



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 Copthorne Hotel Merry Hill Dudley The Waterfront, Level Street, Brierley Hill, West Midlands DY5 1UR on Thursday 26 March 2015 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
Steve Shine	Trustee
Simon Thurley	Trustee

Apologies:

Allan Leighton	Trustee
Tom Franklin	Trustee

In attendance

Richard Parry	Chief Executive
Stuart Mills	Property Director
Vince Moran	Operations & Asset Management Director
Philip Ridal	Finance Director
Simon Salem	Marketing & Fundraising Director
Heather Clarke	Head of Strategy and Planning (Agenda Item 15/018 inclusive)
Yetunde Salami	Assistant Company Secretary (minutes)

Action

15/015 CHAIRMAN'S WELCOME & REMARKS

The Chairman welcomed all those present to the meeting.

Trustees noted that the boat trip on the Dudley Canal through the Dudley Tunnels hosted by the Dudley Trust was very good. Tony Hales will write a letter of appreciation on behalf of the Council to the Dudley Trust. The Council meeting also went very well even though nominated members' attendance was low. It was agreed that the Appointments Committee will review the attendance levels at Council meetings.

TH

TH/LB

It was also noted that attendance at the Reception held on 25th March 2015 for stakeholders within the West Midlands area was successful and comments received were positive.

Frances Done informed all present that the Partnership Chairs meeting went well however feedback is that the Chairs will like to receive more communications from the Trust as this will make them feel more connected with the wider

organisation. It was agreed that Richard Parry and Simon Salem will consult with the Chairs in order to identify what they want.

RP/SS

15/016 DECLARATION OF INTERESTS IN ANY MATTERS ON THE AGENDA

John Dodwell declared his interest as the Chair of Montgomery Canal Partnership as a licenced boat owner and as a Pension Fund Trustee.

Lynne Berry declared her interest as a licenced boat owner.

Jane Cotton declared her interest as a Pension Fund Trustee.

15/017 MINUTES

The minutes of the meeting held on Thursday 22 January 2015 were approved.

Matters arising:

- **Commercially confidential material removed.**
- A review of the Trust's 10 year Strategy will be carried out in July.
- **Commercially confidential material removed.**

PR

15/018 Commercially confidential material removed.

Commercially confidential material removed.

(Jane Cotton joined the meeting.)

Commercially confidential material removed.

(Heather Clarke left the meeting.)

15/019 SAFEGUARDING CHILDREN AND YOUNG PEOPLE (CRT 127)

Simon Salem introduced the report which sets out the context in which the Trust has responsibilities for safeguarding children and vulnerable adults, as well as assessing the associated risks and how we propose to mitigate those risks. It also set out for approval our specific mandatory standard for safeguarding young people and vulnerable adults.

The Board commended the policy and asked that reference to vulnerable adults should be included throughout in the narrative of the policy. **Commercially confidential material removed.**

It was noted that the updated policy will be applied across the organisation. A provision for staff training has being included in the budget.

Commercially confidential material removed.

The Board commended the policy asking that reference to vulnerable adults should be included consistently in its narrative.

The Board then endorsed the mandatory standard including the designation of the Head of Human Resources as the Designated Safeguarding Officer.

15/020 COMPANY SECRETARIAL REPORT (CRT 128)

Philip Ridal introduced the report which provided information on the current corporate structure, the plans to strike off certain subsidiary companies and a

proposal to make the Rochdale Canal Company dormant. It also explains how certain subsidiaries form part of the Protected Endowment, and **commercially confidential material removed**.

After discussion the Board approved an agreement between the Trust and Rochdale Canal Company, by which the Trust will confirm that it will maintain and operate the Rochdale Canal and benefit directly from the income received from the Local Authorities, pursuant to the Agreement dated 28 July 2000, and that the Trust will indemnify Rochdale Canal Company from any statutory liabilities to which it is subject in relation to the maintenance and operation of the Canal pursuant to the Rochdale Canal Acts 1794-1965.

Commercially confidential material removed.

15/021 RATIFICATION OF PARTNERSHIP MEMBERS APPOINTMENTS (CRT 129)

The Trustees received and noted a paper from the Head of Governance Services requesting that they ratify a number of partnership chair and member appointments made since January 2015. Such appointments were the responsibility of Partnership Chairs and subject to ratification by the Trustees.

The paper provided details of each appointee. These were duly noted and the following appointments were ratified:

- Chair to the North West Partnership - Bob Pointing -
- East Midlands - Andy Wilkinson
- Kennet & Avon
 - John Inman and Richard Watson
- Manchester & Pennine
 - Tayo Adebowale; Ian Banks, Ian Banks, Keith Sexton, Nigel Stevens, Jon Stopp, Iain Taylor, Keith Barnes; Julian Holder, Ray Butler and Kate Hughes
- North Wales and Borders
 - Alan Platt, Jane Staley, Belinda Davenport, Gillian Edwards, Chris Koral, Sue Cawson, Barry Stamp, Campbell Boyle, John Yates, Nicola Said, Sara Mogel and Mike Carter
- West Midlands
 - Neil Wyatt, Nick Crombie, Laura Shoaf, and Councillor Phil Bateman

15/022 CHIEF EXECUTIVE'S REPORT (CRT 125)

Richard Parry presented his written report, which incorporated the individual Director reports as appendices to the main report. Richard Parry stated that the financial performance for the year to date remains strong adding that as we approach the end of the year our overall achievements are showing a positive picture overall, although some KPI targets are now unlikely to be met.

Richard Parry informed members that a new Chair had been appointed for the re-constituted Ombudsman Committee. It was noted that Tom Franklin will replace Lynne Berry as the Trustee representative on the Committee.

Commercially confidential material removed.

Health and Safety: Vince Moran presented highlights of his report adding that the Trust is on track to hit its overall inspection process target.

He reported that the Pontcysyllte Aqueduct has been identified as the only location which could be regarded as a “suicide hot spot” and discussions are ongoing with the local Samaritans group to explore options for suicide prevention support at the site.

Vince Moran explained that processes are being put in place to ensure that Accident Frequency Rates in volunteer areas are within target. It was noted that safety performance is improving overall. The Board noted the report.

Operations and Asset Management: Vince Moran stated that this was a busy period for the delivery teams; major works are ongoing and on plan to deliver the agreed projects. It was noted that a greater focus is on the repair of waterway walls. Vince Moran informed members that the leakage on the Trent & Mersey canal at the previous Dutton breach site has been repaired at the contractor’s cost as they have accepted it as a defect.

Vince Moran presented the appendix on the Trust’s position on Fish and Eel passes which outlined the Trust’s responsibilities, liabilities and potential costs. He stated that work is ongoing on an approach that demonstrates that this is disproportionately costly to the Trust and that a prioritised, partnering approach is more appropriate. The report was noted.

Customer Service: Richard Parry introduced the Head of Customer Service report which summarised the status of the main issues surrounding the delivery of customer service. It was reported that future reports will provide mitigation plans for any problems identified. Highlights of the report include:

- Development of a customer service framework
- Ongoing customer service projects
- 2014/15 winter moorings performance
- Welfare Policy update

Richard Parry stated that annual Boat Check numbers will be available at the next board meeting and in the Annual report. It was also noted that the Ombudsman report will be published later in the spring.

RP/IC

Commercially confidential material removed.

Volunteering and Engagement: Simon Salem gave highlights of the report adding that the volunteering target for the year had been achieved. The Board noted the report and commended the team.

Fundraising: Simon Salem reported that the Trust’s fundraising activity has yielded strong performance and that as at yesterday the Trust had 9,925 regular donors. The report was noted.

Marketing and Communications: Simon Salem’s report was received and it was noted that the Ducks campaign had generated over 5,000 leads and conversion rate was increasing. The Trustees commended the media team for work well done in ensuring that there is always a positive flow of stories about the Trust in the media.

HR: The Board noted the HR report for March 2015 which set out an overview of the Trust's performance and key activities relating to its people and organisation.

15/023 BOARD COMMITTEES

The Trustees noted the draft minutes of the following Committees:

- Investment Committee meetings held on 26 January and 20 February 2015 respectively
- Audit and Risk Committee held on 11 February 2015 and
- Fundraising Committee held on 10 March 2015.

It was noted that Trustees who would like to attend the Investment Committee meetings are welcomed. It was agreed that dates of all Investment Committee meetings should be circulated to all Trustees.

YS

Frances Done stated that an update on Risk management will be discussed at the next ARC meeting. ARC would also have a half day Away Day on 7 May 2015. It was noted that the Board will have a full report on Risk at the September board meeting.

RP

It was also noted that a new independent member had joined the Fundraising Committee.

15/024 ANY OTHER BUSINESS

Richard Parry reported that it is expected that a hearing date would soon be set for the Thames Water court case, likely to be in late 2015.

15/025 DATE OF NEXT MEETING

Wednesday 20 May 2015

15/026 CLOSE OF MEETING

There being no further business, the Chairman closed the formal proceedings at 12:05p.m.

Chairman

MEMORANDUM TO THE BOARD

SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

Report by the Marketing & Fundraising Director, General Counsel and
Head of Human Resources

26th March 2015

1.0 PURPOSE OF THIS PAPER

1.1 This paper is intended to:

- set out for Trustees the context in which the Trust has responsibilities for safeguarding children and vulnerable adults
- assess the risk that creates and how we propose to mitigate that risk
- set out for approval our specific mandatory standard for safeguarding young people and vulnerable adults

2.0 EXTERNAL CONTEXT

2.1 Trustees will be familiar with the changing social context of the last decade which has seen much social and technological change leading to:

- changed attitudes and greater understanding of the risks that face children and vulnerable adults
- new legislation to tackle abuse of children and vulnerable adults
- increased reporting of abuse (both current and historic)
- a widening of the range of potential abuse mainly driven by digital media
- a heightened media interest in the issue

3.0 OUR STRATEGY CONTEXT

3.1 The Trustees indicated in their review of diversity issues (CRT 91, July 2014) that increasing the involvement of young people in the waterways was a key strategic priority and the main driver of our approach to diversity.

3.2 Specifically, therefore, our 10 year strategy envisages (in the 'People' section) that by 2025:

- One million children and young people from a range of communities each year will engage with our waterways through volunteering, arts, education and learning, sport participation, cultural activities and social action
- 150,000 hours of youth social action related volunteering

4.0 RISK

- 4.1 The strategy envisages strong growth in the involvement of children with the waterways between now and 2025. In this context it should be remembered that not all of this increase will be delivered by the Trust working directly with children. In many cases, it will be delivered through other independent agencies (e.g. canoe clubs or schools) or by working with children whose parents or other carers are present.
- 4.2 Consequently, the majority of the Trust's staff and volunteers will remain unlikely to work directly with children or vulnerable adults even by the end of the strategy period (2025).
- 4.3 Nevertheless, clearly this expansion of activity increases the Trust's exposure to:
- Actual 'moral' risk i.e. of harm occurring to a child or vulnerable adult whilst the Trust is responsible for them, or they are involved in activities on the waterways
 - Legal risk e.g. potentially being successfully prosecuted for a failure under safeguarding legislation
 - Reputational risk e.g. a reduction in support for the Trust as a result of an actual or perceived safeguarding problem
- 4.4 We propose to mitigate the risks which may arise as a result of this large increase in involvement with children and vulnerable adults as follows:
- The Trust will not normally work directly with vulnerable adults. We will usually rely on partner organisations and/or appropriate carers to discharge the bulk of safeguarding responsibilities (though relevant Trust staff still need to understand reporting protocols, etc.)
 - A Designated Safeguarding Officer will be appointed to be the strategic and operational lead for safeguarding.
 - The Trust will introduce and ensure compliance with its Mandatory Standard for safeguarding children and vulnerable adults and regularly review it to ensure full compliance with all relevant legal requirements.
 - Training will be introduced for appropriate staff (particularly, but not exclusively, those in regular contact with these groups). This training will be kept up to date and refreshed in line with current best practice.

5.0 MANDATORY STANDARD – APPROVAL AND FOLLOW UP

- 5.1 Our proposed standard is attached for approval (Appendix 1). It has been prepared with advice from specialist consultants, as well as external legal advice and is the result of joint working between the Community Engagement, HR and Legal teams.
- 5.2 The proposed standard is intended to ensure the Trust meets its obligations under the Safeguarding Vulnerable Groups Act (2006) and amendments to it through the Protections of Freedom Act (2012).
- 5.3 The Board should note that:
- It is proposed that the Designated Safeguarding Officer (DSO) for the Trust should be the Head of Human Resources.
 - The principal areas of likely Trust activity for the DSO will be:
 - strategic and operation lead for safeguarding
 - appropriate and effective training
 - safe recruitment
 - key safeguarding decisions (e.g. report to relevant authorities)
 - making referrals to the Disclosure and Barring Service (DBS)

- The DSO will be supported by the Community Engagement and Legal teams as well as by administrative back up within the HR team.
- The HR Report to the Board will contain regular updates on safeguarding.
- We provide additional guidance for staff on working with young people in relation to health and safety etc. A summary of advice is attached as Appendix 2. A 'Toolbox Talk' is also available
- During 2014, we have been participating in a National Council Voluntary Youth Services (NCVYS) campaign on safeguarding. Charities were asked to 'pledge' actions last year to improve safeguarding procedures and are now being asked to report on progress. This review and new mandatory standard fulfil our pledge for 2014
- For 2015 we have made this pledge: *'Following on from the review of our safeguarding policies and procedures last year, this year we pledge to offer training to staff and volunteers across the organisation to enable them to further develop their skills and confidence in engaging young people. We will work with NCVYS to create a range of e-learning modules, resources and group workshop sessions to increase awareness, skills and confidence and further embed youth engagement in all areas of our work.'* NCVYS are currently preparing a staff training package for us to roll out at end March and into early part of next year. This activity is included in our draft business plan.

6.0 CONCLUSION AND RECOMMENDATION

The Board is asked to note the progress made in respect of safeguarding, and specifically to endorse the mandatory standard including the designation of the Head of Human Resources as the Designated Safeguarding Officer.

Simon Salem
Marketing & Fundraising Director

Jackie Lewis
General Counsel

Nigel Cadman
Head of Human Resources

March 2015



Safeguarding Children Young People and Vulnerable Adults Mandatory Standard

Purpose: The Canal & River Trust is committed to connecting with local communities and we want to engage with and encourage children, young people and vulnerable adults to become involved with the Trust. We want to work toward developing life-long relationships and associations with young people.

Therefore we must provide safe working environments that promote and protect the safety and welfare of children, young people and vulnerable adults.

This Mandatory Standard and other documents or processes referred to provide a structured framework for providing a suitable environment and protection of children, young people and vulnerable adults in our care. This includes guidance and directions for managing issues and concerns regarding safeguarding and child protection matters.

Applicable date: March 2015. Due for review: March 2016.

Responsibility: These standards and supporting documents must be adhered to by all of those (whether paid, unpaid, employed, voluntary or contractor) working with children, young people and vulnerable adults on behalf of the Trust. It is the responsibility of Line Managers and Supervisors to ensure that all new staff / volunteers / contractors are aware of and understand this mandatory standard and its supporting documents.

Authorised by:

Custodian:

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Key Definitions

Child

A child is anyone that has not yet reached their 18th birthday.

Child Protection

Child protection refers to the specific process that is in place and implemented when:

- a staff member or volunteer from the Trust knows or suspects that a child is at risk from harm
- a child discloses that they are being or have been abused

DBS (formerly CRB)

The DBS is the Disclosure and Barring Service which was formed from the merger of the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA). The DBS administers criminal records checks and makes decisions about who is barred from working with children and vulnerable adults and vulnerable adults.

Employers can access the services of the DBS to help them make better recruitment decisions. Furthermore there is a legal requirement for the Trust to make referrals to the DBS when staff take certain actions or are suspected of harming a child.

Designated Safeguarding Officer

The Designated Safeguarding Officer for Canal and River Trust is:

Name:

Job title:

Contact number:

Email:

Whilst it is everyone's responsibility to safeguard children and vulnerable adults and vulnerable adults in their care, this person holds the strategic and operation lead for safeguarding. They are responsible for this Mandatory Standard, they will ensure that it is up to date, it is implemented, that its effectiveness is monitored and ultimately that the Trust retains effective policy and procedures that keep children and vulnerable adults and young people safe.

Therefore the Designated Safeguarding Officer is the lead focal point for providing advice and guidance on safeguarding matters, lead responsibility for making key related decisions, and for making referrals to the DBS.

If you have any questions or concerns about a safeguarding matter contact this person.

LSCB

This is the Local Safeguarding Children's Board. Every area in the country must have an LSCB, LSCBs are the key system in every locality of the country for organisations to come together to agree on how they will cooperate with one another to safeguard and promote the welfare of children and vulnerable adults. The purpose of this partnership working is to hold each other to account and to ensure safeguarding children and vulnerable adults remains high on the agenda across their region.

Therefore they should be a key source of support for the Trust on Safeguarding matters.

Regulated Activity (Adults)

There are six categories of regulated activity with adults:

1. Providing healthcare
2. Providing personal care
3. Providing social work
4. Assistance with general household matters
5. Assistance in the conduct of a person's own affairs
6. Conveying (taking someone somewhere)

As the Trust does not undertake these activities its staff will not be undertaking regulated activities with adults. The Trust will take care not drift into regulated activities with adults in that adult participants must be able to engage in the Trust's activities under their own initiative or be accompanied by a carer. If staff or volunteers are in any doubt about what constitutes regulated activity with adults, or if they are concerned that they may be required to do carry out such activities they should speak with the Designated Safeguarding Officer before undertaking such responsibilities

Regulated Activity (Children)

This is a specific definition in legislation (Protection of Freedoms Act and Safeguarding Vulnerable Groups Act) that describes a certain type of work with children and vulnerable adults or vulnerable adults. Work that falls into this definition requires certain safeguards to be made by the Trust when appointing or managing people in these roles. What constitutes regulated activity can be complex and is explained in more detail through this Mandatory Standard.

Safeguarding

Safeguarding refers to the action we take to promote the welfare of children and vulnerable adults and protect them from harm. This includes:

- protecting children and vulnerable adults from maltreatment
- preventing impairment of the health or development of children and vulnerable adults
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- taking action to enable all children and vulnerable adults to have the best outcomes

Vulnerable Adult

The definition of vulnerable adult is defined by the Safeguarding Vulnerable Groups act 2006 and amended by the Protection of Freedoms Act 2012.

A vulnerable adult is a person who is 18 or over and is subject to one or more Regulated Activity (Adults) as set out above.

Legal framework

The Children and Vulnerable Adults Act (1989) clearly established in law that the welfare of a child is always paramount and takes precedence over everything else. The United Nations Convention on the Rights of the Child states that:

- Children and vulnerable adults must be kept safe from harm
- They must be given proper care by those looking after them

- They have the right not to be punished cruelly or in a way that belittles them

Whilst the Children and vulnerable Adults Act (2004) does not impose any different requirements upon The Trust we will support the spirit of the act. Therefore we will seek to work in partnership with other organisations, particularly statutory organisations, on Safeguarding matters.

The requirements of the Safeguarding Vulnerable Groups Act 2006 and amendments to it through the Protection of Freedoms Act 2012 are incorporated into this Mandatory Standard. The key impact of this legislation is around the definition of Regulated Activity and who is required to provide (and is eligible for) a criminal record disclosure. We are committed to recruiting safely and we will ensure effective supervision of our staff including volunteers.

The latest statutory guidance to be considered in this Mandatory Standard is HM Government (2013) Working together to safeguard children and vulnerable adults: a guide to inter-agency working to safeguard and promote the welfare of children and vulnerable adults. This guidance confers no statutory requirements for the Trust as a voluntary organisation but does state good practice and request engagement with local statutory bodies.

There is other legislation concerning children and vulnerable adults that has not been considered in this Mandatory Standard as the activities of the Trust are not in scope for those regulations (e.g. Education Act 2011).

Young Person

A young person is someone in the care of the Trust who is aged 18 to 25.

Insurance, compliance and regulation

The Trust has a policy of insurance that explicitly covers our work with children and vulnerable adults. Whilst the purpose of this document is the protection of children and vulnerable adults it should be noted that compliance with it also ensures the insurance policy remains in force.

Furthermore by complying with this Mandatory Standard the Trust will be fulfilling the expectations of the Charity Commission in relation to safeguarding.

Safeguarding training and information

It is the responsibility of the Designated Safeguarding Officer to ensure that there is effective training to ensure children and vulnerable adults are safe. The leadership team of the Trust take this seriously and champion such training.

Training will be appropriate to each role with regard to responsibility for safeguarding matters and practical relevance to those engaging directly with children and vulnerable adults.

Those roles that include regulated activity will undertake training before engaging in regulated activity.

This Mandatory Standard, additional guidance and other information will be made available on Gateway and the Trust policy statement will be visible in areas that the Trust engages with parents, children, carers and vulnerable adults.

At any point that the Trust engages with children and vulnerable adults, information about their protection and particular risks they might face will be made available to them. For

example on our website where children and vulnerable adults engage with the Trust, we will place links to the NSPCC, and other support.

Our training will be tailored to the needs of the participants, recognising that people may require different formats and different support to be able to engage. Furthermore different groups may be susceptible to different forms of abuse.

Safeguarding training for all staff and volunteers will be prior to them starting in a role that involves work with children or vulnerable adults and at least every 3 years thereafter.

Safer recruitment

Safe recruitment is key to ensuring not only that our work with children and vulnerable adults is effective but that those in the care of the Trust are not exposed to harm from inappropriate individuals.

Job descriptions

Every job at the Trust whether paid or voluntary will have a job description. HR will provide a template job description, to ensure that it includes everything required to ensure that it is compliant and effectively explains the nature of the role. This will help to identify boundaries for members of staff with different responsibilities in relation to children and vulnerable adults with the aim of clarifying which roles involve regulated activity and which do not.

Before recruitment for the post starts the job description must be sent to the Designated Safeguarding Officer who will make an assessment as to whether or not the role involves regulated activity. A flow chart to assist the Designated Safeguarding Officer in reaching this decision is located in the appendix to this document. Anyone in a role that involves regulated activity with children and vulnerable adults will require a DBS check. If a satisfactory DBS check is not obtained, a job offer may be withdrawn, and where appropriate the feasibility of any on-going employment will be considered.

The following statements must be added to a job description for roles involving regulated activity:

- This job involves regulated activity with children and vulnerable adults as defined by the Protection of Freedoms Act 2012. Therefore an Enhanced Criminal Record check will be undertaken by the successful candidate prior to employment.
- A criminal record is not necessarily a bar to employment with us, our policy on the recruitment of ex-offenders is available on request

A job advert will be drawn up by HR based on the detail of the job description and these 2 statements above must also be included on adverts for jobs involving regulated activity.

Even if a role does not involve regulated activity, if it involves working with children and vulnerable adults then an applicant for the post will be required to disclose details of cautions and convictions whether spent or not. The following statement must be added to a role involving work with children and vulnerable adults (whether or not it includes regulated activity):

- As this role is on the Rehabilitation of Offenders Act 1974 Exception Order applicants must state the details of any cautions or convictions whether spent or unspent on the self-disclosure section of the application form.

If a satisfactory DBS check is not obtained, a job offer may be withdrawn, and where appropriate the feasibility of any on-going employment will be considered.

Application forms

The standard volunteer and employee application forms must be used as appropriate for all recruitment. These ensure that all applicants are asked for the correct information to identified suitability or otherwise during the recruitment process.

This includes a self-declaration form with questions about any criminal convictions where required for the role. Self-declaration forms are to be sent to the designated safeguarding officer separately, with no other information. They will decide if the information presented precludes the person from working for the Trust, whether a risk assessment is required or if the person is suitable from a safeguarding perspective (subject to other checks such as references and DBS check).

If a risk assessment is required this should be done as part of any interview process. If not able to be present the Safeguarding Officer will provide suitable questions for the interviewer to ask.

Where there are gaps in an applicant's employment history interviewers should satisfy themselves about what the applicant was doing during that period.

Interviews

Having reviewed application forms against the requirements of the job description in an objective manner shortlisted applicants should be invited to interview. Interviews should incorporate activities that test the requirements of the role. For example if a job involves being able to engage with or teach children and vulnerable adults there should be a practical exercise that enables applicants to demonstrate that ability. Furthermore the perspective of children and vulnerable adults should be sought about the impact on them. They may see things that adults don't.

The Trust recognises that this may be difficult to achieve in practice. However, staff are expected to consider taking steps to include children and vulnerable adults where ever possible and appropriate.

Criminal Record Checks (DBS)

The Trust requires that a criminal record check is made for those conducting certain roles. These roles or types of work are described in various legislation.

The primary reason that the Trust would require a member of staff to undergo a criminal record check would be when their role involves Regulated Activity. Apart from those undertaking the role of Trustee there is unlikely to be another reason for requiring a check to be made.

Sometimes a role that did not start off requiring a criminal record check may develop so that it does. This may be where a role starts to engage with children in new ways. Therefore it is important for staff creating new projects that involve children to check the engagement flowcharts located in the Additional Guidance document. These flowcharts will help identify if a criminal record check becomes a requirement for an existing job.

Which Criminal Record Check Level is required?

There are 3 levels of criminal record check.

If a role is included in the Rehabilitation of Offenders Act (ROA) 1974 (Exceptions) Order 1975 then a **standard criminal records disclosure** is required. These roles tend to be professional roles with responsibility such as lawyers, medical staff and those regulated in financial services.

If a role is included in both the Rehabilitation of Offenders Act (ROA) 1974 (Exceptions) Order 1975 *and* the Police Act 1997 (Criminal Records) then an **enhanced criminal records disclosure** is required. Additionally, if a role predates the Protection of Freedoms Act 2012 and the Trust were eligible to conduct an enhanced criminal records check for it then it will be required for any new applicants to the role. Roles in this category include trustees of a children charity, which includes the Trust in this context.

All roles that involve regulated activity require the role holder to undergo an **enhanced criminal record disclosure and barred list check**. There is a flow chart to help identify this in Appendix 1.

The Designated Safeguarding Officer will decide if a role requires a criminal record check and at what level. The HR department will process any criminal records checks that are required. If a satisfactory criminal record check cannot be obtained, a job offer may be withdrawn, and where appropriate the feasibility of any on-going employment will be considered.

Employment Risk Assessment

It is crucial that the Trust does not employ unsuitable people to work with children and vulnerable adults, particularly in roles of responsibility. Therefore, the Designated Safeguarding Officer should consider the following when making assessment about the safety of employing someone when either their self-declaration form or DBS check has information other than “none” on it.

- Does the offence automatically bar the individual from working with children and vulnerable adults?
- Is the offence considered spent?
- Depending on the nature of the offence how long ago was it, is there evidence of increased maturity since the event?
- What is the likelihood of the event or similar happening again?
- Given the information you are presented with is it reasonable to trust this person?

It is important that you stick to the facts presented. If they do not provide you with sufficient information to decide then seek more information. If you are still unable to be sure of the safety of employing someone in a role involving regulated activity and you have reasonable cause to decline their application. [Given the paramount importance of safeguarding children, young people and vulnerable adults, the Trust's approach will be one of caution and it will not risk in this regard]. You could seek specialist advice, from the DBS for example.

Checking identity

It is important to check the identity of an applicant for any job, whether paid or voluntary and especially for roles involving regulated activity. This is best done at the interview stage, asking the candidate to bring appropriate documents with them. By checking identity documents the Trust will not only comply with the Prevention of Unlawful Working Regulations but also DBS requirements. Checking and retaining copies of such documents provides the Trust with a legal defence should someone be unlawfully employed.

More information on which documents are required is available here:

<https://www.gov.uk/disclosure-barring-service-check/documents-the-applicant-must-provide->

Management of Workers

Staff and volunteers at the Trust are expected to be respectful to each other and to any visitors to our premises or activities. This extends to children and vulnerable adults in particular. The Trust Staff Code of Conduct goes into more detail on what is expected of staff and includes guidance on the do's and don'ts in relation to children and vulnerable adults.

As already described staff that have a job that involves regulated activity will have it noted in their job description. These staff have a greater responsibility for safeguarding than others and are expected to work to the highest standards with regards safeguarding practice, they should be the champions of good practice in the way we work with and treat children and vulnerable adults.

To avoid isolation and to maintain accountability and openness staff are required to attend regular team meetings. Attendance is to be reviewed at supervision meetings.

All staff will have a supervision meeting with their line manager at least every 2 months, preferably monthly, where activity with children and vulnerable adults will be reviewed.

Supervision in the context of regulated activity with children

In the context of safeguarding children, whether a role is supervised or not is important both in ensuring adequate and effective oversight of activities with children and vulnerable adults and young people, to ensure they are kept safe, but also in deciding whether or not a role involves regulated activity requiring the role holder to undertake a DBS check.

There is a flow chart in Appendix 2 to this document to help the Designated Safeguarding Officer decide whether a role involves regulated activity.

In assessing the supervision of a worker the Designated Safeguarding Officer should consider whether it is:

- 'regular and day to day'
- undertaken by someone who is in regulated activity themselves
- 'reasonable in all the circumstances to ensure the protection of children',

If the supervision of a worker meets these criteria the activities they undertake that would otherwise be Regulated will not be, and so the role will not be subject to a DBS check. However, if the activity takes place in a 'specified place', for example in a school, then degree of supervision is only relevant for unpaid volunteers so a DBS check would still be required.

A questionnaire is provided in the Appendix to guide help the Designated Safeguarding Officer decide whether or not supervision of a role is not sufficient enough to require a DBS check.

Training

All staff and volunteers will undergo training appropriate to their role. All staff working with children, young people and vulnerable adults must undergo Safeguarding training before being allowed to work unsupervised with them.

Working safely

Any activities involving children, young people and vulnerable adults must be carefully planned:

- Ensure that maximum possible protection is provided at all times. When planning activities staff must refer to The Trust Safeguarding Children, Young People and Vulnerable Adults Mandatory Standard, Toolbox Talk and Additional Guidance which can be found at WHERE
- Give particular attention to health and safety requirements; conducting appropriate risk assessments. More information on risk assessments for young people are included in Additional Guidance
- Where a new project or activity is to be undertaken staff must take advice from the Designated Safeguarding Officer

Risk Assessment

When conducting an activity or project that involves young people a risk assessment must be undertaken. If a workers role involves regulated activity then it is their responsibility to ensure an effective risk assessment is done.

Health and safety requirements, including safeguarding matters, must be carefully considered when planning and carrying out activities involving children or vulnerable adults.

Particular points to be considered are:

- The suitability of the activity/task to be tackled
- The provision of safety information to leaders and participants Provision of personal protective equipment
- The provision of first aid facilities
- Communications and emergency processes, including action in the event of an accident
- Fire precautions
- The provision of appropriate training to leaders, children and vulnerable adults
- Provision of adequate supervision

Tool Box Talk

Tool Box Talk is a document that encourages staff to engage with children, young people and vulnerable adults safely and includes many of the do's and don'ts for staff in relation to this work. Staff working with children, young people and vulnerable adults must be familiar with Tool Box Talk. Accordingly all staff will sign to say they have read and understood this and other documents as part of their induction. This will be monitored by HR.

Responding to concerns

If there is a concern about the possible abuse of a child or vulnerable adult, staff must speak to the Designated Safeguarding Officer who will decide on appropriate action including liaison with the LSCB or police. If staff contact the LSCB or police directly they must advise the Designated Safeguarding Officer as soon as possible that a report has been made. It is the legal responsibility of the LSCB to find out if abuse has taken place. It is not the role of staff or the Trust to decide whether abuse has taken place, only to report allegations to the

LSCB or the police. If the Trust investigates the suspected abuse, it could actively damage chances of the case reaching resolution.

Responding to Alleged or Suspected Harm

N.B. For guidance in an emergency refer to the flow chart on the last page of this document

If a child or vulnerable adult wants to talk about something that is concerning them, it is essential that the employee or anyone else working on behalf of the Trust:

- Never promises to keep it a secret. Explain to the child or vulnerable adult that to help them someone else must be told and that you cannot promise secrecy
- Listens carefully and calmly to what the child or vulnerable adult is saying
- Reassures them they are doing the right thing by telling you
- Gets advice from the Designated Safeguarding Officer
- Reassures them that they are not to blame
- Are aware that they may have been threatened 'not to tell'
- Does not push for more information and never ask leading questions eg. Did someone hurt you?
- Lets them know what will happen next and keep them informed
- Writes down what they say as soon as possible using their words

Appendix 3 shows a Child Protection flow chart for managing suspected abuse or disclosures

Accurate Notes, Confidentiality and Sensitivity

Full and accurate notes must be written as soon as possible, recording the date and time of the alleged incident or disclosure, parties involved, what was alleged and action taken. Records must be kept as they may be valuable to the investigation and used as evidence in court. If harm is suspected or if a child or vulnerable adult has talked about harm, it is essential that no Trust employee or volunteer makes assumptions of guilt/innocence or begins to investigate. The employee or volunteer must immediately:

- Notify the Designated Safeguarding Officer
- The LSCB and or police should be informed
- The incident must not be investigated internally

If a child or vulnerable adult is in imminent danger staff should contact the police, LSCB or NSPCC directly. The Designated Safeguarding Officer should be informed as soon as possible thereafter.

Suspicious of improper or inappropriate behaviour

Those with suspicions must immediately notify the Designated Safeguarding Officer if they suspect an employee of the Trust or anyone else working on behalf of the Trust is involved in harming a child or vulnerable adult. If the Designated Safeguarding Officer is not available, they should contact the LSCB, NSPCC or Police. Staff must not investigate at this stage as it could actively damage chances of the case reaching resolution. In addition to seeking advice to protect children and vulnerable adults in the situation the Trust will seek advice from LSCB and the Police on when to investigate any suspected misconduct under the Trust's disciplinary policy.

Any employee or anyone else working on behalf of the Trust who discloses abuse of any kind may feel that they need to speak to a child care professional to reassure themselves that they have done the right thing. The NSPCC operate a 24 hour advice line for anyone concerned about a child

0800 800500. This number should not be used in an emergency.

Managing Allegations Towards an Employee or Anyone Else Working on Behalf of The Trust

The Trust will take seriously any allegations of abuse, whether from a third party, other staff member or a child in the care of the Trust.

Where there are allegations raised the Designated Safeguarding Officer should discuss the issues and concerns with both the relevant individual's Line Manager and HR to determine the most appropriate action to take.

Where it is established that there is a cause for concern consideration for either moving the individual to a supervised environment or out of contact with children and vulnerable adults or to suspend the individual should be made. Before making such a decision reference to HR and the disciplinary process must be made.

If it is concluded that the allegations warrant concern the referral to local safeguarding should be made. There will be a designated person from the Trust who would attend any subsequent safeguarding meetings and act as liaison for the Trust.

Depending on external agencies requirements and subsequent actions the Trust would support with their investigations.

Unless instructed not to by the Police or LSCB the Trust will pursue its own investigation under its disciplinary procedures.

Subsequent findings will be reported to safeguarding and the DBS as required.

The Trust recognises the effects of such allegations on individuals and will ensure that appropriate support measures are in place.

Confidentiality

Although it is important that all relevant employees are informed (depending on the circumstances this may include others working on behalf of The Trust), confidentiality must be maintained at all times since the allegations or suspicions may prove to be unfounded.

Every effort should be made to maintain confidentiality and guard against publicity while an allegation is being investigated and considered.

Resignations

If an employee tenders their resignation or anyone else working on behalf of The Trust ceases to provide their services, it is still important that any allegation is reported in accordance with these procedures and our legal responsibilities. It is important that every effort is made to reach a conclusion in all cases of allegations bearing on the safety or welfare of children and vulnerable adults, including any in which the person concerned refuses to co-operate with the process.

If a staff member subject to allegations resigns a report to the Disclosure and Barring Service may still be required (see Reporting to the Disclosure and Barring Service below)

Reporting to the Disclosure and Barring Service

The Trust has a statutory obligation to submit a report to the Disclosure and Barring Service in circumstances where the following conditions have both been met:

Condition One

The Trust withdraws permission for a person to work in regulated activity with children and vulnerable adults either through dismissal or by moving the person to another area of work that is not regulated activity.

and

Condition Two

The Trust thinks the person has carried out one of the following:

- been cautioned or convicted of a relevant (automatic barring) offence; or,
- engaged in relevant conduct in relation to children and vulnerable adults (i.e. an action or inaction (neglect) that has harmed a child or vulnerable adult or put them at risk or harm); or,
- satisfied the Harm Test in relation to children and vulnerable adults (i.e. there has been no relevant conduct (i.e. no action or inaction) but a risk of harm to a child or vulnerable still exists).

Condition one includes situations where the Trust would or may have dismissed a person or moved them to other duties, if the person had not resigned, retired, or otherwise left their work – for example, a teacher resigns when an allegation of harm to a student is first made. The head teacher establishes that harm did occur, or was at risk of occurring, and decides that they may have dismissed the person had they not left and so makes a referral to the DBS.

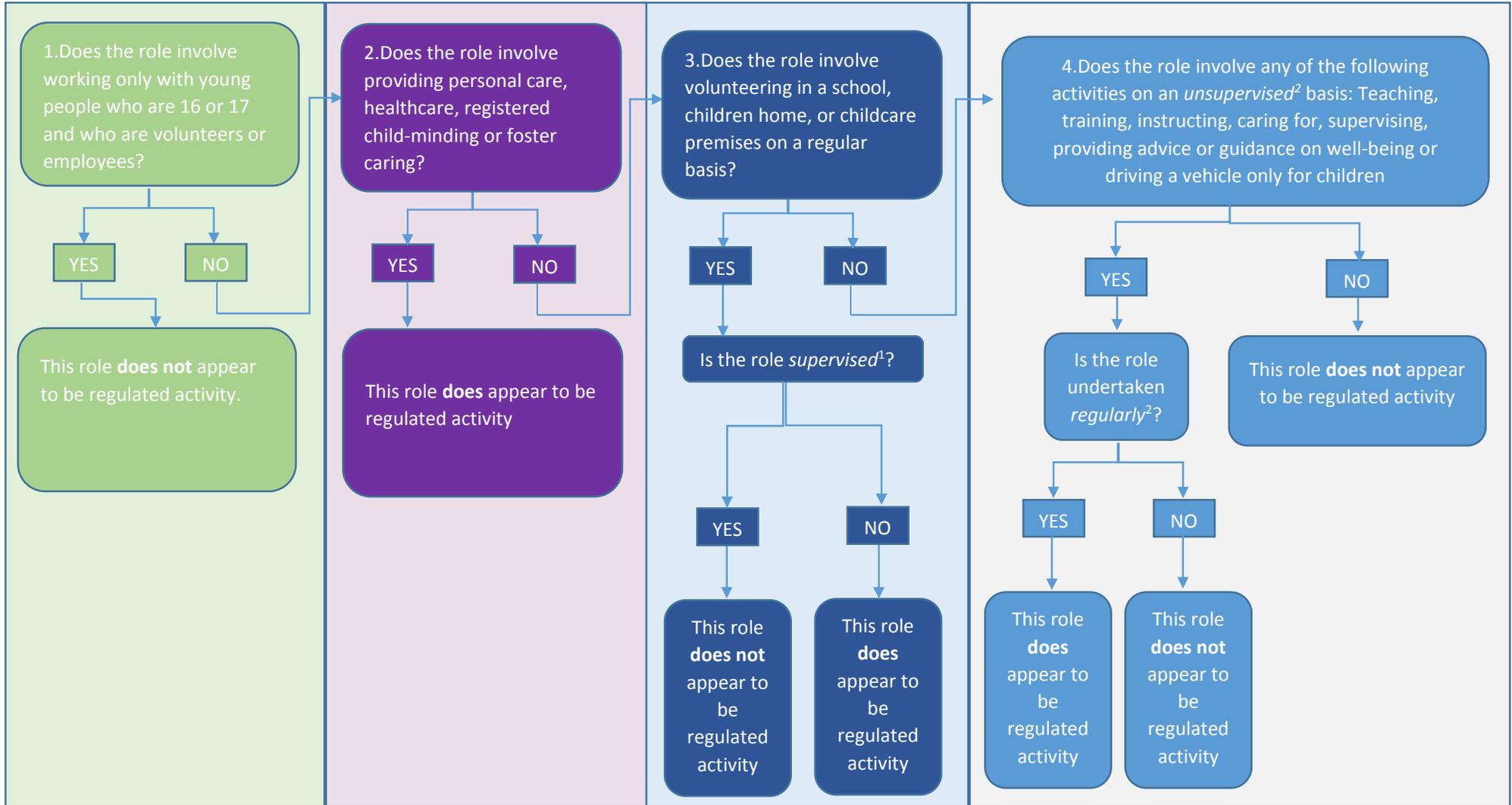
The Designated Safeguarding Officer must make the decision whether to report or not in discussion with HR.

Enforcement of this Policy

It is vital that anyone undertaking paid or unpaid work on behalf of the Trust familiarises themselves with this Policy, Toolbox Talk and additional guidance. This Policy, Toolbox Talk and additional guidance must be followed at all times and a failure to do so may lead to disciplinary action up to and including summary dismissal under the Trust's disciplinary policy.

Appendix 1: Flow Chart: Is a DBS Check Required?

This chart is a guide to help decide whether a role is considered to involve regulated activity with children.



Flow Chart Notes:

- 1. See the Trust guidance on supervision in the context of regulated activity, in CRT Safeguarding Children, Young People and Vulnerable Adults Mandatory Standard
- 2. "Regularly" is at least weekly, overnight or more than 4 days in a 30 day period. (Note: the children may be different from week to week, but if regular it will be regulated)

Appendix 2: Questions to ask in evaluating the supervision of a role involving work with children

Will the person undertaking the role be supervised by someone who is themselves in Regulated Activity?

Will the supervisor be physically present when the worker is with the children?

Can the supervisor actively witness the worker engaging with the children, so they are able to prevent abuse and also be aware of any inappropriate activity, such as grooming of children and vulnerable adults?

Does the supervisor have the confidence, knowledge and authority to challenge inappropriate behaviour?

What are the ages of the children?

What is the mix of ability or behaviour in the group?

How many children is the worker responsible for?

Are other workers present?

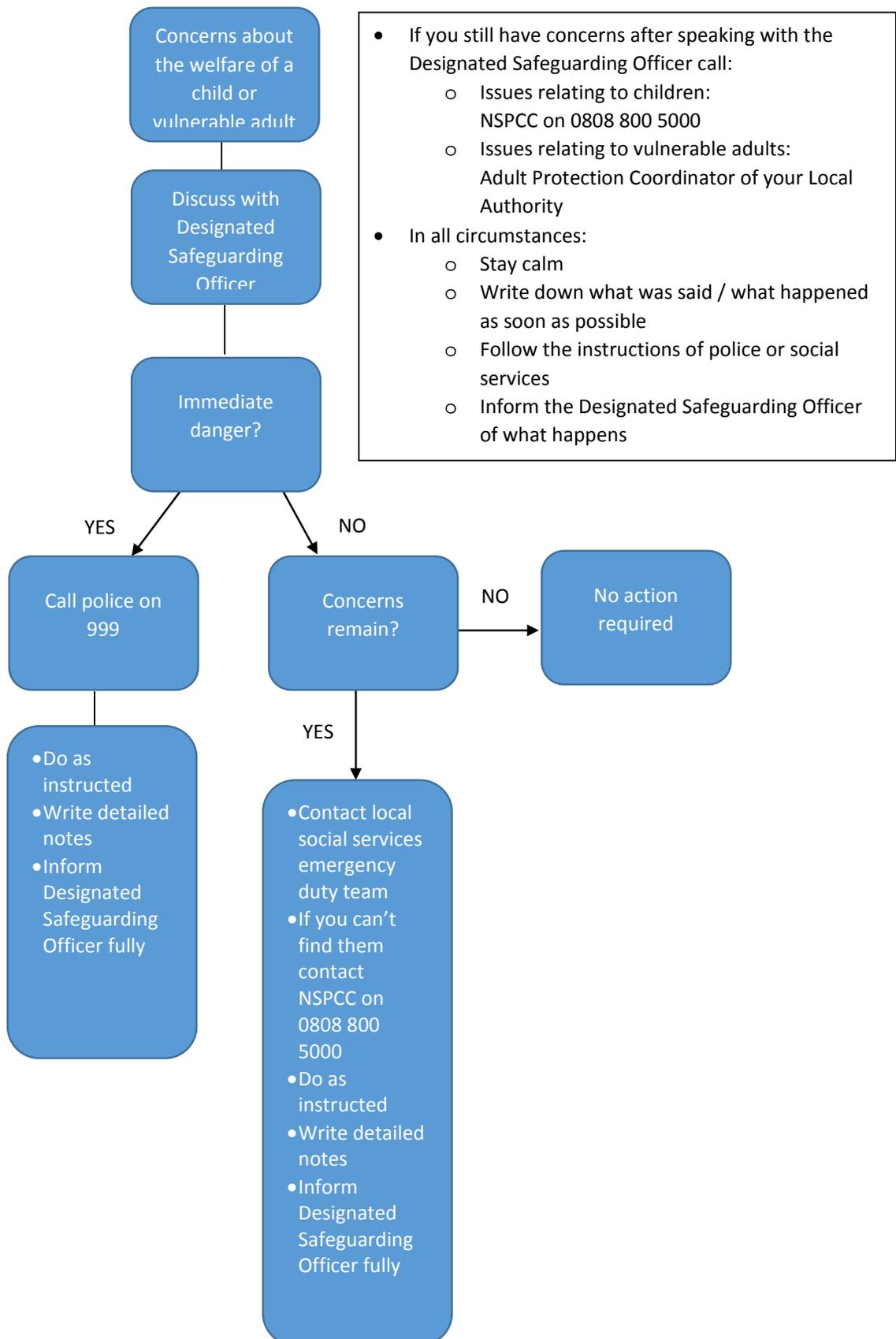
What is the nature of the work, eg; physical contact or the development of a close attachment with children?

Are the children or young people particularly vulnerable as a result of disability, harmful life experiences, hectic or chaotic lives, domestic abuse etc?

What is the ratio of workers to supervisors?

Given the answers to the above do you consider the role to be under sufficient supervision that is 'reasonable to ensure the protection of children and vulnerable adults'? If not or if you cannot be sure then consider the role to include regulated activity and eligible for a DBS check.

Appendix 3: Child protection flow chart



Appendix 4: Other support

Department for Education, Statutory Guidance: Working together to safeguard children and vulnerable adults

[https://www.gov.uk/government/publications/working-together-to-safeguard-children and vulnerable adults](https://www.gov.uk/government/publications/working-together-to-safeguard-children-and-vulnerable-adults)

NHS Carers Direct

There is no central function to report concerns about the abuse of vulnerable adults although this website has guidance that may be useful:

<http://www.nhs.uk/CarersDirect/guide/vulnerable-people/Pages/vulnerable-adults.aspx>

If in any doubt about possible abuse of vulnerable adults call your local authority Adult Protection Coordinator or the Police as a last resort.

NSPCC

www.nspcc.org.uk (click on “help and advice” at the top, in the middle of the page)

Telephone: 0808 800 5000

Text: 88858

Email: help@nspcc.org.uk

Online: nspcc.org.uk/reportconcern

For deaf or hard of hearing a link to sign video is also available on the NSPCC website.

NCVYS Our Decision

<http://www.ncvys.org.uk/our-decision-online-pathway>

NCVYS (National Council for Voluntary Youth Services) is the only national independent body that represents voluntary and community youth organisations in England. Through the work that we do, we are helping such organisations to build their capacity to deliver quality youth work.

Our Decision has been developed for the children and vulnerable adults and young people’s voluntary and community sector (VCS). Our Decision is a package of support that includes a guide to using Disclosure and Barring Service (DBS) checks as part of managing safeguarding risk for the VCS.

This online pathway has been created to support the VCS with the DBS application process and effective decision-making related to the level of supervision and checking required for different roles within organisations.

CRT Safeguarding Additional Guidance

Health and Safety Risk Assessment for Young People

Under health and safety law, every employer must ensure, so far as reasonably practicable, the health and safety of all their employees, irrespective of age. As part of this, there are certain considerations that need to be made for young people.

This guidance (taken primarily from www.HSE.gov.uk) outlines the requirements in the law. Putting the requirements into practice should be straightforward.

Definitions of young people and children by age:

A young person is anyone under 18 and

A child is anyone who has not yet reached the official minimum school leaving age (MSLA). Pupils will reach the MSLA in the school year in which they turn 16.

What to consider

Under the Management of Health and Safety at Work Regulations 1999, an employer has a responsibility to ensure that young people employed by them are not exposed to risk due to:

- lack of experience
- being unaware of existing or potential risks and/or
- lack of maturity
- An employer must consider:
 - the layout of the workplace
 - the physical, biological and chemical agents they will be exposed to
 - how they will handle work equipment
 - how the work and processes are organised
 - the extent of health and safety training needed
 - risks from particular agents, processes and work

These considerations should be straightforward in a low-risk workplace, for example an office.

In higher- risk workplaces the risks are likely to be greater and will need more attention to ensure they're properly controlled.

Those conducting risk assessments need to consider whether the work the young person will do:

- is beyond their physical or psychological capacity

This doesn't have to be complicated, it could be as simple as checking a young person is capable of safely lifting weights and of remembering and following instructions.
- involves harmful exposure to substances that are toxic, can cause cancer, can damage or harm an unborn child, or can chronically affect human health in any other way

Be aware of substances a young person might come into contact with in their work, consider exposure levels and ensure legal limits are met.
- involves harmful exposure to radiation

Ensure a young person's exposure to radiation is restricted and does not exceed the allowed dose limit.

- involves risk of accidents that cannot reasonably be recognised or avoided by young people due to their insufficient attention to safety or lack of experience or training

A young person might be unfamiliar with 'obvious' risks. An employer should consider the need for tailored training/closer supervision.

- has a risk to health from extreme cold, heat, noise or vibration

In most cases, young people will not be at any greater risk than adults and for workplaces that include these hazards it is likely there will already be control measures in place.

A child must never carry out such work involving these risks, whether they are permanently employed or under training such as work experience.

A young person, who is not a child, can carry out work involving these risks if:

- the work is necessary for their training
- the work is properly supervised by a competent person
- the risks are reduced to the lowest level, so far as reasonably practicable.

Providing supervision for young workers and monitoring their progress will help employers identify where additional adjustments may be needed.

Employers must let the parents or guardians of any child know the possible risks and the measures put in place to control them. This can be done in whatever way is simplest and suitable, including verbally.

An employer will already be familiar with the risks associated with their workplace and should be in a position to consider what is or is not appropriate.

Specific issues you need to consider

There are other agents, processes and work that should be taken into account when employing a young person. This is a non-exhaustive list and, if relevant, more information can be found through the links provided:

- [biological agents](#)

<http://www.hse.gov.uk/biosafety/blood-borne-viruses/index.htm>

- [working with chemicals](#)

<http://www.hse.gov.uk/chemicals/index.htm>

- [working with lead and lead processes](#)

<http://www.hse.gov.uk/lead/index.htm>

- [asbestos](#)

<http://www.hse.gov.uk/asbestos/index.htm>

- [working with explosives, including fireworks](#)

<http://www.hse.gov.uk/explosives/ammonium/index.htm>

- [working with compressed air](#)

<http://www.hse.gov.uk/compressedair/index.htm>

- [construction, including demolition](http://www.hse.gov.uk/construction/index.htm)
http://www.hse.gov.uk/construction/index.htm
- [electrical safety](http://www.hse.gov.uk/electricity/index.htm)
http://www.hse.gov.uk/electricity/index.htm
- [agriculture](http://www.hse.gov.uk/agriculture/index.htm)
http://www.hse.gov.uk/agriculture/index.htm
- [manufacturing](http://www.hse.gov.uk/manufacturing/index.htm)
http://www.hse.gov.uk/manufacturing/index.htm

Working hours and young workers

Working hours are not governed by health and safety law but young people have different employment rights from adult workers and are subject to protections in relation to the hours they can work.

More information can be found on the gov.uk website

Other regulations

Children below the minimum school leaving age (MSLA) must not be employed in industrial workplaces such as factories, construction sites etc, except when on work experience.

Children under 13 are generally prohibited from any form of employment. Local authorities have powers to make bye-laws on the types of work, and hours of work, children aged between 13 and the MSLA can do.

What does so far as reasonably practicable mean?

This means balancing the level of risk against the measures needed to control the real risk in terms of money, time or trouble. However, you do not need to take action if it would be grossly disproportionate to the level of risk.



MEMORANDUM TO THE BOARD

COMPANY SECRETARIAL REPORT

CRT CORPORATE STRUCTURE AND THE ROCHDALE CANAL COMPANY, AND CLARIFICATION AND RATIFICATION OF BOARD RESOLUTIONS IN 2012

Report by the Company Secretary
26 March 2015

1.0 PURPOSE

1.1 The purpose of this note is:

- to provide information on the current corporate structure, and the plans to strike off certain subsidiary companies and a proposal to make the Rochdale Canal Company dormant. It also explains how certain subsidiaries form part of the Protected Endowment, and
- to clarify and ratify resolutions passed by the Board in 2012 relating to the Pension Funding Partnership.

2.0 RECOMMENDATION

2.1 Board Members are recommended to:

- approve an agreement, as explained in paragraph 5.4 below, between CRT and Rochdale Canal Company, by which CRT will confirm that it will maintain and operate the Rochdale Canal and benefit directly from the income received from the Local Authorities, pursuant to the Agreement dated 28 July 2000, and that CRT will indemnify Rochdale Canal Company from any statutory liabilities to which it is subject in relation to the maintenance and operation of the Canal pursuant to the Rochdale Canal Acts 1794-1965, and
- pass the resolution set out in section 7 of this report.

2.2 Otherwise, this paper is for information and comment.

3.0 STRUCTURE RATIONALE

3.1 The attached structure chart shows the current composition of the group with the following sub groups:

- Canal & River Trading CIC
- Pension Funding Partnership
- directly held subs and associated companies, and
- dormant subs created for name protection.

- 3.2 Canal & River Trading CIC (CIC) was formed to carry on, and hold investments in, activities that would otherwise be assessable to corporation tax if undertaken in CRT. And surplus profits in CIC are gifted to CRT with the effect that the gift is set off against the taxable profit in CIC and is not taxable as a receipt in CRT. The effect of this arrangement is to minimise the tax burden on these streams of income. The profits in CIC include directly held properties, trading activities as well as tax transparent interests in limited partnerships and limited liability partnerships.
- 3.3 The Pension Funding Partnership (PFP) entities were created specifically in July 2012 for the purposes of providing an asset backed contribution to the Waterways Pension Fund (WPF). This was a condition required by the Trustees of the WPF to agree to the release of BWB as Principal Employer of the scheme and to accept CRT in its place. The PFP structure is explained in a separate note.
- 3.4 The directly held subs and associated companies (other than The Waterways Trust (TWT) sub group) were transferred to CRT on 2nd July 2012 under the Statutory Transfer Scheme. The purpose of each is explained below in section 4.
- 3.5 TWT was acquired at the end of July 2012. The changes to these entities, since that date, are explained in section 5 below.
- 3.6 The dormant companies were created to protect various names. Each has not traded, has no auditors appointed and files dormant company accounts.

4.0 DIRECTLY HELD SUBSIDIARIES (EXCL. TWT)

4.1 Active subsidiaries

Both BWML and C&R Reinsurance are active companies that have special purposes. Each is currently trading and has a continuing purpose.

4.2 Waterways Pension Trustee Ltd

This entity is used as the corporate trustee of the Waterways Pension Fund. It does not trade and holds no assets but each pension fund trustee is a director of the company.

4.3 Others

The companies listed below are all legacy entities three of which are residual situations that arose from the property activities explained below:

Blackwall Estates Ltd (100%) - Acquired from Port of London Authority in 2003 as part of the ownership of Wood Wharf Land in Docklands. The company has small residential ground rent portfolio and some dock wall liabilities which have hampered sale and winding up but this is planned to be done as soon as practicable.

Limehouse Basin Management Ltd (97%) - Estate Management Company for the waterside common parts around the Limehouse Basin residential development (late 1990's) - CRT is freehold land owner and benefits from service charge contributions from the residential flats and through the management company which pays for maintenance of the public realm.

West India Quay Management (12%) - Share of Estate Management Company by virtue of our reversionary interest in the Museum of London and Docklands at West India Quays. The Warehouses at West India Quays were part of the Dowry received from LDDC for taking ownership of the Isle of Dogs waterspace in 1997. The parts other than the Museum were sold in late 1990's.

Drifters Leisure (5%) was created as a marketing entity with key private sector holiday hire partners. The shares are in the process of being sold to the other partners

5.0 THE WATERWAYS TRUST COMPANIES

- 5.1 TWT is a company registered by guarantee and was a registered charity. It has three subsidiaries listed below. It was acquired by CRT in July 2012 for the purpose of taking over the museum and archive operations. The assets and liabilities of TWT were transferred into TWT in April 2013 and since that date the company has been dormant. It will be wound up and struck off in due course.
- 5.2 The subsidiary NWM Enterprises Limited carried on the operations that generated income streams that were subject to corporation tax, such as café and shop trading. Its operations were transferred to CRT in April 2014 and since that date it has been dormant. It will be wound up and struck off in due course.
- 5.3 The subsidiary Ribble Link Construction and Operation Ltd was a special purpose entity created for the funding and restoration of the Ribble Link in Lancashire. It has now fulfilled its purpose and the company is dormant. It will be wound up and struck off in due course.
- 5.4 The, subsidiary Rochdale Canal Company, is a company incorporated by statute, pursuant to the Rochdale Canal Act 1794, and is governed by that and subsequent Rochdale Canal Acts. It became a wholly-owned subsidiary of TWT in 2000, and was acquired by CRT in 2012. The company owns the freehold title to the Rochdale Canal, which it has the power to operate and maintain under the Rochdale Canal Acts.
- 5.5 In 2000, an agreement was made between TWT, British Waterways, Rochdale Canal Company, the Rochdale Canal Trust and the four local authorities through which the Rochdale Canal runs, relating to the operation and maintenance of the Rochdale Canal. Under this agreement, which was dated 28 July 2000, the four local authorities agreed to contribute to the maintenance and repair of the Canal, which was a requirement of the funding to be received from the Millennium Commission; and British Waterways agreed to operate and maintain the Canal on behalf of TWT. Income from the four local authorities in 2013 totalled £550k which increases by RPI each year. This agreement is due to expire in July 2052.
- 5.6 RCC continues to operate and maintain the Canal, for which it utilises the moneys provided by the four local authorities. It is now proposed that CRT enter into an agreement confirming that it will maintain and operate the Canal and benefit directly from the income received pursuant to the Agreement with the Local Authorities dated 28 July 2000, and that CRT will indemnify Rochdale Canal Company from any statutory liabilities to which it is subject in relation to the maintenance and operation of the Canal pursuant to the Rochdale Canal Acts 1794-1965. These proposals will simplify the ongoing accounting and administration within the CRT group and enable the Rochdale Canal Company to become dormant from an accounting perspective, thereby reducing the ongoing accounting, audit, taxation and regulatory costs. It is necessary for Rochdale Canal Company to retain the freehold title to the Canal, rather than transferring it to CRT, since the statutory powers in the Rochdale Canal Acts could only be transferred to CRT by obtaining an Order from the Secretary of State, which would be a lengthy process.

6.0 PROTECTED ENDOWMENT

- 6.1 The Protected Endowment (PE) is created under the Defra Grant agreement. It specifies that the PE comprises all investment assets (property or financial, including investment cash) together with all operational land and property, less any attached liabilities (including the pension fund and borrowings) **that were transferred to CRT under the Statutory Transfer Scheme on 2nd July 2012**. The items excluded from the PE are the Waterways Infrastructure Trust property (the waterways), operational equipment and vehicles, trading debtors and creditors and general fund cash balance.

- 6.2 Accordingly, all subsidiary companies that were part of the BWB group as at 2nd July 2012 are held within the PE. The capital subscribed to these subsidiaries forms a part of the investment capital of the PE. The TWT group was acquired using cash from the General Fund because it carries on activities that are part of the charitable purpose of CRT.
- 6.3 The Grant Agreement provides that the income arising from investments within the PE may be used by CRT to fund its charitable activities and statutory obligations.
- 6.4 Therefore, any distribution of realised profits arising from the subsidiaries can be credited to the General Fund. We, therefore, plan actively to pay up from the subsidiaries any material realised profits, in the form of dividends and gifts (as may be tax efficient), to ensure that the income is credited to the General Fund in cash.

7.0 Commercially confidential material removed



Philip Ridal
Finance Director and Company Secretary
March 2015

Canal & River Trust

(Registered Charity)

Trading Subsidiary

Canal & River
Trading CIC
(100%)

Subs and associates

BWML (100%)
Canal & River Reinsurance Ltd (100%)
Waterways Pension Trustee Ltd (100%)
The Waterways Trust (100%)
Ribble Link Construction and Operation Ltd (100%)
Rochdale Canal Company (100%)
NWM Enterprises Ltd (100%)
Blackwall Estates Ltd (100%)
Limehouse Basin Mgt Ltd (97%)
West India Quay Mgt (12%)
Drifters Leisure Ltd (5%)

Pension Funding Partnership

Canal & River
Pension Partner
Ltd (100%)

Waterways
Pension
Fund

A

C

B

Canal & River Pension
Investments LP

Joint Ventures

ISIS

Waterside
Regeneration

H2O

Urban LLP
(50%)

City Road
Basin Ltd
(50%)

Paddington
Basin Bus
barges Ltd
(50%)

Icknield Port
Loop
LLP(50%)

LP
(50%)

GP
(50%)

Dormant subsidiaries

Canal & River Developments Ltd (100%)
Canal & River Friends Ltd (100%)
Canal & River Investments Ltd (100%)
Canal & River Marinas Ltd (100%)
Canal & River Fundraising Ltd (100%)

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – MARCH 2015

1.0 INTRODUCTION & OVERVIEW

- 1.1 This report covers the period to the end of January 2014, with updates for February added where available.
- 1.2 Work on the Business Plan – presented for approval elsewhere – has been the main item for the executive team during this period though successful delivery has continued across many activities.

2.0 PERFORMANCE

- 2.1 **commercially confidential material removed.**
- 2.2 The KPI report is attached at Appendix 2. **Commercially confidential material removed.**
- 2.3 **commercially confidential material removed**
- 2.4 **commercially confidential material removed**
- 2.5 **commercially confidential material removed**

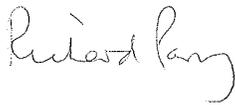
3.0 EXECUTIVE REPORTS

- 3.1 The Executive's reports feature as Appendices 3 to 10. The main points to draw to the Board's attention are:
 - As described above the Health and Safety report (appendix 3) presents a positive trend in employee injuries;
 - The Operations & Asset Management Appendix (4) updates on the winter work programme **commercially confidential material removed.**
 - The Customer Services report (Appendix 5) provides an update on the Customer Service Standards project, and the introduction of our new approach to 'continuous cruisers' (as discussed at the January Board). It also provides for the first time some analysis of the customer complaints received by the Trust.
 - **commercially confidential material removed**
 - The Volunteering and Engagement report (Appendix 7) describes further progress especially with volunteer lock-keepers (nearly 700 applications following January's successful launch) **commercially confidential material removed,**
 - The Fundraising report (Appendix 8) describes a number of recent successes, **commercially confidential material removed**

- The Marketing and Communications report (Appendix 9) outlines another successful period of media coverage, and the launch of our 'Duck Campaign'.
- The HR report (Appendix 10) outlines our proposed 'cultural audit'/ employee engagement programme which will be a major initiative for the next 12 months. Recent appointments include new Finance Director Sandra Kelly and Julie Sharman as Head of Asset Management & Performance, both taking up their roles from 1 April, and new Head of Museums, Graham Boxer, who joins the Trust later in April.

4.0 UPDATE ON OTHER ACTIVITIES

- 4.1 The 'Better Towpaths for Everyone' policy has been launched with strong support from a broad range of organisations.
- 4.2 The re-formed Ombudsman Committee has met and appointed a new Chair, Steve Harriot.



March 2015



APPENDIX 1: FINANCE REPORT

Report by the Finance Director – 26th March 2015

1.0 INTRODUCTION

1.1 The report provides an explanation of:

- The actual results for the ten months to January 2015 and the full year forecast (F10) for the year ending March 2015,
- The Group cash position and the Protected Endowment cash forecast including a draft proposal to invest surplus cash from the General Fund and operate the GF bank account partially in overdraft,
- The F10 forecast presented in statutory accounts SoRP format, and
- The Voluntary Income Restricted reserve fund.

2.0 RECOMMENDATION AND SUMMARY

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

3.0 KEY ISSUES

3.1 commercially confidential material removed

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4.11 The waterway spend at period 10 is some £8.6m behind the Plan. The F10 forecast however shows total waterway net spend at £93.1m against a Plan of £88.5m, an increase of £4.5m, as expected.

4.12 commercially confidential material removed

4.13 commercially confidential material removed

5.0 Commercially confidential material removed

6.0 Commercially confidential material removed



Philip Ridal
January 15

Appendix 2 Schedule of KPIs for 2014/15

Measure	January 2015	Year to Date Plan	Plan 2014/15	Actual 2013/14
WATERWAYS				
Planned Preventative Maintenance (PPM) Delivery (average % achieved over last 12 months)	95%		95%	86.3%
№ of High Priority Customer Service or Safety related Infrastructure Defects cleared (% of identified programme)	71%	75%	90%	85.6%
Combined Employee, Volunteer and Contractor RIDDOR Accident Frequency Rates (accidents per 100,000 hours)	0.24		0.2	0.29
Public Safety: Proportion of injuries directly associated with infrastructure condition	8.6%		10%	10.18%
№ of days of unplanned closures to navigation (current year to date) -	791	917	1,000	1,647
PLACES / PROSPERITY / PEOPLE				
№ of visits to our waterways	355 million	260 million	360 million	351 million
Growth in № of visitors to our museums and attractions over last 12 months (on a rolling 1 year annualised basis)			5%	TBC
№ of people that visited our open days	9,132	10,000	11,000	10,096
№ of children participating in face to face educational sessions (Canal and River Explorers sessions)	37,904	27,500	30,000	27,441
№ of Volunteer Hours worked (assumes 7 hours per day)	354,164 50595 days	366,667 52381 days	400,000 57143 days	359,368 51338 days
№ of Community Adoptions (cumulative)	88	78	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	75%		85%	85%
• Boaters - Satisfaction Score	64%		75%	71%
Employee absence / attendance (average days absence)	6.7		6.5	6.5
INFLUENCE				
% of people surveyed who are aware of the Trust (brand awareness)	30%		30%	26%
% of people surveyed who the Trust's "cause" is definitely or probably worth the public supporting (brand appeal)	70%		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)	18.1	21	25	26
№ of active Friends, regularly donating	9,503	7,174	7,500	5,541



APPENDIX 3: HEALTH & SAFETY MANAGEMENT

Report by Operations & Asset Management Director – 26th March 2015

1.0 INTRODUCTION

1.1 This report covers the period January and February 2015. 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 11 fatalities on our property during the period - none were the result of infrastructure failings or other cause attributable to the Trust.

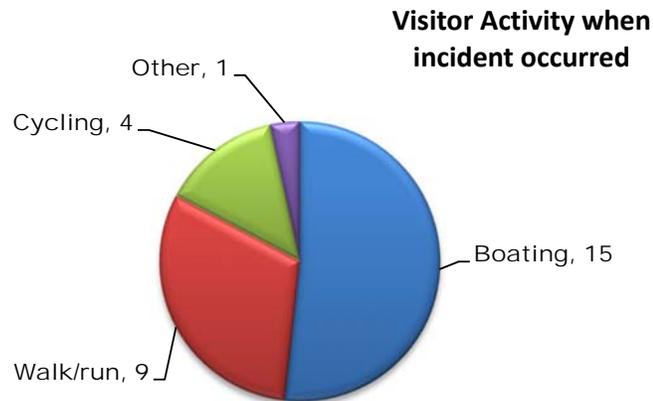
- **Packet Boat Marina, BWML**
A berth holder at the marina was found hanged on her boat. Police are investigating but this is being treated as suicide.
- **Leeds Liverpool Canal, NW&B**
A 45 year old woman was believed to have been feeding ducks when she stumbled and fell into the water and got into difficulties. She was taken to hospital with suspected cardiac arrest and hyperthermia, where she was pronounced dead.
- **Hull Marina, BWML**
Police recovered the body of a 50 year old female from the water. Police statement later revealed no suspicious circumstances.
- **River Avon, K&A**
A 45 year old man died after he and three others capsized a canoe in the swollen River Avon. Two men, wearing life jackets, pulled themselves out of the river and one was helped out by firefighters, who later recovered the deceased fourth man.
- **River Aire, NE**
A 23-year-old man fell from a bridge and was seen being carried along by the river but then went out of sight near the Royal Armouries and his body was subsequently recovered.
- **Newark EM**
Trust staff arrived on site to find police had taped off access to Nether Lock and were awaiting divers. A body was found in lock approach. No further details available.

- **Rochdale Canal, M&P**
A man died after falling in the canal in Manchester city centre in the early hours of the morning.
- **Grand Union, London**
A body was discovered floating in the Kings Cross area of the Grand Union Canal.
- **Limehouse Marina, BWML**
A man was seen to jump into the water close to the Commercial Road Lock and police divers subsequently recovered a body.
- **Pontcysyllte Aqueduct, NW&B**
Two suspected suicides have occurred at the aqueduct during the period. A 37 year old woman and a 34 year old man in separate incidents have been found dead near the Aqueduct and it is believed they had jumped from the aqueduct.

3.2 Following discussion at the last meeting, we have investigated locations where suicides have occurred in recent years. The Pontcysyllte Aqueduct is the only location which could be regarded as a “hot spot”. We have started discussions with the local Samaritan group to explore options for suicide prevention support at the site. As this site is a key visitor destination and World Heritage Site, any support will need to be carefully considered.

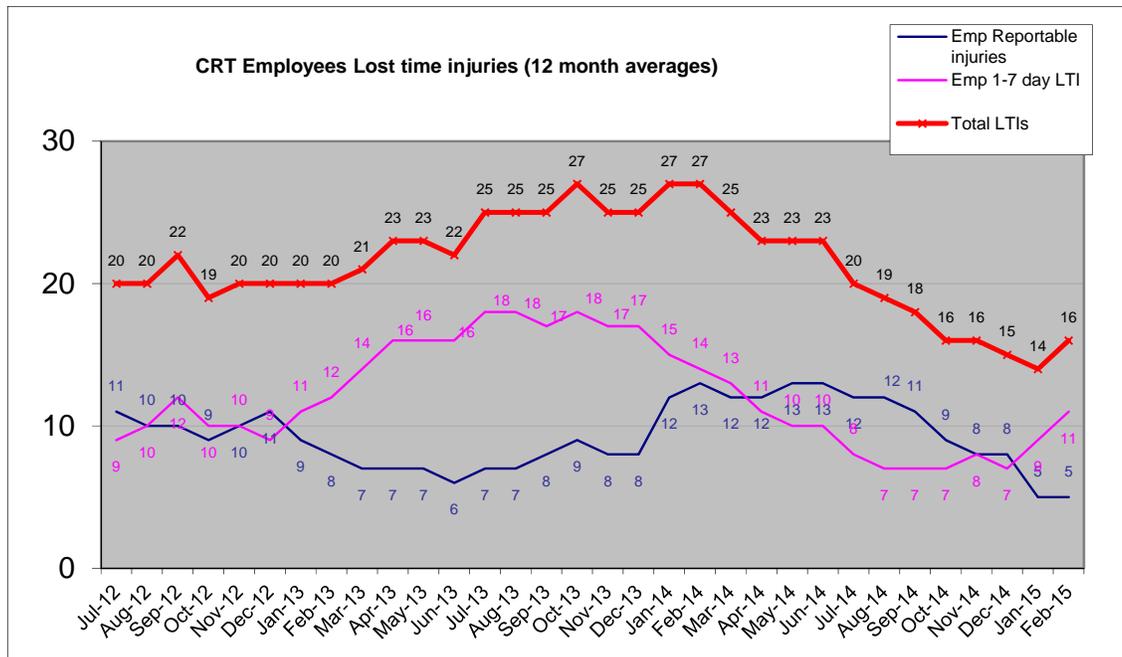
3.3 There have not been any reportable injuries to visitors in the period.

3.4 The analysis of incidents involving members of the public reported for the 11 months to the end of February shows 337 incidents which involved loss or injury. We concluded, following investigation, that 29 had an infrastructure related cause (i.e. a defect requiring remedial action). At 8.6 % of total incidents, this rate is below our target of 10%. The chart below shows the type and proportion of incidents:



4.0 EMPLOYEES

4.1 The recent performance related to employee injuries has been encouraging and the chart overleaf shows the overall position with regard to reportable (RIDDOR) injuries and the improving trend in overall Lost Time Injuries.



4.2 Significant injuries during the Period

4.2.1 The following outlines the employee RIDDOR reportable injuries recorded during the period:

30/1/2015 – Bradley Workshop

During the fitting of a metal gate part which was being lifted by a magnetic lifting device the part fell onto the foot of one of the carpenters breaking a bone. Investigations identified the probability that the rusty surface of the part weakened the effectiveness of the magnetic lifting device. Alternative working methods have been designed. **Commercially confidential material removed**

13/2/2015 - Bridge 41 Coventry Canal

A surveyor was climbing over a gate when his foot slipped and he fell onto his shoulder. He attended hospital and was diagnosed with a detached/torn ligament in the shoulder. **Commercially confidential material removed**

4.2.2 5 non-reportable Lost Time injuries occurred:-

West Midlands, Customer Operations - Apprentice injured finger operating paddle gear - **Commercially confidential material removed**

Direct Services Team, Construction North – Operative hit in face when 6" pump hose dropped and bounced up - **Commercially confidential material removed**

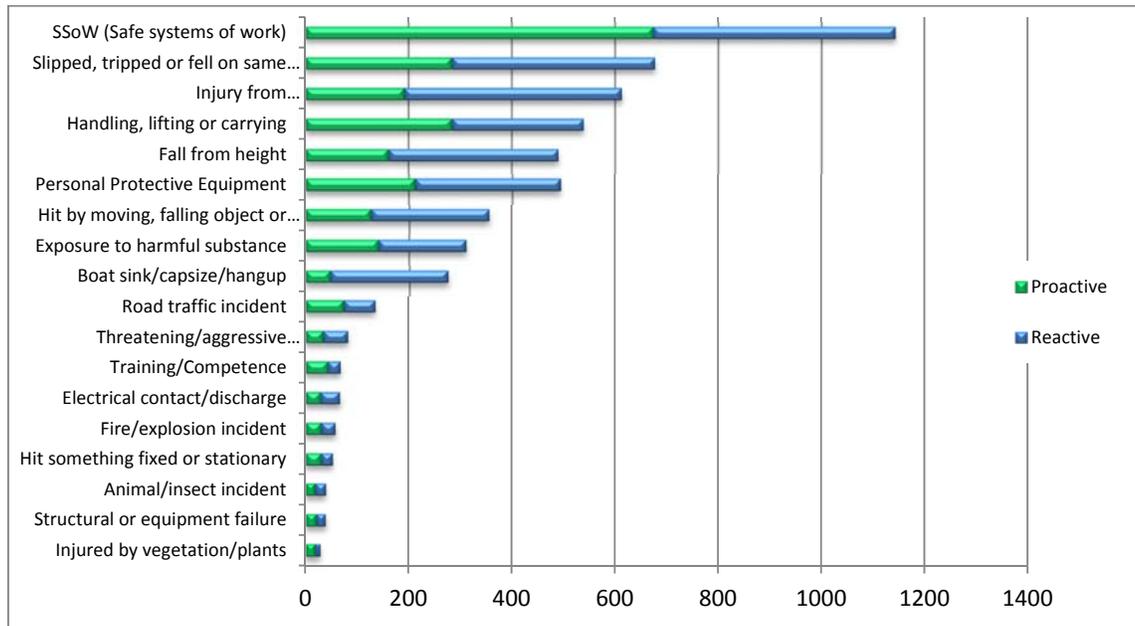
Workshops, Stanley Ferry - Fitter grazed hand with angle grinder - **Commercially confidential material removed**

Direct Services Team, Construction South - Operative grazed eye wiring up coir roll - **Commercially confidential material removed**

Asset delivery, Central admin – Administrator was hit on the eyebrow by cone falling when moving a box – **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 for the period January and February 2015. We remain satisfied that our safe behaviour programme is being well supported, over 5000 conversations were recorded in 2014. 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 There has been no reported case of occupational ill health.

4.4.2 Following an investigation in February, the Health and Safety Executive (HSE) were satisfied with the Trust's risk management with regard to the case we reported where an engineer had a mild case of Leptospirosis probably picked up when handling stop planks or soil samples. The Trust has communicated the incident to its employees to raise awareness and we are reassured by HSE's finding that we have robust procedures and training to address these type of risks.

5.0 VOLUNTEERS

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

6.0 CONTRACTORS

6.1 There have been 2 RIDDOR reportable injuries to contractors reported during the period:

6/1/2015 – Worcester & Birmingham Canal, commercially confidential material removed. The **commercially confidential material removed** operative had loaded a ride-on mower into a vehicle and was blowing out the debris with a back pack blower. As he stepped onto the loading ramps, he fell and dislocated his shoulder. **Commercially confidential material removed** have undertaken a detailed investigation to identify safety improvements

14/1/2015 – Fox Kiln Warehouse, Gloucester Docks, commercially confidential material removed. During an inspection in a vacant warehouse a **commercially confidential material removed** surveyor was using a ladder to view a leaking skylight when the ladder collapsed. This was due to the poor condition of the timber staircase on which the ladder was resting. He fell and dislocated his shoulder. The vacant building risk assessment process was followed and **commercially confidential material removed** surveyor was aware of the poor condition of the staircase.

7.0 OVERALL SAFETY PERFORMANCE

7.1 Accident Frequency Rates (AFR)

AFR is our main safety key performance indicator and the table below shows AFR for each component of Trust employees, contractors, and volunteers. 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 is now highly unlikely that the target will be fully achieved at the full year due to the recent increase in contractor incidents. It is particularly pleasing that the RIDDOR reportable injury rate for employees has improved significantly and is currently below the overall target level.

	Riddor AFR (12 month average) June 2014	Riddor AFR (12 month average) September 2014	Riddor AFR (12 month average) October 2014	Riddor AFR (12 month average) December 2014	Riddor AFR (12 month average) February 2015
Employees	0.39	0.33	0.24	0.24	0.15
Volunteers	1.13	1.13	0.96	0.94	0.83
Contractors	0.09	0.09	0.09	0.09	0.27
Combined Rate	0.39	0.35	0.30	0.28	0.24



Vince Moran
Operations and Asset Management Director
March 2015

APPENDIX 4: OPERATIONS & ASSET MANAGEMENT REPORT

Report by the Operations & Asset Management Director – 26th March 2015

1.0 ASSET REPAIR AND MAINTENANCE

1.1 Planned Priority Projects

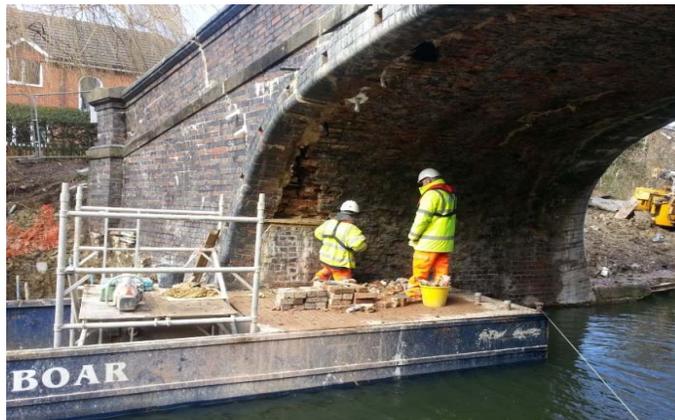
1.1.1 The Priority Projects Programme continues broadly on plan to deliver agreed projects to the value of £26m. Project variances and risks are being actively managed to achieve plan targets on outputs and costs. Approximately, £12m of project expenditure is well advanced for the January to March period and on target for delivery by year end. To accommodate various emergency and higher priority projects which have arisen during the year and achieve target expenditure 7 planned projects have been deferred to next year following risk review.

1.1.2 Works progressing during the period include embankment repairs, cutting stabilisation, bridge works, towpath upgrades through external funding and dredging schemes.

1.1.3 The photographs below illustrate types of work in progress or completed during the period:



Woodseaves cutting – slope stabilisation



Oxford canal bridge repairs

1.2 Planned General Works – Defect repairs and customer service improvement

1.2.1 Planned delivery of the smaller works programme which includes the lock stoppage programme for gate replacements and various customer service improvements has progressed broadly to plan during the period with only minor delays to a small number of projects. Around £8m of expenditure will be delivered in the final quarter involving the winter works lock gate programme and a significant number of High Priority Notifications delivered as part of the winter stoppage season. At the end of February 78% of High Priority Notifications had been repaired (2,943 of 3,791) which will increase further as the winter stoppage programme enables the completion of further defects in March. The year-end forecast has been adjusted to reflect changes in planned notification defects with funds offset against arising emergency works

1.2.2 A wide variety of tasks are included and the photographs below give an illustration of the types of works undertaken by various waterway teams:



Grand Union canal waterway wall repairs



Worcester & Birmingham Canal – Lock wall repairs



Leicester Lock - Removal of 40 tonnes of waste in lock chamber prior to works

1.2.3 **Planned Preventative Maintenance** – Scheduled maintenance plans have been delivered to plan so far this year.

1.3 **Unplanned Urgent Works**

1.3.1 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, serious leakage, towpath safety, vandalism and much more.

1.3.2 The leakage on the Trent & Mersey canal at the previous Dutton breach site has been repaired. It was found that a section of the new canal lining at the interface with the existing embankment was installed incorrectly and this was considered to be the source of the leak. Our Framework Contractor has accepted that the interface was incorrectly installed and have subsequently undertaken the repair at their cost. Photograph below shows repair works in progress:



1.3.3 During the period, the most notable issue has been the discovery of a serious leak in central Birmingham. A section of the canal in the Gas Street Basin area was effectively turned into an aqueduct when three tunnels for rail and road were driven under the canal in the late 1800s. The tunnels which are the responsibility of Network Rail have suffered minor leakage for some time and leakage into one tunnel, which is no longer in use, increased significantly in mid- February. An emergency closure and draining of a 60 metre section took place to identify the cause of increased leakage which was found to be erosion of the canal bed. Grouting and clay repairs were completed successfully to enable the canal to be reopened.

2.0 **CUSTOMER SERVICE**

2.1 **Customer Operations Contract Performance** – The main customer facing contracts of vegetation, waste and facilities maintenance continue to perform well with offside vegetation clearance continuing to be a main priority during the period to complete the published programme.

2.2 The programme to invest £1m in customer service improvements across all waterways will be completed by the year end.

3.0 **VOLUNTEERING**

3.1 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. A project to identify discharges to canals from adjacent land so that remedial action can be taken is benefitting from significant volunteer input.

4.0 **Commercially confidential material removed.**

5.0 **RESTRUCTURE**

5.1 The restructure of the Operations and Asset Management area is bedding in well and new operating processes are being established to ensure strong performance. A number of key appointments have been progressed during the period:

- **Waterway Manager vacancies** – excellent progress has been made to recruit to the vacant positions in West Midlands, South East and K&A and a full update will be available at the meeting as offers of appointment are in progress.
- **Head of Asset Management & Performance** – after a very competitive process, Julie Sharman will be appointed Head of Asset Management & Performance from 1 April and will transfer from her role as Head of Enterprise to enable a short handover period with George Ballinger prior to his retirement. Julie is a Chartered Engineer with wide ranging experience in operations, general management and third party fundraising.
- **Development & Engagement Managers** – appointments to this new role have been made to 8 of the 11 waterways bringing in a wide range of community engagement skills. The remaining three appointments for the London, Central Shires and North West waterways are under active consideration.



Vince Moran
Operations & Asset Management Director
March 2015



APPENDIX 5: CUSTOMER SERVICE

Report by Head of Customer Service – 26th March 2015

1.0 INTRODUCTION

1.1 This is the first report since my appointment as Head of Customer Services on 2nd February.

2.0 FROM CUSTOMER SERVICE TO CUSTOMER EXCELLENCE

2.1 Developing a customer excellence framework

2.1.1 A workshop with a leading customer consultancy is being scheduled for April to develop a planning and business case framework for moving from Customer Service to Customer Excellence, ensuring that the plan delivers a step change to the customer experience whilst driving improvements in efficiency and effectiveness.

2.1.2 Following the development of the customer excellence framework the next focus will be to process map all the main customer facing processes across the Trust and review, probably using “Lean” techniques, to establish a clear business case for change.

3.0 CUSTOMER SERVICE PROJECTS

3.1 Short Term Mooring Framework

3.1.1 After discussions with various groups the finalised process was formally approved by the Executive on 16 February 2015. The February Boaters Update contained information about the process. Standard short term mooring signage has been agreed and the draft national signage guidelines will reflect these within its April 2015 update.

3.1.2 The process went live on 1 March and can be found on the external C&RT website at <https://canalrivertrust.org.uk/boating/mooring/mooring-policies/short-term-mooring-framework>

3.1.3 Scope and timescales for a review of the national short term mooring strategy are now being agreed.

3.2 Customer Service Standards

3.2.1 A second internal working group was held 11 February 2015 and an updated set of standards for wider consultation was drafted. It is clear that these standards must not only take into account what our customer expects from us but should also allow better performance management, hence concentrating on behavioural standards first. Meanwhile Safety standards are being reviewed by NAG Operations.

3.2.2 In addition, we will look at particular issues that affect customers (from tree management to sedimentation management to toilet cleaning frequencies) as pilots on how tailored standards can be provided within a national framework. By piloting tailored standards at the same time as continuing strategy development and consultation, we hope to inform the formation of standards using practical insights into what we can deliver, forming realistic expectations for all our customers.

3.3 **Commercially confidential material removed.**

3.3.1 **Commercially confidential material removed.**

3.3.2 **Commercially confidential material removed.**

3.3.3 **Commercially confidential material removed.**

3.4 **Customer Service Policy Review**

3.4.1 In parallel, all the Trust's policies, standards, processes and guides relating to Customer Service will be examined to determine whether these need to be re-affirmed, revised or withdrawn having made a fresh assessment of their contribution to managing risk, and their relevance to the Trust's vision and 10 year strategy. The intention is to reduce mandatory standards and processes to a smaller core group, with other approved standards and processes and guidance available where it is desirable but not essential to follow a consistent approach. Review of the priority items is to be completed by 31 March.

4.0 **WINTER MOORINGS**

4.1 **Commercially confidential material removed.**

4.1.1 **Commercially confidential material removed.**

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4.2.4 **Commercially confidential material removed.**

5.0 **WELFARE UPDATE**

5.1 **Policy Development**

5.1.1 The Trust's welfare policy is now in the final stages of drafting and, pending approval, this will be ready to publish on the website in April.

5.1.2 The policy will make clear that the Welfare Officer role is to support, and create processes for, a welfare signposting service rather than the Trust undertaking the support directly. Our

approach to welfare is to help boaters to make informed choices about the type of support they require, and to provide connections to the most appropriate partners.

5.1.3 Welfare FAQs – designed to go on our website for customers to refer to – is also being created, based on research carried out to summarise the most common issues surrounding welfare that our staff encounter. Once finalised, this will form the basis of a toolkit for CRT staff, which will include a Directory of agencies/organisations and staff behaviour guidelines (dealing with ASB, loneworking etc).

5.1.4 It is hoped that the FAQs and toolkit will be ready for application by the end of May. We have also been actively building the Trust's support networks and engagement with various organisations (mental health services, local authorities, national charities, outreach teams, waterways chaplains etc) and stakeholders.

6.0 LICENSING AND ENFORCEMENT

6.1 Licensing Update

6.1.1 A new web licensing system is being used within the team prior to a soft launch in March. **Commercially confidential material removed.**

6.1.2 The annual National Boat Check is in progress with early indications showing that the evasion rate remains below 5%

7.0 BOATERS WITHOUT A HOME MOORING

7.1 Guidance communication

7.1.1 In February we announced our strategy for continuous cruisers and this was followed up at the end of the month with a letter to all customers with a current licence that did not have a home mooring **commercially confidential material removed.** We have received approx. **commercially confidential material removed** responses to these letters, including over **commercially confidential material removed** notifying us of their home mooring.

7.1.2 Following a number of request for additional information a further statement was issued to state to clarify the Trust's requirement which indicated that it was very unlikely that someone would be able to satisfy us that they have been genuinely cruising if their range of movement is less than 15-20 miles

7.2 May Renewals

7.2.1 Our new approach takes effect from 1 May. There are nearly **commercially confidential material removed** licences for boats without a home mooring due for renewal then and these are currently being reviewed in line with our process. It is expected that around a third will receive some sort of restriction on their licence – those who barely move will be given a 3 month licence during which their movement will be monitored.

8.0 Commercially confidential material removed.

8.1 **Commercially confidential material removed.**

8.2 Commercially confidential material removed.

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8.4.1 Commercially confidential material removed.

Ian Rogers
Head of Customer Service
March 2015

APPENDIX 7: VOLUNTEERING AND ENGAGEMENT

Report by the Marketing & Fundraising Director – 26th March 2015

1.0 VOLUNTEERING

1.1 The number of volunteer hours recorded in ThankQ at the end of February was 354,164 hours (50,595 days). The 2014/15 whole year target is 400,000 hours (57,000 days). By time of publication, we had recorded 51,380 days, already exceeding last year's performance (51,338 days) but still somewhat short of the target for this year. More volunteer activity will be recorded before March 31st so the forecast will be close to the target and certainly above last year's achieved figure.

1.2 Waterway Partnerships

1.2.1 Waterway Partnerships are currently recruiting volunteers to assist their teams in roles such as: Business Connectivity Advisor, Educational Advisor, 'Waterways on Prescription' Advisor and Environmental Advisor.

1.3 Community Adoption Schemes

1.3.1 The Trust has exceeded the national target of 80 Adoption Agreements for 2014-5, with **88 Adoption Agreements** in place at the end of February 2015. The Trust reached 54 Adoptions at the end of 2014/15 financial year.

1.4 Lead Volunteers

1.4.1 **52 Lead Volunteers** have been recruited and trained over the past year. This is a significant milestone in the Trust's drive to engage more volunteers, as these volunteers provide additional volunteer management resource and capability. It also is a clear indicator that the trust is beginning to empower volunteers and 'let go' of decision making where risk is low and managed.

1.5 Corporate Volunteering

1.5.1 Two Corporate Adoption Agreements recently entered their second year of successful operations: with Yorkshire Water (at Woodlesford, on the Aire & Calder canal) and with United Utilities (at Hurleston, on the Llangollen canal).

1.5.2 For the third successive year, volunteers from Marks & Spencer will soon be involved around the country in a major series of canal clean-ups. These events are due to take place between 7th - 13th May.

1.5.3 One-off corporate task days continue to take place around the country, generating additional funds to the Trust, as well as impressive outputs. One such recent example is the participation of volunteers from BT in Cassiobury Park in Watford, where eleven volunteers successfully removed graffiti from bridge abutments and re-varnished the wooden handrails.

1.6 Marsh Christian Trust Volunteering Awards

1.6.1 Four volunteers have been chosen from over 30 nominations by three independent judging panels as deserving winners of the first partnership volunteer awards with the Marsh Christian Trust.

1.6.2 Two young people have been selected to win the Youth Category winner and will each be awarded £250. The volunteers chosen to win the Long Serving and Education volunteer categories will each be awarded £500 each by the Marsh Christian Trust. Winners have been invited to a short presentation ceremony at the Waterway Sector Conference in Birmingham on the 21st March.

1.7 Explorer Volunteers

1.7.1 26 Explorer volunteers have now attained a CAATS [Competency Assessment & Training Scheme] Assessment in the Safe Operation of Locks. This will enable them to demonstrate the important function of lock gates to children and other members of the public.

1.8 Volunteer Lock Keepers

1.8.1 The Trust had received a staggering **695 applications** across the country for the role of Volunteer Lock Keeper. The widespread media coverage has helped enormously in raising public interest. Each waterway is now expecting to deal with between 40-60 applicants when recruitment closes (at the end of February 2015). Plans are underway to interview, induct, train and deploy these new volunteer as well as welcoming back more familiar faces.

1.8.2 29 new locations have been identified for volunteer involvement in addition to the 52 existing sites where Volunteer Lock Keepers (VLK's) were deployed during 2014.

1.9 Volunteer Helmsmen

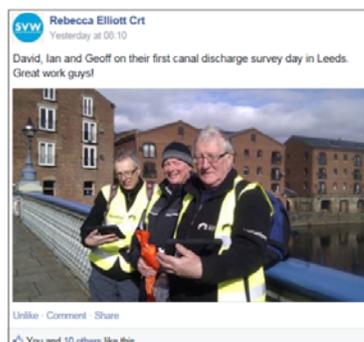
1.9.1 The Trust's Asset Delivery Team continues to benefit from the involvement of skilled volunteers who are assisting with the movement of workboats.

1.9.2 The regional volunteering teams have been arranging training courses for experienced boaters willing to invest their time, including RYA or NCBA Helmsman certificate (or equivalent), 1-day Fire / Water / Save-a-Life course and 1-day H&S Foundation course etc.

1.10 Environmental Discharge Surveys – Volunteer Involvement

1.10.1 25 volunteers are currently engaged in assisting the Trust with discharge surveys across the country. This is a joint project between the Environment and Utilities teams, with the aim of identifying and monitoring unlicensed discharges into our canals and rivers. The areas being surveyed during 2015 include the Lancaster Canal, Leeds & Liverpool Canal, Macclesfield Canal, River Lea Navigation, Regents Canal, Docklands, Lime Cut, River Stort Navigation, Market Harborough Arm and the Oxford Canal.

1.10.2 The volunteers involved are a mixture of students, existing volunteers and new recruits, who are using iPads to record relevant information and photographs.



2.0 EDUCATION & INTERPRETATION

2.1 The Trust has delivered high quality educational experiences, in schools or waterside visits, to **37,904** children and young people to the end of February 2015. The financial year target is 35,000. This is an exceptional achievement given that less than three years ago this figure was well below 5000. This activity would not have been possible without the enthusiastic support of our 148 trained education volunteers and the willingness of the paid team to change their working practices and embrace volunteer support.

2.2. Marketing: School Visits

2.2.1 We are continuing to promote our half termly newsletter for teachers through an email campaign sent to all primary schools in England and Wales. Our objective is to build a database of named teachers and so far this academic year 200 teachers have signed up, enticed by a mixture of free posters, water safety resources and lesson plans.

2.2.2 We now have 1,383 named teachers on our database from 1,063 schools/youth agencies. Our research has revealed that through these named teachers we now have access to 465,003 pupils

2.3 Access for All Handbook

2.3.1 We have completed our Access for All Handbook, which has been loaded onto the Education & Interpretation Gateway pages. This handbook is designed to offer guidance on how you can create accessible interpretation through the application of current best practice.

2.3.2 We provide advice to facilitate intellectual access to our waterways through information and interpretation – which could be print, audio or web material, live interpretation, guided visits and a whole host of other exciting offers - that can be accessed by a wide variety of visitors, including people with hearing or vision impairment and those with learning difficulties. The handbook will be promoted internally and to our partners.

2.4 **Commercially confidential material removed.**

2.4.1 **Commercially confidential material removed.**

2.5 Revealing Oldknow's Legacy

2.5.1 Following a January of work around site with a digger, we're now inviting local schools and members of the public to the project's first Community Dig at Mellor Mill. Experienced archaeologists from the Centre for Applied Archaeology in Salford will train visitors how to dig for and record finds. 320 places are being offered over a two week period across Easter, it's free, and all equipment and full training is provided. It's an excellent way to get to know local schools and people and discover what other resources we can offer throughout the project, and of course encourage them to visit the Peak Forest Canal and access the Explorers' resources.



3.0 FISHERIES & ANGLING

3.1 **Grand Union Leicester Line Pollution** Over 3000lbs weight (£24,000 replacement value) have been lost due to the recent pollution incident, 5025 lbs weight of fish worth around £40,000 were rescued but their long term survival prospects are unclear due to long term exposure to extremely high concentration of unionised ammonia. A full investigation is underway by the Environment Agency to identify the source of the pollution.

3.2 Fisheries Management Education Days

3.2.1 **Braunston** fisheries management education day was held on the Grand Union at Braunston on January 14th. 60 children were introduced to the canal in a new and exciting way getting real hands on fisheries experience. Great feedback was received from the school. As a bonus a population of a rare and protected species, the bullhead was discovered.

3.2.2 **Devises** 64 children were given the same learning opportunity at a fish rescue education event on the Caen Hill flight. Both children and teachers commented that they felt the activity linked perfectly with their current curriculum topics.

3.3 Angling Development Shropshire Meres and Mosses Project

3.3.1 The Meres and Mosses Landscape Partnership project is looking to partner with the Trust to develop angling taster programmes on the Llangollen canal. The programmes will start this summer.

3.4 Canal & Stillwater Championships 2015

3.4.1 Tickets go on sale on March 2nd for the regional heats of the Canal & Stillwater Championships 2015. The competition is jointly organised by the Trust and Angling Trust and builds on the success of last year's smaller event. The Angling Trust report a high level of pre booking interest for both events.

3.5 Fisheries and Angling Volunteering

3.5.1 Two students from Sparsholt College studying for their BSc Hons in Fisheries Management are set to start their volunteering placement with the Trust in the London area. The students will be supporting cross functional teams; Fisheries & Angling, Education, local waterway and Environment team by mapping potential sites for future school visits which are also suitable for fishing (building on the success of the Southall schools week earlier in the year).

3.6 Salford Friendly Angling Society

3.6.1 An agreement has been reached with the above club to lease Trust waters. Founded in 1817, this club is reported to be the oldest fishing club in the world. They will become our newest angling club customer.

4.0 YOUTH ENGAGEMENT

4.1 **Commercially confidential material removed.**

4.1.1 **Commercially confidential material removed.**

4.2 Construction Youth Trust

4.2.1 The Trust is working with the Construction Youth Trust to pilot an exciting STEM project in London in March 2015. The pilot will engage 30 young people in a 3 day programme to increase their awareness of the waterways, enhance their understanding of their relevance and significance both historically and in modern times and introduce them to the wide range

of STEM related careers on offer across the Trust. The pilot will develop models of working, resources and toolkits that may be rolled out in other geographical areas.

4.3 **Coast to Coast Canoe Trail**

4.3.1 The project, **commercially confidential material removed** funded youth engagement programme, was launched successfully in national and local media in February, receiving much interest. The first Project Steering Group took place on January 15th 2015. We are currently recruiting for the Programme Manager and first Outreach Leader with interviews planned for w/c 23rd March. First phase of project – Liverpool to Burcough.

4.4 **Uprising / SLYNCS**

4.4.1 The Trust is working in partnership with Blackburn based organisation, SLYNCS to develop and deliver a youth leadership project in the North West. The project will use the established and highly regarded model developed by Uprising, a youth leadership organisation currently operating across 6 areas in England <http://www.uprising.org.uk> . The project offers the opportunity for the Trust and SLYNCS to develop a 6 month long, one day a week environmental skills development and social action programme, using the Uprising toolkits and approaches. Two cohorts of 45 young people will be engaged, the first from Jan – Jun 2015 and the second, Jul – Dec 2015. The project will engage local young people, primarily from BME communities.

5.0 **COMMUNITY ENGAGEMENT TEAM ACHIEVEMENTS**

- Ed Moss, National Volunteer Manager, is currently on a secondment requested by the National Trust National Volunteering Team for four months.
- Annette Simpson, National Education and Interpretation Manager, has been selected as a site judge for the Association for Heritage Interpretation *Discover Heritage* Awards.
- John Ellis, National Fisheries and Angling Manager, is to represent the Trust on the Environment Agency led England Fisheries Group.
- Caroline Killeavy, Head of Community Engagement, has been invited to speak at the Evolve 2015 Conference in June. The NCVO organised annual event for the voluntary sector is the largest conference of its kind.

A handwritten signature in black ink, appearing to read 'Simon Sale', is positioned above the printed name and title.

SIMON SALEM

Marketing & Fundraising Director
March 2015

APPENDIX 8: FUNDRAISING REPORT

Report by the Marketing & Fundraising Director – 26th March 2015

1.0 INTRODUCTION

- 1.1 This report provides an update on voluntary fundraising and on statutory fundraising through the enterprise team.

2.0 HEADLINES

2.1 Voluntary

- At the end of January 2015, we are forecasting to end the year with increased gross income and reduced costs, improving our contribution by around £300,000 against budget.
- At 31st January 2015 we had recruited a total of 13,132 regular givers (Friends and Sponsors) since launch and had 9,375 active supporters.
- We have received a second major donation from Wolfson Foundation - £100,000 for Gloucester Museum, as part of their DCMS funding round, as well as a further increase in our regular donation from PPL, taking their giving this year to £250,000.

2.2 Enterprise

- Announcements on 2 March have confirmed additional funding of £114m (CCAG2), to be shared between 8 Cycle Cities. This means funding of c£13.2m for the Trust's towpaths subject to final confirmation spread across three financial years, with the majority of the work taking place in 16/17 and 17/18. **Commercially confidential material removed.**
- Through DfT Access to National Parks funding we have secured £450k for towpath improvements in Skipton, work to commence as soon as possible.
- £1.5m additional DfT (not through the books) funding for Staffordshire Peak Pedal project confirmed which will deliver the Leek Branch towpath improvements.

3.0 VOLUNTARY FUNDRAISING – DETAIL

3.1 Individual Giving

3.1.1 Regular Givers

We have now recruited 5,767 Friends and Sponsors this financial year and have a total active regular giving base of 9,375. **Commercially confidential material removed.** We are beginning to analyse 24 month attraction rates.

We prepared a detailed paper benchmarking both our cost per donor and our attrition rates and concluding that our costs were competitive and our attrition rates very encouraging. The Fundraising committee reviewed this at its meeting on 10 March.

3.1.2 Towpath Fundraising

Towpath fundraising continues to form the core of our programme with over 4,000 Friends recruited on the towpath this year. Open Days and indoor venues are helping us continue to fundraise during the winter months and the iPad test has been a success in London, meaning that we will roll this new technology out across the country.

Following an internal review, we are refining our towpath fundraising model ahead of the new season, taking learning from this year and strengthening our relationship with Inspired People, with a target of 8,000 recruits from the towpath next year – double this year's results.

3.1.3 Integrated Marketing – Fundraising Tests

We are working on our third value exchange campaign with Marketing and, for the first time, involving Communications. Our integrated 'duck' value exchange campaign launched in March received excellent media coverage. Early public response has been strong, with 11% of target leads generated by 17th March.

We are also developing our first 'mid-value' recruitment campaign aimed at donors who can give on average **commercially confidential material removed** a month. This will launch in spring, targeted at high value canal side postcodes.

3.2 Supporter Development - Waterfront

We have re-designed and re-launched Waterfront – our supporter communications - over the last few months. We used the blog to test our new approach ahead of the magazine being redesigned this spring. We are delighted with the high response rates and positive feedback from a recent survey of recipients. Highlights from this are:

- 80% of recipients of our new Waterfront emails rated them from OK to excellent
- 70% felt we had the frequency just right
- 82% felt that the tone was exactly right, neither too formal or too casual
- The things that people were keen to hear more about included heritage, things to do and seasonal content as well as how to volunteer

We will incorporate this learning into our development of the emails and magazine going forward. We will also work to improve our open rates (which are already very strong at just under **commercially confidential material removed**) by trialling different titles with those who have not been opening the emails to date.

3.3 Gift Aid

- 3.3.1 Our first Gift Aid claim of the year will be made in early March. This will be for a total of **commercially confidential material removed** and is included in the forecast.

3.4 Corporate Partnerships

- 3.4.1 To date the team have banked **commercially confidential material removed** of income and have a further **commercially confidential material removed** pledged as well as **commercially confidential material removed** in the pipeline for 2015/16.

3.4.2 As noted in the highlights above, our relationship with PPL continues to strengthen. This year (2014/15), they have given us £250,000 in unrestricted cash against initial pledge of £125,000. We have been transferred to their 'Global' Trust which we hope will offer more opportunities to develop our relationship in future.

3.4.3 We are developing the concept of paid-for employee volunteering into something that can make more impact on PPM and be delivered by multiple companies.

3.4.4 We are also developing a low level membership product for small and medium sized companies that will be launched at Council in March, aimed at resourcing Waterway Partnerships to approach local businesses. The target for 2015/16 will be **commercially confidential material removed**.

3.5 Trust Fundraising

3.5.1 The strong performance of Trust Fundraising continues. Income for 2014/15 stands at £113,000. There is a further £102,000 from Esmee Fairbairn Foundation pledged and due to be received this year. The drawdown of this grant depends on appointment of a project manager and interviews are scheduled in early March.

3.5.2 **Commercially confidential material removed.**

3.5.3 **Commercially confidential material removed.**

3.5.4 In addition to our own fundraising, we continue to support restoration societies, particularly those in Grantham and on the Montgomery, with expert advice and bid writing.

3.6 Major Donor Fundraising

We have now received over £290,000 of pledges that will be received this year against a target of £45,000. We have received our first tranche of £1.3m of funding from the Desmond Foundation as well as a first gift from a very significant new donor towards The Line.

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4.0 ENTERPRISE - DETAIL

4.1 Large grant summary (not including recent towpath funding above)

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4.2 Towpath funding announcement Birmingham, Leeds, Manchester

4.2.1 *Birmingham Cycle revolution: £6m*

Investment in high quality towpath improvements for walking and cycling & minor access improvements as follows:-

- Birmingham & Fazeley Canal (Hansons Bridge to Minworth to the border with Warwickshire)
- Tame Valley Canal A34 Walsall Road to Old Walsall Road to the border with Sandwell), through Tower Hill cutting
- Worcester & Birmingham Canal (Kings Norton Junction to Wast Hill Tunnel to the border with Bromsgrove)
- Stratford-upon-Avon Canal (Kings Norton Junction to Solihull border)
- The Soho Loop

4.2.2 **Leeds City Connect up to £5.5m including up to £1M wash wall repairs**

- £3.5m for 14km on the Rochdale Canal including 1.9km of washwall repair, Trust contribution to wash walls - £150k (total over three years) plus Calder & Hebble to deliver 1.3km between Bridges 1 to 4
- £500k Huddersfield Narrow Canal between Huddersfield and Marsden, Trust contribution £50k planned wash wall repairs.
- £1.5m Leeds & Liverpool Canal in the Bradford areas of Steeton and Silsden.

4.2.3 **Manchester Velocity £1.7m**

- £200k Manchester Bolton & Bury canal 3km Farnworth to Radcliffe (mostly in Trust ownership)
- £1.5m Huddersfield Canal 5km from Portland Basin to Copley linking to CCAG1 work on the Ashton Canal plus the Peak Forest Canal 3km from Hyde to the Stockport / Tameside boundary

4.3 **Other new funding**

4.3.1 Below is a selection of recent new funding.

4.3.2 **TfL- Borough Cycling Programme, £50K** secured for 2015/16 Strategic Cycle Routes to continue coordinator post and related work including monitoring and consultation.

4.3.3 **Leighton Buzzard** – a successful funding bid was submitted to Central Bedfordshire Council's Green Infrastructure Planning Obligations Fund for hedge laying in the vicinity of the Leighton Buzzard towpath improvement works. The £27,450 will pay for 1,000m of hedge laying and gap infilling, to be delivered by Fountains, and is fully funded externally.

4.3.4 **Department for Transport** - £450,000 was secured in January for a towpath scheme on the Leeds Liverpool Canal between Bradley and Skipton. This is part of DfT's Access to National Parks funding. Funding will be drawn down by Canal & River Trust – this is unusual in that funding through these DfT programmes usually goes through the local authority. It is positive that we are establishing a more direct relationship with DfT.

4.3.5 **Erewash BC has pledged that they will use £54,000** S106 contribution to help lever in HLF funding towards improvements to the Conservation Area around Sandiacre Lock on the Erewash Canal.

4.3.6 Confirmation has now been received from **Department of Transport for an additional £1.5m** of funding towards the Staffordshire link Pedal Peak project, and will enable the 5km of the Leek Branch Canal to be surfaced and improved to create a vital link between Leek and the Churnet Valley. Clarity on the conditions and timescale for spend is currently awaited but a meeting between Staffordshire County Council transport staff and the Canal & River Trust facilitated by the EM is being held in early January.

4.3.7 Following consultation in January 2015, **LB Hackney is investing £220K** on a scheme that forms part of the Regent's canal alternative routes, improving access to and from the canal towpath, closing the adjoining highway to through traffic and improving surfacing to encourage cyclists onto the road. This follows the Hyder feasibility study in the area completed in 2013.

4.4 **HLF update**

4.4.1 **Skills for the future**, in February, the trainees completed the 2 week knowledge based qualification and now await the feedback. 9 of the trainees have commenced their

placement with Kier on undertaking mainly brick and lime work. The feedback to date from both trainees and site managers is extremely positive and PR continues to be very good.

4.4.2 **Grantham Canal HLF** - Work will start on recruitment and development during March.

4.4.3 **Carpenter's Rd Lock Restoration** – Consultant appointed. Now preparing HLF Stage 2 Activity Plan and detailed design is underway for lock restoration. HLF submission due mid-June 2015.

4.4.4 **Gloucester Waterway Museum: From Birmingham to the Sea HLF** - Following the successful securing of £994k from the HLF towards the refurbishment of the Gloucester Waterway Museum including the Sabrina 5 river barge in November the project has now successfully secured £100k from DCMS/Wolfson Fund to reduce the underwritten element of the project previously covered by CRT. Adverts for the Project Manager post are currently in process and it is expected the project will commence in April 2015.

4.5 **Wales**

Well-attended and successful **Wales Annual Public meeting** took place on 3rd February. Julie James AM Deputy Minister for Skills and Technology praised our work developing skills in her area and was particularly impressed by the level of community engagement described. Other guest included Deputy Minister for Farming and Food Rebecca Evans AM, Byron Davies AM (Shadow Minister for Transport, European Affairs and Regeneration and prospective MP) and 5 other AMs.

4.5.1 **Welsh Language**

The Welsh Language (Wales) Measure 2011 establishes a legal framework to impose duties on some organizations to comply with statutory standards relating to the Welsh language. The first step in the process of imposing statutory duties on organizations is to carry out a standards investigation to determine whether a person should be required to comply with standards, and if so, which standards should be specifically applicable to them. The Welsh Language Commissioner's intention was to carry out a standards investigation in relation to us during round 3, which was to commence in May 2015. She has decided not include us and prior notification on any decision to include us in subsequent rounds will be given.

A handwritten signature in black ink, appearing to read 'Simon Sale', is positioned above the typed name.

SIMON SALEM
Marketing & Fundraising Director
March 2015

APPENDIX 9: MARKETING AND COMMUNICATIONS

Report by Marketing & Fundraising Director – 26th March 2015

1.0 MEDIA

1.1 Summary

- All Trustees receive the weekly news round-ups highlighting interesting news and features.
- January and February were good months for the Trust in terms of media coverage. In January we achieved 372 episodes of coverage (the highest since we began recording in this way in October 2012. 85% of this coverage was positive, with 30.5% appearing in regional or national media. Our volunteer lock keeper appeal was heavily featured across broadcast and print media (even being included on BBC Radio 4's World at One), with a strong showing also for our winter open days and an emergency fish rescue on the Grand Union.
- In February we achieved 379 episodes of coverage and a record media score. The launch of the coast-to-coast canoe trail featured across national newspapers and had a strong showing on regional broadcast. **Commercially confidential material removed.** The Trust's open days again proved a hit with the media, who promoted them, broadcast live from them and reviewed them. In all, over 40% of coverage appeared in national and regional media. The coverage has all been overwhelmingly positive.

1.2 Open Days

- This year's programme of open days is now complete, with 9,807 visitors from 16 open day events across the country. In addition, a record-breaking 112 Friends have signed up to support the Trust and we've taken £1,879 in cash donations. 10 VIPs attended this year's open days, including Clive Betts MP, Richard Benyon MP and former England footballer David Seaman. A record amount of media coverage has been gained with lots of strong regional broadcast and print coverage, and 10 pieces of national coverage (a full evaluation report is currently being compiled). Despite it being a largely successful programme, we did not meet our visitor target (11,000) and we will review our experience particularly in making adequate sites available to plan for 2015/16.

1.3 Living Waterways Awards 2015

- This year's awards were launched on 28th January with a new chair of the assessment panel, Christopher Rodrigues, Visit Britain's chairman and National Trust trustee. Heritage Alliance Chairman Loyd Grossman has also agreed to speak at the awards ceremony in London.

1.4 2014 Summary of the Year

- Looking back on last calendar year, we averaged 235 episodes of media coverage per month. 81.6% of articles were positive, 11.7% neutral and 6.7% negative in tone. Almost six in every 10 articles was secured proactively. Our most significant coverage was on the themes of restoration, maintenance, open days, volunteering and the environment.

2.0 PUBLIC AFFAIRS

2.1 Contact Programme

- **Winter Works visits** - We have been inviting MPs to attend their local open days as part of the 2014-15 Winter Works. In total, six MPs and two Parliamentary Candidates have attended.
- **Parliamentary Dinners** - The Trust's Liberal Democrat dinner took place on 19th January 2015 and was attended by sixteen Lib Dem Parliamentarians and concluded a successful programme of events with each of the three major parties.
- **General Election engagement** - As part of our General Election engagement strategy we are writing to senior riparian MPs and inviting them to visit their local waterway in advance of polling day. We are liaising with individual Waterway Managers and Partnership Chairs to tailor the letters and include local content. We are also managing the follow-up process and logistics of each visit.
- Plans are also underway to host another summer reception in Parliament. This will be an important means of reaching out to newly elected riparian MPs, as well as re-connecting with old friends.

2.2 Winter Parliamentary newsletter

- We issued a winter newsletter for Parliamentarians. This was sent to all MPs and Peers and summarises the work of the Trust over the past six months.

2.3 HS2

- It has been confirmed that the Trust will not be appearing before the HS2 Committee in advance of the General Election. We now expect the session to take place in autumn.
- The Trust's HS2 Steering Group has agreed to plans for a political engagement programme focussing on design principles. We are currently drafting a more detailed workplan, which will include a roundtable event, a briefing paper and meetings with parliamentarians and key local authority stakeholders.

3.0 FILMING

3.1 The Trust has benefited from the massive leap in UK film production last year (up 35% from 2013 to its highest recorded level) with a record-breaking year for filming income and activity. Income from filming for this financial year currently stands at **commercially confidential material removed**. In January and February, gross income totalled **commercially confidential material removed** which compares to **commercially confidential material removed** at the same point in 2014. This was predominantly due to blockbuster *Mission Impossible: 5* being filmed in London during January.

3.2 Recent highlights include:

- **Commercially confidential material removed.**
- **Commercially confidential material removed** an advert for Warburton's bread filmed on the Aire & Calder Navigation near Wakefield; Good Morning Britain filmed a competition at Hebden Bridge on the Rochdale Canal; and the Royal Life Saving Society photographed a safety campaign for runners and walkers on the Grand Union towpath in Leamington Spa.
- **Commercially confidential material removed**

3.3 Upcoming projects / broadcasts

- A new 6-part BBC4 series has been commissioned called 'What The Canals Did For Us.' We are working with the BBC team and filming begins in April 2015.
- Also for BBC4, a one-off documentary on canals in the 'Slow TV' style has been commissioned and production will start in the late spring/summer.

4.0 ARTS

4.1 Super Slow Way

We are delighted that **Laurie Peake** began as Project Director to lead this major arts programme for communities along the canal corridor of Pennine Lancashire. Laurie is well known for her work as Programme Director for the Liverpool Biennial and for recent work on the Los Angeles River. Super Slow Way is overseen by a project board of businesses, arts organisations and local people, chaired by Tony Hales. Watch out for updates on this major project for the North West throughout the year.

4.2 LAND: New Sculpture by Sir Antony Gormley at Lengthman's Cottage

The Trust is delighted to be a key partner in LAND, which marks the Landmark Trust's 50th anniversary. Gormley was invited to select Landmark Trust properties that resonated with him to inspire a series new life size standing figures. We're looking forward to one of the figures 'gazing' into the lock at Lowsonford next to Lengthman's Cottage on the South Stratford Canal. LAND will open on the weekend of 16th May, 2015.

4.3 Stratford 2 Stratford

Shakespearean themes explored and performed by school students from Stratford in east London as they navigate canals between London and Stratford-upon-Avon with the Rubbish Shakespeare Company and RSC.

5.0 MARKETING

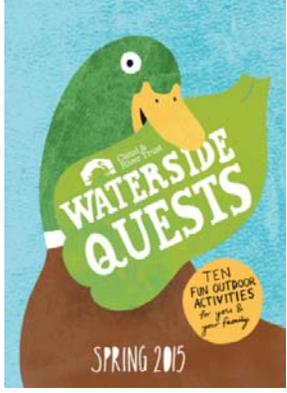
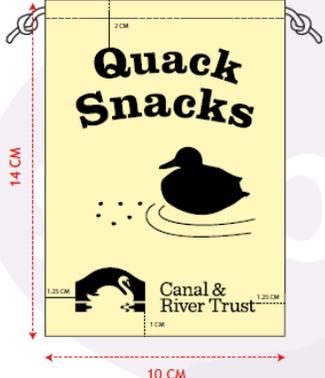
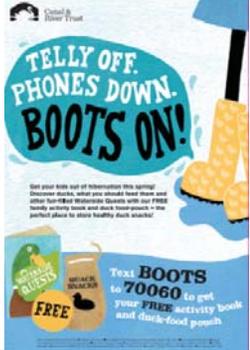
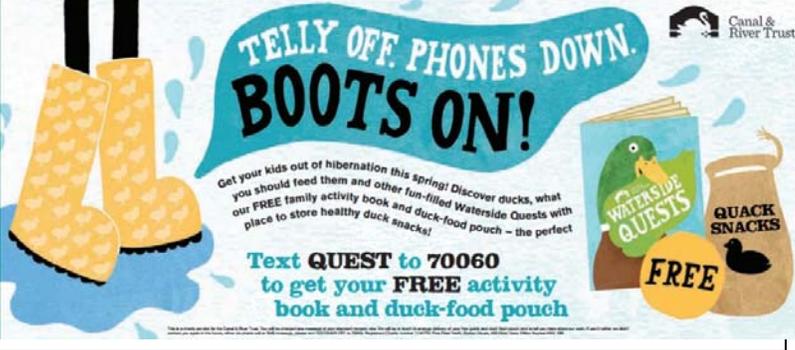
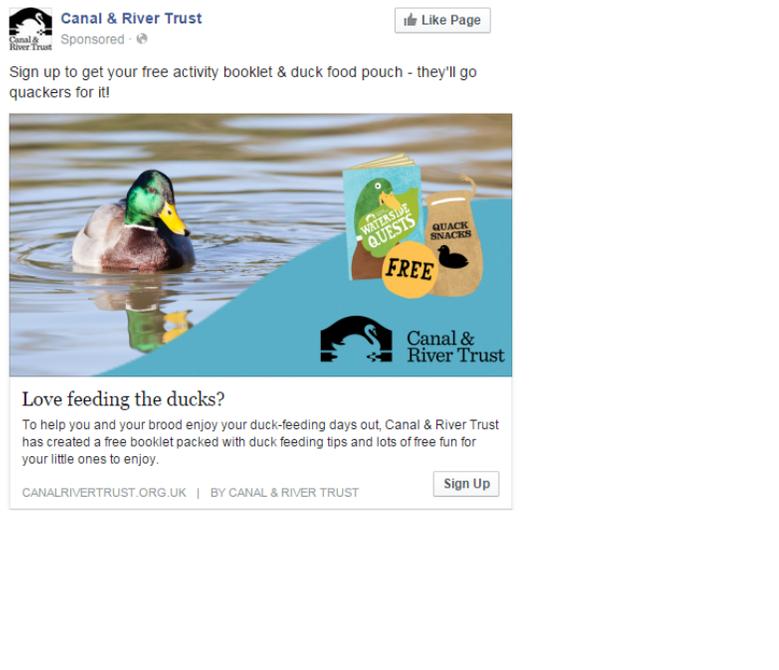
5.1 Integrated value exchange – the 'Duck Campaign'

We launched the paid-for and digital elements for the integrated Duck Campaign this Spring on 16 March.

We have produced the value exchange products (duck activity booklet and duck food pouch). The products will be advertised using Out-Of-Home media - trainlines and washrooms (trailing cinema washrooms as a new channel over Easter). Digital channels include email, Facebook, sponsored Google ads (using our Google grant), organic Search and trialling sponsored content marketing and blogger outreach. We have also produced a postcard leaflet for our staff and volunteers to hand out on the towpath.

All creative and channels have been chosen around are key target audiences, Back to Nature and Wellbeing First.

Below is a selection of things to look out for in different channels from mid- March onwards.

<p>Value exchange product 16-page booklet</p>	<p>Value exchange product Healthy duck food pouch</p>	<p>Towpath handout for volunteer lock keepers, staff and towpath fundraisers</p>
		
<p>Washrooms</p>	<p>Trainlines</p>	
		
<p>The Guardian digital display ads</p>	<p>Facebook adverts</p>	
		

The Guardian online hub (dual branded, within the Guardian's website)



The Guardian / Observer dual branded teaser campaign advertorials



5.2 Sharing towpaths campaign update

The team is developing a plan for Signage, PR, Digital and Literature under the 'Share the space, drop your pace' banner. We are looking at producing a toolkit with a number of assets which waterways and volunteers can use to get the message across in problem area using an appropriate marketing and communications mix.

5.3 Water safety

We are looking at a similar approach to explore water safety messages and how we can use marketing and communications to create a more consistent and appropriate set of tools so that local managers can tackle problem areas.

5.4 New signage guidelines

The new signage guidelines have been widely distributed and are on our Gateway site. We are progressing pilots at Birmingham and Macclesfield Canal, with a view to take learnings from these pilots and then roll out the learnings more widely.

Birmingham Copy for signs is being commented on and artwork updated with a view to take delivery of signs by the end of March. The necessity for planning permission is being looked at, on a local basis and we are hopeful that implementation can be set for April; this will be well-documented and used as a 'how-to' training guide for other waterways.

Macclesfield This is less advanced than Birmingham. An audit has been completed and first draft copy has been written for the Macclesfield.

We have also been working with the Integrated Deliver Team to look at how we can better sign our works sites using our guidelines and will pilot a couple of sites in May.

6.0 DIGITAL

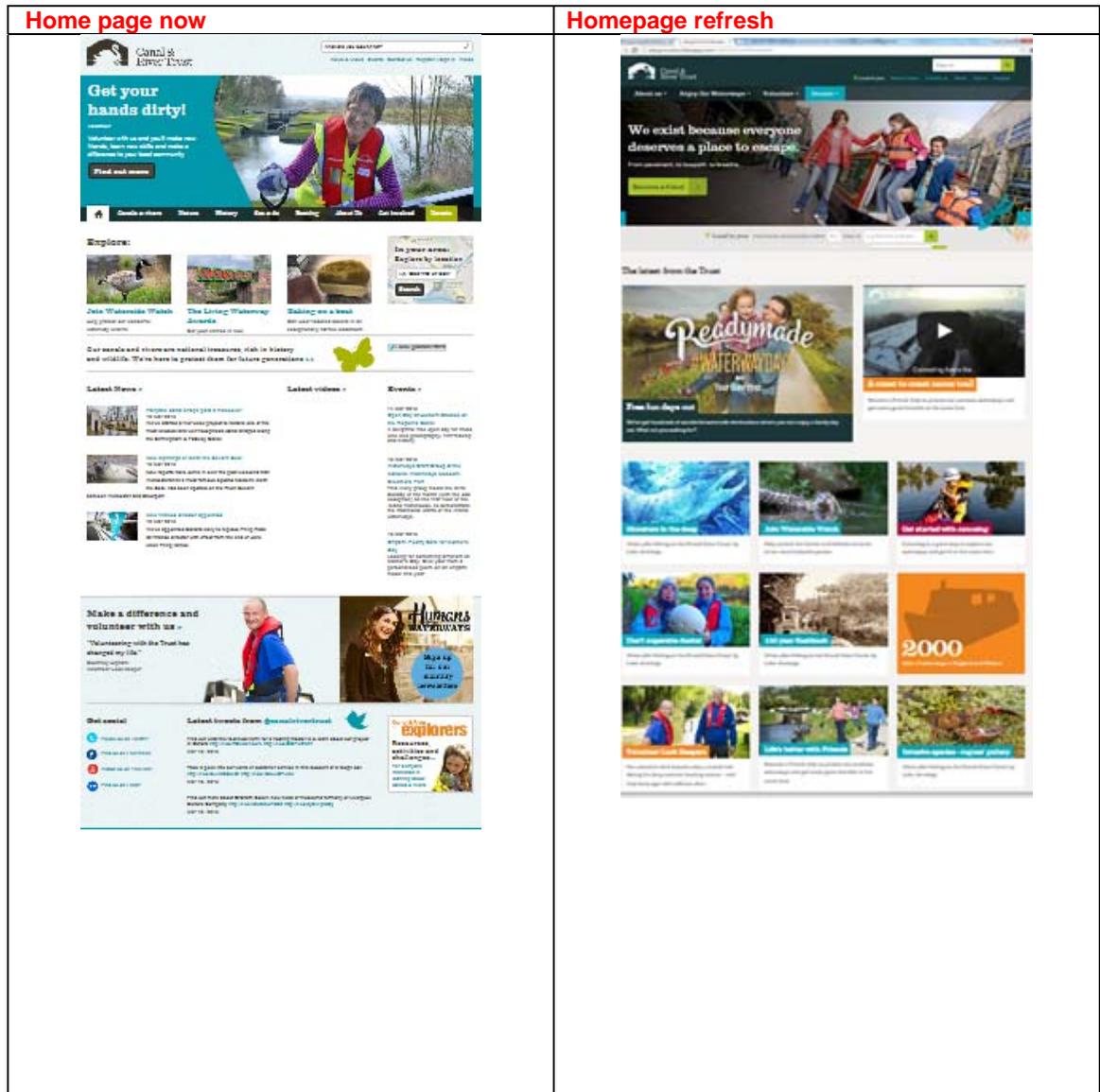
6.1 Website refresh

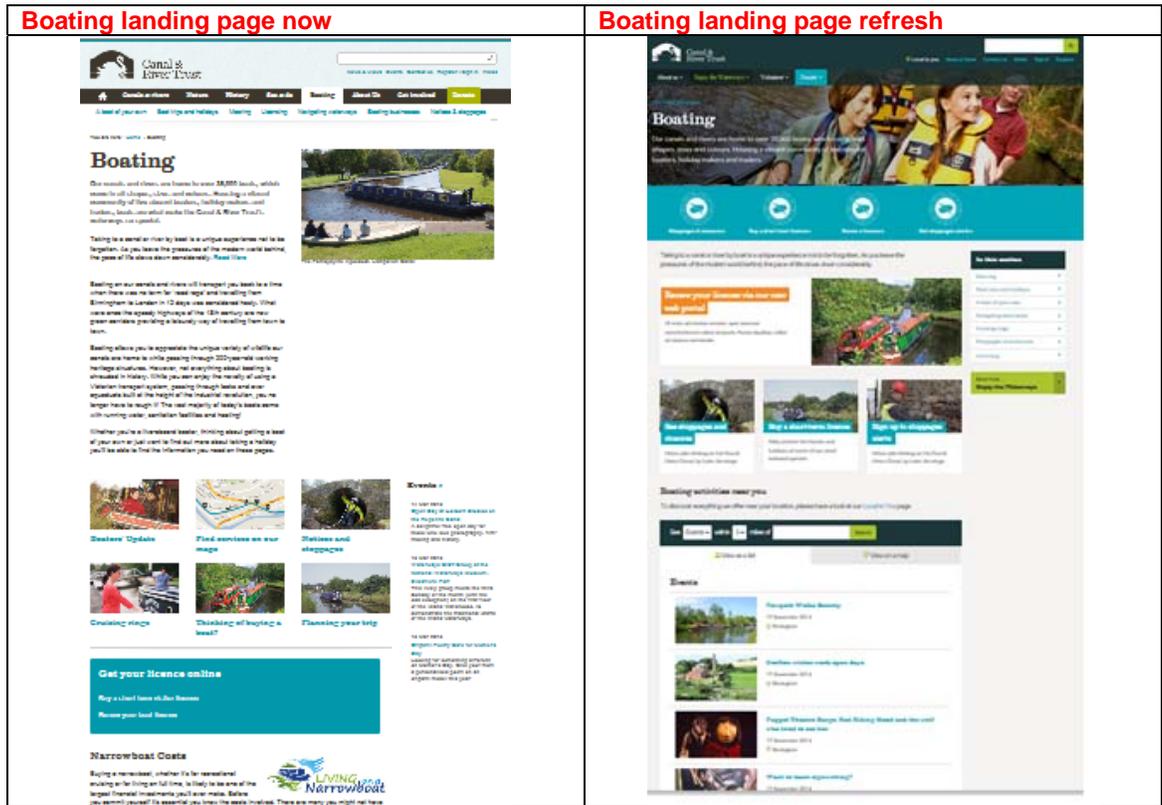
After a period of extensive user testing and involvement, we have started the technical build of the site, which includes writing the code and exploring how we move over all sections of the site into the new format. This will include testing and interactions with all our APIs and databases. There is also a workstream for better mapping.

Prototypes for design have been agreed and we have templates for four main sections of the site (see examples below). In terms of content (text, imagery, graphics and video), we have agreed guiding principles for all content production moving forward and will start updating existing content. We have also identified digital champions in various teams throughout the Trust and have put together a comprehensive internal training programme which is due to start in April.

6.2 Page design

Below are a couple of examples of how the design is progressing. The designs are based on desktops, but please note that we have approached this so the design is fully device-responsive, so it works equally well on mobile and on tablets.





6.3 Social Media guidelines

We have updated our social media usage guidelines and will distribute these throughout the Trust.

7.0 INTERNAL COMMUNICATIONS

7.1 Waterways Alive Awards

In early February we launched the 2015 internal Waterways Alive Awards to celebrate work that moves the Trust towards its vision that living waterways transform places and enrich lives and demonstrate how we use our values in the way we work.

Last year's feedback asked for categories to allow small projects to shine alongside the big ones so this year there will be three categories for small, medium and big projects respectively

The deadline for entries is 8 April. Peer judging panels will shortlist three finalists for each category for Richard Parry to visit and select the finalists.

The winners will be announced at a gala prize giving celebration on 2 July.

Simon Salem
Marketing & Fundraising Director
March 2015