



## 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 the Jury's Inn, 31 Keel Wharf, Liverpool, L3 4FN on Wednesday 9 March 2016 at 8.45a.m

### **Present :**

Allan Leighton	Chairman
Lynne Berry	Trustee and Deputy Chair
Tom Franklin	Trustee
Jane Cotton	Trustee
Simon Thurley	Trustee
John Dodwell	Trustee
Ben Gordon	Trustee
Frances Done	Trustee

### **Apologies:**

Manish Chande	Trustee
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### **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
Jackie Lewis	Company Secretary & General Counsel
Simon Bamford	Executive Head of Asset Delivery
Heather Clarke	Executive Head of Strategy and Planning
Yetunde Salami	Assistant Company Secretary (Minutes)

## **Action**

### **15/112 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 Chairman reviewed the meetings and events held in the last couple of days.

- The Partnership Chairs meeting/dinner – the role of the Chairs was discussed and it was agreed that the Chairs will feedback a list of three key measurements for their performance.
- Site Visits – everyone agreed this had been a good visit.
- Council meeting – New council members attended the meeting and management presentations were good. Council members suggested

topics for future meetings and requested more interactive sessions during the meetings. Council members also felt that the Trust needs to communicate more with them. Richard Parry will progress a communications plan (with Roger Hanbury and Sophie Castell).

RP

- Reception – this was well attended by a good mix of stakeholders
- Exec Dinner – Trustees and Exec members had discussed the need to define and review staff roles and to have good people performance management and development in place as this is pivotal to the delivery of the Trust’s objectives.

The meeting then proceeded to business.

**15/113 REGISTER OF INTERESTS & DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA [CRT180]**

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.

**15/114 Commercially confidential material removed**

Commercially confidential material removed

Commercially confidential material removed

**15/115 MINUTES**

The minutes of the meetings held on 13<sup>th</sup> January, **Commercially confidential material removed** 2016 were 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.

**15/116 Commercially confidential material removed**

Commercially confidential material removed

Commercially confidential material removed

Commercially confidential material removed

**15/117** Commercially confidential material removed

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Commercially confidential material removed

Commercially confidential material removed

**15/118** Commercially confidential material removed

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Commercially confidential material removed

Commercially confidential material removed

**15/119** **Commercially confidential material removed**

Commercially confidential material removed

Commercially confidential material removed

**15/120** **GOVERNANCE APPOINTMENTS [CRT186]**

The Board received and noted a paper from the Head of Governance Services concerning the ongoing recruitment of trustees. The recommendations of the Committee will be reported to the next meeting of Trustees in May and to the Council in September when formal appointments will be made by the Council at the AGM.

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

**North West**

Colin Thunhurst, 3 years to 15 March 2019

Dave Smallshaw, 3 years to 15 March 2019

Paulette Lappin (Councillor), 3 years to 15 March 2019

**South East**

Samantha Bradford, 3 years to 16 March 2019

**West Midlands**

Ewan Hamnett, 3 years to 3 March 2019

**15/121** **CHIEF EXECUTIVE'S REPORT (CRT178)**

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

Commercially confidential material removed

Commercially confidential material removed

**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. It was noted that the Friends target had turned ‘red’ as it had become clear that the forecast had been much too ambitious about the recruitment rate during the winter.

**Health and Safety:** Commercially confidential material removed

The report was noted.

**Operations and Customer Service:** Ian Rogers presented his report and gave an update on the Million Hands project.

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

Commercially confidential material removed

SK/SM

**Marketing, Communications and Fundraising:**

Sophie Castell presented her report to the Board highlighting:

- Heritage Heroes – People’s Postcode Lottery Dreamfund – the Trust had won the bid as lead partner with Help for Heroes. The fund of commercially confidential material removed will deliver a programme of major restoration on the canal network and a land based management career programme for veterans
- Flood appeal campaign had been successful.
- Wales – the Welsh government had approved the transfer of commercially confidential material removed to the Trust in respect of on the Brecon and Monmouthshire Canal. Trustees agreed that issues around how to ensure that the income did not all fall into this year should be resolved.

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The Board noted the rest of the report.

Commercially confidential material removed

Commercially confidential material removed

RP

15/122 Commercially confidential material removed

Commercially confidential material removed

15/123 BOARD COMMITTEES

Commercially confidential material removed

15/109 ANY OTHER BUSINESS

None.

15/110 DATES OF FUTURE MEETINGS

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 Services**

**March 2016**

#### **1.0 Trustee Recruitment.**

- 1.1 In November 2015 the Trustees asked the Appointments Committee to manage the recruitment of up to 4 Trustees in anticipation of changes that will take effect by September 2016.
- 1.2 Two recruitment agencies were invited to submit proposals for the conduct of a search for candidates and Saxton Bampfylde were subsequently appointed in December.
- 1.3 As part of the search, advertisements were placed on Non-Execs, Sunday Times and Guardian websites and on the Trust's website for 4 weeks to 6 January 2016.
- 1.4 Saxton Bampfylde prepared a long list of 50 candidates who were considered by the Committee. A short list of 14 was identified for interview.
- 1.5 Interviews are being undertaken as a 2-stage process. First interviews have been conducted to a common format by two members of the Appointments Committee - 1 Trustee and 1 Council member. A final short list of 6 will now be invited to meet Allan Leighton and Lynne Berry and have an opportunity to meet the Chief Executive. It is expected that the final recommendations will be made by the Committee in April.
- 1.6 The recommendations of the Committee will be reported to the next meeting of Trustees in May and to the Council in September when formal appointments will be made by the Council at the AGM.
- 1.7 There will be an opportunity to invite the new Trustees to attend the May Board, subject to availability and potentially to co-opt up to three new Trustees prior to September.

#### **2.0 Partnership Members.**

- 2.1 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.
- 2.2 Since the January 2016 Trustees meeting, 5 appointments have been made to fill casual vacancies. These now require ratification by Trustees and are listed below with a short biography.
- 2.3 South Wales & Severn, South East, Kennet & Avon and Central Shires are all actively looking for new members to join the Partnerships.
- 2.4 **Annex 1** sets out the numbers of Partnership members, their remaining terms of office, and the number serving a second term.

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

The following appointments are to fill casual vacancies:

### **2.5.1 North West.**

**Colin Thunhurst, 3 years to 15 March 2019**

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**Dave Smallshaw, 3 years to 15 March 2019**

Commercially confidential material removed

**Paulette Lappin (Councillor), 3 years to 15 March 2019**

Commercially confidential material removed

### **2.5.2 South East**

**Samantha Bradford, 3 years to 16 March 2019**

Commercially confidential material removed

### **2.5.3 West Midlands**

**Ewan Hamnett, 3 years to 3 March 2019.**

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## **3.0 Recommendation.**

Trustees are asked to

- ratify the Partnership member appointments set out in Section 2.

**Roger Hanbury  
March 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	-	1	7*	6*
East Midlands	11	-	1	10*	8*
Kennet & Avon	8	2*	3	3	4
London	15	1	4	10*	6*
Manchester & Pennine	12	-	1*	11	8*
North East	10	-	3	7*	7*
North Wales & Borders	12	1	2*	9	4
North West	12	4	5*	3	2
South East	10	2	2	6*	4*
South Wales & Severn	8	3	1*	4	6
West Midlands	11	-	9*	2	7*
<b>TOTAL</b>	<b>117</b>	<b>13</b>	<b>32</b>	<b>72</b>	<b>62</b>

\* Includes Chair

**Text in Red Confidential**

## **CHIEF EXECUTIVE'S REPORT**

### **MARCH 2016**

#### **1.0 INTRODUCTION**

- 1.1 This report covers the period for the period to the end of January 2016, with updates for recent weeks where available.

#### **2.0 FLOOD RESPONSE**

- 2.1 The main focus of the period since the last Board has been the ongoing recovery from the flood damage, **commercially confidential material removed**. Apart from a section of the Rochdale canal between Todmorden and Hebden Bridge where we have suffered a significant breach and a landslip involving an hillside owned by a private resident, we are now confident that the waterways can all be re-opened by June, albeit with further work (notably to re-build Elland and Crowther Bridges) ongoing after this date. This is set out in more detail in Appendix 4.
- 2.2 Whilst **commercially confidential material removed** has been granted by Government to Calderdale council for the bridge reconstruction, there now seems little prospect of receiving any further money though contact is being maintained with the local authorities. However, the full cost estimate for re-opening has reduced with some works deferred where not essential.

#### **3.0 PERFORMANCE**

- 3.1 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 set ourselves this year (and in the ten year strategy), and the difficulty of achieving year-on-year change in some cases. **Commercially confidential material removed** .
- 3.2 Since the last Board meeting, the year to date position on individual donors/ Friends has declined, and consequently the annual target is now beyond reach despite improved towpath recruitment over recent weeks. The decline is in part due to a correction in the autumn data (which seems to have overstated the number of active mobile phone donors), though it is now clear that the principal mistake was to assume in the budget that Friends recruitment would continue at the same rate in the winter as in summer. This gave a false impression of progress earlier in the year, when in fact we needed to be further advanced as net growth in Friends numbers during the winter is much reduced, as recruitment slows to a rate only slightly ahead of the attrition rate. The phasing of the budget will be addressed in preparing next year's KPI forecast.

#### **4.0 EXECUTIVE REPORTS**

- 4.1 The Executive's reports feature as Appendices 2 to 8. There is a further addition to the appendices with a Strategy update to keep the Board informed about the work underway in this area. The main points to draw to the Board's attention are:

- Appendix 2 (Health & Safety) reports further employee reportable injuries, albeit within an overall improving trend in employee injuries overall;
- Appendix 3 (Customer Service and Operations) includes an update on the Million Hands initiative with the Scout Association as requested at the last Board, and there will be a presentation on current Boating activities and issues following the meeting;
- Appendix 4 (Asset Delivery) reports ongoing good progress on the delivery of the winter works programme as well as the Flood repairs.
- **Commercially confidential material removed.**
- Appendix 6 (Marketing/Communications/Fundraising) updates on our successful Dream Fund application with Help for Heroes, the flood appeal and other funding successes.
- **Commercially confidential material removed**
- **Commercially confidential material removed.**

## **5.0 UPDATE ON OTHER ACTIVITIES**

- 5.1 The Trust made a successful appearance at the HS2 Select Committee hearing and in the subsequent report issued on 22 February the Committee supported the Trust's position on most issues which puts us in a strong position with HS2 to address our remaining concerns. Our approach was singled out for praise by the Committee.
- 5.2 **Commercially confidential material removed.**
- 5.3 **Commercially confidential material removed.**
- 5.4 The issues concerning future availability of water resources for the Monmouthshire & Brecon canal are mounting with National Resources Wales shortly to determine the water license applications made before Christmas by Welsh Water which could severely limit the canals water intake during dry periods. A campaign targeting key decision-makers is being mobilised.
- 5.5 **Commercially confidential material removed.**
- 5.6 **Commercially confidential material removed.**
- 5.7 The Trust was a key participant in the development of the UK's first National Drowning Prevention strategy, launched at Westminster by Transport Minister Robert Goodwill on 29 February, which targets a 50% reduction in accidental drownings in the UK over the next ten years.

**RICHARD PARRY**  
**Chief Executive**  
**1 March 2016**

Bi-monthly Performance Measures	Jan YTD 2016	Jan YTD Target	Target 2015/16	Actual 2014/15
Employee, Volunteer and Contractor Safety: RIDDOR Accident Frequency Rate (accidents per 100,000 hours)	0.33	0.18	0.18	0.23
Public Safety: Proportion of injuries directly associated with infrastructure condition	8.5%	8%	8%	8.5%
№ of days of unplanned closures to navigation	536	708	850	925
% of planned High Priority Customer Service/ Safety related Infrastructure Defects cleared	44%	79%	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)	4.4 m	4.58 m	4.6 m	4.5 m
№ of children participating in face to face 'Explorer' educational sessions	40,401	46,000	50,000	43,586
№ of Volunteer Hours worked	375,373	395,833	475,000	411,419
Volunteers - % satisfied / that would recommend	89%	88%	88%	87%
Total № of Community Adoptions	136	122	125	104
% of people surveyed who are aware of the Trust - 'brand awareness' (over last 12 months)	29%	34%	35%	30%
% of people surveyed who say they are likely to support the Trust (over last 12 months)	23%	25%	25%	22%
№ of active Friends/ regular donors	15,027	15,792	17,000	9,754
Carbon Emissions Plan – Electricity Consumption (GWH)	18.5	18.3	22	23.4
Employees - Employee engagement score	40%	40%	48%	46%

Green indicates that the KPI is ahead of target

Yellow indicates that the KPI is behind target but can be recovered

Red indicates that the KPI target cannot be achieved



## APPENDIX 2: HEALTH & SAFETY

### Report by Executive Head of Asset Management & Performance February 2016

#### 1. INTRODUCTION

1.1. This report covers the period of 12<sup>th</sup> December to 21<sup>st</sup> February 2016. The report covers Visitors, Employees, Volunteers and Contractors.

#### 2. VISITOR SAFETY

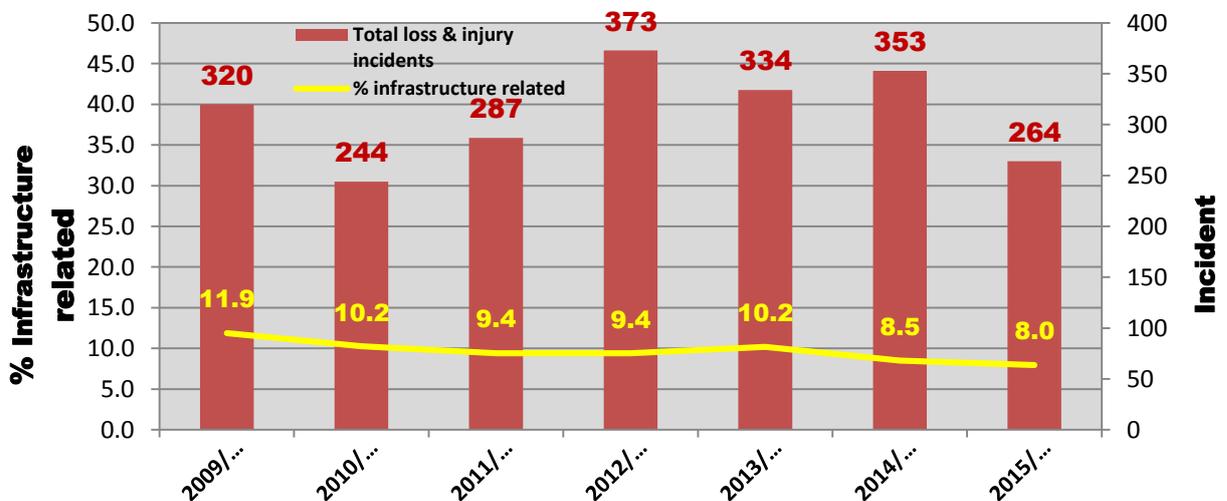
2.1. During the period there were 12 fatalities making a total of 45 for 2015/16 on our property with none being as a result of infrastructure failings or other cause attributable to the Trust. This is in line with the long term average

#### 2.2. Infrastructure related issues

2.2.1. During the period there were no reportable visitor incidents. The analysis of incidents involving members of the public reported during 2015/16 shows 264 incidents were reported where loss or injury occurred, 21 incidents were related to infrastructure i.e. 8.0%.

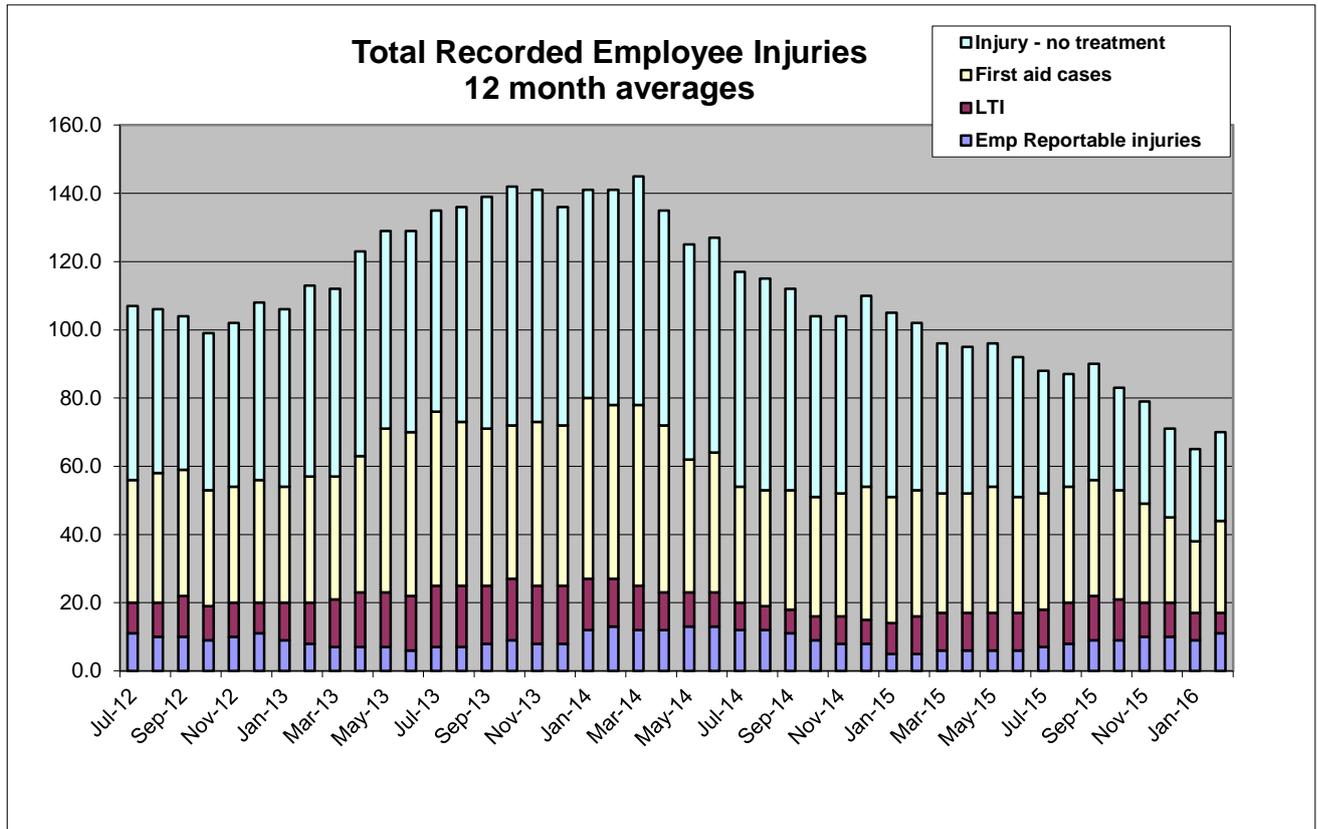
- **8 pedestrians injured** – 3 walked into a low hanging branch, 5 from towpath defects
- **5 boaters injured** – 1 fell from quadrant, 2 fell into hole in towpath, 1 cut hand on defective water point, 1 struck by low branch on bend
- **5 cyclists injured** – 1 fell from cycle due to deep gravel on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

2.2.2. The following chart shows the trend in Infrastructure related injuries and incident type:



### 3. EMPLOYEES

3.1. The chart below shows the continuation of a 2 year trend of improvement in the number of all reported injuries. Within the figures are the Riddor reportable injuries but these are a small proportion of the total. The positive downward trend has continued:



#### 3.2. Riddor incidents recorded in this period

- **4/2/2014. Manchester & Pennine** – Operative injured back lifting stop planks. Excavator was initially used for lifting but was deployed to another task and operative continued lifting manually. Incident under investigation. **Commercially confidential material removed**
- **5/2/2016 Asset delivery, North** – Operative suffered a sprained ankle tendon when unloading a van due to an uneven surface. The artificial trackway on which the vehicle was parked had 50mm difference in level between sections. **Commercially confidential material removed**
- **8/2/2016 Asset delivery, South** – Operative slipped from a boat when re-boarding and injured his ribs. Safety boots were being worn and the antislip on boat deck was in good condition. **Commercially confidential material removed**

### 4. Occupational Health

4.1. There has been no Riddor reportable case of occupational ill health.

4.2. The new occupational health provider, Medigold, has taken over provision of medical services to the Trust

### 5. VOLUNTEERS

5.1. In the period there has been no reportable volunteer injury.

## 6. CONTRACTORS

6.1. In the period there has been no reportable contractor injury:

## 7. OVERALL SAFETY PERFORMANCE

### 7.1. Accident Frequency Rates per 100,000 hours worked (AFR)

7.1.1. 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 a significant improvement in 2014/15 the increase in the number of employee Riddor reportable injuries has contributed to the combined rate increase although no single root cause has been identified. 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. We are also looking at how other charities perform and manage volunteer safety. It is worthy of note that the 220 Full Time Equivalent (FTE) for volunteers is made up of some 7000 individuals each working on average 50-60 hours a year.

CRT People	AFR	Number of Injuries	Target AFR
CRT Employees [1800 FTE]	0.31	11	
CRT Volunteers [220 FTE]	1.21	5	
CRT Contractors [600 FTE]	0.17	2	
ALL CRT	0.35	18	0.18

### 7.2. Benchmarking Performance

7.2.1. The following table compares the C&RT's performance with that of the National Trust, the figures show a broadly comparable performance.

	Canal & River Trust		National Trust	
	Number of Riddor Incidents	Number of Persons	Number of Riddor Incidents	Number of Persons
2014-15				
Employees	6	1700	31	6000
Volunteers	4	7000	30	62000
Visitors	3	13m	37	21m
Total	13		98	

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

## APPENDIX 3: CUSTOMER SERVICE AND OPERATIONS

### Report by the Customer Service and Operations Director

March 2016

#### 1.0 INTRODUCTION

1.1 This report consolidates all the updates from functional areas within the Customer Service and Operations structure

#### 2.0 WATERWAYS

##### 2.1 Planned Preventative Maintenance – YTD

The waterways have completed 85% of their planned maintenance, with 81 % completed within a week of the scheduled dates.

##### 2.2 Customer Service Project Status

Good progress has been made with the waterways customer service projects with the forecast spend of **commercially confidential material removed** broadly being achieved, there is some risk of slippage to some projects being completed by the financial year end which is being actively managed.

**Commercially confidential material removed**

##### 2.3 Partnership Projects

The business plan for 2015/16 included 219 Local Projects being promoted by the Partnerships, of the 219 projects 81% have been delivered or are on plan for delivery before year end with 10% mothballed or not achievable within the 2015/16 business plan.

Delivery Status of all 219 Partnership Projects	Total No of Partnership Projects	% of Total
Completed	65	30%
On Target	111	51%
Behind Plan, Still Achievable	21	9%
Will not be achieved	8	4%
Mothballed	14	6%
<b>Grand Total</b>	<b>219</b>	<b>100%</b>

### 3.0 COMMUNITY ENGAGEMENT

#### 3.1 Volunteering

##### 2.1.1 Volunteer Lockkeeper Recruitment

Recruitment of volunteer lock keepers has continued throughout January. 99 sites will have a volunteer customer service presence this coming season, with 79 sites being promoted for recruitment

#### 2.2 Youth Engagement

##### 2.2.1 Safeguarding and Youth Engagement Training

The youth team have designed, commissioned and are preparing to roll out Youth Engagement training in February and Safeguarding training (e-learning package through the Moodle) in April. These courses are tailored to the Trust's employees, volunteers and will be of great use in helping the Trust welcome and encourage more youth people to get involved in our work. The Trust is partnering with NCVYS on the youth engagement training.

##### 2.2.2 National Partnerships

Following a number of successful activities and events (primarily through the Desmond Family Canoe Trail), the Trust is now an official delivery partner for Catch 22, a youth inclusion organisation that has the contract to deliver NCS across Merseyside. Discussions are continuing to work with contract holders across the 19 NCS regions to develop similar working relationships.

Following the meeting in December with Duke of Edinburgh's Award, the Trust is in the process of becoming a national Approved Activity Provider.

The Trust is working with John Muir Award to establish a national framework to deliver the award through projects and our youth social action offer including; canal adoptions and National Citizens Service (NCS) groups.

##### 2.2.3 Step Up To Serve

In January 2016, the Trust updated its Step up to Serve pledge. As one of the earliest supporters of the youth social action, #iwill campaign, the Trust pledged to increase levels of youth engagement across our organisation through the creation of more diverse, high quality social action opportunities. The updated pledge is below; *"The Canal & River Trust pledges to inspire and support young people to take social action in communities who benefit from and use our national network of living waterways. We pledge to work with partners and funders over the next three years to inspire over 3000 young people to take positive action to transform places and enrich lives. We will also establish a youth engagement board to give young people a voice at the highest levels of the Trust "*

##### 2.2.4 Desmond Family Canoe Trail

This five year **commercially confidential material removed** engagement project had a successful first year, exceeding all of its agreed targets, engaging 350 young people and involving over 2000 members of the community.

A number of young people have been engaged as Young Marketing Executives to work with an expert partner to develop a range of marketing materials including online platforms and short films.

25 young leaders have been recruited and are undergoing a programme of training to enable them to take a lead on the development and delivery of various elements of the project.

## 2.3 Angling and Fisheries

### 2.3.1 Angling 'Go Fish' Campaign 2016

Discussions are underway internally to launch a 'get involved' campaign to coincide with National Fishing week in July/August. This is likely to involve a series of 'taster' event days, launching of our new angling related educational resources and website guides for potential anglers looking to get involved.

## 4.0 BOATING

### 4.1 Boating Programme

London Mooring Programme – kick off meetings have taken place with key stakeholders to look at improvements to London mooring capacity and customer experience.

Licensing futures – This project will address three primary areas of improvements. Improving the current self-serve web facility, offering business boating customer self-serve capability and a review of pricing/discounting structures by boat type and region.

### 4.2 Enforcement

- Nine boats were seized during January.
- 54 cases are currently with our Shoosmiths, of which 10 have been listed.

## 5.0 CUSTOMER SERVICE PROJECTS

### 5.1 Management Plans for Destination

All on track to produce management plans by March 2016 that will have actions to increase footfall; enhance the customer experience; drive efficiency; and avenues to increase revenue.

### 5.2 Customer Service Training

We are trialling the Visit England customer excellence training in the NW Waterway, Anderton, and Standedge prior to a national rollout of customer experience training throughout 2016/7.

### 5.3 Share the Space, Drop your Pace

The roll-out project is now largely complete with all Waterways having now created local implementation plans for the next year and gearing up - with new signs being installed and events planned for the spring and summer.

## 6.0 CUSTOMER EXPERIENCE

### 6.1 Digital (on-line customer experience)

Engagement and partnership working with marketing teams to ensure that our digital customer experience requirements are represented in the scope of work being commissioned by a digital agency.

### 6.2 Complaints

A wholesale review of the current complaints process has begun with workshop scheduled for Feb/Mar. to create the project initiation documentation and project governance.

## 7.0 MUSEUMS

### 7.1 Museums Update

#### Gloucester Waterways Museum

- HLF project from Birmingham to the Sea - Designers Nissan Richards Studios appointed and detailed designs now received. Museum team currently preparing copy, sourcing illustrations / archival film and specifying briefs for interactives.
- Opening date fixed for 22<sup>nd</sup> July 2016.

#### National Waterways Museum, Ellesmere Port

- Has been closed to enable building & general maintenance work to take place. The site re-opened on 13<sup>th</sup> February with a programme of activities.

#### Waterways Research Network

The Museums have organised and held two Waterways Research Network meetings. This network brings together specialist interest groups, family/local historians and academics with an interest in the Canals in all aspects.

#### Appointments

We have also appointed an Honorary Research Fellow, Dr Jodie Matthews (Huddersfield University), who has researched perceptions of people living & working on the Canals towards the end of the 19th century. As well as helping with the Research Network Jodie is advising on content and copy for the new exhibitions at Gloucester and seeking AHRC funding for more research activity on the museum archives.

## **AN UPDATE ON A MILLION HANDS – THE SCOUTS ASSOCIATION PARTNERSHIP**

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A Million Hands is a flagship partnership with the Scouts Association to support more youth social action and engagement opportunities on our waterways. Since the October 2016 launch the Trust has received 35 scout group enquiries to take on 'micro' adoptions and three groups are preparing to launch their adoptions later in the spring.

- Sheffield Explorer Scouts helped out at Tinsley Lock open day on February 14<sup>th</sup>, just down the canal from their own pocket adoption site.
- Huddersfield Scouts are working with Leonard Cheshire to create a pocket adoption on a section of the Huddersfield Narrow.
- Burscough Scouts on the Leeds & Liverpool are just about to adopt. They are still deciding on their preferred charity cause, although they know they want to work by the canal.

Other groups are busy surveying/visiting their chosen length of canal and planning activity. It was unfortunate that the launch of the partnership was held at the beginning of the winter months as scout groups were never likely to want to an outdoor practical action over the Xmas and winter periods. However we are seeing an increase in activity now.

36 Trust employees attended a 'building awareness' conference on 11<sup>th</sup> Feb in Birmingham, to support the roll out of the Million Hands initiative. The aim of the day was to give staff the opportunity explore the project potential, and meet the other charity partners involved. Major UK charities Leonard Cheshire Disability, Guide Dogs, The Alzheimer's Society, Water Aid and MIND all led information and discussion sessions leading to a much better understanding of how the partnership will work, and how we can support the young scouts to make a bigger impact on society through their social impact with us.

The knowledge gained in these sessions enabled many of those employees who attended to also become a 'Dementia Friend' (assisting the Trust to become more welcoming and understanding in its approach).

Each scout group will decide upon a charity cause to support, and in some cases, where they wish to take practical action or require land and space to hold events/run guided walks etc., they will approach us for support and use of the canal network. We encourage groups to form a longer term relationship with the canal by forming small 'micro' adoptions (just another name for an ongoing relationship with their local canal. Some groups may become involved in practical maintenance works, other wont, deciding to concentrate on raising awareness of their chosen cause or organising events. Our role is to offer support for the activities they wish to organise. The model provides an excellent model for youth engagement, reaching a wide range of young people and empowering them to take action themselves.

Other internal preparations have included the preparation of a dedicated gateway page containing the partner charity cause activity plans, developing generic risk assessments and safety processes with the Scouts Association, and the development of a publicity leaflet for use when speaking to Scout Leaders (currently being printed). Processes are being put in place to record the outcomes and outputs of the scouting activity, separately to normal scouting social action that occurs already.

We are attending project planning meetings the Scouts Association and our delivery partners Scottish Canals & Waterways Ireland in early March.

We have resisted launching scouting adoptions until the scout group is ready to do so, this is their social action and promoting their plans is often an action the scouts want to do

themselves locally. We do hope however to begin to be able to report externally social action on the ground from spring onwards. This will be mainly through social media channels. Some early examples of this are below.

Career Volunteer and 2 others follow

**Dragon ESU** @DragonBlackburn · Feb 8  
Great session tonight with Emma from the @CanalRiverTrust making bird boxes for along the canal #amillionhands



5 5

Scout Impact and 1 other follow

**237th Scout Group** @237ScoutGroup · 47m  
Thursday Scouts are now going on a canal boat ride as part of @UKScouting Clean Water and Sanitation #amillionhands



2 3

Wayne Bulpitt and 6 others follow

**Surrey Scouts** @surreyscouts · Feb 2  
Feb #amillionhands project, a group working with @canalrivertrust to improve @moleseyhurst! twitter.com/jaguarseascout...

"Scouts will be able to use our beautiful waterways to improve the lives of people in the local community."  
"With our support, they can carry out a range of practical improvements and enhancements all focused around health and wellbeing."  
"They will be able to make real changes, which will really change lives."

In partnership with:  Canal & River Trust



3 4

## APPENDIX 4: ASSET REPORT

### Report by the Executive Head of Asset Delivery

March 2016

#### 1. Introduction

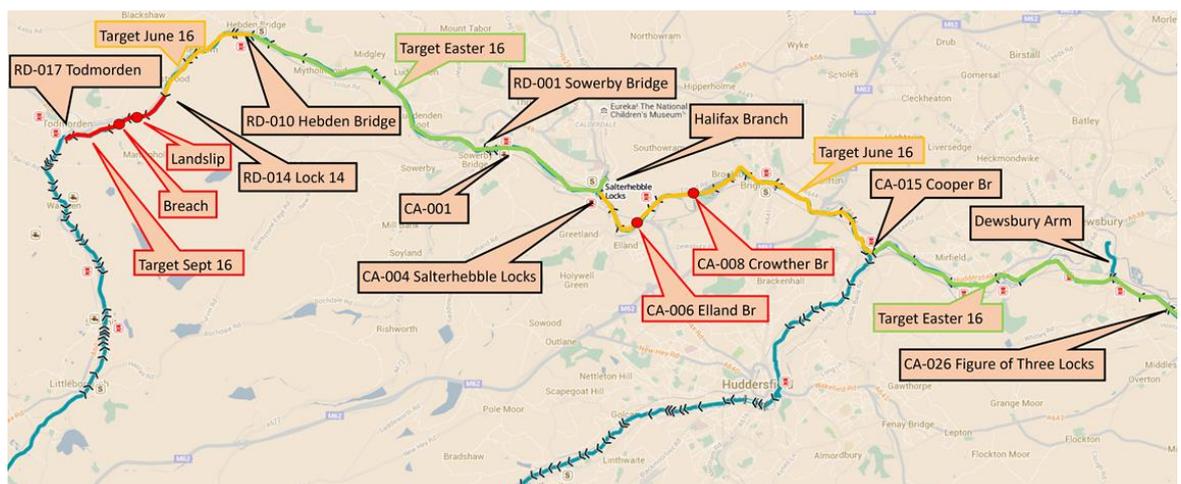
1.1 This appendix provides an update on the Asset repair and works programme.

#### 2. Flood Response Update

2.1 Work to develop the recovery programme is well-advanced with the programme outlined below.

- Lock 14 to Todmorden – **commercially confidential material removed** ; actual date dependent on development of landslip repair solution
- Hebden Bridge to Lock 14 – On Target for opening June 16;
- Sowerby Bridge to Hebden Bridge – On target for opening by Easter
- Sowerby Bridge to Salterhebble Locks – Open
- Salterhebble Locks to Cooper Bridge – Planned opening June 16
- Cooper Bridge to Figure of 3 Locks – On target for opening by Easter

The map below shows the area concerned, with the colour code reflecting this programme.



## 1.2 Financial Forecast

The table below shows that the estimate for the work required to open the navigation has now been reduced to just under £5m, in addition to the Government funded re-build of Elland bridge. The Trust has also been asked to re-open Crowther Bridge, funded by Calderdale Council, and a funding agreement is currently being prepared.

Item	2015/16	2016/17	Total
Elland & Crowther Bridges	£873,000	£4,627,000	£5,500,000
CRT Repairs	£1,423,323	£3,546,000	£4,969,323

The estimate is a significant reduction on the estimate presented to the Board in January, with more expenditure incurred this year. The work has been focussed on that needed to re-open the navigations with other works (for example to re-build Stainton aqueduct on the Northern Reaches in Cumbria) deferred.

## 1.3 Progress Update

At Elland Bridge the temporary pedestrian bridge was opened in January and is heavily-used. The temporary utilities bridge was lifted in to place on Sunday 14<sup>th</sup> February (pictured below). The utility companies are starting to divert services from Elland Bridge on to temporary bridge, to be complete towards end of March.



Our volunteers have worked to repair the towpath between Sowerby Bridge and Hebden Bridge with approximately 11 kilometres of towpath re-opened to the public.



Dredging work to clear the channels is underway on the Aire in central Leeds and on the Rochdale canal. It will start on the Calder & Hebble in early March.

## 2. Asset Repair and Maintenance

### 2.1 Priority Projects

The latest forecast shows priority projects currently over plan by £216k with £146k of risk within the forecast, giving a good degree of confidence that we will meet the year end forecast. Works are progressing well across the programme with an anticipated delivery of over £10m over the last two months (including the flood response works).

Works to Llangynidr Embankment & Goytre Aqueduct projects are currently slightly behind programme due to the additional works identified on site, though works can be accelerated to meet the planned completion date – both shown below



Seend Wharf Bridge on the K&A – a major re-build - is currently three weeks behind programme but the navigation will be opened by Easter as planned with the road works continuing after this, to open during April.

In addition to priority projects we still have to deliver c£4m of enterprise funded works, several local growth fund (LGF) projects require projects delivering by Year End, the most significant of these being the Birmingham and Dudley programmes.

### 2.3 Direct Services' Works

87 Lock stoppages involving lock gate replacement and or defect repairs were planned for the period and 50 have been completed, 29 are currently on site with 8 remaining to be started and completed before Easter.

Of the remaining stoppage works only three tasks are at risk:

Figure of Three Lock Calder & Hebble Canal – gate replacement works affected by the floods in January and likely to be deferred.

Lock 13 Rochdale Canal – Lock chamber repairs affected by the floods in January with silt built up in the lock chamber causing further delay, tho still anticipated that this task will be completed this year.

Tinsley Lock 2 Sheffield & Tinsley Canal – Maintaining mooring arrangements for the site above Lock 2 will cause the job to overrun into April.

An additional three stoppages in West Midlands and Central Shires will be done before the end of March.

The photographs below illustrate the work undertaken during the period:



Kidderminster Lock 6 S&W Canal – Lock Gate replacement Coping and Brickwork Repairs

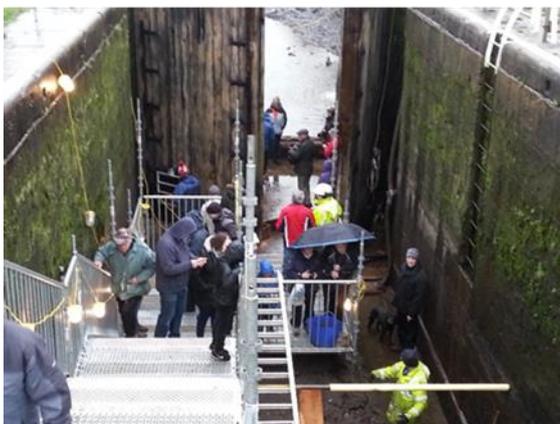


Freemans Meadow Lock – Lock Gate replacement and heel grip replacement

### 2.3 Open Days

There have been 8 open days so far in 2016 that have attracted 7,844 visitors giving a total to date of 15,101 which exceeds the target for all winter open days of 12,000 with 4 more events to go. Details are as follows:

Open Day Location	Date	Waterway/Contractor	Visitor No.
<b>Kentish Town Lock</b>	23 <sup>rd</sup> & 24 <sup>th</sup> January	London/Direct Services	3,750
<b>Freeman's Meadow</b>	30 <sup>th</sup> & 31 <sup>st</sup> January	Central Shires/Direct Services	440
<b>Barrowford</b>	31 <sup>st</sup> January	North West/Direct Services	640
<b>Tinsley</b>	14 <sup>th</sup> February	North East/Direct Services	576
<b>Stoke Bruerne</b>	13 <sup>th</sup> & 14 <sup>th</sup> February	South East	1,207
<b>Llangynidr</b>	14 <sup>th</sup> February	South Wales & Severn/Kier	314
<b>Sheffield Lock</b>	21 <sup>st</sup> February	Kennet & Avon/Kier	504
<b>Mountsorrel</b>	27 <sup>th</sup> & 28 <sup>th</sup> February	Central Shires/Direct Services	1,989



Barrowford Open Day

## 2.4 Operational Contracts

Routine maintenance and statutory compliance works across all contracts are on plan

### *Vegetation and Environmental Services*

There was a significant increase in productivity during January to ensure that the offside vegetation (£363K) tree works (£245K) and high priority notifications (£123K) were completed to plan.

The tree works that were instructed through the tree surveys are now nearing completion with a total expenditure of £1.431m by year end with £550k to be delivered through February and early March. Fountains have committed additional resource to ensure that works do not have an impact on early nesting birds.

The work programme has been adjusted to accommodate the risk identified during December for the additional grass growth following the full width cuts completed in October and November. An additional £80k has been included in March to ensure that the towpaths, locks and moorings are in a suitable condition prior to significant spring grass growth and the Easter holidays.

The photographs below illustrate the work undertaken by Operational Contracts during the period:



Property Maintenance Term Contract, Finsley Gate Emergency Works  
Complete repair of grade 2 listed buildings following the provision of a grant from the HLF.



Offside Trees and Vegetation Removal on the Staffs and Worc.

*S J Bamford*

**Simon Bamford**  
Executive Head of Asset Delivery

All of Sections 2, 3.1, 3.2 and text in red in Section 3.3 are confidential

## **APPENDIX 6: MARKETING, COMMUNICATIONS AND FUNDRAISING**

### **Report by Director of Marketing, Communications and Fundraising 29<sup>th</sup> February 2016**

#### **1. SCOPE AND PURPOSE**

This appendix provides a performance and activity update for the Marketing, Communications and Fundraising team. Marketing, Communications and Fundraising provide mission-critical support to two of the 'Vital Five' indicators - #3 (growing visitor numbers and wider public engagement – building the 'brand') and #5 (growing volunteer numbers and maximising their impact) - and the proposition underpinning for the 'Vital Five' indicators #1 and #2 that relate to strong and diversified future income generation. The board is requested to note the contents of this report.

#### 2. Commercially confidential material removed

- a) commercially confidential material removed
- b) Commercially confidential material removed.
- c) commercially confidential material removed

#### **3. ACTIVITY REPORTS**

##### 3.1 commercially confidential material removed

##### 3.1.1 Commercially confidential material removed

##### 3.1.2 Commercially confidential material removed

##### 3.2 commercially confidential material removed

##### 3.2.1 Commercially confidential material removed

##### 3.2.2 Commercially confidential material removed

##### 3.2.3 Commercially confidential material removed

##### 3.2.4 Commercially confidential material removed

##### 3.2.5 Commercially confidential material removed

#### a) 3.3 Marketing & communications

##### 3.3.1 Corporate & Public Affairs Current Key Project Updates.

- a) **Media profile:** We secured 219 episodes of media coverage in December and 358 in January. In December, 86% of coverage was positive, 80% in January. The strongest stories in the period included a fresh drive to recruit new volunteer lock keepers; the continuation of our

Restoration & Repair campaign, in particular the open day at Kentish Town Lock in London; and the *Santa Splash* event in Liverpool to promote the Coast to Coast Canoe Trail. Coverage of the Christmas floods was dominant in Yorkshire during December and January, particularly the damage to Elland Bridge. However, there was also some good coverage of the Leeds & Liverpool 200 project in the region. The call for volunteer lock keepers was especially popular throughout England with strong local media and regional broadcast, picking up some fantastic quotes and interviews with current volunteers.

- a) **Public Affairs:** Our MP **contact programme** is continuing well. We are: using the Winter open days as an opportunity to engage with targeted local MPs; supporting local partnerships in setting up visits for high-profile MPs in their areas; reaching out to ministers and shadow ministers (e.g. DCMS, Cabinet Office) for meetings. Our Westminster biannual **newsletter** was sent to MPs and Peers at the beginning of February. **Commercially confidential material removed**. We are in the process of organising our cross-party 2016 autumn reception in the House of Commons and are looking at the 7<sup>th</sup> September for this. We placed an opinion piece (<https://www.politicshome.com/energy-and-environment-transport-culture-and-sport/articles/opinion/canal-and-rivers-trust/%E2%80%8Bnational>) by Allan Leighton in Politics Home, one of the websites most visited by those working in and around Parliament. **commercially confidential material removed**
- b) **Campaigns:** Our open days are still proving popular with the public. As of 18 February we had hosted 16,452 visitors (against a KPI of 12,000), with six events remaining.
- c) **Corporate:** The 2016 Living Waterways Awards was launched in February with a call for entries. Christopher Rodrigues has agreed to chair the assessment panel once again.
- d) **Filming:** Filming income continues to perform ahead of target (**commercially confidential material removed**) with a mix of feature films (Jackie Chan in West India Docks), TV drama (BBC series *Doctors* filmed in Birmingham, ITV drama *Paranoid* at Anderton Boat Lift) and fashion shoots (Uniglo filming an advert on the waterways in Hackney).
- e) **Arts on the Waterways:** The second four year Memorandum of Understanding with our strategic partner Arts Council England is near completion. The agreement will enable even more high-quality and innovative arts to enrich lives and communities near waterways, offering people the chance to see their local canals and heritage in new and different ways. 2016 will see at least 10 major arts projects with more than 50 related visitor engagement events – with young people and volunteers also involved. New visitors and audiences will be developed through a new audience development and evaluation plan with the Audience Agency. Our focus will be on communities with low engagement in the arts and waterways, that are hard to reach and culturally diverse. Details about the forthcoming programme will be on our website shortly.

### 3.3.2 Marketing, Digital and Brand Current Key Project Updates

- a) We have been selected as a finalist for the Chartered Institute of Marketing's Marketing Excellence Awards in the Customer Education - Large category for our 'Ducks need a healthy diet too' campaign. We will find out the results in April.
- b) We are preparing to roll out our spring campaign to encourage more people to get away from the TV and Tablets this Easter and get outdoors by the waterways. The aim is for increased visitor numbers, increased brand awareness and to encourage over 1000 new regular givers.
- c) The national signage project, to update our signs at key destinations, is gathering pace as the year end approaches. We are engaged with seven waterways and are running a series of signage workshops to help people through the process. To help support rolling out the new signage, a project manager has been seconded alongside his Share the Space campaign role.
- d) The 'places to visit' visitor marketing campaign refresh is progressing well. In addition to all 118 sheets being refreshed with new regional colours and updated campaign messages, work on

developing eight regional digital guides will start at the end of the month to go live with an aim to package up destinations and gather data to take visitors on a more engaged customer journey.

- e) The digital team have produced an annual report for 2015, highlighting key learning and achievements with the use of digital across the Trust. Highlights include the launch of our new website in October, which saw positive feedback from customers and colleagues, as well as the full launch of our Humans of the Waterways email programme, and continued growth of followers and engagement on social media. We have rolled out a digital champions training programme through which we can support our colleagues on digital content best practice via our digital content principles, hands-on training and guidance – so far over 70 staff have taken part in this with more to come.
- h) We are engaging with digital agencies and consultants on a new digital strategy brief, to procure some external support to help us draw up a forward-looking digital strategy and action plan for the Trust. This will be designed to set out a roadmap of how we can ensure the Trust continues to adapt to a changing world, in which digital tools and technologies are a part of everyday life.

### **3.4 Internal Communications**

- a) Joy Haigh joined the Trust on 1<sup>st</sup> February as Internal Communications Manager. Her immediate priorities will be to review and optimise existing communications channels in terms of accessibility, effectiveness, content relevance, frequency etc. She will then be working on range of projects including supporting HR on developing an Employee Journey for the Trust (starting with induction and the first Corporate Induction event on 11<sup>th</sup> March), taking over responsibility for the communications work stream from Growing Our Trust and developing a robust internal communications strategy to feed into 2016/ 17 business planning.

Sophie Castell  
Director of Marketing, Communications and Fundraising  
February 2016