

Lock gates to be updated



Canal &
River Trust

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The Canal & River Trust is a charitable company limited by guarantee registered in England and Wales with company number 7807276 and charity number 1146792.

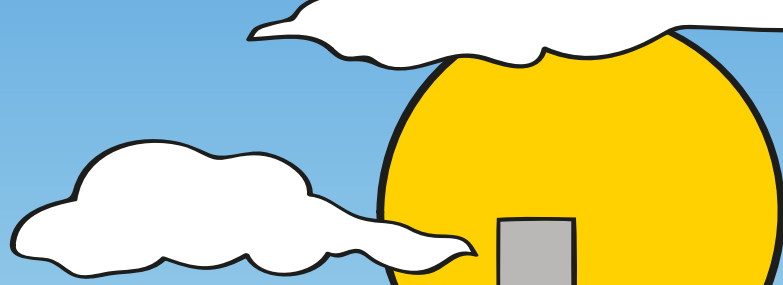
October 2016. All information correct at the time of printing.



Design and illustration by www.dcgrouppk.net



Canal &
River Trust



Welcome to the Canal & River Trust

Let me welcome you and thank you for joining the team at the **Canal & River Trust**.

You come into the organisation at what may be the most exciting period for our waterways since they became the 'arteries' of the Industrial Revolution over two hundred years ago. After decades of decline, they have seen a renaissance in the past few years, with hundreds of miles of canals restored and their use growing strongly, with public interest greater than it has ever been.

The **Canal & River Trust** was formed to respond to this opportunity in July 2012. It is a charitable trust and a company limited by guarantee. The transfer to the Trust of 2000 miles of canals and river navigations in England and Wales, plus docks, reservoirs, sites of special scientific interest (SSIs) and wildlife conservation areas, together with 2700 listed structures, was the largest ever from the public sector to charity status. The Trust is the third largest owner of listed structures after the Church of England and the National Trust.

After three years, we have a clear vision for the future of our waterways as key enablers of a healthy and prosperous society – to transform places and enrich lives.

Our challenge is to shape our organisation and how we operate to ensure we have a strong and secure financial base for the long term.

Through our investments, commercial and charitable income streams, and by becoming more efficient in what we do, will enable us to deliver our 'charitable objectives' which are:

- to preserve, protect, operate and manage our Inland Waterways for the public's recreational, leisure, health and wellbeing and educational use
- to protect, improve and conserve our waterway sites, objects and buildings of archaeological, architectural, engineering, environmental or historic interest;
- to protect, improve and conserve the natural environment and landscapes of the waterways
- to promote and facilitate awareness, learning and education
- to use the facilities and opportunities provided by our waterways to provide social and economic value to disadvantaged communities
- to achieve economic growth and regeneration of our waterways through sustainable means

This sets out a potentially wide role for the Trust to play; part of our future work is about defining and measuring the wider public benefit we can provide for the nation – in health and well-being and skills and education, as well as our traditional cultural heritage, water management and environmental functions.



We also have a vital customer service role, assisting and caring for those who use our waterways, and engaging with the communities around us.

Whatever your role in the Trust you will play an important part in helping to achieve those goals; your contribution will be valued whichever part of the Trust you work in. You are joining an amazingly knowledgeable, skilled and enthusiastic team, and we want to make this an even greater organisation to work for and be part of.

I hope, like me, you find that becoming a member of our team is one of the best decisions you've ever made.

Richard Parry
Richard Parry
Chief Executive

Our people

The Trust believes that on-going learning, training and development of its employees is essential for success and growth. We are committed to being a learning organisation where learning and development drives continuous improvement in all areas.

Through Performance Excellence, our performance management approach, we encourage people to challenge themselves and to look for opportunities to improve skills and achieve their personal career goals. We will empower you to be your best and endeavour to support your commitments both in and out of work.

The Trust embraces diversity and inclusion and strives to reflect the communities in which it operates.

A diverse workforce gives diversity of ideas, thinking and experience that enhance our ways of working and lead to better decision-making.

What we do

The Trust's vision is to create **Living waterways that transform places and enrich lives**. Our contract with Government gives us a core funding base of around £50m per annum until 2027 on which we can build that vision when combined with our commercial and charitable income generation.

Our vision gives us a remit to look beyond the physical 'assets' in our care that we manage and conserve to seeking to provide wider public benefits – with an open and accessible waterway network available for leisure, social and educational activities for families, individuals and communities – which will, in turn, help secure their long term future for the enjoyment of generations to come.

Living Waterways: we ensure our waterways are safe and easy to use and we also want them to be busy, popular and relevant, at the centre of local communities – and alive with people, boats, wildlife and activity.

Transform Places: we want our canals and rivers to be a part of the personality of the villages or towns they pass through, helping to explain the history of a location and what makes it special today.

Enrich Lives: waterways make people's lives better by providing a place to visit and escape to – for active participation, or just relaxing and spending time with family and friends.





We are entrusted to care for

2,000 miles of canals and rivers

in England and Wales and managing and maintaining the waterway infrastructure of bridges, embankments, towpaths, aqueducts, docks and reservoirs.

With over **2,700 listed structures**, we have the third largest heritage estate in the country. We also have two national museums at Ellesmere Port and Gloucester, and a series of other local attractions including Stoke Bruerne canal museum, Anderton boat lift and Pontcysyllte Aqueduct and World Heritage Site.

The Trust's charitable objectives define our broad waterway management role and a wide spectrum of other responsibilities and opportunities including:

- Managing use of our waterways for navigation (by powered and unpowered boats)
- Preservation of historic sites and structures
- Wildlife and environment protection and conservation
- Water resource management
- Estate management
- Property development and regeneration
- Promoting and providing facilities for leisure and recreation
- Education and skills development
- Providing a sustainable transport network for walkers and cyclists
- Freight transportation
- Development of health and well-being opportunities
- Tourism development and marketing

Our Strategic Goals



Canal & River Trust

Waterways – to protect and improve the accessibility, usability and resilience of our assets and their heritage, for people to use and enjoy now and in the future

Resources – to secure sufficient resources and manage them efficiently for the long term sustainability of the waterways within the Trust's care

Influence – to be a widely respected partner and trusted guardian with growing influence and responsibility

Places – to provide special places that people value, routes and sustainable environments

Prosperity – to yield economic benefits for local people and the nation

People – to enrich people's lives



Governance & structure

The Council

The Council's role is to hold the Board of Trustees to account ensuring that the strategy and management of the Trust is in the best interests of its stakeholders. Its members reflect the wide appeal of the waterways and include the chairs of the Waterway Partnerships and an employee representative elected by the staff.

The Trustees

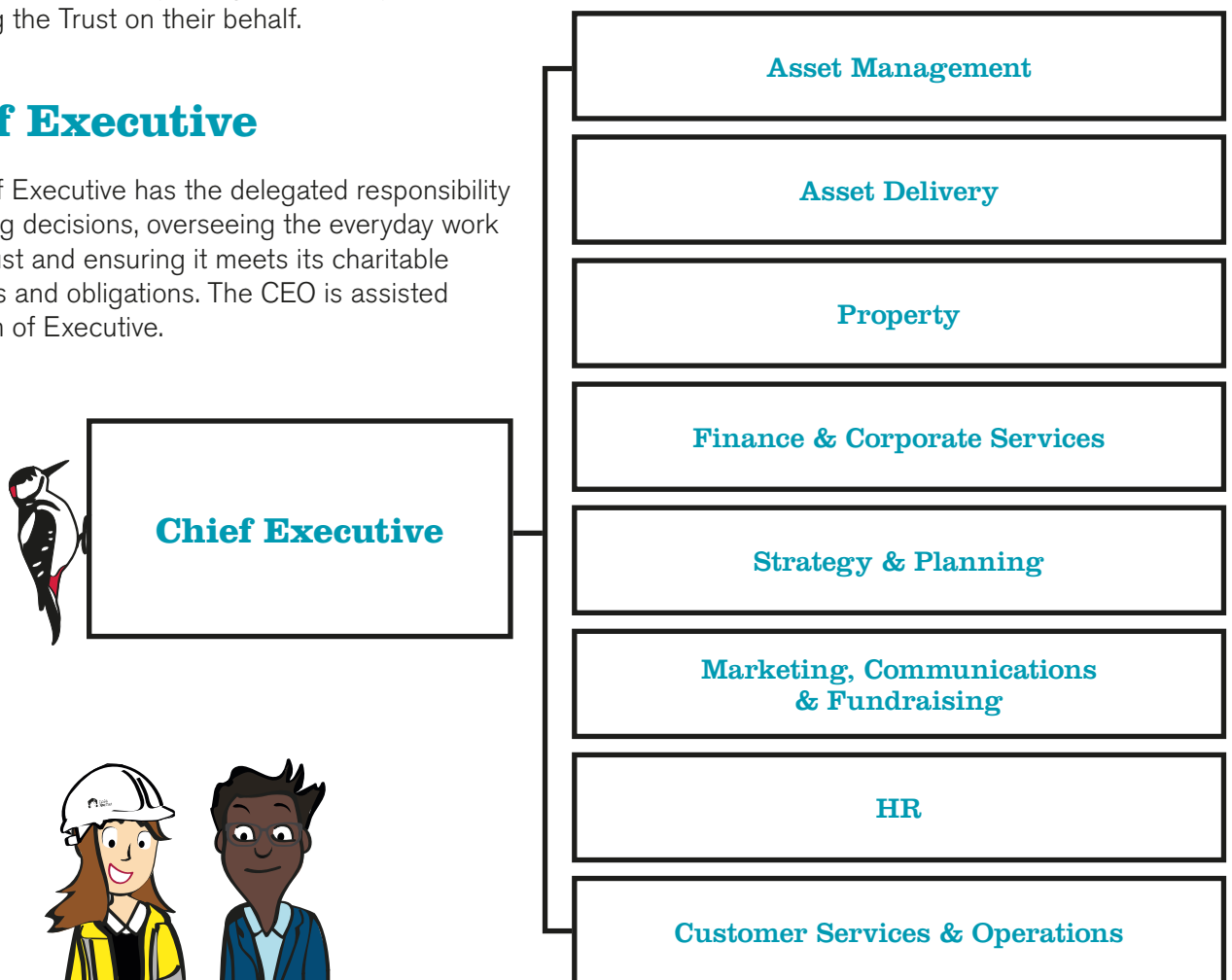
The Board of Trustees are collectively responsible for the Trust's actions and performance and they approve the strategy and business plan and sign off the annual accounts. They appoint the Chief Executive to whom they delegate authority for managing the Trust on their behalf.

Chief Executive

The Chief Executive has the delegated responsibility for making decisions, overseeing the everyday work of the Trust and ensuring it meets its charitable objectives and obligations. The CEO is assisted by a team of Executive.

Trust organisation structure

This chart shows the executive departments reporting to the Chief Executive.



We want you to know, understand and adopt **our values**, and apply them in your role at the Trust.

Caring

We care passionately for our waterways and the people who use and look after them, always striving to keep them safe and secure.

This means:

- Taking responsibility for how your work impacts on people, our heritage and the environment
- Being friendly and approachable
- Treating everyone with respect – as you would want to be treated
- Not being afraid to challenge inappropriate behaviours
- Looking out for your own safety and well-being, as well as that of your team
- Supporting your colleagues and being part of the team

Local

We believe in local solutions, empowering local people and working together.

This means:

- Working with local partners
- Seeking to engage with our local communities, pursuing common goals
- Being visible and accessible to customers and partners
- Empowering local teams, staff, contractors and volunteers to find the right solutions

Open

We believe in being open and honest in our dealings with others.

This means:

- Being honest and clear with people however you communicate with them
- Listening to our customers and to others with an interest in the Trust
- Taking a lead to build strong relationships with our customers and our communities
- Keeping people informed about what we're doing
- Not shying away from addressing issues directly





Involvement

We encourage the involvement of a diverse range of people and third party organisation in the workings of the Trust and build effective partnerships.

This means:

- Spending time with people and communities and embracing all they have to offer
- Seeking opportunities to share our work with others and to get their input
- Being visible and accessible to customers and partners

Excellence

We constantly strive for excellence in all we do, to function efficiently, effectively and sustainably.

This means:

- Taking responsibility for your own performance and developing yourself and others
- Learning from what works well – and what doesn't, and taking action accordingly
- Keeping the bigger picture – and the needs of others – in mind to deliver the best solution overall
- Being focused on achieving results and outcomes and seeing things through to the end
- Embracing change and always looking for ways to improve what you do



OUR VALUES

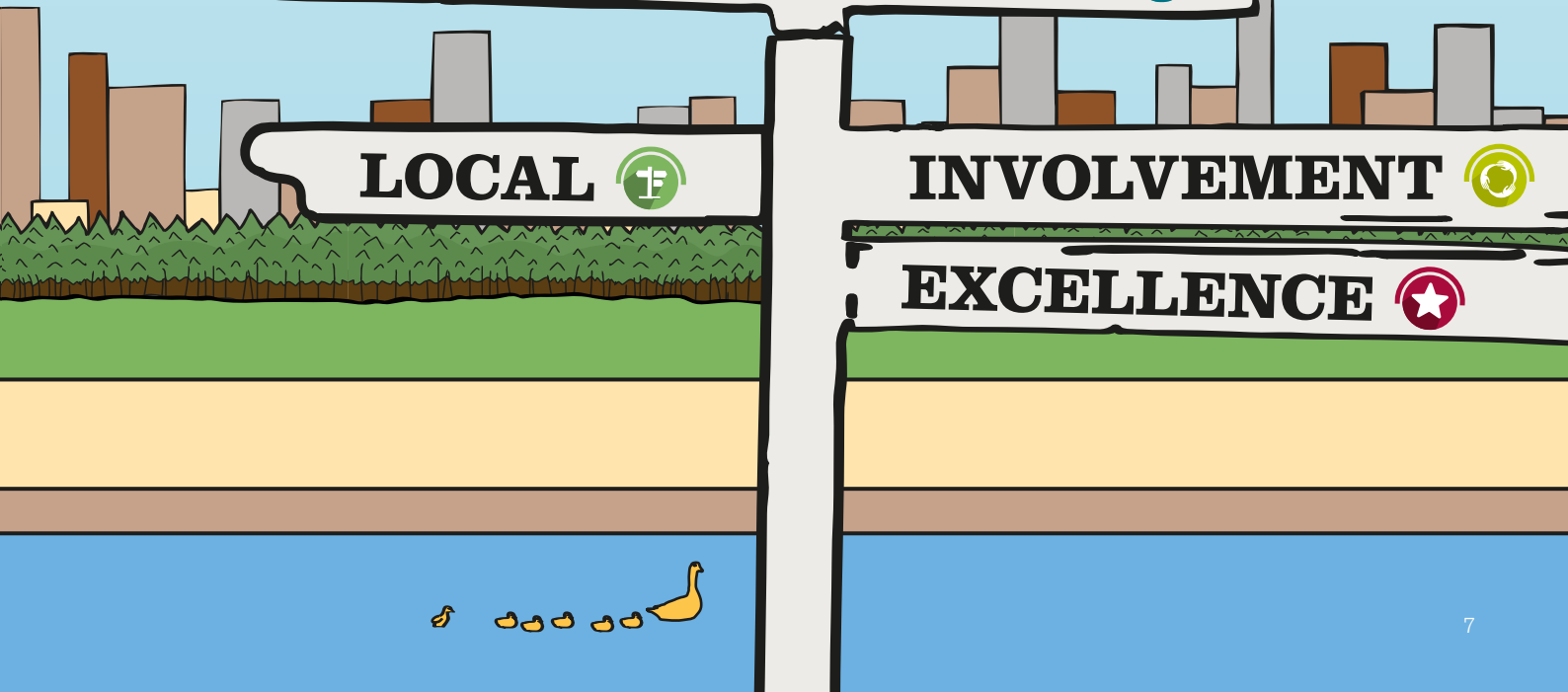
CARING 

OPEN 

LOCAL 

INVOLVEMENT 

EXCELLENCE 





Growing our Trust



Growing our Trust is our organisation-wide exercise to empower and facilitate all employees to share their ideas and opinions about how to make the Trust a great place to work. Feedback through our People Champions is helping the Trust's leaders to identify the positive attitudes, behaviours and activities that

define all that's great in our culture and those practices that could be improved.

Growing our Trust People Champions are the Trust's eyes and ears on the ground and have been trained to help to facilitate conversations by running local focus groups and feedback opportunities.

Growing our Trust has four workstreams which were identified by staff during the launch workshops as areas that were key to changing our culture for the better.

Each workstream has a people champion lead, a stream leader and an executive sponsor, they are:

- People • Processes • Communication • Teamwork**

To find your local Champion visit the Growing our Trust microsite on Gateway and if you want to know more or would be interested in becoming a Champion, email Growing.ourTrust@canalrivertrust.org.uk

Internal Communication

The Trust keeps you informed and up to date in a number of ways:

The Source – our newspaper emailed as a download to all desk staff and posted to the homes of bank staff.

Weekly email update – a brief overview of topical items of interest or things that affect the internal audience which is sent out on Thursdays.

Core Brief – the things that affect or interest you for discussion in your Team Talk.

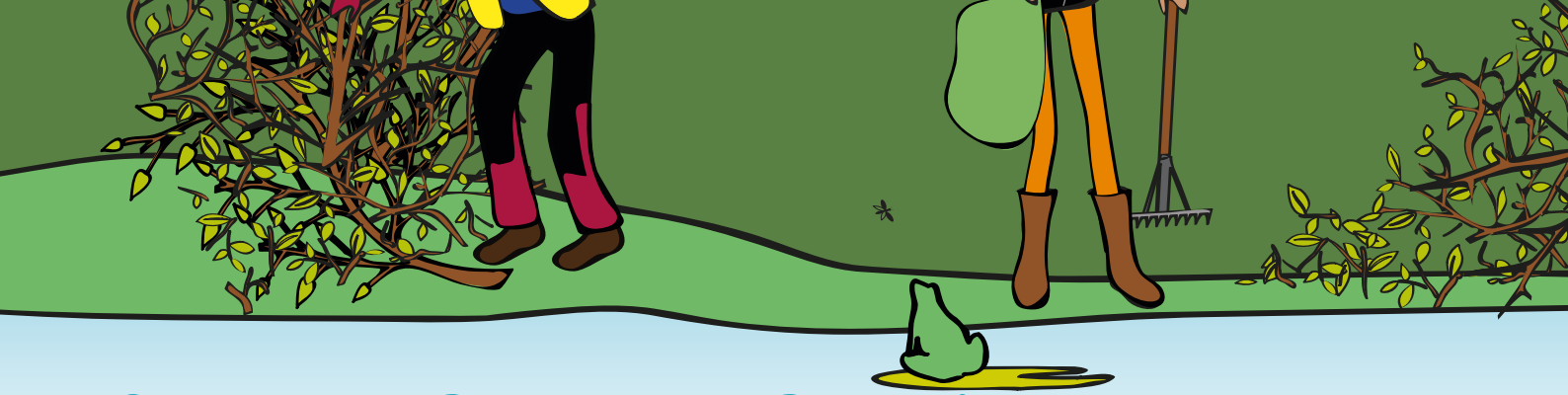
Voluntary Benefits



As well as your contractual benefits the Trust offers a number of other benefits to choose from, these include:

- Defined pensions contributions scheme
- Childcare vouchers
- Cycle to work scheme
- Discounted MS Office purchase
- Payroll charitable giving
- Discounts on online and High Street shopping, holidays, travel, leisure and entertainment
- Drifters boating holidays
- Craft licence and moorings concessions
- Fishing facilities
- HSS hire service
- Vodafone offers
- Eyesight tests and glasses
- Holiday purchase scheme
- Open access to learning
- Confidential employee helpline





Central Support Services

Human Resources

Based in Leeds the HR team is divided into four areas:

Strategic HR (HR Business Partners)

Lead on the provision of a professional and customer focused people strategy by working in partnership with managers to develop and deliver appropriate HR initiatives that support the Trust's broader strategy and values.

Operational HR

Employee relations, recruitment and inclusion. Contact them about: employee relations issues; coaching and people management; performance management; HR workshops; recruitment guidance and using agencies and other third party suppliers; recruitment on the net and social media

HR Services

Contact them about: people related questions and transactions; HR documents (e.g. contracts, T&Cs), references; people records incl salary and job changes; starters; retirements and guidance on our management and HR systems.

Organisational Development

Contact them about: culture transformation programmes; employee engagement; people development and talent plans; Performance Excellence; Investors in People; Investors in Diversity.

To contact HR

For pay related queries call **0113 236 6351** option 1

For any other people related matters call **0113 236 6351** option 2 or email: **HRServices@canalrivertrust.org.uk**

Information Technology & helpdesk

IT Services manages our IT and telecoms infrastructure including the outsourced contracts.

Contact the SCC Service Desk for support with all IT, business software (e.g. SAP, GIS, thank Q), or landline telephone related issues on **0845 351 5152** or email **crt servicedesk@scc.com**

For issues, or enquiries relating to mobile phones, email **mobiletech.support@canalrivertrust.org.uk** or call **0113 284 5281**

For the video conferencing system (including Scopia) call the ClearVC Helpdesk on **033 0223 0150** or email **crt.support@clearvc.net**

For any Canon devices and printers call **0844 892 0844** or go to **http://canon.co.uk/selfservice**

Health & Safety

Based in Milton Keynes and supported by regional advisors the H&S team is responsible for employee, volunteer and visitor safety.

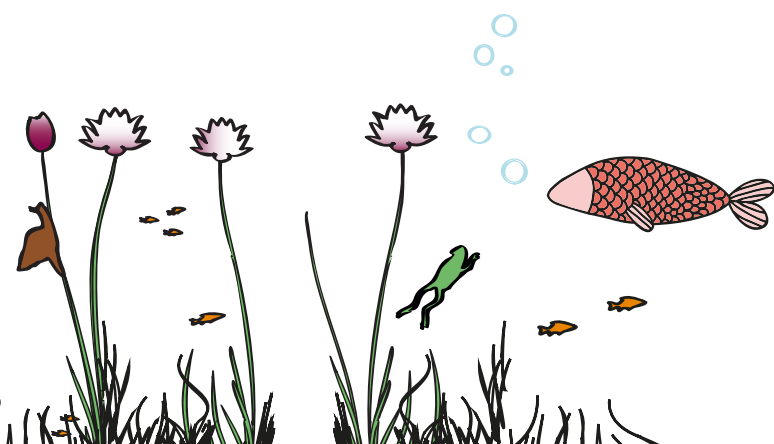
For support or information you should contact your regional safety advisor or email **Health.Safety@canalrivertrust.org.uk**

Shared Services & Business Support

The Shared Services Centre (SSC) provides finance and administrative services to all parts of the Trust. It covers: Sales to Cash, Purchase to Payment and Procurement.

Full details on Shared Services processes and requirements, together with contact information, is in the Shared Services section of Gateway accessed from the left hand menu on the home page.

For queries about: expenses, Inchcape and anything relating to vehicles; or corporate cards, contact shared services on **SSCExpenses@canalrivertrust.org.uk** or call **0113 281 6800**



Irrigation, Transport, Leisure our waterways' journey

Roman Britain

Britain's first canals were built by the **Romans** mainly for irrigation although some were

navigable, linking rivers to enable transportation by water.

During the **16th century** some natural waterways were 'canalised' or improved for boat traffic.

1760

In **1760** the 3rd Duke of Bridgewater wanted a reliable way to transport coal from his mines to the increasingly industrialised city of Manchester. Inspired by the Canal du Midi in France he commissioned engineer James Brindley to

build a canal that took his coal to Manchester and Liverpool to fuel the mills. Brindley's design included an aqueduct over the River Irwell to avoid paying tolls. The Bridgewater Canal opened in 1761.

The Middle Ages

saw building projects such as castles, monasteries and churches, lead to the improvement of rivers for the transportation of building materials. Acts of Parliament were passed regulating transportation of goods, tolls and horse towpaths for rivers such as the Severn, Trent and Ouse.

The Middle Ages

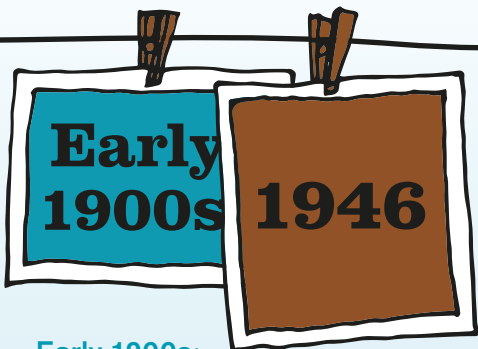
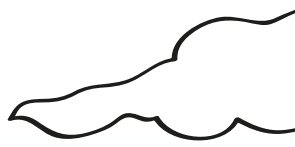
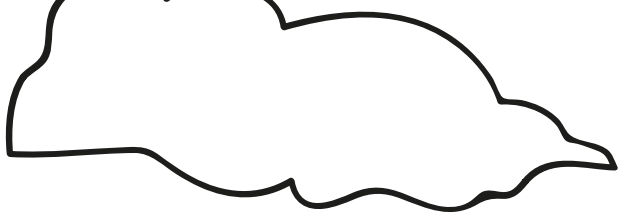
1770 – 1830 was the golden age of canal building driven by industrialist such as Josiah Wedgwood who used the canals to transport bulky cargoes of clay to his factory and the fragile finished goods to market.

1830 the advent of the railways which began around 1830 began the decline of the waterways. As the rail network expanded the canals couldn't compete with the volume of goods they carried or the speed of transportation and investment moved away from canals to building railways.

1770–1830

Quite interesting...

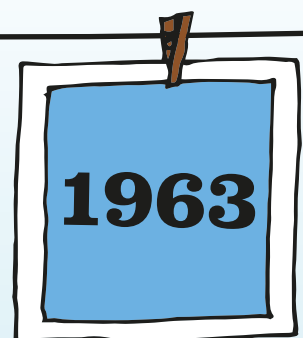
- Our Patron is HRH The Prince of Wales
- The network flows from London to Lancaster and Wales to the Wash, connecting most of the country's major towns and cities
- Half the population of England and Wales lives within five miles of a Trust waterway
- There are more than 32,000 licensed boats on the network which is more than during the Industrial Revolution
- The Trust is the largest owner of fishing rights in the UK and has 100,000 angling customers
- We're the Third largest owner of listed structures/buildings in the UK after the Church of England and the National Trust
- We manage: 1,583 locks; 55 tunnels; 2963 bridges; 336 aqueducts and 73 reservoirs
- The canal network contains 200,000 megalitres of water – equivalent to 2½ billion baths of water
- There are more than 30 different fish species in our waters, including eight which are protected by law.
- In total our fish are worth about £40m
- Canals are 'des res' locations, and will add 20% to the price of your property
- Barges have been used throughout history to transport goods. In addition to coal, metals and textiles, canal cargoes



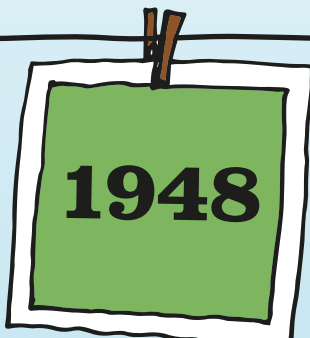
Early 1900s:
the canal and river network had a brief resurgence during the first and second world wars.

1948 canals and waterways were nationalised alongside the railways. They continued to carry freight but the decline continued into the 1950s and 1960s with many canals being abandoned.

1963 canals were transferred to the British Waterways Board, later British Waterways. By this time the canal network had shrunk to just 2000 miles half the size from its peak in the early 1800s.



1946 Establishment of Inland Waterways Association which, led by Tom Rolt and Robert Aickman, campaigned for the conservation and restoration of British canals and river navigations. They helped to revive interest in Britain's canals rescuing many from destruction and as their commercial use declined, recreational use began to increase.



2012 With Government funding under pressure, a new model was needed to carry on the conservation and restoration and to develop and manage our waterways and this led to the formation of the Canal & River Trust in 2012.



- included explosives, chocolate, beer, gin, ice, gold and even the stone used to build the Houses of Parliament
- The world's first drive-through was on the canals – a pub with a serving hatch selling beer to passing boatmen!
- The water in the canal itself is sometimes the cargo – today half the drinking water for Bristol is supplied by canal

- Should the Germans have breached the Channel during WWII, the Kennet & Avon Canal was the nation's second line of defence (the pillboxes are still there today)
- The canals had their own female army of WWII volunteers, known as the Idle Women, who kept open an essential flow of munitions & coal
- There is a canal byelaw against improper use of a bargepole – or what not to touch with it

- During WWII Britain's gold reserves were secretly transported by canal barge to Liverpool before being shipped to Canada
- Canal hire boating in France was pioneered by the British in the 1960s following their success on UK waterways
- Canals were originally waterproofed by having people or sheep walking up or down them to puddle the clay