

MERSEY BASIN CAMPAIGN

CORPORATE PLAN 2009-2010

FINAL VERSION: MAY 2009

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MERSEY BASIN CAMPAIGN CORPORATE PLAN 2009-2010 EXECUTIVE SUMMARY / PRIORITY ACTIONS

The Campaign Council decided in November 2008 to terminate the Campaign at the end of its planned 25-year life in March 2010. This presents unique challenges and opportunities in communications, management, legacy and succession planning. There is a strong resolve from the stakeholders, Campaign Council, Business Foundation, Healthy Waterways Trust, staff and volunteers to make the most of the final year in a positive, celebratory and constructive spirit – this attitude underpins the plan. The overarching principles for the final year are:

DELIVERY – maintain momentum delivering a substantial programme throughout the year

LEGACY – celebrating the Campaign’s achievements; capturing and communicating lessons learned

SUCCESSION – ensuring, where practical, the transfer of programmes, projects and initiatives to others in a position to take them forward

CLOSURE – effective management of all relationships and resources so as to ensure a professional and orderly end, with the Campaign’s reputation maintained and enhanced in the interests of all of the partners

STAFF – supporting all staff in finding jobs appropriate to their experience and aspirations

The Campaign is a partnership that works within the context of the UK Sustainable Development Strategy – *Securing the Future*. Its area is the river basins of the Rivers Mersey and Ribble (**Figure 1**). The partners share the objectives of:

- **improving river basin quality** (note1)
- **encouraging sustainable waterside regeneration**
- **engaging individuals, communities and businesses in the process**

as well as – **encouraging sustainable water management and use.**

In the context of these overarching principles and the Campaign’s objectives, the proposed priority actions for the financial year 2009-10 are as follows:

LOCAL

- The **Action Partnership Network** – continue project delivery to ensure that both new and existing commitments are satisfactorily completed; enable, where practical, transfer of co-ordinators roles, continuing initiatives and projects to others
- Continue to promote **equality and diversity** in all that we do
- Continue to support **local voluntary and community action**

(Each Action Partnership has its own, local and specific plan)

SUBREGIONAL

- In **Cheshire**, support the Weaver Valley Regional Park; support the Environment Agency’s *Mersey Life* project; organise the Cheshire Waters

- Forum 09; identify and support a successor body to lead the Cheshire Waters Forum in 2010 and beyond
- In **Lancashire**, support the Ribble Coast and Wetlands Regional Park; secure the future of the River Darwen Litter Trap; organise the Ribble Forum 09; identify and support a successor body to lead the Ribble Forum in 2010 and beyond
 - In **Greater Manchester**, facilitate agreement on proposals for Quays aeration phase 2; facilitate progress on the litter retrieval project for the Lower Irwell Corridor; organise the Greater Manchester Waters Forum 09; identify and support a successor body to lead the Greater Manchester Waters Forum in 2010 and beyond; support the establishment of the Greater Manchester Environment Commission
 - In **Merseyside**, support the Mersey Waterfront Regional Park; contribute to the management of Speke & Garston Coastal Reserve; collaborate with the new Museum of Liverpool over the Port City Gallery; support the continuing development of Mersey Estuary tidal energy proposals; organise the Mersey Estuary Forum 09; identify and support a successor body to lead the Mersey Estuary Forum in 2010 and beyond
 - In **Derbyshire**, deliver projects through Action Etherow & Goyt

REGIONAL

- **Regional policy development** – continue to contribute where MBC distinctive experience adds value including: sustainable development, climate change adaptation, health and well-being, regional parks policies and engaging communities
- **Water Framework Directive** – continue to encourage the implementation of the Directive by delivering **WaterProof Northwest** (future proofing in the context of the Water Framework Directive) with United Utilities, Environment Agency and University of Manchester; contribute to the Northwest River Basin District Liaison Panel
- **Regional Parks Xchange** – deliver the third phase of the regional programme in partnership with Northwest Regional Development Agency and the Northwest's regional parks
- **The Northwest coast** – continue to contribute to policy and programme development and the work of the Northwest Coastal Forum
- **Aquatic litter** – continue to develop local action to clean up Northwest rivers and streams
- **Research** – continue to organise stakeholder engagement in the follow up to the Manchester Ship Canal research programme through the Healthy Waterways Trust
- **Water company investment** – actively support United Utilities investment proposals for the Manchester Ship Canal
- **University links** – provide opportunities for student studies / placements / internships
- **Programme development** – secure the future of the MANAGE+ programme (formerly known as CHANGE) focused on the Lion Salt Works in Cheshire and the Bridgewater Canal

NATIONAL

- **Policy development** – contribute MBC experience to appropriate conferences as an element of Campaign legacy
- **Water resource efficiency** – support Waterwise in transition to its next stage of development

INTERNATIONAL AND EUROPEAN

- **MANAGE+ programme** – collaborate with the European partners to follow through the bid to INTERREG IV (b) to secure funding and organise transfer of MBC responsibilities to the most appropriate NW partner
- **Regional Parks Xchange** – follow up the Emscher study visit to explore possibilities for further exchange or experience

ADVOCACY AND ENGAGEMENT

- **Environment 09 conference** – deliver a major conference with associated site visits, celebratory events and publicity, as a flagship event for all partners and stakeholders
- **Voluntary and community sector** – deliver **MWH Mersey Basin Week**; the **Voluntary Sector Forum**; **Unilever Dragonfly Awards** (all with legacy elements)
- **Business** – deliver with partners the Northwest Business Environment Awards 09 and secure succession arrangements for 2010 and beyond
- **SOURCE NW magazine** – produce three issues including a Campaign themed celebratory edition
- **www.merseybasin.org.uk** – maintain and close at the end of the year
- Create a new **MBC legacy website** and arrange for its hosting beyond the life of MBC
- **Mersey: the river that changed the world** – continue to manage the exhibition / outreach programme and maximise associated publicity opportunities
- **Media** – generate media coverage around two special events, one celebrating water quality improvements, and one encouraging the use of the cleaned-up river for recreation

CAMPAIGN MANAGEMENT

- Maintain established **governance, management** and reporting arrangements
- Ensure that all **contractual and financial matters** resulting from the ending of MBC are satisfactorily resolved
- Develop a programme of **staff training / redeployment support** so as to eliminate or minimise redundancies
- Continually review and respond to **risks** arising from staff leaving to other jobs with the aim of minimising negative impacts on the delivery of this plan
- Ensure that all **intellectual property issues** are resolved so as to protect MBC reputation and legacy
- Encourage and support the **Healthy Waterways Trust** in determining its future and potential role in MBC legacy
- Organise MBC archive with an appropriate university or museum

Note 1: “River basin quality” means improvements to water quality that are measured by chemical and ecological means – in the sense that the phrase is used in the Water Framework Directive. The term “water quality” has traditionally been used to refer to improvements measured by chemical quality alone as a simple surrogate to measure the complex interactions involved in the water environment.

CHAIRMAN'S FOREWORD

At its meeting in November 2008 the Campaign's Council accepted my recommendation that the Campaign be brought to a close after 25 years. The decision to end the Campaign in March 2010 was obviously not taken lightly: it was the outcome of more than two years' careful consideration that included an independent evaluation, the preparation of a strategic plan and a period of consultation with the main stakeholders.

The general feeling to emerge from all of this work was that the Campaign had been hugely successful in meeting the ambitious aims it was set in 1985. Fish have returned to the Mersey; watersides have been regenerated; and stakeholders have become engaged. Attitudes to the rivers and canals in this part of the Northwest have been transformed: an embarrassment has been turned into an asset. In many ways, therefore, the Campaign has achieved what it set out to do and there is no longer such a strong case to be made that the Mersey, above all rivers in the country, requires the intensive treatment that was seen as the only solution in 1985.

Making a decision now is important. It allows us to plan our exit carefully, in a considered and dignified way, rather than all in a rush as a desperate eleventh hour bid for funding fails, by which time most of the staff would have gone as a result of the uncertainty about the Campaign's future.

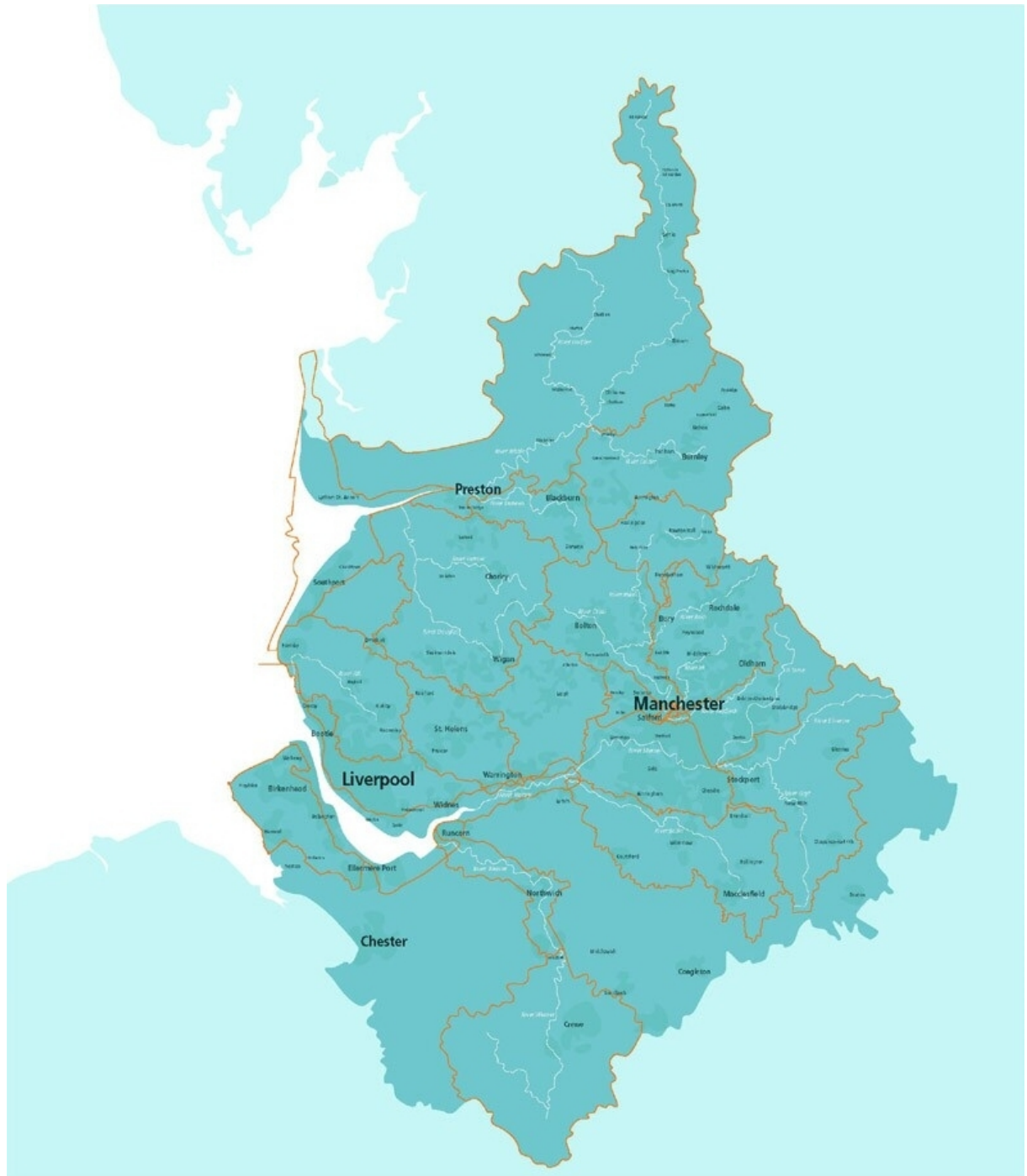
The next twelve months provide us with the opportunity to consider which of the Campaign's activities could and should continue, which organisations are willing and able to take them forward and what potential funding there might be. This is why the Corporate Plan for 2009-10 is best described as a Legacy Plan.

I am optimistic that much of what the Campaign has achieved will be carried forward. I can see a positive future, for example, for the Healthy Waterways Trust, which has proved so effective in supporting innovative projects and in brokering solutions around water quality. The Business Environment Awards, in which the Campaign has been a leading partner, are now firmly established and highly successful: they can and should continue. The sub-regional forums, now covering the Mersey Estuary, Cheshire, the Ribble and Greater Manchester, fulfil a unique role and must be maintained. Regional parks, which embody so much of the Campaign's good practice in partnership working, must continue to develop. And as cities and sub-regions work towards shared budgeting – Multi-Area Agreements – the opportunity should be taken to ensure that joint working that has been fostered through the Campaign continues to receive the support it most definitely deserves.

These and other activities have proved their worth and it is our responsibility to see that they continue to evolve. The twenty-five years since the Campaign started have witnessed huge changes in all aspects of life here in the Northwest and I observed some time ago that virtually every organisation the Campaign has worked with has undergone major change. That is the nature of things and now it is the Campaign's turn. I commend the 2009-10 Corporate Plan to you.

Professor Peter Batey
Chairman, Mersey Basin Campaign
March 2009

Figure 1 – Mersey Basin Campaign Area



SECTION 1 – CONTEXT

LEGACY

The priorities and scope of MBC work have been shaped by policies and institutional arrangements at every level from global to local. Adapting to and responding to changes in this context has been a critical success factor for the Campaign. During the final year of the Campaign it is anticipated that there will be very significant developments particularly at the regional and city regional level. MBC legacy, drawn together in Section 4, will attempt to take this into account. Delivery and completion of programmes and initiatives, meanwhile, will continue to be shaped by their context.

GLOBAL

The World Summit on Sustainable Development (2002) provided the global context and challenging targets for water related issues such as water supply and sanitation. These include the transfer of technology and shared good practice between, and to, developed and developing countries. Through global mechanisms such as the Convention on Biological Diversity and the Ramsar Convention, integrated water resource management is coming to the fore as best practice models for demonstrating “the ecosystem approach” for the sustainable future of the planet.

EUROPEAN

Policy

In 1996 The European Union ratified **The European Sustainable Development Strategy**. In tandem with **the Lisbon Strategy** for growth and jobs this aims for a more prosperous, cleaner and fairer Europe.

Directives

Important **European directives** with direct impact on the Campaign have included **The Nitrates Directive, The Freshwater Fish Directive, The Bathing Water Directive** and others now integrated into the **Water Framework Directive (WFD)**. The WFD sets ambitious targets, which the UK is required to meet by 2015 and is intended to establish a more integrated and participatory approach to river basin management across Europe. For the purposes of the Directive, the Mersey and Ribble basins lie within the Northwest River Basin District which includes most of the region (with the exception of the Solway basin).

The new **Floods Directive** came into force in 2007 and underpins the principle of integrated river basin management. Extreme weather events leading to flooding (outside the Mersey and Ribble Basins - in Carlisle, the west country, Yorkshire, Midlands and elsewhere) have led to higher government priority being given to flooding and its economic and social consequences. The Pitt Review – learning lessons from the 2007 floods – was an important development with ramifications for the Environment Agency, local authorities and water companies.

Funding

European Structural Funds have been reformed with new arrangements for the period 2007-13. Funding streams such as INTERREG present opportunities for joint working with colleagues in other member states.

UK

Government policy

The over-arching policy framework for the Campaign is **The UK Sustainable Development Strategy “Securing the future”**. A priority within the strategy is sustainable consumption and production – water consumption is an important element. Other priorities include natural resource protection, environmental enhancement and sustainable communities, core business for the Campaign.

The Campaign’s sponsor government department is the Department of Communities and Local Government.

The **Climate Change Act** defines the framework for moving the UK to a low carbon and well-adapted economy. The Communities and Local Government vision is “to create great places where people want to live, work and raise a family”.

The 2007 Comprehensive Spending Review confirmed the Campaign’s core government grant to 2010.

Water policy

In February 2008, DEFRA published the Government’s water strategy for England “Future Water”. This wide-ranging strategy addresses issues including supply / demand, quality, greenhouse gas emissions and water pricing.

OFWAT determines water prices. This sets the level of capital improvements by **United Utilities** within the Mersey and Ribble Basins. The **PR09** process of determining prices for the period 2010-2015 is progressing and is set within the context of 25-year water company Strategic Direction Statements. OFWAT’s sustainable development duties and its evolving thinking were outlined in its report – **Sustainable Water Industry** – published in 2006.

The Environment Agency leads on the process of **river basin planning** that is required by the WFD. In every English region River Basin District Liaison Panels have been established and the draft river basin management plan has been issued for public consultation.

DEFRA’s high level **Water Saving Group** continues its work. The water industry financed but independent national NGO **Waterwise** actively promotes water resource efficiency.

Waterside regeneration

The Department of Communities and Local Government provides the context for the Campaign’s waterside regeneration and community engagement priorities. The Department’s policy responsibilities include local government, planning and the

environment, communities and neighbourhoods. The aim is “strong, attractive and thriving communities and neighbourhoods”.

The government’s cross-departmental “cleaner safer greener” agenda was followed up in 2005 by the **Clean Neighbourhoods and Environment Act**. The Act introduced significant new powers in relation to local environmental quality issues including litter, refuse and waste and including the water environment.

NORTHWEST REGION

Institutional context

Government Office for the Northwest is the key point of contact between the Campaign and government. It represents central government in the region. Its roles include leading in the region on the **Review of Sub National Economic Development and Regeneration**. The Minister for the Northwest is Beverley Hughes. In response to global economic events a Joint Economic Committee has been established. Regional Select Committees are planned. NHS Northwest and others are committed to the development of health and well-being. The role and responsibilities of the Northwest Regional Development Agency continue to increase. **Natural England**, the successor to the Countryside Agency, English Nature and the Rural Development Service, is fully operational with a regional structure and presence.

Strategy and planning

In 2008 **The Northern Way** Growth Strategy was re-focused. The **Regional Spatial Strategy** was adopted. The **Regional Economic Strategy** makes an unambiguous commitment to sustainable development and it recognises the importance of quality of life as well as purely economic aspects. The vision is:

“A dynamic, sustainable international economy which competes on the basis of knowledge, advanced technology and an excellent quality of life for all”.

Rising to the Challenge – the climate change action plan for England’s Northwest was launched in 2006. The Environment Agency’s **Making it Happen** sets out an environmental vision for the region. Work continues on the process of river basin planning. The **Northwest River Basin District Liaison Panel**, includes stakeholders representing key interests, including the Mersey Basin Campaign.

Many other regional strategies and action plans relate to the Campaign’s agenda. The Government has decided that there will be one **Integrated Regional Strategy**. Work is progressing for this to be in place in 2010. A continuing trend, however, is policy-making at the sub regional level.

SUB-REGIONAL

Strategic planning

The Regional Economic Strategy and the Sub National Review emphasise the importance of sub-regions. City region development plans are in place for Greater Manchester, Liverpool and Central Lancashire. **Figure 2** shows the Northwest’s sub regions and city regions. **Multi Area Agreements** (MAA’s) are intended to facilitate inter-authority collaboration and set priorities on how to improve competitiveness and quality of life. These are in place for Greater Manchester, Liverpool City Region and Pennine Lancashire. Progress is being made elsewhere including Fylde. Local

government reorganisation, notably the abolition of Cheshire County Council and its replacement with two new unitary authorities has implications.

The government's intention to establish **statutory city regions** with new powers is already stimulating a positive response notably in Greater Manchester.

Major programmes

The Mersey Waterfront Regional Park (now branded as **Mersey Waterfront**) is in its second "succession" phase of implementation.

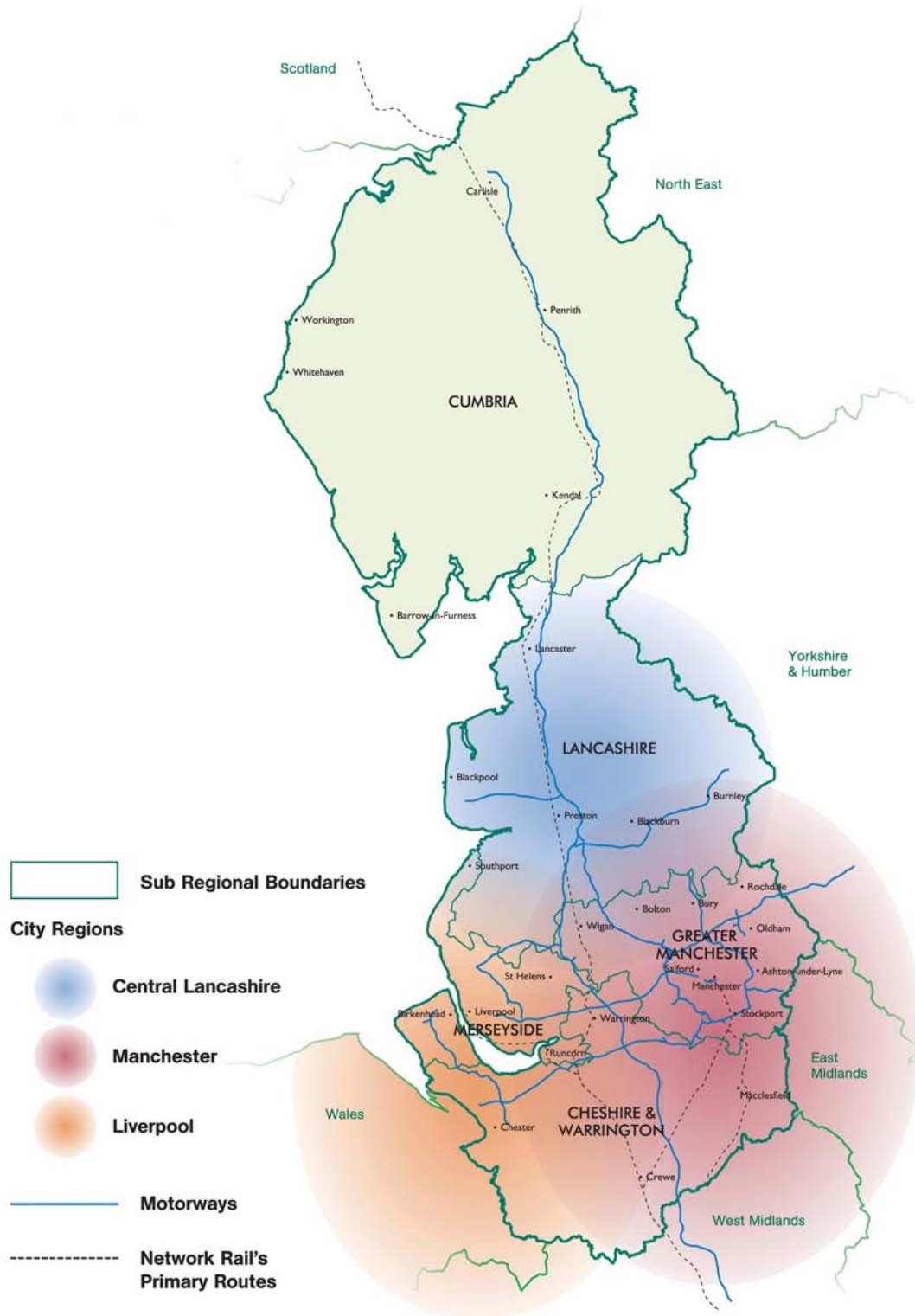
Other significant sub-regional initiatives with a direct connection to Campaign priorities include eight other regional park proposals notably **Weaver Valley Regional Park, Ribble Coast and Wetlands, Irwell City Park and the Bridgewater Way**.

NWDA is embarking on a process of exploring the feasibility of a major new initiative "Mersey Parkland" integrating the regional parks in the Mersey Belt – an initiative on a comparable scale to Thames Gateway or Emscher Park in the Ruhr.

LOCAL

At the local level, local authorities are required to develop **Sustainable Communities Strategies** including action plans in the **Local Development Framework (LDF) and Local Area Agreements (LAAs)**. Active community engagement is a key element.

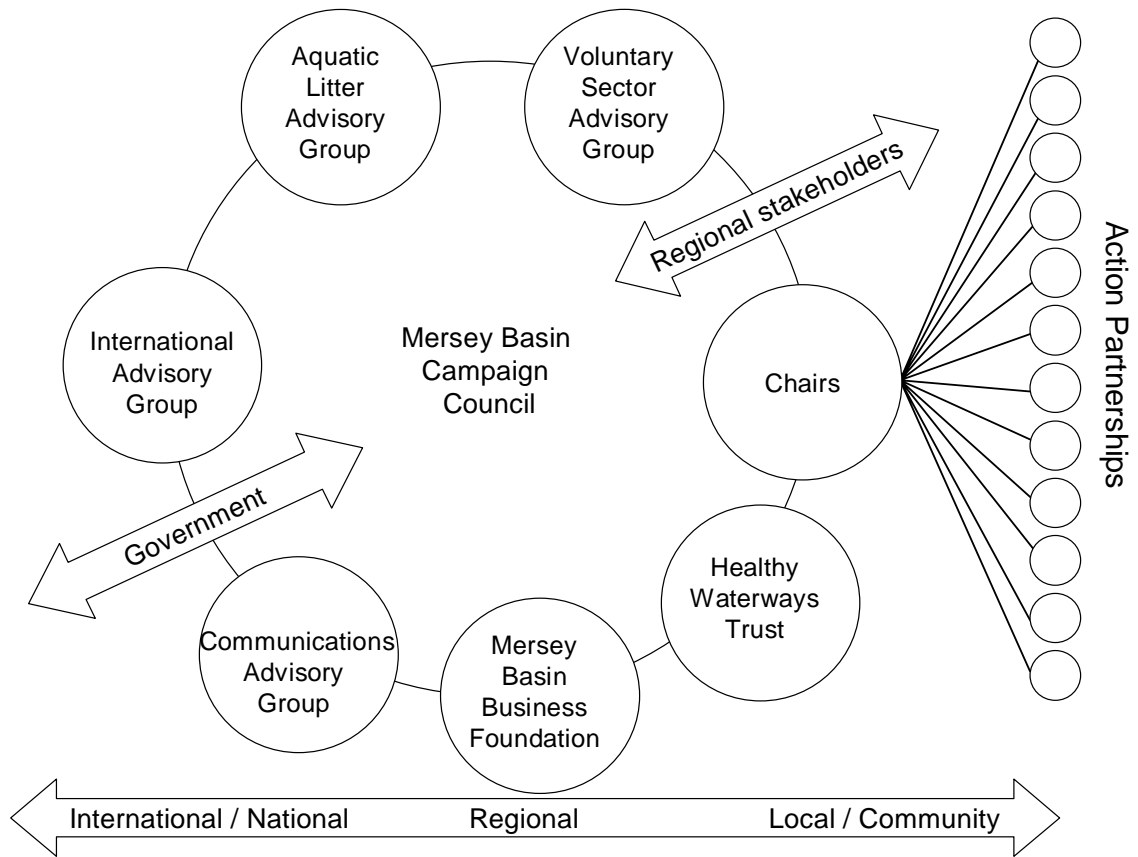
FIGURE 2 – ENGLAND’S NORTHWEST SUBREGIONS AND CITY REGIONS MAP



Map taken from the Northwest Regional Economic Strategy 2006

Source: Ordnance Survey, Crown Copyright 2005, All Rights Reserved, GD 021102

FIGURE 3 – MERSEY BASIN CAMPAIGN – PARTNERSHIP STRUCTURE



SECTION 2 – MERSEY BASIN CAMPAIGN CURRENT POSITION

ORIGINS AND BACKGROUND

The Campaign was established following the Toxteth Riots in 1981. By 1985 it had been charged by government with a twenty-five year mission to improve water quality across the entire catchment by 2010 and associated landward dereliction of the River Mersey and its tributaries. It was conceived as a government-led **cross-sectoral partnership** embracing government, public agencies, local authorities, business and industry, local communities and individuals. In 2003, its operational area was extended to include the Ribble catchment.

CLOSURE

Consistent with the original concept of a twenty-five year programme, MBC will close in 2010. **SECTION 4** below deals with Campaign legacy.

VISION

The core vision was that of a catchment and river system that would sustain fish and contribute to, rather than detract from, the quality of life for residents and enable a healthy regional economy through a better environment.

KEY OBJECTIVES

The central objectives were – and are:

- **improving river basin quality**
- **encouraging sustainable waterside regeneration**
- **engaging individuals, communities and businesses in the process**

An emerging theme – **encouraging sustainable water management and use** – complements these.

GOVERNANCE AND STRUCTURE OF THE PARTNERSHIP

Figure 3 shows the partnership structure and **ANNEX D** is the current constitution of the Campaign's governing Council and its composition. This includes a wide range of regional interests from all sectors.

In summary:

- The **Council** gives strategic guidance and approves the annual Corporate Plan
- The **Advisory Groups** provide a focus for more specific debate, policy development and guidance
- The **Mersey Basin Business Foundation** is the mechanism for business and financial management, contracts and the employment of staff
- The **Healthy Waterways Trust** is the Campaign's charitable arm and is a registered environmental body for the purposes of the **Landfill Community Fund**. It is able to act as a grant-making Trust. It guides the Campaign's research priorities

The **Campaign Chair** is appointed by the Secretary of State for Communities and Local Government. In January 2004 Professor Peter Batey took up his appointment. This appointment was subsequently extended to March 2010.

FINANCIAL STRUCTURE

The Campaign is core funded by government through the **Department for Communities and Local Government (DCLG)** as the sponsoring department, with regular liaison with **Government Office for the Northwest (GONW)**.

The relationship is formalised through a contract between the Mersey Basin Business Foundation and GONW.

Core funding has been the essential starting point for corporate sponsorship and programme / project sponsorship – in cash and in kind – from many sources.

MANAGEMENT STRUCTURE

The local Action Partnerships are dedicated to local action, information, awareness raising and participation. Each has been led by a Chairman, committed to MBC objectives, guided by a cross-sectoral steering group. The project co-ordinators are professional staff who service the steering groups and undertake a wide range of partnership programmes and projects designed to reflect local priorities and meet local needs. Co-ordinators receive management and support from the Campaign centre.

The key functions at the Campaign centre have been:

- Support to the Action Partnerships
- Policy development and influencing
- Research and information
- Partnership and programme development
- Communications and awareness raising
- Finance, administration, personnel and central services for the network as a whole

In 2009-2010 additional functions will include:

- Securing and safeguarding the Campaign legacy and succession
- Managing closure

Both centrally located and out posted staff are linked electronically and by regular formal and informal liaison and meetings. The staff organisation chart is shown in Figure 5.

FIGURE 5

**Mersey Basin Campaign
Staff Organisation Chart: March 2009**

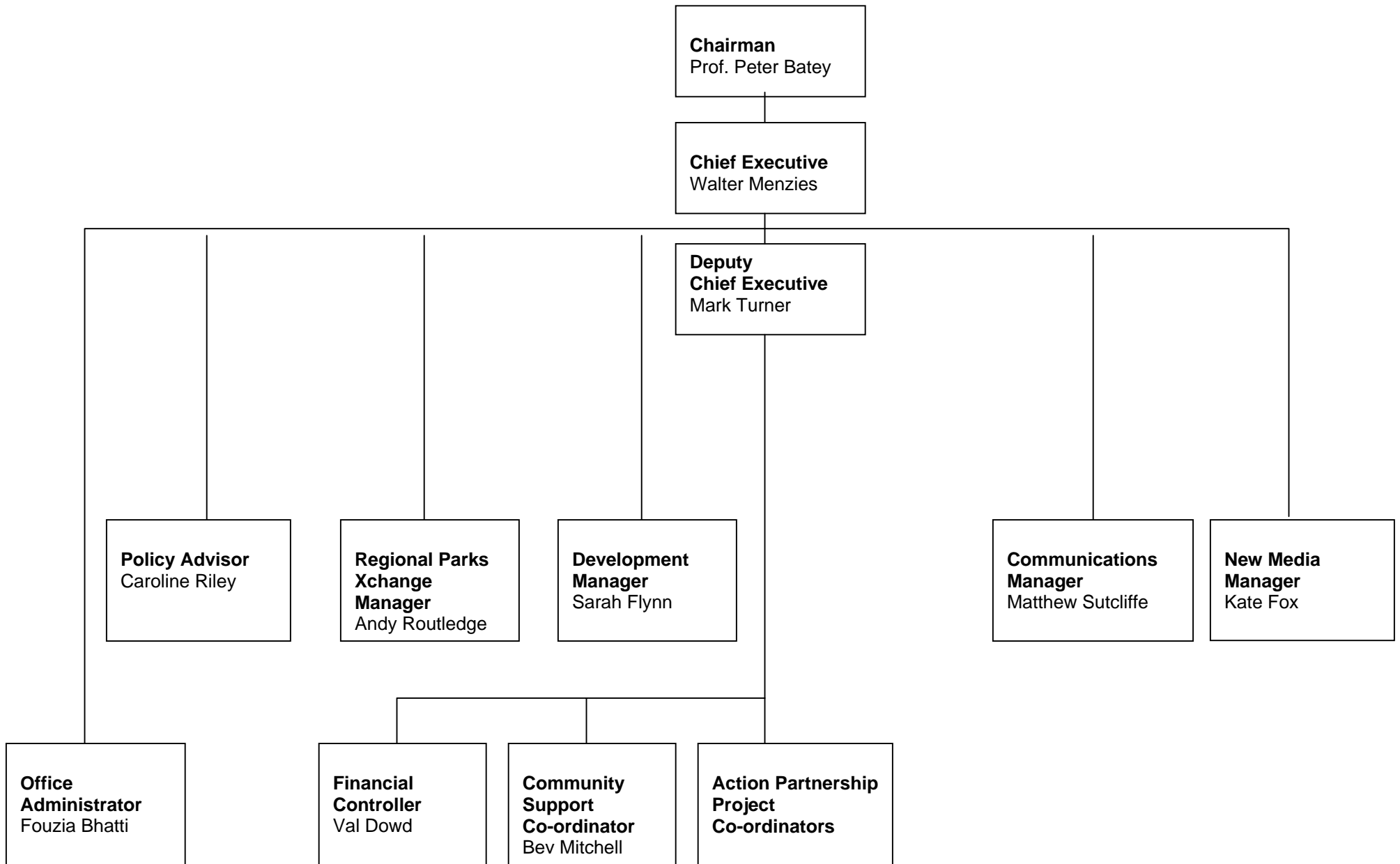


FIGURE 6

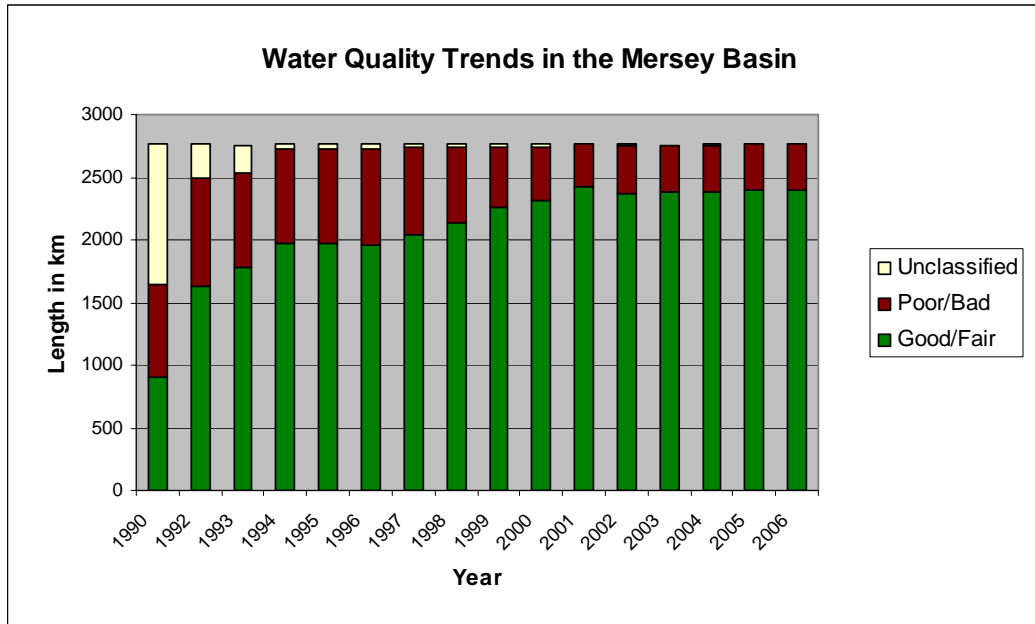


FIGURE 7

Investment in AMP Programmes

	Time Scale	Investment
AMP 1	1990-1995	£1.8 Billion
AMP 2	1995-2000	£2.5 Billion
AMP 3	2000-2005	£3.0 Billion
AMP 4	2005-2010	£2.5 Billion
AMP 5	2010-2015	not yet confirmed

SECTION 3 – ACHIEVEMENTS 2008-09

CAMPAIGN PERFORMANCE AND EVALUATION

In 2007 the Government's continuing **core funding** of the Campaign until 2010 was confirmed following the Comprehensive Spending Review. This followed the Independent evaluation of the Campaign commissioned by **Government Office for the Northwest** and undertaken by Ekos Consulting. The process included extensive involvement of the Campaign's stakeholders through interviews and workshops.

The study concluded that; "The Campaign performs well against a number of added value indicators, particularly in relation to developing partnerships, achieving a high financial leverage and co-ordinating regional effort. In our view, the Campaign provides good value for money to GONW and makes a valued contribution to sustainable development objectives."

CAMPAIGN POST 2010

Options for MBC post-2010 were explored with the key stakeholders. The outcome of this was a clear decision by the Campaign Council in November 2008 to close MBC at the end of its planned 25-year life in 2010.

CAMPAIGN GOVERNANCE

During the year 2008-09 there were no changes to the Campaign governance. The **Campaign Council** and the directors of the **Mersey Basin Business Foundation** both met four times.

Advisory Groups met as they deemed necessary and continued to make an important contribution to the Campaign's policy development and operations.

The trustees of the **Healthy Waterways Trust (HWT)** delivered their forward plan. The Trust continued to add value to the Campaign in guiding research and as the mechanism for specific projects. The trustees began the process of considering options for HWT after the closure of the Campaign in 2010.

THE NETWORK OF ACTION PARTNERSHIPS

Efforts continued to be made to ensure the effectiveness of all local **steering groups**. Meetings of Action Partnership chairs exchanged best practice. The Action Partnerships continued to deliver local projects across the Mersey & Ribble catchments.

Capacity building of **project co-ordinators** continued including a two-day training event. The decision to end MBC in 2010 began the process of restructuring the network.

RIVER BASIN QUALITY

Continuing improvements

Water quality continues to improve (**Figure 6**). This is principally due to the massive investment by United Utilities under the Asset Management Programme (AMP) and the Environment Agency's work in enforcement. **Figure 7** shows the continuing scale of this investment. The PR09 process (which will determine the scale of the AMP5 programme) is in hand and its outcome is awaited.

Progress was made through the mechanism of the **Healthy Waterways Trust (HWT)** in negotiating a successor project to **oxygenation at the Manchester Ship Canal Turning Basin at Salford Quays**. The design life of the installation necessitates replacement in 2010. The rapid development of **MediaCity UK** and the coming of the BBC increases the significance of acceptable water quality. HWT acted as the stakeholder body for United Utilities £1million research programme on the **Manchester Ship Canal**. Encouragingly, United Utilities agreed to submit acceptable proposals to OFWAT in its AMP 5 Business Plan.

Work continued to secure a funding package for a new purpose built **litter recovery vessel** for the lower River Irwell / upper Manchester Ship Canal corridor. Following a number of unsuccessful funding applications this project is now being taken forward in partnership with the Central Salford Urban Regeneration Company as part of the wider Irwell City Park proposal.

Aquatic Litter Advisory Group

Activity continued on the MBC aquatic litter programme which is supported by the Environment Agency. Numerous clean-ups were held throughout the Mersey & Ribble catchments and the development of the innovative River Darwen litter trap was monitored.

The Campaign actively participated in the Environment Agency-led Northwest **River Basin District Liaison Panel**. This is charged with the responsibility of leading the river basin management plan required by the **Water Framework Directive**.

Contributing to policy development

Nationally, formal submissions continued to be made in response to **government consultations**. There has been active participation in Water UK's annual stakeholder event as well as national conferences and workshops particularly in the areas of Water Framework Directive, sustainable regulation and resource efficiency. Through active board membership of **Waterwise**, close involvement has been maintained with policy developments in resource / water efficiency.

Regionally, active contributions were made to the delivery of the **Regional Economic Strategy** through the **NWDA Board Environment sub-committee**. Campaign staff contributed to many groups and initiatives including **REPAC** (The Environment Agency's Regional Environmental Protection Advisory Committee) and the **Northwest Coastal Forum**.

WATERSIDE REGENERATION

The second year of the **Regional Parks Xchange** (RPX) programme managed by the Campaign on behalf of NWDA was successfully delivered. Two workshops and four study visits to Northwest regional parks were organised for the network. An expert team was organised and made an intensive input to development work in Morecambe Bay. Development grants to five regional parks were awarded and administered. Communications work included the dedicated website, e-briefings, and a special edition of SOURCE NW magazine. A study visit to Emscher Park in the Ruhr Valley, Germany was organised.

Partly in response to Peel's ambitious **Ocean Gateway** concept and as a contribution to the forthcoming Integrated Regional Strategy for the Northwest, MBC joined with NWDA and others to explore the concept of **Mersey Parklands** – a possible major initiative focused on Mersey belt greenspace.

BURA / The Waterways Trust Waterways Renaissance Awards

The Campaign and RPX agreed to sponsor a category of the BURA / Waterways Trust Waterways Renaissance Awards 2009. The awards were presented at a prestigious ceremony on the Liverpool waterfront in March 2009.

The Campaign continued to play a leading role in **Mersey Waterfront** through active Board membership, leadership of the Projects and Partnerships Group, and the spatial planning process. Support was arranged for the planning process through Regional Parks Xchange.

The proposed **Mersey Observatory**, initiated by the Campaign in association with Peel Ports and Sefton MBC, was the subject of the second stage of an international design competition – this followed through the recommendation of RENEW's Places Matter design review panel. Attempts were made to finalise new arrangements to lead the project through and beyond MBC's finite existence.

As part of an attempt to encourage **strategic approaches to waterside regeneration**, efforts continued to support the **Bridgewater Way** as a major transformative project for the region.

Action Partnership Waterside Regeneration projects 2008-2009

The **Action Partnerships** completed a wide range of projects in response to local demand. Examples of the best projects include:

In **Cheshire** the first stage of the refurbishment of the Bollin Valley Way between Macclesfield and Wilmslow was completed. Stiles have been replaced with more accessible gates and waymarkers designed by local school children have been installed. A series of access and wildlife improvements were implemented within Quakers Coppice, an important waterside woodland in Crewe. Funding was secured for a study into the potential for an ambitious project to improve the water quality, habitat value and aesthetic quality of Leighton Brook, also in Crewe. At Furey Wood in Northwich an all

ability trail has been developed to promote improved access to the River Weaver. New signage and interpretation have also been installed throughout the woodland.

In **Merseyside** funding was accessed to restore a series of marl pits at Thornton Common area in partnership with the Wirral Countryside Volunteers. A major programme of works commenced at the Stanley Bank Triangle site in St Helens. A partnership comprising the Mersey Basin Campaign, St Helens MBC & Groundwork Merseyside will deliver conservation and access improvements as well as developing the on-site visitor centre.

In **Lancashire** the River Darwen litter trap was successfully operated and a programme of associated clean-ups was organised. A programme of interpretation was co-ordinated along the Eaves Brook linear park from Grange to Deepdale in Preston.

In **Greater Manchester** the River Irwell signage project was successfully completed. Six bronze plaques were installed on bridges over the river between Manchester & Salford in the centre of the city. Meanwhile, the ERDF funded Sense of Place project was completed on time. This programme of works included the restoration of pedestrian access between the Ashton & Rochdale Canals, lighting a series of bridges along the Rochdale Canal and the delivery of the hearmanchester audio heritage trail through the city centre. Volunteers from a range of organisations including the Environment Agency and Government Office NW delivered a number of habitat improvement projects at the Mersey Vale Nature Park and Poise Brook Nature Reserve in Stockport.

In **Derbyshire** support was provided for a Heritage Lottery Fund bid for the restoration of the Memorial Park in Whaley Bridge.

ADVOCACY AND ENGAGEMENT

Promoting the region and the Campaign's objectives

Presentations were made to influential and professional audiences internationally and nationally including International River Foundation's River symposium in Brisbane and the International Young Professionals' Summit in Manchester. Nationally and within the region, contributions promoting the Campaign's agenda were made to more than 20 conferences and events.

Communications Strategy and branding

The Communications Strategy continued to provide a robust integrated framework for the Campaign's communications. A strategy and action plan for the Campaign's final year was developed with new goals and key messages, covering publicity opportunities, special events and a legacy website.

SOURCE NW magazine

Three issues of SOURCE NW magazine were produced. The financial model for funding SOURCE was examined in detail and an action plan developed to bring in new funding. Two sponsored issues were produced and a paid-for insert included, generating a total of £28,000. Further funding options were also progressed.

Online activities

www.merseybasin.org.uk averaged 44,000 visits per month with 287,000 unique visitors coming to the site over the year.

Publicity

Publicity reached an audience of more than 9 million people. The priority was on pro-actively promoting key messages notably clean-up, environmental improvement, the Mersey Observatory and community involvement.

Mersey: the river that changed the world

Following the successful launch of the book in November 2007 and the accompanying exhibition at the Albert Dock Liverpool, the exhibition was rolled out to Ellesmere Port Boat Museum, Sale Waterside Arts Centre and Stockport Art Gallery. Plans were prepared for further venues during 2009.

Events

Over **750 people** attended major events organised by the Campaign during 2008-09, including the **Northwest Business Environment Awards**.

A deliberate decision was made to hold over the **annual conference** until 2009 as it was judged that there was likely to be surfeit of conferences in Liverpool during Capital of Culture 08 and so that a more ambitious event could be held in 2009 to mark the Campaign's end. This approach was fully supported by conference sponsor United Utilities.

The **Mersey Estuary Forum** was attended by 90 delegates and once again provided a valuable opportunity to debate the big issues in the estuary. **Action Ribble** was attended by 80 delegates and enabled new issues to be addressed by stakeholders. The **Cheshire Waters Forum** was held in Northwich in partnership with Cheshire County Council and Vale Royal Borough Council: 110 delegates attended. The Greater **Manchester Waters Forum** attracted 110 delegates. 100 delegates attended the Voluntary Sector Forum and arrangements were made for the Campaign's **Voluntary Sector Forum** to be held in spring 2009.

The Campaign participated in **World Environment Day**. Working with young people through the Connexions programme, a canal boat was specially decorated and travelled the Bridgewater Canal to a special Cheshire Year of the Garden celebration.

MWH Mersey Basin Week

During MWH Mersey Basin Week 350 events took place across the region involving over 5000 participants and generating extensive local press coverage.

Unilever Dragonfly Awards

The Unilever Dragonfly Awards scheme once again attracted high quality entries with 45 nominations: this generated considerable publicity for local volunteers.

Northwest Business Environment Awards

The **Northwest Business Environment Awards** 2008 succeeded in attracting more than 85 entries and became established as the region's premier environmental awards programme with 250 delegates attending the awards evening. Part of the success is due to the awards partners' networks attracting quality entries. Agreement was reached with award partner Envirolink Northwest to link the 2009 awards ceremony to the Envirenergy exhibition and conference with a view to increasing attendance.

NEW PROGRAMME AND STRATEGIC PROJECTS DEVELOPMENT

Improving river basin quality

WaterProof Northwest was developed to assist local and regional stakeholders in developing responses to future water management challenges in the Northwest. This project will engage stakeholders in possible scenarios through gathering research on the drivers for change on the state of the water environment over the coming decades. Its objectives are: to develop scenarios to aid Water Framework Directive (WFD) and water management decision making in the NW region; to engage stakeholders in the process of understanding and responding to future challenges to meeting the WFD's goals in the NW region; to make recommendations for strengthening the NW region's delivery of the WFD in light of the key findings of Waterproof.

It was decided to withdraw from the potential European INTERREG project and to concentrate on delivery exclusively within the Northwest river basin district. Funding was secured from Environment Agency and partnership arrangements agreed with University of Manchester. Salford, Trafford and Manchester Councils agreed to act as priority areas for attention.

Encouraging sustainable waterside regeneration

The Campaign continued to be regional lead partner in the INTERREG IVB project **Manage+** (formerly known as CHANGE). Manage+ has partners from Netherlands, Germany with MBC in the UK. The focus is the sustainable management of major regeneration measures developing attractive destinations. Sustainable management is to be explored through public private investment partnerships, ways of creating jobs, innovative and co-ordinated development of recreational activities with effective information systems for visitors and securing novel contractual partnership structures for schemes. The proposals were re-focused following a referral at the second call for funding in 2008. The partners aim to submit the project at the fourth call in early 2009.

Engagement

A variety of **new media** projects were undertaken including live blogging, using blogs for community consultation as well as audio/pod casting projects notably extending the **Mersey – the river that changed the world** project to include local residents and environmental volunteers in Stockport and delivering an engagement programme in partnership with Stockport Council.

Sustainable water management

Active engagement with **Waterwise** continued.

PARTNERSHIP DEVELOPMENT

At the **international** level links were maintained with **International Water Association** and the **International Rivers Foundation**. **Nationally**, active links included Water UK, Waterwise, the UK Foundation for Water Research Information Centre and the River Restoration Centre.

In the **region**, the Campaign was actively engaged with and contributed to: Environment Agency, REPAC; Northwest River Basin Liaison Panel; Northwest Coastal Forum; Northwest Development Agency Environment Sub-Committee; NW Climate Change Adaptation Group; RENEW Board; Mersey Waterfront Board and Projects and Partnerships Group; Ribble Coast and Wetlands Regional Park Steering Group; Sustainability Mentoring Northwest; Compass Communications Forum and other relevant regional partnerships and bodies.

RESEARCH

The Healthy Waterways Trust, working closely with United Utilities and the Manchester Ship Canal Company, acted as the stakeholder body for the major study into the water quality issues of the **Manchester Ship Canal**.

With **the University of Manchester** a study was conducted of existing **hydropower renewable energy** schemes in Cheshire and Warrington, potential future schemes and the potential for electricity generation. The research was funded by NWDA and administered through **Cheshire's Climate Change Action Plan**.

CAMPAIGN MANAGEMENT AND LEGACY

Efforts continued to reduce fixed and administrative costs and maximise resources in terms of both time and money deployed on programmes and projects.

Human Resources and remuneration policies and procedures continued to be implemented and improved. The decision to end the Campaign in 2010 triggered a plan to provide support to the staff in seeking new jobs including specialist HR guidance. Contingency plans were made to deal with the difficult issue of a possible outflow of staff and the need to maintain momentum and standards in every aspect of MBC work and relationships.

SECTION 4 – CAMPAIGN LEGACY

MAKING THE MOST OF THE FINAL YEAR

The final operational year of a twenty-five year campaign presents exceptional challenges as well as opportunities. There is a clear resolve from the Campaign stakeholders, lead partners, the Campaign Council, the Business Foundation, the Healthy Waterways Trust, staff and volunteers to make the most of the final year in a positive, celebratory and constructive spirit. While this attitude and approach needs to underpin all aspects of MBC's activities, there are specific aspects to the legacy programme. These are outlined below:

REPUTATION MANAGEMENT

MBC has earned an enviable reputation in its sector for innovation and professionalism in all of its communications, events, programmes and projects and it is important that this is maintained to the end.

The exit from **partnerships and relationships** will be proactive so as to gain positive responses. The Campaign's remaining resources will be carefully engineered so as to ensure best value and to maximise positive outcomes. Support and encouragement of staff to facilitate their search for alternative employment will be a high priority so as to ensure their continuing commitment as positive advocates of the legacy.

BRAND PROTECTION AND INTELLECTUAL PROPERTY

Given that the Mersey Basin Campaign is long established and respected with a brand familiar to many people it is important that the name and brand are not degraded or misused for any reason. In the absence of MBC as an entity after 2010, firm arrangements must be made to **protect the brand**. Legal advice will be sought. A possible solution would involve the Healthy Waterways Trust, entirely subject to the trustees wishes.

Legal advice will also be sought in relation to **intellectual property** including publications, the photographic library and other non-financial assets.

CAPTURING AND COMMUNICATING LESSONS LEARNED

Throughout the year, opportunities will be sought to speak about MBC experience and **lessons learned** at appropriate conferences both nationally and within the region. Opportunities will be sought to place pieces in the relevant professional / specialist media.

A **legacy website** will be created to provide information on the Campaign, its achievements and how it worked. Efforts will be made to ensure that other relevant material is made available online in the most appropriate manner.

An **archive** will be assembled and arrangements secured for its retention in a suitable university or other institution.

CELEBRATING ACHIEVEMENT

In addition to speakers, a variety of media will be used to enable input from the whole range of those involved with the Campaign over its lifespan.

A publicity plan for the event will ensure the widest possible audience for the event, particularly reaching out to a younger audience.

A special edition of **SOURCE** magazine will celebrate MBC achievement.

A collaboration with **Liverpool Museum** will contribute to the Mersey Gallery.

SUCCESSION

Every effort will be made to **secure the future of successful programmes and initiatives** with trusted partner organisations capable of taking them forward. These will include; SOURCE magazine, Northwest Business Environment Awards, Unilever Dragonfly Awards, the four annual sub-regional waters forums.

The Trustees of the **Healthy Waterways Trust** will consider options for the future of the trust and how and what role or roles it might play in MBC succession.

The Campaign led the initiative to co-locate the key regional sustainable development bodies in the Northwest in **Fourways House in Manchester**. This has led to an influx of related private sector companies in the field. A mutually supportive cluster has been created and efforts will be made to encourage its continuation and continued growth.

SECTION 5 – OBJECTIVES AND KEY MEASURES 2009-10

The **Objectives and Strategic measures** for the Campaign as a whole for the period April 1st 2009 to March 31st 2010 are as follows:

THE ACTION PARTNERSHIP NETWORK AND LOCAL COMMUNITIES

Objective:

To continue to deliver a programme of local activity

Key measures:

- Ensure all project co-ordinators have personal development plans in place
- Ensure all partnerships engage with at least one group with physical, sensory or learning difficulties

THE OUTPUT OF THE ACTION PARTNERSHIP NETWORK

Objective:

Maximise the effectiveness of the Action Partnership network

Key measures:

- Deliver agreed action plans and achieve targets

PROGRAMME DEVELOPMENT

Objective:

To ensure that investment in development work is safeguarded

Key measures:

- Secure funding for MANAGE+ (formerly known as CHANGE)
- Facilitate agreement for successor project to Quays Oxygenation

WATER FRAMEWORK DIRECTIVE

Objective:

To continue to facilitate the implementation of the Directive in the Northwest

Key measures:

- Deliver the first phase of WaterProof Northwest with the three lead participating local authorities, Environment Agency, United Utilities and University of Manchester

REGIONAL PARKS XCHANGE

Objective:

To deliver the third year work programme of the Regional Parks Xchange

Key Measures:

- Stakeholder engagement contribution to “Mersey Parklands” study
- 1 masterclass with 80 delegates
- 4 targeted workshops for regional parks teams
- 3 study visits to Regional Parks
- 1 expert group intervention in an emerging park
- maintain networking website
- manage research and development fund

MERSEY WATERFRONT

Objective:

To support the implementation of Mersey Waterfront Succession Programme

Key measures:

- 2-year plan accepted by NWDA

AQUATIC LITTER

Objective:

To support action to tackle waterborne litter and debris issues

Key measures:

- Deliver local aquatic litter activity in Action Partnership areas
- Ensure all objectives of the programme, supported by Environment Agency, are met
- Implement Irwell Corridor litter collection programme

ADVOCACY AND ENGAGEMENT

Objective:

To deliver the Campaign's agreed communications strategy

Key measures:

- Source NW magazine: publish three issues
- Website: post at least three news stories to the homepage per week
- Book: hold two further exhibitions of photographs taken from the book *Mersey: the river that changed the world*
- Publicity: secure publicity for ENVIRONMENT 09 (MBC final conference), Unilever Dragonfly awards, Mersey book project photo exhibitions and the four sub-regional fora with an audience reach of 30 million and an advertising cost equivalent of £1 million

EVENTS

Objective:

To stimulate participation by communities and businesses in MBC work

Key measures:

- 350 events in MWH Mersey Basin Week including 20 groups with physical, sensory & learning disabilities
- 1 voluntary sector forum event with 100 delegates
- 500 delegates attending Environment 09
- 4 x sub regional fora with 100 delegates each

AWARDS

Objective:

To inspire action by identifying and publicising best practice

Key measures:

- 50 nominations to Unilever Dragonfly Awards
- 75 entries to Northwest Business Environment Awards

MBC LEGACY

Objective:

To celebrate the collective achievement and promote successor action

Key measures:

- Create and secure medium term future for legacy website

- Secure the future of: Northwest Business Environment Awards, Unilever Dragonfly Awards, subregional waters forums
- Support Healthy Waterways Trust in determining its future

MANAGEMENT OF CAMPAIGN CLOSURE

Objective:

To ensure a dignified and professional end to MBC as an exemplar to the region

Key measures:

- Fulfilment of all financial and contractual requirements
- Effective transfer of all projects and initiatives in process
- Securing of brand and intellectual property assets
- Effective support to staff to secure alternative employment

ANNEX A – SUMMARY OF PERFORMANCE AGAINST TARGETS FOR THE YEAR 2008-09

THE ACTION PARTNERSHIP NETWORK AND LOCAL COMMUNITIES

Objective:

To strengthen and develop the network of Action Partnerships

Key measures:

- Ensure that 100% of active partnerships have chairs in place to ensure leadership and delivery: **Chairs in place at 75% of active partnership areas**
- Develop personal development action plans for all co-ordinators: **Achieved**
- Hold co-ordinators forum: **Achieved**
- Enable all partnerships to engage with at least one group with physical, sensory or learning disabilities: **Achieved**

THE OUTPUT OF THE ACTION PARTNERSHIP NETWORK

Objective:

Maximise the productivity / output of the Action Partnership network

Key measures:

- Deliver agreed action plans and achieve targets: **Agreed action plans delivered and targets substantially achieved**

PROGRAMME DEVELOPMENT

Objective:

Development Team to consider and develop new projects including exploring projects through the emerging new theme of encouraging sustainable water management and use; at a local, sub regional and regional level using local, regional, national and European sources of funds

Key measures:

- Develop revenue and capital funding support for the Action Partnerships: **Ongoing**
- Secure funding for WaterProof: **Programme funding secured from Environment Agency**
- Secure funding for CHANGE!: **Bid to be resubmitted to EC in 04/09**
- Facilitate agreement for sustainable succession to Quays Oxygenation: **Agreement obtained and proposal submitted by United Utilities to OFWAT with the support of Environment Agency**

WATER FRAMEWORK DIRECTIVE

Objective:

To continue to facilitate the implementation of the Directive in the Northwest

Key measures:

- Secure funding for and deliver the first phase of WaterProof with the three lead participating local authorities and European partners: **Agreement reached with three lead local authorities and Environment Agency, MBC withdrew from European partnership**

REGIONAL PARKS XCHANGE

Objective:

To deliver the second year work programme of the Regional Parks Xchange

Key Measures:

- 1 masterclass with 80 delegates: **Achieved**
- 4 targeted workshops aimed at Regional Park officers: **Achieved**
- 3 study visits to Regional Parks: **Achieved**
- 1 advisory group activity at Morecambe Bay: **Achieved**
- networking website maintained with 15 active members: **Achieved**
- 1 special edition of Source focussing on Regional Parks: **Achieved**
- produce 'European connections' feasibility study: **Superseded by organisation of study visit by RPX delegates to Emscher Park**
- manage Research and Development fund: **Achieved**

MERSEY WATERFRONT

Objective:

To support the implementation of Mersey Waterfront Succession Programme

Key measures:

- Secure agreement to Mersey Observatory business plan and begin next phase of implementation: **Not achieved – leadership of observatory unresolved**

AQUATIC LITTER

Objective:

To stimulate increased action to tackle waterborne litter and debris issues

Key measures:

- Deliver aquatic litter activity supported in 100% of Action Partnership areas: **Achieved**
- Develop and implement Irwell Corridor litter collection programme: **Progressing**
- Agree viable arrangements for Manchester City centre litter retrieval vessel: **Transferred to British Waterways**
- Evaluate Darwen Litter Trap pilot programme: **Achieved**

ADVOCACY AND ENGAGEMENT

Objective:

To deliver the Campaign's agreed communications strategy

Key measures:

- Source NW magazine: publish three issues: **Achieved**
- Website: post at least three news stories to the homepage per week: **Achieved**
- Book: hold four exhibitions of photographs taken from the book Mersey: the river that changed the world: **Three exhibitions achieved and three planned**
- Publicity: **Partly achieved. Publicity secured for Mersey Observatory, Dragonfly awards, book exhibition and sub-regional fora, but the annual conference was deferred until 2009 and the overall audience was 10.5 million.**

EVENTS

Objective:

To stimulate further participation by communities and businesses in MBC work

Key measures:

- 350 events in Mersey Basin Week including 20 groups with physical, sensory & learning disabilities: **Achieved**
- 1 voluntary sector forum event with 100 delegates: **Achieved**
- 250 delegates attending MBC Conference: **Conference deferred to 2009**
- 4x sub regional fora with 100 delegates each: **Achieved**

AWARDS

Objective: To inspire action by identifying and publicising best practice

Key measures:

- 60 nominations to Unilever Dragonfly Awards: **Achieved**
- 100 entries to Northwest Business Environment Awards: **85 secured**
- 75 delegates attending business awards follow up conference: **Deferred**

**ANNEX B – SUMMARY OF FINANCIAL PERFORMANCE FOR THE YEAR
2008-09**

ANNEX C – PROPOSED DCLG GRANT BUDGET FOR 2009-10

Code	Budget heading	Budget 2009-10
100	Staff costs and chair	£288,000.00
102	Travel & subsistence	£7,400.00
103	Training & conference attendance	£14,500.00
104	Professional bodies	£15,600.00
105	Office equipment	£9,000.00
106	Accommodation & facilities	£72,000.00
107	Business meetings	£16,000.00
108	Development	£11,500.00
300	Community development	£80,000.00
109	Marketing	£5,000.00
110	Studies and research	£1,000.00
	TOTAL	£520,000.00

NOTE: Government grant available £520,000.00 (balance externally funded)

ANNEX D – CONSTITUTION AND COUNCIL MEMBERSHIP

STATUS

An unincorporated stakeholder partnership.

PURPOSE

To be the governing body for the Mersey Basin Campaign within which key regional stakeholders give strategic direction and policy guidance to the Campaign in delivering its objectives of improved river basin quality and waterside regeneration.

FUNCTIONS

- To guide Campaign policy and strategy.
- To consider, amend (if necessary) and approve the annual Corporate Plan and work programme.
- To appoint the Mersey Basin Campaign Chief Executive.
- To act as the final decision making body for the Campaign.
- To ensure the Campaign has access to relevant expertise on key policy issues by setting up (and dissolving) Advisory Groups as appropriate.
- To ratify the appointment of Chairs of the Advisory Groups.
- To monitor the progress of the Campaign in all its aspects including receiving reports from Mersey Basin Business Foundation (MBBF), Healthy Waterways Trust (HWT) and the Advisory Groups.
- To provide a forum for discussion and debate by key regional partners on matters of strategic significance.
- To act as champions and ambassadors for the Campaign.
- To guide the Mersey Basin Business Foundation and the Healthy Waterways Trust in exercising their responsibilities to ensure that their operations contribute appropriately to the Campaign's objectives. [Such guidance shall not interfere with the requirements of MBBF Directors to comply with company legislation and of HWT Trustees to comply with charity legislation.]

MEMBERSHIP

Chairperson being the current, Government appointed, Chairperson of the Mersey Basin Campaign.

Deputy Chairperson being chosen from among its members by the Council to deputise for the Chair in the event of his or her absence from Council meetings.

The Council shall consist of two types of members. Partners, with voting rights and Advisors / Observers, without voting rights.

1. Partners

The following bodies shall each appoint 1 representative to the Council

Environment Agency	Regional Environmental Protection Advisory
Manchester Ship Canal Company	Committee (REPAC)
Northwest Development Agency	NW Wildlife Trusts
United Utilities plc	Liverpool City Council
Action Partnerships Chairs Group	Manchester City Council
Healthy Waterways Trust	Salford City Council
British Waterways	Cheshire County Council
Countryside Agency	Lancashire County Council
ENCAMS	The Mersey Partnership
English Nature	Forestry Commission
Groundwork Northwest	Sustainability Northwest Board

The following bodies shall each appoint 4 members to the Council

The Mersey Basin Business Foundation
The Mersey Basin Voluntary Sector Forum

The Council shall appoint 2 members from NW Universities

In addition, the Council shall have the authority to appoint 4 independent members, on the advice of the Chairperson and Chief Executive of the Mersey Basin Campaign. These directly appointed members shall have full voting rights.

A place on the Council as a full voting member shall be reserved for the current Regional Director of Public Health.

2. Advisers/Observers

The following organisations shall each appoint 1 member to act as adviser to the Council.

The Mersey Basin Campaign Communications Advisory Group
The Mersey Basin Campaign International Advisory Group
The Mersey Basin Voluntary Sector Advisory Group
The Aquatic Litter Advisory Group

A representative from Government Office Northwest shall attend Council meetings as a participating observer.

The Council shall appoint an honorary legal advisor.

COUNCIL SECRETARIAT

The Chief Executive, Mersey Basin Campaign, will act as Council Secretary and will direct staff of the Mersey Basin Business Foundation to service the Council as necessary.

QUORUM

In order to vote on any issue affecting the management or policy of the Mersey Basin Campaign, the Mersey Basin Campaign Council shall require the attendance of a minimum of 60% of eligible voting members with proxy votes acceptable.

CONDUCT OF BUSINESS

The Council Secretary will draw up an agenda for each meeting. The agenda and accompanying papers to be agreed with the Council Chairperson and circulated to Council members at least 10 days before a Council meeting. Unless in agreed exceptional circumstances, no vote shall be taken on an agenda item where relevant papers have not been circulated to members in accordance with this procedure.

'Exceptional circumstances' as described above shall be agreed by a simple majority of a quorate Council meeting. 'Exceptional circumstances' will not apply to the endorsement of the annual Corporate Plan.

Any issues to be decided by Council vote must be in the form of a resolution, the wording of which must be agreed by the Chairperson, and be proposed and seconded.

VOTING PROCEDURES

Each Council member, as defined above, will have a single vote. A simple majority in a quorate Council meeting will be sufficient to decide any resolution except for the annual endorsement of the Mersey Basin Campaign Corporate Plan. This must be approved by a minimum of 66% of eligible voting Council members.

The Chairperson, or the Deputy Chairperson acting as chairperson, will not vote unless his/her vote is necessary to achieve a simple, or, in the case of the Corporate Plan, the required, majority.

FREQUENCY OF MEETINGS

The Mersey Basin Campaign Council will meet at least quarterly and on an extraordinary basis when requested by the Chairperson or by at least 10% of members.

COUNCIL COMPOSITION

Environment Agency
Manchester Ship Canal
NWDA
United Utilities
Action Partnership Chairs Group
RVA Partnership Board
HWT
British Waterways
Countryside Agency
Encams
English Nature
Groundwork Northwest
Health Sector
REPAC
Wildlife Trusts
Liverpool City Council
Manchester City Council
Salford City Council
Cheshire County Council
Lancashire County Council
The Mersey Partnership
Forestry Commission
SNW
Universities x2
MBBF Board x4
Voluntary Sector Forum x4
Independents x4

ADVISORS/OBSERVERS

Communications Advisory Group
International Advisory Group
Research Group
Voluntary Sector Advisory Group
Aquatic Litter Group
GONW
Legal Advisor