



LAGAN CANAL TRUST

**LAGAN NAVIGATION RE OPENING PROJECT  
DRAFT CORE FUNDING BUSINESS CASE 2015 – 2018**

**October 2014**



As a scheduled monument within the planning policy framework of Planning Policy Statement 6 “Planning, Archaeology and the Built Heritage”, the canalised sections of the River Lagan and Navigation are afforded protection as an archaeological monument of regional importance.

# LAGAN NAVIGATION RE OPENING PROJECT CORE FUNIDNG BUSINESS CASE 2015 – 2018

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## **PROPOSAL TO RE-OPEN THE LAGAN NAVIGATION CORE FUNDING BUSINESS CASE 2015 TO 2018**

The Lagan Canal Trusts principal objective is to re-open the Lagan Navigation.

Current core funding of the Trust previously provided by the four Councils - Belfast and Lisburn City Councils, Castlereagh and Craigavon Borough Councils following agreement on the 'Super Councils' and RPA these Councils now become three in terms of the management areas of the Navigation. The remainder of core funding comes from the Department of Culture Arts and Leisure and Northern Ireland Environment Agency. The current round runs out on 31<sup>st</sup> March 2015. The Trust's Board determined that a Business Case to support its ongoing activities be prepared and submitted to the existing and potential core funders for the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2018.

### **1.0 THE TRUSTS OBJECTIVES**

1. Ensure that all our work is informed by and fits with the Programme for Government and addresses the objectives of our Departmental, current and potential partners and stakeholders;
2. Ensure that the Trust is resourced to deliver a complex programme of work;
3. Develop an important historic and cultural asset which is recognised locally, regionally and nationally as having the potential to make a significant contribution to Northern Ireland's economy;
4. Contribute to addressing poverty, social exclusion and climate change.

#### **We will do this through;**

- ✓ Conserving, managing and interpreting the natural, built, cultural and industrial heritage of the Navigation;
- ✓ Restoring the historic structures of existing locks whilst enabling their use through providing new lock gates and safety structures (under consent);
- ✓ Reinstating the towpath and create new paths along the whole length of the Navigation between Belfast and Lough Neagh;
- ✓ Connect and extend the National Cycle Network Route Number 9 through the Operational Area giving wider connectivity throughout Northern Ireland;
- ✓ Through a programme of work with specialist advisers, further develop The Waterways College to address;
  - Generational unemployment through a formal pathway to employment and learning accreditation;
  - Volunteering, community and educational outreach programmes during the design, construction and maintenance stages of re-opening;
  - and on-going management and maintenance over a 100 year period;
- ✓ Facilitate linkages between the Navigation, communities and public transport;
- ✓ Contribute to community health and well being opportunities through greater access to leisure, sporting and recreational pursuits
- ✓ Facilitate linkages between existing facilities and additional ones e.g. links to villages in rural areas
- ✓ Provide a range of additional facilities for visitors, walkers and cyclists and mooring points along the Navigation to enable boat usage and other water based activities, features and attractions;
- ✓ Clearly defining the potential for positive social impact in local communities
- ✓ Re-watering the canalised sections along the Lagan through reinstating or repairing the weirs associated with each lock and lateral canal built in the 18th century to enable navigation;
- ✓ Providing a new cascade weir and new lock at Stranmillis to replace the existing pen weir structure (the former lock at this point is lost beneath development) and enable navigation from the tidal Lagan to the river;
- ✓ Providing a new section of canalised navigation between Sprucefield and Moira to replace the section of the Navigation overlaid by the M1 Motorway, including a canalised linkage to the Maze Long Kesh Site;

- ✓ A programme of silt removal and dredging to reinstate a channel for boat passage;
- ✓ Fully examining the potential the re-opening of the Navigation could have on climate change in the Lagan Valley
- ✓ Develop a digital history of the Lagan Navigation – ‘Just Add Water’ project;

## 2.0 BENCHMARKING THE 2006 BUSINESS PLAN

### 2.1 LAGAN CANAL - INITIAL BUSINESS PLAN FOR A PARTNERSHIP ORGANISATION TO PROGRESS THE CANAL’S RESTORATION.

At the instigation of the then DCAL Minister, the report was commissioned jointly by Belfast, Castlereagh, Craigavon and Lisburn Councils, the Department of Culture, Arts and Leisure, Inland Waterways Association of Ireland and Ulster Waterways Group in 2005. It was prepared in consultation with organisations with interests in the Navigation at that time, and was presented to the shadow Board of the Trust as a Draft in 2006 by Peter Scott Planning Services Ltd in association with Judith A Annett Countryside Consultancy. The report outlined the context and a governance structure for the Trust to enable the proposed restoration of the Lagan Canal, as it was then referred to, linking Belfast to Lough Neagh. The report presented a series of recommendations to progress the restoration and reinvigoration of the Canal, its towpath and landscape corridor.

### 2.2 PURPOSE OF REVIEW

The Trust was established in 2009. Core funding support over the period April 2011 to March 2014 has enabled work on some of the initial stages of the proposal to re-open the Lagan Navigation. In order to measure performance and to evidence value for money over the current funding period the 2006 Business Case for establishment of the Trust has been used as a benchmark. The case for continuing core funding will rehearse the initial action plan objectives, measure progress and outline the work required in the next three years.

#### 2.2.1 PRIMARY OPTIONS

Three primary options were identified in 2006, in respect of the types, lifespan, principal capabilities and scale of organisations appropriate to progress the restoration and, in the case of the third option, operating and marketing the Canal after its restoration. Consideration and agreement on the most appropriate option was critical to the development of this initial business plan, as the decision was to be made which would influence key characteristics of the organisation, including its status, structure, roles, capabilities, staffing and funding requirements. Key features of the three options are summarised in Figure 1.

**Figure 1 Organisational Options for Progressing Canal Restoration 2006 Business Plan**

Primary Type of Organisation	Lifespan	Principal Capabilities	Scale of Organisation	Scale of Revenue Costs
<b>A. Facilitation and Coordination Organisation</b>	restoration period only	<ul style="list-style-type: none"> <li>• programme planning</li> <li>• partner/stakeholder consultation, coordination and involvement</li> <li>• securing/managing strategic and partner funding</li> <li>• managing projects - mostly undertaken by others</li> </ul>	<b>Small</b> (e.g. 2 to 4 staff)	<b>Small</b> (e.g. under £200k/year)
<b>B. Implementation Organisation</b>	restoration period only	as A., plus - <ul style="list-style-type: none"> <li>• restoration design and engineering</li> <li>• undertaking restoration and related projects</li> </ul>	<b>Modest</b> (e.g. 10+ staff)	<b>Modest</b> (e.g. £400+k/year)
<b>C. Implementation and Operation Organisation</b>	restoration + longer-term operation of Canal	as B., plus - <ul style="list-style-type: none"> <li>• operating and maintaining Canal</li> <li>• managing Canal (e.g. user charges)</li> <li>• marketing Canal and related facilities</li> </ul>	<b>Modest to Large</b> (e.g. 20+ staff at operational stage)	<b>Large</b> (e.g. £1+m/year at operational stage)

Consultations with partner organisations and other interested parties, and the consultants’ assessments of organisational requirements, result in the recommendation that **Option A: an organisation with primarily facilitation**

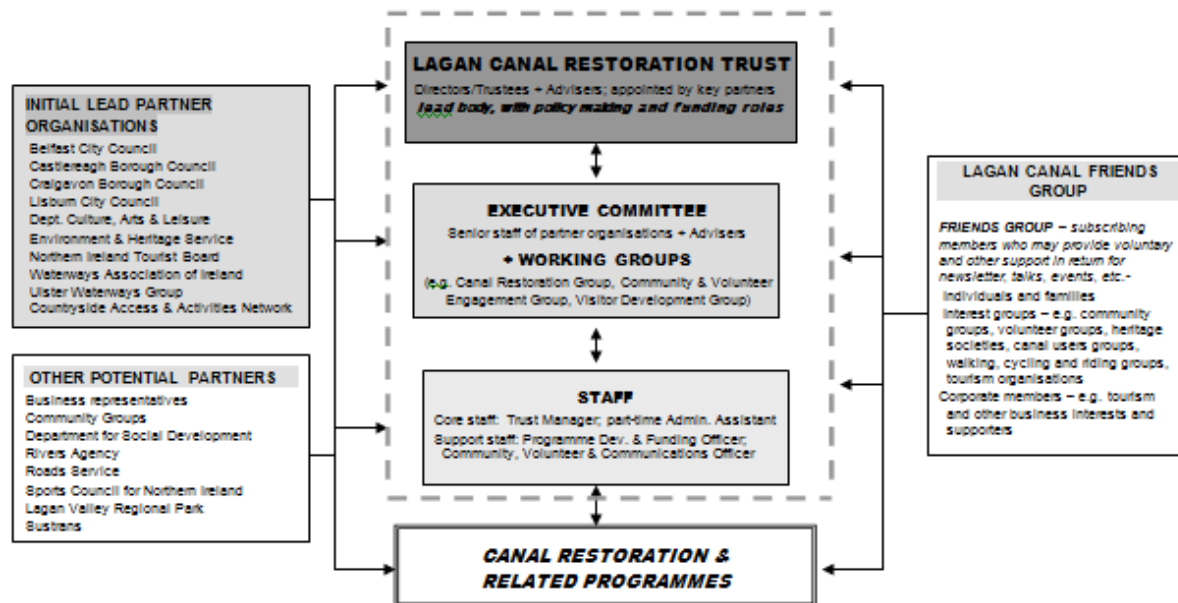
and coordination functions and a lifespan limited to the Canal restoration period should be the preferred option. This recommendation would not preclude any future review of the organisation and its achievements resulting in its continuation beyond this initial period.

### 2.2.2 Principal reasons underlying recommendation

The principal reasons for the recommendation of Option A were recognition of the likely extent of partners’ support and funding - in particular, that it would be unlikely, at least in the early years, to gain support for an organisation with the structure, staff and funding required to support the range of technical competences and activities required to directly implement Canal restoration and related works and to operate it post-restoration. Justifications of the recommended Option were;

- a. **organisations comprising public and voluntary sector partners usually being more effective at coordinating and harnessing the resources of their own and other organisations and managing implementation programmes, rather than directly implementing such programmes themselves** - and that an organisation with primarily facilitation and coordination functions is likely to be more efficient and cost effective than establishing an “all singing, all dancing” organisation for a limited period and for the primary purposes of canal restoration
- b. **the range and scale of potential risks associated with canal restoration and related engineering/construction projects** – there are obvious advantages in such risks being managed by organisations such as local authorities and construction companies, which have proven capabilities and experience of managing such risks
- c. **potential difficulties in convincing strategic funding agencies that the proposed partnership organisation has the necessary resources, capabilities and experience to directly implement Canal restoration works** – this would be a key requirement in the case of Options B and C; whereas, under Option A, full advantage could be taken of the expertise within the partner local authorities and commercial sector (e.g. engineering companies) in managing restoration works
- d. **Waterways Ireland as the most appropriate organisation to operate and market the Canal as part of the wider Irish waterways network, following restoration of the Canal** – subject to its remit being extended to enable this.

Fig 2 Likely establishment of a governance structure



### 2.2.3 Staff recommendation at 2006

The report noted that, ‘progressing the restoration of the Canal and its corridor will involve a significant workload and considerable efforts to ‘engage’ communities, canal users and volunteers and provide community benefits. Based on

the identification of the principal roles and tasks associated with restoration of the Lagan Canal and a review of the experience of similar organisations, **its is recommended that a modest staff unit be established to progress the restoration of the Lagan Canal and service the proposed Lagan Canal Restoration Trust. This should comprise –**

**Core staff -**

- Trust Manager
- Part-time Administrative Officer

**Programme development and support staff –**

- Programme Development & Funding Officer
- Community, Volunteer & Communications Officer

These staff and their principal roles were illustrated as below.

Staff	Principal Roles
<b>CORE STAFF</b>	
<b>Trust Manager</b>	<ul style="list-style-type: none"> <li>• champion for Canal and Canal corridor and its restoration</li> <li>• Secretary, lead officer and adviser to the Trust and operating company</li> <li>• manager of staff unit</li> <li>• progressing development, management and marketing of Canal</li> <li>• business, financial and programme planning and management</li> <li>• media and public relations</li> <li>• liaising with partner organisations, funders, corporate sector, user/community groups, etc. to promote interest, support and involvement in Canal programmes</li> <li>• development of/liaison with Friends Group</li> </ul>
<b>Administrative Assistant (part-time)</b>	<ul style="list-style-type: none"> <li>• providing administrative and financial management support</li> <li>• servicing Board, Executive Group and staff</li> <li>• support for programmes (e.g. maintaining Website)</li> </ul>
<b>SUPPORT STAFF</b>	
<b>Programme Development &amp; Funding Officer</b>	<ul style="list-style-type: none"> <li>• developing, progressing and monitoring partnership-based and other funding bids</li> <li>• developing, progressing and monitoring Canal-based projects and programmes</li> <li>• liaising with partner organisations and other public and private sector organisation in respect of projects</li> <li>• securing regulatory consents, overseeing progress and implementation of Conservation Plan, EIA, etc., and promoting developer contributions</li> <li>• coordinating user surveys, risk assessments, etc.</li> </ul>
<b>Community, Volunteer &amp; Communications Officer</b>	<ul style="list-style-type: none"> <li>• development of, and liaison with, Friends Group</li> <li>• encouraging active involvement in projects by community groups, volunteer groups, etc., including organising work camps, etc.</li> <li>• organising events, talks, walks, etc., to promote awareness, interest and involvement in the Canal by communities, interest groups and businesses</li> <li>• developing and coordinating information and interpretive provision, including publications and Website</li> </ul>

**2.2.5 Projected salaries breakdown in 2006, 4 staff, (inc on cost)**

	Y1 (£)	Y2 (£)	Y3 (£)	Total (£)
		3% Increase	3% Increase	
<b>Admin / Research Officer (part time) Manager</b>	£11,162	£11,770	£12,123	£35,055
<b>Program Development and Funding Officer</b>	£40,753	£41,976	£43,235	£125,964
<b>Community, Volunteer and Communications Officer</b>	£37,818	£38,952	£40,121	£116,891
<b>Community, Volunteer and Communications Officer</b>	£34,590	£35,627	£36,696	£106,913
<b>Total</b>	£124,323	£128,325	£132,175	£384,823

**Commentary on 2006 staffing proposal**

Only the Manager and Part-time Admin Officer were appointed. These roles, which have not been reviewed since 2006, are being evaluated and the estimated cost implications are reflected in the staffing costs in this document

## 2.2.6 Current staffing requirement

The period from 2006 to present day has allowed time to fully realise the staffing needs to 2018 which is shown in this **Appendix 1**. The Trust is a very different organisation to that envisaged in 2006 and the very complex matrix of competing priorities, as illustrated in the 'Strategic Pillar's diagram below which is supported by the board and committees and guides the operational work of officers. Achievements from 2011, driven through the appointment of the current Chief Officer, are shown in **3.0** below.

The current agreed structure and outline of key responsibilities is shown below. It will be noted that this, which represents core funding Option 3, is very close to the structure envisaged in 2006 shown 2.2.3 above but with increased levels of responsibility to meet the Trust and partners objectives to deliver a re opened Navigation within an economic corridor through the Lagan Valley.

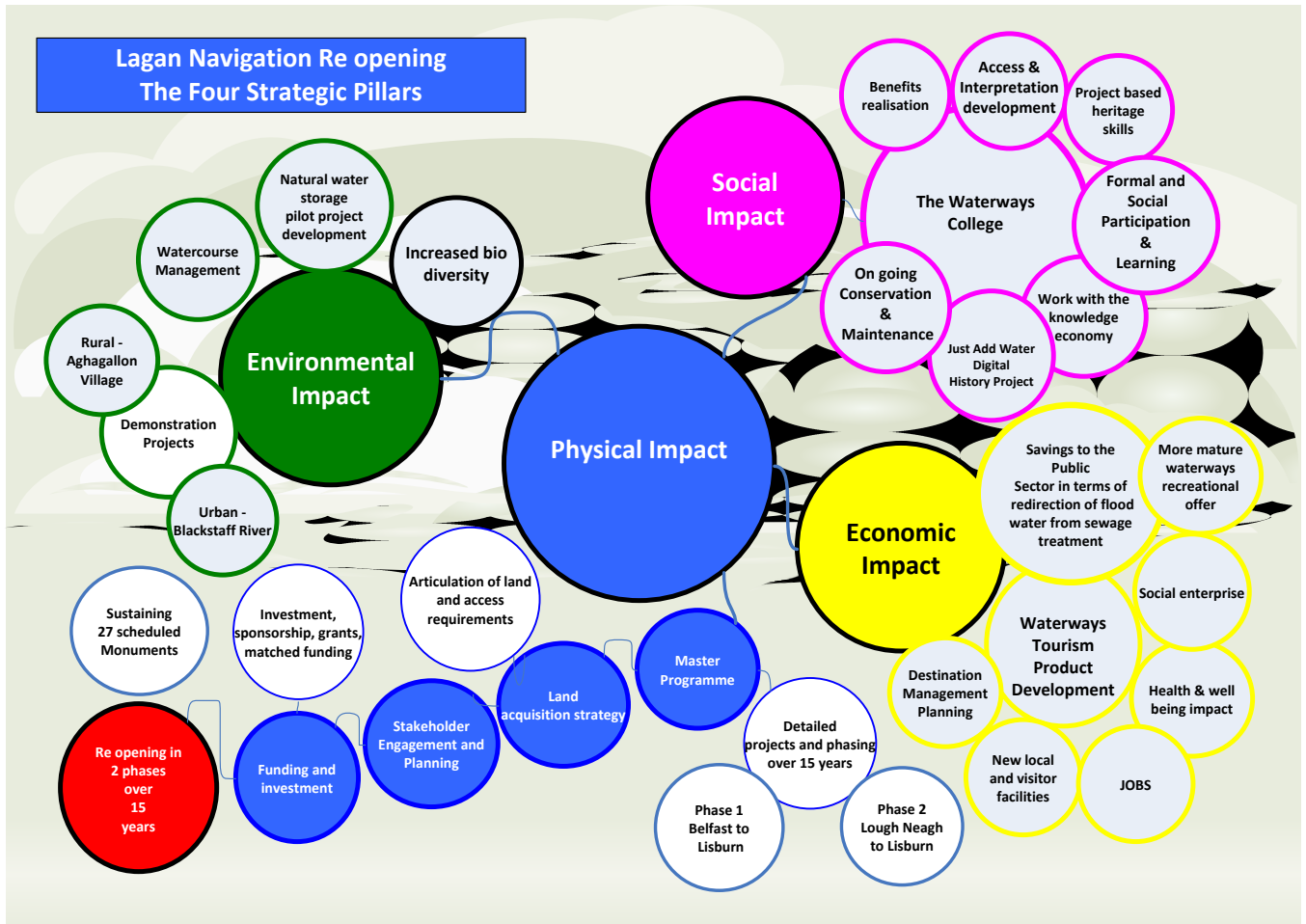
Staff	Key responsibilities
<b>Chief Officer</b>	<ul style="list-style-type: none"> <li>• Contribute to the strategic direction and development of the Trust to meet its objectives;</li> <li>• Recommend to the Board and Committees changes to strategies and policies as appropriate;</li> <li>• Ensure the organisation addresses in full its obligations - legal, financial and legislative;</li> <li>• Work actively with other 'partnership organisations' to deliver aims and objectives in relation to funding and the Trust's 2006 Business Case and the Business Case to Government for Re opening (submitted September 2014).</li> <li>• Champion on behalf of the Board, operational and strategic relationships with the NI Assembly and the interface between the Board, operational staff and other public bodies, including Local Councils, agencies and Departments;</li> <li>• Develop and oversee strategic partnerships with all relevant sectors;</li> <li>• Ensure that the Trust remains a part of, and an active supporter of a number of organisations which support its objectives, and that it works closely with regional and European groupings to achieve efficiencies and greater influence regionally, nationally and in Europe;</li> <li>• Oversee production of an annual accounts and reports for the Board and other funders and prepare quarterly reports to the Board;</li> <li>• Ensure that organisational, finance, administrative and staffing requirements are in place and are managed to deliver against key objectives;</li> <li>• Ensure that the operational requirements of LCT are delivered on the basis of best available data and evidence;</li> <li>• Identifying evidence and innovation needs to support the policy making process and seek funding where appropriate to address gaps;</li> <li>• Co-ordinate and oversee responses to consultations on policy affecting the Trust;</li> <li>• To drive the delivery of The Waterways College project.</li> </ul>
<b>Programme and Funding manager</b>	<ul style="list-style-type: none"> <li>• To develop the Master Programme in liaison with other stakeholders.</li> <li>• To establish a Programme Management Group (PMG), comprising comprises officers from Councils and DCAL and a number of Departments and Agencies as appropriate. The PMG will report to the Chief Officer &amp; Trusts Board, identifying a number of crucial roles that must be allocated in order to ensure proper governance.</li> <li>• To liaise with partners and stakeholders to clearly identify and agree their role in delivery of projects which inform the Master Programme to ensure effective management.</li> <li>• To ensures the resolution of issues presented by individual Project Steering Groups.</li> <li>• To ensure the availability of essential funding and human resources to enable the projects within the Master Programme to proceed on time and within budget.</li> <li>• To be an integral part of the Officer-led PMG and liaise with Contract Managers and Project Sponsors on issues relating to the programme and individual projects.</li> <li>• To work with the Trusts partners and stakeholder, where required, to develop Project Plans.</li> <li>• To manage funding applications for individual projects with the input of partnership and stakeholder groupings</li> <li>• To manage input of specialist advisers and stakeholder groupings.</li> <li>• To support the Trusts vision and contribute to it by providing strategic direction at programme</li> </ul>

	<p>and project level, elevating issues impacting on time, cost and quality to the PMG and Project Steering Groups.</p> <ul style="list-style-type: none"> <li>• To make decisions within agreed decision thresholds.</li> <li>• To coordinate and manage the Programme and Projects Risk Registers and Issue Logs.</li> <li>• To provide day to day management of the Trust staff, currently 3, ensuring the resources are utilised effectively to meet the Trusts objectives.</li> <li>• In the project delivery phases; to process payments and check valuation certificates for individual Projects.</li> <li>• To manage the draw down of funding to comply with grant bodies and contractual requirements.</li> </ul>
<b>Project Delivery officer</b>	<ul style="list-style-type: none"> <li>• To monitor, control and report on the budget and resources of projects, ensuring that financial and procurement requirements are met and the project is delivered to budget and on time.</li> <li>• To lead, manage and motivate project staff.</li> <li>• To manage and oversee the work of consultants and contractors on site.</li> <li>• To plan, schedule and track progress of outputs using appropriate tools and to ensure that agreed milestones are met</li> <li>• To establish, maintain and review delivery of projects in liaison with funders, stakeholders and Council Officers.</li> <li>• Manage and supervise the development and workload of the Part Time Administration Assistant</li> <li>• To deputise for the Trusts CO at regional and local meetings</li> <li>• Work planning, supervision and management of volunteers</li> <li>• To prepare briefs and tender documents and manage contracts with suppliers and consultants.</li> <li>• To complete all documentation associated with the duties of the post.</li> <li>• To liaise and negotiate with key stakeholders to raise awareness of the Lagan Navigation re-opening plan, its historic legacy, recreational and environmental value.</li> </ul>
<b>Admin &amp; Finance officer</b>	<ul style="list-style-type: none"> <li>• Reporting to the Project Delivery Officer</li> <li>• To provide clerical and secretarial support to the Trust Officers in the administration and operation of the Trust;</li> <li>• To create, update and maintain financial and company records including preparation of year end accounts and annual returns to Companies House;</li> <li>• To compile and report financial management information for the Trust.</li> <li>• To carry out word processing duties.</li> <li>• To develop, maintain and operate general office administrative, filing and financial systems.</li> <li>• To create and manage databases of information as required, using appropriate IT packages.</li> <li>• Service meetings as and when required, including drafting minutes, agendas, issuing notice of meetings and making associated arrangements.</li> <li>• To assist in the development of promotional literature and activities relating to the Lagan Canal Trust.</li> <li>• To assist in planning, organising and running events, conferences, meetings and workshops and preparing the necessary paperwork.</li> <li>• To provide administrative support for grant aided projects including the setting up of filing systems, income and expenditure spreadsheets and preparing claim forms.</li> </ul>
<b>Environmental Intern</b>	<ul style="list-style-type: none"> <li>• To work with the Trusts officers and stakeholders to develop a response to the Trusts Environmental Statement at each location along the route of the Navigation where projects are being delivered;</li> <li>• To report on the opportunity to mitigate adverse environmental impact;</li> <li>• To articulate the potential to increase bio diversity and control aquatic and land alien invasive species.</li> </ul>

### 3.0 THE TRUSTS POSITION IN 2014



Whilst the recommendation for Option 1 was valid in the 2006 Business Case, the Trust is a very different organisation now, having reacted to a change in direction brought about in 2011 by the current Chief Officer. Recommendations were made to the Board which took the decision to make changes to the fundamental strategic direction of the Trusts operational work programme. The strategic pillars of work to required realise the re opening of the Navigation are shown below.



## Key Outputs from 2011

The principal changes were made to fit with the Programme for Government and the needs and opportunities for communities along the whole 27 mile route; this reinforces the Trusts charitable objectives. The key outputs of the changes are;

- A more robust operational performance framework with a clear and decisive Operational Plan to 2018 which is reported on and reviewed at each Board meeting resulting in;
- Success in bringing together all five core funders into an agreed operational delivery regime;
- Development and agreement on an Operational Area for the Trust which see its area of influence covering 64 square miles of the Lagan Valley
- Research, recommendation and appointment of Jeffery Donaldson MP as the Trusts first Patron in 2011;
- Success in positioning the re-opening project at the heart of the Assembly through presentations to the Culture Arts and Leisure Committee in 2011 and to the 6 Ministers whose Departmental responsibilities are cross-cutting with the Trust proposals – DCAL, DOE, DETI, DSD, DARD, and DEL;
- Development of the brief and procurement of preliminary engineering designs and costing in 2011 has rocketed the Trusts programme of work from an awareness campaign in 2010 to a position where the designs can be challenged against their fit with European legislation and are being merged into the forward planning of

the main agencies which govern water quality, water storage, stormwater management and treatment and environmental standards;

- Development of the brief and procurement of the Strategic Environmental Assessment and Environmental Report in 2011 which assesses the impact of the above and seeks to reckon mitigation of the effects and opportunity for increasing bio diversity;
- Development of a revised brief in 2012 for a Business Case to Government, suspended in 2011 pending the outcome of the above two pillars of research. Close work with the consultants has delivered a very different case from the one envisaged prior to 2010. The current case economically assesses the role of the Trusts programme of work in developing social impact in the Lagan Valley;
- Statutory and public consultation in 2012 on the draft re-opening plan, SEA and engineering designs. This exercise brought forward a number of issues which were clarified through the development of the Operational Plan 2014 – 2018;
- Success in broadening the work of the Trust through presentations, establishment of 3 demonstration projects and work with a vast number of delivery organisations which have responsibility for aspects the Lagan Navigation;
- A move toward greater community involvement through demonstration projects and this work is now a central pillar of the Trust and is on going;
- Development of The Waterways College - a proof of concept pilot project which has been established with the Trust, Springvale Employment and Learning (SEL) and Lisburn City Council (LCC), Belfast City Council (BCC) and Queens University, Belfast. Based on the Lagan Navigation initially the project will deliver waterways project based teaching and learning in the Trusts Operational Area;
- The Trust and DCAL Inland Waterways Branch were represented at the World Canal Conference in September 2013 in France to promote Northern Ireland waterways and in particular the Lagan Navigation to a worldwide audience of 16 countries and some 300 delegates;
- Raising awareness in the Trusts work between 2011 and the present day. Trust officers have made over 201 presentations to community and special interest groups, voluntary organisations, Ministers, NI Assembly Committees and associated groups, Departmental agencies, other Canal and Navigation authorities in Northern Ireland and throughout the UK, the Inland Waterways Association of Ireland, Local Councils and other local Trusts. In 2013 the Chief Officer was invited to work with the Canal and Rivers Trust in England, formerly British Waterways for three weeks and made presentations to 13 canal organisations and societies highlighting the potential of the Irish waterways network;
- Work with the Assembly's Stormwater Management Group and its partner organisation in the South of the island has seen the Lagan Navigation being considered as Northern Irelands first potential demonstration project for Natural Water Storage on a catchment scale in Europe. This potential has been endorsed by the Minister for the Department of the Environment;
- The Chief Officer presented a paper to a European Water Management meeting in Dublin in August 2014 and this has lead to the potential for the Lagan Navigation to become a demonstration project through the Life+ Funding Programme.

The Trust is a very different organisation to the one envisaged in 2006, that report was the foundation of the Trust but its current objectives aligned to the Programme for Government and out partner's objectives current objectives is a more relevant and respected organisation now.. The table at **Appendix 2** examines current performance against the objectives envisaged in 2009 when they were first established.

**Appendix 3** shows the Trusts current Key Operational Objectives use to ensure operational requirements and performance objectives are met and to report to the Strategy and Policy Committee who scrutinise progress. This table is also used to measure performance with individual team members who have specifically assigned tasks and deadlines.

## **4.0 BUSINESS CASE CORE FUNDING 2015 – 2018 IDENTIFICATION OF MONETARY COSTS AND BENEFITS ASSOCIATED WITH 3 OPTIONS**

### **Introduction**

Each of the three options being considered are being assessed from a monetary prospective to ascertain the impact on funding requirements.

- Option 1** Do nothing, cease the core funding and wind down the Trust
- Option 2** Existing staffing structure and revised expenditure budget
- Option 3** Fit for purpose structure

**Capital Costs**

There are no associated capital costs with Options 1 & 2. The Trust has acquired the use of Navigations House, Lisburn and will shortly re locate into that premises with a very small budget for relocation being agreed with partners. The costs incurred will be revenue only at this stage but an application for HLF funding to purchase the property as part of the overall Conservation Action Plan for the site including Union Locks and Becky Hoggs lock is being formulated.

**Overhead Costs**

The projected cost of the LCT for the next three years, under the 3 options is as follows:

Three year funding requirement	Option 1	Option 2	Option 3
Overhead costs for three years	£0.00	<b>460,422.00</b>	<b>558,222.00</b>

**EXPENDITURE IMPLICATIONS OF EACH 2015- 2018 OPTION**

**4.1 Option 1: Do nothing and wind down**

There would be no costs under this option as the Trust would be wound down and become a volunteer led organisation.

**4.2 Option 2: Existing staffing and revised overheads**

<b>2015/2016</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total for period</b>
152,880.00	153,430.00	154,112.00	<b>460,422.00</b>

**4.3 Option 3: Fit for purpose staffing and revised overheads**

<b>2015/2016</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total for period</b>
172,560.00	192,190.00	193,472.00	<b>558,222.00</b>

**4.4 Comparison with 2006 recommendations for establishment of the Trust**

The above agreed cost for submission to funders in 2015/2018 period compared to the envisaged staffing and expenditure costs in 2016 in Fig 1 above, including 10 staff, shown below, reflects good value for money despite the intervening 8 years and phenomenal increase in both strategic direction and achievements. See **APPENDIX 1**.

2006 recommendation	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total for period</b>
	£200,000	£200,000	£200,000	£600,000

**5.0 2015 – 2018 PERCENTAGE CORE FUNDING REQUIREMENTS FOR OPTIONS**

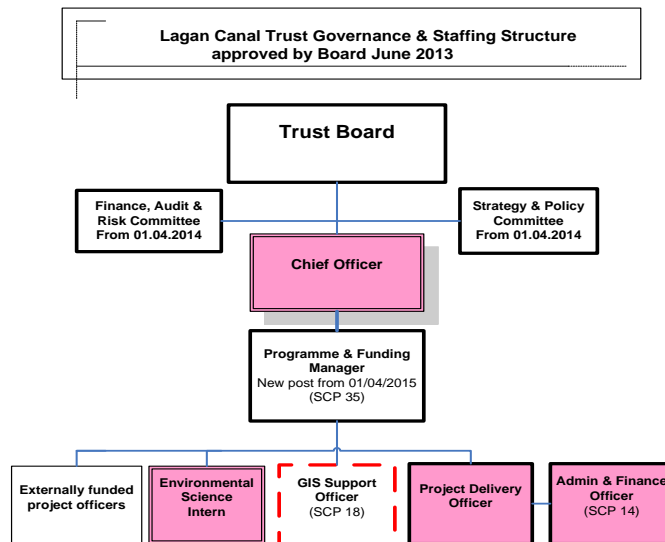
Total funding requirements against each do something option are shown below and at **APPENDIX 5**

**OPTION 1**

Do nothing, the Trust in its current form is wound up and run as a voluntary organisation.

## OPTION 2

This option includes the Chief Officer, Project Development Officer and Admin & Finance Officer (2.5 officers) with no GIS Officer. The Environmental Science Intern costs are included. The Programme & Funding Manager is not included.



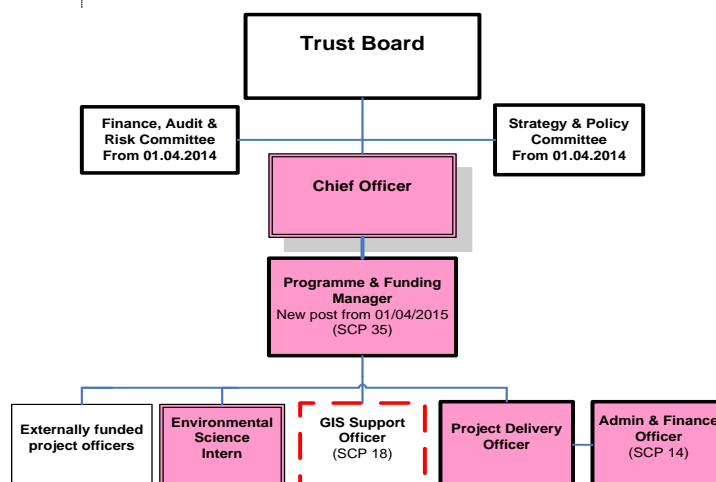
Core Funder	% of Navigation miles managed	2015/16	2016/17	2017/18	Total
Expenditure		152,880.00	153,430.00	154,112.00	460,422.00
Belfast City Council (includes former Castlereagh BC 4% of miles managed)	22%	33,633.60	33,754.60	33,904.64	101,292.84
Lisburn City Council	35%	53,508.00	53,700.50	53,939.20	161,147.70
Craigavon Borough Council	8%	12,230.40	12,274.40	12,328.96	36,833.76
DCAL	20%	30,576.00	30,686.00	30,822.40	92,084.40
NIEA – Built Heritage	15%	22,932.00	23,014.50	23,116.80	69,063.30
<b>Total</b>	<b>100%</b>				<b>460,422.00</b>

## OPTION 3

**THIS OPTION WAS APPROVED FOR SUBMISSION TO FUNDING PARTNERS BY THE TRUST BOARD AT ITS MEETING ON 22<sup>ND</sup> OCTOBER 2014.**

It assumes new staffing structure without GIS Officer. Chief Officer, Programme and Funding Manager, Project Delivery Officer, Admin & Finance Officer (P/T) and Intern.

**Lagan Canal Trust Governance & Staffing Structure  
approved by Board June 2013**



Core Funder	% of Navigation miles managed	2015/16	2016/17	2017/18	Total2
Fit for purpose core funding expenditure requirement		172,560.00	192,190.00	193,472.00	558,222.00
Belfast City Council (includes former Castlereagh BC 4% of miles managed)	22%	37,963.20	42,281.80	42,563.84	122,808.84
Lisburn City Council	35%	60,396.00	67,266.50	67,715.20	195,377.70
Craigavon Borough Council	8%	13,804.80	15,375.20	15,477.76	44,657.76
DCAL	20%	34,512.00	38,438.00	38,694.40	111,644.40
NIEA – Built Heritage	15%	25,884.00	28,828.50	29,020.80	83,733.30
<b>Total</b>	<b>100%</b>				<b>558,222.00</b>

N.B In both above options the workload of the Trust GIS Officer post whilst remaining in the agreed structure will in the next three years be an SLA provision from partner organisation/s and will fall under discreet project costs and any other project officers will be funded as required from discreet project funding.

## 5.1 ASSESSMENT OF BENEFITS AGAINST CORE FUNDING BUSINESS OPTIONS

### INTRODUCTION

It is often difficult to apply a monetary value to some of the costs and benefits associated with each option;

- Option 1** Do nothing, cease the core funding and wind down the Trust
- Option 2** Existing staff structure with revised expenditure
- Option 3** Fit for purpose structure and supporting expenditure budget

Non-monetary costs and benefits should not be discounted as being any less important than the monetary values, indeed in many cases they are crucial in the decision making process. For the purpose of this appraisal the benefits

criteria shown below have been used to evaluate the options and then the rationale underlying the evaluation is further summarised in **APPENDIX 4**.

**Benefit criteria**

The benefit criteria, which are closely related to the project specific objectives detailed in Section 1, are detailed below:

Criteria
1. Ensure that all the Trusts work is informed by and fits with the Programme for Government and addresses the objectives of our Departmental, current and potential partners and stakeholders;
2. Ensure that the Trust is resourced to deliver a complex programme of work;
3. Develop an important historic and cultural asset which is recognised locally, regionally and nationally as having the potential to make a significant contribution to Northern Irelands economy;
4. Contribute to addressing poverty, social exclusion and climate change.

**5.2 Analysis of benefits aligned to each option**

Benefit Criteria	Option 1 Do nothing, cease the core funding and wind down the Trust	Option 2 Existing staff structure with revised expenditure	Option 3 Fit for purpose structure and supporting expenditure budget
<b>1.Ensure that all the Trusts work is informed by and fits with the Programme for Government and addresses the objectives of our Departmental, current and potential partners and stakeholders;</b>	Trust would cease to exist in its current form and therefore the aims and objectives of the Trust and current core funders would not be met. The progress made to date will be lost.	This option fails to meet the criteria as the Trust operations would be constrained by lack of resources in fully pursuing all the aims of the Trust and its partners.	Extensive work has been done with Departmental officers and external consultants to ensure that <b>Option 3</b> resource planning takes into account the needs of the Operational Plan.
<b>2. Ensure that the Trust is resourced to deliver a complex programme of work;</b>	Trust would cease to exist in its current form and therefore the aims and objectives of the Trust and current core funders would not be met. The progress made to date will be lost.	Fails to meet the criteria as the Trust operations would be constrained by lack of resources in fully pursuing all the aims of the Trust and its partners	This option offers the potential to fully pursue the aims of the Trust and maintain the momentum of the re opening campaign. It affords a level of staffing that will undertake the key tasks and additional programs required to achieve re opening, ensuring that the organisation is able to meet funders’ requirements.
<b>3. Develop an important historic and cultural asset which is recognised locally, regionally and nationally as having the potential to make a significant contribution to Northern Irelands economy;</b>	Trust would cease to exist in its current form and therefore the aims and objectives of the Trust and current core funders would not be met. The progress made to date will be lost.	Fails to meet the criteria as it would have a more limited capacity to fully develop and implement programmes such as community engagement, fundraising, marketing, and individual re opening projects and to meet the objectives of its partners.	This option supports the staffing levels required to dedicate the resources necessary to fully develop and implement the programmes needed to re open the Navigation. These include community engagement, fundraising, marketing, and re opening projects. The development of a Regional waterways visitor strategy will be pursued.
<b>4. Contribute to addressing poverty, social exclusion and climate change</b>	Trust would cease to exist in its current form and therefore the aims and objectives of the Trust and current core funders would not be met. The progress made to date will be lost.	Scores lower as the current staffing level will be limited in its ability to fully develop the Trust and re opening campaign strategically while also developing and implementing the necessary programs such as development of The Waterways College, the EU demonstration project, full community engagement, fundraising, marketing, and re opening projects.	Supports the required staffing levels required to maximize the effectiveness of the Trusts Chief Officer in terms of strategic development. It allows for the necessary work amongst key stakeholders to strategically secure the re opening of the Lagan Navigation informed by work within The Waterways College project and social impact, the potential EU demonstration project in terms of water resource and cost savings to the public purse and addressing climate change

In order to critically assess the case for the funding options benefits evaluation criteria have been developed. To allow for the comparison of options, each criterion has been allocated a weighting out of 100 to reflect its relative importance as follows:

### 5.3 OPTION WEIGHTING & SCORING

Benefit	Weighting	Option 1	Option 2	Option 3
Criteria 1	15%	0%	8%	15%
Criteria 2	20%	0%	12%	20%
Criteria 3	35%	0%	18%	35%
Criteria 4	30%	0%	12%	12%
	100%	0%	59%	100%

### 5.4 SELECTION OF PREFERRED CORE FUNDING OPTION

After carrying out qualitative analysis of each of the three short listed options it has been concluded that **Option 3** offers the best opportunity to fully pursue the re opening of the Navigation, and associated programmes for community engagement, fundraising, marketing, and delivery of a master programme and individual projects.

Alternative options for delivery of the re opening project outside the current structure of the Trust have not, at this stage been considered. Until such time as the Trust has a Ministerial steer on progressing the programme of works in full or in part it is not possible to examine alternatives with any confidence.

#### Preferred option

Under this preferred option the projected running costs of the Trust and associated funding requirement showing the RPA changes in year 2015/16 shown in **APPENDIX 5**.

### 5.5 CONTRIBUTIONS IN KIND

LCT has many other partners that make Contributions in Kind (CIK) to the project. Some of the ways in which the Trust is supported are outlined below;

#### Belfast City Council

Belfast City Council Tourism Officer and Project Sponsor work closely with the Chief Officer and staff to ensure that programmes are developed in line with the overall aim to re open the Lagan Navigation in particular the new Belfast Sea Lock, the Lagan Gateway Project at Stranmillis and the wider Lagan Corridor.

#### Castlereagh Borough Council

Castlereagh Borough Councils appointed officer works in close liaison with the Chief Officer to ensure that programs are developed in line with the overall aim to re open the Navigation. Ongoing projects to enhance the Lagan include support for developing projects such as the installation of canoe steps on the Lagan and extension of facilities at Lock No 3 to include citing of the 'Industry' Barge.

#### Lisburn City Council

Lisburn City Council's Regeneration Manager works with the Chief Officer and staff in many operational areas from subsidised provision of facilities for meetings and other events, to significant match funding for the clearance and survey works at the Union Locks. The Councils significant input and support contributes to achieving the aim of re opening the Lagan Navigation.

#### Craigavon Borough Council

The Councils Head of Conservation and Heritage and other departments provide support through HR, procurement and budget maintenance which enables the trust to function operationally.

### **DCAL and Rivers Agency**

The Inland Waterways Division works in close liaison with the Chief Officer and staff to ensure that programmes are developed in line with agreed strategic and operational priorities in both organisations. Through DCAL and Rivers Agency essential maintenance of the towpath takes place including recent upgrades to the surface, whilst Rivers Agency provide a vital function in clearing the river of fallen trees and strategic advice on the Navigation.

DCAL has provided additional funding for Outdoor Recreation NI to audit existing recreational facilities in the Trusts Operational Area and the updating and re print of the Lagan Navigation Walking Guide. DCAL has utilised the services of the Trusts GIS Support Officer which has helped to defray costs and provide for additional specialist training. DCAL has funded development of the Master Programme for the delivery of the re opening first phase enabling officers from Waterways Ireland to work with the Chief Officer to detail the scheduling of enabling, delivery and maintenance works. Working closely DCAL and Trust officers align cultural, arts and leisure objectives. The partnership is vital moving forward as DCAL owns substantial assets and in progression the project the effective use of these is of significance.

### **NIEA**

The support of NIEA officers becomes more crucial as the project to re open progresses. Through representation on the Strategy and Policy Committee officers can assist with alignment of the Trusts objectives to regional heritage and environmental policy. Both the Built and Natural Heritage sections provide advice on the legislative constraints and guidance on conservation of the important heritage asset that is the Lagan Navigation. This 2014-2015 Core Finding Business Case saw the renewal of core funding which was withdrawn in March 2011.

### **Lagan Valley Regional Park**

The Park Manager works closely with the Chief Officer to integrate the objectives and delivery of operational priorities in line with the overall aim to re open the Lagan Navigation. LVRP provides ongoing environmental protection and enhancement of the Navigation tow path from Stranmillis to Union Locks and continued promotion of the Lagan Navigation through interpretation and events.

### **Inland Waterways Association of Ireland Lagan Branch (IWAI)**

A vital strategic relationship at Board level has recently been enhanced through the volunteering opportunity which was created in the clearance works at the Union Locks, Lisburn. Attendance at Regional and National events by the Chief Officer and staff has developed a closer strategic partnership. IWAI Lagan Branch continues its ongoing promotion and support for the re opening of the Navigation including sponsorship of events, boat rallies and publicity in its national press.

### **Ulster Waterways Group**

Ongoing lobbying for the development of an Inland Waterway Strategy for Northern Ireland and support for the re opening including funding and support for the £9.5M Stranmillis Gateway in Belfast makes this group very relevant to the Trust. It recently provided support funding for the Trust to be represented at the World Canal Conference in France.

### **Outdoor Recreation NI**

Promotes recreation along the Lagan Navigation and support for the re opening. The advice from ORNI and representation on the Executive Committee adds to the collective management expertise in the field of recreation and access.

### **Volunteer Now**

Is supportive of work to develop a Volunteering Policy and held a round table discussion to promote volunteering amongst the Trusts partners. This contribution is on going.

### **Volunteering**

The Trust has a wealth of experience and specialist knowledge on its Board which contributes greatly to resources through their volunteering – effectively, the time donated to attend meetings, workshops, consultations and stakeholder groups giving advice and strategic support and guidance. This is likely to continue, with a greater requirement on Trustees to attend meetings due to their legal responsibilities as directors of a company. This has not been quantified but is nonetheless an economic benefit of the Trust.



Volunteering opportunities continue to grow as each project is delivered on the ground. The Union Locks project attracted 1,100 volunteer hours over five months from January to June 2013. During the pilot project period 2014 -2016 of The Waterways College it is anticipated that an additional 200 volunteering days will be achieved.

## **6.0 RISK APPRAISAL & ADJUSTMENT FOR OPTIMISM BIAS**

### **Introduction**

It is inevitable that an element of risk and uncertainty will be present in almost all options to be evaluated since an appraisal involves making assumptions about the behaviour of various elements of the Trust. The presence of risk and uncertainty may influence the choice of option and therefore the implications must be addressed through the consideration of optimism bias, risk identification and mitigation.

### **Optimism Bias**

The Green Book (2003) states that there is a demonstrated, systematic tendency for appraisers to be overly optimistic, referred to as 'optimism bias', and to redress this tendency, there is a requirement that appraisals make explicit, empirically based adjustments to the estimates of project costs, benefits and duration. In the absence of more robust evidence from government departments on similar projects from the past, the adjustment percentages used are based on the results of a study by Mott McDonald (2002) into the size and cause of cost and the overruns in past projects.

Optimism Bias has been considered in terms of the next stages of the Trust work based upon Treasury guidance and the steps identified by the Mott McDonald study. It is not considered relevant to apply these to this business case as optimism bias is only applicable to generic project categories covering, for example, standard buildings, standard civil engineering, outsourcing and equipment development.

### **Identification and analysis of risks**

The Northern Ireland Practical Guide to the Green Book acknowledges that "no matter how robust the assumptions about risk factors, there will still generally be risks to consider, and there will be uncertainty over the range of possible outcomes." Therefore, the need exists to identify and analyse the key areas of risk surrounding the continuation of the Trust work and the Trust Risk Policy has been adopted by the Board and will be reviewed annually.

### **Displacement**

Displacement refers to the extent to which the Trusts activities displace activity from similar provision elsewhere. The Trust is currently the only partnership organisation coordinating the re opening of the Lagan Navigation from Belfast to Lough Neagh. Furthermore, the Trust will not displace any work that is currently undertaken by the individual Councils or the Lough Neagh Partnership Board. Therefore, displacement is not considered to be an issue for this project.

### **Project Additionality**

A project should not receive assistance if the project objectives would be achieved without the public expenditure. In general, assisted projects should receive only the minimum assistance required to bring them about, with any excess over the amount referred to as 'dead-weight'. Additionality is not solely a matter of a project being pursued or not but often partial in the sense that without assistance:

- The project may have been carried out in another location of some lower priority;
- The same project may be carried out later; and
- A different project may be carried out or the same project on a smaller scale or to a lower standard of quality.

Core funding for the overheads of the Trust is dependant upon the continuation of Local Government and Departmental financial support. Additionality is not an issue and therefore there is a need for government intervention.

## 7.0 FUNDING AND CONTRACT MANAGEMENT, MONITORING AND EVALUATION STATEMENT

Economic appraisal requires the provision of project financing, management, monitoring and evaluation.

### 7.1 Basis for funding percentages

Having consideration of the emphasis and progress of the Trusts work and the implications of RPA it is proposed that the percentages of core funding to support the preferred funding Option 3 are reallocated as shown below.

Funders Pre RPA	Apportionment years 2014/15	Apportionment following RPA 2015 - 2018
Lisburn City Council	35%	35%
Belfast City Council	18%	22%
DCAL	25%	20%
NIEA Built Heritage	10%	15%
Craigavon Borough Council	8%	8%
Castlereagh Borough Council	4%	NIL

### 7.2 Trust finances

The Trusts core, overhead funding budget from funders and grant bodies have, up to now, been processed through Craigavon Borough Council's (CBC) financial system through a Service Level Agreement.

As part of the new governance structure applied in 2013 the Boards newly established Finance, Audit and Risk Committee will scrutinise expenditure budgets. Records of financial transactions will be made available and kept up to date and the relevant procurement protocols adhered to. All reporting of finances will be carried out in accordance with Companies' House legislation and the Charity Commissions requirements. The Board has directed that the Chief Officer establishes a business banking facility and this is being finalised. See **APPENDIX 1** for new committee structure.

### 7.3 Contract and services procurement

Currently all contracts on behalf of the Trust are procured through CBC. The Board has agreed that the Trust needs the ability to procure contracts and secure grant funding through each Council area for projects located geographically.

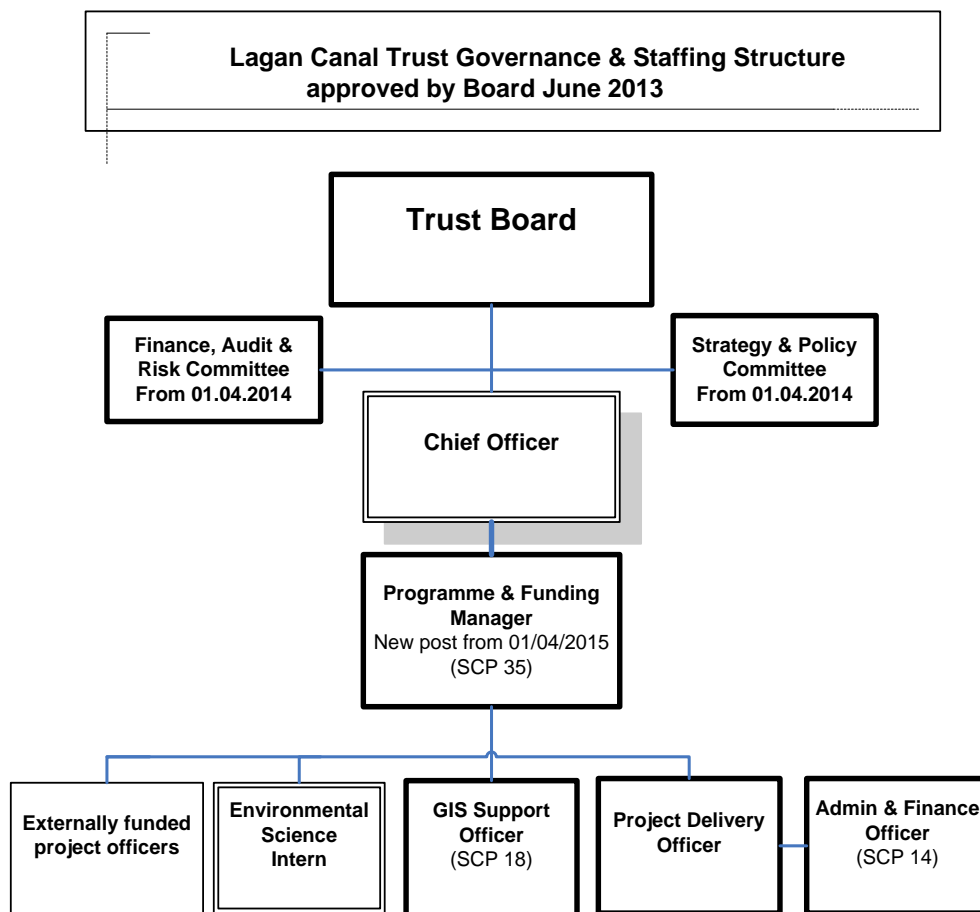
### 7.4 Master Programme and Project monitoring

Working with Waterways Ireland the Trust has developed an initial Master Programme which is predicated on gaining three year core funding to support the required enabling activities prior to commencement of delivery Phase 1. On the appointment of the Programme and Funding Manager a more robust programme and project management regime will be established. Monitoring will be undertaken through the Boards newly formed Strategy and policy Committee using its operational planning as a tool for evaluating how effective the key operational objectives are being met and progressed in a timely manner. The programme for Phase 1 delivery of the re opening Belfast to Lisburn is shown at **APPENDIX 6**

### 7.5 Core Funding Evaluation

The Trusts work will be evaluated at the end of the three year funding period in line with an agreed post project evaluation format. Again this will be carried out with the review of programme and project operational planning and the agreed objectives therein. The Action Plan from 2009 – 2011 is evaluated in **APPENDIX 2** which also shows progress on a number of key objectives from 2011 – 2014.

**APPENDIX 1**  
**CURRENT GOVERNANCE AND STAFFING STRUCTURE**



**APPENDIX 2 REVIEW OF THE 2009 – 2012 ACTION PLAN, WHICH INFORMED THE EXISTING CORE FUNDING LEVELS & REPORT ON PROGRESS**

<b>Action Plan 2009 – 2013</b>		<b>Position 2011</b>	<b>Position at September 2014</b>	
Item	Action	Performance noted	Item	Action
<b>Establish Trust</b>	Consultations, partners agree to proceed, agree Articles of Association	Achieved	Standing Orders reviewed	Allows appointment of additional Public Director and agreement on roles and portfolio responsibilities of all 6 Public Directors
	Secure funding, and establish Trust	Partial funding achieved	Business Case drafted to secure on going funding from 2014 - 2017	The Option 1 recommendation of the 2006 report - that the funding of 2- 4 staff with budgets of under £200k was not fully pursued and this has had a knock on effect of the Trust being under resourced for some time. This is now being addressed in the 2014 - 2017 Business Case
	Appoint staff	Partial	Only 1.5 officers in place in 2010. This staff compliment was insufficient to support the changed operational requirements	Agreement to engage Project Delivery Officer on fixed term contract until March 2013 contemporaneous with the Chief Officer and Admin Assistant contract of employment. Additional staff were envisaged in the Option 1 recommendation in 2006 but in a different role - the Community, Volunteer and Communications Officer role has not been yet recruited.
	Establish Canal Friends Group	Not progressed	Friends Group	The formation of a Lagan Navigation Friends Group will be done when the delivery programme is agreed
<b>Pre-Restoration Tasks</b>	Conservation Plan	Not progressed		
	EIA	Not progressed		Not required until the planning application stage
	Site investigation	Not progressed		
	Design	Not progressed		
	Strategic Environmental Assessment (SEA)	Not progressed		
	Consents	Not progressed		Not required until planning application process in underway
	Funding strategy	Not progressed		
	Developers contributions & other support	Not progressed		
	Community & other consultations	Not progressed	Initial Public and Statutory consultations	These took place in 2012 with the outcomes absorbed into the Re opening Framework which is currently being drafted
	Operational planning	Not progressed		

## **New governance and operational architecture since 2011 Report on progress**

### **Policy development and implementation**

- Conflict of Interest Policy
- Safeguarding Vulnerable Adults Policy
- Child Protection Policy
- Volunteering Policy

### **Strategy development**

- Alignment of the structure of the Board to operational portfolios with recruitment of 6 Public Directors 2012
- Development and agreement of risk register
- Key Performance Objectives reported to the Board as a Standing Item on the agenda since July 2011
- 'Traffic Lights' reporting system of projects being delivered by others in the Trusts area of influence –reported to the Board to inform operational prioritising
- Core Funding Business Case 2013- 2014
- Funding Case to DCAL 2013 -2014
- Business Case to Government
- Operational Plan 2014 – 2018
- Completion of initial 15 year Master Programme for delivery
- Agreement on and delivery of an ongoing programme of political lobbying
- Listing of Navigation House and recognition as a Building at Risk
- Acquisition of Navigation House by Hearth Revolving Fund for use by the Trust
- Agreement by the Board and development of a partnership with Scottish Canals and Waterways Ireland on joint funding bid potential

### **Highlights of operational delivery achievements 2011 – 2014 (detailed in Appendix3)**

- Preliminary Engineering Design and costs commissioned and delivered for 27 mile route in 2012/13
- The 27 mile SEA measuring the impact of the above, was undertaken in 2012/13
- Two Public and Statutory Consultation programmes throughout the Operational Area 2012/13
- Site investigations on 8 locks completed/commissioned
- Conservation Action Planning established as part of each project
- Lagan Gateway project - BCC supported
- Lock Keepers Cottage- Castlereagh BC supported
- Lagan Valley Reg. Park Management Committee supported
- Aghagallon Village planning demo project being delivered in partnership with CBC and village committee
- Development of the 'Just Add Water' digital history project
- On going delivery of a wide programme of targeted presentations to communities and other influencers
- Development of programme of works for urgent repairs to allow the Trust to relocate to Navigation House in 2015
- Development and launch of The Waterways College Project – pilot project over 2 years 2014 – 2016
- Agreement by the Board and development of a partnership with Scottish Canals and Waterways Ireland on joint funding bid potential
- Work with partners to examine the potential of re opening works on the Navigation being further informed by an EU pilot project to capture stormwater and contribute to cost savings to the public purse in terms of stopping stormwater being treated and sewage works and attenuating flooding in the Lagan Valley
- Funding bids. Success with RDPNI, NGO Challenge Fund, DCAL, matched funding from DCAL, all four Councils

## APPENDIX 3 KEY STAFF PERFORMANCE OBJECTIVES 2011 - 2015

(Update November 2014)

Objective 1 - To realize full business plan and suite of supporting documentation as a source baseline and to inform funding applications	Target date	Lead Officer	Supporting Delivery resources	Cost implication	Budget Period	Update June 2013
1.1 Review of Draft Business Case and Options	August 2011	BT Consultant	Business Development Group	£N/A		Business Case rejected and suspended following Board recommendation
1.2 Draft Terms Of Reference (TOR) and brief & Commission Strategic Environmental Assessment (SEA)	Sept 2011	BT Consultant	External	£40K estimate	2011/12	Completed
1.3 Drafting of Operational Plan for period 2014 – 2017	April 2014	BT	Internal	N/A	2013/14	Draft Operational Plan to be discussed at newly formed S&P committee May 2014. Completed and agreed by Board at July meeting.
1.4 Draft TOR and commission Engineering Design and Costings	Nov 2011	BT/PS	Executive Committee		2011/12	Completed
1.5 Develop Draft Canal Re-opening Plan	Jan 2012	BT	Executive Committee	£N/A	2012/13	Completed for Public Consultation process
1.6 Draft TOR for review and roll forward Draft Operational Plan 2011 – 2014	Sept 2011	BT	External	£NK		Completed
1.7 Draft TOR to develop Master Programme for delivery of canal reopening option agreed with Board	Sept 2011	BT/PS	External	May 2012 £NK	2012/13	Completed
<b>1.8 Develop TOR for Consultation &amp; Lobbying Campaign</b>	<b>On going</b>	<b>BT</b>	<b>S&amp;P Committee</b>	<b>£N/A</b>	<b>2014/15</b>	<b>A draft outline will be prepared internally May 2014</b>
<b>1.9 Draft TOR and commission Marketing &amp; Communication Strategy informed by Business Case</b>	<b>On going</b>	<b>BT</b>	<b>External</b>	<b>£30,000</b>	<b>2014/15</b>	<b>A draft outline will be prepared as above</b>
1.10 Commission extension of fly through from Lisburn to Lough Neagh	Dec 2011	BT	External	£30,000 Jan 2012	2011/12	Completed. Now included in Engineering and Design contract @ £17K
1.11 Draft Volunteering Policy	On going	BT	Internal	£N/A	2014/15	Required to support grant applications. Completed agreed at July 2014 Board meeting
1.12 Draft Safeguarding & Child Protection Policies	On going	BT	Internal	£N/A	2014/15	Required to support Springvale pilot project and grant applications. Draft to S&P committee May 2014 and Board July 29014. Completed Agreed by Board.
<b>Objective 2 - Strategic working</b>						
2.1 Aligning Board reporting structure with strategic partners via Traffic Light System	August 2011	BT/PS	Internal	£N/A		Completed
2.2 Work with Board members to create pen portraits to identify strengths and identify any opportunities for training	August 2011	BT/JS	Internal	£N/A		Completed August 2012

2.3 Work with Board to develop Programme of Work for Board & Good Governance Workshop date to be agreed at AGM		BT/JS	Internal/ solicitor/KPMG re VAT	Work on going.	2011/12	Good Governance workshop held Sept 2011 Completed and reported to Board August 2012
2.4 Draft Conflict of Interest and Gift Management Policy	August 2011	BT	Internal/ Trust solicitor	Est. £300	2011/12	Completed
2.5 Revise Trust M&A with solicitor	June 2012	BT	Internal/ Trust Solicitor	Est. £600	2011/12	Put on hold until March 2013
2.6 Develop and agree Terms of Reference for 2 new committees to replace Executive Committee – Finance, Audit and Risk (FAR) and Strategy and Policy (S&P)	March 2014	BT	Internal	£N/A	2013/14	FAR Committee agreed by Board October 2014 S&P for consideration by Board in April 2014
2.7 Review financial management procedures and implement new procedure parallel to CBC	31 <sup>st</sup> March 2014	BT/LC	Internal	£N/A	2014/15	New procedure in place from 1 <sup>st</sup> April 2014
<b>2.8 Agreement from Board to review bookkeeping and accountancy for Trust</b>	<b>On going</b>	<b>BT</b>	<b>FAR Committee</b>	<b>£N/A</b>	<b>2014/15</b>	<b>Tender for new services providing there is a cost saving over CBC centralized costs</b>
<b>2.9 programme of presentation to Minister/officials</b>	<b>On going</b>	<b>BT/Chair/ Vice chair</b>	<b>Internal</b>	<b>£N/A</b>		<b>DARD, NITB, DEL completed April 2014. DOE, DSD, DFP, OFMDFM being arranged</b>
<b>Objective 3 - Operational planning and delivery</b>						
3.1a Complete DCAL Landownership Infringement	March 2014	BT/JH	Internal	£N/A		Completed March 2014
3.1b Develop branding protocol for GIS work internally and externally	April 2014	BT/JH	Internal	£N/A		Branding protocol applied to all GIS output April 2014
3.2 Develop project team for delivery of SEA	Oct 2011	BT		£N/A		Completed
3.3 Develop project team for delivery of Engineering Designs	Oct 2011	BT		£N/A		Completed
3.4 Establish Demonstration Project Stakeholder Group to inform development and monitor progress		PS/BT	Internal	£NK		Completed Consultation event held June 2013. Public Directors to lead on portfolio issues.
3.5 Re-commissioning of Business Case	April 2013	BT	RSM McClure Watters	£20K		The final draft was approved by DCAL. Presentation to Board January 2014
3.6 Identify and liaise with potential funding bodies to raise the profile of re opening the Navigation	April 2013 Going	PS/BT	Internal	£49K + matched funding from LCC		Successful funding application submitted to Rural Partnership for clearance work at Union Locks.
3.7 Examining potential for a waterways event to celebrate 250 <sup>th</sup> anniversary of the opening of the Belfast – Lisburn reaches of Navigation	September 2013	PS/JW	Executive Committee	£N/A	2013/14	Completed. Report to Board June 2013 with event in September
3.8 Recruitment of volunteer to assist with R&D & Marketing projects through Ulster Supported Employment Ltd	August 2011	BT	Internal			Completed
<b>3.9 Organise Funding and Research seminar</b>	<b>Sept 2012</b>	<b>BT</b>		<b>£800</b>	<b>2011/12</b>	<b>Decision at April board to invite speakers to NI. Draft seminar programme to Board Aug 2012</b>
<b>3.10 Web site rebuilding and management</b>	<b>March 2012</b>	<b>CH/BT</b>	<b>External</b>	<b>£8K</b>	<b>2012/13</b>	<b>Quotations sought and consultant appointed.</b>

3.11 Complete Landownership Database for all non DCAL owned land adjacent to navigation	March 2012	BT/CH		£N/A		Completed April 2012
3.12 Board skills audit and recruitment of Public Directors	Sept 2012	BT				Report to Board Aug 2012
3.12A Recruitment of Public Directors	October 2012	PS/BT				Completed and recommendations made to Chair/Vice for approval by Board Nov 2012
3.13 Review of Standing Orders	Aug 2012	BT				Report to Board Aug 2012
3.14 SEA Team working		BT/PS	External consultants	£25,000	2011/12	1 <sup>st</sup> report to Board April 2012. Final report January 2013. Work on inclusion into Business Case
3.15 Engineering Design Team working		BT/PS	External consultants	£20,000	2011/12	1 <sup>st</sup> report to Board April 2012 Final report November 2012. Aerial photography outstanding item. See 3.17 below. Work on inclusion into Business Case
3.16 Year end accounting system review and update		BT/JS				Completed August 2012
3.17 Aerial and UAV image capture and editing team work		BT	External consultants	£17,000	2011/12	1 <sup>st</sup> report to Board April 2012 Video files of dhord ddat capture now in Trust possession for editing – March 2014. Full 27 mile photography still outstanding, contractual problems with provider.
3.18 Development of Master programme for re opening	March 2014	BT	Internal	Est. value £35K	2014/15	DCAL fund support from Waterways Ireland to provide assistance – Jan 2014. A two phased approach – skeleton programme and then detailed programme subject to outcome of meeting with Ministers and appointment of Trusts Programme and Funding Manager
3.19 Development of Public Consultation programme and events for re opening plan	August 2012	PS/MMcG	Internal			Completed August 2012
3.19A Public Consultation collation of statutory and public responses and analysis of results into a report	November 2012	PS/CH/BT	Internal			Emerging analysis into Annual Report to Board in Nov 2012
3.20 Web site development	Completed	CH/BT	External	£8K		URS appointed 14/05/2012. Final hand over of web site currently underway.
3.21 Just Add Water project development	On going	PS/BT	S&P Committee			Draft application circulating prior to lodging with HLF
3.22 Commission VAT advice to inform review of Trust structure	February 2012	PS	External consultants	£5,000	2011/12	Stage 1 report completed
3.23 Fit for Purpose review of Trust aims and objectives and structure capability		BT	Legal Advisors	£3,000 EST	2012/13	Necessary for compulsory registration with Charities Commission NI
3.24 Development of Land Acquisition Policy	November 2014	BT	External work with Canal & Rivers Trust (C&RT) FOC	£15K	2014/15	DCAL solicitor's opinion of land ownership has altered time scale of drafting. Research suspended due to long term absence of GIS Officer. CO to take forward Land and Property challenge with DCAL officers
3.25 Recording of GIS services requests to wider CBC departments	April 2012	CH	Internal			Completed
3.26 Business Improvement Group in CBC support for audit of facilities	May 2012	MMcG	Internal			Completed
3.27 Union Locks project						
3.27a Union Locks clearance works - Tender main contract and supervision	Completed	PS	Internal to point of tendering			Proposed start on site Feb 2013 completion June 2013 Conservation Action Plan tendered and due to complete in June 2013
3.27b Drafting and tendering Conservation Action Plan for site		BT				



3.28 Draft final Re opening Framework (now replaced by Operational Plan completed in house)	May 2014	BT	External support for copywriting	£4,500	2014/15	Framework will be informed by presentation to Minister Nov – March 2015 Editing and preparation of final report for print and presentation to DCAL Minister
3.29 Review, commissioning and re print Walking Guide	August 2013	PS	Internal/print		2013/14	COMPELTED.
3.30 Acquisition and renovation of Navigation House, Union Locks, Lisburn to deliver offices for the Trust, a visitor hub and a centre for teaching and learning	May 2014	BT	External Hearth Revolving Trust	TBC		Tenancy agreement approved by Board Oct 2014 – effective Dec 2014. <ul style="list-style-type: none"> <li>• Work with Hearth to devise work programme for phase 1 of building renovation to allow the Trust to take up the lease</li> <li>• IT planning for the building</li> <li>• Site visit by NIEA natural heritage to make recommendations on garden restoration and trees and foliage removal from site</li> <li>• Utilities connections</li> </ul>
3.31 Implement recommendation of Conservation Action Plan at Union Locks	On going	BT/PS			2014/15	<ul style="list-style-type: none"> <li>• Work with LCC to secure long term lease of site. 25 year lease from LCC to Trust</li> <li>• Clearance and survey at dry cut - Obtain Scheduled Monument Consent for work to stabilize lock chambers.</li> <li>• Cross section cut through fill in Dry Cut by URS to identify position of built structures</li> <li>• Tender survey and report on Becky Hoggs and Union Locks dry cut</li> <li>• Draft development agreement for below with DCAL</li> <li>• Obtain SMC for clearance at Becky Hoggs lock and dry cut at Union Locks</li> <li>• Obtain Schedule 6 Rivers Agency consent for works at Becky Hoggs Lock</li> <li>• Seek grant assistance for stabilization through RDPNI</li> </ul>
3.32 Submit formal expression of interest in hosting World Canal Conference 2017. Now taken over by Inland Waterways Association Ireland. (March 2014)	On going	BT	internal	£N/A		Work with Councils to develop bid -LCC/BCC/CBC. LCC and BCC agreement to move forward. Meeting held with Visit Belfast Jan 2014 to progress. This idea has now been adopted by IWA and the work progressed by them

3.33 Stakeholder Groups meetings	On Going	PS	internal	£N/A		<ul style="list-style-type: none"> <li>Lisburn community meeting held early December 2013, 30 attendees</li> <li>Arrange meetings with demonstration projects at Aghagallon - early 2015</li> </ul>
3.34 Drafting of Core Funding Business Case	December 2013	BT	internal	£N/A		Completed
3.35 The Waterways College. Work with Springvale Employment and Learning to develop Framework Agreement and training programmes and maintenance regime at Union Locks to inform pilot project over two year from 1 <sup>st</sup> April 2014. Establish governance for pilot project	On going until March 2016	BT	Internal and Springvale and LCC	£N/A	2014/15	LCT/SEL Framework Agreement in draft Programmes in draft Work with LCC/DCAL/NIHE to secure land for projects Procedures and policies being drafted TWC champions being formally assigned TWC Project Partnership being assembled TWC partnership Board being assembled
3.36a Develop partnership with Scottish Canals and Waterways Ireland to develop The Waterways College	On going	BT	Internal and LCC/Sc and WI		2014/15	Principle agreed with both territories seeking pilot projects in Glasgow and Dublin.
3.36b Develop partnership benchmarking project with Scottish Canals and Waterways Ireland to inform Interreg project	On going	BT	Internal/LCC		2014/15	Principle agreed next meeting February 2015
3.37 Applications to UAHs/NIEA committee for Scheduled Monument locks to become structure at risk	On going	BT	Internal	£N/A		Successful bid for three locks in Aghagallon and Navigation House to date
3.38 Targeted applications for funding the re opening of the Navigation	On Going	BT/PS	LCC, CBC, BCC	Matched funding will be required from partners and this will be considered for each project		Targeting; <ul style="list-style-type: none"> <li>HLF – Application to be submitted Dec 2014 for 'JAW' project</li> <li>Interreg – Application being considered</li> <li>NIEA – Joint application for above</li> <li>NIEA Challenge Fund 2014</li> <li>DARD – Rural Development Funds re-open in 2015, a number of locks</li> <li>DSD – Application to Rivers Agency for vegetation clearance projects</li> <li>Landfill Tax Credit review underway</li> <li>RDPNI</li> <li>Space and Place Fund</li> <li>LIFE + considered for Lagan Valley climate</li> </ul>

						change project
3.39 Blackstaff River Project	On going	BT	internal	£N/A	2014/15	Research into joint project to clean up Blackstaff River and improve footpath from Lagan Tow Path at Gas Works. Initial work to map River and frontages.
3.39 Research into social impact measurement	December 2014	BT	Internal	£N/A	2015/15	Major research project into KPI development for measurement of social impact on waterways re opening
3.40 DCAL Land and Property Asset identification	On going	BT	internal	£N/A		Informed by the Infringement mapping, this work will proceed when challenges to L&PS have been satisfied
3.41 Work with NIEA/Rivers Agency/ BCC/LCC to input details into Master Programme	On going	BT	internal	£N/A		Draft phase 1 programme from WI will be used as a base programme
3.42 Draft Core Funding Business Case 2015 - 2018	On going	BT	internal	£N/A	2015/18	Completion November 2014
3.43 Community Asset Transfer project	On going	BT	DSD, DRD, DTNI, NIHE and NI water	£n/a	2014/15	Meetings to examine potential for transfer of land to Trust through CAT for operational work and public access enhancement
3.44 Development Aghagallon Locks Project	On going	BT/PS	Partnership with CBC and AC Group	£12K From CBC	2014/15	Viability study of connecting village to towpath and clearance/survey project
3.45 Charity Commission Ni registration	27 <sup>th</sup> Nov 2014	BT	S&P Committee	£N/A		Submission for application to register Trust as NI charity
3.46 Lisburn Visitor Hub site application to HLF	July 2015	BT	S&P Committee	£N/A	2015/18	Development of masterplan for Lisburn visitor hub site <ul style="list-style-type: none"> <li>• Development of brief for landscape architect – 7 elements of the site; <ol style="list-style-type: none"> <li>1. Conservation Action Plan for whole site from Blaris Road to Union Bridge, Lisburn</li> <li>2. Navigation House, stable block and grounds</li> <li>3. Union /Becky Hoggs locks and weir engineering works methodology and costing</li> <li>4. Car parking at Premier Inn</li> <li>5. Dry Cut project at Union Locks</li> <li>6. Car parking at Blaris Road site</li> </ol> </li> </ul>

						<ul style="list-style-type: none"> <li>7. Lock keepers cottage</li> <li>8. Car parking at Becky Hoggs lock</li> <li>• Ecologists report brief</li> <li>• Development of gazetteer</li> </ul>
Contribute to Craigavon Borough Council Conservation & Heritage management team	On going	BT	internal	£N/A		Monthly management meetings
Acting company secretary role	On going	BT	internal	£N/A		
Participation in IWA Lagan Branch, Blackwater Partnership and Lagan Valley Regional Park meetings	On going	BT/PS	IWAI	£N/A		
Identification of staff training through individual business planning	On going	BT	internal	£N/A	2014/15	<ul style="list-style-type: none"> <li>Training arranged –</li> <li>Microsoft Project and other applications</li> <li>GIS Landweb services</li> <li>Ongoing development of Continuing Professional and Personal Development plans</li> <li>Safeguarding and Child protection training to be arranged</li> <li>Financial management</li> <li>Lobbying</li> <li>Cadcorp training for GIS officer</li> <li>Volunteering Management by PD Officer</li> <li>Fire Officer Training by PD Officer</li> <li>Risk assessment training by PD Officer</li> <li>Grant funding seminar attended by PD Officer</li> </ul>
<b>Objective 4 - LCT Business support</b>						
4.1 Web site maintenance	On going	PS	Internal	£N/A		Frequent updating
4.2 Accounts and audit maintenance	On going	PS/BT	Internal	£N/A		
4.3 Trust Company House record keeping	On going	PS	Internal	£N/A		
4.4 Board, Finance Audit and Risk and Strategy and Policy Committees support	On going	PS/BT	Internal	£N/A		Bi Monthly and quarterly meetings
4.5 Maintain supply of LCT Walking Guides externally	On going	PS	External	£N/A		Close contact with Guide outlets and replenishing

BT Brenda Turnbull, Chief Officer  
PS Peter Scott Project Officer  
GIS Support Officer – vacant post

Part time admin/finance officer - vacant post

**Legend**

Black - completed  
Green – on going  
Orange – general confidence in ongoing progress  
Red - lack of confidence in resources to complete

## APPENDIX 4 BENEFITS MANAGEMENT & REALISATION

The Trust is working to fully articulate the benefits of the re opened Navigation. The realisation and management of this is being evolved through work with Belfast City Council is the approach is as follows;

### 1. Identifying benefits to provide arguments for investments

- Manage demand on limited budgets;
- Focus on high impact and high priority benefits to maximise use of resources;
- Deliver service improvements particularly through the Natural Water Storage initiative;
- Thinking about the whole spectrum of social, environmental and economic impact.

### 2. Benefits Plan realisation through joined up working

- Align delivery with the Trusts and partners needs and priorities;
- Identify changes which support benefits realisation;
- Eliminate silos between Departments, Agencies, internal and external teams;
- Shared responsibility across government/Statutory, Private, Community and Voluntary sectors;
- Avoid duplication of work;
- Appoint Benefits Owner(s) to ensure benefits are delivered, monitored and measured.

### 3. Execute plans

- Facilitate and manage change;
- Keep stakeholders involved;
- Provide training and education;
- Communicate, communicate, and communicate.

### 4. Review progress

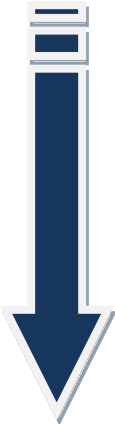

- Monitor progress against benefits baseline before change started;
- Identify where benefits are not being realised and take remedial actions;
- Update and outline benefit realisation plan included in the Operational Plan.

### 5. Evaluate to demonstrate success

- Measure impact to determine what is worth the effort and what isn't, now and in future projects;
- Share lessons learned;
- Share success .

The table below presents the emerging anticipated benefits of the re opening project, the activities to be undertaken in realising the benefit, the timing of activities and highlights the individual/organisation responsible for the activities. An important aspect is for the Trust to work closely with other key stakeholders to implement the activities which need to be taken to realise the benefits. These include continual monitoring to ensure targets are met.

Benefit to be Achieved	Activities Undertaken to Pursue/Realise Benefit	Timing of Associated Activity	Organisation/Individual Responsible for Benefit Realisation
<b>QUANTITATIVE</b>			
Job creation and training places created	Capital works programme/ maintenance planning and The Waterways College	Pre and post capital works	The Waterways College / LCT Board / Project Steering Group

Benefit to be Achieved	Activities Undertaken to Pursue/Realise Benefit	Timing of Associated Activity	Organisation/Individual Responsible for Benefit Realisation
New apprenticeship places	Capital works programme/ maintenance planning	Pre and post capital works	  LCT Board / Project Steering Group  
New volunteering opportunities	Capital works programme/maintenance planning and The Waterways College	Pre and post capital works	
New community outreach programmes	Capital works programme/maintenance planning and The Waterways College	Pre and post capital works	
New educational outreach programmes	Capital works programme/maintenance planning and The Waterways College	Pre and post capital works	
Improved social enterprise opportunities	Capital works programme/maintenance planning	Pre and post capital works	
Increases in visitor facilities	Capital works programme Marketing of towpath and its environs	Pre and post capital works	
Stimulation of private sector enterprises	Capital works programme Marketing of towpath and its environs	Pre and post capital works	
Increase in visitor spend along the route	Capital works programme Creation of new enterprises	Pre and post capital works	
Reduction in deprivation	Capital works programme Creation of new enterprises	Pre and post capital works	
Improvements in Health and Well-being	Capital works programme Creation of new walking / cycling routes Development of linkages with other walking / cycling routes in Ireland	Pre and post capital works	
Increased understanding and appreciation of waterways	Capital works programme Marketing strategy	Pre and post capital works	

Benefit to be Achieved	Activities Undertaken to Pursue/Realise Benefit	Timing of Associated Activity	Organisation/Individual Responsible for Benefit Realisation
<b>QUALITATIVE</b>			
Physical and social renewal	Capital works programme	Pre and post capital works	LCT Board / Project Steering Group
Managed industrial heritage	Capital works programme and increased understanding of heritage benefits by communities and business along the route	Pre and post capital works	
Attenuation of flooding in the Lagan Valley	Capital works programme and potential EU LIFE+ Programme grant support	October 2015 - 2018	
Improved connections between the Navigation and local communities	Capital works programme Development of linkages with other local communities	Pre and post capital works	
Improved recreational / leisure opportunities	Capital works programme	Pre and post capital works	
New connectivity to Lough Neagh/inland waterways of Ireland	Capital works programme	Pre and post capital works	LCT Chief Officer/ Board/SEA Team
Environmental Impacts	Strategic Environmental Assessment	Continuously	

It is acknowledged that meaningful baselines will need to be established for each specific benefit and specific targets put in place for benefit realization.

## APPENDIX 5 CORE FUNDING OPTIONS

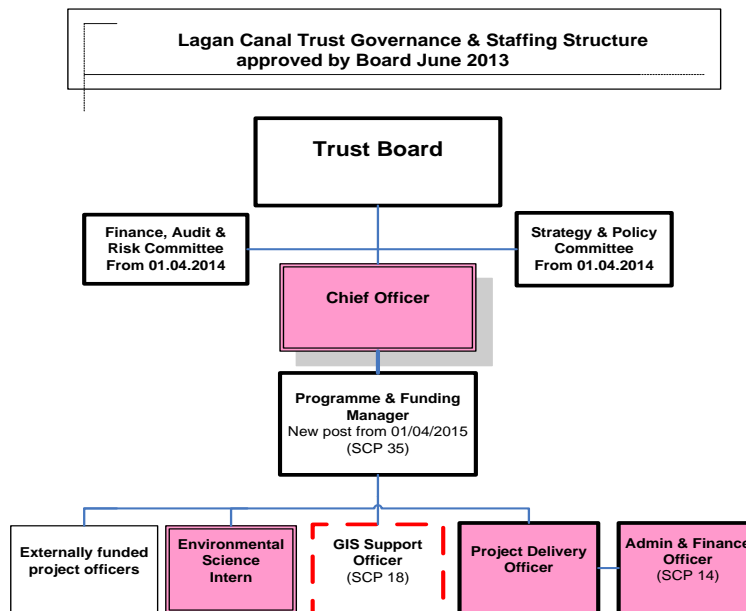
### PERCENTAGE FUNDING REQUIREMENTS ACCORDING TO MIELS MANAGED FORMULA FROM EACH PARTNER

#### OPTION 1

Do nothing, the Trust in its current form is wound up and run as a voluntary organisation.

#### OPTION 2

This option includes the Chief Officer, Project Development Officer and Admin & Finance Officer (2.5) with no GIS Officer. The Environmental Science Intern costs are included. The Programme & Funding Manager is not included.



Core Funder	% of Navigation miles managed	2015/16	2016/17	2017/18	Total
Expenditure		152,880.00	153,430.00	154,112.00	460,422.00
Belfast City Council (includes former Castlereagh BC 4% of miles managed)	22%	33,633.60	33,754.60	33,904.64	101,292.84
Lisburn City Council	35%	53,508.00	53,700.50	53,939.20	161,147.70

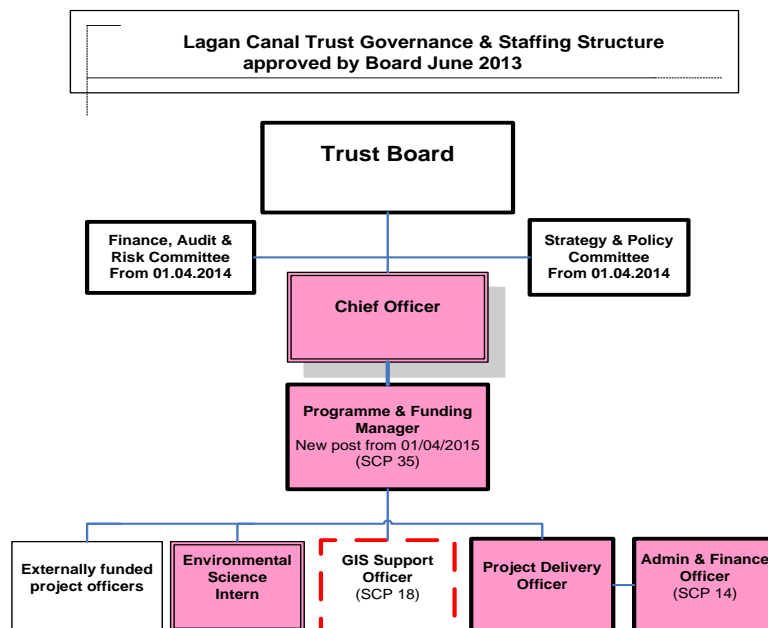


Craigavon Borough Council	8%	12,230.40	12,274.40	12,328.96	36,833.76
DCAL	20%	30,576.00	30,686.00	30,822.40	92,084.40
NIEA – Built Heritage	15%	22,932.00	23,014.50	23,116.80	69,063.30
<b>Total</b>	<b>100%</b>				<b>460,422.00</b>

### OPTION 3

**THIS OPTION WAS APPROVED FOR SUBMISSION TO FUNDING PARTNERS BY THE TRUST BOARD AT ITS MEETING ON 22<sup>ND</sup> OCTOBER 2014.**

It assumes new staffing structure without GIS Officer. Chief Officer, Programme and Funding Manager, Project Delivery Officer, Admin & Finance Officer (P/T) and Intern.



Core Funder	% of Navigation miles managed	2015/16	2016/17	2017/18	Total2
Fit for purpose core funding expenditure requirement		172,560.00	192,190.00	193,472.00	558,222.00
Belfast City Council (includes former Castlereagh BC 4% of miles managed)	22%	37,963.20	42,281.80	42,563.84	122,808.84
Lisburn City Council	35%	60,396.00	67,266.50	67,715.20	195,377.70
Craigavon Borough Council	8%	13,804.80	15,375.20	15,477.76	44,657.76

DCAL	20%	34,512.00	38,438.00	38,694.40	111,644.40
NIEA – Built Heritage	15%	25,884.00	28,828.50	29,020.80	83,733.30
<b>Total</b>	<b>100%</b>				<b>558,222.00</b>

N.B In both above options the workload of the Trust GIS Officer post will be an SLA provision from partner organisation/s and will fall under discreet project costs and any other project officers will be funded as required from discreet project funding.

## APPENDIX 6 MASTER PROGRAMME

### PHASE 1 OF THE RE OPENING BELFAST HARBOUR TO UNION LOCKS, LISBURN

Task	Duration	Start Date	End date
Secure Protected Route Status	18 months	06-Apr-15	19-Aug-16
<b>Prepare Consultant Short List</b>	<b>8 months</b>	<b>20-Jul-15</b>	<b>04-Mar-16</b>
Prepare Consultant Brief	3 months	20-Jul-15	09-Oct-15
Advertise for Consultant interest	2 months	12-Oct-15	04-Dec-15
Process responses	3 months	07-Dec-15	26-Feb-16
draw up short list	1 week	29-Feb-16	04-Mar-16
<b>CSR 2016 - 2018</b>	<b>39 months</b>	<b>07-Apr-16</b>	<b>05-Apr-19</b>
<b>1st Phase Design</b>	<b>37 months</b>	<b>11-Apr-16</b>	<b>11-Feb-19</b>
<b>Appoint Consultant</b>	<b>6 months</b>	<b>11-Apr-16</b>	<b>23-Sep-16</b>
Tender for design and EIA	3 months	11-Apr-16	01-Jul-16
Consider tenders	2 months	04-Jul-16	26-Aug-16
Appoint Consultant	1 months	29-Aug-16	23-Sep-16
<b>Commission Surveys</b>	<b>18 months</b>	<b>24-Oct-16</b>	<b>09-Mar-18</b>
Topographic	6 months	24-Oct-16	07-Apr-17
Hydrometric	6 months	24-Oct-16	07-Apr-17
Site Investigation	7 months	24-Oct-16	05-May-17
Habitat & species	18 months	24-Oct-16	09-Mar-18
<b>Design Phase 1</b>	<b>18 months</b>	<b>24-Oct-16</b>	<b>09-Mar-18</b>
Initial Design	10 months	24-Oct-16	28-Jul-17
Hydraulic model	6 months	10-Apr-17	22-Sep-17
Detailed Site investigation	4 months	31-Jul-17	17-Nov-17
Environmental mitigation	3 months	31-Jul-17	20-Oct-17
Abstraction agreement	3 months	31-Jul-17	20-Oct-17
Detail Design	5 months	23-Oct-17	09-Mar-18
Statutory consultees	6 months	25-Sep-17	09-Mar-18
<b>Environmental Impact Assessment</b>	<b>19 months</b>	<b>24-Oct-16</b>	<b>06-Apr-18</b>
Habitat assessment	18 months	24-Oct-16	09-Mar-18
Design assessment	3 months	31-Jul-17	20-Oct-17
Public Consultation	2 months	23-Oct-17	15-Dec-17
Statutory consultees	6 months	25-Sep-17	09-Mar-18

Task	Duration	Start Date	End date
Environmental Impact Assessment	4 months	18-Dec-17	06-Apr-18
<b>Planning Process</b>	<b>13 months</b>	<b>12-Feb-18</b>	<b>11-Feb-19</b>
Prepare Planning Drawings	3 months	12-Feb-18	04-May-18
Construction Management Plan	3 months	12-Feb-18	04-May-18
Environmental Management Plan	3 months	12-Feb-18	04-May-18
Identify land take	3 months	12-Feb-18	04-May-18
Prepare EIS	3 months	12-Feb-18	04-May-18
Prepare Scheduled Monument Applications	3 months	12-Feb-18	04-May-18
Submit for planning	1 months	07-May-18	01-Jun-18
Planning consideration	9 months	04-Jun-18	08-Feb-19
Planning approved	1 day	11-Feb-19	11-Feb-19
<b>CSR 2019 - 2021 &amp; 2022 - 2024 Submission</b>	<b>6 months</b>	<b>14-May-18</b>	<b>30-Oct-18</b>
Preparation of submission	3 months	14-May-18	03-Aug-18
Submission	1 day	06-Aug-18	06-Aug-18
Submission process	3 months	07-Aug-18	29-Oct-18
Submission approval	1 day	30-Oct-18	30-Oct-18
<b>CSR 2019 - 2022</b>	<b>39 months</b>	<b>08-Apr-19</b>	<b>05-Apr-22</b>
Secure Land {CPO}	12 months	03-Dec-18	01-Nov-19
Prepare contract documents	4 months	03-Dec-18	22-Mar-19
<b>Construction Phase 1</b>	<b>82 months</b>	<b>31-Oct-18</b>	<b>12-Feb-25</b>
<b>Contractor appointment</b>	<b>12 months</b>	<b>31-Oct-18</b>	<b>02-Oct-19</b>
Contract brief	1 months	31-Oct-18	27-Nov-18
Invite contractor interest	2 months	28-Nov-18	22-Jan-19
Process applications	2 months	23-Jan-19	19-Mar-19
Draw up short list	1 months	20-Mar-19	16-Apr-19
Invite tenders	3 months	17-Apr-19	09-Jul-19
Assess tenders	3 months	10-Jul-19	01-Oct-19
award contract	1 week	02-Oct-19	02-Oct-19
<b>Contract</b>	<b>70 months</b>	<b>03-Oct-19</b>	<b>12-Feb-25</b>
Mobilisation	2 months	03-Oct-19	27-Nov-19
site clearance	3 months	31-Oct-19	22-Jan-20
Construction	65 months	20-Feb-20	12-Feb-25
<b>Grand Opening</b>		<b>01-Mar-25</b>	

It is assumed that Phase 2 will require a similar timescale although this has yet to be fully scoped.