

MEMORANDUM TO THE BOARD

GOVERNANCE REVIEW – MAY 2014

Report by the Chief Executive - May 2014

1.0 CONTEXT

- 1.1 Under the Canal & River Trust Rule 1.10, the composition and methods of appointment to the Council, which are defined by the Rules, are to be reviewed within three years from the date of appointment of the first Council and thereafter at least every seven years.
- 1.2 First Council was appointed in March 2012 and the review therefore needs to be completed by March 2015. Any changes should also be in place well in advance of preparations for the next elections to Council which are now proposed to take place in autumn 2015.

2.0 PROCESS

- 2.1 It is proposed that the Review is led by the Appointments Committee, working with members of the Executive and Secretariat nominated by the Chief Executive.
- 2.2 Under Rule 11.1, any changes to the Rules will be made by Council following a recommendation from the Trustees. The Appointments Committee recommendations would be considered by Trustees and once approved go to the Council for their agreement.

3.0 SCOPE

- 3.1 The main focus of this Review would be the Trust Rules as they relate to the Council. The Review will consider the outcome of the **Council Election Consultation**. The consultation is available <http://canalrivertrust.org.uk/media/library/5254.pdf>. The Council considered the [response to the consultation](#) at the March 2014 meeting.
- 3.2 The headline issues for consideration will be:
 - **size and make-up of Council** – to include a possible increase in the size of Council from 35 to allow for election of members to represent Friends and Volunteers, or the inclusion of representatives from any new constituency groups identified. The maximum Council membership is restricted to 50.
 - **the constituencies invited to nominate** – a review of the current organisations invited to nominate a person to serve as Council Member.
 - **the constituencies which elect persons to serve** – a review of the current constituencies, and a proposal for election of members from amongst Friends and Volunteers.

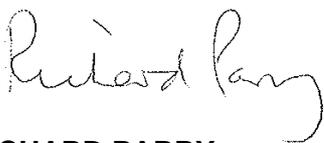
- 3.3 The Review should also include related matters relevant to the work of the Council, Partnerships and Advisory Groups such as conditions of appointment, rules of engagement, confidentiality and wider communications.

4.0 Timetable

- 4.1 It is proposed that initial recommendations from the Appointments Committee would be considered by the Trustees at their meeting on 9 July 2014. If the recommendations and any associated drafting are complete, and have Trustees support, the Council will be able to consider and approve changes at the Council Meeting on 24 September 2014.
- 4.2 The Appointments Committee may not complete all of the review in the limited time available before the meeting of Trustees in early July. The alternatives would then be either to arrange a special Board meeting to review the proposals before 24 September, or to defer final sign-off of the revised Rules by the Council until the March 2015 meeting. The options can be considered by the Board at the July meeting in light of the initial update from the Appointments Committee.

5.0 Timetable

- 5.1 The Board is asked to approve the proposed Governance review process described in this paper.



RICHARD PARRY
May 2014



MEMORANDUM TO THE BOARD

AMENDMENT TO WATERWAYS PENSION FUND DEED - MAY 2014

Report by the Company Secretary - May 2014

1.0 INTRODUCTION

- 1.1 This paper proposed a resolution to amend the Waterways Pension Fund Deed. CRT is the Principal Employer and is required to approve the changes and sign the Deed.

2.0 RECOMMENDATION

- 2.1 Board members are asked to consider and approve the draft Resolution.

3.0 EXPLANATION

- 3.1 A note is attached that explains the various changes proposed by the draft Resolution and Supplemental Deed. Broadly, these changes relate to benefits for same sex spouses, benefits provided on ill-health, flexible retirement, death in service and transfers-in.
- 3.2 These changes were originally contained in a resolution and three separate deeds. The changes in relation to ill-health, flexible retirement, death in service benefits and transfers-in have previously been put to the Canal & River Trust Board, but the changes in relation to same sex marriages have not. These amendments are now combined into one Amendment Deed which needs to be considered and approved as a whole.
- 3.3 The proposed draft Resolution and Supplemental Deed assumes that CRT will want to provide the same benefits to same sex spouses as are currently provided to opposite sex spouses and civil partners. It also makes clear that the children's pension is not doubled if a Member dies leaving pensionable children and a same sex spouse. See the explanatory note attached for the decision needed on this issue.
- 3.4 The Waterways Pension Fund (WPF) Trustees have seen and approved all of the proposed changes set out in the Resolution and Supplemental Deed. If Canal & River Trust (and, in respect of the Resolution, the other Employers) agree with the changes it should execute the Resolution and Deed accordingly. The WPF Trustee will then execute the Resolution and Deed at its next Trustee meeting in June and the changes will take effect from that date.
- 3.5 The draft Resolution is attached. The full Deed will be available at the meeting.

PHILIP RIDAL
May 2014

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RESTORATION PRINCIPLES AND GRANTHAM CANAL HLF BID

Report by the Marketing & Fundraising Director

1.0 PURPOSE OF THIS PAPER

To set out principles for the Board to guide our involvement in restoration projects and specifically to recommend to the Board that it endorses the proposed HLF bid for the next stage of the restoration of the Grantham Canal.

2.0 PROGRESS TO DATE

Following the Board's decision (Supporting Restoration Schemes CRT45B March 2013) to adopt this overall position:

The Trust believes that increasing the size of the navigable waterway network for public benefit is not only a key charitable purpose but also a powerful way to demonstrate our work and the benefits waterways brings to millions whilst growing support for our cause. and this strategic approach:

Proactively champion restoration of redundant waterways and the construction of new links, as a public good

Nurture a wide range of restoration projects (on and off our network)

Vocally and proactively support restoration schemes that have prospects of real advance on the ground

We have made good progress including:

- Appointment of restoration team (part of Jason Leach's time plus 1.6 FTE)
- Commissioning of research from Northampton University
- Work with IWA to update their handbook for restoration
- Positive waterway press activity
- Programme of training developed with IWA to commence in 2014
- Second and annual restoration conference to be held 10 May

There are over 90 potential restoration projects in England and Wales with just over 60 active societies or trusts campaigning for their restoration. We have over 40 of these attending our workshop in May. This will be the largest gathering of restoration enthusiasts from different projects ever. The map in Appendix 1 shows the geographic spread of these projects that will allow us to raise our profile and supporting our strategic aim to be a leading influencer in these areas.

Reaction has been very positive and so growing interest in the topic now means that we must be clear on what is possible and desirable in terms of future support for restoration.

3.0 THE STRATEGIC FIT

Supporting restoration is a powerful way to demonstrate our work and the benefits waterways brings to millions whilst growing support for our cause. Abandoned canals are a stark reminder of the threat to our navigable network. Restoration can contribute significantly to our new strategic goals. More details on this can be found in Appendix 2.

4.0 PRINCIPLES FOR INVOLVEMENT IN RESTORATION PROJECTS

The principles below build on and complement the stance taken in CRT 45B. They seek to clarify our commitment and ensure it is not open-ended.

The Trust will:

- Maintain active support for restoration programmes, to promote the work of the Trust and to demonstrate the economic and public value of restoration in line with our charitable objects
- Be willing to commit modest finance resource to restoration projects for waterways provided the following criteria are met:
 - we own or manage the waterway long term;
 - there is significant public benefit delivered;
 - it leverages significant funding, volunteering, or gifts in kind from others;
 - there is an established wide partnership of active stakeholders
- Commit people resources to all restoration projects in line with our internal restoration guidance summary (attached as Appendix 2) in order to build capacity with local groups so they can support their projects more effectively.
- Prioritise support for those projects that also include innovation and/or capacity building for our wider work and growth in skills and experience
- Review all mechanisms to secure the long term future of potential restoration schemes and where possible use the planning process to protect the line of the canal rather than always seeking land ownership or making land acquisitions
- Seek solutions that stabilise or reduce our long term maintenance costs for waterways we own or manage long term
- Progress restoration on an incremental basis which manages risk for the Trust and not commit to underwrite any cost overruns or other risks beyond those agreed in the approved funding package, making this clear at the outset and being mindful of any reputation risks the Trust might be exposed to.

5.0 FINANCIAL COMMITMENTS

Given the proposed programme of Trust owned restoration schemes we are envisaging that a **maximum** investment of £250,000 p.a which represents less than 0.25% of the Trusts expenditure annually.

All funding would be approved by Trustees as the project bids are prepared.

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For a list of Trust owned or part owned canals please refer to Appendix 4.

6.0 GRANTHAM CANAL – HLF BID

This is a summary of the key issues for the Board to review with a full account included as Appendix 3

It is recommended that the Board supports the attached HLF bid proposal and therefore commits to expenditure of a **maximum** of £ **Commercially confidential material removed** K (to be part of a project with the following summary outputs:

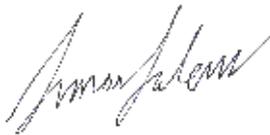
- 2 locks restored and the capacity to restore 2 more
- A new delivery model for infrastructure restoration
- Improved reputation within the waterway movement
- WRG developing a third circuit of annual activity
- 1500 - 2000 volunteer days per year (6000 – 10000 total for project)
- Invigorated canal partnership

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7.0 RECOMMENDATIONS

It is recommended that Trustees:

- Endorse the principles set out in Section 4
- Approve progression of the HLF bid for the Grantham on the terms summarised in Section 6 and in set out in more detail in Appendix 3 to this paper.



SIMON SALEM

MAY 2014

Appendix 1

Potential restoration projects showing the geographic reach



Canal & River Trust

Potential Restorations



Restorations

Number	Restoration
1	Ancholme - Witham Link
2	Ashby Canal
3	Ashton Canal Stockport Branch
4	Avon River - Upper Avon Extension
5	Aylsham Navigation
6	Barnsley and Dearne & Dove Canals
7	Basingstoke Extension
8	Basingstoke Kennet Link
9	Bedford - Milton Keynes Waterway
10	Blyth Navigation
11	Bottisham Lode
12	Bourne Eau
13	Bradford Canal
14	Bradley Arm
15	Bude Canal - Barge & Tub boat sections
16	Burslem Arm
17	Caldon Canal - Leek Branch Extension
18	Chard Canal
19	Chelmer & Blackwater Navigation - extension
20	Chesterfield Canal - completion and Rother link
21	Chirchester Ship Canal
22	Cotswold Canals - Stroudwater Navigation
23	Cotswolds Canals - Thames and Severn Canal
24	Cromford Canal inc Pinxton Arm
25	Market Weighton Navigation
26	Derby Canal
27	Dorset and Somerset Canal
28	Driffild Navigation
29	Foxton Inclined Plane
30	Grand Union Canal - Buckingham Arm
31	Grand Union Canal - Daventry Arm
32	Grand Union Canal - Slough Arm Link
33	Grand Union Canal - Wendover Arm
34	Grand Western Canal
35	Grantham Canal
36	Herefordshire & Gloucestershire Canal
37	Hollinwood Canal
38	Ipswich & Stowmarket Navigation (River Gipping)
39	Lancaster Canal - Northern Reaches
40	Dudley No 2 Canal
41	Lark Navigation
42	Leven Canal
43	Lichfield Canal
44	Little Ouse
45	Llangollen Canal - Whitchurch Arm
46	Lord Rolle's (Torrington) Canal
47	Louth Navigation
48	Lydney and Harbour Canal
49	Manchester, Bolton & Bury Canal
50	Oakham Canal
51	Monmouthshire and Brecon Canal (inc Crumlin Arm)
52	Montgomery Canal (also England)
53	Montgomery Canal (also Wales)
54	Wilts & Berks Canal and North Wilts Canal
55	North Walsham & Ditham Canal
56	Ouse River (Sussex)
57	South Forty-Foot Drain
58	Pias Kynaston
59	Pocklington Canal
60	Portsmouth & Arundel Canal
61	Parrett
62	River Wissey
63	Itchen Canal
64	Runcorn and Western Canal
65	Runcorn Locks of Bridgewater canal
66	Sankey Canal
67	Shrewsbury Canal
68	Shropshire Union Newport Branch
69	Sleaford Navigation
70	Sleaford Navigation - Grantham Canal Link
71	Liverpool Link
72	Soham Lode
73	Somersetshire Coal Canal
74	Stafford Riverway Link
75	Stamford Canal (River Wellend)
76	Stour Navigation
77	Stourbridge Canal - Fens Branch
78	Stover Canal
79	Swaffam Bulbeck Lode
80	Swansea Canal
81	Thames & Medway Canal
82	Uttoxeter Canal
83	Vale of Neath & Swansea Valley - Tennant Canal
84	Vale of Neath & Swansea Valley - Neath Canal
85	Waveney Navigation
86	Weaver Navigation - Froddham Cut
87	Westport canal
88	Wey & Arun Canal
89	Glamorganshire
90	Melton Mowbray Navigation
91	Leomister Canal
92	Horncastle Navigation
93	Royal Military
94	Fenlands Waterway Link - Southern Section
95	Fenlands Waterway Link - Middle Section
96	Fenlands Waterway Link - East Fen Lock

Internal Restoration Guidance

1.0 SUMMARY

Purpose of this communication

In recent decades there have been tremendous steps taken in reversing the decline in the country's canal network and nowhere is this more apparent than in the great canal restorations. Our Trustees and directors have stated their determination that the Trust plays an active role in supporting canal restorations.

"The Trust believes that increasing the size of the navigable waterway network for public benefit is one of our key charitable purposes"

This document sets out a brief summary of the main report ([link here](#)) of how we can support the restoration movement, balancing our activities on our navigable rivers and canals.

What is it? Canal & River restoration can be loosely defined as the repair and restoration of abandoned canals, the construction of new links to connect waterways or the restoration of an historic canal arm. They can take many forms from full excavation or repair to new construction or more commonly both.

2.0 RESTORATION SUCCESSES

This year sees the celebration of many restorations including the Titford Canal (BCN), Peak Forest Canal, Lower Peak Forest and Ashton Canals, Stratford Canal and the Caldon Canal. This is a great reminder that without the restorations of the past we would not have the network we have today.

More recently in Scotland the restoration of the Union and the Forth & Clyde Canals was completed in 2001. The Rochdale and Huddersfield Canals were restored in the early 2000's. Droitwich Canal and the Bow Back Rivers both completed in 2011. These are the main recent successes but there have been others.



Can anyone imagine the K&A still abandoned?

3.0 WHY SUPPORT RESTORATION?

Supporting restoration is a powerful way to demonstrate our work and the benefits waterways brings to millions whilst growing support for our cause. Abandoned canals are a stark reminder of the threat to our navigable network.

Restorations can deliver against all our strategic goals;

Supports **Waterways** through

- opening up disused or new navigation routes; linking and extending the network providing more opportunities for boating and other leisure activities such as canoeing and fishing.
- restored towpaths provide shared spaces for walking, cycling and links to other facilities
- providing a reminder of the past and a hint of the future, maximising their use for the time being can bring wider benefits



Droitwich Spa Marina –
239 berths only possible
because of the restoration

Creates **places** through

- creating popular destinations and rich heritage to visit
- creating new habits; protecting and enhancing the environment
- creating a sense of place through good design and quality materials

Generates **prosperity** through:

- supporting local businesses
- creating the climate and environment for investment
- improving sustainable transport
- training and creating jobs for local people
- direct income generation

Involves **people** by

- creating a sense of community through volunteering and social activities and events based on the canal
- provide new opportunities for leisure: places for relaxation & improving health

The Cotswold Canals Trust has over 7500 members with a huge volunteer workforce.

Galvanise us as experts and enable us to **Influence** others through

- partnership working to deliver wider agenda and mutual benefits described above
- restoration projects lead to strong partnership working and long term supportive relationships

Mobilise and balance **resources** by

- engaging large numbers of passionate volunteers
- water and other natural resources will be balanced during restoration and management
- restored canals become sustainable, brought back into use

4.0 OUR APPROACH



Owen Patterson the Secretary of State for the Environment recently visited the Montgomery Canal so see how this project is supporting and could do more to support the rural economy (Owen with Alex Ball, Project Manager)

The Trust recognises that bringing any restoration to fruition may take many years to achieve. Nationally there are over 90 waterways being restored or campaigned for (the majority are not in Trust ownership) and there is a huge variety amongst these in respect of benefits, viability, cost and timescale.

We do not plan to assess or publish national restoration priorities. We will tailor strategic support for the range of projects out there. Our Waterway Partnerships will set out strategic visions for each of our waterways. Restoration schemes will feature as strategic priorities in these plans but may not detail specific support.

We will work closely with the Inland Waterways Association on what is a shared ambition. We will work together to champion the principle of restoration **and** help to nurture schemes across England & Wales.

5.0 HOW WE CAN HELP

Restorations of our abandoned canals must be supported as we would any other project. With third party projects our position is supporting though advise, guidance and information. We are there to support not undertake work for them. Examples include using our expertise to help groups engage consultants, comment on reports and highlight best practice we have done or seen elsewhere.

We have set up a small team to promote restoration, support the restoration movement and to proactively champion restoration.

The restoration team will provide strategic support such as

- Develop an evidence base of the benefits of restoration, which will act as a stimulus to a wider base of support for individual schemes.
- Share examples of best practice
- Develop a professional network – LinkedIn
- Organising a national restoration workshop
- Work with the IWA to enable better access to training
- Support restoration schemes not covered by our waterway structure

At a local waterway level

- **Waterway partnerships** can provide strategic local support
- **Waterway management** through direct support for volunteers and new connections to our navigable network
- **Enterprise managers** will continue to act as the main contact for individual groups, supporting the local waterway teams as required and providing continued development support including funding advise



Somerset Coal Canal lock flight



Northern Reaches of the Lancaster Canal

6.0 OTHER CENTRAL TEAMS

We all have a role in supporting the movement, details can be found in the main report. Some examples include;

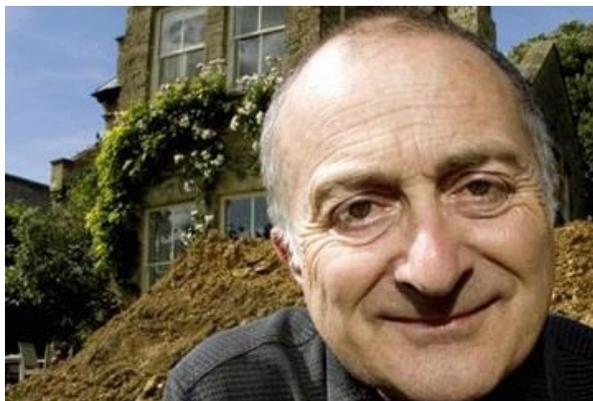
- Our **planning team** are providing advice and comments on formal consultation on Area Action Plans, Supplementary Planning Guidance, Local Development Framework and Master planning. They will seek to secure protection for abandoned canals and we have been working with some restoration groups to ensure HS2 does not compromise the successful completion of canal restoration schemes.
- Our **natural environment and heritage** teams can provide information on our processes, national legislation and examples of our best practice. They can provide support for writing briefs for consultant work and can offer limited site visits to provide an overview of the issues/enhancements
- Our **central engineering team** will provide strategic guidance on what baseline information is required to inform engineering design, support in brief writing and tech specifications to get the project to a position to secure funding as well as support with assessing future maintenance costs.

7.0 CONCLUSION

We have identified that abandoned canals provide a reminder of the past and can illustrate the impact of our work. Clearly a balance has to be struck with our current network but without the ambition to do more we risk losing support rather than generating more.

“Canals are good, more must be better” John Dodwell Trust Trustee.

The final word from our celebrity supporter;



Tony Robinson

“The waterway network is part of the fabric of our nation but it’s easy to forget that not so very long ago some of our most popular canals were almost lost forever.

The fact that we can still enjoy them today is thanks largely to the vision, dedication and sheer hard work of volunteers in the 60s and 70s. These inspiring men and women just wouldn’t take no for an answer and worked on the basis that nothing was impossible. We need to recapture that same spirit today to ensure we bring more of these once proud waterways back to life.”

Contacts

The restoration team is based at:

Peel’s Wharf, Lichfield Street, Fazeley, Tamworth, B78 3QZ

Jason.Leach@canalrivertrust.org.uk

Julia.Tinker@canalrivertrust.org.uk

Kate.Langley@canalrivertrust.org.uk

1.0 DETAILED GRANTHAM PAPER

This is an overview paper to secure approval to continue discussions with HLF. A full proposal with more detail will be prepared to allow directors to approve any final submission to HLF.

Background



Lock 14



Lock 15

Grantham Canal Society had submitted a first round HLF bid securing agreement for approximately 700k of funding. **Commercially confidential material removed**

During Autumn 2013, we spent a lot of time working up a second round HLF bid which included a very high proportion of contractor delivery. It became apparent that this option was too expensive and required a very high level of Trust contribution plus a higher HLF contribution of which we were doubtful would be made available. Whilst considering other options we got a steer from HLF that we must retain the original objectives of the project. Following a brief options appraisal it was agreed that we needed to develop different way of delivering the project using the passion and enthusiasm of the canal society and their local group of volunteers.

Our new project completely volunteer led (managed by us), funded by HLF, the Trust and a range of other funders including Grantham Canal Society (GCS). We anticipate generating up to **10,000** volunteer days over the life of the project.

The new developing vision is to provide an **overarching strategy for the whole restoration, supported by the partnership, building the capacity of the volunteer group, raising the profile of the restoration locks 14 and 15 while facilitating the onward restoration of locks 13 and 12 to unlock the 9 miles of in water canal.**

Since early January we have;

- Discussed this option with GCS who are delighted to the proposed changes and are keen to have the opportunity to do more
- Discussed the proposal in detail with Les Clarke who has now developed a new design, now drawn up, quantified and programed
- HLF have granted a further extension to submit in August 2014. However they have requested a full Stage C review in May where we will need to present the detail including developed to date

2.0 DESIGN

Les Clarke, Principle Technical Engineer, has developed a new design. The key to this is developing a construction method which can be delivered by volunteers. The proposals are now for construction of the offside wall of lock 15 with mass concrete backfill support (see sketch). This approach is a significant departure from that taken by Hyder for the previous contractor led design. The design will enable construction in discreet activities over a longer period.

Design, qualities and programme are nearly complete for the stage c review with HLF planned for May 16th. Following this further support will be required from our engineering and project management team for which we have commitment.

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3.0 VOLUNTEER CAPACITY

GCS have in the past undertaken some significant restoration work and have the enthusiasm to do more. Local discussions are developing well on the lease of the depot and the adoption of a significant length of canal. Clearly capacity may be a risk for this project but we intend to support GCS and its ambition to do more by providing the training and supervision required to undertake the work.

WRG national group have not undertaken any work on the Grantham Canal due to poor relationships have committed in principle to setting up a third tier which will dedicate 8 weeks of camps per year.

We will also look elsewhere to learn from others, below are two examples of other volunteer led projects. Chesterfield volunteers use local contractors to undertake some aspects of the work to enable them deliver their specialism work. New techniques and materials can also be employed to deliver the restoration works.

We anticipate generating approximately **1500 -2000** volunteer days per year, an approximate 50% increase for the waterway and up to **10000** over the lifetime of the project.

The project will have the added benefit of building deliver capacity within the canal society and therefore more restoration work can follow after the completion of this project.



Staveley Town Lock – Chesterfield Canal



Lichfield & Hatherton Canals – Volunteers

4.0 OTHER FUNDING

Following an assessment of potential charitable trust funders Ruth Ruderham's team is gearing up to develop and submit funding applications. The change in focus from civil engineering contractor to a fully volunteer led project will increase the opportunities available to secure this type of funding. GCS are likely to commit to raise approx. £20,000 per annum for the project.

5.0 PROJECT COSTS

These project costs are an early estimate of what we consider reasonable given our progress with the design. However, they are on the cautious side and should represent the maximum contribution that the Trust (including under righting the unsecured match from charitable trusts) might be expected to make to this project, phasing of expenditure may change.

Further costing will be produced as the design progresses.

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6.0 SUMMARY

For an investment of £ Commercially confidential material removed we get

- 2 locks restored and the capacity to restore 2 more
- A new delivery model for infrastructure restoration
- Improved reputation within the waterway movement
- WRG developing a third circuit
- 1500 - 2000 volunteer days per year (6000 – 10000 total for project)
- Invigorated canal partnership

7.0 NEXT STEPS

We need approval to continue to progress the project as described above including the in principle commitment to Trust funding. This will provide us with the commitment to continue to develop this pioneering project.

The engineering and project management team will continue to develop the materials required for the Stage C review including agreeing a revised risk register. We will continue to develop the costing and income required including pushing other funders further.

We are working with fundraising to highlight strands of funding which will be able to match with the HLF and Trust contributions.

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We will undertake the stage C review and then taking on board HLF comments finalise the bid for submission in August. A full director's paper will be prepared in advance of the full Stage 2 submission.

Appendix 4

List of Trust owned or part owned restoration projects

Bradley Arm (part)

Chesterfield (part)

Cotswolds (very small part)

Cromford (small part)

Grantham

Buckingham (part)

Lancaster Northern Reaches (part)

MBB (part)

Montgomery

Pocklington

Swansea (part)

PROGRESS REPORT ON THE STRATEGIC PARTNERSHIP PLANS

Report by Head of Enterprise & Head of Governance Services

1.0 OVERVIEW

- 1.1 The 13 Partnerships have continued to progress their 10-year Strategic Plans covering the waterways or the museums and attractions within their remit. With the wide internal communication of the Trust's new ten year strategy having been completed at the end of April, the Partnerships are all now seeking to conclude their final prospectus and action plans.
- 1.2 This paper summarises the themes emerging from the Partnership plans to give the Trustees visibility.
- 1.3 The Partnership's planning process has been thorough and aligns with and complements the national Trust strategy. Each of the Partnerships has worked through a similar process by identifying its local vision and key priorities.
- 1.4 The final output will be a document to support the Partnerships in communicating their vision and plans, supporting their engagement with a wide range of partners and stakeholders.

2.0 PLAN DOCUMENTS

- 2.1 The planning process will result in two key documents: Progress is summarised in Table 1.
 - I. Prospectus – an executive summary of the vision and 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. It is being designed to include a rear folder for the insertion of the Action Plan
 - II. Partnership Action Plan. 3-year Action Plan, the key document by which the Partnerships communicate their priorities and drive forward their local agendas.
- 2.2 The Partnerships are all now working on the final drafts of their Action Plans. The Action Plans will remain a live document and will be reviewed at each Partnership meeting for progress. Some Partnerships have chosen to specify individual Partnership member leads for each of the actions. The Action Plans will include a wide range of projects and there are some emerging common themes; the following analysis summarises these themes and key issues within the Partnerships' plans.
- 2.3 Partnerships are fully aware that they will have to secure funding for projects in their Action Plans and a number have already made progress to this effect. We have also committed to a clear process for linking these with the 2015 Business Planning process later this year.

2.4 Completion of the plans 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.

3.0 EMERGING COMMON THEMES IN THE ACTION PLANS

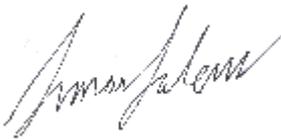
- Improving engagement with local parishes, communities, Local Authorities and other key influencers.
- Supporting the growth of volunteering
- Supporting local restoration projects
- Promotion of the network as a sustainable transport route and circular routes
- Engagement with communities and strengthening awareness of the Trust.
- Developing links with the health service and Public Health Boards
- Developing projects which are specific to the waterway areas

4.0 EXAMPLES OF PARTNERSHIP PROJECTS:

4.1 The table in Appendix 2 includes several example objectives from each Action Plan

5.0 CONCLUSION

5.1 The Board is asked to note the progress that Partnerships are making with their strategic plans.



SIMON SALEM
May 2014

Table 1

Waterway Partnership	Engagement Prospectus	Final Prospectus for Directors review	Comments	APM Date 2014	Action Plans internal circulation
Museums and Attractions	Not required	2nd draft prepared	Due to deferred AGM plan production slightly delayed, Action plan being finalised for printing	18 th July	90% complete
North West	Complete	2nd draft prepared	Action plan being finalised for printing	25 th September	95%complete
Central Shires	Complete	June	Final Plan in preparation Action plan being finalised for printing	TBC	80% complete
West Mids	Complete	2 nd draft prepared	Final Plan in preparation Action plan being finalised for printing	TBC	100% complete
North Wales & Borders	Complete	End of May	First draft out for comment to partnership 22 nd May for final sign off. Action plan being finalised for printing	2 nd October	100% complete
East Mids	Complete	End of May/ Or early June	SWP in final draft for partnership meeting 20 th May Action plan being finalised for printing	14 th October	100% complete
South Wales & Severn	Complete	June	Final Plan in preparation Action plan being finalised for printing	22 nd October	100% complete
South East	Complete	2 nd Draft prepared	Final Plan at 2 nd draft and circulation for final comments, Action plan being finalised for printing	15 th October	95% complete
London	Complete	Late May	Final plan at 2 nd draft. . Action plan being finalised for printing	20 th November	85% complete
K&A	Complete	TBC	Final Plan in preparation.	12 th November	85% complete
All Wales	Complete	End of May	Phased plan production 2 nd phase in production now	17 th December	In circulation
North East	Complete	Issued	Delivery phase, NE considering reprinting with updated strategic pages	23 rd October	70% complete
M&P	Complete	Issued	Delivery phase	Annual Outburst 19 th June	Complete

Table 2 Strategic Waterway Plans – Action Plan examples

M&A	All Wales	NW	NW&B	WM	SW&S	SE
Increase the presence of the Museum and Attraction function in key cities and places in England and Wales to increase the Trust's profile and visibility and to significantly expand the population catchment being attracted to the waterways	Connecting people, places, facilities and services, and opportunities (<i>in health, education, skills, sport and recreation, employability, etc.</i>) <i>Projects:</i> volunteering, adoptions, network of walking routes, partnership with Arts Council Wales, programme of events.	Take part in Northern Waterways conference inviting CEOs of relevant local authorities.	Demonstrate the relevance and value of the waterways utilising national research and evidence	Encouraging and supporting adult and children to participate in sport, formal and informal recreation and learning activities on, and by, the canals and Edgbaston Reservoir	Develop a strong volunteer base in all areas building upon the strong Droitwich legacy develop strong volunteer base	Improve the perception of the waterways by (young) people living and working in the area, through local engagement
Work with others to engage with hard to reach groups in communities where our different Museums and Attractions are located and along the wider waterway network	Improving the economic, health and social performance and well-being of waterway corridors as a whole and the communities they serve <i>Projects:</i> developing activity, life skills, volunteer opportunities, education out of the classroom. Make towpaths Accessible to ALL, work with community payback, explorer sessions for groups who do not use the canals currently	Pennine Lancs ' <i>Super Slow Way</i> ' Arts project to engage community through participation in cultural and creative arts, festivals and events. Partnership to develop idea for delivery during course of project.	Encourage people to use the waterways as a "natural health" service. Work with health providers, Ramblers Cymru, develop canoeing, develop events programme and promote other internal strategies	Promoting and utilising canals and reservoirs as part of the "natural health service", particularly in helping to tackle health inequalities in deprived communities within the West Midlands, engagement with 4 new health and well-being boards,	Positioning the canals, rivers and docks to be recognised as visitor attractions in their own right and as part of the "day out" offer at key locations within South Wales, Gloucestershire and Worcestershire develop new visitor moorings on Droitwich canal	Use canals for open-air lifelong learning activities Target new key locations for the 'Explorers' educational offer Enhance skills capability of volunteer groups Maximise benefits from Sector Skills Council .
Adoption of a PAS 197 compliant Collections Management Framework to drive standards across collections development, care, information and access in order to deliver on wider organisational objectives	Becoming a valued strategic partner through a strong local presence and long term commitment to supporting development of waterside communities and neighbourhoods in Wales	Secure community and business volunteering through adoptions of a mile of canal, promote healthy routes to work via canal. Promote case studies to show benefits.	Encourage regeneration along the waterways with good links to LA lead personnel, develop the WHS and work with business to support development of new business.	Creating new opportunities to live afloat on the network of canals in the West Midlands	Cherish, conserve and enhance the key heritage and environmental qualities and landscape character of the diverse network of waterways which make them locally distinctive and special work with EA to support new fish passes on the River Severn	Focus on boating development in the SE Towpath moorings management Review boater facilities Advance 'Roving mooring permit' rollout
Promoting and developing the Museums and Attractions' role as the "front door" to the Trust and as an information and resource centre for the Trust and the Waterway Partnerships	Becoming recognised as a delivery partner of choice providing value for money and generating measurable economic, social and environmental benefits for Welsh people	Act as an advocate for heritage projects for the waterway promoting conservation and interpretation of the industrial and cultural heritage value of the canals in the North West. Involve local communities to value and appreciate their local historic waterway.	Raise aspirations and the skills of local people to improve employability	Supporting the sustainable growth of waterway related tourism and leisure to increase visitor numbers, satisfaction and spend in the West Midlands	Conserving, promoting and interpreting the industrial and cultural heritage value of the canals, rivers and docks in Gloucestershire project to develop Saul Junction	Work in Partnership to make waterside developments 'waterway embracing'. Promote waterside places for growth, regeneration and enterprise Seek willing local partners to develop local improvement plans and Neighbourhood plans Utilise Good Practice Planning Guide for LA's
Engaging with non-Trust Museums and Attractions including Local Authority run museums to share resources, collections and experiences, to strengthen links with other tourism destinations and to improve the "day out" offer at key locations.	Becoming a highly respected and trusted guardian of sustainable and healthy waterways, supporting the Welsh cultural identity, language and heritage	Work with others to use the canals as the focus for regeneration. Establish detailed plan of waterways and opportunities to connect the canal with communities. Identify key sites for place shaping.	Support restoration to expand the network in a sustainable way - Montgomery Canal	Conserving, promoting and interpreting the rich industrial and cultural heritage value of the canals in the West Midlands	Promoting and facilitating the use of the canals, rivers and docks as focus for growth, regeneration and place shaping to improve the urban offer and competitiveness of the different cities and towns within South Wales. To work with key stakeholder groups in Swansea to develop a project to restore the buried lock at Clydach Council Depot and open up a new canal corridor, linking two currently disconnected sections	Sustainability: Improve condition of SSSI & other key wildlife sites Promote renewable energy sources to reduce energy consumption & costs Promote wildlife and biodiversity in the SE Expand recycling along the canal corridor working with LA's in Partnership

Table 2 Strategic Waterway Plans – Action Plan examples

LON	K&A	CS	NE	M&P	EM
Explore the viability of a new link to the Thames via the Slough Arm establish a working group, review previous studies identify partners and seek out opportunities for promotion	Supporting activities for children and young people so that they become future supporters of the waterways	Reducing anti-social behaviour through engagement, education and design Schools programme Graffiti removal	Using the rivers and canals as active and inventive providers of open-air lifelong learning activities including education, training and skills Increase angling activity by growing numbers and delivering training Pocklington Canal – A Gem In the Landscape	Develop a Cultural Programme to support and strengthen the major capital investment proposed in Manchester City Centre through 'Blue Route One' project.	Encouraging and facilitating greater use of the canals and rivers by people from all backgrounds, age groups and abilities and promote responsible behaviour by young people so that they become the future supporters of waterways Develop a programme of engagement with schools work with young offenders and probation to address graffiti
To promote and assist in the restoration of the House, Mill (Bromley by Bow) to become a thriving heritage site serving as a Visitor centre and Venue Agree TOR for collaboration	Promoting and utilising waterways and towpaths (including providing facilities) to help improve the health and well-being of local communities through sport and informal recreation Develop Trim trail Opportunities canoe trails healthy walks and Angling development	Increasing the use of the waterways by children and young people so that they become their "future supporters" Schools programme, Angling, Canoeing, Volunteering by youth Links to outdoor activities	Encouraging 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 canals and rivers Destination Leeds Destination Sheffield	Engage with LEPs to access future European Structural and Investment Funds Growth Programme for England (2014-2020 funding period) and develop specific propositions for the different LEPs focussing on those areas where we have alignment with their policy objectives, priorities & waterside land within their portfolios.	Supporting the sustainable growth of waterway related tourism and leisure use. Work with Local Enterprise Partnerships and local nature partnerships developing the canals as a visitor attraction
The restoration of Carpenter's Road, to secure flood issues as well as navigation and to secure funding	Supporting the sustainable growth of waterway related tourism and leisure to increase visitor numbers, satisfaction and spend Moorings Project; Strategy, Implementation	Engaging and working with waterway dependent businesses to optimise the tourism potential of the waterways and improve the visitor experience Atherstone Stop and Shop proposition	Working with Welcome to Yorkshire, waterside businesses and others to maximise the uniqueness of the waterways themselves, their distinct landscape settings and regional identity in order to optimise the benefits for both local economies and the Trust generated from growth in waterway related tourism	Implementation of Blue Route One – A major initiative to transform the Rochdale Canal environment in Manchester city centre between Castle field and Piccadilly Basin – incorporating major capital works alongside cultural engagement programme. Aim to create an outstanding 'Blue Route' that confirms Manchester's position as the 'Capital of the North's Waterways'. Visioning exercise undertaken by BDP.	Promote the utilisation of canals and rivers as the focus for urban and rural regeneration and development Langley Mill Basin Development Stanton Iron works Kiverton Park Development West Stockwith Basin Development Drakeholes Basin Development
To meet the challenges and opportunities of boating in London Develop a Moorings policy for London based on the four themes of capacity, communication, behaviour and management Take a Partnership lead in mapping existing capacity and developing proposals on how existing capacity could be used more effectively and the scope for increased capacity	Working with waterway dependent businesses to optimise the tourism potential of the waterways by exploiting the uniqueness of the waterways and their distinct landscape settings to improve the visitor experience	Tackling the issue of congestion on certain sections of waterways and specific destinations, due to the waterways transitioning nature	Improve the ecological value, landscape and biodiversity of the river and canal corridors as part of green infrastructure network Ensure elvers can access the River Don, Calder, Aire, Ouse, Ure catchments	Work with local authorities engaged in maintenance agreements with Canal & River Trust to fulfil contracted obligations to generate "sinking funds".	Increasing use and activity on the waterways by enhancing existing and creating new places of interest.
To develop the educational and personal development opportunities provided by London waterways Find a mooring for floating classroom Sustainable operation of Stonebridge Lock Centre Working with schools and Volunteering	Working with others to support the Wilts & Berks Canal restoration project	Strengthening existing and creating access to new places of interest along the waterway network within the Three Valley area	Promoting and supporting the sustainable use of water to generate different forms of renewable energy to generate income for the Trust Work with the EA and private business to deliver hydro schemes in the NE.	Undertake an audit of all the canals and their towpaths and environs and develop an action plan to achieve Green Flag status within three years.	Improving connectivity between the waterways, attractions, facilities and services.

MUSEUMS & ARCHIVES

COLLECTION MANAGEMENT POLICIES

Report by the Marketing & Fundraising Director

1.0 INTRODUCTION

For Trustees to review and, subject to any comments, approve the latest revision of these policies as part of our application to renew our accreditation under the Arts Council England's accreditation scheme for museums.

2.0 BACKGROUND

The Museums and Attractions, on behalf of the Trust, care for a museum collection and archive of national importance, with around 15,000 objects and 100,000 documents, photos and paper records from the collection across the Trust's museums and attractions.

The museum collection and archive are managed in accordance with Arts Council England's Accreditation scheme which sets nationally agreed standards for museums in the UK. Working to the national Accreditation standard ensures the Trust meets its strategic priority to be 'a respected and trusted guardian'. You can see more at this link:

<http://www.artscouncil.org.uk/what-we-do/supporting-museums/accreditation-scheme/>

3.0 POLICY

Three policies have been developed to guide the way the Trust manages its museum collections and archive.

- a) Collection development policy
- b) Collections documentation policy
- c) Collections care and conservation policy

The policies have been developed in partnership with curatorial committees at each of the Trust museums; and subsequently with both the Heritage Advisory Group and the Museums & Attractions Partnership. An earlier draft was also circulated informally to Trustees whose comments have been taken on board or, where necessary, discussed separately. In particular, Trustees should note that:

- The policy has been amended to reflect affordability and now commits to 'appropriate storage conditions' (3.1.3.2 and 3.3.1)
- The disposals policy clauses are those specified by the UK Museum Standards Scheme (Accreditation) and therefore are a continuation of our previous policies
- The Trustees have the final decision on disposals
- Oral history has been added to the potential policy scope (3.1.3.8)

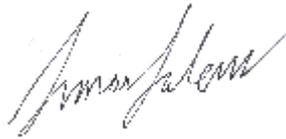
The policies are contained in the attached document 'Collection Management Framework 2014'

A further policy dedicated to the Trust's large and working objects remains outstanding for revision. The Museum and Attractions Partnership has recognised the need for

further work in this area as part of its forthcoming Strategic Plan. The current policy is deemed acceptable for accreditation application.

4.0 CONCLUSION

The Trustees are asked to adopt the revised policies contained in the 'Collection Management Framework 2014'.

A handwritten signature in cursive script, appearing to read 'Simon Saleem', written in black ink.

SIMON SALEM

May 2014

Collection Management Framework 2014

1.0 INTRODUCTION

The purpose of this document is to bring together in one place the policies, plans and procedures of Canal & River Trust which relate to the management and care of the museum collections.

This framework sets out the Museum's aim to follow good practice in the management of its collections. It will be used to demonstrate to other bodies and individuals that the Museum aspires to meet relevant sector standards in caring for its collection.

This framework applies to the accessioned, permanent, collection of Canal & River Trust and those objects on loan to the museum. Museum property, handling objects and supporting collection are not subject to the same conditions.

This framework will be regularly reviewed. The date when the framework is next due for review is September 2017.

2.0 LEGISLATION, CONVENTIONS AND NON-LEGISLATIVE GUIDELINES

A summary list of national and international laws and regulations to which due reference is made by Canal & River Trust in implementing its Collections Management Framework are listed below

2.0.1 Copyright and Data Protection:

- Copyright and Related Rights Regulations 2003
- Copyright Act 1911
- Copyright Act 1956
- Copyright, Designs and Patents Act 1988
- Copyright (Visually Impaired Persons) Act 2002
- Data Protection Act 1998

2.0.2 Freedom of Information

Freedom of Information Act 2000

2.0.3 Health and Safety

- Health and Safety at Work Act 1974
- Control of Substances Hazardous to Health Regulations 2002
- Fire Precautions Act 1971
- Management of Health and Safety Work Regulations 1999
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995

2.0.4 Human Rights

- Disability Discrimination Act 1995 (as amended)
- Equality Act 2006
- Human Rights Act 1998
- Race Relations Act 1976 (as amended)
- Racial and Religious Hatred Act 2006
- Sex Discrimination Act 1975

2.0.5 International:

- UNESCO Convention and Protocol for the Protection of Cultural Property in the Event of Armed Conflict (Hague Convention), 1954
- UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage, 2003
- UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, 1970
- EC Council Directive No. 93/7/EEC on the return of cultural objects unlawfully removed from the territory of a member state
- UNIDROIT Convention on the Return of Stolen or Illegally Exported Cultural Objects, 1995

3.0 NON-LEGISLATIVE GUIDELINES:

3.0.1 General:

- Code of practice on archives for museums and galleries in the United Kingdom, Standing Conference on Archives in Museums (SCAM) 2002
- Managing archive collections in museums, P. Elliot, Collections Trust (published when MDA) 2002
- Accreditation Scheme for Museums in the United Kingdom
- Code of Ethics for Museums, ICOM, 2006
- Code of Ethics for Museums, Museums Association, 2007
- SPECTRUM: The UK Museum Documentation Standard, Collections Trust, 2011
- Museums Association: Code of Practice for Governing Bodies, 1994
- Museums Association: Code of Conduct for People who Work in Museums, 1996

3.0.2 Collections Development:

- Acquisition – Guidance on the ethics and practicalities of acquisition, Museums Association, 2004
- Buying in the Market, Museums Association, 2000
- Collections for the Future, Museums Association, 2005
- Combating Illicit Trade: Due diligence guidelines for museums, libraries and archives when acquiring cultural material, DCMS, 2005
- Making Collections Effective, Museums Association, 2007
- Disposals Toolkit, Museums Association, 2008
- Ethical guidelines 2 – Disposal, Museums Association
- Too Much Stuff, National Museum Director's Conference, 2003
- National Museum Directors Conference: Spoliation of Works of Art during the Holocaust and World War II Period - Statement of Principles and Proposed Actions, 1998
- National Museum Directors Conference: Spoliation of Works of Art during the Holocaust and World War II Period - Interim Report on Provenance Research and Information for Enquirers, 2000

3.0.3 Collections Information:

- Documentation, a practical guide, Collections Trust, 2008
- SPECTRUM: The UK Museum Documentation Standard, Collections Trust, 2011

3.0.4 Collections Access:

Ethical guidelines 4 – Access, Museums Association

3.0.5 Collections Care and conservation:

- Benchmarks in Collections Care for Museums, Archives and Libraries, Collections Trust, 2011
- Museums & Galleries Commission series of Standards, 1992-1998

4.0 COLLECTION DEVELOPMENT POLICY (ACQUISITIONS AND DISPOSALS POLICY)

4.0.1 Due for review – September 2017

Canal & River Trust believe their Designated collections are an important asset and are committed to preserving and managing the objects in their care for the benefit of the public.¹

Day to day responsibility for the Collection rests with the Museums and Attractions Group in particular the Head of Museums and Attractions; the Collection Manager; and the Archivist. The Head of Museums and Attractions is supported by the Museums and Attractions Partnership, an advisory body made up of external experts. The Collection Manager and the Archivist are supported by three Curatorial Committees at the Collection's main exhibition sites, made up of local experts with specialist knowledge.

Other internal stakeholders will be consulted as necessary, notably the local Heritage Advisors and the external Heritage Advisory Committee.

This policy sanctions the Museums and Attractions Group to act on behalf of the Trustees to acquire and dispose of objects and archive holdings from the Canal & River Trust collection.

4.0.2 Overall purpose

Inspiring more people to visit, enjoy, understand and support our waterways.

4.0.3 Existing Collections

The Canal and River Trust operates three of the leading waterways museums in the UK: National Waterways Museum at Ellesmere Port, The Canal Museum at Stoke Bruerne and Gloucester Waterways Museum at Gloucester Docks. The three sites began as independent museums and came together in 1999 with the formation of The Waterways Trust (TWT).

Collection held at The Canal Museum at Stoke Bruerne and Gloucester Waterways Museum at Gloucester Docks had previously been owned by British Waterways and title passed wholly to TWT. Collection held at National Waterways Museum at Ellesmere Port was in the ownership of the Boat Museum Trust (BMT) who had previously run the museum. Ownership was not transferred to TWT, however, care of the collection was made the responsibility of TWT by a Memorandum of Understanding.

Arts Council England's Designation Scheme identifies the pre-eminent collections of national and international importance held in England's non-national museums

See more at: <http://www.artscouncil.org.uk/what-we-do/raising-standards/designation-scheme/#sthash.MX6SGLGY.dpuf>

In 2012, the responsibilities of TWT passed to the newly formed charity, Canal and River Trust (the Trust). Title of all objects previously belonging to TWT passed to the Trust. This included objects collected at the National Waterways Museum since 1999.

The collection and archive items collected at the National Waterways Museum, Ellesmere Port prior to 1999 remained in ownership of BMT and the Memorandum of Understanding still stands. The Trust is currently working with BMT to consider the future ownership of these collections. All future collecting will transfer title to the Canal & River Trust National collection only.

The Canal and River Trust museums hold 90 per cent of the UK's inland waterways collections, whose national importance is officially recognised with 'Designated status'. The collection is made up of a wide range of objects which tell the story of the building and development of the waterways, vessels and life on and around the waterways. The collection includes tools, engines, horse equipment, models, textiles, ceramics, glass and painted ware and a collection of 80 boats, some maintained as floating exhibits and others maintained on land and/or in covered display areas.

The Trust also cares for an archive which includes plans, maps, documents, photographic material, periodicals, books, audio and film material. It includes both company records and material from private collectors. The largest proportion of material is the British Waterways Archive, totalling some 100,000 items dating from the 18th century to the present day and specifically relating to the inland and estuarial waterways of Great Britain that British Waterways owned or had a close association with. Records include the executive and organisational records of the British Waterways Board, the British Transport Commission and the pre-nationalisation canal companies.

The Trust recognises there are significant objects and archives relating to waterways heritage at other museums and heritage repositories across the United Kingdom and will acknowledge the collecting policies of other museum collections in making acquisitions and disposals according to 3.1.7 in this policy.

Canal & River Trust operates one Acquisition and Disposal policy across its three museum sites, objects and archives are acquired to the Canal & River Trust collection regardless of where they are deposited.

4.0.4 Themes and Priorities for Collecting

All acquisitions must relate to the inland navigations and estuaries of England and Wales in line with the geographical remit of the wider Canal & River Trust. It is the aim of the Canal & River Trust to provide a repository of appropriate standard for collections of national and international importance relating to the Inland Waterways.

As a National repository Canal & River Trust will in the main confine itself to collecting items of national scope and importance with the maximum potential for display, education and research. In view of the costs of curation, storage, conservation and security, clear public benefit must be shown before items are added to the collections, and the fact that the Museum does not already have an exact or similar example is not on its own sufficient reason for making an acquisition. National significance will be decided by the Museums and Attractions Group against the Waverley Criteria. Unless a potential acquisition is 'closely connected with our history and national life', 'of outstanding aesthetic significance' or 'of outstanding significance for the study of some particular branch of art, learning or history', it will not normally be accepted for the Collection.

The Canal & River Trust collection may be displayed at any one of the museum & attraction sites or at any other Trust property provided suitable conditions of care can be met. Display of Trust collections at non-Trust sites and with other organisations is also possible and is governed by formal loan procedures and loan agreements.

In recognition of this policy the Trust will also acquire objects of significant regional or local interest associated with a particular region or local area where the Trust exhibits collections or interprets waterways heritage, or may wish to do so in the future. This is not restricted to Trust museums but may include other Trust visitor centres or heritage sites.

For example, the Trust recognises a need for some regional focus at each of its three museums, the National collection is supported by objects telling the specific stories of these three sites and their waterways.

At the National Waterways Museum, Ellesmere Port, the Trust will also collect material relating to the canal and docks at Ellesmere Port and the village in relation to ownership by the Shropshire Union Canal Company, but not any other material associated with Ellesmere Port in general which is collected by Chester and Cheshire West Museum and Library service.

At The Canal Museum, Stoke Bruerne the Trust will collect material relating to the inland navigations and estuaries relating to Midlands, central and South Eastern areas of Great Britain.

At Gloucester Waterways Museum, the Trust will collect material relating to the inland navigations and estuaries relating to the South Western area of Great Britain and the Docks area in Gloucester and material which helps to tell the story of the waterways from the Midlands to Gloucester and from Gloucester Docks to the sea.

4.0.5 Geographic scope

The Trust will collect material from outside England and Wales only if it relates to the inland navigations and estuaries of England and Wales.

4.0.6 Chronological scope

There is no historical time limit on material collected although the nature of the subject matter tends towards material from late 17th century onwards. The Trust recognises the waterways history is continually evolving and that it has a responsibility towards contemporary collecting.

4.0.7 Collecting shortfalls

Over the next three years the Trust will review its existing collection and identify collecting shortfalls. The Trust will develop a clear strategy for filling these gaps as well as for contemporary collecting. Some collection shortfalls have already been identified within the object collection and the Trust will actively seek to collect objects which illustrate;

- Activism and canal restoration of 1960s and 1970s (excluding boat rally plaques/ festival plaques which are well represented)
- Canal filling
- Early pleasure boating 1930s and 1940s
- Canals role in urban regeneration from 1980s
- Canals in Wales

- Oral history

4.0.8 Personal Effects

The Trust will collect the personal effects of boat people, craftsmen and boaters only where they help to tell the wider National story of the waterways.

4.0.9 Supporting Collections

Other items related to the Trust's collections and displays may be collected but not accessioned, as part of a supporting collection for use in handling, displays or spare parts for working objects. The documentation of these objects will clearly show the intended use of them and donors will be made aware of this possibility at the time of entry. It will also be made clear to donors that as part of a supporting collection the survival of these items cannot be guaranteed

4.0.10 Endangered items

Canal & River Trust will expect to be consulted on any object or archive material relating to the waterways which is at risk of loss in order to be able to make a considered decision on whether it should be acquired to the collection. The Canal & River Trust Waterways Archive will particularly seek to acquire material that is of historic interest but is in danger of neglect or destruction.

5.0 THEMES AND PRIORITIES FOR RATIONALISATION AND DISPOSAL

The Trust is in the process of auditing its collections during which time it will be mindful of the following priorities for rationalisation and disposal.

- a) Objects which fall outside the Trust's themes and priorities for collecting
- b) Objects which are already well represented in the collection
- c) Objects which have deteriorated to such an extent that they represent a threat to Health and Safety or are causing harm to other objects in the collection

6.0 LIMITATIONS ON COLLECTING

The Trust recognises its responsibility, in acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Arts Council England Accreditation Standard. It will take into account limitations on collecting imposed by such factors as staffing levels, storage and financial constraints.

The Trust will not accession objects for which it cannot adequately care.

7.0 COLLECTIONS IMPACT STATEMENT

The following must be considered before material is accepted into the Collection:

- a) Cost: The cost of insurance or conservation and the care of the object will not be prohibitively expensive to the Trust.
- b) Condition: The object will be in a reasonable state of completeness and in good condition
- c) Items in poor condition will be considered only if they are unique and are of sufficient significance to warrant their acquisition. The Trust will not accept items

which pose any risks to the health and safety of the Trust's staff, property or existing collections.

- d) Storage and Display Requirements: The Trust will provide appropriate storage or display conditions.
- e) Documentation: The Trust must be able to document the acquisition; adequate provision must be made for staff and resources.
- f) Subsequent Additions: The Trust is not bound to accept subsequent additions to an acquisition. Such additions will be treated as a potential new acquisition and assessed on their own merits.
- g) Special Conditions: The Trust will not normally accept a gift or bequest that has any special conditions attached, which would obstruct normal curatorial decisions. The Trust will not guarantee to display an object. The Trust may accept only part of a donation.
- h) Valid Title: The depositor must be able to demonstrate valid title to the material and be willing to transfer this to the governing body. In instances where copyright applies, copyright must be signed over the museum and acknowledgement of identity of originator should be credited where known.
- i) Staffing: The Trust must have adequate staffing to care for the object(s)

8.0 COLLECTING POLICIES OF OTHER MUSEUMS

The Trust will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

Specific reference is made to the following museums and Trusts:

- Chester and Cheshire West Museum and library service
- Gloucester City and Folk Museums
- Northampton Museum
- Liverpool Maritime Museum
- London Canal Museum
- Black Country Museum
- Local authority record offices (in the case of archive holdings)
- Local canal societies
- Inland Waterways Association
- National Coal Board Archive
- National Railway Museum

In any case of dispute between the Trust and another repository as to the proper custodian of the records, the advice of a neutral arbiter such as the Museums Association, Historical Manuscripts Commission or National Archives will be taken. When advising potential depositors the Trust will draw attention to the existence of other repositories with overlapping interests, to ensure that material is offered to the most appropriate institution.

Due regard is also taken by the Trust in the importance of retaining certain items in situ, versus the conservation needs of that item and its importance as an artefact. Where the museum seeks to acquire canal furniture advice will be sought from the local Heritage Advisor or Head of Heritage at the point of object entry.

9.0 POLICY REVIEW PROCEDURE

This Policy **supersedes** and **Cancels** all earlier and existing policies, practices and customs. The Collection Development Policy will be published online at canalrivertrust.org.uk and reviewed from time to time, at least once every three years. The date when the policy is next due for review is noted above.

The Regional Arts Council England representative will be notified of any changes to the Acquisition and Disposal Policy, and the implications of any such changes for the future of existing collections.

10.0 ACQUISITIONS NOT COVERED BY THE POLICY

Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and will require consideration by the governing body of the Trust, having regard to the interests of other museums.

11.0 ACQUISITION PROCEDURES

- a) The Trust will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body is satisfied that the Trust can acquire a valid title to the item in question.
- b) In particular, the Trust will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- c) In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the Trust will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.
- d) The process undertaken when an object is accessioned is laid out in the *Documentation Manual* of the individual museums.
- e) The Trust will not acquire archaeological antiquities
- f) The Trust will not acquire any biological or geological material.
- g) Any exceptions to the above clauses a, b, c will only be because the Trust is either:
 1. Acting as an externally approved repository of last resort for material of local (UK) origin; or
 2. Acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded; or
 3. Acting with the permission of authorities with the requisite jurisdiction in the country of origin; or
 4. In possession of reliable documentary evidence that the item was exported from its country of origin before 1970.
 5. In these cases the Trust will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority.
- h) The Trust does not hold or intend to acquire any human remains.

- i) Where the Trust is not able to accept deposits the donor will be directed to another accredited museum.
- j) The decision to accept or decline single donations that do not exceed 50kg in weight, one cubic metre in volume, and of individual flat items each no larger in area than two square metre will be taken by the Collection Manager/Archivist only after full consideration of the reasons for acquisition. Expert advice to support the decision will be provided by the Curatorial Committees. Other factors including the public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered.
- k) Larger Objects and collections of objects or any object acquired to be run as a working object will be taken by the Museums and Attractions Partnership on behalf of the Trustees.
- l) Canal & River Trust reserves the right to require a 'dowry' of money, staff or premises (or any combination thereof) as a condition of accepting any item or items for the Collection.

12.0 SPOILIATION

The Trust will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

13.0 MANAGEMENT OF ARCHIVES

In caring for archive material held by the Trust including photographs and printed ephemera, the Trust will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd ed., 2002) PAS198 and BSI PD5454.

- a. The Archive seeks to acquire primary sources in manuscript, printed, typescript or machine-readable form; also photographs where they are deemed to be archives.
- b. The Archive seeks to acquire facsimiles of archive material only if it is otherwise held exclusively in private hands.
- c. Printed secondary sources will not normally be accepted unless they comprise an indivisible part of an archive or contain manuscript additions or are of use for interpretation of archive material held, in which instance they will be accepted for the Archive's reference library.
- d. The Archive will not normally seek to acquire moving image material; normal procedure would be to recommend North West Film and Television Archive for moving image material. However, Acquisition would be undertaken if the collection was at risk of loss, for example, if a specialist Film and Television Archive was not able to accommodate it.
- e. Modern copies of original photographic prints are not normally acquired – unless the originals no longer exist or are not in the public domain.

14.0 DISPOSAL PROCEDURES

- a. The governing body will ensure that the disposal process is carried out openly and with transparency. The Trust operates its disposal policy in accordance with the Museums Association *Code of Ethics* (2005).
- b. By definition, museums have a long-term purpose and hold collections in trust for society in relation to their stated objectives. The governing body of the Trust therefore accepts the principle that sound curatorial reasons for disposal must be established before consideration is given to the disposal of any items in the collection.

- c. The Trust will confirm that it is legally free to dispose of an item and agreements on disposal made with donors will be taken into account. If the Trust is unable to contact the donor and wishes to dispose of an item it must take into account the possibility that a donor may return to view an object of which the Trust has disposed.
- d. When disposal of a museum object is being considered, the Trust will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- e. Motivation for disposal and method of disposal
- f. When disposal is motivated by curatorial reasons the procedures outlined in paragraphs due process will be followed and the method of disposal may be by gift, sale or exchange.
- g. In exceptional cases, the disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below in paragraphs will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:
 - The disposal will significantly improve the long-term public benefit derived from the remaining collection
 - The disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)
 - The disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored
 - Proceeds will be ring fenced and used in accordance with item I below

The disposal decision-making process

- h. The decision to dispose of material from the collections will be taken by Trustees only after full consideration of the reasons for disposal including advice from the Museums and Attractions Partnership. Other factors including the public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. A proposal will be written in consultation with the relevant Curatorial Committee by the Collections Manager. External expert advice will be obtained where possible and the views of stakeholders such as donors, researchers, local and source communities and others served by the museums will also be sought.

Responsibility for disposal decision-making

- i. A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the Trustees, acting on the advice of the Museums and Attractions Partnership acting on and the advice of the professional Collections Staff and Curatorial Committees, and not of the Collections Manager or any Curatorial Committee acting alone.

Use of proceeds of sale

- j. Any monies received by the governing body from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to

be used for the care of collections will be sought from Arts Council England Accreditation Advisors.

- k. The proceeds of a sale will be ring-fenced so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard.

Disposal by gift or sale

- l. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain, unless it is to be destroyed. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- m. If the material is not acquired by any Accredited Museums to which it was offered directly as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material, normally through an announcement in the Museums Association's Museums Journal, and in other specialist journals where appropriate.
- n. The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the Trust may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
The Trust will not dispose of items by exchange.

Documenting disposal

- o. Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on de-accessioning and disposal.

15.0 COLLECTION DOCUMENTATION POLICY

15.1 Documentation underpins every aspect of museum activity. Recording collection information is crucial to allow the museum to be accountable, and to allow accessibility, management, research, study and use of the collection. It is a primary function of collection care. The museum recognizes the need to maintain a documentation system which will enable them to know at any time which items it is legally responsible for and where each item is located.

15.2 The Canal and River Trust will document its collection within the relevant legislation and ethical standards listed above (section 3).

15.3 The Trust will document its collections to meet the SPECTRUM minimum standard in the primary documentation procedures:²

- Object Entry
- Acquisition
- Loan in

²SPECTRUM 4.0, March 2011 accessed <http://www.collectionslink.org.uk/spectrum-standard?phpMyAdmin=OYNyINPdn3sQmoXugKH1gcCLSW0> 8.8.13.

- Loan out
- Location and movement control
- Cataloguing
- Object Exit

15.4 The Trust will document its archive to meet the ISAD minimum standard.

15.5 The museum will accession all new acquisitions to the collection within 3 months of object title transfer. The long lead time is due to a limited number of Trust staff working across three sites, donors are made aware of timeframes at the point of donation.

15.5 The museum will maintain a digital collection management database and will ensure that all items in the collection are catalogued to a minimum standard. A basic catalogue record will include the following information:.

- The object accession number
- Object name (according to the mda, *Waterways Object Name Thesaurus*, 2002)
- Object Category (according to the mda, *Waterways Object Name Thesaurus*, 2002)
- Donor information
- The location of the object
- Brief Description of the object including visible condition
- Identification Photographs(for the object collection)

15.7 The Trust is committed to regular software updates of its collection management software in order to allow efficient documentation of its collection.

15.8 The Trust is committed to providing access to collections information. At present limited collections information available online is supported by an enquiries service delivered by museum staff and volunteers. Where members of staff are unable to answer an enquiry they recommend another source of information. The museum will work towards ways of extending access to information about its collection as part of its documentation plan.

15.9 The Trust will ensure that all vital documentation records are protected. This includes creating a security copy of the accession register, storing the original registers in a fireproof cabinet and regularly backing up the digital collection management database. The Trust will ensure that all computer based systems are kept up-to-date, accessible and useable.

16.0 COLLECTION CARE AND CONSERVATION POLICY

This policy governs accessioned objects in the Canal & River Trust museum collection excluding the Trust's large and working objects.

Collection care at Canal & River Trust is governed by the aim to preserve an object in its original form for as long as possible with minimum intervention. Original form is taken to be the condition of the object at the end of its working life.

16.1 STANDARDS

The Canal and River Trust aspires, subject to affordability, to best practice in collection care and conditions for all of its collections. The Trust is always working to improve the care of its collections according to the individual museums' Collection Care Action Plans.

The Trust will undertake the care and conservation of its collection within the relevant legislation and ethical standards listed above (section 3).

In caring for its collection the Trust is guided by the Museums, Libraries and Archives (MLA's) *Benchmarks in Collection Care for Museums, Libraries and Archives 2.0 A Self Assessment Checklist, 2011*. The Trust aspires to best practice in collection care, all its collections will meet *Benchmarks* 'basic level requirement'. In particular, the museum will aim to meet standards for the care and conservation of the collection in the following areas:

- Providing suitable building conditions to safeguard collections
- Security procedures
- Environmental monitoring and control
- Housekeeping
- Handling and use of the collections

16.2 Approach

It is recognized that the collection is subject to various hazards that may cause damage and deterioration and even loss. The museum will be guided by the principle of Risk Management in the care of its collection.

Care of the collection will be based on a combination of preventative and remedial conservation. Preventative conservation covers the measures necessary to slow down or minimise deterioration of museum objects and specimens and structures. Remedial conservation involves a treatment to an object or specimen to bring it to a more acceptable condition or state in order to stabilise it or enhance some aspects of its cultural or scientific value.

16.3 Remedial Conservation

Remedial conservation should be underpinned by knowledge and understanding of the object. Remedial conservation work will only be undertaken after a written brief has been approved by the museum's Curatorial Committee.

All treatments will be documented through conservation reports and records will be maintained in accordance with SPECTRUM standards.³

³ SPECTRUM 4.0, March 2011 accessed <http://www.collectionslink.org.uk/spectrum-standard?phpMyAdmin=OYNyINPdn3sQmoXugKH1gcCLSW0> 8.8.13.

16.4 Expertise

Caring for the collections is the responsibility of all staff and volunteers at the museum. The collection manager is committed to training and to raising awareness of collections care issues.

Canal & River Trust does not currently employ any specialist conservation staff. To compensate for this, a budget is ring-fenced in the Collections and Archive budgets for external conservation support. Wherever possible preference will be given to the employment of a registered conservator chosen from the Institute of Conservation Register.⁴

It is recognised that the specialist skills required in caring for some of the items in the collection for example the engine collection may mean that the employment of ICON registered conservators may not always be the best course of action. The museum may employ other specialists via National Historic Ships *Shipshape Network* or by recommendation from colleagues in other maritime or industrial history museums.

16.5 Knowledge Dissemination

All members of staff, volunteers or freelance staff working to support care and conservation of the collection will be made aware of this policy and relevant procedures

All Collection Management policies will be published as downloadable PDFs on the Trust's website.

Any other museum policies relevant to collections care will take account of this collections care and conservation policy statement.

⁴ The Conservation Register accessed <http://www.conservationregister.com/> 8.8.13



ANNUAL REPORT & ACCOUNTS

Report by Marketing & Fundraising Director

1.0 PURPOSE OF THIS PAPER

This paper is intended to give Trustees first sight of work in progress for the preparation of the Annual Report & Accounts 2013/14. This is part of an iterative process leading up to the Board meeting on 17 June at which Trustees sign off the final version of the Report & Accounts.

2.0 PROGRESS TO DATE

Overall message - This can best be summarised by the opening paragraph of the Chairman's Welcome:

Information intended for future publication removed

Design - The design is an evolution (using the same agency) of that developed successfully last year for the Trust's first Report & Accounts. Attached to this paper are (90% of actual size):

Information intended for future publication removed

3.0 RECOMMENDATIONS

Trustees are asked to provide high level thoughts and comments on the approach, design, tone etc at the Board meeting and also to offer separately in one to one discussion or by email any comments on detail such as copy drafting.

We will take account of these comments and offer further updated and designed draft(s) for informal comment before the final Board discussion on 17 June.

SIMON SALEM
MAY 2014

Appendix 1

Information intended for future publication removed



MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – MAY 2014

1.0 INTRODUCTION & OVERVIEW

- 1.1 This report covers the period to the end of the financial year 2013/14. We ended the year in a stronger than predicted financial position and with the network having largely recovered from the damage caused by the extreme weather, with major works on the Mon & Brec completed ahead of schedule in April.
- 1.2 During March, the Trust's new Vision and Values were launched to employees with an overwhelmingly positive response. During April the more detailed ten year strategy has been introduced and work started to review how the organisation should change to equip us to deliver the strategy. (An update presentation will be given to Trustees after the Board meeting.)

2.0 KPIs

- 2.1 The KPI report to the end of the year is attached at appendix 1. The main issues are:
- We had five measures where we did not meet our target, as anticipated at previous Board meetings.
 - **Commercially confidential material removed**
 - In Safety, there were 27 lost time injuries over the year, an increase on 12/13; encouragingly the trend has begun to improve in March and April.
 - Whilst Friends recruitment was 5,000 fewer than the target the growth towards the year end, as our revised model was launched, meant that we exceeded the F10 forecast and have started 14/15 with some early positive returns.
 - High Priority defect repairs were slightly below the 90% of plan that we had targeted but on top of more than 4,250 planned defect repairs in the year, another 1,200 additional defects that arose due to the extreme weather were addressed.
 - In the Green Plan, car mileage/ emissions were up on 12/13 and managers have been urged to prioritise actions that will reduce this in the year ahead. In addition, waste diverted from landfill has also just missed the annual 50% target.
 - The notable successes for the year were:
 - Volunteer days exceeded our ambitious 50,000 days target, with annual growth of over 30%. Community adoptions active now exceed 50 and rising, and we have almost 150 education 'explorer' volunteers signed up
 - Boat licence evasion measured in the National Boat Survey in March, has fallen again to just 3.8%
 - Boat numbers have risen by 1% over the year, with almost 32,500 boats licenced at the year end (and close to 36,000 licenced during the 12 month period)
 - Employee attendance has shown a 10% improvement on last year, despite a slight decrease in absence at the end of the year
 - Visits are up significantly, at 311m over 15% higher than 12/13 with nearly thirteen million people visiting our waterways at some time during the year.

2.2 The proposed KPIs for reporting in 2014/15 are included in appendix 1. The Trustees are asked to endorse this set of measures and targets for tracking progress during the year.

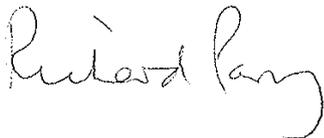
3.0 DIRECTOR REPORTS

3.1 The individual Director reports feature as Appendices 2 to 8 to this Report. The main points to draw to the Board's attention are:

- A new safety measure has been delivered at Pontcysyllte Aqueduct as discussed at the last meeting (Appendix 2)
- The Operations team have responded promptly to some asset failures during April and early May to minimise the closure of the canals concerned (Appendix 3)
- The Finance report (Appendix 4) indicates a much healthier final position than forecast two months ago, with the end of year deficit almost reduced to zero; that is nearly £5m better than the plan and £3.3m better than the F10 forecast. The reasons for such a big shift so late in the year are:
 - o **Commercially confidential material removed**
 - o Waterway Repairs are £0.8m favourable due partly to the deferral of additional vegetation works until the autumn because of the early spring, as reported to the Board in March
- **Commercially confidential material removed**
- **Commercially confidential material removed**
- The Marks & Spencer clean up event over the last week of April was a success with 850 M&S employees clearing 9 tonnes of rubbish from the waterways, an increase on last year (Appendix 6).
- Our twenty new 'Welcome stations' are opening up for the summer at key visitor locations with over sixty Welcome Station Volunteers recruited (Appendix 6).
- Media coverage for the Trust reached record levels during the past two months, with the launch of our Great Nature Watch and a first appearance on Blue Peter who participated in a fish rescue. Filming also enjoyed a very successful month in April with over £32k raised (Appendix 7).
- Our new 'Campaign for Real Time' marketing campaign launched in April. (Appendix 7)
- New fundraising teams are now operating in Birmingham and the North (Appendix 8)
- The new internal 'Waterways Alive' excellence awards have been launched, culminating in an awards ceremony in July (Appendix 9)
- A pay offer of 2% (increase in paybands) has been made to the trade unions who are now balloting their members (Appendix 9).

4.0 UPDATE ON OTHER ACTIVITIES

- 4.1 The Business Plan for 2014/15, approved by the Trustees in March, has been published on the Trust website along with full details of our £24m Major Works programme.
- 4.2 The consultation on 'sharing towpaths' completed on 2nd May with over 2,000 responses to the online survey. A review of the feedback is now underway and final proposals will be presented to the Trustees in July.
- 4.3 Our work on Restoration has progressed with a successful workshop held on May 10th with over 40 societies and trusts represented; new Restoration pages have been set up on the Trust's website (along with interactive maps) and the new LinkedIn Restoration group now has 36 members.
- 4.4 The local interim 12 month towpath mooring plan developed with the Kennet & Avon Waterway Partnership went live on 1 May.
- 4.5 A positive meeting was held with the Chair of HS2. With the House of Commons voting through the Bill at its Second Reading, our opportunity to petition the Bill Committee falls this month and final drafting is being prepared by our legal team.
- 4.6 An inaugural cruise was held into the Olympic Park waterways on May 10th, with the Chairman joining the IWA and the St Pancras Cruising Club on the first boats into the area since the Games.
- 4.7 The first wave of spring canal events have been successful including the historic boats at the National Waterway Museum, the IWA Cavalcade in Little Venice and events at Braunston, Foxton and Droitwich.
- 4.8 I completed the Montgomery Canal Triathlon on May 10th raising around £2,500 for the Trust.



RICHARD PARRY
May 2014

Proposed Schedule of KPIs for 2014/15

Government Contract Performance Measures	2014/15
Number of principal assets in condition D / E	<23%
Towpath Condition - % at Grade A, B or C	>60%
Flood Management - % of principal culverts/ embankments at condition grades D/ E	<4%

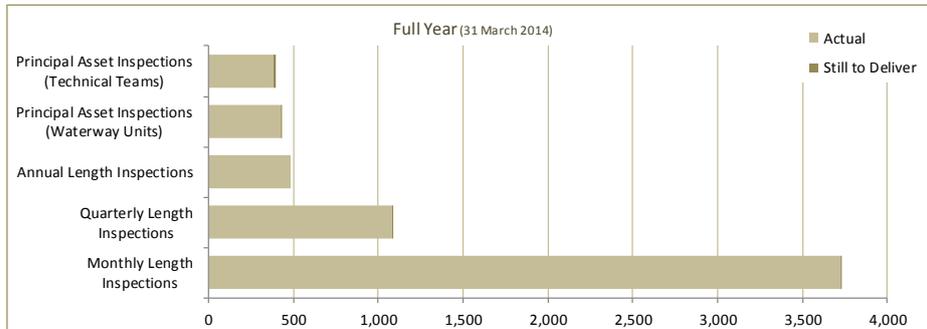
Proposed Measure	2014/15
WATERWAYS	
Planned Preventative Maintenance (PPM) Delivery	95%
Nº of High Priority Defects cleared (% of identified programme)	90%
Combined Employee, Volunteer and Contractor RIDDOR Accident Frequency Rates	0.20
Public Safety: Proportion of injuries directly associated with infrastructure condition	10%
Improvement in Nº of days of unplanned closures to navigation	5%
PLACES	
Growth in Nº of visits to our waterways over last 12 months	5%
Growth in Nº of visitors to our museums and attractions over last 12 months	5%
Growth in Nº of people that visited our open days over the last 12 months	5%
PROSPERITY	
Nº of children participating in Canal and River Explorers sessions	30,000
PEOPLE	
Employee absence / attendance (Average days absence)	6.5
Nº of Volunteer Hours worked	385,000
Nº of Community Adoptions (cumulative)	80
% of young people participating in social action within overall total of volunteer activity	10%
Satisfaction –	
<ul style="list-style-type: none"> • Employees • Volunteers - % that would recommend • Towpath Users - % that would recommend • Visitors - % that would recommend 	<p>45%</p> <p>85%</p> <p>85%</p> <p>90%</p>

Proposed Schedule of KPIs for 2014/15

INFLUENCE	
% of people surveyed who are aware of and willing to support the Trust	70%
Net advocacy score (% of people surveyed who would speak highly or critically about the Trust minus those who would speak negatively)	10%
RESOURCES	
Annual total return on our endowment portfolio (exceeds market benchmark on a rolling 5 year annualised basis)	10.5%
Growth in gross commercial and voluntary income linked to our statutory undertaking (grows greater than inflation on a rolling 5 year annualised basis)	7.0%
Carbon Emissions Plan – Electricity Consumption (GWH)	25
No of active Friends, regularly donating	7500

Infrastructure Risk Management - Number of Inspections

	Full Year (31 March 2014)			Status
	Actual	Due	Still to Deliver	
Monthly Length Inspections	3,727	3,735	8	
Quarterly Length Inspections	1,079	1,082	3	
Annual Length Inspections	485	485	-	
Principal Asset Inspections (Waterway Units)	422	433	11	
Principal Asset Inspections (Technical Teams)	379	393	14	
Total Number of Inspections	6,092	6,128	36	



High Priority Defects Repaired

	Full Year (31 March 2014)		Still to Deliver	% Delivered	Status
	Actual	Original Plan	Plan - Actual	Actual	
High Priority Notifications	4,252	4,965	713	85.6%	

Annualised Hours

	Full Year (31 March 2014)			Status
	Actual	Target	Variance	
■ Overtime Cost as % of Base Payroll	3.4%	< 4.0%	0.6%	
■ Number of Overtime Hours Worked*	46,325	< 58,260		
%	79.5%			

APPENDIX 2 : HEALTH & SAFETY MANAGEMENT

Report by Operations Director - May 2014

1.0 INTRODUCTION

- 1.1 This report covers the period from the end of March and early indications for April 2014. 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.

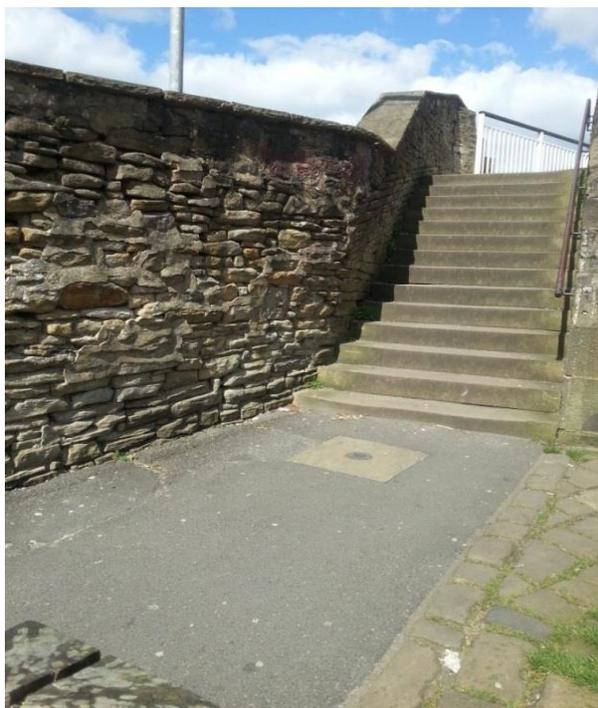
2.0 ASSETS

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 was on target in 2013/14 and continues as per the plan.

3.0 VISITOR SAFETY

- 3.1 There were 8 fatalities on our property during the period and none were as a result of infrastructure failings or other cause attributable to the Trust. A 68 year old man died in January at the steps of Gallows Footbridge in Skipton on the Leeds/Liverpool canal. The recent inquest concluded the death was accidental and the Coroner has written to the Trust asking for a safety review at the footbridge, including condition of the steps and lighting. Our investigation following the incident did not identify a problem with the steps or lighting and subsequent investigation indicates that the steps are in reasonable condition. The lighting is provided by the Local Authority. A response to the Coroner is being prepared by our legal team.



- 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 12 months to the end of March shows 334 incidents were reported which involved loss or injury. We concluded, following investigation, that 34 had an infrastructure related cause (i.e. a defect requiring remedial action) with 50% being slips and trips on towpaths. At 10.2% of total incidents, this rate is just above our target of 10%.
- 3.3 The safety concerns at the Pontcysyllte Aqueduct related to the potential for children to fall through the aqueduct railings have been reduced by the installation of additional signage and the creation of a clear demarcation of the area in which adults must supervise children. The photograph below shows the safety improvements installed.



- 3.4 Visitors will be surveyed during the summer period to assess the impact of the safety improvements on their risk awareness when taking children onto the aqueduct. The changes implemented received the full support of all heritage interests at the site.
- 3.5 The trust has recently issued safety guidance for boaters warning of the risk of cill hang-ups following a recent hire boat sinking in Bath. The guidance has been issued to the hire trade directly and more widely through the media to boaters in general.
- 3.6 A tragedy occurred recently involving the death of an 11 year old boy. The boy was trying to cross a pipe bridge on the Leeds & Liverpool Canal when he fell and drowned in the canal. The bridge is owned by the National Grid and not the responsibility of the Trust. The incident is the subject of an ongoing investigation.

4.0 CONTRACTORS

- 4.1 There were no reportable injuries to contractors during the period.
- 4.2 In the last report, early notification was presented of an excavator working for our civil engineering contractor Kier overturning into the Monmouthshire & Brecon canal without causing injury. A full investigation has been concluded and the principal learning points from the investigation were that the onsite risk assessment did not properly consider the effect of the heavy overnight rain on the stability of the disturbed ground. A towpath closure would have allowed the machine to work from stable ground, but the team were trying to keep the towpath open. Kier have issued safety improvement communications to their teams.

5.0 OUR PEOPLE

5.1 Volunteers

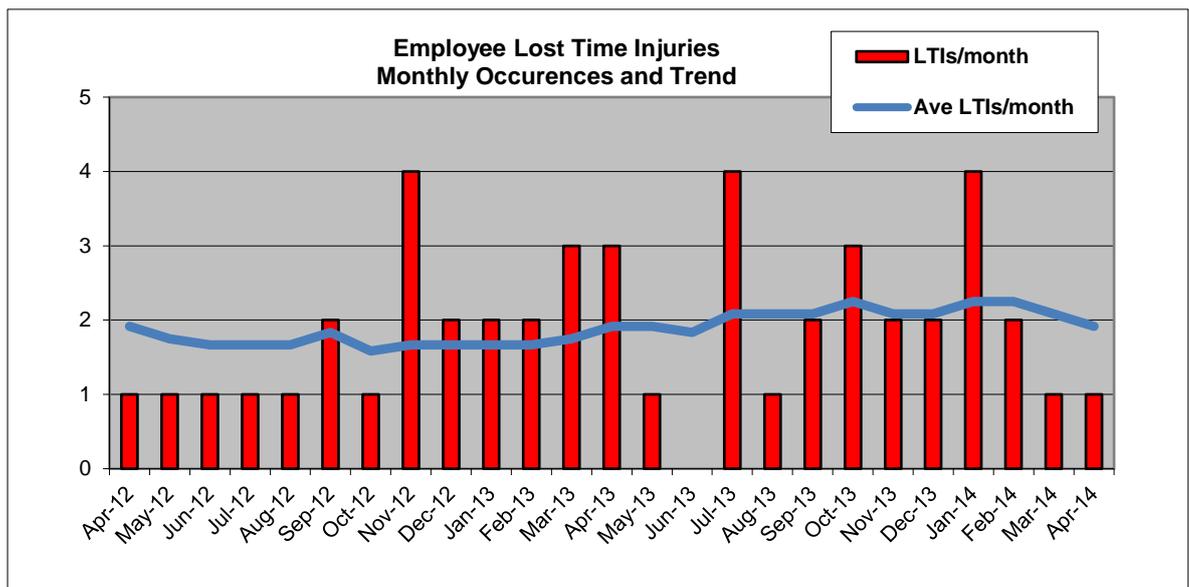
5.1.1 There have been no reportable injuries to volunteers since the last report.

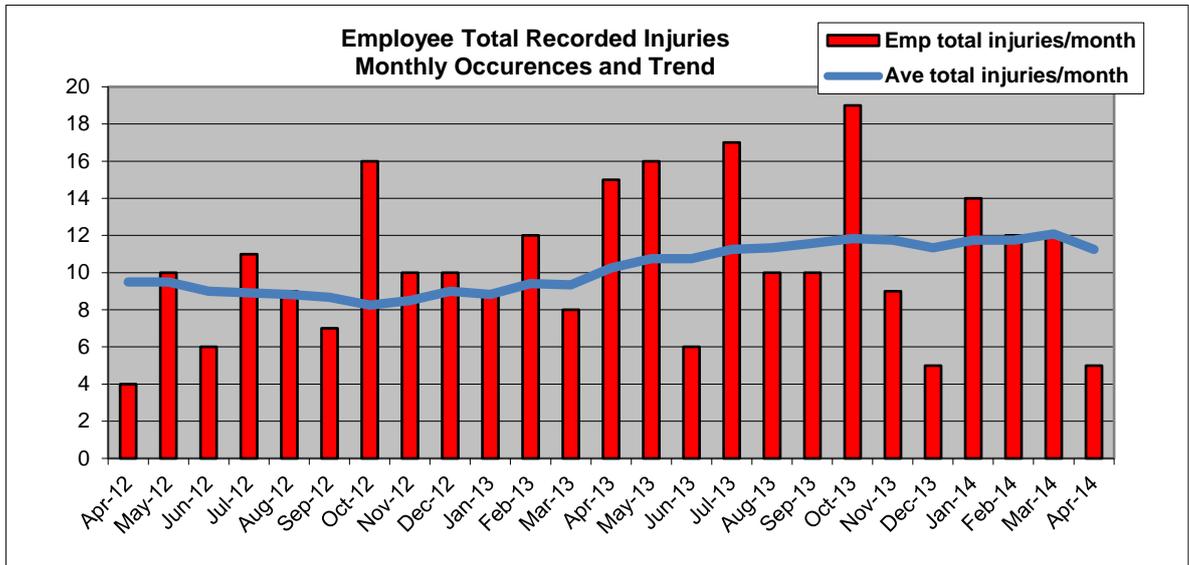
5.1.2 **Commercially confidential material removed**

5.1.3 Having undertaken an initial review, we will maintain careful monitoring of volunteer safety as growth of volunteering continues. We are continuing to emphasise the importance of proper risk assessment of volunteer tasks and the implementation of safety measures which are equivalent to those for paid staff. Generic risk assessments and method statements are available for a range of tasks volunteers routinely undertake to deliver greater consistency.

5.2 Employees

5.2.1 As described in the KPI report for 2013/14 the target of improving employee safety was missed with lost time injuries up in 13/14 by 19%. More positively, the charts below show the overall Trust position for March and April indicating an improvement in the trend in both Lost Time Injuries and Total Recorded Injuries.





5.2.2 As part of our focus on continuing improvement, work is underway on twin track approach addressing individual behaviour and improved management practices.

- A programme of behavioural analysis with a specialist industrial psychology consultant to better understand the risk awareness issues of our frontline teams who generally work in low or unsupervised work situations where individual behavior is a vital element in safety improvement.
- At a recent Supervisor's conference, a particular theme emerged about the importance of consistency across many aspects of work activity. To drive greater consistency in safety management, we are working with a specialist consultant to deliver improved work planning, risk assessment and risk management.

As the organisation goes through the current change process, the outputs of these activities will be embedded in the improved ways of working being designed.

5.2.3 **Commercially confidential material removed**

5.3 Safety Benchmarks

5.3.1 Accident Frequency Rates (AFR)

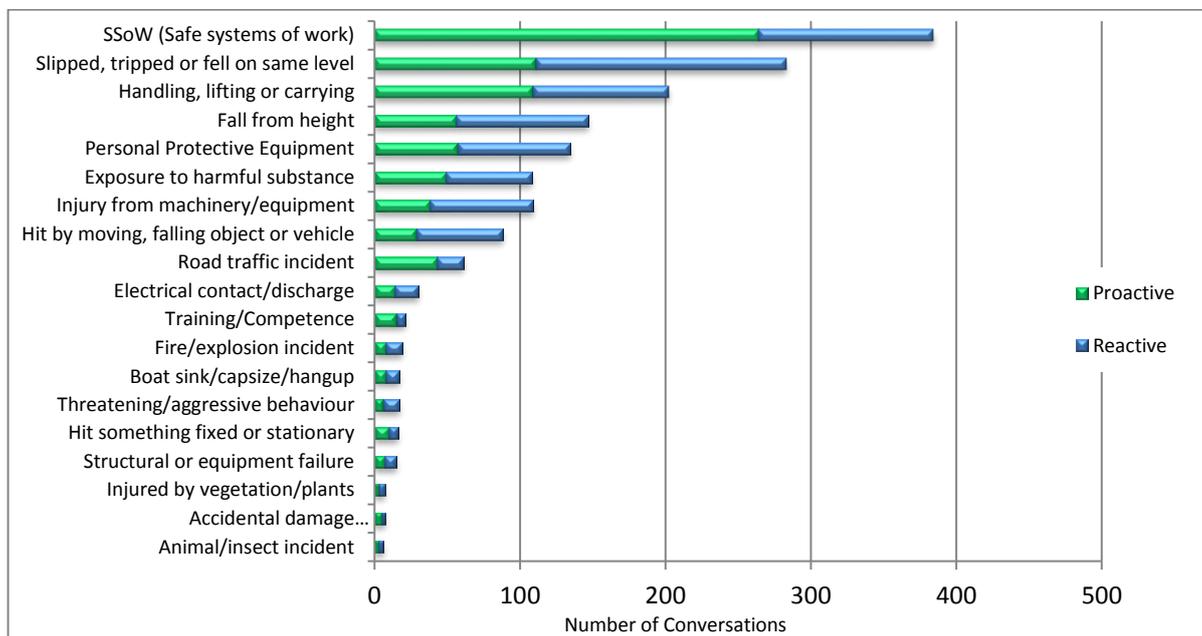
For 2014/15, AFR will be our main safety key performance indicator and the table below shows AFR for each component of Trust employees, contractors working for the Trust, and volunteers. The target overall performance is an AFR of 0.20 which requires a significant improvement over the course of the year.

Unit	Riddor AFR (12 month average)
Contractors	0.00
Volunteers	0.45
Trust Employees	0.36
Combined Rate	0.29

5.4 Safe Behaviour

5.4.1 The number and type of safe behaviour discussions taking place in the workplace is an important indicator of safety improvement. An update on the number and subject matter of

safe behaviour conversations is given on the following page and we remain satisfied that our safe behaviour programme is being well supported by frequent and regular safety discussions. It is notable, 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.



5.5 Lost Time Incidents during Period

5.5.1 The following Lost Time Injuries have been recorded since the January report:

21/3/2014 Lost Time Injury, North East

An operative was knocking in a timber post with a sledge hammer and struck his hand on top of the post – 1 day lost

24/3/2014 – Riddor over 7 day Injury, East Midlands, Newark Yard

An operative bent down to pick up a sweeping brush and strained his back. The individual has had previous spells off work with back injuries and is already on a programme of managing his exposure to manual handling from previous incidents – 10 Days lost

6.0 OCCUPATIONAL HEALTH

6.1 No Occupational Ill Health issues have been reported.

Vince Moran
Operations Director

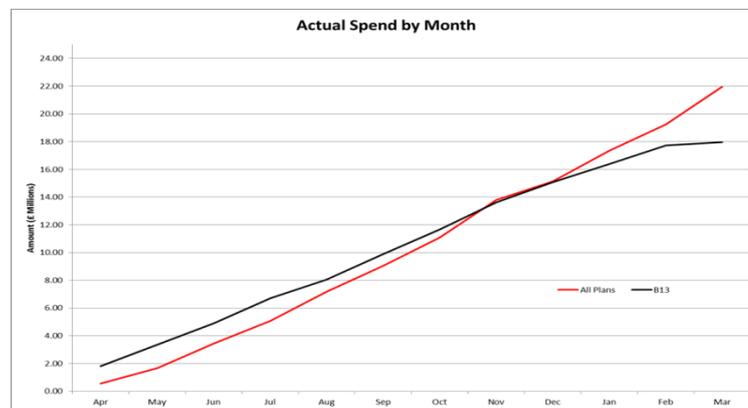
APPENDIX 3 : OPERATIONS/TECHNICAL REPORT

Report by the Operations Director

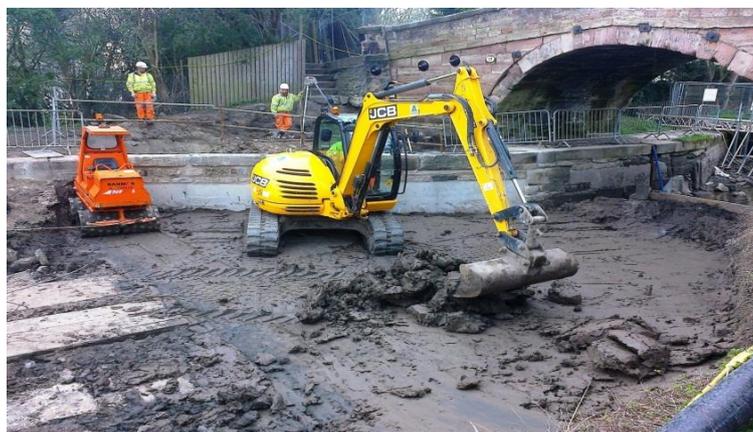
This Report is for information only and no decisions are required on this occasion.

1.0 MAJOR WORKS

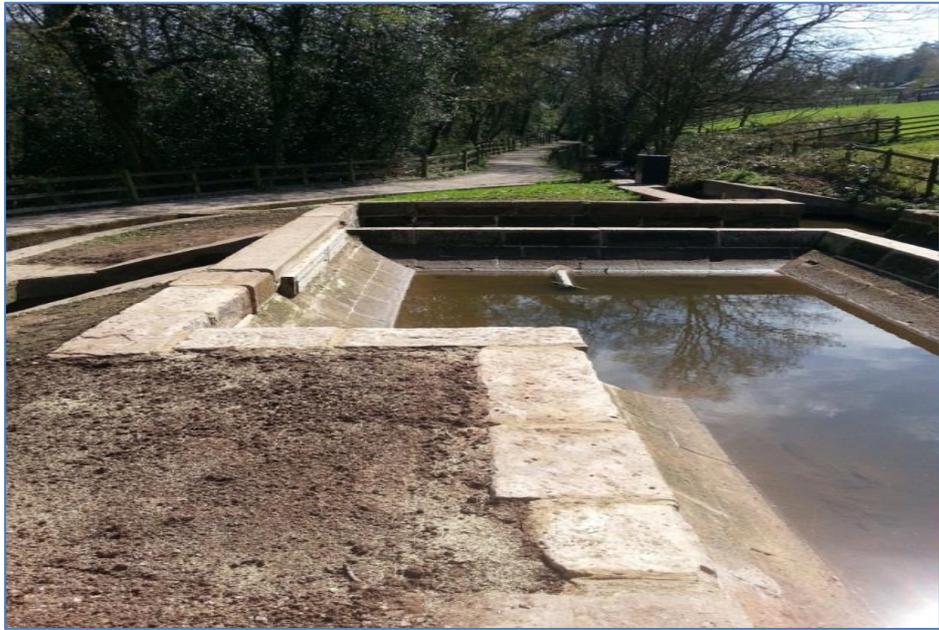
- 1.1 The Major Works programme delivered the majority of projects planned, including additional funds allocated during the year, with only a small number having to be rescheduled into the current year to accommodate emergency flood related projects. The profile of expenditure for 2013/14 is shown in the graph below from which can be seen that projects totalling around £14m were undertaken between April and November gaining the efficiency benefits of weather conditions during those months without causing customer inconvenience.



- 1.2 Initial indications report that following all repair works during 2013/14 the proportion of Principal Assets in the worst two condition grades (D&E) has been held at around 15%. Some final validation is required to confirm the data and this will be completed in preparation of the annual Stewardship Score which will be available for the July Board.
- 1.3 The full 2014/15 programme of Major Works has been publicised as part of the recent publicity of the Trust's overall Operating Plan.
- 1.4 The following photographs illustrate typical projects underway and recently completed:



*Leeds/Liverpool Canal, Dicconsions Bridge area
Works underway to improve bridge wing wall stabilisation, wash wall repairs and bed relining*



*Rudyard Lake Reservoir works
to bring weir arrangement up to reservoir safety standards*



*Work continuing on the major refurbishment of Sutton Weaver Bridge
on the Weaver Navigation*

2.0 OPERATIONS / CUSTOMER SERVICE

2.1 Weather Impacts

- 2.1.1 The last Report was dominated by weather and flood damage considerations in the South and South West. Over the last two months works have progressed well to return the network to full availability.
- 2.1.2 Works to stabilise the Hampton Embankment on the Llangollen canal were completed on time and general flood damage clean up works were completed in good time. The eastern side of the Kennet & Avon canal was the area where flood related restrictions continued to be required into April due to high groundwater levels unable to cope with rain episodes. A planned lock stoppage at Hungerford suffered considerable delay with works unable to be completed until 5th April 2014 (Re-opened).

2.1.3 The major emergency repairs to the embankment slips on the Monmouthshire and Brecon canal progressed well despite limited time being available for detailed solution design before works had to commence. The canal was reopened to boat traffic before the end of April as targeted. Final costs for the works are under scrutiny at the time of writing as a number of cost escalations have materialised due to the emergency nature of the works. Indications are that final costs are likely to be in excess of the £1m estimated prior to works commencing.

2.2 Waterway Units delivered good performance against the key objectives of High Priority Defect repairs, Planned Preventative Maintenance, and general customer service delivery. The 2013/14 year saw the repair of 4252 (86%) of High Priority Defects against the planned potential of 4,965. In addition, approximately 1,200 urgent arising tasks were completed on defects which had to take precedence over planned works due to safety and customer service considerations.

2.3 A small number of unplanned closures have taken place during the period.

2.3.1 In the East Midlands, a large River Trent gate repair project at Holme Lock was affected by serious water ingress following dewatering (due to weathering of the bedrock creating voids beneath the lock floor) and considerable additional works have been required which has extended the closure of the lock into mid-May.

2.3.2 A serious leak developed in a small embankment in the Tardebigge area on the Worcester & Birmingham canal which required emergency repairs to be undertaken. Works were completed in 3 days and hire boat businesses were kept fully informed – see photograph below.



2.3.3. The collapse of a small section of lock approach wall in the Napton area of the Oxford canal required a short closure to enable stabilisation works to be undertaken prior to a longer term repair being implemented, probably during the winter stoppage period. A 4 day stoppage was required and close liaison with hire boat businesses was implemented to mitigate customer inconvenience – see photograph below.



- 2.3.4 Access to the Liverpool Link was restricted for several days due to a contractor undertaking construction works adjacent to the canal placing large quantities of demolished material on top of a bridge crossing causing significant potential danger to boaters navigating under the bridge. Involving the Health & Safety Executive resulted in the contractor removing the material and keeping the closure down to less than a week - see photograph below:



3.0 VOLUNTEERING

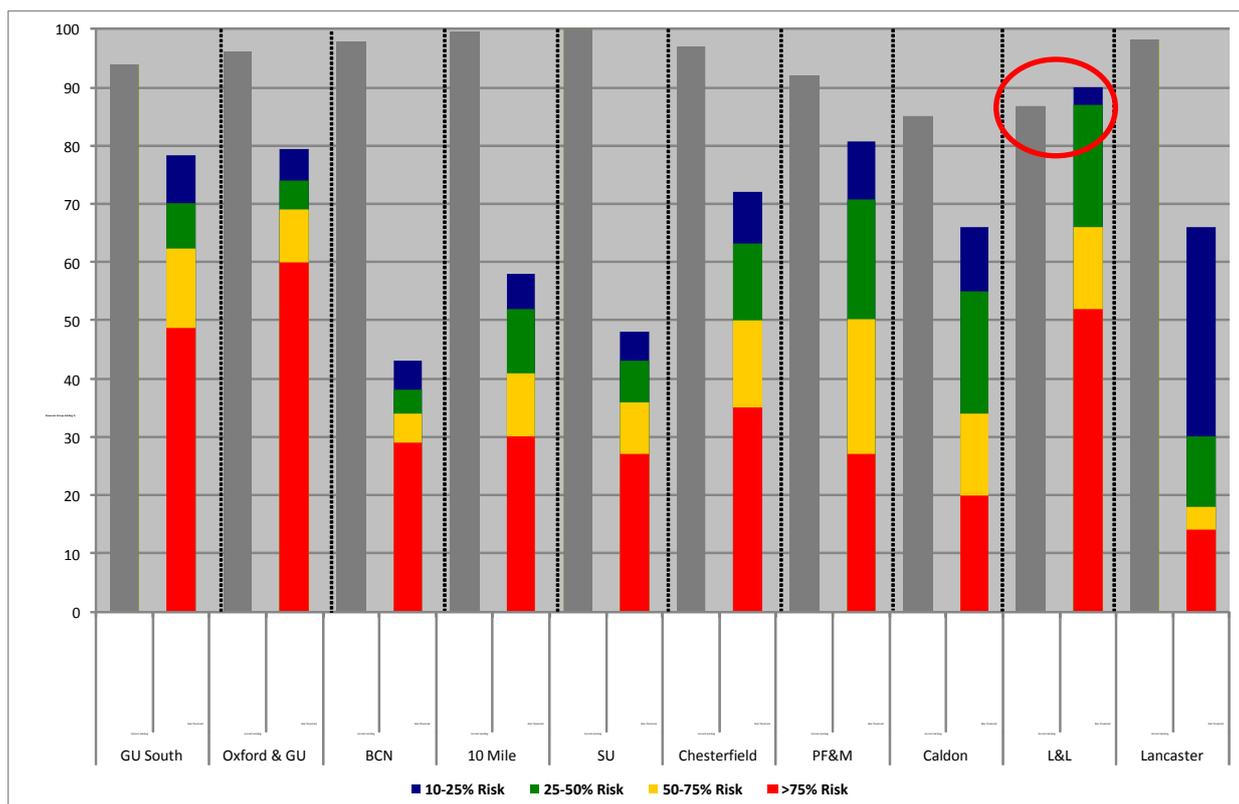
- 3.1 Volunteer input during the period has continued to deliver excellent work with numerous examples throughout all waterways. Increasingly, volunteers are contributing to Steady State shortfalls and we are focussing more on these types of contribution as the growth in volunteering continues especially through community adoptions as they become more established and experienced.

4.0 EFFICIENCY - ANNUALISED HOURS

- 4.1 Changes to operative terms and conditions were introduced at the start of 2013 to reduce contract complexity, increase flexible working, reduce costs, improve customer service and lay an important foundation for further efficiency gains through the introduction of mobile working technology.
- 4.2 The first full year of operation has delivered a reduction in costs through reduced overtime working and emergency call out payments. There are also indications that customers have seen improved service particularly through longer working hours during the summer months.
- 4.3 Improvements to working time rotas have been introduced in some waterways following learning from first year operations and anecdotal evidence indicates that most operatives have adjusted well to the changes. Future employee surveys will be used to monitor satisfaction levels.
- 4.4 The next stage in the efficiency improvement project will be the issuing of smart phones to all operatives over the next few months with applications installed to automate timesheet completion, simplify near miss reporting and deliver improved communications to our distributed workforce. Ultimately mobile task management will be available to deliver further productivity improvements as part of the structural changes under development.

5.0 WATER RESOURCES

5.1 Despite an extremely wet winter, there are early indications that reservoir resources supplying the Leeds/Liverpool canal are coming under strain as the canal requires reservoir top up from rainfall through the season as full reservoir levels at the start of the boating season are not enough to guarantee supply throughout the main season. At the time of writing, the situation is not significant enough to warrant any particular drought action commencing as this could have a detrimental effect on boater confidence. Regular monitoring is in place and if the situation deteriorates over the next few weeks a formal drought plan will commence which will include significant customer involvement. The graph below shows the reservoir group holding levels (the grey bars) at the first week in May showing the Leeds/Liverpool holdings at the early stage risk levels, although this has improved in the past few days.



5.2 The potential reform of the water abstraction licensing system and, in particular, proposed transition arrangements are recognised as a potential risk to Trust water resources in the long term, and we continue to make representations to Government. A recent example of the importance of the issue for the Trust, and a positive result, is the recent decision by the Environment Agency to grant the renewal of the time limited Perry Well groundwater licence that supports the Birmingham Canal Navigation Hydrological Unit. The licence was renewed with the same daily and annual maximum abstraction limits, and with a long duration time limit of 24 years. If the Perry Well licence had not been renewed, it would have meant the loss of an 11 Megalitre per day resource with a conservatively estimated capital replacement cost of £11 million.

6.0 ENVIRONMENT

6.1 General environmental compliance remained very high across all operational activities during 2013/14 and the application of robust processes and monitoring of ongoing compliance will continue.

- 6.2 External activities can put pressure on the environment around the network and close liaison with the Environment Agency is often required to protect the Trust. In a recent example on the Erewash Canal, Arcwood Recycling Ltd were prosecuted and its Director Luke Barker given a custodial sentence for pollution of the canal. The pollution caused the mortality of £69,000 worth of the Trust fish stocks plus an ongoing loss of rental income of £6,500. Legal advice regarding cost recovery indicates that success is unlikely.
- 6.3 A fire in a factory adjacent to the Leeds/Liverpool canal recently created a significant pollution incident which required the closure of a section of the canal for several days to enable the Environment Agency to control the spread of pollutants. The fire may have been the result of arson and if so it is unlikely that any costs will be claimable from the site owner.
- 6.4 Occasionally our internal processes for environmental protection fail to operate as required as in the case of Kennet & Avon canal where recently a significant number of fish were killed after being stranded in a workboat that had recently been raised after sinking at the start of the year. An internal investigation into the causes of the incident is underway and we awaiting indications from the Environment Agency on what further action they may be considering.

7.0 HERITAGE

- 7.1 Heritage compliance during 2013/14 was excellent, with 100% compliance with 261 Listed Building Consent applications.
- 7.2 Progress continues on the potential to achieve National Listed Building Consent accreditation with the Trust being used as the exemplar organisation by Government. Our record of compliance performance underpins our credentials.

A handwritten signature in black ink, appearing to read 'Vince Moran', with a horizontal line underneath the name.

VINCE MORAN
May 2014

APPENDIX 4 : FINANCE REPORT

Report by the Finance Director - March 2014

1.0 INTRODUCTION

1.1 The report provides an explanation of:

- results for the full year to March 2014, and
- the current cash position and forecast.

2.0 RECOMMENDATION AND SUMMARY

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

3.0 INCOME AND EXPENDITURE

3.1 The schedule overleaf shows **contribution** by activity area for the draft actual results for the full year to March 2014 with a comparison against the F10 full year forecast.

3.2 A summary schedule of the cost centres that make up the National Teams is included in the appendix.

3.3 A summary of the Group results in the draft final management accounts is shown overleaf. The main issues are:

- **Commercially confidential material removed**
- Waterway maintenance and repair is £774k behind the F10 forecast of which £500k is due to curtailing the vegetation programme for the early nesting season as a result of the mild winter and a further £274k underspend on dowry assets maintenance due to programme delay,
- The additional Major Works programme expenditure of £3.9m has been as planned,

3.4 Group Contribution Summary – Full Year to March 2014

Commercially confidential material removed

3.5 The period 12 management accounts show the draft results for the year ended 31st March 2014. These are subject to audit and final verification. There are presented in management accounting format which is different from the presentation basis used for the annual accounts, which are presented under the SoRP format.

3.6 The following are variances against the F10 Forecast:

Commercially confidential material removed

3.7 Overall Net Incoming Resources are now forecast to be £8.4m better than Plan with no contingency held back. The management accounts show a total of £3.5m of expenditure on Charitable Activities in excess of Plan but £1.1m less than the F10 forecast for the following reasons:

Waterway Maintenance – the vegetation works were curtailed early due to the unusually mild winter and the earlier than normal start of the bird nesting season with the result that £500k of expenditure was deferred. The asset dowry maintenance programme was delayed resulting in a £274k underspend in the year.

Enterprise - the lower net spend than F10 is due to deferment and cancellation of some projects that have reduced CRT's funding contribution.

Museums – delays on property maintenance have caused the small underspend compared with F10.

3.8 Appendix A shows the full income statement including Income by activity area.

4.0 CASH POSITION

4.1 **Commercially confidential material removed**

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

P Ridal
September 16

Appendix A – Group Summary - Full year to 31st March 2014

Commercially confidential material removed

Appendix B - National Teams Cost Centres

Period 12 for 2013/14

Commercially confidential material removed

Commercially confidential material removed

APPENDIX 5: PROPERTY

Report by the Property Director

1.0 PROPERTY MATTERS

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2.0 JOINT VENTURES

Commercially confidential material removed

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3.0 BOATING MATTERS

Commercially confidential material removed

4.0 UTILITIES MATTERS

Commercially confidential material removed

5.0 INVESTMENT STRATEGY UPDATE

Commercially confidential material removed

6.0 FREIGHT

6.1 The FrAG report was published during the week after the Easter break and a copy of the text of the accompanying press release is attached at Appendix 1 for information. The limited feedback to date has been generally supportive.

6.2 The Chairman has written to the FrAG members thanking them for their hard work and the intention is for FrAG to remain in place for the time being, albeit meeting only sporadically to review progress with the project. Arrangements are in hand for the first Steering Group meeting.

7.0 PROTECTOR

- 7.1 The Protector, Malcolm Naish, is in the process of agreeing the content of his first report with Defra. **Information intended for future publication removed.** Malcolm will be attending the next Investment Committee meeting during July.



STUART MILLS
May 2014

ANNEX 1

PRESS RELEASE

25 April 2014

TRUST WELCOMES Freight Advisory Group's recommendations on 'Priority Freight Routes'

The Canal & River Trust is today publishing a report from its Freight Advisory Group into the current and potential future role of commercial inland waterways to carry freight. The Group recommended further investigation into 'Priority Freight Routes' (the designation of certain navigations in the North East that link to the Humber Estuary) where there is the opportunity for these waterways to be used for sustainable freight transport.

The Trust welcomes the Advisory Group's recommendations and has established a director-led steering group to fully investigate the viability of the designated Priority Freight Routes, including exploring market potential with the major port operators. This work will also involve reviewing what infrastructure work might be necessary to remove obstacles to larger barges, so enabling larger payloads and the carrying of containers. The steering group will also look at what wharf and supporting facilities may be required and what support or grants could be available including from the EU and from local enterprise partnerships.

Whilst concentrating on the Yorkshire waterways, the Trust will continue its support for freight on other commercial waterways at its present levels and will work with commercial firms wishing to develop new services.

A conference in late spring to launch the report and seek a range of views will be organised in Yorkshire in partnership with the Freight Transport Association, to which the Local Enterprise Partnership, West Yorkshire Combined Authority, shippers, developers, operators, customers and logistics professionals will be invited.

The Freight Advisory Group, chaired by David Quarmby, is made up of professionals from the waterways, transport and logistics industry. David comments: "I am pleased that our report and recommendations have been welcomed by the Trust.

"What is clear is that the circumstances of each of the Trust's ten commercial navigations are unique and very different from each other – different in their recent history of traffic and commodities, different in their connectivity to potential markets, different in the dimensions and draughts of vessels they can take, and different in the dredging and bank protections costs of making them fit for freight. There can be no 'one size fits all' approach to formulating policy for the ten waterways, or even for all sections of the same waterway.

"The identification of Priority Freight Routes and a clear framework for exploring opportunities will provide focus and a sound framework for the Trust to operate within, and for planned collaboration with port operators. Where feasible and viable, the lessons and experiences can be adopted to other commercial waterways."

David Lowe, chairman of the Commercial Boat Operators Association, comments: “Carrying freight by inland waterways is no longer automatically on the radar screen of shippers, logistics companies and freight forwarders, except in one or two very niche markets. So exploring potential market demand is not just about analysing current freight movement by road or rail on the relevant corridors, and looking at how and where water can offer some competitive advantage; it also has to be about how to organise, modernise and present waterborne freight as a serious transport mode to a modern highly commercial logistics industry. I’m pleased that the formation of a steering group will take this forward.”

Stuart Mills, Commercial Director at the Canal & River Trust, comments: “Whilst most of our network is now used primarily for leisure, the larger waterways still have potential for sustainable freight transport. The advice of the Freight Advisory Group, including the potential for Priority Freight Routes, is well thought-through. The Group is made up of leading experts in the waterways, transport and logistics industry and is supported by preliminary discussions with port operators on the network. I’d like to thank the Group for their diligent and expert report and recommendations which we look forward to following up.”

The full report is available to download from the Canal & River Trust website:
<http://canalrivertrust.org.uk/media/library/6213.pdf>

Ends

APPENDIX 6 : MARKETING & COMMUNICATIONS

Report by the Marketing & Fundraising Director

This report provides an update on marketing and communication activity over the past two months.

1.0 MEDIA

- 1.1 All Trustees receive the weekly news round-ups highlighting interesting news and features. During March and April the Trust was mentioned in 625 episodes of news coverage, almost a 40% increase on the previous reporting period. In particular, April was a record month with the launch of the Great Nature Watch, M&S clean-up events and the launch of the Google Trekker imagery generating 150 episodes of coverage alone.
- 1.2 Once again, one quarter (25.3%) of coverage appeared in national or regional media, while 80% of all coverage over this period was positive in tone. 7.2% of coverage was negative in tone primarily driven by safety concerns on the River Avon following a fatality, an article in the Morning Star criticising Trust use of volunteers and towpath access to the Coventry Canal in Nuneaton.
- 1.3 Amongst the standout national coverage was an interview with canal laureate Jo Bell in the Daily Telegraph, Blue Peter's report of the Trust's fish rescue in Dudley, the Times' report on a towpath adoption by a primary school on the Regent's Canal and Mark Robinson on the Today Programme together with a report in the Daily Telegraph and Guardian online about the launch of the Great Nature Watch.

2.0 FILMING & PHOTOGRAPHY

- 2.1 March and April have been the Trust's most successful months on record with 89 enquiries in total (44 in March and 45 in April) and income generated of £ **Commercially confidential material removed**
- 2.2 Examples range from Barbour photography shoots with model Cara Delevingne to Julia Bradbury's new TV series the 'Wonder of Britain' which was filmed at Pontcysyllte Aqueduct. Scenes for the new series of **Commercially confidential material removed** and 'Peaky Blinders' were filmed in Camden and the National Waterways Museum respectively; behind the scenes photos were taken, after negotiations with the production, and will be made into a website feature after broadcast. £ **Commercially confidential material removed** was brought in for these two shoots alone.
- 2.3 For May we have shoots planned on our waterways for CBeebies, a new BBC drama and a major Disney feature film.

3.0 PUBLIC AFFAIRS

3.1 MP Briefings

As part of a continued programme of introductory meetings with senior members of Government and the Opposition, the Chief Executive has held briefing meetings with:

- Anne McIntosh MP, Chair of Defra Select Committee
- Lord Adonis, shadow Treasury spokesperson

Other upcoming visits include:

- Defra Secretary of State, Owen Paterson MP to the Erewash Canal
- Minister for Civil Society, Nick Hurd MP to London
- Defra Minister (for waterways) Dan Rogerson MP to the Olympic Park
- Shadow Attorney General, Emily Thornberry MP

3.2 HS2 campaign

The Trust continues to liaise with HS2 Ltd, political and local stakeholders. Activity includes:

- David Higgins, Chair of HS2 Ltd met with Chair and Chief Executive
- Briefing key stakeholders on the Trust's concerns and opportunities surrounding Phase 1 ahead of the Second Reading of the HS2 Bill
- Working with the legal team and advisers to prepare the Trust's petition to the HS2 Committee due to be submitted in June

3.3 Parliamentary Summer Reception

The Trust has sent out invitations for its Summer Reception on 30th June to key stakeholder including parliamentarians, third sector partners, leading figures in volunteering, corporate partners and funders.

3.4 Upcoming activity

- We will be commemorating the 70th anniversary of Tom Rolt's *Narrow Boat* with a new edition of the book and a series of panel discussions at this year's Hay Festival (details attached). The discussions (on 28, 29 and 30 May) will look at the impact of the book; the importance of youth social action and; on the roles of the state and voluntary sector in caring for the nation's heritage.
- We are working to organise three boat trips along the River Thames to the Olympic Park for selected MPs and Peers in July.
- We are exploring opportunities for undertaking social action and other engagement opportunities at the Labour Party conference in Manchester and the Conservative party conference in Birmingham.
- The Trust has been selected in the ballot to exhibit in Parliament. Originally planned for this month, this has been moved to the autumn due to the Opening of Parliament by the Queen.
- We are carrying out a perceptions audit of a sample of MPs and Peers – looking at awareness of the Trust and its activities.

4.0 ARTS

4.1 Press briefing

We announced our *Arts on the Waterways* programme at a press briefing in King's Cross to over 20 key arts journalists from the national and arts press including: Evening Standard, BBC, The Independent, Guardian and Blueprint Magazine.

4.2 Advisory Group

The first meeting of the Arts on the Waterways Advisory Group was held at the arts charity House of Barnabus on 6 March. The group is chaired by Jonathan Watkins, Director of the Birmingham-based Ikon Gallery.

4.3 Black Country Voyages

The Trust was pleased to learn in April that it will be a key partner in a large touring project on the canals of the Black Country. Led by Ikon Gallery the project received over £200,000 for this canal based project from Arts Council England's Strategic Touring Fund.

4.4 Wales' first ever canal artists in residence appointed

Wales' historic canals have begun hosting artists-in-residence as part of a project aimed at bringing communities closer to their local waterways. Addo, Glandŵr Cymru and the Arts Council of Wales appointed Andrew Dodds and Alan Goulbourne to the two first positions within a three year programme of artists residencies on the waterways of Wales, including in collaboration with European waterways next year.

This partnership will highlight not only the heritage and historic significance of Wales' canals, but also celebrate and increase their current relevance to local communities and contemporary Welsh culture.

5.0 MARKETING

5.1 Our new campaign test theme based on our new vision

- We have pulled all our creative agencies together to help us develop one consumer facing 'theme' based on our new vision
- The theme we developed for testing is around people enjoying more quality time (enriching their lives) in an increasingly hectic & busy world. We have run a YouGov poll which shows that many people feel they do not have enough quality time (with outdoor spaces next to water being one of the prime choices where they can spend quality time)
- We are branding this as a '**Campaign for Real Time**' we want more people to spend their Real Time on our waterways
- This is a great platform for us to talk about our vision and our work in a consumer friendly way.
- The vision video is now available on youtube and has been positively received

May 2014

APPENDIX 7 : ENGAGEMENT TEAM REPORT

This report focuses mainly on the results for the year 2013/14 alongside other items of ongoing news.

1.0 VOLUNTEERING

- As reported in the KPI report, volunteering beat the target for the year. In the twelve months from April 2013 to March 2014, volunteers have contributed 359,368 hours, equivalent to 51,338 days (an increase of 30% on the 39,000 days for full 12 months last year 2012/13). This volunteering time has an estimated value of close to £6 million to the Trust (using HLF volunteer hourly rates).
- 7% of all volunteering in 2013/14 was performed by young people age 16 – 24.
- Breakdown by Volunteering Activity Areas;

Activity	%
Interpretation & Promotion	3
Practical	53
Explorer Education	2
Management & Supervision	10
Administration	3
Customer Service	24
Recording & Monitoring	5

- By cross referencing with data in SAP we estimate that Waterway's volunteering time was in the following areas:
 - Manned structures (volunteer lock keepers) 27%
 - Litter management 14%
 - Vegetation clearance 10%
 - Planned Preventative Maintenance 9%
 - Intermediate repairs 8%
 - Inspections 4%.
- 421 Individual Volunteer Lock Keepers throughout 2013/14
- 14 hedge survey volunteers surveyed 285km of hedges across the network.

Adoptions

There were 54 Adoptions in place at year end (62 active at some point throughout the year)

Regular Volunteering

In the past 12 months, 2078 individuals have directly volunteered regularly with the Trust and 258 groups engaged in volunteering activity.

Corporate Volunteering

The w/c 28 April saw us successfully engage c850 M&S staff at 45 locations as part of their Clean Up campaign.

Volunteer Satisfaction

Online surveys (of 466 volunteers) carried out throughout the year indicate that **87%** would recommend volunteering for the Trust.

New Welcome Stations

Over 60 Welcome Station Volunteers have now been recruited to staff the 20 new visitor welcome sites across the country.

2.0 EDUCATION & INTERPREATION

- Number of active Explorer Education volunteers in year 2013/14 - 148 , an increase of 76%
- Number of children involved in sessions - 27,441- a like for like increase of 83%
- Teachers and groups leaders who would recommend an 'Canal & River Trust Explorer Experience' to colleagues - 97%
- NEC Education Show March 2014 - 661 teachers registered for Trust half termly education newsletter

3.0 ANGLING

Club Consultation

A consultation amongst 200 angling clubs about their plans and needs for the future has now been completed. Response rates have been good. The data is now being collated and will formulate the basis of local plans, as well as providing a national picture of where the issues are and what we can do to help solve them.

Taster Days

6 fishing 'taster' events are being organised for the summer: two at Dewsbury, Standedge visitor centre, *Tri-fish-alon* at Huddersfield, Apsley, Chesterfield, and Bingley.

The first 'community' angling agreement has been entered into with Hodnet Angling Club. They will take responsibility for bailiffing a no- fishing area opposite Market Drayton Marina in exchange for winter fishing at this location. The waterway spent over £8,000 on enforcement/policing in the 2013/14 financial year at this location, and therefore the new arrangements benefit both club and Trust. As part of this agreement the club will also undertake one community angling event involving the local school.

The inaugural Canal & River Trust/Angling Trust Canal Angling Championships will take place on the Shropshire Union Canal on September 14th 2014. Hosted by Hodnet Angling Club up to 200 competitors are expected to take part, making it a significant event in the match fishing calendar. Additionally a junior canal angling championships will be held on the same day in conjunction with this event

4.0 YOUTH ENGAGEMENT

Youth Survey

The Trust has commissioned the British Youth Council to develop an online survey to capture young people's attitudes towards the waterways, volunteering and the Trust. The survey questions have now been finalised and we are in the process of agreeing timescales for distribution etc.

Youth Social Action Journey Fund

This project is now underway. Interviews for the 3 North West based Young Facilitators will take place in Wigan. It has also been agreed that the project will fund the opportunity for the Trust to host a fourth Young Facilitator within the volunteering team in London.

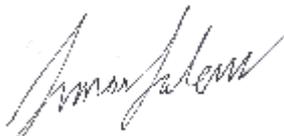
Vulnerable & Disadvantaged Young People's Fund

15 young people have now been recruited to the programme which is due to start w/c 12th May 2014. The young people have been referred to the project by a range of youth workers, support staff and organisations from across Staffordshire and East Cheshire.

36 applications were received for the post of Youth Volunteer Coordinator for the project. Interviews take place on Wednesday 7th May.

The project area is the Churnet Valley and other areas across Central Shires and Manchester & Pennine. The programme will focus on practical environmental conservation and activities will be supported by the YVC, the Trust's Volunteer Teams in Central Shires and Manchester and Pennine and the wider Churnet Valley Living Landscapes Partnership project team. An external outdoor education provider will be engaged to deliver the personal development and team-building elements of the programme.

The young people will also carry out a Social Action Project and work towards a Level 2 Certificate in Work Based Environmental Conservation as part of the programme.



SIMON SALEM
May 2014

APPENDIX 8 : FUNDRAISING

Report by Marketing & Fundraising Director

1.0 INTRODUCTION

This report provides an update on voluntary fundraising and on grant fundraising through the Enterprise team.

2.0 HEADLINES

2.1 Voluntary

2013/14 was a challenging year for Fundraising with both staff and supplier capacity a major issue. As a result overall income and numbers of Friends recruited were below target, but significant cost savings were also made.

- Raising a total of £1.125m against a spend of £1.139m
- Recruiting 4,690 Friends during the year despite major supply challenges and growing our active to file to 5,541 in total at end March 2014.
- Retaining 100% of corporate partners and opening conversations with several more
- Opening conversations with and being invited to submit applications to five of the sectors largest trust funders
- Holding our first successful major donor event

April 2014 has been a positive start to the new financial year. Key highlights include:

- Marks & Spencer volunteers removing over 9 tonnes of rubbish from 42 locations around the waterways and Google Trekker footage goes live
- Receiving over £95,000 in pledged income from major grant making trusts
- Establishing new face to face fundraising teams in both Yorkshire and Birmingham.

2.2 Enterprise

- End of year accounts in line with F10 with a total income of £9.6M
- New funding of £1.4m has been secured since the last report the main funder being through London Grid for new canal access ramps to be delivered by 2016.
- New funding bids have been submitted including a **Commercially confidential material removed** bid to Welsh Government in relation to tourism recovery funding following the severe weather
- Significant progress has been made particularly in the Midlands, SE and NE in linking into the LEPs funding programmes
- Income for 2014/15 is secured in principle
- A waterway resilience workshop has been held with the Waterway Trade operators funded by Visit England as part of their tourism recovery programme following flooding over the winter.
- The Silk 2 commission review in Wales is looking at options for further devolution which could have an impact on the Trust and our contract with government

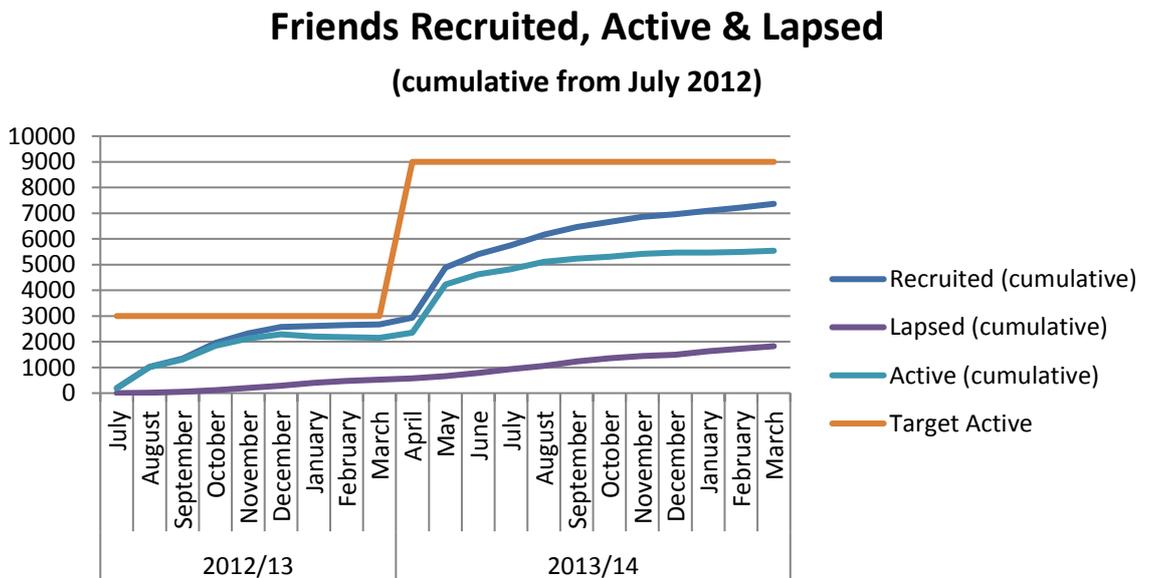
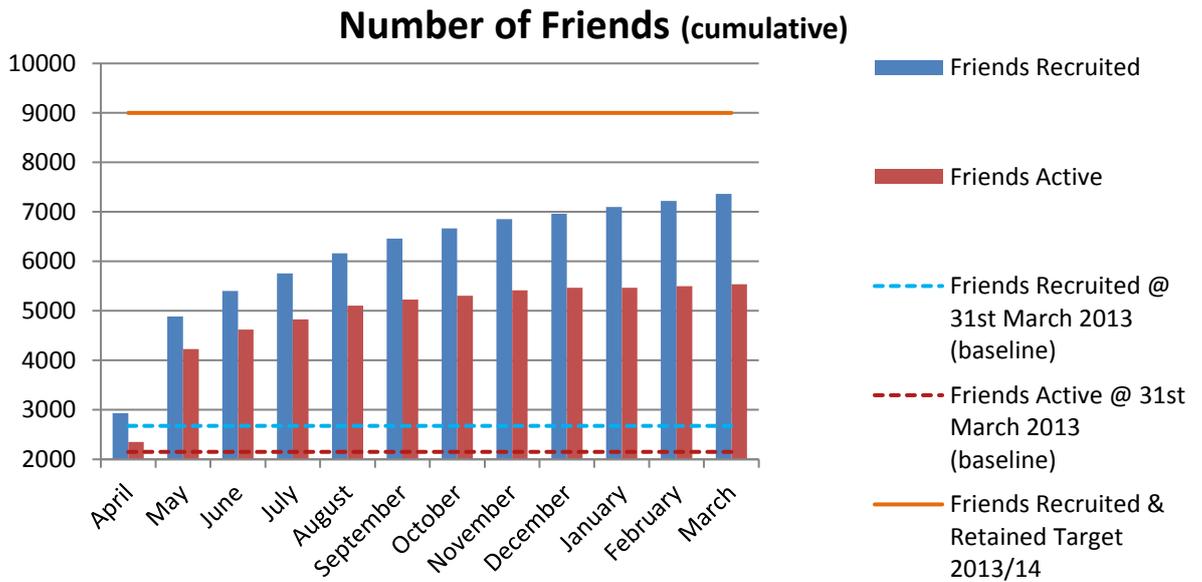
- We are working with the Head of Community Engagement on a BIG lottery bid under the Our Environment Our Future £30m funding programme. The bid is being led by the NUS with a consortium of partners.

3.0 DETAIL – VOLUNTARY FUNDRAISING

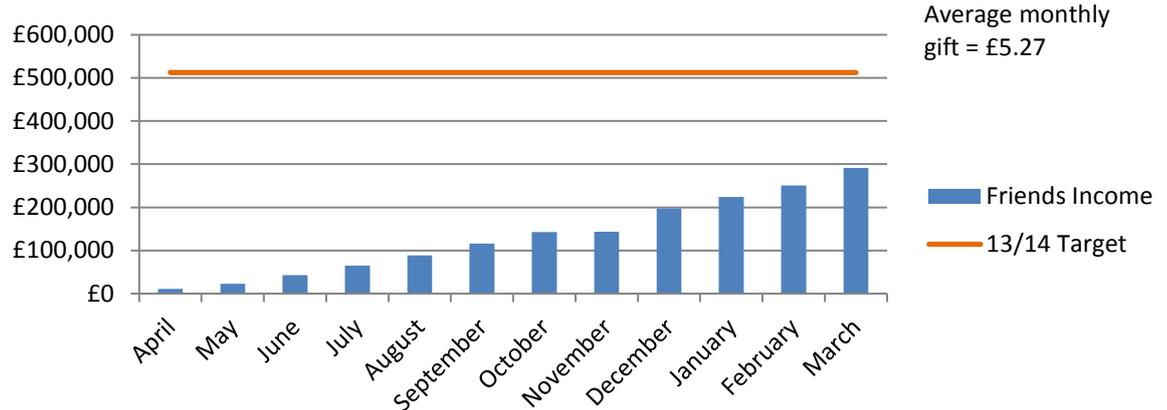
3.1 Individual Giving

3.1.1 Friends

During 2013/14 we recruited a total of 4,690 Friends. **Commercially confidential material removed** Total income donated by Friends in 2013/14 was £252,000. **Commercially confidential material removed**



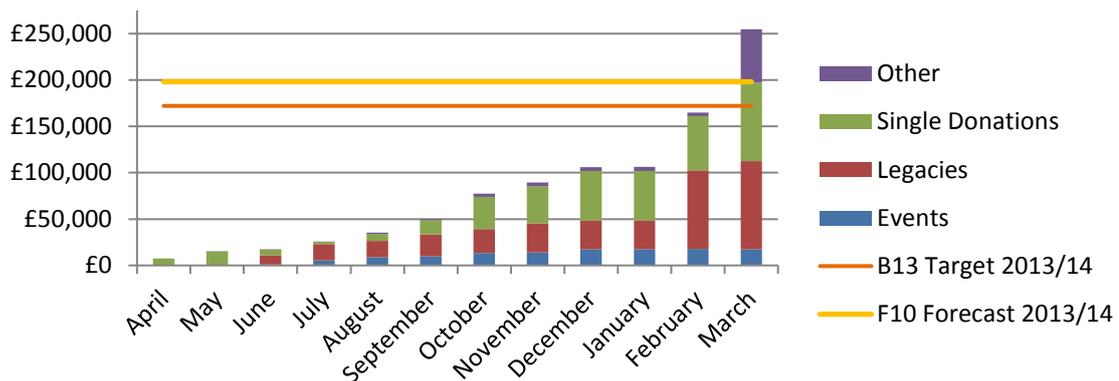
Friends Income



3.2 Individual Giving – other income

In addition to income from Friends, individual giving generated £294,000 in 2013/14, including Gift Aid (for the period 1st April to 31st December 2013) of £44k.

Individual Giving - Other (cumulative)



3.2.1 Highlights of 2013/14 were:

- Fundraisers took part in events from London Marathon to Great British Bike Off raising over £40,000 in fundraised income for the Trust (partly from corporate donations so not shown above)
- Our emergency appeal for flood damage to the canals raised over £30,000 and attracted over 100 new donors
- We received our first two legacies towards year end (£18,500 and £34,912.66)
- With the exception of Stratford to Stratford youth engagement project, all our priority local appeals – all of which were suggested by local waterway partnerships - were completed in the year **Commercially confidential material removed**

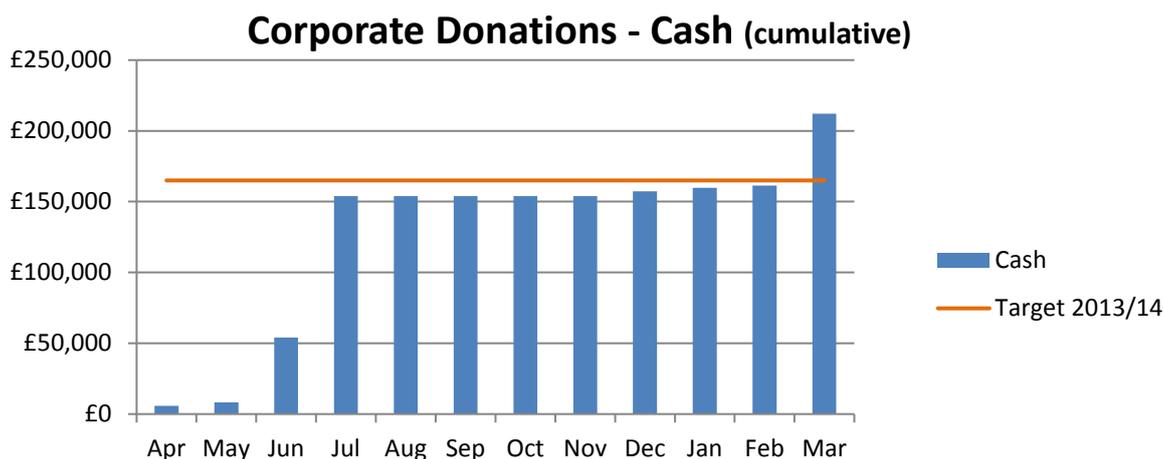
4.0 LEADERSHIP GIVING

4.1 Corporate Partnerships

Corporate Fundraising progressed well in 2013/14, building on the strong foundations of our first year. Key achievements were:

- We retained 100% of our corporate partners, strengthening our relationship with Kier, Google and Marks & Spencer
- We secured both an additional £50,000 cash funding and an ongoing increase in our annual grant from People's Postcode Lottery
- We opened conversations with new potential donors **Commercially confidential material removed**

Corporate donations income was boosted by the additional £50k awarded to CRT by PPL. Total gifts-in-kind for the year are valued at £412,693, made up primarily of the Google Trekker (valued at £368k) and Kier sponsorship of the Winter Works Open Days (valued at £28,225).



In January 2014 capacity in the team was increased to one and a half posts, giving us capacity to manage existing relationships whilst also creating new contacts. Moving forward into 2014/15 we plan to work to develop our corporate offerings and products as well as securing new partnerships. Our target for the year is £565,000 of which £288,000 is already secured and £200,000 is in the pipeline. Highlights from the month of April include:

- M&S Big Beach/Canal clean was completed on 30th April. This saw 850 volunteers work in 42 locations, removing 9 tonnes of rubbish (more than last year). We will begin negotiations with M&S about 2015 this month.
- Google Trekker Street view imagery went live in April. This has had some media pick up and importantly 6,000 people have seen the post on our Facebook page and there have been over 2,000 visits to the [news web page](#) – around half of these were new visitors to our website site so Street View is proving to be a good way to introduce new people to the waterways. We have also been shortlisted for the Institute of Fundraising Insight Awards under their Digital category.
- Discussions are underway with Sport England to develop a pilot project for sport participation across our waterways in the South East and Midlands. Our application will go to their board on the 20th May, announcement of acceptance that week.
- **Commercially confidential material removed**

4.2 Trust Fundraising

During 2013/14 our trust fundraising work was led by the Head of Fundraising. Key achievements were:

- Opening conversations with the sectors largest environmental funders
- Securing first grants and pledges from a range of medium size trusts for key 'match funding' priority projects such as Gloucester Museum and launch appeals
- Winning a training grant from Catalyst HLF

- In April 2014 we secured six grants:
- £50,000 from Garfield Weston Foundation for The Line
- £20,000 from Richard Rogers Charitable Trust for The Line
- £1,000 from Norton Foundation and £1,000 from Ratcliff Foundation, both for Skills for the Future
- £15,000 from Summerfield Trust for Gloucester Museum
- £9,500 from Tower Hill Trust for volunteer-led improvements to the Lower Regents Canal

In April 2014 a part-time Trust Fundraising Manager joined the team, meaning that we now have dedicated staff capacity in this area. This will be critical as we move forward our applications with several major trusts, particularly the Headley Trust, Esmee Fairbairn and Wolfson Foundation. This staff member will also produce a strategy for Trust Fundraising that will give direction to our work moving forward, recognizing that our size poses a very real challenge for this form of fundraising. **Commercially confidential material removed**

4.3 Major Donor Fundraising

In 2013/14 work on major donor fundraising was limited because we do not have significant staff resources for this aspect of work. Key achievements were:

- Training all Directors and a group of Trustees in how to approach major donors
- Mapping key contacts of several key staff and Trustees to see how we can build networks of influence
- Holding a successful auction with the artist, Rob Pointon, and securing over £10,000

5.0 ENTERPRISE

5.1 Finance

Full year outturn achieved a total income £9.6m against an F10 of £9.5m and BP 13 of £10.1m. A particularly good outturn given that only 45% of the funding was secured at the start of the financial year. Late delays on getting to site on the DfT funding means that BP 14 will increase.

Income is secured in principle for 14/15 against BP. There are additional opportunities to secure additional income based on new opportunities that have now come to fruition since the completion of the plan these will be reviewed and included in F2.

5.2 Research

Our partnership with Cardiff University has commenced the initial work in scoping the indicators for measurement against the Strategy. This will be available by October 2014 to inform the measurement and link into the BP process.

Working with Head of Strategic Planning we are part funding some research jointly with Public Health England on obesity through our working relationship with the TCPA (Town & Country Planning Association), in order to strengthen our working with the health sector, a growing opportunity for us.

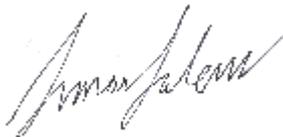
Our new economist Brian MacAulay is working with our GIS team to develop data set mapping which will aid our Enterprise Managers in targeting opportunities' to areas of need.

5.3 Restoration

The second annual conference 'Water Adds Value' on restoration was held on 10 May in Birmingham jointly with IWA. Over 40 canal Societies and Trusts were represented and the workshop day include the launch of a summary report on the benefits of restoration (based on Northampton University research) and a video which other Trusts can use to support their development of successful partnerships.

6.0 EXTERNAL ENGAGEMENT

- 6.1 The Enterprise team have had some initial but significant success with contacts and funding bids being agreed within several LEP programmes for the next 2 years. Final approval of the programmes of funding will become clear within the next few months.
- 6.2 HLF's Director of Operations, Bob Bewley visited the Lune Aqueduct HLF funded Project which reaches a conclusion in June this year, he was impressed to see the additional funding secured for a new interpretative garden and outdoor garden which was secured on the back of the main project and was able to see Groundwork Wigan delivering the physical works on site.



SIMON SALEM
MAY 2014

APPENDIX 9 : HR REPORT

Report by the Head of HR – May 2014

1.0 INTRODUCTION

- 1.1 This is the HR report for March / April 2014 describing the Trust's performance and key activities regarding its people and organisation.

2.0 PERFORMANCE

- 2.1 As shown in the main report, our People KPIs are 'green' status with absence lost days showing at an average of 6.5 days which is a 0.2 increase from the last report but consistent with the rest of 13/14 but still much improved on 12/13. As part of the strategy work we have also started to review the organisational people KPI's we will want to measure moving forward.

3.0 EMPLOYEE ENGAGEMENT

- 3.1 The 10 year strategy briefings have been rolled out to all colleagues across the organisation. The briefings were delivered by Senior Managers and included an update on the organisational review currently being undertaken. Early feedback has been very positive throughout the organisation.
- 3.2 In April we ran a conference for all the Supervisors across the organisation. The agenda included the role of the Supervisor and Team Leader, safety, volunteering, vision and values and annualised hours. The conference was attended and led by the Maintenance Managers and was very well received.

4.0 REWARD AND RECOGNITION

- 4.1 The new 'Thank You' recognition scheme launched in March. The voucher led scheme is a quick and simple way of saying thank you to colleagues. Early indications and feedback have suggested that the scheme is already being well utilised and feedback from recipients has been very positive.
- 4.2 Our new formal recognition scheme 'The Waterways Alive Awards' has also been developed based on feedback from the 2013 employee survey. This will help to celebrate the work and projects that will help us achieve our vision. Individuals of groups will be able to enter submissions and we will be using peer judging panels to shortlist six finalists which will then be visited before a final winner is selected culminating in an awards ceremony to take place in July 2014.

5.0 PERFORMANCE MANAGEMENT

- 5.1 Performance reviews for all employees for 2013/14 were completed for the end of April. We have introduced a new automated and simplified approach to capturing the ratings which will also significantly improve how we process pay review letters in due course.

5.2 To support the launch of our new 'Performance Excellence' programme we have commenced the training of all line managers. The training focuses on both the process itself but also the leadership skills required to deliver effective performance management. The initial training will run until the end of May, however it is the start of a modular programme that will run until March 2015.

6.0 PAY AND REMUNERATION

- 6.1 A pay benchmarking paper was prepared in readiness for our annual pay negotiations that take place in May. An offer of 2% increase in paybands has been presented to the trade unions who are now balloting their members.
- 6.2 The increase in DB pension contributions of 2%, shared equally between the Trust and the members, as approved by the Board is proposed to take effect from 1st August 2014 so that consultation with all members can be conducted.
- 6.3 Further to a review of our company car scheme, it will now be phased out and replaced with cash allowances (for applicable employees) and a salary sacrifice car lease scheme introduced in its place. The benefits of the changes are cash savings of circa £ **Commercially confidential material removed** a year to the Trust and an average employee with a company car will be better off by around £ **Commercially confidential material removed** a month. Employees will have a 'company car'-type experience where they pay a fixed monthly cost which includes road tax, maintenance and repair, tyres, roadside recovery and insurance they just 'add fuel'. The scheme will be open to all employees therefore improving our overall offering.

7.0 SENIOR RECRUITMENT

- 7.1 Jeff Wyatt has been appointed as Managing Director BWML with Neil Owen as acting Waterway Manager (South East) on an interim basis.
- 7.2 **Commercially confidential material removed**

8.0 LOOK FORWARD

- 8.1 During the coming months focus will be on the following HR activity;
- Grading and job evaluation
 - Succession planning and talent management
 - Full review of our induction programme
 - HR policy and process review
 - Support for organisational structure review
 - Cycle to work scheme

SIMON PATTON

May 2014



INVESTMENT COMMITTEE

Minutes of a meeting of the Investment Committee (*the Committee*) held at The Toll House, Delamere Terrace, Little Venice, London W2 6ND on Wednesday 16 April 2014 at 10.30am

Present:

Manish Chande Chairman
Tony Hales
John Bywater
Simon Thurley
Philip Ridal
Keith Tilson
John Dodwell

In attendance:

Stuart Mills Property Director
Quentin Pickford Financial Controller, Property & Ventures
Jeremy Harrison

Secretary of the Meeting:

Kerin Williams Prism Cosec

1 QUORUM

The Chairman reported that notice of the meeting had been given to all directors entitled to receive it and that a quorum was present. The meeting then proceeded to business.

2 DECLARATION OF INTERESTS IN ANY MATTERS ON THE AGENDA

There were no declarations of interests.

3 MINUTES

3.1 The minutes of the meetings held on 30 January 2014 were approved and signed.

4. MATTERS ARISING FROM MEETING HELD ON 30 JANUARY 2014

4.1 **Commercially confidential material removed**

5. MANAGEMENT ACCOUNTS 2013/14:

5.1 **Commercially confidential material removed**

QP

6. CAPITAL CASHFLOW – 2013/14 UPDATE

6.1 **Commercially confidential material removed** PR

7. REVOLVING CREDIT FACILITY

7.1 **Commercially confidential material removed**

7.2 **Commercially confidential material removed** PR

QP

8 PROTECTOR UPDATE

8.1 Mr Mills reported that a meeting had been held with Malcolm Naish, the Protector, in the week commencing 7 April 2014. It was explained that the format for reporting to DEFRA was still being agreed. The Committee noted that Mr Naish would like to attend the July Committee meeting. It was highlighted that the Annual Valuation would be presented at the July meeting so the timing was appropriate. Mr Pickford and Mr Mills would be spending a day with Mr Naish to help him construct the report to DEFRA. Mr Naish had been given an update on the debt position and the Partners' position.

9 PROPERTY PARAMETERS

9.1 Mr Mills presented a revised draft of a paper detailing property parameters which was intended to form an appendix to the agreed Investment Policy Statement for the Trust.

9.2 Mr Mills explained that the Protector supported the format and content. Mr Chande requested that 'logistics' be added to the Industrial sector in the income portfolio sector allocation table. It was agreed that at the next meeting the sub categories under 'retail' would also be shown in the management accounts. It was also explained that IPD regional boundaries would also be adopted as opposed the waterways boundaries currently used.

QP

9.3 Commenting on the proposed appendix to the Group Investment policy Mr Chande requested that the target return measures all be confined to just IRR rather than ROCE for joint venture activity as currently drafted. It was further requested that the target return objective to exceed returns from the IPD be amended to read 'from the IPD or such other suitable index to be determined by the Investment Committee'. Mr Mills agreed to make these changes.

SM

9.4 The Committee discussed whether a proportion of the investment assets be placed in property funds. It was concluded that the Committee would rather place investments into non property rather than property funds due to the entry and exit fees of property funds.

10 PROPERTY INVESTMENT UPDATE

- 10.1 The Committee noted the Property Investment update. Jeremy Harrison introduced himself explaining that from 1 April he had taken over responsibility for the high value assets (top 100 by value). He guided the Committee through the recent new investment opportunities considered by the Trust but which had been rejected or unsuccessful.
- 10.2 The Committee noted that the approach going forward would be to continue to target opportunities that added a better balance to the property portfolio by filling gaps in the current stock. Relationships would continue to be built across the market, particularly developer contacts to ensure delivery of off market opportunities. The existing portfolio would continue to be reviewed and opportunities to take profit considered. The acquisition performance would also be reviewed on a regular basis and if necessary cash allocations would be switched to non-property investments. It was requested that the top ten selling opportunities be identified for the July Meeting. **SM**
- 10.3 Jeremy Harrison also outlined that the priority transactions in the near term included an **Commercially confidential material removed**

11 NON PROPERTY UPDATE

- 11.1 The Committee considered the Non-Property Investment update report. The Committee noted that Partners would be joining the July meeting. It was noted that the current estimates for portfolio additions were £ **Commercially confidential material removed** m by the year end. The withdrawal required from the non-property portfolio was 5% per annum. **Commercially confidential material removed**

12 **Commercially confidential material removed**

13 JV UPDATE **JH**

- 13.1 **Commercially confidential material removed**

Mr Keith Tilson left the meeting

14 ISIS BUSINESS PLAN

- 14.1 **Commercially confidential material removed**

15 **Commercially confidential material removed**

SM

16 **CLOSE OF MEETING**

There being no further business, the meeting concluded at 1pm.

Chairman _____