



MEETING OF THE BOARD OF TRUSTEES

Items in red are confidential.

Minutes of a meeting of the Board of Trustees (“the Trustees”) of the Canal & River Trust (“the Trust”) held at 08:30am on 25th May 2023, Mercure, Chartist Tower, Upper Dock Street, Newport.

Present:

David Orr CBE	-	Chair
Dame Jenny Abramsky	-	Deputy Chair
Nigel Annett CBE	-	Trustee
Janet Hogben	-	Trustee
Sir Christopher Kelly	-	Trustee
Bronagh Kennedy	-	Trustee
Jennie Price CBE	-	Trustee
Ian Peters	-	Trustee
Tim Reeve	-	Trustee
Sarah Whitney	-	Trustee
Sue Wilkinson	-	Trustee

In attendance:

Richard Parry	-	Chief Executive
Anne Gardner-Aston	-	Director of Health & Safety
Heather Clarke	-	Strategy Engagement, and Impact Director
Steve Dainty	-	Finance Director
Tom Deards	-	Legal & Governance Director
Malcolm Horne	-	Chief Infrastructure & Programmes Officer
Stuart Mills	-	Chief Investment Officer
Julie Sharman	-	Chief Operations Officer
Mazvita Horton	-	Head of Chief Executive’s Office
Sharan Madeley	-	Corporate Governance Manager (<i>minutes</i>)

Apologies for absence:

None

23/024 WELCOME

The Chair thanked the regional team for their hard work in arranging the Trustee site visit and evening reception held the day before the Board meeting.

23/025 DECLARATION OF INTERESTS

The Board received and noted the Register of Interests report.

Action: SWhi declared an interest in LSH Management Properties related to Skipton Building Society. This would be updated on the Register of Interests.

23/026 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the virtual meeting held on the 30th March 2023 were approved as a true and accurate record of the meeting.

The matters arising report was noted by the Board. Updates on open actions were noted and completed actions agreed to be closed.

Action: The minutes from the Fundraising Group would, in future, be included within the Director of Fundraising Report.

It was reported that a detailed strategy document would be presented to the Board in July.

23/027 REVIEW OF FATALITIES IN TRUST WATERWAYS

AGA presented a report on the current data and statistics in respect of fatalities on the Trust's network. This included specifically the Wigan area, regarding the proactive measures in place and the planned actions to minimise the number of fatalities. The Board noted the key points which included:

- Data collected both by Trust and by the National Water Safety Forum (NWSF) on their WAID database to provide an overview of the Trust's recorded fatalities compared to other inland and coastal waters over the four years from 2017 to 2021.
- The number of water-related fatalities in Trust waterways in comparison to the total for all inland and coastal waters indicated the overall picture which remained steady at between 6% and 8% of all water-related fatalities.
- Possible further insight through the breakdown of data relating to student activity and death of toddlers.
- Trustees were informed that the Trust was not routinely informed of a death on the network unless the Trust was an interested party in the context of a Coroner's Inquiry
- Trustees noted that there was a formal process for staff to report identified risks during regular safety walks which was launched in 2021.
- In relation to the upkeep of life saving equipment, the Trust had commenced putting in place vandal proof equipment which could be accessed through the emergency services.
- The commissioning of the Wigan RoSPA report has provided a blueprint for positive action where other clusters of fatalities may emerge, and the learning from the Wigan report was to be shared with other regional Water Safety Partnerships to enhance knowledge and consistency.
- Safety campaigns were repeated each year, e.g.. Toddler Safety Campaign and if specific risks were identified during the summer period, then specific targeted campaigns would be increased.

The Chair thanked AGA for the very useful report adding that the critical issue for the Trust being that everything possible was being undertaken to minimise fatalities across the network.

23/028 B23 MEASURES OF SUCCESS AND TARGETS

The Board received a report which presented the proposed high level performance measures and targets for the B23 business plan for the Board's approval, to accompany the financial plans that the Board approved at its March meeting.

The Board discussed key points which included:

- To review the Asset Resilience target for critical assets
- To consider when regions provide presentations to also provide an update on where they were with their regional performance against targets.
- Whether financial performance targets (currently included within the Finance Director's report) should be included in the Board KPIs
- Whether diversity and inclusion targets were sufficiently challenging and how these compared with other similar organisations. It was noted that diversity and inclusion was the subject of the deep dive session at the July Board meeting.
- The possible inclusion of a specific fundraising target.

The Board **APPROVED** the proposed B23 key performance indicators as set out in the report and agreed to keep under review in the context of the future discussions on Trust strategy.

23/029 TRANSPORT & WORKS ACT ORDER PROPOSAL

TD presented a paper which detailed a proposal for the Trust to seek an Order under the Transport & Works Act 1992 ('the Act') to regularise key aspects of legislation around the management of the Trust's inland waterway network.

The key issues were summarised which included the current challenges around the Trust's legislation and the opportunities for significant additional income and greater effectiveness and efficiency/cost savings that could arise from changes in legislation. In addition to reputational benefits of being able to (and seen to) apply enforcement measures that are more 'fit for purpose'. It was noted that the scope of a potential Order under the Act to make necessary changes, without the need for primary legislation and avoiding a full Parliamentary process. There would be potential investment required, in terms of time and resources, to obtain an Order that was fit for purpose. Risks in terms of stakeholder reaction and possible challenge and compromise to the terms of any Order obtained.

The report detailed the risks which included significant commitment in resources with an uncertain conclusion; stakeholder challenge and reputational

damage and pressure on the Trust to compromise resulting in failure to secure an Order in a form that was fit for purpose.

Redacted

The Board **AGREED** to move ahead with further work to put the Trust in a position to make an application for an Order to cover the changes set out in section 6 of the report through preparation of pre-application materials with further Board review prior to any application.

23/030 DROITWICH CANALS TRANSFER

The Board received a report which detailed a proposal for the transfer of the title and statutory navigation undertaking of the Droitwich Canals to the Trust from Wychavon District Council ('WDC'). The preferred option being presented was to maintain the current position to fulfil the longstanding public commitment to complete the transfer of the Canals to the Trust, accepting the associated annual maintenance and management costs, with one further attempt to negotiate any marginal improvements.

Redacted

Redacted

The Board were willing to accept the recommendation subject to further discussion with WDC and agreed that the situation should be highlighted to Defra to demonstrate the difficult decisions faced by the Trust in the light of a potential diminishing future government grant.

23/031 HERITAGE POLICY APPROVAL

The Board received a report to seek Trustee's views and support for the updated and revised Heritage Policy Statement, which was appended to the report. This revised statement was to replace the current heritage policy, published in 2017. The policy had been revised and updated within the context of climate change, changing funding framework, increasing levels of use of the network and academic research.

The proposed process to launch would include preparing a briefing note and draft press release; share the revised policy with key Trust teams through a series of regional heritage policy workshops, to promote understanding and consistency of application and develop the supporting heritage standard, informed by the regional heritage policy workshops.

The Board **APPROVED** the revised Heritage Policy Statement.

23/032 GOVERNANCE REPORT

TD summarised the Governance report which had been previously circulated. The Board:

- **RATIFIED** the appointment of Andrew Jee to be appointed for a first three-

year term effective from 31 May 2023 to 31 May 2026 to the East Midlands Regional Advisory Board.

- **RATIFIED** the appointment of Adrian Curtis to be appointed for a third term for two years effective from 30 April 2023 to 30 April 2025 to the Yorkshire & Northeast Regional Advisory Board.
- **RATIFIED** Loraine Butler to be appointed for a first three-year term effective from 31 May 2023 to 31 May 2026 and John Lewis to be appointed for a first three-year term effective from 31 May 2023 to 31 May 2026 to the London & Southeast Regional Advisory Board
- **NOTED** that following an open recruitment exercise, John Podmore was being put forward as the recommended candidate to the Appointments Committee as Southwest Regional Advisory Board Chair. An Appointments Committee will be convened to confirm the appointment.
- **RECEIVED** and **NOTED** the annual reports from the Navigation Advisory Group, the Youth Engagement Advisory Group, Cultural Heritage Advisory Group and the Fisheries & Angling Advisory Group.
- **APPROVED** the policy statements for Customer Services Facilities Policy Statement and **the** Acquisition of Waterway Infrastructure Assets Policy Statement.
 - **NOTED** the minutes from the Infrastructure Committee Meeting held on the 21st April 2023

23/033 FORWARD PLAN

Trustees noted the re-formatted Forward Plan and agreed that this was more helpful, particularly in terms of showing how strategic topics were being picked up at future meetings.

It was noted that the Board would undertake a deep dive on Diversity and Inclusion after the next meeting in July.

23/034 CHIEF EXECUTIVE'S REPORT

The Board received the Chief Executive's report which included updates from individual Executive Team members.

The key highlights included:

- A recruitment process had commenced for new Trustee(s).
- The current expected date for Defra announcement on the grant review was 8 June although this may be subject to change.
- The majority of the current Board KPIs were reporting as "green", however the results on the Boater Survey Satisfaction were disappointing and "Friends" numbers had not yet started to significantly recover post-pandemic.
- Volunteer numbers were continuing to recover post-pandemic with the exception of London & Southeast, which was largely to resourcing challenges in the region.
- The Board noted and received the Annual Reservoirs Report.

23/035 FINANCE REPORT

The Board was presented with the finance report which provided a review of actual financial performance to 31 March 2023 (12 months) vs. plan (B22) and vs. F10 full year forecast.

Redacted

Redacted

Redacted

The report detailed the progress on the B23 plan following the update to the March 2023 Board and approval of year one of the plan for 2023/24. There were currently no significant risks or opportunities to the B23 plan. A full update on this would be given to the July Board

The report was received and noted.

23/035 ANY OTHER BUSINESS

Changes to Foundation Documents – ONS Classification and Cabinet Office Grant Management and Anti-Fraud Measures

The Board was presented with a paper which detailed the proposed changes to the Trust's foundation documents which have now been agreed with Defra to avoid the implications of the ONS public sector classification. In addition, the proposed changes to the Grant Agreement were also intended to meet the requirements of the Cabinet Office Grant Management and Anti-Fraud Measures. The Board had held previous detailed discussions on the ONS classification and the paper was presented to provide sufficient information to enable the Board to agree to the changes to the foundation documents set out in the report.

The Board **APPROVED** the following in relation to the Trust Articles of Association:

- THAT the draft Articles of Association in the form circulated to the Board as Attachment 1.2 to the Report are approved in principle by the Trustees.
- THAT the Chair be authorised to approve any amendments to the draft Articles of Association referred to in A, as he may consider necessary or desirable in order to finalise them on behalf of the Trust before they are sent to the Council for approval.
- THAT a special resolution be put to the Council to adopt the draft Articles of Association referred to in A (as may be amended in accordance with B).
- THAT the Company Secretary be authorised to arrange filings with the Charity Commission and Companies House, including by signing any relevant documents or forms

The Board **APPROVED** the following in relation to the Trust Settlement:

- THAT the draft Deed of Variation in the form circulated to the board as

Attachment 2.1 is approved by the Trustees.

- THAT the Chair, be authorised to approve any amendments to the draft Deed of Variation referred to in A, as he may consider necessary or desirable in order to finalise it on behalf of the Trust before it is executed.
- THAT any person authorised by the board to affix and attest the Trust's common seal (or, failing that, any of the Trustees and/or the Company Secretary, using any method of execution permitted under law) may execute the Deed of Variation referred to in A (as may be amended in accordance with B).
- THAT the Company Secretary be authorised to arrange filings with the Charity Commission, including by signing any relevant documents or forms.

The Board **APPROVED** the following in relation to the Grant Agreement

- THAT the draft Change Control Notice in the form circulated to the board as Attachment 3.1 is approved by the Trustees.
- THAT the Chair, be authorised to approve any amendments to the draft Change Control Notice referred to in A, as he may consider necessary or desirable in order to finalise it on behalf of the Trust before it is executed.
- THAT the Company Secretary and the Finance Director (or, failing that, any of the Trustees) may execute the Change Control Notice referred to in A (as may be amended in accordance with B), using DEFRA's Atamis system or any other method of execution permitted by law.

The Board **APPROVED** the following in relation to the Grant Agreement

- THAT the draft Transfer Scheme Modification in the form circulated to the board as Attachment 4.2 is approved by the Trustees.
- THAT the Chair, be authorised to approve any amendments to the draft Change Control Notice referred to in A, as he may consider necessary or desirable in order to finalise it on behalf of the Trust before it is executed.
- THAT any Trustee or the Company Secretary may execute the Transfer Scheme Modification referred to in A (as may be amended in accordance with B).

The Board **NOTED** the request from Defra to retire the Memorandum of Understanding and agreed that this should be subject to further discussion.

There was no further business transacted and the meeting closed at 11:00am



Board Meeting
24 May 2023
Information Report
Trust: 678
Text in Red Confidential

REVIEW OF FATALITIES IN TRUST WATERWAYS

Anne Gardner-Aston, Director of Health & Safety; Claire Gauci, Campaigns and Programme Manager – Public Safety; Anna Baatz, Outcomes Measurement and Evaluations Specialist

1 PURPOSE

- 1.1 This paper provides information to Trustees on the current data and statistics in respect of fatalities on or in Trust waterways, and in the Wigan area in particular, and the proactive measures which are in place, and planned, to minimise the number of fatalities.

2 OVERVIEW

- 2.1 Trustees have sought further information in respect of the number and type of fatalities which are occurring on the Trust's waterways, and in particular in the Wigan area of the network. The paper draws on data collected both by Trust and by the National Water Safety Forum (NWSF) on their WAID database to give an overview of the Trust's recorded fatalities compared to other inland and coastal waters over the four years from 2017 to 2021 (the latest available data). There is also a comparative breakdown of the profiles of fatalities by age, gender and known causation.
- 2.2 In addition to reactive work carried out either in response to fatalities or Coroners' Inquests, there has been a great deal of proactive work done around water safety within the Trust, particularly in respect of campaigns, partnerships and social media activity. This paper highlights this work and further information can be found in Appendix 1.

3 CURRENT DATA ON WATER-RELATED FATALITIES

- 3.1 The following charts contain available water-related fatality data and information held within the Trust and drawn from the WAID database. The information is current at the time of writing, however updated information for the year 2022 is expected in the days prior to the Board meeting and can be provided as a verbal update.
- 3.2 There is a caveat on the data presented, as in some cases information is not known until a Coroner's Inquest has been concluded. There is currently a long lead-in time to Inquests which results in delays to the WAID database being updated.

3.3 Chart 1 below shows the number of water-related fatalities in Trust waterways in comparison to the total for all inland and coastal waters. The figures for the Trust closely track the overall picture and remain steady at between 6% and 8% of all water-related fatalities. Note that WAID data for canals includes those not owned by the Trust.

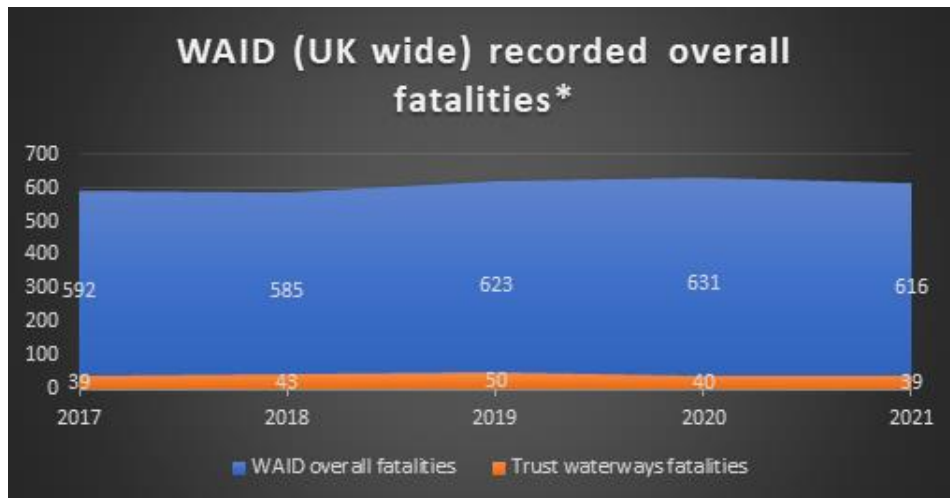


Chart 1 – overall water-related fatalities record in the UK between 2017 and 2021

3.4 Chart 2 below shows the suspected causation for UK-wide water-related fatalities and a comparison with the Trust picture is shown in chart 3 below. Overall, on UK waters suspected suicide makes up roughly a half of the causes of fatalities, however in comparison the proportion is significantly smaller on Trust waterways.

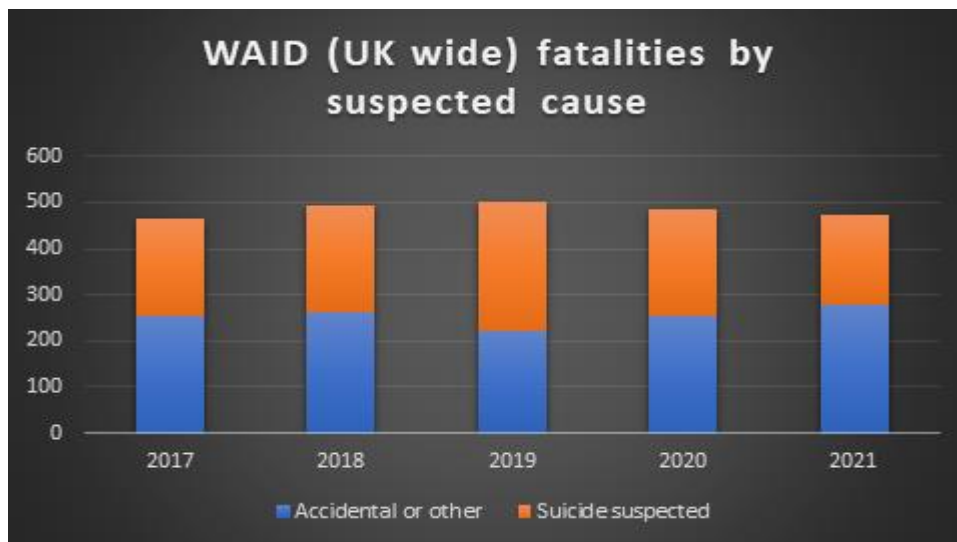


Chart 2 – UK-wide water-related fatalities by suspected cause

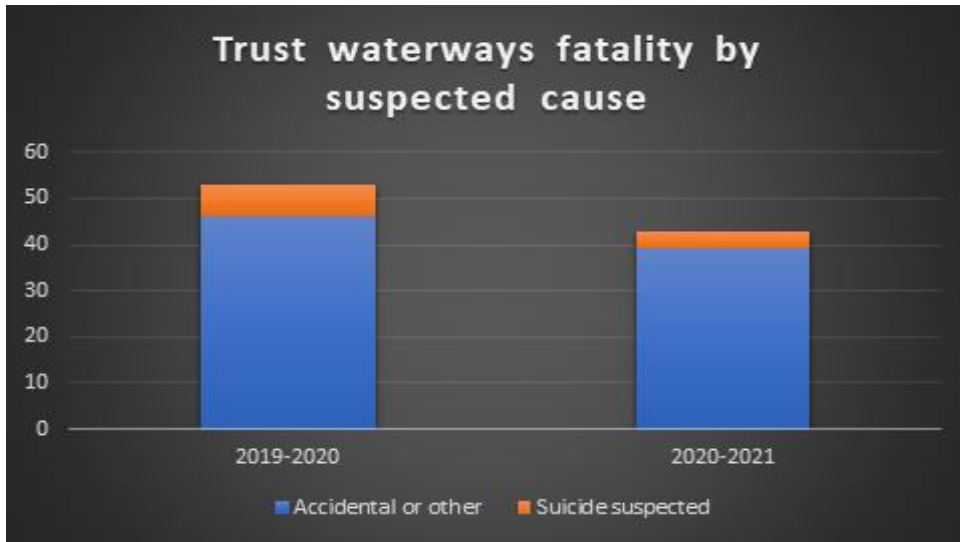


Chart 3 – Trust water-related fatalities by suspected cause

3.5 Chart 4 below shows a breakdown of water-related fatalities in 2021 by gender, both UK-wide and in the Trust. Males are significantly more likely to drown in all waters.

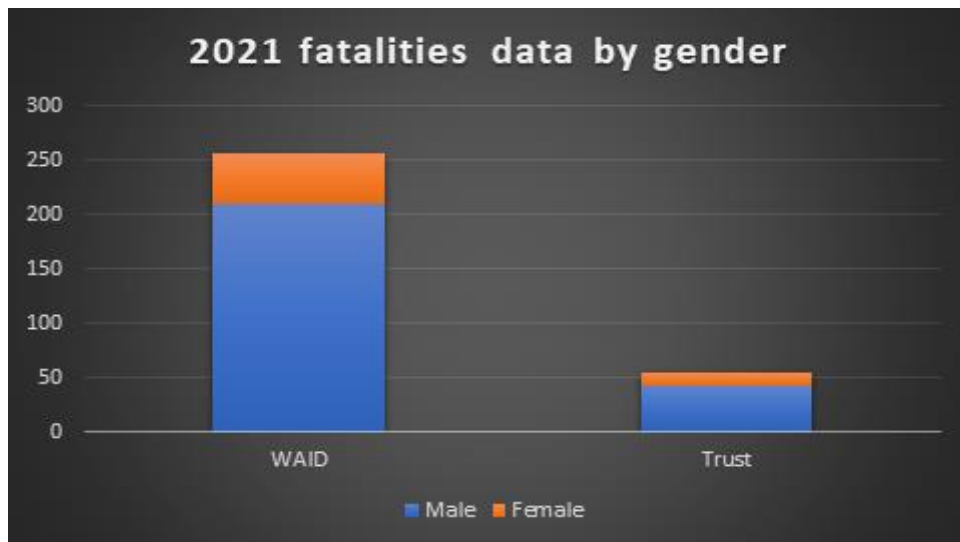


Chart 4 – UK-wide and Trust water-related fatalities by gender for 2021

3.6 Charts 5 and 6 below show the comparative data for water-related fatalities by age category for both the UK and the Trust. Due to differences in granularity between Trust data and WAID data the figures are not directly comparable, however, it appears that there is no identifiable trend relating to age of fatality victim, with the exception of the very young and very old making up the smallest proportion. The 'Unknown' category in the Trust data relates to known fatalities where the information has not been provided to the Trust via either our own enquiries or from Coroners' Inquests.

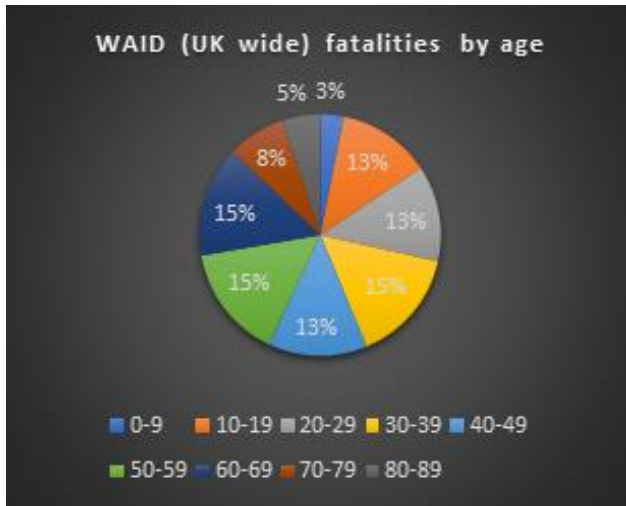


Chart 5 – UK-wide water-related fatalities by age category (2021)

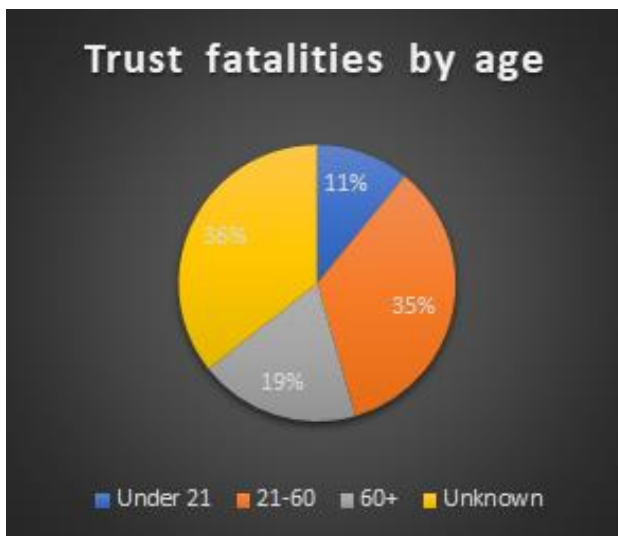


Chart 6 -Trust-wide water-related fatalities by age category (2021)

3.7 Chart 7 below details the breakdown of Trust fatalities by type of waterway for the financial years B21 and B22.

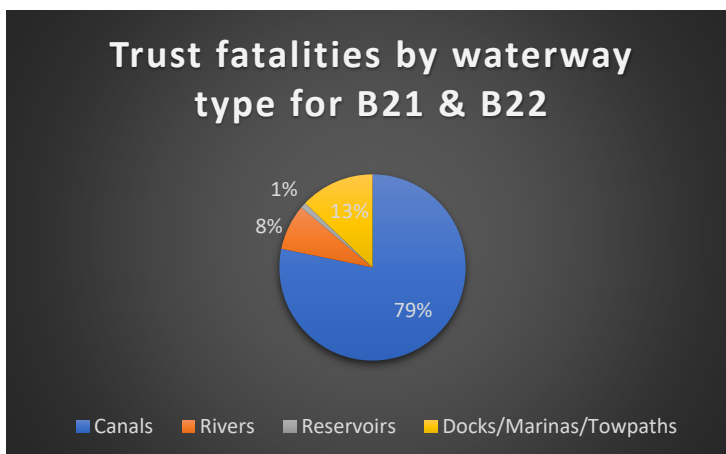


Chart 7 – Trust fatalities by type of waterway for B21 & B22

- 3.8 Chart 8 below shows the breakdown of Trust fatalities by region for financial years B21 and B22. The figures broadly correspond with the size, location and/or density of the canal network in the respective regions.

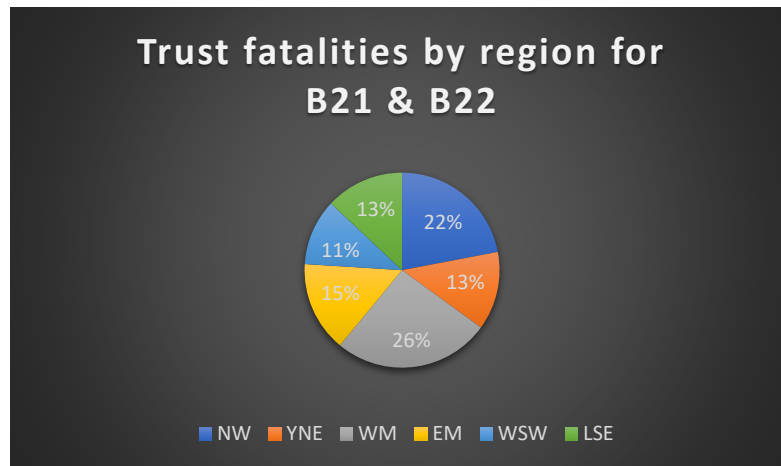


Chart 8 – Trust fatalities by region for B21 and B22

- 3.9 Data relating to ethnicity is not currently available, but there are plans to incorporate this into future WAID database improvements.
- 3.10 The data above allows the Trust to develop focused campaigns and other activities which align with both our own picture and that of the UK as a whole.

4 FATALITIES AT WIGAN FLIGHT AND SURROUNDING AREA

- 4.1 In previous Board meetings, Trustees expressed concern about the number of fatalities occurring in the Wigan area of the network, on the Leeds and Liverpool Canal. Since 2016, a total of 15 deaths have been recorded as having occurred on this stretch of the main canal or the Leigh branch. Of the Coroner's Inquests that have taken place, six of these were recorded as accidental drownings, two were related to crime, three were open verdicts, one was recorded as suicide and one received a narrative verdict. The most recent death on this part of the Leeds and Liverpool was recorded in April 2022.
- 4.2 The Trust commissioned the Royal Society for the Prevention of Accidents (RoSPA) to produce a report on this area of the canal, which has subsequently served to inform the Coroner and others about the locality, environment and risk profile of the area. The report concluded that there were a number of improvements that could be made, and work has been ongoing on these since the report's publication. The key updates are in the following areas:

- **Water Safety Partnership:** The Greater Manchester Strategic Water Safety Partnership has its inaugural meeting in June to help support all the 10 districts of GM with a consistent framework for managing water safety across the area. Wigan Council have been going through some internal changes in their structure and we are awaiting their proposals for how they will engage with the partnership going forward. It may form part of their existing community safety partnership as a subgroup (this may be the best way to go for all districts as the governance and membership is already clear and established).
 - **Public Rescue Equipment:** locations have been agreed and assigned with Greater Manchester Fire and Rescue Service for the lockable throw line boards. The bespoke boards have been ordered and due for installation by end of May, upon delivery.
 - **Lighting:** the lighting columns identified in the report as being in disrepair were the subject of a dispute over ownership and responsibility. This has been resolved as we have produced records from our archive clearly showing the ownership and responsibility for the lighting columns is with Wigan Council. A site visit by their street lighting team has been undertaken and we are awaiting their proposals for how they will move forward with repairs and maintenance.
 - **Communications and Engagement:** We continue to work with the comms group to make sure joint comms is taking place and we have also agreed to collaborate at an event organised as part of Armed Forces day in June. Our Explorers programme is having an intensive focus on engaging Wigan schools and delivering the water safety message.
 - **General improvements:** Since the publication of the report there have been a significant number of improvements made to the area around the canal and lock flight including infrastructure repairs, vegetation management and removal of trip hazards.
- 4.3 At the conclusion of the most recent Inquest in March, the Coroner for Greater Manchester was very positive about the Trust's actions in respect of the number of fatalities in the area. He requested that the Trust's solicitor "pass on his thanks, gratitude and commendation to the work of [the Regional Director] Daniel Greenhalgh, and the Trust. The concerns... initially identified have meant that the Trust has taken impressive sensible measures to identify dangers and risks." He stated that a "comprehensive and coherent check and balance system had been put in place by the Trust." He further stated that he "was impressed and very grateful."
- 4.4 The commissioning of the RoSPA report has provided a blueprint for positive action where other clusters of deaths may emerge, and the learning from the Wigan report is to be shared with other regional Water Safety Partnerships to enhance knowledge and consistency.

5 CURRENT WATER SAFETY ACTIVITY

- 5.1 The Trust is a member of the [National Water Safety Forum \(NWSF\)](#), a voluntary network of organisations which works together to raise awareness of water safety and drowning prevention. The Trust is working towards the Forum's 10-year strategy to reduce *accidental* drownings by 50% by 2026.
- 5.2 In order to align ourselves with the NWSF's strategic aims, the Trust has developed the following objectives:
- To be actively engaging in Water Safety Partnerships across England and Wales with the aim to be an active member of **23** by 2026.
 - To reach **400,000** primary aged children within 5km of our waterways through our Explorers programme with our water safety messages by 2026.
 - To evolve our water safety and drowning prevention education to teenagers and young people.
 - To proactively promote water safety messages through media and comms work, promoting the Trust's messages and those of water safety organisations to our supporters, audiences, Friends and the communities along our waterways.
 - To ensure that all identified high-footfall locations on the Trust network have an up to date Visitor Risk Assessment.
 - To be actively engaged in the National Water Safety Forum and its work, playing a leading role in shaping the inland call for drowning prevention and water safety.
- 5.3 There is a range of activities across the Trust which directly contribute to the ongoing achievement of the above objectives. More detail is contained within Appendix 1, but in summary:
- PR, Communications and Marketing**
- The [Trust's website hosts multiple pages about water safety](#) under the section 'Safety on our waterways'.
 - Water safety messages and campaigns are proactively pushed out throughout the year to national, regional and local print, broadcast and online media.
 - Statements to the media and a spokesperson are provided after a death if approached for comment and/or safety advice.
 - Liaison with other members of the NWSF to promote their campaigns, such as the Royal Life Saving Society's Drowning Prevention Week and Don't Drink and Drown
 - Claire Gauci, Campaigns and Programme Manager - Public Safety, is Chair of the NWSF's Comms subgroup and leads on the direction of the 'Respect the Water' campaign with a focus on inland waters.
- Explorers**
- The Trust's Learning & Skills Team offer digital and face-to-face water safety sessions to primary schools between January and March each year. These sessions have been running since January 2016 and in the last financial year (22/23) reached 67,124 children.
 - Detailed and engaging water safety section on the [Explorers website](#), including games and interactive tasks.

- Water safety booklets are provided free and can be readily accessible via the Trust's website. These were first published in 2011 and over the last three years 231,015 have been handed out.
- Education Manager Annette Simpson attends the NWSF's education working group and inputs into the national messaging framework.
- Impact evaluation of the water safety programme demonstrates that children's (age 7-11) understanding of water safety significantly improves as a result of a water safety workshop. More recent evaluation demonstrated that this understanding continued to improve in the three months following a water safety workshop.

Youth engagement

- From May 2023, we will be working with Leeds City College students on a water safety project for young people, designed by the students.
- The Trust's digital [Water Safety Pack](#) is available for children aged 13-19.
- Digital water safety sessions, designed for 16–24-year-olds, have been running in the North East since Nov 2021 and this has now expanded to five colleges in the region.

Regional work

- Each region faces different water safety challenges, whether it's dealing with vandalised public rescue equipment or hot spot locations in the summer months which experience unauthorised swimming and anti-social behaviour. Issues are dealt with regionally and the national campaign messages are regionalised for better cut through.
- Each region has a water safety champion who coordinates the region's efforts to promote water safety. The champion leads the regional water safety team.
- The Trust attends 20 regional water safety partnerships around England (see Appendix 1. We are currently not part of any partnerships in Wales, but hope to develop this in the future.

Boating and boating communications

- The Trust provides water safety advice in the [boater's handbook](#).
- We also highlight important safety points through the [Boating Team Blog](#).
- Water safety information is passed on through the [Boaters' Update](#) and Boating Twitter account.

6 FUTURE PLANNED WORK

- 6.1 With the creation of the Campaigns and Programme Manager – Public Safety role within the H&S team, there is now the ability to expand proactive work in the area of water safety, adopt a more strategic approach to our activities, and give more time over to creating effective partnerships. In addition to achieving traction in respect of the objectives outlined above, the intention is to also focus on the following areas:
- Developing a Trust-wide Public Safety Strategy to set a framework for improved water safety outcomes.
 - Continuing to grow our national media, campaigns and comms work throughout the year using a data-based research approach to priority topics.

- Developing the Trust's regional water safety teams and increase colleague knowledge and understanding of water safety awareness and drowning prevention.
- Growing our key partnerships – continuing as an active participant in the NWSF; developing relationships with Scottish Canals, the Environment Agency and RLSS.
- Working with open water swimming groups and representatives from paddling organisations to communicate safety information and develop constructive relationships.
- Undertaking specific work around suicide prevention - this is complex, sensitive, and hyper-local, but there is much to learn from other organisations such as MIND and Samaritans on approaches that can achieve successful interventions.
- Exploring the benefits of adopting a public health approach to water safety, as Scottish Canals has begun to do. Working in partnership with regional public health bodies, the NHS, local charities and local authorities can facilitate water safety messaging reaching groups who are disproportionately represented in fatality statistics, such as those with alcohol- or substance-dependencies, those with complex mental health needs or other vulnerabilities.

6.2 There is also a recognition that we could be more proactive around seeking out information when we are notified of fatalities occurring. At the current time, unless the death is high profile, we tend to wait until we hear from the Coroner before we look in detail at the individual incident. This means that trends are not being identified and analysed in the sort of detail that might support regional or partnership activity in the immediate aftermath or longer term. This is something we intend to strengthen over the next 12 months.

APPENDIX 1

Water Safety Campaigns and Activity 2016 – present

Date	PR and comms activity
Summer 2016	<ul style="list-style-type: none"> • For the Olympics in summer 2016, we made a video highlighting how strength won't help you deal with cold water shock. 'You can't train for this' video was made with Pendle Triathlon Club. social media campaign targeted at teenage boys and young men. Filmed at Foulridge Reservoir where a teenage boy, James Goodship, died two years previously. We pushed it out to a targeted audience nationally and to the North West region as a whole. • James Goodship's family supported the message and filmed another video with us to encourage people not to swim in reservoirs, canals and rivers due to the unseen risks. They also supported through media work in the North West and nationally.
Winter 2016-17	<ul style="list-style-type: none"> • Winter messages pushed out regularly during the winter.
Summer 2017	<ul style="list-style-type: none"> • 'Find other ways to cool down' message, primarily for teenagers who are tempted to swim in locks and rivers. • Summer roadshow around the North West waterways, visiting hot spot areas to raise awareness of our water safety messages. Supported by local Fire and Rescue Services, local councils and local Police. Filmed a Facebook Live to reach our online community with our water safety messages https://www.youtube.com/watch?v=9fK0Ygpxd_g
Winter 2017-18	<ul style="list-style-type: none"> • Multi-agency Facebook Live for DD&D • Supported with a Facebook Live and waterside pub promotion of messages. Dual branded banners and posters were put up in hotspots in each region. https://www.youtube.com/watch?v=geu7gEMh1T4
Summer 2018	<ul style="list-style-type: none"> • Second year of summer roadshow in North West and chance to do the same across other regions. Summer Roadshow toolkit for all regions plus how to run smaller pop-up sunny day events if regions can't manage a summer roadshow. • Summer water safety leaflet which turns into a fan created by campaigns lead and used by each region. • Over 50 pieces of broadcast, print and online coverage, including live national broadcast coverage on BBC Breakfast.
Winter 2018-19	<ul style="list-style-type: none"> • Don't Drink and Drown events held in Gloucester, Leicester, Sheffield, Manchester and Bath run by the regions to support the RLSS campaign. National press push with focus on areas with known issues.

Summer 2019	<ul style="list-style-type: none"> As per Summer 2018
Winter 2019-20	<ul style="list-style-type: none"> Video with Nick Pope about his son Charlie who drowned on a night out – content created in support of RLSS’s DD&D week. Jan - ‘What to do if’ videos filmed and promoted with NFCC and West Mids Fire Service.
Winter 2020-21	<ul style="list-style-type: none"> Mar – proactive media work for lockdown restrictions easing and pubs opening, be careful when going home.
Summer 2021	<ul style="list-style-type: none"> Apr – NWSF comms group started up. July – extensive media interviews and coverage due to large number of drownings. July 25th - Inaugural World Drowning Prevention Day.
Winter 2021-22	<ul style="list-style-type: none"> Promotion of ‘what to do if’ videos (from 2019).
Summer 2022	<ul style="list-style-type: none"> 15th-31st July - Summer holiday water safety campaign with a particular focus on teenagers. #RespectTheWater launch as part of NWSF on WDPD.
Winter 2022-23	<ul style="list-style-type: none"> Dec - DD&D support by the regions. Feb - Toddler Water Safety Week. https://canalrivertrust.org.uk/explorers/water-safety/toddler-water-safety

Summer Holiday Water Safety 15th-29th July 2022

- Teams across the Trust are increasing dealing with teenagers and young people visiting locks, docks and reservoirs en masse, ignoring safety in favour of swimming and social time with friends.
- For the second year, the Trust ran a two-week campaign aimed at teenagers and their parents about making safe choices around the water.
- The campaign was supported by a video entitled ‘Dying to join in’ about the guilt a young man feels about his friend’s death, who died after he encouraged him to jump into a lock.

Toddler Water Safety Week 6th-10th February 2023

- The Trust carried out some research with parents and carers across England – 63% of people who responded said they were deterred from visiting their local waterway with a child under five due to anxiety of them falling into the canal.
- To support parents and carers, along with the Explorers commitment to educate parents about water safety, we launched the first ever Toddler Water Safety Week in February 2023. The aim was to encourage parents and carers of young children to talk to their little ones about staying safe by the water so that they can enjoy their visits to the water.
- Children’s presenter Maddie Moate, known amongst other things for CBeebies’ ‘Maddie’s Do You Know?’ provided the voiceover for a new 90 second film which

shows toddlers and pre-schoolers how to Stay Away From the Edge. We also created learning activities which are free to download from the Explorers' website.

- The campaign had a good first year, with positive feedback from parents, carers and nurseries, and will be running again in February 2024. We're working on a storybook for February and, with additional funding, would like to work with The Makaton Charity to make the film easier for children with additional communication needs to understand.

Explorers

- Water safety messages are also given during school visits to locks throughout the Christmas term (Sept-Dec) and summer term (April-July). Water safety is an element of every visit, as well as topics around habitats, heritage and engineering.
- Developing a range of partnerships to deliver water safety, with an example that the L&SE S&L Coordinator is training up some PCOs to deliver water safety sessions.
- The Explorers worked with the Guides Association to create the [Canal and River Challenge Badge](#). Available to Girl Guides, Rainbows, Scouts, Cubs, Beavers and Brownies, children can get the badge after completing six challenges, one of them around water safety.
- The Trust's Learning & Skills team have been active in the Staffordshire FRS's Safe+Sound live lesson broadcasts through the Learn Live platform. This year, **12,738** children were reached by watching Sarah Bicknell's broadcasts of her water safety workshop. [Safe+Sound - Learn Live \(learnliveuk.com\)](#)
- A Key Stage 3 lesson plan has been developed for children aged 11-13 which is available for teachers to use and lead their classes through.
- A group of year 5 and 6 pupils in Rochdale took part in our water safety activities, and for the first time, using a new evaluation toolkit produced by the Insight and Data team, the children's knowledge was evaluated before and after the session.

Year	Number of children engaged in water safety education
2016 - 17	36,042
2017 - 18	30,000 (estimate based on 125,594 since 2015)
2018 - 19	30,000 (estimate based on 125,594 since 2015)
2019 - 20	17,765
2020 - 21	12,876 (pandemic, only three months, no f2f only digital delivery)
2021 - 22	44,085
2022 - 23	67,124
Total	237,892

Regional work highlights

West Midlands:

- In summer 2022, supported WDPD and the launch of the Forum's campaign #RespectTheWater with events in Worcester and in Birmingham.

North West:

- Last year ran a couple of the new British Canoeing Paddle Safer courses, designed for people who are new to paddle sport, be that kayaking, canoeing or paddleboarding. The course covers equipment, planning, practice falling out and generally staying safe in a sheltered water environment. British Canoeing created an info film [here](#). We ran these for members of the public and were able to award British Canoeing certificates to the participants.
- Embedding water safety awareness, training and equipment in funded and supported projects.
- Identification of cultural and language barriers to engagement through interview and survey.
- Targeted support to hard-to-reach groups including delivery of 'Introduction to Water Safety and Throwline Training' sessions to most vulnerable groups.
- Adaptation of training to incorporate interpretation and cultural suitability.
- Translation of resources to reach target audience (Cantonese, French).
- Building water safety into physical activity training sessions (e.g. Nordic walking, walk leadership, GM Walking), providing water safety booklets to these training providers.
- Supportive network building in communities to include water-based activity providers thus increasing confidence and safety around water while increasing accessibility to these activities.

Current Water Safety Partnerships Activity

REGION	PARTNERSHIP AREA
West Midlands	West Mercia
East Midlands	Northamptonshire
	Nottinghamshire
	Daventry
	Derbyshire
London & South East	Oxford
	Tidal Thames
	Lea Valley
	Milton Keynes
Wales & South West	Newbury
	Bath
North West	Liverpool
	Manchester
	Rochdale
	Wigan
	Chester
Yorkshire & North East	York

	West Yorkshire
	River Tees
	Kirklees

Staff and volunteer training

- Mandatory training for ALL staff is the Combined H&S Foundation/Basic Fire Water Save a Life. Which the Basic Fire Water Save a Life is refreshed every five years via e-Learning. The e-learner has been updated in 2018 and will be updated again during 2023.
- Volunteer Lock Keepers get a full day of training and five yearly revision course.



Board Meeting
25 May 2023
Information & Decision Report
Trust 683
Confidential Wording in Red

GOVERNANCE REPORT

Tom Deards, Legal & Governance Director

1. PURPOSE

- 1.1 This paper sets out the governance matters which require a decision or noting by the Board.

2. RECOMMENDATIONS

The Board is asked:

- 2.1 To ratify, if thought fit, the appointments to the Regional Advisory Boards.
- 2.2 Note the Advisory Groups' annual updates (*Appendix A*)
- 2.3 To approve the Policy Statements relating to Customer Service Facility (*Appendix B*) and the Acquisitions of Waterway Infrastructure Assets (*Appendix C*).
- 2.4 To note the Board Committee minutes from the last meeting.

3. REGIONAL ADVISORY BOARD APPOINTMENTS

The Board is asked to ratify, if thought fit, the following appointments to the Regional Advisory Boards:

East Midlands Regional Advisory Board

Andrew Jee to be appointed for a first three-year term effective from 31 May 2023 to 31 May 2026.

Redacted

Yorkshire & North East Regional Advisory Board

Adrian Curtis to be appointed for a third term for two years effective from 30 April 2023 to 30 April 2025.

Redacted

Southwest Regional Advisory Board

Following an open recruitment exercise, John Podmore is being put forward as the recommended candidate to the Appointments Committee as Southwest Regional Advisory Board Chair. An Appointments Committee will be convened to confirm the appointment.

4. ADVISORY GROUPS

- 4.1 The Trust's Advisory Groups provide an annual report on their activities in advance of the May Board meeting.
- 4.2 Reports from the Navigation Advisory Group, Youth Engagement Advisory Group, Cultural Heritage Advisory Group and Fisheries & Angling Advisory Group can be found at Appendix A.
- 4.3 The Museums Advisory Group and the Environmental Advisory Group have had no interaction and therefore no annual update is provided.

5. POLICY STATEMENTS

- 5.1 The following Policy Statements require Board approval and will be signed by the Chair and Chief Executive:
- 5.2 The Canal & River Trust undertook a consultation with boating customers in 2022 on agreeing essential provision of CSF for boating customers. This consultation proposed the CSF the Trust would provide and the maximum time boaters should expect to cruise between facilities. The Policy Statement is attached as Appendix B.
- 5.3 The Acquisition of Waterway Infrastructure Assets Policy describes how the Trust will consider opportunities to acquire waterway infrastructure assets from third parties. The Policy Statement is attached as Appendix C.

6. BOARD COMMITTEE MINUTES

The draft minutes of the following Committee meetings are included in the Resources Section in Diligent:

- Infrastructure Committee Meeting held on the 21st April 2023

FISHERIES & ANGLING ADVISORY GROUP – APRIL 2023

NAME OF THE GROUP	FISHERIES & ANGLING ADVISORY GROUP
TRUST LEAD DIRECTOR	Julie Sharman, Chief Operating Officer
TRUST LEAD MANAGER	John Ellis, National Fisheries & Angling Manager and Jon Horsfall, Head of Customer Service Support
CHAired BY	Professor Emeritus Ian Trayer
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ian Trayer, Chair	An angler for more than sixty years, Ian is a retired professor of biochemistry. Now volunteer Fisheries Officer for Barnt Green Waters Ltd, who manage the Bittell Reservoir SSSI complex, Ian has a specific interest in water quality, genetics and aquatic ecosystem management
David Kent BEM	Former Board member of The Angling Trust and ex-Chairman of The Angling Trust Freshwater Group. David has volunteered in numerous capacities in fisheries and angling for over 40 years. David plays a lead role in the organisation of joint Canal & River Trust and Angling Trust competitions. David is the fisheries angling elected Canal & River Trust Council member.
Kye Jerrom	A fisheries technical specialist with the Environment Agency Anglian Region (Cambridgeshire & Bedfordshire), Kye is lead for fisheries ecology, legislation, fisheries management and angling along with angling participation and Voluntary Bailiffing Service. Kye is also a Division One national standard angler representing the Browning Hotrods team.
Dave Ottewell	Dave began angling for gudgeon on the Trent and Mersey Canal aged ten, eventually learning the necessary skills to tackle the rivers around his home town of Burton upon Trent. He was fortunate enough to have had access to plentiful mixed stocks of coarse fish and benefitted from the coaching offered by a number of dedicated anglers from Burton Mutual Angling Association and the former Derby Angling Association. These factors combined enabled him to develop both his match and pleasure angling, forming a lifelong love of angling and our precious aquatic environments. This led to the academic study of freshwater ecology and professional roles held within the Environment Agency, British Waterways, consultancy and his current position of Senior Hydrologist for Natural England, which enables him to advise the group on the management of fish populations and their associated legislation within the protected sites held by the Trust.

Dennis Hunt	An active angling coach who has played a significant role in the Trust's Let's Fish Campaign, Dennis has fished the canals for over 50 years and served considerable time as a committee member, Treasurer and Chairman of Luton Angling Club.
Andy Strickland	A retired chartered accountant, Andy is now the general secretary of Prince Albert Angling Society, the largest angling club in the UK with around 10,000 members. He manages a portfolio of over two hundred fisheries including over forty that are owned outright and more than 20 SSSI's, including sections of the Montgomery Canal SSSI.
Mike Heylin	Mike is an entrepreneur and business manager with a marketing, PR, advertising and sales background in consumer and b2b markets. He has wide European experience and is a starter by nature. He has proven ability as secretary and administrator to numerous fisheries, angling and voluntary community and social groups and has run club Stillwater fisheries for 25 years plus. Mike is a life-long political and environmental activist. He grew up fishing the GUC at Boxmoor. He is currently vice chairman of the Angling Trades Association.
Mark Parry	Mark has been Secretary of Port Sunlight Angling Club for the last 15 years, having joined as a junior in 1982. A recently retired police officer, he worked as a dedicated school officer for many years and has a Dip Ed in Safer Schools and Youth Engagement, using fishing as a means of engaging with hard to reach young people. He is a Level 2 angling coach and introduced his club to canal affiliation and the Let's Fish campaign. Mark is married and now lives in Cheshire, a few hundred yards from the canal where his parents moored their boat when he was a child.
Sue Galloway	<p>Sue has been a Level 2 Coarse Angling Coach since 2010. She is a freelance coach who also volunteers as the Lead Coach for Northampton Nene Angling Club on the junior development team and is also their lead coach on the Canal & River Trust's Let's Fish activities.</p> <p>Her goals and aspirations are to continue to provide angling opportunities for children and young people with disabilities as well as increasing the number of girls, women and BAME's participating in angling. Sue loves being around water and nature and passionately believes in using angling activities to support and maintain wellbeing.</p> <p>She received the "Distinguished Award for Services to Young People," from the Northamptonshire Association of Youth Clubs in 2020. Sue has greatly improved her canal fishing techniques, which have helped to improve her canal coaching skills and attended the England ladies international team trials in April 2022.</p>
Paul Coulson	Paul is the Director of Operations for the Institute of Fisheries Management (IFM). He has a background in education and training and was a lecturer in Fisheries Management before joining the IFM. He is also the Chairman of the East Yorkshire

	<p>Rivers Trust as well as a member of the British Record Fish Committee.</p> <p>He has been an avid angler from the age of eight, when he was given an old glass fishing rod by a neighbour. His kit has improved since, and he now spends his fishing time on the canals and natural waters of Yorkshire, with a particular love of winter league fishing.</p>
<p>UPDATE OVER THE LAST 12 MONTHS</p>	<p>The group was established in 2011 to advise the newly created Trust around its fisheries & angling function. During 2022/23 the met three times (July, November and March). Its current members are active supporters and play a significant role as critical friends and sounding board for future ambitions. Chaired by Emeritus Professor Ian Trayer, who stepped down after 6 years on 31st March 2023, members include a range of fisheries and angling stakeholders with canal, river and stillwater fisheries interests in both England & Wales.</p> <p>The group continued to help the Trust refine, develop and grow its Let's Fish participation work including funding challenges and the potential opportunities, either in partnership or alone, around the Environment Agency strategic Services Contract, the evolution of regional and national celebrations and Global Communities Celebration</p> <p>During the year, the group has also provided advice numerous issues including:</p> <ul style="list-style-type: none"> • Water transfer and fishery impacts • Fish passage and screening. • Keeping & Introduction of Fish Regulations. • Towpath design principles. • Invasive non native fish species • Improving and developing communication with our angling customer clubs. • Evaluation of Let's Fish and future research proposals. • Close season regulations on canal SSSI's.

NAVIGATION ADVISORY GROUP (OPERATIONS) – APRIL 2023

NAME OF THE GROUP	NAVIGATION ADVISORY GROUP (OPERATIONS)
TRUST LEAD DIRECTOR	Julie Sharman, Chief Operating Officer
TRUST LEAD MANAGER	Matthew Symonds, Acting Head of Customer Service Support
CHAired BY	Mike Carter
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Mike Carter, Chair	Boat safety scheme examiner and boat surveyor, member of CBOA
Gareth Jones	Private Boater, Gareth is a member of the RBOA
Sue Cawson	Private Boater, Navigation officer HNBC
Nigel Stevens	Proprietor Shire Cruisers and a Member of the North West Regional Advisory Board
Lee Wilshire	A member of London's Better Relationships Group and is working on a number of projects on the canal network, from affordable moorings to a recycling barge. Lee, who is a planner and urban designer, lives on his boat. He was previously a member of the Navigation Advisory Group Licensing & Mooring
Ian McCarthy	A very long-term boater who has in the past been active with the Peak Forest Canal Society (PFCS) in particular. He became a trustee of the PFCS and later a founding member of Waterway Recovery Group North West (WRG NW), and the Huddersfield Canal Society. He is an active volunteer for Canal & River Trust in the North West
John Hatton	An active paddler who has worked as CEO for Canoe Wales, development manager for British Canoeing where he continues to work as safety officer.
Nick Grundy	Private boater with extensive knowledge of the network. active Was active in waterway restoration in his youth and he is still a member of the Waterway Recovery Group.
UPDATE OVER THE LAST 12 MONTHS	<p>The NAG has explored and advised the Trust on a number of issues over the last 12 months, this has included;</p> <ul style="list-style-type: none"> - Development of the boat licence review consultation - Reviewing the winter stoppages and over runs - Input into the customer service facilities review and consultation - Input into safety animations targeting new boaters and hire boaters - Helped design and test the boater census questionnaire - Ongoing input into managing moorings in busy London, contributed to the options for further pre-booked visitor moorings in London ahead of the public consultation. - Fed into discussions on budget challenges and mid-year increase in boat licence fees (October 22) - Fed into discussion on options for the scheduled refurbishment of Anderton Boat Lift, particularly how boater expectations can be managed if the lift is entirely closed for an extended period. - Navigation dimensions and managing wide-beam boats. The group have continued to contribute to the ongoing review

	<p>and revisions to published craft dimensions and the actions being implemented to help manage wide-beam boats on the network.</p> <ul style="list-style-type: none">- Advised on a proposal to widen the towpath in YNE.- Advised on new accessible mooring proposals.- Contributed to a discussion on boater engagement, specifically in the context of how best to engage boaters to support the call for continued Government grant.- The group has also looked at and contributed to issues including, managing areas of high demand in London, lock failures, the Trust's sustainable boating position, the Trust's Water resources Strategy, progress implementing the London Mooring Strategy, winter stoppages and winter moorings- Contributed to improving boater communications and redesign of the boating sections of the Trust website- Contributed to introduction of the new Chair on site visit to Rochdale Canal in Manchester
--	---

YOUTH ENGAGEMENT ADVISORY GROUP – APRIL 2023

NAME OF THE GROUP	YOUTH ENGAGEMENT ADVISORY GROUP
TRUST LEAD DIRECTOR	Heather Clarke, Strategy, Engagement & Impact Director
TRUST LEAD MANAGER	Lucie Unsworth, Acting Head of Participatory Programmes
CHAired BY	Louis Howell
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Louis Howell	Louis is a dynamic and rounded professional with experience that spans the voluntary youth sector, education sector and the world of small business. Today, he runs a marketing transformation company, co-runs an educational social enterprise and is a trustee and volunteer at 2 small London-based charities. His work with the Canal & River Trust began when he worked on the Action Squad's programme, headed up by NCVYS, which engaged and supported young people in social action across the canal network. Louis has recently been appointed Co-opted Member for Youth of the Trust's Council and is a member of the Regional Advisory Board for London & South East.
Holly Notcutt	As Head of Partnerships and Impact at #iwill, Holly represents the #iwill movement, Volunteering Matters and UK Youth.
Kristen Stephenson	As Head of Volunteering at Sport England Kristen leads on managing the 38 projects across their Volunteering Fund and supporting the delivery of their strategy, 'Volunteering in an Active Nation'. The fund is focused on getting young people involved in making a difference through social action, sport and physical activity and creating opportunities to get people from economically disadvantaged areas involved in volunteering. She's passionate about creating opportunities for more people to experience the benefits of volunteering and getting active. She was previously Volunteering Development Manager at the National Council of Voluntary Organisations (NCVO) which worked with over 12,000 different charities who were members of NCVO.
Vanessa Joseph	Vanessa works for Mind, the Mental Health charity as a Young Person Influence and Participation Manager. She has been with Mind since January 2019 and previously with The Children's Society for four years, as a Participation Manager specialising in serious youth violence and child sexual exploitation. Vanessa's current role is to provide young people between the ages of 11-24 with a plethora of opportunities to shape Mind's work nationally.
John Downes	John's career has been dedicated to supporting young people and enabling them to shape their own futures. At StreetGames John is Head of Youth and Sport and Area Director for the North East. He is responsible for creating their young volunteer and young advisors programmes which have gone on to work with over 20,000 young people in becoming local leaders. Currently John is a rugby league coach, governor of his local first school and recently joined the management group of the National Youth Safeguarding Forum. Previously John was a trustee of NCVYS and MACC, the community sector infrastructure organisation for Manchester.
Lydia Wright	As Policy & Advocacy Manager at National Youth Agency, Lydia brings a wealth of experience and expertise particularly in relation to youth voice, youth policy, youth work and safeguarding.

Michelle Hemmingfield	Senior Project Manager, Development & Networks, National Union of Students / SOS-UK (Students Organising Sustainability)
UPDATE OVER THE LAST 12 MONTHS	The group has been focusing on the Trust's experience of embedding youth engagement across the organisation and exploring opportunities to share and disseminate this across the wider sector. We have continued to prioritise EDI in relation to young people and explore opportunities to enable underrepresented young people to participate, particularly at decision-making / leadership levels.

CULTURAL HERITAGE ADVISORY GROUP – May 2023

NAME OF THE GROUP	CULTURAL HERITAGE ADVISORY GROUP (CHAG)
TRUST LEAD DIRECTOR	Heather Clarke, Strategy Engagement & Impact Director
TRUST LEAD MANAGER	Marcus Chaloner, Head of Placemaking & Design (providing interim cover for the National Heritage Policy Manager's extended absence).
CHAired BY	Nigel Barker-Mills
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Nigel Barker-Mills	<p>Nigel is an architectural historian, with a lifelong interest in the built environment. From early visits to the historic buildings in the Wye Valley as a child he developed his interest into a career, listing buildings and then advising on their management and repair culminating in the role of Historic England Planning Director for London.</p> <p>Nigel is also a founder member of the Institute of Historic Building Conservation (IHBC) and in addition to contributing to publications on historic buildings he served on the IHBC Council and chaired the Editorial Board of Context, its journal. Nigel retired from Historic England in 2016 establishing his own conservation consultancy and when not repairing his listed house in Stroud, spends his time advising other owners on how to sustain their irreplaceable heritage assets.</p>
David Rudlin	<p>David is a director of urban design at BDP, formerly founder and director at URBED (Urbanism, Environment and Design), past Chair of the Academy of Urbanism and Honorary Professor at Manchester University. He was one of the principal authors of the UK's National Model Design Code published in January 2021 and, in 2014, was the winner of the Wolfson Economics Prize.</p> <p>His third book Climax City, written with Shruti Hemani, was published in 2019 and he writes a monthly column for Building Design Magazine. A planner by training, he spent his early career working on the on the redevelopment of Hulme in Manchester and has worked at URBED for 30 years leading their award-winning urban design and master planning work. This includes the Brentford Lock West masterplan for the Canal & River Trust.</p>
Jennifer Hagan	<p>Jennifer's career has centered around cultural heritage, straddling academia and the not-for-profit sector. She completed a PhD with Teesside University in 2014 on the sustainability of cultural heritage volunteering, which included ethnographic fieldwork for the RSPB, which led to appointment with Tees Valley Wildlife Trust, researching the wellbeing impacts of nature-based volunteering.</p> <p>This role developed and existed alongside a secondment to the Royal Society of Wildlife Trusts focusing on nature-based wellbeing as part of a wider national movement, including strategy and partnership development, policy review and volunteer management. Jennifer's specialisms include Organisational Psychology, tourism and events, human resource management, innovation and sustainability. She is currently leading an academic group 'Creating Sustainable Organisations', a Mind Mental Health Champion and involved with the Tees Valley Nature Partnership Engagement Group.</p>

Elizabeth Adams	<p>Elizabeth holds a Diploma in Architecture from the Architectural Association (AADip) and is a registered architect with the Architects Registration Board (ARB). She is a chartered member of the RIBA with over 30 years' experience of working in architectural practice in London. Elizabeth is a founding director of the award-winning Adams & Sutherland Ltd, an architectural practice specializing in working on urban and regeneration projects across London and projects for the public sector.</p> <p>The practice has won awards including the London Mayors Planning Award 2004, RIBA Award 2012, RIBA Award 2020 (Shortlist), BD Architect of the Year Public Realm 2012 and a number of New London Architecture Awards. Elizabeth has been appointed Design Advisor to the GLA between 2003 and 2012, taught in schools of architecture throughout her career and was the design advisor to the Royal Borough of Greenwich.</p>
Lizzie Glithero-West	<p>Lizzie has been the Chief Executive of The Heritage Alliance since 2016. Her previous career has been mainly in the civil service and she has expert knowledge of a wide range of policy areas including archaeology, heritage protection, museums and tourism. Lizzie has also spent time as Private Secretary to Culture Ministers and the Permanent Secretary, as Head of Logistics at DCMS at the time of the General Election, and on secondment to English Heritage and to the National Museum Directors' Council.</p> <p>Lizzie's first love is heritage. She has a degree in Archaeology and Anthropology from Oxford, and an MA in History of Art from Birkbeck. In 2014 she was elected a Fellow of the Society of Antiquaries. Lizzie is a mummy of two energetic little women, writes about Cultural Education and tries to keep up with her academic interest in Egyptian Revival in her spare time.</p> <p>Lizzie has published on Belzoni and the Egyptian Hall and on Cartier's Egyptian Revival Jewellery in the Art Deco Period. She is a member of Royal Holloway's humanities advisory board and lectures at Oxford University on heritage.</p>
Neil Redfern	<p>Neil Redfern is the Executive Director of the Council for British Archaeology, an independent charity, that brings together members, supporters and partners to give archaeology a voice, champion participation and safeguard archaeology for future generations. He has previously worked for Historic England in York for 18 Years as Development Advice Team Leader and was responsible for the delivery of Historic England's statutory advice on planning, listed building and scheduled monument consent applications in Yorkshire.</p> <p>Neil has an M.Phil in Archaeological Heritage Management and Museums (University of Cambridge), a BA (Hons) in Geography and Archaeology (University of Manchester). He has over 22 years experience of cultural heritage management, archaeological fieldwork, survey and assessment and museum practice through working for English Heritage, the Cambridge Archaeological Unit, the Council for British Archaeology (CBA) and the Wordsworth Trust. He is particularly interested in the practical and philosophical challenges of how we value places, work with the wider public and help everyone participate.</p>
Nigel Crowe	<p>Dr Nigel Crowe holds qualifications in historic conservation and architectural history and has worked in the heritage field for over 30 years. After working for English Heritage in the 1980s, he joined British Waterways as its first Heritage Officer and became Head of Heritage</p>

	<p>both for British Waterways and then the Trust. He is still involved with waterways heritage and is supporting the securing of England's first nationwide Listed Building Consent Order, which he pioneered for the Trust.</p> <p>He is the author of the English Heritage Book of Canals, has published numerous articles relating to heritage management and conservation and is a member of the IHBC's Editorial Board. He has scripted and presented several waterway heritage films on YouTube including one about War on the Waterways.</p>
Rebecca Madgin	<p>Rebecca is the Professor of Urban Studies at the University of Glasgow. Rebecca's work explores the emotional value of historic places in the context of urban redevelopment initiatives in the twentieth and twenty-first centuries.</p> <p>Rebecca works with a number of national and local heritage organisations, most notably as part of the Institute of Historic Building Conservation's Editorial Board for 'Context' and as a member of Historic England's Historic Places Panel and Expert Advisory Group.</p>
Sandra Stancliffe	<p>Sandra has worked in the field of heritage learning and community engagement for 30 years. She is currently working at Historic England, the Public Body which advises on the conservation and protection of the historic environment in England. She leads the Education, Inclusion and Community Engagement and her brief is to ensure that as many people as possible have a stake in looking after our built heritage.</p>
UPDATE OVER THE LAST 12 MONTHS	<p>The Trust's Cultural Heritage Advisory Group (CHAG) was established April 2021 and is chaired by Nigel Barker-Mills. The CHAG is supporting the Trust in combining effective conservation & interpretation of the built and cultural heritage of the waterways with promoting their value for wellbeing and our strategic objective of increasing use and enjoyment of the waterways by a greater proportion of the communities who live and work alongside them.</p> <p>In September 2022 the CHAG meeting was held onsite at the Anderton Boat Lift, Northwich, Cheshire. The Anderton Boat Lift is a priority project for the Trust. The site visit enabled the CHAG members to understand the context and scale of the project and to review the different, but interlinked strands of the project with the project team, specifically the maintenance and repair of the boatlift and the development of the site as a visitor destination featuring a greater educational and STEM offer. The site meeting allowed CHAG members to contribute to the project development following the successful stage one NHLF bid, and has informed CHAG members enabling them to develop project links with their respective networks and advocate for the site and the project.</p> <p>The Trust has been working with Dr Nigel Crowe (CHAG & Council Member) to review and update the Trust's Heritage Policy Statement. At the March CHAG meeting (held online) the group reviewed and proposed additions and revisions to the draft policy, reflecting their knowledge of the challenges facing the industry and emerging themes, issues and national best practice.</p> <p>In reviewing the heritage policy, the Trust's Cultural Heritage Advisory Group wanted the revised policy to:</p>

	<ul style="list-style-type: none">▪ Better address internal and external audiences, promoting the importance and value of our built and cultural heritage and to emphasise the roles and contribution that our waterways make to society, now and in the future.▪ To provide an appropriate and consistent approach to heritage management, delivering effective long-term conservation, and to mitigate the effects of climate change.▪ Recognise the importance of inclusion, and the cultural heritage of our waterways, and the potential benefits of properly understanding the heritage and cultural significance of our assets to different communities. <p>These proposals were adopted in the final drafting of the Heritage Policy Statement.</p> <p>The CHAG have advised the Trust team in updating the Trust's Architectural Heritage Survey. Representatives from the CHAG will work with the Trust, and representatives from the council in overseeing the Architectural Heritage Survey refresh, and in enriching the content to include stories and oral histories, enriching the value of the survey. Members of the CHAG are also reaching out to volunteers within their own organisations (such as the Council for British Archaeology) to seek skilled volunteer support for the survey process.</p> <p>The CHAG has also provided specific advice to the Trust in developing an appropriate job description in recruiting for the role of Head of Heritage & Collections. It is critical that the appointed Head of Heritage & Collections has the appropriate skills to deliver the Trust's updated Heritage Policy, and to champion the Trust's Heritage and Collections, within the Trust and within the national Heritage and Museum sectors.</p> <p>The CHAG propose to continue to have one site visit and meeting a year to consider key issues facing the Trust. In June 2023 the CHAG will meet at the National Waterways Museum, with a focus on the Trust's collection. The group will review current initiatives being undertaken by the collection team such as the Trust's Peoples Postcode Lottery supported Photogrammetry Project. There will also be an opportunity for a workshop session between the CHAG and the Trust's Collections Team, to consider and share ideas and knowledge to increase the value and reach of the collection to the wider objective and work of the Trust.</p>
--	--

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – May 2023

1. INTRODUCTION

- 1.1 This report covers the period to the end of March 2023 with more recent updates where available.

2. INTERNAL ENGAGEMENT AND CAPABILITY

- 2.1 The spring Colleague and Volunteer engagement survey produced a positive improvement in engagement scores. Using the new 10-point scale, colleague engagement rose to 7.4 (from approx. 7.0 in October) and volunteer engagement remained at 8.5. Individual managers are reviewing the specific feedback from their teams and are updating their engagement action plans to reflect this. Executive team 'Listening' sessions are scheduled for June.
- 2.2 As reported verbally at the last meeting, we were able to reach agreement with the Trade Unions on the outstanding October '22 pay award – with three phased increases (with a combined aggregate award of 5.25%), phased over 12 months in an 18-month deal that lasts through until April '24. This was accepted by a large majority of union members in the subsequent ballot and has now been implemented. **Redacted**

2.3 Redacted

3. GOVERNMENT RELATIONS

3.1 Redacted

3.2 Redacted

- 3.3** We continue to await news of when the long-delayed Government Grant Review is due to be announced and published. There is a meeting with the Defra Director General ahead of the Board, to introduce the Chair, and a verbal update will be given on anything arising from that at the Board meeting. **Redacted**

3.4 Redacted

4. OTHER EXTERNAL RELATIONS

- 4.1 The Trust participated actively in the Big Help Out campaign to mobilise new community and volunteer engagement with 'welcome' events around the country. One of our most dedicated volunteers, Trevor Dobson in Cheshire, was honoured to be one of the 500 national Coronation Champions.
- 4.2 With Liverpool hosting the Eurovision Song Contest on 13 May, the Waterfront and Docks provided a stunning backdrop to the event with activity during the weekend to raise the Trust's profile with the large visitor audience.

5. PERFORMANCE

- 5.1 Appendix 1 presents the key performance indicators at year-end. As anticipated most measures have met target but we have missed targets for Friends numbers and Volunteer Hours. It is disappointing to see Friends numbers falling below 26,000 after a period of relative stability since Christmas, caused by a spike in attrition numbers at the year end; in fact, the March Friends recruitment figure actually improved so underlying recovery may be continuing. Despite falling a little short of the year end target, Volunteer hours nationally are continuing to grow, up more than 6% on 2021/22. A decline of 17% over the year in London & South East volunteer hours has dragged down the overall national performance and this region will be a focus for the year ahead.
- 5.2 The annual boater satisfaction survey in March/April produced a result of 54% boater satisfaction, unchanged now since 2021, and six points below our target for the year. Appendix 2 presents a more detailed report on the boater survey. As reported above, in the year end survey colleague engagement exceeded the target and volunteer engagement was in effect on target when the margin of error in the transition to the new survey method is allowed for.

6. EXECUTIVE REPORTS

- 6.1 The Health & Safety Director's report is attached at Appendix 4. The AFR continues to improve, with 1 RIDDOR (an injury to a colleague when stepping onto a workboat) during February and March, and a further reportable volunteer injury in April.
- 6.2 Other Executive Director reports are available for background reading in the Resources section. The highlights for each of these Directors' reports are presented below to provide Board members with a high-level summary of the key issues:

OPERATIONS / CUSTOMER SERVICE.

Positives:

- We joined with other charities to mark His Majesty the King's Coronation with the 'Big Help Out' to give people the opportunity to get involved in volunteering in their local communities.
- Team engagement has seen improvement across all teams in Operations reflecting the considerable effort from managers and colleagues at all levels who have focussed on listening and delivering engagement plans.
- The Trust nominated 10 Volunteers and colleagues to represent us at the King's Coronation concert, they proudly represented the Trust in their branded shirts.
- The LSE team remembered colleague Clive Porter in April on the anniversary of his murder and in his memory the Trust's colleagues award for values will be renamed the Clive Porter Values Award.
- The Operations 'stand down' conversations during H&S week were positively actioned by managers and well received by our teams.
- Long awaited action to remove long-standing unlicensed (and stationary) boats from the Kennet & Avon Canal was taken on April 19th and May 12th, with both boats safely removed.

- A joint Operations & Maintenance Review has commenced to look fundamentally at our overall approach to delivering our essential operational and maintenance activities to keep our network open, safe and accessible.

Challenges:

- An operational incident on 11th April resulted in the lowering of navigation levels above the Tees Barrage. The incident commenced around 10am and the issue was resolved by 12 noon however, water levels fell by 1.3m and took several hours to reach normal operating levels. The lowering resulted in many craft being grounded on the river bed resulting in some claims; a full investigation has been undertaken.
- Recruitment in London & South East continues to be challenging with a vacancy rate of 24%. **Redacted**
- A closed footbridge in Greenford (council owned) collapsed into the canal (Paddington Arm) and was cleared quickly by third parties. A significant near miss for the Trust which has caused us to review our process for alerting third-party asset owners on asset condition. The canal was closed over a weekend whilst the council resolved.
- Incidents of threatening behaviour are frequent and appear to be increasing. A boater whose craft is in the section 8 removal process has moored close to Cambrian Wharf Hub and on two occasions entered our Hub space nearby with threatening behaviour. We are seeking for charges to be pressed including assault and threatening behaviour. Through our new incident reporting system we are receiving regular alerts of threatening behaviour to our colleagues and volunteers.
- Following the very dry summer and low river levels, the pumping into Gloucester docks to maintain water levels and supply Bristol Water has impounded a significant amount of silt resulting in many of the visiting berths being unusable and the main channel for passage in the docks becoming shallow affecting business boating customers. Dredging has been ongoing over the winter and continues until next month at a total cost to the Trust of c£1.3m. this year. The current dredging will not clear the silt and a further 20,000m³ dredging is planned for this coming winter when more effective suction dredging can be performed. A public meeting last month generated significant challenge to the Trust and there have been follow-up meetings with the MP and other local stakeholders.

INFRASTRUCTURE & PROGRAMMES.

Positives:

- The People's Postcode Lottery funded Dead Dog Basin footbridge works (the most-used footbridge we own) were completed successfully and has re-opened to the public.
- The asset management team have changed the naming of High-Risk Assets to Critical Assets, which both allows the existing methodology to be maintained and to encompass a broader range of significant infrastructure that didn't fit the previous HRA criteria. The proposal includes creating three categories of Critical Assets (details in CIPO paper):

- Critical Assets (Category 1); which are assets with high consequence of failure (CoF) and in poor condition, as shown in the orange zone of the 5x5 matrix (same as previous HRA definition).
- Critical Assets (Category 2); strategic named assets and locations e.g. Tees, River Weaver sluices, Anderton, Liverpool Docks, Sharpness Docks, London Docks etc. which have a significant reputational impact.
- Critical Assets (Category 3); includes all other assets with a CoF 4 and 5, not included in categories 1 and 2.
- All Waste Sites with an environmental permit are inspected annually, with all of our 21 sites inspected during 2022/23. No compliance issues were noted by the EA.
- Despite a challenging season, all stoppages that were underway in Direct Services were completed by 17 March with one planned exception (Walsall Lock 1 wall repair).
- We have received positive feedback from over 50 people from various canal restoration groups who visited Bradley Workshop for a tour. The tours were requested by the Northern Canal Association who were visiting the Bradley Canal Restoration.
- We have stored 100 tonnes of walling stone recovered from the Barrowford reservoir works, to our Rose Grove yard. We also used 25 tonnes of the same stone on our Weavers Bridge stoppage, saving on purchase of materials.
- Redacted
- Redacted
- Our planners have worked with our workboats team to develop a new method for planning and grouping works more efficiently and effectively using MS Project. It will allow the supervisors to allocate works packages to teams and enable them to carry out planned remedial works at the same time as carrying out PPM.
- The first Trust 'Innovation awards' got off to a great start with 50 entries received from colleagues and volunteers across the Trust. Five entries were shortlisted with senior sponsors appointed and finance advice available to assist with developing their business cases.

Challenges

- Redacted
- Completion of Barrowford Reservoir is further delayed and critical drainage works now expected to be completed by end of May 2023, after which we would be able to use a proportion of the reservoir for water storage over the summer.
- Redacted
- The draft Defra KPI for Towpaths in Grades A, B & C is 81.19%. This is still some final checks to be carried out on the data but compared to the April 2022 figure of 81.39%, this would be a marginal reduction of 0.2%.
- Whilst we were working on the lock gate in the challenging location of Lock 84 in central Manchester, a member of the public jumped into the canal nearby. Two of our Direct Services colleagues did a good job rescuing them from the water and looking after them in the site cabin whilst the emergency services were called.

INVESTMENT AND COMMERCIAL:

Positives:

- Redacted

Challenges

- Redacted

STRATEGY, ENGAGEMENT AND IMPACT:

Positives:

- Redacted
- The Trust presented to the All-Party Parliamentary Group for the Waterways on the “Role of the Waterways in the Government’s Environmental Improvement Plan 2023” on 28 March and this was well-received.
- We received positive feedback from the National Lottery Heritage Fund on exceeding targets for the learning elements of the Green Recovery Challenge Fund project on Waterways, Wildlife and Wellbeing project in the West Midlands (delivered in partnership with the Council for Learning Outside the Classroom) despite the current challenges faced by many schools.
- Redacted
- In our role as statutory consultee for planning applications, we responded to 2,622 planning application consultations in England & Wales in the year 2022/23, 98% compliance (response within 21 days or agreed extension) in England, and 94% in Wales.
- A planning application for the permanent access track to March Haigh Reservoir (a required Measure in the Interest of Safety) has been submitted to and validated by the Local Planning Authority with a target date for determination of 1 August 2023.

Challenges

- Redacted

PEOPLE:

Positives:

- March engagement surveys show continued progress.
- Progress on a new People system continues; shortlisting of 3 preferred suppliers to be complete by end of June 23.
- The Executive continued their commitment to creating an inclusive culture within the Trust by undertaking the first of a two-part development initiative to further their understanding of their role as leaders in driving the Trust forward.
- Green Careers Hub – working in partnership to promote green careers in the Trust and wider – supported by DCMS and DEFRA – final proof to be shared once the video we have prepared has been received.
- Women in Engineering day to be held on 23rd June in partnership with some of our 3rd party providers promoting engineering careers to women

Challenges

- Redacted
- Redacted
- Continued DEI focus and development with IPD team to support cultural change

FUNDRAISING:

Positives:

- Redacted

Challenges

- Redacted

Chief Executive
May 2023

APPENDIX 1: KEY PERFORMANCE MEASURES & TARGETS 2022/23

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Full Year actual	Full year target	Prior year actual Full year
			2022/23	2022/23	2021/22
Growing the number & satisfaction of users & visitors	Visitor Volume	No. of visitors to waterways in typical two-week period	10.3m	9.5m	9.1m
		Total No. of visits	888m	800m	786m
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	86%	84%	82%
		Boater Satisfaction	54%	60%	55%
Improving our public safety and health & safety of our colleagues	Public Safety	No. of reported incidents due to infrastructure.	50	50	56
	Safety of our Colleagues	Combined employee, volunteer/ contractor RIDDOR accident frequency rate	0.18	0.25	0.57
Being inclusive - Growing the number of local users	Local User Participation (1km)	% of local people (living within 1km) using our waterways regularly	53%	50%	49%
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	78%	75%	72%
	Feel Safe by Water	Proportion of visitors to the our waterways rating their personal security as excellent or good	83%	82%	81%
Growing our brand awareness, particularly those living within 1km	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	50% (all) 66% (1km)	50% (all) 60% (1km)	49% (all) 59% (1km)

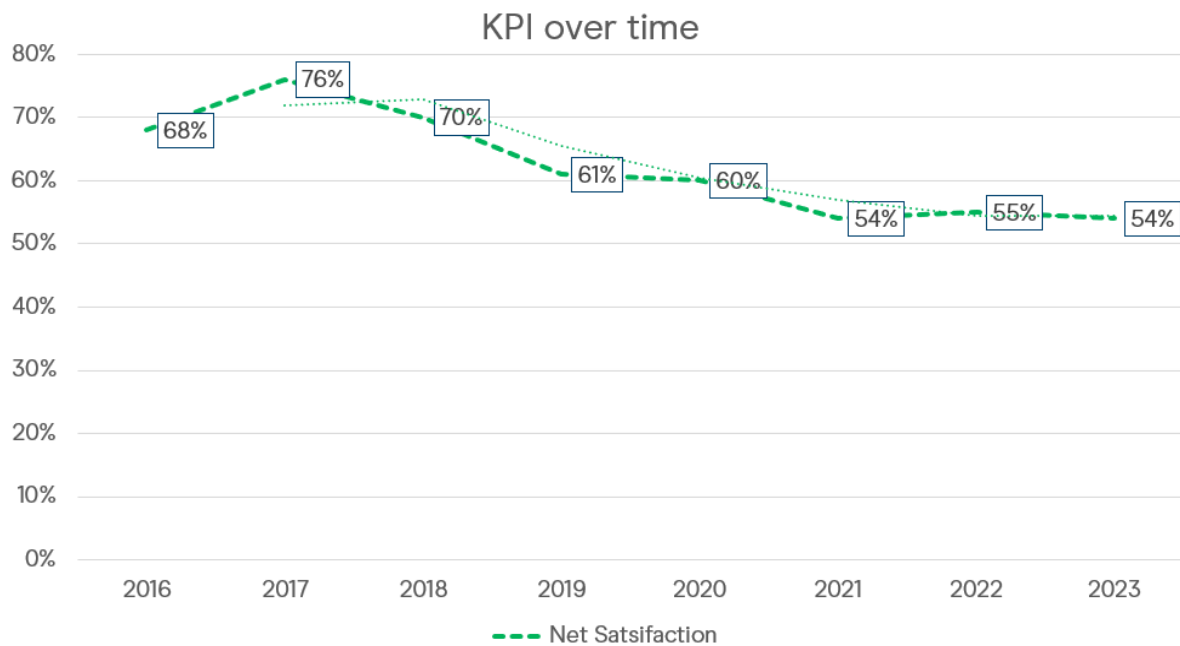
MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Full Year actual	Full year target	Prior year actual Full year
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	1,431,169	1,250,000	1,157,846
		Nº of active Friends & other regular individual donors	25,948	31,500	27,148
Improving colleague engagement & diversity of those working & volunteering for C&RT	Diversity	% of colleagues people of colour	5.04%	5.0%	4.7%
		D&I - % of recent hires people of colour	11.96%	10.0%	8.4%
	Colleague Engagement (Employee/ Volunteers)	Colleague engagement	7.4	67%	64%
		Volunteer engagement	8.5	86%	85%
Expanding our volunteer base/impact	Active Volunteers	No. of volunteer hours	677,000	720,000	636,122
		No. of active Trust volunteers	4,235	4,000	3,748
Defra Waterway Targets – improving our waterways/ assets	Towpath Condition	Towpath condition graded C or better	81.27%	>80%	81.39%
	Principal Assets	Principal assets graded C or better	87.17%	>86.5%	87.15%
	Flood Management	Condition of flood mgmt assets graded C or better	99.49%	>99%	99.55%
Asset Resilience		Number of category 1 critical (formerly 'high risk') assets	220	222	233

APPENDIX 2: ANNUAL BOATER SURVEY 2023 HEADLINE RESULTS

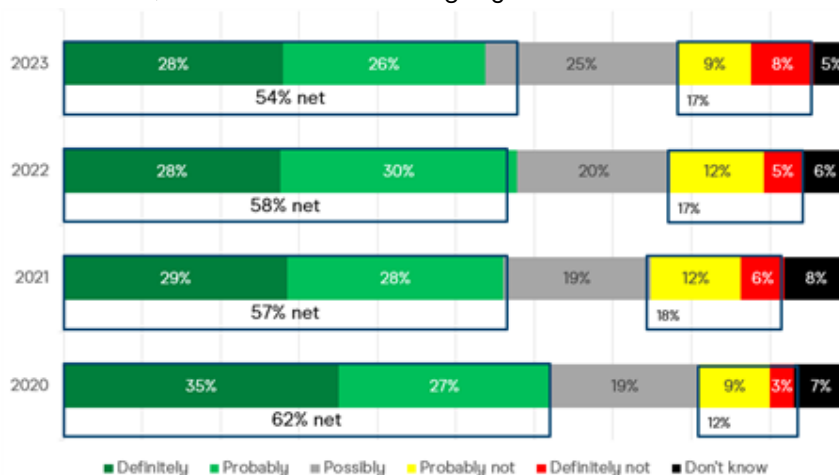
This note sets out the key results from the 2023 Annual Boaters Survey including the boater satisfaction KPI result, looks at the underlying factors driving these results in 2023 and outlines some proposed actions.

The annual boaters survey was conducted during March/April online using a self-completion survey. This was sent out to a random sample of approximately one-third of all license holders. A total of 1,410 responses were obtained; the vast majority of which were completed online. This response rate sample size was significantly higher than in 2022.

The 2023 outcome from the survey was 54% Overall Satisfaction. This remains broadly consistent with 2022 (55%) but lower than the 60% result for 2020 which was also the target for the year. The overall satisfaction KPI has fallen since 2017; over the last 3 years, it has remained stable, as shown below:



Overall, most boaters are still more likely than not to recommend the Trusts waterways to other boaters, albeit this has fallen slightly from 58% to 54%.



EXPLORATION OF FACTORS AFFECTING OVERALL SATISFACTION

Further analysis of the comments in the survey is being undertaken by a team of volunteers who are supporting the boater census. We know from previous analysis that the reasons stated by respondents for the decline in boater satisfaction fall into 2 groups:

- Perceived upkeep: respondent's ratings of network condition have fallen- the single biggest factor in the decline of the satisfaction ratings.
- Attitudinal changes: boaters who remain dissatisfied refer to the following reasons:
 - How the Trust use its income and resources: with too little focus on boating, navigation, upkeep, dredging and the clearance of vegetation.
 - Concern on branding, sale of property, the focus on non-boaters and wellbeing and what is seen as a prioritisation of pedestrians and cyclists.
- Only 26% of respondents agree that the Trust prioritises its spending on what they feel is most important (29% in 2022). Only 22% of boaters agree that the Trust listens to the views of the people who boat on its waterways (34% in 2022).

BOATER REPORT ACTION PLAN:

- The key messages from the annual boater survey feedback will be used to inform an updated action plan to respond to and address key concerns.
- We expect that boater communications will remain key, to improve perceptions of our maintenance work and to show that we care about the specific needs and priorities of our boating customers. To support our boater communications, we are developing a communication plan to improve positive image of boaters/boating, and encourage 'positive' boating messaging across the Trust including as part of non-boating-specific external communication. We have established a NAG communication sub-group to check our messaging resonates with the boater audience.
- Sustainable boating has previously been central to the action plan. We are working on a Sustainable Boating position paper and wider plans to support more sustainable boating along with engaging with Government on detailed policy development related to reducing emissions from the inland boating sector.
- The findings from the 2023 boater survey and the proposed updates to the Boater Survey draft action plan will be discussed with the Trust's Navigation Advisory Group and the elected boater reps to the Trust council before being finalised and implemented.

APPENDIX 3: CONSULTATION ON FUTURE BOAT LICENCE PRICING – HEADLINE RESULTS

The [consultation](#) on future boat licence pricing ran between 15 February and 6 April 2023.

Currently, boat licence fees are based on boat length width, since 2019, a surcharge also applying to wider boats (above 2.16m wide).

We asked a number of questions to test the appetite of boaters for change in how we currently apply our fees. The options included:

- Applying a flat (above inflation) license fee increase to all boat license types;
- Applying a higher differential increase to those licenses where the boater declares to be continuously cruising (CC);
- Applying a further increase to wide beam boat licenses based on the 2 bands of boat widths over 2.16m (boats over 2.16m wide have a surcharge of 10% applied and boats over 3.16m wide have a surcharge of 20% applied);
- Charging license fees based on the area of the boat on the water.

The Consultation received 8,441 responses, approximately one-third of all licence holders. Roughly 3 in 4 have a home mooring and 1 in 4 are without a home mooring (CCs), which is slightly higher than the overall mix of boat licence holders.

The Consultation responses confirmed that the majority of boaters would prefer the license fees to be higher for boats without a home mooring (CCs), with a smaller but clear majority also in favour of increasing the fees for wider boats, split evenly between the two options presented.

- 75% of all respondents favoured a higher CC charge compared with a flat increase for all licence holders. Only 10% of all CC boaters preferred this option (7% of CC liveaboard boaters).
- 64% of all respondents favoured raising the existing wide beam surcharge compared with a flat increase for all licence holders.
- 62% of all respondents favoured the introduction of an area-based (width x length) charge for all boats compared with a flat increase for all licence holders.

We are completing an equalities impact assessment alongside reviewing further detail of the Consultation results by boater type and other demographic information. A recommendation for future boat licence pricing will be submitted for Trustee approval at the next Board meeting in July.

APPENDIX 4: HEALTH & SAFETY DIRECTOR REPORT

PURPOSE:

- This paper provides a review of Health and Safety performance for the period of February and March 2023, and the year 22/23 to the end of March, unless otherwise indicated.
- More detailed statistics and incident information are in the Resources Section.

PERFORMANCE REPORT:

AFR	Prior year B21 Final	End of Feb. 2023	Final B22 YTD	KPI B22
Colleagues	0.36	0.16	0.16	
Volunteers	0.82	0.41	0.41	
Contractors	0.39	0.16	0.08	
Trust Overall	0.43	0.20	0.18	0.25

RIDDOR Incidents	Prior year B21 Final	Feb & Mar 2023	Final B22 YTD
Colleagues	13	1	6
Volunteers	6	0	3
Contractors	4	0	1
Totals	23	1	10

Fatalities (Public)	Prior year B21 Final	Feb & Mar 2023	Final B22 YTD
Canal	36	3	23
River	0	1	7
Reservoir	0	0	1
Dock, Marina, Boat or Towpath	5	0	6
Totals	41	4	37

Potential Public Infrastructure Related Injuries	Prior year B21 YTD	Feb & Mar 2023	Final B22 YTD
Numbers of Incidents Reported to the Trust	55	2	50

Safety Improvement Opportunities	Prior year B21 YTD	Feb 2022 & Mar 2023	Final B22 YTD
Numbers of Reported Hazards, Near Miss & Positive Interventions	6393	902	6331

H&S DIRECTOR'S SUMMARY OF KEY ISSUES

Accidents to Employees, Volunteers and Contractors.

- The headline safety performance in relation to accidents has a decreased Accident Frequency Rate (AFR) of 0.18 when compared to the previous reporting period (0.20). This figure represents a reduction in the AFR of 58% over the year since the end of March 2022. There was one reportable injury in March – a colleague tripped on a piece of rope as they were stepping onto a workboat. They fell onto the deck of the boat causing muscle damage to right thigh, resulting in more than seven days away from their normal work activities. *Reportable injuries summary in Resources at Article III.*
- There has been one RIDDOR-reportable injury reported in April. A volunteer fell down some steps whilst loosening a weed out from between the stone slabs, fracturing a vertebra in her neck and sustaining other injuries. She is making a good recovery, with no long-term effects reported.

Safety Improvement Opportunities (Hazard Spots, Near Misses and Positive Interventions)

- The number of Safety Improvement Opportunities recorded for February and March has decreased when compared to the period December 2022 and January 2023, and shows a slight decrease in the year-on-year total, The figure for this period is made up of 243 hazard observations and near miss reports, and 659 positive interventions. There will be a focus on increasing the number of Safety Improvement Opportunities across the Trust during 2023/24 as this is now a leading indicator being used to track continuous improvement and is reported at Executive level. The Safety Culture Working Group are planning to increase engagement around the reporting of positive interventions as part of their objectives for the year.

Fatalities

- There were four fatalities reported across the Trust network during this period. No formal details have been received on causation at the time of writing, although one is in relation to a fire on a boat where a body was recovered after the fire had been extinguished. *Summary details of all fatalities in Resources at Article II.*

Infrastructure Safety

- Two incidents have been recorded in this period – a lady tripped on the towpath and sustained minor injuries, and a cyclist hit some temporary fencing which was being used to screen off works under a bridge. *Summary details of all infrastructure injuries in Resources at Article IV.*
- A total of 119 visitor risk assessments (VRA) were due to be carried out in B22. At the end of March 2022, 113 assessments had been carried out, with six carried over to B23. *Summary details of the VRA completion in Resources at Article VI.*

Colleague Safety

- The Trust held a week of events to mark World Day of Safety and Health at Work on 28 April. Live lunchtime drop-in sessions were hosted by the H&S team on a range of topics throughout the week, alongside showcasing new and future initiatives, H&S-themed

videos from the Executive, refreshers on toolbox talks and subject-specific information updates. The live sessions were well attended and the feedback for the week's activities was very positive – this will enable us to plan ahead for the event next year.

- The Safety Culture Steering Group met in April to plan the culture-improvement activities for the coming year. This group is chaired by the Finance Director, with representatives from across the Trust keen to engage with colleagues and volunteers on improving engagement and proactive safety management. Over the course of the previous year the group has pushed forward on implementing a 'Just and Fair' culture for accident investigations, which aims to avoid individual blame as a conclusion and looks for deep root causes of serious incidents. In the coming year, the group is focused on increasing the number of positive interventions being reported, and devising some formalised Trust- and colleague-commitments to safe working practices.
- An analysis has been carried out of the safety data for the most recent winter works programme between November 2022 and April 2023. The data shows that, although there were two RIDDOR-reportable injuries to colleagues – one fractured wrist and one muscle strain - overall the accident figures had reduced by a third, and were predominantly bruising and strains/sprains. There was an increase in the number of hazards proactively reported to managers from 66 to 74, and an increase in the number of positive interventions recorded, from 367 to 409. There were slightly more accidents recorded for January than for the other months, indicating that more needs to be done to prepare colleagues for the resumption of intensive work activity after the hiatus over Christmas, and this is something that we will be addressing during the safety stand-down day prior to the coming stoppage season.

PUBLIC SAFETY

Water safety:

- The Trust's Toddler Water Safety campaign is being highlighted in the Royal Lifesaving Society's National Drowning Report as a positive example of how to engage with this age group and their parents/carers. The Trust is leading nationally on this piece of work, which is expected to be picked up by other water safety organisations in the future.

Enforcement/Legal Activity:

- There are no further updates to those Inquest proceedings detailed in previous papers to this Board.



OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

- 1.1 This paper provides an update on waterway operations and customer service team activities.
- 1.2 A note on the National Boat Count results 2023 is included in the Appendix.

2. OPERATIONS & MAINTENANCE REVIEW

- 2.1 In April we established a small team to lead an O&M review, an important step towards doing things differently in the Trust. Daniel Greenhalgh, Director NW, is leading the review supported by cross-directorate colleagues in I&P. The review will look at our overall approach to delivering our operational tasks and include activities undertaken by Operations, Direct Services and MEICA SCADA teams, and contracted O&M activity. It is expected to take 6 months to complete. Jon Horsfall, Head of Customer Services Support, is acting as Interim Director NW during this time.

3. OPERATIONS

- 3.1 **Energy Cost Reduction Project:** Following initial training and implementation of site specific reviews, operating changes are being implemented at locations where we use significant energy. Between January and March '23, nearly £50k savings were identifiable. In West Midlands, the change in working adopted are culturally significant and are being used as best practice for other colleagues in operations.
- 3.2 Annual Cost Increases – Contractors:
 - 3.2.1 Redacted
 - 3.2.2 Redacted
- 3.3 Business Planning Cost Savings Through Contracts
 - 3.3.1 AMCO – have agreed our proposals to reduce delivery in the Yorkshire and North East and elsewhere; without penalty to the Trust. Total saving c£200k. This opens the potential for greater volunteer involvement and work done in-house to realise savings.
 - 3.3.2 Vegetation Management Services Contacts Redacted Savings include reducing the numbers of grass cuts, removing large numbers of litter and dog waste bins; and radically changing the off-side vegetation management programme – through volunteers.
 - 3.3.3 Removal of waste bins, discussions on this have demonstrated depth of feeling internally however our consultation with partner organisations, where we have received responses which are less critical than might have been anticipated. Most local authorities find themselves in a similar position and understand our challenge. The earliest bin removals will be in June.

3.4 We held an Operations Safety stand down week in April, asking all line managers to hold stand down sessions with their teams during Safety Week, and review the everyday risk assessment and dynamic risk assessments as part of a conversation about safety in their day to day work.

3.5 Operational incidents

3.5.1 On 4 April our customer emergency 0800 number failed during the evening as a consequence of a general failure of the Virgin Media network. We were able to put a temporary arrangement in place with the cooperation of our call handler West Midlands Ambulance Service and have subsequently taken measures to improve our resilience in a future, all-be-it very unlikely similar circumstance. There was no significant wider impact.

3.5.2 LSE: Rods sheared on the lower gate paddles on the Hanwell Flight at lock 93 and 94. The flight had to be closed over the weekend for repairs. Planned winter works didn't address this known defect due to time. Regional Reactive teams undertook repairs.

3.5.3 LSE: The closed footbridge in Greenford (council owned) collapsed into the canal (Paddington Arm) and was cleared by the third parties. The canal was closed over a weekend whilst the council resolved.



3.5.4 LSE: We had a second fire at Batchworth Bin Store, we suspect arson but the fire service disagree. The store will be rebuilt before the local festival in May.

3.5.5 WMS: A multiagency emergency exercise took place at Harecastle Tunnel. A Trust workboat, was used to simulate a fire on a narrowboat with 3 people on board close to the north portal. The successful exercise was jointly organised between the Trust and Fire and Rescue Service with civil contingency representatives present.

3.5.6 WMS; a boater in Birmingham who is subject to the section 8 boat removal process has taken his objections to the Trust at our hub in Cambrian Wharf, in the form of threatening behaviour. Initially he entered the office on 20th April but returned on 24th April when he physically manhandled our customer service colleague out of the door and proceeded to occupy the office with a sit in after forcing the rest of the Trust team to vacate. Police arrested the individual but subsequently released him and we are now pursuing action with the benefit of CCTV evidence, in the form of a public order offence, we are seeking legal restraint. We have reviewed our risk assessment and on site controls and the hub will reopen once the controls are in place.

3.5.7 EMS: In March a temporary repair to a breached culvert on the Grantham Canal was carried out, however following heavy rain, this failed, creating a heightened risk of the culvert collapsing. The on-call team worked with contractors on a temporary repair. A longer-term replacement of the culvert is being considered by the Trust's engineering team.

3.5.8 EMS: On 19th April a safety alert was issued to colleagues due to threatening behaviour from a boater moored near Newark Repair Yard. The boater verbally and physically threatened the Licence Support Supervisor when issued with an enforcement notice. Lone working has been stopped in this area.

- 3.5.9 NW: Leeds & Liverpool Canal - the cill on the head gate of lock 86 was struck by a workboat resulting in the cill being damaged and not holding water. An investigation is currently underway to better understand what happened.
- 3.5.10 NW: In March, a water pipe burst at Bridge 83 on the Leeds & Liverpool Canal, washing out parts of a farm track causing large deposits on the towpath side of the canal and a small slip of the banking on the offside. This led to a restriction of boat size able to pass. The section has to be restricted to narrowboats only. Temporary repair now complete and canal re-opened.
- 3.5.11 **YNE: Tees Barrage, River Tees** - On 11th April, there was an uncontrollable release of water causing the Tees River level to drop significantly with boats upstream becoming grounded. Investigation still underway. The event occurred while maintenance was underway, 2 of the 4 gates dropped unexpectedly, leading to the water release and the position was recovered over a 2hr period.
- 3.5.12 **YNE: River Lock, Leeds-Liverpool Canal, Leeds** - There is severe water leakage through the lock and investigations have proved inconclusive. Works were scheduled in the B22 Direct Services programme to investigate the leak and make repairs, but were postponed owing to planning needs taking more time than expected due to complexity of the work. The lock is now unable to be customer operated, a daily passage window is being provided.

3.6 Water Management

- 3.6.1 Water Act 2003 – Licence Appeals - Some of the abstraction licences issued to the Trust in late 2022 have immediate compliance concerns, and these are being considered (given that the appeals lodged do provide some protection against enforcement action from the relevant regulators).

3.6.2 Redacted

- 3.7 Restoration Conference – Our national restoration conference was held in March at the Winding Wheel Theatre in Chesterfield, to help celebrate the Chesterfield Canal Societies successes in taking their restoration forward. Julie Sharman gave the introductory speech and around 100 delegates attended, in an all-day event of updates, workshops (temporary works and sustainability) and site visits; a great turn out considering the event was affected by a rail strike.



- 3.8 WMS: Harecastle Tunnel - the team and volunteers held a lighting projection celebration event to mark the partnership working with Appetite and the local community. The event was held at the North portal of Harecastle tunnel over 2 nights and was attended by over 1,000 members of the public.



4. PORTS & HARBOURS

- 4.1 The Harbour Management Board met on 4th May, the following points are for noting:



- 4.1.1 Docklands deputy harbour master left the Trust and the Regional Director has proposed an alternative line management structure to secure future management and experience resilience.
- 4.1.2 In Docklands, discussions with stakeholders continues to improve compliance with the Port Marine Safety Code. Safety improvements on the dockside adjacent to the scout project continue.
- 4.1.3 A number of small but significant improvements to communications on the Ouse have been made following the DP visit in January.
- 4.1.4 In Liverpool the issues on navigational signals are resolved and a sunken vessel in Canning has been removed professionally at no cost to the Trust.
- 4.1.5 In Liverpool there is significant activity in and around the docks for the Eurovision Song Contest.
- 4.1.6 At Sharpness the new HM is making a number of operational improvements, one navigational incident reported and investigated, actions pending.
- 4.1.7 Progress is being made on the standardisation of the marine safety management system jointly by HM's.

5. ORGANISATION

5.1 Advisory Boards

- 5.1.1 LSE: Work continues with our RAB chair to reinvigorate the membership of the board. We are in final discussions with John Lewis, Executive Director, Peabody and non-Exec Director of the Creative Land Trust; James Cleeton, Director for London, Sustrans and Lorraine Granger, an engaged boater to join the board and we will seek approval from Trustees shortly. We have 7 other potential candidates from a range of backgrounds including local government, environment, health, sport and recreation with the aim of securing further appointments. We have also refreshed the RAB proposition with each member now representing an area or portfolio of interests and holding key external partner relationships.
- 5.1.2 WSW: Following a successful virtual APM, David Hagg's tenure as Chair of the South West RAB has ended. Our new interim Chair is John Podmore, an existing member. John has played an active role within the Trust for many years and has most recently worked with us to establish links with the Ministry of Justice and set up the successful prisoners on probation scheme on the Kennet & Avon.
- 5.1.3 WSW: The latest Bwrdd meeting was held April 19th at the National Waterfront Museum, Swansea. Bwrdd members visited the SC225 (Swansea Canal) exhibition followed by a boat trip along the river Tawe where they were joined by Society members. Earlier in the day Richard Parry, Nigel Annett and Regional Director visited sites on the canal with Society Chair, Cllr Gordon Walker and other SCS committee members and Trust colleagues.
- 5.1.4 EMS: New RAB member Adrian Honeybill hosted Trustee Bronagh Kennedy and Regional Director on his Narrowboat for a fascinating trip along the Grand Union between Calcutt Marina and Braunston.



- 5.1.5 YNE: On the 8 March, the RAB met at Standedge Visitor Centre. The Board, led by Chair, Helen Grantham, is now 8 strong with several new members having joined. Recent additions include Gillian Allen, Christina Edgar, and Zulfi Hussain. The Board are working through a number of projects, based generally around us being able to do more and whilst at Standedge, we took the opportunity to discuss opportunities for the site.



6. LONDON & SOUTH EAST REGION

- 6.1 This month the region, and the wider Trust, remember our friend and colleague Clive Porter, as the 26 April saw the 2nd anniversary of his death. Colleagues visited his memorial tree at Marsworth reservoir and raised a cup of tea, Clive's "favourite drink", in his memory. The region remains in touch with his family.




- 6.2 The reactive team have designed and implemented an alternative design step board replacement at locks 39 and 54 on the GUS. Following gate replacement, due to design changes it was found that the traditional "Nelson" Step board was now too high with customers having to step up and down 600mm to cross balance beams when operating locks. Working with Engineers and Heritage Colleagues a sympathetic alternative step has been added.
- 6.3 Significant work continues around public affairs with regular contact with MPs. Engagement has also taken place with Debbie Weekes-Bernard, Deputy Mayor for Communities and Social Justice and Justine Simons, Deputy Mayor, Culture and the Creative Industries with follow up meetings arranged with Chris McQuiggin, Senior Advisor, and separately Jo Baxendale Senior Policy Advisor and Claire Lovett from the Programme and Strategy Team. We are increasing our senior engagement with key London Boroughs too with initial meetings pending with Camden's Director of Recreation and Director of Environment and Sustainability.
- 6.4 Regular engagement with the EA also continues via the Area Directors and recently also adding Charlie Wood, EA London Director who has pan London responsibilities. Likewise, engagement is ongoing with the CEO for Parks for London, Natural England and the PLA; Oxford City Council, Thames 21, LLDC and the IWA branches with our regular forum for Chair's.
- 6.5 Engagement is taking place via various initiatives including QEOP / LLDC through their Safety of Women and girls initiative, and a meeting with Directors from Polar Harca following the recent London tour with their CEO Steve Stride and David Orr. More locally, meetings have been taking place with Westminster and Islington Councillors. The Harbour Master/Region also facilitated a site visit at Docklands with Iain Coucher, Chair of Ofwat for Richard Parry and Malcolm Horne.
- 6.6 Delighted to report a significant increase in positive media during 2022/23, up to 95% from 47%. This results from the appointment our Communications and Campaigns Manager, and the increased participation of a wider range of colleagues in media responses. Particularly pleased with reconnecting with BBC London and London Live.

- 6.7 Our “thinking like a charity” messaging continues as we encourage all colleagues to recognise their role in championing this message. The training roll out to build colleagues confidence to deliver contactless giving continues, and through workshops we are developing the region’s off the shelf project / fundraising propositions. Contacts have been made and follow up conversations continue with the NHLF L&SE Director and Director of Operations, CEO of West Ham United Foundation, LNER funders, and working on proposals for potential funding with Clarion Futures.
- 6.8 Preparations are well underway for the busy May festival season with the IWA Cavalcade event already delivered, and Hayes and Rickmansworth festivals still to come. Hayes festival is possible due to the corporate partnership with a local business who have sponsored the event worth £20k. We continue to seek similar sponsorship for the Angel Festival and the local community have stepped forward to take the lead (with the support of the Trust). There is growing appreciation of the work required to enable a successful festival, and we continue to share our expertise and knowledge to ensure a sustainable future for it.
- 6.9 Encouraging engagement survey results have been well received within the region with an excellent 80% response rate delivering a 7.0 Trust engagement score which continues to demonstrate the improvements being made within the region. This is particularly encouraging given our turnover rate remains at 24% with all the implied disruption this brings. We continue to review and challenge our recruitment processes to reduce turnover, and review exit interviews to identify issues. We have also concluded a number of long running HR cases and continue to work with colleagues around welfare issues and offering support in some challenging personal circumstances. Communication and engagement are a priority, we have recently held a well-supported regional Q&A session and the LSE leadership team continue to promote their visibility.
- 6.10 A range of operational and stakeholder issues remain live: ongoing discussion with the Docklands Scout Project and Historic vessels regarding their leases and operating practices; delivery of Navigational Risk Assessments for Maida Hill tunnel and engagement with commercial operators; increasing visitor moorings in London; stakeholder engagement around Brent reservoir championing its restoration; Museum of London, Docklands on the GLA led project for a memorial to the Transatlantic slave trade; co-ordination of the efficiency project to remove bins while engaging local stakeholders and also sponsoring the Third Party Events charging process and local role out.

7. WALES & SOUTH WEST REGION

- 7.1 Customer Consultation has concluded on the proposed temporary changes to the Gloucester & Sharpness Canal and River Severn opening hours; achieving cost savings. Normal supported by extensive recruitment of seasonal staff the Trust is growing it’s volunteering to assist with daily operations, in the meantime we are closing on Tuesdays (this option was preferred by customers).
- 7.2 Dredging at Gloucester Docks continued from October to February to ensure a navigable depth following a summer of high silt entrainment and cost around £555K; 14,000m³ of silt has been removed. Dredging restarted in April by excavation to tip, forecast to cost a further £425k to remove an estimated 5,000m³ of silt. These campaigns have created a channel through the middle of the docks, and depth in front of the dry dock and along West Quay, reinstating access to Victoria Basin and the Barge

Arm. Further work may be required to free customers who are silted into place on Llanthony pontoons.

- 7.3 There is local concern that the docks have been closed to mooring since the winter. A public meeting took place in April to discuss these concerns with the Trust, the City Council, Gloucester BiD and the boating community to explain the challenge and the ongoing commitment of the Trust and a call to action for assistance from the local authority and other stakeholders.
- 7.4 Abstraction - The impact of the abstraction licence for the Mon & Brec caused concern ahead of refilling the canal after winter stoppages. The very dry January & February meant there were low flows in the Usk at the end of February as well as the canal being exceptionally low along its length. Fortunately, rain at the end of planned works resolved this. However overall, the position remains very dry. We continue to monitor side feeders which do not have valid abstraction licences. The drought plan is being reviewed to account for the impact of the abstraction licence restrictions.
- 7.5 On the eastern K&A, project work for the Crofton pumping station is affecting water availability, managing summit levels and associated pounds is proving a challenge on operations team resource.
- 7.6 Following enforcement action, a section of the Western K&A had access restrictions imposed for Trust colleagues for safety reasons. We have received reports of more aggression from the boater towards passers-by. There has been considerable media coverage which we have been managing successfully. The Trust's approach has been not to respond to the specifics of the case following his public accusations.
- 7.7 SC225 Anniversary Celebrations - The exhibition opened in April at the National Waterfront Museum, Swansea. It includes several information panels and video screens, an audio historical timeline and an artistic depiction of a canal barge and cargo. A film project featuring four local primary schools tells the story of its history. The exhibition is a partnership project with Swansea Canal Society. [Bilingual SC225 webpages and project pages](#) have been created, funded by Heritage Lottery, Wales.
- 
- 7.8 Visitor numbers at W&SW's attractions performed well during B22 and we exceeded our 65% ALVA target at the Museum and Trevor Basin Visitor Centre.
- 7.9 Income targets have been exceeded at Trevor Basin, increasing by 60% compared to B18. Income at Gloucester has been more challenging due to limits on growth arising from staffing limitations; dredging challenges and the target of £50k efficiencies in B23.
- 7.10 Fundraising: Trevor Basin and Diglis are the two sites in W&SW to pilot volunteer fundraising, under the guidance of the national team who have training sessions planned.

8. WEST MIDLANDS REGION

- 8.1 Network availability is in a good position. Only closure on the Caldon Canal, due to end shortly; a 7-week close is planned for the Digbeth Branch starting 22nd May, with an

alternative route available. We have 14 live towpath closures, with between 2 and 6-month duration.

- 8.2 While projects such as the £2.6m Green Recovery Challenge Fund (GRCF) coming to an end shortly, new opportunities continue to be delivered or have just started, such as the partnership with Severn Trent to fund budget relieving vegetation management activities. These projects are vital in enabling us to deliver the added value of our waterways, especially in terms of biodiversity, community engagement and wider environmental improvements.
- 8.3 A site visit took place at the end of March with the GRCF funders, which was well received. They were pleased with the progress and the amount of work delivered.
- 8.4 The region continues to pursue the Commonwealth Games legacy agenda, with correspondence, and in some cases meetings arranged, with the Leader of Birmingham City Council and Mayor of West Midlands.

9. EAST MIDLANDS REGION

- 9.1 In our southern area, a team of volunteers has completed a project to manage overgrown offside and towpath vegetation along the Leicester arm of the Grand Union canal, recording a phenomenal 1,194 volunteer hours. Their work is being used with others as an example of this type for promoting this as a volunteering activity.



- 9.2 Green Flag judging took place on the Erewash Canal. The judges visited sites along the canal from Trent Lock up to Langley Mill, including a visit to the restored Bennerley Viaduct. The visit was supported by Friends of Bennerley Viaduct and Erewash Canal Preservation & Development Association. Judging also took place at Foxton.



- 9.3 A new Duty Manager has been successfully recruited to join the team at Foxton. As well as the day-to-day management of the site, the new DM will be creating and delivering events to help grow the site as an income generating destination.
- 9.4 The towpath project at Market Harborough to improve 2km is starting in May, with Land and Water appointed as contractor. The project is planned to take 15 weeks and currently expected to complete at the end of August.
- 9.5 The Trust's Community & Youth Events coordinator organised 3 canoe taster sessions at Foxton Locks over Easter. Participants of all ages booked on. The event showcased the benefits of canoeing as a shared physical activity, promoting health and wellbeing.
- 9.6 The Waterways Wellbeing project in South Leicestershire has seen participants taking part in paddling sessions, bird box making, foraging, learning bird song walks and crafting. The region has been successful in securing UK Shared Prosperity Fund funding from Blaby, Harborough and Oadby & Wigston councils for the project to continue for another 2 years.

- 9.7 Nine young people aged from 7-15 took part in the From Isolation to Inclusion two-day youth programme. This included activities such as nature crafts, Let's Fish, Let's Paddle and a narrowboat trip with storytelling. The group were all home educated and it was an opportunity for them to try new activities, enjoy the canal side, and make connections to combat feelings of isolation and/or loneliness.



10. NORTH WEST REGION

- 10.1 Throughout February and March, the Rochdale Canal Undercroft in Manchester was closed whilst the region's Direct Services team carried out repair works on Lock 85 on the Rochdale Canal. Working in partnership with BDP and Studiotech, a series of events were hosted by the Trust, where members of the public and invited guests could experience creative lighting installations to transform this underused and challenging space.



- 10.2 Early consultation has been held with boating businesses ahead of the summer in anticipation of water resource issues on sensitive waterways.

- 10.3 The 44th Historic Boats Easter Gathering at the National Waterways Museum was the largest to date. The majority of the 60 boats, an increase from 43 last year, arrived by flotilla on Good Friday and stayed until Monday. Throughout the weekend visitors had the opportunity to visit boats, have lock demonstrations, go on boat trips, take a heritage bus to the Rossfield stores and enjoy entertainment including Morris dancers.



- 10.4 On 10 April, the museum hosted part of the funeral procession for Di Skilbeck; a valued volunteer at the NWM. After a church service, the coffin arrived at the museum, where it was placed on Gifford, the historic boat that was very special to Di and transported down the Shropshire Union Canal to be taken to the crematorium.

11. YORKSHIRE & NORTH EAST REGION

- 11.1 The customer service team have experienced a significant increase in the volume of enquiries during the last 2 months. In March, Yorkshire & North East had the second highest call volumes in the country. This is largely down to boaters getting ready for moving around the network and the changes in the booking facilities on the Leeds and Liverpool canal causing enquiries confirming passage through 3 different locks.
- 11.2 We have also had an increase due to the team taking on all the Standedge Tunnel enquiries including boat trip bookings at the same time as problems. This came along with the challenge of Network Rails working at the Diglis end of the Standedge tunnel, causing delays in passage and 3 Customer Service Facilities needing to be closed for repairs causing an increase to complaints in this area. During these increasingly busy times the customer service team have continued to keep customer satisfaction at 87% and first contact response at 92%, which is a testament to their hard work.
- 11.3 We have been awarded a sum of £450k from Sustrans' Tranche 6 DfT fund, for 1.5km of towpath in Saltaire on the Leeds Liverpool Canal and are hopeful of receiving a further

£350k to complete a second phase, to take the towpath upgrade as far as the next access point near Bingley. This will improve Active Travel link between the towns in the Aire Valley.

- 11.4 Over £2m has been allocated, by the West Yorkshire Combined Authority, to upgrade towpaths between Slaithwaite and Standedge Tunnel on the Huddersfield Narrow Canal and along the whole of the Huddersfield Broad Canal. This will complete upgrades on both canals and provide benefits to health, connectivity, and tourism. We are now looking at complementary funding that could provide community engagement opportunities around Heritage and Ecology and potential Budget relieving measures.
- 11.5 We are working with Sustrans to help them deliver towpath upgrade works at Bingley Five Rise. This will involve resurfacing of a rough access road and thus improve access to the site for walkers, cyclists and wheelers and is estimated to cost £106k.
- 11.6 The licensing team took delivery of a new boat in April, it will be a shared boat with the operations team. The boat will make the boat checks and issuing of notices much easier and safer now. All our team have been trained up to be able to use it.
- 11.7 4 of 6 workboats in YNE Operations Team are currently out of service awaiting repair and the local Direct Services Team have 3 of 8 workboats out of service awaiting repair. This severely compromises the region's ability to respond to issues and keep navigations open as we head into summer. Feedback is that this is due to supply chain delays in obtaining parts for repair and refurbishment. In the worst cases, 'Gawburn' has been away for refurbishment over 12 months, and 'Innovation' has been out-of-service for 18 months. Feedback from Hire Desk suggests this is a fairly typical situation across the country.
- 11.8 Falling tree limb, Ripon Canal - A member of the public was hit by a branch falling from a tree during stormy conditions on 9 February. He sustained broken ribs and a punctured lung. The tree is on the boundary of land with Ripon Racecourse Marina, and he was on their land. It had recently been worked on by CRT contractor after being identified as in need of works during a survey in 2021.



12. CUSTOMER SERVICE SUPPORT

- 12.1 Licensing - The boat licence consultation closed on 6 April. 8,440 responses were received (approximately 25% of licence holders). DJS Research are now analysing the results and preparing the final report for the Executive to consider along with license charging proposals following the consultation.

- 12.2 Boat Licensing Customer Support

Redacted

Redacted

	All Boats		All Enforceable Boats		unidentified		Unlicensed		% Evasion Rate*	
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
	EM	6014	6142	5102	5197	12	11	152	213	3.2%
LSE	7157	7327	7044	7239	135	155	615	859	10.6%	14.0%
NW	6019	6129	5870	5981	45	32	288	334	5.7%	6.1%
WSW	4370	4451	3589	3664	36	17	166	168	5.6%	5.0%
WM	8434	8468	7638	7724	18	20	224	295	3.2%	4.1%
YNE	3268	3297	3227	3276	43	27	188	199	7.2%	6.9%
Grand Total	35262	35814	32470	33081	289	262	1633	2068	5.9%	7.0%

12.3 Customer Service Facilities Review - A summary of the consultation has been published on the website and the draft customer service facility policy is due for approval. Gap analysis of the current provision is underway to inform where additional facilities may be required and where excess provision may be reduced. A draft closure process standard has been prepared and will be shared with the NAG/Boater Reps subgroup for their feedback before detailed proposals are prepared. This process will identify facilities which are either surplus to requirements or regularly vandalised with a view to essential facilities being provided outwith building in the medium/ long term to reduce costs.

12.4 Redacted

12.4.1 Redacted

12.4.2 Redacted

12.4.3 Redacted

13. VOLUNTEERING

13.1 Volunteering (year-end figures up to 31st March) Although the number of hours achieved is lower than out target for the year, the transfer to recording in Sugar CRM and the challenges with full adoption of the new system means we are likely to have some under recording, growth in regular volunteers is an indicator of that and the 'feel' is there is a lot of valuable, contributions being achieved by our volunteers.

Aspect	Value
Total hours	677,419
Overall number of Active Trust Volunteers	4,306
Overall number of Active Partner Groups/Organisations	341

14. BRAND, SUPPORTERS & INFLUENCE

14.1 LSE: We have had a successful visit with Feryal Clark, MP Enfield North and met Sir Keir Starmer's team on the Regents canal, exploring opportunities and discussing GGR. Keir's team subsequently attended the launch of the Dead Dog Bridge event.

14.2 LSE: The Region is hosting Kerry McCarthy, Shadow Minister for Climate Change in early May and has visits pending with Ruth Cadbury, MP for Brentford, Tan Dhesi, MP for Slough and David Lammy MP who we are pursuing via different routes.

14.3 WMS: Richard Parry and regional colleagues met Stoke MP Jo Gideon to showcase our work and discuss opportunities. We took the opportunity to ask Jo to raise our recently acquired Green Flag at Etruria.



14.4 EMS: Regional Director met with Maggie Throup, MP for Erewash, at Gallows Inn Lock on the Erewash Canal, to thank Maggie for her support and give her a behind the scenes tour of lock gate replacement works.



14.5 EMS: We hosted a visit for Neil O'Brien, MP for Harborough, and Parliamentary Under Secretary of State at the Department of Health and Social Care, when he visited the canal in Market Harborough ahead of towpath improvement works taking place.

14.6 NW: Regional Director hosted a site meeting with MP for Ellesmere Port, Justin Madders who was highly engaged and subsequently submitted an enquiry to the Secretary of State for Environment, Food and Rural Affairs relating to the Trust's grant review status.

14.7 YNE: On 21st April, Regional Director met with Stuart Andrew MP for Rodley on the towpath beside the Leeds & Liverpool Canal. Stuart was particularly interested in the Trust's volunteering activity and the role this plays in tackling social isolation and loneliness.



APPENDIX - National Boat Count 2023

April 2023

1. Purpose

1.1 The 2023 National Boat Count was completed in March. The headline result is a licence evasion of 7%, an increase in evasion of 1.1% since the 2022 count.

2. Key Points

2.1 The increase was anticipated and may be due to various external factors:

- Boaters being unable to afford a licence;
- Boaters losing licences due to failing to Continuously Cruise (CC) after losing moorings due to finances;
- CC'ers losing licences due to insufficient movement – fuel costs, cost of living, etc. (CC enforcement up 50% on year);
- An increase in vulnerable people coming to the water following financial difficulties, loss of housing, mental health conditions, etc., with no intention to license.

2.2 In addition the increase in evasion and enforcement is being managed by the same number of Trust colleagues despite the growing demands of regular sightings and monitoring required for enforcement process.

2.3 Table below summarises the results:

•	All Boats		All Enforceable Boats		unidentified		Unlicensed		% Evasion Rate*	
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
EM	6014	6142	5102	5197	12	11	152	213	3.2%	4.3%
Lon & SE	7157	7327	7044	7239	135	155	615	859	10.6%	14.0%
NW	6019	6129	5870	5981	45	32	288	334	5.7%	6.1%
W&SW	4370	4451	3589	3664	36	17	166	168	5.6%	5.0%
WM	8434	8468	7638	7724	18	20	224	295	3.2%	4.1%
Y&NE	3268	3297	3227	3276	43	27	188	199	7.2%	6.9%
Grand Total	35262	35814	32470	33081	289	262	1633	2068	5.9%	7.0%

3. Regional Variations

3.1 The London & South East region remains the worst performing region with licence evasion increasing by 3.4% and unidentified boats (recorded as unlicensed by default) increased by 13%. Total enforceable boats increased by just under 200, or 2.8%. If London & South East region licence evasion had remained at 2022 levels (10.6%), it would have seen the national evasion figure at 4.9%.

3.2 Wales & South West (WSW) recorded a slight drop in on-year evasion, as did Yorkshire & North East (YNE). Both were our highest increases last year and are very positive results

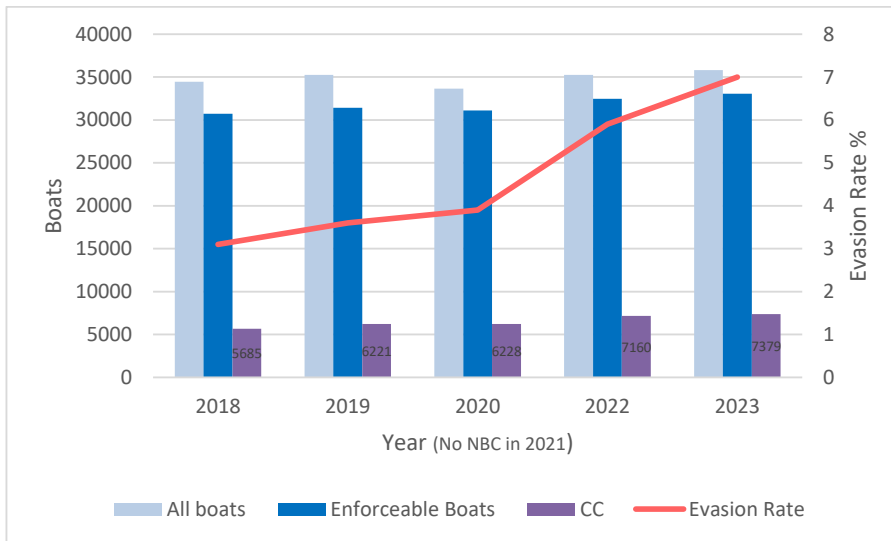
given lower resource numbers in Y&NE and some resource churn and demographic challenges in W&SW.

- 3.3 Pleasingly, most areas saw a reduction in unidentified boats – possibly because of our new non-display process, which has been in place for its first full year. This has supported a reduction in recorded evasion, demonstrated by W&SW (112%) and Y&NE (59%), recording the highest reductions in unidentified boats. London (13%) and West Midlands (10%) were the only regions to record an increase in unidentified boats.

4. Increase in boat numbers

- 4.1 Overall, we have recorded a 1.9% (+611) increase in the number of boats on enforceable waters and an increase of 1.6% (+552) of total boats, including in areas where a licence is not required. Whilst both increases are modest, the difference could support that boaters are less likely to be able to afford marina fees. From 2019, our last, full pre-pandemic NBC, the increase for both enforceable and total boats was 2.3% (+689 and +708 respectively).
- 4.2 We saw a 3.1% increase in continuous cruiser numbers on enforceable waters, up by 221 boats to 7261. (The increase when including non-enforceable waters is 3%, up by 219 boats to 7379, indicating new CC’ers are mainly on enforceable waters)

4.3 NBC Data since 2018



5. Recommendations

- 5.1 We have recently streamlined our agreed extended stay (AES) process, which will particularly support L&SE with workload. We’ve agreed a reduced unlicensed process, which reduces the number of tasks per officer to expedite cases and have implemented a new unidentified process. We are also continuing our process review to find efficiency in the teams’ tasks.
- 5.2 We will explore options to reduce the burden of the AES process to allow licence support officers to focus on licence evasion. We will be reviewing our monthly reporting process to provide more key data to support case management by regional managers and better highlight cases which may need attention or escalation.

APPENDIX 3: INFRASTRUCTURE & PROGRAMMES REPORT

Chief Infrastructure & Programmes Officer

1. PURPOSE

This appendix provides the Board with an update on the activities of the Infrastructure & Programmes directorate, **Redacted**

2. ASSET MANAGEMENT

2.1 **Redacted**

2.2 **Redacted**

2.3 **Redacted**

2.4 **Redacted**

2.5 **Redacted**

2.5.1 **Redacted**

2.5.2 **Redacted**

2.5.3 **Redacted**

2.5.4 **Redacted**

2.5.5 **Redacted**

2.5.6 **Redacted**

2.5.7 **Redacted**

2.5.8 **Redacted**

2.5.9 **Redacted**

2.5.10 Inspections: We are finalising the annual inspection report. The regional engineering teams have achieved a green traffic light report for Principal Inspections and General Inspections.

2.5.11 Abnormal Loads: The outturn for B22 business year is 26,649, compared to 21,685 for B21, which represents an increase of 22.9%. Current signs are that this increase will be sustained and is not a peak and ways to sustainably resource this are being explored.

Abnormal loads	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
% Resolved	100%	100%	100%	100%	100%	100%	100%	99%	100%	100%	99%	97%
Received (YTD)	1662	3468	5224	6901	8649	10442	12493	15287	17547	20942	23622	26429
Received (Previous Year)	1779	3475	5418	7451	9194	11027	12738	14639	16125	17792	19644	21685
Resolved (YTD)	1662	3468	5224	6901	8649	10442	12493	15167	17497	20892	23315	25755
Overdue (YTD)	0	0	0	0	0	0	0	120	50	50	307	674

2.5.12 Stable Programme: The team are continuing to work with colleagues in Direct Services to understand the impact of business plan changes and which projects will need to be deferred. In the West Midlands, three Priority Works schemes which had previously been considered as medium complexity, to be delivered internally, have now been classed as being high complexity and hence will now require contractor delivery. This may prevent the works being delivered in B23 and priorities will be reviewed.

2.6 Arising issues summary

The table below shows the number of arising issues for B22 by Region requiring significant engineering input or which have a potential to require investment. Costs arising from issues which have subsequently been included in the priority projects programme are excluded from the table.

Number of Arising Issues by Region requiring significant engineering input or which have a potential to require investment B23 (£'000)				
Region	Arising in April 2023	Arising in April 2023 cost £'000 (cost x probability)	B23 YTD (no. of issues)	B23 YTD cost £'000 (cost x probability)
Y & NE	2	44	2	44
NW	0	0	0	0
L & SE	3	30	3	30
W & SW	0	0	0	0
EM	1	5	1	5
WM	7	80	7	80
Total	13	159	13	159

2.7 Arising works - East Midlands, Wales/South West & London/South East

2.7.1 GP-006-001 Bridge 17A failure on the Paddington Arm at Marnham fields. The bridge is council owned and had been known to be in a poor condition for quite some time. Further investigation in progress to understand lessons learnt. The structure is owned by Ealing Council and they are supplying the Trust with an investigation report.



2.7.2 GU-216-006-02 / GU-216-007-02 – Hanwell - Gate Paddle Rods. Following recent stoppage at Lock 93 and 94, reactive works were undertaken by the regional reactive team to weld the rods back to position. Due to the failure, there was a weekend closure of the Hanwell flight for two days, before repairs could be completed.

- 2.7.3 GU-175-005 – Lock 64 – Landing and access steps. Leakage has been identified behind lock 64 chamber wall and access steps. The steps are permanently cordoned off and the hole has been filled temporarily. A stoppage is planned at this location in B24. A further investigation is to be carried out by the asset team to ascertain the flow path locations and re-evaluate remedial works proposed. The site has been made safe.
- 
- 2.7.4 OX-071-008 – Broadmoor Lock - Lock 24 – Ground Paddle Failures. A ground paddle failure occurred during the easter bank holiday on the Oxford at Lock 24. Fortunately, operations managed to keep the navigation open with assisted passage. Dewatering revealed the ground paddle had shattered. Upon investigation, a non-Coplastix material had been supplied which caused the failure. The Regional Reactive Team undertook replacement works on 14 April 2023 to replace both ground paddles with the appropriate material.
- 
- 2.7.5 GL-002 Overtopping. On 10 April 2023, a report was received from the adjoining marina operator that overtopping had been occurring over the Easter weekend. The local Asset Inspector confirmed that a low spot was present and had been notified but overtopping had never been witnessed. The local Operations Team investigated and are going to install clay along a 20m section to prevent further occurrence. The SCADA alarms have been altered on the pound to allow intervention prior to further incidents. The section is included in the scope of the priority project for Embankments 2 and 3 and level monitoring is currently ongoing.
- 2.7.6 SO-031-010 - River Weir 19B, Mill Race. It is assumed, this weir is what would have been used for the maintenance of the water wheel when the mill was operational. Timber planks would have been put in the grooves within the masonry walls to stop the flow of water and allow maintenance to be carried out to the wheel. No previous reports, local knowledge or other information can be obtained for this weir. It appears that this weir is of a temporary structure in nature and over the years has become part of the water controlling structures within this pound. A dewatered investigation has been completed, and the poor condition timber weir boards have been replaced with new temporary timber planks prior to the works planned for B24 to install a more permanent structure. The Asset Management team are still investigating the Trust's ownership and Water Management requirements of the assets in the area.
- 

- 2.7.7 GR-010-002 Culvert 12 Canal Breach. A temporary geotextile sheet along with clay material has been used to seal the leak and contain the breach situation. Further investigations on-going to determine the next actions to take to remedy the situation.



2.8 Arising works – West Midlands

- 2.8.1 SS-011-003 Fixed weir 7, South Stratford Canal: Leak through the weir crest has found a new path and exits underneath the concrete towpath bridge. Engineer has contacted Customer Ops to arrange site attendance to puddle in clay to seal up.
- 2.8.2 Llangollen Canal - Horseshoe Falls Intake - Eel Screens (3mm) update: Peter Walker has agreed to be the Lead Sponsor (Sally Boddy to be co-sponsor) of this project which will be undertaken in conjunction with United Utilities. Project has now passed GW1.
- 2.8.3 **Redacted**
- 2.8.4 Kilsby Feeder leakage, Oxford Canal update: Further works to improve this feeder, reducing water losses and hence a reduction in pumping need, have been arranged by the Engineer, AOM and Business & Corporate Engagement Partner, with a volunteering activity with Network Rail, scheduled for 25 May 2023 to carry out the clearance of the feeder channel.
- 2.8.5 Walsall Top Lock: A car belonging to the security guard covering the nearby Direct Services site was driven into the lock. The team assisted with the removal and inspected the lock for damage (only minor damage caused). We are undertaking an investigation – fortunately no one appears to have been injured but the consequences could have been more severe.
- 2.8.6 SU-084-010 Norbury Let Off Valve: A leak in the vicinity of Norbury Let Off Valve, which was discharging through a 2.5m high retaining wall, increased 14-fold during two months of monitoring, causing visible deterioration of the wall fabric. The Customer Operations team has packed a void under the canal wall which has managed to stop the leak completely. Monitoring will continue, on a weekly basis by the Asset Team for a further four weeks. It is possible that the leakage has caused voiding behind the retaining wall, so this will need to be monitored in the coming months for settlement.
- 2.8.7 SU-102-001 Deans Hall Let off valve (Abandoned): Reactive team was called out to reported flooding from the abandoned sluice. The leakage was heavy but confined to the drainage channel and discharging to the local watercourse. No land was flooded. The reactive team stopped the leak by puddling three tonnes of clay into the bed of the canal over the sluice inlet. They also dug out the chamber which has

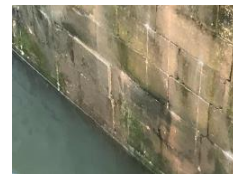


been filled with clay, a layer of concrete was found at the bottom of the chamber with a void beneath. It was backfilled with the clay and left. It is proposed that further work is needed to fully break out the material in the chamber and block off permanently.

- 2.8.8 SW-034-006 - Bridge 53 Dimmingsdale Bridge: Vehicle strike, no driver details available. The bridge is stable but would not survive another hit by a heavy vehicle. Requested an inspection to be carried out by Bridges Team including advice on protection measures.
- 2.8.9 MO-012-010 Bridge 12A, Morton Farm Lift Bridge – Failure of nose beam. Farmer has been informed to stop using the bridge. It is currently in down position awaiting instruction from Bridges Team to Customer Ops on how to secure in the up position. Section not currently navigable but planned to open in June 2023.

2.9 Arising works – Yorkshire & North East and North West

- 2.9.1 CH-042 Washwall Failing 11th April 2023. The towpath wall across from the Matalan retaining wall failure was in for B22 but due to funding could not be delivered and has been deferred to B23 however the failure has become worse and further funds will be required to complete the works.
- 2.9.2 CH-045-004 Shireoaks Top Lock April 2023. After the completion of grouting works within the lock an existing masonry block that was projecting has moved further creating a snagging issue. Due to the lock being very narrow this will need to be faced back to prevent a safety incident.



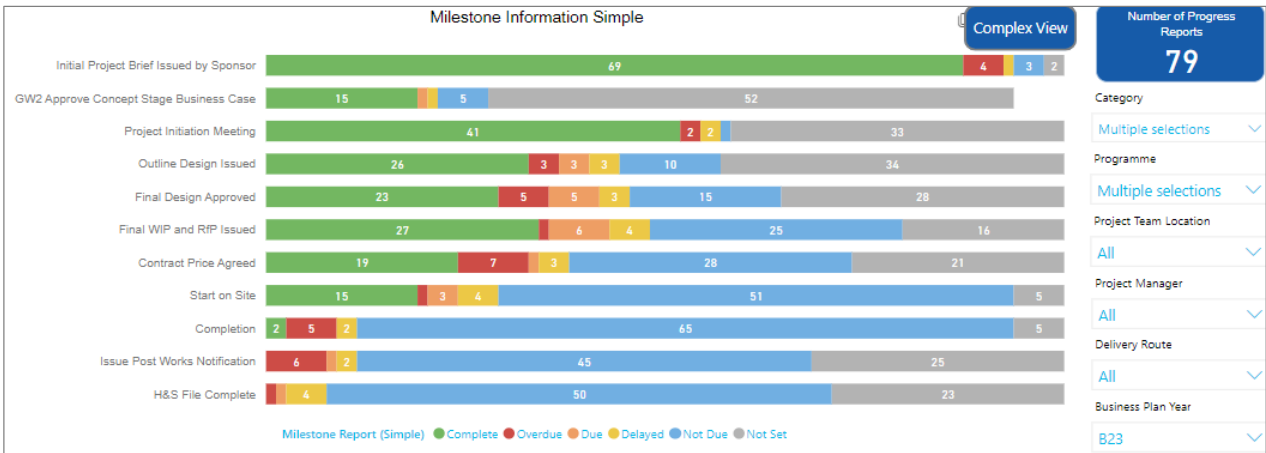
3. PRIORITY PROJECTS PROGRAMME

3.1 Finance Overview

- 3.1.1 Full Year PP expenditure for 2022/23 is £53.9m, which is a £7.5m underspend against the business plan. The full year forecast of £51.7m for 2023/24 at the start of the financial year is £1.4m over the B23 business plan. A range of +£4.5m, -£3.5m covers potential variances from risk, contingency and expected carryover (£48.2m to £56.2m). The current programme forecast includes £6.6m project risk and contingency allowances (£3.1m programme risk and £3.5m contingency). There has been £1.8m carried over into 2023/24 on Harthill Reservoir due to delays in land purchase and archaeological surveys.

3.2 Programme Overview and Dashboards

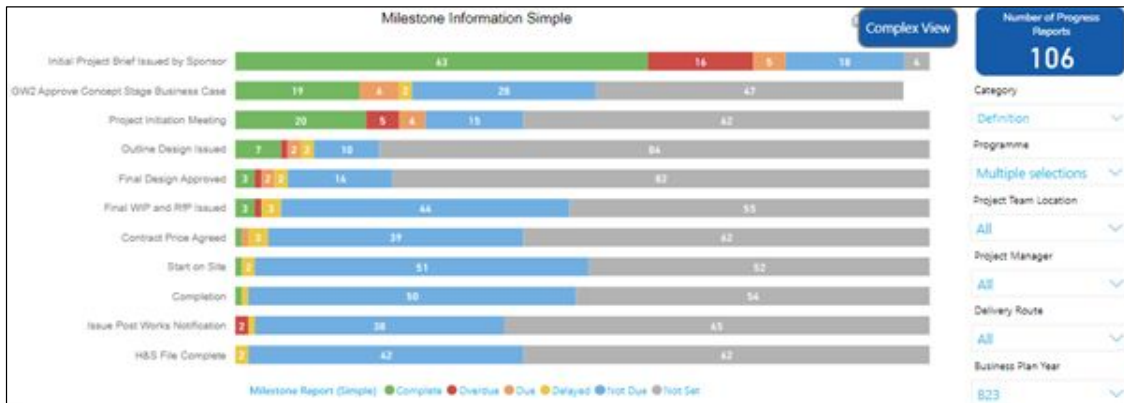
B23 Implementation Programme:



This dashboard has been updated to include those projects included in the final B23 business plan for delivery in 2023/24. Headlines (Baseline Position):

- 79 projects in programme for delivery
- 69 projects with briefs issued.
- 23 final designs approved.
- 15 started on site.
- 2 completed in 2022FY ahead of schedule – to be removed from the programme.

B23 Definition Programme:



3.3 Project Exceptions Reports

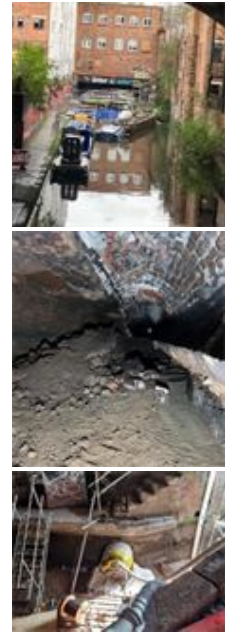
3.3.1 South - West Midlands and East Midlands

3.3.1.1 **P/11722 CL Bridge 37 Hazelhurst (WM, PP):** Works have progressed on site to install the main body of the arch and the Navigation was re-opened on target prior to Easter. Final completion date is currently still August 23, to include the full demobilisation from site and reinstatement of land used for the works.



P/12640 Farmers Lock 13 Investigations (WM, Emergency):

Investigations identified significant voiding and complete collapse of by-wash. To enable the lock to re-open, the only option was to repair the by-wash and fill the void. A cured in place liner was procured and installed over the Easter weekend, after the void had been partially filled with grout. After installing the liner, concrete was used to fill the remaining void, and in total over 50m³ of material (concrete and grout), was used. De-mobilisation was undertaken in week commencing 24 April and was complete by the extended stoppage date of 28 April 2023. Significant savings made in access arrangements with Sheltered accommodation located adjacent to the site who have allowed unrestricted access and use of car park area for the duration of the works. Compensation will be in the form of supporting the creation of a wellbeing garden in the grounds. Details of this are currently being reviewed with the possibility of funding for some plants and equipment, and also the potential use of volunteers to help create it.



- 3.3.1.2 **P/12057 Culvert 51 & 51A Langollen canal [LA-036-006 & 013]:** Section of Culvert collapsed whilst carrying out investigation / cleaning works in March 2023. BRR approved by exception to carry out repairs **Redacted** A date in May has been arranged for repairs to be carried out.
- 3.3.1.3 **P/12056 CL-004-005-R Ivy House Embankment Repairs Phase 2 (WM, PP):** Confirmation that no further work is required to the existing Trust embankment after completion of the slope stability analysis, tree clearance and improved access provision for inspection. Budget allocated in B23 can be released and only nominal amount required for project completion.
- 3.3.1.4 **Redacted**
- 3.3.1.5 **P/12452 - Pontcysyllte Aqueduct Towpath Support Ledger Angle Replacement (WM, PP):** A number of significant challenges were encountered during development and delivery (CADW consent, NRW discharge consents for de-watering, procurement of parts and transfer of water through site to meet water supply demands). Limited detail of full extent of works, so agreement has been made with the sponsor to progress replacement of a small section as a trial and complete a more detailed inspection and quantification of works to be delivered as a second phase.
- 3.3.1.6 **P/12278 - RARS Risk Reduction Project:** Development of GI spec for first six sites has progressed and allocation of next 15 sites for progression has been identified.
- 3.3.1.7 **P/11402 - LA-065-003 Pontcysyllte Aqueduct - Parapet Review Project (WM, PP) (Concept)** Options document has been circulated for review. Next stage is to complete a matrix assessment to identify a preferred solution. Estimates of costs for different options are being developed to support the agreement of preferred solution – anticipated review in May 23.
- 3.3.2 London & South East, Wales & South West

3.3.2.1 **Redacted**

3.3.2.2 **P/12289 LN-006-005 Lea Bridge Sluices Refurbishment (LSE, PP):** Uncertainty as to whether the four existing sluice gates should be replaced by a rising spindle or rack and pinion design option. AMCO have been instructed to undertake design work (using specialists ACE) for both options in order to provide certainty of best way to proceed; previous tilting weir option has been discounted. Likely requirement for FRAP, which has an 8-week approval period. Project has now been moved from B23 implementation, with funds in contingency, to B23 definition with delivery deferred to B24.

3.3.2.3 **P/11280 WID Millwall Bridge (LSE, PP) (B22 Carry-Over):** Civil engineering works have commenced on site. Revised BRR submitted and approved for the underwater frame and also the addition of service lock crossing and replacement of hydraulic equipment that is in a worse condition than anticipated. Completion currently estimated to be July 2023, subject to power isolation being secured.

3.3.2.4 **P/12398 - Phase 2 - Crofton Pumping Station Pumping Improvements (WSW, PP):** Revised BRR submitted and approved, incorporating all known compensation events and issues to date. Navigation reopened on 31 March. **Redacted** Potential for completion of M&E work to be delayed. New pumps are currently programmed to be commissioned and online by the end of June 2023.



Temporary pumping arrangement has been installed at Crofton week commencing 17 April 2023 to provide emergency pumping capability when works commence at Foxhangers (Caen Hill) pumping station. Video with progress to date [here](#).



3.3.2.5 **P/12471 Caen Hill Pumping Station Arising Repairs (Vibration Damage) (WSW, PP):** AMCO mobilised to site on the 17th April, with works to the pumping station beginning on 24th April. To prevent a stoppage on the K&A out of season, water levels will be managed closely, with a navigation restriction in place for the 12-week construction period. Recent checks would suggest a high deterioration of water levels on the K&A since the re-opening of the canal, so there will likely be a requirement to use the emergency pump at times (albeit heavily controlled) during the work period. There were some land access issues with Foxhangers but these have now been resolved.



3.3.2.6 **P/12143 Startopsend Reservoir S10 MIOS Work (LSE, PP):** Target Cost submitted and mobilisation planned for May 2023. Water level in Startopsend Reservoir is currently higher (TWL-450mm) than normal operating level due to rainfall and issues with water control infrastructure in the Tring group. Water level must be reduced to TWL-1200mm before work commences. Operations have devised a plan for achieving the required level.

3.3.2.7 **Redacted**3.3.2.8 **Redacted**

3.3.2.9 Redacted

3.3.2.10 Redacted

3.3.2.11 Dead dog basin – refurbishment works are complete.



3.3.2.12 Aylesbury towpath refurbishment is ongoing.



3.3.2.13 Sharpness sluice remedial works are complete.



4. PRIORITY WORKS PROGRAMME

4.1 Construction Programme: 325 Direct Services projects were completed year in 22022/23. A total of 652 defect notifications have been completed year to date against a plan of 557.

4.2 The table below summaries the outputs delivered by the Direct Services construction teams up to the end of March 2023 based on the original programme from business planning, the forecasts at F3 and F6 and the latest forecast at F10. This shows planned outputs versus actuals and demonstrates that Direct Services are delivering well against plan in many of the areas of work.

Outputs	UoM	April		May		June		July		August		September		October		November		December		January		February		March			
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
Bank Protection	m	518	518	268	272.2	888.2	884	424	424	268	268	1221	1221	495.5	552.5	211	211	366	366	163	163	218	218	203	203	864	810
Towpath Improvements	m	36	36	619	29.5	31.5	103	103	1050	1050	46	46	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gate Replacements. Number of locks.	no	0	1	0	0	0	1	1	1	1	1	1	1	0	0	3	3	9	9	3	3	8	8	4	20	20	
Gate Replacements. Number of lockers fitted	no	0	2	0	0	0	2	2	2	2	2	2	0	0	0	7	7	46	46	3	3	18	18	16	42	42	
Gate Repairs – to include valves and C/O/Quoin repairs and any works to conserve water	no	1	1	2	0	0	4	4	0	0	0	0	1	4	0	1	3	10	2	5	0	0	1	10	22	22	
Other Leak Repairs – km length Aqueducts, embankments	m	1	1	0	55	63	0	0	1	1	0	2	0	0	0	0	0	0	0	0	0	1	0	1	15	15	
Boundaries/Retaining Wall Repairs	m	0	0	2	0	3	3	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Fencing	m	0	0	0	0	30	20	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Access Improvements	no	1	1	1	1	1	1	2	2	2	1	1	1	1	2	0	0	0	0	0	0	0	0	0	0	0	
Bridge Repairs	no	3	3	4	4	4	1	2	4	3	1	1	2	2	1	1	1	2	2	3	2	3	2	2	2	3	
Other Asset Repairs (Culverts, Weirs, Aqueducts etc.)	no	2	2	14	8	8	2	2	4	3	3	3	3	2	2	2	2	4	4	0	0	0	0	0	0	0	
Total number of notifications	no	25	27	47	45	43	28	31	42	41	28	28	42	38	9	16	102	166	24	26	79	74	74	116	183		

The table below summarises the increases in outputs across the main work delivery streams and show DS are ahead against target for all output types compared to F6 and F10.

Outputs	UoM	Year		% change
		Planned	Actual	
Bank Protection	m	6181.7	6507.2	5.27
Towpath Improvements	m	2062.5	2101.5	1.89
Gate Replacements. Number of locks.	No	47	48	2.13
Gates Replacements. Number of Leaves fitted.	No	122	124	1.64
Gate Repairs – to include relines and Cill/Quoin repairs and any works to conserve water	No	53	69	30.19
Other Leak Repairs – km length, Aqueducts, embankments	m	72	84	16.67
Boundary/Retaining Wall Repairs	m	3	23	666.67
Fencing	m	26	60	130.77
Access Improvements	No	8	10	25.00
Bridge Repairs	No	27	32	18.52
Other Asset Repairs (Culverts, Weirs, Aqueducts etc.)	No	53	57	7.55
Total number of notifications	No	557	652	17.06

Some examples of the work completed by Direct Services in March are shown below.

4.2.1 Lock 85, Rochdale Canal – volunteers in action cleaning the canal bed.



4.2.2 Arising Lock Gate Repair at Marple Lock 10 - new fabricated sleeve around the lock gate heel post to repair the failed section.



4.2.3 Gate Replacement at Lock 5 on the Wolverhampton Flight was completed.



- 4.2.4 Walsall Lock 1 Waterway Wall Repair – works completed.



- 4.2.5 Seend Lock 20, K&A Canal – Gate replacement work completed.



- 4.2.6 Leedhams Bridge 1, GU Leicester Line – Bridge repair works completed.



- 4.2.7 Buckby Lock 12, Grand Union – Damaged lock heel post repaired.



- 4.3 Workboat and Plant Programme: PPM figures for workboats are at 54% (down by 6% in the month) however data being captured through the time recording app is still not pulling through correctly into SAP, which is affecting the percentage compliance. More work is being done than the report indicates. There is an IT group working through the issues with the time recording app, with the workboat team acting as testers for the upgrades. The delivery manager and programme planner have developed a new system to recording PPM/servicing which is not reliant on time recording data in SAP. This utilises MS Project and also allows the programming of defect repairs to a workboat at the same time as its PPM/servicing, thus saving time and resource.

4.4 External Boat Hire: There are currently 23 external boats on hire across the Trust and YTD the team has saved £37.1k on external hires by sourcing and moving internal craft and obtaining quotes from alternative suppliers. External hire costs for March 2023 were £52k, with the highest volume and costs remain in Yorkshire & East Midlands construction teams, due to the lack of suitable crane boats for lifting on stoppages – 39% of all hires are providing lifting facilities. The total commitment for external hires currently stands at £583k.

4.5 Progress on Capital Programme: There are nine craft currently being worked on, all with commitments raised against them.

- Crane boat Prestonian 4000435: Boat has been moved to the fabrication workshop for works to begin.
- Concept craft: Fit out complete, awaiting new engine.
- The first of the new builds for the replacement of Chub is almost complete, just awaiting fitting of propellor.
- Work on the second new build to replace Meere is almost complete and the craft is currently being painted.
- Gawburn 4000275: Work completed and BSS undertaken. Only testing and commissioning of crane before handover to the hiring team.
- Craft Clifton 4000002: Works on hull completed. Craft will be sand-blasted and cleaned at the next stage.
- Pontoon Blade 4000021: Work to hydraulics is completed. Awaiting powerpack delivery from Beta Engines
- New build to replace Yorkshire Ranger: Craft delivered to hiring team.
- New build to replace inspection boat 4000100: Craft delivered to hiring team.
- New build to replace Aintree: Craft has been painted and cabin is being fitted out.
- Works progressing well on concept craft being built at Aqueduct Marina. It is currently being painted.

4.6 Volunteering:

- 1,113 hours of volunteer support have been recorded in DS since August 2022.
- Volunteers have been supporting the team to pack down and clear stoppage sites, moving boats and tugs and doing to final finishing touches to the stoppages. Meetings have taken place with the site supervisors and the construction manager in the EM to look at the works programme for 2023/24 to identify potential opportunities for volunteers to support the team.
- One of the volunteers who helped out at a lock stoppage very kindly recorded a video of his experience which can be found here: [Redacted](#)

5. TRANSFORMATION & CHANGE

5.1 IRF Workflow: Following the technical hand over meeting between the Trust and Aqua, the Trust IT team have requested a 3-month extension for Aqua's support until the end of June 2023. This is to allow the remaining work on the IRF data input exercise to be completed and more time for knowledge sharing. The costs will be an additional £3k per month. After a lengthy data input and cleanse exercise, the IRF workflow came

back online on 17 April 2023. All Trust workflow users have been informed and drop in sessions will be arranged over the next few weeks to reintroduce people to the tool.

- 5.2 Transitioning & Training: So far, we have carried out 16 training sessions and 32 drop-in sessions over the year with more to be planned during the Spring/Summer.
- 5.3 Continuous improvement: we recently commissioned a small piece of work by an external consultant to look at whether a Design & Build delivery model could offer benefits for the Trust. This piece has now concluded and the SMT are just working through the outcome and recommendations.
- 5.4 Cost Recovery Insurance Scheme Projects (Crisp): With the introduction of the new CEC delivery model, the project and management team for CRISP are re-establishing themselves. The delivery model will be Bentley covering the northern regions and Kier covering the southern regions for both repairs and claims. For the Trust, we will continue with the same Senior PM support with assistance from a PM both in the north and south. The claims will be covered by Jane Marriott with assistance from Paul Mawdsley (claims handler in the legal team) and Lisa Armstrong (finance).
- 5.1 Innovation Awards: A total of 50 entries were received from staff and volunteers across the Trust for the innovation awards. The judging panel, consisting of the Trust's executive and senior managers has shortlisted five entries for the innovation award, which will be presented as part of the wider Trust Awards in September 2023.



Board Meeting
25 May 2023

Background Report to Chief Executive Board Report
Text in Red Font to be treated as Confidential.

STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

1. Purpose & Overview

1.1. The purpose of this report is to provide the Board of Trustees with an update on our preparation for GGR decision announcement; outputs from our recent consumer communications review on positioning and messaging and other key activities:

- Brand & Marketing
- Policy & Public Affairs
- Strategic Partnerships, Participation & Programmes
- Insight & Evidence
- Heritage & Collections
- Environment & Climate Action
- Water Resourcing & Management
- Planning, Placemaking & Design
- High Speed Two (HS2)

1.2. The proposed revisions to our approved Heritage Policy is covered in a separate Board report.

2. Redacted

Redacted

2.1. Redacted

2.2. Redacted

2.3. Redacted

2.4. Redacted

Redacted

2.5. Redacted

2.6. Redacted

2.7. Redacted

2.8. Redacted

Urgent Written Question to DEFRA tabled by Tan Dhesi MP

2.9. Tanmanjeet Singh Dhesi MP for Slough and Shadow Minister for Railways has tabled the following written question to DEFRA. As it is an urgent question, a response is due from Defra on 17 May 2023.

To ask the Secretary of State for Environment, Food and Rural Affairs, what recent progress the Government has made on publishing the outcome of the grant settlements for the Canal and River Trust.

3. Redacted

3.1. Redacted

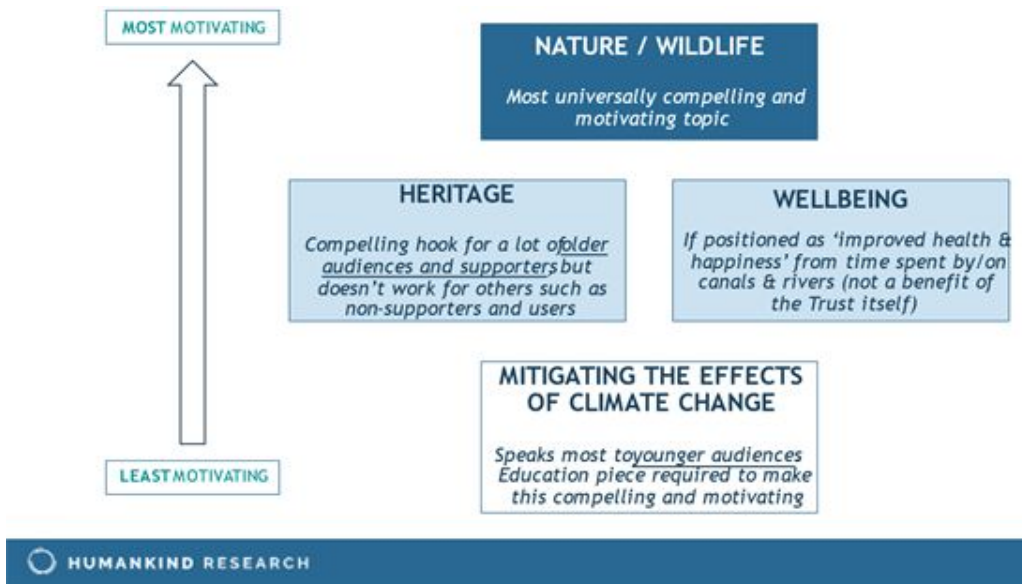
Non-Supporters	Customers	Supporters & Followers	Youth
<ul style="list-style-type: none"> • Non-users of canals & rivers, aged 25-45 • Non-users of canals & rivers, aged 46+ • Users of canals & rivers, aged 25-45 • Users of canals & rivers, aged 46+ 	<ul style="list-style-type: none"> • Boat licence holders - Liveaboards • Boat licence holders - Leisure Boaters • Anglers 	<ul style="list-style-type: none"> • Volunteers • Friends of the Canal & River Trust • Social media followers 	<ul style="list-style-type: none"> • People aged 18-24 • Members of our Youth Fellowships • Other users and non-users via our partner organisations

3.2. Redacted



Redacted

3.3. Redacted



3.4. Redacted

Redacted

- 3.5. Redacted
- 3.6. Redacted
- 3.7. Redacted
- 3.8. Redacted



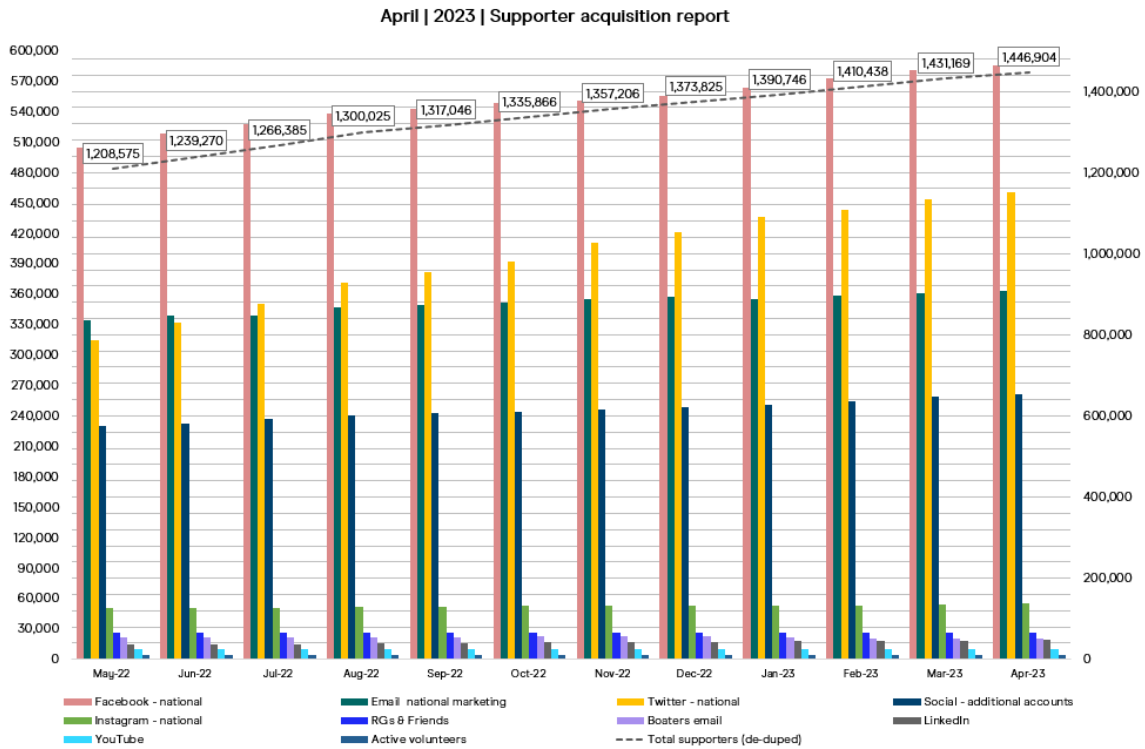
Redacted

- 3.9. Redacted
- 3.10. Redacted

4. Brand & Marketing

Growing our Supporter Base

- 4.1. As of the end of April 2023, our total supporters were 1,446,904 a net deduped growth of over 36,466 since February 2023. We have successfully delivered against our B22 target of acquiring 1.4 million supporters by end of March 2023.



4.2. Redacted

4.3. Redacted

Mass Movement #ActNowForCanals

#HappyPlaceByWater

4.4. This spring we refreshed and relaunched our award-winning campaign #HappyPlaceByWater, which aims to build relevance and usage of canals with a younger demographic as well as raise awareness of the Trust as a charity. Our key message hinges on the premise that ‘time spent by water can improve wellbeing and boost your mood’, responding to research highlighting ongoing mental health concerns with this audience group. The secondary purpose of this campaign is to prime and prompt people to get involved in our fundraising initiative, Canalathon.

4.5. Redacted



Ambassadors and celebrities

4.6. Celebrity engagement activity has largely focused on supporting our #HappyPlaceByWater campaign, with TV presenters Fearne Cotton (10.4million followers) Gaby Roslin (243k followers) and Sean Fletcher (68k followers) providing social media support, alongside Kimberly Wyatt’s (Pussycat Dolls) photos and videos being used to promote the campaign on our and her channels (365k

followers). Additional support has been generated for Canalathon in the form of Triathlon champions the Brownlee Brothers, Dr Amir Khan and the BaldHiker.



King Charles III Coronation and ‘The Big Help Out’

- 4.7. This May, we joined forces with other charities to mark the Coronation of King Charles III by actively participating in ‘The Big Help Out’. Our primary focus was to promote our #VolunteerByWater and #PlasticsChallenge campaigns and encourage people to attend welcome events using the official Big Help Out App alongside our own channels. Alongside this we published an article on our website celebrating the King’s long-standing relationship with canals.

Filming

- 4.8. Redacted
- 4.9. Major shoots that took place over the last two months included Stephen Knight’s This Town (BBC) in Birmingham, Back to Black (Amy Winehouse biopic) in Camden, Narrow Escapes (Channel 4) Boating documentary and Slow Horses (Apple TV) in King’s Cross (photo overleaf). Redacted



Brand activation and events

Events

- 4.10. Across 2022/23 we hosted 2,434 events on our land with an estimated attendance of 715,138. Of these, 705 were third party events and 1,729 Trust-run (1,231 part of our Let’s Activity Programme). This is a significant increase from the same period in 2021/22, when we were coming out of Covid restrictions, and reflects that we are now experiencing a more normalised year. The overall attendance figure for all events in the previous year was 221k.

- 4.11. Redacted

Brand activation and visitor marketing

- 4.12. Working with regional colleagues and external agencies we have completed the redesign of over 100 places to visit destination leaflets, including six bilingual versions. The leaflets contain clearer information around our role as a charity, building brand comprehension and a more prominent supporter ask alongside general visitor information.



4.13. We continue to support regional brand awareness opportunities including banners for the forthcoming Eurovision Song Contest and exhibition panels for the Swansea 225 Anniversary including a bilingual exhibition at the National Waterfront Museum, Swansea:



4.14. As of end March the percentage of signs rebranded stands at 96%.

Website

4.15. We continue to work on revamping our website, progressively releasing new features and parts for testing within an ‘Alpha site’ environment with stakeholders in a series of two-week sprints. We will conduct a series of thorough checks and migration tasks before we launch the new site ready for a summer launch.

5. Policy & Public Affairs

All-Party Parliamentary Group for the Waterways

5.1. The Trust presented to the All-Party Parliamentary Group for the Waterways on the “Role of the Waterways in the Government’s Environmental Improvement Plan 2023” on 28 March 2023. The meeting was chaired by Michael Fabricant MP. Only a very few MPs and Peers attended in person (very late seating in the House the previous evening) but there was 75+ representatives from other waterway organisations and interested parties that joined by video. We used the opportunity to demonstrate how our waterways are supporting the Government’s 10 strategic environmental goals, our potential to do more and the challenges we face.

Ministerial & Member of Parliament (MP) Engagement & Other Activity – Recent & Planned

5.2. The following ministerial and MP meetings took place during March and April 2023:

- Feryal Clark, MP for Enfield North and Shadow Minister for Health and Social Care
- Neil O’Brien, MP for Harborough and Parliamentary Under-Secretary of State for Primary Care and Public Health
- Stuart Andrew, MP for Pudsey and Parliamentary Under-Secretary of State for Sport, Tourism, Heritage and Civil Society with DCMS
- Justin Madders, MP for Ellesmere Port and Shadow Minister for Business and Industrial Strategy and Shadow Minister for Future of Work

- Jo Gideon, MP for Stoke-on-Trent
- Simon Lightwood, MP for Wakefield and Central and Shadow Minister for Transport (24 March)
- Keir Starmer staffers

5.3. Richard Parry also attended a round table meeting with Shadow Secretary of State for Environment, Food and Rural Affairs, Jim McMahon.

5.4. Redacted

5.5. Redacted

6. Strategic Partnerships, Participation Development & Funded Programmes

Engagement with Active Travel England (ATE)

6.1. Redacted

6.2. Redacted

6.3. Redacted

Sustran's National Cycle Network Towpath Improvement Programme, Tranches 4-6

6.4. Redacted

6.5. Redacted

6.6. Redacted

Sport England: System Partner & Funded Programme Delivery

6.7. Two engagement co-ordinators are in post to support the planning, co-ordination and delivery of Sport England projects. Governance processes, project templates and timelines have been agreed and confirmed with Sport England. The regions are working on project proposals for the fund with some already submitted for review.

Redacted

6.8. Redacted

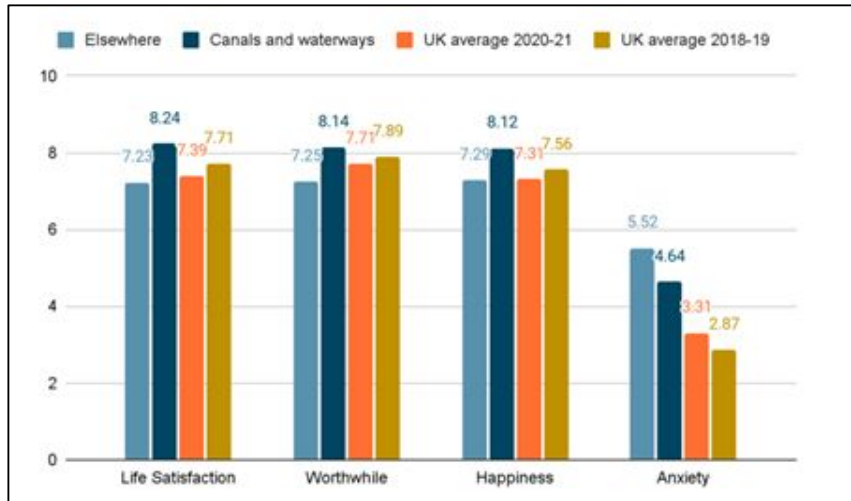
6.9. Redacted

6.10. Redacted

6.11. Redacted

6.12. Redacted

6.13. Redacted



Arts Council England funded programme: Hinterlands 3

- 6.14. Delivery has started on Hinterlands Enfield. The first project is with Raynham primary school where pupils are attending a 'sustainability eco warriors' after school club. Pupils will work with artist Cathy Wade to explore the role of canals in eco environments and practically explore the changing landscapes of Enfield and how it will affect them.
- 6.15. Hinterlands Smethwick will pilot with local artists to test and learn the best activities to engage communities. We will work with Smethwick interfaith groups, local primary schools and a collective of young south Asian artists to develop project activities, develop audiences and embed in the Trust's wider work.
- 6.16. Work is underway to increase the content on the History Detectives app. We are working with the developers, SDNA and our team at Ellesmere port to create digital content to enhance the current offer. The content will be a series of 1 minute audio visual videos describing the heritage of a particular point of interest.

People's Postcode Lottery (PPL) Earth Trust: 2023-24 Programme Delivery & Evaluation

- 6.17. We are currently producing the detailed delivery plans for the projects included within the successful 2023 Long-term Partnership Award to be delivered this financial year. This PPL funded programme supports a range of projects including capital projects as well as Water Safety, STEM, photogrammetry and a new Waterway Community Fund. All projects will be fully evaluated, and material collated such as photographs, short films and 'voice of the beneficiary' case studies to help demonstrate impact across the programme.

British Canoeing

- 6.18. Following the March meeting between British Canoeing's new Chief Executive, Ashley Metcalfe and Richard Parry, we have been liaising on the development of a memorandum of understanding, safety matters on linked campaigns, and the development of paddlesport standards, with British Canoeing the national governing body for Stand-Up Paddleboards (SUPs).
- 6.19. Our partnership with British Canoeing cuts across a number of departments and an internal working group is being set up to ensure we are joined up in our approach to, and engagement with, British Canoeing. Introductions are being set up by British Canoeing with their partners, British Rowing, whose clubs are also located and active on the Trust's network.

DEFRA & NLHF: Green Recovery Challenge Fund Delivery

6.20. We have received very positive feedback from The National Lottery Heritage Fund on exceeding targets for the learning elements as part of the Green Recovery Challenge Fund project on Waterways, Wildlife and Wellbeing project in the West Midlands (delivered in partnership with the Council for Learning Outside the Classroom) despite the current challenges faced by many schools.

- **Target to engage 50 schools (& 1,500 pupils) in practical conservation tasks** - We reached: 56 schools and 2,380 pupils plus another 14 schools by delivering activities, (e.g., water safety) to encourage teachers to take their learning outdoors and four different secondary schools, delivering environmental career focussed workshops, engaging 474 students.
- **Target to support 250 schools to embed learning through nature** – 292 schools took part in mentoring or training.
- **Target 500 schools to receive the Council for Learning Outside the Classroom membership** - 505 memberships were awarded.

Youth & Civil Society

6.21. Our annual Youth Volunteering Survey closed in April. 1500, 16–24 year-olds shared their views on the big issues facing young people today, the Trust and volunteering and social action. These insights enable us to ensure our youth offers continue to meet the changing needs and interests of younger audiences. Full survey results and an executive summary will be shared in due course.

6.22. The second annual Youth Impact Report has been produced highlighting the wide range of activities, events and projects we delivered in 2022. Co-created with a team of marketing students from Huddersfield University, and designed to be inclusive and accessible, the online impact report focuses on the difference made to people's lives and includes a number of short films, interviews and animated graphics.

Learning & Skills

6.23. Through our Explorers and STEM programmes we engaged face-to-face with 104,731 children and 122,626 children respectively. Our Canal & River Explorers team delivered water safety sessions to 67,124 children and distributed 67,993 water safety activity booklets.

6.24. **Redacted**

7. Insight & Evidence

Analysis of Audience Segmentation

7.1. **Redacted**

8. Boater's Survey, Spring 2023

8.1. Boater Survey is covered in a separate appendix to the Chief Executives Report.

9 Heritage & Collections

Collections

9.1. Building up to and over the Easter Weekend the Collections Team were very busy working with regional team and volunteers, on site at Stoke Buerne and at the Boat Gathering at the National Waterways Museum, Ellesmere Port, sharing the collection, and the vital work the Trust does to care for the Collection. At Ellesmere Port visitors were able to explore exhibits within the new open storage area, and Rossfield Road Stores; with a Collection Detective activity developed for families and younger visitors.



Redacted

9.2. **Redacted**

Redacted

9.3. **Redacted**

9.4. **Redacted**

10. Environment & Climate Action

Biodiversity Net Gain (BNG) & Establishing Our Ecological Footprint (Baseline)

10.1. The ecological footprint mapping project is progressing well and remains on track to deliver an ecological baseline for Biodiversity Net Gain being introduced as a statutory part of the planning system in November 2023. We have been working with the consultants to finalise the scope of the surveys, which will be used to validate the desktop model. Surveys are on course to start in May.

10.2. The Government published another iteration of the Biodiversity Metric in March 2023. **Redacted**

Climate change adaptation reporting power: plans for the fourth round

10.3. Further to the last Board Report, we responded to the public consultation by Defra on widening the scope of reporting on climate change adaptation to include canals and reservoirs, stating that we would be amenable to be included in the fourth round of reporting. The additional reporting requirements will build on previous work, further strengthening our position in terms of the need to maintain infrastructure in a changing climate.

New suite of UK Government Environmental Policy Documents Published

10.4. We have been reviewing the new suite of environmental policy documents recently published by the UK Government to identify potential opportunities and implications, particularly linked to the positioning of the Trust to be recognised as having a central role rather than on the periphery in terms of contributing to key Government environmental policy goals:

- **Environmental Improvement Plan 2023** (published by Defra on 31 January 2023) is the first review of the government's 25-year Environment Plan (25YEP) published in 2018. It reaffirms the intent of the 25YEP and provides a delivery plan for the commitments made in it, to halt and then reverse the decline in nature.
- **Powering Up Britain** (published by Department for Energy Security and Net Zero on 30 March 2023). This suite of 44 documents includes policy documents, consultations and Government responses but the three core policy documents are: ['Powering up Britain'](#) which sets out the

Government's joint approach to energy and security and acts as an introduction to the two specialised policy papers on Energy Security Plan and Net Zero Growth Plan.

- **Plan for Water: our integrated plan for delivering clean and plentiful water** (published by Defra on 4 April) which covers both the water environment – how clean it is – and water resources and sets out Defra's plan to clean up our waters and ensure a plentiful supply for the future.

Forestry Commission Call for Sites for Trees

- 10.5. The Forestry Commission launched a 'market testing' exercise to establish whether there were additional tree planting sites and projects in local authorities or third-sector organisations which had been overlooked in earlier rounds of the Nature for Climate fund. We have responded with a general proposal for how we could respond based on the tree planting works previously funded by PPL.

11. Redacted

Redacted

- 11.1. **Redacted**

Redacted

- 11.2. **Redacted**

12. Planning, Placemaking & Design

Redacted

- 12.1. **Redacted**

- 12.2. **Redacted**

Accessible Moorings

- 12.3. We have been working with members of the Disabled Boaters Forum to develop a model specification for accessible moorings on the Trust's network. Through a series of workshop sessions, a model accessible mooring specification has been agreed, designed to enable optimum accessibility for boaters with a variety of disabilities. The team has also developed a design for an accessible bollard to be used in accessible mooring locations. We will now support the National Boating Team in developing an accessible mooring to the agreed specification, and to develop an accessible bollard prototype to test the principles.

National Towpath Survey

- 12.4. The Trust's volunteer delivered national towpath survey continues, providing data that will improve how we manage and improve our towpath network. Our volunteers have completed 13,445 detailed survey assessments, covering almost 1345 km of towpath. We shared the details of the survey with the Disabled Boaters Forum, who can see significant value in providing information on towpath character and accessibility to boaters, and towpath users with special accessibility requirements. Following the Disabled Boaters Forum, we have signed up a number of new volunteers who will help to further extend the reach of the survey.

Statutory Consultee for Planning Applications

- 12.5. We responded to 2,622 planning application consultations in England & Wales in the period 1 April 2022 to 31 March 2023, which equated to 98% compliance (response within 21 days or agreed extension) in England, and 94% in Wales.

- 12.6. We are in the process of auditing this information and finalising our performance reports for submission to the Department for Levelling-Up, Housing and Communities (DLUHC) and Welsh Government as part of our duty to report.

Gilston Garden Villages

- 12.7. As a result of our response, as statutory consultee, to planning applications for the Gilston Garden Villages developments, the Trust has a good opportunity to secure substantial funding **Redacted** for towpath improvements on the River Stort, north of Harlow. East Herts Council recently resolved to grant planning permission for development of 10,000 homes, subject to a legal agreement.

Reservoirs & Planning

- 12.8. Further to the last Board Report, the planning application for the new and permanent access track to March Haigh Reservoir was submitted to the Local Planning Authority (LPA) on 6 April 2023. **Redacted** The application has been validated by the LPA and has a target date for determination of 1 August 2023.

High Speed Two (HS2)

Phase 2a – West Midlands to Crewe

- 12.9. In March 2023, the Government announced that it intends to delay the commencement of the main works on Phase 2a by two years. We are currently awaiting a briefing from HS2 on the impact this decision will have on the timing of construction works that will affect the Trust's interests.

Phase 2b Western Leg – Crewe to Manchester

- 12.10. Two detailed petitions have been presented to parliament against the Hybrid Bill and an Additional Provision to the Hybrid Bill. **Redacted**

Redacted

- 12.11. **Redacted**

Heather Clarke, Strategy, Engagement & Impact Director, May 2023



HERITAGE POLICY

Heather Clarke, Strategy, Engagement & Impact Director

1 Purpose

- 1.1 The purpose of this Board report is to seek Trustee's views and support for the Trust's updated and revised heritage policy statement, which is appended in full in Appendix 1. This revised statement is to replace the current heritage policy, published in 2017, (appended for reference in Appendix 2), and to address key issues listed in section 2, below.

2 Key Issues

- 2.1 The policy has been revised and updated within the context of the following key matters.
- **Climate Change** - The adverse impact of climate change upon our fragile and ageing waterway infrastructure, is making the task and cost of keeping the historic waterway network open, safe, and resilient a growing challenge. Where appropriate, we need to consider new or innovative methods to deliver effective long-term conservation, and to mitigate the effects of climate change on our heritage assets.
 - **Changing Funding Framework** - The National Lottery Heritage Fund published their new 10-year Strategy "Heritage 2033" (March 2023) which sets out the four principles (and list of priorities under each) that will underpin their investment aimed at strengthening and focusing their support for the UK's heritage:
 - saving heritage
 - protecting the environment
 - inclusion, access, and participation
 - organisational sustainability
 - **Increasing levels of use on our network** – Towpaths are often ideally located to connect communities, the special character, built and natural heritage and the operational use of waterway corridors for navigation requires careful and sensitive consideration to inclusively accommodate increased levels of use.
 - **Academic Research** - There is a growing body of independent, external academic research supporting the economic and social wellbeing value of blue spaces and infrastructure including waterway heritage, see appendix 4.
 - Growing costs associated with increasing regulatory burdens and from unplanned repairs arising from tackling anti-social behaviour and bridge strikes.
 - Adopting more efficient and sustainable ways of working and caring for the network including embracing innovation in order to sustain the waterway legacy.
 - Inflationary pressure.
 - Extending the reach of heritage to wider communities.

- Reflecting national best practices in heritage management.

2.2 The revised policy statement seeks to address these key issues through amendments and additions to the existing policy document.

3 Options

3.1 To retain the existing policy or revise and update the policy within the context of the issues identified in section 2.

4 Key Risks

4.1 It is considered that the key risks associated with not revising the policy are:

- Failing to consider the heritage significance of individual assets will continue the currently more generic approach to heritage management, limiting opportunities for innovation and the use of non-traditional materials that can deliver efficiencies and savings, and improve asset resilience against climate change, without fundamentally changing the appearance and function of the historic waterway assets.
- Failing to respond to those other issues identified in section 2.

4.2 It is considered that the key risks associated with revising the policy are:

- Perception by third parties that changing the policy potentially indicates a reduced commitment to heritage management by the Trust. We will prepare a briefing note and press release to respond to any adverse comment received.

5 Recommendations

5.1 The Board approves the revised heritage policy statement appended to this Board Report. See **appendix 1**.

6 Background / Context

6.1 The key matters that the revised policy is designed to address are set out in Section 2 and not repeated in this background / context section. Further context is provided below covering:

- The recommendations of the Cultural Heritage Advisory Group

6.2 Recommendations of the Cultural Heritage Advisory Group

The Trust's Cultural Heritage Advisory Group is made up of nationally recognised experts from across the fields of built and cultural heritage (details of the membership of the Cultural Heritage Advisory Group is provided in appendix 3). The Trust's Cultural Heritage Advisory Group support the Trust in combining effective conservation and interpretation of the built and cultural heritage of the waterways, and promoting their use, enjoyment, and value for wellbeing.

In reviewing the heritage policy, the Trust's Cultural Heritage Advisory Group wanted the revised policy to:

- Better address internal and external audiences, promoting the importance and value of our built and cultural heritage and to emphasise the roles and contribution that our waterways make to society, now and in the future.
- To provide an appropriate and consistent approach to heritage management, delivering effective long-term conservation, and to mitigate the effects of climate change.

- Recognise the importance of inclusion, and the cultural heritage of our waterways, and the potential benefits of properly understanding the heritage and cultural significance of our assets to different communities.

7 Proposals

7.1 Key revisions proposed in the revised Heritage Policy Statement.

- Sets out the Trust's approach which is based upon sound conservation principles and adopts "sustaining significance for all" as the starting point and overarching policy objective of keeping the historic waterway network open, safe, and resilient.
- Strengthening the introduction, to reflect the importance and value of our waterway heritage.
- Introducing an assessment of cultural and heritage significance, and an assessment of the capacity to accommodate change within our work.
- Requiring Heritage Impact Assessments to be completed within the process for establishing the management of, or seeking appropriate alternative uses for our historic properties, including their potential disposal or redevelopment.
- Promoting affordable and sustainable methods of work and considering, where appropriate, the use of innovative methods and materials.
- Recognising the value of the network's local distinctiveness, the importance of small and subtle heritage details (such as rope marks, mileposts, strapping posts painting styles, etc), and a greater recognition of the significance of the cultural heritage of waterways.
- A greater emphasis on the importance of engaging communities with their heritage and understanding the significance of our assets to different communities.
- For clarity a separate, focused collections policy will be developed, therefore reference to the collection is removed from the revised heritage policy.

7.2 Proposed process

7.3 In undertaking the review of the current heritage policy (2017) the Trust has engaged with internal teams (Heritage & Environment, Asset Management, Engineering Delivery). The draft heritage policy has also been presented to and reviewed by the Trust's Cultural Heritage Advisory Group and the Trust Council, at the April Council Meeting. The policy has been redrafted in collaboration with Dr Nigel Crowe the Trust's former Head of Heritage, and Council Member for Heritage.

7.4 Subject to the Board approving the recommendations made in Section 5 of the report, the proposed process to launch would broadly be as follows:

- Submit the revised policy statement to the Trust's Policy Document Library.
- Prepare a briefing note and draft press release ready to respond to any adverse comment received to the updated policy.
- Share the revised policy with key Trust teams through a series of regional heritage policy workshops, to promote understanding and consistency of application.
- Develop the supporting heritage standard, informed by the regional heritage policy workshops.

8 Implications

8.1 Risks of proceeding with the recommendations have been highlighted in Section 4 of the report. Implications beyond this relate to colleague time and other resources needed for the process above.

Appendix 1:

Revised Heritage Policy Statement (May 2023)

Attached as separate document.

Appendix 2: Current Heritage Policy (2017)



This Policy covers our approach to managing the historic environment and cultural heritage of the waterways (historic canals and river navigations, and their built heritage, archaeology and man-made landscapes) and other classes of cultural heritage items, such as historic boats, portable artefacts and archives that the Trust manages in partnership with others.

We seek to integrate the needs of those who visit and use the network for navigation and recreation with a sustainable approach to heritage management. In addition to the conservation and enhancement of heritage assets and their setting, informed by a sound understanding of their significance, we also promote heritage awareness and appreciation through site interpretation, dissemination (for example via digital media), community engagement, learning and training.

We recognise that the historic environment of our waterways – one of the most important reasons why people visit and value them – is an essential component of our Vision of “Living waterways transform places and enrich lives”; waterway heritage can make a positive contribution to health and wellbeing. Our Strategy commits us to protect and enhance the waterway historic environment for people to enjoy – now and in the future.

There will be a presumption in favour of conservation of our heritage assets, while recognising the wider aims, objectives and resources of the Trust. We will ensure that every addition and alteration to our historic structures is carefully judged. It is important that the needs of safety, affordability, use and aesthetics are sensitively balanced with the conservation of historical integrity.

The Trust will give all its heritage assets, whether designated (as scheduled monuments or listed buildings or within conservation areas) or non-designated, the same level of beneficial treatment. We will aim to exceed this requirement by continually improving our performance and delivering appropriate best practice.

The Trust will, wherever possible, perform regular maintenance to its significant heritage assets to prolong their lifespan and reduce future repair costs.

Volunteers, particularly those with specialist knowledge, will be encouraged to participate in a range of heritage activities including research and recording, repair and restoration, and heritage open day events.

We will;

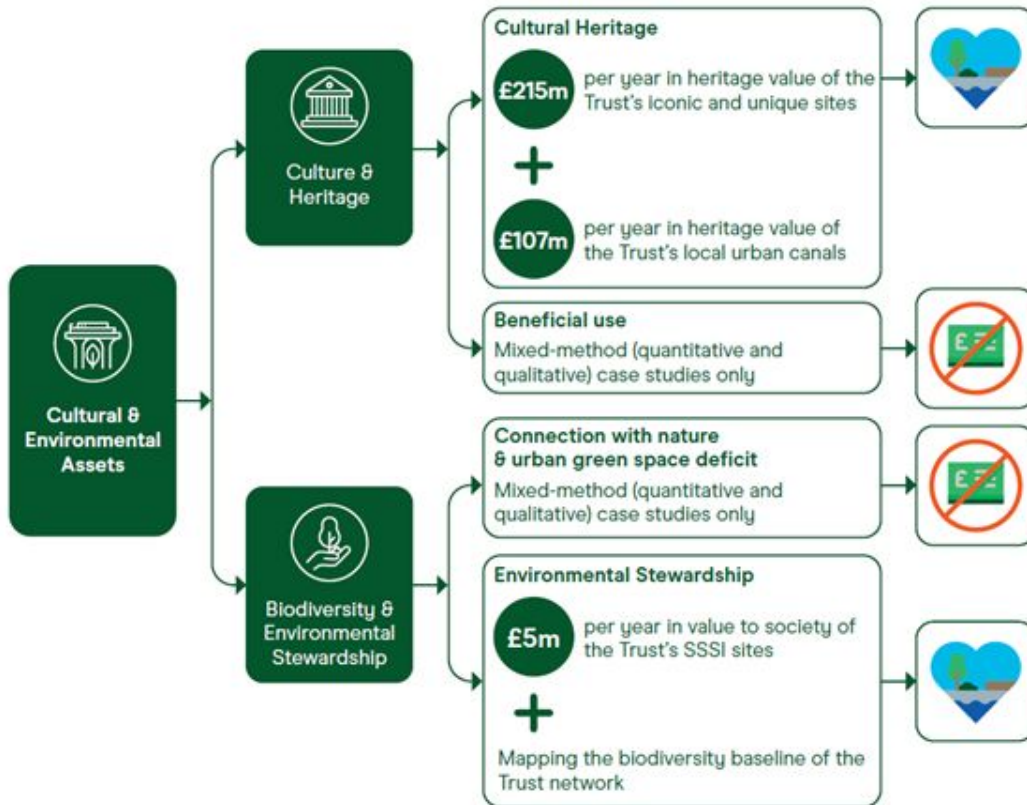
1. Commit to conserving for public benefit all heritage assets or sites of historic interest on our inland waterways.
2. Apply good asset management techniques to optimise conservation standards, and to maintain the integrity and the authenticity of our heritage assets.
3. Comply with legislation and regulation as a minimum requirement.
4. Invest in our staff, contractors and volunteers to ensure that all personnel working on historic structures and archaeological sites have sufficient heritage awareness and skills for the tasks they undertake.
5. Work in strategic partnerships with others who share our vision to secure the conservation of the wider context and setting of our waterways.
6. Monitor our performance through regular benchmarking and reporting.

Approved by the Board 12 July 2017

Appendix 3: Cultural Heritage Advisory Group Membership

- **Dr. Nigel Barker Mills (Chair)**, an architectural historian and founder member of the Institute of Historic Building Conservation (IHBC)
- **David Rudlin**, Urban Design Director at BDP, former chair of the Academy of Urbanism, winner of the Wolfson Economics Prize in 2014, author of the UK's National Model Design Code
- **Dr. Jennifer Hagan**, her career in cultural heritage, straddles academia and the not-for-profit sector, with a PhD in the sustainability of cultural heritage volunteering
- **Elizabeth Adams**, Chartered Architect, founding director of the award-winning Adams & Sutherland Ltd, an architectural practice specialising in working on urban and regeneration projects
- **Lizzie Glithero-West**, Chief Executive of The Heritage Alliance
- **Neil Redfern**, executive director of the Council for British Archaeology
- **Dr. Nigel Crowe**, former Head of Heritage both for British Waterways and then the Trust, author of the English Heritage Book of Canals
- **Prof. Rebecca Madgin**, professor of Urban Studies at the University of Glasgow, a member of Historic England's Historic Places Panel and Expert Advisory Group
- **Sandra Stancliffe**, Head of Education, Inclusion and Community Engagement at Historic England

Appendix 4: Extract from “Valuing Our Waterways: Aggregate Benefits to Society and the Economy” October 2022



Appendix 5: The range of waterway heritage

Iconic Structures



Everyday Details





Board Meeting
25th May 2023
Information Report
Text in red font to be
treated as confidential.

People Update
Karen Seth, People Director

1 PURPOSE

- 1.1. This report provides a full activity update on the work in the People Directorate over the preceding 2 months.
- 1.2. This report is being made available in Diligent in respect of the next Board Meeting and is for background reading purposes.

2 KEY POINTS

- 2.1 Our most recent full colleague and volunteer engagement surveys have now closed. A summary of results can be found in appendix 1. We are pleased to report a rise in engagement for both populations.
- 2.2 Completed Green Careers Hub video as a content partner for CWP & IEMA. Civil Engineering video & Executive Leader video discussing Green careers and the link many careers at the Trust will have with the environment and sustainability as well as work towards a better future. Awaiting final proof and link to website.
- 2.3 Redacted
- 2.4 We are continuing to work with Bip on the selection of possible providers for our new People System. By end of May there will be 3 suppliers shortlisted. The Request for Proposals are being shared at end of April for review throughout May
- 2.5 HRBP leading Women's Network, a group with nearly 20 women across the Trust along with Exec sponsor – we are also holding a Women in Engineering event to focus on careers in this area.
- 2.6 Redacted
- 2.7 The Executive continued their commitment to creating an inclusive culture within the Trust by undertaking the first of a two-part development initiative to further their understanding of their role as leaders in driving the Trust forward.

SUMMARY OF ACTIVITY

3 Fitter for the future (FFTF)

- 3.1** FFTF Project tasks drew to a close on 31st March with all new agreements live from 1st April. A total of 548 colleague conversations took place with agreements in place and confirmed. All associated system changes have taken place and a 6 monthly review process will begin throughout B23 for any colleague exceptions that were identified.
- 3.2** The TU have now agreed to re-visit the Standby and Oncall guidance which is ready to circulate and is much needed in the field. Pay talks have slowed down any conversation on this over the last couple of months but the TU have now agreed to re-engage to get this agreed.
- 3.3** A Headcount and Establishment reporting process has been designed between the People Team and Finance to ensure we reduce any discrepancies in our reporting numbers. A defined Change process has been communicated to the Exec and is now being cascaded to ensure all line managers are aware of the process should they request any change to Structure or Headcount.
- 3.4** We are continuing to work with Bip on the selection of possible providers for our new People System. By end of May there will be 3 suppliers shortlisted. The Request for Proposals are being shared at end of April for review throughout May. Work continues on Process Mapping our People Team functions to ensure we have clear defined processes that can be shared with the new supplier once we are at implementation phase.

4 Reward

- 4.1 Following the successful negotiation of our annual pay deal for colleagues in Red to Violet bands (see Employee Relations section above), activity has focussed on preparing for and uploading the various pay elements. Backdated payments relating to 1st October 2022 and 1st April 2023 will be paid in May payroll, along with any further lump sum amounts agreed. We have continued to apply further eligibility criteria relating to start date, those colleagues already paid over the maximum salary range for their Band and anyone already benefitting from an out of cycle increase.
- 4.2 Some concerns have been raised about the differential between Operative and Technician roles, particularly within Mechanical & Electrical engineering skills. Further role profiling/investigation will be undertaken as a priority to establish the appropriate level of accountabilities/objectives for each role and to address any current inconsistencies across teams and roles.

5 HRBPs

- 5.1 Operations change now complete around structure of Volunteering.
- 5.2 Redacted
- 5.3 Completed Green Careers Hub video as a content partner for CWP & IEMA. Civil Engineering video & Executive Leader video discussing Green careers and the link many careers at the Trust will have with the environment and sustainability as well as work towards a better future. Awaiting final proof and link to website.
- 5.4 People & Talent Plan and improvement of visibility of key management information data that supports better management and measurement of productivity live for all areas.
- 5.5 HRBP leading Women's Network, a group with nearly 20 women across the Trust including our sponsor, H&S Director discussed the Mentoring Programme and will focus on Mentoring, Flexibility of work, Career Progress.
- 5.6 Women in Engineering Day, 23rd June, with a focus on the many women leading work at Toddbrook, the Trust's largest project to date. This is being done in partnership with: Arup, Coal Authority, Kier, Arcadis and will celebrate this achievement for women and highlight and promote the Trust as a workplace for Engineers (and women).

Krystal Alliance equality, diversity and inclusion session upskilling HRBP, Senior Managers, Middle Managers + 3 other managers who were present on the day in I&P Managers Meeting. Excellent session led by Krystal Alliance which was well praised by attendees. An extra session to follow in an area where a discrimination case has taken place.

6 Aquavista Service Terminating in LSE

- 6.1** Operational service to operate the lock is terminating in December 2023. Our current position is that TUPE does not apply because we do not believe there is evidence that the 3 individuals are solely assigned to work for the Trust. Meetings for due diligence and negotiations are currently taking place. Senior Employment Lawyer is providing regular advice and overseeing the Trust's position. There is a strong commercial argument that the current service is not delivering on service and long-term would cost more than the initial costs of bringing the agreement to an end. Current service costs are £90k per annum and it has been advised that those costs would be increased significantly in 2024.

7 I&C

- 7.1** Change process commencing mid-May with expected conclusion/outcomes confirmed within c8 weeks. Removal of 4 posts. A further review of Administration resources to follow, which affects 3 heads with a possible reduction to 1 post.

8 LSE Deputy Harbour Master & Area Operations Manager

- 8.1** Redacted

9 Update on Tees

- 9.1** Redacted

10 Policy work

- 10.1** Fertility standard, looking to send to exec next week and Employee Relations Manager to take to the NJF 15th May.
- 10.2** Baby Loss Standard, looking to send to exec next week and Employee Relations Manager to take to the NJF 15th May. Baby loss manager guidance to follow, discussion with OD as to what that should look like.

11 Key recruitment

- 11.1** Director of Communications & External Relations. Candidate first stage interviews in process 2nd May & 5th May, 2nd Stage Mid-May. Offer expected before end May.
- 11.2** Trustee recruitment, Direct campaign live Closes w/c 8th May. Interviews expected to be conducted in late May 2023.
- 11.3** Head of Philanthropic and Corporate Partnerships, Interviews scheduled w/c 8th May & 15th May. Offer expected by end May.
- 11.4** Inclusive Recruitment Standard, completed with action plan now in place, delivered to SMF.

12 Employee Relations

- 12.1** Whilst the key driver for the team is to continue to manage and facilitate case work, they are also tasked with improving the management support and tools to increase the efficiency of core processes. We have established a suite of templates and tools relating to disciplinaries. These are complete and in use, we have created a managers guide that we plan to utilise in a visual format to provide hints, tips and ease of access to supporting documents. We have reworked our reporting (excel) to begin to capture the time taken in each case type to provide greater insight to areas that tend to cause drift, it is known that investigations tends to be one area. We have created a 'terms of reference' to contract managers to investigations or to act as a chair.

13 Change

- 13.1** We are supporting the HRBP's who are leading on the delivery of proposed change within Finance as well as the Investment and Commercial Directorate. Employee Relations Officers will work with then HRBP's and deployed into consultations where suited. Technical support in terms of paperwork, process and challenges are being addressed from the Employee Relations team.

14 Policies

- 14.1** We have a number of policies under review and at different stages of development. We are working through the myriad of policies within the people policies section and employment provisions (circa 80). The policies are moving to standards, currently in play are:
- 14.1.1.1** On Call & Standby, an operational standard that we created to increase the consistent management and application of the on call and standby process within the Trust. The Standard is complete, final adjustments being made in advance of re-convening with the Trade Unions in the coming weeks.
 - 14.1.1.2** Discipline, Policy reviewed with a revised standard created. This was more of a refresh and whilst not overhaul of the process, the revised standard will allow for re-contracting with the Trade Unions whilst being able to re-communicate the way in which the process is managed. The key aspect is the creation of a managers guide to provide greater support to managers dealing with disciplinary issues, this is coupled with a fully revised template set and management tools. These are being finalised and we anticipate to put to the Exec for approval then the Trade Unions in due course.
 - 14.1.1.3** Casuals, this is a new standard that we've created to support the Attractions and Museums sites that are looking for greater flexibility to flex up resource when they have events. The standard is written, we have a manager's guide, a contract for casuals and the final aspect we are working on is the management of holidays and sickness that casuals would accrue linked to the hours worked. We anticipate that this will be put to the exec shortly and again addressed with the Trade Unions

- 14.1.1.4** Annualised Hours, we have created the Trust first standard to apply the annualised methodology. We are delivering this through a delivery team combined with Ops and Direct Services.
- 14.1.1.5** Employment Provisions, we are working through the old and obsolete policies that can be removed. This will form part of a deeper conversation with the Trade Unions. Certain policies will be re-written but where possible we will remove and reduce the number.
- 14.1.1.6** Fixed Term, this is a refresh of a standard we put in place a number of years ago. Part of the standard will focus on seasonal workers, albeit this may be the final year using seasonal resource (from Ops feedback). The revision will re-enforce the need to manage the 'service creep' of fixed term contracts that may have a wider cost impact after 2 years continuous services and a more significant impact if they move past 4 years. In the main these are managed appropriately but there is a requirement to retain the control of the fixed term process.
- 14.1.1.7** Redundancy, we plan on commencing this review to tighten some of the practices and with support from Exec to adjust some of the 'fat' we have in the process to further support managers i.e. reduce the trial period. This will be an emotive subject with the Trade Unions but reviewing will improve the process and further protect the Trust from challenges. That said, due to the way in which we manage and control redundancy consultations we manage and script the consultations to mitigate risk.
- 14.1.1.8** Probation, we have commenced the review of the probation policy and begun to transition to a standard. The outset of the review identified that the process is suitable, but the application of the process needs to be strengthened. This work will include a revised standard, management guide and tools.
- 14.1.1.9** Performance, like redundancy this is one of the next policies and processes to review, again with a premise that we need to tighten the delivery of performance improvement with greater support, tools and management development.

15 Unions

- 15.1** The Trade unions ceased to engage at a certain point through the pay talks, whilst we maintain the relationship they would not enter into discussion on other topics. With the conclusion of the pay talks, we have reconvened and deliver the Joint Officers Forum and are planning a National Joint Forum in the coming weeks. Key discussions over the coming weeks will include On Call and Standby, Night Workers, Car Allowances as well as the other policy and process work mentioned as part of the policy review. The Trade Union relationship is reasonable, they are working with the Trust in a suitable manner.

16 Internal Communications

- 16.1** Canal & River Trust Awards. Now the Innovation Award finalists have pitched to the senior managers for backers, in a Dragon's Den style approach, attention goes to the wider Canal & River Trust Awards where the overall winner will be announced. Meanwhile, colleagues across the Trust are busy entering the other categories before the deadline this month. The categories are Community Award, Customer Service Award, Large and Small Project Award and to mark two years since the tragic death of our colleague Clive Porter, we have renamed the individual People Values Award after him. The Clive Porter Values Award. Clive was a member of the first team to win the Values Awards back in 2018, and what better way to remember him in this way as a colleague who epitomised the values of the Trust and was certainly admired for his own too.
- 16.2** Digital comms to volunteers. We have supported our volunteering colleagues to use Poppulo, our email platform to circulate their regular newsletter. The open rate is around 65% which is a fantastic result. Having the data in one place will also enable a one team message in a streamline fashion for urgent news that affects everyone.
- 16.3** The Source has gone digital. The Source has been circulated on email for two months now whilst still being posted out to our operational colleagues. The open rate remains level with our existing standalone emails and weekly news at around 45% (48% of our workforce will still receive a printed version).
- 16.4** Supporting colleagues on comms. Internal Comms continue to be involved in discussions to support high level comms around topical themes such as Bins, Banked Holidays, Engagement Survey and Ballot Comms, as a few examples.

17 Organisational Development

17.1 Inclusive Colleague Experience

17.1.1 Listening strategy.

- 17.1.1.1** Our most recent full colleague and volunteer engagement surveys have now closed. A summary of results can be found in appendix 1. We are pleased to report a rise in engagement for both populations.

17.1.1.2 The three main focus areas identified for employees are.

Working together with purpose
Feeling Valued
Wellbeing and belonging

For volunteers its.

An enjoyable experience
Inclusion and belonging
Listening and appreciation

17.1.2 The results are currently being cascaded throughout the Trust and managers working with their teams to review and update their action plans based on the results.

17.2 Executive listening groups: preparation is underway for our next set of executive listening sessions which will take place in June.

17.3 Inclusion & Diversity

17.3.1 Inclusive Leadership Training:

17.3.2 The Executive continued their commitment to creating an inclusive culture within the Trust by undertaking the first of a two-part development initiative to further their understanding of their role as leaders in driving the Trust forward.

17.3.2.1 We have also developed an inclusive leadership session for senior managers in conjunction with our partner, Inclusive Employers. This was trialled by Stuart Mills and his leadership team in April, with a view to rolling it out wider later in the year. This is in addition to the Inclusive Leadership Peopleways module for managers mentioned in the last Board report.

17.3.2.2 Understanding experiences of minority groups at the Trust:

17.3.2.3 We have started some work to understand the lived experience of women and people of colour at the Trust, both colleagues and volunteers, through independent facilitated workshops to run in May. The outputs from these will help us gain more insight into how we can provide a better experience, building on the information we receive through the engagement survey.

17.3.2.4 Inclusion and Diversity Audit:

As agreed by the Audit and Risk Committee (ARC), and to help shape our inclusion and diversity work going forwards, we have started scoping an audit looking at our policies and practices on inclusion and diversity. The fieldwork for the Audit is scheduled for June, report issued in August, and coming to ARC in October.

17.4 Planning for pride month:

Planning is well underway for showcasing the Canal & River Trust as an employer of choice at Pride festivals over the Summer. We are currently planning to attend Birmingham (end May), London and Liverpool (July), and Manchester (August). We are also delighted to be planning our own Pride event at Standedge Visitor Centre, for the second year running, following last year's success.

17.5 Onboarding, Our next corporate induction is taking place on Thursday 4th May; 40 colleagues are scheduled to attend this course.

18 Wellbeing

18.1 Building Critical Skills and Competencies

18.2 Early and future careers, At May 2023, there are 69 colleagues on our early and future careers programmes (41 apprentices, 5 graduates and 23 upskills). 21 apprentices and 7 upskills are due to complete by end March 24.

18.3 Recruitment, Recruitment for the 7 new future talent roles within I&P went live on Tuesday 11th April with applications due to close on 4th May. To date, there has been a high number of applicant numbers for most of the vacancies and some high-quality applications. The next stages include a video interview and a face-to-face final interview with a view of offers being extended by July 2023.

18.4 Levy update, The Trust's current levy balance is £542K. Estimated payments to be made into the levy account over the next 12 months total c.£319k with only c.£275k spend currently planned. Several diverse ways of utilising the levy to support colleague development have been presented which will utilise existing monies and halt funds expiring.

18.5 Succession Planning, The 19 current apprentices who joined via the Kickstart scheme are due to complete their apprenticeships and fixed-term contracts with the Trust by end November. At present, we have confirmed 5 permanent vacancies within Direct Services and 1 permanent vacancy within Finance to move apprentices into. Awaiting confirmation of vacancies from Operations.

18.6 Apprenticeship development programme, a suite of modules have been designed to support the future development of our apprentices. This programme has been mandated for all apprentices to attend and includes modules about, career planning, positivity and personal resilience, making yourself heard including influencing and negotiating skills, demonstrating inclusive language and behaviours and considering personal brand and the impact of this. Delivery is taking place between May and September 2023.

18.7 Growth development programme, growing the Trust's future leader programme continues with sessions delivered to recently graduated engineers and new colleagues to the Trust. Modules include...

- Creating a personal development plan
- Your wellbeing at the Trust
- Motivating and managing self
- Being a good team member
- Emotional intelligence and personal resilience
- Personal brand and online presence and networking
- Communication skills
- Presentation skills
- Managing meetings
- **Inclusive** language and behaviours

19 Building & developing capacity and resilience in colleagues and leadership

- 19.1 Management development**, phase 3 of our new management development programme launched in mid-April with disciplinary, grievance, managing employee contracts, performance, and talent management. Feedback for the overall programme continues to remain positive however there are still a handful of managers who are mandated to attend that have not - we are actively following up with their senior leaders. Phase 4 launches mid-July with flexible working, managing your time effectively and reward & recognition.
- 19.2 Stepping Into Management**, our first 'Stepping into Management' programme has commenced, the training provider (Raise the bar) have confirmed that the programme started successfully, and all 15 learners are embracing this development opportunity. Progress calls booked to track progress for the individuals with the training provider.
- 19.3 Women in Leadership**, our 5 female Area Operations Manager are halfway through their L5 Operations Manager apprenticeship – we have engaged with the research and impact team to undertake an evaluation of the programme to dictate how we move forward following the pilot.

20 Getting the basics right

20.1 Compliance training – all colleague

- 20.1.1** A summary of mandatory courses for all colleagues and our latest compliance statistics is shown below. These courses are cascaded, monitored and tracked through our internal learning management system, Trust-ED. We have introduced added escalation triggers where training becomes more than 30 days overdue on these courses to senior managers, and 6 weeks to the executive.

Trust-wide basic compliance training programme

	Safeguarding	Whistleblowing	GDPR & IT 2023	The Line	I&D	Overall Average
Trust overall						99%
Finance	100%	100%	100%	100%	100%	100%
Health & Safety	100%	100%	100%	100%	100%	100%
Infrastructure & Programmes	99%	99%	98%	100%	100%	99%
Investment & Commercial	100%	100%	100%	100%	100%	100%
Legal & Governance	100%	100%	100%	100%	100%	100%
Operations	98%	98%	97%	98%	99%	98%
People	100%	100%	100%	100%	100%	100%
Strategy Engagement & Impact	100%	100%	99%	100%	99%	100%

Health & Safety specific

	Lone Working	Manual Handling	Safety Induction	Overall Average
Trust overall				97%
Finance	98%	92%	100%	97%
Health & Safety	100%	100%	100%	100%
Infrastructure & Programmes	96%	97%	97%	97%
Investment & Commercial	99%	94%	100%	98%
Legal & Governance	100%	95%	100%	98%
Operations	96%	94%	94%	95%
People	97%	95%	100%	97%
Strategy Engagement & Impact	97%	96%	100%	98%

20.1.1.2 Training records improvement project

20.1.1.3 Work continues on the data improvement project. All training record data entry has now been centralised, undertaken by the central OD (Organisational Development) team to drive improvements in the quality of input.

20.1.1.4 Data cleanse has started on the 3323 qualification codes held in SAP (our HR database)– each qualification needs to be taken in turn and all training records associated with that code checked for the correct expiry and proficiency. 667 have been cleansed to date. An issue has been identified that where some training, which should have a specific validity period due to statutory / regularity requirements, has been entered incorrectly and therefore the training has now actually expired. Where this occurs line managers are being contacted and ask to organise refresher training where it is still required.

21 CAATS, Competency Assessment and Training Scheme Award, internal training and assessment.

21.1 The cross functional working group led by the organisational development team to make improvements to the CAATS assessment scheme continues to make progress. Improvements to include new policy / standard, new monitoring and tracking procedures, new quality assurance observations on assessor and peer learning forums.

22 Engagement

22.1 Our change in provider meant we did things a little differently this time and we changed our rating scale to a 1 to 10 rather than a 5-point scale. This means rather than a percentage score, each question and the overall index now has a score out of 10.

To enable us to track and trend we converted the October 2022 engagement results to the same methodology.

Employee engagement at the Trust wide level is now 7.4 and this is an increase of 0.4 on the October results which would have been 7.0.

Advocacy, pride and loyalty are all scoring higher than the providers non-profit and government benchmarks for the last 6 months.

Our overall engagement for volunteers is also slightly up to now 8.5.

All question scores for both the employee and volunteer surveys are within the positive or moderate scoring range.

Regression analysis has identified 9 primary drivers of engagement for both populations.

Free text commentary also revealed areas that are positively and negatively impacting engagement at the Trust.

Bringing all these data points together revealed three main themes to emerge from the data for employees and three for volunteers.

For employees its: **Working together with purpose, Feeling valued and Wellbeing and belonging.**

For volunteers its: **Enjoyment of the experience, inclusion & belonging and listening & appreciation.**

Each of which play a key role in how the Trust can impact engagement whilst improving the employee and volunteer experience further.

22.1.1 PARTICIPATION

Employees: participation for employees was 73%. For such a large population this is more than adequate to be confident in drawing conclusions about the wider employee base.

Volunteers: participation for volunteers was 24% - whilst this is low, and investigations are taking place as to the reasons why, it still provides us with good insight.

22.1.2 OVERALL ENGAGEMENT

Engagement for Trust employees is 7.4.

When we compare this to historical comparisons, we can see we have succeeded in raising engagement over the last 6 months, with an incline of 0.4 at the overall engagement level.

The Trust Index for employees combines the 6 key questions including: advocacy, motivation, pride, loyalty, support for the vision and satisfaction.

“I support the organisation in being a Trust for the waterways and wellbeing” achieved a positive score of 8.3, as it indicates that colleagues are invested and bought into the vision of the Trust. Furthermore, the item relating to Pride (I am proud to work for the Trust) also achieved a very positive score of 7.7, indicating that across the charity, employees feel a strong sense of pride working for the organisation. Whilst there are some positive scores, it is worth noting the lower scoring items. Most notably, the item “Considering everything, I am satisfied with the Trust at the present time” achieved a

moderate score of 6.6, which also falls 0.8 points below the survey average. Whilst this score alone does not pinpoint exact areas to develop, it does suggest that there are some areas of dissatisfaction which we continue to explore.

Advocacy, pride and loyalty are all scoring higher than the providers non-profit and government benchmarks for the last 6 months.

Engagement for volunteers is slightly up at 8.5

When we compare to historical comparisons, we can see the engagement score in broadly on par with previous surveys.

The Trust Index for volunteers combines the 5 key questions including: advocacy, pride, support for the vision, satisfaction and motivation.

All items score within a positive range, with a variance of 1.6 points between the highest scoring (I am motivated to do my best possible whilst undertaking my volunteer activities = 9.1) and lowest scoring items (Considering everything, I am satisfied with the Trust at the present time = 7.5). Whilst all items score positively, it is worth noting that the item "Considering everything, I am satisfied with the Trust at the present time" achieved a score of 7.5, which falls 0.4 points below the survey average. Whilst this score alone does not pinpoint exact areas to develop, it does suggest that there are some areas of dissatisfaction which will be explored further.

There are no external benchmarks for the volunteer survey.

22.1.3 RELEVANT TRENDS

22.1.3.1 Most favourable

Employees

As per our previous survey, our most favourable scores are in relation to our compliance questions, whereas not drivers of engagement they offer some assurances around the culture of the organisation.

- I understand the importance of safeguarding – 9.4
- If I had a safeguarding concern, I would know how to raise it – 9.1
- I have a good understanding of how to comply with the requirements of my role in relation to workplace health and safety – 9.1

Volunteers

Similar to employees our most favourable scores are in relation to our compliance questions, however also motivation.

- I have not witnessed or experienced bullying or harassment whilst volunteering in the past year – 9.1
- I am motivated to do my best possible whilst undertaking my volunteering activities – 9.1
- I have a good understanding of how to comply with the requirements of my role in relation to workplace health and safety – 9.1

22.1.3.2 Most improved

Whilst we have refreshed our questions for this survey, we can gain some insight on those that are comparable to the previous survey and most improved are:

Employees

- People are recognised for their contributions here (5.9, variance = +0.1)
- I can be my true self at work (7.8, variance = +0.9)
- I am motivated to do the best possible work I can (7.9, variance = 0.8)

Volunteers

- I believe the survey will continue to impact how the Trust is developing ways to improve my volunteering experience (6.7, variance = +1.1)
- I can be my true self whilst volunteering at the Trust (8.7, variance = +0.8)
- I feel valued at the Trust (7.8, variance = +0.8)

22.1.3.3 Least favourable

Employees

The areas that are least favourable are:

- I believe action will take place as a result on the survey (5.7, variance = +0.1)
- Other departments collaborate with us to get things done (5.9, variance NA)
- I have seen positive changes taking place based on recent colleague survey results (5.9, variance = +0.2)

Volunteers

The areas that are least favourable are:

- At the Trust we act on new ideas to help us improve (6.3, variance = +0.5)
- We see mistakes here as an opportunity for learning (6.4, variance = NA)
- My task manager regularly checks in to see how I'm doing (not just about volunteer related activity (6.4, variance = NA)

22.2 ENGAGEMENT DRIVERS

A positive or negative score on a particular question or set of questions in the survey, does not necessarily mean a high or low score on our engagement measures. By running a regression analysis and focusing on the drivers of the engagement index, we can instead hone in on the areas which are making a significant difference to engagement levels and whether people are likely to recommend the Trust as a great place to work.

Regression analysis has highlighted nine key drivers of engagement for employees and a further nine key drivers for volunteers.

Employees

1. I feel like I belong at the Trust (7.3)
2. The senior leaders demonstrate that people are important to the Trust's success (6.1)
3. The work we do here makes a positive contribution to our local communities (7.8)
4. I feel valued at the Trust (6.7)
5. I have seen positive changes take place based on recent colleague survey results (5.9)
6. I am able to maintain a healthy work life balance working here (7.2)
7. The Trust is good at celebrating its successes (6.2)
8. My manager regularly checks in to see how I'm doing (not just work related) (8.1)
9. Other departments collaborate with us to get things done (5.9)

Volunteers

1. I feel respected at the Trust (7.8)
2. I would like to give my time to the Trust as long as I am able to (9.0)
3. I feel connected to the Trust and its purpose (7.6)
4. I believe the survey will continue to impact how the Trust is developing ways to improve my volunteer experience (6.7)
5. I believe Trust volunteers and Trust employees are all one team (7.1)
6. More often than not, I have a good experience whilst undertaking my volunteering activities (8.7)
7. The senior leaders demonstrate that volunteers are important to the Trust's success (7.3)
8. We see mistakes here as an opportunity for learning (6.4)
9. I can volunteer flexibly, to meet my individual needs and circumstances (8.8)

22.3 THEMATIC ANALYSIS

Employees and volunteers responding to the survey were asked a number of free text questions and the following two were thematically analysed:

- "What is one thing that is negatively impacting your engagement right now?"
- "What is one thing that is positively impacting your engagement right now?"

Approximately half (51% & 48%) of employees and less than a quarter (13% & 12%) of volunteers responded to the free text questions therefore we must be cautious in generalising the key themes found within the thematic analysis across the whole organisation however what we found:

"What is one thing that is positively impacting your engagement right now?"

For employees:

Relationships	<ul style="list-style-type: none"> • Strong quality of interactions with co-workers and line managers. • Colleagues inspired and motivated them during tough times, and they enjoyed the teamwork and inspiring colleagues they worked with. • High levels of respect, support and dedication from line managers.
Aligning to the mission	<ul style="list-style-type: none"> • Lots of passion about the canals that they protect and the impact it has on communities. • Real belief in the mission and purpose of the Trust and desire to see it thrive.
The work	<ul style="list-style-type: none"> • Enjoyment of challenging and exciting work that provides lots of variety. • Site visits, working with volunteers and being near the waterways/with nature.
Flexibility	<ul style="list-style-type: none"> • Gratitude was expressed for the ability to work in ways and times that suit them. • Having the autonomy, trust and empowerment to work this way was motivating for many.

For volunteers:

The people	<ul style="list-style-type: none"> • Fellow volunteers, meeting new people, interacting with the public, the team or the task managers. • Sense of camaraderie, friendliness, support and an enjoyment of meeting like-minded people with similar interests.
Enjoying what they do and the impact they make	<ul style="list-style-type: none"> • General enjoyment. Making a difference to the environment and communities had a positive impact. • An enjoyment of working outdoors alongside the canals and getting to enjoy nature and improvement to their own wellbeing.

“What is one thing that is negatively impacting your engagement right now?”

For employees

Workloads	<ul style="list-style-type: none"> • Excessive workloads which are sometimes caused by lack of resources causing an impact on wellbeing. • Workloads are reported to be impacting collaboration and personal development.
Pay	<ul style="list-style-type: none"> • Frustration that recent pay increases are not keeping up with inflation during the cost-of-living crisis. • A number mentioned unresolved pay award negotiations impacting engagement.
Future certainty and security	<ul style="list-style-type: none"> • Many employees are anxious about the future of the Trust.

	<ul style="list-style-type: none"> • Uncertain nature of government grant availability and what that means going forward. • Some mention a current restructure that has meant they worry about their own role.
Clarity and communication	<ul style="list-style-type: none"> • Comments talked about the lack of communication around what is happening in the Trust. • Some feel the 'golden thread' is missing and they no longer know how their work ties into the future direction of the Trust. • Another specific theme around recent executive appointments which was causing some concern with employees feeling unsure of why the new roles existed.

For volunteers

Getting things done	<ul style="list-style-type: none"> • Many facets impacting task completion from poor task management, poor planning, inefficiencies (use of skills, use of time and waiting for approval) and getting around red tape and rules. • Lack of resources needed to complete the job.
Feeling valued	<ul style="list-style-type: none"> • Included not having ideas and suggestions listened to, with some comments suggesting that people were feeling ignored. • Some comments reflected feeling that volunteers' skill set was not being used, with a feeling that the Trust was missing out on huge potential by not using volunteers' previous skills.
Communication	<ul style="list-style-type: none"> • Lack of clarity around what is happening at sites or if sites are closing. • Comments around a lack of clarity around how tasks should be completed, including what can and cannot be done, often leading to conflicting instructions.

22.4 SUMMARY

Bringing the key drivers of engagement, the scores across the scaled questions and analysis of the free text items together revealed 3 main themes to emerge from the data for employees and 3 for volunteers. These themes are where we plan to focus our efforts to drive engagement:

22.4.1 Employees

Working together with purpose – having joined up plans and approaches and ensuring that everyone who needs to understand, understands and then working collaboratively together to achieve them.

Feeling valued – demonstrating we all care, valuing each other, seeking contributions from those with a vested interest and having more two-way conversations.

Wellbeing and belonging – building connections with the Trust, its purpose and each other. Building a sense of community and support, looking out for each other along the way.

22.4.2 Volunteers

An enjoyable volunteering experience – helping volunteers feel connected to the charity, putting people first and building a sense of teamwork.

Inclusion and belonging – creating a welcoming and inclusive experience where all volunteers feel that ‘we care’ and that they belong.

Listening and appreciation – ensuring that volunteers feel heard, providing a way to voice their opinions as to where improvements can be made and appreciating, recognising and rewarding their input.

22.5 NEXT STEPS

Over the coming weeks we will be cascading, sharing and discussing the results with teams across the Trust. All teams with responses of 5 or more have received their own reports and they will be reviewing and updating their action plans.

Our next round of executive listening groups will be framed around the key themes and what we can all do to build and nurture these areas.

(Infographic overleaf)

Your Voice Engagement Survey March 2023

Canal & River Trust
Water Recovery by 2025

A big thank you ...to the **1,303 employees (73%)** and **889 volunteers (24%)** that responded to our October engagement survey

Our overall engagement score... **7.4** | **8.5**
Employees | Volunteers

Looks a little different due to our change in rating scale. Both employees and volunteer scores have increased.

There is continued support for our vision
Support for the organisation in being a Trust for the waterways and wellbeing is **8.3** for employees, and **8.6** for volunteers.

We take pride in what we do
Pride to work for the Trust is **7.7** and pride in volunteering for the Trust is **8.8**.

Our motivation is increasing
With employee motivation rising from **7.1** to **7.7** and for volunteers **9.1**.

We will speak out, step up and share ideas related to health & safety
There are regular communications between teams and managers on H&S. Employees **8.5** volunteers **7.4**.

Colleagues understand how to comply with the requirements of their roles.
Employee **9.1** Volunteers **8.5**.

We're stronger together
We have strong relationships in our teams. Employees **8.8** Volunteers **9.1**.

Trust in our leadership is growing
We value diversity. Employees **8.1** Volunteers **7.7**.

Increase can be seen across all our leadership questions from both employees and volunteers including trust, listening and keeping people informed.

Areas to focus:

For our employees it's:

- Working together with purpose
- Feeling valued
- Wellbeing and belonging

For our volunteers it's:

- An enjoyable volunteering experience
- Inclusion and belonging
- Listening and appreciation

Thank you for taking the time to share your valued comments and insights into your experiences.

