



Canal &  
River Trust

**10<sup>th</sup> Meeting of the Canal & River Trust  
Council  
Museum of Liverpool  
March 8 2016**

**WELCOME**

Living waterways transform places and enrich lives



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# **10<sup>th</sup> Meeting of the Canal & River Trust Council**

**Allan Leighton  
Chair**

Living waterways transform places and enrich lives



# Agenda

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- 1115** **Welcome**, Introductions and Apologies – *Allan Leighton, Chair*  
**Notes of 9th meeting**, matters arising  
**Appointments Committee Report** – Lynne Berry  
**Introduction to the Canal & River Trust Update** – Richard Parry

**1300- 1345** **LUNCH**

- Flooding Update – Impact and Response** – Julie Sharman  
**Financial Review + Business Plan 2016/17** – Sandra Kelly

**1445 1510** **TEA**

- Fundraising Overview/Update** – Sophie Castell

**Q&A**

Matters of interest to the Council - Members

**Future Agenda Topics**

- 1615** **Close of Meeting**



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**Lynne Berry**  
**Chair**  
**Appointments Committee**

Living waterways transform places and enrich lives



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# **10<sup>th</sup> Meeting of the Canal & River Trust Council**

**Richard Parry  
Chief Executive**

Living waterways transform places and enrich lives

# Update to Council meeting

8 March 2016

Richard Parry  
Chief Executive





# Canal & River Trust

The Canal & River Trust was formed in July 2012:

- to protect, manage and improve the nation's canals and river navigations for the millions who enjoy them
- transfer of waterways and associated public assets (and people) to third sector – largest ever
- 15 year contract / grant agreement with Government
- New Governance – Trustees, Council, Partnerships – to promote broad involvement and accountability



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# Government contract

# Contract with Government



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Achieve Target For Three Key Measures - Currently significantly ahead on all three:

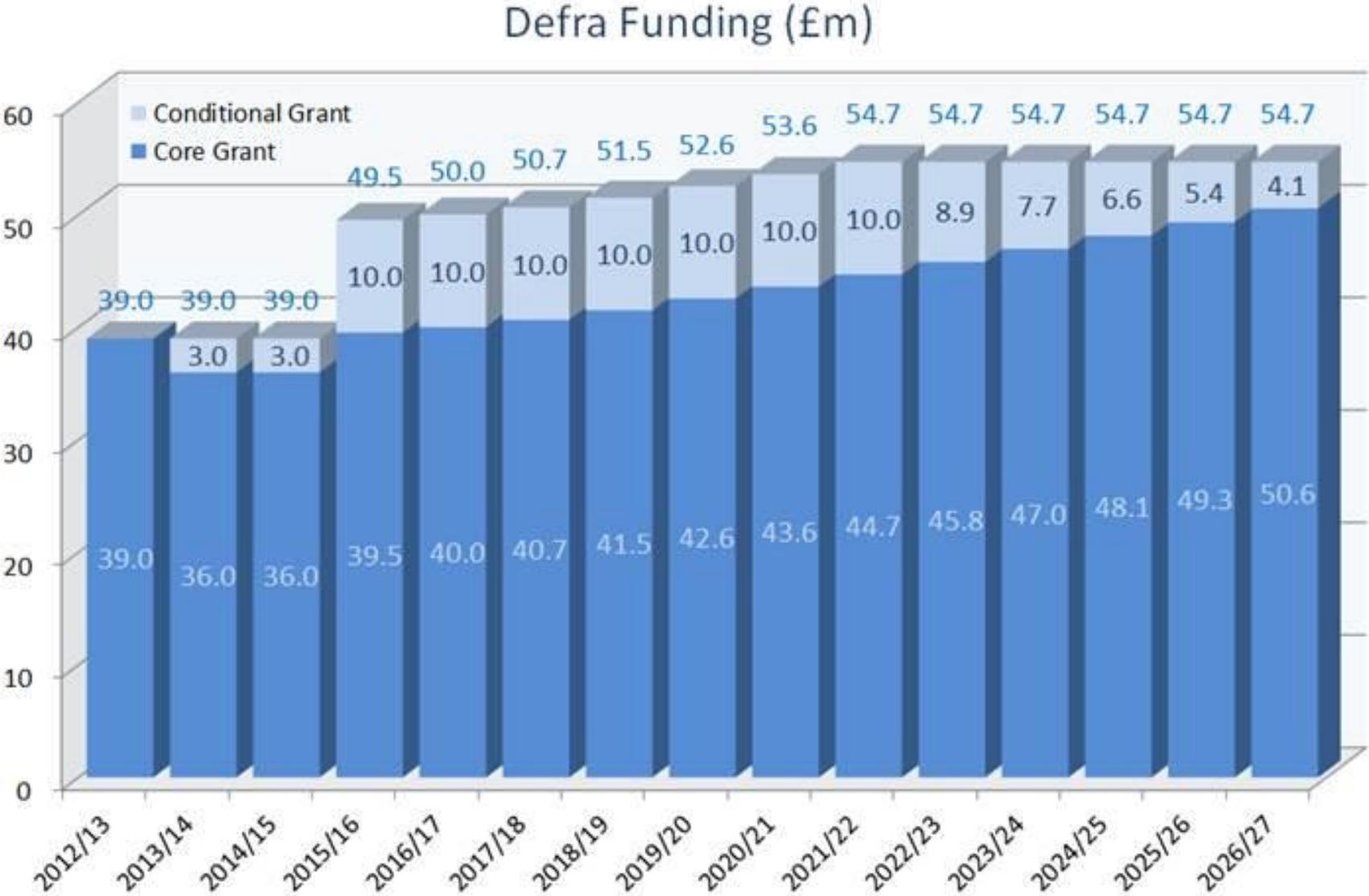
- Asset Condition Targets (condition D/E %)
- Flood-related assets Targets
- Towpath condition

Plus:

- Asset Management 'best practice'
- Limited regular contact and reporting  
(..... and that's more or less all)



# Defra 15 year grant payments



# Enables a Ten Year Strategy ....



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- Contract with Government gives us the firm foundation to look ahead to mid 2020s
- Ten Year Strategy is our response to this opportunity:
  - to re-shape the organisation, how it operates, and its funding sources, over that period
  - combine core navigation authority and waterways role with wider public benefit opportunities
- Secure longer term future ....





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# Our Ten Year strategy

# Our Vision

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**Living  
waterways  
transform  
places and  
enrich lives**

# Ten Year strategy



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Six strategic goals defined to underpin our Vision – to link together to form the 10 Year Strategy

# Ten Year strategy

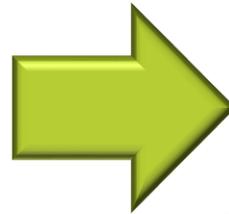


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## Enablers



## Outcomes



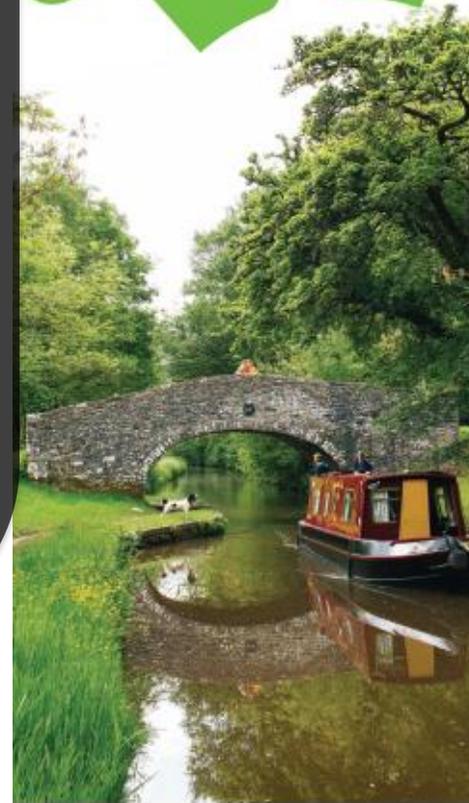
# Our Ambition ...



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By 2025:

- 75% public awareness
- 50% of public willing to support us
- 85% of customers satisfied
- 1m volunteer hours each year
- 500 miles of community adoptions
- 100,000 active Friends
- 500m visits each year
- 1m children & young people involved



# Measuring Outcomes ...



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HEALTH,  
WELLBEING  
& HAPPINESS

ENGAGED  
PEOPLE &  
COHESIVE  
COMMUNITIES

LEARNING &  
ENHANCING  
SKILLS

PROSPEROUS  
& CONNECTED  
PLACES

GREEN &  
BLUE  
FUTURES

CULTURAL &  
ENVIRONMENTAL  
ASSETS

PEOPLE

PROSPERITY

PLACES

# Our Values ...



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**Caring**



**Open**



**Local**



**Involvement**



**Excellence**

# Closer to Customers .....



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# Recent progress

# 15/16 performance ...

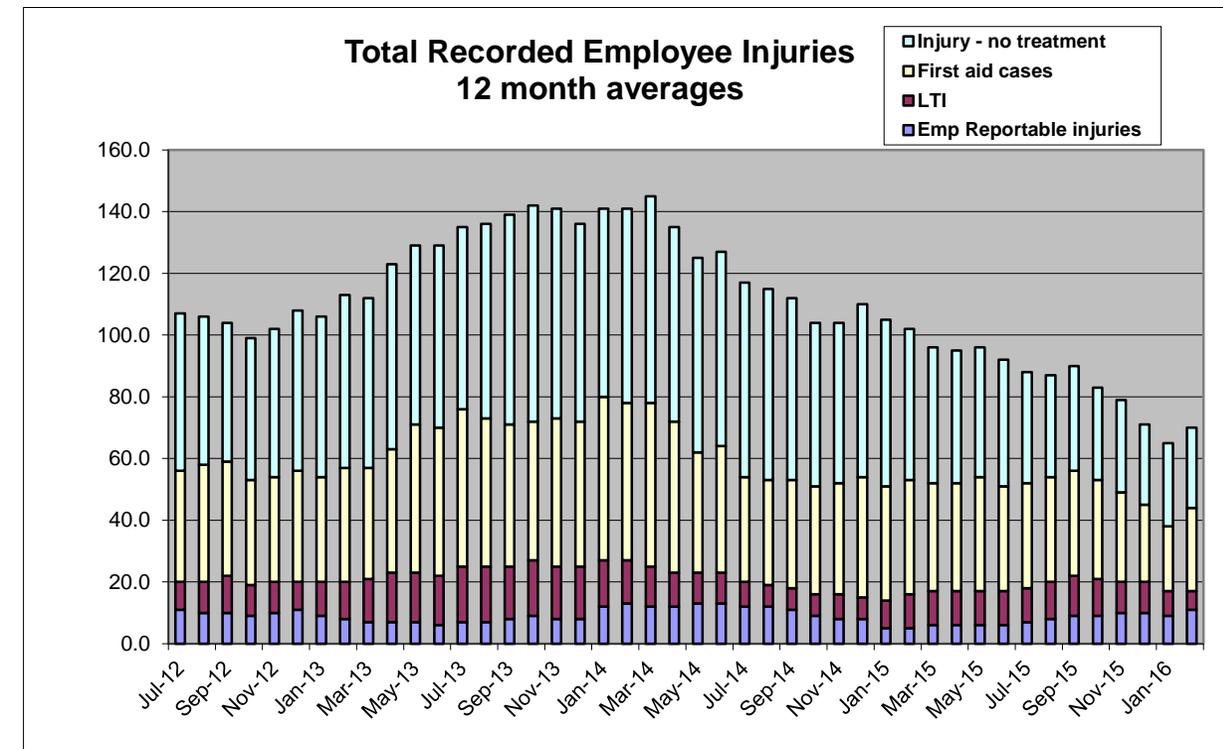


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Finances on track

Operations

- Unplanned closures improved by 23% to end of January vs last year
- Flood Impact – re-opening plans in place and wider programme adapted
- Public safety improving (only 21 public injuries - 8% of the total - attributable to the Trust)
- Overall employee injury trends positive but 18 'reportable' employee/volunteer/ contractor injuries incurred this year, worse than target



# Caring for our assets ....



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- Waterway repairs/ project spend up c.7% this year
- Asset condition has been improving – only 14% principal assets in D/E ‘poor’ condition category
- All Government targets comfortably met

# 15/16 performance ...



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To end of January:

- 375,000 Volunteer hours, around 10% up on 14/15
- 89% volunteer satisfaction
- 136 community adoptions, up 50%
- 15,000 active Friends, up over 50%
- 40,000 children in Explorer programme
- 'Regular' visitor numbers at c.4.5m



# Public Engagement



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- Open Day programme has attracted 16,000 people this year and signed up 220 new Friends
- Final event planned for 3 April on the Trent & Mersey - Lock 63



# Delivering new projects ....



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#amillionhands

Using waterways to  
make social change



Esmée  
Fairbairn  
FOUNDATION



In partnership with



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With thanks to supporting  
charities in the nations



[amillionhands.org.uk](http://amillionhands.org.uk)



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# Heritage Heroes



# Boating



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- Boating numbers broadly flat at c32,500 after strong growth in 2000s.
- Growth in boats without a home mooring since 2010
- New process for boats without home mooring introduced May 2015: - re-issue licences only where we are “satisfied” that boaters have complied
- To ease transition 3 & 6 month restricted licences offered to those at risk of not complying
- 652 issued to date – 56 declined
- Majority have increased movement or opted for a home mooring (or left)
- 11 cases passed on to external lawyers to progress



# Walking & Cycling

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Over £10m further third party investment in towpath improvements this year, e.g:  
Birmingham Cycle revolution project, worth c£7m in total, improvement to over 35km of towpaths.

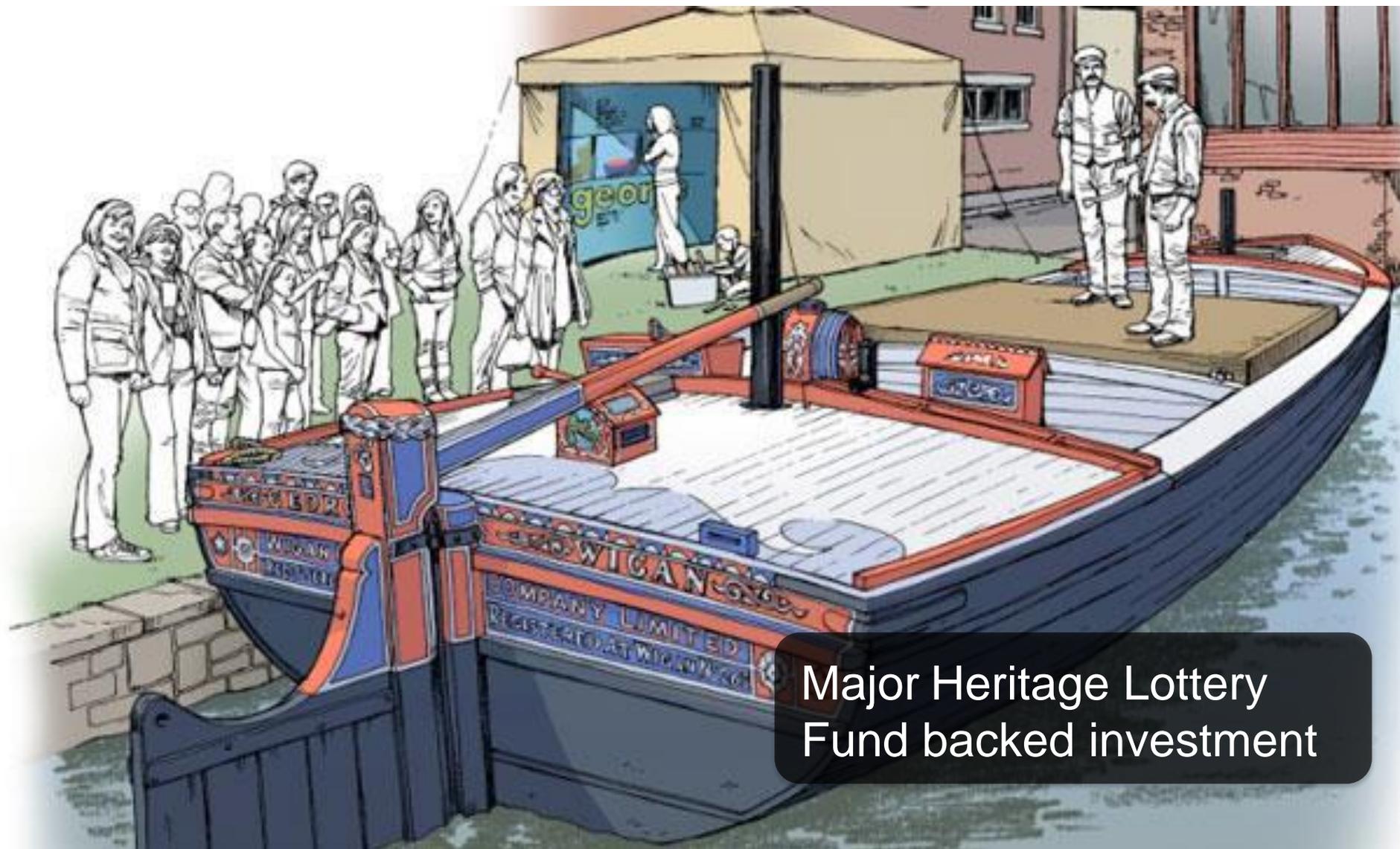
‘Share the Space’ campaign rolled out nationally. Local plans developed, signs installed and events held, more to be rolled out – April ‘reminder week’



# Museums



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Major Heritage Lottery  
Fund backed investment



NATURAL  
ENGLAND

MoU signed

- Focus of Property to ‘turnover’ the Trust’s estate to yield higher returns
  - c.£50m acquisitions in 2015/16 so far
  - Funded by £25m disposals and £25m carried forward from 2014/15
- Development progress
  - Icknield Port loop joint venture partner selected to deliver 1,100 homes in north central Birmingham
- Longer Term ‘re-stocking’
  - Wolverhampton Foundry site acquired



# Growing Influence – eg HS2

HS2 Select Committee report:

“The Canal and River Trust’s presentation on our final day of hearings impressed us ... We would expect a presumption that the perspective of canal users will be strongly taken into account in the design of infrastructure ... In Curdworth we expect a sympathetic viaduct design for the crossing of the Birmingham and Fazeley canal in a sensitive location.”





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# Organisation changes

# Change at the Trust .....



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Since last Council in September:

- new Council members elected / nominated/ appointed
- new Chair
- new Trustee recruitment underway
- changes to the organisation structure and the Executive team ...

# Trust Executive Team



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Chief Executive

Richard Parry

Property Director

Stuart Mills

Finance Director

Sandra Kelly

Director, Marketing, Communications & Fundraising

Sophie Castell

Director, Customer Service & Operations

Ian Rogers

Executive Head of Asset Management & Performance

Julie Sharman

Executive Head of Asset Delivery

Simon Bamford

Executive Head of Strategy and Planning

Heather Clarke

Executive Head of Human Resources

Nigel Cadman

General Counsel

Jackie Lewis

# New Responsibilities ....



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## Customer Service & Operations

- Waterway Operations
- Partnerships
- Boating
- Customer Service and Experience
- Museums
- Volunteering and Community Engagement

## Asset Management & Performance

- Asset Strategy
- Engineering
- Heritage
- Environment
- Health & Safety
- Water / Hydrology

## Asset Delivery

- Direct Services
- Major Works: 'Integrated Delivery Team'
- Programming / Planning
- Operational Contracts

..



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**Growing  
our Trust**



- 1,494 colleagues attended one of the thirteen workshops in autumn 2015
- 94% said they understand why we need this programme
- 91% agreed that the focus is right for our organization
- 80%+ feel able to contribute and know what they need to do to make Growing Our Trust a success

# Employee feedback – Commitment/ Pride

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Question	2012	2013	2015
I am fully committed to the Trust and what it is trying to achieve	73%	74%	80%
I am proud to work for the Trust	65%	68%	73%



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# But also frustration ...



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“Currently there seems to be considerable confusion on new teams and roles and how they fit together.”

“The Trust is choked by too much paperwork and a lack of ownership of projects.”

**Functions within the Trust work well together**

**21%**

# People Champions



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**INVESTORS  
IN PEOPLE**



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**Investors in Diversity**

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# Pensions Consultation

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- Consultation closed 29 Jan 16
- Proposed closure of defined benefit scheme on 30 September 16 with accrued benefits protected
- 1 October 2016 enhanced DC scheme proposed
- Net annual saving of £0.7m and long term risk capped – deficit already at £135m
- Board reviewing response to consultation tomorrow





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# The Future ....



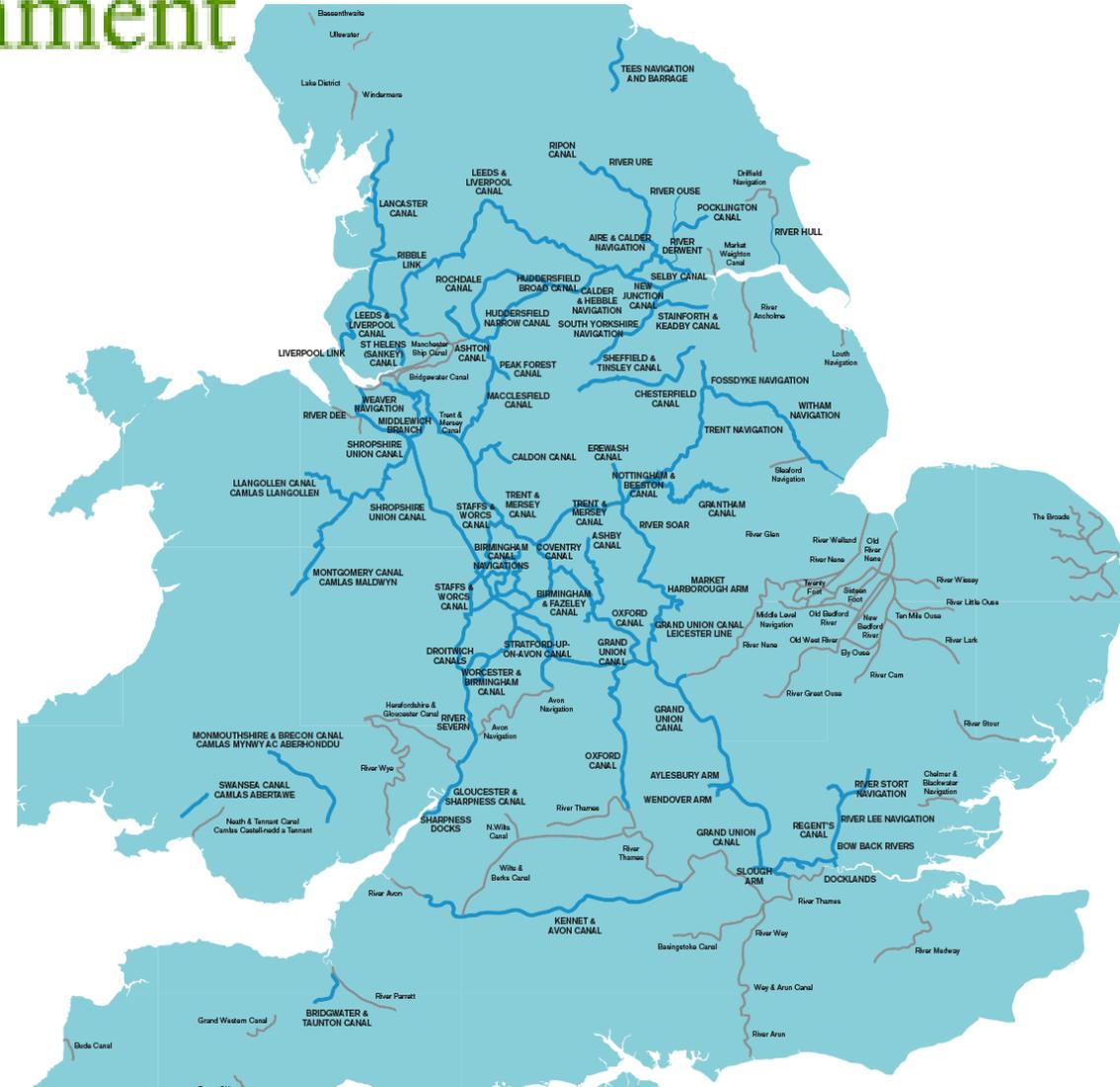
# EA Navigations Transfer Project



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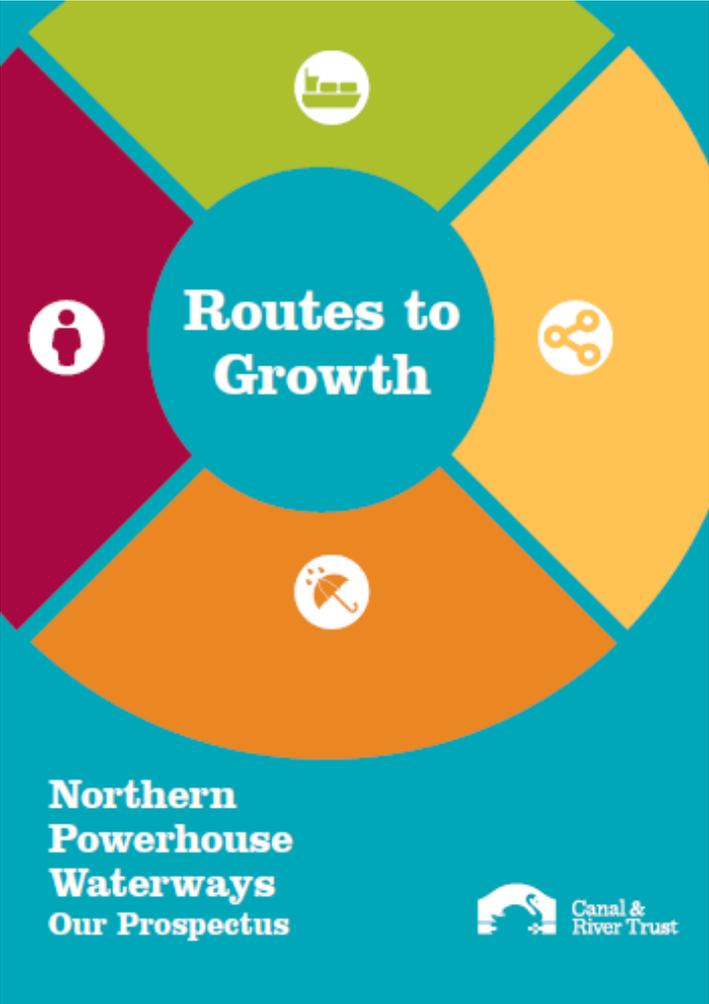


Environment  
Agency



# Devolution

- Northern Powerhouse



- Wales



# Summary and Questions

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- Further progress achieved this year
- Significant changes delivered
- New opportunities ahead

**Does Council have any observations to share about what the Trust is doing?**



**1300- 1345**    **LUNCH**

**Flooding Update – Impact and Response** – Julie Sharman

**Financial Review + Business Plan 2016/17** – Sandra Kelly

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# **Flooding Update – Impact on the Trust and Response**

**Julie Sharman  
Executive Head of Asset  
Management & Performance**

# Flooding Update

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Extent of the Damage

Trust's response so far

Volunteering response

Priorities and programme

Affect on planned works for 2016



# Rochdale Locks 8 - 16 (E)



Holmcoat Road



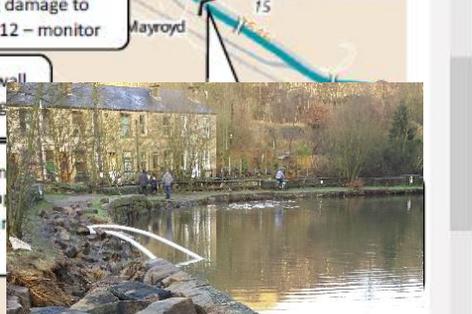
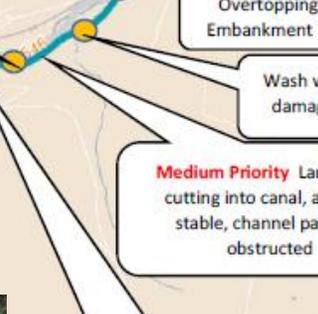
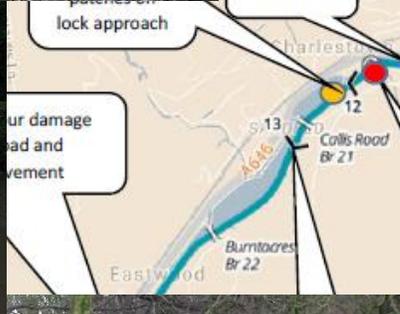
Embankment 13



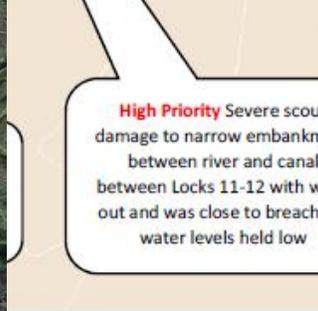
Stubbins Wharf



Boats damaged



Cutting 17



Locks 11-12

# Calder & Hebble



Park Nook Lock

Medium Priority Elland Lock erosion of lockside



Ganny's



Elland bridge



Cromwell Lock

# Calder & Hebble

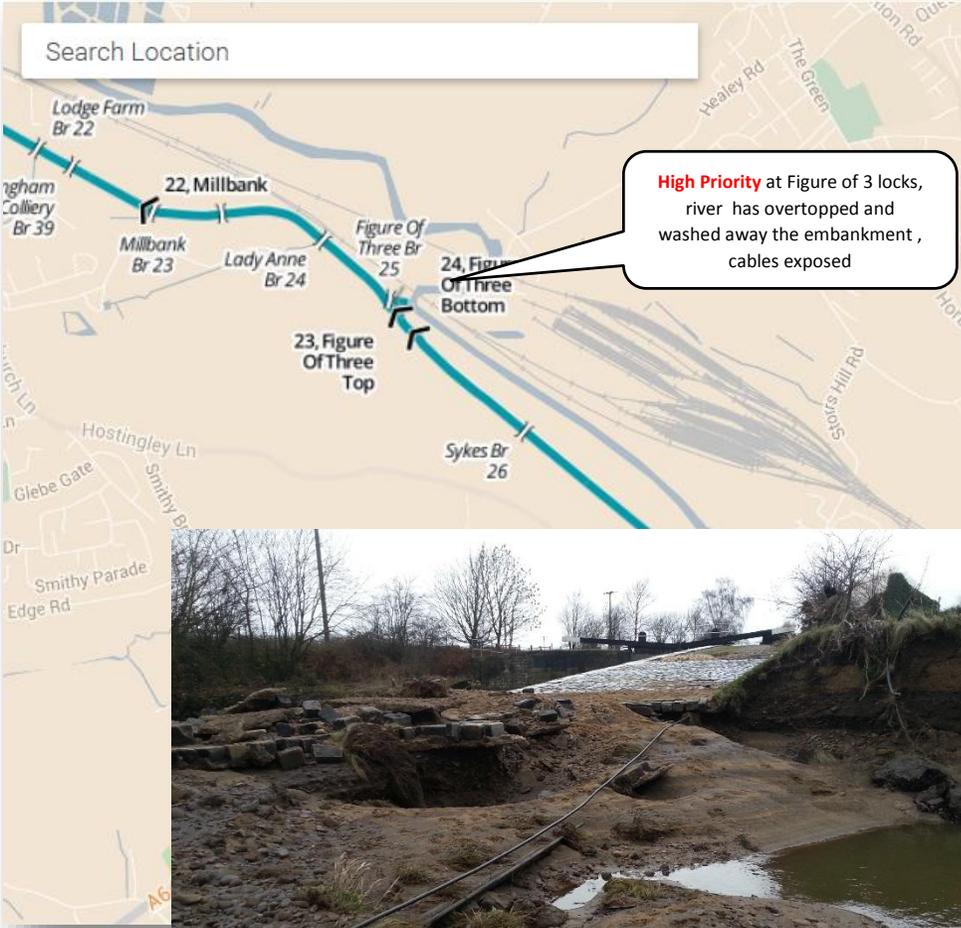
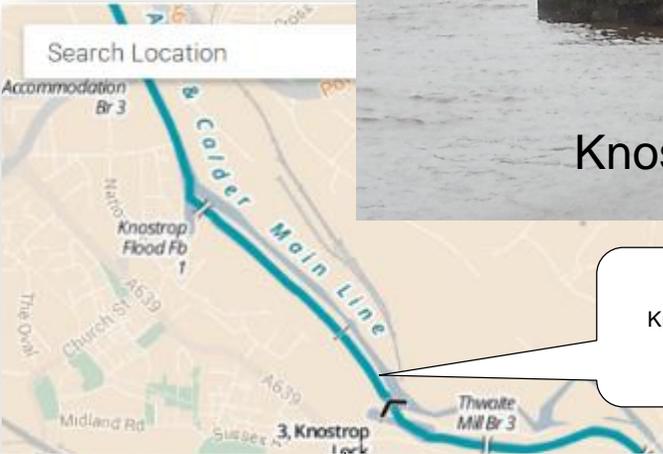


Figure of Three Locks

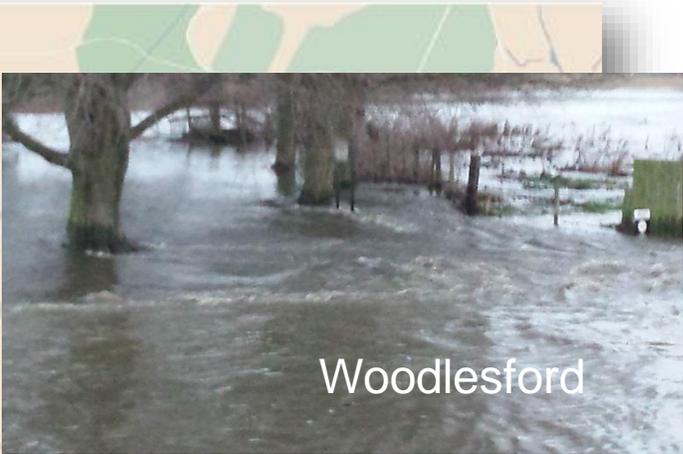
# Leeds



Knostrop island



**Medium Priority**  
Knostrop island nose failure



Woodlesford

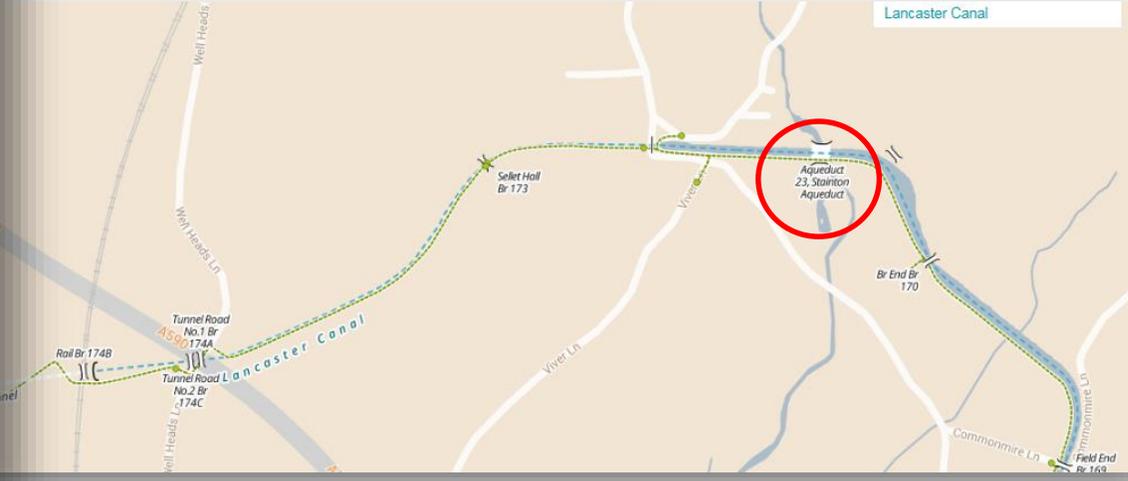


Knostrop weir



Location where boats displaced from Knostrop moorings ended up

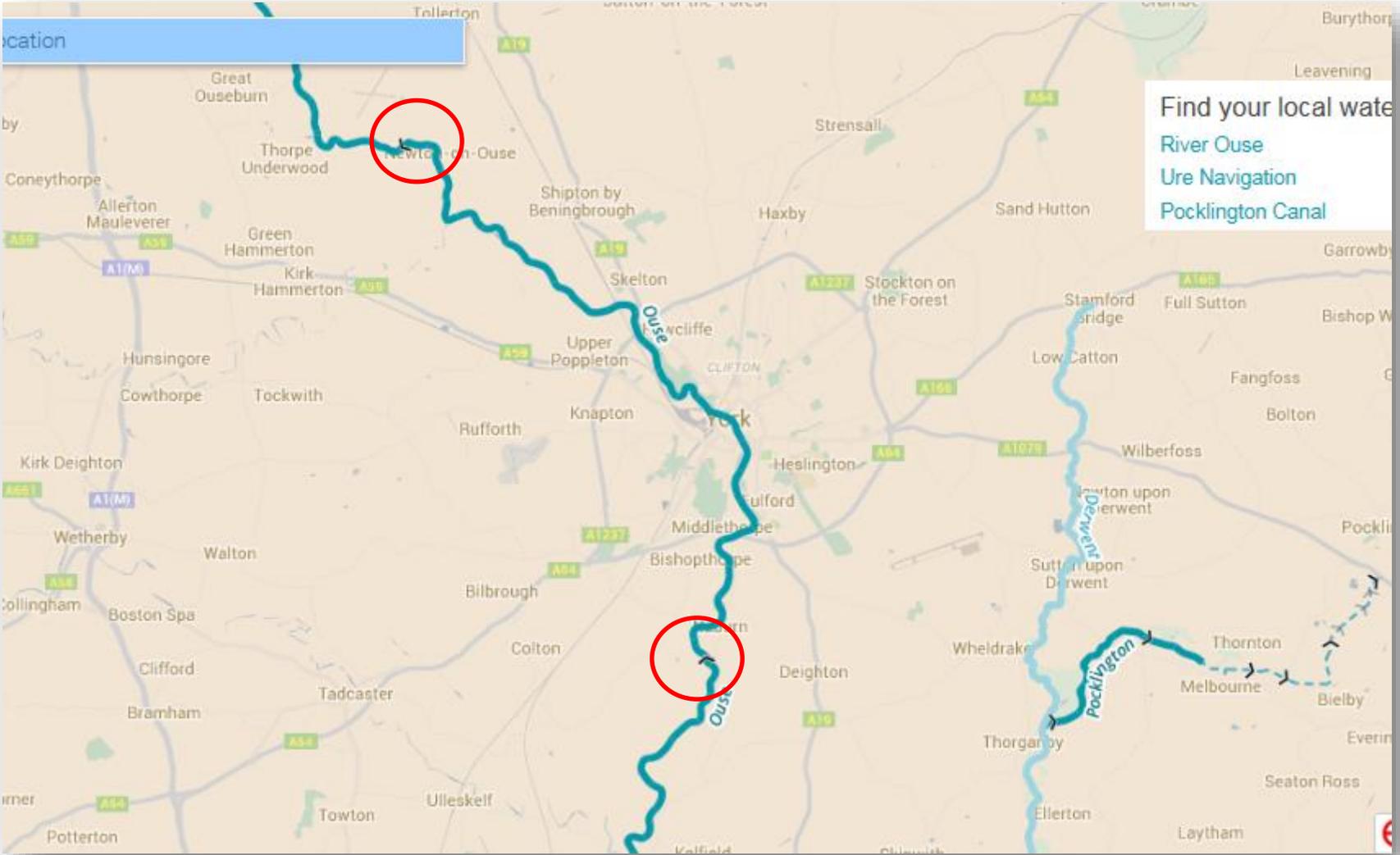
# Stainton Aqueduct, Lancaster Canal



# L&L Springs Branch, Skipton



# River Ouse



Find your local water  
River Ouse  
Ure Navigation  
Pocklington Canal

# Repair Costs

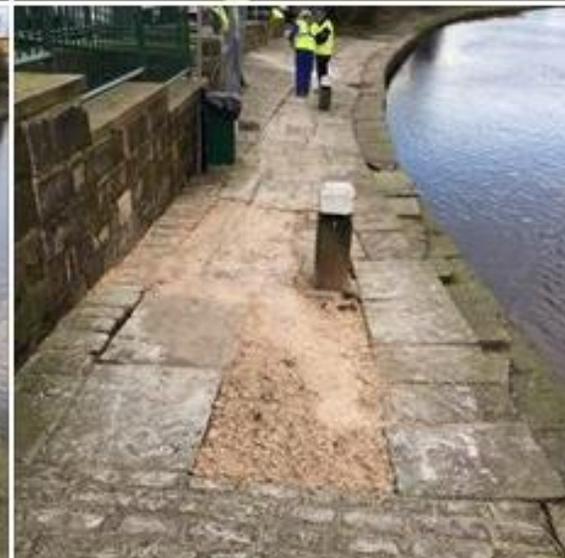
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- Initial estimates prepared within the first week
- £1m budget allowed 2015
- £6m budget provision 2016
- £15m of estimated total damage
- £5.5m of funding confirmed for Elland Bridge (and other works)
- Some repairs will be deferred to future years

# Volunteer response

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- Volunteers Completing Temporary Surfacing Repairs in Todmorden



# Volunteer response

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Local allotment group help to limit water escaping from the Rochdale Canal where it is breached by placing sandbags



# Volunteer response

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- Junior soldiers working alongside Trust staff at Park Nook Lock



# Volunteer response

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Volunteers clear up the old forge at Naburn



Volunteers pump out at Linton Lock



Volunteers relaying towpaths locks 10-11 Rochdale canal

# Volunteer response

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- Over 3200 volunteer hours to date
- Towpaths made safe and reopened
- Wide range of partners and volunteers involved:
  - Junior Soldiers from Harrogate barracks
  - Shire Cruises
  - Wakefield College
  - Safe Anchor Trust
  - Halifax Bank
  - Incredible Edible
  - Todmorden Town Council
  - Ward Hadaway
  - Yorkshire Building Society
  - Local Canal & River Trust Waterway Partnerships
  - Calder Navigation Society
  - Calderdale Council
  - Woodcraft Folk
  - Lloyds Bank
  - Todmorden Forum
  - Calder Futures
  - Whittaker Brothers
  - Sanderson Weatherall,

# Community Flood Roadshows

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**Todmorden** Todmorden Town Hall, Thursday 11 February

**Hebden Bridge** Hebden Bridge Town Hall, Saturday 13 February

**Sowerby Bridge** Christchurch, Tuesday 23 February

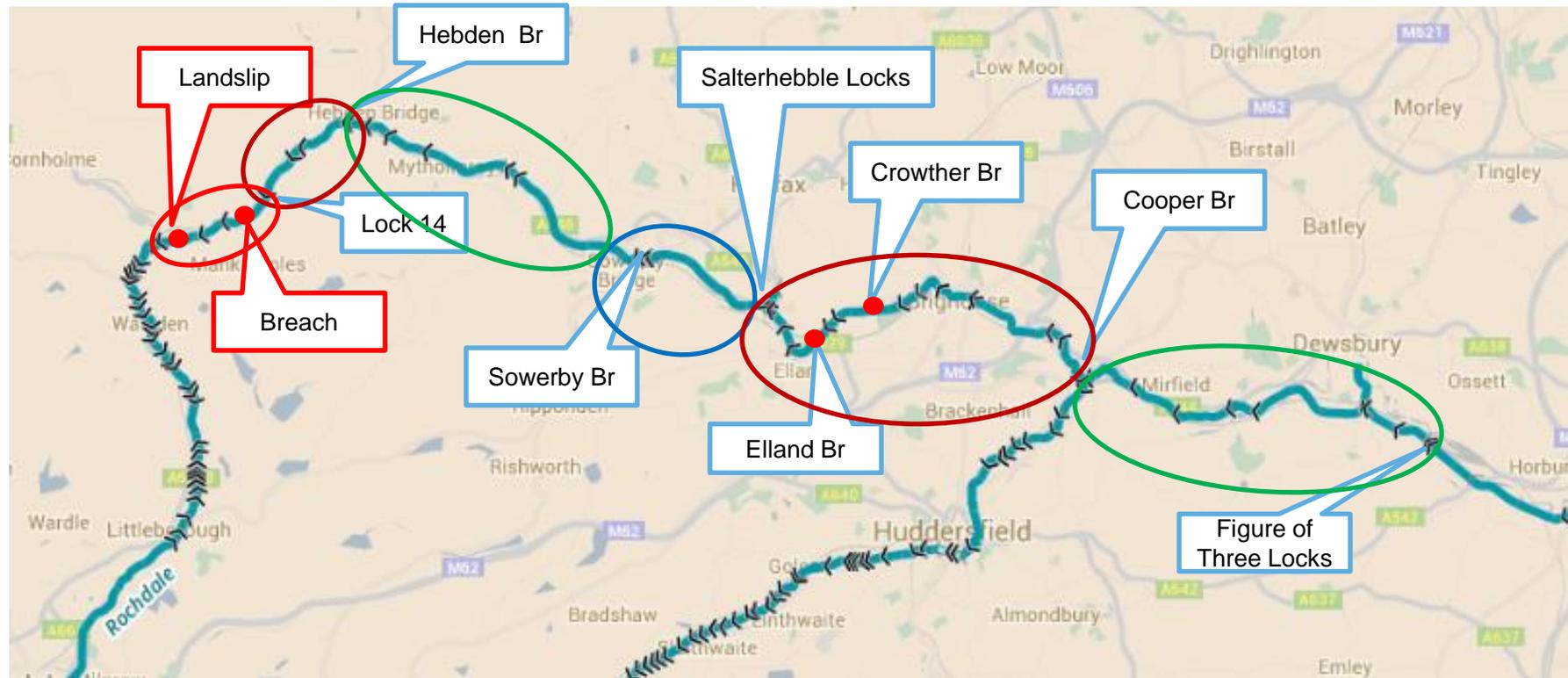
**Mytholmroyd** Calder High School, Saturday 27 February

**Elland** Canon Winter Centre, Savile Road, Wednesday 2 March



Volunteers supporting roadshow at Mytholmroyd 27<sup>th</sup> February 2016

# Programme for repairs



Open now



Opening in June



Opening for Easter



Opening date to be confirmed

# Delivering the repairs

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Works are identified, scoped, designed and mostly already commenced or due on site soon

## Key Projects:

- Elland bridge works
- Cutting 17 slip
- Embankment 19 Breach
- Knostrop Weir
- Kirklees Low Lock
- Ganny Weir
- Stainton Aqueduct (make safe)
- Dredging

Excluding Elland the costs are c £5m across 105/6 and 2016/17.

# 2016/17 works deferred

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As things stand we have deferred approximately 2.5m deferred from Priority Programme and £1m from dredging.

- Weaver - Vale Royal Small Lock swing bridge
- Grand Union- Leighton Pound Flood mitigation works
- Peak Forest -Aqueduct 11 wingwall
- River Avon Weir booms
- Stanley Reservoir safety works
- Manchester and Pennine D&E assets and waterway wall repairs reduced

# Dredging 2016/17 Priorities

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including reductions from planned spend £8m to £7m

Staffs & Worc Spot Dredging

Barton Turns Dredging

Birmingham & Fazeley Spot Dredging

Hanwell spot dredging

Saddington Tunnel - Cranes Lock

Rufford Branch Dredging

River Trent approaches (reduced)

Bardney Lock Moorings Dredging

K&S dredging Long Pound / Crofton (now split over 2 years)

Lancaster Canal Mainline Dredging

Ribble Link Annual Dredging

Gloucester & River Severn - Docks and Severn Dredging (reduced)

Liverpool Docks CS Dredging

High Priority Notifications spot dredging

# For discussion

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- **Has the Trust's response to the flooding been appropriate?**
- **Looking ahead what more should we be doing to protect the network from extreme weather events**
- **Should the Trust have taken a less proactive approach to repairs than it has, given Governments focus on the flooding events in the north is now waning?**



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# **Financial Review and Business Plan 2016/17**

**Sandra Kelly**  
**Finance Director**

8 March 2016

# Agenda

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- 2015/16 year forecast
  - Financial shape and likely outcome
- Background to Trust's Finances
  - Sources of income
  - What we do with the money
  - Trends since 2012
- Business Plan 2016/19
  - Financial shape
  - Key activities planned

# 10 Year strategy

# 10 year strategy

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# Financials 2015/16

# Full year outlook

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	2013/14	2014/15	2015/16
	Actual	Actual	F'cast
	£m	£m	£m
Income	}	<b>General fund</b>	
Surplus/(deficit)			
Capital gains/(losses)		<b>Protected endowment fund</b>	

# Full year outlook (F9)

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	2013/14	2014/15	2015/16
	Actual	Actual	F'cast F9
	£m	£m	£m
Income	163.2	186.1	190.0
Surplus/(deficit)	(0.3)	5.8	0.1
Capital gains/(losses)	42.6	77.9	30.5

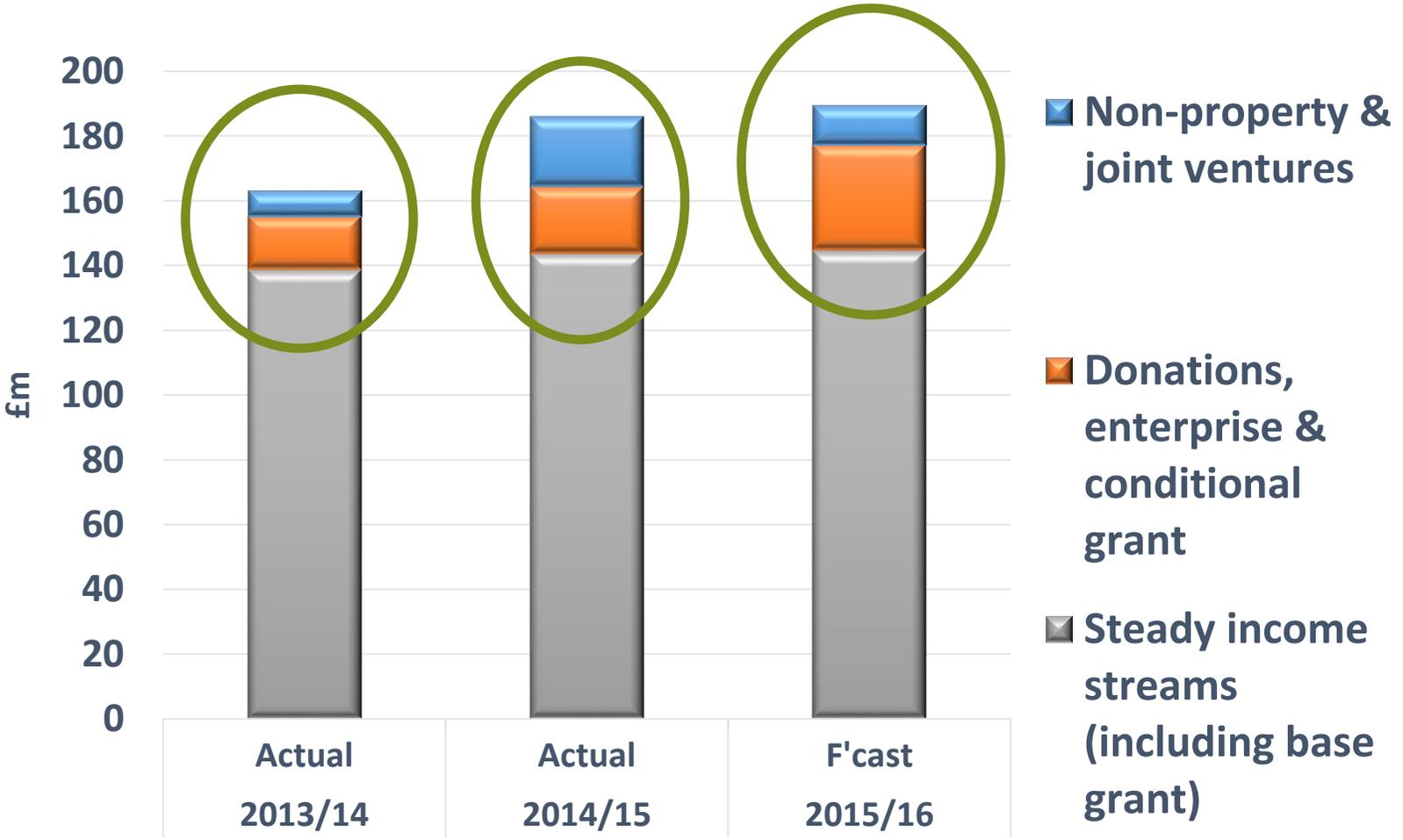
# Full year outlook (F8)- NOTES ONLY

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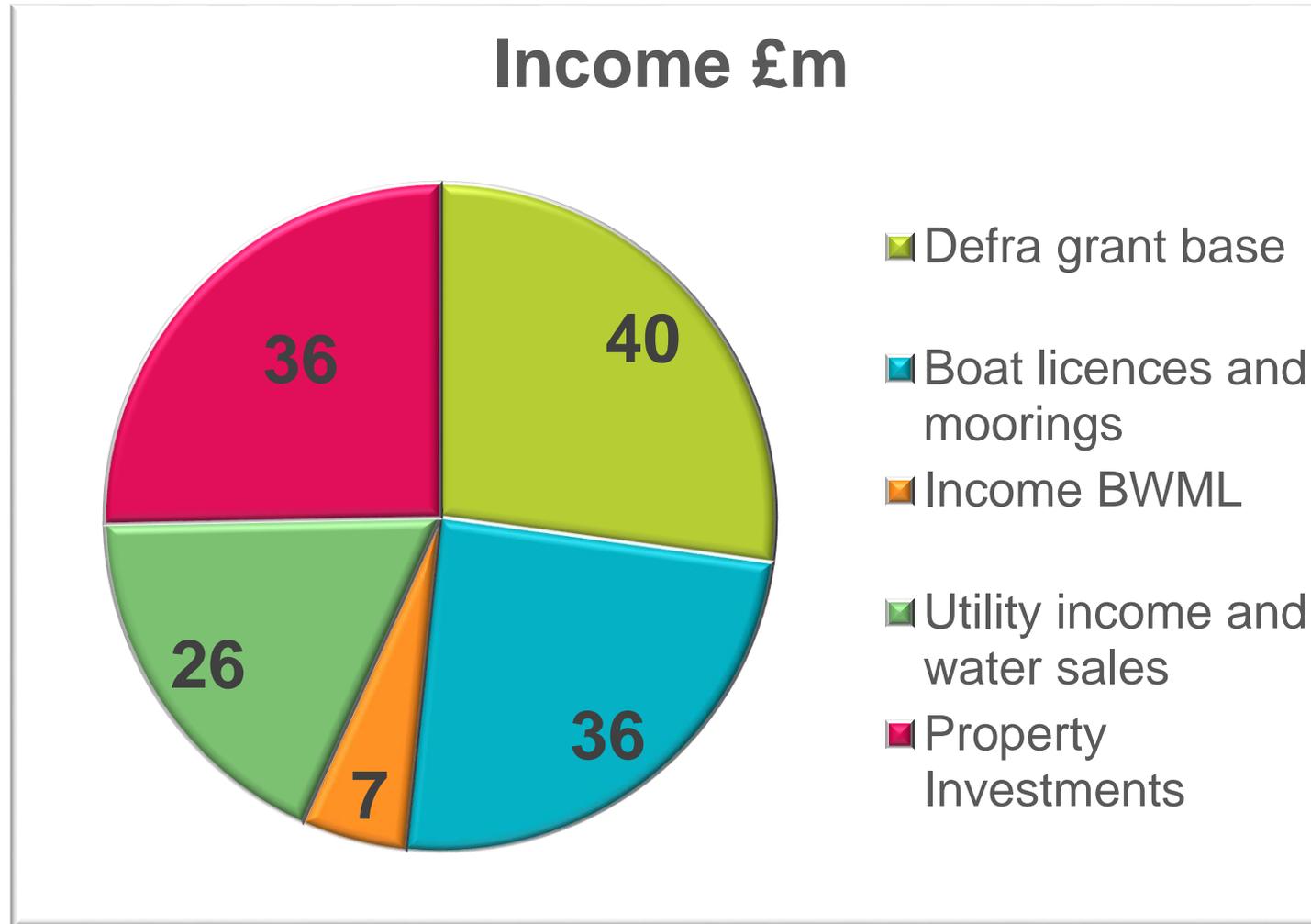
	2013/14	2014/15	2015/16
	Actual	Actual	F'cast F8
	£m	£m	£m
Income	163.2	186.1	189.5
Surplus/(deficit)	(0.3)	5.8	(0.9)
Capital gains/(losses)	42.6	77.9	29.2

# Sources of income

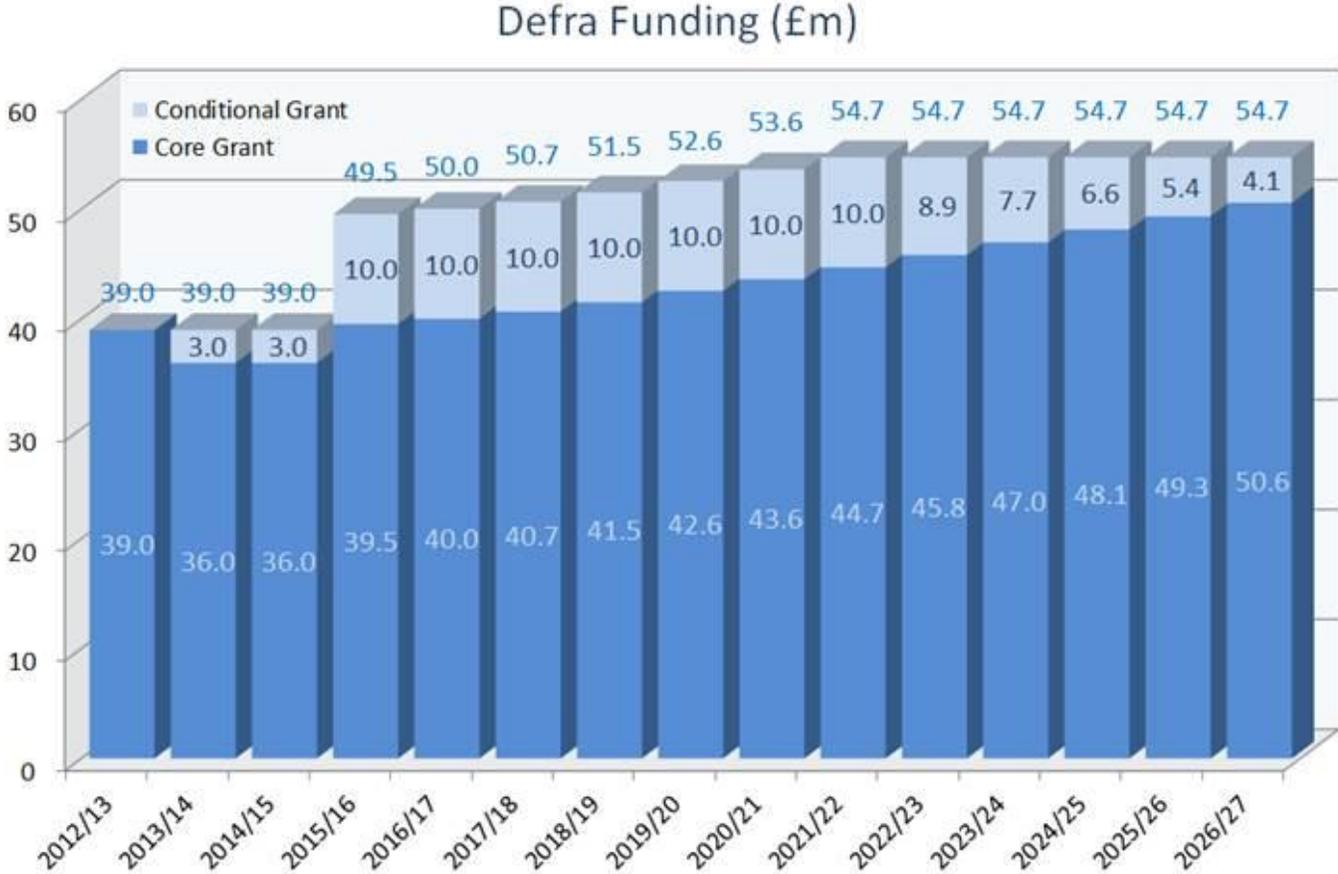
# Latest income forecast (F8)



# “Steady” income streams (F8)

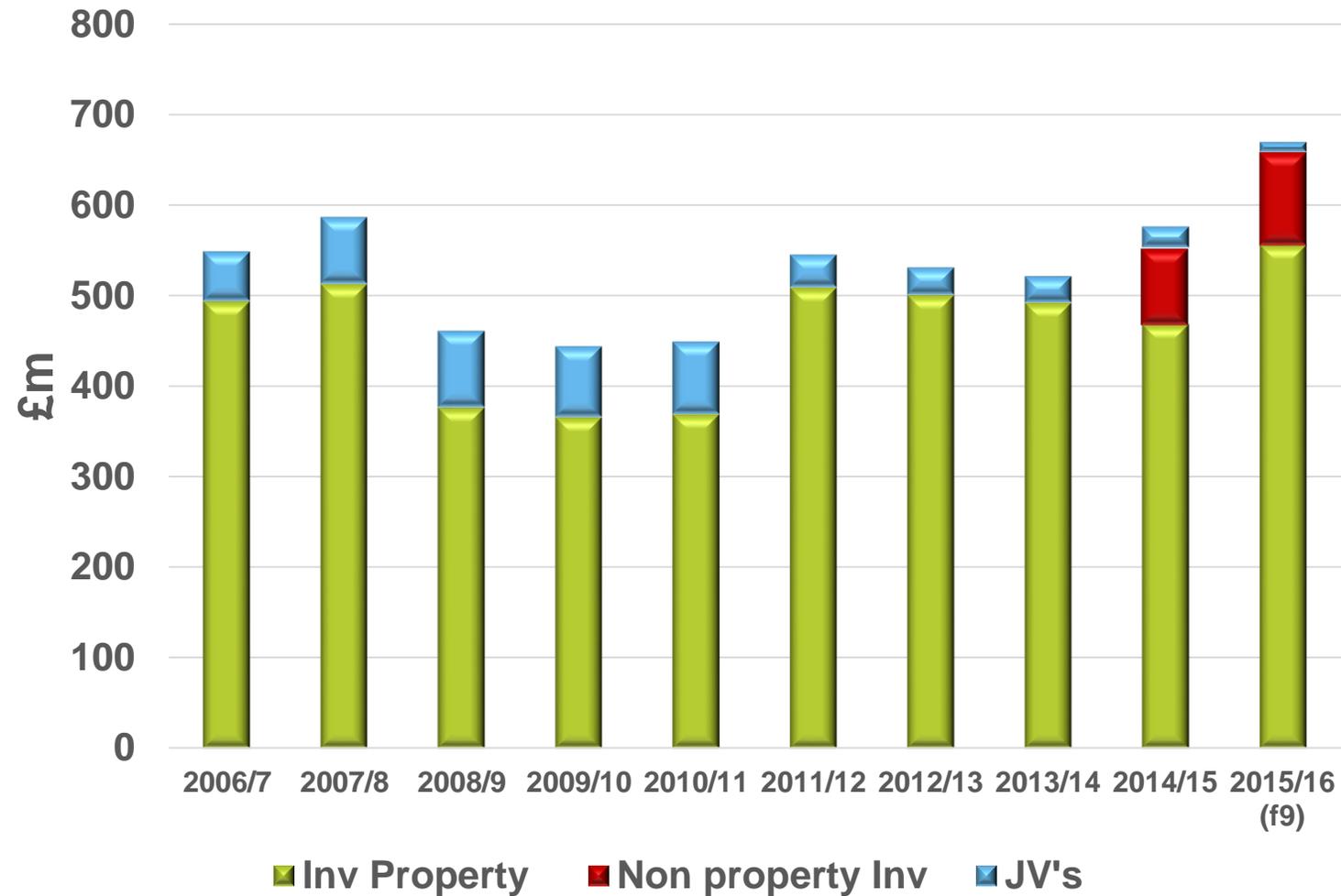


# Defra Grant



Grant lower than historical levels – but guaranteed  
Provides around 20-25% of total Trust income

# Investment endowment



Income from Investment - around 25-30% of total  
Need to growth long term value as well as annual income

# Volatility in non-property

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Investment diversification

Suffered along with world investment markets

	2014/15	2015/16 F'cast	2016/17 Plan
<b>Income</b>	£2m	£2m	£4m
<b>Capital</b>	£4m	(£2m)	£3m
<b>Investment</b>	£46m	£102m	£123m
<b>Return</b>	11.3%	0%	6%

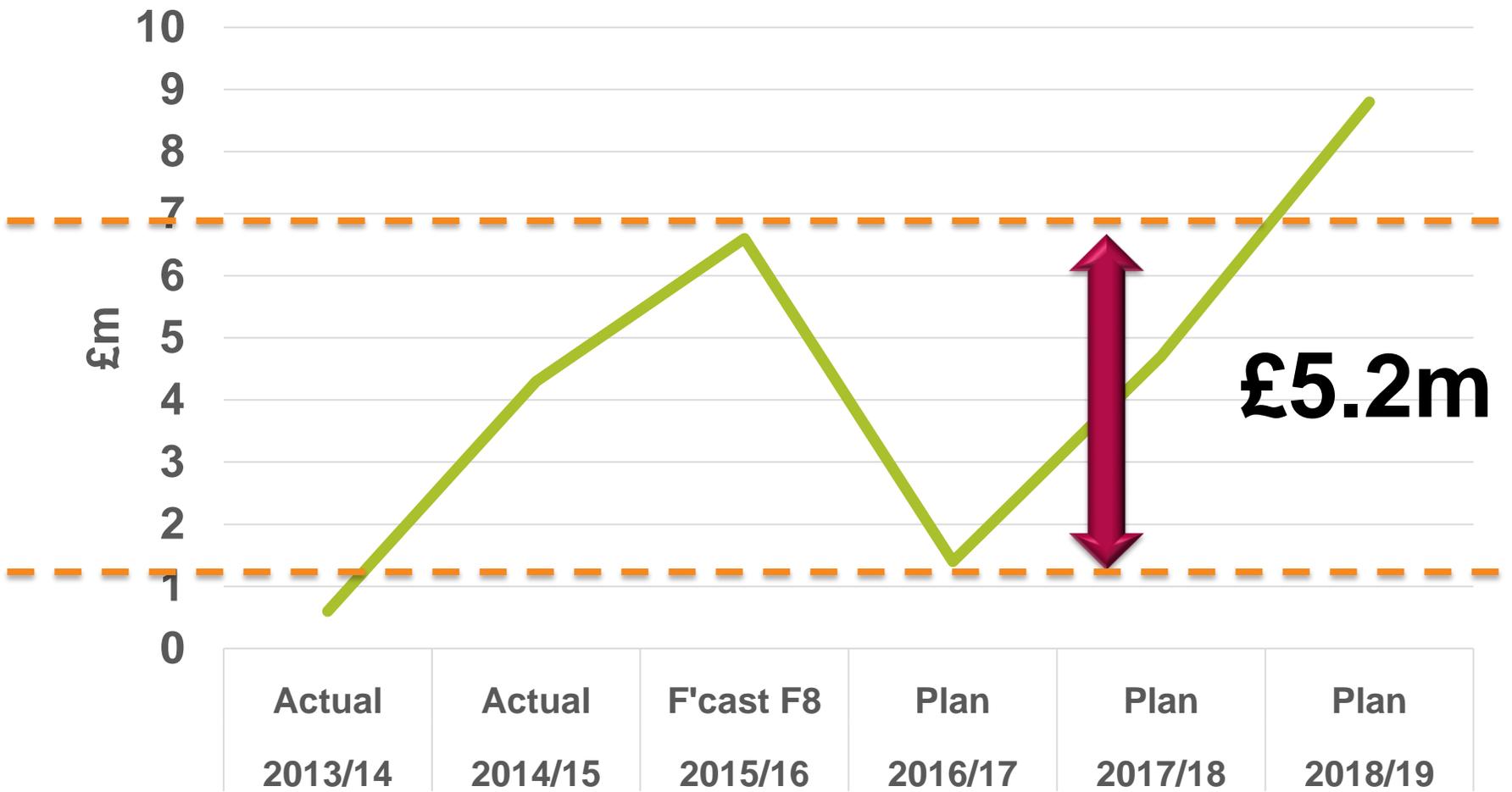
# Joint Ventures

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H<sub>2</sub>O<sub>u</sub>rb<sub>a</sub>n

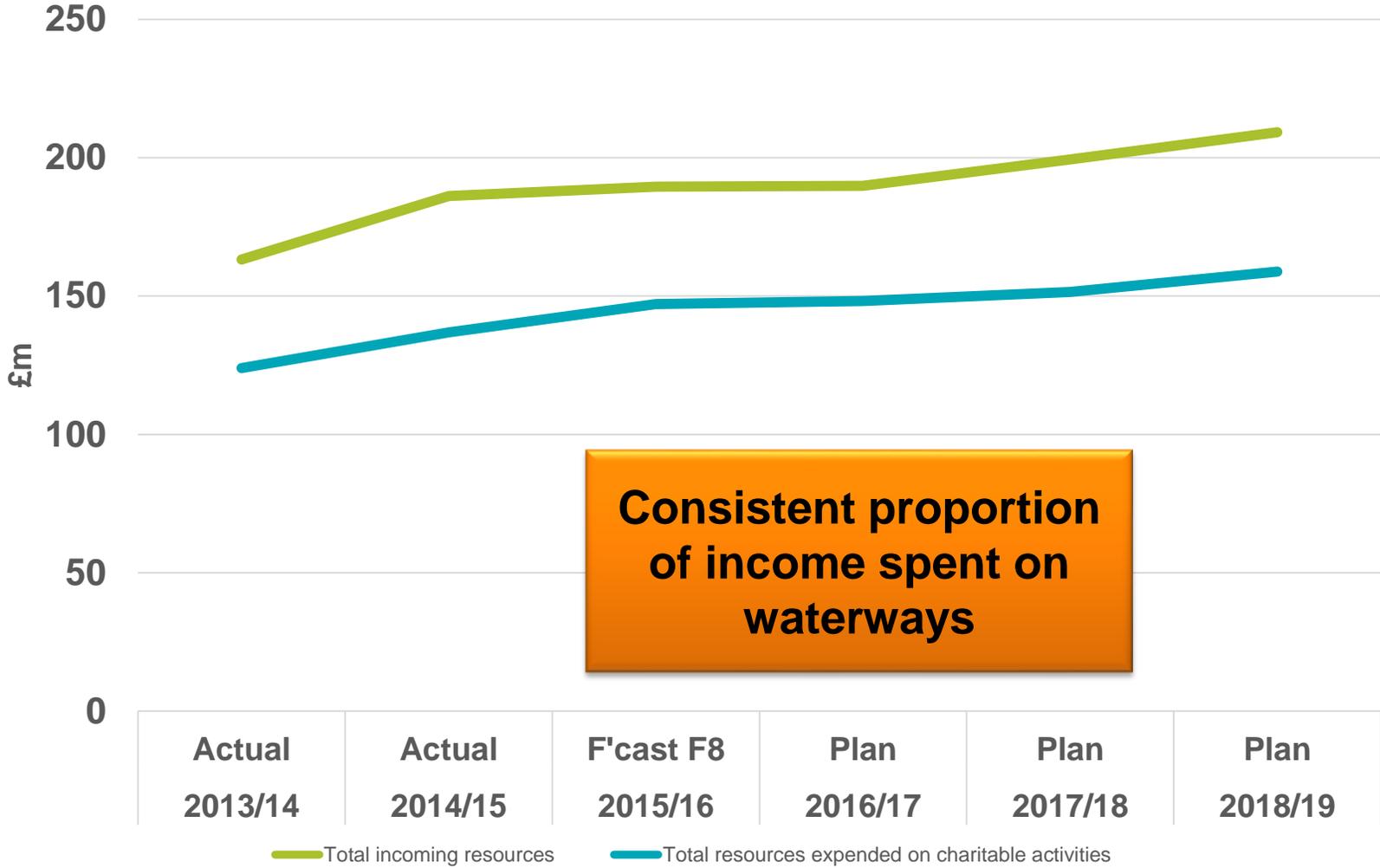


# Volatility in JV income

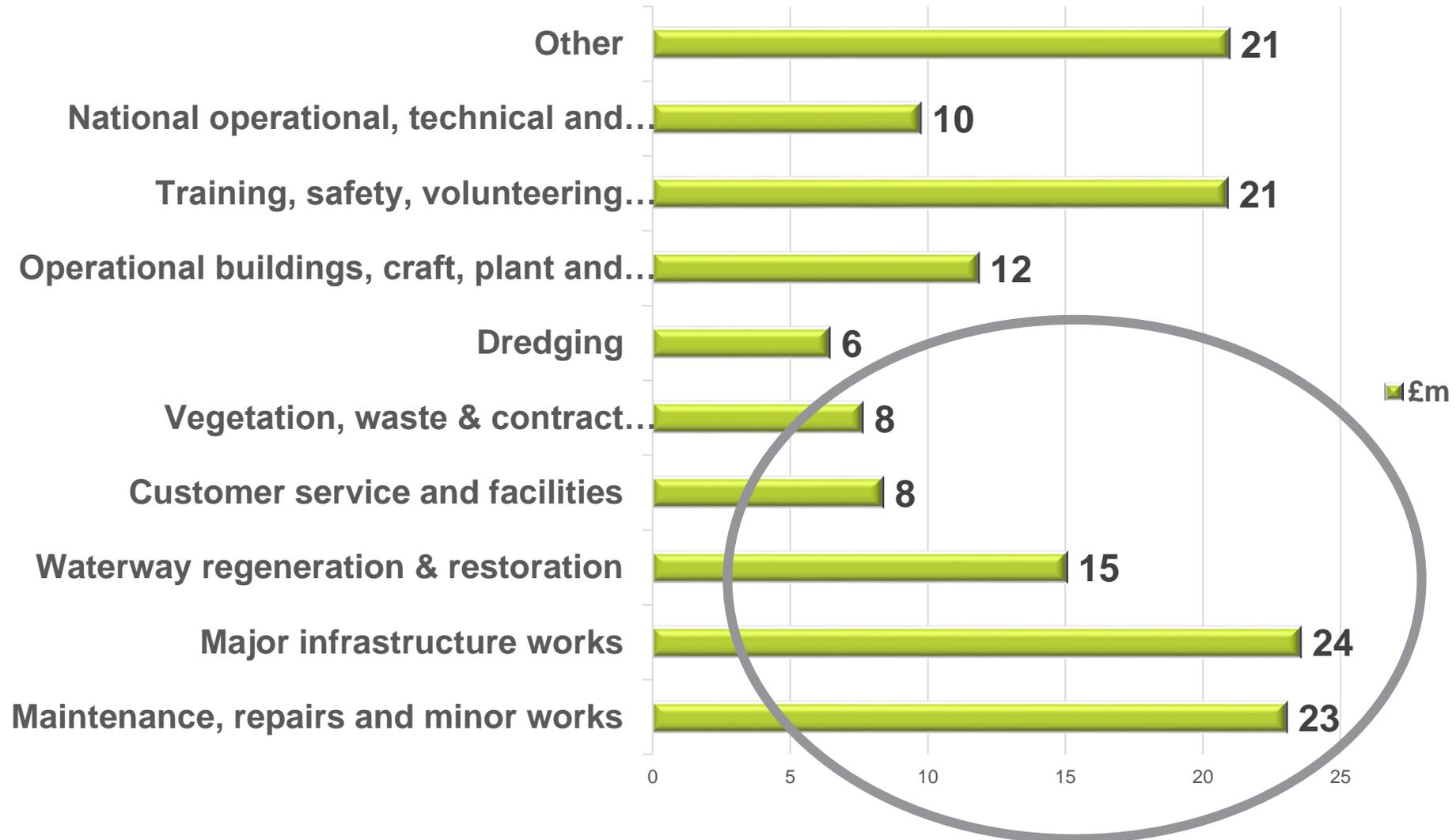


# Charitable activities

# Charitable activities



# Key areas of charitable spend (F8)



# 2016/19 business plan

# A question of balance....

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Volatile income

Vs

Consistent spend on waterways

# Business plan 2016/19

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	2015/16	2016/17	2017/18	2018/19
	F'cast F9	Plan	Plan	Plan
	fm	fm	fm	fm
Income	190.0	189.8	199.3	209.2
Surplus/(deficit)	0.1	(5.4)	0.7	1.5
Capital gains/(losses)	30.5	20.4	14.4	12.8
Charitable spend*	147.1	148.2	151.5	158.8

\* Including allocated costs

# Key deliverables planned

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## Assets

- Asset management strategy
- Dredging programme
- Flood repairs

## Volunteers

- Journey programme
- Data collection
- Community payback

## Investment programme

- Restocking growth portfolio
- Water development strategy
- Operational property review

## People

- Apprenticeships
- GoT
- Development programmes

## Visitors

- Attraction QAS
- Green flag
- Destination management

## Brand development

- Digital strategy
- Brand proposition

## Customers

- CRM programme
- Mooring strategy

## Productivity/efficiency

- Cost saving initiatives (c£1m pa)
- Procurement & dredging

# Long term issues

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## Reserve policy

- Short term volatility protection
- Strategic financial support

## Pension deficit

- Risk management
- Consultation

## 2027

- Defra funding agreement
- Financial planning

# Summary

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- High proportion of reliable income
- Flood damage repairs in plan
- Prior year over performance of volatile income to support waterway spend levels

# Questions



**1445 1510**

## **TEA**

**Fundraising Overview/Update** – Sophie Castell

**Q&A**

Matters of interest to the Council - Members

**Future Agenda Topics**

**1615**

**Close of Meeting**



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River Trust

# Fundraising update

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**Director Marketing,**  
**Communication &**  
**Fundraising**

Living waterways transform places and enrich lives

# Agenda

- A) Fundraising as marketing**
- B) Fundraising case study:  
Flood Appeal update**
- C) Fundraising governance**

Twitter

Logo

Selling

Promotion



Publicity

Advertising

Brochures

Website

**Engaging the  
public to foster  
support for the  
waterways**

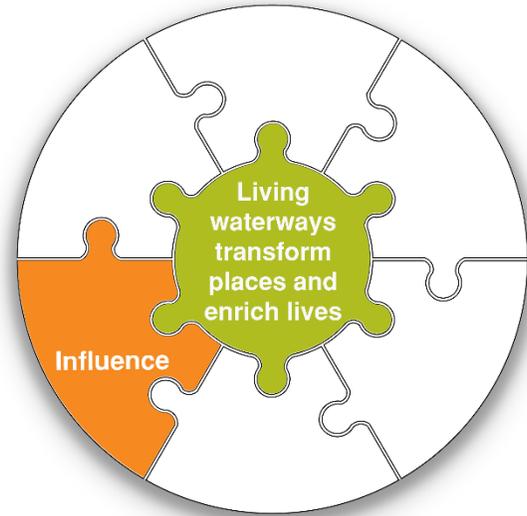


**Time, Talent, Money**

1. *Strong* **Brand promise**

2. *Building* **Relationships**

3. *Growing* **Influence**



# Influence

To be a widely respected partner and trusted guardian **whose opinions and ideas are sought and listened to**



**Reach**

**Frequency**

**Persuasiveness**

Passion, evidence, role, distinctive voice





Canal &  
River Trust

# Flood response: engaging supporters and communities



# Our approach

- Not an 'Emergency Boxing-Day' appeal
- National engagement but focussed messaging about areas affected:
  - Help to rebuild and clear up the canals affected, helping communities get back on their feet in the aftermath of the floods
  - Build emotional connection by setting our 'ask' in the context of people's real life stories of the floods

# An engaging proposition

## Help us rebuild canals in the heart of flood-hit communities

In the aftermath of the floods communities are coming together, canals are being cleaned up and we are raising funds to help them



**Because living waterways transform places and enrich lives**



## Rebuilding canals in the heart of flood-hit communities

Read the real-life stories of people in flood-hit communities and find out how you can offer your support

### You can help

A number of our northern waterways have been severely damaged by the recent flooding. Bridges, embankments and canal banks have been affected. Many stretches of towpath have been closed. We need to rebuild them, so we can continue to provide much needed places for people to escape to, now more than ever.



Please show your solidarity with the thousands of people whose lives have been turned upside-down. Help us rebuild canals in the heart of flood-hit communities by [making a donation today](#).

### The stories



Donate  
now

Hub  
page

Home page  
features

Volunteering

Rochdale Canal volunteers out removing debris and mud from the towpaths at locks 8 and 9 and between 11 and 12. New volunteers signed up at Hebden Bridge.

Appeal mailing

FLOOD APPEAL • FLOOD APPEAL • FLOOD APPEAL

Will you help us rebuild canals  
in flood-hit communities?

Donate now at [canalrivertrust.org.uk/flood](http://canalrivertrust.org.uk/flood)

## Social media

Canal & River Trust  
@CanalRiverTrust

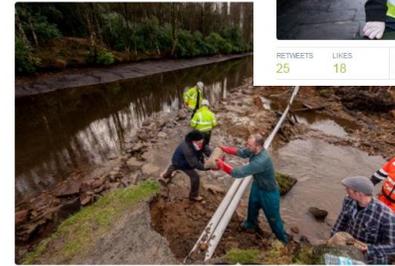
Rebuilding towpaths - Ian talks about the challenges following the floods: [ow.ly/X6lcc](https://ow.ly/X6lcc) #CanalFloodAppeal



RETWEETS 25 LIKES 18

Canal & River Trust  
@CanalRiverTrust

Today we've launched an appeal to help rebuild canals in flood-hit communities: [ow.ly/X398m](https://ow.ly/X398m) #CanalFloodAppeal



RETWEETS 60 LIKES 31

Canal & River Trust updated their cover photo. Published by Naomi Rose (?) · 15 January at 09:54 · 🌐

Help us rebuild the waterways in the heart of flood-hit communities. Donate now: <http://bit.ly/1nn8pxs> #CanalFloodAppeal



3,515 people reached

Boost Post

67 Likes 4 Comments 14 Shares

Sharing  
stories

Support our Flood Appeal [Donate Now](#)

Canal & River Trust

Local to you News & Views Contact us What's On Sign In Register

About us Enjoy the waterways Volunteer Donate

We love and care for your canals and rivers, because everyone deserves a place to escape.

### Volunteering after the floods

"More serious than just a bit of debris on the towpath." Diana tells us how she's been helping out with the effort to repair the canals following the recent floods.

**In this section**

- An unexpected community hub
- Boating after the flood
- Faith in trees
- In between the canal and river
- Keeping business afloat at Shire Cruisers
- My house flooded
- Rebuilding the towpaths
- The Golden Lion at Todmorden
- The Lamppost
- The pop-up sweet shop
- United in the north
- Volunteering after the floods
- Volunteering at the local trades club

**Donate now**

In the aftermath of the floods, communities are coming together, canals are being cleaned up and we are raising funds to rebuild them.

More from Rebuilding canals in the heart of flood-hit communities

# Results

## **A Persuasive campaign**

**£73,775** raised to date

**200,444** people reached on social media

**Over 3,000 hours** volunteering given

*'It's all about taking care of these things so that people in the next 200 years can enjoy ...'* Campaign donor

**Passion, evidence, role, distinctive voice**



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# Fundraising governance



# Context

- Following the death of Olive Cooke and the debate around Kids Company, public scrutiny of fundraising has increased
  - Fundraising governance
  - Fundraising practice
  - Lobbying
  - Pay
- Continuing the trend in declining trust in 'institutions'



# Etherington Review

- Clear failures of charity governance.
- New regulator, accountable to parliament, to be established.
- Regulation will be universal and apply to all fundraising charities.
- Regulator will be funded by charities.
- A Fundraising Preference Service to be established.
- Move to an 'opt in' system of permissions rather than the 'opt out' that is more common at present.

# Impact on the Trust

- Direct impact - costs of the regulator and creation of the Preference Service.
- More difficult to assess at present is the indirect impact of the general climate and public attitudes toward charities.
- Best mitigation of this risk will be to develop a strong brand.
- Regulatory situation is evolving rapidly and the fundraising team will continue to monitor changes and coverage.
- Trust working closely with other members of NCVO and ACEVO to influence and anticipate the changes.

# Governance at the Trust

- Fundraising Board Committee is established.
- HoF and Dir. Marketing, Communications & Fundraising in regular contact with Chair of Fundraising Committee.
- All Trustees trained in major donor fundraising and several are actively engaged in approaching donors with our fundraisers.
- Ethical and fundraising policies reviewed and approved by the Fundraising Committee.
- Risk associated with public attitudes captured in the Corporate Risk Register and regularly reviewed by SMT and the Board.

# Some questions.....

Looking ahead.....

- What are the priority areas where we could grow the fundraising
- What are the themes we should bring out in developing our fundraising



## Final agenda items...

- **General Q&A**  
Matters of interest to the Council - Members
- **Future Agenda Topics**

**1615** Close of Meeting

### DATE OF NEXT MEETING

**22 September Birmingham, AGM and Annual Public meeting**



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# **10<sup>th</sup> Meeting of the Canal & River Trust Council**

Living waterways transform places and enrich lives



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# **10<sup>th</sup> Meeting of the Canal & River Trust Council**

**Thank you for your  
participation!**

Living waterways transform places and enrich lives