



## NOTES OF CANAL & RIVER TRUST 12<sup>th</sup> COUNCIL MEETING

**Date:** Wednesday 22 March 2017

**Venue:** Widcombe Social Club, Widcombe Hill, Bath, BA2 6AA

**Present:** Allan Leighton, Chair Board of Trustees and Council  
Andrew Phasey, elected Member – Private Boating  
Andy Tidy, elected Member – Boating Business  
Bob Pointing, Chair, North West Waterways Partnership  
Brenda Harvey, Chair, North Wales & Borders Waterways Partnership  
Brian Fender, Chair, London Waterways Partnership  
Charles Trotman, Country, Land & Business Association  
Chloe Donovan, Co-optee, Step-up-to-Serve  
Danny Brennan, Chair, East Midlands Waterways Partnership  
David Gibson, Ramblers' Association  
David Hagg, Chair, South Wales & Severn Waterways Partnership  
David Kent, The Angling Trust  
Ian McCarthy, elected Member – Volunteers  
John Best, Chair, South East Waterways Partnership  
John Ellis, elected Member – Employee  
John Yates, Institute of Historic Building Conservation  
Mark Penny, Chair, North East Waterways Partnership  
Matt Mallinder, Cycling UK  
Neil Edwards, Inland Waterways Association  
Nigel Hamilton, elected member – Boating Business  
Paul Wilkinson, The Wildlife Trusts  
Peter Brown, Railway & Canal Historical Society  
Peter Hugman, Co-optee, Freight  
Peter Mathews, Chair, West Midlands Waterways Partnership  
Phil Prettyman, elected Member – Private Boating  
Ruth Hall, Bwrdd Glandŵr Cymru  
Tamsin Phipps, Chair, Kennet & Avon Waterways Partnership  
Vaughan Welch, elected member – Private Boating

**Apologies** Alison Ward, Welsh Local Government (SOLACE)  
Jim Lamb, CIWEM  
Nicola Benjamin, Co-opted member, Friends  
Richard Atkinson, British Canoeing  
Simon Greaves, Local Government Association  
Stella Ridgway, elected Member – Private Boating  
Walter Menzies, Chair, Manchester & Pennine Waterways Partnership

**In attendance** **Trustees:**  
Ben Gordon  
John Dodwell  
Lynne Berry  
Jane Cotton  
Nigel Annett

**Executive Directors/Management Team:**

Richard Parry, Chief Executive  
Sandra Kelly, Finance Director  
Sophie Castell, Marketing Fundraising and Communications Director  
Gill Eastwood, Head of Governance, Risk & Audit  
Graham Boxer, Head of Museums  
Ani Sutton, Interim National Youth Engagement Manager  
Dick Vincent, National Towpath Ranger  
Yetunde Salami, Assistant Company Secretary  
Brenda Adams, Governance Administrator

**1. Welcome & Introductions.**

Allan Leighton (AL), Chair of the Trust, welcomed everyone to the meeting, noting that the earlier site visit to Claverton Pumping Station had been both enjoyable and informative.

Apologies were noted as above.

**2. Notes of the 11th Council Meeting (22 September 2016)**

The notes were agreed. There were no matters arising.

**3. Appointments Committee Update Report**

**3.1** Members noted the Appointments Committee Report presented by Lynne Berry (LB), Chair of the Appointments Committee, which explained the background behind the following matters:

**Proposed Change to the Trust's Rules:** LB stated that there was the need to clarify some of the provisions in the Rules because of lessons learnt after five years of the Trust's operations. The changes recommended are:

- *Filling Casual Vacancy* – to give the Committee more discretion when filling a casual vacancy for an elected Member
- *Timing of Elections* – to clarify that elections will be held every four years and to give the Committee discretion about the exact timing of elections
- *Appointments Committee* – to include the process for deciding the number, method of appointment and terms of appointment for members of the Appointments Committee

In discussion, following a question from Peter Hugman, it was agreed that the Appointments Committee's discretion on the timing of calling an election should be re-worded to provide greater clarity.

Council members approved the Rules in principle, subject to the amendment. Gill Eastwood to progress the amendment.

**GE**

LB stated further that, based on the above approval, the new rules be applied as follows:

**Friends Council Member** – as previously noted, the last Council elections had not produced an elected member representing the Friends Constituency and Ms Nicola Benjamin was co-opted as a Council member for that constituency. LB explained that it had previously been expected that a by-election for a Friends Council member would be held this year. However, in view of the just approved change in Rules, it is recommended that the casual vacancy for an elected Friend be filled by re-affirming Ms Benjamin as a co-opted member for the remainder of her appointment. This means a by-election will not be held this year. Council approved the recommendation.

**Local Government Authority Nominee:** Council welcomed Councillor Simon Greaves as a nominated member by the Local Government Association.

**Appointments Committee Terms of Reference:** LB stated that as part of housekeeping the Terms of Reference of the Committee had been revised to align with the terms of other committees within the Trust. Council approved the Appointments Committee's Terms of Reference as presented.

Appointments Committee report can be found [here](#).

#### 4. **4<sup>th</sup> Annual General Meeting of Canal & River Trust**

LB called the Special General Meeting to agree the revisions to the Trust's Rules. The Notice of the meeting had been properly circulated in due time – 14 clear days before the meeting. This was agreed by the members present.

##### **Revisions to the Trust Rules**

LB proposed that the Council adopt the revised Rules, as set out in the draft dated 22 March 2017 and circulated before the meeting by ordinary resolution subject to the amendment earlier recommended.

**By a show of hands, the revised Rules were unanimously agreed, subject to an amendment to clarify the Appointments Committee's discretion on the timing of calling an election.**

**POST MEETING** – the amended revised Rules can be found [here](#).

The General Meeting of Canal & River Trust closed at 1150 and the business of the Council meeting continued.

#### 5. **Update on Current Activities – Richard Parry, Chief Executive of the Trust**

Richard Parry (RP) gave an update on the Trust's activities since the last Council meeting. Highlights of the presentation are as follows:

- Performance: the Trust had previously planned a deficit of around £5.5m in 2016/17. However, the full year forecast result is £5.5m better than Plan and a broadly breakeven position is anticipated. This is mainly because:
  - the Trust benefitted from £3.5m contribution increase in investment property returns; and
  - there was a £2.2m contribution increase due to previous planned spend on

Waterway Infrastructure being replaced by fully-funded work following the 2015 winter floods

- Investment performance was good with £41m of acquisitions this year, with significant investments in Bristol and Manchester recently secured. The Trust has been successful in securing additional funding for specific projects, eg, from the Heritage Lottery Fund, Welsh Government and the Arts Council England
- Public safety target is being met but it was noted that the number of individual safety incidents had increased. 'Internal' safety – whilst better than previously – had not improved as much as targeted and would receive renewed focus in the year ahead; the Board of Trustees and Management take safety very seriously and receive reports on steps taken to mitigate safety risks.
- Defra measures on assets condition are being comfortably met
- Brand development to raise the Trust's profile as the custodian of the waterways is also being progressed, for example, 68% of passers-by recalled seeing the improved signage at Cambrian Wharf Birmingham
- Works Programme – most of the flood repair works have been completed, eg, at Elland Bridge and Rochdale. The Winter Works programme was complete and open days were successful, eg, about 3,500 visitors attended the St Pancras open day in February 2017
- New Asset Management Strategy has been drafted to improve efficiencies and to better focus investment in infrastructure assets
- EA Transfer – work is ongoing to consider the transfer whilst protecting the Trust's interests. An update would be provided at the next Council meeting
- Boat Licencing & Moorings – independent consultants were engaged to undertake a thorough consultation to support the Trust's review of boat licencing, stakeholders are being engaged with, and a decision will be made in the autumn. Boat Licence enforcement has seen the number of continuous cruisers being actively monitored reduced
- Engagement – the Trust is continuing to engage with partners in relation to HS2 Phase 2 and Northern Powerhouse. We have been successful in getting our role as statutory consultee confirmed in the technical discussions on the Housing & Planning Act 2017
- The development of the Outcomes Measurement Framework is continuing and an Outcomes 'Lite' report will be produced in July, alongside our Annual Report
- We are currently in the process of recruiting new trustees to ensure good succession planning for those retiring this year and next
- We are reviewing the role of Waterway Partnerships with the assistance of an external consultant. An update would be provided at the next meeting
- The Growing our Trust programme continues to seek to improve staff engagement and improve ways of working
- Risk Management continued to become better embedded in the Trust
- Some staff members, including the Chief Executive, will move to a new office in Birmingham in April 2017

- The 2017/18 Business Plan was approved by the Board in January 2017
- Details of Major Works projects for the year ahead were noted
- The Board of Trustees' Vital 6 priorities were also noted

In discussion, it was noted that

- properties had been earmarked as security for the pension deficit
- a forward plan is in place to ensure vegetation cuttings left on towpaths is cleared

Council members commended RP for the presentation, which can be found [here](#).

LUNCH BREAK

**6. Cycling Update by Matt Mallinder, Cycling UK Council Member and Dick Vincent, National Towpath Ranger**

Matt Mallinder (MM) and Dick Vincent (DV) introduced their [presentation](#) which described the partnership between Cycling UK and the Trust and gave a summary of the history and the changing use of towpaths. A Towpath Policy had been implemented to better manage the share use of towpaths.

MM talked through the history of cycling, noting that cyclists are major users of towpaths. He further explained the benefits of cycling to both cyclists and the Trust and the joined-up approach to explore the opportunity of

- getting cyclists as volunteers
- monetising towpath spend as about 25% of riders spend on food and drinks along the canal network

DV explained the work being done to procure third party funding to improve towpaths and described a community-led improvement in Islington. DV stated that the Trust is working with local councils to improve access to towpaths and to ease congestion in busy areas. Signage and a change in behaviour would improve the use of towpaths.

In discussion, it was noted that the Trust is reviewing how accidents on the towpath are reported and how users interact on the towpaths. Members felt that there are issues around cyclists' behaviours on the towpaths and messages should be continuously sent out for all users to understand that towpaths are shared spaces. It was noted that the partnership with Cycling UK is expected to build relationships and unlock further potential.

**7. Youth Engagement Strategy by Chloe Donovan, Step-up-to-Serve - Co-opted Council member and Ani Sutton, Interim National Youth Engagement Manager**

Chloe Donovan, Council member (CD) and Ani Sutton (AS), Interim National Youth Engagement Manager, introduced themselves and gave a presentation on the benefits of working with young people. AS outlined the Trust's aspirations on youth engagement:

- to engage one million young people with the waterways by 2025

- enable half of those children and young people to experience a form of learning through their experience, to support and develop those *connections*
- the [#iwill](#) campaign has a target to support and enable young people's involvement in volunteering social action projects

CD stated that benefits of youth engagement for both the Trust and the young people include gaining skills, knowledge, self-esteem, ownership and connectedness. Employees and volunteers benefit by enhancing their own competencies, learning to better understand and value young people, and increasing their commitment and energy to the Trust. The Trust will benefit by improving activities relevant to young people as users, visitors and potential employees and volunteers, gaining community recognition and support, and attracting funders. CD further stated that communities would benefit by improving quality of life and authentically embracing diversity by representing and including young people.

It was noted that work is ongoing to connect all the work carried out by young persons across the Trust and that policies are in place to progress youth engagement as well as safeguarding training for all staff.

AS talked through the various projects in place including:

- Explorers Team for 4–11-year olds
- STEM (Science, Technology, Engineering and Maths) activity for 12-16-year olds
- Apprenticeships for 16-24-year olds
- [#iwill](#) campaign which is social action around volunteering, advocacy and campaigning
- A Million Hands – a flagship project with The Scout Association and five key charities where young people are using our network to carry out activities within their communities
- Desmond Family Canoe Trail – £1.3m five-year project to develop a 150+ mile-long canoe trail from Liverpool to Goole

Looking ahead, the focus of the youth engagement framework will be to raise the Trust's profile among young people, to work with specific youth organisations to provide youth quality youth projects, to improve the data collection of our activities, to support the staff and volunteers within the Trust work with young people through training, and increasing the opportunities for young people to 'have a voice' within our network.

In discussions held in four work groups, members discussed the presentation and possible options for improving Trust engagement with young persons, including:

- having a young persons' representative on each waterway partnership
- joined-up approach in all the youth engagement activities
- possible youth mentoring project, where younger members of staff meet with the Executive team members

- provision of a variety of opportunities based on consultation with the young people

It was noted that the current engagement programmes should be celebrated by sharing these in newsletters and other forums.

The Youth Engagement Strategy presentation can be found [here](#).

TEA BREAK

## 8. Update from Partnership Chairs

Bob Pointing (BP) introduced himself as the Chair of the North West Waterways Partnership and showed members a video of the Summer 2016 Leeds–Liverpool Bi-Centenary event in which the Trust participated and partly-funded.

Sir Brian Fender (BF) introduced himself as the Chair, London Waterways Partnership and talked through the two objectives of the Partnership which were to promote adoptions (including the “super” adoption of Limehouse Cut) and to bring in ‘high level’ volunteers to add value to the Trust’s objectives and to demonstrate strong local presence.

The presentation can be found [here](#).

## 9. Museum Update

Graham Boxer (GB), Head of Museums, introduced himself and in his [presentation](#) gave a brief description of the museums owned by the Trust and some recent developments:

- Gloucester Museum – a £1.48m restoration programme funded partly with a £0.99m Heritage Lottery Fund (HLF) grant is being carried out, including the restoration of *Sabrina* and subsequently the potential construction of a new entrance at the Museum
- Training of volunteers in collection care and operation is also being carried out in the open space area
- Ellesmere Port Museum £1.25m restoration project is also partly funded with a £0.79m grant from HLF. The project which was completed last summer included the clearing of the slipway to create a ‘Window on the World’

Council members watched a film of some of the ‘augmented reality’ displays at Ellesmere Port. GB described various exhibitions and events carried out to engage the public, eg, Brindley 300 year anniversary. There are more exhibitions/events scheduled for spring and summer. It was noted that Museums had enjoyed a number of awards and recognition, including the Young Curators Achievement Award. National Waterways Museum volunteer, Di Skilbeck OBE, was announced as the winner of the Outstanding Achievement at the 2016 Living Waterways Awards ceremony.

Looking ahead, the Museums’ objective for 2017/18 is to grow visitor numbers and

income and to safeguard the collections. Furthermore, to embed the Museums in the Trust's business and to play a vital role in supporting the Trust's vision of contributing to individual well-being. The Museums' strategy would be discussed at the next Board of Trustees meeting.

In discussion, Council members commended GB for work done and it was noted that

- steps needed to be taken to conserve historic boats
- GB is responsible for the Collection held at Stoke Bruerne, and this is taken into account in the current accreditation process
- steps are being taken to further engage local community by holding events in partnership with others (e.g. Sustrans)

#### **10. Questions and Answers**

No other matter of interest was raised.

#### **Future Agenda Topics**

AL asked Council members to suggest topics for consideration at future meetings. The following were suggested:

- Canal restoration and expansion
- Regeneration programme
- Partnership Chairs Update will be a standing item
- Reservoirs and Water supply
- Invasive species on the waterways (and environmental protection)
- Longer term possibilities for Water Transfer

#### **11. Close of Meeting**

In bringing the meeting to a close, AL noted the Trust's operations and finances are in good shape. AL commended RP, management and staff for a job well done.

AL thanked all Council members for their many and varied contributions.

The meeting closed at 1620.

#### **12. DATE OF NEXT MEETING**

**Thursday, 21 September 2017, 1330–1700, The Bond, Birmingham** (following the Annual Public meeting, 1030-1230, which will also feature the General update on Trust activities, and Council members may attend if they wish)