Welcome and Introductions – Ian Rogers
Notes of the last meeting, 9 September 2015
Chief Executive’s Update – Richard Parry
National Strategic Infrastructure Projects (EA and HS2) – Peter Walker
Navigation Advisory Group: Chair Update on Group’s Activities – Mike Carter
Marketing, Fundraising, Enterprise Update – Sophie Castell
Programme of Work 2016/17 – Julie Sharman
Customer Experience Programme – Carron Smith
Boating Update – Mike Grimes
Future Topics
Change at the Trust

Since last NUF in September:
- new Chair
- new Trustee recruitment
- new Council
- changes to the Executive team
Trust Executive Team

Chief Executive: Richard Parry
Director of Customer Service & Operations: Ian Rogers
Property Director: Stuart Mills
Finance Director: Sandra Kelly
Director, Marketing, Communications & Fundraising: Sophie Castell
Exec’ Head of Asset Management & Performance: Julie Sharman
Exec’ Head of Asset Delivery: Simon Bamford
Exec’ Head of Strategy and Planning: Heather Clarke
Exec’ Head of Human Resources: Nigel Cadman
General Counsel: Jackie Lewis
Responsibilities ....

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
Growing our Trust
Navigation Advisory Group: Chair Update on Group’s Activities

Mike Carter
Chair of the Navigation Advisory Group
Environment Agency Navigations update

Peter Walker
National Infrastructure Services Manager
@CRTPeterW
Content

Background

Recent announcements

What’s happening in 2016

Summary
Background: 2010 - 2015

2010
- Govt. confirmed its intention to transfer the Agency’s waterways to the new waterways charity
- Some high level work/costing done, but not taken forward

2013
- Defra requested a comprehensive review
- Large Agency and Trust teams established
- Govt. later decided not to take project forward

2015
- New Waterways Minister – Rory Stewart – supportive of the transfer
- Defra, the Trust and the Agency agree to work together to explore the possibility of a transfer of navigations
Joint working group established

Confirmation of navigations under consideration

Govt. ambition to transfer the Agency’s navigations to the Trust

Working group is at a very early stage and no decisions have been made

Needs approval by the Minister and the Trust’s Board

Initially data gathering, then wider consultation

Agency, Trust and Defra committed to finding a sustainable future for the Agency’s navigations
Navigations proposed for transfer

Wicken Lode - Cambridgeshire

Willington Lock – nr Bedford
Thames and Medway Waterways

- Thames
- Medway
- Wye
- Lugg
- Rye Harbour
- Stour (Kent)
- Stour (Essex)
- Rother
- RMC

See Inset A
Anglian Waterways
The 2016 Project

Phase 1 – to mid 2016
• Information exchange
• Data gathering
• Site visits
• Consultation with the IWA
• Funding and management options
• Report to the CRT Board

Phase 2 – mid 2016 onwards
• Develop proposed options
• More detailed assessment of transfer issues
• Possible transfer in 2018 or 2019
c620 miles of waterway under consideration for transfer

Two “false starts” in 2010 and 2013

New Minister in 2015

Defra, the Trust and the Agency working together in 2016

Project at a very early stage – info gathering, cost models etc

Further update later in 2016
High Speed 2

Getting the Best Deal for Our Waterways

Peter Walker
National Infrastructure Services Manager
@CRTPeterW

National User Forum
24 February 2016
Content

• Introduction
• The Trust’s position on HS2
• The potential threat to our waterways
• Addressing the threat
• Successes to date
• The challenges ahead
• Summary
HS2 Overview
(what you get for £50Bn+!)

Phase 1 – complete 2027
- Parliamentary process at present
- Start on site in 2017

Phase 2a – complete 2027
- Accelerated route to Crewe
- Preferred route to be announced in 2016

Phase 2b – complete 2030
- Length 210 miles
- Preferred route to be announced in Autumn 2016
- Start on site early 2021
Phase 1 – Parliamentary Process

Hybrid Bill process

- **Bill Deposit**
- **First Reading**
- **ES Consultation**
- **Second Reading**
- **Petitioning Period**
- **Select Committee**
- **Public Bill Committee**
- **Third Reading**

**November 2013**
- Authorises project
- Procedural step
- No debate at this point
- Public consultation on the Environmental Statement
- Principles of Bill established
- Debate on the floor of the House
- Defines length of petitioning period
- Premise of the Bill assured
- Length of time defined at second reading
- Petitions heard in front of Committee
- Members completely unconnected to project or rail industry
- Further consideration and possible amendments by MPs
- Further consideration of the Bill and may amend or propose changes

**March 2016**
- The Bill now normally follows a similar process through the House of Lords as it has through the Commons
- Any amendments to the Bill made by the House of Lords are now debated and approved by the House of Commons
- “La Reine le veult” – ‘The Queen wills it’ in Norman French

**December 2016**

**CRT 4th Feb 2016**

**Royal Assent**

**House of Commons**

**House of Lords**
The Potential Threat from HS2

- Poor quality design
- Noise
- Visual impact
- Headroom & air draft
- Disruption during construction – land acquisition, canal closures
- Waterways under restoration
The Trust’s Position on HS2

- Our position – neutral
- The decision to promote and build HS2 is a political one
- We want to get the best deal for the waterways
Addressing the Threat - HS2 Steering Group

CRT Staff
- Chair
- Project Manager
- Environment
- Heritage
- Water management
- Urban design
- Legal
- Planning

External Resources
- Architectural Design
- Engineering design
- Comms & lobbying
- Parliamentary Agent
- QC
Waterway Sector Engagement

Waterway Sector Group

Canal & River Trust

Chesterfield Canal

Leicestershire County Council

Barnsley, Dearne & Dove Canals Trust

L & H

ENTER

Restoring the Missing Link
Addressing the Threat

• Side agreement
• Parallel Strategy
  • Technical discussions with HS2
  • Petitioning at key stages
• Aim – resolve issues and avoid appearing before the HS2 Select Committee....
Addressing the Threat

• ….this strategy nearly worked!
Curdworth Viaduct
• Impressed with CRTs appearance
• Improved protection for canals at seven locations
• “There should be a positive architectural legacy from the railway’s interaction with the canal network in this country”
• “We would expect a presumption that the perspective of canal users will be strongly taken into account in the design of infrastructure”
Successes to date..

- Good quality design at canal crossings
- T&M - Fradley Junction – railway realigned to avoid multiple crossings of the canal
- W&E – Protecting the restoration of the Lichfield Canal
- B&F – Curzon street station – canal now part of wider regeneration plans for station, Eastside
- B&F – Curdworth – commitment to a sympathetic design
- GU (Slough Arm) – recognition of residential boaters issues/concerns
- Noise protection
Challenges Ahead – Phase 2

- Stations near our waterways
  - Leeds
  - Sheffield (Meadowhall)
  - Manchester
  - Toton
- Restoration Waterways
  - Chesterfield Canal
  - Ashby Canal
  - Barnsley Dearne & Dove Canals
- Approach to Leeds at Woodlesford
Woodlesford
Woodlesford
Summing up

- HS2 is coming
- The Trust is neutral on the political and economic case for HS2
- We are working constructively with HS2 to get the best deal for the waterways including protecting our heritage
- We have had successes to date
- Challenges ahead on Phase 1 and Phase 2
- We need your help!
High Speed 2 – Getting the best deal for our waterways

Any questions?

Peter Walker
National Infrastructure Services Manager

Peter.walker@canalrivertrust.org.uk

@CRTPeterW
Questions
Navigation Advisory Group (Operations)

- 8 lay members – Mostly private boaters (new & old), commercial boater, hire fleet operator, boatyard experience, ramblers
- 2 CRT Council observers
- 408 combined years of boating/canal experience (Average = 45 years/member)
- 270 combined years of boat ownership (Average = 30 years/member)
- 2 CRT senior personnel
- Local waterway managers
- Meet usually 4 times per year but also use video and telephone conferencing when necessary
- Role is to ADVISE CRT on navigation related issues
What has NAG (Ops) done in the last 3 years?

- Dredging
Dredging

- Meetings with head of dredging/dredging team
- How much is taken out
- Where
- When
- Sub group that co-opts other deep-drafted boats to look at scheduling the dredging spend for the next 7-10 years
What has NAG (Ops) done in the last 3 years?

- Dredging
- Safety
Safety

- Minimum safety/customer service standards
- Lock ladders
- Harecastle Tunnel fatality
- Towpath surface/shared space
- Canoeing in tunnels
What has NAG (Ops) done in the last 3 years?

- Dredging
- Safety
- Vegetation Management
Vegetation Management

- Meet with Project team to advise on specifications.
- Raise priority of offside vegetation cutting
- Agreed one-off spend of £2-3m on offside tree cutting in 2014-2015
What has NAG (Ops) done in the last 3 years?

- Dredging
- Safety
- Vegetation Management
- Paddles - Pawl Stops & Spindles
Paddles - Pawl Stops & Spindles

- NAG raised concerns with the stops when they were first appearing
- Held meeting with the project team highlighting the downside which triggered the consultation
- Advised to stop fitting them and remove when cost effectively appropriate
- Has a sub group which is working directly with the CRT project team to:
  - Expand the project to look at spindle sizes, spindle wear and paddle weight/stiffness
  - Assist and advise on the best way forward
Going Forward - Continue building on the success of the structure that has been developed so far
Marketing the Trust, growing our influence
Agenda

A) Marketing the Trust

B) Flood appeal update
marketing
Selling
Twitter
Logo
Promotion
Marketing
Publicity
Advertising
Brochures
Website
Engaging the public to foster support for the waterways
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, expertise, role, distinctive voice
Flood response: engaging supporters and communities
Our priorities

Objectives

A. Identify opportunities to attract financial and in-kind support
B. Communicate key messages
C. Protect and enhance the Trust’s reputation and brand

Plan

1. Income generation
2. Volunteering
3. Advocacy
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
Our strategy

People want to help - offer them a way by:

• **Making a donation**: asking people to make a donation to help us rebuild and clean up their canals, helping their communities get back on their feet

• **Volunteering**: call for volunteers

• **Telling their stories**: encouraging people to share their stories and pictures on our web and social pages
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
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.
Results

A Persuasive campaign

£64,881 raised to date
200,444 peopled reached on social media
3,000+ hours of volunteering given

‘It’s all about taking care of these things so that people in the next 200 years can enjoy … Campaign donor

Passion, expertise, role, distinctive voice
Questions
Programme of Work & Flood Damage

Julie Sharman
Head of Asset Management & Performance
Works Update

- Flood damage
- Trust’s response so far
- Priorities and programme
- Affect on planned works for 2016
- Key projects in 2016 work plan
Rochdale Locks 5 - 8

Cutting 7 – partial road closure due to cracking above cutting – monitor.
Low Priority as Bridge owned by council, bridge and navigation closed, severe failure

High Priority Public Rd Bridge closed

29/12 Water main burst and combined with undermining from floods

Medium Priority, long areas of erosion, towpath failure and banks – boats strewn all over from Park Nook through to Cromwell lock

Salterhebble embankment No1, existing slip deteriorated but new issues need review

Medium Priority Elland Lock erosion of lockside approaches and some CRT building damage

High Priority Park Nook Lock. erosion of lockside and towpath severe, potential lock gate damage from boats which broke free from moorings

High Priority, river overtopped embankment into canal some erosion potential undermining and exposed cables

Medium Priority towpath erosion just upstream of lock, safety issue

Rd Bridge closed rain burst and undermining from banks

Ganny’s

Park Nook Lock

Elland bridge

Cromwell Lock
Calder & Hebble

High Priority at Figure of 3 locks, river has overtopped and washed away the embankment, cables exposed

Figure of three locks
High Priority
Knostrop Weir failed

Medium Priority
Knostrop Island nose failure

Location where boats displaced from Knostrop moorings ended up

Knostrop island

Knostrop weir

Woodlesford

Medium Priority
Knostrop island nose failure

Location where boats displaced from Knostrop moorings ended up
Stainton Aqueduct
L&L Springs branch
Some repairs will be deferred to future years

£5.5m of funding confirmed for Elland Bridge (and other works)

£15m of estimated total damage

£6m budget provision 2016

£1m budget allowed 2015

Initial estimates prepared within the first week
Volunteer response

Over 3,000 volunteer hours to date
Towpaths made safe and reopened

Wide range of partners and volunteers involved:

- Junior Soldiers from Harrogate barracks
- Calderdale Council
- Woodcraft Folk
- Lloyds Bank
- Halifax Bank
- Incredible Edible
- Whittaker Brothers
- Sanderson Weatherall
- Todmorden Town Council
- Shire Cruises
- Wakefield College
- Safe Anchor Trust
- Calder Navigation Society
- Todmorden Forum
- Calder Futures
- Ward Hadaway
- Yorkshire Building Society
- Local Canal & River Trust Waterway Partnerships
Volunteer response

Volunteers completing temporary surfacing repairs in Todmorden
Volunteer response

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

Junior soldiers working alongside Trust staff at Park Nook Lock
In order to fund flooding repairs £6m of projects, including £2m of dredging, have been deferred.

Projects > £250k include:

- Culvert 4, Rufford Branch
- Marsh Lock, Weaver Navigation
- Llangollen, Prees Branch embankment repairs
- Marple retaining wall, Peal Forest Canal
- Richmond Hill retaining wall, Macclesfield Canal
- River Tame Aqueduct, Peal Forest Canal
- Horbury Culvert, Calder & Hebble
- Leeds & Liverpool Leak stopping, Swing Bridge works
- Carpenters Road Lock
- Upper Bittel reservoir, Slipper Hill reservoir, Rishton reservoir, safety works
- Brick Lock
- Tringford Pumping Station
Priorities include:

- Staffs & Worc Spot Dredging
- Barton Turns Dredging
- Birminham & Fazeley Spot Dredging
- Saddvington Tunnel - Cranes Lock
- Rufford Branch Dredging
- Bardney Lock Moorings Dredging
- GU Lock 49 to 51 Dredging
- Lancaster Canal Mainline Dredging
- Coventry Canal Spot Dredging
- Ribble Link Annual Dredging
- Gloucester and Severn Docks and Severn Dredging
- Liverpool Docks CS Dredging Half tide lock
Questions
Customer Experience

Carron Smith
Head of Customer Experience
Meet the team
Contacts today
High level observations
User feedback
Our response
Value irritant model
Service improvement initiatives
Future services
Questions
Customer Service Team

- Ian Rogers: Director Customer Experience & Operations
- Carron Smith: Head of Customer Experience
- Sarina Young: Customer Service Co-ordinator
- Moneypenny Outsourced Customer Service
As many as £17k calls a week happen around the Trust

How do I contact CRT …?

- Waterside businesses
- BLT
- Neighbours
- Friends
- Other boaters
- Volunteers
- CRT
- CRT officers
- Social Media
- Towpath Waterways signage
- Enquiries team (London)
- Moorings
- Head office
- Printed media
- CRT contacts I know
- Data collectors
- CRT contacts I know
- Money Penny
- >200k contacts
- CRT Website
- Complaints
  - customer.feedback@canalrivertrust.org.uk
- Email (36 email addresses)
Contact is driven through multiple parts of the Trust with very little measurement.

We can estimate that:

- 200k contacts received by service centre per year
- Waterways contact can range from 50 – 100 per day
- The Boat Licencing Team handle around 35k pieces of work a year
- Around 10k calls per year are received through the emergency services number at all times of the day, peaking around 5pm
High level observations

There isn’t a cohesive approach to service
• Service isn’t focused under a single set of shared goals and measurements
• We don’t share information or work collectively
• The lack of a single system is driving inconsistency

Multiple contacts to get a resolution
• Answers to enquiries are not always consistent
• At least 90k contacts a year are regarding licences
• Repeat contact is generated through voicemails being left and not returned

The local relationships are highly valuable touchpoints
• The relationships at the Waterway level are very strong with a high degree of focus on service and resolution; but data isn’t captured or measured
Feedback

What are the strengths of CRT?

A lot of the CRT staff are wonderful”
“It’s a great community”
“It’s definitely an improvement from BW; they’re going in the right direction and the canals look better than they have in years”
“Bringing all the different groups in is having a fantastic impact on the profile of the canals”

What are the weaknesses?

“There’s no one voice, no one person in charge”
“Consistency; the rules change and policies are enforced differently across all the waterways”
“No clear customer service contact; I just rely on who I know because the right channels get you nowhere”
“You get passed around, no one owns it and it takes far too long to get a response and there’s no real complaints procedure it just disappears into thin air”

What would you change?

• “They need clear contact & escalation routes”
• “They need to own & resolve issues”
Our response...

- Service Review
  - External Consultancy
- Recruited Head of Customer Experience
- Service Functions
  - Together under one directorate
- Systems & Data
  - CRT systems review
Service improvement initiatives

Focus on the Customer
- Simplify contact channels to get through to the right person
- Help customers get better access to information and make payments at valuable and destination points
- Website – simplify search and navigation, improve self service e.g. on-line licencing

Cohesive Organisation
- Unify customer service to common objectives
- Implement a set of service standards and measures across all customer service areas
- Create a centralised continuous improvement team

People
- Define roles and clear lines of responsibility
- Develop and route contacts to colleagues with the right skills
- Create national training and development

Data/Technology
- Make better use of field technology so all customer-facing staff have access to the same information and systems
- Create a central contact database for both the contact centre and Waterway teams to log information
Future service

- **Unified**
  - Everyone works to the same objectives across resolution
  - Right person contact

- **Self service**
  - Customers can handle the day to day transactions.

- **Improved technology**
  - Improved systems
  - Field based technology

- **Continuous improvement focus**
  - Continual improvement focus
  - Process improvement opportunities

- **Single view of the customer**
  - Systems that allow service colleagues to update and view customer information wherever they are on the canal side

- **Innovative sighting solutions + enforcement management**
  - Enable continual cruisers to proactively self-capture their boat location through innovative (non-GPS)

- **Improved customer experiences**
  - An increased community profile and more Friends of the Trust
  - Donating and keeping investment in the canal network high
Questions
Update on Boating

Mike Grimes
Head of Boating
Update

• Boater Survey….out soon
• Customer Service facilities – Online
• London Moorings project
• Enforcement…
Licence evasion

- Annual boat count about to start (March 2016)
- Target to keep evasion below 5%
- 63 boats seized this financial year so far
- New sightings collection software rolled out in June 2015
New monitoring process implemented from May 2015.

- over 5600 movement patterns reviewed in the last 12 months
- 600 restricted licences (either 3 or 6 months) issued so far
- 70 boats declined a further licence without a home mooring.
- 860 extended stays or equality adjustments made for boats without a home mooring.
And finally...

Future topics

Any other comments