

# Our ten year strategy Your guide to the new Operations & Asset



2 Contents

3	Introduction by Richard Parry
4	Our vision and values
5	The Ten Year Strategy: the next steps
6	The Ten Year Strategy: why we need to change
7	The executive team
8	Waterway Partnerships: why are they important?
9	Customer service: what do we mean by this?
10	Operations & asset management
11	Operation & asset management structure chart
12	The Waterways' key responsibilities
13	A typical waterway
14	Asset management & performance
15	Asset management & performance structure chart
16	Asset delivery
17	Asset delivery structure chart
18	Programme & project management
19	Programme & project management structure chart
20	Integrated delivery
21	Integrated delivery structure chart
22	Operational contracts
23	Operational contracts structure chart
24	CRT direct services
25	CRT direct services structure chart
25	Map of administrative areas

There are links to more information and detailed structure charts throughout this booklet

### **Introduction by Richard Parry**





As we look back on the Trust's short history, we have many achievements to be proud of – from the growth in volunteering and community involvement, to the new funding opportunities and local partnerships we have formed. After two years, we also recognise how much further there is to go to realise our vision and fulfil our potential.

The structural changes that we're making to the organisation, creating the new Operations & Asset Management directorate as described in detail in this booklet, will enable us to respond more effectively to the opportunities ahead of us – to deliver better customer service, greater public and local community benefits, to operate more efficiently and, hence, ensure the long term health of the waterways in our care.

To achieve our vision that 'living waterways transform places and enrich lives' we must first manage the waterways safely and deliver our maintenance and repair work. This new structure will enable us to deliver more work and get more done, building upon the many good things we're already doing today to increase our capacity and capability.

These changes to the structure are not, of course, the only changes that we need to make. Our success in the future requires us all to change how we do things, to engage with all those who use, visit, or live alongside our waterways in a different way and to make customers, beneficiaries and community involvement central to how we all operate. Our new strategy reflects our wider objectives as a charity, with its emphasis on people, places and prosperity, and we must all now face outward to realise these benefits. Rejuvenated canals and rivers transform the social and economic opportunities of the area around them and our vision is to deliver this transformation in more places, touching and enriching the lives of more people.

For many of you I appreciate that with this change comes a new role, a new line manager or being part of a new team. I urge you to embrace the changes positively and we will do our best to ensure that the transition is as well executed as possible over the next few months. You will each play a critical role in making these changes a success.

November 2014

Our vision and values

4

Our vision sets out our ambition for the future. It's there to guide and inspire us. It helps us to understand what our common goal is and how we can all help to achieve it. It also helps others to know what we stand for, what we believe in and where we want to get to.

Living waterways: we make sure our waterways are repaired and in a safe condition, but we also want them to be vibrant and at the centre of communities – alive with people, boats, wildlife and activity.

Transform places: canals can define the character and personality of a village or town, something that explains its history and makes it special today

Enrich lives: waterways provide a unique environment and special places to visit – for recreation, relaxation and wellbeing. They make people's lives better.

# Living waterways transform places and enrich lives

# Our values

Our Values set out the sort of organisation we want the Trust to be; how we do things and how we engage with others. They guide our thinking, behaviour and decision making. We need to make them central to the way we work if we are to achieve our vision.











We want to engage with all the people who have a part to play in the waterways. We need to show that we care; to be open in our communications; to promote local ideas and support local communities; and that we offer genuine involvement in our work. And, of course, underpinning all of this we strive for excellence in everything we do.

Our ten year strategy

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Our ten year strategy provides a long timescale to achieve our ambitious goal to make a difference to the waterways and the communities around us and improve the lives of everyone that uses and enjoys them. We will be negotiating our next funding settlement with government in ten years, so it's an important target.



Each of our goals - waterways, places, prosperity, people, influence and resources - has five objectives which you can find on Gateway.

Different teams will deliver certain objectives, but everyone in the Trust has a responsibility to make sure their actions support the objectives.

- We will continue to look after our waterways so that they are available for everyone to use and enjoy
- We will involve others in helping us care for them, to support local priorities and connect with people
- The Trust will become more customer and community focussed
- To do all of this, we need to be a strategy-led organisation and develop our plans and personal targets to meet our strategic goals

### 7

#### We need to:

- be a customer and community focussed organisation and be more effective and productive
- grow local engagement through the Waterway Partnerships and other local stakeholders

### To achieve this we will:

- re-focus the waterways and waterway managers on day-to-day customer service and community engagement
- bring together our waterway engineering, technical, contract and construction expertise in a new asset delivery function that will provide significant improvements in efficiencies, capacity and capability

### **Richard Parry**

Chief executive

01908 351810 | DD 1002 07825 244843

### **Vince Moran**

Operations & asset management director 01908 351805 | DD 1005

The executive team

07710 175371

### **Philip Ridal**

Finance director

01908 351006 | DD 1006 07917 688446

### **Stuart Mills**

Property director

01908 351804 | DD 1004 07850 631560

### **Simon Salem**

Marketing & fundraising director

01908 351807 | DD 1004 07710 175450

### **Jackie Lewis**

General counsel

01908 351815 | DD 1015 07810 794484

### **Heather Clarke**

Head of strategy & planning

07801 079856

# Nigel Cadman

Head of HR

0113 236 6333 | DD 6133 07824 473207

### **TO BE APPOINTED**

Head of customer services

Interim: **Dean Davies** 01827 252001 | DD 3301

07885 108308

### Roger Hanbury

Head of governance services

01452 318542 | 07711 796401

### **Keith Labbett**

Head of audit

01908 351818 | DD 1018 | 07711 796413

# 8 Waterway Partnerships - why are they important?

A key strand of our strategy is to get closer to our communities and customers, understand their needs better and so improve the lives of everyone that uses and enjoys our waterways. If we engage with people they are more likely to become supporters through adoptions, volunteering or as Friends.

At the Trust's launch our Waterway Partnerships were formed to help us make our first steps on that journey. Since then, they have become our local voice, championing our work in communities. They have developed local action plans that support our strategy and, with this network of ambassadors, we have the potential to reach more people.

The Trust needs to maximise its funding. What we do – maintaining and improving our waterways – is in line with many of the priorities of public funding, such as improving health and wellbeing. Our partnerships have members who are well connected and they support us in our important relationships with local authorities, businesses, enterprise partnerships and others. We already have many examples where our Waterway Partnerships have helped us get more resources for our canals and rivers.

So the Waterway Partnerships are a key element of delivering our strategy to make a difference to the waterways and the communities around us. Take a moment to find out more about what they do by looking at the strategic plans on our website. If you can, go to one of their meetings, but if you do, you'll probably come away with something to do!

### Customer service - what do we mean by this?

It is clear that both employees and customers care deeply about the canals and rivers of England & Wales. That has to be a good start.

There are many examples of our people delivering excellent customer service. However we could do better. But why do we want to deliver good customer service?

- 1. To meet our customers' expectations. Many of them pay us a lot of money to boat, work or live alongside our waterways. They expect and feel entitled to good service in return.
- 2. Enjoyable customer experiences are key to generating and sustaining the public's support and recognition of the value we bring.
- 3. Excellent customer service can also bring benefits to us. We shouldn't underestimate the job satisfaction that resolving a customer's problem can give us. Good customer service now will save us time later think how long it takes to resolve a complaint.

We won't always get it right and it will take time and hard work get to where we want to be, even though we are not starting from a bad place. Good customer service is everyone's responsibility, so make sure you play your part:

- Listen to what customers are saying. Don't get defensive if they are critical customers are entitled to an opinion too
- Take responsibility for getting an answer to their question don't just pass them to someone else
- Be helpful and courteous and try to deal with their question as quickly as possible
- Talk to customers when you're out and about and get their feedback and views
- We can't do everything, so explain that, and don't make promises you can't keep
- Think about how you can help your colleagues too and try to understand each other's priorities a little better

It's all pretty obvious common sense stuff but it will make a difference. Demonstrate our values (see page 4) and you're a long way down the road to good customer service.

9

# A message from Vince Moran



Vince Moran

The Operations & Asset Management teams have a vital part to play in helping us achieve the Trust's strategic objectives. The wide ranging targets for the various teams can be summarised in three priorities:

- Working safely in all we do
- Striving for increased efficiency and productivity
  - Delivering more and better customer service and community engagement

Our new structure is and condesigned to help us togeth achieve these three the way priorities by focussing on improved planning, who had clearer accountabilities and, most importantly, and to greater integration in the response.

way Trust staff, volunteers

and contractors work together for the benefit of the waterways.

Thank you to everyone who has worked hard to bring the changes together and to all who have responded so positively when the changes were

proposed.

I am confident that the teams we are creating will quickly start to make a real difference and the benefits for all will be clear over the next few months.

# Operations & asset management

# Vince Moran Operations & asset management director

Tony Stammers
Head of health
& safety
01908 302636

01908 302636 DD 3735 07917 435317 George Ballinger
Head of asset
management &
performance
01772 725511
07711 796294

Simon Bamford Head of asset delivery 07796 610512 Waterway managers

**Chantelle Seaborn** North West 01942 405746 | 07826 378908

Jon Horsfall North East 0113 2816870 | 07768 302146

Wendy Capelle North Wales & Borders 01606 723812 | 07879 884850

**David Baldacchino** Manchester & Pennines

01782 79919 | DD 4219 | 07979 421503

**Darren Green** Central Shires 07884 238642

**Sean McGinley** East Midlands 01636 675757 | DD 4357 | 07919 327310

lan Lane West Midlands (acting) 01827 252054 | 07795 027360

Nick Worthington South Wales & Severn 01452 318002 | DD 3306 | 07808 633299

Nick Worthington Kennet & Avon (acting) 01452 318002 | DD 3306 | 07808 633299

Neil Owen South East (acting) 01908 302575 | DD 3775 | 07824 623812

Jon Guest London 0207 517 5551 | DD 2501 | 07711 796370 The waterways will call upon resources from the national teams to support the delivery of customer service and their local priorities

A key strategic goal is for the Trust to become more customer focussed, providing an excellent customer experience. To be truly successful, customer service has to be everyone's responsibility.

Waterways will be the operator of the network – nothing should happen on the waterway without their knowledge.

The waterways need to make sure that day to day the canals and rivers they operate are available to our customers and are safe for them to use. If that network is unavailable or is unsafe then they need to do something about it – and shout loudly until it's fixed.

We need to be ambitious in our targets and goals for improving customer service but recognise we are all on a journey which will take time to complete.

### Our waterway teams will:

- Engage with local customers and communities to understand their needs and priorities
- Provide excellent customer service to our users and ensure we offer an attractive and rewarding visitor experience
- Support the Waterway Partnerships to deliver wider benefits
- Increase the scale, scope and satisfaction of volunteers
- Promote and increase community involvement and adoptions
- Actively manage local customer and stakeholder relationships
- Provide an effective emergency/reactive response, making any faults safe
- Undertake routine customer operation activities/planned preventative maintenance

### Recruitment and selection of volunteers Celebrating and Identify and grow new development co-ordinator promoting volunteer Converting national Volunteer strategy into local Corporate leads action plans engagement Customer relations and Volunteer management (eg adoption schemes) Community engagement development Stakeholder and local society relations Support to Waterway Local marketing and Waterway manager manager promotion Waterway **Customer support** Volunteer management (eg front of house and General administration **Customer information** Social media/website Stoppage information co-ordinator **Event co-ordination** enquiries PPM and small scale high priority notifications Volunteer management Operation of structures emergency response **Customer service Customer service** operations Customer manager supervisors teams Water control Reaction and

A typical waterway

### **Asset management & performance**



Our waterway assets include the buildings, engineering structures, fixed equipment, water resources, natural habitats (designated sites, trees, hedgerows, grasslands) and historical sites and objects that make up the landscape of our waterways and reservoirs.

George Ballinger

The asset management & performance team will be responsible for developing integrated asset management strategies which will be developed in line with the Trust's overarching strategy. They will focus on asset condition and the understanding

and monitoring of asset performance. As most of our assets are around 200 years old, we need not only to understand their condition but also assess how they are performing under modern day use.

The team will manage risk and understand the

consequence of an asset failing, identifying works and improvements that we need to carry out.

This team includes many of our technical experts who will provide advice and support to all colleagues throughout the Trust.

### **George Ballinger**

Head of asset management & performance 01772 725511 | 07711 796294

### **Graham Holland**

National asset strategy manager 0113 200 5706 | DD 6206 07860 496758

### Sally Boddy

Regional engineer NWB / MP 01827 252042 | 07710 175220

Principal engineers: Mark Durham, Lee Bradley, Ian Pankhurst

### **David Crane**

Regional engineer NW / NE / EM 0113 281 6888 | DD 4888 07711 651446

Principal engineers: Alexander Holt, Fran Littlewood, Charlotte Burnett-Wood, Rod Howe

#### **Peter Walker**

Regional engineer LO / SE / KA 07733 124609

Principal engineers: Daniel Ritsema (acting), Tony Sims, Richard Baker

### **John Ward**

Regional engineer SWS / WM / CS 01926 622743 | 07919 521426

Principal engineers: Richard Leigh, David Fern, John York, Howard Wilcox, Hayley Harper, Des Harris, Ian Lane (on secondment)

#### **Peter Birch**

National environment manager 01606 723839 | DD 4139 07860 737763

### **Adam Comerford**

National hydrology manager 01926 626142 | DD 3042 07810 856554

### **Nick Crosby**

National M&E manager 0113 200 5714 | DD 6214 07919 521439

### **Nigel Crowe**

National heritage manager 01908 681274 | DD 3011 07717 175026

### **Nigel Joyce**

Operational buildings manager 01827 252064 | DD 3364 07710 175113

### **Darren Parkinson**

National SCADA/ICA manager 01926 626129 07889 164699

**Asset delivery** 16

# **Asset delivery**



Simon Bamford

Asset delivery means:

- · Effective programme, project and work planning
- · Identifying and developing solutions and works plans for lock gate manufacture, waterway maintenance, M&E and construction
- · Delivering maintenance and repair programmes through our own people, volunteers and contractors

The key focus for this team is to plan and deliver the works that have been defined and prioritised by asset management & performance and the new waterway customer service teams.

**Asset delivery** 17

### **Simon Bamford** Head of asset delivery 07796 610512

### **Richard Longton**

Programme & project manager 01942 405742 | DD 4542 07887 545365

### **Kevin Kirkland**

Integrated delivery team manager 01926 622710

078080633296

### **Mark Stephens** Work development manager

07803 886106

### **Dean Davies**

**CRT** direct services manager 07885 108308

### **Daniel Greenhalgh**

Operational contracts manager 01942 405700 | DD 4564 07920 010076



This team will be responsible for programme and project management, work planning and scheduling – from 3-year work programmes through to daily work schedules. They will bring together our works planners and project managers and develop a fully integrated programme of work (bringing current GWP and major works budgets together).

**Richard Longton** 

Project management will provide project and programme management resource to all significant projects – not just construction. All colleagues who need project or programme management support to help with their projects should contact us.

### **Richard Longton**

Programme & project manager 01942 405742 | DD 4542

07887 545365

### Mick Black Programme manager

01452 318037 | DD 3634 07710 175168

### Neil Rice Data analyst

01606 723836 | DD 4136 07887 545370

# Simon McGarraghy Programme manager efficiencies

01942 405700 | 07920 532146

# Antonia Zotali Project team manager SE / LO / KA

020 7985 7278 07711 796341

### **Simon Hughes**

Project team manager SWS / WM / CS

> 01926 622739 07710 175490

### Clive Mitchell

Project team manager NWB / MP

01606 723815 | DD 4225 07917 634805

# Steven Garcia-Vazquez Project team manager

NE / NW / EM 0113 281 6857 | DD 4857 07713 332934

### 20

### Integrated delivery team



**Kevin Kirkland** 

Responsible for the development, design and construction of solutions for works including our lock gate replacement programme, high priority notifications, enterprise funded work and large projects.

The team will work closely with, and be supported by, colleagues in asset management & performance and procurement. Integrated delivery will manage our two main framework contracts:

- National engineering and construction (Kier)
- National dredging contract (Land & Water)

### **Integrated delivery team**

### 21

### **Kevin Kirkland**

Integrated delivery team manager 01926 622710 | 07808 633296

### Mike Spears

Estimating & cost manager 01926 622730 | 07710 691378

### **Steven Hayes**

Framework contract manager 01772 297834 | DD 4561 07748 658036

### **Ian Marmont**

Framework contract manager 0121 323 1700 | 07711 796355

#### Jane Marriot

Framework contract manager 01908 302563 | DD 3763 07766 774715

### **Mark Stephens**

Work development manager

07803 886106

### Les Clarke

Principal engineer - technical solutions
0113 200 5741 | DD 6241

07884 238631

### **David Windsor**

Principal engineer 07717 545706

### **Andy Nicholls**

Principal engineer 07795 337600

# Phil Adshead Principal engineer

07710 733353

### Fred Hartley

Principal engineer 07711 176434

### **Richard Wylie**

Principal engineer 07801 049830

### John Ackroyd

Principal engineer 07887 545364

### 22

# **Operational contracts**



Operational contracts will focus on contract management and the delivery of maintenance, repair and renewal works by contractors to provide the best value and deliver the Trust's strategic objectives.

**Daniel Greenhalgh** 

The types of contracts managed by this team are:

- National vegetation and environmental services (NVES)
- · National waste
- Water automation and monitoring maintenance (WAMM)
- Mechanical, electrical, instrumentation controls, automation (MEICA)
- Property maintenance term contract (PMTC)
- Small tool hire

## **Operational contracts**

23

### **Daniel Greenhalgh**

Operational contracts manager

01942 405700 | DD 4564 07920 010076

### **Richard Rowles**

Framework contract manager

01452 318020 | DD 4564 | 07789 178505

# To be appointed Framework contract manager

### **Kevin Tyson**

Contract delivery manager NE/NW 01452 318020 | DD 4564 | 07789 178505

# Jon Telford

Contract delivery manager MP/NWB 07710 175174

### Richard Walker

Contract delivery manager CS/EM

01636 675753 | 07702 528480

### Richard Harrison

Contract delivery manager KA/LO

01380 737905 | DD 3605 | 07920 790694

### **Nick Leech**

**Contract delivery manager WM/SWS** 

01827 252029 | 07920 810352

# Dan Barnett Contract delivery manager SE

01908 302543 | DD 3743 | 07710 175097

24 CRT direct services



**Dean Davies** 

This team will bring together our construction, M&E maintenance and repair and lock gate production skills, techniques and expertise to optimise quality, productivity and best practice. It will consist of the construction and M&E teams (currently in the waterways) and our Stanley Ferry and Bradley workshops.

Think of them as our in-house construction company that will have the skills and expertise that are specific to the work we carry out.

### CRT direct services 25

### **Dean Davies**

CRT direct services manager

01827 252001 | DD 3301 07885 108308

### **Stuart Gadsby**

Construction manager NW / NE / EM

01636 675774 | DD 4372 | 07795 235274

### **Janet Tynan**

Workshops manager

0113 200 5721 | 07786 337464

### **Ged King**

Construction manager NWB / MP

### **Helen Sime**

M&E delivery manager 01908 302567 | DD 3767

07876 035433

### **Simon Turner**

Construction manager CS / WM / SWS

01827 252081 | DD 3381 | 07710 175249

### To be appointed

Construction manager SE / LO / KA

