



## Operating Plan 2012-2015

### 1. Introduction

- 1.1 The Canal & River Trust took over the activities of British Waterways (BW) in England and Wales on the 2 July 2012. This is our first operational plan.
- 1.2 The plan covers the nine months of the financial year 2012/13 (July to March) and the two subsequent financial years. We operate a rolling three year operational plan so, for example, this plan will be amended and adapted in March 2013 to create a plan for 2013-2016.
- 1.3 The Canal & River Trust inherited all the staff, systems, procedures and obligations of BW and the inputs and outputs of this plan are therefore similar to those of BW, particularly as we assumed responsibility part way through a financial year. Nevertheless, there are some significant differences notably:
  - A new Board of Trustees with a wide range of experience and expertise,
  - A new governance structure, including 13 Partnerships made up of local people with tremendous local knowledge and enthusiasm
  - A secure grant funding from Defra (subject to certain performance standards),
  - The inclusion of the people, expertise and functions from The Waterways Trust which merged with the Canal & River Trust in July 2012,
  - A revised pension fund contribution plan
  - An introduction of charitable voluntary giving
  - An expanding volunteer contribution
  - A commitment to a wider more inclusive vision
- 1.4 We have already published our strategic priorities in *Shaping our Future*. This plan demonstrates how the work we do will progress towards our objectives over the next three years.
- 1.5 We have successfully launched the Trust at a time of great economic and social stress and uncertainty. This Plan sets out to build on that success whilst recognising the tight financial constraint expected in the next three years. In summary, it sets out to:
  - build on the goodwill engendered at launch
  - maintain the infrastructure in a safe and acceptable condition
  - start to make some operational improvements (e.g. dredging)
  - establish fundraising on a sound long term footing
  - grow volunteering substantially
  - establish good and effective governance
- 1.6 We see this Plan as the first modest building block in a long term vision to ensure a sustainable future for our canals and rivers for the next 50-100 years. It is backed by our full determination, although our vision extends far beyond its three year horizon and is still developing.

## **2. Strategic Priorities**

- 2.1 We published the following six Strategic Objectives in *Shaping our Future* in July 2012 that you can read on our website [www.canalrivertrust.org.uk/about-us](http://www.canalrivertrust.org.uk/about-us)

These are:

- Inspiring more people to enjoy the canals and rivers and support our work
- Ensuring our canals and rivers are open, accessible and safe
- Earning financial security for our canals and rivers
- Doing everything we can to deliver on our charitable objectives
- Minimising the impact we make on scarce resources
- Establishing the Trust as a respected and trusted guardian of our canals and rivers.

## **3. Executive Summary**

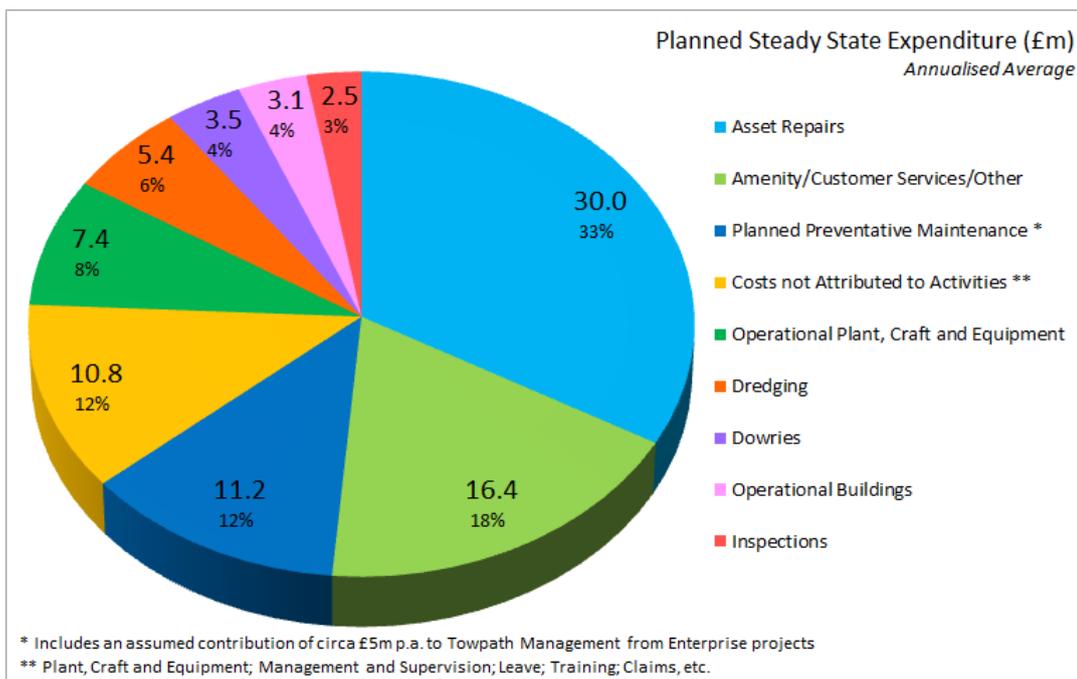
### **3.1 Inspiring people**

- 3.1.1 Our passion is to connect people with our canals and rivers. Research shows that visiting and, above all, visiting often is the key to inspiring people to support our work. We need to break down the barriers that prevent or discourage people from visiting and enjoying the canals and rivers. We will do this by working at a local level to understand the needs and aspirations of local communities and demonstrating that the waterways have an important contribution to make to the lives and wellbeing of local people.
- 3.1.2 The 13 Partnerships will play an important role in generating greater awareness and interest at a local level. Their knowledge, contacts and enthusiasm will create many new opportunities for the Trust to inspire a new generation of waterway enthusiasts.
- 3.1.3 Approximately 10 million people already make 300 million visits to our canals and rivers each year. Our marketing campaigns will seek to increase this already substantial number and they will also focus on encouraging people to become regular visitors and engaging with them to become more involved as supporters.
- 3.1.4 In parallel with this we will implement a fundraising strategy for individual giving which offers people the opportunity to become 'Friends' of the Trust and support specific appeals. By the end of 2012 / 13 we aim to have recruited 3,000 Friends.
- 3.1.5 Our volunteering strategy is centred on increasing the number of volunteers as well as broadening the range of activities available to them and the quality of their experience working with us. By the end of this plan period we aim to have had 60,000 volunteer days a year.

### **3.2 Open, accessible and safe waterways**

- 3.2.1 During this plan the annualised average spend on waterway repairs, maintenance and customer services will be £90.4m. Although this level of annual spend is below our Steady State aspirations for the longer term we are confident we will hold existing standards and will meet the safety and accessibility targets laid down in our Funding Agreement with Government. Beyond that we will need to make choices and prioritise expenditure to maintain and improve the standard of the waterways. The

pie chart below shows the planned allocation of that expenditure amongst the various waterway activities.



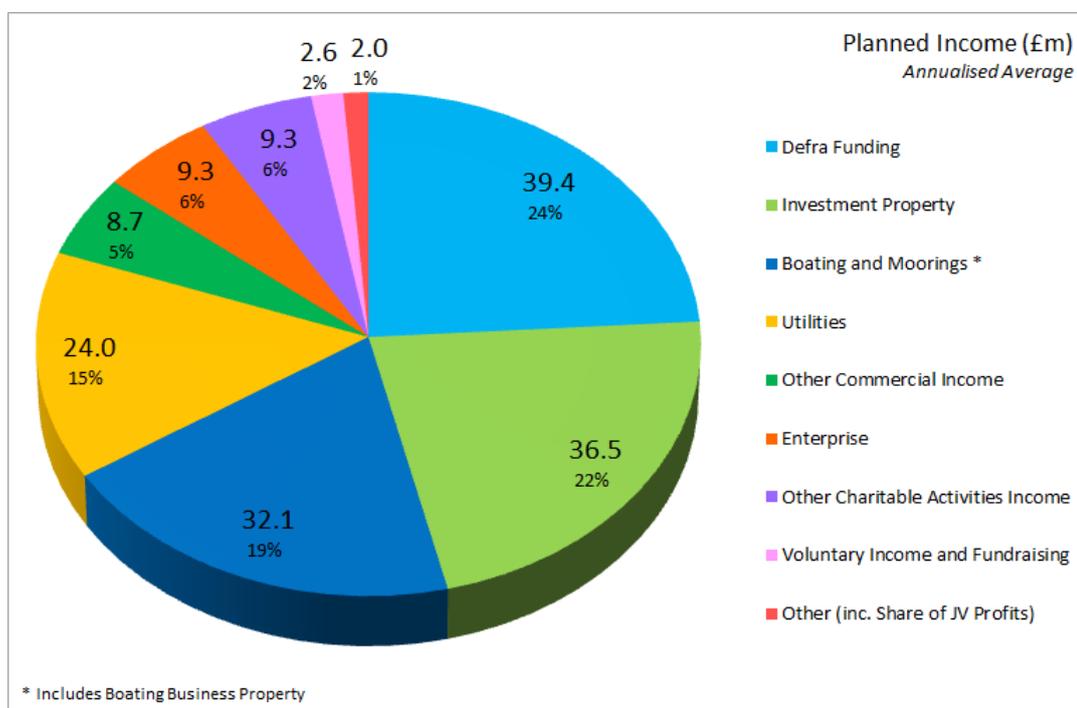
3.2.2 Most embankments, aqueducts, reservoirs, locks, etc. are over 200 years old. They are costly to maintain and very expensive to repair when they begin to fail. Much of the expenditure on these major engineering structures is needed to maintain the safety and reliability of the waterways although the effect is often unnoticed by boaters and towpath users. In contrast, expenditure on grass and hedge cutting, towpath surfaces, litter clearance and dredging is very noticeable and makes a major impact on the use and enjoyment of the waterways by visitors but have less impact on safety and reliability.

3.2.3 We therefore constantly have to make judgements to allocate sufficient resources to keep the canals and rivers safe and reliably open whilst leaving enough resource for maintenance to allow all our 10 million visitors and 35,000 boaters to enjoy the experience. Over this plan period, we will seek to increase expenditure on dredging and maintain expenditure on vegetation management and other customer facing services at the same level in real terms.

3.2.4 Government has committed to decide by 2015 whether the Environment Agency navigations should be transferred into the Trust. This is a wonderful opportunity to bring most of the nation's major navigations together in the charitable sector under one management. We will work with government over the next few years to explore the costs and benefits of such a transfer and seek to make the merger possible.

### 3.3 Financial security

3.3.1 Over the period of this plan, total income (including Defra funding and share of joint venture profits) is expected to average £164.0m per annum. By 2014/15 it will be just under £169.4m per annum. The chart below shows where that income comes from.



3.3.2 Government funding (£39m per annum in this plan) under the 15 year secure funding agreement will be the single biggest source of income and will comprise around 24% of total income. Total income in real terms does not increase greatly over the plan period, primarily because the grant funding is not inflated for these first three years.

3.3.3 Voluntary income is planned to deliver a total of £7.3m over the plan period, with £4.8m of this being charitable donations from individuals.

### 3.4 Charitable Purposes

3.4.1 We have quite rightly, and purposefully, wide charitable objectives. We want to make progress on all our objectives but clearly we need to prioritise and ensure our scarce resources are targeted where they can make the greatest impact.

3.4.2 We also want to grow the number of miles of waterways that are open and accessible and we shall continue to provide technical and other support, such as developing bids for lottery funding, for many restoration projects that exist. However, we are unable in this plan period to make any significant direct financial contribution to these projects.

3.4.3 Maintaining our canals and rivers as open and accessible places for millions to enjoy safely each year will have the greatest impact in achieving our charitable objectives especially if we do it in a way that protects and enhances the environment and heritage.

### **3.5 Scarce resources**

- 3.5.1 We have adopted the Green Plan that British Waterways established in 2011. Under the Green Plan we target energy, mileage, waste and use of natural resources as areas where we can help to reduce our carbon footprint. This operational plan sets out what we intend to do over the next three years to meet our objectives under the Green Plan. In the plan period we aim to reduce our carbon emissions by 25%.

### **3.6 A respected guardian**

- 3.6.1 The Trust has been formed with widespread support from stakeholders and enthusiasts. The goodwill and support generated by its creation brings enormous opportunity as individuals, societies, Trusts and corporates all want to engage and work with us for mutual benefit. There is a growing realisation that the potential of the waterways to improve people's lives has still to be fully realised and we are determined to work with others to make an impact at both a local and national level.
- 3.6.2 A new governance structure is in place with 35 Council members and 10 Trustees bringing a wide base of experience. The 13 Partnerships have been formed and they are already bringing energy, innovation and local knowledge to the Trust. In addition seven expert advisory committees have been established, made up of an impressive list of experts in their fields to advise management on key policy areas. All these people will, through their knowledge and enthusiasm, strongly influence how the Trust will operate in the future.
- 3.6.3 In the three years of this plan period, the main objective will be to make sure that our new governance structure operates well and that we gain maximum learning and benefit from the new perspectives it will open up.
- 3.6.4 We have been very impressed by the welcome into the third sector from many different organisations. During this plan period we will seek partnerships with a wide range of organisations through formal and informal agreements to strengthen our collective capability to care for canals and rivers and progress mutual goals to improve heritage, environment and social wellbeing.
- 3.6.5 We will seek to achieve the greatest value out of each pound we spend and always do so with the principal charitable objectives in mind of preserving, protecting and managing the canals and rivers for public benefit.

# Strategic Priorities in detail

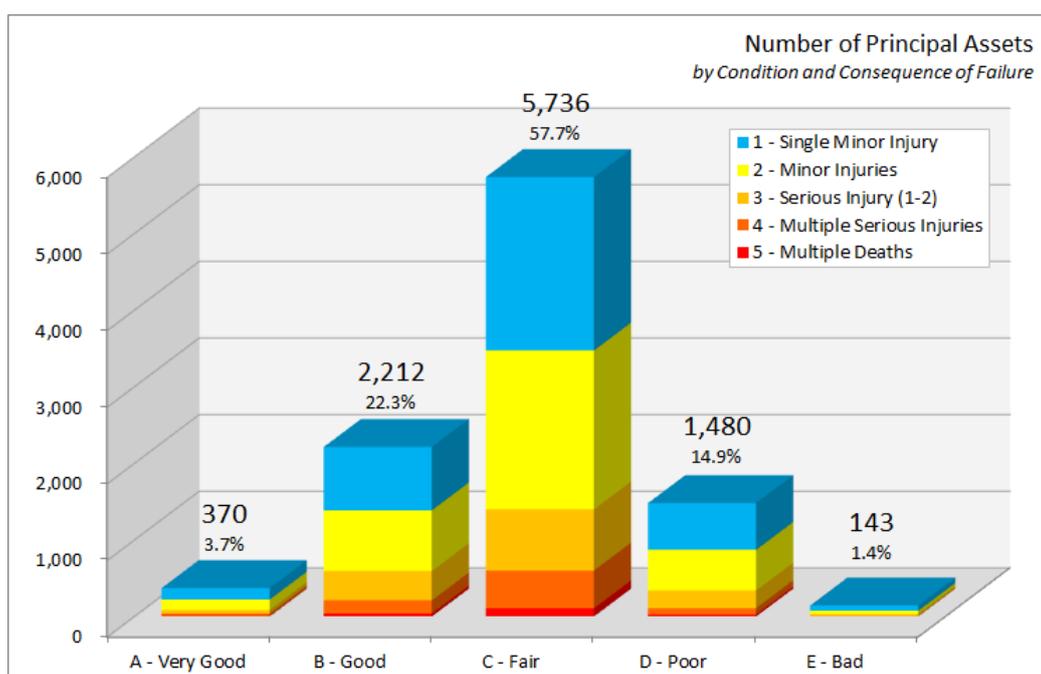
## 4. Ensuring canals and rivers are open, accessible and safe

4.1 Our 2,000 miles of canals and rivers, together with the towpaths, reservoirs, aqueducts, embankments and other critical structures are among the nation's most treasured assets. They are also, potentially a huge liability. They need constant monitoring, maintenance and repair to ensure they are both safe and accessible for the 10 million people who visit them each year.

4.2 During this plan period (and for the foreseeable future) we will not have sufficient resources to maintain the network to the steady state standard to which we aspire, although our target is to hold current standards. We will seek to exceed income projections but we will still need to make difficult choices and prioritise expenditure. To help us we use the two following well established systems and models:

### 4.2.1 Asset Inspection Process

We inspect and monitor the condition of 9,941 major engineering structures and give them a condition grade between A (new/excellent) to E (bad/failing). We also ascribe a consequence of failure score to each asset from 1 (minor damage to adjacent property) to 5 (major damage and risk to life). The chart below shows the distribution of all principal assets within these gradings.

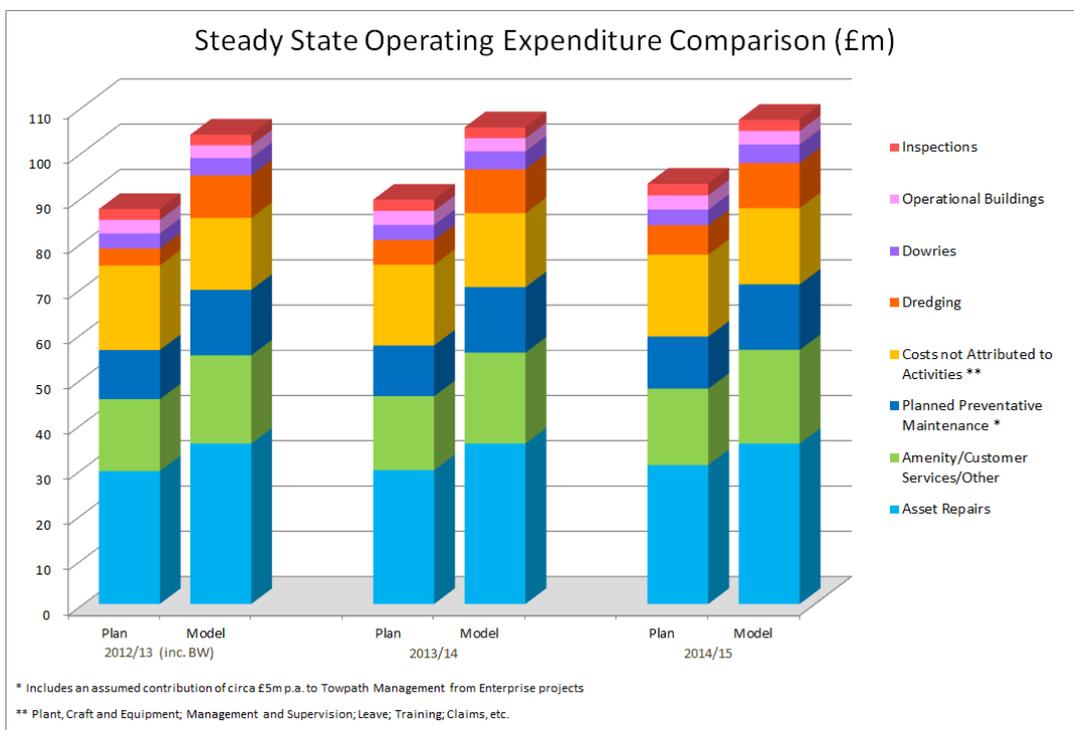


The asset inspection process provides regular and accurate information about the condition of assets and enables decisions to be about prioritising resources to major repairs and dredging. The asset inspection process also provides early warnings about possible failures.

### 4.2.2 Steady State

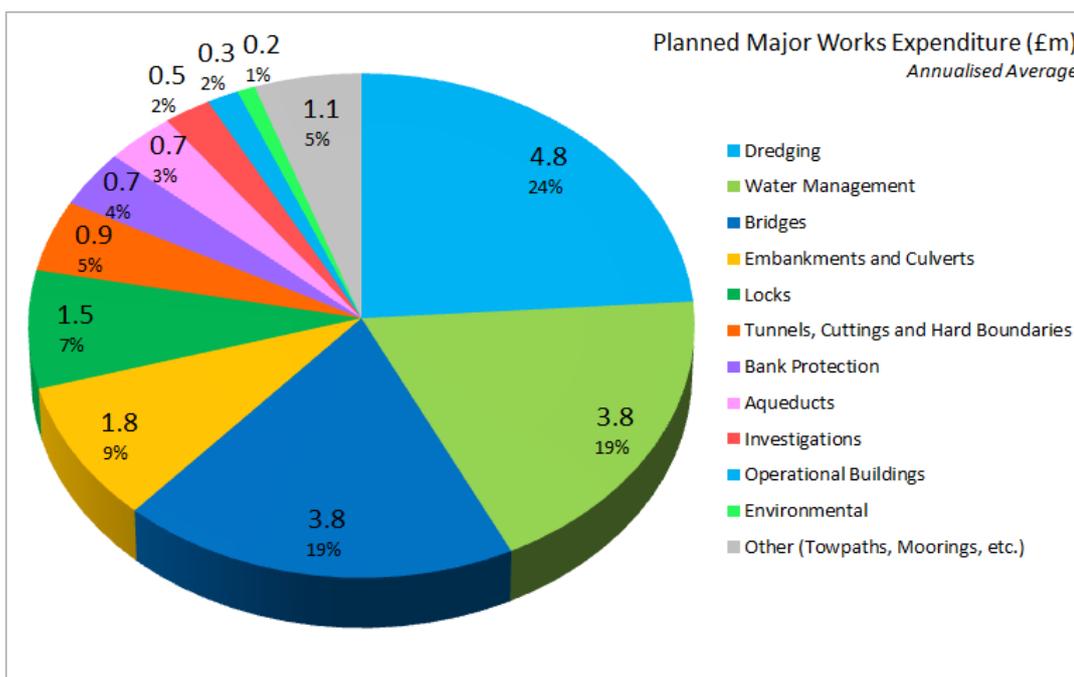
This model assesses the annualised average cost of day to day general repairs and maintenance of the network. It assumes that the network is in a "steady state"

condition, i.e. not materially improving or deteriorating. The steady state model also assumes that the standard is “just OK” as determined by customer feedback and surveys. The chart below shows planned expenditure against the expenditure required under the model for the 3 years of this plan. To help compare year on year, the 2012/13 figure includes the expenditure under BW for the period 1 April to 1 July 2012.



4.3 The resources planned for asset repairs will be allocated to the structures with the lowest condition and highest consequence of failure scores (i.e. E4, D5 and D4). By definition, we never allow an E4 asset to deteriorate to E5.

Over the Plan period the average annualised expenditure delivered via the major works programme will be £20m spent as shown in the pie chart below.



- 4.4 The resources for waterway repairs and maintenance are planned to be £85.2m on an average annualised basis. This comprises around 79% of the steady state requirement when allowing for inflation. An additional contribution to this work comes from the funding we secure from local authorities, Lottery, Europe and organisations like Sustrans. We have a team of professionals constantly searching out grants and donations from these sources. The funds available have declined in recent years because of the general economic conditions but over the plan period we still expect to receive some £25.6m in aggregate. The majority of these funds go on towpath improvements but they are also major contributions to environment and heritage works. We estimate that £5m per annum in real terms contributes to towpath management works within steady state. We also achieve a contribution to waterway repair and maintenance from the work of volunteers.
- 4.5 Taking account of the funds from third parties and the contribution from volunteers we estimate that over the plan period we will achieve an average level of 85% of the steady state requirement for waterway repairs and maintenance.

**5. Inspiring more people to enjoy the canals and rivers and support our work**

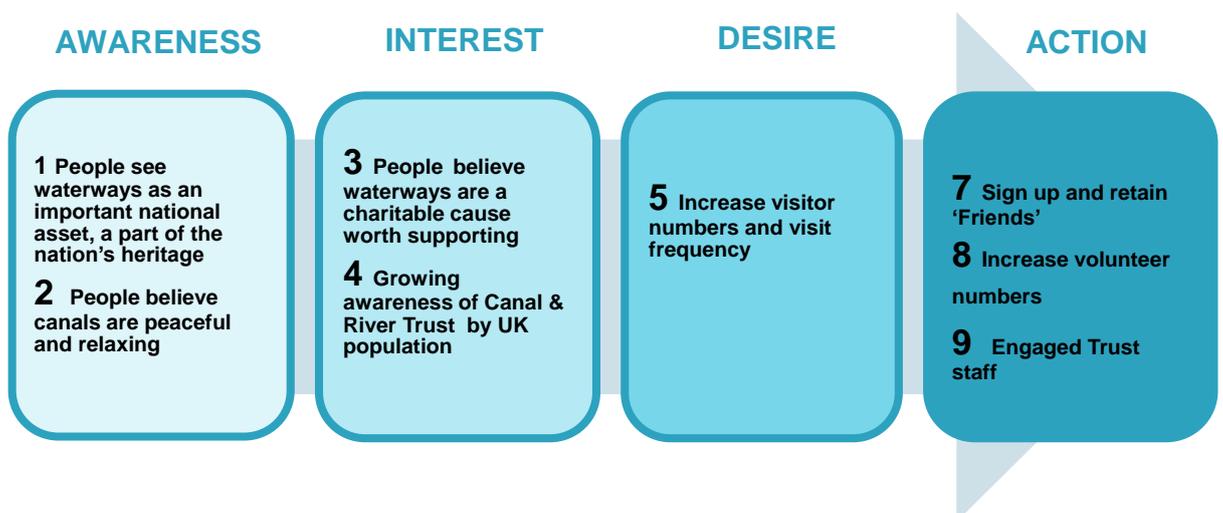
- 5.1 We will aim to at least maintain the current level of visitors and draw them into greater involvement with the Trust.

Working at both a national and local level with the Waterway Partnerships and Waterway Societies we will grow awareness of the importance and value of waterways, and the opportunities to get involved. The 13 Partnerships are already proving to be a wonderful source of ideas and inspiration to engage new audiences and we are excited by the step change they will make.

We will use the well established marketing model of AIDA which is illustrated below:

Grow **Awareness** → Develop the **Interest** → Create a **Desire** → Generate an **Action**

The chart below shows the journey we hope people will take when they engage with us.



During the period of this plan our PR and marketing will be focused on increasing the number of visits individuals make and creating opportunities for them to get involved. Examples of how we will do this include:

*Increasing visits:*

- Local PR activity with the new Waterway Partnerships
- Enabling local micro marketing and fundraising
- National high profile PR campaigns
- National visitor marketing campaign
- National access campaign
- Regional visitor maps
- 100 must-see waterway destinations campaign
- Winter works 'behind the scenes' open days

*Increasing involvement*

- More ways to access information on the towpath e.g. apps, text, QR codes, etc.
- New volunteer opportunities
- New appeals programme (in conjunction with Waterway Partnerships)
- Added benefits for Friends programme

## 5.2 Volunteering

Volunteering activity is planned to rise to 60,000 days in 2014/15.

The strategy over the plan period is to:

Build capacity	- by employing volunteer co-ordinators, increasing volunteer self-supervision, including provision of training and skills to established volunteer groups
Improve the welcome	- establish a national volunteer supporter core team, all employees to complete e-learning tool, engage with waterway partnerships
Widen the audience	- grow the range and scope of volunteering opportunities to attract more volunteers from a wider skills and experience base
Measure the impact	- track satisfaction, conversion rates of prospective volunteers to actual and measure numbers
Retain volunteers by celebrating and recognising success	- use national and local communication strategies both internally and externally

We will particularly look to expand our volunteer base into new areas attracting young people, diverse communities and using our resources not only for the physical benefit of the waterways but for the social value we can bring, e.g. through restorative justice partnerships.

### 5.3 Fundraising

We now integrate individual, leadership and statutory fundraising activity to maximise opportunities for support and impact on our objectives. Fundraising targets and ambitions are based on a balanced programme across products and donor types. These are described in more detail below:

#### *Individual Giving Programme*

We plan to recruit 3,000 'Friends' by March 2013 who will make regular monthly donations to the Trust.

The 50 local launch appeals are designed to attract small value one off donations which may sow the seed for further donations or conversion to a Friend in the future. The appeals also offer sponsorship opportunities for corporate partners.

#### *Leadership Giving*

We have got off to a good start with corporate partnerships with Google and People's Postcode Lottery and there are other partnerships in development.

Trusts and foundations are another income source we are beginning to explore

In due course we shall seek to engage with high wealth individuals but this is a low priority during this plan period due to the need to allocate fundraising resources initially to higher yielding areas.

#### *Statutory Fundraising*

We have inherited a positive history from BW of involvement in fundraising from grant givers such as the European Union, Lottery Funds, local authorities etc. Although the amount of money available has generally declined, we still plan substantial project-based fundraising in this area with a projected income over the plan period of £25.6m.

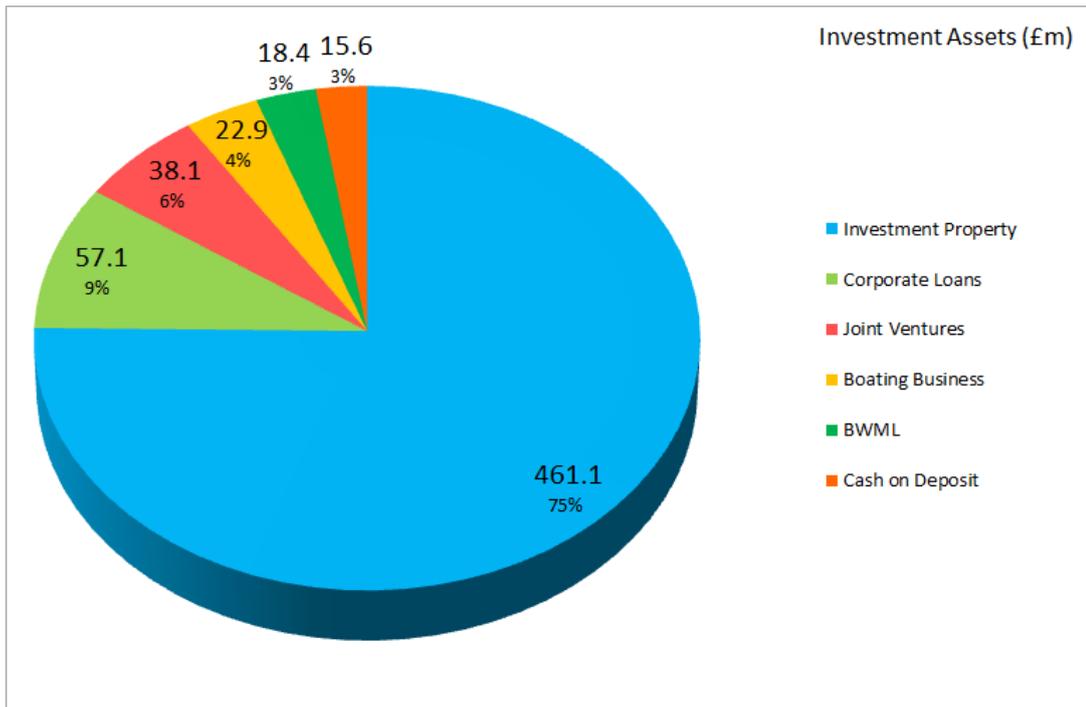
## **6. Earning financial security for our canal and rivers**

### 6.1 Government Funding

Our annual Government funding is £39m per annum until 2015/16 when it will increase by a further £10m, subject to satisfactory performance of the conditions, and be partially linked to inflation.

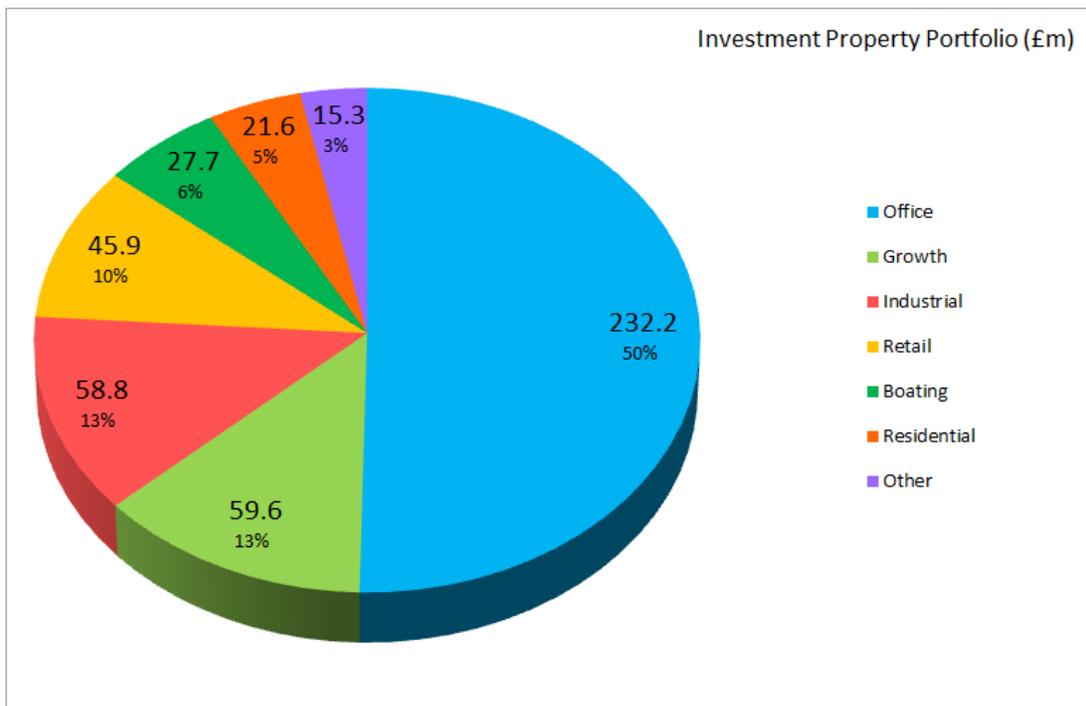
### 6.2 Investment Assets

In addition to this annual grant we have also been given £568m of property and investments which will generate funds of circa £36.4m per annum in 2013/14 and are expected to rise over the next 15 years. We recognise that we are fortunate to have these considerable income sources which have high security but we also need to optimise the income from our other activities too. The following pie chart shows the major sources of income over the plan period which are then expanded in the subsequent text:



### 6.3 Investment Property

We have a large and diverse property portfolio, both in respect of its geographic location and its use type, which makes up 75% of total investment assets. The pie chart below shows the use categories of the current portfolio. Income from this portfolio rises to just under £38m per annum by the end of this plan period, with an important element of the increase secured this year already through the disposal of our investment in the Wood Wharf joint venture. Previous experience has shown this income to be remarkably recession resistant and we are therefore confident these figures will be achieved.



## 6.4 Joint Ventures

Joint venture investments are all held within our wholly owned trading subsidiary, Canal & River Trading CIC. Investment in joint ventures makes up 6% of total investment assets and this will reduce over the plan period as developments are completed. The Isis development at Brentford will be the largest contribution in the next few years with H<sub>2</sub>O Urban generating less income but with a higher return on capital employed.

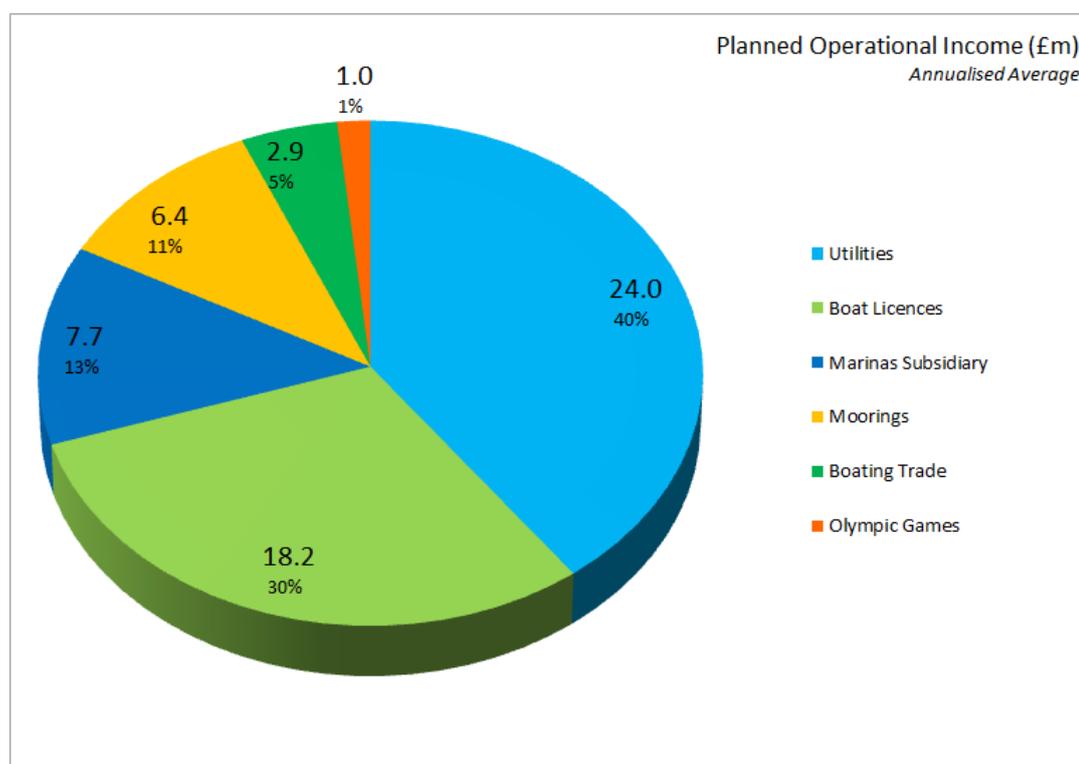
Planned net contribution from all joint ventures over the period is £3m, most of which relates to the planned development and disposal of the Brentford development site in Isis.

## 6.5 Other Investments and Cash

Other investments comprise readily redeemable securities in very strong corporate entities, which pay fixed interest of 6.5% per annum on average. Investment capital also includes cash waiting for reinvestment in accordance with the investment strategy and which earns only short term deposit rates of interest.

## 6.6 Operational Income Streams from the Waterway Network

In addition to the investment assets, we have inherited the right to income from various uses of the operational network. In total these will generate £45m per annum net contribution in 2013/14 and are explained below.



## 6.7 Boating and Moorings

Boat licence prices increased by 6.4% from April 2012 and in 2013 will rise by inflation plus 2% as already announced by BW. We do not expect there will much growth in licence numbers over the next three years. A key objective within this plan

is to increase online licence renewals to 40% of all licence sales. With direct debit renewals at just under 50% this will leave less than 10% to be processed manually.

We directly manage approximately 13% of all residential/leisure moorings in England and Wales. BWML (see below) manages a further 4%. The moorings market has been hit by the general economic climate, particularly in the midlands area, and little growth in income is forecast over the plan period.

The boating trade (primarily business boats and moorings providers) are mainly small businesses who are experiencing challenging trading conditions in the present economic climate. We will be introducing a new business licensing system and application process in 2013 to improve our management of this activity and improve customer service. We do not envisage that this will change income.

Net income from boat licences, moorings and boating trade agreements averages £21.3m per annum over the plan period on an annualised basis. Boat licences make up 73%, moorings 16% and boating trade agreements 11% of this total.

## 6.8 Utilities

Every pipe, wire and cable that goes over, under or along our waterways produces an income. Water sales and the embryonic wind turbine and micro generation activities also contribute to this income category. We have a small specialist team who negotiate these agreements and much of their focus over the next three years will be to review historical local agreements which might yield further value if revisited. We also plan to receive income from the first launch of micro generation sites.

Over the plan period we will earn £22.9m on average annually from utilities.

## 6.9 The Olympic Games

Income of £2.7m from very large 'super yachts' moorings in Docklands for the duration of the Games is a very tangible benefit from the Olympics. We hope that this might kick start a regular income stream from visiting super yachts in the future, having experienced the service and security we can offer.

## 6.10 BWML

BWML, a wholly owned marinas subsidiary, operates in an open competitive market with other private sector marina operators. The difficult economic conditions have adversely affected prices and occupancy in some of BWML's marinas – particularly Sawley Marina. However, in some other areas of the country occupancy is high and some growth in berthing income is predicted.

A growth area for BWML is in obtaining planning permission for residential berths. The plan forecasts 450 berths obtaining residential planning permission with a resulting increase in income yield.

There are no marina acquisitions in this plan for the next three years. BWML makes a direct income contribution by paying rents/connection and service charges of £750,000 per annum and by distributing its operating surplus, which averages £1.4m per annum over the plan period.

Return on capital falls to 8% in the first year of the plan but is planned to exceed 12% by 2015.

## **7. Delivering on our Charitable Purposes**

- 7.1 The Trust's charitable purposes are set out in our Memorandum and Articles and for convenience are attached at Appendix B. All these purposes rely on a well maintained, open and accessible canal and river network. Therefore we will concentrate our resources on achieving this through direct expenditure, engaging volunteers and working with local authorities and neighbours. Needless to say, the protection and enhancement of the built and natural heritage is integral to everything we do.
- 7.2 This plan provides for expenditure of £0.7m on the Grade II listed warehouse at Sharpness which has been neglected and suffered decay for many years. Although we have allocated the money to keep it wind and water tight, we still cannot find a viable use for it. The plan also allows for a number of important heritage cottages to be repaired and refurbished to bring them up to modern standards. This investment in heritage buildings as opposed to heritage structures is long overdue.
- 7.3 We are proud to manage 65 Sites of Special Scientific Interest together with over 1,000 nature conservation areas. We will continue to protect and wherever we can enhance these important habitats and landscapes. During this plan we will work with our Environmental Advisory Group to create a new system of grading and recording the condition of our environment so that we can properly record and report improvements.
- 7.4 We are keen to help increase the length of inland navigations accessible to the public. During this plan we cannot afford to make any direct financial contribution to the many active restoration and new build schemes around the country. We shall however continue to provide moral and technical support where we can.
- 7.5 We have had a very successful partnership with the IWA for many years promoting our *WOW* brand to youngsters, particularly at festivals and events. We have now rebranded our education initiative as *Explorers* and in addition to the excellent support from IWA at festivals, we now have a growing band of volunteer teachers who are visiting schools and bringing canals and rivers to life in the classroom. We recognise that we can do more for the 10-15 year age group and we will be giving thought to this during the plan.
- 7.6 Through partnership working with local authorities and the private sector, we shall continue to promote waterways as a catalyst for regeneration and social improvement. Existing development proposals at Icknield Port Loop and Brentford are perhaps the two largest projects that will begin to be delivered during this plan but there are many more smaller projects across the network where we are engaging with communities, promoting social enterprise and creating partnerships that are mutually beneficial.
- 7.7 The museums, previously run by The Waterways Trust, will be fully integrated into the Canal & River Trust. They are managed as a separate activity area together with the Anderton Boat Lift and Standedge Tunnel. These museums and attractions provide a direct and effective means of engaging a new generation of visitors and supporters. By growing visitors to these sites and explaining who we are and what we do we can reach people who may never before have thought about a visit to their local waterway. We know that getting people 'up close' to the heritage and traditions

of the waterways can inspire them to explore the many other attractions and benefits of their local waterway and potentially become a volunteer or supporter.

- 7.8 Total income from Museums and Attractions is forecast to be £1.4m per annum on average over the plan. The costs of managing and operating the museums and attractions will exceed the income such that there will be a net application of funds of £3.2m in aggregate over the plan period. The museums are part of our charitable purpose and an important part of the canal heritage and we regard their upkeep and operation no differently than we do the actual waterways themselves.

## **8. Minimising the impact we make on scarce resources**

- 8.1 We have targeted energy, mileage, waste and use of natural resources as areas where we can reduce our carbon footprint.

### *8.2 Energy*

On average we spend £4m per annum on electricity and gas. This represents just less than 27,000 tonnes of CO<sub>2</sub> per annum.

We plan to reduce our carbon emissions by 25% by 2015. We will achieve this by:

- Installing smart meters at all major electricity points to enable accurate and automatic readings of usage
- Continuing to develop annual pumping reports by our Water Resources team to drive more efficient pumping of water
- Implementing investments of £2m to improve efficiency of water pumping that will directly reduce energy use.
- Reducing office space, we expect to save 167 tonnes of CO<sub>2</sub> per annum.

### *8.3 Mileage*

In 2010 our fleet of operational vehicles travelled 6.6 million miles which together with office travel creates a significant CO<sub>2</sub> usage. To contribute to our targeted 25% reduction of CO<sub>2</sub> by 2015, we have already started to:

- Improve video conference facilities at our main offices
- Use a specialist agency to encourage booking of train travel
- Fit speed limiters to all commercial vehicles
- Review our company car policy to encourage less car mileage for business purposes.

### *8.4 Resources*

We use many thousands of tonnes of construction material each year, many of which are 'national resource hungry'. We are developing new sustainable procurement standards and national suppliers that will address these sustainability issues.

### *8.5 Waste*

We generate waste from offices, construction works and customer service facilities. It costs us over £1.5m per annum to dispose of it all.

We are working with staff, contractors and waste disposal contractors to reduce the total amount of waste we produce and increase the amount we recycle.

9. **Establish the Trust as a respected and trusted guardian of our canals and rivers**

- 9.1 The Trust has been established with widespread support from waterway enthusiasts, parliamentarians, local communities and the many other stakeholders who care about our inland waterways. We recognise that expectations are high and we need to rapidly establish the Trust as a responsible, expert, open in all senses and forward looking national organisation with strong local roots and ownership. We have a loyal team of colleagues on the bank and in the office and we want them to feel respected, valued and fully engaged as the Trust evolves in serving and helping everyone to enjoy these wonderful waterways.
- 9.2 We know that over 90% of the population consider waterways to be a national treasure. Over time we hope they will regard the Trust in the same way but we know there is much to do to achieve that respect and reputation within the wider community.
- 9.3 The new governance structure is a great start with a 35 member Council representing the wide range of interest groups who are involved with our waterways, 10 Trustees who draw their experience from all sectors of public life, 13 Partnerships who bring energy and knowledge at a local level and seven expert advisory committees made up of a very impressive list of experts in their particular fields. All these people are already influencing our activities and their impact will grow rapidly over the plan period.
- 9.4 None of these positions are paid but we have allocated sufficient resources to ensure the costs of regular meetings and accommodation can be met. We have also set up a small secretariat to ensure that these important contributors to our work are fully supported and feel informed and engaged with the wider work of the Trust.
- 9.5 We know that we will never have the resources to meet all our stakeholders' expectations. We also know that many expectations are often in conflict with others. We will always have to make difficult decisions, but in doing so we must be well informed and transparent in how and why we made the choices. We will seek to obtain the greatest value out of each pound we spend and always do so with our principal charitable objectives in mind of preserving, protecting and managing the canals and rivers for public benefit.

# APPENDIX A – Financial Summary

## Canal & River Trust

Figures in £k

Business Plan	2012/13	2013/14	2014/15
	July - March	Full Year	Full Year
<b>Incoming Resources</b>			
Generated Funds and Investment Income			
Investment Property	26,046	36,422	37,907
Boating and Moorings	23,438	32,002	32,939
Utilities	17,326	23,791	24,805
Olympic Games	2,728	-	-
Marinas Subsidiary	5,392	7,644	8,142
CRT Share of Joint Ventures Profits	395	397	2,791
Voluntary Income and Fundraising	987	2,384	3,881
<b>Total Generated Funds and Investment Income</b>	<b>76,312</b>	<b>102,641</b>	<b>110,465</b>
Governance	9	12	12
National Teams	629	719	663
<b>Total Governance and National Teams</b>	<b>638</b>	<b>731</b>	<b>675</b>
Defra Funding	29,720	39,371	39,185
Incoming Resources from Charitable Activities			
Waterway Maintenance and Repair	5,753	7,379	7,601
Major Works	1,000	-	-
Enterprise (Third Party Funded Projects)	6,584	9,047	9,977
Museums and Attractions	917	1,447	1,489
<b>Total Incoming Resources from Charitable Activities</b>	<b>14,254</b>	<b>17,874</b>	<b>19,067</b>
<b>Total Income</b>	<b>120,924</b>	<b>160,616</b>	<b>169,392</b>
	2012/13	2013/14	2014/15
	July - March	Full Year	Full Year
<b>Contribution *</b>			
Generated Funds and Investment Income			
Investment Property	20,689	29,739	31,485
Boating and Moorings	17,622	24,509	25,236
Utilities	16,482	22,691	23,723
Olympic Games	1,246	-	-
Marinas Subsidiary	797	1,363	1,654
CRT Share of Joint Ventures CBT	331	321	2,700
Voluntary Income and Fundraising	(488)	(711)	(332)
Net Interest	625	369	(487)
<b>Total Generated Funds and Investment Income</b>	<b>57,304</b>	<b>78,282</b>	<b>83,979</b>
Governance	(549)	(737)	(759)
National Teams	(22,288)	(28,327)	(28,683)
<b>Total Governance and National Teams</b>	<b>(22,837)</b>	<b>(29,064)</b>	<b>(29,443)</b>
Contingency	(2,000)	(2,000)	(2,000)
Pension Deficit Funding	(5,250)	(7,000)	(7,000)
Charity Transition	(24)	-	-
<b>Net Incoming Resources before Defra Funding</b>	<b>27,192</b>	<b>40,218</b>	<b>45,536</b>
Defra Funding	29,720	39,371	39,185
<b>Total Net Incoming Resources</b>	<b>56,912</b>	<b>79,589</b>	<b>84,721</b>
Resources Expended on Charitable Activities			
Waterway Maintenance and Repair	(44,048)	(57,543)	(59,006)
Major Works	(12,279)	(20,034)	(21,743)
Enterprise (Third Party Funded Projects)	(1,206)	(1,732)	(1,788)
Museums and Attractions	(933)	(1,139)	(1,168)
<b>Total Resources Expended on Charitable Activities</b>	<b>(58,466)</b>	<b>(80,448)</b>	<b>(83,705)</b>
<b>Surplus/(Deficit)</b>	<b>(1,554)</b>	<b>(859)</b>	<b>1,016</b>
Gains/(Losses) on Disposal (exc. Joint Ventures)			
Property	1,880	354	8,502
Other	-	-	-
<b>CBT - Capital</b>	<b>1,880</b>	<b>354</b>	<b>8,502</b>
Unrealised Gains/(Losses)	6,633	10,530	49,987
<b>CBT</b>	<b>6,959</b>	<b>10,025</b>	<b>59,505</b>

\* Income net of directly attributable costs

The 2012/13 period is for nine months from 2<sup>nd</sup> July 2012

## **APPENDIX B – Charitable Purposes**

### **The Companies Act 2006**

#### **Company Limited by Guarantee and not having a Share Capital Articles of Association of Canal & River Trust**

## **2. Objects**

The Trust's objects are:

- 2.1 to preserve, protect, operate and manage Inland Waterways for public benefit:
  - 2.1.1 for navigation;
  - 2.1.2 for walking on towpaths; and
  - 2.1.3 for recreation or other leisure-time pursuits of the public in the interest of their health and social welfare;
- 2.2 to protect and conserve for public benefit sites, objects and buildings of archaeological, architectural, engineering or historic interest on, in the vicinity of, or otherwise associated with Inland Waterways;
- 2.3 to further for the public benefit the conservation protection and improvement of the natural environment and landscape of Inland Waterways;
- 2.4 to promote, facilitate, undertake and assist in, for public benefit, the restoration and improvement of Inland Waterways;
- 2.5 to promote and facilitate for public benefit awareness, learning and education about Inland Waterways, their history, development, use, operation and cultural heritage by all appropriate means including the provision of museums;
- 2.6 to promote sustainable development in the vicinity of any Inland Waterway for the benefit of the public, in particular by:
  - 2.6.1 the improvement of the conditions of life in socially and economically disadvantaged communities in such vicinity; and
  - 2.6.2 the promotion of sustainable means of achieving economic growth and regeneration and the prudent use of natural resources; and
- 2.7 to further any purpose which is exclusively charitable under the law of England and Wales connected with Inland Waterways;

provided that in each case where the Trust undertakes work in relation to property which it does not own or hold in trust, any private benefit to the owner of the property is merely incidental.

## APPENDIX C – Year End KPIs – Operating Plan 2012/13

These KPIs have been informed by the Trust's obligations under its Funding Agreement with Defra. In future years we may seek to widen the scope to include other measures which are important to our strategic objectives.

	Plan 2012/13
<b>A) SAFETY</b>	
<b>A.1) <u>Staff Safety</u></b> Definition: <i>Number of staff lost time injuries.</i> Purpose: <i>To ensure a safe place of work.</i>	<30
<b>A.2) <u>Visitor Safety</u></b> Definition: <i>Percentage of accidents to public caused by infrastructure.</i> Purpose: <i>To ensure a safe place to visit.</i>	<10%

<b>B) OPERATIONAL</b>	
<b>B.1) <u>Asset Condition</u></b> Definition: <i>% of assets in D or E grades.</i> Purpose: <i>To measure asset condition and compliance with Defra contract.</i>	< 23% in condition grades D and E
<b>B.2) <u>Towpath Condition</u></b> Definition: <i>% of towpaths in condition grades A-C.</i> Purpose: <i>To monitor condition and comply with Defra grant.</i>	>60% in condition grades A-C
<b>B.3) <u>Flood Control Assets</u></b> Definition: <i>% of designated flood control assets in condition grades D or E.</i> Purpose: <i>To monitor condition and comply with Defra grant.</i>	<4% in condition grades D and E
<b>B.4) <u>Stewardship Score</u></b> Definition: <i>Overall score combining network condition and public benefit scores.</i> Purpose: <i>To measure change year on year.</i>	117
<b>B.5) <u>Compliance with Minimum Safety Standards</u></b> Definition: <i>% of standards met.</i> Purpose: <i>To ensure safe waterways</i>	>95%
<b>B.6) <u>Green Plan</u></b> Definition: <i>Tonnage of CO<sub>2</sub> used through use of electricity, gas and oil.</i> Purpose: <i>Measure progress against Green Plan.</i>	<30,000 tonnes

<b>C)</b>	<b>PARTICIPATION/ ENGAGEMENT</b>	
<b>C.1)</b>	<b><u>Boat Licence Numbers</u></b> <b>Definition:</b> <i>Total number of boats with valid licence.</i> <b>Purpose:</b> <i>To monitor boat numbers.</i>	35,000
<b>C.2)</b>	<b><u>Towpath Visitor Numbers</u></b> <b>Definition:</b> <i>Total number of visitors as measured by Inland Waterway Visitor Survey (IWVS).</i> <b>Purpose:</b> <i>To monitor popularity of the nation's canals and rivers.</i>	>11m
<b>C.3)</b>	<b><u>Part of the Nation's Heritage</u></b> <b>Definition:</b> <i>% of population believing canals are an important part of the nation's heritage measured by IWVS.</i> <b>Purpose:</b> <i>To monitor the Trust's presence in the national psyche.</i>	>90%
<b>C.4)</b>	<b><u>Charitable Cause</u></b> <b>Definition:</b> <i>% of population believing canals and rivers are a charitable cause measured by IWVS.</i> <b>Purpose:</b> <i>To monitor support for the Trust as a charity.</i>	>60%
<b>C.5)</b>	<b><u>Number of Friends</u></b> <b>Definition:</b> <i>Number of signed up Friends.</i> <b>Purpose:</b> <i>To measure success of voluntary giving campaign.</i>	3,000
<b>C.6)</b>	<b><u>Volunteer Numbers</u></b> <b>Definition:</b> <i>Number of volunteer days given to the Trust.</i> <b>Purpose:</b> <i>To measure growth in volunteering.</i>	40,000