### 2024-2025

#### User representation:

- Prepare for next review of national and local stakeholder governance model
- Set future objectives for stakeholder representation

#### Engagement:

- Track engagement against measures of success
- Reporting on relationships
- Review engagement plan

#### Formal partnerships:

- Review existing partnerships in light of future 5 year business plan

**Note: by the end of this business plan period we will:**

- **Have inclusive and diverse stakeholder representation in place for all of our waterways**
- **Deliver multiple benefits through effective engagement and partnership working**

\*All actions led by National Navigation team



# Theme 3: Sustainable operations

Safe, effective and efficient use of our operational resource is key to achieving the strategic objectives of this plan and demonstrating we are delivering value for money.

The challenges presented by the Coronavirus pandemic have shown us that we work best when we work together and share and learn from each other. The improvements made during the pandemic now need to be consolidated into our ways of working.

This plan prepares us to operate in an evolving waterways environment, with the challenge of climate change and a bigger and more diverse customer base.

At the same time we need to continue to develop our incident management capability and improve the reliability of our waterways assets, ensuring the funding we have available is targeted to the right asset at the right time.

To deliver a safe and sustainable service and rise to meet these challenges, we also need to make sure our people are equipped and supported better than ever.

We will therefore focus on the following three priority actions to provide the best service we can for both our staff and our customers.

**Action 1:** We will build back better and greener than before the pandemic, implementing the right operational approaches to manage risk, maximise benefits and deliver our service in a safe, sustainable and equitable way

**Action 2:** We will embed a class leading asset management approach across our waterways and utilise the supply chain to better deliver programme efficiencies

**Action 3:** We will support our people to be the best they can be, through more effective engagement, better guidance and increased investment in skills and capabilities





# Theme 3: Sustainable operations

## Realising our ambitions

This plan will put measures in place to enable our teams to interact more easily and learn and share from each other. We will establish the range of skills and capabilities we need now and for the future and create a culture that embraces diversity and inclusion as the utilisation of our waterways changes.

We will continue to drive the maturity of our asset management system and lead the implementation of a lifecycle asset management approach across our portfolio, consistent with the organisation's asset management strategy. We have an ambitious forward looking capital investment programme that requires innovation and efficiency. This is a step change in scale for our waterways and will require commitment to a new delivery approach utilising enhanced partnership delivery with the supply chain. At the same time we need to make sure we maintain and operate our assets efficiently to provide a safe and reliable service for customers and staff, whilst better protecting the environment.

## Our ambitions

We will:

1. **Review our existing operational delivery models** and embed a common and consistent approach, ensuring we are fit for the future, providing value for money and driving efficiency.
2. **Embed the lessons learned from the pandemic** by Q4 2021/22, including alignment of communications and engagement activity and also ensuring a safe and more consistent approach to compliance, enforcement and service delivery.
3. **Develop communities of practice** to share best practice and learning and to give all waterways staff a voice in the future direction of the navigation business.
4. **Implement integrated asset management** by developing our Navigation Asset Management System to a point of **ISO55000** compliance by March 2025 and embed a professional partnership delivery culture with the supply chain.



# Theme 3: Sustainable operations

## Our assets



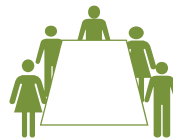
Locks



### 2020 baseline:

- 2,500 assets
- 84% of all inspected assets are at target condition
- 75% inspected locks at target condition
- 97% inspected moorings at target condition
- 98% inspected landings at target condition
- 185 bridges
- Multi-functional weirs & sluices

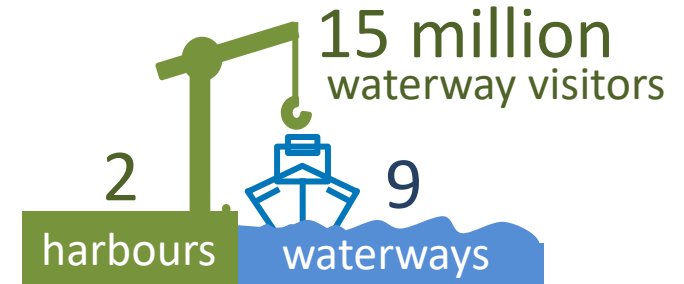
## Our people



### Our greatest asset:

- 140fte strong workforce in Areas
- 6fte in National Navigation team
- 4fte in National Operations
- 2018 staff satisfaction results 10% below operations average
- 3 supplier delivery partner teams supporting delivery of £27m programme (2021/2022)

## Our service



### Our navigable waterways:

- River Thames
- River Medway
- Rye Harbour
- Lydney Harbour
- Rivers Wye & Lugg
- River Stour
- River Great Ouse
- River Nene
- Rivers Welland & Glen
- River Ancholme
- South Forty Foot
- 18,000 boating customers
- 28,000 registrations



### Sustainable operations

## Build back better and greener



We will build back better and greener, designing the right operational approaches to manage risk, maximise benefits and deliver in a sustainable and equitable way

### 2021-2022

#### Covid learning:

- Embed learning from Covid response
- Identify and update standards, processes and tools for Navigation
- Develop Enforcement Regime Plan
- Develop a post incident waterways assurance approach for customers

#### Productivity and efficiency:

- Review operational models for key work areas to agree best practice approach
- Establish and resource a waterways continual improvement plan
- Implement actions from Net Zero plan to green our assets and service

#### Boat safety risk management:

- Develop consistent reporting and investigating processes for boat-related incidents and accidents
- Develop and introduce new process for registration under Recreational Craft Directive

### 2022-2023

#### Productivity and efficiency:

- Implement findings of operational review
- Embed Net Zero plan changes into our AM system, assets and service
- Align enforcement resource to priorities in the enforcement plan
- Benchmark against CRT and others

#### Boat safety risk management:

- Develop consistent approach for the identification of hazardous boats
- Develop consistent approach for managing risks associated with tenanted or letting boats
- Mandate compliance with Hire Boat Code as a condition of registration and develop and implement a compliance checking regime
- Participate in AINA / BSS revision of construction and equipment standards for non-private boats (led by National navigation team)

### 2023-2024

#### Productivity and efficiency:

- Monitor and review performance and improvements in operation
- Evaluate improvements from Net Zero Carbon plan for asset design, supply chain and service
- Review PAS2080 Accreditation benefits
- Assess the impact of operational review and adjust further if necessary

#### Boat safety risk management:

- Participate in AINA/MCA review of Inland Waters Small Passenger Boat Code (led by National navigation team)
- Mandate compliance with new standards for non-private boats (led by National navigation team)

### 2024-2025

#### Productivity and efficiency:

- Review performance and agree new 5 year improvements and efficiency plan
- Review operational model in light of delivery of the Sustainable Navigation Business Plan
- Review NZC plan improvements and programme for next phase of action plan
- Embed new design standards and greener best practice into AM systems and supply chain

***By the end of this plan we will:***

- ***Have embedded a consistent approach to prioritising and delivering our service across operations***

\*Most actions led by National Operations





### World class asset management

We will embed a class leading asset management approach for Navigation and utilise our supply chain to better deliver programme efficiencies

#### 2021-2022

##### Establishing a common approach

- Complete asset condition review, establish and map out risks
- Agree approach to managing and resourcing multifunctional assets
- Develop AM “Data” System based on EA model (AIMS OM, AMP & PD)
- Collate and assess National and area best practice Operating Instructions
- Develop AMS Manual of 15 processes aligned to business priorities
- Develop framework documents to support governance and risk based decision making
- Develop Class based Asset Management Plans & align to WLB
- Establish a common asset management approach that aligns across the business

##### Programme delivery

- Establish relationships and build supply chain capacity for better outcome delivery of £27M capital
- Initial review of revenue maintenance programme delivery & assurance

\*All actions led by National Operations

#### 2022-2023

##### Developing our asset management (AM) maturity

- Review waterway teams resource and capacity plan
- Implement findings from asset inspection strategy
- Align AM system development and improvements with maturity needs
- Implementation of new waterways manual to deliver greater efficiency
- Embed governance reviews of framework documentation
- Use annual AMS maturity reviews to assess assurance improvements
- Implement AIMS OM for asset maintenance activity

##### Programme delivery

- Deliver greatly enhanced programme to tackle managed decline
- Embed collaborative relationships with suppliers to drive efficiency and to optimise our asset management and investment programmes

#### 2023-2024

##### Embed and assure AM system

- AMS manual gaps v ISO55001 and improvement needs implemented
- Governance reviews of audit and assurance performance outcomes
- Evaluation of asset management system maturity and “readiness” for ISO55001 certification
- Review and assure asset management intervention “quality and cost” (year on year)
- Implementation of asset inspections for all classes for more accurate condition assessments
- Implement asset reliability approach
- Review corporate uneconomic asset and decommissioning processes

##### Programme delivery

- Long term asset management and investment plans in place
- Review opportunities for optimisation of capital and revenue

#### 2024-2025

##### Review and improve AM system through risk based decision making

- Risk and opportunities register is focus for AM decision making
- Review mitigation actions improvement plan for AM system
- Clearer oversight of AM assurance planning and delivery
- Improved AMS Manual that acts as a single point of reference for national process and guidance, and delivery of outcomes

##### Evaluate options for corporate AM

- Review AM system maturity alignment to determine optimum timeframe for corporate AM system integration
- Evaluate full AMS integration with FCRM & E&B boards for outcomes and benefits realisation
- Define added value through one business approach to all AM system delivery and change management



### Supporting our people

We will support our people to feel safe, valued and equipped, through more effective engagement, better guidance and increased investment in skills and capabilities

#### 2021-2022

**Staff engagement:**

- Develop and deliver actions in Staff Engagement Plan
- Consult with teams on new ways of working due to increased programme size and any changes to delivery model
- Develop communities of practice to share best practice and learning

**Guidance and support:**

- Develop People Plan for Navigation
- Review implications of Responsible Officer OI for waterways teams
- Continue the work to support HSW learning culture across the portfolio, with a key focus on staff welfare

**Skills and capabilities:**

- Skills gap analysis carried out across all waterways teams
- Training plan developed
- Training materials developed
- Team/individual development plans created

#### 2022-2023

**Staff engagement:**

- Continued engagement with staff in line with engagement plan
- Develop staff survey
- Staff invited to waterways leadership teams to support more inclusive decision making

**Guidance and support:**

- Deliver actions in People Plan for Navigation
- Continue the work to support HSW learning culture across the portfolio, with a key focus on staff welfare
- Implement Responsible Officer and Senior User roles

**Skills and capabilities:**

- Training put on Learning Zone and Asset Management Academy
- Priority training implemented
- Team/individual development plans reviewed
- Evaluate benefit of implementing a Technical Development Framework

#### 2023-2024

**Staff engagement:**

- Continued engagement with staff in line with engagement plan
- Implement annual waterways staff survey

**Guidance and support:**

- Deliver actions in People Plan for Navigation
- Develop resourced and deliverable work plans

**Skills and capabilities:**

- Continued delivery of waterways training and development programme
- Develop ISO55001 standard & audit knowledge and capability as part of certification readiness
- Ensure all teams have complete AIMS training & development

#### 2024-2025

**Staff engagement:**

- Review staff engagement plan
- Continuous improvement and assurance
- Engage on benefits of corporate AM

**Guidance and support:**

- Review People Plan for Navigation
- Develop new resourced and deliverable work plans for next business planning period

**Skills and capabilities**

- Review Training Plan
- Create new Development Plans
- Further development of Learning Zone and Asset Management Academy for continued professionalization

***By the end of this plan our teams will:***

- ***Feel valued, safe and better equipped to deliver the outcomes we need as an organisation***

\*All actions led by National Operations