



## MEETING OF THE BOARD OF TRUSTEES

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Minutes of a meeting of the Board of Trustees (the *Trustees*) of Canal & River Trust (*the Trust*) held at Hilton Sheffield Hotel, Victoria Quays, Furnival Road, Sheffield, S4 7YB on Wednesday 13 January 2016 at 8.30a.m

### Present :

Allan Leighton	Chairman
Lynne Berry	Trustee and Deputy Chair
Tom Franklin	Trustee
Jane Cotton	Trustee
Manish Chande	Trustee
John Dodwell	Trustee
Ben Gordon	Trustee

### Apologies:

Steve Shine	Trustee
Simon Thurley	Trustee
Frances Done	Trustee

### In attendance

Richard Parry	Chief Executive
Stuart Mills	Property Director
Sandra Kelly	Finance Director
Sophie Castell	Marketing, Communications & Fundraising Director
Ian Rogers	Customer Services and Operations Director
Julie Sharman	Executive Head of Asset Management & Performance (15/097 to 15/104 only)
Simon Bamford	Executive Head of Asset Delivery (15/097 to 15/104 only)
Yetunde Salami	Assistant Company Secretary (Minutes)

### Action

#### 15/097 APOLOGIES

As noted above.

#### CHAIRMAN'S WELCOME & REMARKS

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

**15/098 REGISTER OF INTERESTS & DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA [CRT171]**

Trustees declared their interests as follows:

- Jane Cotton as a Pension Fund Trustee.
- Lynne Berry as a licenced boat owner.
- John Dodwell as the Chair of Montgomery Canal Partnership, a Licenced Boat owner, Pension Fund Trustee, Committee member Commercial Boat Operators Association and as Managing Director Rolandon Water & Sea Freight Advisory Services.
- Manish Chande is a founding member and Senior Partner at Clearbell Capital LLP. Under its discretionary mandate, Partners Capital (the Trust's fund manager) has allocated capital via pooled investments to CP Real Estate Holdings Limited, a property company advised by Clearbell. Partners Capital has also invested in CPBM Finance Limited (Project Monza) a joint venture, which includes a fund managed by Clearbell.

The register was noted and no other interests were declared.

(Tom Franklin joined the meeting.)

**15/099** Commercially confidential material removed

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**15/100 MINUTES**

The minutes of the meeting held on 24 September 2015 was approved.

***Matters arising:***

It was noted that some of the matters arising from previous meetings held would be considered during the course of this meeting and most of the outstanding matters were either ongoing or completed.

It was also noted that the template for board and committees had been issued and future reports would be more consistent with the template format. It was agreed that board reports should be comprehensive but less wordy.

Richard Parry informed the Board that the impact of the December floods tested the Trust's emergency planning process, adding that response was good. Richard Parry added that steps to review any findings from the response will be progressed. An update will be shared with the Board at the next meeting.

**RP**

**15/101** Commercially confidential material removed

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- Commercially confidential material removed

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**15/102 FLOOD IMPACT [CRT174]**

Richard Parry presented the report which updated the Board on the impact of the floods on the canal network and he commended Julie Sharman and Simon Bamford for job well done in ensuring that the operational response was good. Richard stated that work had commenced to establish the full scale of repair works. The Exec team would review and take decisions in respect of the scale of work required and an update would be presented to the Board at the next Board meeting.

RP

Julie Sharman explained that repair costs might rise as the flood incidents were still ongoing adding that an action plan was being progressed for repair works to be carried out by direct services and volunteers. An evaluation meeting is scheduled for this afternoon to agree the action plan, and the possibility of getting government funding for some of the repairs.

Sophie Castell introduced her presentation on the proposed campaign to raise funds and attract volunteers to support the re-building of our network and the communities that have been affected by the floods. Sophie explained that the voluntary fundraising campaign would be a national appeal for support to rebuild the canals and to get communities back on their feet. People directly affected by the floods would be given the opportunity to share their stories.

In discussion it was noted that:

- The campaign message would be clear that it is not an emergency appeal and that it is targeted at the flood affected areas
- The campaign should be used as a brand building opportunity to raise the Trust's profile
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**15/104 Commercially confidential material removed**

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RP

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**15/105 GOVERNANCE APPOINTMENTS [CRT177]**

The Board received and noted a paper from the Head of Governance Services concerning the recently concluded council elections. The Board also noted that the newly appointed Council members from the four constituencies and the co-opted Friends member would attend the Council meeting in March.

- **Private boating** - Andrew Phasey, Phil Prettyman, Stella Ridgway and Vaughan Welch
- **Business boating** - Nigel Hamilton and Andrew Tidy
- **Volunteers** -
- **Employees** – John Ellis
- **Co-opted Friends member** - Nicola Benjamin

Commercially confidential material removed

It was agreed that a review of how to facilitate improved access to and communication from the elected members' would be undertaken once they are in post – e.g. using the Trust's boaters update.

SC

Lynne Berry gave an update on the ongoing recruitment of new trustees. Lynne stated that a large number of good quality applications had been received. It was agreed that candidates with skills in Operations and HR, heritage and culture, Welsh focus and London focus would be of particular interest.

It was agreed that Sophie Castell will review the list of applicants to identify anyone who might be willing to play an alternative role with the Trust (e.g. to help with fundraising opportunities).

SC

The paper also noted new appointments to the Partnerships to fill casual vacancies and these appointments were ratified by the Board:

**London:**

Dermot O'Brien, 3 years to 21 January 2019  
 Paul Forman, 3 years to 21 January 2019

**South Wales & Severn.**

Keith Spencer, 3 years to 12 November 2018

**South East.**

Tim Carter, 3 years to 9 December 2018

**15/106 CHIEF EXECUTIVE'S REPORT (CRT178)**

Richard Parry presented his written report which also incorporated the individual Director reports as appendices.

**KPIs:** Richard Parry reported that the relative performance of the KPIs compared to target was largely the same as reported at the last meeting with several behind the target set. The proposed KPIs with targets would be presented for the Board's approval in March to set a more achievable set of targets for next year. An Executive team subcommittee had been set up to look at health & safety issues in order to drive the RIDDOR Accident frequency rate in a positive direction. The Board agreed to adjust the regular visitors target for the 15/16 year end to 4.6m in light of the correction now made to the 14/15 total.

RP

**Health and Safety:** The report was noted.

**Operations and Customer Service:** Ian Rogers presented his report  
 Commercially confidential material removed.

In discussion it was noted that Ian Rogers and Stuart Mills have commenced a series of meetings with waterways in order to identify efficiency savings in

operational property and to focus on those “hotspot” areas where we have the highest foot-fall.

**Asset Management & Delivery:** The report was noted.

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**Marketing, Communications and Fundraising:**

Sophie Castell gave highlights of her report adding that it is expected that the income target would be achieved. Richard Parry was asked to give an update on the impact of the Scouts ‘Million Hands’ programme to the Board at a future meeting.

RP

The Board noted the rest of the report.

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**15/107 Commercially confidential material removed**

Commercially confidential material removed

**15/108 Commercially confidential material removed**

- Commercially confidential material removed

**15/109 ANY OTHER BUSINESS**

None.

**15/110 DATES OF FUTURE MEETINGS**

Wednesday 9 March 2016 (Liverpool)  
Thursday 12 May 2016 (South Wales & Severn – Gloucester)  
Thursday 23 June 2016 (Conference call to approve accounts)  
Thursday 14 July 2016 ((NW& Borders - Llangollen)

**15/111 CLOSE OF MEETING**

There being no further business, the Chairman closed the formal proceedings at 12.29p.m.

Chairman



## Governance Appointments

Report by the Head of Governance  
January 2016

### **PURPOSE**

This paper sets out the outcome of the recent Council elections for the Board's information, and some recent Partnership appointments for Trustees' ratification.

### **1.0 Council Elections.**

- 1.1 There are four categories in which Council members are elected by their respective constituencies, every 4 years. The **results** of the recent voting, which concluded on 17 December 2015, to elect new representatives to the Council are as follows:

#### **Private boating**

##### **8 stood for election for 4 places**

The following were elected

Andrew Phasey

Phil Prettyman

Stella Ridgway

Vaughan Welch

Turn-out 2016: 6.8%

Turn-out 2012: 26.4%

#### **Business boating:**

##### **4 stood for election for 2 places**

The following were elected

Nigel Hamilton

Andrew Tidy

Turn-out 2016: 11.1%

Turn-out 2012: 37.4%

#### **Volunteers:**

##### **3 stood for election for 1 place**

The following was elected

Ian McCarthy

Turn-out 2016: 14.9%

Turn-out 2012: n/a

#### **Employees:**

##### **4 stood for election for 1 place**

The following was elected

John Ellis

Turn-out 2016: 25.8%

Turn-out 2012: 44%

## 1.2 Friends of the Trust

None of the nominees for the election in this category had the 5 sponsors required to stand in the election. The Appointments Committee interviewed 2 candidates who had each achieved 4 sponsors and has co-opted Nicola Benjamin for a two-year period. A by-election will be held in the Autumn of 2017 so that an elected representative can join the Council in March 2018. In the intervening period there is scope for the Trust to encourage the development of groups and networks amongst the Friends that will aid the election process.

## 1.3 Nominated Members

The current nominated members of Council all finish their terms of office in March. The nominating organisations are now being invited to nominate their representatives on the new Council by the end of January.

Each of the new members will take up their seat on the Council in March 2016.

## 1.4 Partnership Chairs

Partnership Chairs are *ex officio* members of Council during their terms as Chairs of their Partnerships.

## 1.5 Election Review

We are undertaking a review of key aspects of the election to ensure we carry forward any lessons learned to the next elections in 2019 and the by-election for a Friend in 2017.

Key areas are:

### 1.5.1 Commercially confidential material removed

### 1.5.2 Turn out

Turnout was markedly down on 2012 despite an extensive campaign to raise awareness. Although the turnout is low compared with last time ERS tell us that it is not inconsistent with experience elsewhere.

There may be a number of reasons for this:

- This was our second election with less 'novelty' associated with the new organisation
- Greater clarity on / experience of the non-executive advisory role of Council may have reduced interest, particularly amongst boaters
- Online election, with all nomination and voting on a dedicated website rather than postal. The exact impact of this is unclear.
  - For some an electronic process will have increased access to communications and the election process
  - For others, email communication may have increased the risk of communications being overlooked or misplaced. A proportion of the electorate have not yet provided the Trust with an email address and each of these received details of the election and how to vote online by post. Any negative impact is likely to be reduced in future elections as the use of electronic communications and processes continues to develop.

Adoption of an online process with use of email for communications wherever we have been provided with an email address, has enabled us to deliver the 2016 election at half the cost of the 2012 election, saving about £20k. Our approach is consistent with the trend in other similar elections.

### 1.5.3 Data quality

We are reviewing the collection, updating, management and presentation of electoral lists including contact details in each of the constituencies. Improvements will be made for the elections in 2017 and 2019.

### **1.5.4 Planning for elections in 2017 and 2019**

Decisions on the format of the next elections need to be made by the Appointments Committee in January 2017 (for the Friends and any other elections in autumn 2017) and 2019.

## **2.0 Bwrdd Glandŵr Cymru.**

2.1 BGC is holding its second meeting on 14 January. The Chairs of the NWB and SWS Waterway Partnerships are invited to attend the meetings and have accepted for the January meeting. Further recruitment is planned in the early part of 2016.

## **3.0 Partnership Members.**

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

3.2 Since the November 2015 Trustee meeting, 4 appointments have been made, with no further Partnership renewals. These now require ratification by Trustees and are listed below with a short biography.

3.3 North West, South Wales & Severn, South East, Kennet & Avon and Central Shires are all actively looking for new members to join the Partnerships.

3.4 **Annex 1** sets out the numbers of Partnership members, their remaining terms of office, and the number serving a second term.

## **3.5 Appointments to fill casual vacancies.**

The following appointments are to fill casual vacancies:

### **3.5.1 London**

**Dermot O'Brien, 3 years to 21 January 2019**

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**Paul Forman, 3 years to 21 January 2019**

Commercially confidential material removed .

### **3.5.2 South Wales & Severn.**

**Keith Spencer, 3 years to 12 November 2018**

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### **3.5.3 South East.**

**Tim Carter, 3 years to 9 December 2018**

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## **4.0 Recommendation.**

Trustees are asked to

- Note the report on the Council elections with a further report to be provided at the March meeting
- Ratify the Partnership member appointments set out in Section 3.

**Roger Hanbury  
January 2016**

**TABLE PARTNERSHIP MEMBERS TERMS OF OFFICE**

PARTNERSHIP	CURRENT MEMBERSHIP NOS - TOTAL	REMAINING TERM OF OFFICE			NO. ON 2 <sup>ND</sup> TERM
		Less than 12 months	12-23 months	24-36 months	
Central Shires	8	-	-	8*	6*
East Midlands	11	1	-	10*	8*
Kennet & Avon	8	1*	2	5	4
London	15	-	5	10*	6*
Manchester & Pennine	12	-	1*	11	8*
North East	10	-	3	7*	7*
North Wales & Borders	12	1	2*	9	4
North West	9	4	4	1*	2
South East	9	2	2	5*	4*
South Wales & Severn	8	3	1*	4	6
West Midlands	11	-	8*	3	8*
<b>TOTAL</b>	<b>113</b>	<b>12</b>	<b>28</b>	<b>73</b>	<b>63</b>

\* Includes Chair

## CHIEF EXECUTIVE'S REPORT

January 2016

### 1.0 INTRODUCTION & OVERVIEW

- 1.1 This report covers the period for the period to the end of November 2015, with updates for recent weeks where available.
- 1.2 The main focus of the past few weeks has been the impact of the severe flooding across the north of England which is the subject of a separate paper. It has caused significant damage and presents a significant risk to our spending plans for the year ahead as resources will be diverted to address the priority repairs.
- 1.3 Our consultation on the proposed closure of the Waterways Pension Fund to future accruals from the end of September 2016 continues. 19 'roadshows' were held pre-Christmas with 681 colleagues (75% of active WPF members) attending. The Remuneration Committee meets after the Board to consider some of the key issues emerging from the feedback received so far.

### 2.0 PERFORMANCE

- 2.1 Appendix 1 sets out performance in the year to date across the range of KPIs. As reported in November, we will not meet the year end target in some areas, reflecting the ambitious goals we have set ourselves and the difficulty of achieving year-on-year change in some areas. For the year ahead a more considered approach will be taken such that all targets are realistic. Since the last Board meeting, further deterioration in the internal Safety AFR measure means that the target is now unachievable (as shown in the Health & Safety report).
- 2.2 Further examination of last year's data on visits and visitors has indicated that the results for the final quarter of 2014/15 were slightly over-stated, related to the transition from a phone survey to an on-line panel; the number of regular visitors is now estimated at 4.3m for 2014/15 rather than the 4.5m indicated at the time. Hence it is proposed that we also re-set the 15/16 target from the current 4.75m to 4.6m. Growth is in line with this revised target. The other positive change is that volunteer satisfaction is now better than target.
- 2.3 **Commercially confidential material removed.**

### 3.0 EXECUTIVE REPORTS

- 3.1 The Executive's reports feature as Appendices 2 to 7. There is a slight change to the appendices reflecting the new executive team structure with Operations and Customer Services brought together, and a separate Asset Management/Delivery report. The main points to draw to the Board's attention are:

- Appendix 2 (Health & Safety) reports the incidents that have caused the AFR rate to worsen;
- Appendix 3 (Customer Service and Operations) reports on wider engagement on the share the space campaign and with the waterway partnership chairs;
- Appendix 4 (Asset Management & Delivery) reports good progress on the delivery of the winter works programme.
  - **Commercially confidential material removed**
- Appendix 6 (Marketing/Communications/Fundraising) updates on recent issues with charity fundraising.
  - **Commercially confidential material removed**

#### **4.0 UPDATE ON OTHER ACTIVITIES**

4.1 **Commercially confidential material removed**

4.2 The outcome of the Council elections is reported elsewhere; **Commercially confidential material removed**

4.3 Following the Board's approval of the Outcomes Measurement Framework at the last meeting, invitations to join the new External Reference Group have been issued.

**RICHARD PARRY**  
**Chief Executive**  
**January 2016**

## KPIs AS AT 30 NOVEMBER 2015

Bi-monthly Performance Measures	Nov YTD 2015	Nov YTD Target	Target 2015/16	Actual 2014/15
Employee, Volunteer and Contractor Safety: RIDDOR Accident Frequency Rate (accidents per 100,000 hours)	0.35	0.18	0.18	0.23
Public Safety: Proportion of injuries directly associated with infrastructure condition	8.2%	8%	8%	8.5%
№ of days of unplanned closures to navigation	452	567	850	925
% of planned High Priority Customer Service/ Safety related Infrastructure Defects cleared	39%	63.3%	95%	81%
Users - % satisfied with experience (Towpath only, will be 50% boaters, 50% towpath visitors in 2016)	83%	70%	70%	n/a
№ of individual visitors to our waterways in typical two week period (over last 12 months)	4.6 m	4.57 m	4.6 m	4.5 m
№ of children participating in face to face 'Explorer' educational sessions *	33,174	44,000	50,000	43,586
№ of Volunteer Hours worked *	346,000	356,250	475,000	411,419
Volunteers - % satisfied / that would recommend *	89%	88%	88%	87%
Total № of Community Adoptions *	131	120	125	104
% of people surveyed who are aware of the Trust - 'brand awareness' (over last 12 months)	29%	33%	35%	30%
% of people surveyed who say they are likely to support the Trust (over last 12 months)	23%	24%	25%	22%
№ of active Friends/ regular donors	15,402	14,585	17,000	9,754
Carbon Emissions Plan – Electricity Consumption (GWH)	15.1	14.7	22	23.4

Other Annual Performance Measures	Actual 2015/16	Target 2015/16	Actual 2014/15
Employees - Employee engagement score	40.00%	48.0%	46.0%

Green indicates that the KPI is ahead of target

Yellow indicates that the KPI is behind target

Red indicates that the KPI target cannot be achieved

\* December figures



## APPENDIX 2: HEALTH & SAFETY MANAGEMENT

Report by the Executive Head of Asset Management & Performance  
January 2016

### 1 Introduction

This report covers the period of November and up to the 11<sup>th</sup> December 2015, it does not include details of the damage mainly to the network and boats from the flooding over the Christmas period. 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 Assets

#### 2.1 Asset Inspection Process

Improvements in the structure of the inspections area are progressing with the recent appointment of technician engineers and dedicated lock gate inspectors.

### 3 Visitor Safety

During the period there were 6 fatalities on our property with none being as a result of infrastructure failings or other cause attributable to the Trust. This is in line with the long term average

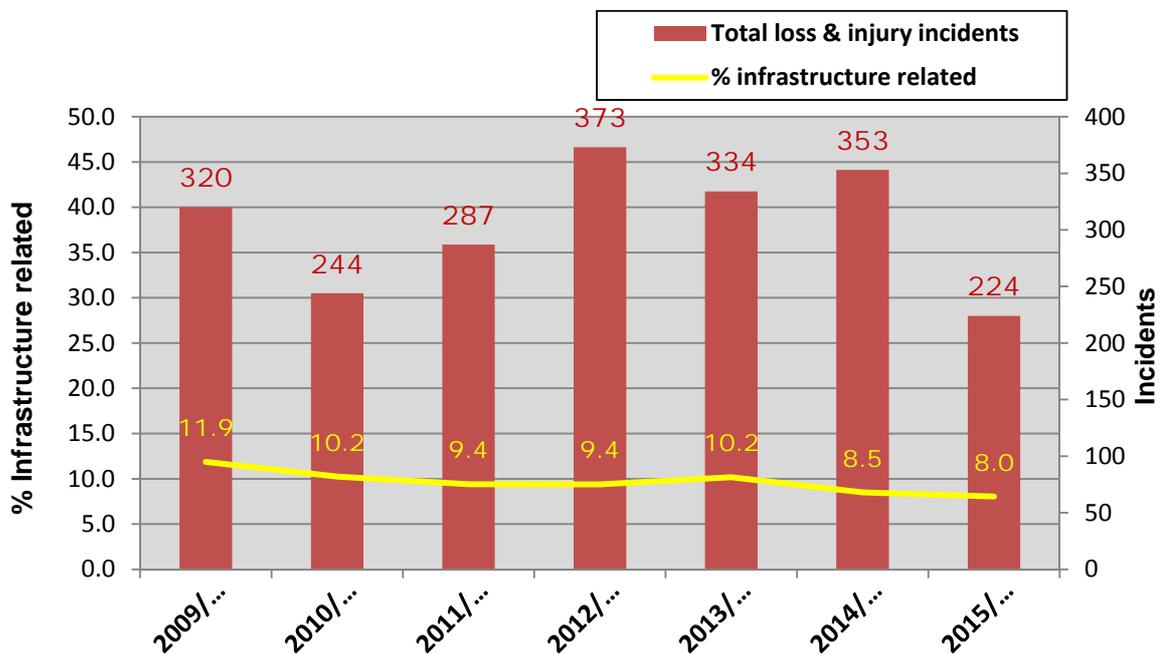
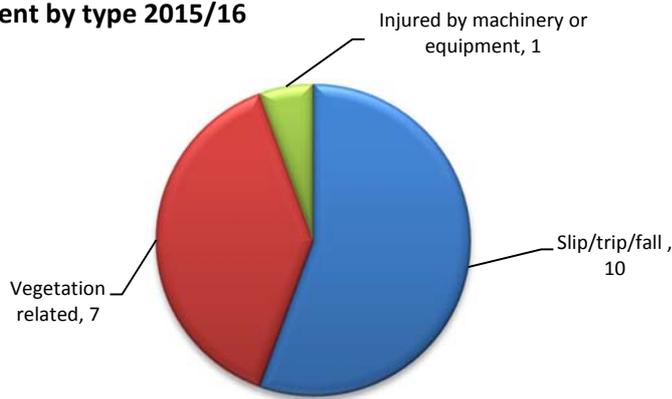
#### 3.1. Infrastructure related issues

During the period there were no reportable visitor incidents. The analysis of incidents involving members of the public reported during 2015/16 shows 224 incidents were reported where loss or injury occurred, 18 incidents were related to infrastructure i.e. 8.0%.

- **5 pedestrians injured** – 2 walked into a low hanging branch, 3 fell in holes in towpath
- **6 boaters injured** – 1 fell from quadrant, 2 fell into hole in towpath, cut hand on defective water point, 2 struck by low branch on bend
- **5 cyclists injured** – 1 fell from cycle due to deep gravel on towpath, 2 hit a low branch, 2 thrown off bike by pothole
- **1 angler injured** - fell into hole at fishing peg.
- **1 boat damaged** – collision with a low branch

The following charts show the trend in Infrastructure related injuries and incident type:

### Incident by type 2015/16



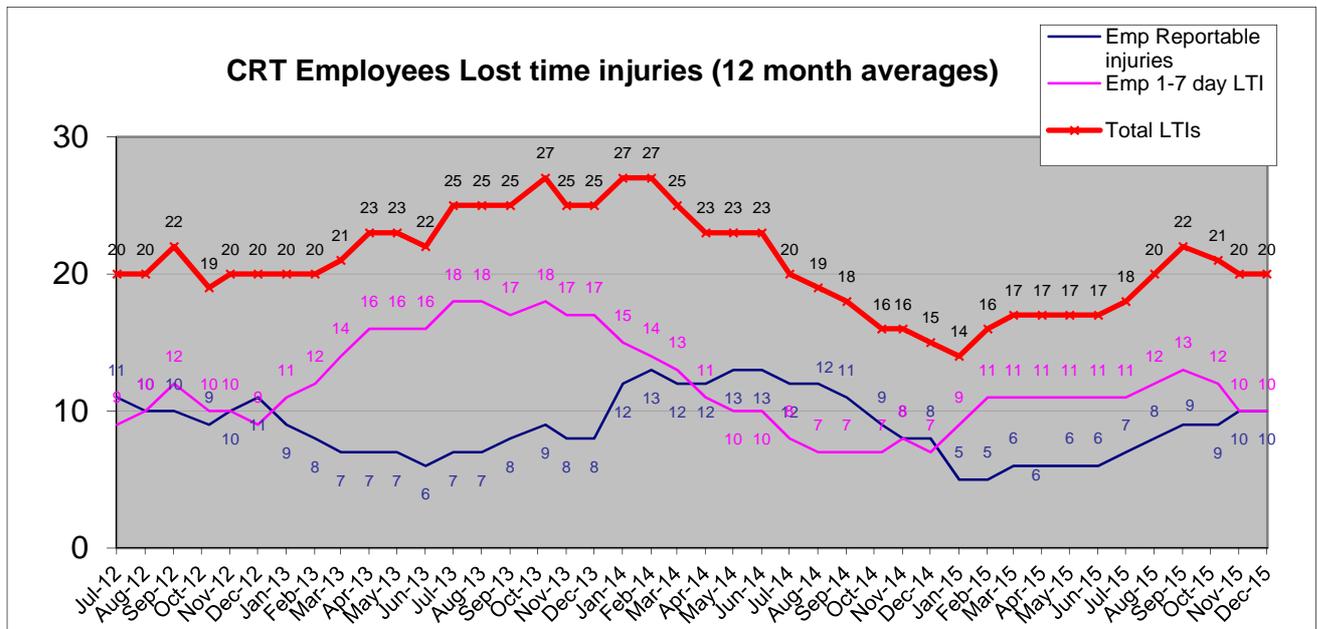
### 3.2. Visitor reportable injuries

During the period, there has been no visitor reportable injury.

**Stourport Lock Tail Bridge Handrail** – A permanent handrail design has been approved for the historic tail bridge at Lock 1 Stourport Basin. This has taken over 3 years to get an agreed design due to the requirements of Listed Building consent. A tragedy occurred in June 2012 when a 13 year old was cycling across the bridge and fell into the lock which had no handrail. Temporary handrails have been in place since the incident. **Commercially confidential material removed**

### 4. Employees

The chart below shows the overall position with regard to reportable (RIDDOR) injuries and the overall Lost Time Injuries:



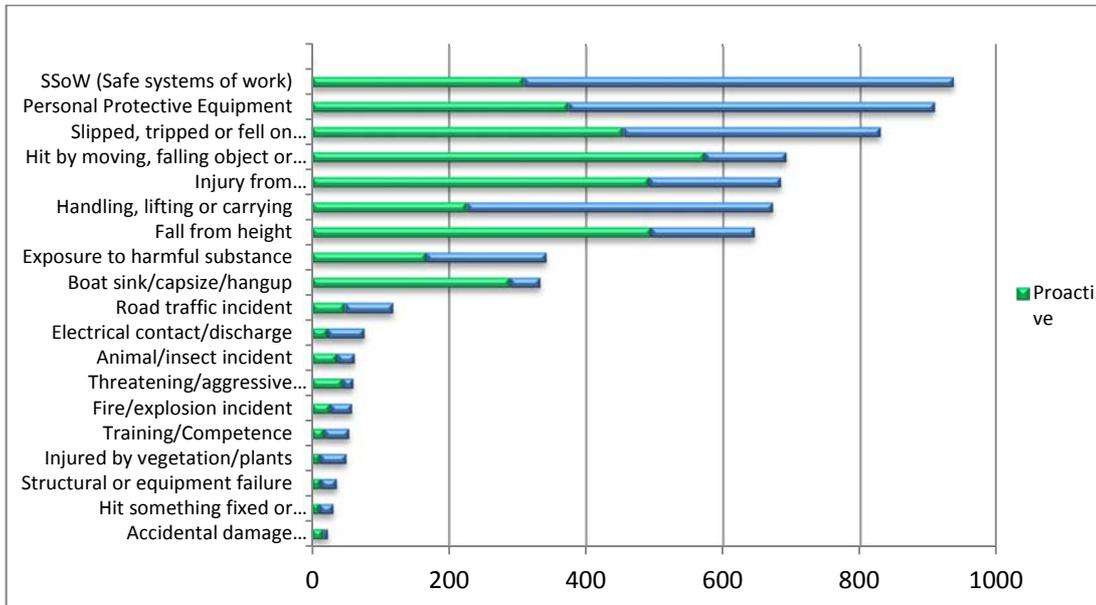
The positive downward trend at the turn of the year has not been sustained over recent months due mainly to an increase in short term lost time injuries caused mainly by manual handling and slip, trip & fall incidents. A campaign to focus on manual handling risks has been implemented through local Safety Action Teams to identify manual handling risks which can be designed out. The opportunity provided by the restructure for the Asset Delivery team to deliver our winter stoppage programme with their greater emphasis on efficiency through mechanisation for example should also significantly reduce the risk of manual handling type injuries.

Incidents recorded in this period:

- **29/10/2015. North West** – Operative injured hand when a sliding cabin door shut on his hand.
- **27/11/2015 Asset delivery, South** – Operative suffered a sprained ankle when stepping into a water filled hole at the bottom of the lock during a stoppage. The hole was subsequently filled and the planning and stoppage setup is being reviewed

#### 4.1. Safe Behaviour

The number and type of safe behaviour discussions taking place in the workplace is an important indicator of safety improvement. The data recorded during 2015/16 is given in the following table.



We remain satisfied that our safe behaviour programme is being well supported with over 6600 conversations recorded in the first 11 months of 2015. To ensure this continues, we are identifying areas where performance is highest and sharing the lessons of how that is achieved.

#### 4.2. Occupational Health

There has been no reported case of occupational ill health.

#### 5. Volunteers

South East Waterway – A volunteer slipped on an external door mat at Stoke Bruerne Museum resulting in a broken hip. The premises inspection procedure has been reviewed and the mat which should have been only used internally has been removed.

#### 6. Contractors

In 2015/16 there has been 1 reportable contractor injury: An Intermarine Contractor installing floating pontoons fell onto a steel bracket injuring their torso - Over 7 day reportable injury

#### 7. 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 the Trust's workforce - employees, contractors, and volunteers. The target overall performance for 2015/16 is an AFR of 0.18. Following the exceptional performance in the summer of 2015 the small number of employee Riddor reportable injuries has driven up the employee rate and this coupled with an increase in volunteer injuries has made the target unachievable. With year to date performance at 0.35 our focus is on ensuring the working environment and safety behaviour of our volunteers is in line with that for employees. We believe greater integration into the Trust's teams is key to improvement.

	Riddor AFR (12 Month average) December 2015
Employees	0.28
Volunteers	1.21
Contractors	0.26
<b>Combined Rate</b>	<b>0.35</b>

**Julie Sharman**  
**Executive Head of Asset Management & Performance**

## APPENDIX 3: CUSTOMER AND OPERATIONS

Report by the Customer Service and Operations Director

January 2016

### 1.0 GENERAL

We have recruited an interim Head of Customer Experience, Carron Smith, who joined the Trust on the 4<sup>th</sup> January to lead our relationship with Money Penny to develop and implement improvements to operational customer journeys.

### 2.0 BOATING

#### 2.1 General

Mike Grimes and members of the boating management team continue to meet with members of our boating community as part of their ongoing commitment to improve face to face engagement with boaters. This included presenting at the APCO annual general meeting in York to some 70 business boating customers.

The first boating management team live web chat with customers is planned for early 2016 giving boaters a chance to ask questions 'real time'. It is hoped this will become a regular feature for boaters in 2016.

#### 2.2 Winter Moorings

Winter mooring sales have delivered revenues of **Commercially confidential material removed** with sales across 103 sites. The offer this year has been well received by the majority of boaters purchasing a winter mooring and work is now underway to consider how an improved offer can be launched next winter.

#### 2.3 **Commercially confidential material removed**

**Commercially confidential material removed**

The first quarterly communication regarding monitoring stats for those without a home mooring (continuous cruisers) has been published on our website.

#### 2.4 Business Boating

The recruitment process within the business boating department has now concluded with all vacancies filled by both external and internal candidates. This recruitment will further strengthen the team and allow an improved customer proposition to be offered along with commercial benefit.

The roving traders associations held their Christmas market event 11<sup>th</sup> to 13<sup>th</sup> December in Birmingham. This was the last of a successful season of floating markets across the network with another full programme planned in 2016.

### **3.0 CUSTOMER SERVICE PROJECTS**

#### **3.1 Share the Space, Drop your Pace Report**

Planning workshops have taken place in each of the Waterways to inform localised and targeted campaigns in their areas, supported by the project team with implementation plans due for submission in mid-January.

The first of a series of Twitter Q&As has taken place, with Dick Vincent answering general questions and local concerns, and highlighting the campaign's objectives and messages.

Bespoke maplets are being developed for each area and will support the campaign messages.

#### **3.2 Management Plans for Trust Destinations**

The first tranche of contracts have been awarded whereby external consultants will produce development plans with detailed action & delivery plans for 7 Trust sites by the end of March 2016. These sites are:

- Anderton Boat Lift (NW&B)
- Audlum (NW&B)
- Standedge Visitor Centre (M&P)
- Foxton Locks (SE)
- Stoke Bruerne (SE)
- Leigh (NW)
- Bingley 5 Rise Locks (NW)

Following the Visit England guidelines, the consultants will work with stakeholders to look at 5 key areas. The output of this work for each site will be a management plan that considers actions to increase footfall, improvements to the customer experience, opportunities to deliver increased revenue.

By appointing a variety of consultants – from national to locally based small companies – across a variety of destinations, we will develop a robust framework & model for the next tranche of management plans across other destinations in 2016 / 17.

#### **3.3 Online Booking Systems**

We are currently working with the IT company Gamma to move 7 waterway paper-based booking processes to an automated online system. The 7 locations are:

- Ribble Link (NW)
- Liverpool Link (NW)
- Standedge Tunnel (M&P)
- Frankton Locks (NW&B)
- Wigan Dry Dock (NW)

### 3.4 Money Penny – Call Centre Customer Service

November saw another seasonal reduction in call and e-mail volume, though total number of enquiries remains higher, at 30% more enquiries than during November 2014. As outlined in the business plan, we have reduced headcount in the team by one full time employee. Service levels continue to meet the agreed standards. More in-depth analysis and categorisation of licence renewal calls is currently being conducted to give greater insight into the reason why so many people chose to call instead of renewing online. More generally, we are taking advantage of a reduction in the number of enquiries to arrange experience days for the team and refresh their knowledge and training.

## 4.0 MUSEUMS

### 4.1 Marketing

#### 4.1.1 Rebrand

The National Waterways Museum, Ellesmere Port and the Gloucester Waterways Museum both have separate brand identities that are inconsistent and not aligned with the CRT branding. We are looking to develop an identity for the National Waterways Museum – Ellesmere Port & Gloucester that sits comfortably within an overarching CRT branding style. A tender invite to develop options for moving forward has been produced by the Museums Marketing Manager and the Head of Marketing for CRT and will be issued shortly.

#### 4.1.2 Market Research

The Museum Marketing Manager has also been leading on an audience development programme which starts with market research of our current audiences. Working with the Audience Agency (an Arts Sector Audience development Company) postcode data has been collected and visitor surveys conducted at both sites. The objective is to identify who our current – and potential – audiences are, and to target these more effectively. Our aim is to grow our audiences from the current 30K visitors to 150K visitors per site per annum.

#### 4.1.3 Collections and Archives

The Museums have been successful in securing Esmee Fairbairn Collections Fund money to review our boat collection (some 73 boats) and to recommendations for their short, middle and long term future. Two consultants, Emma Chaplin and Rachel Mulhearn, have been appointed and they come with much experience in this area. Emma is a former Keeper of Collections for the Waterways Trust, whilst Rachel was previously Keeper of the Merseyside Maritime Museum.

## 5.0 PARTNERSHIPS

The Waterway Partnership Chairs had their first forum meeting, which took place prior to the regular meeting between CRT and the Chairs held in November. A number of items for future discussion have been identified including:

- Sharing and Communication between Chairs
- Sharing and communication between waterways managers
- Sharing project ideas and developments
- Partnerships' Make-up and Community Engagement
- Role of chair vis-a-vis waterways manager
- CRT PR
- Integrated plan for the whole waterway territory
- Attitude of CRT departments to partnerships

A further meeting of the Partnership Chairs is being planned for later January with Ian Rogers attending from CRT.

## 6.0 WATERWAYS

Handover of the Waterway Management teams from Vince Moran to Ian Rogers took place over November and December with formal responsibility beginning from January 2016.

Key areas of focus in the immediate future include:

- Clarity of the Waterway Managers role, alignment with the partnership and partnership chairs, and clarity around the new Development and Engagement Manager role
- Review the existing approach to measurement and KPIs
- Reporting on performance to the Trustees, the exec', and other colleagues.

## 7.0 VOLUNTEERING

7.1 With just under **346,000** hours recorded to the end of December the number of volunteer hours is slightly behind plan (whole year target **475,000**). Volunteer Satisfaction is 89% (those willing to recommend their experience).

7.2 Community Adoptions numbers now exceed this year's target of 125, with 131 adoptions in place at the end of December.

7.3 Employee Volunteering

Since April 2015 employers from 21 different companies have participated in our employee volunteering offers and their employees teams have gifted nearly 2200 days of their time. **Commercially confidential material removed**

After 6 months planning and discussion, Bank of America Merrill Lynch have agreed to a 2 year partnership in North Wales and Border Counties. The relationship will ensure 160 employees participating in a volunteering experience with us over 6 events in each year, and generate a donation of **Commercially confidential material removed** to the Trust (in addition to the **Commercially confidential material removed** donation in 2015).

7.4 Volunteer Recognition

The Trust operates a range of volunteer recognition methods, ranging from a simple thank you to a more sophisticated award system for adoption groups. During 2015 we have been rolling out a new system involving small gifts recognising volunteer long

service. This system started in September of this year and to date the following numbers of volunteers have received recognition of their sustained contributions;

- Mugs (and tea bags) >100 hours – 489 volunteers have received these
- Bronze Lapel Pin >500 hours – 277 volunteers have received these
- Silver Lapel Pin >1000 hours – 117 volunteers have received these
- Gold Lapel Pin >2000 hours – 16 volunteers have received these

The response from both managers and volunteers to this new system has been incredibly positive and our lapel pins are being worn with a great sense of pride by volunteers.

#### 7.5 Volunteering Journey Research

Experienced consultant Lynn Blackadder has been appointed to facilitate the initial research needed to understand the 'health' of our Volunteer Journey – an initiative aiming to identify the key areas of priority for us to improve the volunteer experience and schedule actions over the next five years. Lynne has worked for National Trust, Scottish Arts Council, Imperial War Museum and the National Maritime Museum. Telephone interviews with Trust employees and volunteers are now underway. This is the first stage of the development of a comprehensive volunteering strategy which will ensure extensive growth and maximum impact of our volunteers. This initial research will be complete by end February 2016.

- 7.6 A knowledge exchange event was held in Birmingham in November for 30 community group representatives, all involved in the Waterway Adoption scheme. Jointly organised in partnership with Coventry University, with funding from the Economic and Social Research Council, the event aimed to gather views on the scheme and is part of the wider 'Volunteer Journey' research. Early feedback is that groups feel like they could contribute more if they were involved earlier in the planning stages of work. Overall very positive feedback on our management of the scheme and volunteer groups and lots of reported benefits on health, wellbeing etc.

#### 7.7 Volunteer Lock Keepers 2016

Work is underway redesigning and improving the volunteer induction and training package in time for the 2016 intake of Volunteer Lock Keepers in the spring. In particular improvements to the safety training offered will be made and new elements incorporated to ensure our volunteers have a good understanding of Trust values & aspirations.

## 8.0 EDUCATION & INTERPRETATION

8.1 Number of children involved in activities to end December 33,174. Target for this year is 50,000. The education team have experienced some staff illness and an unexpected resignation and this has had a negative impact on numbers of school visits. However the team are confident, and have plans in place, to recover from this in the spring and meet the ambitious target set for the year.

### 8.2 Sandford Award

Bingley Five Rise Locks, Foxton Locks and the National Waterways Museum have earned the prestigious Sandford Award. Education staff and volunteer collected their well-deserved at a Sandford Award Ceremony at the London Transport Museum in December.



### 8.3 New Team of Explorers in Burnley

A new team of Explorers volunteers has been recruited and trained in Burnley. The team of five have 8 water safety assemblies booked for January and will be looking to book further assemblies and Build a Canal sessions in the New Year. Education resources specific to Burnley have been developed including a local Build a Canal set, handling items, loan box for schools and a canal trail.

### 8.4 Canal Fish Schools Week in Coventry

Over 100 children took part in our two day joint venture with the Angling Team in October. Each class took part in an angling taster session led by a local youth coach, an Explorers guided walk of Coventry Basin, a habitats activity and our water safety 'Spot the Hazards' activity. Many of the children had never visited a canal before and were amazed by the number of fish species found in the canal.

### 8.5 Royal Wolverhampton School Visit their Local Lock Stoppage

Three classes from Kings Albans School braced the weather with waterproofs and wellies to see their local lock de-watered. They investigated a number of artefacts found in the lock, including coins, old bottles, pottery, boater's windlasses and even bullets from the war.



Explorers' volunteers John Nelson and Gill Hellings met each class at school to lead our Water Safety and Build a Canal activities, followed by a guided walk along the canal to see the lock stoppage. Simon Turner and his team led the children through the lock chamber explaining the canals original use for carrying cargo by boat and the reason for present maintenance works to the lock itself.

#### 8.6 Peak Forest Tramway Archaeology and Open Day



Recent research carried out for our project discovered that Benjamin Outram's Peak Forest Tramway site in Marple is of Regional Historical Significance. We ran a very successful community archaeology dig at the site to discover what remained from 19<sup>th</sup> to 30<sup>th</sup> October. Week 1 saw 180 primary school children from the local area and across Stockport attend to dig, including a class from Cale Green Primary School, who have an average of 31% of their children in receipt of Pupil Premium, which is above the national average.

Across both weeks we've had a total of 57 volunteers. 26 adults and 24 children came for one day, and 7 adults (including 2 young people) volunteered throughout the weeks, clocking up 30 days of volunteering between them.

On Sunday 1<sup>st</sup> November we welcomed 100 visitors to our Open Day, with finds, activities, digging, and guided tours of the dig, including a visit from 'George Ashton' a Lime burner, working and living in Oldknow's Marple Lime Kilns in 1851.

## 8.7 The New Navvies: Roadshow and Film Show Success



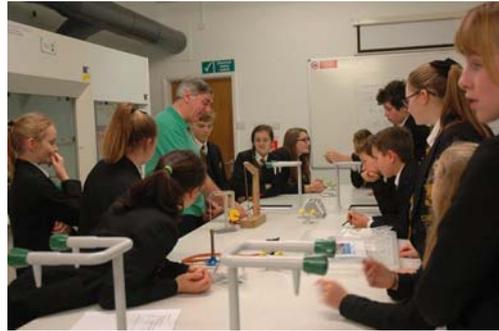
In 1965, the Peak Forest Canal Society produced a film called *The New Navvies*, a campaign film showing the possibilities of canals as leisure destinations and promoting the work of volunteers to save them. It made it all the way to Westminster! On November 28th 2015, 50 years later, with support from the film maker who lives locally, we screened this film at Marple Library, and 72 people from across the North West came to view it. We also received donations of items for our online archive and gathered memories to create a base for our future oral histories project.

## 8.8 Museum Takeover Day at National Waterways Museum



On 20<sup>th</sup> November we took part in Museum Takeover Day. This is an initiative which was started by the charity Kids in Museums. It is an annual event on which museums, galleries and arts organisations invite young people in for the day and give them a meaningful role. Children make decisions and get involved in the life of the organisation. It is a great way for the museum to build our profile locally and nationally through traditional and social media coverage as well as strengthening community partnerships. This day launched our campaign to keep our local schools and communities engaged with the museum during the winter closure. We have worked really closely with museum staff from other departments to put the day together. Pupils worked with our archive, collections, management and boatyard teams; taking on real jobs and effectively running the museum!

## 8.9 STEM and Rolls Royce Partnership



Working in partnership with Rolls Royce graduate programme, the team have trialled their new STEM programme (Science, Technology, Engineering and Mathematics) in schools. STEM is a key part of the new curriculum so the team have created a programme which will complement what schools, particularly secondary, are teaching in the classroom. The programme consists of five STEM related activities, all of which have been designed by Rolls Royce graduates. They focus around erosion, water pollution, water pressure, gaging and a SCADA game. These have now been trialled, tweaked and given the seal of approval from secondary school students across the midlands.

## 9.0 YOUTH ENGAGEMENT

The newly appointed central youth team are underway **Commercially confidential material removed**

Following a successful meeting with Duke of Edinburgh Award in Windsor, the Trust to become an approved activity provider for the Award. **Commercially confidential material removed** .

### 9.1 Youth Safeguarding Training

A learning programme to increase the confidence and capability of Trust staff to engage young people safely and effectively has now been developed and will be ready for launch in January 2016. The blended programme of e-learning and face to face workshops aims to increase the confidence and capability of Trust staff to engage young people safely and effectively. The e-learning package, which includes short video bogs from a range of Trust employees, is capable of being viewed and used by all volunteers and staff.

### 9.2 The Desmond Family Coast to Coast Canoe Trail - Leeds Liverpool Canal

This five year **Commercially confidential material removed** youth engagement project is progressing well and is on target to achieve ambitious targets by the end its first year (end Dec 2015). Recent activities included the continuation of canoe build sessions and a number of youth social action days, in addition to a 'Santa' event in December. The project has generated a significant amount of local press interest and coverage including from BBC Inside Out which will be running a 20 minute feature on the project in the New Year.



### 9.3 Uprising / SLYNCS

Our partnership with this well-established youth organisation in Burnley ends in December 2015. In total 110 young people (exceeding the target of 90) have participated over the 12 months of the project. Examples of the types of youth-led environmental social action projects carried out include;

- Being trained as peer facilitators by the Trust's Education Team and delivering the "build a canal" workshop in schools and youth groups across Blackburn with Darwen
- Designing an artist's brief working alongside the Super Slow Way team to recruit for artists to work on them on issues relating to their communities and the canal
- Carrying out a range of practical activities by the canal all year round through a Canal Adoption.

### 9.4 Construction Youth Trust

A pilot youth project in partnership with the Construction Youth Trust took place in London over 3 days in November. The project aimed to test a new model of youth engagement and aimed to broaden young people's understanding of STEM career opportunities, whilst at the same time giving them the opportunity to view a major lock stoppage and meet Trust employees/experts on site. The project went well with 10 young people completing the three days STEM awareness course and meeting a range of Trust employees from the engineering, heritage, project management and community engagement teams. A second project will be delivered with CYT in 2016. Once this is complete consideration will be given to a national project which the Trust and CYT will jointly seek funding for.

### 9.5 Construction Youth Trust

The dates for the pilot partnership with the Construction Youth Trust have now been confirmed for November 2015 to coincide with planned winter works. CYT staff are working with the Trust's Youth, Volunteering, Project Management and Engineering teams to develop the detail of the 3 day youth STEM educational programme, linking to our maintenance works.

## **10.0 FISHERIES MANAGEMENT**

### **10.1 CRT/Angling Trust Canal Pairs Championships**

Details of the 15 heats for the 2016 events were announced in December. Waterway managers have been given advance heads up. There will be a qualifying heat on each waterway and heats Wales (Llangollen Canal, Ireland (Grand Canal) and Scotland (Forth & Clyde), and a heat on a non-Trust owned canal (Basingstoke). The final will be held on 29<sup>th</sup> October 2016 on the Staffs/Worcester Canal.

### **10.2 CRT/AT Junior Championships**

The match was held on 24<sup>th</sup> October on the Birmingham & Fazeley, running alongside the pairs championship, at which 23 young people participated. The event has attracted good angling press coverage.

### **10.3 Other Angling Development Initiatives**

Central Shires family fishing funday at Burton on Trent was held in September, organised by a local stakeholder group arising from the fisheries and angling action plan consultation. The Trust supported and guided the stakeholders to deliver this family focussed event saw great success with over 70 people taking part and twenty pairs in the little family match encouraging families to enjoy fishing together.

Schools week in Coventry was a great success introducing over 150 children in a very urban area to fish, fishing and water safety messages. Our first time in Coventry worked so well with such great feedback that we are planning the same again next year.

### **10.4 Fisheries Management Update**

It's been a busy few months for the Fisheries Management team being involved in 22 separate fish rescue and movement events, prompted by our maintenance and engineering programme, rescuing 19,084 lbs of fish with the help of our term contractor.

Ian Rogers  
**Customer Service and Operations Director**

## APPENDIX 2: ASSET MANAGEMENT AND DELIVERY REPORT

### Report by the Executive Heads of Asset Management & Performance and Asset Delivery

January 2016

#### 1.1. ASSET REPAIR AND MAINTENANCE

#### 1.2. Planned Priority Projects

- 1.2.1. The last two months of the calendar year has seen the usual step up in activity with projects requiring stoppages commencing. During this period there were 44 projects on site with 26 completed as planned by Christmas and 18 continuing into the New Year. Projects completed include Old Barge Waterway Wall, Regents Canal Waterway Walls and Llangollen Bridge Wet Abutment Repairs
- 1.2.2. There are 18 projects to be started and completed in the last three months of the year which with the projects spanning calendar years will result in an expenditure of approximately £11.4m.
- 1.2.3. After long delays landowner agreements have been resolved for access for essential reservoir works at Harthill and Elton Reservoirs with the result that both of these schemes will commence on 4th January 2016
- 1.2.4. As a result of increases to scope identified following the draining out of the water on the Regents Canal and at Goytre and a number of arising works including bridge strikes, it has been agreed to defer four projects to 2016/17.
- 1.2.5. The photographs below illustrate some of the works underway during the period:



*Old Barge waterway wall completed repair – London*



*Lock 63 Trent & Mersey – Extensive brickwork repairs & piling works*



*Llangollen Canal Wet Abutments – New fluming system at Bridge 18*

### **1.3. Significant Unplanned arising projects**

- 1.3.1. The most significant arising works to occur during the period are those caused by the extensive flooding that has affected the Lancaster, Rochdale and Calder and Hebble canals with other canals affected to lesser amounts. The details of and response to the flooding are contained in a separate Board report.
- 1.3.2. The repair to the damage caused by vandalism on the Kennet & Avon canal were completed ahead of plan and within budget and the canal was reopened in time for Christmas. Work to repair the towpath damage will commence in the New Year and will include towpath improvements funded by Wiltshire Council. The photograph below shows the embankment repairs in progress and substantially complete:



*Kennet & Avon embankment repairs*

#### **1.4. Planned Priority Works**

- 1.4.1. 51 Lock stoppages involving lock gate replacement and defect repairs were planned for the period and all but one were substantially completed by Christmas and all were open to navigation for the week commencing 21<sup>st</sup> December as planned.
- 1.4.2. The only stoppage where there were still key items to complete was Newark Town Lock where the construction element was completed but delays in the delivery of parts for the hydraulic ram repairs meant that boats have needed assistance through the lock.
- 1.4.3. Four very successful open days were held at Newark Town Lock, (2000 visitors), Diglis Lock 2 (1800 visitors), Wolverhampton Lock (250 visitors) and Banbury Lock (1500 visitors) and were a great team effort between Direct Services and the waterways. Positive feedback has been received on the team's interactions with visitors and the explanations they gave of the work being undertaken.
- 1.4.4. In addition to the planned lock stoppage and defect repair programme there was the usual range of arising tasks to be completed such as gate repairs at locks 84 and 85 on the Rochdale Canal, replacement balance beams at Wightwick Lock (S&W Canal) & Lock 14 at Wolverhampton.
- 1.4.5. The photographs below illustrate the work undertaken by CRT Direct Services during the period:



*New bottom gates and walk boards at Johnsons lock, Regents Canal, London*



*Newark Town Lock –New planking of the Lock gates and the installation of walkways*



*Otherton Lock S&W Canal – Lock Stoppage Works included the refitting of the top & bottom end gates, lock chamber masonry repairs, brick sheeting repairs & installation of vehicle restriction posts.*



*Lock 64 M&B Canal – Lock Stoppage. Masonry repairs being completed on the pound below Lock 64 by apprentice Kate McCulloch*



*150m of piling and backfill at Cropredy, Oxford Canal*



*Lock gates installed and walls repointed at Lock 10 Aylesbury Arm*

## **1.5. Operational Contracts**

- 1.5.1. Customer Operations Contract Performance - The main customer facing contracts for vegetation, waste and facilities maintenance continue to perform well with the focus for the vegetation contract now moving to dealing with trees identified for work in tree surveys and the ongoing management of offside vegetation programme.
- 1.5.2. Routine maintenance and compliance works of our MEICA, SCADA and Operational Building assets is on plan with the autumn maintenance schedules completed. In addition there have been a number of call outs and reactive repairs through the MEICA contract, mainly relating to swing and lift bridges.
- 1.5.3. There were over 400 reactive/arising tasks dealt with via the PMTC contract during the period and analysis is now being routinely undertaken to identify and investigate the top 10list of the most expensive and most visited sites.
- 1.5.4. S8 Boat Removal has been delivered via Commercial Boat Services and is performing well with the following outputs facilitated:

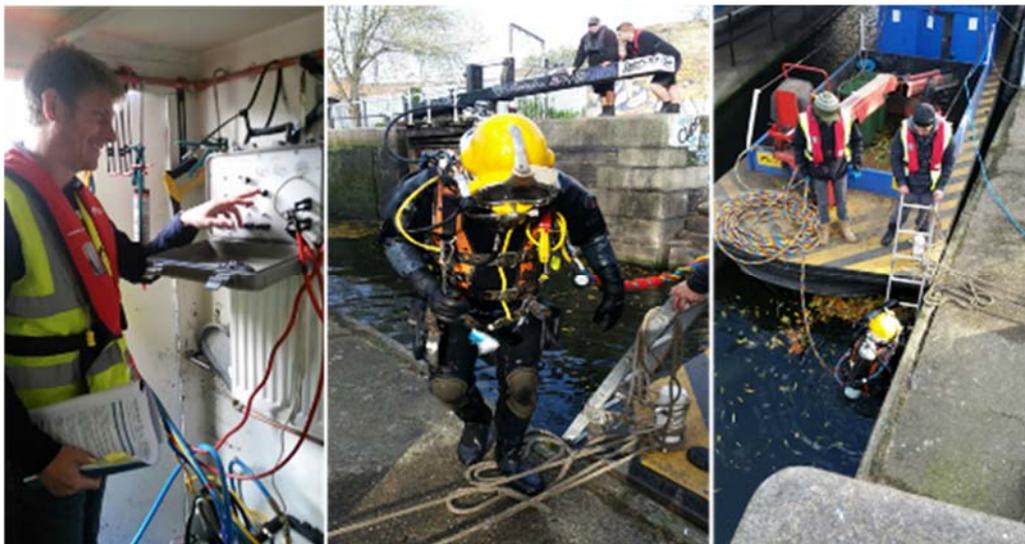
- Removed - 42

- With Commercial Boat Services - 25 (contractor working on methods and logistics to remove these)
- On Hold - 23 (legal reasons or customer proposing to pay)

1.5.5. Some examples of the work undertaken by our Operational Contracts are given below:



*National Vegetation & Environmental Services Contract: Offside veg works, River Severn Partings*



*National Diving Contract: Kentish Town Lock, Regents Canal, London*



*Commercial Boat Services: S8 Boat Removal/Disposal*

## 2.0 EFFICIENCY

2.1 The Operational Contracts team have been assessing grass growth and reviewing the Trust's mowing regimes to determine if a reduced frequency would work in some or all areas. In particular the review will look at reducing from 12 to 9 the number of lock/landing/mooring cuts and reducing the SE and LON waterways to 6 length cuts. The potential impacts of this are being discussed with AM&P and waterway teams.

2.2 The Direct Services teams continue generate efficiencies with the expectation that these will now reach **commercially confidential material removed** for the year. Cost savings have been made through such things as being more proactive in managing hired plant, changes to working hours to reduce security costs, use of new lightweight and or more durable materials.

**Simon Bamford**  
Executive Head of Asset Delivery

