



MEETING OF THE BOARD OF TRUSTEES

Minutes of a meeting of the Board of Trustees (the **Trustees**) of Canal & River Trust (**the Trust or CRT**) held at the Hilton Euston, 17-18 Upper Woburn Place, London WC1H 0HT on Thursday 19th September 2013 at 9:00.

Trustees:

Tony Hales	Chairman
Jane Cotton	
John Bridgeman	
John Dodwell	
Frances Done	
Tom Franklin	
Lynne Berry	
Simon Thurley	
Steve Shine	
Manish Chande	

Executive Directors:

Richard Parry	Chief Executive
Nigel Johnson	Corporate Services Director (and Secretary to the Trust)
Stuart Mills	Property Director
Vince Moran	Operations Director
Philip Ridal	Finance Director
Simon Salem	Marketing & Fundraising Director

Other attendees:

Richard Mercer	Head of Utilities, agenda item 13/059 only
Julie Smith	CRT Solicitor, agenda item 13/059 only
Phil Spencer	Head of Business Boating, agenda item 13/066(2) only
Heather Clarke	Head of Planning (agenda items 13/066 [3 and 4] only)

Secretary of the Meeting:

Mark Devin	Prism Cosec
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Action

13/058 CHAIRMAN'S WELCOME

The Chairman welcomed all those present.

(Richard Mercer and Julie Smith joined the meeting)

13/059 UTILITIES REWARDS AND RISKS

The Trustees received a presentation from Richard Mercer on the utilities business, noting that revenues had grown from circa £2m in 1997/98 to more than £23m from a variety of sources against a very low cost base (currently circa £1m). Mr Mercer then proceeded to summarise areas of growth and Julie Smith considered the legal issues most likely to impact future income streams. These

included a number of cases the outcomes of which might impact CRT as well as the Water Bill currently before Parliament. ***It was agreed*** that the Trustees should be kept apprised of developments in each of these areas and that Mr Mills would update the Trustees at the November meeting.

SM

(Richard Mercer and Julie Smith left the meeting at 09:50)

13/060 COUNCIL MEETING, WEDNESDAY 18th SEPTEMBER

The Chairman invited feedback on the Council Meeting held the previous day. Mr Parry noted that Roger Hanbury had also been asked to seek feedback from delegates. The importance of balancing the interests of both local and national stakeholders was acknowledged and ***it was agreed*** that Simon Salem would arrange a presentation to Trustees on strategy to achieve this objective.

SS

13/061 DECLARATION OF INTERESTS IN ANY MATTERS ON THE AGENDA

No interests were declared by individual Trustees other than John Bridgeman and Jane Cotton who, as Trustees of the Waterways Pension Scheme, declared an interest in agenda item 13/066(5) concerning an amendment to the pension fund trust deed.

13/062 MINUTES

The minutes of the meeting held on Wednesday 10th July 2013 were amended and approved.

Matters arising:

Trustee presentations (minute 13/049)

Mr Parry tabled a list of presentations planned for future meetings and invited comments. ***It was agreed*** that the Trustees would receive a presentation on HS2 and Waterway Classification in November, along with an update on Boating for the main agenda, and that the presentation on Diversity would be in addition to People strategy since this was a broader subject. ***It was further agreed*** to review progressing implementing the new investment policy at the Trustee meeting in May 2014.

RP

[Commercially confidential material removed]

SM

13/063 CHIEF EXECUTIVE'S REPORT (CRT 55)

Richard Parry supplemented his written report with a verbal update on the following issues:

Health and safety: Following a review by the Chief Executive, the Safety Policy Statement had been reissued and well received. A programme of fire risk assessments was being delivered between September and December in relation to buildings deemed to be low risk. The transfer of museums into the Trust's portfolio had had an adverse impact on total lost time injuries albeit these increased minor injuries were most apparent at former operational locations. The issue was being investigated to identify any underlying causes.

VM

[Commercially confidential material removed]

SM

KPIs: *It was agreed* that Mr Parry and Mr Ridal would give consideration to improving the presentation of KPIs in future reports to the Trustees.

RP/PR

13/064 OPERATIONS REPORT (CRT56)

Mr Moran reported that the programme of major works continued to progress broadly to plan. The some of the contingency fund had now been released and projects were being planned for delivery later in the year.

The winter works programme had been rebranded 'restoration and repair' and Waterway Managers and marketing staff had been working closely to maximise publicity for the forthcoming programme to minimise disruption to boaters during the winter months.

Lynne Berry noted that a presentation to the Trustees on freight was not scheduled until January 2014 and *it was agreed* that the Chief Executive would consider, subject to progress in the work of the Freight Advisory Group, bringing this forward to November's meeting.

RP

13/065 FINANCE DIRECTOR'S REPORT (CRT57)

Mr Ridal presented the financial results for the four months to July 2013 and the F4 forecast together with the current cash position and forecast, an update on the negotiations for a revolving credit facility and overdraft and the revised KPIs. The Trustees were invited to note and comment upon the contents of Mr Ridal's report.

It was noted that year to date expenditure on the waterways, although down on plan, was closer to plan than in previous years. This reflected improved phasing of works across the year. More generally, most of the variances for the year-to-date were expected to align to the plan as the financial year progresses.

Discussions in relation to the provision of a revolving credit facility ('RCF') had now reached the point where a term sheet had been issued and this would be considered at the next Investment Committee meeting in October. This meeting would also consider a paper to be prepared by Stuart Mills articulating the challenges in identifying new investment opportunities.

SM

[Commercially confidential material removed]

PR

13/066 DECISION PAPERS (CRT 58)

The following matters were considered and agreed:

1. **Proposed Trustees' Statement on Public and Private Benefit (CRT58A):** Mr Johnson presented a discussion draft of a policy and a draft explanatory note and asked Trustees to give their views on the content. Following the transfer of the waterways from BW to CRT, meeting the public benefit requirement of the Charities Act 2011 had become an express obligation of the Trust.

The Chairman invited Trustees to comment. Lynne Berry acknowledged that a document along the lines of the proposed statement would be helpful as management guidance but felt that further work was needed.

Accordingly, **it was agreed** that Nigel Johnson would prepare a further paper for the Trustees taking into account more fully the Charities Commission guidance on the topic (which had only very recently been updated after the paper was written).

NJ

(Phil Spencer joined the meeting at 11:30)

2. **Business Boat Licencing Consultation (CRT58B):** Stuart Mills introduced Phil Spencer and outlined the background to his paper, which set out the outcome of a public consultation over changes to the way in which business boats using the waterways are licensed.

[Commercially confidential material removed]

(Phil Spencer left the meeting at noon and Heather Clarke joined the meeting)

3. **Update on Waterway Partnership Strategic Plans (CRT58C):** The Trustees noted the contents of a progress report prepared by Heather Clarke, Roger Hanbury and Julie Sharman detailing the progress being made by the Waterways Partnerships in developing their 10-year strategic plans covering the waterways, museums and other attractions within their remits. This would in turn inform the preparation of CRT's overall strategic plan (see next item).
4. **CRT Strategic Planning Process (CRT58D):** The Chief Executive invited the Trustees to endorse the strategic planning process outlined in his paper. This proposed that, following a strategy day in October, the business planning process would be initiated. The Trustees would then review and, if appropriate, endorse the general direction of travel at its November meeting. Following the November Trustees' meeting, and subject to Trustee approval, wider engagement would commence to be completed by 31st December. The Trustees would then be asked to endorse the final strategic plan at their meeting in January 2014. Finally, a sub-committee of the Trustees would be invited to review the 2014/15 business plan and budget ahead of its submission to the Trustees in March 2014. After due consideration, **it was agreed** to adopt Mr Parry's proposed timetable.

(Heather Clarke left the meeting at 12:10)

5. **Pension Fund Deed amendment (CRT58E):** The Pension Fund Trustees had proposed an amendment to the scheme deed and rules with reference to ill-health pensions. It was noted that any such change required the agreement of the Trust and Principal Employer and that such matters were reserved for the Board of Trustees. The proposed amendment would give the Pension Fund Trustees discretion to enhance a partial ill-health pension to a full ill-health pension if the member were to be suffering a greater degree of ill health or incapacity than when the pension originally commenced. It was noted that the change was immaterial in cost terms and would have no impact on the actuarial assumptions. **It was agreed** to approve the recommendation.

6. **Approval of appointment of Directors to Subsidiary Boards** **PR**
(CRT58F): The appointment of individuals as directors of subsidiaries of the Trust was a matter reserved for the Board. Accordingly, **it was agreed** to approve the following changes:

- (i) Appointment of Louise Mitchell as Finance Director of BWML following the resignation of Chris Warren; and
- (ii) Appointment of Steve Pullinger as a director of the Canal & River Trust Community Interest Company following the retirement of Robin Evans.

7. **Pension Funding Partnership ('PFP'):** **It was agreed** to authorise the Executive directors of the Trust to sign the statutory accounts of entities forming part of the PFP arrangement on behalf of the Trust where it was a General Partner or member in its corporate capacity.

NJ

13/067 FUNDRAISING REPORT (CRT59)

Mr Salem's written report was received and noted. Responding to a suggestion from John Dodwell, the Chief Executive proposed that the towpath guidelines reviewed to ensure that they adequately reflect the needs of all towpath users equitably.

13/068 BOARD COMMITTEES

The Trustees noted the draft minutes of the Investment Committee meeting held on Tuesday 23rd July 2013.

13/069 DATE OF NEXT MEETING

Thursday 21st November 2013 (North Wales).

13/070 CLOSE OF MEETING

There being no further business, the Chairman closed the formal proceedings at 12:10.

Chairman

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – SEPTEMBER 2013

1.0 INTRODUCTION & OVERVIEW

- 1.1 During my first two months with the Trust as Chief Executive, my main priority has been to introduce myself to as many people as possible, both within the organisation and external, and to gain first-hand experience of a wide range of places on the canal and river network (including docks, reservoirs, marinas and the Tees Barrage) and the work we do to look after it.
- 1.2 I have spent at least a day with each of our 11 Waterway managers and their teams, have visited all our Museums and Attractions, and have met around a third of the total workforce, as well as numerous volunteers. I have also met a good number of our stakeholders and partners, and engaged with customers and users when possible including at weekend events. I have spent time with some of our Waterway Partnerships and Advisory Groups.
- 1.3 I have shared my experience during these first few weeks in the form of a weekly blog sent to all employees, which has helped establish an initial connection with people at the Trust.
- 1.4 A key focus for the next few months will be to build on this wide engagement to shape the future direction of the Trust, both in the Strategic Planning/ Business Planning process that we are commencing, described in a separate paper, and through active communication of key messages.

2.0 HEALTH AND SAFETY REPORT

- 2.1 The Health & Safety Report is attached (Appendix 1), along with the recently updated and distributed Safety Policy statement. There are no major safety issues to report - though we are seeking to steadily improve safety performance, notably in Museums.

3.0 MARKETING, COMMUNICATION AND FUNDRAISING

- 3.1 The Marketing and Communication update is attached at Appendix 2. Despite the relative lull of the summer our media coverage has remained strong.
- 3.2 Fundraising activity is described in a separate paper. The headlines are that we have now recruited over 6,000 Friends; our ongoing partnership with Google has seen us become the first organisation in the UK to be loaned their Trekker; £10 million was recently secured from funding through the Department for Transport's City Cycle Ambition Grant scheme; a further £2m of indirect funding has been obtained for towpath improvements to the Caldon Canal from DfT Access to National Parks funding.

4.0 VOLUNTEERING

In the five months to the end of August volunteers have contributed over 123,000 hours to waterway maintenance and improvement projects. Over 35 Towpath Taskforce events are now being organised each month giving opportunities for new volunteers to join in. 372 volunteer Lock keepers joined us throughout the summer delivering exceptional customer service to boaters and waterway visitors alike.

4.1 Adoptions

The Community Adoption concept continues to attract significant interest. Currently there are 27 fully fledged adoption schemes in place plus ten in negotiation following the recent campaign. In recognition of the exceptional contribution of the Blisworth Canal Partnership (an early adopter) we have entered them for the autumn round of the Big Society Awards, a Downing Street initiative recognising the efforts of community groups who take social action.

4.2 Corporate Volunteering

Since April 2013 24 separate companies have participated in corporate volunteering opportunities [Commercially confidential material removed]

5.0 BOATING

5.1 Towpath Mooring Control Project

The full team envisaged in the project plan is now in place. Our project plan disciplines are proving very useful in its management. Boater liaison staff are making good progress building local relationships. The three initial sites in the South East (Stoke Bruerne, Foxton, Thrupp) where 48 hour maximum stays are being enforced more thoroughly have generated different views but local response in the area has been largely positive. A fuller report on progress will be made to the Trustees in November.

5.2 Winter moorings

Our winter mooring offer is being changed this year to reflect user needs. A new, significantly cheaper, single general towpath permit is to be offered (on sale 1st Oct). Permit holders can stay anywhere apart from on visitor moorings or within 1km of a long term mooring site or marina, and as sales are limited to Continuous Cruisers [Commercially confidential material removed] Certain visitor moorings will be available for winter at a premium.

5.3 Continuous cruiser licence trends

We are seeing a sharp upturn in the uptake of continuous cruiser licence status (see Finance Report also). This underlines the importance of our objective to make sure we have fair and effective enforcement of guidelines in place.

5.4 Boater Communication

Although additional liaison resource has been added to the Boating team, it is clear that there is a further requirement for an expanded communication effort. This will be developed over the coming months as an early priority for me.

6.0 PROPERTY AND INVESTMENT

6.1 The Property update is attached at Appendix 3. [Commercially confidential material removed]

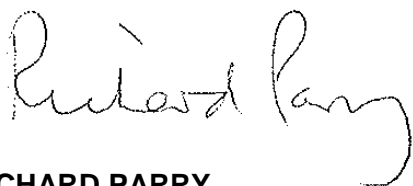
7.0 ORGANISATION

- 7.1 Gaenor Prest left the Trust on 6 September. She has been replaced by an Interim Head of HR, Simon Patton, who has served as HR/ People Director at Somerfield and the National Trust.

8.0 DEFRA CONTRACT PERFORMANCE REVIEW

- 8.1 The first Review meeting with Defra was held on 9 July. Following the meeting Defra have written to us (on 2 September) to confirm that we have satisfactorily demonstrated our achievement of the Relevant Standards and the conditional grant of £3m will be released.
- 8.2 At the meeting with Defra we also raised concerns at recent occasions where it has seemed that Defra has failed to give due consideration to the impact on CRT (as they are required, under the Grant Agreement, to do) in developing policy, specifically in the implementation of the Water Act 2003 and in the Water Bill currently before parliament. Defra have engaged in active discussions in the past few weeks and our Defra sponsor team have set up a briefing session for us to explain our role to other Defra teams in October.
- 8.3 As indicated verbally at the July Board meeting, the Minister has announced that - due to the impact of government spending restrictions - the transfer of Environment Agency navigations to the Trust has been deferred. At the meeting on 9 July, Defra officials confirmed that the transfer nevertheless remained the preferred policy of the Government.

9.0 [Commercially confidential material removed]



RICHARD PARRY
September 2013

HEALTH & SAFETY MANAGEMENT SUPPLEMENT

– SEPTEMBER 2013

1.0 INTRODUCTION

- 1.1 This report covers the period July and August 2013. The format of the report is in line with the format of reports presented at each Trustees meeting during the year and covers the four areas of risk – Assets, Visitors, Contractors, and our People.

2.0 ASSETS

2.1 Asset Inspection Process (AIP2008)

- 2.1.1 Asset inspection is our primary infrastructure risk management tool to monitor asset condition and to report defects for repair prioritisation. The overall inspection process is broadly on target.
- 2.1.2 Learning from events and improving processes is a critical aspect of risk management and, as a result of the recent Aylesbury Arm Lock wall failure, improvements to lock inspections, investigations and the engineering review process are being developed for inclusion in the update of our Asset Inspection Process - AIP2013.

2.2 Asset Risk Grading

- 2.2.1 Currently, the percentage of our principal assets in the worst two condition grades (D&E) is 15.1%, down from 31% in 2002 and continuing an improving trend. This data feeds into both the Network Stewardship Score and Government Funding reports that have now been completed and submitted to DEFRA. Our repair focus continues to target assets in the D5/E4 risk categories (there are no assets in E5 condition). The Head of Asset Management cautions that investment strategies do not have an instantaneous effect on these grades and it is anticipated that improvements to D/E assets will slow down as a result of the reduced levels of Major Works expenditure in recent years. This potential issue will be closely monitored on an on-going basis.

2.3 Fire Risk Assessments

- 2.3.1 As explained at the last meeting, 800 low risk buildings do not have full Fire Risk Assessments and this is technically in contravention of statutory responsibilities. To undertake full assessments for these buildings could incur costs of around £200k which we judge unreasonable against the risks involved. Our alternative plan to achieve compliance is to develop a generic and simple to apply assessment process to be trialled during September to December and this is now being rolled out. The Building Research Establishment have indicated that this is a reasonable and acceptable approach.

2.4 Property

- 2.4.1 Through inspection, repair and refurbishment, the condition of property held by the Trust can be improved and consequently health and safety liabilities are managed more effectively.

- 2.4.2 Vacant property remains a risk for the Trust where hazards can exist to visitors, the public, neighbours and also trespassers. Vacant properties are actively managed by both risk assessment and regular inspections as appropriate.

3.0 VISITOR SAFETY

- 3.1 There were 5 fatalities on our property during the period and none were as a result of infrastructure failings or other cause attributable to the Trust.
- 3.2 There have been no reportable injuries to visitors since the last report. The analysis of the incidents involving members of the public reported for the 5 months to the end of August, shows 170 incidents were reported which involved loss or injury. We concluded, following investigation, that 19 had an infrastructure related cause (i.e. a defect requiring remedial action) with 50% being slips and trips on towpaths. At 11% of total incidents, the rate this period is marginally above our accepted risk threshold of 10%.
- 3.3 The summer period covered by this report saw the usual levels of swimming in canals and locks in mainly our more urban locations. It is a real challenge to control such activities given the open access nature of our estate. We support the general warning messages issued by the authorities at this time of year and monitor any particular hot spots to involve police intervention in the extreme.
- 3.4 Following the second sinking incident in June of a licensed amphibious craft in the Albert Dock - Liverpool, we are liaising with The Marine Accident Investigation Branch (MAIB) and the Maritime and Coastguard Agency (MCA) who are investigating the incidents as the vessel is a Class V MCA certified passenger ship. We have met with the MCA to discuss any issues for the Trust if the vessel is declared fit to return to service and the operator applies to reinstate their operating agreement with us.
- 3.5 The Operations Director and Head of Health & Safety have been requested to meet with Health and Safety Executive representatives in late September to hear the results of their investigation into the tragic death of the young boy who died when he fell from a lock crossing at Stourport two years ago. When the outcome of this meeting is known, Trustees will be informed.

4.0 CONTRACTORS

- 4.1 There were no reportable injuries to contractors during the period.
- 4.2 Following the incident at the beginning of 2013 on the Leeds and Liverpool Canal which involved the overturning of a contractor's crane, we agreed with HSE to implement a process of Temporary Works Co-ordination. An interim arrangement was implemented pending the training for 'Temporary Works Co-ordinators' which is now almost complete together with revised internal procedures. A serious near miss involving a crane on a towpath was reported in July when the crane operator deviated from the planned access track and became stuck in some soft ground. A safety alert was issued and a full investigation undertaken with two specific recommendations reinforced about track clearance and demarcation.
- 4.3 Kier May Gurney were subject to a Health and Safety Executive (HSE) routine inspection on the Slaithwaite Reservoir site in July. Although it was classed as a routine visit, there was a strong focus on Temporary Works and Crane Operations. No issues with the contractors' processes, procedures and documentation were identified, but this emphasises the HSE focus on these risk areas and the importance of the improvements we are introducing to our works processes.

- 4.4 A water safety awareness training programme is being developed jointly with Land & Water - our dredging contractor. Production companies have been invited to tender for the production of a water safety eLearning course. The initiative between the Trust and Land & Water is being supported by the Construction Industry Training Board and it is hoped the training programme will receive external accreditation. The training package is being designed to initially provide the essentials in water safety for contractor employees and will be a “minimum” learning standard. The training programme will also be capable of use with our own staff and volunteers.

5.0 OUR PEOPLE

5.1 Safety Policy Statement

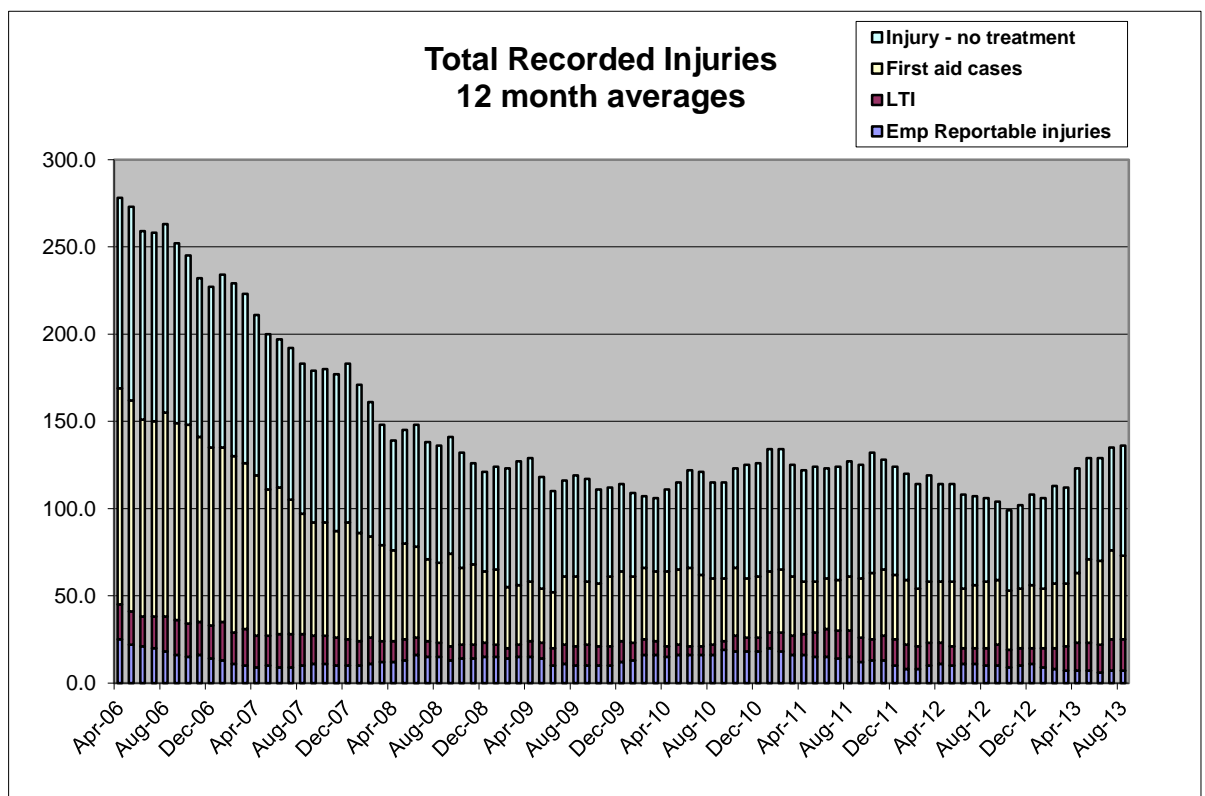
- 5.1.1 The Chief Executive has reviewed, improved and re-designed the formal Safety Policy Statement and it has been re-issued throughout the Trust. A copy of the Statement is attached.

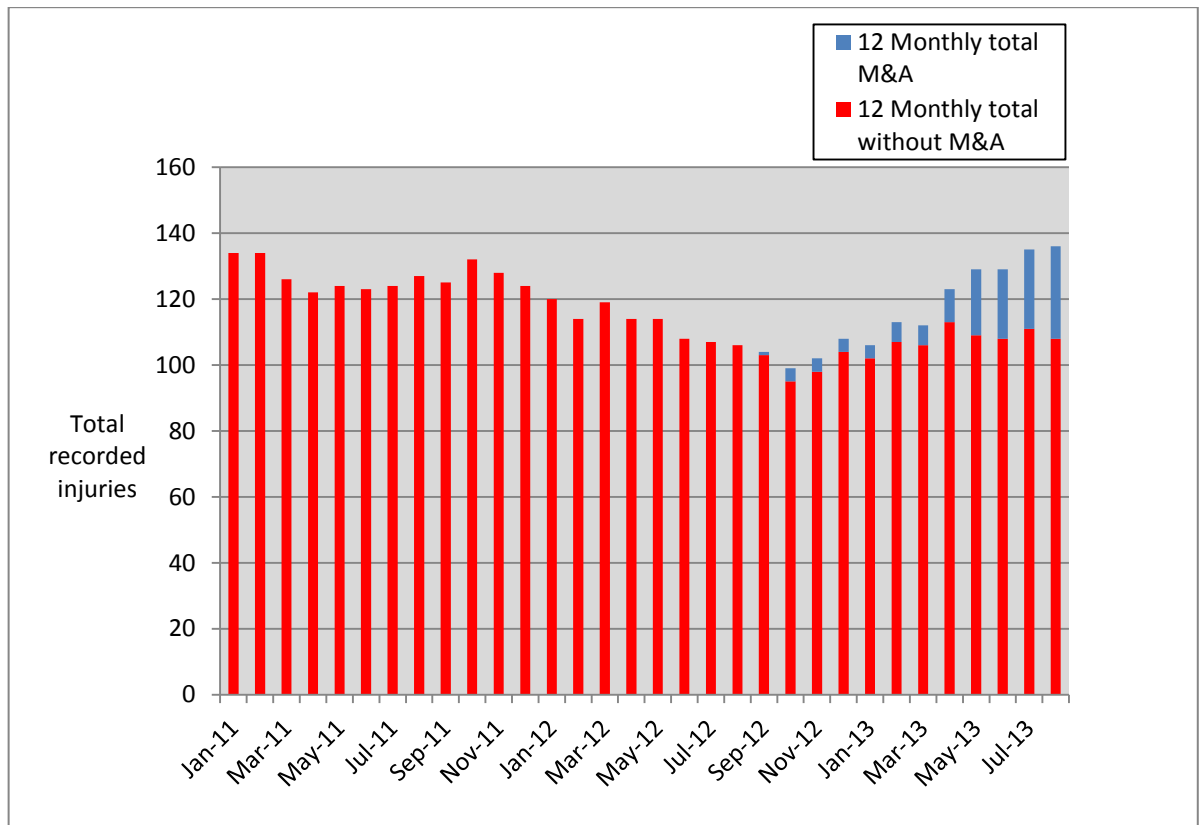
5.2 Volunteers

- 5.2.1 There has been no reportable injury to a volunteer since the last report.

5.3 Employees

- 5.3.1 The improving trend line in total Lost Time Injuries has been impacted significantly by the transfer in of Museums. The first chart below shows the overall Trust position indicating a worsening trend in total recorded injuries. The second chart shows the impact of Museum statistics. The trend excluding Museums is, therefore, stable and we are holding the improvements achieved. The Museum incidents are relatively low level involving minor cuts and burns in kitchen environments, but are indicative of a lower than acceptable safety attitude. The Head of Museums & Attractions is actively working at improving safety behavior and has recruited a dedicated Safety Adviser to help support the Museums staff achieve improvements in their safety practices and behaviours. A detailed safety audit of Museums is planned for later in the year which will be undertaken by the Head of Safety.





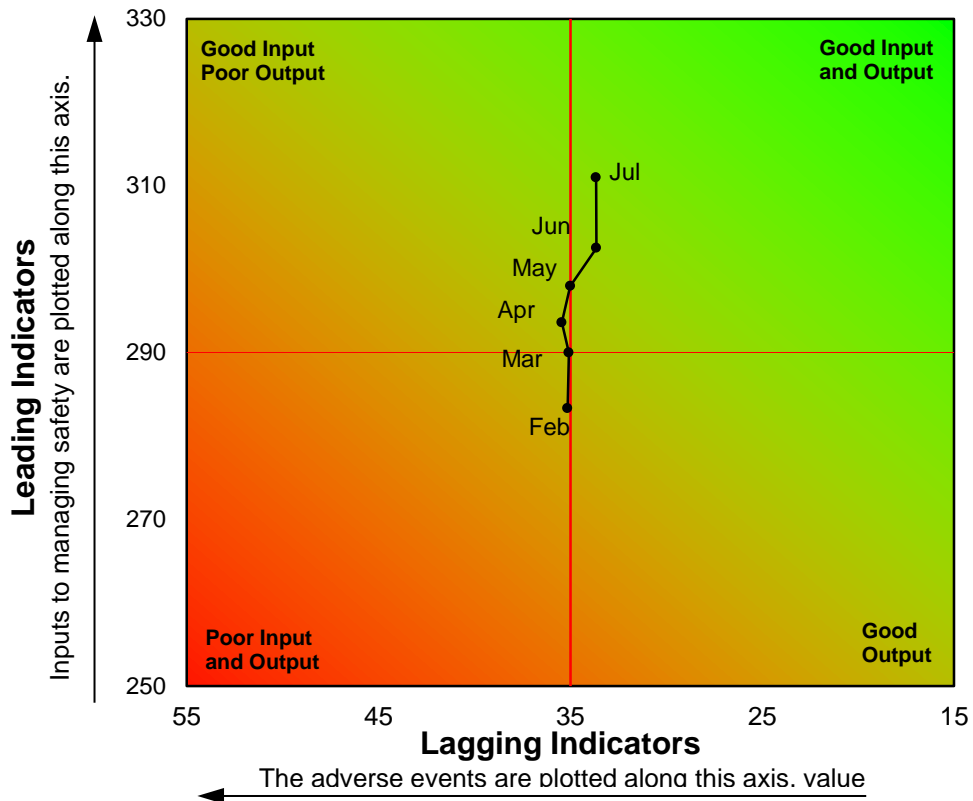
5.3.2 In overall terms, most of the incidents are near their limit of severity, with manual handling injuries and slips/trips being a particular feature. We are running a series of initiatives to improve our employees' risk perception and awareness, and this programme is intended to supplement the ongoing work on safe behavior.

5.4 Safety Benchmarks

5.4.1 Our performance measurement against the Construction Industry Safety Benchmark, which counts Riddor reportable injuries, has improved to 75%. The upper quartile of this benchmark is the long term goal we set ourselves.

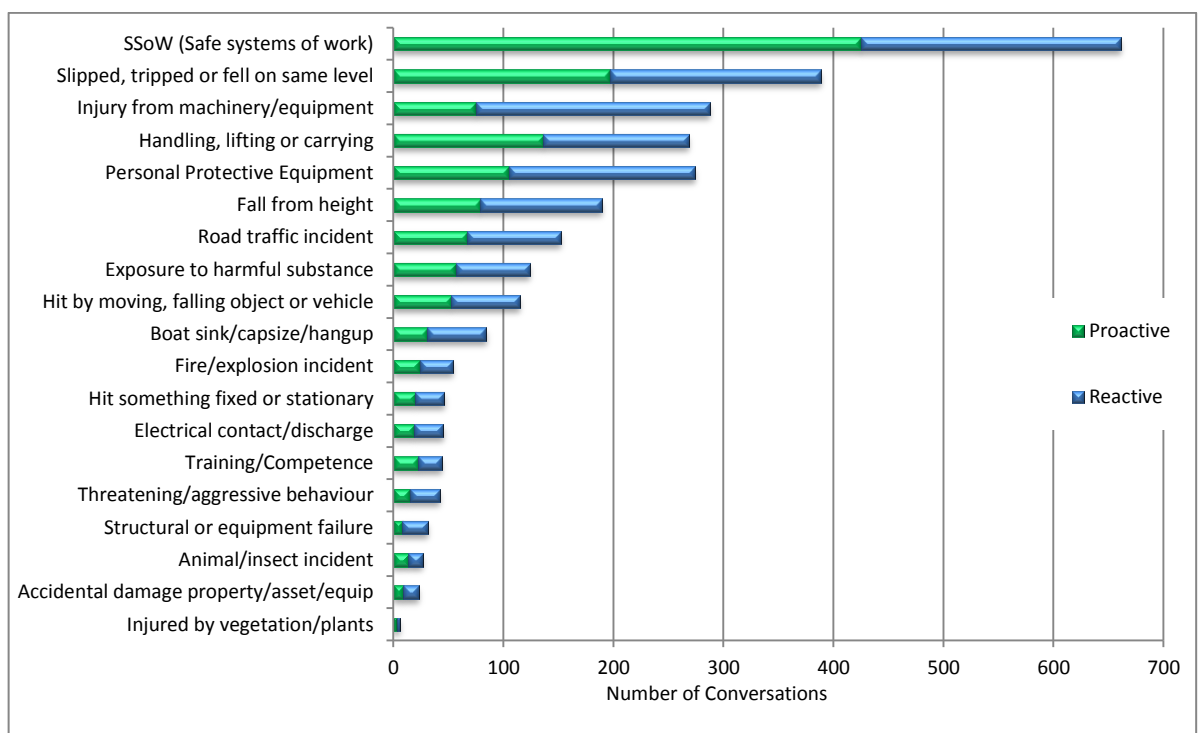
5.4.2 Monitoring the trend in Lead/Lag indicators is also a major internal benchmarking process where each waterway unit is monitored on the levels of proactive safety actions and the resulting outputs. As explained in previous reports, the aim is to see the trend line moving towards the top right hand quartile of the graphical representation. The graph on the following page shows the overall Trust position at present and this includes the somewhat negative influence of Museum safety performance. Despite this negative impact of Museum safety performance, which has pulled the line towards the left, the overall position is reasonably satisfactory.

CRT Health & Safety KPIs 2013/14



5.5 Safe Behaviour

- 5.5.1 An update of the number and subject matter of safe behaviour conversations is given below and we remain satisfied that our safe behaviour programme is being well supported by frequent and regular safety discussions. It is particularly pleasing, that the proportion of proactive discussions on safe systems of work, slips/trips and manual handling are now a higher proportion and take place as advance learning discussions rather than reactive discussions which occur after an event has occurred or a hazard has been spotted:



5.6 Lost Time Incidents during Period

5.6.1 The following Lost Time Injuries have been recorded since the last Report:

Lost Time Injury – West Midlands, Bratch Bottom Lock (1.7.13)

When using a strimmer, an operative twisted his back, resulting in pain in the right side.

1 Day Lost

Lost Time Injury – West Midlands, Lock 12 Stourbridge (3.7.13)

An operative parked a vehicle and stepped off a kerb treading on an old cut off road sign which was sticking up and partially obscured by tufts of grass. He twisted his ankle suffering a slight sprain. The obstacle has been removed. **1 Day Lost**

Riddor Over 7 Day Injury – South East, Culvert 2, Grand Union, Leicester line (4.7.13)

Construction team operative was trimming the top of a fence post with a hand saw, when he cut his left hand index finger. He was taken to A&E where he was given 5 stitches. Following numbness to his finger, he returned to the hospital, resulting in an operation to repair nerve damage. **10 days lost**

Lost Time Injury – Manchester & Pennine, Lock 17, Huddersfield Narrow Canal (11.7.13)

Operative was assisting a boater who was struggling to position a boat into the lock due to low water levels. Whilst the Operative was pulling the boat in with a rope, his foot lost grip and he lost balance. When he got the boat into the lock, he felt a slight pain but did not think anything of it until later in the day the pain intensified. **1 Day Lost**

Lost Time Injury – Manchester & Pennine, Standedge Tunnel (24.8.13)

While piloting the trip boat through the tunnel, the pilot turned to look to the stern of the boat not giving the tunnel roof his full attention, and his head struck the roof. Although he was wearing a safety helmet, the blow strained his neck. **1 Day Lost**

6.0 OCCUPATIONAL HEALTH

6.1 No case of Occupational Ill Health has been reported in April.

6.1.2 HSE have responded on a case of Hand Arm Vibration Syndrome (HAVS) reported in 2012. They are concerned about the quality of risk assessment and reliance on recording by operatives to reduce exposure. These concerns mirror the findings of our own safety audits on HAVS carried out over the stoppage season. Action is underway to address these issues including trials of personal vibration exposure devices and training for supervisors regarding HAVS risk assessment and the potential development of a new risk assessment tool.

6.2 We have successfully negotiated with the Maritime and Coastguard Agency for a reduction in the rigour required for boat helmsman medicals for masters of our workboats operating on Category A and B waters (i.e. non-tidal canals and rivers). The current medical (known as the Seafarer's Medical) requires good colour vision due to the requirement to recognise red/green navigation lights and buoys. A considerable number of operatives were failing this test when the requirement is not relevant to the majority of our waters as navigation lights do not apply. Helmsmen on waters where navigation aids are used will still require the Seafarer's Medical.



V P Moran
Operations Director



As the chair and chief executive of the Canal & River Trust we are committed to the highest standards of Health and Safety at work for all our employees, volunteers, contractors, partners, customers, visitors and neighbours. Specifically, our goal is to minimise accidents and injuries, and their impacts, aiming to reduce and eliminate them.

Our approach to Health and Safety is based upon a Safety Management System which complies with all relevant legislation and standards, and which helps us to effectively manage and mitigate the risks that are inherent in meeting our charitable objective to manage and operate waterways for public benefit. The System clearly lays out what we must each do in our roles to deliver a safe canal and river network.

We will make sure we equip our employees and volunteers with the right tools, knowledge and skills to work safely and deliver safe waterways. If guidance or training is needed we will provide it. You will always have our full support in improving health and safety; making our network as safe as possible every day is a responsibility that we all share, and our success depends on each one of us doing our jobs in a safe way. This means that if you see something that is unsafe, then please take action to rectify it; firstly making it safe for others, and then ensuring that we fix the underlying cause by informing the person responsible.

All managers have specific safety objectives and are supported by our professional Safety Advisers. They are expected to set a positive example and, through their behaviours, demonstrate to colleagues and contractors our care for their safety, occupational health and well-being.

Face-to-face engagement is essential and we expect an active involvement from all our managers in safety conversations, so that all colleagues work together to improve health and safety continuously. We value the input that trained Safety Representatives can contribute in the development and application of our Safety Management System and risk assessments, and we encourage their involvement at every opportunity.

Every year, as part of our Safety Management System, we will put in place a Safety Plan which identifies practical steps that we will take to improve safety. As we implement changes to improve service, a robust change management process will be in place to minimise risks as far as we reasonably can.

Safety information, and analysis to understand safety performance trends, will be made available and regularly reviewed to inform our health and safety plans. Each year the Board of Trustees will undertake a full review of our approach to Health and Safety.

Through the application of this Policy, and compliance with Health and Safety legislation, we will work tirelessly to deliver injury-free waterways for everyone who works on, uses or visits them.

This policy, supported by standards and processes, must be applied to all activities carried out by Canal & River Trust, including projects undertaken on our behalf.

Tony Hales
Chair of the Board of Trustees

Richard Parry
Chief Executive

APPENDIX 2

Marketing and Comms Update

1.1 Media coverage

Although in media circles summer months are traditionally the quietest (with parliament in recess and many journalists on holiday), July and August have seen record media exposure for the Trust with well in the region of 500 episodes of coverage. The tone of coverage remains overwhelmingly positive (c85%) with three quarters of it proactively generated by ourselves.

July saw particularly strong regional broadcast coverage in support of the Trust's campaigns (see details below).

In August performance was just as strong, with the highlight being the national coverage we generated as a result of our partnership with Google – resulting in articles in the Times, Telegraph, Daily Mail, Metro, Independent and interviews appearing on Day Break and across BBC and ITV regional radio and TV stations.

1.2 Campaigns

We launched our **Community Adoption campaign** in July with the aim of helping recruit at least four active adoptions per waterway by the end of 2013/14. The campaign has so far achieved good results including:

- National and regional media coverage including *The Daily Telegraph*, five regional news TV features, 13 regional radio pieces, regional newspaper coverage including *Manchester Evening News* and the *Yorkshire Post*, as well as over 20 pieces in local newspapers and coverage in the waterways press. BBC Radio 4's *Open Country* is planned to record a feature on the initiative in late September, airing in October
- Digital media: the hashtag #CRTbday was mentioned over 250 times and retweeted 180 times. This has a potential reach of over 500,000 people and led to an increase of 58 new followers on the day (three times our normal daily average). Our Facebook reached nearly 3,500 Facebook users. The adoption news pages on our website received over 450 page views and 378 hits.
- Six MPs (Harriett Baldwin, David Davies, Tristram Hunt, Mary Creagh, Clive Betts and Julian Smith) lent their support to the campaign with supportive quotes appearing in regional and local media.
- The campaign has generated 10 new adoptions which are under active negotiation and a wide range of enquiries some of which are likely to result in further active discussions.

Also in July we launched the **Great Nature Watch** campaign to: raise awareness of the Trust; encourage the public to get out and about on the waterways and; to record, using a free app, the state of waterside habitats across the 2,000-mile network. So far we have seen:

- Nearly 3,000 downloads of the Great Nature Watch app
- 18 Great Nature Watch walk events for the public

- Over 45 pieces of regional and local press coverage, and eight regional radio interviews

We are promoting a major oral history project, called the **20th Century Voices**, to capture people's personal stories and memories of the canals and rivers. So far:

- we have 99 memories recorded or booked in to be recorded already (the last oral history project collected 80 stories in total) so please help us by suggesting more people we should be recording or recording your own memory, please email sarah.burns@canalrivertrust.org.uk
- 15 volunteers undertaking the recording and 5 more to be trained.

Canal & River Trust celebrity supporter Paul Atterbury is backing the campaign and will be recording his memory (and we will be inviting the media to film this) on the 4th October.

Working with waterway teams, partnerships and a team of volunteer boaters our **'Hidden Gems'** marketing campaign saw us create family friendly activity sheets and maps for 100 of our top destinations. We also produced an App to accompany the campaign – which contains more detail about the destinations and is easily updateable.

The campaign was launched in July in time for the school holidays. It was very much a digital campaign with coverage in local 'what's on' and visitor websites, social media and in local newspapers.

Our aim is to keep adding destinations to the campaign with an aim to increase visitor numbers further and boost awareness of the Trust.

To date, 10,000 people have downloaded the App (and it has a 4* rating) and 23,000 visits have been made to the specific webpages.

1.7 Photo competition

This summer we ran a photo competition to find the best image that would 'inspire more people to visit our waterways'.

The aim of the competition was to: provide good content for the website; have free access to more images that we can use in marketing material; and to data capture warm leads for the fundraising team.

In all there were over 41,000 page views on the webpages and more than 2700 photos were submitted by 929 people. 615 'opted-in' so fundraising can contact them.

Tony Hales and waterway photographer Harry Arnold will be judging the competition in September.

2. Public Affairs

2.1 MP Briefings

In July and August, we set up meetings for Partnership Chairs and Trust staff with John Redwood, Don Foster, Clive Betts, Eric Ollerenshaw and Nick de Bois.

Upcoming meetings are planned with Hilary Benn, Jonathan Reynolds, David Ward and Anna Soubry.

2.2 HS2

- Communications strategy and plan developed
- Phase 1 stakeholder mapping
- Meeting with IWA and restoration societies
- Message development

2.3. Upcoming activities and issues

- We continue to monitor the Lobbying, Non-party Campaigning and Trade Union Administration Bill, reviewing the Trust's position in line with NCVO and ACEVO.
- Working with Manchester & Pennines to hold a social action morning at the Conservative Party Conference in Manchester on Tuesday 2 October
- Helping Central Shires and West Midlands Waterway Partnerships plan a joint Westminster briefing on 19th November. A second briefing session for the All Wales Partnership will be held in December
- Meetings scheduled for October for Richard Parry with Richard Benyon, Minister for Natural Environment and Fisheries, and with Tony Baldry.

3. Other

3.1 Angling

Be Inspired, Go Fishing, our new angling strategy is to be launched on 16th September, supported by the introduction of our newly appointed Angling Development Manager, Becca Dent, whose role is to widen participation in angling and improve relationships with the angling community.

3.2 Third Sector Excellence Award Shortlist

Ed Moss, National Volunteer Manager has been shortlisted for Volunteer Manager of the Year award in the Third Sector Excellence Awards. The award ceremony is to be held 26th September.

3.3 Winter Works campaign

The Campaigns team is currently developing the **Restoration & Repairs Campaign**, including preparing for 15 Winter Works Open Days, with a national launch planned at the iconic Hampstead Road Lock, Camden, Regent's Canal at the beginning of November.

3.4 [Commercially confidential material removed]

3.5 Love your Local Canal campaign

In late spring and again in early summer we delivered visitor doordrops to just under ½ million households in six different locations. The audiences were highly targeted to be those who were most likely to visit and support the Trust and that lived very close to accessible waterway. A third doordrop to this same audience is due for Autumn and we will focus much more on a donation 'ask'

APPENDIX 4

Annual Public Meeting – Follow up

The meeting in July had been useful and the principal issues which emerged are being followed up as described in the table below:

Item	Follow up
How to encourage entry level boating	Ongoing discussion in preparation for agenda item discussion at spring meeting of Council
Towpath moorings control	Significant investment in three year project with work ongoing
How to work in partnership with existing Friends organisations etc	Heads of Fundraising and Museums & Attractions in direct dialogue with relevant organisations
Improve quality of historical material published	Marketing team in touch to seek further volunteer input
How to involve more young people	Specific trust funding bids submitted for project work and youth involvement to be factored into the discussions around strategy by trustees and executive team

MEMORANDUM TO THE BOARD

OPERATIONS/TECHNICAL REPORT – SEPTEMBER 2013

Report by Operations Director

This Report is for information only and no decisions are required on this occasion.

1.0 Major Works

- 1.1 The Major Works programme continues to progress broadly to plan. Variance from plan at this stage is fully understood and a full year outturn at, or very close to Plan, is anticipated.
- 1.2 At this stage, the Contingency Fund has not been drawn on and projects are planned and ready for delivery when Contingency funds begin to be released later in the year.
- 1.3 Some adjustments to planned programme have been made to enable a small number of relatively small scale urgent arising works to be undertaken. The repair of a collapsed lock wall on the Aylesbury Arm, which was reported earlier in the year, is one example. The project is due to complete in late October and although the closure of the Arm has caused some disruption to boating customers in the area, it has enabled a number of additional local projects to be brought forward to take advantage of the enforced closure and reduce customer disruption at a later date.
- 1.4 Examples of projects which have progressed or commenced during the period are illustrated below:

Slaithwaite Reservoir (Manchester & Pennines)

Installation of an access ramp to allow construction of a sheet pile cofferdam to facilitate relining of the draw-off pipe. £1m project



Sutton Weaver Bridge (North Wales & Borders)

Installation of temporary bridge and Phase 1 scaffolding and encapsulation from floating access pontoon. £4.5m project (Trust contribution c£1m)





Hack Green Bridge (North Wales & Borders)
Bridge refurbishment and strengthening. £300k project





Sharpness Port (South Wales & Severn)
Sluice Refurbishment. £250k project



1.5 Developing Three Year Programme Efficiencies

1.5.1 To optimise the efficiency potential from the Trust's greater funding certainty, a key issue is the creation of, and commitment to, a more stable three year major works programme to enable contract efficiencies to be negotiated with our Framework Contractor. To achieve this, considerable work is on-going to develop a committed programme of works. The broad financial outline across seven key strategic work areas is shown in the table below built from actual anticipated projects:

	2013/14	2014/15	2015/16
Embankments/Cuttings/Culverts	£5m	£7m	£5m
Bridges/Aqueducts	£3.5m	£5m	£6m
Bank Protection/Towpaths (excluding Enterprise Funding)	£1.5m	£2.3m	£1m
Locks (excluding annual lock gate replacement programme)	£3.7m	£2.5m	£2.5m
Water Resources	£3.5m	£4.9m	£3.6m
Dredging	£4.2m	£7.5m	£8.5m
Miscellaneous Customer Service	£1m	£1.6m	£2.8m
	£22.4m	£30.8m	£29.4m

1.5.2 The detailed plan behind the above table will be subject to full review as part of the Business Planning process. The balance of achieving appropriate levels of asset management investment alongside noticeable customer service improvement will have a strong focus. Understanding and communicating that a large part of the Major Works expenditure is, in fact, directly related to customer service delivery will be a vital element in the strategic review.

2.0 Contract Delivery

2.1 Over recent years, our strategic objective has been to rationalise the Trust's contractor supply chain to concentrate the maximum amount of contractor expenditure in as few major contracts as possible to achieve greater value for money, quality of service and safety management assurance. This has been a very successful strategy and continues to drive all our contractor relations.

2.2 A recent review of main contractor delivery established that over 1 million hours of contractor input was delivered to the Trust last financial year, equivalent to a full time workforce of around 500 employees. Some key delivery headlines are:

- *Maintained over 865 of our SCADA and Mechanical & Electrical assets*
- *Delivered over 60 CCTV culvert inspections*
- *Delivered over £10m of minor repair works*
- *Delivered 18,000 statutory inspections to our buildings*
- *Provided over 2,500 reactive calls to our properties*
- *Delivered 155 days of diving inspections/operations*
- *Delivered 80 major civil engineering schemes*
- *Responded to over 22 engineering emergency calls out of hours*
- *Dredged over 64,000 m³ of material from our navigations*
- *Cut over 27,000 km of grass*
- *Cleaned and maintained over 310 customer service areas*
- *1200 hrs. removing floating rubbish from the canals*
- *Collected over 57,000 bins of rubbish*

2.3 Sediment Transfer Facility – National Dredging Contract

2.3.1 Discussions are progressing well with Land & Water, our national dredging contractor, to finalise a proposal to secure a long-term disposal route for dredged material. This is a vital project to manage costs as our commitment to significantly increase the amount of dredging that is delivered. The proposal centres on the development of sediment handling, reuse and disposal facilities with current landfill operators. It is anticipated that a recommendation for capital investment will shortly be presented with full cost/benefit analysis to deliver the following benefits:

1. *Securing a legislatively compliant long-term disposal option*
2. *Reduction in disposal costs*
3. *Reduction in CO² consumption*
4. *Increased disposal capacity to meet projected spend 2013-20*
5. *Guaranteed and fixed disposal costs with pre-agreed indexation to mitigate market force risks*
6. *Providing rapid project establishment (licensing and mobilisation times are reduced as 'canal side' dewatering processes are not required)*

3.0 General Works

- 3.1 The Waterway Units continue broadly on plan to deliver their key objectives of High Priority Defect repair, Planned Preventative Maintenance, vegetation management and customer service delivery.
- 3.2 Some delays and plan changes due to a variety of reasons are under close monitoring to ensure the full year financial forecast is achieved. A number of unexpectedly high and historic employee liability claims have surfaced during the period and these are under active investigation by our loss adjusters.
- 3.3 Some units – West Midlands/North West and Kennet & Avon particularly – have had to defer some planned works to concentrate on an unusually high proportion of emergency arising works during the period. The arising tasks are a combination of unexpected asset deterioration usually below water and boater damage. The following photographs illustrate the nature of reactive works which have to be undertaken and impact on planned works efficiency. All emergency works have been repaired as quickly as possible to reduce the amount of disruption to boating customers, but, unfortunately, it has been impossible to avoid some unexpected relatively short duration closures:

Leeds/Liverpool Canal

Water ingress damage to cill and lock floor at Lock 48 Barrowford – 13 day stoppage



Wolverhampton Flight – Lock 20 Wall Repair

Outer course of bricks not tied into inner wall with water ingress forcing partial failure of wall – 51 days stoppage



West Midlands – Minworth Area

*Canal bed leak requiring emergency drain down to prevent greater damage
– 14 days stoppage*



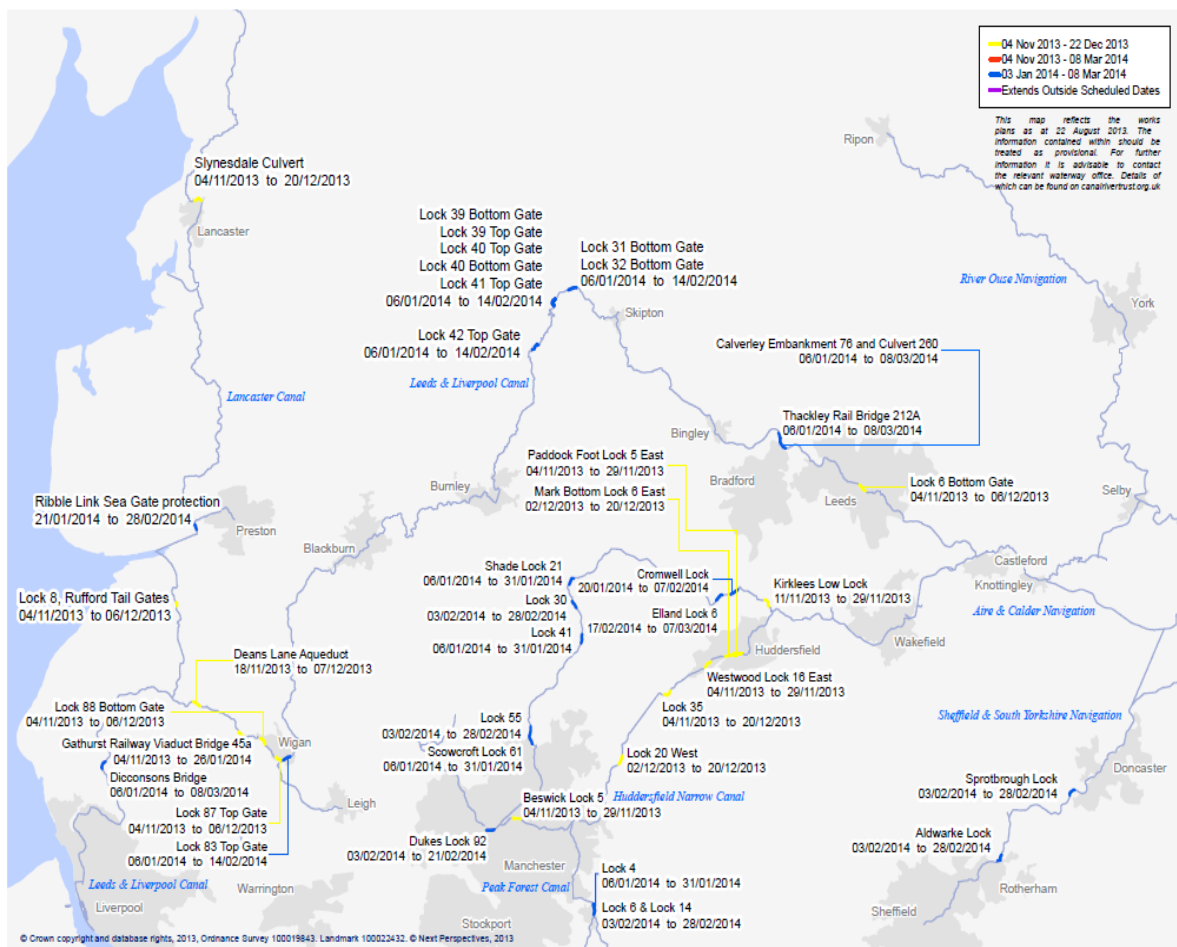
Kennet & Avon Canal

*Lock gates impacted by boat, damaging gates and lock walls
– 7 day stoppage*



3.4 Winter Works – Restoration and Repair Programme

- 3.4.1 Our winter works stoppage programme is being rebranded Restoration & Repair and Waterway Managers are working closely with Marketing to ensure that the essential works programme to replace lock gates and undertake associated lock chamber repairs achieves good publicity both locally and hopefully nationally.
- 3.4.2 The proposed works programme has been communicated widely to boaters and their feedback has been encouraged to ensure that disruption to winter boating is kept to a minimum and to take account of small traders in the coal delivery business.
- 3.4.3 Maps are now displayed on our website showing the detail of all winter works so that boaters can plan their journeys effectively. An extract to illustrate the format of the information is below:



3.5 Works Vehicle GPS Trackers

- 3.5.1 The vast majority of the 400 vehicles in our workforce have now been fitted with GPS tracking devices. The information from the trackers will be used to encourage more environmentally friendly driving, increase efficiency and improve driver safety. We anticipate savings well in excess of the costs involved in implementing this technology together with significant environment improvement.

3.6 Volunteering

- 3.6.1 The volunteering programme continues to grow and deliver real benefits across all waterways. The Volunteer Lock Keeper programme has been a major success with 372 volunteers working across the network giving excellent customer service to boaters and towpath users.
- 3.6.2 Canal Adoptions also continue to grow steadily and there are now 27 adoptions in place across the waterways. Further growth in this vitally important volunteer initiative is a key target for our waterway volunteer teams.
- 3.6.3 A notable volunteer project was completed in the South East where the Waterway Recovery Group of the IWA worked with our Civil Engineering framework contractor to renovate Lady Capels Bridge. The contractor undertook the scaffolding and preparation works, with WRG completing pointing works. This was another great example of volunteers working alongside paid employees, in this case – contractors, to complete a much needed project and, in the process, saved the Trust around £25,000 by reducing the amount of contractor involvement.
- 3.6.4 A further unusual volunteering project completed during the period was the review of our approach to Civil Engineering framework contract delivery by a team of young managers from Laing O'Rourke Construction. As part of their development programme as 'Young Guns', the group invested around 500 hours reviewing and analysing our processes and strategy. The group presented their findings which are now being used in the wider review of contract delivery which we are undertaking in advance of retendering the Framework contract next week.
- 3.6.5 A combination of volunteer and employee resource will be used over the next few months to complete the rebranding of the thousands of signs around the network which still show the British Waterways' logo. The target is to fit Trust logo stickers over at least 95% of old signs before Easter 2014.

4.0 Water Resources

- 4.1 The water resource challenges we were facing, particularly in the North West, have eased considerably with all reservoir levels now above risk thresholds. The conservation measures introduced on the Leeds/Liverpool and Rochdale canals were necessary and helped conserve supplies without creating too much customer disruption.
- 4.2 Protecting and enhancing future water supplies is a key element in the Major Works strategic planning review and significant resource is planned for investment in a range of schemes in the short, medium and longer term. A wide range of initiatives are included as part of our long term Water Resources Strategy including the potential for additional boreholes and the acquisition of reservoirs from third parties. Achieving any additional water supply is complex and expensive. In the case of a new borehole which is being investigated on the Leeds/Liverpool canal, the first phase of obtaining a detailed hydrogeological study by a groundwater specialist has been completed and is being reviewed. It is likely, that all the necessary analysis and preparatory works will take some time and we are planning for investigation borehole drilling and pump testing in 2015/16, with full construction possibly taking place the following year at an initially estimated cost of approximately £1 million. We have also been approached by United Utilities with the offer to explore taking several reservoirs from them which they no longer need. This offer is under very careful review as these types of assets have potentially significant liability costs associated with them and we need to fully understand the risks as well as the potential opportunities.

5.0 Heritage – National Consent Order

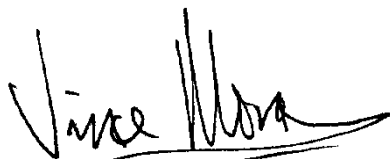
- 5.1 We understand from English Heritage that DCLG and DCMS are keen to develop an overarching Listed Buildings Consent Order to cover the Trust's heritage buildings. The intention will be to use our case to demonstrate to the wider heritage sector the benefit of the new approach as part of the secondary legislation expected to be published in April 2014. We are keen to achieve this recognition for our heritage credentials and also the efficiency savings it will generate for us by removing the requirement to submit individual consent requests when we undertake works on our structures. The Heritage team are now working on the details involved.

6.0 Freight Advisory Group (FrAG)

- 6.1 The group chaired by David Quarmby has been undertaking excellent analysis of the Freight dimension of inland waterways. They have been looking closely at the maintenance costs, current demand, potential future demand and the wider political agenda. The group has some further considerations to review and it is anticipated that they will have some firm proposals to make which the Executive will bring forward for Trustee consideration at the next meeting.
- 6.2 Although the group have yet to fully conclude their work, the review will present the Trust with a clear methodology which could be used to assess when we might invest in and support a freight development proposal – or not – through assessing the likely market demand for, and merits of the proposal, and the amount of investment (to dredge or improve infrastructure, etc.) we might be required to contribute. This approach would provide a transparent mechanism to justify any support for, or refusal of, a proposal on cost/public benefit grounds.

7.0 High Speed 2 (HS2)

- 7.1 Liaison with HS2 contacts continues to work well and we are making good progress at explaining our concerns and the concerns of the wider waterway restoration network. HS2 representatives appear to be sensitive to our concerns and willing to work with us to reduce the impacts the project may have. It is too early to say if we are likely to achieve all our objectives, but the relationships being established are positive. The Chairman and Chief Executive are using their contacts at the most senior levels in HS2 to reinforce our concerns and support the positive relationships which have developed.



VINCE MORAN
Operations Director

MEMORANDUM TO THE BOARD

FINANCE REPORT SEPTEMBER 2013

Report by the Finance Director

1.0 PURPOSE

1.1 The report provides an explanation of:

- results for the four months to July 2013 and the F4 forecast;
- the cash position and forecast;
- an update on the negotiations for a revolving credit facility and overdraft, and
- the revised Key Performance Indicators (KPIs).

2.0 RECOMMENDATION AND SUMMARY

2.1 Trustees are asked to note and provide any comment on the information in this report.

2.2 The financial results and forecast, and the cash positions, are in line with expectations and there are no major issues to report. [Commercially confidential material removed].

2.3 The KPIs report has been changed significantly from the previous version. Whilst still work in progress it has been heavily revised.

3.0 INCOME AND EXPENDITURE

3.1 The schedule overleaf shows **contribution** by activity area for:

- the actual results for the four months to July 2013,
- the F4 forecast for the full year to 31st March 2014;

(the F4 forecast is compared with the Plan and the previous F2 forecast so that changes since the last forecast are clear).

3.2 The full management accounts booklet (Blue Book) is available on request.

3.3 Summary of results:

Figures in £k

	Year to Date			Full Year				
	Actual	Original Plan	Variance	F4 Forecast	Original Plan	Variance	F2 Forecast	Variance
Contribution								
Generated Funds and Investment Income								
Investment Property	8,778	8,932	(154)	28,557	28,591	(34)	28,313	244
Boating and Moorings	8,510	7,672	838	24,082	23,813	269	23,721	361
Utilities	7,299	7,309	(9)	22,094	22,043	51	22,043	51
Marinas Subsidiary	216	501	(285)	1,036	1,259	(222)	1,153	(117)
CRT Share of Joint Ventures	46	85	(39)	1,006	270	736	1,040	(34)
Voluntary Income and Fundraising	(153)	(405)	252	(461)	(492)	31	(488)	27
Net Interest	1,000	1,012	(12)	2,653	2,667	(14)	2,669	(16)
Total Generated Funds and Investment Income	25,696	25,105	591	78,967	78,151	816	78,452	515
Governance	(206)	(219)	13	(661)	(665)	4	(656)	(5)
National Teams	(9,678)	(10,317)	639	(30,257)	(30,453)	195	(30,363)	106
Total Governance and National Teams	(9,884)	(10,536)	652	(30,918)	(31,118)	199	(31,019)	101
Pension Deficit Funding	(1,667)	(1,667)	0	(7,000)	(7,000)	-	(7,000)	-
Contingency	-	-	-	(2,000)	(2,000)	-	(2,000)	-
Net Incoming Resources before Defra Funding	14,144	12,902	1,242	39,048	38,033	1,015	38,432	616
Defra Funding	13,000	13,000	-	39,000	39,000	-	39,000	-
Total Net Incoming Resources	27,144	25,902	1,242	78,048	77,033	1,015	77,432	616
Charitable Activities								
Waterway Maintenance and Repair	(18,163)	(19,103)	939	(60,173)	(60,181)	8	(60,423)	250
Major Works	(5,171)	(6,913)	1,742	(18,652)	(18,552)	(100)	(18,696)	44
Enterprise (Third Party Funded Projects)	(615)	(686)	71	(1,795)	(1,795)	(0)	(1,795)	(0)
Museums and Attractions	(358)	(393)	35	(1,650)	(1,505)	(145)	(1,595)	(55)
Total Charitable Activities	(24,307)	(27,094)	2,787	(82,269)	(82,033)	(236)	(82,508)	239
Surplus/(Deficit)	2,837	(1,192)	4,029	(4,221)	(5,000)	779	(5,076)	854

3.4 The main points to note are listed below.

- The year to date expenditure on Charitable Activities, though over £2.5m down on the Plan, is much closer to the Plan than in previous years. This reflects the improved phasing of works more evenly across the year.
- Many of the year-to-date favourable variances in Incoming Resources are timing differences and are anticipated to align with the Plan as the year progresses. In aggregate, the F4 forecast shows additional net income of £1,015k against Plan.
- **[Commercially confidential material removed].**

3.5 Appendix B shows the full income statement including Income by activity area.

4.0 CASH POSITION

Cash balances summary £ms

As at:	05/09/13 Sept	31/08/13 August	31/07/13 July	31/03/13 March
General Fund account	16.2	15.5	23.1	14.9
Investment Capital account (incl CIC)	14.1	14.1	13.7	21.0
BWML and other accounts	6.5	6.3	6.4	0.9
Total cash balances	36.8	35.9	43.2	36.8

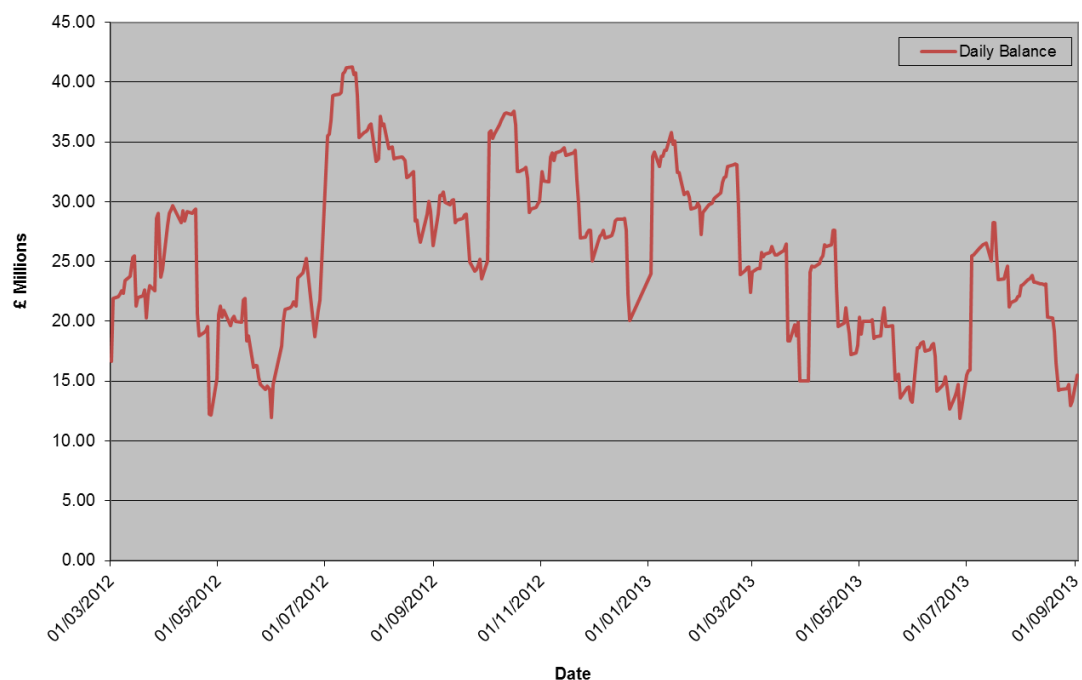
Invested:		Rate	Maturity
NatWest	12.5	0.50%	Overnight
Bank of Scotland	9.5	0.75%	Overnight
Bank of Scotland 90 day	2.0	0.85%	Up to 3 months
Barclays	0.6	0.35%	Overnight
Santander	10.0	1.25%	up to 3 months
Total	34.6		

(excludes £5m cash invested from Dublin in C&R Reinsurance)

- 4.1 The trading cash position continues to fluctuate within the established ranges, the mid-point of which has declined in line with the expectations and reflects the deficit currently being incurred on the General Fund. See graph below.
- 4.2 We have received a letter from Defra confirming that the “Relevant Standards” and conditional grant terms have been satisfied for 2013/14 and the £3m conditional element of the grant will be paid to CRT in October 2013, in line with the agreement. The total grant for the year will be £39m, in line with expectations.

4.3 [Commercially confidential material removed]

CRT No.1 Trading Bank Account Balance



5.0 [Commercially confidential material removed]

6.0 IN YEAR KPIs

6.1 Further work has been done to develop the in year KPIs report. The latest version of the report is attached at appendix D. The report has had some significant development work and remains work in progress. We are developing the IT systems to improve the quality and type of the boating and moorings data.

6.2 In this version, we have ten in year KPI themes, which are:

- 1 Return on investment assets
- 2 Safety
- 3 Licence evasion, boats and moorings (under development)
- 4 Friends and voluntary income
- 5 Volunteering
- 6 Debtors
- 7 Infrastructure management
- 8 Green Plan
- 9 Employees
- 10 Visits and Visitors

The report can be further amended based on feedback and further development.

6.3 The green, amber and red indicators are defined as:

Green - on target and forecast to be on target at the year end

Amber - behind target year to date, but forecast to be recovered by the year end

Red - not on target year to date, not forecast to be recovered by the year end.

The classification depends on the year to date target (to determine whether behind or ahead of Plan) and an estimate about the ability to recover any shortfall by the year end. Some judgement is therefore required in making the classification.

6.4 The main issues in this KPI report are:

- [Commercially confidential material removed],
- Safety – the current data shows an increase in the injuries mainly due to the inclusion of the Museums,
- [Commercially confidential material removed],
- Annualised hours – some unplanned overtime has been incurred and some transitional adjustment to the new system has been needed,
- Volunteers – assuming an equal phasing over the year we are marginally behind Plan after four months but forecast to meet the full year Plan,
- Green Plan – the total miles travelled has increased compared with last year.



P Ridal
December 13

Appendix A –

[Commercially confidential material removed]

Appendix B – 4 month period to 31st July 2013 and F4 forecast

Figures in £k

Statement of Financial Activities	Year to Date			Full Year				
	Actual	Original Plan	Variance	F4 Forecast	Original Plan	Variance	F2 Forecast	Variance
Incoming Resources								
Generated Funds and Investment Income								
Investment Property	11,564	11,591	(28)	35,690	35,841	(152)	35,978	(289)
Boating and Moorings	10,767	10,392	375	31,955	31,763	192	31,770	185
Utilities	7,693	8,233	(541)	23,936	23,900	36	23,862	74
Marinas Subsidiary	2,223	2,485	(262)	6,999	7,302	(304)	7,187	(189)
CRT Share of Joint Ventures	3,590	3,954	(365)	17,077	15,398	1,679	17,583	(505)
Voluntary Income and Fundraising	257	391	(133)	1,323	1,450	(126)	1,429	(105)
Total Generated Funds and Investment Income	36,093	37,047	(953)	116,980	115,654	1,325	117,809	(829)
Governance	4	4	-	12	12	-	12	-
National Teams	775	643	132	2,177	1,891	286	2,107	70
Total Governance and National Teams	779	647	132	2,189	1,903	286	2,119	70
Defra Funding	13,000	13,000	-	39,000	39,000	-	39,000	-
Total Incoming Resources before Charitable Activities	49,873	50,694	(821)	158,169	156,557	1,611	158,928	(759)
Charitable Activities								
Waterway Maintenance and Repair	1,857	1,601	256	4,775	4,375	400	4,667	108
Major Works	27	-	27	304	-	304	292	12
Enterprise (Third Party Funded Projects)	1,744	2,127	(383)	9,042	9,090	(48)	9,050	(8)
Museums and Attractions	530	595	(65)	1,194	1,266	(72)	1,214	(20)
Total Charitable Activities	4,158	4,323	(165)	15,315	14,731	584	15,222	92
Total Income	54,031	55,017	(986)	173,483	171,288	2,195	174,150	(667)
Contribution	Year to Date			Full Year				
	Actual	Original Plan	Variance	F4 Forecast	Original Plan	Variance	F2 Forecast	Variance
Generated Funds and Investment Income								
Investment Property	8,778	8,932	(154)	28,557	28,591	(34)	28,313	244
Boating and Moorings	8,510	7,672	838	24,082	23,813	269	23,721	361
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CRT Share of Joint Ventures	46	85	(39)	1,006	270	736	1,040	(34)
Voluntary Income and Fundraising	(153)	(405)	252	(461)	(492)	31	(488)	27
Net Interest	1,000	1,012	(12)	2,653	2,667	(14)	2,669	(16)
Total Generated Funds and Investment Income	25,696	25,105	591	78,967	78,151	816	78,452	515
Governance	(206)	(219)	13	(661)	(665)	4	(656)	(5)
National Teams	(9,678)	(10,317)	639	(30,257)	(30,453)	195	(30,363)	106
Total Governance and National Teams	(9,884)	(10,536)	652	(30,918)	(31,118)	199	(31,019)	101
Pension Deficit Funding	(1,667)	(1,667)	0	(7,000)	(7,000)	-	(7,000)	-
Contingency	-	-	-	(2,000)	(2,000)	-	(2,000)	-
Net Incoming Resources before Defra Funding	14,144	12,902	1,242	39,048	38,033	1,015	38,432	616
Defra Funding	13,000	13,000	-	39,000	39,000	-	39,000	-
Total Net Incoming Resources	27,144	25,902	1,242	78,048	77,033	1,015	77,432	616
Charitable Activities								
Waterway Maintenance and Repair	(18,163)	(19,103)	939	(60,173)	(60,181)	8	(60,423)	250
Major Works	(5,171)	(6,913)	1,742	(18,652)	(18,552)	(100)	(18,696)	44
Enterprise (Third Party Funded Projects)	(615)	(686)	71	(1,795)	(1,795)	(0)	(1,795)	(0)
Museums and Attractions	(358)	(393)	35	(1,650)	(1,505)	(145)	(1,595)	(55)
Total Charitable Activities	(24,307)	(27,094)	2,787	(82,269)	(82,033)	(236)	(82,508)	239
Surplus/(Deficit)	2,837	(1,192)	4,029	(4,221)	(5,000)	779	(5,076)	854

Appendix C

Investment capital cash flow Plan £m's England and Wales 31st August 2013

Receipts

Property disposals

	13/14 YTD (Actuals)	13/14 To go (Latest)	13/14 Total F4 Forecast	14/15 Total Plan Amended	15/16 Total Plan Amended
Completed	3.9	-	3.9	-	-
Residential Completions	1.0	-	1.0	-	-
Contracted Unconditional	-	2.1	2.1	9.1	-
Contracted - JV sale option	-	1.6	1.6	1.3	1.8
Contracted Subject to Planning (Conditional)	-	0.7	0.7	-	-
Not Contracted - Offer received	-	2.2	2.2	-	-
Not Contracted	-	8.8	8.8	22.0	27.4
Residential Not Contracted	-	1.7	1.7	-	-
Contingency	-	(5.0)	(5.0)	(6.0)	(5.0)
Delayed disposals from prior year	-	-	-	2.5	2.5

Total receipts

4.9	12.1	17.0	28.9	26.7
-----	------	------	------	------

Receipts and (Payments) with JVs

Isis	3.7	(7.4)	(3.7)	(0.5)	3.3
Wood Wharf	-	8.3	8.3	15.5	16.0
BW Marinas Limited	-	-	-	-	-
City Road Basin	-	(0.0)	(0.0)	(0.0)	(0.0)
BW reinsurance	-	-	-	-	-
H2O Urban	-	(0.3)	(0.3)	-	-
Small Hydro	-	-	-	-	-
	3.7	0.5	4.2	15.0	19.2

Acquisitions / costs

Property Investments	(12.1)	(19.2)	(31.3)	(20.1)	(25.6)
Boating/Regen Investments	-	(2.0)	(2.0)	(1.9)	(2.0)
Deferred Acquisition payments	-	(0.2)	(0.2)	-	-
Diversification Portfolio	-	-	-	(15.5)	(16.0)

Other items

Cost of Sales	(0.7)	(1.2)	(1.9)	(2.6)	(0.6)
Capital Gains Tax	-	-	-	-	-
POLP Loan Repayment	-	-	-	-	-
Scotland	(1.8)	(1.8)	(3.7)	(3.7)	(1.8)
Dowry asset repairs	-	(0.7)	(0.7)	-	-
Non-capital CIC items	(0.2)	-	(0.2)	-	-

Total payments

(11.1)	(24.5)	(35.7)	(28.7)	(26.8)
--------	--------	--------	--------	--------

Net Cash Flow

	(6.2)	(12.4)	(18.6)	0.2	(0.0)
Opening cash balances	20.7	14.5	20.7	2.1	2.3
Closing cash balance	14.5	2.1	2.1	2.3	2.2

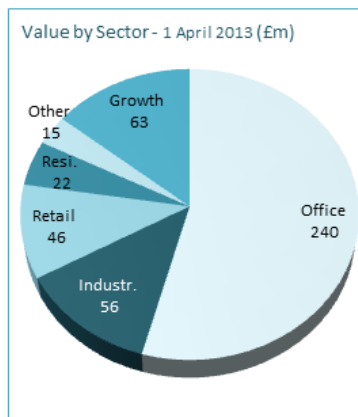
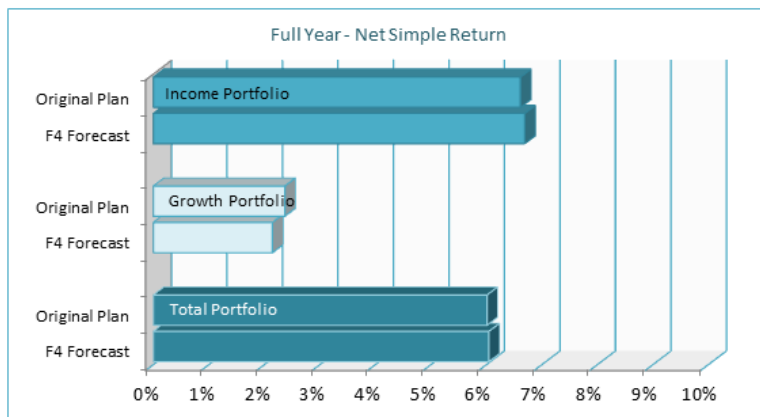
Appendix D

In Year KPIs

Investment Property Returns

	Full Year - Net Simple Return *			Status
	F4 Forecast	Original Plan	Variance	
Income Portfolio - CRT Managed	6.9%	7.4%	(0.5%)	
Income Portfolio - Outsourced	6.6%	6.1%	0.4%	
Income Portfolio	6.7%	6.6%	0.1%	
Growth Portfolio	2.1%	2.4%	(0.2%)	
Total Portfolio	6.0%	6.0%	0.0%	

$$* \text{ Net Simple Return} = \frac{\text{Income} - \text{Costs}}{\text{Opening Capital Value}}$$

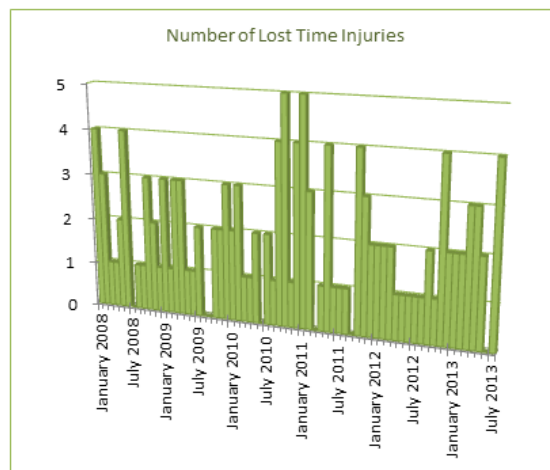
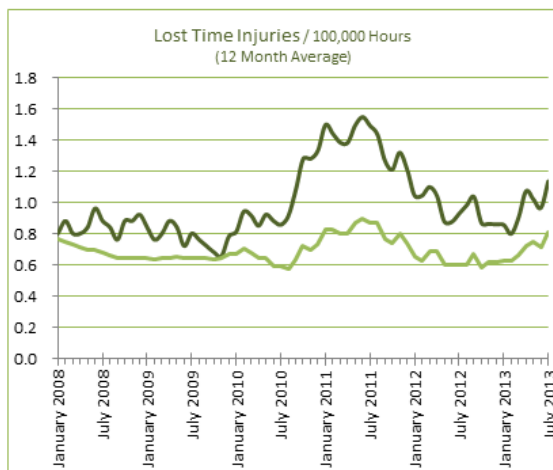


Joint Venture ROECE (Return on Equity Capital Employed)

	Full Year			Status
	F4 Forecast	Original Plan	Variance	
Contribution before Tax	1,006	270	736	
Opening Equity	30,126	30,126	-	
Closing Equity	34,157	30,086	(4,071)	
Average Equity	32,141	30,106	(2,035)	
ROECE (Average)	3.1%	0.9%	2.2%	

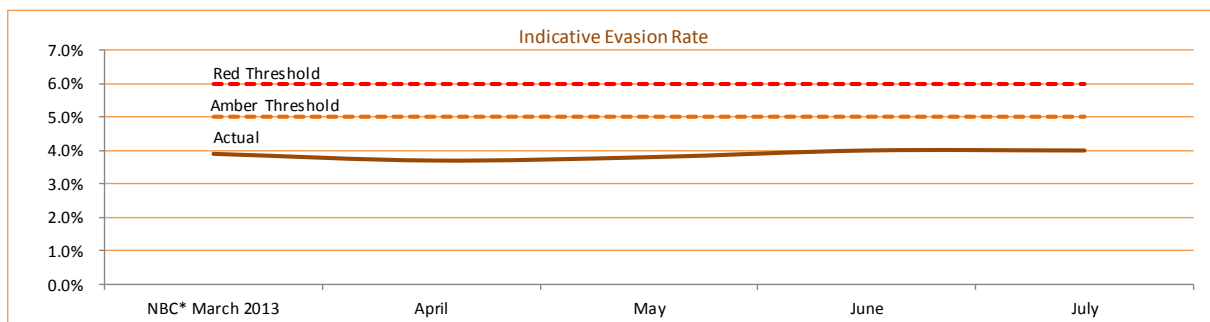
Safety - Lost Time Injuries

	Number of Lost Time Injuries	Lost Time Injuries / 100,000 Hours	Lost Time Injuries Change since May 2013	Status
	Actual (Rolling 12 Month Total)	Actual (12 Month Average)	% Change in 12 Month Average	
All Waterway Units	21	1.14	(11.5%)	
All CRT	26	0.81	(7.6%)	



Licence Evasion

	31 July 2013	NBC* March 2013		March 2014	
	Actual	Actual	Variance	Target	Status
Indicative Evasion Rate	4.0%	3.9%	(0.1%)	< 5.0%	<div></div> * NBC = National Boat Check

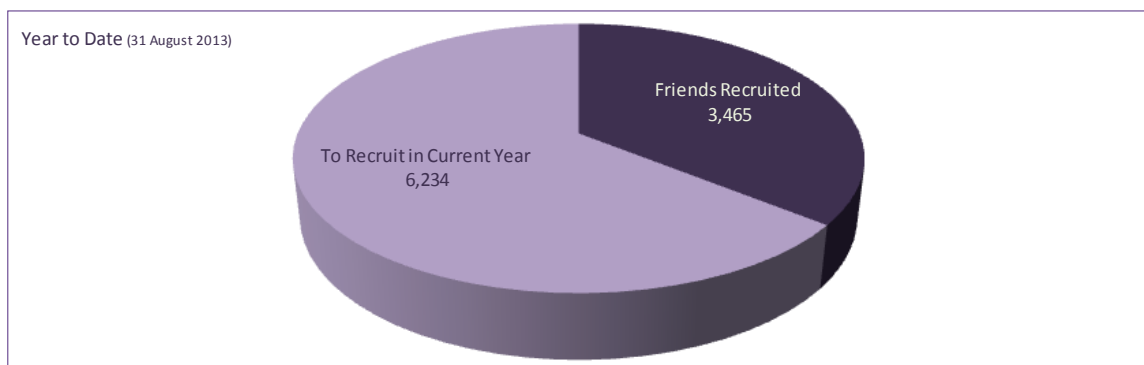


Number of Friends

	Baseline	Actual Year to Date*	Cumulative to Date	Original Plan**	To Recruit in Current Year	Year to Date % Recruited	Status
	31 March 2013	31 August 2013		31 March 2014	Target - Actual	Actual	
Friends Recruited	2,676	3,465	6,141	12,375	6,234	35.7%	<div></div>
Friends with an Active Pledge	2,151	3,011	5,162	9,175			
% Attrition	19.6%	13.1%	15.9%				

* inc. 1,458 TWT donors

** F4 Forecast is 10,136, a reduction of 2,239 against the Original Plan of 12,375, giving 3,995 friends to be recruited by the end of the current financial year



Voluntary Income

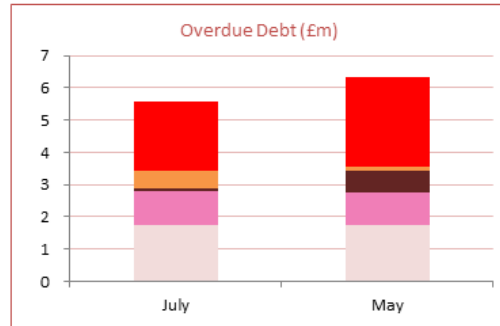
	Year to Date (31 August 2013)			Full Year			Status
	Actual	Original Plan	Variance	F4 Forecast	Original Plan	Variance	
Individual Giving	124	275	(151)	556	685	(128)	<div></div>
Leadership Giving	180	245	(65)	767	765	2	<div></div>

Volunteer Days

	Year to Date (31 July 2013)	Full Year Plan	%	Status
	Actual	Original Plan	Actual	
Number of Volunteer Days	13,413	50,000	26.8%	<div></div>

Aged Debtors (£k)

	31 July 2013	31 May 2013
	Actual	Actual
Overdue by 1 to 30 Days	1,726	1,762
Overdue by 31 to 60 Days	1,090	975
Overdue by 61 to 90 Days	75	674
Overdue by 91 to 120 Days	547	156
Overdue by more than 120 Days	2,154	2,779
Overdue Debt	5,593	6,346
Not Due	6,367	22,007
Total Debt	11,960	28,353



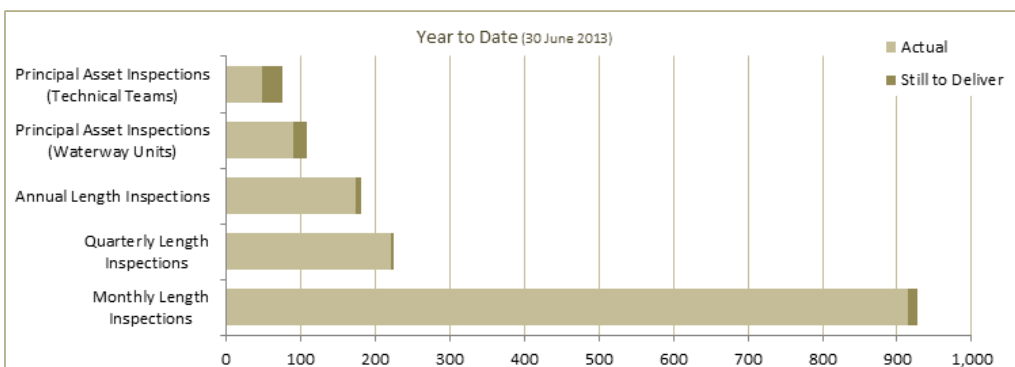
Status

Day Sales Outstanding (Total Debts) 52.8 52.8

Infrastructure Risk Management - Number of Inspections

	Year to Date (30 June 2013)			Full Year	
	Actual	Due	Still to Deliver	Due	Still to Deliver
Monthly Length Inspections	914	928	14	3,946	3,032
Quarterly Length Inspections	221	224	3	1,158	937
Annual Length Inspections	173	181	8	508	335
Principal Asset Inspections (Waterway Units)	89	108	19	411	322
Principal Asset Inspections (Technical Teams)	48	76	28	373	325
Total Number of Inspections	1,445	1,517	72	6,396	4,951

Status



High Priority Defects Repaired

	Year to Date (31 July 2013)	Full Year	Still to Deliver	% Delivered
	Actual	Original Plan	Plan - Actual	Actual
High Priority Notifications	1,405	4,965	3,560	28.3%

Status

Annualised Hours

	Year to Date (31 July 2013)	Full Year	Variance
	Actual	Target	
Overtime Cost as % of Base Payroll	5.7%	< 4.0%	(1.7%)
Number of Overtime Hours Worked	18,085	< 58,260	
%	31.0%		

Status

Green Plan

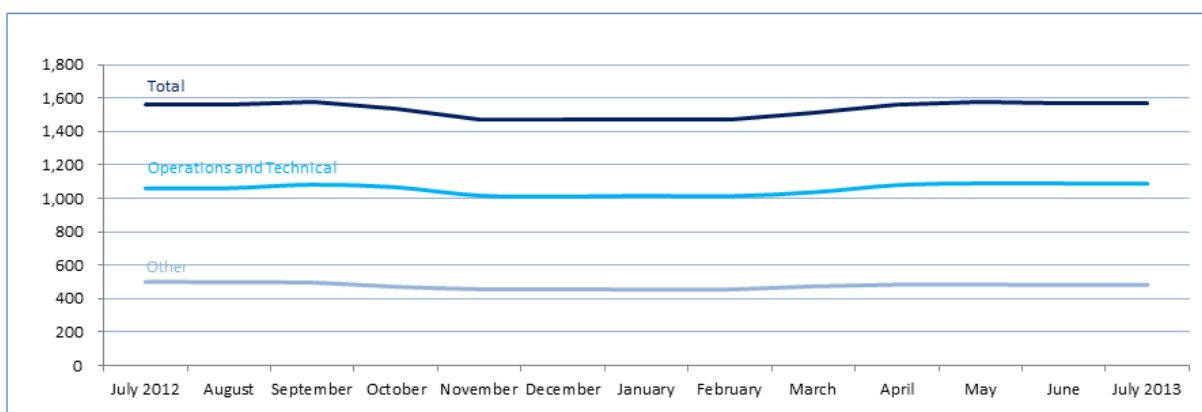
	Year to Date (31 July)				
	Mileage		CO ₂ (Tonnes)		Movement
	Current Year	Prior Year	Current Year	Prior Year	
Car (3,132 miles per tonne CO ₂)	1,601,512	1,543,692	511.3	492.9	(3.6%)
Train (10,166 miles per tonne CO ₂)	285,250	222,124	28.1	21.8	(22.1%)
Plane (3,353 miles per tonne CO ₂)	8,294	8,194	2.5	2.4	(1.2%)
	1,895,056	1,774,010	541.9	517.2	(6.4%)
	Year to Date (31 July 2013)		Full Year		% Measured by Smartmeters
	Actual	Original Plan	F4 Forecast	Original Plan	Actual
Electricity Usage (estimated GWh)	8.5	9.1	28.6	29.7	86%

Average Days Absence per Employee

	30 June 2013	31 March 2013	31 December 2012
	Actual		
Finance	4.5	5.0	4.9
Marketing	4.3	4.5	4.5
Property	4.0	5.4	5.3
Technical	2.9	2.5	1.9
Corporate Services	-	-	-
HR	3.2	4.3	3.7
BWML	10.2	9.4	8.2
Operations	7.4	8.4	8.7
Total	6.6	7.2	7.3

Headcount

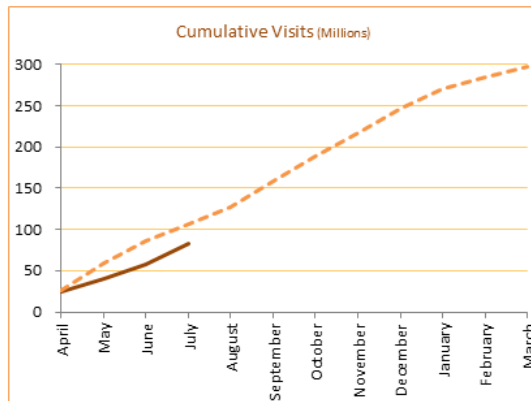
	31 July 2013	31 March 2013	31 July 2012	31 July 2013	31 March 2013	31 July 2012
	Actual Headcount			Actual FTE		
■ Executive	3	3	3	3.0	3.0	3.0
■ Corporate Services	12	14	12	12.0	14.0	12.0
■ HR	18	18	18	18.0	18.0	18.0
■ Finance	96	97	95	96.0	97.0	95.0
■ Marketing (inc. Museums and Attractions)	220	208	231	220.0	208.0	231.0
■ Operations	951	895	920	951.0	895.0	920.0
■ Property (inc. isis Secondees)	97	99	98	97.0	99.0	98.0
■ Technical	151	151	149	151.0	151.0	149.0
■ BWML	95	95	107	95.0	95.0	107.0
■ Total	1,643	1,580	1,633	1,643.0	1,580.0	1,633.0



Visits and Visitors

	Visitors (millions)	Cumulative Visits (millions)
	Actual (12 Month Average)	Year to Date (31 July)
■ Current Year - 2013/14	10.4	83.2
■ Prior Year - 2012/13	10.0	106.4

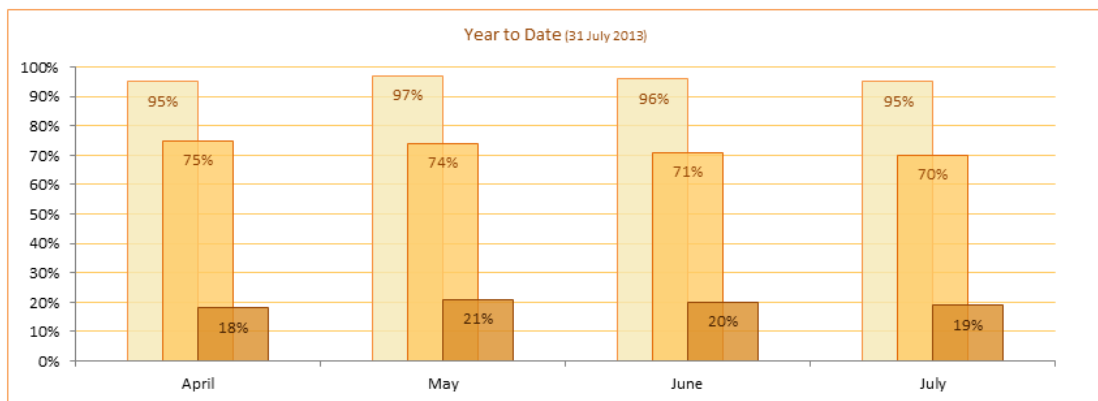
Status



Willingness to Support

	Year to Date (31 July 2013) Average %
■ People who share our beliefs	95.8
■ People who think our cause is worth supporting	72.5
■ People who are willing to support the Trust	19.5

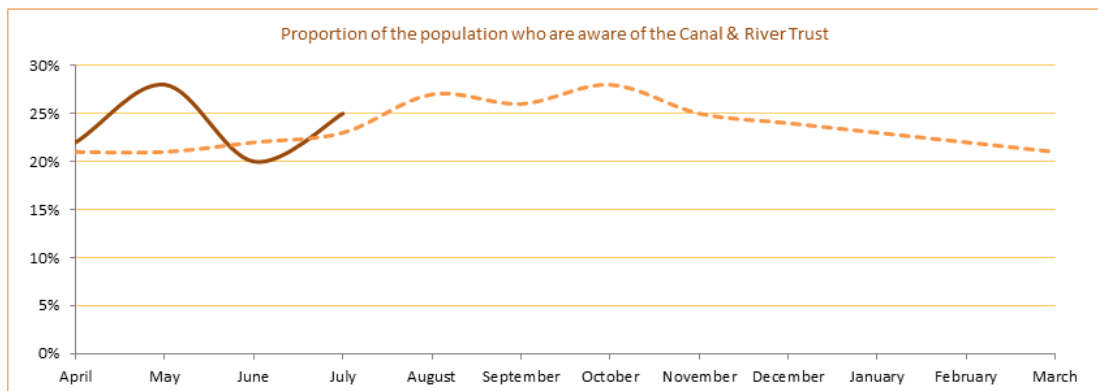
Status



Awareness of the Trust

	Year to Date (31 July 2013) Average %
■ Current Year - 2013/14	23.8
■ Prior Year - 2012/13	23.6

Status



MEMORANDUM TO THE BOARD

PROGRESS REPORT ON THE STRATEGIC WATERWAY PLANS – SEPTEMBER 2013

Report by Head of Governance Services, Head of Planning & Head of Enterprise

1. Overview.

Trustees will know that each of the 13 Partnerships is preparing a 10-year Strategic Plan covering the waterways, or the museums and attractions within their remit.

The Plans are well in hand. By the turn of the year we expect to have a set of completed Plans which represent the considered views of the Partnerships and incorporate the views and contributions received through a phase of consultation with staff, local stakeholders and users.

All the Partnerships have been through a cycle of workshops, led by Heather Clarke, Head of Planning and supported by the Enterprise Team, to establish

- the current status of the waterway/museum/attraction
- their local socio/economic context
- the vision for the future
- opportunities and priorities for development
- proposed key actions over the next 3 years and longer term plans and aspirations within a 10-year horizon

The Partnerships are undertaking an external engagement phase through the autumn and most are using their Annual Public Meetings to launching this phase of their work.

2. Plan Documents and Programme.

The planning process will result in 2 key documents:

I. **Prospectus** – an executive summary of the Strategic Plan.

This is the main public facing document summarising the key priorities and actions planned for the Partnership. The Prospectus will be available in hard copy and as a download.

Manchester and Pennine Waterway completed their prospectus earlier in the summer – which they called their ‘Manifesto’ as previously shared with Trustees.

All other Partnerships will complete their Prospectus by the turn of the year after they have completed the public engagement phase of their work for which each has prepared a draft version of their Prospectus – an Engagement Prospectus.

II. **Strategic Waterway Plan (SWP).**

The SWP is a detailed Plan and comprises:

- the Partnership Vision
- Strategic Objectives and Priorities
- 3-year Action Plan

The elements that will come together to shape the SWP are shown in Annex 1.

Internally this will inform the Trust's Business Planning. **Externally** it will be used to support representations to key policymakers, funding bodies and partners. None of the Partnerships have yet completed their SWPs. However, each has developed their set of Strategic Objectives and Priorities that will be a key part of the Plan and these are summarised in **Annex 2**.

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The Partnerships are continuing to work on their **Action Plan**. The Action Plans will include a wide range of projects ranging from strategic projects such as the resolution of the water supply on the Rochdale Canal and major investment to secure the future of the Monmouthshire and Brecon Canal, to community engagement, engagement with young people with linkage to the skill/employability agenda, and the natural health service access improvements and habitat enhancement.

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The SWPs will not be finalised until the engagement phase is complete, but during the autumn they will be sufficiently well developed to influence the forthcoming cycle of Strategy development and Business Planning.

Completion of the SWPs will mark the completion of the first phase of work by the Partnerships – a milestone in the move to a more locally-driven planning process for the Trust's waterways.

Table 1 summarises the working programme for delivery of the SWPs over the next 4 months.

3. Conclusion.

The Board is asked to note the progress that Partnerships are making with SWPs. This will inform CRTs overall strategic plan (subject of a separate paper).

Report compiled by Roger Hanbury, Heather Clarke & Julie Sharman

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Museums and Attractions	Local events planned TBC	Deadline, local events			13 January 2014

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STRATEGIC WATERWAY PLANS UPDATE FOR TRUSTEES

Summary of Local Strategic Objectives & Priorities

The local strategic objectives and priorities which have been identified by the different Waterway Partnerships as part of the Strategic Waterway Plan preparation process, are aligned with the Trust's vision and the six strategic priorities set out by the Trustees in "*Shaping our Future – Strategic Priorities – Keeping People, Nature and History Connected*" (July 2012).

All the eleven Waterway Partnerships have developed their own local visions which are underpinned by a suite of strategic objectives and priorities. The All Wales Partnership and the Museums and Attractions Partnership have gone through a similar process but their plans will have somewhat different characteristics because of the nature of their remit.

There is strong synergy between the strategic objectives and priorities within the various emerging Strategic Waterway Plans and this is resulting in the emergence of a significant number of common themes. The detailed 3-year action plans which are currently under preparation as part of the Strategic Waterway Plan preparation process, identify a number of key initiatives and projects under each strategic priority. The key initiatives and projects being promoted by the Waterway Partnerships tend to have a strong local dimension, reflecting the different character of their waterways, corridors and communities.

The strategic objectives and priorities have been grouped under three headings to reflect the different roles and contribution that waterways do and can make to local communities and economies, namely:

- People – social role of waterways
- Prosperity – economic role of waterways
- Places – cultural and environmental role in its widest sense



11 Waterway Partnerships - Local Strategic Objectives

People

Working with others to improve community cohesion and well-being by:

- broadening engagement, changing local perceptions and engendering a strong physical and emotional connection with sense of pride, ownership and enjoyment of, the waterway network
- making the canals and rivers inclusive, relevant and accessible to all communities, particularly those our canals currently do not reach and support
- utilising our canals and rivers to raise aspirations and improve health and well-being of people living and working in the different Partnership areas

Becoming a nationally successful Trust which is recognised as a local partner with strong local presence and long-term commitment to supporting waterside communities and neighbourhoods within the respective Waterway Partnership areas

Prosperity

Working with others to contribute the economic well-being, prosperity and resilience by:

- unlocking the potential of the urban and rural waterway corridors to deliver economic growth and low carbon economy, support local ambitions and enhance the attractiveness of the environment
- utilising urban and rural waterways to their full potential to drive economic development and regeneration within their corridors to the benefit of local communities, businesses and the Trust
- creating an environment within the canal and river corridors that attracts investment and supports productivity, enterprise, creativity and innovation

Becoming a nationally successful Trust which is recognised as a successful partner and a recipient of choice for donations and sponsorship, providing value for money and generating economic, social and environmental benefits for local communities

Places

Working with others to contribute to the cultural well-being and environmental resilience by:

- utilising our canals, rivers, docks and reservoirs (as forms of green and blue infrastructure) to reduce carbon emissions, adapting to climate change and improving quality of life, for the benefit of current and future generations
- making all the canals, rivers, docks and reservoirs great public spaces (on the doorstep of local communities to enjoy; and as welcoming, accessible and interesting destinations for visitors to experience) which are highly valued by local communities and are worthy of accolades
- Cherishing, conserving and enhancing the quality of built environment, locally distinctive heritage, environmental qualities and landscape character of our different waterways which make them special, so as to unlock their true economic, social and environmental value as part of the wider green and blue infrastructure network

Becoming a nationally successful Trust which is recognised as the respected and trusted guardian of highly valued and accessible green and blue infrastructure.

11 Waterway Partnerships - Local Strategic Priorities

PEOPLE – Social Role of Waterways

Working with others to improve community cohesion and well-being by:

- **Broadening engagement, changing local perceptions and engendering a strong physical and emotional connection with, sense of pride, ownership and enjoyment of, the waterway network**

Strategic Priorities include:

- **Building and broadening community engagement and ownership** and instilling community pride (*through initiatives and projects linked to use, participation, education, creative arts, festivals, skills and training (apprenticeships), working with Parish and Community Councils, community payback, volunteering and adoption, etc*)
- **Growing and widening the volunteering base** to reach individuals and communities that currently do not connect, engage, value or use our canals, rivers, docks and reservoirs and to help build transferrable skills of local people
- **Reconciling conflicts between different users** of the canals and rivers and their towpaths and riverside paths as shared spaces and **encouraging positive and responsible behaviour** through engagement, education and design
- **Improving awareness and changing perceptions** to attract more local people to use, enjoy and value their canals, rivers, docks and reservoirs and for local people to gain a greater appreciation of the costs associated in sustainably managing our waterways and the contribution our waterways are making to local communities and economies (*through activity, PR, education and communication*)
- **Understanding and meeting the different needs** of all waterside communities so they use and enjoy their local waterways more and become supporters of them
- Encouraging those people living and working, on, beside and near, the water to **develop strong physical, and emotional connections** with their local canal, river, dock and reservoir
- Developing new and strengthening existing **cultural connections** between waterside communities and their local waterway
- **Making the canals and rivers inclusive, relevant and accessible to all communities, particularly those our canals currently do not reach and support**

Strategic Priorities include:

- Encouraging and facilitating greater use and enjoyment of our canals, rivers, docks and reservoirs by people from **all socio-economic and ethnic backgrounds, age groups and abilities**
- Increasing the use of the canals, rivers, docks and reservoirs by **children and young people** to encourage them to become the “future supporters” of our waterways
- Promoting and utilising canals, rivers, docks and reservoirs as active and inventive **providers of open-air lifelong learning activities** and platform for others in helping to improve education attainment levels
- Encouraging and facilitating opportunities for **shared experiences as a family**
- **Utilising our canals and rivers to raise aspirations and improve health and well-being of people living and working in the different Partnership areas**

Strategic Priorities include:

- Increasing the use of the canal towpaths and riverside paths as integral part of the **network of safe and healthy routes** to access workplaces, homes, schools and other local services
- Working with community and voluntary organisations, Local Access Forums, education and sport providers to increase opportunities for **adult and children participation in sports, recreation, arts, education, and skills development activities**, on and by the canals, rivers, docks and reservoirs
- Promoting and utilising the canals, rivers, docks and reservoirs as part of the “**natural health service**”, providing “free of charge” green and blue gyms on people’s doorstep for fitness and exercise and providing safe, calm and tranquil places for contemplation and angling
- Encouraging and supporting **formal and informal recreation, sport and learning activities** on and by the water (such as angling, jogging, dragon boating racing, etc)
- Engaging with **Health and Well-Being Boards and GPs** to help to tackle health inequalities in deprived waterside communities and neighbourhoods
- Working with others to create **new opportunities to live afloat** on the waterway network and to help regularise the informal residential boating communities which have established along certain stretches of the towpaths, where appropriate

Becoming a nationally successful Trust which is recognised as a local partner with strong local presence and long-term commitment to supporting waterside communities and neighbourhoods within the respective Waterway Partnership areas

Strategic Priorities include:

- Working with all relevant **policy and decision-makers, opinion informers and funding bodies** to demonstrate the relevance and real value and contribution of the canals, rivers, docks and reservoirs to social well-being of local communities
- Maximising social returns on the Trust's investment - “**Keeping it local**”

PROSPERITY – Economic Role of Waterways

Working with others to contribute the economic well-being, prosperity and resilience by:

- **Unlocking the potential of the urban and rural waterway corridors to deliver economic growth and low carbon economy, support local ambitions and enhance the attractiveness of the environment**

Strategic Priorities include:

- Improving the **resilience and safe working condition of the waterway infrastructure**, facilities and environs to support sustainable growth of boat numbers, water dependent uses, activities and businesses and to meet 21st century expectations
- Encouraging and facilitating greater use and activity on and along the canals as part of the **strategic and local sustainable transport and green infrastructure** used on a daily basis
- **Supporting the sustainable growth of waterway-related tourism and leisure**, to increase visitor numbers, satisfaction and spend; to improve the “day out” offer at key locations; and to improve perceptions of existing and potential visitors to attract more frequent and longer visits to canals, rivers, docks and reservoirs
- Positioning the canals, rivers, docks and reservoirs to be **recognised as visitor attractions** in their own right as part of the unique and diverse tourism destination offer and branding of the different regions within England and Wales
- Promoting and supporting the sustainable use of the **commercial waterways and operational docks** and exploring opportunities to open up new markets with the Ports’ owners and operators and to develop stronger connections with other European waterways
- **Managing the capacity of the waterways and towpaths efficiently** (including accessibility; the provision and availability of moorings for different purposes and marinas; tackling issues of bottlenecks, congestion, mooring demand and overstaying on certain sections of waterways, particularly at peak times at key locations; encouraging boat movement between certain parts of the waterway network; water supply; etc)
- Optimising the benefits for both local economies and the Trust generated from growth in waterway related tourism, waterborne transport and **renewable energy sources and utilising the waterways in innovative ways**
- **Utilising urban and rural waterways to their full potential to drive economic development and regeneration within their corridors to the benefit of local communities, businesses and the Trust**

Strategic Priorities include:

- Promoting and facilitating the use of our canals, rivers and operational and historic docks **as focus for growth, regeneration and place-shaping** to improve the urban offer and competitiveness of towns and cities
- Utilising the canals, rivers, docks and reservoirs for **raising aspirations and developing the skills base** of local people to improve their employability
- Promoting and facilitating the use of the canals, rivers and reservoirs as focus for development and regeneration to help diversify rural economies and **support the sustainability of rural communities**
- **Utilising the Trust’s property assets** to create vibrant and accessible waterside areas and waterspaces and in transforming areas into sustainable and thriving neighbourhoods

- Supporting others to bring forward **new strategic links to expand the network** through restoration where connections to places, opportunities and people need to be strengthened and would make the network more sustainable
- Encouraging and **supporting events, festivals and celebrations** to take place along the canal and river corridors to raise local awareness of the presence of a canal, river, dock or reservoir on their doorsteps, support local waterway-related businesses and activities and to provide a platform for recruiting volunteers and new “friends” and for fundraising
- **Creating an environment within the canal and river corridors that attracts investment and supports productivity, enterprise, creativity and innovation**

Strategic Priorities include:

- **Encouraging waterside businesses, landowners and potential developers** to benefit from their location and in turn make a positive contribution to waterway environment (for their workforce and visitors), and to the visitor experience
- Encouraging waterside landowners including the **Trust’s owned properties and land holdings with low income potential** to be used to support social, community and small enterprises and innovation
- Promoting and supporting existing and new **water-dependent businesses and enterprises** to flourish and enhance the visitor and user experience
- Encouraging investment into waterways through **corporate and business engagement and enterprise**
- Generating support for the canals, rivers, historic docks and reservoirs from **individual charitable donations, corporate sponsorship and volunteering**
- Exploring **new innovative ways to generate income and attract investment** towards funding the future upkeep of the waterways
- **Promoting the Trust brand** within the third, marine and business sectors, etc
- Encouraging and facilitating **new and existing enterprises** which encourage adults, young people, children, families and visitors to get out on the water as an introduction to boating
- **Becoming a nationally successful Trust which is recognised as a successful partner and a recipient of choice for donations and sponsorship, providing value for money and generating economic, social and environmental benefits for local communities**

Strategic Priorities include:

- **Working with all relevant policy and decision-makers, opinion informers and funding bodies** to demonstrate the relevance and real economic value of canals to economic well-being of the Partnership area
- Working in partnerships with others (such as Local Authorities, LEPs and Nature Improvement Partnerships) to **access potential Government and European funding** and other forms of investment and support and to explore new innovative ways to generate income and attract investment towards funding the future upkeep of the waterways and facilitating their greater use and enjoyment

Places – Cultural & Environmental Role in its widest sense

Working with others to contribute the cultural well-being and environmental resilience by:

- Utilising our canals, rivers, docks and reservoirs (as forms of green and blue infrastructure) to reduce carbon emissions, adapting to climate change and improving quality of life, for the benefit of current and future generations

Strategic Priorities include:

- Working in partnership with others to protect, promote and enhance the canal and river corridors as strategically and locally important and a valued part of both the **green and blue infrastructure network**
- Working in partnership with others to manage **water resources sustainably** including water supply, land drainage and flood alleviation and management in response to **climate change adaptation and mitigation**
- Working with the Environment Agency, LAs and others to minimise and mitigate the **impact of any proposed flood alleviation schemes** upon affected canals and rivers owned or managed by the Trust and to secure environmental enhancements including safeguarding and improving accessibility to, from and along the water
- Working in partnership with others to promote and support the **innovative use of the canals, rivers, docks and reservoirs** as a renewable energy source, functioning as green and blue lungs and in making a contribution to urban cooling
- **Making all the canals, rivers, docks and reservoirs great public spaces (on the doorstep of local communities to enjoy and as welcoming, accessible and interesting destinations for visitors to experience) which are highly valued by local communities and are worthy of accolades**

Strategic Priorities include:

- **Enhancing the amenity of the canals, rivers, historic docks and reservoirs** to provide safe, usable and accessible places all of which form vibrant and lively destinations as well as tranquil safe havens supporting greater use and activity on the land and water
- Improving and sustainably managing the waterways and their towpaths and environs to meet **Keep Britain Tidy's Green Flag Award standard**
- **Improving access to, from and along the canals, rivers, historic docks and reservoirs** and making them safe, clean and accessible to all wherever practical, and easy to navigate by people visiting and enjoying them on foot and bicycle and by water
- Improving connectivity and increasing the use of waterways and their towpaths and riverside paths as integral part of the network of sustainable transport and recreational routes and as the **route of choice for walking and cycling on a daily basis**
- Strengthening **existing and creating new places of interest** along the canals and rivers, creating **strong destinations at waterway terminuses** and improving **provision and quality of facilities** and creating strong "day out" offers at key locations to attract more inbound and domestic visitors from outside and within the area and to increase the duration of their visit
- Increasing the level of activity on, and diversity of **animation of the canals, rivers, docks and reservoirs** and the level of understanding and appreciation of waterways
- **Connecting the canals, rivers, docks, towpaths, riverside paths and reservoirs to other recreational routes**, Sustrans, green infrastructure and trails, parks, museums and visitor attractions and other modes of transport and facilities (such as car parks) and developing circular

recreational routes for walking, cycling and non-powered craft-based activities such as canoeing

- **Strengthening strategic waterways interchanges** between urban and rural waterways, and **creating strategic waterways gateways** with a strong sense of arrival by water, on foot or bicycle
- **Raising the visibility of the physical presence** of the canals, rivers, docks and reservoirs and strengthening appreciation of their intrinsic value to these places
- **Improving provision and quality of facilities** to encourage greater use and activity on and beside the water (such as car parking, slipways)
- Working in partnership with others to make waterside cities, towns and villages integrate their local waterway into their fabric so that they become “**waterway embracing places**”
- Improving **signage and information** (including web-based/social media) for visitors and users
- **Cherishing, conserving and enhancing the quality of built environment, locally distinctive heritage, environmental qualities and landscape character of our different waterways which make them special, so as to unlock their true economic, social and environmental value as part of the wider green and blue infrastructure network**

Strategic Priorities include:

- Conserving, promoting and interpreting the rich **industrial and cultural heritage value** of the docks, canals and rivers and their corridors
- Working with others to protect, promote and enhance the **living landscape, ecological value and biodiversity** of the canal and river corridors and docks and reservoirs as part of the green and blue infrastructure networks
- **Supporting appropriate new development** which respect and enhance the canal and river corridors and **promoting innovative and sustainable solutions** to create a new context for urban and rural development and living
- Encouraging the enhancement of the **environmental quality and image of canal and river corridors** caused by poor waterside industrial, commercial, residential and agricultural boundaries and the presence of dereliction, “bad neighbour” uses and anti-social behaviour
- Working with **riparian owners and waterside businesses** to conserve and improve the landscape and environmental value of the waterway corridors and to improve access to, along and from the waterways
- **Tackling litter, dog fouling, vandalism and graffiti, fly tipping**, weed and vegetation management (including trees), control and eradication of invasive species issues in localised areas
- Mitigating impacts and exploiting opportunities arising from **nationally significant infrastructure projects** (NSIPs such as HS2, crossrail) upon the waterways, their corridors, potential future restoration projects and water-dependent businesses and tourism

Becoming a nationally successful Trust which is recognised as the respected and trusted guardian of highly valued and accessible green and blue infrastructure.

Strategic Priorities include:

- Working with all relevant policy and decision-makers, opinion informers and funding bodies to demonstrate the relevance and value of the canals, rivers, docks and reservoirs to **environmental and cultural well-being of local communities**

MEMORANDUM TO THE BOARD

PROPOSED PROCESS FOR REVIEWING THE CRT STRATEGIC PLAN

1. Introduction

- 1.1 At its inception in July 2012, CRT set out its strategic direction and priorities in 'Shaping the Future'. A workshop with Trustees in January 2013 sketched the outlines of a fifteen year strategy, and at the March Board meeting the Trustees considered a phased timescale that would build the basic strategy over the summer, with wider engagement during the autumn and publication in December. Following the appointment of a new Chief Executive, it was agreed to suspend the process until he was in position.

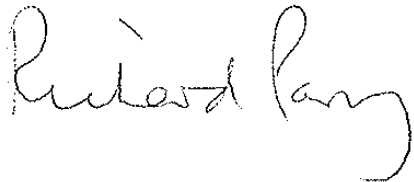
2. Proposed timescale

- 2.1 The timescales now envisaged are set out below for the Trustees approval. It is important that this timescale flexes to accommodate the emerging Strategic Waterway Partnership Plans (described in a separate paper), whilst also guiding the Business Plan process so that the Plan is in place ahead of 1 April 2014.
- 2.2 During October the Executive team will hold a Strategy day - with Trustees invited to attend if they wish. It would review the common themes emerging from the Waterway Partnership strategic plans, and the external geo-political context, to develop an outline of the proposed strategic direction.
- 2.3 Later in October the annual Business Plan process would be initiated, taking as its starting point the emerging strategic plan in development.
- 2.4 The November Board meeting would review and endorse the emerging strategic direction.
- 2.5 Following the November Board meeting, subject to Trustee approval, wider engagement would be initiated, both internal and external, to be completed prior to the end of the year. This would include an invitation to all Council members to attend an informal discussion, plus possible further engagement with Waterway Partnership Chairs and Advisory Panels.
- 2.6 At the January Board meeting the Trustees would approve the final Strategic Plan incorporating the outcomes of the wider engagement (which would be presented in summary form) and following this approval, the plan would be published around the end of January.
- 2.7 Following the sign-off of the Strategy, a sub-group of the Trustees would be invited to review the 14/15 Business Plan/ budget proposal ahead of its submission to the Trustees.

- 2.8 The 14/15 Business Plan/ Budget would then come together for final Trustee sign-off at the March meeting.
3. The process will be co-ordinated by Heather Clarke, Head of Planning, working with the Chief Executive and the Directors. Philip Ridal has also commissioned a re-build of the strategic financial modelling undertaken in 2011, and this will be integrated with the programme above.

Recommendation

The Trustees are asked to endorse the strategic plan process outlined in this paper.

A handwritten signature in black ink, appearing to read 'Richard Parry', written in a cursive style.

Richard Parry

September 2013

MEMORANDUM TO THE TRUSTEES

Amendment to Waterways Pension Fund Deed and Rules

Report by the Secretary

The Pension Fund Trustees have proposed an amendment to the Pension Fund Deed and Rules in the field of ill-health pensions. Any such change requires the agreement of the Trust as Principal Employer and such matter is reserved to the Board of Trustees.

Effect of the proposed amendment

The proposed amendment to the Pension Deed and Rules is to give the Pension Fund Trustees a discretion to increase a member's Partial Ill-health pension up to a Full Ill-health pension if the member is now suffering from a greater ill-health or incapacity than when he or she commenced receiving the pension, but only if his or her ill-health is caused by the same condition or conditions that originally caused his or her Partial Ill-health. In particular:

- The Pension Trustees' discretion will be subject to employer consent;
- The Pension Trustees will have the discretion to back-date the pension, but again this is made subject to employer consent.
- The Pension Trustees will have discretion to increase a member's pension up to a "maximum amount". This maximum amount will be the amount of pension the member would have received if he or she had originally retired on Full Ill-health (including any subsequent increases) but assuming the member had commuted the same cash amount as a lump sum, to take account of the fact that the member would have received a smaller lump sum when he or she actually retired

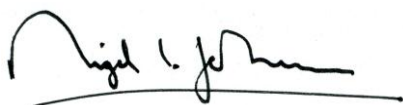
The amendment has been certified by Barnett Waddingham, the Pension Scheme Actuary, that the amendment meets the regulatory requirements for scheme alterations.

The amendment is proposed in the light of two specific cases where health had deteriorated significantly in the two years since partial ill health pensions were awarded. In both cases, were they considered for ill health retirement for the first time now, the recommendation would be for a full ill health pension.

The proposed amendment is anticipated to have no material impact on the actuarial valuation of the liabilities of the Fund.

A copy of the Amending Supplemental Deed will be tabled at the meeting and electronic copies can be provided in advance if requested.

The Board is requested **to approve** execution of the Amending Supplemental Deed the Common Seal of the Trust.



NIGEL JOHNSON
Company Secretary
10 September 2013

MEMORANDUM TO THE TRUSTEES

Approval of appointments to subsidiary boards

Report by the Secretary

The appointment of persons as directors of subsidiaries of the Trust is a matter reserved to the Board. The Executive are recommending two new appointments:

British Waterways Marinas Limited

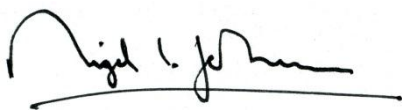
Chris Warren (former BWML Finance Director) has left the company and resigned as a director.

Louise Mitchell was recruited externally to take on the finance director role, initially on an interim basis. This has worked very satisfactorily and she was offered and has accepted the role on a permanent basis. Trustees are asked to approve her appointment as a director of the company. The other current directors are Philip Ridal, Derek Newton, Julie Sharman, Brian Casey and Darren Bramhall.

Canal & River Trust Community Interest Company

Robin Evans was a director of this company which is a vehicle for the non-primary purpose trading of the Group (i.e. for activities not benefiting from charitable tax relief). Robin resigned on his retirement from the Trust. The remaining current directors are Philip Ridal; Stuart Mills and Quentin Pickford.

As the company is essentially an accounting vehicle (operational decisions are made at Group level) Richard Parry has decided not to join the Board and the Executive recommend that Steve Pullinger be appointed to the Board in the place of Robin Evans. Trustees are requested to approve such appointment.



NIGEL JOHNSON
Company Secretary
10 September 2013

MEMORANDUM TO TRUSTEES

FUNDRAISING REPORT – SEPTEMBER 2013

Report by Marketing & Fundraising Director

1. PURPOSE

To inform Trustees of progress and issues relating to fundraising, and to brief them about future developments. **For the first time, following feedback from Trustees about their joint importance to our fundraising efforts, we have combined Enterprise and Voluntary Fundraising in a single report.** A summary is included in the Chief Executive's report and so this report can be browsed for more detail. We would welcome feedback on the format.

2 DETAILED REPORT - VOLUNTARY

2.1 Individual Giving

[Commercially confidential material removed]

2.2 LEADERSHIP GIVING

. [Commercially confidential material removed]

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3 Detailed Report – Enterprise

3.1 Major Funding

Heritage Lottery Fund

Alex Ball has accepted the role for the temporary post of Project Manager for the development phase of the Gloucester Waterway Museum HLF project. Alex started on the 19th August to progress the detailed development of the Stage Two application working closely with the SW&S Enterprise manager Mike Youe. [Commercially confidential material removed].

An expression of interest has been submitted to the Heritage Lottery Fund for a potential 'Our Heritage' project at Saul Junction on the Gloucester & Sharpness Canal. [Commercially confidential material removed]. This project is being developed with support from the waterway partnership and IWA.

The revised HLF bid for Pocklington has been resubmitted. Value circa £700k.

A Your Heritage bid expression of interest has been submitted to run a series of activities, workshops and events to link communities with their local canal. It is envisaged that over a three year period that an appointed project officer will work with groups and individuals to raise the awareness and profile of the Shropshire Union Canal between Chester and Ellesmere Port. The bid has been submitted in

partnership with Chester Canal Heritage Trust, IWA (Chester Branch) and the Boat Museum Society.

[Commercially confidential material removed].

Grantham Canal Heritage Initiative is working through a revised option for the delivery of the project to increase the amount of volunteer involvement with the restoration works. HLF are have extended the period for the Stage 1 project development until March 2014. HLF are keen to see the development of a project that seeks to leave a legacy of increased volunteer capacity that will benefit the future restoration and heritage of the canal as well as growing the number of active volunteers.

Arts Council

Following the award of Arts Council England funding (ACE) for the Worcestershire Canal Ring Arts Programme known as the RING, an arts consultant has now been selected to progress the feasibility study for the project which will be complete by the end of December. Following the completion of the feasibility study which will include a funding strategy and outline delivery programme, the intention will be for the Trust, in partnership with Worcestershire County Council and Wychavon District Council, to secure delivery funding for the project in 2014.

Local Sustainable Transport Funding & Sustrans

£200,000 has been secured from the Sefton & Lancashire LSTF for 2km of towpath upgrade along the Rufford Branch of the Leeds and Liverpool Canal for delivery this year.

European Projects

Numericanal: work is continuing on this project and our plans for the delivery of our own local activities and the early transnational fact finding exercises are being delivered.

Waterways for Growth: work continued to prepare the Final Claim.

Network of European waterways: a revised business plan has been received for the proposed formal partnership group forming a network of inland waterways. This is a follow on initiative from the Interreg 4C project *Waterways Forward*. With over 500 European cities and regions bordering inland waterways and lakes and many working on topics linked to waterway management and economic development, there is some appetite for partnership working. However, the Trust (and Scottish Canals) has taken the view that the project is too ambitious in its early stages. Discussions are to continue at a meeting in September.

A resubmission of the Life + bid for the Montgomery Canal and Rochdale Canal was submitted in June, requesting approximately £640,000 towards the conservation of the protected species floating water plantain. Results expected early 2014.

Other Funding

An EOI to BIFFA value 50k in support of the Mirfield Community Partnership to improve access & deliver sustainable environmental enhancements on the Calder & Hebble Navigation has been approved to the final stage of submission. This will be submitted at the end of September.

A revised EOI has been submitted to Big Lottery for the development of the Tees Barrage North Tower as a Centre of River Excellence, value £470k. The building will be a hub for river volunteering activities and a 'welcome site' for visitors to the area. Match funding will be via the partner HLF Tees Rediscovered Landscape Partnership bid.

A bid has been submitted to Welsh Government's Resilient Ecosystems Fund, in partnership with Severn Rivers Trust and Montgomeryshire Wildlife Trust, to improve habitats and the condition of the Severn Uplands catchment. The bid, if successful, will secure £30,000 worth of direct improvements to the Montgomery Canal and will aim to influence landowners and improve other associated water courses, bringing water quality benefits to the canal and surrounding area.

An expression of interest has been submitted to Biffa AIM fund as match funding for the 'Windows on the World project' at National Waterways Museum, Ellesmere Port. **[Commercially confidential material removed]**. We are charting the project's development on our blog: <http://canalrivertrust.org.uk/news-and-views/blogger/window-on-the-world>

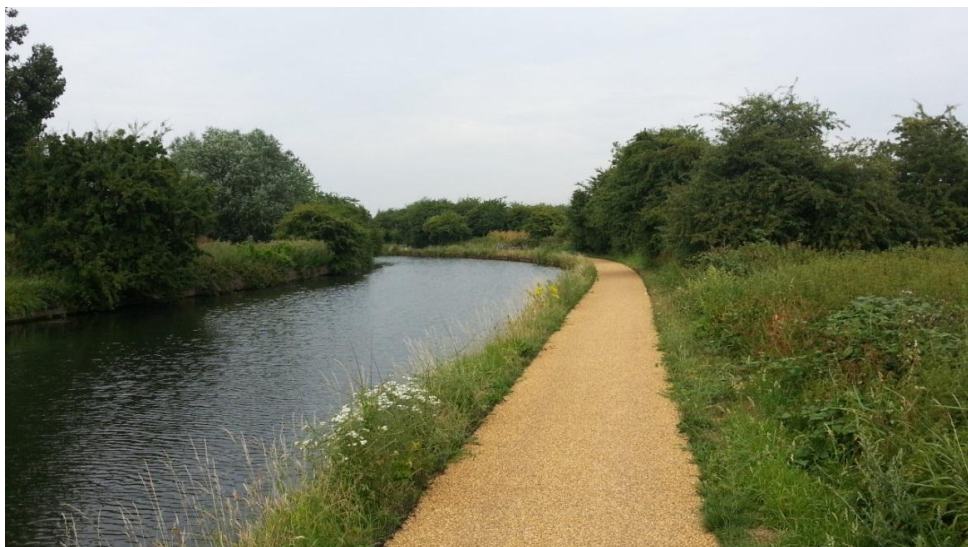
Further ERDF Funding has been secured for towpath works in Worksop. This project promotes improvements to the canal infrastructure for cycling to work.

An expression of interest has been submitted to Biffa's Flagship Award for Cultural Facilities for £485,000 towards Carpenters Road Lock in Queen Elizabeth Olympic Park.

3.3 Business Priorities: Funded Infrastructure Improvements and General Maintenance

Ealing & Hillingdon Towpath (Paddington Arm)

Works along the Paddington Arm in the London boroughs of Ealing (2.4km) and Hillingdon (1km) are now complete and a photo call opportunity is being organised for September. Additionally, the Trust has been asked to present information about its work in Ealing and future opportunities to the Council's scrutiny committee in October.



3.4 Strategy, Monitoring & Evaluation

Consultants ICF GHK (known as GHK) in association with Aberystwyth University has been working on the Defra commission to assess the impact on public benefits from changes in investment in the Environment Agency waterways. GHK has overall responsibility for delivering the study while Aberystwyth University is leading the economic valuation work, which has involved surveys of waterways users to elicit their willingness to pay for waterways investments.

[Commercially confidential material removed].

Public benefits: given their specific expertise, GHK have delivered some pro bono work for us and written a scoping study brief. [Commercially confidential material removed].

3.5 Wales

Welsh Government

After the resignation of Leighton Andrews, Huw Lewis AM, the previous Minister for Communities and Tackling Poverty moving to the vacant Education department. Former Deputy Minister for Skills and Technology, Jeff Cuthbert AM, moves up to be a formal fixture at the Cabinet table taking Mr Lewis' department, with newcomer Vaughan Gething AM taking up the new post of Deputy Minister for Tackling Poverty. Finally, North Wales Llangollen AM Ken Skates, another newcomer to the Government, takes on the important brief of Deputy Minister for Skills and Technology.

Welsh consultations and legislation

The future of our past: consultation on proposals for the historic environment

Launched in July this document presents proposals for improvements to current systems for the protection and sustainable management of the Welsh historic environment and also for the future of Cadw and the Royal Commission. Consultation ends 11/10/2013

Protected Landscapes in Wales seeks views and suggestions regarding a strategic policy framework for Areas of Outstanding Natural Beauty (AONB) and National Parks. Which include the Llangollen and Mon & Brec. Consultation end 20/09/2013

Water Strategy for Wales - Strategic environmental assessment scoping document

The assessment will use the ecosystem approach so the water policies developed consider the health and resilience of the environment and the benefits for society. End of consultation: 11/10/2013

Royal Welsh Show

Our presence at the Show is primarily for public affairs engagement, promoting the links between waterways and the Welsh agenda and our strength in collaboration. To that end Mark Drakeford AM Minister for Health & Social Services launched the **walking hub** packs developed for Goytre with Ramblers Cymru and John Griffiths AM Minister for Culture & Sport launched our partnership with the **Arts Council of Wales** with Nick Capaldi Chief Executive ACW. A further 16 formal meetings took place including the first meeting of Richard Parry with Emyr Roberts Chief Executive of Natural Resources Wales who was *"very encouraged by the joint work of our organisations . . . role of waterways in urban areas in particular has caught my imagination"*.

Meetings outwith the Royal Welsh Show included David Davies MP and Lynne Neagle AM.

Response to State of Nature Report

At the Show the Minister for Natural Resources and Food announced a new £6m fund to support work to help halt biodiversity loss. This new initiative will build on the good practice already achieved through similar area based initiatives such as the Cambrians and Pumlumon projects and the work being undertaken by the Dyfi Biosphere. Further details will be announced in September. An expression of interest has been submitted.

Arts Council of Wales

Brief agreed and a call for a part time curator to work with the residencies over their three year duration was issued on 25th July with responses due on 19th August. Interviews will take place with Tim Eastop and ACW in early September.

Business Minister's Task & Finish Group on Waterways

No response has been passed on from the group so meetings are now taking place with individual members to identify potential areas of co-operation.

Premier Flat Water Paddle Destination for Families

The consultant has now been appointed to undertake the gap analysis. The NRW Splash fund panel has agreed to support the project but subject to the completion of the gap analysis. A MoU has been agreed with Canoe Wales in response to, but more wide ranging than, that created for Canoe England

Heritage Skills:

Attended a meeting between National Museums Wales, National Trust and Cadw exploring the potential for an HLF bid to develop their future direct labour teams. Next step is to determine whether C Skills would support such a move.

Pontcysyllte Aqueduct & Canal World Heritage Site

New information panels are being designed for the Visitor Centre now that Museums and Attractions have taken on its management.

Vibrant and Viable Places:

[Commercially confidential material removed].

Welsh Language: The Commissioner's Advice and Communications Officer has requested a meeting to discuss the Scheme and learn a bit more about our organization. The Policy and Action Plan has been circulated internally and meetings are being set up to ensure it is delivered.

[Commercially confidential material removed].

Sustrans Cymru : met Jane Lorimer and Ryland Jones and pressed them to encourage responsible cycling through their schools programme in light of our experience in London and elsewhere.

New team member: Hazel Bowen joined the team on 22nd July. She comes with extensive experience in tourism, European Interreg funding and the application of apps which she has demonstrated at the Cross Party Group and Waterways Conference.



Engagement and Partnerships

The Floating Cinema

A new Floating Cinema has been launched on East London's Waterways. The vessel will host a varied programme of tours,



performances, outdoor screening and onboard shows. The project is the result of a partnership which the London Enterprise Team, working with the Trust's Arts Development Manager, has forged with The Legacy List, the charity of the Queen Elizabeth Olympic Park and corporate partner Bloomberg. A short [film](#) has been produced to document the making of the cinema.

Waterway Partnerships

Manchester & Pennines: The Manchester and Pennine Waterway Partnership Manifesto has now been completed and signed off and is currently with the printers. This represents a historic moment in the Partnership and one which all members are justifiably proud of. The document will be sent to all Directors and Trustees as soon as it is received.

The **North East Partnership** 'Changing Lives Together' workshop was held at the Hepworth Gallery in July, attended by Vince Moran and Tony Hales from the Trust. It was received positively by the wide range of attendees and feedback from the sessions will be fed into the strategic plan. Another date for the AGM will be set for October.

East Midlands: The Waterway Strategic Plan prospectus has been issued externally for consultation. The EM and the Waterway Manager are meeting local authorities to discuss the priorities and objectives. EM Enterprise has arranged the facilitation of 2 workshops scheduled for the 22nd and 18th September, Workshops are being developed by Enterprise and a volunteer from the partnership.

West Midlands: Peter Mathews has met the MPs Caroline Spelman and Gavin Williamson as part of the planned political engagement facilitated by Champollion. Mrs Spelman offered to help with organising a MPs reception at the House of Commons and a date has now been agreed (19 November).

Central Shires: as an ex-MP, Chair Charlotte Atkins is working with the West Mids chair on the MPs reception project. The Central Shires Annual Partnership Meeting took place on 4 September) and the consultation about the Strategic Plan was launched.

All Other Partnerships are currently drafting their three year action plans and engagement prospectuses to facilitate external engagement.

Other engagement and partnership work

The Mayor of London's new Cycling Vision launched in spring 2013 presents major opportunities for future investment into London towpaths. However, 2012/13 is a time of change with some risk to future funding as it sees the end of the Cycling on Greenways programme, which has delivered significant funding to improve towpaths

over many years and fully funds 2 posts – towpath ranger & strategic cycle routes coordinator.



Sir Brian Fender & Andrew Gilligan, London cycling commissioner at Camden

3.7 Stakeholder Relations

DCLG: National Head of Enterprise and Head of National Programmes met with senior reps from the DCLG *Decentralisation and Big Society* Directorate. The Directorate is looking at making it easier for people to get involved and help their local community through increasing volunteering and social action in the community. This could also be interesting from our perspective in potentially addressing Waterway Partnership strategic plan actions. We are therefore in discussion with DCLG about a possible feature in Waterfront magazine.

3.8 Restoration

Northampton University: following the IWA/CRT workshop held earlier this year, we have now agreed a brief for the university to undertake a project that will lead to the writing of a compendium of restoration project reports that will collate an evidence base that provides a cost-benefit analysis of the financial and social impact in relation to restoration projects. This piece of research will also provide an overview of the impact indicators that we can utilise to evaluate future restoration programmes and then begin to develop comparable baseline data into the future.

The research will utilise the data already available across around 6 or 8 restoration case-studies. These case-studies will be combined to provide an overall evaluation of the financial and social impact that the restorations have had.

A joint working group has been established with the IWA to work together on developing restoration support, the **Growing a Sustainable Network (GSN)** group has met twice and details are [here](#). The group membership is currently, Julie Sharman, Jason Leach (who is the lead contact for restoration for the Trust) Vaughan Welch and Geraint Coles.

A decision on the **Montgomery Canal HLF** application is due at the end of September 2013.

We have met with HLF regarding the **Grantham Canal** bid round 2, they have agreed to an extension until the end of March 2014 subject to receiving a brief programme. We plan to work with the engineering and framework team to break the tasks down to see how much we can do with volunteers. We will then have a workshop with GSC and WRG in late September, early October. There is still significant risk in us being able to lower the HLF requirement and have a project with good restoration outputs.

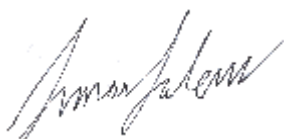
The **Shrewsbury and Newport Canal Society** have prepared an HLF grant application for the restoration of Wappenhall Warehouse for which they have asked for a letter of support - this will be provided. This part of the canal is not within the Trust's ownership but we still have 5 structures along the length of the unrestored canal for which we are still responsible.

Bradley Arm Restoration – meetings held with local community group who are keen to progress restoration. Next meeting with local MP and Wolverhampton's Chief Executive. Work by three Waterway Partnership members also progressing.

A Vision for Kiverton Waters to be joined to the waterway has been presented by the **Chesterfield Canal** Partnership led by Rotherham MBC and the development manager. This document has been circulated within CRT water management and NMU for further discussion.

[Commercially confidential material removed].

Derbyshire has produced a Waterways Strategy which encompasses the **Chesterfield Canal and Cromford Canal restorations**.

A handwritten signature in black ink, appearing to read 'Simon Salem', written in a cursive style.

Simon Salem
Marketing & Fundraising Director
September 2013