

APPENDIX 1.1
(referred to in paragraph 1.5)

Interested third parties which provided evidence

<i>Government departments</i>	Department of the Environment Scottish Development Department
<i>Trades unions</i>	National and Local Government Officers Association Transport and General Workers Union
<i>Organisations</i>	Association of Pleasure Craft Operators Birmingham Anglers' Association Ltd British Hire Cruiser Federation Central Council of Physical Recreation Countryside Commission English Tourist Board Inland Waterways Amenity Advisory Council Inland Waterways Association Inland Waterways Protection Society Narrow Boat Owners Club National Anglers' Council National Association of Inland Waterway Carriers National Federation of Anglers National Yacht Harbour Association Northern Anglers Association Royal Yachting Association Scottish Inland Waterways Association Scottish Tourist Board Ship and Boat Builders National Federation Water Companies' Association
<i>Canal trusts and companies</i>	Kennet and Avon Canal Trust Monmouthshire, Brecon and Abergavenny Canals Trust Ltd Pocklington Canal Amenity Society Rochdale Canal Company Wey and Arun Canal Trust Ltd
<i>Local and county councils</i>	Cheshire County Council Dudley Metropolitan Borough Council Gloucester City Council Newbury District Council Royal County of Berkshire Stroud District Council
<i>Private companies</i>	Blakes Holidays Bridgewater Boats Cawood Hargreaves Ltd Turner Marinas John H Whitaker (Holdings) Ltd
<i>Others</i>	Nine private individuals

APPENDIX 1.2
(referred to in paragraph 1.5)

Summary of views of interested third parties

1. In this appendix we summarise the evidence of some third parties. The views of DoE and the trade unions (TGWU and NALGO) are to be found in the relevant chapters.

**Inland Waterways Amenity
Advisory Council (IWAAC)**

2. IWAAC was set up under the 1968 Transport Act. It is funded by BWB. The members of the Council are appointed by the Secretary of State for the Environment. They advise the Secretary of State and BWB on the use and development of BWB's waterways for recreational and amenity purposes. The Council told us that in its view successive Governments have not made available to BWB sufficient funds for the proper development of the waterways system. With extra resources BWB could do much more. IWAAC considered that subject to the constraint on its resources, BWB was making good progress and had become a more effective organisation over the years. Particular changes noted by IWAAC in recent years were greater willingness to consult other organisations and the increasing emphasis on tourism and recreation. IWAAC felt that BWB's objectives helped both BWB and IWAAC in defining the scope of BWB's activities.

3. IWAAC felt strongly that there was a need to attract more holiday makers including overseas tourists to waterway holidays. With this in mind the importance of heritage attractions should be stressed, notably within a 20-mile corridor (ie about ten miles either side of major waterway routes); efforts towards the conservation of waterway buildings and structures should be increased. Waterways should be more involved with the life of the communities along the banks and new developments should where possible incorporate the waterways. IWAAC thought that BWB now had a more positive attitude towards development for leisure and amenity uses. Engineering considerations had been too dominant in the past in BWB with some instances of friction between Area Engineers and Leisure Officers. IWAAC welcomed the possibility of BWB implementing the lengthsman concept.

**Inland Waterways
Association (IWA)**

4. IWA was established in 1946 to campaign for the restoration, retention and development of inland waterways in Britain and for their fullest commercial and recreational use. It has over 20,000 members. Through its national, regional and branch offices the Association has close links with kindred organisations including IWAAC (of which IWA's Chairman is a member), the Royal Yachting Association, the Association of Pleasure Craft Operators, the Ship and Boat Builders National Federation, and with other national groups including the National Federation of Anglers, the Ramblers Association, the Sports Council, the Nature Conservancy Council, the Central Council of Physical Recreation and the National Council for Voluntary Organisations. It is a non-profit-distributing company and registered charity and seeks to represent the interests and concerns of all users of inland waterways.

5. IWA told us that the frequently stated Government commitment to the nation's waterways had not been honoured by successive administrations and this had prevented BWB from meeting its statutory obligations and liabilities. IWA argued that the Government should provide BWB with sufficient funds to undertake a medium-term programme of maintenance and restoration in order to meet its statutory obligations. The Government should continue general funding at a level sufficient to compensate for changes in prices and to permit the proper operation and maintenance of BWB's inland waterways.

6. IWA considered that a desirable level of operational and maintenance standards should be identified, having regard to current actual and potential use of the waterways. In addition, it thought that BWB should take a more structured

and uniform approach to budgeting and to setting priorities. The widespread dredging of all BWB waterways to a proper and adequate depth should be a priority. So too should the guaranteed provision of adequate water levels, the proper and regular maintenance of locks, lock gates and paddle gear, and the provision of more moorings and sanitary facilities. The prompt repair and maintenance of towpaths, the removal of obstructing trees and bushes and the eradication of obstacles to navigation were also important.

7. IWA suggested that BWB needed to consider its commitment to remainder waterways and urged their upgrading to cruising waterway status wherever practicable; BWB should formulate a fresh set of criteria on its commitment to that objective. The useful employment of voluntary and short-term labour should receive BWB's full attention.

8. One area where BWB should do less was in activities where it competed with the commercial interests of its own customers. In particular BWB's hire cruiser operation should, in IWA's view, be sold off.

9. IWA contended that BWB's fees and charges should be held at 1987 levels, or increased below the rate of inflation, in order to stimulate a wider use of the waterways. More attention should be paid to dealing with those who evade payment of BWB's licensing fees or infringe BWB regulations.

10. IWA also argued that BWB should improve its consultation arrangements, notably those dealing with proposed closures and stoppages, where earlier consultation was needed. Above all, BWB should give its principal attention to the maintenance and improvement to an acceptable standard and quality of the existing inland waterways network.

Organisations

11. The main point made by most of the other organisations was that BWB should improve its consultation with users when deciding on the maintenance it planned to do, and on the provision of facilities for users. Some organisations argued that the remainder waterways should be improved, and that BWB was paying too little attention to the potential of those waterways. The tourist organisations argued that further exploitation of the waterways for tourist purposes was desirable.

Local authorities

12. Some local authorities were concerned about the standards of BWB's maintenance and the need to uphold standards in future. They also drew attention to the need for additional Government funding in recognition of BWB's role in preserving the waterways heritage. There were some complaints about delays in obtaining a response when dealing with BWB.

Canal trusts

13. The trusts commented mostly favourably on their relations with BWB, but some of them wanted to see higher standards of maintenance, with increased financial support for BWB from the Government.

Angling interests

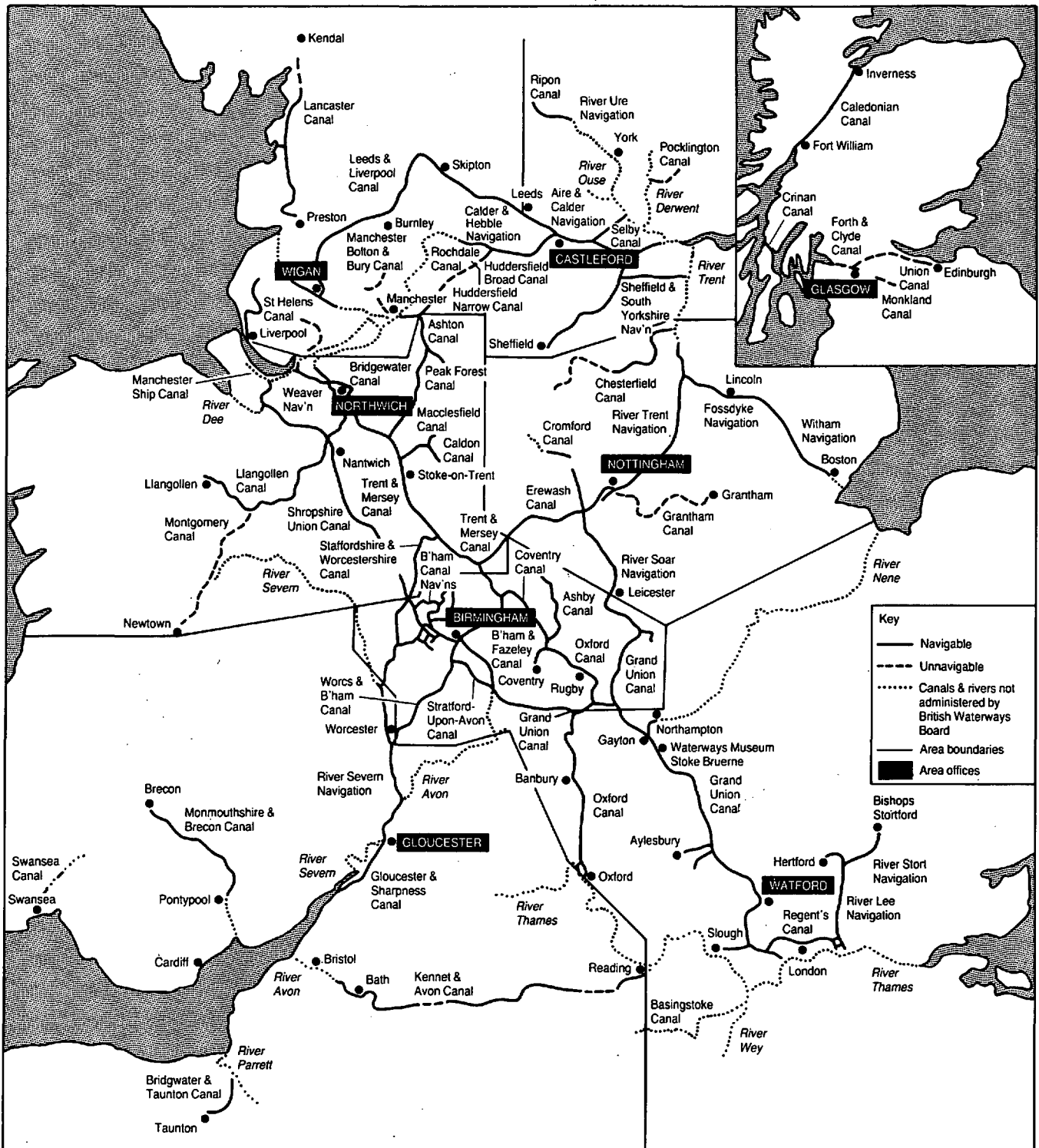
14. The angling associations complained that towpath and other facilities for anglers were poor or minimal; BWB needed to improve facilities before increasing its revenue from anglers. There was also criticism of BWB's lack of consultation generally, and in particular over the large percentage increases in charges, proposed in 1985, which had provoked widespread opposition.

Letters from individual members of the public

15. In some of these letters there were strong criticisms of BWB's standards of maintenance, and of management of the workforce and suggestions that higher standards could be achieved.

APPENDIX 2.1
 (referred to in paragraph 2.4)

The Waterways Network



Source: BWB.

APPENDIX 2.2
(referred to in paragraph 2.4)

Waterways and harbours for which British Waterways Board has responsibility

Inland waterways

England and Wales

Aire and Calder Navigation
Ashby Canal
Ashton Canal
Birmingham Canal Navigations
Brecon and Abergavenny Canal
Bridgwater and Taunton Canal
Calder and Hebble Navigation
Chesterfield Canal
Coventry Canal
Cromford Canal
Dearne and Dove Canal
Erewash Canal
Fosdyke Navigation
Gloucester and Sharpness Canal
Grand Union Canal
Grantham Canal
Huddersfield Canal
Huddersfield Narrow Canal
Kennet and Avon Canal
Kensington Canal
Lancaster Canal
Lee Navigation
Leeds and Liverpool Canal
Macclesfield Canal
Manchester, Bolton and Bury Canal
Monmouthshire Canal
Nottingham Canal
Oxford Canal
Peak Forest Canal
Pocklington Canal
Ripon Canal
St Helens Canal
River Severn
Sheffield and South Yorkshire
Navigation
Shropshire Union Canal
Staffordshire and Worcestershire
Canal
River Stort Navigation
Stourbridge Canal
Stratford-on-Avon Canal (north)
Swansea Canal (part)
Trent and Mersey Canal
Trent Navigation
Ure Navigation
Weaver Navigation
Witham Navigation
Worcester and Birmingham Canal

Scotland

Caledonian Canal
Crinan Canal
Forth and Clyde Canal
Monkland Canal
Union Canal

Harbours

Ardrishaig Dock
Ellesmere Port Docks
Gloucester Docks
Sharpness Docks
Weston Point Docks

Source: BWB.

APPENDIX 2.3

(referred to in paragraphs 2.9 and 5.1)

British Waterways Board: statement of objectives agreed with the Department of the Environment (31 July 1984)

- General**
1. Consistent with its statutory obligations and powers, the Board should, so far as practicable, run its affairs on a commercial basis.
 2. In promoting the fullest practicable use of the waterways for leisure, recreation and amenity, and for freight transport where appropriate, the Board should aim (a) to achieve value for money in all its activities including the maintenance of waterways, (b) to secure an adequate rate of return on specific activities and (c) consistently with its other objectives to increase opportunities for private sector participation in the business for example through direct investment, joint ventures, asset sales, contracting out and hiving off. By these means the Board's demands on Exchequer funds should be kept to a minimum.
 3. The Board should comply with financial targets and external financing limits set by the Secretary of State and should achieve performance aims, agreed with the Secretary of State, for manpower and other operating costs for each part of the Board's activities. Proposals by the Board for capital investment should be subject to proper investment appraisal as in the Department's guidelines dated 25 May 1983. Those outside the delegated limits agreed from time to time between the Secretary of State and the Board should be submitted for approval. The currently agreed limit for this is £200,000.
- Freight**
4. That part of the network which is suitable for freight transport should be managed (in addition to the purposes set out below) primarily for the commercial traffic of private operators. The Board's direct freight activities (as distinct from the upkeep of the waterways) should be confined to those which can achieve an adequate rate of return. Those which do not should be sold off or closed down. Opportunities to attract private sector capital for the expansion and development of commercial freight traffic, including the relevant waterways, possibly by means of joint ventures, should be pursued. Maintenance standards should be appropriate to the actual use (including land drainage where necessary), and the prospects of use, of the stretches of each waterway.
- Leisure, recreation and amenity**
5. The greater part of the network is unlikely to be suitable for freight transport and should be managed imaginatively for the purposes of leisure, recreation, amenity, conservation (and land drainage as necessary). Public use and enjoyment of the waterways should be enhanced including where practicable that of the disabled. Opportunities to expand and develop profitable activities (in conjunction with the private sector where possible) should be pursued in ways which would increase the Board's resources. Charges should be kept under review, with the aim of maximising revenue. Maintenance standards should be appropriate to the actual use (including land drainage where necessary) and the prospects of use, of the various stretches of each waterway.
- Land holdings**
6. The Board should define as operational only such land as (a) is essential to the maintenance of the waterways, or (b) must be held by the Board for running its freight, leisure, recreation and amenity activities. Non-operational holdings of land and buildings should be sold freehold to the private sector as soon as this is commercially sensible, or developed with the private sector through profitable joint ventures. The Board should maintain an up-to-date appraisal of their land holdings and their capital valuation.
- Maintenance and engineering works**
7. The scope and standards of maintenance of particular stretches of waterway should be appropriate to their use and to prospects for future use. They should be kept under review taking into account the number and size of vessels using them.

The Board should make proposals to the Secretary of State for any desirable changes in the statutory standards and classifications of commercial, cruising and remainder waterways. The Board should contract out maintenance work to the private sector wherever that is cost effective. In the case of waterways which are also 'main rivers' for land drainage purposes the Board should seek to co-operate with the relevant authority (the Regional Water Authority in England and Wales) to maintain the waterways as economically as possible. The possibilities of either the Board or the relevant authority undertaking all work subject to reimbursement should be pursued.

Research and development

8. The Board's research programmes should be geared to its objectives and should be settled annually with the approval of the Secretary of State as required by section 46 of the Transport Act 1968.

Corporate Plan

9. The Board should develop procedures whereby its objectives and performance are kept under review, the efficiency and effectiveness of its operation are monitored and the results reported to the Secretary of State. This will require the early adoption of a corporate plan, updated annually, for approval by the Secretary of State, the settling of performance aims and indicators, and the further development of performance review and financial monitoring.

Accounts and audit

10. The Board should adopt management accounting systems compatible with the form of accounts directive, and its businesses as defined in the Corporate Plan. The auditors, who are appointed by the Secretary of State, will carry out a proportion of value-for-money audit annually, reporting on that and other audit matters to the Board in the first instance.

Relations with users

11. The Board should consult waterways users and others affected by the Board's activities about their needs and about the Board's policies. On matters affecting leisure, recreation and amenity the Board should liaise closely with the Inland Waterways Amenity Advisory Council, making use of the Council's links with user organisations; and, so far as practicable, consulting the Council in advance of decisions upon proposals of significant interest to them.

Source: DoE.

APPENDIX 3.1
(referred to in paragraph 3.13)

Responsibility for undertaking the different tasks in the maintenance programme

Maintenance types	Components					
	Identify	Define	Specify	Requisition	Execute	Supervise
(i) Operational maintenance —Waterways	e1	e1	e1	e1	e1-*	e1
(ii) Control maintenance —Waterways	e1	e1	e1	e1	e1-*	e1
(iii) Routine maintenance						
(a) Waterways						
: general works	e1	e1	e1	e1	e1-*	e1
: highway bridges	e1-e2b	e2b	e2b	e2b	*	e2b
: tunnels	e1-e2g	e2g	e2g	e2g	*	e2g
: reservoirs	e1-e2r	e2r	e1	e1	e1-*	e1
: water supply	e1-e2w	e2w	e1	e1	e1-*	e1
(b) Buildings and other works						
: for waterways ops	e1	e1-bs	e1-bs	e1-bs	e1-*	e1-bs
: for freight ops	f	bs	bs	bs	*	bs
: for leisure ops	l	bs	bs	bs	*	bs
: for corporate services	p	bs	bs	bs	*	bs
(c) Craft and floating plant						
: for waterways ops	e1	e2y	e2y	e2y	e2y	e2y
: for freight ops	f	f-e2y	e2y-*	e2y-*	*-e2y	e2y-*
: for leisure ops	l	l	l	l	l-*	l
(d) Plant						
: for waterways ops	e1	e2y	e2y	e2y	e2y	e2y
: for freight ops	f	f-e2y	f-e2y	f-e2y	*-e2y	f-e2y
(e) Vehicles						
: for waterways ops	e1	e2y	e2y	e2y	*-e2y	e2y
: for freight ops	f	f	f	f	*	f
: for corporate services	p	p	p	p	*	p
(iv) Structural renewal of						
(a) Waterways						
: general works	e1	e1	e1	e1	e1-*	e1
: 'heavy' works	e1	e1	e2c-*	e2c-*	*	e2c-*
: highway bridges	e2b	e2b	e2b-*	e2b-*	*	e2b-*
: tunnels	e1-e2g	e2g	e2g*	e2g*	*	e2g*
: subsidence	e1	e2g	e2g-*	e2g*	*	e2g*
: reservoir	e2r-*	e2r-*	e2c-*	e2c-*	*	e2c-*
: water supply	e2w	e2w	e2c-*	e2c-*	*	e2c-*
(b) Buildings and other works						
: for waterways ops	e1	bs	bs-e2c-*	bs-e2c-*	*	bs-e2c-*
: for freight ops	f	bs	bs-e2c-*	bs-e2c-*	*	bs-e2c-*
: for leisure ops	l	bs	bs-e2c-*	bs-e2c-*	*	bs-e2c-*
: for corporate services	p	bs	bs-e2c-*	bs-e2c-*	*	bs-e2c-*
(c) Craft and floating plant						
: for waterways ops	e1-e2m	e2m	e2m	e2m	e2f	e2m
: for freight ops	f	f-e2m	*-e2m	*-e2m	*	*-e2m
(d) Plant						
: for waterways ops	e1-e2m	e2m	e2m	e2m	e2f	e2m
: for freight ops	f	f-e2m	*-e2m	*-e2m	*	*-e2m
(v) Fabrication						
(a) lock-gates	e1-e2c	e2f	e2f	e2f	e2f	e2f
(b) maintenance vessels	e1	e2m	e2m-*	e2m-*	e2f-*	e2m-*

Key:

1. **Headings:**

'Identify' is the procedure by which a task is recognised as needing to be done, ie a title and number and location and brief description are given.

'Define' establishes the precise scope of the identified task.

'Specify' gives sufficient detail of the task to enable it to be carried out.

'Requisition' initiates formal purchasing processes and/or releases pre-purchase materials or sets up formal contracts for services.

'Execute' is the undertaking of the work to the specification established.

'Supervise' is to ensure independently that the work is executed to specification and establish that any changes to the specification still conform to the definition of the task.

2. **Explanation of the above codes:**

- bs : BWB building surveyors
- e1 : BWB engineering dept, operations division (area engineers)
- e2 : BWB engineering dept, technical services division
- e2b : BWB bridge engineering group
- e2c : BWB construction group
- e2f : BWB fabrication facilities
- e2g : BWB mining engineering group
- e2m : BWB marine engineering group
- e2r : BWB reservoir engineering group
- e2w : BWB water resources group
- e2y : BWB repair yard (in Scotland this is undertaken by 'e1')
- e3 : BWB engineering dept, planning division
- f : BWB Freight dept (in Scotland this is undertaken by 'e1')
- l : BWB leisure dept
- p : BWB personnel dept
- * : outside contractor/consulting engineering services

Source: MMC.

APPENDIX 5.1
(referred to in paragraphs 5.54 and 5.55)

BWB: expenditure and income over the last five financial periods per kilometre of commercial waterways

	<i>Expenditure</i>	<i>Income</i>	<i>Kilometres of waterway</i>	<i>Expenditure per kilometre ranking</i>	<i>Expenditure per kilometre</i>	<i>Income per kilometre ranking</i>	<i>Income per kilometre</i>	<i>£'000</i>	
								<i>ranking and % of income to expenditure per kilometre</i>	<i>%</i>
								<i>Ranking</i>	<i>%</i>
Gloucester & Sharpness	7,834	3,709	25.75	1	304.23	1	144.04	1	47.3
South Yorkshire Canal	14,070	668	71.62	2	196.45	6	9.33	10	4.7
Weaver Navigation	6,579	1,431	35.81	3	183.72	3	39.96	4	21.8
Crinan	2,432	439	14.48	4	167.96	5	30.32	5	18.1
Aire & Calder Navigation	10,605	2,857	85.70	5	123.75	4	33.34	3	26.9
Limehouse Basin/ Lee Navigation	5,053	2,387	51.50	6	98.12	2	46.35	2	47.2
Calder & Hebble	1,102	97	16.09	7	68.49	10	6.03	9	8.8
Caledonian	5,387	828	96.56	8	55.79	7	8.57	7	15.4
Trent Navigation	4,923	550	88.62	9	55.55	9	6.21	8	11.2
River Severn	2,606	435	67.39	10	38.67	8	6.45	6	16.7
Totals	60,591	13,401	553.52						
Averages					109.46		24.21		22.1

Source: BWB.

APPENDIX 5.2
(referred to in paragraphs 5.54 and 5.55)

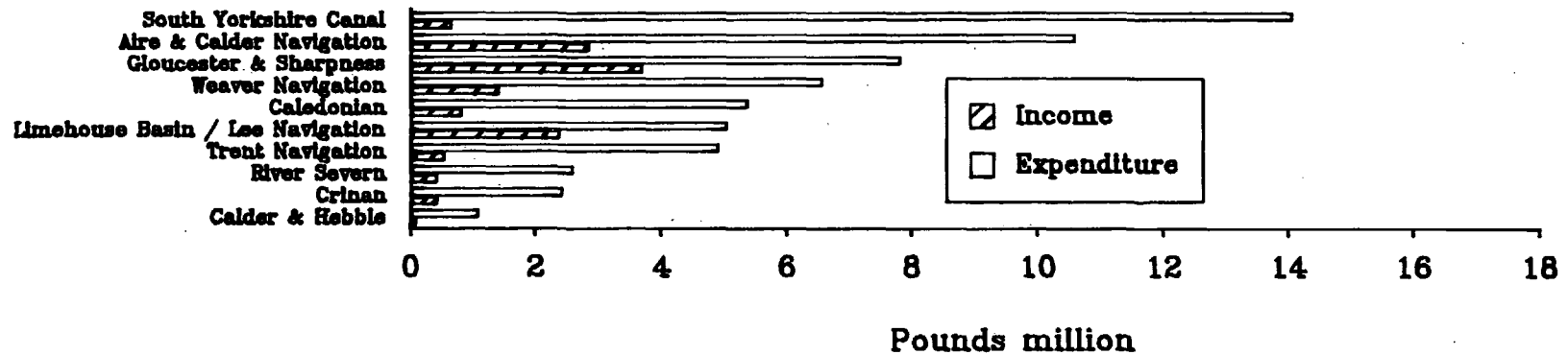
BWB: expenditure and income over the last five financial periods per kilometre of cruising waterways

			<i>Expenditure per kilometre ranking</i>		<i>Income per kilometre ranking</i>		<i>ranking and % of income to expenditure per kilometre</i>	
	<i>Expenditure</i>	<i>Income</i>	<i>Kilometres of waterway</i>	<i>per kilometre ranking</i>	<i>per kilometre</i>	<i>per kilometre ranking</i>	<i>Ranking</i>	<i>%</i>
Upper Trent	2,600	711	21.62	1	120.26	3	14	27.3
Staffs & Worcester (South)	1,854	565	20.52	2	90.35	4	12	30.5
Peak Forest	2,216	235	24.54	3	90.30	23	32	10.6
Calder & Hebble	1,682	329	19.31	4	87.11	8	23	19.6
Staffs & Worcester (North)	966	464	12.67	5	76.24	2	4	48.0
Shropshire Union								
(Llangollen Branch)	5,487	1,098	74.03	6	74.12	12	22	20.0
Leeds & Liverpool	13,667	1,447	186.27	7	73.37	24	33	10.6
Birmingham Canal Navigations	2,669	656	37.22	8	71.71	7	17	24.6
Grand Union—below Slough	3,814	1,284	53.61	9	71.14	5	11	33.7
Ashton	626	444	9.55	10	65.55	1	2	70.9
Trent & Mersey	11,105	2,513	182.86	11	60.73	14	19	22.6
Grand Union (Main line)	17,243	3,188	306.08	12	56.33	20	24	18.5
Stratford on Avon	1,078	223	20.32	13	53.05	17	20	20.7
Oxford (South)	4,165	854	79.26	14	52.55	18	21	20.5
Kennet & Avon	1,468	352	30.22	15	48.58	16	18	24.0
Stourbridge Canal	352	33	8.25	16	42.67	31	34	9.4
River Soar	1,666	434	41.44	17	40.20	19	15	26.1
Macclesfield	1,688	706	42.04	18	40.15	9	7	41.8
Coventry	1,654	421	43.45	19	38.07	22	16	25.5
Chesterfield Canal	1,584	217	41.84	20	37.86	26	30	13.7
Ripon Canal	76	28	2.01	21	37.81	13	10	36.8
Shropshire Union	4,650	2,712	123.11	22	37.77	6	3	58.3
Worcester & Birmingham	1,823	766	48.28	23	37.76	10	6	42.0
Lancaster	2,575	1,102	70.40	24	36.58	11	5	42.8
Mon. & Brecon	1,910	214	52.69	25	36.25	29	31	11.2
Fosdyke	624	245	18.00	26	34.67	15	8	39.3
Erewash Canal	625	99	18.91	27	33.05	25	26	15.8
Birmingham & Fazeley (South)	963	133	32.99	28	29.19	30	29	13.8
Oxford	936	355	36.61	29	25.57	21	9	37.9
Ashby	787	144	33.80	30	23.28	27	25	18.3
River Stort	422	63	22.13	31	19.07	33	28	14.9
River Witham	761	117	58.14	32	13.09	34	27	15.4
River Ure	155	44	12.87	33	12.04	32	13	28.4
Birmingham & Fazeley (North)	49	36	8.85	34	5.54	28	1	73.5
Totals	<u>93,940</u>	<u>22,232</u>	<u>1793.89</u>					
Averages					<u>52.37</u>		<u>12.39</u>	<u>23.7</u>

Source: BWB.

APPENDIX 5.3
 (referred to in paragraph 5.54)

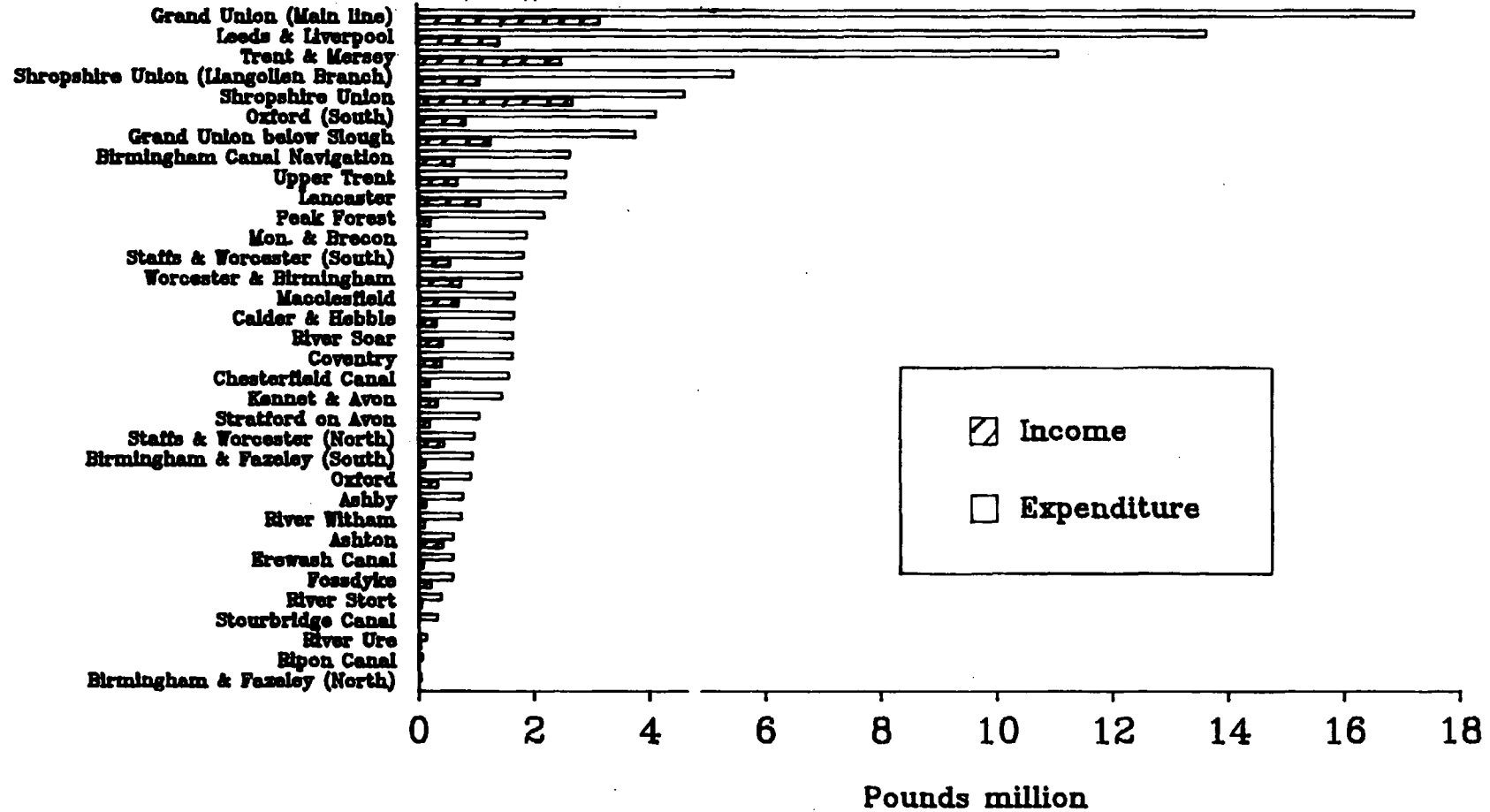
Expenditure and Income of Commercial Waterways
 ranked by expenditure 1981 to 1985-6



Source: BWB.

APPENDIX 5.4
 (referred to in paragraph 5.54)

Expenditure and Income of Cruising Waterways
 ranked by expenditure 1981 to 1985-6



Source: BWB.

BWB: the responsibilities of the Leisure and Tourism Division

- (a) **Field Operations.** In each of the eight Areas there is an Area Leisure Officer supported, in most cases, by Project Officers working on specific waterways. The Area Leisure Officers are normally accommodated in the Area offices with the Area Engineer and his staff as well as, at some locations, other disciplines. The Area Leisure staff liaise with the engineers on a detailed day-to-day basis. Major priorities are the phasing, establishment and implementation of maintenance works on the system, dealing with day-to-day operational matters and the assessment and implementation of development proposals in accordance with leisure and tourism operating requirements and the essential environmental quality to encourage commercial investment.
- (b) **Tourism Marketing Unit.** This newly established section was formed earlier this year with the express purpose of promoting, for example, joint ventures, publicising user facilities and commercial investment opportunities on the waterways, for expanding existing markets and generating new market opportunities. Work includes the preparation and implementation of development briefs for leisure and tourism schemes on the waterways and reservoirs and the implementation of projects.
- (c) **Planning and Research Unit.** Concerned with formulation of much of the detailed work involved in the preparation of waterway plans and reservoir plans. Responsible for the market intelligence research programme which has been established and expanded over a number of years. This includes economic appraisal of the benefits of the waterways embracing employment benefits.
- (d) **Architect/Planner's Section.** Concerned with a wide range of projects and services including commercial development schemes, conservation of the natural and built heritage and providing a comprehensive service to the Engineering Department in relation to maintenance and improvement works and projects whether, for instance, on waterway or reservoir schemes. The section also provides a service to the Estates Department as well as briefs for the Estates Department where it is acting for the division.

Leisure and tourism plan
Objective

The greater part of the network is unlikely to be suitable for freight transport and should be managed imaginatively for the purpose of leisure, recreation, amenity, conservation (and land drainage as necessary). Public use and enjoyment of the waterways should be enhanced, including, where practicable, that of the disabled. Opportunities to expand and develop profitable activities (in conjunction with the private sector where possible) should be pursued in ways which would increase the Board's resources. Charges should be kept under review, with the aim of maximising revenue. Maintenance standards should be appropriate to the actual use (including land drainage where necessary), and the prospects of use, of the various stretches of each waterway.

Management targets

- (a) To develop and promote the use of the waterways, including reservoirs, imaginatively, for boating, angling, informal recreation and tourism purposes, with sensitivity to conservation and the environment.
- (b) To promote joint venture enterprises to those ends.
- (c) To provide cost-effective leisure and tourism services and facilities to maximise usage, revenue and business potential.
- (d) To raise gross revenue by 150 per cent by 1990, and by 250 per cent by 1995.
- (e) To seek an average return of 15 per cent real on new capital investment for commercial development and trading operations.
- (f) To promote the restoration of appropriate remainder waterways in order to expand the system and its revenue potential.

Source: BWB.

APPENDIX 7.1

(referred to in paragraphs 7.51 and 7.58)

BWB: basic rates of pay, 1980 to 1986

Wages grades

<i>Grade</i>	<i>1980</i>	<i>1981</i>	<i>1982</i>	<i>1983</i>	<i>1984</i>	<i>1985</i>	<i>1986</i>
1	65-08	70-29	74-68	76-80	—	—	—
1A	66-82	72-17	76-86	80-70	84-33	88-55	92-98
2	67-67	73-08	77-83	81-72	85-40	89-67	94-15
2A	68-23	73-69	78-48	82-40	86-11	90-42	94-94
3	69-35	74-90	79-77	83-76	87-53	91-91	96-51
3A	69-97	75-57	80-48	84-50	88-30	92-72	97-36
4	70-61	76-26	81-22	85-28	89-12	93-58	98-26
4A	71-19	76-89	81-89	85-98	89-85	94-34	99-06
5	75-24	81-26	86-54	90-87	94-96	99-71	104-70
5A	76-74	82-88	88-27	92-68	96-85	101-69	106-77
6A	80-42	86-85	92-50	97-13	101-50	106-58	111-91
6B	82-72	89-34	95-15	99-81	104-41	109-63	115-11
6C	85-02	91-82	N/A	N/A	107-30	112-67	118-30

Source: BWB.

APPENDIX 7.2

(referred to in paragraphs 7.51 and 7.58)

BWB: salaried staff salaries, 1981 to 1986

<i>Grade</i>	<i>1981</i>	<i>1982</i>	<i>1983</i>	<i>1984</i>	<i>1985</i>	<i>£ range</i> <i>1986</i>
C1	3,275- 4,244	3,537- 4,584	3,250- 4,882	3,420- 5,130	3,770- 5,870	3,960- 6,180
C2	4,244- 4,421	4,584- 4,775	4,882- 5,085	5,130- 5,340	5,650- 6,110	5,940- 6,430
C3	4,519- 4,893	4,881- 5,284	5,198- 5,627	5,460- 5,910	6,010- 6,730	6,320- 7,080
C4	5,125- 5,427	5,535- 5,861	5,895- 6,242	6,190- 6,560	6,810- 7,440	7,160- 7,830
C5	5,529- 5,911	5,971- 6,384	6,359- 6,799	6,680- 7,140	7,360- 8,080	7,730- 8,500
P&T1	3,275- 4,814	3,537- 5,199	3,250- 5,537	3,420- 5,820	2,950- 6,270	3,100- 6,600
P&T2	5,240- 5,911	5,659- 6,384	6,027- 6,799	6,300- 7,146	6,970- 8,080	7,320- 8,500
Civil eng. graduate	4,886- 5,529	5,277- 5,971	5,620- 6,359	5,910- 6,680	6,510- 7,790	6,840- 8,190
S1	6,079- 6,557	6,565- 7,082	7,005- 7,556	7,360- 7,940	8,110- 8,960	8,520- 9,420
S2	7,047- 7,631	7,611- 8,241	8,121- 8,797	8,530- 9,240	9,390-10,390	9,860-10,920
S3	8,503- 9,154	9,183- 9,886	9,826-10,578	10,320-11,110	11,360-12,440	11,930-13,080
S4	9,341-10,024	10,088-10,826	10,794-11,584	11,340-12,170	12,480-13,610	13,110-14,300
SSA	10,276-11,022	11,098-11,904	11,875-12,737	12,470-13,380	13,720-14,940	14,410-15,700
S5	11,497-12,420	12,417-13,414	13,286-14,353	13,960-15,080	15,350-16,800	15,120-17,650

Source: BWB.

The report of the Joint Working Party on wages grading structure

1. BWB and its manual workers' union agreed in August 1983 to set up a Joint Working Party (JWP) to consider a variety of issues about the terms of employment of wages grades and their efficient deployment. The JWP met on a number of occasions before producing its report in August 1985.

2. The report, colloquially known as the 5 Issues Report, covered the following five major issues:

- (a) Wages Grades Structure;
- (b) Training and career development;
- (c) Lead schemes;
- (d) Mobility; and
- (e) Travelling arrangements.

Following are extracts from the report.

Wages grade structure

3. The report said:

The main change is the reallocation of staff into **LOCALLY BASED** and **CENTRALLY BASED** bases with the intention that such staff would be responsible for a wider range of Operational Activities and the greater part of the Control and Routine Maintenance Programmes together with those parts of the Infrastructure Programmes requiring specialist waterway skills and abilities. Particular stress is laid by Management on the need to improve 'customer care' by means of a more well defined local operational presence in the field—the Length Foreman and his staff—and the need to increase the level and standards of Control and Routine Maintenance as arrears are gradually eradicated. This will require greater emphasis on training.

4. 'Locally based' and 'Centrally based' were defined as under:

Locally based —implies location at a particular point on the waterway system—or within reasonable travelling distance therefrom—relevant to operational duties and responsibilities and the execution of day-to-day maintenance work.

Centrally based —implies location at a Depot—convenient to a more extensive part of the waterway system—from which the less labour intensive and more skilled maintenance activities are carried out and from which special Board transport will be provided.

5. The report went on to explain that staff allocated to a local base would deal with most of the Operational activities and all the day-to-day elements of the Control and Routine Maintenance programmes. The locally based staff would be organised within Waterway Lengths under the control of Length Foremen. These lengths would vary in extent in accordance with the character and usage of each particular waterway. The locally based operational staff would have the general title of Canalman although some existing designations, such as lock-keeper and bridgekeeper, will be retained. The unions preferred the term 'lengthman' to that of 'canalman'.

6. Centrally based units located either within a Section or within an Area were to be used as a focus for plant intensive maintenance activities and for work involving specialist skills requiring a wider geographic base than a waterway length to provide a satisfactory quantum and continuum of work for economic deployment.

Training and career development

7. The report recommended that staff should, in general, be required to:

- (a) operate Board Communications Systems as appropriate;
- (b) use and operate new technology and equipment subject to suitable training;
- (c) be trained in emergency First Aid and will be expected to administer the same as and when necessary

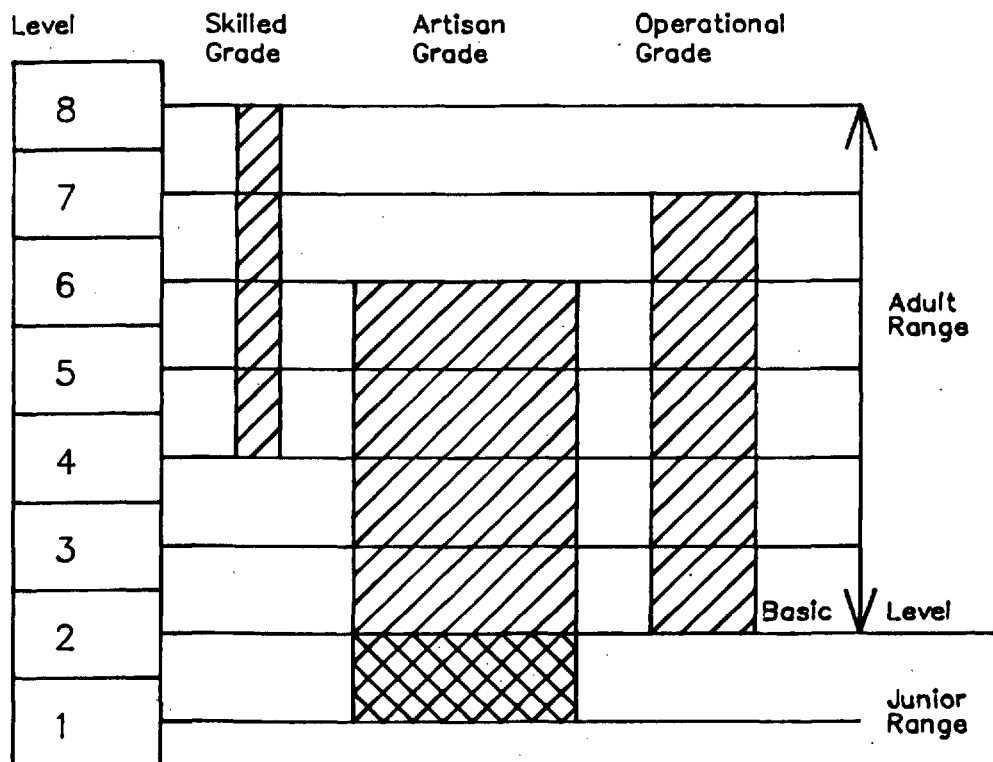
and that manning levels should be sufficiently flexible to allow for:

- (i) training;
- (ii) response to developing user requirements; and
- (iii) changing technology.

8. The report outlined the main areas in which training needs required a different approach from that currently adopted, and on the way in which this would contribute career development for wages grades personnel.

9. A simplified grade structure was drawn up, and is depicted in outline in Figure 1 below. Associated with that change would be a revision of the existing pay system. The JWP recommended that except for Standby, Call-out, First-Aid and Training Allowance, all other allowances and bonus payments relevant to the existing pay structure should be absorbed into a new pay structure.

FIGURE 1
Career Grades



N.B. Craft apprenticeships not included.

Source: BWB.

Lead schemes

10. The JWP agreed that lead schemes should be introduced to evaluate the merit of the proposals; and that consideration should be given to possible payments for flexibility.

Mobility 11. It was expected that there would be greater staff mobility as the new career structure took effect. The JWP made recommendations about relocation and the expenses thus incurred.

Training arrangements 12. The JWP said that there was wide variance of interpretation and application of the travelling agreements. They recommended that 'travelling arrangements and payments should be reviewed, with emphasis being placed on reimbursement of travelling costs incurred and working towards the elimination of time payments by effective incorporation into the basic rates'.

Other matters 13. The JWP also discussed two further matters:
(a) 'Annual Hours' contracts; and
(b) Housing allowances.

It recommended that they be given urgent attention.

APPENDIX 7.4
(referred to in paragraph 7.71)

BWB: education and training (17.2.85 to 21.3.86)

<i>Course</i>	<i>No. of courses</i>	<i>Numbers attending</i>	<i>Total man-days</i>
Safety Management	4 (3)	56	280
Interpersonal Skills	5 (5)	55	550
Cement and Concrete	2 (2)	39	195
Plant Operator	8 (5)	23	230
Courses run by Production Training Associates	8 (4)(2)	92	234
Workshops/meetings run by Production Training Associates	14 (2)(7)(3)	234	234
Chainsaw	19 (8)	138	546
Abrasive Wheels	4 (4)	25	50
Woodworking Machines Regulations	10 (10)	96	96
Woodworking Machines, Abrasive Wheels and Small Tools	3 (3)	27	27
Computer Training	8 (2)(2)	16	40.5
Written Skills	1	12	24
Visual Aids Workshops	2	23	46
Management Conference	1	55	110
Plant Miscellaneous	17 (2)(4)	95	380
Scaffolding	2	26	26
Scaffolding and Working Platforms	8 (8)	133	133
Lock Keepers	1	30	30
UHF Radio Operator Training for Lock Keepers	1	10	10
Emergency First Aid and Water Safety	13	376	376
Accident/Prevention	6	75	75
YTS	8	116	1,005

Source: BWB.

APPENDIX 8.1

(referred to in paragraph 8.12)

RAIN: definition of Infrastructure Programmes

The four major categories can conveniently be remembered by the acronym 'RAIN' and can be defined thus:

RENOVATION & RENEWAL PROGRAMME

Category R A ten-year rolling programme of RENOVATION or RENEWAL works to the structural elements of the waterway system. Programmes will be revised annually with the costs of longer term investigation work and preparatory design being covered in Category I₁ the level of which will be in proportion to the total value of the ten year Category R programme.

ARREARS PROGRAMME

Category A Urgent arrears of Infrastructure Renewal, ie structures which have gone past their economic life to the extent that the operation or safety of the waterway system is immediately threatened, including Mining Remedial Works as these have an immediate effect on the security of the systems and a statistically determined amount to cover unforeseeable emergency works.

INVESTIGATION PROGRAMME

Category I A long term budget to cover two fields:
I₁ The cost of technical investigation and assessment and the preliminary design of Category R works.
I₂ Programmes of Research and Development essential to implement successfully national strategies.

INVESTMENT PROGRAMMES

Category N₁ Items of new infrastructure or of further investment to existing structures which would normally be executed so as to reduce the level of Operating or Routine Maintenance or to reduce the level of Category R programmes.

Such items would be relevant to the Statutory Duties and would be justified against the Revenue Account.

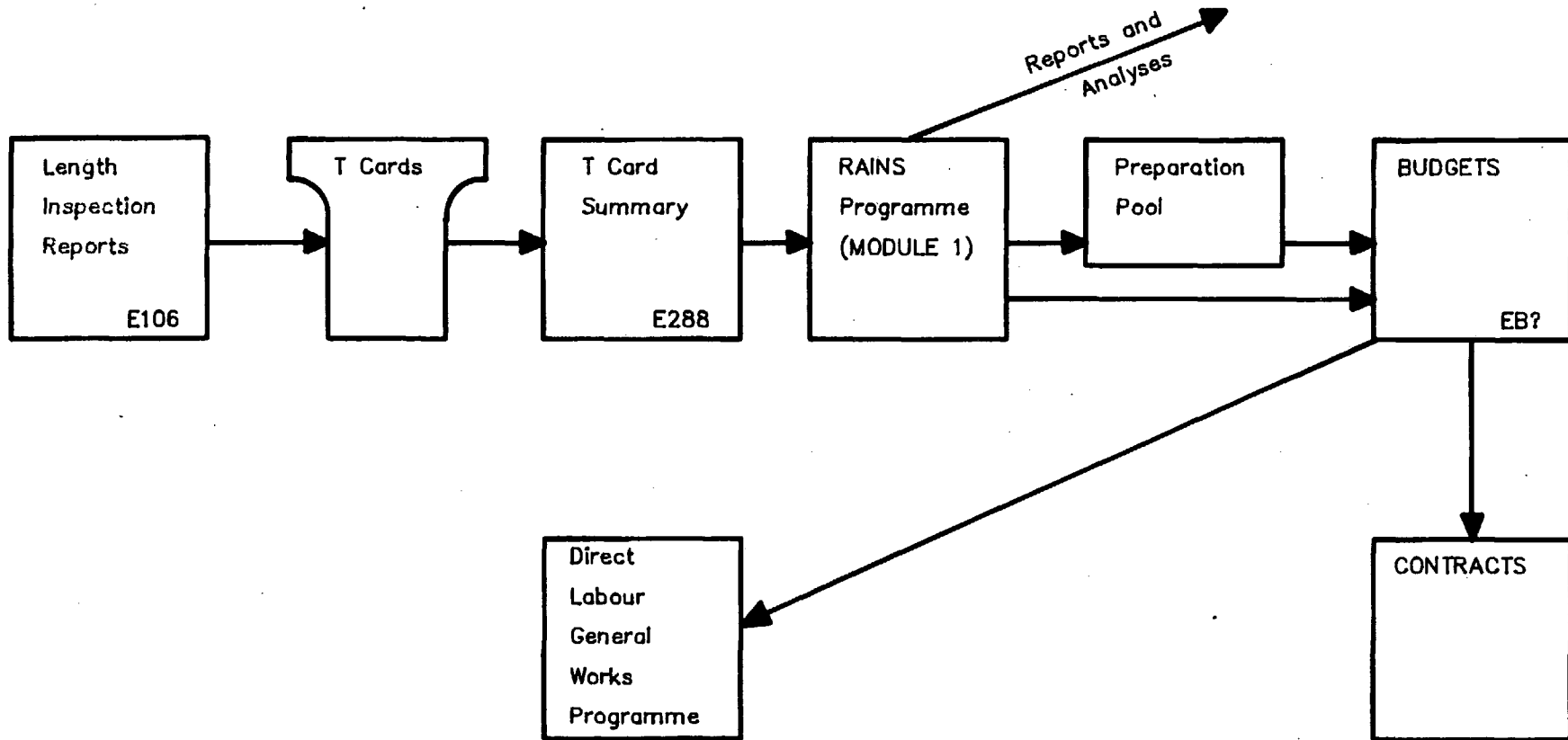
Category N₂ Investment in new waterway infrastructure over and above statutory standards and financed by user interests would be included in this programme for both Freight and Leisure usage.

Category N₃ New investment in plant, craft and equipment.

Source: BWB.

APPENDIX 8.2
(referred to in paragraph 8.12)

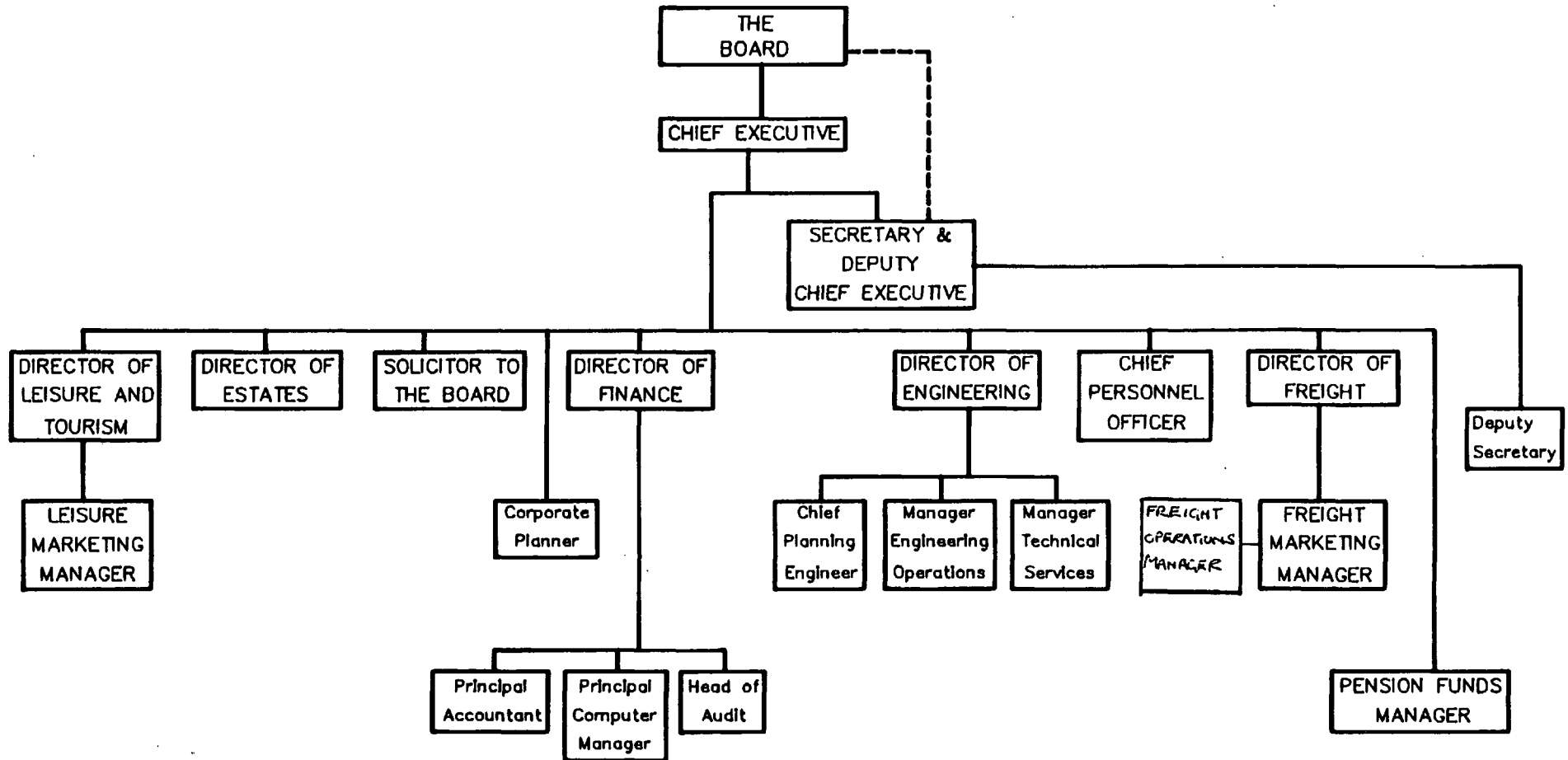
Rain: Infrastructure programmes system



Source: BWB.

APPENDIX 9.1
(referred to in paragraph 9.7)

British Waterways Board: Senior management structure



Source: BWB.

APPENDIX 9.2
(referred to in paragraph 9.12)

British Waterways Board: Structure of Engineering Department

