



Canal &
River Trust

Our ten year strategy

Your guide to the new Operations & Asset
Management structure

November 2014 (Updated September 2015)

Living waterways
transform places
and enrich lives

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



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 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.



Caring



Open



Local



Involvement



Excellence

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 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.

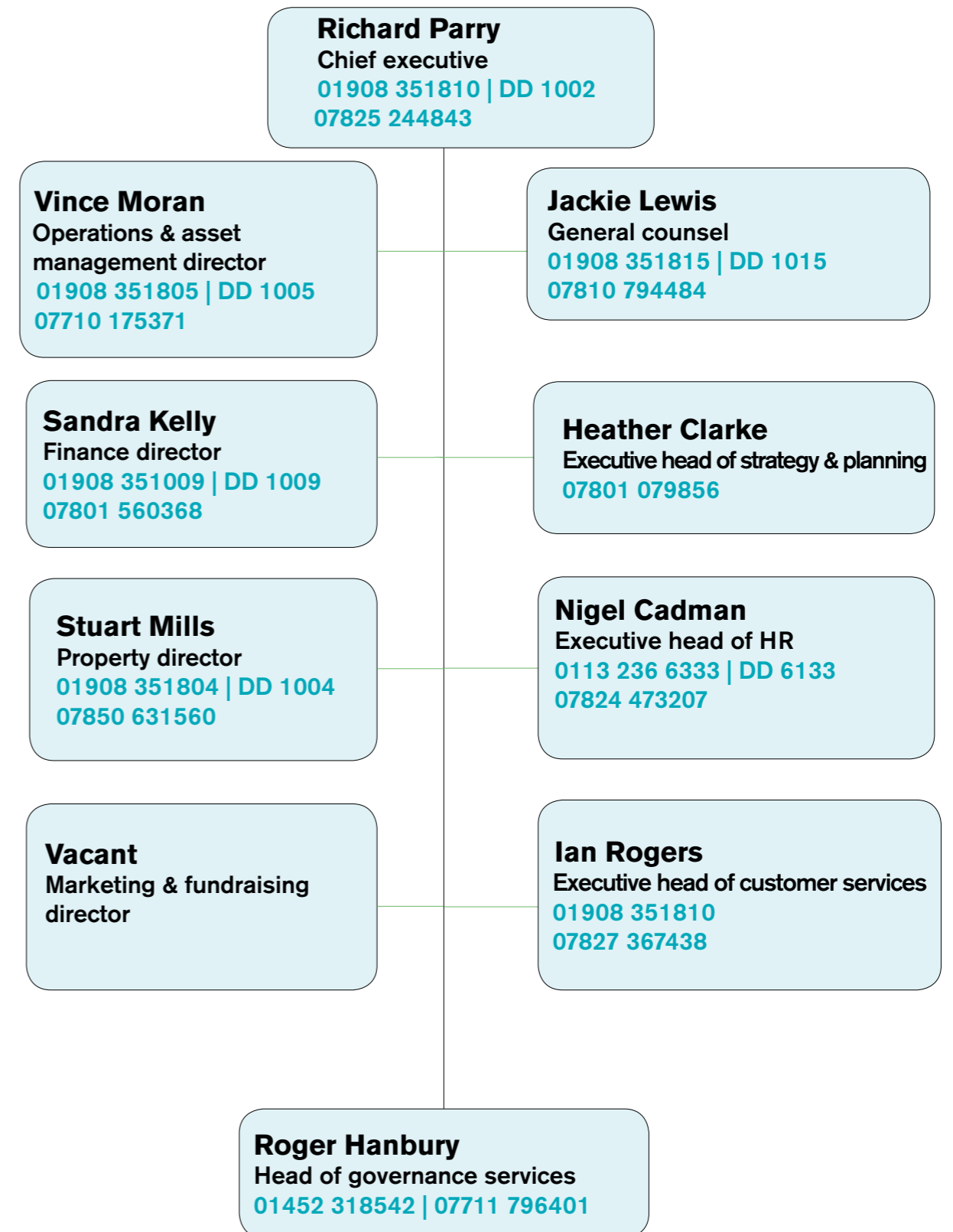
- We will continue to look after our waterways so that they are **available for everyone** to use and enjoy
- We will involve others in helping us care for them, to **support local priorities** and connect with people
- The Trust will become more **customer and community focussed**
- To do all of this,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

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



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!

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.

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

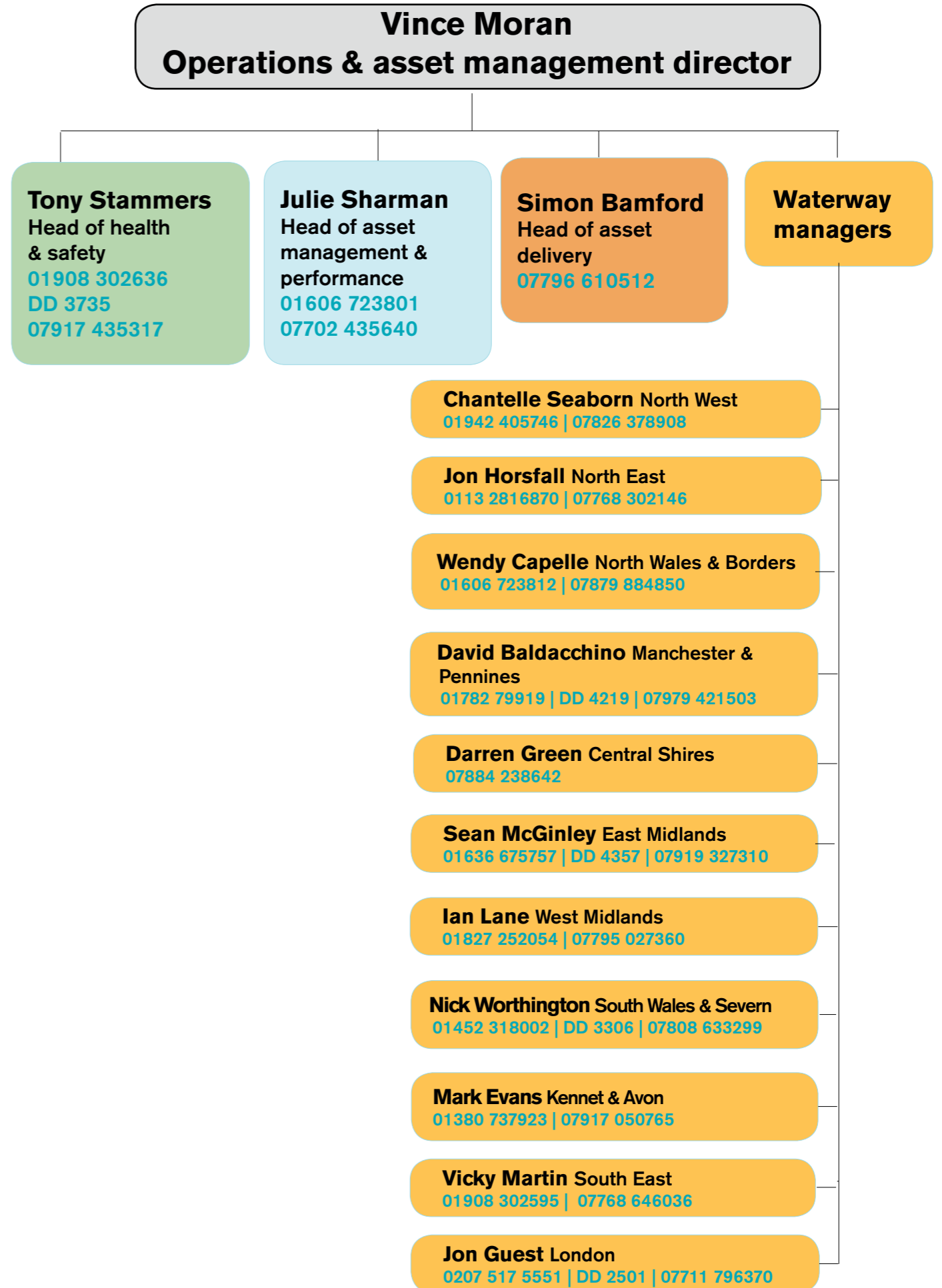
Our new structure is designed to help us achieve these three priorities by focussing on improved planning, clearer accountabilities and, most importantly, greater integration in the way Trust staff, volunteers

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.



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.

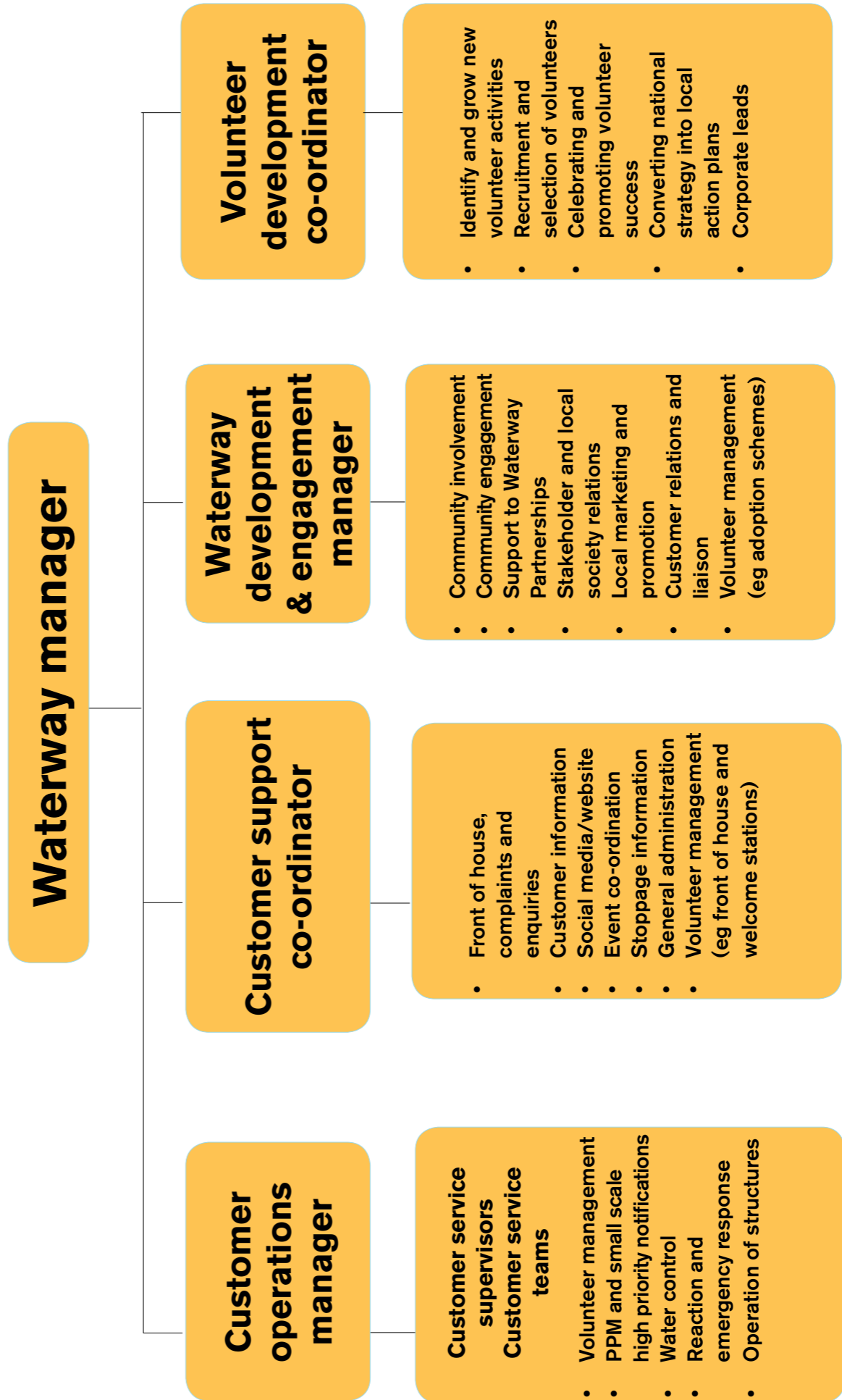
The waterways need to make sure that day to day the canals and rivers they operate are available to our customers and are

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





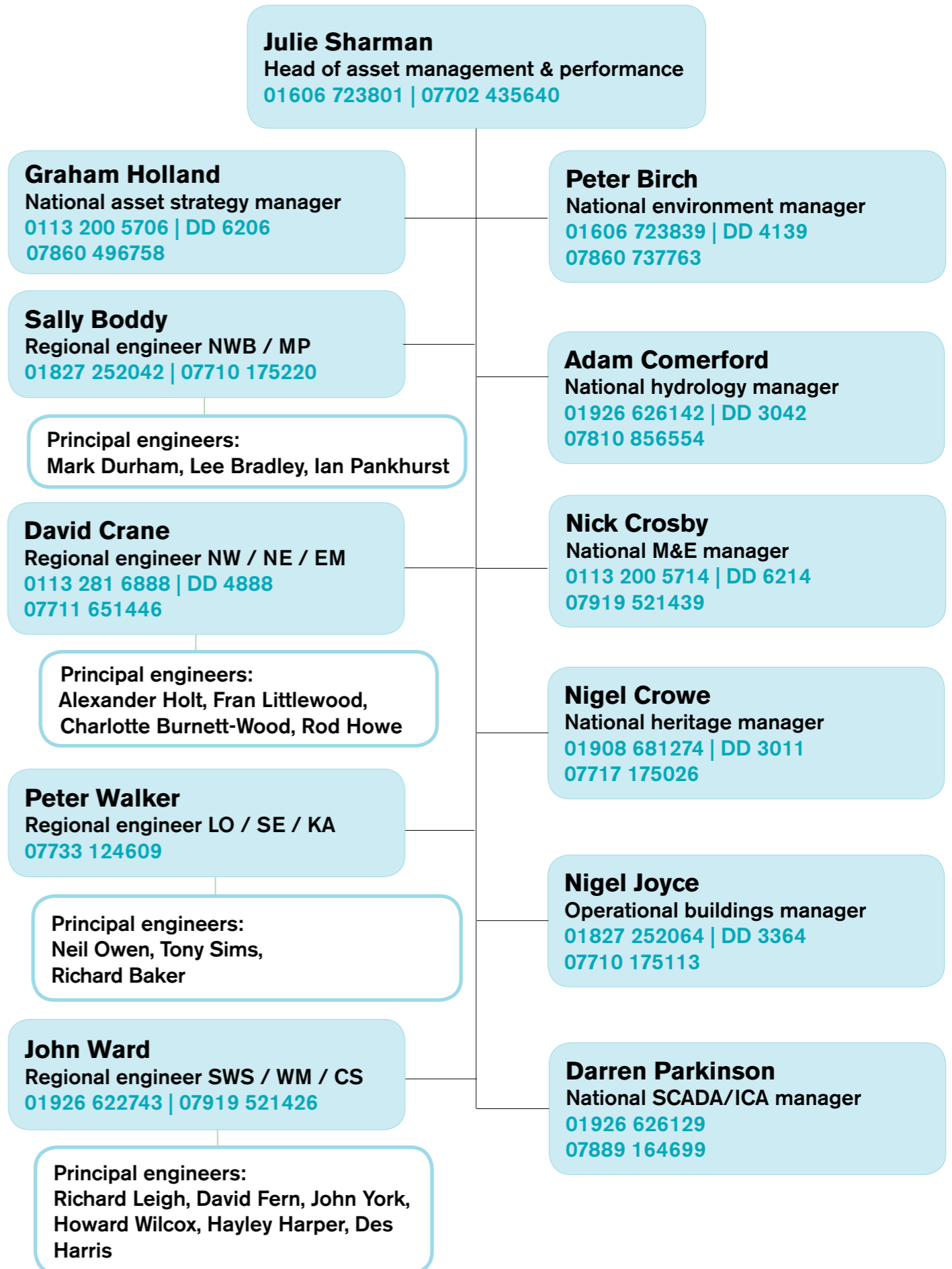
Julie Sharman

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.

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.



Asset delivery

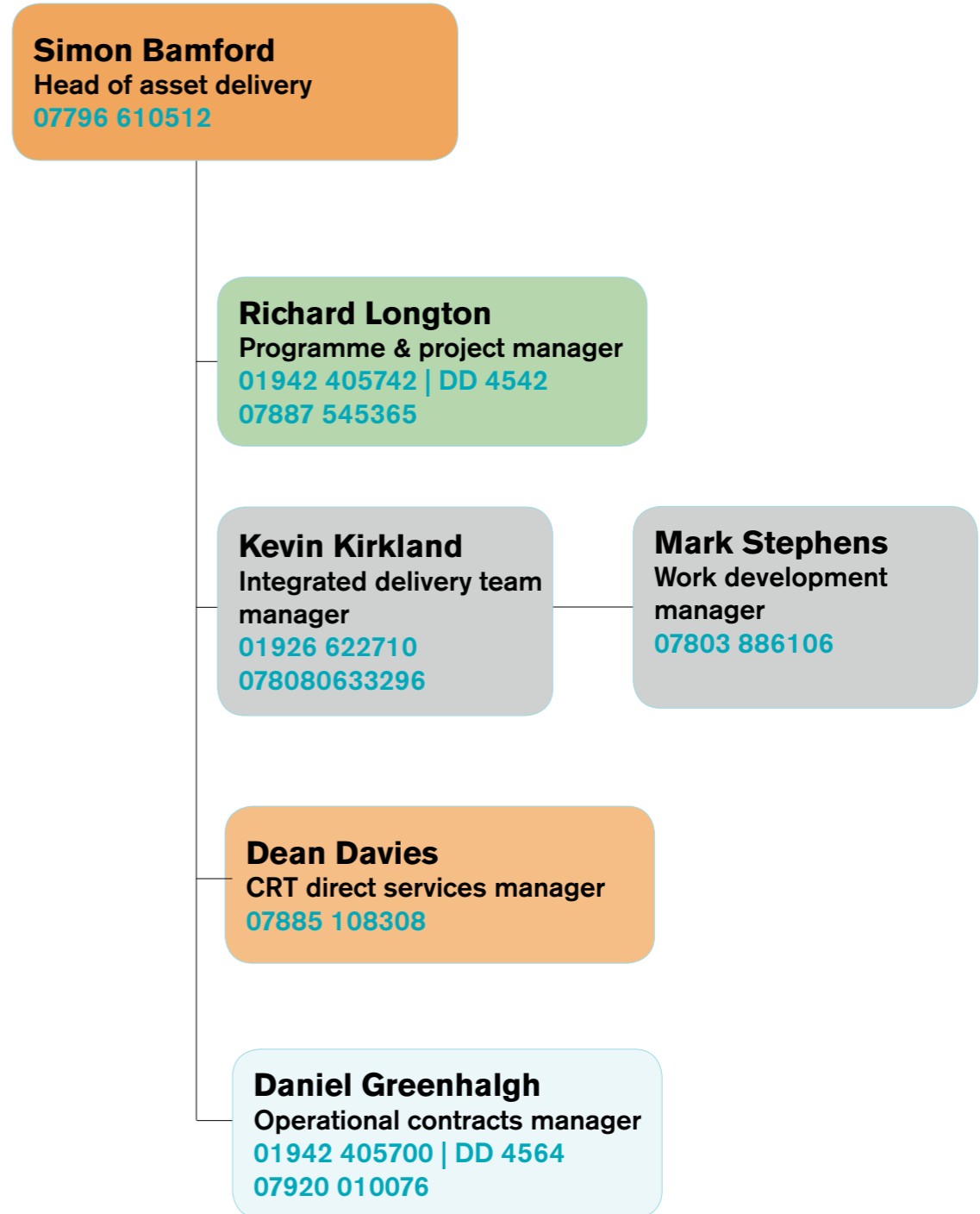


Simon Bamford

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.



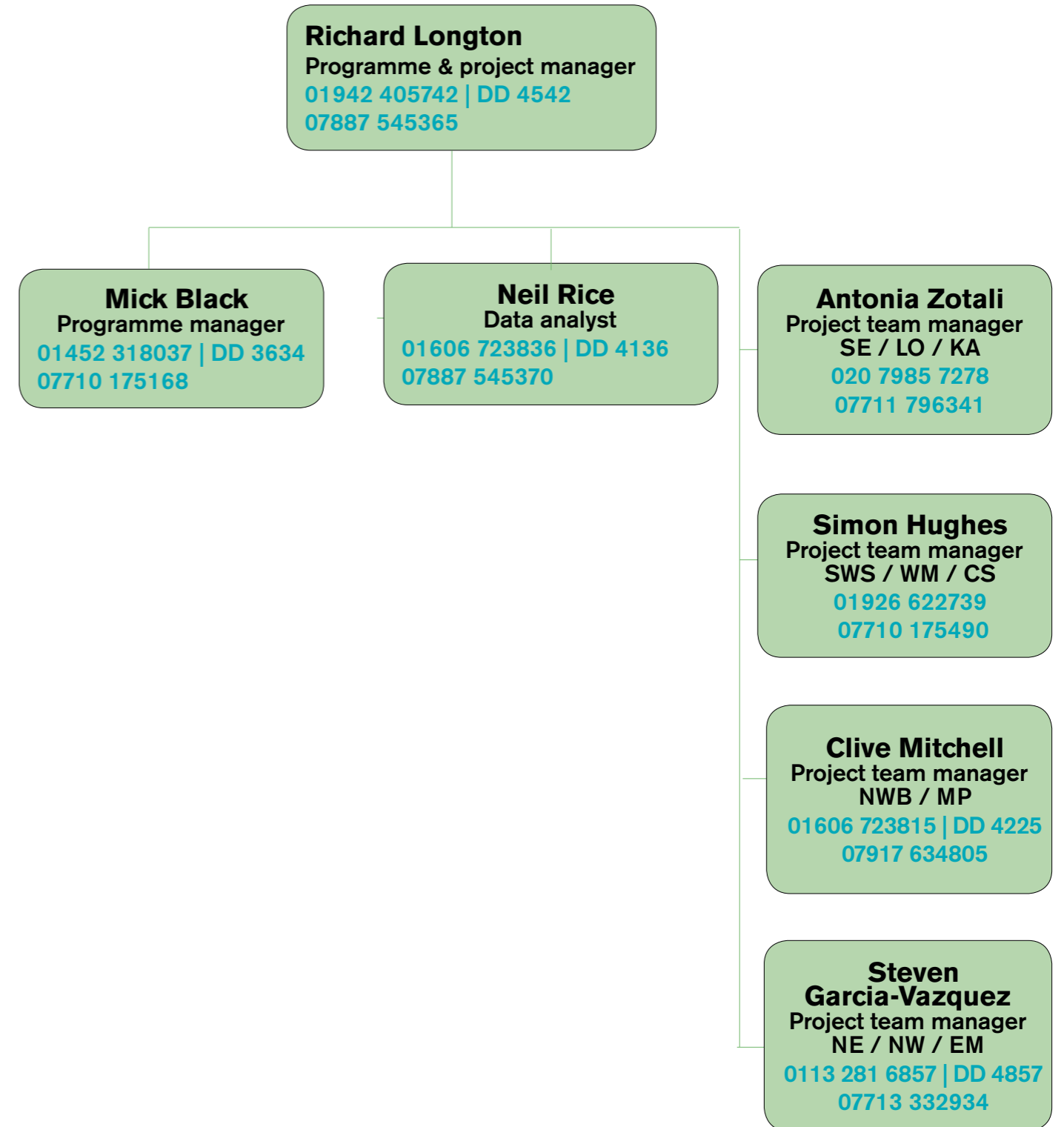


Richard Longton

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).

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.



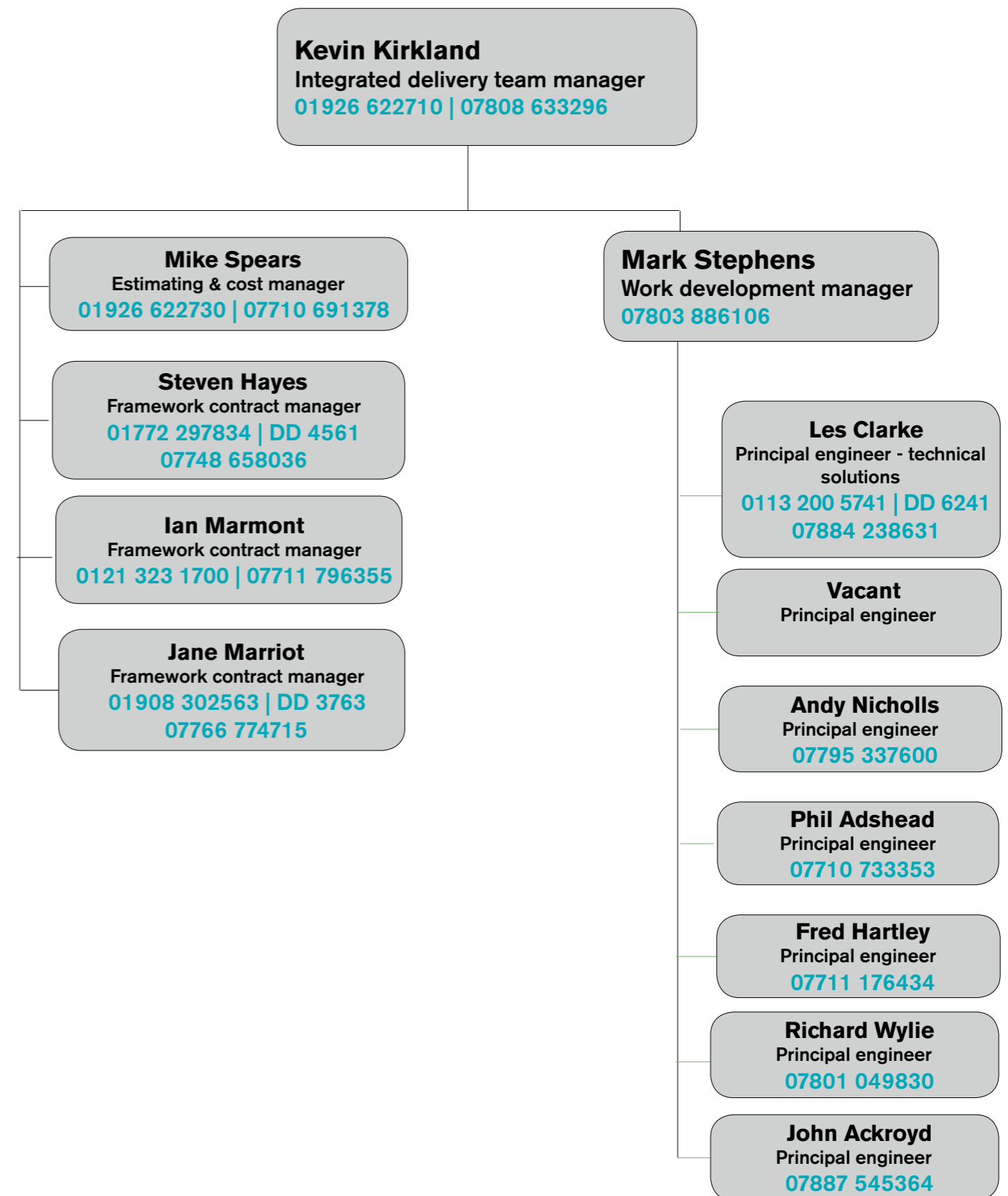


Kevin Kirkland

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)**



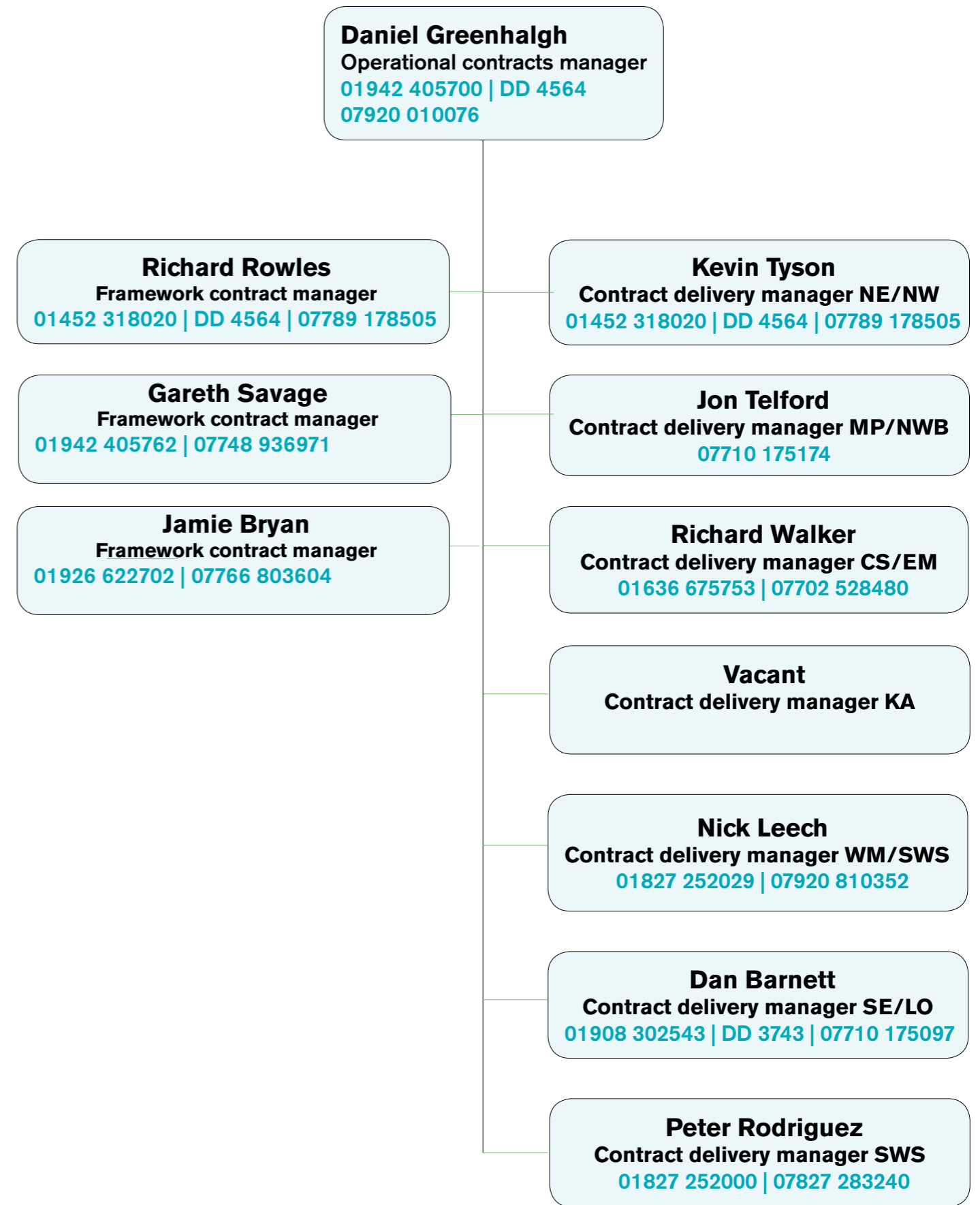


Daniel Greenhalgh

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.

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 (PMTTC)
- Small tool hire

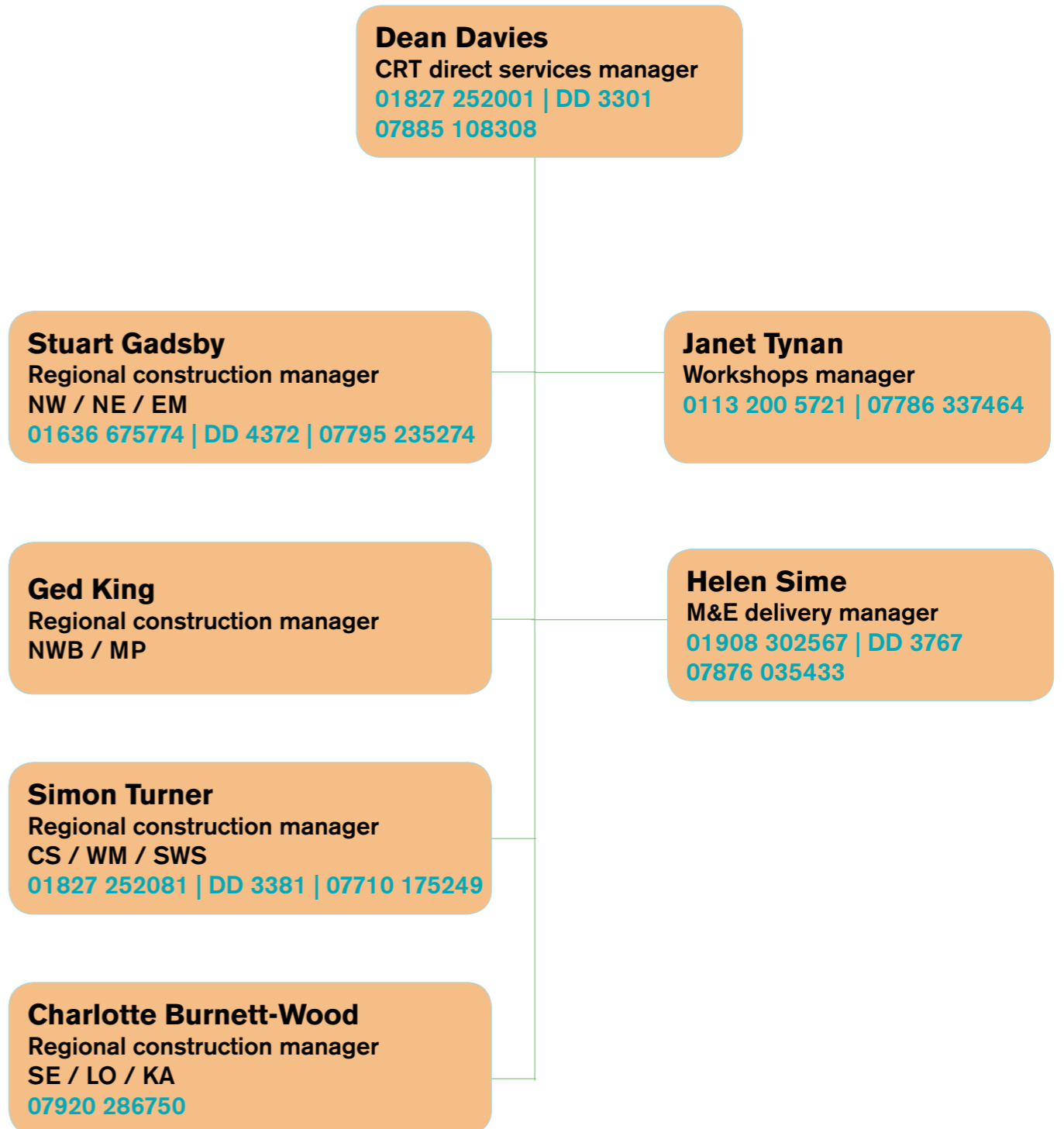




Dean Davies

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.

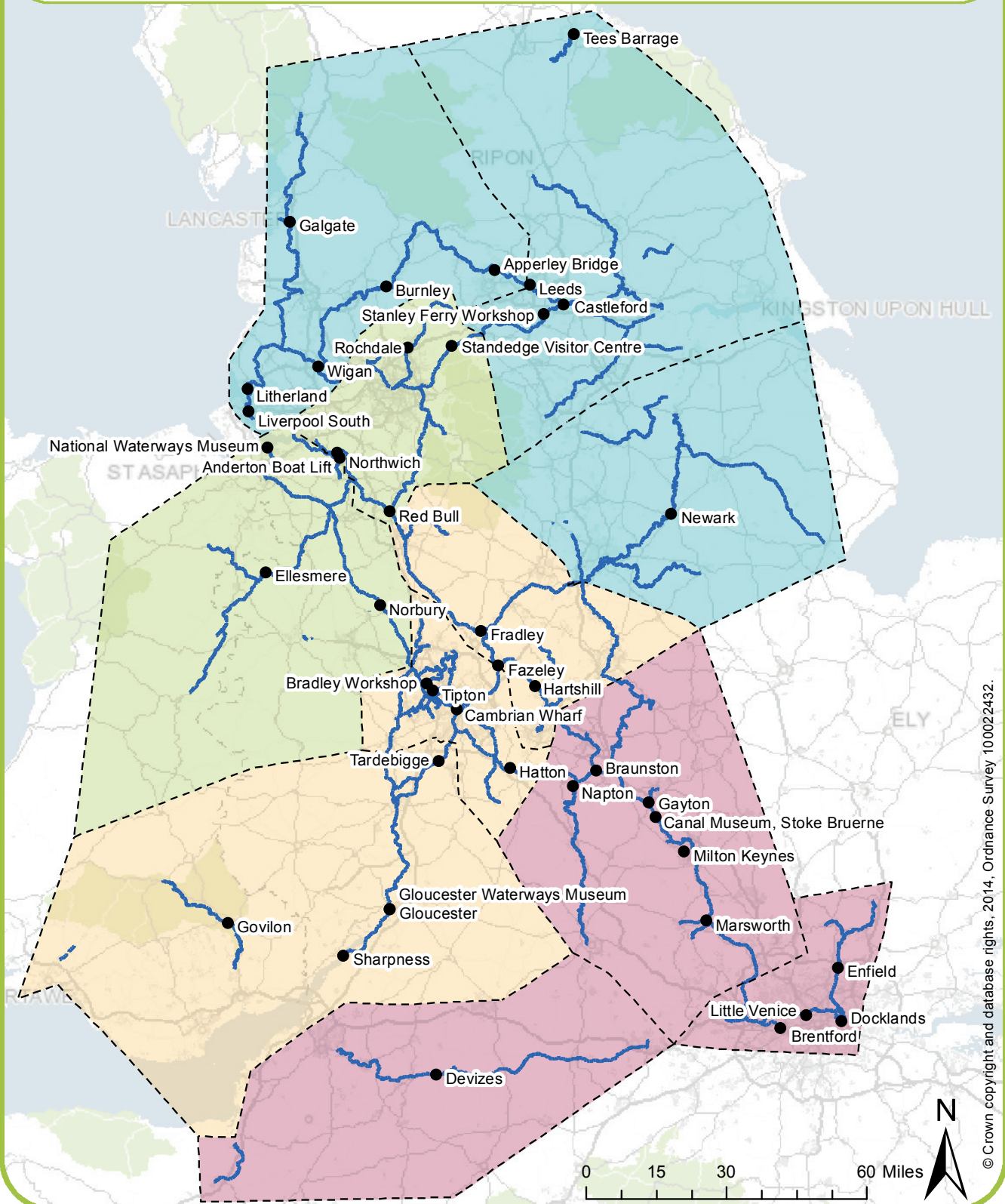




Canal & River Trust

Administrative Areas

- North Wales & Borders and Manchester & Pennine Waterways
- North East, North West and East Midlands Waterways
- South Wales & Severn, West Midlands and Central Shires Waterways
- Kennet & Avon, South East and London Waterways
- Canal & River Trust Offices
- Waterway Boundaries
- Waterways



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