

**STROUD DISTRICT COUNCIL**  
**STRATEGIC OVERVIEW AND SCRUTINY**  
**COMMITTEE**

**3 December 2009**

**AGENDA**  
**ITEM NO**

**5(a)**

<b>Report Title</b>	<b>CANAL DEVELOPMENT PROGRESS REPORT</b>
<b>Purpose of Report</b>	To provide an update on the progress of the development of Phase 1A of the Cotswold Canals.
<b>Decision(s)</b>	The Committee is asked to <b>RESOLVE</b> to note the report.
<b>Consultation and Feedback</b>	A wide range of consultation has been carried out with statutory consultees as part of the planning work, including the EA, Natural England, English Heritage and Gloucestershire Wildlife Trust. Consultation and information dissemination with the public has continued through local press and through a number of user group meetings. This is explaining further in the consultation section below.
<b>Financial Implications</b>	There are no direct financial implications arising from this update report, though clearly as a major project the financial position needs to be closely monitored to keep within the overall project budget. There are also a number of financial variables in respect of forecast costs that will gradually be firmed up as the project progresses. This will be matched with the agreed funding streams including HLF, other external sources, development proceeds and the Council's own capital contribution as shown in the 'Income Profile' on page 3.  The aim of the project team is to realise savings against the current forecast of gross cost to come in within budget, as detailed in 'Cost Management' on page 6.  Des Knight, Interim Finance Manager Tel: 01453 754344 Email: <a href="mailto:des.knight@stroud.gov.uk">des.knight@stroud.gov.uk</a>
<b>Legal Implications</b>	The National Heritage Memorial Fund Agreement dated 27th July 2009 (NHMF) made between the Trustees of NHMF, this Council, British Waterways and Stroud Valleys Canal Company (SVCC) sets out sites for acquisition by 31st December 2009 (Appendix 5) in order to trigger the release of funds and before any works can commence. External solicitors have been appointed to carry out the land transfers, as identified in this report, to SVCC and for the drafting of Compulsory Purchase Notices and Order for the Canal Ironworks in order to meet this critical deadline.  Patricia Adley, Head of Legal Services Tel: 01453 754369 Email: <a href="mailto:patricia.adley@stroud.gov.uk">patricia.adley@stroud.gov.uk</a>

<b>Report Author</b>	Paul Coupe, Canal Project Manager Tel: 01453 754260 Email: <a href="mailto:paul.coupe@stroud.gov.uk">paul.coupe@stroud.gov.uk</a>
<b>Portfolio Holder</b>	Councillor Keith Pearson, Cabinet Member for Regeneration Tel: 01452 617349 Email: <a href="mailto:cllr.keith.pearson@stroud.gov.uk">cllr.keith.pearson@stroud.gov.uk</a>
<b>Options</b>	N/A
<b>Performance Management Follow Up</b>	N/A
<b>Background Papers/ Appendices</b>	Appendix 1 – Implementation Programme

## Programme

Since the last SOSC report, significant work has been undertaken to refine and improve the project programme. This includes a detailed review of the planning, land acquisition and legal implications with individual service departments.

The programme has now been fully resourced allowing each task in the programme to be allocated to individual team members to ensure no tasks are missed.

Risk buffers have now been included in the programme based on the total possible delay to the programme identified in the risk register.

Based on the latest revision to the programme, the completion date for the project remains at January 2014.

The critical tasks driving this final delivery date are:

- Brimscombe Port development agreements and planning
- Canal Ironworks land acquisition
- Capel's Mill Japanese Knotweed treatment

In order to keep on programme, the key tasks to be undertaken in the next month are:

- Preparation of a Procurement Strategy
- Progress Canal Iron Works landowner negotiations
- Initiate CPO proceeding for key sites
- Meeting with Environment Agency to get outline agreement on Flood Risk Assessment
- Submission of planning application for dredging from Ocean to Ryeford

## Cost

Further work has been carried out to gain a more detailed understanding of the project finances. A breakdown of current income and forecast expenditure, to the nearest £1000, is shown in the tables below.

INCOME PROFILE		
SOURCE	VALUE	
HLF	£11,924,000	Brimscombe Purchase Cost Income from developer and Mill sale Assume 15% of £275k over 3 years  Includes £800k for Wallbridge
SWRDA	£7,480,000	
BRIMSCOMBE DEVELOPMENT	£5,500,000	
BRIMSCOMBE RENTAL INCOME	£120,000	
CCT	£800,000	
WATERWAY TRUST	£350,000	
GCC	£1,086,000	
SPORT ENGLAND	£225,000	
SDC CAPITAL	£3,862,000	
<b>Total</b>	<b>£31,347,000</b>	

FORECAST COSTS		
ITEM	VALUE	SUB-TOTALS
<b>CAPITAL COST</b>		
- Ocean to Wallbridge	£5,094,000	
- A46 to Arundel Aqueduct	£4,107,000	
- Arundel Aqueduct to Ironworks	£1,530,000	
- Ironworks	£1,411,000	
- Ironworks to Brimscombe Hill	£2,051,000	
- Brimscombe Basin	£2,905,000	
SUB-TOTAL		£17,098,000
<b>PROJECT MANAGEMENT COSTS</b>		
- SDC Staffing Cost	£1,845,000	
- Consultancy services (planning, environmental, engineering)	£1,645,000	
- Provelio costs for procurement management	£20,200	
- Arup costs for planning strategy and environmental scoping	£45,000	
- Environmental Statement	£50,000	
- Engineering Management	£230,000	
- Programme, Risk and Cost Management	£343,000	
SUB-TOTAL		£4,179,000
<b>OTHER COSTS</b>		
- Brimscombe Land Acquisition	£7,480,000	
- Other Land Acquisition	£400,000	
- Risk Allowance	£2,925,000	
- Arts and Interpretation	£50,000	
- Inflation Allowance	£1,500,000	
SUB-TOTAL		£12,355,000
<b>Total cost of project</b>		<b>£33,632,000</b>
<b>Current SDC Budget</b>		<b>£31,347,000</b>
<b>Variance cost</b>		<b>£2,285,000</b>
<b>Variance percentage</b>		<b>7.29%</b>

The previously reported forecast cost in the September SOSC report was £32,963,238 giving an increase of £668,762. This is not a reflection on increasing costs on the project, but is due rather to a more detailed assessment having been carried out in order to give a better understanding of possible costs. The £670k increase is due to three main causes:

- Increase in risk allowance of £225k due to update of risk on A46 bridge
- Increase in inflation allowance of £300k due to more detailed assessment (now based on construction programme with 2% allowed for 2010 & 2011 and 3% used there-after, discussed further below).
- Increase in capital cost of £309k due to completion of a more detailed assessment of works required.

This has been partially offset by savings to other areas to give a net increase of £670k.

The current forecast has been broken down to allow comparison with the cost estimate prepared by Tameside MBC, as shown in the table below.

	Totals		Expenditure - Ocean to Iron Mills		Expenditure - Brimscombe Port	
	TMBC	SDC Cost Plan	TMBC	SDC Cost Plan	TMBC	SDC Cost Plan
Construction	£13,900,000	£17,098,548	£9,452,000	£12,141,375	£4,448,000	£4,957,173
Risk	£2,400,000	£2,924,814	£1,632,000	£2,108,054	£768,000	£816,760
Inflation	£4,500,000	£1,500,200	£3,060,000	£746,210	£1,440,000	£753,990
Arts & Int Project Management		£50,000		£50,000		
	£4,150,000	£4,179,485	£2,822,000	£2,978,168	£1,328,000	£1,201,317
<b>Total</b>	<b>£24,950,000</b>	<b>£25,753,047</b>	<b>£16,966,000</b>	<b>£18,023,807</b>	<b>£7,984,000</b>	<b>£7,729,240</b>
Land acquisition	£8,080,000	£7,880,000	£600,000	£400,000	£7,480,000	£7,480,000
<b>Total cost</b>	<b>£33,030,000</b>	<b>£33,633,047</b>	<b>£17,566,000</b>	<b>£18,423,807</b>		

This shows that excluding Brimscombe, the current forecast is £857,807 above that forecast by TMBC or £603,047 including Brimscombe. While the overall breakdown of figures between the two estimates varies, this overall difference can be explained by the additional £800,000 that has been contributed towards the A46 bridge.

The key differences between the two estimates, each of which are explained below, are:

- SDC cost plan has £3.2M higher *capital cost*
- SDC cost plan has £0.5M higher risk allowance
- TMB cost estimate has £3.0M higher *inflation* allowance
- SDC Cost Plan shows a reduction in % Project Management Costs as a ratio against Capital expenditure over the TMBC cost plan from 29% to 24%

#### *Capital Cost*

The current capital cost of each element of the scheme is based on the cost estimates prepared by Morrison Construction on behalf of British Waterways. These have each been assessed to determine whether they are appropriate with some figures increased and some decreased. The main elements making up the increase in cost are:

- Increase in cost for **Upper Mills bridge** of **£218k** (from £232k to £450k)
- Increase in cost for **Gasworks bridge** of **£168k** (from £232k to £400k)
- Increase in cost for **Upper Mills bridge** of **£151k** (from £249k to £400k)
- Increase in cost for **A46 bridge** of **£788k** (from £667k to £1,455k)
- Increase in cost for **Capel's Mill** of **£800k** (from £1,200k to £2,000k)
- Increase in cost for **Ironworks** of **£393k** (from £607k to £1,000k)
- Increase in cost for **Brimscombe** of **£763k** (from £4,020k to £4,783k)
- An additional allowance of **£400k** for **footpath works**

It should be noted that significant cost savings have also been made. An allowance of £709k had been made for Gough's Orchard Lock. Through use of volunteer labour to restore the lock, the allowance for these works has been reduced to £200k giving a £509k cost saving. Further cost savings of this type will be made to reduce the overall cost of the project.

#### *Inflation*

The TMBC estimate had an allowance of £4.5M for inflation. Based on the current programme, this would equate to an annual inflation of approximately 6.75% over the life of the project.

While construction price inflation has been between around 5% and 7% over the last 7 years, the recent economic conditions have seen a fall of around 5% in 2009. Current forecasts are for a further 5% fall in 2010 and 1% fall in 2011.

The inflation estimate included in the current cost plan has taken a conservative approach allowing for a 2% rise in 2010 and 2011 and 3% thereafter, giving an allowance of £1.5M. It should be noted that a fall of 5% in 2010, 1% in 2011 and a 3% increase thereafter would result in an overall reduction in the project cost of around £700k, giving a £2.2M saving on the current cost plan.

#### **Cost Management**

Work must be undertaken to meet the variance between available budget and forecast cost. This will be tackled in four ways:

- Reduce individual package costs, through efficiencies in procurement and design and through use of volunteers
- Early mitigation of risks to reduce the required size of the risk budget
- Reducing project duration thereby reducing overhead costs and possible inflation cost
- Increase funding available through additional fund raising

The first two are likely to have the largest impact on the reduction of variance and both are the focus of our cost saving measures.

A total cost of £33,633,047 has been reported, however, the aim of the project team will be to realise savings of £3.95M on this project cost. The breakdown of this saving would be:

- £1.46M saving on risk through active risk mitigation
- £1.50M saving on inflation allowance by delivery to existing defined budgets
- £0.96M saving on capital cost through use of volunteers

At this stage of the project planning, we are unable to guarantee that this cost savings can be made and are not therefore able to commit to the target delivery cost. The cost reported as our forecast is therefore that for which, based on our current

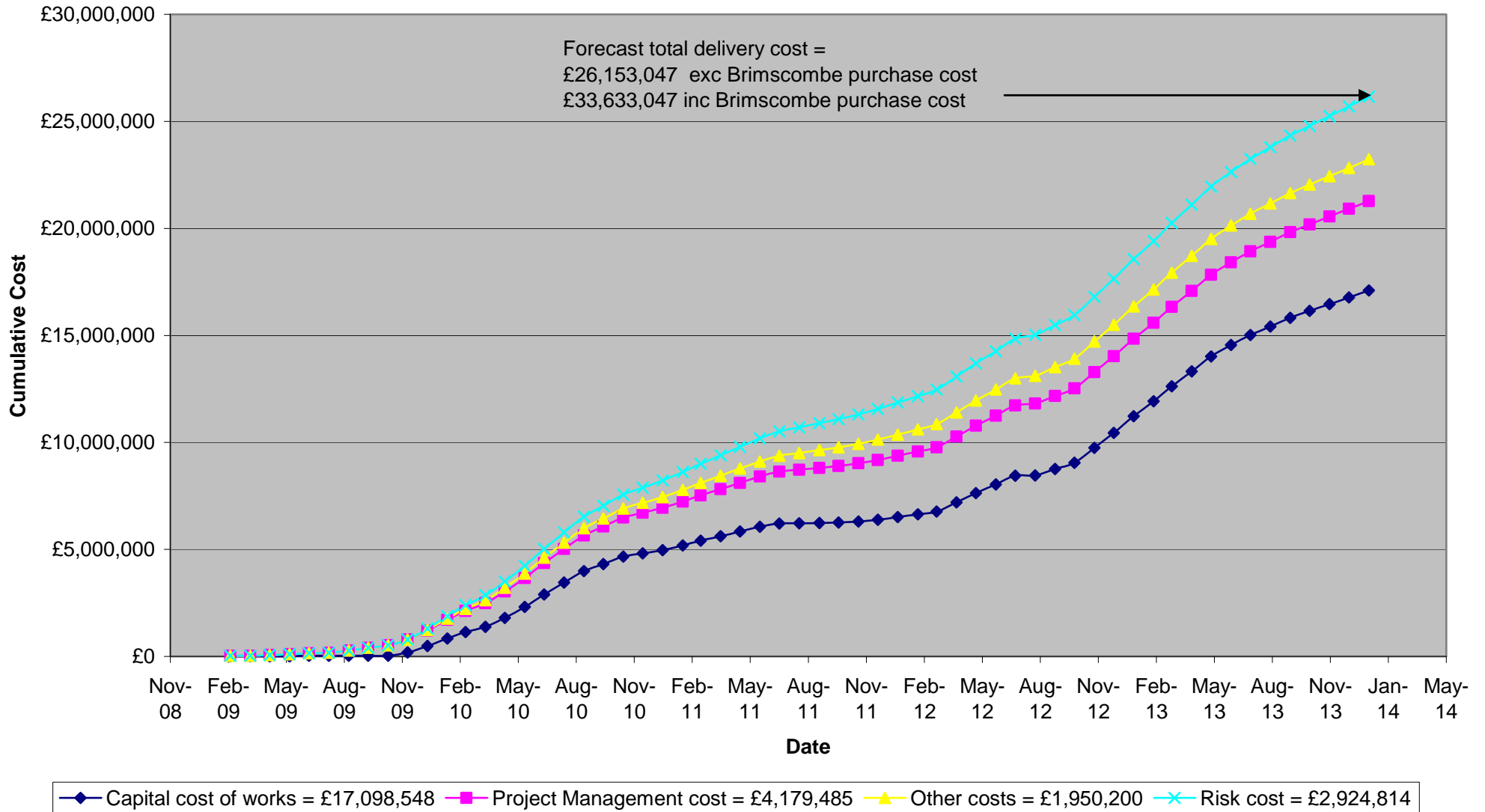
knowledge, we are confident the scheme can be delivered. The likely cost of delivery of the project is probably somewhere between the two estimates.

Graphical breakdowns of the two cost profiles are shown below.

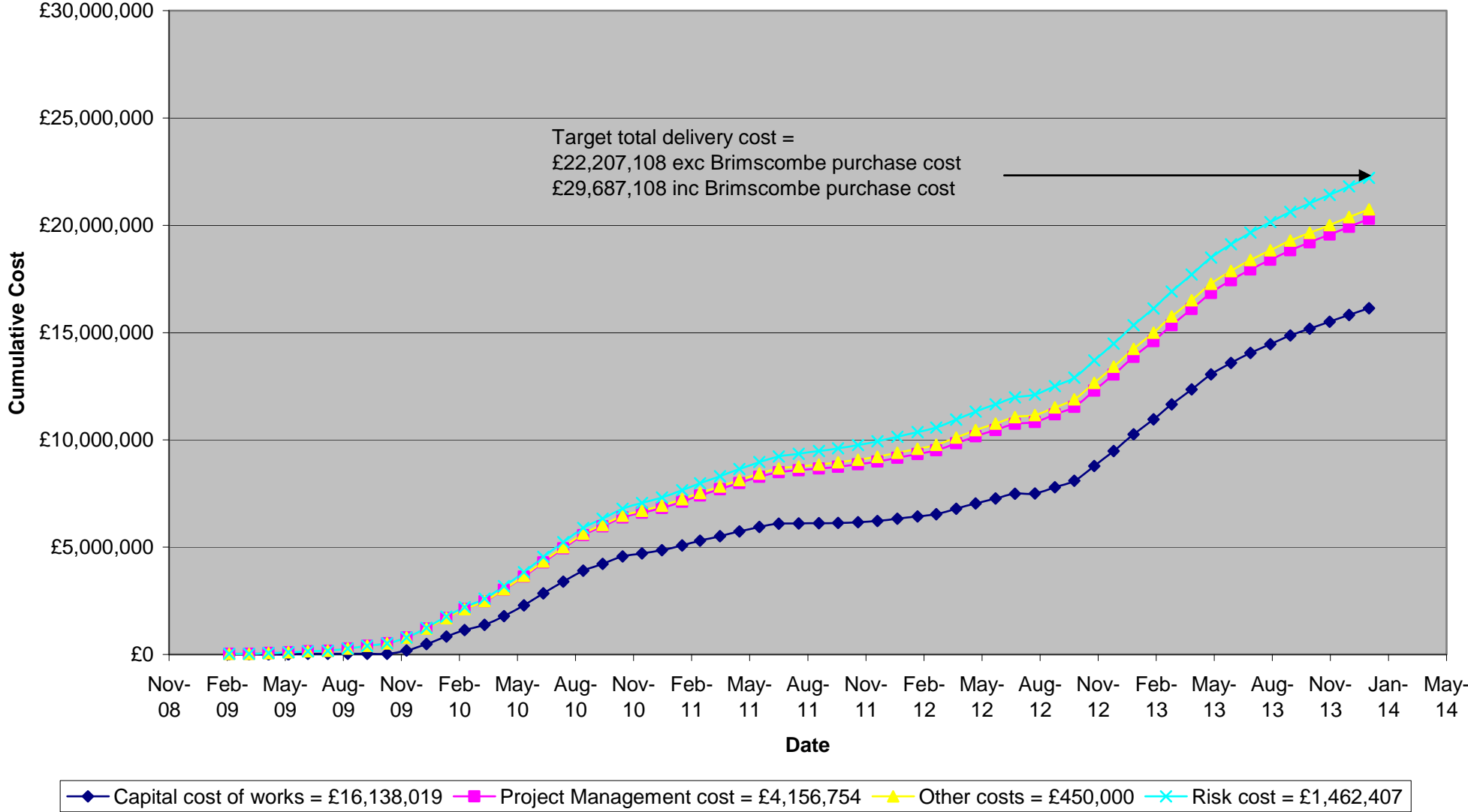
The project cost plan is updated on a weekly basis as works are costed in more detail or as plans and risks change. Actual costs added in as they are incurred and monitored against planned costs.

This cost plan is reviewed with SDC Finance department on a regular basis to ensure forecast cashflow is acceptable.

### Cotswold Canal - Forecast Cost Profile



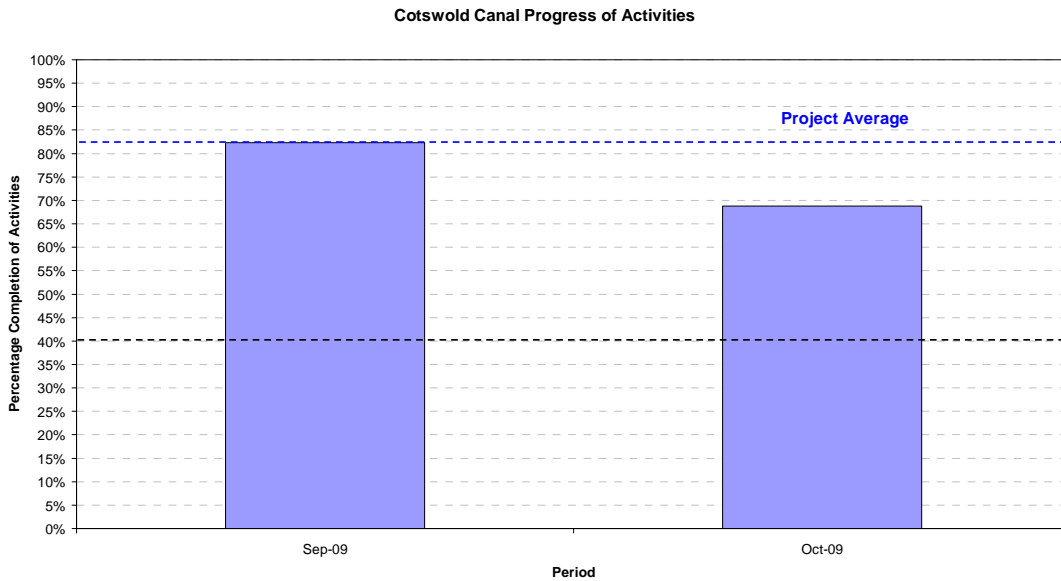
### Cotswold Canal - Target Delivery Cost Profile



## Project Monitoring

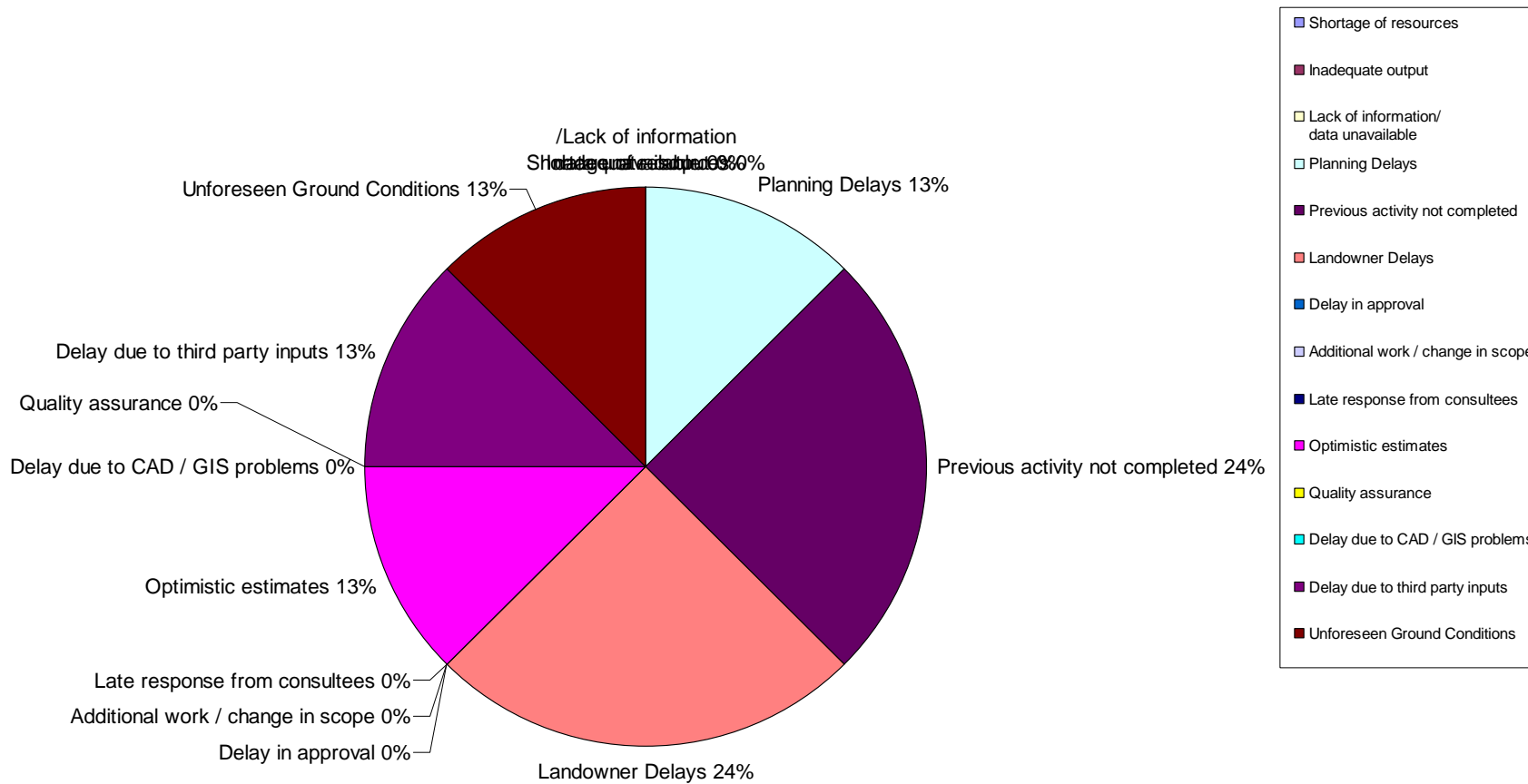
Project progress is monitored monthly against programmed activities. This is done through estimating the percentage completion of tasks within the programme and completion of tasks within the programme to target date. The current average percentage progress on this project is 82%. The industry average is 40%, which indicates that only 40% of programmed tasks on any project are completed by the programme deadline, hence leading to project delays. This figure is based on research carried out by Cardiff University in the wake of the Egan Report.

This shows that good progress is being made towards achieving the programme milestones, though some programme slippage has occurred. It should be noted that only delays on the critical path will affect the overall completion date for the project.



As part of the monthly reporting, a root cause analysis is carried out on any delays in progress to determine what areas should be focussed on in order to prevent future delays. A copy of the latest root cause analysis is shown below. It is not intended that this root cause analysis will be presented in each report, but is shown here to demonstrate the application of best practice being used on this project.

# Cotswold Canal Restoration Root Cause Analysis on Delays to Programme



## Risk

The project risk register has continued to be refined with a more detailed assessment made of possible risk costs and programme implications. In addition to this, all actions to mitigate risks have now been assigned to individual team members.

A monthly risk report is sent to the project team setting out the top ten risks on the project and also the top ten risks for the coming month, along with mitigating actions and owners. This allows each team member to understand what actions they should be taking in the coming month.

An “at-Risk” analysis has been carried out on this data, which has identified the 95%tile risk value as **£2,924,814**. This sum has been included in the cost plan.

Based on the risk analysis carried out, the 10 top risks to the project, are:

	Risk Description		Response Action Plan
Risk Owner	Source of Risk	Consequence	Specific Action
C White	Seek Early <b>Developer Involvement</b> for Brimscombe Port	Integrated plans for specific sites, potential for contributory funding, tax breaks associated with contaminated land	<b>Identify and map all development sites</b> along route (assess potential for developer involvement). Also a risk where project is reliant on developer interest.
P Coupe	SDC required to cover full risk cost of <b>A46 bridge</b>	Additional money from project not available	Ensure project is <b>not covering overspend</b> on site works out side of the project teams control. Project Executive to discuss A46 at high level with GCC and take robust position on costs.
C White	<b>Land Acquisition</b> (Negotiation/CPO )	Variable item with potential for significant costs; difficulty in securing land required to deliver project; potential delay to individual elements; Budget allocation for SDC and legal services	<b>Land Acquisition Strategy</b> needed to be developed following on from Project Strategy. Identify and map all potential land requirements and initiate early negotiation / CPO. Will help inform issues associated with dredge volumes and contamination
K Larner	<b>Sites for disposal of dredged material</b>	Difficulty in securing disposal sites; potential to limit volume removed (not always beneficial); Escalated costs and potential delay	Thorough <b>investigation and testing of potential disposal /beneficial use sites to ensure suitability of sites offered</b> . Sites with sufficient area for spreading material have been offered by landowners, need to test to assess suitability to accept material and assess impact of haulage costs due to sites not being adjacent to canal.
C White	<b>Iron Works' Develoment Agreement</b>	Difficulty in securing ideal solution	<b>Alternative Solutions</b> to be conceived to support decision making

S Dowling	Unknown <b>Service/Utilities</b> and unknown costs for crossings/diversions	Potential for delays and high costs at short notice	Need to update known utilities and service mapping and review with CCT. Early engagement to identify; opportunity for Canal Trust to divert for minimal costs ( <b>2005 plans available need updating - review with CCT</b> )
K Larner	<b>Capels Mill Contamination</b>	High cost solutions, delay in agreeing and designing solutions	<b>Alternative Solutions</b> to be conceived to support decision making
K Larner	Dealing with <b>Invasive Species</b> (Japanese Knotweed)	Additional effort for treatment / re-treatment	Typical actions as part of Programme already planned
P Williams	<b>Brimscombe Hill</b> (need to cross River Frome)	Difficulty in securing ideal solution associated with River Frome; inherently expensive solutions required	<b>Alternative solutions</b> to be conceived and costed to support decision making (recognising Flood Risk and ongoing maintenance liabilities)
P Williams	<b>Accuracy of dredging quantities</b>	Potential for escalated costs (variability)	<b>Develop cut/fill models</b> to support disposal requirements. Additional check survey to assess extent of change since previous surveys.

In order to further manage project risk, a “Problems for Resolution” register has been created. This allows team members to raise issues which they believe may become a problem if not addressed. The project team can then discuss these issues at the weekly team meeting to identify any mitigation required and a risk owner who will be responsible for ensuring mitigation takes place.

## Consultation

The following local consultation has been carried with the public out by the project team:

- Meeting of Brimscombe & Thrupp Parish Council
- Mini canals exhibition at Museum in the Park
- On site meeting with members of Stonehouse Town Council
- Presentation to members of Stroud District Local Strategic Partnership
- Quarterly meetings of Western Canals Consultative Committee
- Presentations to staff at four ‘Proud of Stroud’ sessions
- Consultation workshop with cycleway user groups regarding the changes to the cycleway through the Wycliffe site
- Meetings with owners of the dredging disposal site and tenant farmer to discuss proposals for use of their land
- Meeting of land owners of four sites needed for restoration
- Meetings with owners of two more possible dredging disposal sites

In addition to this, updates on the canal project have been released in a number of ways, including:

- Piece about the canal written for Stonehouse Newsletter
- Monthly updates in SDC E News
- Two letters on SNJ letters page (14<sup>th</sup> Oct)
- Frequent articles published in SNJ between July and September

At higher level consultation has been carried out with Colin Stubbart, chair of Gloucester Wildlife Trust, at a meeting at Ebley, Lawrence Elcocks at Gloucester County Council regarding the A46 crossing, and Rob Millar at the Environment Agency on a number of issues.

#### **HLF**

The first official HLF monitoring meeting was held with the HLF monitor on 19<sup>th</sup> October 2009.

Under Permission to Proceed, the following was been agreed:

- The update of the Conservation Management Plan has been completed; this will be issued to Patrick Moss on CD, this has now been done and the CMP approved.
- A copy of the December 16th Council Meeting minutes where a resolution was passed to support the Canal Project, signed by David Hagg, must be forwarded to Patrick Moss, this has now been done.
- SDC are to submit a signed statement confirming SDC's policies which are currently in force controlling any development with the potential to have a negative impact on the canal corridor. It was agreed that a copy of the local plan and industrial conservation area plan, which references the canal corridor, signed by Phil Skill will meet this requirement, this has now been done.
- HLF will issue PC electronically with a complete set of HLF report format standards, including form PM1 which when completed and signed can be submitted to HLF to apply for the certificate to proceed. It was noted that all of the above mentioned actions could be completed prior to the next HLF meeting so that permission to proceed could be confirmed. The HLF have indicated their approval to signing off permission to Proceed which is the 2<sup>nd</sup> major milestone reached with them following signing of the HLF Agreement and is seen as confirmation of their full confidence in the current direction the project is heading.

In order to receive permission to draw-down, the following is required:

- Transfer of land to SVCC: It was confirmed that the canal corridor by Cheapside was in the process of having title registered by BW/GCC so that this parcel could be transferred to SVCC. The target date for transfer is middle of November.
- The SWRDA/BW/SDC/SVCC Agreement for transferring Brimscombe Port Mills Estate has been written and awaits completion of the transfer of funds for back-rent owed by BW to SWRDA. This has now been discussed and agreed with BW.
- Transfer of the Thames and Severn including the land at Cheapside.

The Notice of Intended CPO for Canal Iron Works must be drafted. Notification for declaration of interests and that a CPO notice is being drafted has been served on tenants and the freehold owner of the site and draft notice is currently being prepared by external solicitors.. The owner, it appears, has not been keeping tenants fully informed and to date has refused us permission to approach any of the tenants. Now that formal proceedings have been notified, we shall endeavour to work closely with all tenants and have explained to them that just because CPO notice is being drafted that does not mean that it will be processed as negotiations are ongoing.

Once HLF approves the completed PM1 application and all of the above are completed, SDC will be issued with a certificate to enable draw-down.

It is anticipated that this should be possible in between 4 and 6 weeks depending on progress with BW/SWRDA and with outstanding land transfers.

## **Key Engineering Progress**

### A46

The risk of Gloucester County Council withdrawing from the A46 project or expecting SDC to meet any overspend has been a critical risk to the canal project to date.

Following a number of meetings with Lawrence Elcocks and Nigel Edgeworth from GCC, this risk has now been significantly reduced.

GCC are now committed to undertaking the project. A shortlist of tenderers has been prepared with tenders being invited in early November, due back at the end of December. Contract award will then be made in January with site works commencing in February.

On agreement with GCC discussion on which party will meet any overspend on the project are on hold until the return of tenders, at which point an assessment can be made of whether the existing budget, £2.35M, is likely to be exceeded.

GCC are now placing an order for service diversions to be carried out on the fibre-optics within the carriageway in advance of the main works.

### Upper Mills Bridge

Tenders are now substantially assessed after further information has been obtained from the tenderers with a preferred supplier identified. Contract documents are substantially complete and await permission to draw-down funds from HLF prior to award.

### Dredging Ocean to Ryeford

Agreement has been reached with a local land owner for disposal of dredgings adjacent to the canal and a Waste Exemption Licence applied for from the Environment Agency.

Tender documents have been prepared and will be issued to contractors, five of whom have been pre-qualified, by early week commencing 23rd November with a target of starting dredging of the heavily reeded section downstream of Upper Mills before Christmas.

### Volunteer Activity

Through discussion with CCT, a number of elements of volunteer work have been carried out or are planned to be carried out.

Vegetation clearance has been carried out at Ryeford Double Lock, allowing final clearance of the lock chambers and inspection work to be planned.

Repair works to sluices and vegetation clearance have been started at Ryeford. Proposals for vegetation clearance along the canal channel from Upper Mills Bridge towards Ryeford have been received from CCT and are in the process of being approved.

A schedule of works along the canal will be agreed with CCT volunteer coordinators, for delivery by CCT and John Pontifract. It is anticipated a significant cost saving can be made on the project through use of volunteer labour, while ensure due regard to health and safety and quality.

Initial discussions have taken place with Leyhill Prison who are prepared to supply unskilled and skilled labour to the project free of charge. Plans are being developed to allow them to undertake the restoration of Ryeford Double Lock. Further works will also be identified, to make use of this labour pool, such as footpath surfacing and vegetation clearance.

## **Planned Works**

Key planned engineering works for the coming quarter are:

- Development of outline design for Brimscombe Basin
- Development of outline design for Brimscombe Hill crossing
- Development of outline design for Canal Ironworks
- Consultation over design for Ocean Swingbridge
- Carry out surveys and inspections for Ryeford Double Lock
- Complete flood risk assessment
- Outline design for water management scheme
- Carry out surveys and inspections for Dudbridge Locks
- Pre-qualification of lock gate manufacturers
- Progress outline design for Capel's Mill

## **Planning and Environmental Progress and Planned Works**

### Planning Application Strategy

The finalised Planning Application Strategy (PAS) was submitted on the 21<sup>st</sup> August to SDC and approved. The report set out the application strategy and EIA approach based on experience from other projects of similar scale and type, and drawing from requirements set out in national policy, regulations, guidance and case law. A 'Level 1' overview ES report dealing with cumulative effects and a series of individual scheme 'Level 2' ES was the agreed way forward. These documents will be supported by a project-wide Conservation Management Plan (CMP) and a Code of Construction Practice (CoCP) Framework.

### Strategic Scoping Report (SSR)

At the PAS workshop in August it was also agreed to undertake a Strategic Scoping Report (SSR) for the Phase 1a Cotswolds Canal Restoration Scheme in support of the PAS. This would define the scope of the 'Level 1 & Level 2' Environmental Impact Assessment (EIA) approach.

The SSR identifies the potential significant environmental effects of the individual schemes making up the Phase 1a Cotswold Canal Restoration Project. This information is used to identify the potential for cumulative effects to arise across the project as a whole and define the scope of the Level 1 ES.

The SSR is now completed and the final report was submitted on the 7<sup>th</sup> September 2009. The report has been sent out by SDC for external consultation and responses were due back before or on the 3<sup>rd</sup> November. These are now being reviewed with some additional work being undertaken to address any potential issues, such as a statement on visual impact.

### Level 1 Environmental Statement (ES)

The 'Level 1' ES report provides an overview of the whole restoration project and considers potential cumulative effects. The scope of the Level 1 ES was defined in the SSR as: Ecology & Conservation; Socio-Economics & Communities; and Water Quality, Water Resources & Flood. Archaeology & Cultural Heritage was added as an additional aspect following informal feedback from the Stroud DC planning case officer regarding the scoping process during October.

This report was submitted on the morning of the 30<sup>th</sup> October. This has allowed the SDC case officer to circulate it for consultation in advance of the Planning Committee meeting scheduled for the 23<sup>rd</sup> November 2009. The Level 1 report is a supporting document for the first individual scheme application (Upper Mills Bridge) and all subsequent applications within Phase 1a of the project.

### Conservation Management Plan Review and Update

The Conservation Management Plan (CMP) sets out the broad overarching policies and principles across a range of topics in order to guide the restoration, maintenance and future management of the Canals. A review and update of the CMP has been completed which has 'badged' the document for SDC, so it can be formally adopted. The CMP has also been issued to and approved by the NMHF.