



MEETING OF THE BOARD OF TRUSTEES

Minutes of a meeting of the Board of Trustees (the **Trustees**) of Canal & River Trust (**the Trust**) held at Newbury Manor Hotel, London Road, Newbury, RG14 2BY on Thursday 20th November 2014 at 9:00a.m.

Present :

Tony Hales	Chairman
Jane Cotton	Trustee
John Dodwell	Trustee
Lynne Berry	Trustee
Manish Chande	Trustee
Frances Done	Trustee
Ben Gordon	Trustee

Apologies:

Allan Leighton
Tom Franklin
Simon Thurley
Steve Shine

In attendance

Richard Parry	Chief Executive
Stuart Mills	Property Director
Vince Moran	Operations Director
Philip Ridal	Finance Director
Simon Salem	Marketing & Fundraising Director
Jackie Lewis	General Counsel
Heather Clarke	Head of Strategy and Planning (Agenda Item 14/080 only)
Julie Sharman	Head of Enterprise (Agenda Items 14/81-83 inclusive)
Yetunde Salami	Assistant Company Secretary (minuting)

Action

14/077 CHAIRMAN'S WELCOME

The Chairman welcomed all those present in particular Ben Gordon and Yetunde Salami to their first meeting.

The Chairman wished to put on record his thanks, and also those of the other Board Members, to Mark Devin of Prism CoSec who took the minutes of the board meeting for many years. It was agreed that the Chairman will send a letter of appreciation to Mark Devin. Yetunde Salami to send Mark's address to the Chairman.

TH
YS

14/078 DECLARATION OF INTERESTS IN ANY MATTERS ON THE AGENDA

John Dodwell made a declaration of interest that he will become the Chair of Montgomery Canal Partnership as from 3 December 2014.

John Dodwell and Lynne Berry declared their interest as licenced boat owners.

14/079 MINUTES

The minutes of the meeting held on Thursday 25 September 2014 were approved subject to a minor amendment.

Matters arising:

- Action points schedule – it was agreed that only current actions should be on the schedule in future.
- Commercially Confidential Matter removed
- Remote Operations Project – Frances Done informed Trustees that she will progress the adoption of a Standard for Project financial reporting, to the Board, with Philip Ridal and the new Head of Internal Audit.

FD

14/080 Commercially confidential material removed

Heather Clarke joined the meeting.

Commercially confidential material removed

(Manish Chande joined the meeting.)

Commercially confidential material removed

- Commercially confidential material removed

RP

RP

(Heather Clarke left the meeting and Julie Sharman joined the meeting.)

14/081 Commercially confidential material removed

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14/082 Commercially confidential material removed

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14/083 PROMOTION OF CANOEING AND ROWING (CRT 111)

Julie Sharman presented the report which gave an update of the current

position of canoeing and rowing on the Trust's waterways. She added that more users had been engaged and more projects have emerged **Commercially confidential material removed** and that the Trust will feature in every issue of the Canoe magazine next year.

The Trustees discussed the report and

- **endorsed** the principle of increasing the Trust's involvement in canoeing and unpowered boating.
- noted the work carried out to date to explore further possibilities in this area and that an update will be presented to the Board in May on the work to be carried out by the Head of Enterprise and the Head of Customer Service.

(Julie Sharman left the meeting.)

14/084 YOUNG PEOPLE AND BOATING (CRT 112)

Richard Parry presented the report which gave the Board an update on the work done since the Trust Council's meeting in March, adding that it is being presented to the Board in order to give Trustees visibility of actions that the Boating representatives on the Council and management are taking to encourage young people into boating. It was noted that the actions proposed include investigating opportunities around canoe trails; promoting longer journeys and challenges with external awards (such as DoE); reviewing the Partnerships' action plans to extract potential pilot projects; providing opportunities for boating Council members to promote boating through media like the Boaters Update, and to develop a communication plan to promote actions and opportunities identified.

A report with updated position will be presented to Council in March 2015. The Board discussed the report and **agreed** the recommendations as proposed. It was **agreed** that the recommendation in Ivor Caplan's paper on how CRT might better encourage community boating schemes through (e.g.) spreading best practice and advertising should be addressed by management.

RP

RP

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14/086 **Commercially confidential material removed**

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14/087 RATIFICATION OF PARTNERSHIP MEMBERS APPOINTMENTS (CRT 115)

The Trustees received and noted a paper from the Chief Executive requesting that they ratify a number of Partnership member appointments.

Richard Parry's paper provided details of each appointee. These were duly

noted and the Trustees **ratified** the appointments of the Partnership members.

14/088 WORKING COLLECTIONS POLICY (CRT 116)

Richard Parry explained that the policy is to ensure that the Trust fulfils its responsibilities in relation to the care and conservation of the collections which are operated or kept in working order. The report gave a summary of the policy and it was noted that Simon Thurley and John Dodwell had been sent copies of the complete policy. The Trustees **approved** the Working Collections Policy.

14/089 COMPANY MATTERS REQUIRING TRUSTEES APPROVAL (CRT 117)

Frances Done declared her interest as a director of Rochdale Canal Company.

Philip Ridal presented the report which sought Trustees approval for the amendment to the Trust's Scheme of Delegation to include the Assistant Company Secretary on the document sealing panel; for the appointment of directors to subsidiary companies; for the amendment of the Trust's main bank mandate.

Philip Ridal informed members that a report on the proposed strategy for Rochdale Canal Company will be presented to the Board.

PR

The Trustees **approved**:

- the resolution to update the delegation arrangements for the sealing and certification of documents on behalf of the Trust,
- the appointment of three CRT nominated directors for the three The Waterways Trust subsidiary companies, and
- proposed change to the CRT1 account mandate to include a new signatory.

14/090 CHIEF EXECUTIVE'S REPORT (CRT 118)

Richard Parry presented his written report, which incorporated the individual Director reports as appendices to the main report. Richard Parry stated that the Trust's finances were healthy. There had been encouraging progress in safety and fundraising, and though volunteering hours were below target some under-reporting had been found. It was noted that the Finance Director is due to retire in June 2015. Richard Parry stated that the recruitment process for the new Finance Director had commenced and that **Commercially confidential material removed** applications had been received. It was noted that the new Operations & Asset Management organisation had been launched. It was also noted that a memorandum of understanding had been signed with Workplace Matters who support the waterways chaplaincy and a full time welfare officer had now been appointed by the Trust to complement the work of the chaplaincy. The following issues were highlighted:

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PR

KPI report: The Trust's performance indicators are on track except for volunteering and safety but these are progressing in a positive direction. Richard Parry commented on steps being taken to address those where performance was causing concern.

Health and Safety: Vince Moran informed members that the Coroner investigating the Harecastle Tunnel tragic boater death had fully accepted the Trust's response to his findings of accidental death. It was noted that the performance on employee injuries has improved with overall position showing improving trend in Lost time injuries.

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Customer Service: Richard Parry introduced the new report and explained that it would become more comprehensive in future, when a permanent appointment is made to the position of Head of Customer Service.

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Manish Chande left the meeting.

Volunteering and Engagement: Simon Salem gave highlights of the report adding Commercially confidential material removed

Fundraising: Commercially confidential material removed

Marketing and Communications: Simon Salem's report was received and noted.

HR: Richard Parry presented the report which highlighted positive results from the recent mini-Employee engagement 'pulse' survey, adding that the results show improvement in the engagement levels of those employees sampled.

14/091 BOARD COMMITTEES (CRT 119)

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It was **agreed** that the reviewed Terms of Reference for the Audit and Risk Committee will be presented at the next Board meeting for approval.

RP

14/092 ANY OTHER BUSINESS

Lynne Berry reported that she and the Chairman attended a seminar organised by the Cabinet Office on review of public bodies at which the successful transition from BW to the Trust was singled out.

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RP/PR/
SM

14/093 DATE OF NEXT MEETING

Thursday 22nd January 2015 (TBC).

14/094 CLOSE OF MEETING

There being no further business, the Chairman closed the formal proceedings at 12:35p.m.

Chairman

MEMORANDUM TO THE BOARD

PROMOTION OF CANOEING AND ROWING

Report by Marketing & Fundraising Director
20 November 2014

1.0 INTRODUCTION

1.1 This paper is to update Trustees on the current position of canoeing and unpowered boating on the Trust's waterways.

2.0 CANOEING AND UNPOWERED BOATING – THE NATIONAL OVERVIEW

2.1 Research evidence shows that national participation in canoeing, rowing and sailing is growing. These are all activities which can and do take place widely on canals and rivers and participation is growing more strongly than in powered boating.

2.2 Canoeing

2.2.1 From the Water sports Participation Survey 2013, a UK wide survey jointly commissioned and funded by British Marine Federation, RYA, and British Canoeing, it can be seen that canoeing is at an all-time high with an estimate of 1,477,000 people participating in canoeing.

2.2.2 Canoe ownership is the highest since the survey began in 2002 with 1% of UK households (c. 200,000) owning a canoe. British Canoeing individual membership has grown by over 5,000 or 20% in the last 3 years (from 27,758 to 33,230) with an average retention of 70% of members. 23% of these members are in the 14-25 age group.

2.2.3 The Trust undertook an additional survey on canoeing in the December 2013 IWVS survey and the results are in Appendix 1, which estimates that numbers of canoeists on our waterways are in the order of 922,000 with over 500,000 children canoeing on our canals and rivers last year.

2.2.4 The Trust has a block licence agreement with British Canoeing (BC) which licenses all individual BC members to use our waterways. BC has club memberships through which club members are also licensed to use the canals and rivers when they are canoeing with the club. BC reports that the number of memberships issued is in the order of 33,000 as noted above. From the 2013 Water sports Participation Survey only 10.7% of canoeists are club members which suggest there are potentially a vast number of canoeists who are unlicensed and consequently not engaged with either BC or the Trust. British Canoeing is in discussions with Canoe Wales on joint licensing and is currently looking at how the growing sport of stand-up paddle boarding can be integrated into their membership.

2.3 Rowing/Skiffing

2.3.1 Rowing as a sport has many different disciplines and there is an increasing participation in recreational rowing such as skiffing. Whilst the traditional rowing sculls, pairs, fours and eights will not fit on many canals, they are used extensively on the Severn, Weaver, Tees, Trent and Lee. Recreational rowing is being extensively promoted by British Rowing which is keen to increase participation in all forms of rowing. Rowing trails are being developed and British Canoeing is sharing the canoe trail information where the trails are suitable for both rowing and canoeing.

2.4 Sailing

2.4.1 Sailing is both a sport and a recreational activity. Sailing does take place on inland waters and notably on some of the Trust's reservoirs. However, it is not necessarily an activity suitable for much of the canal network.

2.4.2 Our biggest interaction with Rowing and Sailing clubs is through their commercial agreements to operate on our rivers and reservoirs. We have approximately 40 agreements with clubs directly, although some clubs operate at our sites on sublease arrangements like at the reservoir at Rudyard Lake, so the above figure is unlikely to be fully representative of levels of use.

2.5 Licensing of Unpowered Boats

2.5.1 The Trust issues licences for unpowered boats directly either as day, month or annual licenses or through the explorer license which allows a boat to be used for 30 days in any year, which is useful for removable and trailerable boats. Through this arrangement ad hoc or intermittent boating can be facilitated on our waterways.

2.5.2 There were nearly 36,000 different boats issued with a 3, 6 or 12 month license during 2013/14. The above excludes the 33,000 members of British Canoeing licensed through their block agreement and sailing and rowing clubs licensed via their commercial agreements. Below is the breakdown by Power Type:

Electric	132
Horsedrawn	4
Other	47
Powered	34,666
Unpowered	932

3.0 HOW DOES THE TRUST SUPPORT UNPOWERED BOATING?

3.1 Although the Trust has always sought to engage with a broad range of customers in most locations it has been difficult to encourage the wider unpowered boating groups to engage via customer forums. The Boating trade team have been the main point of contact with our unpowered boating clubs as tenants. Going forward with a greater focus on customer service Waterway Managers will take on more responsibility to engage with local clubs and individuals.

3.2 In the last year the Trust has been increasing its involvement with BC so that, for canoeing, we have an MoU with British Canoeing ready to sign off and we have been working closely on the preparation of a canoeing development plan for our canals and rivers.

3.3 Commercially confidential material removed.

- 3.4 The Trust has also secured a strategic partnership with Sport England who has agreed to fund a sports development officer on a pilot project for 2 years in our South East waterway. This post will be hosted by the Trust and will have a key focus to develop increased sports participation on this waterway area which of course can include canoeing. This new link is in line with other strategic partnerships that Sport England has established with key national bodies like the National Trust and the Forestry Commission, and we aim for a national roll out after the pilot. A small contribution from the Friends fund has been requested to support this funding package.
- 3.5 Through the working partnership with British Canoeing we have established a pilot project to improve access on the K&A canal, we are working with BC to draft more canoe trails on our network and to publish them, we have improved our website and links to British Canoeing's website and we are preparing customer service standards for canoeing and other non-powered boating. We are also now drafting a canoeing development plan for the Trust and appointing a canoeing officer to develop the recently funded Leeds and Liverpool Canoe Trail.
- 3.6 Many of our partnerships have seen potential for greater engagement with canoeing in their areas. We have 3 partnership members who are also employees of British Canoeing and one partnership chair.

4.0 STRATEGIC REASONS FOR THE TRUST TO BECOME MORE INVOLVED IN CANOEING AND UNPOWERED BOATING

- 4.1 Canoeing is a great strategic fit with our vision, in particular enriching lives.
- 4.2 The People section of our new ten year strategy lays considerable emphasis on 'engaging with children and young people through different cultural and participatory activities.' Our ambition in this area also specifically references the eventual participation of one million children and young people through a wide range of activities that include 'sport participation'.
- 4.3 Given the younger profile of current and likely participants in canoeing and unpowered boating on our waterways and the relative advantages of close and easy access we offer, we believe that improving and widening our canoeing and unpowered boating offer will make a significant difference to our achievement of this part of our strategy.
- 4.4 Whilst canoeing and unpowered boating are unlikely to be major commercial revenue generators for the Trust, they have potential to attract public funding, trust and major donor funding and to act as a channel for increasing numbers of regular individual donors and of course volunteers.
- 4.5 We have started to develop our relationships in the world of unpowered boating in general and specifically with British Canoeing. However, more work needs to be done to bring together these initiatives in coherent support of the ten year strategy.

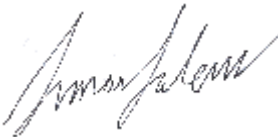
4.6 These activities also link to the following Strategic Goals:

- Waterways: we want to encourage and grow the numbers of people boating, using and enjoying the waterways
- Places: we want to provide havens for people to escape to – away from the pressures of modern life
- Influence: we want to develop good strategic partnerships and be recognised as a valued partner that gets things done
- Resources: we want to grow the number of funding partners, donors, sponsors and legacies

5.0 RECOMMENDATIONS

5.1 The Trustees are asked to:

- endorse the principle of increasing our involvement in canoeing and unpowered boating
- note the work carried out to date to explore possibilities
- to note that we will report on next steps to the May Board on work which will be carried out by the Head of Enterprise and the Head of Customer Service to firm up our plans



Simon Salem
Marketing & Fundraising Director

Canoeing Insight Survey IWVS

Questions asked during December 2013 through the IWVS

Representative sample of E&W adults; sample size

Questionnaire:

1. Including yourself, have any **adults** in your household been canoeing along a canal in Britain in the last 12 months?
 - a. Yes
 - b. No
 - c. Don't know

2. And, including yourself, how *many* adults in your household have been canoeing along a canal in Britain in the last 12 months?

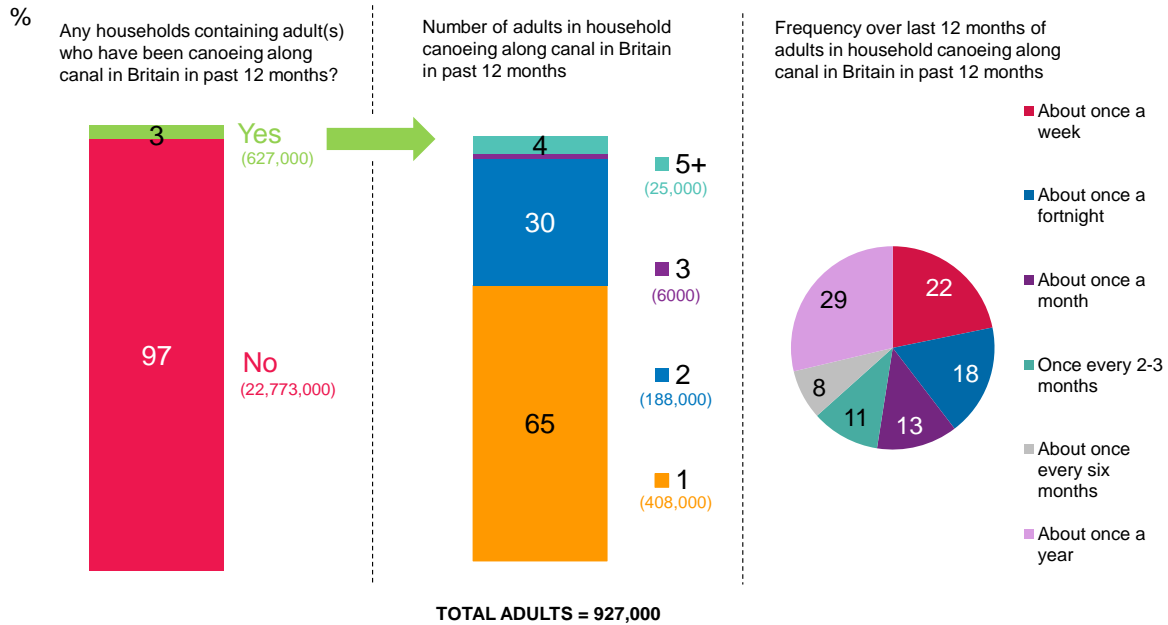
3. Over the last 12 months, on average how often did the adult members of your household go canoeing along a canal in Britain?
 - a. About once a week
 - b. About once a fortnight
 - c. About once a month
 - d. Once every 2-3 months
 - e. About once every six months
 - f. About once a year

4. Have any **children aged under 16** in your household been canoeing along a canal in Britain in the last 12 months?
 - a. Yes
 - b. No
 - c. Don't know

5. And how *many* children aged under 16 in your household have been canoeing along a canal in Britain in the last 12 months?

6. Over the last 12 months, on average how often did the children in your household go canoeing along a canal in Britain?
 - a. About once a week
 - b. About once a fortnight
 - c. About once a month
 - d. Once every 2-3 months
 - e. About once every six months
 - f. About once a year

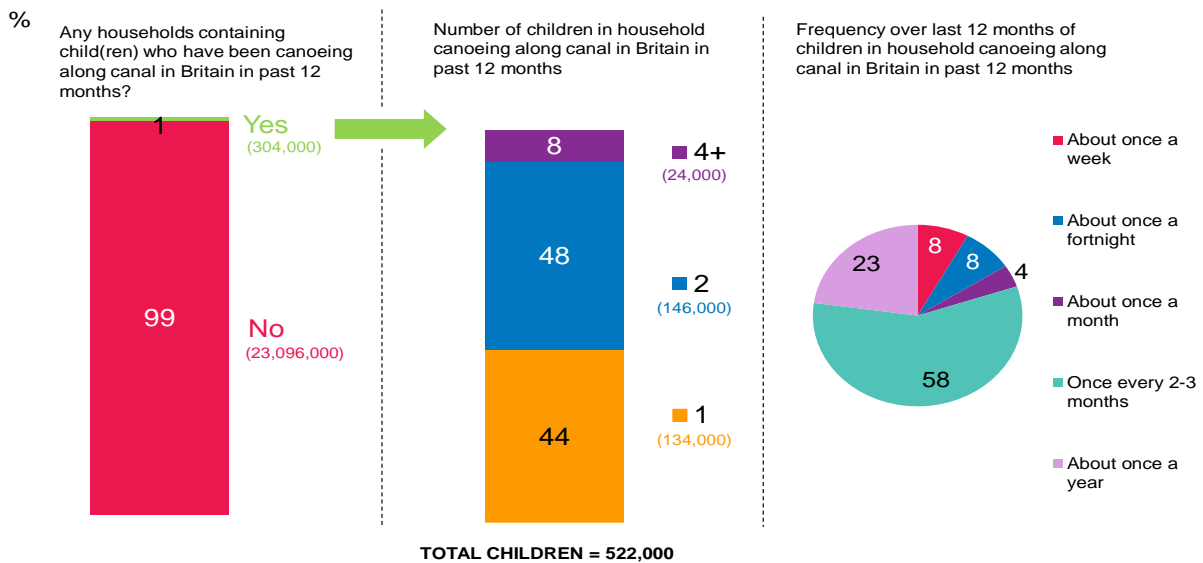
Canoeing - Adults



NB. Households in E&W n=23.4 million

The Watersports Participation Survey 2013 (BMF in conjunction with the BC) reported that 1.477 million adults canoed during 2013. It is likely that the IWVS results 927,000 canoeing on canals which is in line with BMF figure.

Canoeing – Children (aged under 16 years)

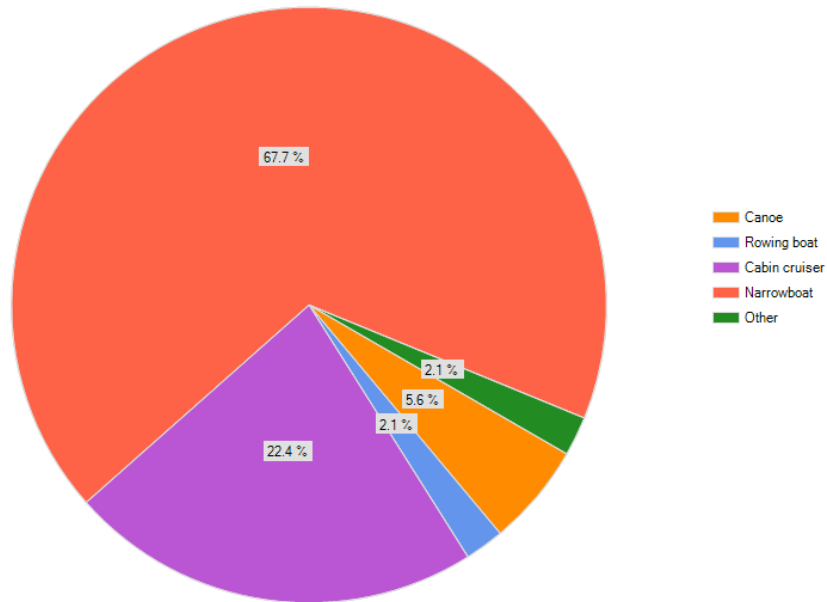


NB. Households in E&W n=23.4 million

BOV

A question on the recent BOV survey asked boaters about the type of boat they first took control of on our waterways. Around 6% canoed on our waterways before purchasing a powered craft. This equates to roughly around 1,500 boaters.

Please think about the first time you took control of a boat on of our waterways. What type of boat was it?





MEMORANDUM TO THE BOARD

YOUNG PEOPLE AND BOATING PAPER

Report by the Chief Executive and the Interim Head of Customer Service

20 November 2014

1.0 INTRODUCTION

1.1 In March the Council considered a paper (attached at Appendix 1) on Young People and Boating prepared jointly by the elected boating Council members. Following this, a paper was submitted to the chief executive in July, following further review by the Board members.

1.2 This paper (attached at Appendix 2) made five recommendations to encourage younger people (and greater diversity) into boating on our waterways and identified four actions that the Council members propose to take:

- Encourage Boat Clubs to set up 'boat buddy' schemes by supplying them with the basic information they need to set up such a scheme e.g. insurance, H&S, advertising etc. Discuss how we progress this with AWCC. (Lead: Ivor Caplan)
- Support Hire Boating as one of the main pathways to boat ownership. Discuss a possible new initiative with APCO to include research into how to counter parental etc. fears about children's safety. (Lead: Nigel Stevens)
- Discuss with the Community Boats Association how CRT might better encourage community boating schemes through (e.g.) spreading best practice and advertising. Understand nature of constraints to expansion of schemes. (Lead: Clive Henderson)
- Discuss with BMF possible initiatives for stimulating development of new types of cheaper boat. (Lead: Anne Farrell)

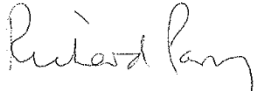
2.0 PROPOSAL

2.1 In September 2014 the Chief Executive and Acting Head of Customer Services met with Ivor Caplan (on behalf of the Council members) to discuss the paper and agree a series of internal actions to support the paper's recommendations/ actions. These can be summarised as:

- The Trust would investigate opportunities around canoe trails and routes which would include longer journeys, challenges and holidays. In doing so the Trust would review opportunities to make these journeys more enjoyable by linking with external organisations able to provide overnight accommodation and services alongside our waterway network. **Commercially confidential material removed**
- Seek opportunities to promote longer journeys and challenges with external award organisations such as the Duke of Edinburgh Award.
- The head of customer service will review Partnership action plans with the Heads of Strategy & Planning and Enterprise to extract potential pilot projects already under consideration in local waterways. **Commercially confidential material removed**
- The head of customer service would provide opportunities within the Boaters Update for boating council members to contribute articles promoting and encouraging boating amongst a wider audience.

- Support the Boating council members during the proposed meetings with groups such as AWCC to explore how their organisations can help encourage more diverse use of canals and rivers.
- Develop a communication plan to promote the actions and opportunities identified.

These actions are recommended to the Board and will be the subject of an update to the March Council meeting.



RICHARD PARRY
Chief Executive



DEAN DAVIES
Interim Head of Customer Service

“Young people- how we encourage young people to become boaters and ensure the future of boating”

A quote taken from the notes of the September meeting of Council

1 Introduction

During 2013 the four private boaters' representatives on Council (Ivor Caplan, Ann Farrell, Clive Henderson & Vaughan Welch) raised concerns regarding the lack of youth and diversity among people taking to powered boating¹. Ann identified some issues in a short report and the subject was discussed at a meeting on 10th January attended by the above along with Council members Nigel Stevens, Tony Matts, Tamsin Phipps and John Yates; and Trust staff Roger Hanbury, Simon Salem, Sally Ash and Richard Parry (part of meeting). It was agreed to follow this up with a report to the Council meeting on 26 March 2014.

The group generated many ideas for increasing the choice of boating and water sports opportunities on the Trust's waterways. The second part of this paper documents these and suggests some avenues of research to determine which would be most effective and achievable. To set the context, the first part considers the more strategic aspects for discussion.

We have sent the paper to the Trust's newly established Youth Advisory Group to seek their further suggestions and advice.

2 Strategic questions

2.1 Vision and capacity

We know that narrow boats and barges are defining characteristics of our waterways and their heritage. They're important because they retain the original use of the waterways for navigation, support numerous canal-side businesses to add economic benefit, act as a magnet attracting towpath visitors and they're what make the network a unique living 'museum without walls'. Although the preservation of historic boats is an important aspect of the heritage, "boating" rather than "boats" is what really matters – focus should be on their movement and the people on board, rather than just the boats themselves. This is an important distinction in the context of the fixed capacity of water space available (other than that within offline marinas). As the economy improves, the growth of demand for leisure boats is expected to resume. How may measures to deal with capacity constraints be reconciled with the need to grow revenue and sustain the long term future of the waterways?

2.2 Water sports v. powered boating

A recurring theme in the discussions was the potential of the broader 'water sports' sector to become more prominent on the Trust's waterways. Research evidence suggests that national participation in canoeing, rowing and sailing is growing. These are all activities which can and do take place widely on canals and rivers and participation is growing more strongly than in powered boating.

¹ For the purpose of this paper, we are including horse-drawn boats and butties in this definition

Canoeing

The 2013 water sports survey shows canoeing at an all-time high of over 2 million participants. Canoe ownership is the highest since the survey began in 2002 with 1% of UK households (c 200,000) owning a canoe.

Canoe England individual membership has grown by over 5,000 or 20% in the last 3 years (from 27,758 to 33,230) with an average retention of 70% of members. 23% of these members are in the 14-25 age group. An extensive network of Canoe Trails – including Trust waterways - is being developed

Rowing/Skiffing

Rowing as a sport has many different disciplines and there is an increasing participation in recreational rowing such as skiffing. Whilst the traditional rowing sculls, pairs, fours and eights might not fit on many canals they are used extensively on the Severn, Tees, Trent and Lee. Recreational rowing is being extensively promoted by British Rowing which is keen to increase participation in all forms of rowing. Rowing trails are being developed and Canoe England is sharing the canoe trail information where the trails are suitable for both rowing and canoeing.

Sailing

Sailing is both a sport and a recreational activity. Sailing does take place on inland waters and notably on some of the Trust's reservoirs. However it is not necessarily an activity suitable for much of the canal network.

General considerations

Water sports participation is characterised by a significantly younger demographic than we find for our current powered boating market. This would suggest that creating plans to attract and accommodate more water sports activity on our canals and rivers could contribute strongly to our objective of engaging with younger and more diverse audiences.

Investment in infrastructure and marketing for water sports activities is, however, unlikely to result in a net contribution to incoming flow of funds, though it might exploit the potential of participants to become donors and to volunteer. It also seems unlikely to become an important means of attracting new people to powered boating - the latest survey of the Trust's boat licence holders indicated that only 5% of them migrated from canoeing or rowing.

Would the Council like to see investment to promote more and greater diversity of water sports participation on the network in years to come?

2.4 Traditional powered boating

We have reviewed the data available about this market from the regular national surveys carried out by the Trust/BW over many years and observed the patterns outlined below.

Market overview

Just over 35,000 boats with a gross value of some £0.75 billion are now licensed to use our waterways, a 67% increase on the number of a decade ago (21,000). Growth in boat numbers has paused since 2010, probably as a result of the financial crisis.

According to a recent British Marine Federation (BMF) research report, 0.6% of the UK population participated in canal boating in 2012, representing over 1m trips, of which nearly 900,000 involved overnight stays; 47% of them used hire or passenger boats (BMF report pp47/9). Canal boating

produces an overall spend – on and off boat – of £437m a year, the largest of any boating activity. (BMF tables 4.7 & 4.9)

We believe that the majority of today’s new entrants to the market are middle aged people buying a boat for leisure use or younger people choosing a boat as their primary residence. The latter is a particularly notable trend in London where a boat can be seen as the only affordable housing choice for some.

Younger people are not entering the market for leisure boating to the extent that they did in the past. For example, a 1975 BW survey suggested that only 6% of owners then were retired while the latest national survey of licence holders showed nearly a third being over 65 and only 3% under 35.

Boat hiring is, and always has been, an important driver to boat purchase. However, the commercial hire boat fleet has nearly halved since 1980 and is now stable at around 1,000 boats. Hire boat operators suggest that over that period, the average age of a hirer has become much older, despite greater demand by large groups of young adults. As many of today’s boat-owners first hired when younger, that chain is probably becoming weaker as the number of young boat-hirers reduces. The proportion of children on hire boats has markedly reduced, and introduction of children to the canals through low-cost camping boats is now largely extinct. These effects are also seen on the Norfolk Broads, where similar actions are being taken.

In 2008 an estimated 5,400 boats were thought to be being used as a primary residence. Our latest boat owner survey suggests that this has increased to some 7,000, and over 10,000 if extended use of a second home is included. (These estimates are based on survey responses and we think there might be a tendency to under-report residential use so it may be higher still). The percentage of respondents saying their boat was their primary residence jumped from 15% in 2011 to 21% in 2013.

Leisure v. residential use of boats

	Leisure	Residential
Licence holder over 55 years old	77%	50%
Licence holder under 35 years old	1%	10%
Dominant influence on boat purchase decision	Hiring for a holiday (35%)	Need for a home (44%)
Owner’s first boating experience was pre 1990	42%	30%
% household income less than £20,000 p/a	20%	54%

So, residential use of boats is encouragingly attractive to younger age groups. However, the lack of mooring capacity for this type of use is a constraint , and a continuous cruiser lifestyle is challenging for people with daily commitments in a particular area.

3. Ideas for increasing participation by younger age groups

3.1 We encourage the Trust to explore a wider perspective on the youth leisure market and develop facilities throughout the network to accommodate a wider range of water based activities:

1. Opportunities for young people to **extend day visits into longer journeys and holidays** might encourage wider appreciation of canals and rivers that would stay with them and their families for the long term.
2. **Campsites near waterways** would facilitate this and partnerships with boatyards, boat/canoe/rowing clubs, pubs or nearby community centres could be considered for overnight camping or bunking opportunities.

3. Canoe England's research shows that that many people take part in multiple sports and leisure pursuits, and recognising this, more could be done to **create trails connecting towpaths with nearby areas popular for other outdoor recreation activities**.
 4. Funding should be sought for a dedicated employee to develop an **access and leisure strategy for the waterways with an emphasis on water based activities**. It should embrace the wider waterway corridor and identify opportunities for linking up existing leisure facilities.
 5. Ways of **encouraging transition from non-powered to powered boating** should be considered to extend initial interest into later life and to be inclusive to the extended family. Narrow boats could be used as 'mother ships' to provide support and supplies for groups in non-powered craft. By offering space to youth groups for (e.g.) safe storage of equipment, traditional powered boat clubs could draw in younger members.
- 3.2 Encouraging greater participation of younger people in powered boating as a leisure pursuit is probably the greater challenge. By their nature, **powered boats** are expensive to buy and to run, and hiring a boat for a holiday is perceived as costly. They travel slowly and are not seen as exciting by younger generations (at least until they try it). There is a widespread misperception of danger which has made parents, teachers and youth leaders reluctant to consider boating activities for their children. Nevertheless we do see opportunities for overcoming these obstacles.
1. **Community boating** is an important way to encourage involvement from people who would not otherwise get onto the water. Formerly, camping and school boats introduced thousands of children to the canals, many of whom have returned with their own children and/or bought their own boat. Community boats generally depend on grants and volunteers and many struggle for funding, volunteers or indeed users. We would like to see the Trust work with the Community Boats Association to research and develop options for stimulating expansion in the provision of affordable trips and holidays to appeal to a broad section of the youth market. These might include joint marketing; work to confront undue perceptions of risk; and design/market studies for a new type of low-cost modern camping boat.
 2. Boating holidays remain an important trigger to long term participation, either as owner, sharer or hirer. However, in recent years the number of children included in holiday groups has progressively declined. There is a close match between the demographic of typical boat hirers and Trust Friends so within the Trust's consumer marketing programmes, we would like to see much **greater emphasis on boating holiday opportunities and a return to the development of joint marketing campaigns with the trade** which proved so successful during the 1980s and 1990s. Such campaigns could focus differentially on children, twenty-somethings etc.
 3. The Trust currently has no means of talking direct to boat holiday takers about becoming supporters. A recent proposal for a new type of contractual arrangement between hireboat operators and the Trust, in which hirers would be signed up as Friends, could **significantly increase the uptake of 'Friendship' and generate valuable market intelligence. This could be used to design a marketing campaign targeted at those booking holidays with their children or grandchildren**.
 4. We would like to see similar creativity in **integrating boating holiday awareness and offers into the Trust's growing educational programmes**.
 5. There is a wide variety of affordable second-hand boats, but the size (and comfort) of canal boats available as new in the market has increased significantly over the years and new boats less than 10m long which are suitable for canals are no longer available.

Production economics probably explain this, but if market research were to establish potential demand, the Trust could consider sponsoring a competition for a radical low-budget small boat design.

6. **Boat clubs** are generally recognised as playing a valuable part in promoting interest in canal boating through their social activities and provision of relatively cheap moorings. We would like to see the Trust support this and help to establish new clubs in under-served locations.
 7. Some boat clubs and other waterway organisations such as the Historic Narrow Boat Club and the Boat Museum Society offer opportunities, events and activities targeting young people and the Trust could help promote these using its extensive online communications. Exposure to historic boats will also deepen the connection with the Trust's wider heritage and encourage young people to develop the skills associated with working boats.
- 3.3 We recommend that the most cost effective initial step would be greater **integration of boating themes** into existing **marketing and communications programmes**. There could be a more proactive stance to getting young people involved through the Friends scheme, Waterway Explorers and associated Facebook pages. Boating should always feature large amongst propositions for how to enjoy our waterways.

4. **Conclusion**

We believe we have offered a good range of ideas for the Trust to consider. Some of the proposals will require more work to translate into viable plans and actions.

Council is invited to express views on which of the ideas should be given priority, taking account of their differing investment/risk profiles and scale of likely resulting benefits.

Produced for presentation to the Trust's Council by boater Council members , March 2014

Encouraging younger and more diverse people to boating on our waterways

Recommendations from Boating Council Members to the Executive Team, July 2014

Introduction

The Executive will recall that discussion on this topic formed part of the last meeting of the Council in Cardiff in March 2014. Boating Council members have further reflected on the subject in the light of the Council's feedback. It is clear that there was strong support for a strategic approach to the objective. Also that there is a wide range of possible initiatives that could be further researched for possible implementation within a broader strategy. Notes of discussions containing details of ideas proposed are posted on the [Extranet](#). This short note summarises key recommendations.

Recommendations

1. The Trust should develop a product-focused strategy setting out the ways in which it would aim to encourage people to use the waterways for all types of leisure purposes, and particularly how it would encourage younger people into boating. In particular, it would highlight the types of infrastructure needed to support the relevant activities (e.g. campsites, canoe hire, boat clubs, community boats) and how the Trust could stimulate investment through information and marketing if not through cash injection.
2. Within this strategy, identify and develop partnerships and pilot projects, using the Trust's fundraising expertise to draw on relevant external funding sources.
3. We recognise that these steps would take some time and effort by Trust employees, so in the meantime, we would like to see within the Trust's marketing strategy a greater focus on marketing campaigns which:
 - a. promote existing opportunities for various types of boating attractive to different age, income and social groups, doing this in partnership with appropriate suppliers (e.g. boat clubs, community boats, hire boat operators, canoe clubs) and relevant organisations/trade associations, sports governing bodies etc.and
 - b. emphasise the integrated national network aspects of the Trust's waterways, to inspire people to explore more widely than their local canal or river.

In this way, boating would be shown by the Trust as one of many activities which everyone might enjoy on the waterways, using 'people like us' to illustrate practical and affordable ways to get afloat.

4. Provide regular opportunities for the Council's elected boating members to contribute to the development of leisure marketing strategies and campaigns.
5. In setting boat licence fees and property rents, recognise that canal/river-based boating businesses rarely enjoy high profitability. Licence fees for vessels used for leisure business purposes should be kept as low as possible as an incentive to investment in greater and more diverse capacity. Rents for boat clubs should likewise reflect their long-term contribution to the fostering of new boaters.

Annexed overleaf is a list of four actions which, subject to executive agreement, boating council members and/or others could begin to pursue with CRT staff and independently. We request that the Executive nominate a CRT officer to advise and liaise with the named Council member.

Possible short term actions

1. Encourage Boat Clubs to set up 'boat buddy' schemes by supplying them with the basic information they need to set up such a scheme eg insurance, H&S, advertising etc. Discuss how we progress this with AWCC. (Lead: Ivor Caplan)
2. Support Hire Boating as one of the main pathways to boat ownership. Discuss a possible new initiative with APCO to include research into how to counter parental etc. fears about children's safety. (Lead: Nigel Stevens)
3. Discuss with the Community Boats Association how CRT might better encourage community boating schemes through (e.g.) spreading best practice and advertising. Understand nature of constraints to expansion of schemes. (Lead: Clive Henderson)
4. Discuss with BMF possible initiatives for stimulating development of new types of cheaper boat. (Lead: Anne Farrell)

MEMORANDUM TO THE BOARD

RATIFICATION OF PARTNERSHIP MEMBER APPOINTMENTS

Report by the Chief Executive
20 November 2014

1.0 BACKGROUND

1.1 The Trust Rules set out the process for appointment of Partnership Chairs and Members.

1.2 Partnership Chairs

1.2.1 Under Rule 2.5, the Joint Council and Trustees Appointments Committee is charged with the appointment of the Partnership Chairs who take office immediately on appointment.

1.2.2 The current chairs have renewal dates that extend to November 2017 as set out in Table 1.

1.2.3 Table 1 Partnership Chair Terms of Office

Chair Name	Current Term of Office Ends	Commentary
Walter Menzies Manchester & Pennine	14 November 2017	Appointed for second term from November 2014 to November 2017
Laurence Newman Museums & Attractions	14 November 2017	Will resign with closure of the Partnership December 2014
Brenda Harvey North Wales & Borders	14 November 2017	Replaces Jim Forrester who resigned November 2014
David Hagg South Wales & Severn	14 November 2017	Replaces Jack Hegarty who resigned November 2014
Peter Mathews West Midlands	14 November 2017	Appointed for second term from November 2014 to November 2017
Mark Lang All Wales	28 March 2015	
Charlotte Atkins Central Shires	28 March 2015	

Chair Name	Current Term of Office Ends	Commentary
Danny Brennan East Midlands	28 March 2015	
Brian Fender London	28 March 2015	
Mark Penny North East	28 March 2015	
John Best South East	28 March 2015	
Tamsin Phipps Kennet & Avon	12 June 2016	
Steve Rumbelow North West	1 November 2016	Resigned 11 November 2014

1.2.4 Trustees will want to note that **Steve Rumbelow**, Chair North West Partnership, has been appointed as Chief Executive of Rochdale Council, and has resigned as Chair of the NW Partnership. Recruitment of his successor will begin shortly.

1.3 Partnership Members

1.3.1 Under Rule 2.6 Partnership Member appointments are the responsibility of each Partnership Chair. However, such appointments are subject to ratification by Trustees. Members are usually appointed for 3 years but to enable rotation, some shorter terms of appointment are now being made. Members may serve a maximum of 6 years.

1.3.2 Appointments are made in the following circumstances

- **Casual vacancies** - resignations and/or decisions to strengthen skills and experience of the Partnership.
- **End of term of office** - in many cases, at this stage in the development of the Partnerships, a block of members will end their first term on the same date and be eligible for a second term

1.3.3 Since September 2014, a number of appointments have been made. These now require Ratification by Trustees and are listed in Item 2.0 with a short biography of each appointee.

2.0 APPOINTMENTS TO FILL CASUAL VACANCIES

The following appointments have been made to fill casual vacancies

East Midlands:

Katherine Wilson – for 3 years to May 2017

Katherine Wilson is based near the Grantham Canal just outside Nottingham and has a marketing consultancy where she works with local authorities, not for profit organisations and SMEs.

Katherine came to Nottingham as an undergraduate and has been based in the East Midlands throughout her career. She did a post-graduate diploma in heritage studies and has significant experience of working in the cultural and heritage sector.

She is married with one daughter and has two dogs who love the towpath.

London:

Roger James – for 3 years to November 2017

After a successful business career encompassing Retailing, Manufacturing and Industrial Equipment Marketing, Roger is currently chairman of Enterprise Enfield where new business start-ups, mentoring and regeneration are the main focus.

His interests are in local politics and healthcare, while hobbies include flying, sailing and rambling

North East:

Emily Lindsay – for 3 years to August 2017

Undergraduate student at Leeds University, interest in rowing, and student engagement with the canal.

Jeannie Beadle – for 3 years to August 2017

Jeannie worked as an IT Change Control Analyst for the bookmakers William Hill for several years before deciding on a career change. In 2008 she started a degree in ecology at the University of Hull, graduating in 2011 with first class honours. Jeannie is now in the final year of a PhD at the University of Leeds looking at the ecology of peatland pools, mainly those created restoration measures. She's delighted to be involved with the Partnership and looks forward to building a productive relationship between the University's students and CRT.

South East:

Kathryn Dodington – for 3 years to September 2017

Kathryn retired from a 35 year business related IT career in British Airways in 2010. She has a passion for waterways, having been introduced to the waterways by her aunt, the original 'Idle Woman', Daphne March; Kathryn lives canal side in Stoke Bruerne. She is a member of the Stoke Bruerne Canal Partnership, The Friends of The Canal Museum, volunteers with the local canal adoption group and is actively involved with CRT's heritage boat *Sculptor*.

3.0 PARTNERSHIP RENEWAL (END OF FIRST 3-YEAR TERM)

- 3.1 Over the next 12 months, in total just over 100 Partnership members positions will complete their first 3-year term as set-out in Table 2 overleaf.

Table 2 Partnership Member Terms of Office

Date Membership Terms Ends	No. of Member Positions	No. of Partnerships in Which the Positions Arise	Partnerships in Which the Positions Arise
Nov-14	25	3	NW, KA, WM
Mar-15	9	1	SWS
Apr-15	19	2	NWB, MP
May-15	15	2	EM, SE
Jun-15	34	5	KA, AW, NE, LN, CS
Oct-15	1	1	KA
Sep-16	2	1	SE
Oct-16	1	2	AW
Jan-17	2	2	KA, LN

KEY:			
AW	All Wales	NE	North East
CS	Central Shires	NW	North West
EM	East Midlands	NWB	North Wales & Borders
KA	Kennet & Avon	SE	South East
LN	London	SWS	South Wales & Severn
MP	Manchester & Pennine	WM	West Midlands

3.2 In the current phase, recruitment to the West Midlands and Kennet & Avon Partnerships is ongoing. In the North West, appointments are substantially complete and require ratification by Trustees. Appointees are listed below:

North West

The following appointments have been made to the NW Partnership:

Audrey Smith, OBE (2nd term) – for 3 years to November 2017

Audrey is an experienced boater with great knowledge of the Leeds and Liverpool Canal as well as the Lancaster Canal. She has previously been Chair of the IWA, Vice Chair of WOW partnerships, a member of IWAAC and Chair of IWA enterprises. Audrey’s professional background is in education. She has been a member of the Canal & River Trust’s North West Partnership since 2011.

Mike Macklin (2nd term) – for 3 years to November 2017

A member of the Canal & River Trust’s North West Partnership since 2011, Mike is an experienced boater on the UK waterways. Mike was previously General Manager of K Shoes in Kendal and Vice President of Wolverine World Wide in the USA. He boats on the Lancaster Canal and is very involved in the Partnership’s project to improve the canal as well as having been involved in the restoration proposals for the Northern Reaches.

Nick Mead – for 2 years to November 2016

Nick owns and operates a hotel boat business across the North West and North East of England. He was previously a voluntary Director for the YMCA in Cambridgeshire and Peterborough. Nick has extensive experience in business including international growth with companies such as Ash Projects, Experian plc, Lenton plc, McDonnell Douglas Information Systems, Tesco and General Electric in the USA. Nick is a volunteer with British Executive Services Overseas, helping companies with IT solutions.

Barbara Trencher – for 2 years to November 2016

Barbara has been a boater for 15 years. She is currently working with the Prince's Charities as a Place Co-ordinator in the North West. Barbara chaired the Burnley Canal Festival Committee in 2014, obtaining grant and in-kind funding to promote and achieve a successful community festival.

Peter Jordan – for 3 years to November 2017

Peter lives and works next to the Leeds and Liverpool Canal. He is a keen boater, canoeist, cyclist and walker of the canal. He is Executive Director of Newground Together, a charitable arm of Together Housing Group which provides social housing across the Pennines. Peter was involved in the Trust's successful bid to the Arts Council which is funding the Super Slow Way project across Pennine Lancashire.

Lesley Woodbridge – for 3 years to November 2017

Lesley is Urban Design Officer for Liverpool City Council, responsible for its public art strategy and the development of art in public places. She also provides the secretariat for Liverpool South Dock World Heritage Site Steering Group. She brings experience of working in strategic partnerships in art, regeneration and heritage and is a member of the Architecture and Design Scotland Panel.

Peter Rowlinson – for 2 years to November 2016

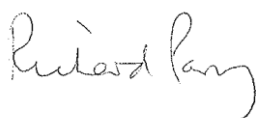
Peter Rowlinson. Peter has a long history of involvement with the canals in the North West of England. As a qualified Town Planner and Deputy Director of Planning and Regeneration for Wigan Council, and Director of Planning and Economy at Rochdale, he was proactively involved in regeneration schemes around waterways. He is now a Trustee of two other charities, the Director of a Community Centre, has his own planning and heritage consultancy and on a voluntary basis leads on a number of high-profile heritage initiatives close to the canal network.

Richard Atkinson – for 2 years to November 2016

Richard is Head of the Waterways and Environment Department for British Canoeing (BC), having previously worked for the Environment Agency as Recreation Officer and Regional Principal Officer for Recreation and Fisheries. He is qualified in Ecology and Management of the Natural Environment as well as in Fisheries Management. Richard has experience in welcoming volunteers into British Canoeing. He is on the CRT/BC National Group bringing together a national Canoeing Development Plan.

4.0 RECOMMENDATION

Trustees are asked to ratify these appointments which have been made by the respective Partnership Chairs in consultation with their Waterway Manager.



Richard Parry
Chief Executive

MEMORANDUM TO THE BOARD

WORKING COLLECTIONS POLICY

Report by Marketing & Fundraising Director
20 November 2014

1.0 INTRODUCTION

- 1.1 The Canal & River Trust cares for a designated collection at its three accredited museums. The collections are an important asset and the Trust is committed to preserving and managing the objects in its care for the benefit of the public now and in the future.
- 1.2 Demonstrating an object in motion can add immeasurably to the understanding of its purpose and significance. Operating an object can sometimes also contribute to its preservation and help preserve appropriate skills. However, operating objects will also inevitably result in their wearing out.
- 1.3 Having an up-to-date policy based on sound principles is important for our application for accreditation.

2.0 PURPOSE OF THE WORKING COLLECTIONS POLICY

- 2.1 The purpose of this policy is to ensure that the Trust fulfils its responsibilities in relation to the care and conservation of the collections which are operated or kept in working order. It is to ensure that working objects are used in a safe, secure and sustainable way, according to best practice, now and for the future.
- 2.2 The policy guides the approach to collections, when it is appropriate to operate a collection item and informs the continued operation and maintenance programme for the safety of the collection and for the safety of the staff member.

3.0 AIMS OF THE WORKING COLLECTIONS POLICY

- 3.1 The aims of the Working Collections Policy are:
 - To enable collections to be operated while ensuring that they are protected and preserved
 - To provide a framework which enables decisions to be reached on appropriate operation of collections items
 - To ensure that such collections are operated safely and in accordance with appropriate health and safety standards
 - To contribute to the understanding of working collections and to ensure that such operation adds to the value and significance of the collection item

- To ensure that such operation respects the integrity of the collection item and is consistent with recognised preservation and conservation standards
- To ensure that any decision to actively intervene in an object to return it to working order is made according to an agreed process

4.0 GUIDING PRINCIPLES OF THE WORKING COLLECTIONS POLICY

4.1 The following principles underpin the operation of collections items at the Trust:

4.2 Enhancing Value

4.2.1 Decisions to operate a collections item will be made where there is a significant value to such operation, for example where it contributes to the understanding of the collection item, where it significantly aids interpretation or enhances the historic value of the item itself.

4.2.2 The Trust will maximise the public value of operation of collection items through:

- Supporting the use of working collections for learning, study and research
- Adding to the knowledge of collection items through restoration to working order
- Maintaining and actively promoting heritage skills through the operation of collection items
- Supporting good practice in the operation of collections

4.3 Utilising a Risk Based Approach

4.3.1 The Trust will undertake assessment of risk to both the collections item and the operator. Evaluation of the risks, their likelihood and the impact in terms of risk to the operator and value of the object or collection will be used to inform the nature of the operation, frequency of operation and any limits for operation.

4.4 Maintaining the Integrity of the Collection Item

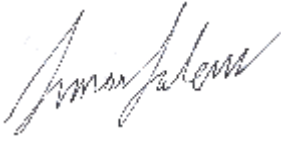
4.4.1 Restoration of a collection item to working order will only take place once a full assessment of the historic and aesthetic value of the item has taken place. Conservation principles and a policy of minimum intervention will be followed so that as much as possible of the original fabric will be retained. Decisions to replace rather than restore or repair must be made in conjunction with the Collection Manager and where appropriate original material removed will be retained within the collection. Modification or additions made or those required for health and safety reasons will be fully documented.

4.5 Sustainability

4.5.1 Wear and tear or loss of parts will be considered acceptable where these are designed to be replaced, where the original is no longer present or where there are agreed limits set to avoid the complete loss of historic fabric. The level of operation and use will be periodically reviewed to ensure that it remains sustainable.

4.6 Recommendations

Trustees are asked to endorse the decision to create a Working Collections Policy (copy of the full document is available on request) operating on the above principles.

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

SIMON SALEM
Marketing & Fundraising Director

MEMORANDUM TO THE BOARD

COMPANY MATTERS REQUIRING TRUSTEES APPROVAL

Report by the Company Secretary
20 November 2014

1.0 PURPOSE

1.1 The purpose of this paper is to amend the Scheme of Delegation to include the Assistant Company Secretary on the document sealing panel; to seek approval for appointing directors to subsidiary companies; and to amend the Trust's main bank mandate.

2.0 RECOMMENDATION

2.1 Trustees are invited to **approve**:

- The resolution to update the delegation arrangements for the sealing and certification of documents on behalf of the Trust,
- The appointment of three CRT nominated directors for the three The Waterways Trust subsidiary companies, and
- Proposed change to the CRT1 account mandate to include a new signatory.

3.0 DELEGATION – COMPANY SEAL AND CERTIFICATES

3.1 A proposed Board resolution is attached as Appendix 1 to deal with a minor revision to the delegation arrangements which were approved by the Board at the September 2014 meeting, which relates to the sealing and certification of documents on behalf of the Trust, to add Yetunde Salami, the new Assistant Company Secretary, to the persons authorised to use the Common Seal; this brings together in one resolution the delegation from the Board for sealing and certifying documents.

3.2 Part of the scheme of delegation approved by the Board at the September 2014 meeting deals with authorising certain individuals to apply the Common Seal of the Trust to documents. The new Assistant Company Secretary, Yetunde Salami, needs to be added to the persons authorised to use the Common Seal of the Company to documents implementing approved transactions.

3.3 In addition, the Trust is required in certain documents to give certificates in compliance with sections 117 to 126 of the Charities Act 2011. Those sections concern regulatory due diligence in respect of dispositions of land by or to the Trust. Charity Commission guidance CC28, (section F4) confirms that "In a corporation the trustees can delegate the giving of the certificate to the person signing the document on behalf of the corporation".

3.4 The Board is asked to resolve that the same members who are authorised to use the Common Seal are also authorised to certify documents in compliance with sections 117 to 126 of the Charities Act 2011.

- 3.5 A combined resolution is proposed to deal with the revision to the delegation arrangements, the use of the Common Seal and the certification of documents for the purposes of enabling the Trust provide a copy of this resolution to third parties where evidence is requested that the individuals using the Common Seal and certifying documents are duly authorised.

4.0 APPOINTMENT OF CRT NOMINATED DIRECTORS

- 4.1 Following the acquisition of The Waterways Trust (TWT) in July 2012 all operations, assets and liabilities held by TWT and its three subsidiary companies have been transferred to Canal & River Trust with the aim to make the TWT entities dormant. The next step in this process is to formally remove the TWT directors from the three TWT subsidiary companies and appoint two CRT nominated directors to ensure all remaining regulatory matters are dealt with.

- 4.2 The background and current director appointments of each subsidiary are as follows:

- 4.2.1 **NWM Enterprises Limited** - TWT trading subsidiary which included shop, café and boat trips income now operated and managed by the CRT Museums & Attractions team. **Commercially confidential material removed**. The current directors are Roger Hanbury, Ian Valder and Lawrence Newman.

- 4.2.2 **Ribble Link Construction & Operation Ltd** - The Company was created to provide for the operation and maintenance of the Millennium Ribble Link following the completion of its construction in October 2000. The Ribble Link operations and maintenance are now fully funded by CRT following the utilisation of the remaining dowry funds in this subsidiary. **Commercially confidential material removed**. The Company's only director is Roger Hanbury.

- 4.2.3 **Rochdale Canal Company** – This is a statutory company incorporated under the Rochdale Canal Acts 1794 – 1965. The Company is responsible for carrying out its statutory obligation to maintain the Rochdale Canal. All operations and maintenance are now fully funded by CRT which benefits from the maintenance agreements with the three local authorities transferred from TWT. **Commercially confidential material removed**. The current directors are Roger Hanbury and Frances Done.

- 4.3 The proposal is to appoint Steve Pullinger, Head of Tax & Accounting; Paul Fendrich, a senior solicitor in the legal team and Vince Moran, Technical and Operations Director as the directors for these three entities. The current directors of NWM Enterprises have all agreed to resign as soon as new directors are appointed. Roger Hanbury has also agreed to resign from his remaining directorships in the other two companies.

- 4.4 The Board are asked to approve the appointment of Steve Pullinger; Paul Fendrich and Vince Moran as directors of these three companies replacing the current directors.

5.0 CHANGES TO BANK MANDATE

- 5.1 The Trust's main bank account, called CRT1, has a mandate currently with signatories structured as stated in Appendix 2.

- 5.2 It is proposed that Chloe Hahn, Group Finance Analyst be added to Panel A in order to provide additional cover to Panel A.



PHILIP RIDAL
Company Secretary



MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT

Report by the Chief Executive
20 November 2014

1.0 INTRODUCTION & OVERVIEW

1.1 This report covers the period to the end of September, with updates for October added where possible.

2.0 PERFORMANCE

2.1 **Commercially confidential material removed**

2.2 **Commercially confidential material removed**

2.3 **Commercially confidential material removed**

2.4 The KPI report is attached at Appendix 2. **Commercially confidential material removed.** Other Amber-rated measures include:

- Safety performance is, as reported in Appendix 3, showing significant improvement and if this continues (with no RIDDOR accidents in the last 5 months), then we may achieve the demanding target that we set for the year.
- **Commercially confidential material removed.**
- **Commercially confidential material removed.**
- **Commercially confidential material removed**
- **Commercially confidential material removed.**

3.0 EXECUTIVE REPORTS

3.1 The Executive's reports feature as Appendices 3 to 10. This includes a new Customer Services appendix (5) which it is proposed will feature regularly. The main points to draw to the Board's attention are:

- As described in the Health and Safety report (appendix 3), the Coroner in the Harecastle tunnel case has fully accepted our response to his recommendations;
- The Operations & Asset Management Appendix (4) reports the completion and re-opening of the Sutton Weaver swing bridge, our largest single project this year and a successful collaboration with the local authorities who met the bulk of the cost; and that we will achieve an important milestone in January with the 'opening' of the new sediment transfer facility outside Coventry which will reduce dredging costs.
- The Customer Services report (Appendix 5) provides an update on various boating and moorings issues. The winter moorings permits are proving popular with sales almost double last year. We have announced the inflation-matching 1.6% increase in boat licence fees from April '15 in line with the Board's earlier commitment.

- Commercially confidential material removed
- Commercially confidential material removed
- The Volunteering and Engagement report (Appendix 7) describes the very positive progress with youth volunteering commercially confidential material removed
- The Fundraising report (Appendix 8) describes the on-going success of our new approach to individual giving, commercially confidential material removed and the Stratford-Stratford project also fully funded; HLF have also granted stage 1 approval to two of the Trust's significant local projects with Carpenter's Road lock in London and Finsley Gate restoration in Burnley.
- The Marketing and Communications report (Appendix 9) outlines a successful phase of political engagement with a successful water safety event held at the Conservative Party conference and in October an exhibition in the Palace of Westminster.
- The HR report (Appendix 10) summarises the results of the recent employee 'pulse' mini-survey which shows improving employee engagement, and updates on the current senior recruitment with advertisements for the new Finance Director and Head of Customer Services live, and the new Head of Audit starting in January.

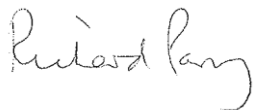
4.0 UPDATE ON OTHER ACTIVITIES

- 4.1 The work on Strategy development and Business planning is described in a separate paper. Work with Cardiff University on an outcomes measurement framework is progressing well, linked to the agreed 10 year 'scale of ambition'.
- 4.2 The Strategy Implementation organisation change project culminated with the formation of the new Operations & Asset Management directorate, launched on November 3rd. This creates Waterway teams focussed on local customer service and community engagement, supporting their local Partnerships; and national Asset Management and Asset Delivery teams to ensure our works programme is prioritised, planned and managed as a single integrated national programme. Whilst all senior appointments were made by the end of October, the appointment of Dean Davies as Direct Services Manager will be pending the end of his current secondment to the role of acting Head of Customer Services at Christmas. Hence the changes will be subject to a staged transition over the next three months. Further appointments (partly the 'ripple' effect of the first set of appointments) are being made over the next few weeks. External advertising is underway for vacant Waterway Manager positions and the new Development & Engagement Manager roles.
- 4.3 In our Museums division, the next stage of the transition is underway. Wendy Capelle – who has covered the Head of Museums & Attractions role since April - has returned to her Waterway Manager role from 1 November as planned, and Ian Easby (Finance Manager) will cover the role until the end of the financial year. We are about to begin recruitment for the permanent, re-scoped Head of Museums role.
- 4.4 At the September Board, the Trustees requested an update on the Waterway Chaplaincy. A Memorandum of Understanding was signed with Workplace Matters, the ecumenical charity which manages the waterway chaplaincy programme, in July. Under the MoU, the Trust provides support and expert assistance with fundraising to Workplace Matters. It requires regular contact and sharing of information between the Trust's Enforcement Officers and Waterways Chaplains, with an agreed communications plan. Workplace Matters provides training for its chaplains and the Trust offers a basic induction programme for new chaplains. Commercially confidential material removed.
- 4.5 To build on this, the Trust decided to appoint a full-time Welfare Officer to complement the work of the chaplains in supporting vulnerable boaters who, due to any number of factors, may be finding it harder to cope with life afloat. The fixed term post has been filled by Sean

Williams, formerly a tenancy sustainment officer for an award-winning Hertfordshire housing association, from 3rd November. Sean will develop partnerships with a network of external agencies whose remit includes providing welfare assistance, etc., also offering expert advice for colleagues and stakeholders on matters involving vulnerable boaters, and, in particular, with enforcement cases where the boat owner is discovered to have welfare needs.

- 4.6 Trustees should be informed that the Trust is the subject of a potential prosecution for an offence, under the Wildlife and Countryside Act 1981, of intentionally damaging a bird's nest while the nest was in use, which may come to court shortly. This relates to an incident that is alleged to have occurred in April 2013 during works to raise the crown of a willow tree overhanging the disused lock at City Road Lock in Islington in preparation for upgrade works. The Trust is satisfied that its staff followed the correct process with correct environmental assessments made, only an old nest removed and no harm evident to wildlife which remained active in the area. A summons has been issued but a number of defects will need to be rectified before the case can proceed and because of this the Trust has not yet seen the police evidence. **Commercially confidential material removed.**

Richard Parry
Chief Executive



APPENDIX 1: FINANCE REPORT

Report by the Finance Director
20 November 2014

1.0 INTRODUCTION

1.1 The report provides an explanation of:

- Actual results for the six months to Sept 2014,
- Full year forecast (F6) for the year ending March 2015,
- Interim financial accounts report for the 6 months ended 30th Sept 2014,
- General Fund cash position,
- Investment Capital account position and forecast,
- Restricted Income Funds and explanation of accounting presentation

2.0 RECOMMENDATION AND SUMMARY

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

3.0 **Commercially confidential material removed**

4.0 INCOME AND EXPENDITURE

4.1 The schedule below shows **contribution** by activity area for the full year F6 forecast.

4.2 **Commercially confidential material removed**

4.3 **Commercially confidential material removed**

4.4 **Commercially confidential material removed**

4.5 **Commercially confidential material removed**

4.6 **Commercially confidential material removed**

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4.8 **Commercially confidential material removed**

4.9 **Commercially confidential material removed**

4.10 A more detailed income statement schedule, together with the national teams schedule, are included in **Commercially confidential material removed**

As shown on the table in Appendix 1, there is a surplus at 30th Sept 2014 of £12.6m caused by:

- some costs relating to the generation of funds are scheduled to be incurred in the second half of the year with the result that “Total net Incoming Resources” positive variance against Plan will fall from £9.7m at Sept to £7.2m by the year end;
- expenditure on Waterway Maintenance and Repair is £6.9m behind the Plan as at Sept but is forecast to be £4.1m in excess of Plan by the year end – a swing of £11m. This is due to some large projects being phased to occur in the second half of the year.

4.11 The reduction of £248k in forecast full year Waterway spend, compared with the F4 forecast, is due to timing differences between expenditure and the allocation of voluntary income funds (from the Designated & Restricted Income Fund) on projects that are funded by voluntary income funds. In total, net waterway spend is forecast to be £4.1m in excess of the Plan.

4.12 Total Net Incoming Resources for the full year are now forecast to be **commercially confidential material removed** better than the Plan for the full year, which is **commercially confidential material removed** more than forecast at F4. The forecast deficit for the year is now **commercially confidential material removed** compared with a planned deficit of **commercially confidential material removed**.

5.0 **Commercially confidential material removed**

6.0 **Commercially confidential material removed**

7.0 **Commercially confidential material removed**



Philip Ridal
Finance Director

Appendix 1 – Group Summary - Period 6 YTD and F6 for the year ending 31st March 2015.

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Appendix 1 continued – National Teams for six months to Sept 2014 and F6 full year forecast.

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Appendix 2 – Designated and Restricted Voluntary Income Funds

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Appendix 2 continued – Summary of Designated and Restricted Fund

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Appendix 3 – Investment Capital forecast

Commercially confidential material removed

Appendix 4 – Interim Financial Statements

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Commercially confidential material removed

APPENDIX 2: KPI'S FOR 2014/15

Measure	September 2014	Year to Date Plan	Plan 2014/15	Actual 2013/14
WATERWAYS				
Planned Preventative Maintenance (PPM) Delivery (average % achieved over last 12 months)	97.0%		95%	86.3%
Nº of High Priority Customer Service or Safety related Infrastructure Defects cleared (% of identified programme)	50%	45%	90%	85.6%
Combined Employee, Volunteer and Contractor RIDDOR Accident Frequency Rates (accidents per 100,000 hours)	0.34		0.2	0.29
Public Safety: Proportion of injuries directly associated with infrastructure condition	9.8%		10%	10.18%
Nº of days of unplanned closures to navigation (current year to date)	587	500	1,000	1,647
PLACES / PROSPERITY / PEOPLE				
Nº of visits to our waterways	204 million	210 million	360 million	351 million
Growth in Nº of visitors to our museums and attractions over last 12 months (on a rolling 1 year annualised basis)			5%	TBC
Nº of people that visited our open days	780	700	11,000	10,096
Nº of children participating in face to face educational sessions (Canal and River Explorers sessions)	29,263	15,000	30,000	27,441
Nº of Volunteer Hours worked (assumes 7 hours per day)	188,715 26959 days	200,000 28571 days	400,000 57143 days	359,368 51338 days
Nº of Community Adoptions (cumulative)	68	67	80	54
% of young people participating in social action within overall total of volunteer activity	Measured Annually		10%	7%
Satisfaction –				
• Employees - Employee engagement score			45%	43%
• Volunteers - % that would recommend			87%	87%
• Towpath Users - % that would recommend	76%		85%	85%
• Visitors - % that would recommend			90%	Surveys in progress
• Boaters - Satisfaction Score			75%	71%
Employee absence / attendance (average days absence)	6.8		6.5	6.5

Measure	September 2014	Year to Date Plan	Plan 2014/15	Actual 2013/14
INFLUENCE				
% of people surveyed who are aware of the Trust (brand awareness)	32%		30%	26%
% of people surveyed who the Trust's "cause" is definitely or probably worth the public supporting (brand appeal)	75%		75%	69%
% of people surveyed who say they are definitely or probably likely to support the Trust (propensity to support)	22%		25%	19%
RESOURCES				
Annual total return on our endowment portfolio (exceeds market benchmark on a rolling 3 year annualised basis)	Commercially confidential material removed		Commercially confidential material removed	Commercially confidential material removed
Growth in gross commercial income (linked to the waterway infrastructure trust) and voluntary income (grows greater than inflation on a rolling 3 year annualised basis)	Commercially confidential material removed		Commercially confidential material removed	Commercially confidential material removed
Carbon Emissions Plan – Electricity Consumption (GWH)	10.2	13	25	26
No of active Friends, regularly donating	7,772	6,521	7,500	5,541

APPENDIX 3: HEALTH & SAFETY MANAGEMENT

Report by Operations & Asset Management Director

20 November 2014

1.0 INTRODUCTION

1.1 This report covers the period September and October 2014. The format of the report is in line with the format of reports presented at each Trustee meeting during the year and covers the key areas of risk – Assets, Visitors, Employees, Volunteers and Contractors.

2.0 ASSETS

2.1 Asset Inspection Process

2.1.1 The overall inspection process is on target.

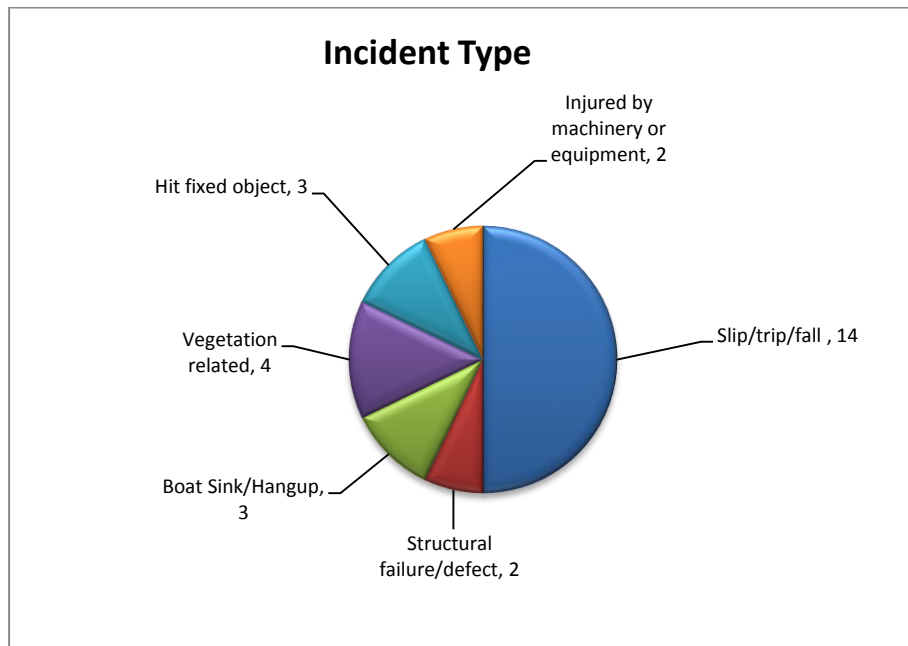
3.0 VISITOR SAFETY

3.1 There were 6 fatalities on our property during the period - none were the result of infrastructure failings or other cause attributable to the Trust:

- **Swansea Canal, SW&S** - The body of a male was recovered from the canal which the police are treating as unexplained but not suspicious.
- **Leeds & Liverpool Canal, NW** - Lancashire Police discovered a male body in the canal and requested assistance with closure of the canal and towpath.
- **Huddersfield Canal, M&P** - A 17-year-old male was recovered from the canal after police were alerted. The male was taken to hospital where he later died. The police are treating the death as unexplained.
- **Liverpool South Docks, NW** - A male body was discovered by Dock Security in the Canning Dock and the Fire and Ambulance service recovered the body.
- **Leeds Liverpool Canal, NW** - A 64-year-old man remains in police custody on suspicion of murder after a 47-year-old woman was found dead on a boat in Salterforth in early October.
- **Rochdale Canal, M&P** - A Trust engineer conducting a site visit of the Rochdale Canal came across a police operation recovering a body from the canal. A temporary closure of the canal and towpath was implemented to enable a recovery and investigation search to take place.

3.2 There have not been any reportable injuries to visitors in the period.

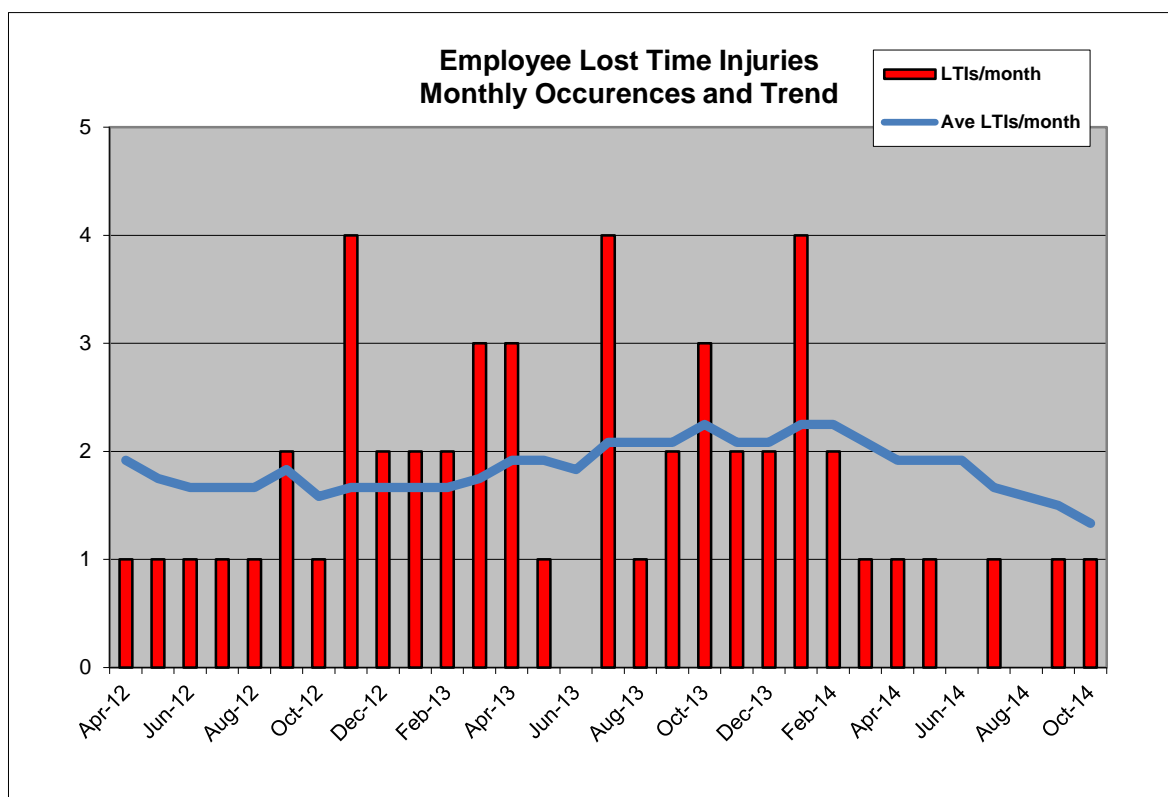
3.3 The analysis of incidents involving members of the public reported for the 7 months to the end of October shows 278 incidents which involved loss or injury. We concluded, following investigation, that 28 had an infrastructure related cause (i.e. a defect requiring remedial action). At 10.1% of total incidents, this rate is just above our target of 10%. The chart overleaf shows the type and proportion of incidents:



- 3.4 A recent sinking of a hire craft at a lock in Bath attracted some media and hire boat industry attention. So far this year, there have been 10 sinkings in locks compared to 5 in 2013 and 8 in 2012. 50% of sinkings in the last three years have involved hire boats and we are in discussion with hire trade industry representatives to identify any lessons from these incidents.
- 3.5 A new edition of the Boaters Handbook, first issued in 2002, has been launched giving owners and hirers important safety information. The editorial panel has included representatives from the hire trade, Navigation Advisory Group and other navigation authorities.
- 3.6 The Coroner investigating the Harecastle Tunnel tragic boater death, which was reported at the last meeting, has fully accepted our response to his finding of accidental death. He has asked to be informed of the outcome of the longer term communications review which is underway.
- 3.7 A member of the public has reported to the Health and Safety Executive (HSE) concerns about the width of the railings on the Pontcysyllte Aqueduct and the risk of a child falling through the railing gap. The HSE have asked for a report on our assessment of managing the risk and this is being prepared.
- 3.8 The Trust, together with the Environment Agency, are joint sponsors of the Boat Safety Scheme which sets standards for the safety of boats using the inland waterways. The standards require the checking of all boats for electrical, gas, ventilation, fire and other risks resulting in the issue of a Boat Safety Certificate for compliant boats using our waterways and those of associated navigation authorities. The Lake District authorities are not members of the Boat Safety Scheme and a recent tragic incident on Lake Windermere resulted in the deaths from carbon monoxide poisoning of a woman and her daughter. The woman's partner will be the subject of criminal prosecution proceedings from mid - November and there may be significant interest in the case. It is likely, that the Boat Safety Scheme will be asked to comment on the case once proceedings are concluded and we are producing a prepared response which will emphasise the vital importance of carbon monoxide safety improvement actions as the risk of boater death from carbon monoxide poisoning is statistically twice that of the UK population in general.

4.0 EMPLOYEES

- 4.1 The recent performance related to employee injuries has been encouraging and the chart below shows the overall position indicating the improving trend in Lost Time Injuries. It is pleasing to report, that there were only 2 Lost Time Injuries during the period resulting in 3 days lost (details below). The current performance is the best ever recorded.



4.2 Employee Lost Time Incidents during Period

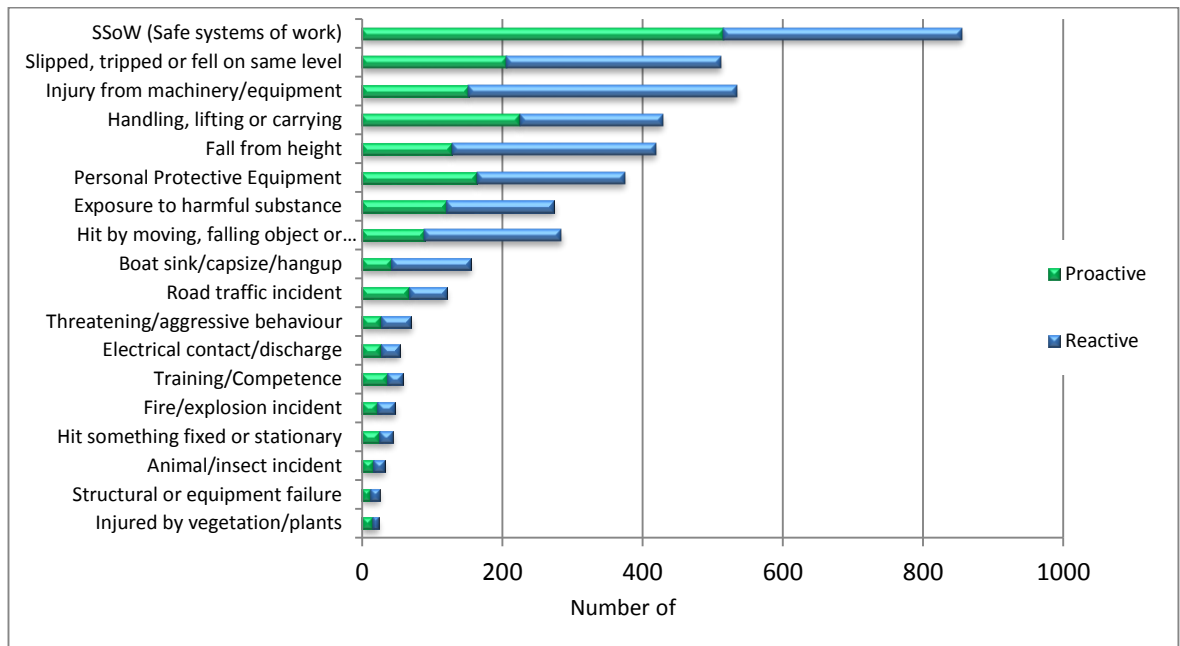
- 4.2.1 The following Lost Time Injuries were recorded during the period:

Leeds & Liverpool Canal Lock 74 - Waterway Operative sustained injury to finger whilst operating a lock gate paddle mechanism. The safety pawl has been modified. **Commercially confidential material removed**

Green's Lock, East Midlands - A member of the Customer Operations team sustained a minor back injury whilst cleaning the grill at Greens lock which had become blocked by reeds. **Commercially confidential material removed**

4.3 Safe Behaviour

- 4.3.1 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 in the following table and we remain satisfied that our safe behaviour programme is being well supported. To ensure this continues, we are identifying areas where performance is highest and sharing the lessons of how that is achieved. Discussions with our national safety representatives lead us to believe that the emphasis on safe behaviour is positively affecting the workforce's approach to safety



4.4 OCCUPATIONAL HEALTH

4.4.1 No Occupational Ill Health issues have been reported in the period.

5.0 VOLUNTEERS

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

5.2 In response to the incidents earlier in the summer, 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. We recognise the increased potential for serious injury with volunteers of mature years and will be ensuring that these factors are included in risk assessments. In preparation for the return of volunteer lockkeepers next year, a lock keeping safety and good practice video is currently in production. We hope this will help reduce the likelihood of injuries which occurred this year when the lockkeepers were newly recruited or returning to work.

6.0 CONTRACTORS

6.1 There have been no RIDDOR reportable injuries to contractors reported during the period.

7.0 OVERALL SAFETY PERFORMANCE

7.1 Accident Frequency Rates (AFR)

7.1.1 AFR is our main safety key performance indicator and the table below shows AFR for each component of Trust employees, contractors, and volunteers. It is particularly pleasing that there has not been a RIDDOR reportable injury involving employees or volunteers in the past four months. The target overall performance is an AFR of 0.20 which would be a significant improvement over recent performance and a step towards industry benchmarks. Recent data shows a continuing improvement towards this target though it will be challenging to reach it by the end of the year requiring no RIDDOR reportable injuries to occur during the winter period. The increase in the rate between March and June in the table on the following page shows the effect of the volunteer injuries on the overall rate.

	Riddor AFR (12 month average) March 2014	Riddor AFR (12 month average) June 2014	Riddor AFR (12 month average) August 2014	Riddor AFR (12 month average) October 2014
Employees	0.33	0.36	0.33	0.24
Volunteers	0.46	0.96	0.96	0.96
Contractors	0.00	0.00	0.09	0.09
Combined Rate	0.29	0.37	0.36	0.30



Vince Moran
Operations & Asset Management Director

APPENDIX 4 : OPERATIONS & ASSET MANAGEMENT REPORT

**Report by the Operations & Asset Management Director
20 November 2014**

1.0 ASSET REPAIR AND MAINTENANCE

1.1 Major Works

1.1.1 The Major Works Programme is broadly on plan to deliver agreed projects to the value of £26m including the increased dredging expenditure of £2m. Project variances and risks are being actively managed to achieve plan targets on outputs and costs. Two significant projects included in the published plan – Bosley Reservoir (Manchester & Pennine) and Horbury Culvert (North East) - have been deferred to 2015/16 to enable more effective and lower cost delivery to be achieved. As a consequence of this change, five additional projects have been brought forward for delivery this financial year. A small number of unplanned arising projects are also included in the programme.

1.1.2 The largest individual project at Sutton Weaver swing bridge was completed to plan during October, with an official opening ceremony involving the local Council. In return for our agreement to allow three lane traffic on the bridge, the Council have agreed to take responsibility for the cost of certain elements of future repairs to Sutton Weaver and four other similar bridges in the area. The photograph below shows the local MP leading the re-opening ceremony:



1.1.3 Other works progressing during the period include embankment repairs, towpath upgrades through external funding and dredging schemes. The photographs below illustrate types of work in progress:



Dog Head Stakes Weir and fish pass



Regents canal waterway wall repairs featured in publicity for start of winter works programme



*Ivy House Lift Bridge, Caldon Canal
undergoing safety improvement works*



Mooring improvements Grand Union Canal, Rickmansworth

1.2 General Works – Waterway Delivery

1.2.1 **Commercially confidential material removed**

1.3 Defect Repairs

1.3.1 At the end of September, approximately 1900 planned defects were completed, which is 50% of the annual target. A wide variety of tasks are included and the photographs below give an illustration of the types of works undertaken by various waterway teams:



Culvert repair Montgomery Canal – before/after



Culvert repair – Monmouthshire & Brecon Canal



*Hawford area improvements – Gloucester & Sharpness canal
bye-weir/moorings*



Droitwich Canal – Reed Cutting



South Stratford Canal - Weir rebuild

- 1.3.2 **Planned Preventative Maintenance** – scheduled maintenance plans have been delivered to plan so far this year.
- 1.3.3 **Unplanned urgent works** – the nature of the waterway infrastructure inevitably produces arising tasks which have to take priority over planned works in the interests of safety and/or customer service. Tasks can involve a wide range of activities such as fallen trees, lock gate damage, bridge operability, towpath safety, vandalism and much more. During the period, the most notable issues have been fallen trees during the very windy period in mid-October and our vegetation contractors mobilised extremely well in all cases clearing trees within 48 hours or less.

2.0 CUSTOMER SERVICE

- 2.1 **Customer operations contract performance** – the main customer facing contracts of vegetation, waste, facilities maintenance are all performing well. The winter edge to water’s edge grass cut programme has commenced and in most places will conclude during November. Hedge cutting and offside vegetation clearance are priorities for the winter period.
- 2.2 **Winter Works Programme** – the programme of lock gate replacement, repair and associated works commenced in early November as planned.
- 2.3 **Volunteering** – The period has seen the continuing contribution of good quality volunteer outputs covering a wide range of activities including small scale maintenance and repair and general environmental clean-up. The photographs below show volunteers in action at various locations around the country:



Swansea canal – Waterway wall repairs



Worcester area parapet wall repairs



Central Birmingham improvements



K&A reed bed planting

3.0 EFFICIENCY

3.1 Structure Change

- 3.1.1 The new Operations & Asset Management structure began on 1st November with most senior management and support management positions in place.
- 3.1.2 Moves of senior managers to new roles has created Waterway Manager vacancies at the Kennet & Avon, West Midlands and South East waterways and all roles are being advertised internally and externally. Temporary appointments are in place in all three waterways with Nick Worthington, Waterway Manager, South Wales & Severn taking temporary responsibility for the Kennet & Avon waterway in addition to his substantive role.
- 3.1.3 Internal and external advertisements have been placed for the new role at waterways of Development & Engagement Manager and the intention is to make appointments to 5 or 6 roles initially rather than at all 11 waterways to establish and test the new role.
- 3.1.4 George Ballinger, Head of Asset Management & Performance, has indicated his intention to retire around the end of April 2015. This is a key senior management role and we intend to advertise the position internally and externally by the beginning of December.

3.2 Remote Operations of Structures

- 3.2.1 Further testing and planning work has been undertaken in the period in preparation for presenting a detailed project programme as part of the business planning process.

3.3 Dredging Sediment Transfer

- 3.3.1 All the consents and permissions have now been achieved for the first sediment transfer facility based at Bubbenhall, near Coventry. **Commercially confidential material removed** This is a significant and strategic efficiency project which reduces the cost of disposing of the proportion of dredged material that has to be deposited as land fill as well as securing tipping locations for many years. We estimate that dredging costs will be reduced by approximately 10% compared to current costs.

4.0 WATER AND ENVIRONMENT

4.1 Water Resources Strategy Consultation

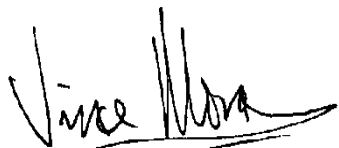
- 4.1.1 The 8 week public consultation closed in early November, with 150 responses received which are now under careful review.

4.2 Montgomery Canal Restoration

- 4.2.1 Great Crested Newts – **Commercially confidential material removed**. a revised timetable to provide a Licence by the start of February to allow exclusion of newts to start as soon as the weather is suitable in 2015. **Commercially confidential material removed**

4.3 River Severn Fish passes

- 4.3.1 **Commercially confidential material removed**
- 4.3.2 Improvement works to major river weirs such as those on the River Severn are significant and, therefore, achieving external funding with partners such as the Environment Agency will be essential for works of the scale required to be contemplated.
- 4.3.3 **Commercially confidential material removed**

A handwritten signature in black ink that reads "Vince Moran". The signature is written in a cursive style with a long, sweeping underline.

Vince Moran
Operations & Asset Management Director

APPENDIX 7: VOLUNTEERING AND ENGAGEMENT

Report by Marketing & Fundraising Director
20 November 2014

1.0 YOUTH ENGAGEMENT

1.1 **Commercially confidential material removed**

1.1.1 **Commercially confidential material removed**

1.2 Youth Social Action Journey Fund

1.2.1 The Fund is a Cabinet Office initiative launched in 2013 to help voluntary organisations increase the number of young people aged 10 to 20 take part in social action.

1.2.2 A total of 333 young people were engaged in Junior and Senior Waterway Action Squads with the Trust between January and September 2014.

1.2.3 A further 155 young people will be engaged by the end of the project in March 2015.

1.2.4 The project has provided an opportunity to raise the Trust's profile within the youth sector and has already led to a number of new working relationships being established.

1.3 Vulnerable & Disadvantaged Young People's Fund

1.3.1 The second cohort of 14 young people started this programme in October 2014. A Social Action Project to uncover an overgrown lock along the Caldon Canal has been identified and will run from December to February, enabling participants to gain a wide range of practical skills and make a huge impact on the physical waterway environment and local community. The young people will all work towards their Level 2 Certificate in Work Based Environmental Conservation.

1.3.2 Taster sessions and further Churnet Valley Action Squads are being set up to meet the wider targets of the CVLLP project.

1.4 Skills for the Future

1.4.1 The recruitment is now complete. 14 trainees have been appointed.

1.4.2 The first of our Waterway Heritage Trainees commenced with local teams on the 22nd September with the remainder starting the week of the 29th. The trainees will learn the skills of lime mortaring, stonemasonry and carpentry, among other skills that are

essential to maintaining and improving the network. In conjunction with the Heritage Craft Alliance, our trainees will receive both formal classroom training which can then be implemented on the Waterway in which they are based.

2.0 VOLUNTEERING

2.0.1 Commercially confidential material removed

2.1 Adoptions

2.1.1 The Trust is on target to reach its adoption target this year. Currently there are 68 confirmed & active adoptions and 17 in the interested or planning stage.

2.1.2 Following work to review the adoption concept/offer in the autumn initial proposals include:

- The Adoptions 'product' is overall very successful but needs more focus/direction.
- Lack of ongoing Trust support is an issue for several groups at a local level with comments that we are slow to respond with decisions and materials.
- Resources will be developed at national level to help Trust Task Managers and the groups themselves improve the planning of their work.

2.2 Corporate Volunteering

- Following a contact with British Gas earlier in the year, they are now working with us to plan a series of adoptions across the country.
- **Commercially confidential material removed**
- We have also recently secured an adoption with Thwaites Brewery in the North West working closely with the local waterway staff.
- Yorkshire Water has confirmed that they wish to extend their adoption for a second year in the North East.

2.3 Volunteer Safety Review

2.3.1 Following a number of reportable incidents involving volunteers, the central safety team and volunteering teams undertook a review of all of the incidents to establish if there were any common causes. No significant common thread was established, although a number of the incidents involved lockkeepers. The following actions have been taken:

- All volunteer coordinators have been reminded of the importance of induction and initial training (particularly with the lock keeper volunteers)
- Increased focus on induction for 2015 intake of volunteer lock keepers
- The Safety Team are producing a video to assist this induction, which includes subtitles for those hard of hearing. This will be ready for the new season in 2015.
- Review of Volunteer Safety Management process (which involved safety management). This process is now being significantly reduced in size and, to

avoid internal confusion, all safety processes will now be incorporated into the main whole trust process. The central safety team are aiming to launch the new process shortly.

3.0 EDUCATION & INTERPRETATION

3.0.1 The team are on target to significantly exceed this year's target (30,000), having reached 29,263 children to date in face to face educational sessions to the end of September.

3.1 Five Star Resources

3.1.1 The Times Educational Supplement has rated two of our online educational resources, produced as part of our school's marketing campaign as "five star" for their relevance to the new National Curriculum. The two are Water Safety and Local Studies

3.2 **Commercially confidential material removed**

3.2.1 **Commercially confidential material removed**

3.3 Build a Canal PR

3.3.1 We have launched our new on-line Build a Canal interactive with a Twitter campaign aimed at teachers. Guardian Teach tweeted a link to the game three times to it 73k followers – along with retweets from Kids in Museums, Heritage Alliance, Education World and more – including an American site Edutopia which has 454k followers worldwide.

4.0 FISHERIES & ANGLING

4.1 Website - Angling

4.1.1 The Fisheries and Angling and digital teams are developing new, fresh content for inclusion within the angling sections of the website, including some interesting historical material and information on how to learn to fish.

4.1.2 The recent 'Angling Heroes of the Waterways' campaign on the website was a success receiving over 10,000 hits, 7000 of which were unique visitors.

4.2 Angling Trust AGM

4.2.1 John Ellis spoke recently at the Angling Trust AGM.

4.3 Angling Participation

4.3.1 This summer CRT has made a concerted effort to be a partner as well as directly deliver 13 fishing introductory events ranging from schools weeks with the Explorers team to being a partner with the national 'Family Fishing' campaign with the Angling Trust and Get Hooked on Fishing. We have supported our smaller clubs by helping with resource and providing publicity electronically and through the media. Angling

development has played a responsible role in introducing 420 children to fishing so far this year for the first time on our canal system with more events planned in November and December.



A handwritten signature in black ink, appearing to read 'Simon Sale'.

SIMON SALEM
Marketing & Fundraising Director

APPENDIX 8: FUNDRAISING

Report by Marketing & Fundraising Director
20 November 2014

1.0 INTRODUCTION

1.1 This report provides an update on voluntary fundraising and on statutory fundraising through the enterprise team. All figures are as at end September 2014.

2.0 HEADLINES

2.1 Voluntary

- At the mid-year point we are confident that we will our year-end target number of regular donors recruited.
- The strong performance we have achieved on the towpaths during our peak season has continued with teams consistently exceeding target across the country. At the end of September we had recruited 3,082 Friends of whom 2,652 were recruited on the towpath. We had 7,772 active Friends.
- Our first two integrated marketing and fundraising campaigns have been a success, exceeding targets for both teams and recruiting a further 500 Friends to date.
- We have launched and are testing our new Waterside Watch regular giving product.
- The Corporate Partnerships team remains ahead of target and is focused on 2015/16 pipeline income. Sponsorship of Winter Works has been secured from Kier and the Great British Bike Off has raised over £60,000.
- **Commercially confidential material removed**
- **Commercially confidential material removed.**

2.2 Enterprise

- HLF Heritage Enterprise round 1 application successful for Finsley Gate and Carpenters Road Lock
- Funding applications submitted in Wales: Natural Resources Wales **Commercially confidential material removed** and Life + funding application resubmitted for the Montgomery Canal **Commercially confidential material removed**
- Hosted a visit to London's Olympic Waterways for HLF
- Successful funding application from the Association of Independent Museums towards Windows on the World £110k
- The project to restore the Forge at Ellesmere won the Restoration and Historic Environment category at the national Living Waterways Awards

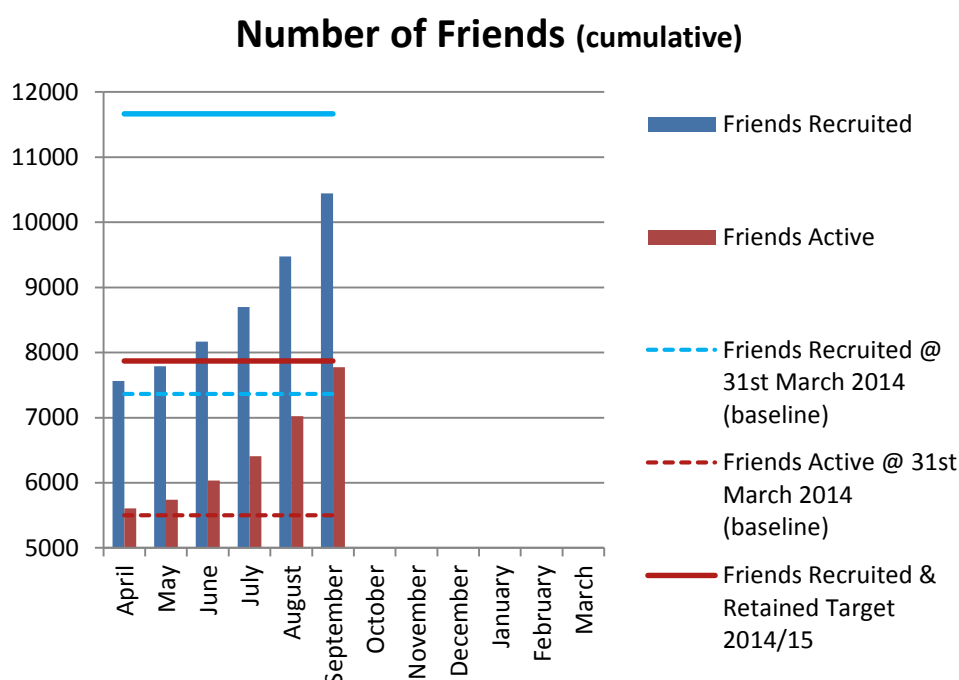
3.0 VOLUNTARY FUNDRAISING – DETAIL

3.1 We forecast (F6) that we will exceed budget this financial year and will exceed our target number of regular supporters – both recruited and active.

3.2 Individual Giving

3.2.1 Friends

As reflected in the chart below, we have recruited 3,082 Friends in the first six months of 2014/15. This is 73% of our full year target and brings the total active Friends figure to 7,772 at the end of September 2014. **Commercially confidential material removed.**



3.2.2 Towpath Fundraising

These results reflect the ongoing strong performance of our new face to face teams – 2,652 (or 86%) of the Friends recruited this year have been recruited on towpaths. We have now introduced tablet technology in our London team. This change will reduce processing times and improve data security and is to be rolled out to all teams shortly.

3.2.3 Integrated Marketing – Fundraising Tests

A further significant achievement this summer has been the successful delivery of our first integrated Marketing – Fundraising campaigns. Two test campaigns have been run, both using value exchange to raise awareness and capture data which the Fundraising team then convert on the telephone. The first of these campaigns which offered a free Guide to Great Days Out on the canals is now complete. **Commercially confidential material removed.**

3.2.4 The second campaign is currently live and offers people a free Guide to Nature on the canals. **Commercially confidential material removed**

3.3 Corporate Partnerships

3.3.1 Total income to date stands at £258k banked with £182k pledged or invoiced and a further c. £180k in the pipeline for delivering in year. Key successes in the first half of the year include:

- People's Postcode Lottery partnership and their increase in annual donation to the Trust by £50,000
- A third year partnership with Marks & Spencer for the Big Beach Clean has been agreed for 2015
- A third year of sponsorship of our Winter Works Open Days by Kier for 2014/15

3.3.2 **Commercially confidential material removed.**

3.3.3 Great British Bike Off ran successfully between 10th to 12th September. Sponsored by the Express again, 35 riders cycled the 240 miles from Little Venice to Leeds. Including sponsorship, the ride has generated over £60,000 in **commercially confidential material removed.**

3.3.4 On the basis of the above, corporate fundraising income is projected to exceed the year-end of £565,000, ending the year at just ahead of £600,000.

3.4 Trust Fundraising

3.4.1 This area has benefitted from a dedicated post since April and a concerted effort to finalise pending applications and pledges for this financial year. Against an annual target of £100,000, we have already received £110,481, comprising a £50,000 grant and several smaller grants from £500 - £10,000.

3.4.2 **Commercially confidential material removed.**

3.4.3 **Commercially confidential material removed.**

3.4.4 **Commercially confidential material removed**

3.5 Major Donor Fundraising

3.5.1 **Commercially confidential material removed.**

3.5.2 **Commercially confidential material removed**

4.0 ENTERPRISE

4.1 Large Grants Summary

Commercially confidential material removed.

4.2 Heritage Lottery Fund

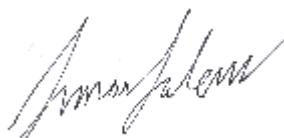
4.2.1 We have been successful in securing a round 1 HLF pass for **Carpenter's Road Lock** - HLF. This paves the way for preparation of a community Activities Plan and completion of the lock design and restoration proposals, ahead of a final grant application during 2015.

4.2.2 **Commercially confidential material removed.**

- 4.2.3 **Gloucester Waterway Museum** HLF Submission Round 2 - Following the submission of the HLF Stage II application for just under £1m towards the £1.4m Gloucester Waterway Museum refurbishment around eight weeks ago a meeting and site visit was held with the case officer for the project and one of the HLF Committee Members for the South West Hilary Bracegirdle.
- 4.2.4 The project has also now secured planning and listed building consent for the new entrance lobby to the front of Llanthony Warehouse, along with confirmation that consent will not be required for the conversion of the National Historic Ships registered river barge Sabrina 5 as a floating classroom and events space.
- 4.2.5 **Finsley Gate Restoration**, Heritage Enterprise -We received notification in September that we had been successful in our Stage 1 application to the HLF for our restoration project at Finsley Gate on the Leeds & Liverpool in Burnley. The scheme will bring back into use a collection of six buildings, one dating from c. 1700, and three of which are Grade II listed. The buildings have been empty since British Waterways moved out in c. 1995. The development grant of £262,500 (against an overall project cost of £298,000) will enable us to undertake some stabilisation works at the site, along with a conservation management plan, activity plan, management and maintenance plan and also write a Business Plan for the site.

4.3 **Landfill Tax**

- 4.3.1 WREN-£75k secured and offered as a contribution to the Grantham Canal Heritage Initiative within the East Midlands (Lincolnshire Panel of WREN).
- 4.4 **Commercially confidential material removed**
- 4.4.1 **Commercially confidential material removed**



Simon Salem
Marketing & Fundraising Director

APPENDIX 9: MARKETING & COMMUNICATIONS

Report by Marketing & Fundraising Director

20 November 2014

1.0 MEDIA

- 1.1 All Trustees receive the weekly news round-ups highlighting interesting news and features. We have achieved 1,348 individual episodes of media coverage (mentioning the Canal & River Trust by name) for the first half of the year (April-September) of which over 81% was positive, and under 8% was negative in tone.
- 1.2 October has got off to a strong start with excellent media coverage of the draining of the Regent's Canal, terrapins and Sutton Weaver Swing bridge. Our main focus over the next six months will be publicising the winter works programme and open days.

2.0 PUBLIC AFFAIRS

- 2.1 At the invitation of the Conservative Party we held a social action event at their conference in Birmingham (28th-30th September) to encourage delegates to share our water safety messages. Over three days our Explorer volunteers trained 85 delegates including six members of cabinet, three ministers, eight MPs, eight prospective parliamentary candidates and 16 councillors.
- 2.2 We held an exhibition in the Palace of Westminster from 13th-17th October introducing Parliamentarians and visitors to the work of the Trust. 15 MPs and Peers came along to meet us on the first day of the exhibition.
- 2.3 **Commercially confidential material removed**
- 2.4 Tony Hales attended a Youth Social Action Manifesto Roundtable discussion, organised by Step up to Serve, hosted by National Grid.

3.0 LIVING WATERWAYS AWARDS

- 3.1 The 2014 Living Waterways Awards culminated in a successful awards ceremony at the Royal Armouries, Leeds on 24th September. 245 people attended the dinner (increase of 23% on 2013) and 26 projects were recognised. Sponsorship income was £25,000 which, along with income from dinner tickets, generated a surplus of £11,765.
- 3.2 Plans are now underway for the 2015 Awards, which will be launched in January and we are exploring the potential for Lloyd Grossman to become the Chair.

4.0 FILMING

- 4.1 In the first half of the year we have generated c. £120k income from filming and photography, more than our previous record for a full year (£74k in 2007). This is in part a reflection of the state of the British film industry, but we are also seeing an increased interest in using waterways as locations as a result of our decision to deploy a communications team member to focus on this work. Following the discussion paper seen by directors we are working with colleagues in central and waterway teams to streamline our processes and open up new locations.
- 4.2 Upcoming programmes include the second series of Tim & Pru's Canal Journeys and a seven-part canal series on ITV with John Sergeant. **Commercially confidential material removed**

5.0 MARKETING

5.1 Overview

Awareness, support and visitor figures are reported as part of the KPI report and so are not duplicated here. Overall results are positive with brand awareness and brand appeal currently on target and propensity to support moving positively and within reach of year-end target. Visits are very slightly behind phased plan but are likely to end the year on or close to target unless the winter weather is very poor.

5.2 Spotters Guide Value Exchange – Campaign in Progress

The Spotter's Guide for nature, our new value exchange product, is being promoted this month; **Commercially confidential material removed**.

5.3 Website

Following stakeholder input, we have agreed a new Information Architecture for our website. From now until Christmas we will be working on developing wireframes (and testing proposals) as well as working on maps. With some time also being offered by Google (as part of our partnership with them) we hope to be in a position to start build in the New Year. For more detail see our web editor's blog where she talks about the project: <https://canalrivertrust.org.uk/news-and-views/blog/odette-myll/a-different-kind-of-navigation>

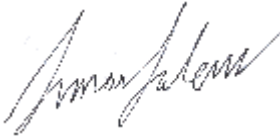
5.4 Warm Prospects Email List

We will shortly start our new monthly email programme, Humans of the Waterways, to engage with the prospects list we have built up (20,000+ prospects). Based on the successful Humans of New York <http://www.humansofnewyork.com/> (and spin-off programmes) these emails will focus on how waterways enrich lives and transform places. We want to keep this group engaged, will grow their numbers and want them to become our advocates by encouraging them to share. Through this programme we will also be offering them fundraising and donation propositions at appropriate times.

5.5 Signage

We have chosen an externally funded programme in Birmingham City centre to pilot our new sign guidelines, and our looking at smaller pilots on the K&A (in Bath) and

HNC. These sites will use the new guidelines (due early December) which will include better options for welcome and way finding signs as well as using more temporary signs to talk about our work when and where we are doing it.

A handwritten signature in cursive script, appearing to read "Simon Salem".

Simon Salem

**Marketing & Fundraising Director
November 2014**

APPENDIX 10: HUMAN RESOURCES

Report by Head of HR
20 November 2014

1.0 INTRODUCTION

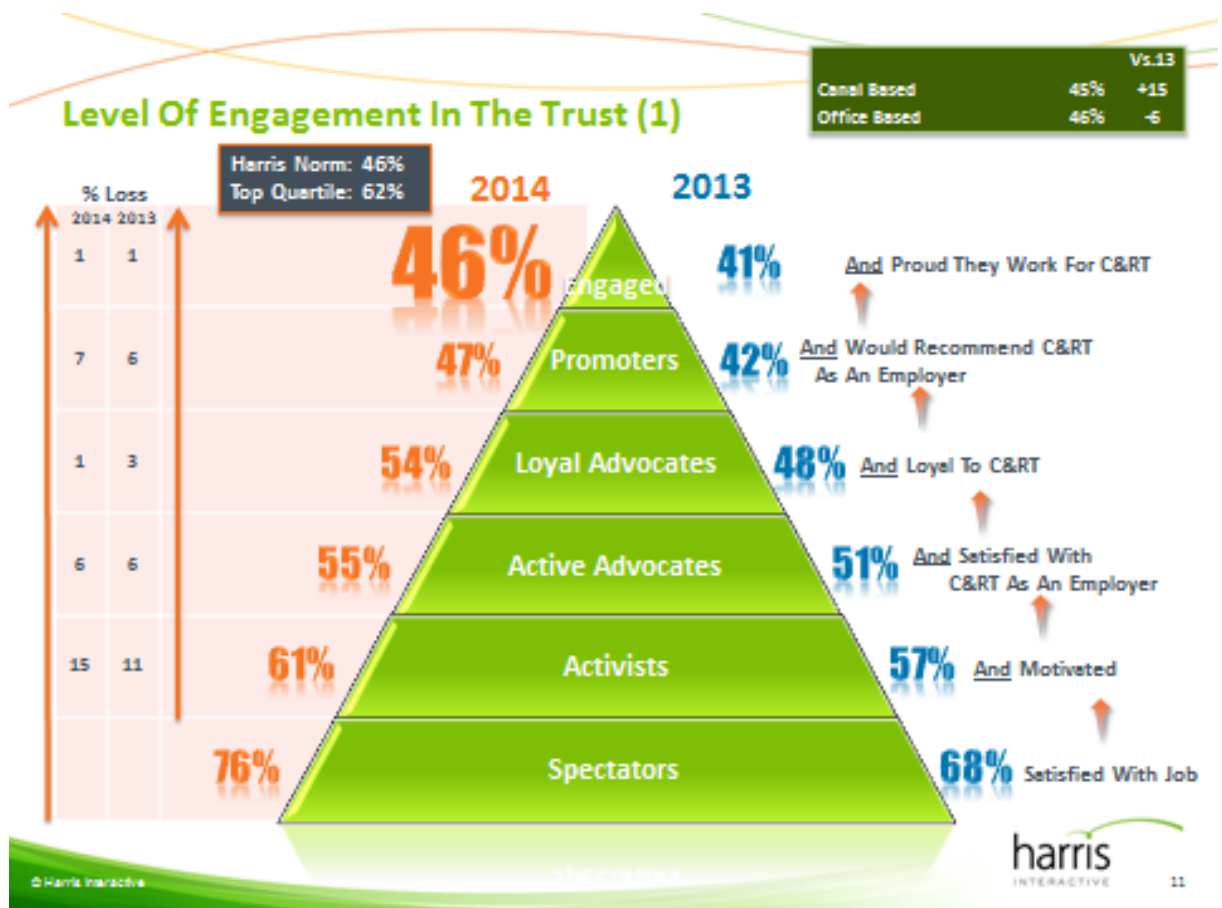
1.1 This is the HR report for October 2014 setting out an overview of the Trust's performance and key activities relating to its people and organisation.

2.0 PERFORMANCE

2.1 Analysis of recent absence data shows significant variances both within functions but also between functions. The data for the year to date shows an average of 6.8 days absence per employee (to end of September). The Attendance Management process will be subject to a review later in the year to ensure we our approach is in line with best practice.

3.0 EMPLOYEE ENGAGEMENT

3.1 In September we undertook a survey with a sample of our employees to gauge current attitude following the launch of our new vision, values and 10 year strategy. The results (with 300 employees sampled) show improvement in the engagement levels of Trust employees as shown below and, an alignment of attitudes between employees based on the canal side and in offices.



4.0 LEARNING AND DEVELOPMENT

- 4.1 Stage two of the 'Performance Excellence' development programme – which consists of four half-day modules designed to underpin and embed the Performance Excellence programme and drive improved performance is underway. The first of these four modules – 'Motivation and Engagement' of employees has been launched, and initial feedback has been positive.
- 4.2 Consultation will commence shortly on the development of a flexible and modular Learning and Development programme to support the Trust's managers through the future strategic changes. It is intended that the programme will allow managers to address their individual requirements and it will deliver development in a very flexible manner to minimise any disruption to the business.

5.0 REWARD AND RECOGNITION

- 5.1 We are undertaking a review of the Compensation and Benefits Strategy and are focussing on key areas:
- A review of existing grades and bands, to adopt a simplified 'broad banding' model.
 - The development of a total compensation model to appropriately value existing remuneration packages
 - Exploring the use of an annual external commercial benchmarking survey – to replace the existing internal ad hoc arrangements, which take considerable HR team time.

6.0 STRUCTURAL REVIEW PROGRAMME

- 6.1 The structural review being undertaken within Operations and Asset Management has been closely supported by HR and the more senior positions have now been appointed. Where no suitable internal candidates have been identified, positions are being advertised externally and there is an ongoing process to secure the appropriate calibre of candidate for these roles.

7.0 SENIOR RECRUITMENT

- 7.1 The Finance Director and Head of Customer Services roles have now been advertised externally with a significant number of candidates applying in the first week. It is hoped that appointments will be made prior to Christmas.
- 7.2 Recruitment for a new Head of Asset Management and Performance, and Head of Business Boating will also commence following announcements that George Ballinger and Phil Spencer will be retiring in summer 2015.
- 7.3 Our new Head of Audit, Gill Eastwood, starts on the 12th January 2015.

8.0 HR STRATEGIC REVIEW

- 8.1 A review of the HR functions present activities is being undertaken to gather a comprehensive understanding of its workload, its processes and its outputs. The HR function needs to move from its present 'personnel' model to a more modern 'shared services model' which will enable it to become both more strategic and more customer centric.
- 8.2 A comprehensive process of consultation with each business area will be undertaken before any changes are undertaken within the HR function.

9.0 CULTURE AUDIT

- 9.1 A process is being designed to conduct a 'culture audit' across the business. Groups of employees will be invited to workshops to give their views both on the present culture and the desired future culture. This work will be conducted over a three month period and it is hoped that it will provide valuable information, to assist our understanding of the things we need to do to support the changes in the organisation to support the delivery of our strategic vision.

10.0 SUCCESSION PLANNING

- 10.1 Each function has been given a succession planning tool to gather the initial data to commence a succession planning process. Once this data is complete we can start the process of understanding our present contingency plans, our exposure to the external market, our internal development needs and our 'talent pipeline'.

11.0 FORTHCOMING PENSION CHANGES

- 11.1 The Trust needs to take steps to prepare for the removal of the lower National Insurance rate for employees who are opted out of the second tier state pension from April 2016. For the Trust this will mean higher NI payments for all members of the DB pension arrangements. A range of options are available to employers – as part of the legislative changes and these need to be reviewed over the coming months. Any increases being passed on to individual employees may need to be incorporated into the 2015/16 annual salary reviews. The Remuneration Committee will review the long term approach to pension provision at its meeting in January.

12.0 HOLIDAY PAY

- 12.1 The UK Employment Tribunal has ruled that holiday payments in the UK should reflect both overtime and commission payments made to employees. This ruling is being appealed to the EAT but it would seem prudent for the Trust to understand the full implications of such a ruling. Following the introduction of 'annualised hours' with most payments consolidated into base salaries, there is expected to be little risk to the Trust.

Nigel Cadman
Head of Human Resources