

## **Kennet and Avon Canal Trust: 2021 Priorities**

### 1. Vision and Strategy

- Once agreed, communicate within Trust and to canal and towpath users, our partners and local communities **CS, with support from Jen?**

### 2. Trust Council and Governance

- Establish structure of 'portfolios' for each member of Trust Council, with each Trustee having a (written) role description **CB to initiate?**
- Refresh membership on the basis of open advertising **CS**
- Ensure effective induction for all new Trustees, and provide refresher training for all Trustees **CB**
- Agree structure and remit of standing sub-committees **CB**
- Formalise procedures for establishing Branch constitutions and committee membership **CB**
- Develop Trustee and Director Manual; update Staff Handbook; review all Trust policies, and fill any gaps **CB**

### 3. Branches

- Redefine role of Branches in line with agreed vision and strategy **CS, supported by CB**
- Hold meetings of all Branch Chairs at least twice a year **CS**
- Obtain regular updates from Branches before each Council meeting, with feedback following meeting **Minute Secretary**

### 4. Members ?

- Launch new membership scheme, with a target number of new members
- Agree and implement plan for printed and electronic editions of the Butty

### 5. Marketing and communications

- Establish a joint Trust/Enterprise marketing sub-committee **GP to lead**
- Develop a marketing plan for all Trust and Enterprise activities
- Replace Trust web site
- Following this, renew Branch websites
- Develop coordinated plan for use of social media across the Trust

### 6. Partners

- Identify list of key stakeholders, and agree a 'relationship owner' for each **CS**
- Develop working relationships with key stakeholders **Relationship owner**

### 7. Finance

- Update Trust and Enterprise 5 year plans alongside budget approvals **CB to coordinate**
- Require each Branch to develop a 3 year plan (5 years for Crofton), updated annually to support budget bids **CB to coordinate**

### 8. Key Projects for 2021

- Crofton: implement Learning and Community Engagement plan
- Crofton: boiler re-riveting; development of Smithy and Crew Room Extension projects
- Identify lessons from Crofton Learning and Community Engagement programme for roll-out in other Branches
- Aldermaston: aim to start work on Wash House restoration in 2021
- Devizes Wharf: develop outline plan for future use as a visitor centre (office, café, museum, archive etc)